



City of San Pablo

Quadrennial Operating Budget FY 2018-2021



CITY COUNCIL

Mayor

Vice Mayor

Council Member

Council Member

Council Member

Cecilia Valdez

Genoveva Garcia Calloway

Paul V. Morris

Rich Kinney

Arturo Cruz





CITY OF SAN PABLO
ELECTED OFFICIALS AND
ADMINISTRATIVE PERSONNEL
JULY 1, 2017

ELECTED PERSONNEL

Mayor	Cecilia Valdez
Vice Mayor	Genoveva Garcia Calloway
Council Member	Paul V. Morris
Council Member	Rich Kinney
Council Member	Arturo Cruz
City Clerk	Elizabeth Pabon-Alvarado
City Treasurer	Viviana Toledo

ADMINISTRATIVE PERSONNEL

City Manager	Matt Rodriguez
City Attorney	Lynn Tracy Nerland
Assistant City Manager/Personnel Administrator	Reina J. Schwartz
Chief of Police	Ron Raman
Public Works Director / City Engineer	Barbara Hawkins
Finance Director / Interim Information Technology Manager	J. Kelly Sessions
Assistant to the City Manager/Economic Development	Charles Ching
Assistant to the City Manager/Personnel	Tina Gallegos
Community Services Director	Greg Dwyer
Development Services Director	Michele Rodriguez

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DATE: July 1, 2017

TO: MAYOR AND SAN PABLO CITY COUNCIL

FROM: Matt Rodriguez City Manager

Re: **CITY MANAGER ANNUAL BUDGET MESSAGE:**
FY 2018-2021 QUADRENNIAL GENERAL FUND OPERATING BUDGET (FINAL ADOPTED BUDGET)

To the Honorable Mayor and Members of the San Pablo City Council:

Please accept on behalf of myself and the City's Budget Team, the Four-Year Quadrennial GF Operating Budget (FINAL ADOPTED BUDGET) for Fiscal Year 2018-2021 period.

Pursuant to San Pablo Municipal Code Section 3.04.230, the FINAL ADOPTED BUDGET document enclosed herein provides detailed financial information about the policies, expenditures and revenues forecasted for the City's upcoming four-year quadrennial operational period beginning July 1, 2017 and ending June 30, 2021, with a mid-year period for adjustment of forecasted expenses and revenues after the fiscal year period ending June 30, 2019, or completion of year 2 of the budget.

BUDGET, FISCAL & LEGISLATIVE STANDING COMMITTEE REVIEW

The FINAL ADOPTED BUDGET for the FY 2017-2021 period was submitted for formal consideration and review by members of the Budget, Fiscal & Legislative Standing Committee (Mayor Cecilia Valdez/Councilmember Rich Kinney) on May 24, 2017. Following the Standing Committee's review of all proposed expenses and revenues for period 2018-2021, the Preliminary DRAFT BUDGET was submitted as presented by the City Manager to the City Council for formal consideration, review and adoption. The Standing Committee during their preliminary review did recommend a minor change in the proposed City Council Travel and Training Annual Allocations under the proposed FY 2018-2021 City Council Department Budgets. On June 5, 2017 the



Preliminary DRAFT BUDGET was reviewed by the City Council under a formal public hearing which was duly noticed.

BUDGET PUBLIC HEARING – CITY COUNCIL REVIEW

Following a duly noticed public hearing on June 5, 2017, the City Council voted to proceed with formal adoption of the Preliminary DRAFT BUDGET following public comment. Additionally, the City Council voted formally by majority vote (minute action vote) to proceed with incorporation of one minor budget expense revision, as follows:

✚ Budget Adjustment (Approved by Majority/Minute Action Vote)

The City Council authorized an annual increase of \$2,500 annually for each fiscal year period (FY 2018-2021) under the City Council Departmental Budget/Council Travel & Training Budget to increase the proposed annual allocations provided to individual Mayor and City Councilmembers by an additional \$500 annually for a total budget increase of \$2,500, respectively. All increased budgetary expenses would be funded out of Year-end City Manager Contingency Budget if annual expenses exceeded budgetary limits. Motion passed unanimously by minute action vote to amend the DRAFT BUDGET, and to proceed with formal adoption on June 19, 2017.

✚ Final Budget Adoption – Adopted Resolution #2017-123

On June 19, 2017, the City Council adopted Resolution #2017-123 which formally adopted the FINAL ADOPTED BUDGET and CAPITAL IMPROVEMENT BUDGET for periods FY 2018-2021.

BUDGET & FISCAL ACCOMPLISHMENTS

During this budget process, there were several noteworthy fiscal achievements that are highlighted, as follows:

Previously, the City Council adopted the Biennial Operating Budget for the period FY 2015-17 which concluded this June 30, 2017. Since January 2017, the new budget cycle was initiated by the City Manager, and the City's Budget Team. All internal budget planning was completed by the all City Departments. All non-essential spending was eliminated from the FINAL ADOPTED BUDGET and revenues adjusted to present a balanced four-year FINAL ADOPTED BUDGET. There are several budget rationale for the development of a long-term multi-year budget, as follows:

✚ Four-Year Stability Approach to GF Budget

In January 2017, the City Manager proposed a multi-year operating budget for the City Council's consideration for the upcoming budget cycle. This multi-year approach was authorized by the Budget Standing Committee in January 2017. A four-year, quadrennial General Fund operating budget format was proposed following the ongoing success of the last three (3) consecutive Two-Year Biennial General Fund Operating Budget adoptions by the City Council for fiscal year periods



2011-13, 2013-15, and 2015-17. A key factor to the multi-year budget approach is to simultaneously achieve agreements with all representative employee labor groups along with a the long-term General Fund Operating Expenditure Plan resulting in long-term economic stability of major cost factors while new economic development opportunities are pursued. Projected labor costs are the most significant annual cost factor of the City's Annual General Fund Budget.

U.S. Economy Rebounding and Recovering

The U.S. Economy has been recovering slowly and unevenly since the depths of the economic recession in 2009. The economy has received further support through expansionary monetary policies. This includes not only holding interest rates from increasing significantly but also the unconventional practice of the U.S. government buying large amounts of financial assets to increase the U.S. money supply and hold down long term interest rates—a practice known as “quantitative easing”.

While the labor market has recovered significantly and employment has returned to pre-crisis recession levels, there is still widespread debate regarding the future and health of the U.S. Economy. In addition, even though the worst effects of the recession are now fading, the economy still faces a variety of significant challenges going forward. Deteriorating infrastructure, wage stagnation, rising income inequality, elevated pension and medical costs, as well as large current government budget deficits, are all issues facing the U.S. Economy in the coming years.

GF Designated Reserves Allocation Growth

For year-end of FY 2016-17, the City is completing a successful and financially productive year. All City Departments are on-target to spend nearly all of their respective allocated budgets. An important factor contained in this FINAL ADOPTED BUDGET is the ongoing practice of using audited fund balance generated from budget surplus at the end of the previous FY 2014/15 and FY 2015/16 periods, respectively. Both year-end budgets resulted in year-end budget surplus, where annual revenues exceeded annual expenses at the end of the fiscal year period.

Following review by the City's Auditor, the Comprehensive Annual Financial Reports (CAFR) for periods ending June 30, 2015, and June 30, 2016 resulted in substantial audited fund balance being generated which consisted of year-end cost savings from City Departmental Budgets and unforeseen revenue increases from one-time federal and state grants, and increased Casino annual revenues, with other external revenue sources combined.

Since January 2014, following Fiscal Resiliency Policies adopted in October 2013, the City Council has maintained the fiscal practice of allocating year-end audited fund balance to new GF Designated Reserves. Much of this year-end audited fund balance is being allocated as one-time budget allocations by the City Council during the course of the fiscal operating period. Typically, each January, these allocations have been approved by the City Council for financial programming.

Most recently, in January 2017, the ongoing and continued practice of using year-end audited fund balance for future allocations (which totaled \$4.7M in FY 2014/15 and \$9.1M in FY 2015/16) resulted in a combined \$13.9M build-up of one-time GF Designated Reserves. This is above and



beyond the Fiscal Resiliency Reserves of \$19.2M and the GF Designated Reserves of \$18.9M, which have provided positive bond ratings and a source of one-time funding for City projects.

The build-up of City Fiscal Resiliency Reserves and GF Designated Reserves have resulted in ongoing favorable bond ratings from rating agencies needed for restructuring \$2.7M in Local Successor Agency's (LSA)/RDA debt obligations incurred by the former redevelopment agency in August 2016. Additionally, favorable bond ratings will greatly assist with a future \$11.8M bond issuance during the first quarter of FY 2017/18. Lease Revenue Bonds will be authorized by the City Council, and it's Joint Powers Financing Authority, to generate one-time capital funds for building the City's new City Hall Project.

✚ Continue practice of using One-time Funding for Economic Development Projects is recommended (Year-end audited fund balance)

With increased operating expenses planned for the next four-year budget cycle, there are risks associated with adding new financial cost obligations to the General Fund Operating Budget if and when year-end audited fund balance diminishes in future years.

However, for now, the City Council has seen ongoing growth in year-end audited fund balance but caution should be noted here as this is not a long-term funding source that will materialize in future years, especially during a rebounding economy.

✚ No Annual Growth Factor

NO annual growth factor on expenditure side in year 2 to curb costs and eliminate "budget creep" is proposed in the new FINAL ADOPTED BUDGET for the next four-year budget cycle. This will assist with fiscal controls and financial discipline so that projected revenues continue to outpace annual expenses year after year.

✚ Fiscal Resiliency Reserve Policy Reforms

The City's fiscal outlook needs to be one focused on the implementation of guiding principles of "fiscal resiliency" to ensure that enough resources are safely earmarked for dealing with future financial contingencies. This means that the City **DOES NOT** maintain a windfall of revenue to spend year-to-year in the GF Operating Budget. There continues to emerge the ability to use one-time GF Designated Reserve Funding Allocations for the City's ongoing implementation of its Capital Improvement (CIP) Budget, and economic development projects. But, based on these fiscal reform achievements, the City's fiscal situation is **very cautionary** for the next four-year budget cycle.

There must be continued resolve by City Council and City staff to monitor and ensure that modest revenue increases or year-end audited fund balance is carefully managed as the City's budget stabilizes during the economic recovery, with revenues and expenses in **close alignment** each fiscal year period.



CITY MANAGER FINANCIAL RISK WARNING

Rebounded economy, BUT New Norm is Slow Growth

As previously mentioned, the City Council needs to acknowledge that the City Manager and staff are monitoring the recovering U.S. Economy which could impact State and local governmental budgets nation-wide. Additionally, with the sweeping reforms imposed by the current Federal Administration and newly elected President, there is considerable uncertainty of these reforms on the U.S. Economy in a number of areas, especially health care, unemployment and stagnated wage growth.

Proper fiscal management and internal controls

With a long-term FINAL ADOPTED BUDGET, and the economic uncertainty for the U.S. Economy, it would be prudent for the City Manager to propose that all City financial operations identify, assess and manage risk for the City's financial condition over the next four year budget cycle. This will mean audit or financial assessment findings must have the internal capacity of key staff to effectively monitor and ensure the integrity of the City's programmatic and financial operations. Additionally, this means that the City Council and City Departments remain prudent in making financial decisions in the future that not extend beyond the City's financial capabilities and debt capacity.

Plan for Major Financial Contingencies

The City Manager has always planned for major unforeseen contingencies that may impact the City organization. However, not all major unforeseen contingencies can be anticipated during the economic recovery period. Resources were proposed in the FINAL ADOPTED BUDGET to plan ahead whenever practical to meet significant cost factors such as debt obligations and ongoing CalPERS and retiree health cost increases during this next four-year budget cycle. Ongoing pension and retiree health are **significant cost factors** for the City going forward in future years.

Focus on long-term economic viability

Following budget adoption by the City Council in June 2017, the City Manager stresses that internal policy focus must be on long-term economic viability for the City. This means continued development of new revenue sources and encouraging new private investment through economic development in key areas. Emphasis over the past six years has been to transition from the dissolution of redevelopment to a new economic development paradigm using one-time audited fund balance. In recent years, the City of San Pablo has continued to develop major community projects to enhance the quality of life and amenities for its residents which has had a positive impact on encouraging future private investment opportunities within the City's small 2.6 square miles for the future.



+ Revenue and Expenditure adjustments planned for Mid-Year Budget Cycle (June 30, 2019)

At the end of Year 2 in the FINAL ADOPTED BUDGET (or fiscal period ending June 30, 2019), the City Manager indicates that revenue projections may be adjusted and increased for the remaining Years 3 and 4 in the FINAL ADOPTED BUDGET due to economic development and parking expansion at Casino San Pablo once the Lytton Rancheria Band of Pomo Indians prospectively close escrow on the 8.3 acre DMC parcel. This influx of new Casino revenue may have a positive impact on City projected revenues in the next two years. At the same time, if no potential revenue is on the horizon, the City Council must continue to exercise fiscal restraint as this projected revenue is anticipated but has not materialized as of yet.

+ Adherence to Fiscal Resiliency Policies (Adopted Oct. '13)

The City Council's continued compliance with Fiscal Resiliency Policies adopted in October 2013 have increased the financial stability of the City's General Fund Operating Budget and shored up much needed critical funding with one time funding for projects, services and equipment through the GF Designated Reserves. This continues to be a positive impact to the City's financial condition but may not last indefinitely over the remaining next four year budget cycle.

+ Limited audited fund balance projected for one-time spending on economic development projects in 2018-21

Casino San Pablo annual revenue to the City continues to grow an average of 3% annually. In fact, for the FINAL ADOPTED BUDGET, a greater reliance on increased Casino revenue will systematically reduce the amount of year-end revenue which contributes to year-end audited fund balance. Therefore, with increased reliance on Casino annual revenue to balance the FINAL ADOPTED BUDGET in outlying years, a greater reliance on year end cost savings will result. This may contribute to a diminished year-end audited fund balance for future programming and budget planning into the GF Designated Reserves to fuel economic development projects in the future.

+ Increasing interest rates will affect cost of borrowing

In May 2017, the Federal Reserve took one more step toward removing the economic stimulus policies that still linger from the former Federal Administration under President Obama, and the aftermath of the economic recession. The U.S. Federal Reserve finally raised its key short-term interest rate to a range of 0.75% to 1%. That's the highest that rate has been since 2008, and it's the first time the Federal Reserve raised its rate this year.

What investors, economists, and borrowers, however, have been waiting to find out is the Federal Reserve Bank's updated economic projections which suggests that the new Federal Administration under the newly elected President has not been able to boost the economy since President Trump



took office in January 2017. However, continued growth hopefully comes along with more jobs, and eventually rising wages as the economy continues to rebound and recover.

With the unemployment rate at 4.7% in February 2017, the job market is already considered near “full employment” by several Federal officials. Meanwhile, the Federal Reserve’s preferred measure of inflation shows prices are up 1.9% over the previous 12 months ending in January 2017, inching closer to the central bank’s goal of 2% inflation per year. Additional interest rate hikes are forecasted for late summer 2017, and another rate hike possibly by year end 2017. Increased interest rate hikes will affect the cost of borrowing and may be detrimental to the City’s future bond issuance scheduled for the First Quarter of the new FY 2017/18 for the new City Hall Project. Currently, as proposed in the FINAL ADOPTED BUDGET, a total of \$700,000 in proposed annual debt obligations are budgeted adequately in line with today’s current interest rate projections.

Dollar impact for changes to CalPERS discount rate and actuarial assumptions

Contained in the FINAL ADOPTED BUDGET are expense forecasts for implementation of the new CalPERS discount rate on actuarial assumptions for the City which are slated to increase over the next four-year budget cycle. Beginning in FY 2017/18, the annual cost impact is forecasted at \$1.75M, increasing to \$2.25M in FY 2018/19. Additionally, another increase in FY 2019/20 is anticipated at \$2.86M, with an additional expense impact of \$3.33M in FY 2020/21. In December 2016, the CalPERS Board approved the discount rate what the CalPERS Board assumes will result in a \$304 billion annual investment return for CalPERS in a typical fiscal year, July 1 to June 30. It’s a critical component of pension financial planning, because it’s used in calculating the required contribution of those who are part of the CalPERS system.

Based on the advice from financial advisors to CalPERS, achieving a 7.5 percent return – the rate in place since 2012 – was now far less likely than it was just two years ago when CalPERS last revisited their investment policy. Solid investment returns are the cornerstone of the CalPERS system: they pay for nearly two-thirds of every dollar paid out in pension benefits.

But, cutting the discount rate has real financial impacts for California taxpayers. Local public agencies, state and school districts that make up CalPERS will have to contribute more money annually. So will many individual public employees, especially those hired after the Public Employees' Pension Reform Act took effect in January 2013. Pension liabilities too will grow before they level off and begin a downward trend.

Those hard realities helped inform the CalPERS Board when it decided to reduce the rate over three years - to 7.375% immediately, to 7.2% in July 2018, and, finally, to 7% a year later. To sustain the CalPERS Fund for decades to come, and pay the benefits promised to public employees,



the discount rate had to be reduced by the CalPERS Board. For their own budgeting purposes, they didn't want the rate to be cut dramatically in one fell swoop and, therefore, phased the reduction over the next three years.

Overall, the reduction is a key step to ensuring the long-term sustainability of the CalPERS Retirement Fund and keeping in place reasonable retirement benefits that public employers need as they compete in the marketplace for talented workers.

CalPERS is a maturing pension fund like many across our nation. More money is going out in pensions than coming in, CalPERS has a low funded status, a decline in the number of active workers supporting retirees, and a low-return investing environment. These issues cumulatively are real financial policy reform issues, but CalPERS states they are on the right path to full funding, and the CalPERS Board's action on the discount rate has strengthened their efforts in that direction.

CITY MANAGER FINANCIAL OUTLOOK

✚ City must create new Economic Development Opportunities

The City is heavily dependent on annual Casino San Pablo revenues which represent 53% of City's annual GF revenues. New economic development opportunities need to be fostered over the next budget cycle. Additional new revenue sources were added to annual forecasted revenue in the DRAFT BUDGET from Plaza San Pablo development (i.e. County WIC Project, and future Medical Office Building), and the new Digital LED I-80 Freeway Sign to annual GF revenue projections. Economic diversification is key and encouraging private investment into infill development sites throughout the City are needed to contribute to the City's economic tax base in future years.

✚ Support ongoing development of City-wide Municipal Broadband Project through new CFD mechanism (O&M)

The City-wide Municipal Broadband Project is still a work in-progress with Phase I of construction slated for implementation in FY 2017/18. However, capital funds needed and a U.S. EDA Grant are needed to cover the cost of this initial phase of construction. Additionally, the City Council must support establishment of a future Community Facilities District (CFD) mechanism during FY 2017/18 to help sustain the annual operating and maintenance costs and for capital financing to continue to build the open fiber optic network. Once accomplished, the new broadband project could result in substantial economic benefits to the City as well as provide faster and larger internet bandwidth capacity for San Pablo businesses and residents in the coming years.



New Economic Partnership with Lytton Tribe once DMC escrow closure completed

The City must continue to develop a new economic partnership with the Lytton Tribe who operate Casino San Pablo. With potential escrow proceedings coming to a close in early FY 2017/18 on the 8.3 acre DMC parcel, the Lytton Tribe's immediate plans of parking expansion opportunities would directly result in potential new revenue to the City under current terms of the adopted Municipal Services Agreement with the Lytton Tribe. However, the potential for future economic development on the largest commercially-zoned property in the City would also result in potential new jobs and economic benefits to the City and its residents, and could greatly complement the current Casino San Pablo. A balanced approach to seeking any new or potential commercial development of the DMC parcel by the Lytton Tribe must be a mutually beneficial partnership between the City and Lytton Tribe in the future.

Avoid frivolous GF spending

The City Manager has warned the City Council that any frivolous GF spending would result in potential deficits or compounding of annual expenses. There is a delicate balance of expenses and revenues forecasted over the next four year budget cycle. The City Council needs to refrain from elaborate or increasing GF spending unless a dedicated revenue source is identified (i.e. one-time GF Designated Reserves, or a new revenue source) to mitigate any impacts on the GF operating budget including annual GF subsidies.

Measure Q revenue cut by 50% in Nov. 2017

Passed in June 2012, the Measure Q Sales Tax Measure is slated to be reduced from ½ cent to ¼ cent sales tax in November 2017, and sunsets in year 2020. A number of municipal services are funded from this dedicated funding source. Therefore, the City's revenues from this source approved by local voters will be reduced by 50% annually. Losses totaling \$380,000 are projected in FY 2017/18, with additional ongoing losses of \$416,000 beginning in FY 2018/19. This loss in annual revenue will be substantially absorbed (or therefore subsidized) by the City's GF Operating Budget over the next four year budget cycle so that programs such as School Resource Officers, Police Cadets, SPEDC workforce development programs, and Youth Services/Full Service Community Schools grants and programs can remain substantially funded over the next four year budget cycle.

Healthcare and Retiree Healthcare costs projected to increase

Healthcare expenses for City employees continue to escalate over the next four-year budget cycle by approximately 5% per year. With the uncertainty surrounding Affordable Health Care Act, additional health care industry impacts are not known at this time. For City employees, increased healthcare costs are contained in the DRAFT BUDGET with \$2.2M budgeted in FY 2017/18 plus an additional \$500,000 for Retiree Healthcare. These costs are not controlled by the City and will continue to be a **major cost factor** for the City.



✚ Invest in Deferred Maintenance (i.e. replacement of City infrastructure, vehicles, and computers)

The City Manager is concerned about ongoing funding availability to address deferred maintenance which includes replacement of City infrastructure, vehicles, and computers replacement. These costs are managed using one-time appropriations from the GF Designated Reserves with some funding contained in the FINAL ADOPTED BUDGET and 5-year CIP BUDGET over the next four year budget cycle. City infrastructure replacement for aging City facilities, and/or upgrades to existing City parks lacks a consistent and dedicated funding source. City vehicles and IT replacement are essential items needed for City service delivery and for employee work productivity. All items must be continually budgeted for City operations to be effective and sustainable. As we all know, technology becomes obsolete year after year. Therefore, IT resources must be replaced periodically to maintain productivity and service levels for the City.

✚ Preservation of Casino Revenue (Class II Gaming) per current MSA agreement & build-up of new Casino Revenue Sustainability Reserve

In June 2016, the City Council established a new Casino Revenue Sustainability Reserve (Fund 180). The new reserve fund contained in the GF Designated Reserves currently is allocated at \$1M. At the completion of each annual audit, and following certification of the Comprehensive Annual Financial Report (CAFR) by the City's independent auditor for that particular fiscal year, a percentage of the net change in year-end audited fund balance up to a maximum 50.0 percent may be deposited into the Casino Revenue Sustainability Reserve. The purpose of the reserve is to mitigate against the potential impact that a sudden shutdown or loss of casino revenue would have on the City's ability to maintain current operations and service levels. All deposits and withdrawals from the fund are discretionary, but require approval by the Budget, Fiscal & Legislative Standing Committee and a majority approval by resolution of the City Council. The new reserve is intended, and must continue, to grow over time.

✚ Maintain long-term, stable Partnerships with Employee Labor Groups (4-year MOUs)

The City has always had long-term sustainable employee labor group partnerships with representative units in the City. These MOUs have sustained labor costs in the GF Annual Budget over the last six (6) years, with two (2) consecutive 3-year labor MOU agreements. Our City employees have greatly contributed to the economic stability of the City over the last six (6) fiscal year periods by assisting with sustaining labor costs over time, and contributing more to the pension costs through CalPERS. Currently, a total of \$550,000 in City Council approved projected labor costs are contained in the FINAL ADOPTED BUDGET following the conclusion of collective bargaining in June 2017.

✚ Support ROI/sale proceeds back to City

With the economic recovery period abounding, the City Manager stresses that continued support for return on investment policies (or ROI) must be an ongoing financial policy supported by the City Council when disposing of City surplus property. With limited opportunities, the City must



take advantage of market considerations and the potential generation of future sale proceeds that could be re-invested into the community through new public or park facilities and/or City activities, programs and services. This reduces the dependency of relying on one-time GF Designated Reserves and the GF Budget resulting in opportunity costs that could supplant critical and essential funding.

MEETING THE FISCAL CHALLENGES

Budget Strategies for FY 2018-2021

During the previous FY 2015-17 budget cycle, the City's Budget Team eliminated potential risks which would have resulted in operating deficits. As the City developed the FINAL ADOPTED BUDGET for FY 2017-2021, the City's Budget Team again turned to a combination of strategies, including looking to a multi-year approach to solving financial issues.

This included the following financial planning considerations:

- (1) Adopt a Multi-Year Operational Budget
- (2) Increase operational costs compared to FY 2015-17 base-year levels
- (3) Eliminate non-essential spending that would have resulted in operating deficits
- (4) Project realistic revenues to meet projected expenditures
- (5) Cut Measure Q Sales Tax Revenue by 50% in Nov. 2017
- (6) Funnel "one-time funds" following year-end audits to create positive balances in the GF Designated Reserves for economic development
- (7) Create predictability in growth of labor costs with four-year agreements

Major Cost Factors for FY 2018-2021

Please note that the FINAL ADOPTED BUDGET is built upon a series of assumptions needed to stabilize operating costs through efficiencies, and eliminate non-essential (one-time) spending to be on pace with revenue projections. There are major cost factors contained in the FINAL ADOPTED BUDGET to be continually monitored. Major cost increases in Year 1 (FY 2017/18) of the FINAL ADOPTED BUDGET include the following:

- **Employee Labor Costs:** Effective July 1, 2017, a cost-of-living increase (COLA) for miscellaneous and safety employees will be implemented following collective bargaining with representative units. This represents a \$555,000 increase from the final year of multi-year employee labor groups' MOU's which expire on June 30, 2017. All negotiated cost factors and/or savings realized from collective bargaining with employee labor groups are incorporated into the FY 2017-2021 period.



- **CalPERS Pension Costs:** In FY 17/18, unfunded actuarial liability (UAL) totals \$1.8M to address lowered discount rate (investment rate of return), longer mortality rates, updated actuarial tables, etc. Annual pension (“normal”) cost equals \$1.7M for total pension expense of \$3.5M.
- **Rising Healthcare Costs:** A total \$2.2M in FY 17/18 for all employees plus an additional \$500,000 for Retirees.
- **FY 17/18 Workers’ Compensation Costs:** This is a significant cost factor at \$666,000. When combined with unemployment insurance of \$313,000, the two total nearly \$1M.
- **MPA Insurance:** Insurance costs \$777,000 in FY 17/18 for property, fire, crime and general liability.
- **Increased Supplies & Services Costs:** An overall increase of \$530,000 in Public Works for deferred maintenance and to cover new facilities following construction (i.e. County Library, New City Hall, etc.) and other previously unbudgeted expenses.
- **Community Affairs:** \$465,000 in new annual Library lease payments in FY 17/18 plus a contractual increase of \$300,000 with the Contra Costa County Fire Protection District (ConFire) to continue to sustain EMS services at County Fire Station #70 during FY 18/19.
- **Special Departmental Expenses:** An increase of \$700,000 to cover projected debt service on the future \$11.8M New City Hall Lease Revenue Bonds to be issued during the first quarter of FY 2017/18.
- **New Tri-Cities Dispatch and CAD/RMS Agreement:** Ongoing costs of approximately \$1.1M with the Cities of Hercules and Pinole which will be minimally offset by one-time revenue from CAD/RMS reserves resulting from dissolution of the previous West County Consortium under the management of the City of Richmond. Most of the one-time set-up costs for the new service model have been incurred during FY 2016-17.
- **Utilities:** Expenses total \$403,000 in FY 2017/18, including the annual solar loan payment of \$88,000 to the State of CA Energy Commission. Diesel and gasoline costs are also rising to \$309,000 in FY 2017/18. However, the increase in fuel will be fully offset by higher gas tax revenue associated with the Road Repair and Accountability Act (SB 1) which was adopted by the State Legislature and signed by the Governor in early 2017.
- **Program Costs and Supplies:** Service level enhancements of \$350,000 are included for Community Services Department - Youth Services Division which will be covered with the City’s GF Budget following a 50% reduction of Measure Q Sales Tax revenue. These are costs outside of the Measure Q spectrum.



- **No FTE Layoffs:** No layoffs are necessary as a budget reduction or cost savings strategy for any year of the four-year budget period are proposed. Note: The last FTE reductions used for budget balancing purposes was incurred during FY 2010-11. This is a potential **10-year period of no FTE layoffs** over the last six (6) years and next four (4) year budget cycle.

Major Revenue Factors for FY 2018-2021

In preparing for General Fund revenue forecasts, the FINAL ADOPTED BUDGET includes **conservative and practical** projections to determine Total Revenues, which generally include no revenue increases in Year 2 with a modest 1% annual increase thereafter. Many of these revenue projections were factored into the FINAL ADOPTED BUDGET.

PRELIMINARY DRAFT BUDGET RECOMMENDATIONS – BUDGET SUMMARY

FY 2017-2021, the following table represents the preliminary DRAFT BUDGET summary (expense vs. revenue) for the period as follows:

- **Casino Business Tax*:** Annual Casino Revenue was budgeted at \$18M during FY 2015/17, and increased by 14% and budgeted at \$21.0M in FY 2017/18. This comprises 53% of total budgeted GF revenues. Annual increases of 3.0% are realistically projected in Years 2, 3 and 4 over the next four-year budget cycle.
- **Property Tax Revenue:** No major adjustments in revenue from FY 2015-17. FY 17/18 is budgeted to be basically flat with minimal growth over the next four year budget cycle.
- **Sales Tax Revenue:** Significant decreases are certain with the reduction of Measure Q Sales Tax from ½ cent to ¼ cent in Nov. 2017. Losses totaling \$380,000 are projected in FY 2017/18, with additional ongoing losses of \$416,000 beginning in FY 2018/19.
- **Franchise Tax Revenue:** Projected to remain steady at \$750,000, an increase of \$80,000 over FY 2016/17 amounts. Franchise fee revenue is generally associated with the City's Refuse and Franchise Fee with Republic Services (dba RSS).
- **Digital LED Sign Revenue:** New revenue budgeted at \$100,000 in FY 2017/18 and increasing to \$300,000 in FY 2018/19 and beyond.
- **Rental Income:** Lease revenue increases to \$607,000 in FY 17/18 due to the new County WIC Building, then to \$750,000 in Year 2 with the addition of another Medical Office Building lease.



- **Road Repair and Accountability Act (SB 1):** Recently enacted legislation in early 2017 by Governor will create \$178,000 in new revenue in FY 2017/18, increasing to \$530,000 during the next four year budget cycle.

FINAL BUDGET RECOMMENDATIONS – BUDGET SUMMARY (FY 2018-21)

The following two (2) tables represents the FINAL ADOPTED BUDGET summary (annual expense vs. annual revenue) for the period of FY 2018-2021 as recommended by the City Manager for City Council review and consideration, as follows:

FY 2017/18 PROPOSED BUDGET		FY 2018/19 PROPOSED BUDGET	
Baseline Revenue	39.3	Baseline Revenue	40.3
Sale of City Parking Lot	0.0	Sale of City Parking Lot *	0.3
One-time Transfer from GFDR	0.0	One-time Transfer from GFDR	0.3
Total Revenue	39.3	Total Revenue	40.9
Total Salary & Benefits	20.7	Total Salary & Benefits	20.9
Total Service & Supplies	15.3	Total Service & Supplies	16.8
CalPERS UAL	1.8	CalPERS UAL	2.2
CIP Budget	1.2	CIP Budget	1.0
Transfer to GFDR	0.3	Transfer to GFDR	0.0
Total Expenditures	39.3	Total Expenditures	40.9

* Partial proceeds based on sale price of \$2.5M

FY 2019/20 PROPOSED BUDGET		FY 2020/21 PROPOSED BUDGET	
Baseline Revenue	41.2	Baseline Revenue	42.0
Sale of City Parking Lot *	0.9	Sale of City Parking Lot *	1.3
One-time Transfer from GFDR	0.0	One-time Transfer from GFDR	0.0
Total Revenue	42.1	Total Revenue	43.3
Total Salary & Benefits	21.1	Total Salary & Benefits	21.3
Total Service & Supplies	17.2	Total Service & Supplies	17.7
CalPERS UAL	2.8	CalPERS UAL	3.3
CIP Budget	1.0	CIP Budget	1.0
Transfer to GFDR	0.0	Transfer to GFDR	0.0
Total Expenditures	42.1	Total Expenditures	43.3

* Partial proceeds based on sale price of \$2.5M

* Partial proceeds based on sale price of \$2.5M



ANALYSIS OF UNDESIGNATED FUND BALANCE (RESERVES)

FISCAL RESILIENCY RESERVE POLICY

On October 21, 2013, in order to protect the fiscal solvency of the City and to achieve greater fiscal resiliency, the City Council took the important step of establishing the *Fiscal Resiliency Reserve Policy* (Resolution 2013-159). This new policy adopted by City Council Resolution established several new reserves and funded each at the recommended level in accordance with a pre-designated formula along with audited financial figures provided by the Comprehensive Annual Financial Report (CAFR).

For the FINAL ADOPTED BUDGET, the undesignated fund balance reserves are allocated based on the Fiscal Resiliency Policy. Reserves are to be used to provide temporary financing for unanticipated or extraordinary needs of an emergency nature, as follows:

- Natural Disaster or Calamity
- Economic Recession
- Unexpected Liability created by Federal or State action
- Unanticipated Litigation or Legal Costs

The following table summarizes the new Fiscal Reserves for the upcoming FY 2017/18 (Year 1) and FY 2018/19 (Year 2) based on adopted expenditure levels, as follows:

<u>FISCAL RESILIENCY RESEVES AMOUNTS:</u>		
<u>FISCAL RESERVES:</u>	<u>FY 2017/18</u>	<u>FY 2018/19</u>
• Catastrophic Reserve (50%)	\$19,628,529	\$20,482,727
• Budget Stabilization Reserve (5%)	\$ 1,962,852	\$ 2,048,272
• CM Contingency Account (1%)	\$ 392,571	\$ 409,653
<u>PROPOSED GF DESIGNATED RESERVES:</u>		
<u>PROPOSED GF DESIGNATED RESERVES:</u>	<u>FY 2017/18</u>	
• Major Operating Contingency Reserves	\$ 3,915,000*	
• Future Capital Project Reserves (includes Casino)		
• Revenue Sustainability Reserve of \$1,000,043)	\$14,940,163*	
Projected Total:	\$18,855,163*	
<i>Note: *Major Operating Contingency & Capital Project Reserves as adopted by CC on 01/17/17.</i>		



CONCLUSION AND ACKNOWLEDGEMENTS

The City Manager wishes to thank the City's Budget Team and City employees who participated in the budget planning process to produce the City's first-ever, four-year GF operating budget for the City. Without their support, the City Manager would not be able to present a "balanced budget" for consideration and adoption by the City Council for the FY 2018 -2021 period.

I would like to acknowledge and thank the City's Executive Leadership Group for their tremendous efforts in helping to develop efficient and long-term budget spending plans for City Departments, and for the time and effort they spent in analyzing fiscal impacts and service level options to keep projected expenses in line with projected revenue levels.

As reiterated again by the City Manager, there are fiscal risks during this current period of economic recovery and rebounding of the U.S. Economy. With this fiscal uncertainty and risk, a more permanent, long-term financial strategy to avoid the constant cycle of adding increased operating costs or budgeting which far exceeds the City's financial and debt service capacity must be closely monitored over the next four year budget period. Any fluctuations in revenues will result in a direct adjustment to expenditure plans to avoid deficit spending in future years. There needs to be constant monitoring of efficient spending (versus the reluctance to make frivolous spending) in the future due to the fiscal risk warnings outlined by the City Manager in this City Budget Message. Additionally, the City Manager recommends following the financial guiding principles as we continue to exercise "**fiscal resiliency**" over the next four year budget cycle, as follows:

- **Continue service delivery efficiencies using new emerging technologies to minimize annual operating costs; and**
- **Promote new revenue growth opportunities; and**
- **Exercise fiscal discipline and spend within appropriated budget levels; and**
- **Target one-time funding investments from GF Designated Reserves to meet economic development goals and have a positive impact to the City (Note: **Limited audited fund balance** is projected for one-time spending on economic development projects in 2018-21) and**
- **Continual growth by City Council of the Casino Revenue Sustainability Reserve**

CITY MANAGER ACKNOWLEDGEMENTS

I also want to thank a few key staff members who significantly assisted in the preparation and timely delivery of this multi-year GF Operating Budget, namely Assistant City Manager Reina J. Schwartz, Finance Director Kelly Sessions, and Assistants to the City Manager Charles Ching and Tina Gallegos. My thanks also extends to all members of our City Executive Leadership Team and all City employees for their due diligence in making this FINAL ADOPTED BUDGET even possible, and for their ongoing focus, reflections and support on our long-term economic stability for the City of San Pablo, and it's quality programs and services for all residents.



TO: Mayor and San Pablo City Council
Re: City Manager FY 2018-2021 Quadrennial General Fund Operating Budget Message
Page 19

Finally, I also want to thank the San Pablo City Council for their support of this City Administration. My staff and I look forward to working with you during the next four year budget cycle following adoption of the City's first-ever FY 2018-2021 Quadrennial GF Operating Budget.

Respectfully submitted:



Matt Rodriguez, City Manager

Date: 7/1/17



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CITY PROFILE

Profile of San Pablo

The City of San Pablo was incorporated in 1948 as a general law city under the laws of the State of California. Located in West Contra Costa County off Interstate 80, San Pablo is just minutes away from the Bay Area cultural centers of Berkeley, Oakland and San Francisco. The City is governed by a five-member City Council, under the Council-Manager form of government. As of January 1, 2017, the State Department of Finance population estimate stood at 31,053 across the City's 2.6 square miles. The City proposes a 2017/18 Total Operating Funds Budget of \$39.3 million with 182.5 full-time equivalent (FTE) employees.

Over the years, the City has become a thriving residential and business community. San Pablo is home to Contra Costa Community College and is fortunate to have a wealth of community resources, including a library, computer education center, a childcare facility, and a career center. Many multilingual nonprofits, like First 5 and Lao Family Community Development, round out the diverse support services offered to residents. The City also offers youth programs and senior services to meet a variety of needs and interests, in addition to being recognized nationally and regionally for innovative and cutting-edge programs. Historically one of the oldest Spanish settlements in the region, San Pablo's city hall with fountains and plazas reflects that heritage.



The City provides a full range of services including: Police, Public Works, Economic Development, Planning, Building, Engineering and Inspection, Parks and Recreation and General Administrative services. Each of these services is funded through the City's annual budget and can be found in this document.

BUDGET POLICIES / PROCESS

The City's quadrennial budget serves as the foundation for planning and controlling the City's finances. As such, the City maintains extensive budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the quadrennial appropriated budget approved by the City Council. Budgetary control is established at the fund level. Budgets are prepared and expenditures recorded at the object of expenditure level. The accounting records are maintained using either the accrual basis or modified accrual basis of accounting, as appropriate. The City also maintains an encumbrance accounting system as one technique for accomplishing budgetary control.

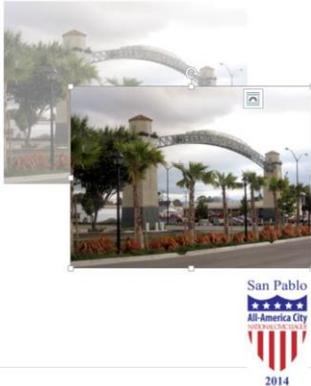


CITY PROFILE



City of San Pablo

Quadrennial Operating Budget FY 2018-2021



In fiscal year 2016/17, the City began preparations for its first quadrennial budget process. The budget looks out four years with a major budget update every two years, creating a forward-thinking, living document that undergoes constant review and makes for seamless transition between budgets. Individual departments can prioritize and recommend near-term budgetary funding requirements while City management can see the impact of those decisions over time while meeting City Council long-term strategic goals and initiatives. In this way, the City has bridged the gap between annual operational plans and long-term financial planning.

After departmental funding requests are submitted and reviewed by the City Manager's Office and the Finance Department, they are balanced and prioritized to fit with current financial obligations and within the constraints of projected revenue assumptions. The balanced budget is then proposed to the Budget, Fiscal and Legislative Standing Committee before presentation to City Council at a scheduled public Budget Workshop in May or June with final

budget adoption happening at a City Council meeting in June pursuant to the City's Municipal Code requirements. Although still in its infancy, this new quadrennial budget process is proving extremely valuable in managing the vagaries of budgetary planning that is subject to the changing statewide political landscape and economic cycles over which the City has no control (e.g. changes in PERS pension liability formulas).

Activities of the General Fund, Special Revenue Funds, Debt Service Funds and Capital Project Funds are included in the quadrennial appropriated budget. Budget-to-actual comparisons are included in the Summary Schedules Section for the General Fund, certain Special Revenue Funds and certain Debt Service Funds.

Certain funds are not legally required to adopt quadrennial operating budgets as their appropriations are either: (1) established by the related bond documentation, (2) other legal agreements, or (3) are multi-year projects covered through the Capital Improvement Program (CIP) Budget whose budget cycle exceeds one fiscal year. The only City fund meeting this criteria is the Public Works Construction Capital Projects Fund.

ECONOMIC OUTLOOK

The City can be characterized as an older community that is almost completely built out. Since the 2000 U.S. Census, the City population has remained relatively constant, with very little residential development activity. Although property values plummeted during the Great Recession, they have been regaining value over time and are nearing their 2007 peak values. Indeed, total taxable values have increased dramatically over the last four years: by 14.0% in 2015, 9% in 2016, 7% in 2017 and 8% in 2018, an increase of \$132 million for the year, which increase was substantially more than what the County experienced at 6%. Moreover, Proposition 8, introduced in 1978, which allows taxable values to decline below their indexed Proposition 13 levels when the real estate market declines has largely recovered. In fiscal year 2016/17, 76% of all San Pablo properties that were awaiting restoration of their assessed valuation have been fully restored. Moreover,



CITY PROFILE

positive growth in assessed valuation is expected to continue over the next several years.

Median sales prices of San Pablo homes increased significantly in 2015 and 2016 at 22.7% and 14.3% respectively. This equates to a total median sales price of \$320,000 in 2016. Still there is ground to make up with a gap of \$122,000 in the median sales price of homes which peaked in 2006 at \$442,000. Indeed, the Great Recession had far greater impacts in communities such as San Pablo's, which experienced high property appreciation during the previous decade. Significantly, foreclosure rates across the county are now approaching their pre-recession norm, including San Pablo. In 2016/17, the Contra Costa County Assessor's office only showed two single family residential properties that were in the foreclosure process.

Fiscal Year Ending June 30	Secured	Unsecured	Total Taxable Assessed Value
2014	1,244,136,495	44,270,604	1,288,407,099
2015	1,420,050,225	44,184,743	1,464,234,968
2016	1,556,312,280	46,435,464	1,602,747,744
2017	1,676,817,299	45,076,140	1,721,893,439
2018	1,808,565,819	45,161,702	1,853,727,521

Source: Contra Costa County Auditor Controller.



As the local economy continues to improve, regional unemployment rates continue to drop. The unemployment rate for Contra Costa County stood at 6.2% in 2014, 5.0% in 2015 and dropped even further to only 4.4% in 2016, giving residents more incentive to go back to shopping. San Pablo's unemployment rate stacks up well: the Bureau of Labor Statistics lists it at 5.6% in April 2017, a far cry from the peak high of 21% posted in November 2009. As an indication of increasing employment, sales tax rates in Contra Costa County net of adjustments increased by 3.3% over the same time frame one year ago, while San Pablo sales were up 4.3% over the same time frame after factoring out reported aberrations. Moreover, as online sales

increase, San Pablo's sales tax receipts from the County use tax pool continue to increase and outpace any other gains in the City's sales tax market, totaling an increase of 15% over the time frame. Coupled with the steady growth of the Casino Business License Tax revenue, which makes up over 60% of General Fund revenues, the City's revenue stream remains very strong.

With the recovering economy, inflationary conditions are returning nationwide, including rates in excess of 3.0% for the San Francisco Bay Area. Despite the economic recovery, returns on investment income remain at very low levels and are not expected to turn around anytime soon. This low interest rate environment will have a greater negative impact on San Pablo than other jurisdictions, because of the large cash reserves maintained to meet reserve policy requirements. Only a few short years ago, the City was able to earn nearly 5% on its cash reserves. Over the next year or two, rates of return are expected to remain in the 1.0% to 2.0% range.



CITY PROFILE

MEASURE Q
2015-16 Annual Report



In December 2012, the City received its first tax receipts from Measure Q, a voter-approved one-half cent sales tax measure. Designed to augment City economic development efforts, programming for youth services, and enhancing police activities, this tax is a general, not special, tax and is not limited to specific uses. Measure Q revenues have outpaced projected revenues each year since then. However, as approved by voters, the measure reduces to one-quarter cent after five years—October 2017—and completely sunsets after 10 years. As such, budget plans are being scaled back and tailored to fit within the new limited capacity.

In December 2014, the City began receiving its first tax receipts from Measure K, another voter-approved sales tax measure. Measure K, however, is a special tax collected in perpetuity that can only be used to fund emergency medical services in the City of San Pablo. At a rate of one-quarter cent of all taxable sales, the tax generated \$754,366 in FY 2015/16, its first full year of operation. Measure K taxes are projected in the current budget at \$760,000 annually, while the contract for enhanced emergency

medical services with the Contra Costa County Fire Protection District is \$1.2 million annually, increasing to \$1.5 million in FY 2018/19.

During and immediately after the Great Recession, the City made a concerted effort to lower expenditures in the near- and long-term, including reduced employee benefits and labor concessions. During the last two biennial budget cycles, this strategy paid off as the City was able to present a balanced budget without the need to dip further into reserve accounts. This has been especially significant, allowing the City to fund major capital projects with leveraged grant funds (e.g. the Rumrill Sports Park and the Helms Community Center), despite the loss of approximately \$3 million in annual revenue with the dissolution of the redevelopment agency. During this budget cycle, major capital projects will include the building of a new City Hall and San Pablo Branch Library. To ensure San Pablo's continued positive prognosis, the City will need to continue on this path of prudent fiscal practices to ensure the ability to meet future obligations, including increased pension costs, capital outlays and, emergency medical services, etc.

FINANCIAL OUTLOOK

Improved Financial Management: The City has developed a solid financial management system comprised of several key components, including conservative budgeting and spending practices; fiscal policies and procedures to guide future action with adequate cash reserve requirements to weather coming financial storms, future liabilities and unexpected emergencies; and regular short-term and long-term budgetary performance reviews and monitoring. These actions have resulted in the following:



CITY PROFILE

- A credit rating of “AA-” by Standard & Poor’s Rating Services (S&P) on January 9, 2015. S&P cited the City’s strong financial performance supported by strong fiscal management practices as key credit positives. A similarly strong credit rating is expected to be issued during FY 2017/18.

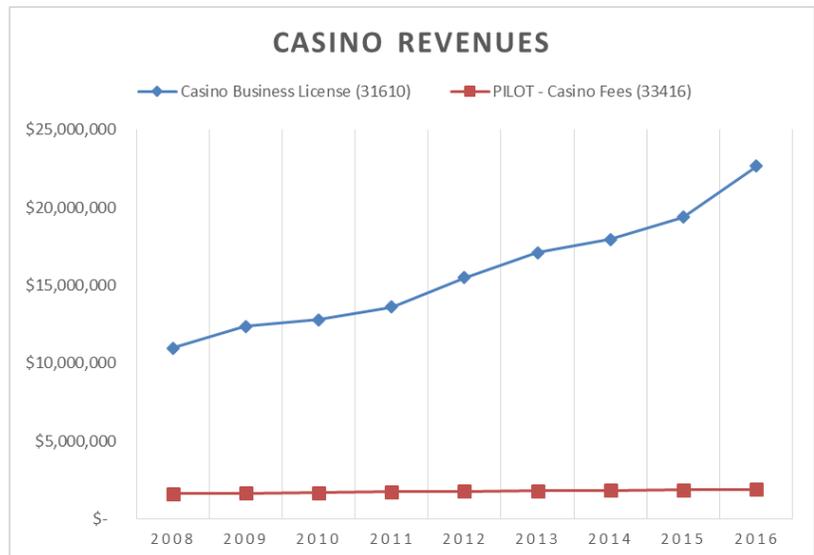
- Net increases to fund balance for the past several years, leading to healthy cash reserves. In FY 2015/16, the net increase to the General Fund balance was \$9,140,120.

- Adoption of the “Fiscal Resiliency Reserve Policy” in October 2013 which created

additional framework, usage, and payback requirements when dipping into cash reserves. Perhaps most importantly, the policy created designated cash reserves to fund known large expenditures, which have not yet materialized, such as vehicle replacements, OPEB liabilities, capital projects, etc. These designated reserves are updated at least annually.

- Improved budgeting and budget monitoring, including introduction of the quadrennial budget process, monthly financial reports for budget managers citywide, and preparation of the City’s Ten-Year Financial Plan.

- Acceptance of modest and sustainable salary adjustment and increased length of labor contracts to four years, coinciding with the time frame of the Quadrennial Budget.



Other Post-Employment Benefits (OPEB): Governmental Accounting Standards Board (GASB) Statement No. 45 was established in 2004 and requires the City to report the costs of OPEB as the employee earns the benefit, rather than as the benefit is paid. While there is no requirement that the City pre-fund, or set aside the full Annual Required Contribution (A.R.C.) for OPEB on an annual basis, the City Council established a funding strategy which includes pay-as-you-go financing plus an additional amount to pre-fund benefits. Pre-funding OPEB obligations is projected to provide the City with savings over the long-term, as pre-funding contributions will be invested on a long-term basis until they are needed to pay for OPEB obligations. Pre-funding will ultimately allow for investment income, rather than City contributions, to provide the majority of funds needed to cover OPEB obligations in the future. This funding strategy has resulted in the City having net OPEB assets of \$4,409,069 as of June 30, 2016.

MAJOR INITIATIVES – IMPLEMENTING OUR WORK PLAN

Services for Families and Youth: In 2010, the City created the Youth Services Program to develop services for Families and Youth. Youth Services is committed to the healthy development of youth and is focused on developing positive opportunities, programs and partnerships that will provide children and youth with skills, knowledge, support and



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resources leading to healthy and productive lives. Youth Services programs, services and initiatives support a community where government, families, schools, law enforcement, and organizations work together to create an environment conducive to support young people, their learning and their success.

Full Service Community Schools: The City of San Pablo City Council adopted a Resolution to develop a San Pablo Full Service Community Schools (FSCS) Initiative with the goal of transforming all schools in San Pablo into Full Service Community Schools. In a Full Service Community School (Community School), the school district, city, county, community and faith-based organizations, businesses, families and philanthropists form a strong, deep and transparent partnership. They can jointly address the identified needs of students, families and the community in a comprehensive, integrated and accountable way. The group shares leadership, works towards a common vision and agenda, and shares responsibility for results. A Community School focuses on the needs of the whole child – physical, emotional, social and academic – to create the conditions necessary for all children to learn and be successful in life. Unlike traditional schools, a Community School strengthens families and communities so that they are better able to support student success. A Community School also supports qualified and effective teachers who provide high quality instruction, promote high standards and expectations for all students, and deliver challenging curriculum to help students thrive. Walter T. Helms Middle School, the hub of the San Pablo FSCS Initiative, will develop stronger connections to the elementary schools in the Helms “feeder pattern” and to Richmond High School where Helms students matriculate. These connections will align both the academic and service elements of the initiative to promote student success, healthy and prosperous families and a healthy community.



Unlike traditional schools, a Community School strengthens families and communities so that they are better able to support student success. A Community School also supports qualified and effective teachers who provide high quality instruction, promote high standards and expectations for all students, and deliver challenging curriculum to help students thrive. Walter T. Helms Middle School, the hub of the San Pablo FSCS Initiative, will develop stronger connections to the elementary schools in the Helms “feeder pattern” and to Richmond High School where Helms students matriculate. These connections will align both the academic and service elements of the initiative to promote student success, healthy and prosperous families and a healthy community.

Youth Futures Task Force: The Youth Futures Task Force (YFTF) is modeled on the successful history of the Mayor’s Gang Prevention Task Force (MGPTF) in the City of San José and the recent efforts of Santa Rosa’s MGPTF. These two municipalities have successfully implemented youth violence prevention/gang intervention strategies in their communities and reinforce the concept that collaborative efforts spanning from a broad spectrum of community partners ensure that a large number of stakeholders accept responsibility and accountability for the safety, health and welfare of its youth, families, and communities. The City of San Pablo is committed to the healthy development of our youth within a context of community safety and security. The Youth Futures Task Force calls for various agencies and systems, including government agencies, law enforcement, social services agencies, educational, grass-root, and faith-based organizations to work together to achieve a more innovative, integrated, team-oriented approach in working with youth at great risk of committing intentional acts of violence and/or engaging in behaviors related to the gang lifestyle. In 2015, the YFTF expanded its focus to better align with



CITY PROFILE

the Full Service Community Schools Initiative enabling the City to prevent violence while also supporting and enhancing programming that meets the needs of the whole child. The service areas for 2015-2019 are Community Schools Coordination, Out of School Time, Violence Prevention and Intervention, and Youth Leadership and Development.

San Pablo Team for Youth: San Pablo Team for Youth (TFY) was created as the funding arm of the Youth Futures Task Force and provides grant opportunities for public and non-profit agencies to expand and/or



enhance prevention and intervention programs/services to youth exhibiting high-risk behaviors, including those that are gang-related. TFY is the funding mechanism for developing and deploying youth services that support the mission of San Pablo's Youth Futures Task Force. In 2015, TFY became the funding arm for the Community Schools Initiative.

Childhood Obesity Prevention Task Force: The San Pablo City Council hosted its first Childhood Obesity Prevention Task Force meeting in March 2012 to bring awareness to the growing childhood obesity epidemic in the community. Representatives from over 20 groups or programs, including County, City, non-profit, community-based and faith-based agencies, schools, and medical organizations attended. The convening of the Task Force represented the first step towards strengthening partnerships in the fight against the growing childhood obesity epidemic. Since then, the Task Force has worked collaboratively with stakeholders to develop a Community Action Plan (CAP) that was adopted by City Council on April 10, 2014. The CAP focused on increasing community awareness of the obesity epidemic, increasing accessibility to healthy food and physical activity opportunities, and expanding healthy eating active living programs. The Community Action Plan identifies program and policy priority areas, which will guide collaborative efforts towards a healthier San Pablo. In November 2014, the Council approved a \$50,000 funding allocation to support the implementation of health and physical activity programming for residents, focusing on children and young adults.

COMMUNITY ENGAGEMENT

A pillar for any community is the ability to engage its residents in worthwhile community activities. 2014 turned out to be a banner year for the City of San Pablo as the National Civic League announced San Pablo as a winner of the 2014 All-America City Award, the country's most prestigious award for outstanding, community-based civic accomplishments. Created in 1949, the All-America City Award is the oldest community recognition program in the nation. The 2014 awards had a special focus on successful efforts to address the underlying conditions that affect the health of our communities.

The City of San Pablo submitted an application listing three examples of successful community exchange, civic engagement, collaboration, and innovation. The projects in the application were the General Plan's Health



CITY PROFILE

Element, the Childhood Obesity Prevention Task Force, the San Pablo Economic Development Corporation (SPEDC), and the San Pablo Police Department's Community Partnership Programs.

City leaders also understand the importance of ongoing civic engagement and reach out on a regular basis to provide information in mixed media. The City has created new virtual and in-person sources for information pertaining to the City through the programs below:

Government Outreach: The City's website provides access to City services and City officials, 24-hours a day, 7-days a week, from the comfort and convenience of home. Through this system, residents can report graffiti, street light outages, illegal dumping and can also post questions and/or concerns that will then be routed to the appropriate staff person for response.

Neighborhood Engagement Team (N.E.T.): The Neighborhood Engagement Team is comprised of City Staff from various departments. The intent of this team is to provide a "Mobile City Hall" that is accessible to all residents. The N.E.T. booth is set up at various City events to distribute information about City Hall services. Most recently the N.E.T. was present at an Easter egg hunt, summer Farmer's Markets, a Halloween/Open House event, and a 4th of July celebration.

E-newsletter Subscription: Residents and interested parties can now sign up to receive a weekly electronic newsletter informing them of current events and news in San Pablo. Subscribing through the City's website is easy and the user can select the e-mail topics that are of most interest.

Community Outreach - New Methods: Since November 2012, the City Council has maintained a contract with a social media professional services provider to administer all City social media accounts to actively promote City activities, programs and services. Community engagement vis-à-vis social media such as the City's Facebook page and Twitter account continues to rise exponentially.



CITY PROFILE

ECONOMIC DEVELOPMENT



The City of San Pablo works cooperatively with the San Pablo Economic Development Corporation (SPEDC), a 501(c) (3), to develop programs aimed at eliminating barriers to employment, attracting and enhancing business opportunities and facilitating site development. These efforts are geared toward creating local jobs for San Pablo residents and reducing the unemployment rate. During the height of the Great Recession, unemployment stood at over 24%. In December 2016, the State Economic Development Department reported

San Pablo's unemployment rate at 6.1%. Other SPEDC efforts have also proven very successful—its “Removing Barriers” program includes workforce workshops, bilingual computer literacy training, childcare assistance, Wardrobe for Opportunity, and a tattoo removal program that has garnered international attention. Other partnerships provide specific job training, placement, and workforce readiness, including tuition assistance for Contra Costa College, Moler Barber College, RichmondBuild and FLOW and the Stride Center. These efforts are lifting the community, strengthening the City's future and changing lives.



FISCAL STABILITY

Compensation & Labor Negotiation Strategy: The City is committed to remain competitive in recruiting and retaining valuable employees while also remaining fiscally responsible and managing cost at a sustainable level. During the last two cycles of labor negotiations, the City was able to eliminate retiree medical benefits for elected officials, reduce the City's long-term retiree medical costs for all employees, and limit City payments of rising pension costs by sharing those costs with employees. During current negotiations for contracts ending on June 30, 2017, the City worked to secure four-year labor agreements to coincide with the quadrennial budget. Contracts were struck which called for modest but sustainable salary increases at fixed-rates roughly equivalent to the Consumer Price Index (CPI) for the San Francisco/Oakland Bay Area) and limited City risk to increasing medical premiums. Moreover, the City funded a comprehensive financial planning model to ensure costs were sustainable. Coupled with offering progressive, non-compensable benefits such as flexible work schedules, computer loan programs, professional training and the like, the City remains a very desirable place to work.

New Revenue Generation Strategies: The City remains committed to enhancing current major sources of revenue. The City works with the Lytton Tribe to maintain and enhance its main source of General Fund revenue: Casino Business Tax. To this end, the City is assisting the Tribe to improve Casino parking by facilitating parking expansion—more parking spaces means more patrons at the Casino, a win-win solution. Additionally, the City's Master Fee Schedule (MFS) gets updated regularly help revenue keep pace with expense. After a major update in 2012, the MFS was again updated in FY 2015/16. As a result, in the intervening



CITY PROFILE

CAPITAL PROJECTS

New Branch Library: The City secured a long-term lease for a new library on a 22,000 square foot space at the corner of Church Lane and San Pablo Avenue, almost tripling the size of the current library and providing more robust services to patrons. The City then authorized a contract with Group 4 Architecture to redesign this former Walgreens building into the New San Pablo Library. After receiving seven bids, the City awarded the construction contract to Strawn Construction for \$5,688,300.

In September 2016, City Council approved funding for the new library by appropriating \$4,255,000 from the 2014 Tax-Exempt Lease Revenue Bonds (LRB's) and \$1,055,000 in 2014 Taxable LRB's plus \$1,384,000 from General Fund Designated Reserves earmarked for Plaza San Pablo Civic and Infrastructure Projects. Construction is well underway with completion expected by July of 2017. As is the norm in the branch library system, the City will be responsible for paying rent, maintenance and operational costs related to the space, while the County will provide all library services at that location.



County WIC Building: The City of San Pablo has long partnered with Contra Costa County to provide its neediest residents with access to healthcare. Recently, the County approached the City to help find space for a new Women, Infants and Children (WIC) location. On June 15, 2016, the City Council approved an agreement with the County to build and lease a stand-alone building for the WIC program. Under the agreement, the City is responsible for the design-build delivery of the Project, and will fund the shell of the WIC Building, while the County is responsible for funding the tenant improvements within the building.

In 2016, the City issued a Request for Qualifications and subsequent Request for Proposals for the design-build of the WIC Building. In February of 2017, W.E. Lyons Construction was selected as the Design Build Entity to design and construct the 7,200 square foot building at a total cost of \$3.7 million,



CITY PROFILE

with the building shell costing \$2.24 million and tenant improvements costing \$1.14 million. With construction beginning in summer of 2017, the project will take approximately 12 months to complete. Mack 5 will serve as Construction Manager for the Project.

City Hall: Opened in 1978, the current City Hall structures were originally built in the late 1950's as a hotel and relocated to the current site. Over the years, the buildings became inefficient, obsolete, in need of substantial repair, and presented a significant liability for the City. Projected cost estimates for repairs of six buildings—including upgrades needed for ADA compliance—made the project cost-prohibitive. Taking the 2014 Targeted Industries Study into consideration (see below), a City Council subcommittee concluded that constructing a new facility was the best option and Lot 5 at Plaza San Pablo was selected as the best location from a cost-benefit analysis.



After a June 2016 Request for Proposals, the City received four proposals and selected Capital Partners Development Company, LLC, as best demonstrating the experience, expertise and qualifications necessary to carry out the project. Conceptual drawings have been received and funding approved, including \$15 million in 2017 Tax Exempt Lease Revenue Bonds and General Fund Designated Reserves.

The New City Hall project is also being driven by a 2014 Targeted Industries Study conducted by the City to assess the City's residential, retail, and office markets. The study identified four opportunity sites within City limits that had high potential for development / redevelopment, one of which was the Civic Center property on which the current City Hall buildings are located. The Study further recommended that the site be redeveloped with commercial and residential uses to conform better to existing surrounding uses and to accommodate the City's increasing need for commercial and residential uses on San Pablo Avenue.

Undergrounding of Utilities on El Portal West: The City took the lead in preparing plans and construction documents which are now complete. Bid documents were advertised in the fall of 2016 and construction began in 2017. The City fronted money for project construction costs estimated at \$1.2 million; utility companies will reimburse the City over \$872,000 using Rule 20A funding.



CITY PROFILE



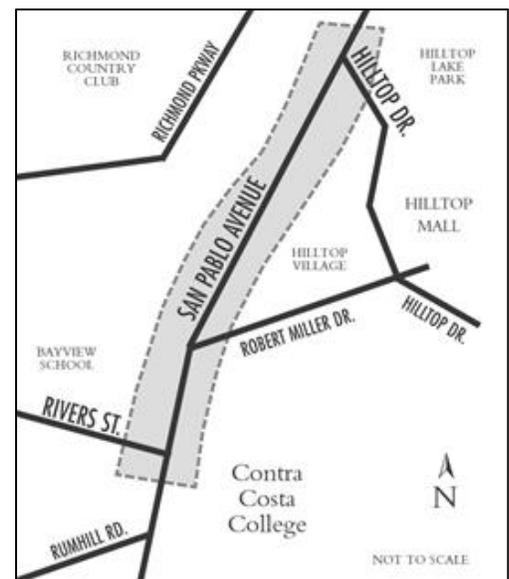
San Pablo Community Center (PW 535): The City of San Pablo and the SPEDC worked with Noll & Tam Architects and Planners to design and construct the San Pablo Community Center at Helms Middle School. Together they celebrated the grand opening of the San Pablo Community Center (SPCC) on June 5, 2014. The Community Center is a 10,500 square foot facility that includes a large multi-purpose space with a kitchen, two smaller meeting/class rooms, a teen lounge, a computer room, and a fitness room. Located on a 20,000 square foot site adjacent to the Helms Middle School, the City

partnered with the West Contra Costa Unified School District City to develop a ground lease and a joint use agreement for the exterior fields and the gymnasium when school is not in session. The Community Center, however, is entirely a City-operated facility. The project was funded using a variety of sources, including a New Market Tax Credits grant application and grant funds from the Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006 (Proposition 84). The Community Center was honored as the Outstanding Facility for 2014 by the California Park & Recreation Society's District 3 (Alameda and Contra Costa Counties). Attendance in all programs increased by 50% in the first six months of operation.

INFRASTRUCTURE / TRANSPORTATION

The City has been engaged in several major transportation projects, including the I-80 Integrated Corridor Mobility (ICM); major interchange improvements at I-80 and San Pablo Dam Rd, El Portal, and McBryde; wayfinding sign planning and installation; and a 'Complete Streets' study for San Pablo Avenue.

I-80 ICM: The City has participated in this project through its membership in the West Contra Costa Transportation Advisory Committee (WCCTAC). This project would implement advanced traffic management along I-80 from the Carquinez Bridge to the MacArthur Maze, San Pablo Avenue, and the major arterials that connect the two. This project includes adaptive ramp metering; lane-use signals on the freeway; variable advisory speeds; and special traffic signal timing to handle diversion to local streets due to freeway incidents as well as trailblazer signs to direct diverted traffic back onto the freeway downstream of incidents. The project also includes traffic signal priority for buses, traveler information, and traffic surveillance and monitoring. This is a multi-agency project involving the jurisdictions along the corridor, CalTrans, transit agencies, and regional agencies. In 2016, construction of the project was completed as well as an agreement amongst all of the involved agencies that the Transportation Authorities for both Alameda and Contra Costa Counties would be responsible for system



CITY PROFILE

operations, maintenance, and management. Currently, testing is underway. Major funding for this \$90 million project came from local sales tax measures in Contra Costa and Alameda and from State Proposition 1B funding.

Wayfinding Sign Planning and Installation: The West Contra Costa Transportation Advisory Commission (WCCTAC) secured a grant from the Metropolitan Transportation Commission to develop wayfinding signs to transit centers in West Contra Costa and other major destinations. San Pablo participated in the development of the plan, and Phase 1 of the project is now complete. The City was later able to secure \$330,000 in necessary funding to install the signs through Contra Costa's Measure J transportation sales tax. Construction was completed in early 2016.

Complete Streets Plan: The San Pablo Avenue Complete Streets Study focused on improving multimodal access, safety and connections along the San Pablo corridor by identifying needs and prioritizing improvements that will facilitate pedestrian, bicycle and transit trips. At the heart of this process is a public outreach effort that will bring together surrounding residents, business owners, partner agencies, and other key stakeholders to ensure that the final plan recommendations are both relevant to, and supported by, the local community. This study was funded by a CalTrans Environmental Justice Transportation Planning Grant. Subsequently, the City received a \$5.98 million OBAG grant to cover construction. Because this project is co-sponsored with the City of Richmond, each city is contributing \$615,000 for a total local contribution of \$1.23 million. A project design consultant was secured and began design work in July 2015, with design being completed in February 2017. Construction is anticipated to begin in fall 2017 after all grant funding paper work is approved.

Major Interchange Improvements: This project provides access between residential areas to the north and as far east as Highway 24 to Bay Area employment centers. Improvements will be made in San Pablo, Richmond and the unincorporated portion of Contra Costa County. The project includes replacement and widening of the San Pablo Dam Road overcrossing, relocation of the McBryde Avenue access from westbound I-80, relocation of the El Portal access to westbound I-80, realignment of Amador Street, and replacement of the I-80/Riverside Avenue pedestrian overcrossing serving Riverside Elementary School. Design of this \$120 million project is now complete with construction being separated into phases.



Phase One construction began in late 2015 using \$29 million in funding secured in part from the Contra Costa Measure J transportation sales tax. Phase Two construction is not ready yet as funding is still being secured. The project, managed by the Contra Costa Transportation Authority (CCTA), includes a public outreach component with design input from the community.



CITY PROFILE

PUBLIC SAFETY

Bicycle Patrol Unit: The Bicycle Patrol Unit consists of twelve officers specially trained in bike patrol operations. The Bike Unit augments the Patrol Division; offering a “greener” more approachable alternative to vehicle patrol. The Unit provides additional patrols to parks, business districts and shopping centers and expanded the program to include patrols of our local schools.

Graffiti Abatement Team: The Graffiti Abatement Team aggressively investigates incidents of graffiti by obtaining search and arrest warrants and by deploying plainclothes officers to apprehend offenders caught in the act. The Team upgraded the technology for graffiti sensors and cameras.

Priority Oriented Policing: The Priority Oriented Policing Unit (POP) provides classes to San Pablo children, grades 3 through 7, as well as a part-time police officer at the elementary school and a full-time one at the middle school. Discussion topics include the proper use of 911, 'Good Touch, Bad Touch', bullying, drug and gang prevention, goal setting, life skills and leadership.

G.R.E.A.T. Program: POP officers teach the Gang Resistance Education and Training (G.R.E.A.T.) program to San Pablo sixth graders. G.R.E.A.T. is a school-based, law enforcement, officer-instructed classroom program that teaches life skills and encourages student participation. In order to graduate, the students in the program must complete a community project. At the end of each school year, the top students from the G.R.E.A.T. program are recognized at our annual Community Awards Dinner. The purpose of the event is to bring our community closer, create stronger police/community understanding and recognize positive efforts of our youth.

G.R.E.A.T. Summer Program: This is a two week summer program staffed by police and school resource officers. The program accepts local youths and provides them with a classroom course of life skills instruction. The students are taken on a three-day/two-night camping trip with members of the police department who volunteer their time to provide a positive and structured camping experience.

Community Police Academy: The Community Police Academy provides San Pablo residents an opportunity to learn the inner workings of the Police Department. The class is held one night a week for 10 weeks. Students are exposed to Police Administration, Patrol, Investigations, POP and Gang Unit operations. The classes are taught in both English and Spanish by sworn members of the Police Department and police administration. Students also participate in a ride-along with an on-duty patrol officer. This free course of instruction has served to clarify the role of the police department in the community further building community trust.



CITY PROFILE

Parent Project: The Parent Project is a nationally recognized 10-week parent training program designed specifically for parents of strong-willed or out-of-control adolescent children. Parents meet one night per week, two to three hours per night for 10 weeks. The curriculum teaches concrete prevention, identification, and intervention strategies for the most destructive of adolescent behaviors (poor school attendance and performance, alcohol and other drug use, gangs, runaways, and violent teens).

Community Emergency Response Team: The Community Emergency Response Team (CERT) is a training program that provides basic disaster response skills to assist neighborhood volunteers in offering vital support to family, associates, and local community members while they await help from first responders due to large-scale emergencies. This 20-hour FEMA-approved course is offered in a classroom setting followed by hands-on exercises discussing the following topics:

- Disaster Preparedness
- Fire Safety
- Light Search & Rescue
- Team Organization
- Disaster Medical Operations
- Disaster Psychology
- Terrorism and CERT



Listos: Listos is a basic emergency and disaster readiness public education program with a grass-roots approach that specifically targets Spanish-speaking populations. Listos' culturally appropriate Spanish language curriculum uses the strengths and bonds within the Latino community to educate and prepare its members for emergencies or disasters.

Homicide Clearance Rates: The San Pablo Police Department has historically enjoyed a high homicide clearance rate when compared to the national average. The Detective Division is comprised of highly trained and motivated individuals with a proven track record of conducting in-depth criminal investigations. Using a collaborative approach, investigators work closely with our Gang Unit and other local agencies to solve unsolved murder cases. Recent history confirms the Department's reputation. Since 2006, the City has a homicide clearance rate of nearly 90%.

Surveillance Program: The Surveillance Program deploys a combination of pan, tilt and zoom (PTZ), fixed high-definition and automatic license plate recognition (ALPR) cameras, some of which are integrated with gunshot and/or graffiti detection sensors to provide alerts for gunshots, wanted and/or stolen vehicles and graffiti, with both fixed and mobile solutions.

Shot Spotter: The Shot Spotter Gunshot Location System uses a system of acoustic sensors, designed to detect, locate and report gunshots at various locations within the City.



CITY PROFILE

SPECIAL PROJECTS / TECHNOLOGY

The Information Technology Division has many major projects to accomplish over the next few years. These include: (1) complete and implement the Body Worn Camera project for the Police Department; (2) assist in the design and build-out of the Municipal Broadband project; (3) complete an IT Strategic Business Plan and implement a citywide enterprise resource planning software platform; (4) complete the move and setup of computer systems from the old City Hall to the new City Hall; (5) replace the current leased printer/copiers with other technology; (6) develop IT policies and procedures, especially related to security protocols and remote work policies; (7) move to cloud-based network applications with remote access for employees; and (8) redesign the internal computer network and replace network switches.

STRATEGIC PLANNING / SPECIAL PROJECTS

Plaza San Pablo: The re-use of Plaza San Pablo as a former Redevelopment site has been a focus of the City. In coordination with a number of agencies and departments, Development Services has completed the 10 acre parcel subdivision, and the design review and construction of the Walgreens and Library. In addition, the design review has been completed for the new County Women, Infants and Children (WIC) building, as well as a combined 12,000 square foot restaurant/retail project, including eight townhomes. Also at Plaza San Pablo, the City initiated the CEQA for the proposed City Hall, supported the County for a 40,000 square foot medical office, and the extension of the new County medical health building. Additionally, permitting and inspections were completed for Phase III and IV roadway improvements.



Priority Development Areas: Consistent with Plan Bay Area and State AB32, the City of San Pablo prioritizes development in Priority Development Areas (PDA's). The City obtained a \$100,000 MTC grant to conduct a Targeted Industries Study of short-term, high-growth industries in the San Pablo Avenue PDA. Consistent with study findings, the existing City Hall is having its general plan and specific plan designation changed for a commercial residential re-use. Other plan and design work is also underway or complete to further PAD projects in the City: (1) a design review and subdivision map for the former Moose Lodge site is complete; (2) with the closure of Doctor's Medical Center, the General Plan and Specific Plan were amended to allow for commercial uses; and (3) CEQA and land use review were completed for the re-use of San Pablo Hotel.

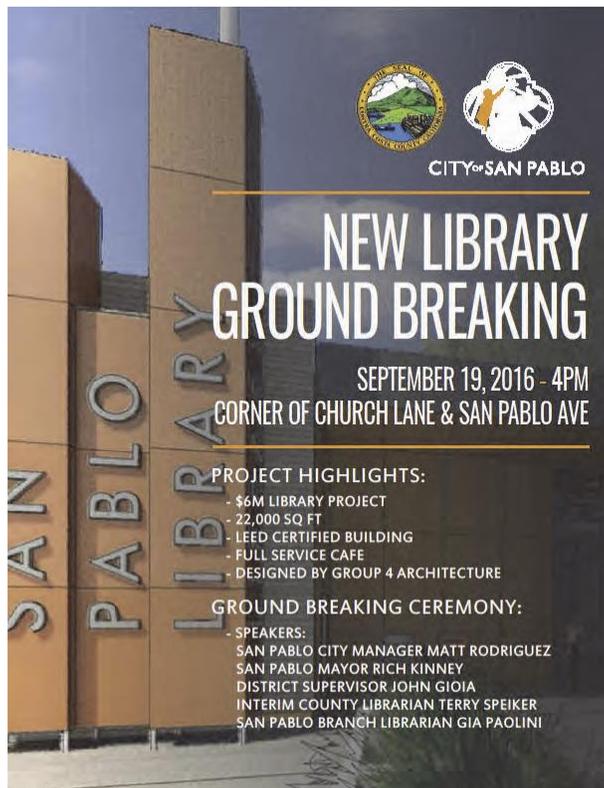


CITY PROFILE

Non-Priority Development Areas: La Quinta Hotel plan check underway. Davis Park concession stand building permits, inspection, and final. Wyman Slide retaining wall permits, and inspections. Denny's sign replacement and improvements. City LED sign for I-80 design review. Fire Station #70 parcel merger. El Portal gas station, mini-market, and car wash design review and construction. Giant Warehouse 70-unit, multi-agency inspection.

Policies: Many policies and plans have been or are in process of being updated to facilitate further development in the City. The Housing Element update was complete and certified by the State Department of Housing and Urban Development for an eight-year period. The City completed the CEQA for the Citywide Broadband Master Plan, and the Planning Commission received approval of the Accessory Dwelling Unit ordinance, and Telecommunication Facilities. Other projects include completion of a draft citywide Bicycle and Pedestrian Master Plan, an update to the Contra Costa County Urban Limit Line update, a one-year review of all business licenses, and adoption of a Medical Marijuana ordinance.

Improving the Customer Experience: A year-long process improvement effort is complete regarding plan check, plan intake, permit issuance and inspection services. This combined effort included the Public Works Department, and Assistant City Manager of Economic Development. The Planning Department completed a time and motion study, and a fee study, and subsequently increased permit fees from 35% cost recovery to 75%. To improve efficiency and better fulfill public records requests, the Department initiated electronic scanning of six years of back-logged building plans, building permits, business licenses, and planning projects. Additionally, 15 different building department customer handouts are now available in both English and Spanish.



CITY PROFILE

Demographics

CATEGORY	NUMBER	PERCENT
POPULATION		
Total Populaton	29,777	100.0%
SEX AND AGE		
Male	14,918	50.1%
Female	14,859	49.9%
Under 5 years	1,995	6.7%
5 to 17 years	5,509	18.5%
18 to 24 years	3,752	12.6%
25 to 44 years	8,486	28.5%
45 to 54 years	4,139	13.9%
55 to 64 years	2,918	9.8%
65 to 74 years	1,638	5.5%
75 to 84 years	953	3.2%
85 years and over	357	1.2%
Median age (years)	32.6	100.0%
NATIVITY AND CITIZENSHIP STATUS		
Native	15,193	54.7%
Foreign born	12,575	45.3%
Naturalized U.S. citizen	4,536	36.1%
Not a U.S. citizen	8,039	63.9%
RACE AND HISPANIC OR LATINO ORIGIN		
One race	28,526	95.8%
White	14,862	52.1%
Black or African American	4,279	15.0%
American Indian and Alaska Native	171	0.6%
Asian	4,849	17.0%
Native Hawaiian and Other Pacific Islander	86	0.3%
Some other race	3,081	10.8%
Two or more races	1,251	4.2%
Hispanic or Latino origin (of any race)	15,632	54.8%
White alone, not Hispanic or Latino	2,910	10.2%



CITY PROFILE

Demographics (Continued)

CATEGORY	NUMBER	PERCENT
LANGUAGE SPOKEN AT HOME AND ABILITY TO SPEAK ENGLISH		
Total population 5 years and over	27,768	100.0%
Speak only English at home	9,073	32.7%
Speak a language other than English at home	18,695	67.3%
Speak Spanish at Home	13,794	73.8%
Speak English less than "very well"	6,543	35.0%
HOUSEHOLD TYPE		
In married-couple family	15,633	52.5%
In other households	13,668	45.9%
Average household size	3.25	100.0%
Average family size	3.77	100.0%
MARITAL STATUS		
Population 15 years and over	23,444	100.0%
Never married	9,893	42.2%
Now married, except separated	9,471	40.4%
Divorced or separated	2,860	12.2%
Widowed	1,219	5.2%
SCHOOL ENROLLMENT		
Population 3 years and over enrolled in school	8,371	100.0%
Nursery school, preschool	486	5.8%
Elementary school (grades K-8)	3,934	47.0%
High school (grades 9-12)	1,850	22.1%
College or graduate school	2,101	25.1%
EDUCATIONAL ATTAINMENT		
Population 25 years and over	18,507	100.0%
Less than high school graduate	6,718	36.3%
High school graduate (includes equivalency)	4,645	25.1%
Some college or associate's degree	4,664	25.2%
Bachelor's degree	1,814	9.8%
Graduate or professional degree	685	3.7%



CITY PROFILE

Demographics (Continued)

CATEGORY	NUMBER	PERCENT
EMPLOYMENT STATUS		
Population 16 years and over	23,083	100.0%
In labor force	14,727	63.8%
Civilian labor force	14,727	63.8%
Employed	8,321	56.5%
Unemployed	1,090	7.4%
Percent of civilian labor force	1,708	11.6%
Armed Forces	0	0.0%
Not in labor force	8,356	36.2%
Civilian employed population 16 years and over	13,033	100.0%
CLASS OF WORKER		
Private wage and salary workers	10,426	80.0%
Government workers	1,642	12.6%
Self-employed workers in own not incorporated business	951	7.3%
Unpaid family workers	26	0.2%
OCCUPATION		
Management, business, science, and arts occupations	2,659	20.4%
Service occupations	3,871	29.7%
Sales and office occupations	2,945	22.6%
Natural resources, construction, and maintenance occupations	1,720	13.2%
Production, transportation, and material moving occupations	1,838	14.1%
EARNINGS IN PAST 12 MONTHS (IN 2015 INFLATION-ADJUSTED DOLLARS) FOR FULL-TIME, YEAR-ROUND WORKERS		
Population 16 years and over with earnings	7,866	100.0%
\$1 to \$9,999 or less	330	4.2%
\$10,000 to \$14,999	275	3.5%
\$15,000 to \$24,999	1,935	24.6%
\$25,000 to \$34,999	1,495	19.0%
\$35,000 to \$49,999	1,691	21.5%
\$50,000 to \$74,999	1,384	17.6%
\$75,000 or more	747	9.5%
Median Household income (dollars)	43,868	100.0%
Average number of workers per household	1.38	100.0%
Occupied housing units	9,026	100.0%



CITY PROFILE

Demographics (Continued)

CATEGORY	NUMBER	PERCENT
OWN OR RENT		
Owner-occupied housing units	3,637	40.3%
Spend less than 30% of household income on housing	2,303	63.3%
Spend more than 30% of household income on housing	1,335	36.7%
Renter-occupied housing units	5,389	59.7%
Spend less than 30% of household income on housing	2,204	40.9%
Spend more than 30% of household income on housing	3,185	59.1%
Average household size of owner-occupied unit	3.15	100.0%
Average household size of renter-occupied unit	3.32	100.0%
Families	6,645	100.0%
EMPLOYMENT STATUS CHARACTERISTICS		
Married-couple families	3,958	100.0%
Both husband and wife in labor force	1,889	47.7%
Husband in labor force, wife not in labor force	1,223	30.9%
Wife in labor force, husband not in labor force	229	5.8%
Both husband and wife not in labor force	578	14.6%
Other families	2,687	100.0%
Female householder, no husband present	2,025	75.4%
In labor force	1,448	71.5%
Not in labor force	577	28.5%
Male householder, no wife present	662	24.6%
In labor force	444	67.1%
Not in labor force	218	32.9%
WORK STATUS CHARACTERISTICS		
Families	6,645	100.0%
No workers in the past 12 months	794	11.9%
1 worker in the past 12 months	2,305	34.7%
2 or more workers in the past 12 months	3,546	53.4%

* Margin of error varies with each data point, but is generally within +/- 5%.

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year



BUDGET OVERVIEW

Budget Overview

December 2016 marked the kick-off of budget preparations with the distribution of a budget calendar and financial data to help departments begin to prepare their annual budget requests. This time also marked the beginning of the City's new approach to budgeting. In an effort to further stabilize the budget and better manage budgetary growth, the City undertook a "quadrennial" budget (four-year cycle), rather than the usual two-year cycle. The purposes and goals of the quadrennial budget are:

- Integrate long-term financial planning with the operating budget
- "See" and plan for major new expenses sooner, such as increases to CalPERS pension costs
- Encourage long-term budget planning at the department and division level
- Establish ongoing continuity between adopted budgets
- Create a venue to foster focus on near-term and long-term big-picture goals and objectives
- Manage program and FTE expansion and reduce budget creep
- Acknowledge long-term labor agreements and plan for increasing labor costs
- Normalize expenditures over the four-year budget cycle

How Does It Work?

Narratives: Departments submitted narrative descriptions of their major projects over the next four fiscal years. To make the discussion easier, the four-year list was displayed in two-year chunks, near-term projects and long-term projects. Departments were encouraged to focus on major projects and avoid the minutia.

Budget Numbers: The Finance Department prepared the labor budget for each unit based on actuals from the current fiscal year. The labor budget is fully loaded, including all benefits, premium pays, insurances, cost of living adjustments, etc. for all positions, including vacant positions (see Budgetary Assumptions, page 52).

Individual departments submitted their normal Supplies and Services budget requests for the first two years of the budget cycle. The last two years of the cycle, were run by formula, with Year 3 of the budget equaling Year 2 and Year 4 equaling Year 3. In this way, budgeting was mostly static over time to prevent budget creep, except in cases where extraordinary costs were anticipated. For these, the changes were reflected in the numbers.

Mid-Cycle Update: After two years, the City plans to make a complete update of the four-year budget to amend the last two fiscal years where necessary and add two additional years, again driven by formula. As this cycle continues, essentially the City will be adopting a four-year rolling budget every two fiscal years, thus creating two years of overlap for the purposes stated above.

This process, overseen by the City Manager, was completed in May 2017. The City Manager's Proposed Budget was reviewed in depth by the Budget, Fiscal and Legislative Standing Committee on May 24, 2017, and presented to the City Council and made available to the public on June 5, 2017, with final adoption of the FY 2018-21 Quadrennial Budget on June 19, 2017.



BUDGET OVERVIEW

QUADRENNIAL BUDGET PREPARATION CALENDAR

FY 2018 - 21 Quadrennial Budget & CIP Budget

December 1, 2016	<u>Budget Process Kick-Off</u> <ul style="list-style-type: none">• Distribute departmental budget narratives from previous cycle along with established parameters for departmental budget requests• Finance begins revenue forecasting• Finance develops budget assumptions and begins labor costing• Public Works calls for CIP projects and distributes forms
January 9, 2017	<u>Departmental Budget Narratives Due</u>
January 9, 2017	<u>Begin Departmental Line-item Budgeting (due February 6)</u> <ul style="list-style-type: none">• Departments prepare supplies, services and capital budget requests• Finance begins assembling narratives• CIP input and rating forms due to Public Works by January 31
February 6, 2017	<u>Departmental & CIP Budgets Due (Supplies, Services and Capital)</u> <ul style="list-style-type: none">• Finance creates revenue and labor cost projections• Public Works Assessment Team begins ranking CIP projects
February 6 - 16, 2017	<u>Finance Budget Reviews with Department Heads</u>
Feb. 20 – March 2, 2017	<u>City Manager Budget Meetings with Department Heads</u> <ul style="list-style-type: none">• Public Works presents CIP Project Ranking to CMO by March 30
March – May 2017	<u>Finance begins document layout and Proposed Budget publication</u> <ul style="list-style-type: none">• CIP goes to Planning Commission for conformance review in April
May 15, 2017	<u>City Council Sets the Public Hearing & Staff Submits Draft Budget</u> <ul style="list-style-type: none">• Set the Public Hearing and send public notice at least 5 days prior• Submit Budget Message, Proposed Budget and CIP Budget
May 24, 2017	<u>Budget Preview with Budget, Fiscal & Legislative Standing Cmte.</u> <ul style="list-style-type: none">• Present City Manager's Budget Message, Budget and CIP requests
June 5, 2017	<u>City Council Budget Workshop (Public Budget Hearing)</u> <ul style="list-style-type: none">• Present Budget Message, Proposed Budget and CIP Budget
June 6 - 15, 2017	<u>Finance prepares Final Proposed Budget</u> <ul style="list-style-type: none">• Finance makes any appropriate budget adjustments
June 19, 2017	<u>Submit Final Proposed Budget and Adopt by Resolution</u> <ul style="list-style-type: none">• Adopt the Budget by Resolution of the City Council
July 1, 2017	<u>New Fiscal Year Begins</u>



BUDGET OVERVIEW

BASIS OF BUDGETING

The City of San Pablo budgets using the modified accrual basis plus encumbrances. Under “modified accrual,” amounts are recognized as revenue when earned, as long as they are collectible within the period or soon enough afterwards to be used to pay liabilities of the current period. Encumbrances outstanding at year-end roll forward and are re-appropriated in the next fiscal year, this augmenting the baseline budget.

A balanced budget is adopted annually, whereby current expenditures are funded from current revenues plus available fund balance or reserves, as appropriate and directed by Council.

BUDGET APPROPRIATIONS

Appropriations are the amounts approved for expenditure by the City Council with the adoption of the annual budget and subsequent budget amendments which are brought to the Council for their approval. Appropriations are separated by object categories within an activity budget. The object categories available are: 1) Salary and Benefits; 2) Service and Supplies; 3) and Capital Outlays. The level of control is established as follows:

1. The City Manager submits to the City Council a proposed operating budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them.
2. Public hearings are conducted to obtain citizen's comments.
3. The budget is legally enacted no later than July 10 of each fiscal year by a resolution of the City Council passed by majority vote.
4. City Council has the ability to amend the budget by resolution at any time during the fiscal year (see Budget Amendments below).
5. The City Manager reviews all expenditures and revenue and may suggest to the governing body any mid-year or mid-cycle budget adjustments. Mid-year budget amendments do not require public notice or a public hearing. New programs and new appropriations not anticipated during the budget process require City Council approval.
6. As controller, the City Finance Director supervises the disbursement of all moneys, has control over all expenditures, and ensures that appropriations are not exceeded. The Finance Director exercises budgetary control over each office or department and maintains the accounting structure detailing appropriations contained in the budget, expenditures paid out, unpaid obligations against the budget and the unencumbered balance. The Finance Director will not approve any appropriation of unencumbered fund balance unless there are sufficient available funds to cover the amount.
7. All appropriations lapse at the end of each budget year to the extent that they have not been expended or lawfully encumbered. Thus, the budget is refreshed with new line-item appropriations at the beginning of each fiscal year.
8. Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP) for all funds except the Low and Moderate Income Housing Assets, Traffic Congestion Relief, the HCD Grant Special Revenue Funds and the 2004 and 2014 Tax Allocation Revenue Bonds covering the Legacy Project Area Debt Service Funds. In addition,



BUDGET OVERVIEW

the Public Works Construction Capital Projects Fund is budgeted on a project length basis and, therefore, is not comparable on an annual basis.

BUDGET AMENDMENTS

The budget as adopted by the City Council can be amended at any time during the fiscal year. The need to amend or adjust the budget typically arises in response to unforeseen circumstances or events. For example, the City Council is required to formally recognize the receipt of unanticipated revenue before the City can legally accept and spend new money, such as new grant funds. In other cases, there may be a need to move budgetary funds from one fund to another to cover an unexpected expenditure. In any such cases, budget adjustments and transfers between funds and between departments must be approved by the City Council by resolution during the fiscal year.

The City Manager is authorized to amend Council-approved appropriations at the activity level if, in the City Manager's opinion, such amendments are necessary and proper. The City Manager in turn designates this authority to the Finance Director. The appropriation adjustment process consists of the following steps:

1. The department prepares a "Budget Request/Transfer Form".
2. The request is submitted to the Finance Department for review and execution.
3. The department receives authorization to use the adjusted appropriations.

If the request involves more than one department or fund, City Council and City Manager approval are required .

BUDGETARY OVERSIGHT

Budgetary oversight is maintained through monthly revenue and expenditure account reports, which are reviewed by the City Manager and department heads. For the first time, quarterly financial reports will also be provided to the City Council during the course of the fiscal year as an additional enhancement to financial transparency.

A mid-year budget review and adjustment process is conducted by City Council each January after completion of the CAFR and after the audited changes in net position are known. Unallocated resources are assigned at that point, generally to capital projects and other one-time needs. Budgetary adjustments are considered within the framework of the adopted budget and the City Council directions, goals and policies. Additionally, a mid-cycle update is held near the end of the second year of the quadrennial budget to make adjustments for Year 3 of the budget.

BASIS OF ACCOUNTING

Governmental funds are reported using the current financial resources measurement focus and governmental and agency funds are reported using modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The City considers all revenues reported in the governmental funds to be available if the revenues are collected within forty-five days after year-end. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt and compensated absences, which are recognized as



BUDGET OVERVIEW

expenditures when they are paid. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds from general long-term debt and capital leases are reported as other financing sources. Those revenues susceptible to accrual include taxes, intergovernmental revenues, interest and charges for services.

Grant revenues are recognized in the fiscal year in which all eligibility requirements are met. Under the terms of grant agreements, the City may fund certain programs with a combination of cost-reimbursement grants, categorical block grants, and general revenues. Thus, both restricted and unrestricted net assets may be available to finance program expenditures. The City's policy is to first apply restricted grant resources to such programs, followed by general revenues if necessary.

Certain indirect costs are included in program expenses reported for individual functions and activities. Non-exchange transactions, in which the City gives or receives value without directly receiving or giving equal value in exchange, include property taxes, grants, entitlements, and donations.

Revenue from grants, entitlements, and donations is recognized in the fiscal year in which all eligibility requirements have been satisfied.

SIGNIFICANT BUDGETARY POLICIES AND PROCEDURES

Following is a summary description of important budgetary policies and procedures. Policies can be found in their entirety along with all City financial policies on the City's intranet (N:/Resources/Policies/Finance Policies).

Debt Management and Investor Relations (BI): Guides the City regarding issuance of long-term debt and management of relations with the investment community in selecting type, size and duration of debt. The policy also provides key investment parameters, guiding principles, and permitted types of investments with City resources.

Financial Planning and the Multi-Year Budget (FP): Provides that production of the City's multi-year budget occurs consistent with the instructions and specifications codified in Chapter 3.04 of the Municipal Code, including projection of anticipated revenues and manner and presentation of the expenditure budget.

This policy also describes the process that the City will undertake to maintain a long-range financial plan. The policy further clarifies the budgeting principles and criteria to be followed during the process (e.g. presentation of a balanced budget, prioritization of public safety and infrastructure to maintain resident quality of life, etc.). Additionally, the policy dictates the need for preparing a multi-year CIP budget, how to fund CIP projects, and the need to update the CIP budget annually.

Grant Management (GM): Established to ensure proper oversight of State and US federal government grant-funded programs and activities.

Maintenance of Fiscal Resiliency Reserve Policy—Budgetary Reserves (FP 3): Describes the process to follow to maintain minimum levels of unreserved fund balance in the City's General Operating Funds to protect against unforeseen natural disasters, manmade disasters, financial calamities, etc., and how to access those funds when necessary.

Month End Close and Reporting Schedule (AF 2): Describes the monthly process that the Finance Department implements to ensure that payroll and benefits get posted timely and that budgets are up to date with accurate and current financial reporting.



BUDGET OVERVIEW

Purchasing and Payables (AP): Provides guidance for the acquisition of services, supplies and capital goods and the settlement of obligations for purchases made on account.

Use of City Manager's Contingency Account (FP): Describes the process necessary for approval to access City Manager's Contingency Account funding and the process necessary for tracking use of the funds.



BUDGET OVERVIEW

Budgetary Assumptions FY 2018/21

1. Revenues are budgeted at actual projected amounts in Year 1 of the budget.
2. Except for a few noteworthy exceptions, all Year 2 revenues equal Year 1, with annual increases of 1.0% in Years 3 and 4. Exceptions: Casino Business License revenue which is budgeted at 3.0% growth in each fiscal year; Measure Q, which decreases by ¼ cent in October 2017; and three other various revenues that are new sources and expected to change dramatically in the first couple of years.
3. No grant revenues are budgeted, but can be added throughout the cycle as grant awards are received.
4. All salaries are budgeted at one step down from top step (Step D in five-step ranges and Step E in six-step ranges), including vacant positions. Budgeted salaries also include in-lieu benefits, cell phone stipends, and other specialty pays and wages.
5. All positions, including part-time, are fully budgeted each fiscal year with 3.0% COLA's except for members of AIE (Association of Intermediate Employees) who are receiving 2.5% COLA's as negotiated.
6. In Year 1, all filled, benefitted positions are budgeted at 90% of the Kaiser rate for the actual level of medical coverage received and full-family dental coverage. Each succeeding year includes an additional 5% premium increase. All vacant positions are budgeted at two-party medical and full-family dental coverage.
7. All formula-driven benefits and insurances such as Medicare (1.45% of salary) are based on actual cost. If budgetary adjustments are necessary, they will be made at mid-cycle.
8. Pension rates are calculated by PERS and are budgeted in the document in the following amounts. These rates are for the employer cost only and do not include the employee portion of PERS.

PERS Rates

Fiscal Year	Miscellaneous Employees		Sworn Employees	
	Classic	PEPRA	Classic	PEPRA
FY 17/18	10.11%	6.533%	19.723%	11.990%
FY 18/19	10.1%	6.5%	19.7%	12.0%
FY 19/20	10.1%	6.5%	19.7%	12.0%
FY 20/21	10.1%	6.5%	19.7%	12.0%

9. Because of the decrease in the discount rate for CalPERS pensions, coupled with significant investment losses and changes to actuarial assumptions (e.g. decreasing mortality rates), CalPERS now requires separate, catch-up payments for unfunded actuarial pension liabilities (UAL). These amounts are included in the Non-departmental Budget (1430) at \$1,746,000 in Year 1, \$2,252,000 in Year 2, \$2,805,000 in Year 3, and \$3,327,000 in Year 4.



BUDGET OVERVIEW

10. Other Post-Employment Benefits (OPEB), namely health insurance coverage for retirees, is included in the budget. Per the City's 2016 actuarial valuation, the annual required contribution (ARC) is \$462,694, but is conservatively budgeted at \$500,409 per year for Fiscal Year 2018 through Fiscal Year 2021 using the "pay-as-you-go" methodology.
11. Service and supplies expense budgets were requested by individual departments in the first two years of the budget cycle. The last two years of the cycle, were run by formula, with Year 3 of the budget equaling Year 2 and Year 4 equaling Year 3. In this way, budgeting was mostly static over time to prevent budget creep, except in cases where large changes were anticipated. For these, the changes were reflected in the numbers.

BUDGETED DEBT OBLIGATIONS

The City of San Pablo Joint Powers Financing Authority (JPFA) currently has two bond issues outstanding: the Series 2004 Tax Allocation Revenue Bonds and the Series 2015 A and B Lease Revenue Bonds. The City also has a loan outstanding with the State of California. All debt obligations are fully budgeted in the four-year Quadrennial Budget.

Series 2004 Tax Allocation Revenue Bonds (TARB's)

With an original par amount of \$37,755,000, a total of \$5,380,000 remains outstanding on the Series 2004 TARB's as of July 1, 2018. These tax-exempt bonds have an interest payment due on December 1 and interest and principal payments due on June 1. These payments are made by the City's Bond Trustee, Wells Fargo Bank, from money's held in reserve for this purpose. With a final maturity date of June 1, 2019, this bond will be retired within the next two years.

Series 2015 A and B Lease Revenue Bonds (LRB's)

The 2015 LRB's were issued on March 4, 2015 with an original par amount of \$4,255,000 for the tax-exempt Series 2014A and \$11,555,000 for the taxable Series 2015B bonds. These bonds have interest payments due on November 1, interest and principal payments due on May 1, and final maturity dates in November of 2044 and 2040 respectively. During the quadrennial budget period, the largest payment for the combined totals of principal and interest is \$915,805. Therefore, a total of \$916,000 is budgeted in each of the four fiscal years from the General Fund in the Multi-departmental Budget (1430) to meet the obligation.

Anticipated Series 2017 Lease Revenue Bonds (LRB's)

The City anticipates issuing approximately \$12.2 million in lease revenue bonds during calendar year 2017 to fund the construction of a new City Hall. Current calculations show combined principal and interest payments due annually of approximately \$660,000. A total of \$700,000 is budgeted in each fiscal year beginning in FY 2018/19 in the Multi-departmental Budget (1430) in the General Fund to meet the obligation. Payment of the first 18 months of debt service will be covered by capitalized interest as part of the bond structure.

Solar Panel Loan Repayment

The City has a loan of \$1,141,738 from the State of California's Energy Resources Conservation Department for the installation of solar panels at the City-owned parking lot. As of July 1, 2017, a principal balance of \$1,006,522 remains on the loan, which has a final maturity date in December 2029. \$88,000 is budgeted annually during the Multi-departmental Budget (1430) to meet this obligation.



BUDGET OVERVIEW

Gann Appropriations Limit FY 2017/18

Article 13 B of the California Constitution specifies that appropriations made by State and Local Governments may increase annually by a factor comprised of the change in population combined with either the change in California per capita personal income or the change in the local assessment roll due to local nonresidential construction.

The State of California Department of Finance provided information showing San Pablo's population change in 2017/18 was .26%, Contra Costa County's population change was 1.13% and California's per capita personal income change was 3.69%.

By choosing the County's population change, a larger appropriation limit is calculated.

Converting the above factors (population increase of 1.13% and per capita personal income increase of 3.69% results in the following: $1.0113 \times 1.0369 = 1.0486$.

Multiplying the 2016/17 Appropriation Limit of \$39,808,951 (see below) by 1.0486 results in a FY 2017/18 Appropriation Limit of \$41,744,341. This limit applies only to the expenditures funded by "proceeds of taxes", as defined by the Constitution, not to user or regulatory fees. Proceeds of taxes are revenues such as property taxes, sales taxes, utility user taxes, business license fees, state subventions such as motor vehicle in-lieu, mandated costs reimbursements, etc.

The City's adopted budget of \$39.3 million for FY 2017/18 is \$2.4 million less than the Gann Appropriations limit of \$41.7 million. The City, therefore, remains in compliance with this legislative restriction.

Calculation of Annual Appropriation Limits					
2007/2008 Appropriation Limit	\$	27,275,633	X	1.0560	\$ 28,803,068
2008/2009 Appropriation Limit	\$	28,803,068	X	1.0571	\$ 30,447,723
2009/2010 Appropriation Limit	\$	30,447,723	X	1.0267	\$ 31,260,678
2010/2011 Appropriation Limit	\$	31,260,678	X	0.9854	\$ 30,804,272
2011/2012 Appropriation Limit	\$	30,804,272	X	1.0330	\$ 31,820,605
2012/2013 Appropriation Limit	\$	31,820,605	X	1.0463	\$ 33,294,310
2013/2014 Appropriation Limit	\$	33,294,310	X	1.0593	\$ 35,268,471
2014/2015 Appropriation Limit	\$	35,268,471	X	1.0075	\$ 35,532,190
2015/2016 Appropriation Limit	\$	35,532,190	X	1.0515	\$ 37,361,705
2016/2017 Appropriation Limit	\$	37,361,705	X	1.0655	\$ 39,808,951
2017/2018 Appropriation Limit	\$	39,808,951	X	1.0486	\$ 41,744,341



BUDGET OVERVIEW

Description of Funds

GENERAL FUND

The General Fund is the basic operating fund of the City, and accounts for all resources and transactions not accounted for in another fund.

General Fund (100, 150, 170, 910, 901)

Major revenue sources of the General Fund are business licenses, property taxes, sales taxes, utility users' tax, franchise fees, unrestricted revenues from the State, fines and forfeitures and interest income. Expenditures from this fund support all functional areas of the City, including public safety, recreation, public works, planning, general administration, and other essential city services.

SPECIAL REVENUE FUNDS

Special Revenue Funds account for the proceeds of specific revenue sources (other than trusts for individuals, private organizations, or other governments, or for major capital projects) that are legally restricted to expenditures for specific purposes.

Asset Seizures (225, 226)

This fund accounts for revenues received from both adjudicated and un-adjudicated sales of assets seized during drug-related arrests, and disburses these funds for authorized public safety activities.

Development Services (212)

This fund accounts for revenues generated from permit and inspection fees associated with building construction and development and disburses funds to support these activities.

Gas Tax (200)

This fund accounts for revenues and expenditures received from the State of California under Street and Highways Code Section 2105, 2106, 2107 and 2107.5. The allocations must be spent for street maintenance and construction with a limited amount available for engineering.

Housing and Community Development (HCD) Grant (245)

This fund accounts for revenues received under State Housing and Community Development programs and CALHOME activities approved and subject to State regulations.

Law Enforcement Services (210)

This fund accounts for revenues received from the Supplemental Law Enforcement Services Grant, COPS-CHRP Hiring Recovery Prgm, JAG, the Local Law Enforcement Block Grant, and court fines.



BUDGET OVERVIEW

Low and Moderate Income Housing Assets (250, 280)

These funds account for the activities related to the housing assets assumed by the City as Housing Successor to the former Redevelopment Agency. The activities are governed by California redevelopment law, and all revenues from the collection of loan repayments must be used to provide housing for people with low and moderate incomes.

Measure C / J (230)

This fund accounts for the City portion of the one-half cent County-wide sales tax levied to fund transportation improvements to local streets.

Measure K (201)

This fund accounts for the Transactions and Use (Sales) Tax Ordinance to fund approximately one-half of the cost to provide enhanced emergency medical services from San Pablo Fire Station #70.

National Pollution Discharge Elimination System (NPDES, 255)

This fund accounts for revenues and expenditures from assessments levied on all real property in the City in compliance with the provisions of the National Pollution Discharge Elimination System.

Paratransit (263)

This fund accounts for revenues received from the City-portion of the one-half cent County-wide sales tax levied to fund expenditures for paratransit service.

Public Safety (203)

This fund accounts for sales tax allocations required pursuant to Proposition 172. These monies are used to fund public safety activities.

Street Lighting and Landscaping (237)

This fund accounts for assessments made upon parcels of land within the Street Lighting and Landscaping District and disburses funds in accordance with the provisions of the State of California Streets and Highway Code.

Traffic Congestion Relief (233)

This fund accounts for the revenues received from the State of California under AB 2928. The allocations must be spent on local streets and roads maintenance, rehabilitation and reconstruction projects according to the State's Traffic Congestion Relief Plan.

CAPITAL FUNDS

Capital Projects Funds account for the acquisition, construction or improvement of major capital facilities, other than those financed by proprietary funds for individuals, private organizations, or other governments.

Public Works Construction (320)

These funds account for the City's major capital improvement projects (CIP). It's accounts for public works projects citywide and specifically for projects related to city-owned buildings. Project descriptions and details are contained in the City's CIP budget.



BUDGET OVERVIEW

TRUST AND AGENCY FUNDS

Lease Revenue Bonds Series 2015 (315, 317, 415, 417)

The Lease Revenue Bonds Series 2015A are tax-exempt bonds (Fund 315) issued to finance capital improvement projects in the City. Security for the bonds includes lease of the City of San Pablo City Hall Complex and the City of San Pablo Police Department building. Use of bond proceeds must have a governmental purpose, therefore, making interest earnings tax-exempt to the investors. The Series 2015B Bonds were also issued to finance capital improvement projects in the City (Fund 317). However, use of these bond proceeds does not need to be for a governmental purpose; therefore, interest earnings are taxable to the investors.

Funds 415 and 417 were established specifically for the purpose of managing the cost of issuance (COI) and original issue discount (OID) for the Series 2015A and 2015B Lease Revenue Bonds; now that these initiation expenses are complete, the funds will not be active going forward.

Bond Refunding 2016

In November 2016, the City's Joint Powers Financing Authority issued \$2,685,531 in 2016 Refunding Bonds to defease the 2001 Tenth Township and Legacy bonds which had a remaining balance of \$2,381,753. This refinancing generates annual debt service savings of approximately \$125,000 per year from 2024 through 2019, for total savings of \$750,000. From these savings the City of San Pablo will receive approximately 10% or \$12,500 per year in additional general fund property taxes, with the balance of the savings shared among the other taxing entities in the Project Areas. These savings are net of all bond issuance costs.

Private Purpose Trust Funds

Private-purpose trust funds are used to report trust arrangements, other than pension and investment trusts, under which principal and income benefit individuals, private organizations, or other governments.

Retiree Health Savings Plan Trust Fund

The fund is used to account for the medical and dental benefits for former employees of the City.

Successor Agency to the Redevelopment Agency (401, 402, 403, 455-459, 465)

These funds are used to account for the activities of the Successor Agency of the former Redevelopment Agency of the City of San Pablo.



BUDGET OVERVIEW

Chart of Accounts

SALARIES AND BENEFITS		
41000	Salary	Salaries and wages paid for services rendered by full- and part-time employees, including holiday pay.
41002	Overtime	Fees paid in addition to regular salaries and wages for services performed in excess of regular work hour requirements.
41004	Other Earnings	Earnings in addition to salaries and wages, including casino duty pay, educational incentive pay and cell phone stipends.
41210	Pension Benefits	Funds set aside to pay pension benefits for full-time employees through the PERS retirement system and deferred compensation plan benefits for part-time employees through the PARS system.
41300	Healthcare	Medical, dental and vision insurance benefits for full-time employees, including in-lieu benefits for those employees declining medical coverage.
41311	Retiree Healthcare	Medical and dental insurance benefits for full-time employees who retire from the City of San Pablo.
41901	Other Insurances	Employee benefit costs and insurance, including worker's compensation, liability insurance, unemployment insurance, disability insurance, Medicare, life insurance, employee assistance program and cafeteria plan fees.
SERVICE AND SUPPLIES		
42000	Uniforms / Safety Equipment	Uniforms, shoes, etc. required to be worn exclusively while carrying out the duties and responsibilities of the position and which are different from the general public. May also include personal protective equipment (PPE) or other attire worn to protect employee health and welfare.
42001	Communications	Costs for telephone, VoIP phone system, Wi-Fi access, and other communication costs that are essential to the operations.
42005	Network Applications Expenses	Costs related to the purchase, maintenance and/or replacement of hardware and software that comprise the network.
43000	Vehicle, Equipment Maintenance & Repairs	Service costs required to maintain and repair all vehicles, equipment, machinery, etc.
43100	Gasoline/Diesel Fuel	Costs for fuel required to power vehicles and/or necessary equipment to run City programs and operations.
43300	Memberships & Subscriptions	Costs related to memberships and subscriptions for professional organizations of the various individual City disciplines.
43500	Program Costs & Supplies	Miscellaneous supplies which are essential for specific, program-related projects but not essential for general day-to-day operations of the organization.



BUDGET OVERVIEW

Chart of Accounts (Continued)		
43510	Meeting & Sundry Supplies	Consumable, overhead commodities having a useful life of one (1) year or less, which are essential for accomplishing daily operational tasks and related meetings or projects.
43520	Copies/Printing/ Shipping/Xerox	Includes printing, duplicating, and of books, pamphlets, newsletters, and other reading material; costs related to mailing and shipping, including United States Postal Service, UPS and/or FedEx.
43530	Equipment < \$5,000	Equipment costing less than \$5,000 to maintain and/or operate programs.
43550	Office Supplies	Standard office supplies and material required for day-to-day use in the office.
43600	Professional Services	Payments made to individuals, companies or organizations that provide professional, scientific, or technical services. Includes any services that are above or beyond the capacity or capability of the City to perform itself or are out of the City's purview, and are performed by individuals who are not City employees (e.g. consultants, trainers, evaluator, therapists, and social workers). This includes services performed on a non-recurring basis, such as auditing, accounting, special legal services and other individual on-time services.
43610	Casino San Pablo Background	Costs associated with conducting background investigations on Casino employees, purchase of miscellaneous equipment, etc.
43700	Publications / Legal Notices / Filing Fee	Costs associated with communicating information about public hearings, court actions, bids and proposals, unclaimed property, liens, zoning ordinances, etc.
43800	Equipment Rental	Rental of large or complex special equipment and/or machinery. May include special construction equipment, tools, lighting, tents, sound systems, etc.
43900	Rent/Building	Lease payments for the San Pablo Community Center.
44000	Special Department Expenses	Special expenses incurred in connection with work-related responsibilities or official functions not generally supported by City General Funds; miscellaneous expenses not covered in the other classifications.
44050	Community Affairs	Funds allocated for specific community grants and/or related costs for purchases associated with special events.
44100	Pre-Employment Expenses	Costs related to the recruitment for full-time and part-time positions, including newspaper advertisements; participation in job-fairs; cost or rental of testing materials; pre-employment physical examinations; fingerprints; psychological tests; polygraphs; background checks; and oral board refreshments and lunches.



BUDGET OVERVIEW

Chart of Accounts (Continued)		
44320	Travel / Training Staff	Costs directly related to travel and training such as registration fees, trainer costs, conferences, etc. related to staff development and/or agency capacity building; transportation, meals and lodging expenses incurred by the employee in the performance of official duties.
44400	Utilities	Electricity, natural gas, water and sewage services.
44444	CM Contingency Account	Funding equivalent to 1% of the annual Total Operating Funds budget—including transfers to CIP—for unforeseen, unplanned, one-time expenditures. Appropriated in the City Manager’s budget and approved annually by City Council.
44450	Property / Fire / Crime Insurance	Costs that are paid to the Municipal Pooling Authority (MPA) for necessary City insurances.
46100	Improvements	Capital and facility improvements that are not considered part of general maintenance and cost more than \$5,000.
46300	Equipment > \$5,000	Vehicles and other large equipment purchases costing more than \$5,000.



BUDGET OVERVIEW

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BUDGET OVERVIEW

Employee Benefits & Insurance

HEALTHCARE (41300)

Medical Insurance (41310)

The City provides medical insurance coverage to all its full-time employees and their dependents. The program is administered by PERS where a variety of medical plans are available for the employee's selection. Until January 1, 2019, the City provides medical insurance up to the Kaiser rate less \$150 per month to be paid by the employee. After that date, the City will provide 90% of Kaiser coverage with the employee picking up the remainder. Any employee wanting a more expensive plan than Kaiser will be required to pay the entire difference.

Dental Insurance (41400)

The City provides full dental insurance coverage for its employees and their eligible dependents, including a 50/50 orthodontia plan for children and a \$3,000 annual maximum benefit.

Vision Care / Co-Pay Rebate Program (41500)

With the exception of the Police MOU, the City's labor agreements provide reimbursement up to \$450 annually for employees and their dependents in vision care and unreimbursed medical expenses each year in lieu of vision insurance. For the San Pablo Police Employee Association the vision care and unreimbursed medical expense benefit is paid directly to the Association in early January.

Benefits In-lieu (41905)

The City pays an in-lieu amount of \$500 for two-party or family coverage and \$350 for single coverage to those employees who waive medical coverage and can demonstrate that they are adequately covered with medical insurance from another source.

PENSION BENEFITS (41210)

PERS Retirement (41200, 41201)

This account reflects the total cost to the City for membership in the California Public Employees Retirement System (PERS). Expenses are paid to PERS in two ways to fund the program: (1) the "normal" cost, paid as a percentage of gross salaries to fund future retirement expenses; and (2) the unfunded accrued liability (UAL), paid as a flat amount to fund the difference between what PERS projected was going to happen (actuarial assumptions) and what actually happened (e.g. investment gains not meeting expectations, people living longer, etc.) .

State law requires that PERS retirement costs be split into an employer portion and an employee portion. City bargaining units have further agreed that employees pay part of the employer-portioned cost in exchange for a greater benefit. Therefore, public safety employees hired before January 1, 2013 receive the 3% at 50 benefit, in which the employees pay the full 9% of salary for the employee portion plus 3.3% of salary for the employer portion (12.3% total), while miscellaneous employees contribute the full 8% of the miscellaneous employee share of PERS plus 2.3% of the employer portion (total 10.3%) to receive the 2.5% at 55 benefit. Employees hired after January 1, 2013 and who have not been active PERS members for the previous six months prior to their hire date, get a lower benefit amount: public safety employees receive 2.7% at 57 and pay 11.5% of salary, while miscellaneous employees receive a 2.0% at 62 benefit and pay 6.25%.



BUDGET OVERVIEW

Public Agency Retirement Services (PARS, 41205)

Federal statute requires all employees not covered by a qualifying retirement system to be covered by Social Security. In the past, all part-time and seasonal employees were covered by Social Security at a cost of 6.2% of gross salaries, with both employers and employees contributing to this rate. On March 17, 2008, the City Council approved PARS as an alternate retirement system for part-time employees, instead of Social Security. Since July 1, 2008, all part-time employees have been enrolled in PARS.

OTHER INSURANCES

Employee Assistance Program (EAP, 41903)

The City provides personal counseling services—up to a maximum of eight annual visits to all employees and their eligible dependents—through an employee assistance program.

Life Insurance / ADD (41904)

The City provides varying levels of life insurance for its employees, with most employees receiving a \$60,000 life insurance policy with an additional \$60,000 coverage for accidental death and dismemberment (ADD). Additional or dependent life insurance may be purchased at the employees' option and cost.

Liability Insurance / ERMA (41911)

The liability insurance premium is based on a formula which includes payroll costs, an experience modifier and a premium rate of \$2.90 per \$100 of payroll. The City pays the first \$10,000 for every claim as its deductible. Employment Risk Management Authority (ERMA) is administered through Municipal Pooling Authority (MPA) and provides training to supervisors and legal defense against lawsuits due to the actions of our employees. In addition, there is employment liability coverage with a limit of \$10,000,000 and a \$100,000 deductible. Cost is included in the liability premium.

Disability Insurance (41800)

The City provides disability insurance for all its employees. Under short-term disability (STD), the plan pays a disabled employee two-thirds of his or her salary (of the first \$3,465 of Weekly Pre-Disability Earnings) after a 29-day waiting period for up to nine weeks. After STD is exhausted, long-term disability (LTD) kicks in. The LTD plan pays a disabled employee two-thirds of his or her salary (up to a maximum of \$10,000) after a 90-day waiting period until Social Security Normal Retirement Age, determined by the employee's age when the disability begins.

Medicare Tax (41900)

As of April 1, 1986, all new hires must be covered by Medicare. This cost is 2.9% of gross salary with one-half paid by the employer and the other half by the employee.

Unemployment Insurance (41912)

Unemployment Insurance (UI) is mandated by the State of California. Costs are based upon the City's prior year experience, determined by the direct-cost reimbursement method.

Worker's Compensation / Wellness (41105)

Budgeted at a rate of 3.6%, Worker's Compensation insurance covers employees in case of occupational injury or illness for which the employer is liable without regard to negligence. The Wellness program promotes a healthy-living lifestyle.



BUDGET OVERVIEW

OTHER EARNINGS

Educational Incentive (41915)

The City's labor agreements (M.O.U.'s) grant employees the opportunity to take educational courses which are job-related. Upon successful completion of courses and if adequate grades are maintained, the City reimburses the employee's tuition and books, up to a maximum of \$5,250 per calendar year as allowed by federal law.

Cell Phone Stipend (41990)

The City has established a Cellphone/Smartphone stipend program to reimburse City employees for use of their personal cellphone or smartphone for conducting City business. Reimbursements range from \$15 to \$50 per month.

RETIREE HEALTH

Health and Dental Insurance – Retirees (41311)

The City pays a portion or all of the medical insurance costs for retirees on a reimbursement basis, depending on labor agreements or individual employee contracts. By State law, the City pays all retirees the PEMHCA minimum amount of \$128 per month in 2017 (lifetime benefit). In addition, employees retiring from the City of San Pablo may receive a supplemental benefit ranging from \$135 per month after 10 years of service until age 65 up to covering the full cost of medical and dental insurance after five years of service for contract employees and 10 years of service for executive-level employees.

** As a member of the Municipal Pooling Authority (MPA), the City is self-insured for the following insurance benefits: Workers Compensation, Dental, Long-Term Disability, Life, Liability, and a Wellness Program. Rates are established by the Board of Directors. All employee insurance costs are charged directly to the department or division to which the employee is assigned.*



BUDGET OVERVIEW

Measure Q Reporting Requirements

DATE: June 1, 2017
TO: Matt Rodriguez, City Manager
FROM: J. Kelly Sessions, Finance Director
RE: Measure Q Reporting Requirements

To ensure appropriate usage of Measure Q funding, Section 3.25.140 of the Municipal Code requires that the City establish a separate citizens' oversight committee and that the City's independent auditors "complete a report reviewing the collection, management and expenditure of revenue from the tax levied by this chapter" by the end of the fiscal year. These provisions not only provide safeguards to Measure Q revenues, but they also give the City Council opportunity to review the oversight committee's report and make budgetary and programmatic recommendations "as part of each annual budget process."

The Measure Q Oversight Committee has been meeting annually since the inception of Measure Q in FY 2013/14. The Committee last met on May 31, 2017 to review FY 2015/16 revenues and program expenditures. The Committee reviewed revenues of \$1,512,936 against a budget of \$1,050,000 and total program expenditures of \$1,364,120. Committee members executed a compliance statement to the City Council certifying the appropriate use of funds and effectiveness of the program in accordance with official ballot language as adopted by the local electorate and in compliance with adopted City of San Pablo Sales Tax Ordinance 2012-005.

The independent audit firm of Maze & Associates conducted an "Independent Accountant's Report on Applying Agreed Upon Procedures (AUP) for Measure Q Collection, Management and Expenditures" to assist the City in complying with the requirements of Section 3.25.140 of Ordinance 2012-005 for FY 2015/16. Maze & Associates concluded that all revenues and expenditures were accounted for as reported.

Beginning October 2017, the Measure Q sales tax rate decreases from ½ cent to ¼ cent as approved by voters, effectively cutting revenues in half. Therefore, budgeted revenues are projected to decrease to \$1,012,078 in FY 2017/18 and further decrease to \$759,058 in FY 2018/19. City of San Pablo staff will be looking at ways to reduce program costs while still maintaining effective programming. Maze & Associates is in the process of conducting their FY 2016/17 audit and will report on the results before the end of the calendar year.



BUDGET OVERVIEW

Measure K Reporting Requirements

DATE: June 1, 2017
TO: Matt Rodriguez, City Manager
FROM: J. Kelly Sessions, Finance Director
RE: **Measure K Reporting Requirements**

Section 3.26.140 of the San Pablo Municipal Code requires the following:

All [Measure K] revenue from the tax shall be restricted revenue used solely to fund emergency medical services for the city of San Pablo.... The city intends to negotiate an agreement with the fire protection district under which city will remit payment to the district on an agreed-upon basis in order to help fund the cost of providing a supplemental EMS squad at Station 70....

To ensure appropriate usage of Measure K funding, Section 3.26.140 of the Municipal Code further requires that the city establish a separate oversight committee and that the City's independent auditors "complete a report reviewing the collection, management and expenditure of revenue from the tax levied by this chapter" by the end of the fiscal year. These provisions not only provide safeguards to Measure K revenues, but they also give the City Council opportunity to review the oversight committee's report and make budgetary and programmatic recommendations at a public meeting "as part of each annual budget process" (Ord. 2014-007 § 1 (part), 2014).

The Measure K Oversight Committee was appointed and is the same committee as Measure Q. Their first meeting took place on June 8, 2016 to review FY 2014/15 Measure K program revenues, which were first collected in January 2015. The Oversight Committee met again on May 31, 2017 to review FY 2015/16, Measure K's first full year of operation.

The independent audit firm of Maze & Associates annually conducts an "Independent Accountant's Report on Applying Agreed Upon Procedures (AUP) for Measure K Collection, Management and Expenditures" to assist the City in complying with the requirements of Section 3.26.140 of Ordinance 2014-007. Maze & Associates concluded that all FY 2015/16 revenues and expenditures were accounted for as reported. Specifically, Measure K had budgeted revenues of \$650,000 in FY 2015/16, while the audit reported \$754,366 in actual Measure K sales tax receipts. Expenditures for the year were comprised exclusively of four quarterly payments to the Contra Costa County Fire Protection District. Per the contract, the District provides two additional staff at Fire Station 70 for emergency medical services at a cost to the City of \$1,200,000 annually. The cost of this service increases to \$1,500,000 annually in FY 2018/19.

Measure K revenues are included in the FY 2018-21 Quadrennial Budget. Upon completion of the annual Measure K audit, the City Council will be advised on program activity and may act on any recommendations to revise the budget or program as appropriate at any time.



BUDGET OVERVIEW

Budget Authority

RESOLUTION 2017-123

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN PABLO ADOPTING THE FY 2018-21 QUADRENNIAL OPERATING BUDGET AND THE FY 2018-21 CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS BUDGET

WHEREAS, the Budget, Fiscal and Legislative Standing Committee has reviewed in detail the proposed Preliminary Draft FY 2018-21 Quadrennial Operating Budget and the Preliminary Draft FY 2018-21 Capital Improvement Program (CIP) Projects Budget at their meeting on May 24, 2017;

WHEREAS, the governing board of the City has called for a public hearing to receive public input;

WHEREAS, the City Council conducted a noticed public hearing on June 5, 2017 to review the Preliminary Draft FY 2018-21 Quadrennial Operating Budget and the Preliminary Draft FY 2018-21 CIP Budget in detail and to receive public input; and

WHEREAS, as discussed at the Public Hearing, the City Council Travel and Training budget is an important part of maintaining a well-run City. The Quadrennial Budget includes restoring Council training and travel budget to 2010/11 levels, spending which had been cut due to the recession. This represents an additional \$500 in training and travel for each Council Member. The City Manager also offered an additional \$2,500—or \$500 per Council Member—from the City Manager's Annual Contingency Account if any Council Member's allotment proves insufficient during each fiscal year period.

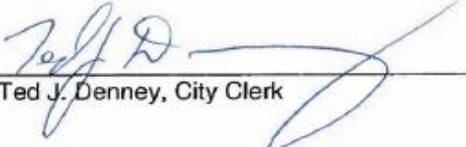
NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of San Pablo that the FY 2018-21 Quadrennial Operating Budget and FY 2018-21 CIP Budget are approved.

BE IT FURTHER RESOLVED that the foregoing recitations are true and correct, and are included herein by reference as findings.

ADOPTED this 19th day of June, 2017, by the following vote:

AYES:	COUNCILMEMBERS:	<i>Cruz, Kinney, Morris, Calloway and Valdez</i>
NOES:	COUNCILMEMBERS:	None
ABSENT:	COUNCILMEMBERS:	None
ABSTAIN:	COUNCILMEMBERS:	None

ATTEST:


Ted J. Denney, City Clerk

APPROVED:


Cecilia Valdez, Mayor



FINAL ADOPTED VERSION



CITY^{OF} SAN PABLO

City of New Directions

CITY OF SAN PABLO CITY COUNCIL PRIORITY WORKPLAN

FY 2015-17 CITY COUNCIL ADOPTED WORKPLAN

Effective: October 1, 2016



CITY WORKPLAN



San Pablo City Council

Priority Work Plan - Major Policy Goals

Mission Statement:

Dedicated to developing, preserving and protecting the quality of life and cultural diversity for all its residents, while maintaining high quality public services in partnership with our citizens.



CITY WORKPLAN

(9) TOP CITY COUNCIL PRIORITIES

(In Alphanumeric Order)

1. *Celebrating Multi-Cultural Traditions*
2. *Continuing support for the San Pablo Economic Development Corporation (SPEDC)*
3. *Economic Development Zones/Districts*
4. *Identifying and Attracting a specialized medical facility*
5. *Implementing DMC site for future Mixed-Use Development*
6. *Improving Street Lighting*
7. *New City Hall Project at Plaza San Pablo*
8. *Supporting LifeLong Medical Care, Inc. in providing enhanced medical services*
9. *Transit-Oriented Development Policies and Strategies*

(12) STRATEGIC POLICY INITIATIVES

(In Alphanumeric Order)

1. *Amenities/Quality of Life*
2. *City Branding & Image Promotion*
3. *Civic Engagement & Community Outreach*
4. *Customer Service*
5. *Economic Development*
6. *Fiscal Sustainability*
7. *Healthy Eating Active Living Initiatives*
8. *Infrastructure*
9. *Neighborhood Improvements*
10. *Public Safety*
11. *Services for Families, Seniors & Youth*
12. *Strategic Planning / Special Projects*



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES

POLICY AREA: AMENITIES/QUALITY OF LIFE				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. City Council Annual Priority Workplan Updates	CC & CM	N/A	ACTIVE	ONGOING FY 2015-17
2. San Pablo Community Foundation Grant Program / Special Event & Program Activity Funding (Non-profit, 501 c3)	CC & CM	GF	ACTIVE	ONGOING FY 2015-17
3. Municipal Services Agreement Amendment (Casino)	CC & CM	GF	ACTIVE	ONGOING FY 2015-17
4. Quality of Life balanced with Core Service Levels	CC & CM	GF	ACTIVE	ONGOING FY 2015-17
5. GREEN/LEED Building Standards	CM & DS	GF	ACTIVE	CALGREEN BUILDING CODE; ZONING CODE UPDATE INCLUDED
6. Public Art Memorial and Community Murals Program	CC, CM, CS, & DS	GF	ACTIVE	ONGOING FY 2015-17 (RK); MURALS COMPLETE AT COMMUNITY CTR & RUMRILL
7. Community Solar Projects/Programs	CC, CM, & PW	GF; Grant	ACTIVE	ONGOING FY 2015-17
7.1. Solar Road Tiles	TBD	TBD	ACTIVE	ON HOLD – TECHNOLOGY IS CHANGING
7.2. ET3 Technology	TBD	TBD	ACTIVE	TECHNOLOGY NOT YET SUFFICIENTLY DEVELOPED
7.3. Solar Programs for Residential Properties	TBD	TBD	ACTIVE	ONGOING FY 2015-17
8. Federal & Funding Mechanism to Support CC College & Partnership	CC, CM, DS, & EDC	CCC	ACTIVE	ONGOING FY 2015-17
9. AB 32/SB 375: Community Choice Aggregate (CCA) Energy Program (Marin Clean Energy JPA)	CC & PW	GF	ACTIVE	ONGOING FY 2015-17
10. Revise City Logo to “City of Healthy Living”	CM	GF	ACTIVE	ONGOING FY 2015-17
11. Living Wage Ordinance (Study Session)	CC	GF	NEW	CC RECOMMENDED 09/28/16 (KCR)
12. Expand Mobility Management Programs	CC	GF	ACTIVE	TRANSFERRED FROM SERVICES FOR FAMILIES, SENIORS & YOUTH
12.1. New City Car Share Program/Partnerships	CC	GF	NEW	CC RECOMMENDED 09/28/16 (KCR)



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: CITY BRANDING & IMAGE PROMOTION				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. All-America City Award Branding & Promotion	CM & ALL	GF	ACTIVE	ONGOING FY 2015-17
2. Community Landmark Event Planning (Joint w/ SPEDC)	CM & EDC	TBD	ACTIVE	ONGOING FY 2015-17
3. City Landmark Signage (Archway & Hillside Sign)	CM & ED	TBD	DEF	DEFERRED IN CIP
4. San Pablo Avenue PDA Implementation/ Medical Services Branding	CM & DS	TBD	ACTIVE	TARGETED INDUSTRIES STUDY COMPLETED
5. Public Art Fee Implementation	CM & DS	TBD	NEW	POSTPONED TO DECEMBER 2016
6. Update the Residential & Commercial Design Guidelines	DS	GF	NEW	UNDERWAY
POLICY AREA: CIVIC ENGAGEMENT/COMMUNITY OUTREACH				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. City Hall Open House (N.E.T. Event)	ALL	GF	ACTIVE	ONGOING FY 2015-17
2. Annual City eNews Service	CM & IT	GF	ACTIVE	SING e-NEWS & GOVERNMENT OUTREACH
3. Citizen Service Request Management System	CM & IT	GF	ACTIVE	USING GOVERNMENT OUTREACH
4. Volunteer Service Academy or Programs	ALL	GF	ACTIVE	ONGOING FY 2015-17
5. Civic Engagement Plan:	CM	GF	ACTIVE	ONGOING FY 2015-17
5.1. Volunteer Recognition Program (<i>every 2 years</i>)	ALL	TBD	ACTIVE	ONGOING FY 2015-17
5.2. C.E.R.T. English/Spanish Training	PD	GF	ACTIVE	ONGOING FY 2015-17
5.3. City Benchmark Survey (Annual)	CM	GF	ACTIVE	ONGOING FY 2015-17
5.4. Neighborhood Engagement Team (NET) Annual Events	ALL	GF	ACTIVE	ONGOING FY 2015-17
6. Immigration Integration Legislation, Projects & Services	CM	GF	ACTIVE	ONGOING FY 2015-17
6.1. California Dream Act of 2011 (AB 120/131) Implementation	CM	GF	ACTIVE	ONGOING FY 2015-17
6.2. Development of Immigrants Resource Center	CM	GF	ACTIVE	ONGOING FY 2015-17
6.3. Grant Assistance for Immigrant Integration Projects or Services	CM	GF	ACTIVE	ONGOING FY 2015-17
6.4. Immigrants Rights' Annual Event	CM	GF	ACTIVE	ONGOING FY 2015-17
6.5. Secure Communities Program Reform (AB 1081 - Ammiano Bill)	CM	GF	ACTIVE	ONGOING FY 2015-17
6.6. Support for any new Federal/State Legislation	CM	GF	ACTIVE	ONGOING FY 2015-17
7. Monthly Councilmember Website Streaming Message	CM & IT	GF	ACTIVE	NOT YET IMPLEMENTED
8. Neighborhood Canvassing By Staff	CM	GF	ACTIVE	ONGOING FY 2015-17
9. Rotate City Council Meetings at Schools	CM	GF	ACTIVE	ONGOING FY 2015-17
10. Special Election / Appointive Officials (City Clerk/City Treasurer only)	CC & CM	GF	ACTIVE	ONGOING FY 2015-17



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: CIVIC ENGAGEMENT/COMMUNITY OUTREACH				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
11. Social Media Programs (Facebook, Twitter)	CM & EDC	GF	ACTIVE	ONGOING FY 2015-17
12. Web-Link Access for CBOs/FBOs Services	CA, CM, & IT	GF	ACTIVE	Not yet implemented
13. Webcasting City Council Meetings	CC & CM	GF	ACTIVE	ONGOING FY 2015-17
14. City/EDC Joint Quarterly Newsletter	CM & EDC	GF	ACTIVE	ONGOING FY 2015-17
15. Community Translation Equipment or Services	ALL	GF	ACTIVE	ONGOING FY 2015-17
16. Child care Services for Residents (Official City Meetings)	ALL	GF	ACTIVE	ONGOING
POLICY AREA: CUSTOMER SERVICE / INTERNAL SERVICES				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. Automation of Personnel Records	CM & HR	GF	ACTIVE	ONGOING FY 2015-17
2. Departmental Operational Audits/Studies by CMO	CM	GF	ACTIVE	ONGOING FY 2015-17
3. E-Commerce (Paperless/Internet Services)	CM & IT	GF	ACTIVE	EVALUATING ADDITIONAL IMPLEMENTATIONS
4. G.I.S. Mapping System	ALL	GF; Grant	ACTIVE	ONGOING FY 2015-17
5. Information Kiosk at City Hall	CM	TBD	ACTIVE	ONGOING FY 2015-17
6. Interfacing City Departments with Major Goals & Strategic Policy Initiatives	CM	TBD	ACTIVE	DAY-TO-DAY OPERATIONS
7. Development of Fellowship Program	CM & HR	TBD	ACTIVE	ONGOING FY 2015-17
8. Develop & Refine Employee Wellness Committee/Program	CM & HR	GF	ACTIVE	WELLNESS COMMITTEE ESTABLISHED
9. Review existing third-party provider contracts and assess needs for possible cost savings	CM	GF	NEW	NEW ITEM FY 2015-17
10. Local Vendor Purchasing Policy for City contract services	CM & FIN	GF	NEW	NEW ITEM FY 2015-17
11. Residential Construction Customer Guide	DS	GF	ACTIVE	UNDERWAY
12. Update to Website	ALL	GF	NEW	COMPLETED SEPTEMBER 2016
13. Revamp land use history storage	DS	GF	ACTIVE	UNDERWAY
14. Citywide CEQA procedures	DS	GF	ACTIVE	NEW ITEM FY 2015-17
15. Creekside Setback Study	PW	GF	NEW	NEW ITEM FY 2015-17



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: ECONOMIC DEVELOPMENT				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. Business & Economic Programs				
1.1. Joint City/EDC Ombudsman Program	CM & EDC	TBD	ACTIVE	ONGOING FY 2015-17
1.2. Implementation of Long-Range Property Management Program	CM & ED	GF	ACTIVE	ONGOING FY 2015-17
1.3. Digital LED Billboard & Casino Sign Parcel Project	CM & ED	GF	ACTIVE	ONGOING FY 2015-17
1.4. San Pablo Economic Development Study	DS	GRANT	ACTIVE	Targeted industries study completed
1.5. Aggressive City Asset Liquidation	CM & ED	GF	NEW	NEW ITEM FY 2015-17
2. Development Projects (NMTC Financing)				
2.1. Walgreens & County Library Relocation Project	CM, ED, & EDC	NMTC	ACTIVE	ONGOING FY2015-17
2.2. Circle S (Plaza San Pablo) Phase II Mixed Use Development	CM, ED, & EDC	GF; NMTC	ACTIVE	ONGOING FY2015-17
2.3. Plaza San Pablo Phases 3 & 4	CM, ED, & PRIVATE	TBD	ACTIVE	ONGOING FY2015-17
2.4. Private Equity Partnerships (Lytton Tribe)	CM & ED	TBD	ACTIVE	ONGOING FY 2015-17
3. Housing Programs/Projects				
3.1. Affordable Higher Quality & Market Rate Rental Housing Projects	CM & ED	GF	ACTIVE	ONGOING FY 2015-17
3.2. Contra Costa W.I.C. Project (Plaza San Pablo - Lot 7)	CM & ED	GF	NEW	CM RECOMMENDED 09/28/2016
3.3. Existing Civic Center Development (Plaza San Pablo – Lot 6)	CM & ED	GF	NEW	CM RECOMMENDED 09/28/2016
3.4. Façade Improvement Incentive Program (Commercial & Residential)	CM & ED	GF	NEW	CC RECOMMENDED 09/28/2016 (PM)
3.5. New City Hall Project (Plaza San Pablo - Lot 6)	CM & ED	GF; LRB	NEW	CM RECOMMENDED 09/28/2016
3.6. Targeted Industries Study Program Implementation (4 Opportunity Sites)	CM, DS & ED	GF	NEW	CM RECOMMENDED 09/28/2016
POLICY AREA: FISCAL SUSTAINABILITY				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. Budget Spending Controls	ALL	GF	ACTIVE	ONGOING FY 2015-17
2. Elimination of General Fund Subsidies	CC & CM	GF	ACTIVE	ONGOING FY 2015-17
3. Federal/State Legislative Lobbyist Services	CM & CC	GF	ACTIVE	ONGOING FY 2015-17
4. Future Labor Relations Partnerships	CM & HR	GF	ACTIVE	LABOR NEGOTIATIONS; JUNE 30, 2017
5. General Fund Reserves Protection (Fund Balance)	CC & CM	GF	ACTIVE	ONGOING FY 2015-17
6. City-wide Master Fee Schedule Update	ALL	GF	ACTIVE	PLANNING, BUILDING & PW FEE UPDATE COMPLETED



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: FISCAL SUSTAINABILITY				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
7. Multi-Year /5-year Financial Forecast	CM & FIN	GF	ACTIVE	ONGOING FY 2015-17
8. New Revenue Enhancements	CM	GF	ACTIVE	ONGOING FY 2015-17
9. Fiscal Resiliency Policies:				
9.1. Two-Year Biennial Operating Budget	CM & FIN	GF	ACTIVE	ONGOING FY 2015-17
9.2. Financial Impact of CalPERS Rate Increase	CC, CM & FIN	GF	ACTIVE	ONGOING FY 2015-17
10. Develop/Update City Financial Policies	FIN	GF	ACTIVE	ONGOING FY 2015-17
11. Improve Internal Operations & Desk Manuals	FIN	GF	ACTIVE	ONGOING FY 2015-17
12. Increase Financial Transparency (Biennial Budget)	FIN	GF	ACTIVE	ONGOING FY 2015-17
13. Enhance Revenue/Accounts Receivables Collection	FIN	GF	ACTIVE	ONGOING FY 2015-17
14. Establish new chart of accounts/best management practice	FIN	GF	NEW	NEW ITEM FY 2015-17
15. Develop and manage Capital Improvement Project (CIP) budget within financial system	FIN	GF	NEW	NEW ITEM FY 2015-17
16. Create internal service funds to budget for administrative expenses and replacement costs	FIN	GF	NEW	NEW ITEM FY 2015-17
17. Reduce at least 25% of Memorandum on Internal Controls (MOIC) backlog issues	FIN	GF	NEW	NEW ITEM FY 2015-17
18. Create centralized billing, accounts receivable and aging processes	FIN	GF	NEW	NEW ITEM FY 2015-17
19. Establish online timesheet and payroll processing	FIN	GF	NEW	NEW ITEM FY 2015-17
20. Scan journal entries and cash receipts in the financial system	FIN	GF	NEW	NEW ITEM FY 2015-17
21. Casino revenue Sustainability Mitigation Reserve (GFDR)	FIN	GF	NEW	CM RECOMMENDED 09/28/16
22. Master Fee Schedule Study Methodology (Education Workshops w/ SPEDC)	DS, FIN, PW & EDC	GF	NEW	CC RECOMMENDED 09/28/16 (PM)
POLICY AREA: HEALTHY EATING ACTIVE LIVING INITIATIVES				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. Cycle San Pablo Annual Activities	CM & CS	GF; Grant	ACTIVE	ONGOING FY 2015-17
2. Childhood Obesity Prevention Task Force Work Plan	CM & CS	GF	ACTIVE	ONGOING FY 2015-17
2.1. Collaborative Funding Partnerships	CM & CS	TBD	ACTIVE	ONGOING FY 2015-17
3. Farmer's Market Promotion & Support (Annually)	CS	GF	ACTIVE	FRESHEST CHOICE FARMERS MARKET
4. Healthy Eating Active Living Campaign	City-wide	GF	ACTIVE	ONGOING FY 2015-17
5. Healthy Educational Forums (Youth, Families, Seniors)	CM & CS	GF	ACTIVE	ONGOING FY 2015-17



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: HEALTHY EATING ACTIVE LIVING INITIATIVES				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
6. Marketing and Community Outreach	CM & CS	GF	ACTIVE	ONGOING FY 2015-17
7. Nutrition Olympics Annual Event	CS	GF	ACTIVE	COMBINE WITH NFL PUNT, PASS, KICK EVENT
8. Random Acts of Recreation Program	CS	GF	ACTIVE	ON HOLD DUE TO STAFFING
9. Funding Mechanism for Childhood Obesity Prevention Programs	CM & CS	TBD	ACTIVE	THROUGH COPTF
10. Affordable Health Care Act for CA Implementation	CM & HR	TBD	ACTIVE	ONGOING FY 2015-17
11. Outdoor Recreation Equipment (CIP Projects & Existing Parks)	CS & PW	TBD	ACTIVE	SEEKING FUNDING; FY 2015-16
12. Low Cost Recreation Youth Programs for Income Sensitive Residents	CS	TBD	NEW	NEW FOR FY 2015-17
13. Low Cost Recreation Senior Programs for Income Sensitive Residents	CS	TBD	NEW	NEW FOR FY 2015-17
POLICY AREA: INFRASTRUCTURE				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. Administration/Operations				
1.1. AB 32 - Climate Action Plan Implementation	PW & DS	GF	ACTIVE	INTEGRATED INTO LAND USE WORK
1.2. All Hazard Mitigation Plan/Federal Disaster Mitigation Act of 2000	PW	GF	NEW	NEW ITEM FY 2015-17
1.3. CEQA Compliance: Internal Project Review & Support	DS	GF	ACTIVE	ONGOING FY 2015-17
1.4. Clean Water Program/New Municipal Regional Permit (MRP)	PW	GF	ACTIVE	ONGOING FY 2015-17
1.5. Computerized Maintenance Management System (Cartegraph)	PW	GF	ACTIVE	ONGOING FY 2015-17
1.6. Develop Public Facilities for Active Living (Parks, Open Space, Sidewalks, Trails, Bike Lanes, etc.)	PW	Grants	ACTIVE	ONGOING FY 2015-17
1.7. Keep San Pablo Clean Litter Control Initiative	PW	TBD	ACTIVE	ONGOING FY 2015-17
1.8. Promotion of Reusable & Biodegradable Products (Reusable Bags, Plastic Bag Ban, Styrofoam Ban, Dump Voucher Program, etc.)	PW	GF	ACTIVE	ONGOING FY 2015-17
1.9. Solid Waste Oversight and Support (Rates, Services, Recycling)	PW	GF	ACTIVE	ONGOING FY 2015-17
1.10. ADA Transition Plan	PW	GF; Grants	ACTIVE	ONGOING FY 2015-17
1.11. WCCTAC & TAC Coordination & Support	PW & DS	GF	ACTIVE	ONGOING FY 2015-17
1.12. Water Conservation Ordinance	PW & DS	GF	NEW	NEW ITEM FY 2015-17
1.13. Formalize New IT Replacement Schedule & Policy for PCs	IT	GF	NEW	NEW; COMPLETION EXPECTED JULY 2017
1.14. Upgrade City Computer Network Infrastructure	IT	GF	NEW	ONGOING
1.15. Complete Transition to New Office Location	IT	GF	NEW	WILL BE ADDRESSED IN NEW CITY HALL PROJECT



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: INFRASTRUCTURE				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1.16. Replace Xerox ColorQube Multifunction Printer Leases	IT	GF	NEW	STUDY UNDERWAY
1.17. Illegal Dumping/Multi-Family Complexes (Education & Enforcement)	PW	GF	NEW	CC RECOMMENDED 09/28/16 (CV)
2. Building Maintenance				
2.1. ADA Upgrades (Bldg. #3 Customer Service Area)	PW & DS	GF	ACTIVE	ONGOING FY 2015-17
2.2. Corp Yard Small Shop Building Replacement	PW	GF	NEW	Project will expand to include overall corp. yard study
3. Street Maintenance				
3.1. Eliminate Sidewalk Tripping Hazards from City Trees (Liability & Property Owner Education)	PW	GF	ACTIVE	ONGOING FY 2015-17
3.2. Re-Stripe Parking Lots (Davis Park & El Portal Soccer Field)	PW	GF	ACTIVE	ONGOING FY 2015-17
3.3. Transportation for America (T4) Funding Campaign	PW	GF	ACTIVE	ONGOING FY 2015-17
3.4. Storm Drain Upgrade Program	PW	GF	NEW	NEW ITEM FY 2015-17
3.5. "Fun Youth-Designed" Pedestrian Crosswalks (Road 20)	PW	TBD	NEW	NEW ITEM FY 2015-17
4. Park and Median Island Maintenance				
4.1. City-wide Median Island Landscape	PW	GF; Grant	ACTIVE	ONGOING FY 2015-17
4.2. Re-landscape 23 rd Street Median Island	PW	GF; Grant	ACTIVE	ONGOING FY 2015-17
4.3. Re-landscape in front of Davis Park Entrance Sign	PW	GF; Grant	ACTIVE	ONGOING FY 2015-17
4.4. Rumrill Blvd. Median Island Maintenance Program	PW	GF; Grant	ACTIVE	ONGOING FY 2015-17
5. Support for Special Services				
5.1. Annual Public Works Week BBQ	PW	GF	ACTIVE	ONGOING FY 2015-17
5.2. Cinco De Mayo Event	All	GF	ACTIVE	ONGOING FY 2015-17
5.3. Community Special Events Support (Overtime/In-Kind Support)	All	GF	ACTIVE	ONGOING FY 2015-17
5.4. Fourth of July Event	All	GF	ACTIVE	ONGOING FY 2015-17
6. Capital Improvement Projects				
6.1. Municipal Buildings (Division 3300)				
6.1.1. MB 043 ADA Upgrades/Municipal Buildings	PW	GF	ACTIVE	ONGOING FY 2015-17
6.1.2. MB 050 City Hall - Repainting	PW	GF	DEF	WILL BE ADDRESSED IN NEW CITY HALL PROJECT
6.1.3. City Hall Courtyards Resurfacing Project	PW	TBD	DEF	WILL BE ADDRESSED IN NEW CITY HALL PROJECT



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: INFRASTRUCTURE				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
6.1.4. MB 052 Maple Hall Expansion / Replacement / Seismic Retrofit	PW	GF	DEF	WILL BE ADDRESSED IN NEW CITY HALL PROJECT
6.1.5. City Hall Buildings Roof Repair	PW	GF	NEW	WILL BE ADDRESSED IN NEW CITY HALL PROJECT
6.1.6. Upgrade Exterior Lighting for all City Facilities	PW	GF	NEW	NEW ITEM FY 2015-17
6.2. Public Works (Division 3000)				
6.2.1. PW 384 El Portal West Utility Undergrounding	PW	Rule 20A	ACTIVE	SPRING 2017
6.2.2. PW 469 Traffic Signal Loop Detector Repairs	PW	Grant	ACTIVE	ONGOING FY 2015-17
6.2.3. PW 483 I-80/San Pablo Dam Road Interchange	PW	MC; TBD	ACTIVE	PHASE I – DECEMBER 2016
6.2.4. PW 495 Corporation Yard Relocation Project	PW	TBD	DEF	WILL COMPLETE NEEDS ASSESSMENT
6.2.5. PW 507 City-wide Traffic Calming Measures	PW	MC	DEF	DEFERRED IN CIP
6.2.6. PW 508 Road 20/El Portal Intersection Reconfiguration	PW	TBD	DEF	STUDY 2017
6.2.7. RR Quiet Zones (All RR Crossings)	PW & DS	TBD	ACTIVE	ONGOING DATA COLLECTION; SPRING 2017
6.2.8. PW 529A Davis Park Master Plan	PW	GF; Grant	DEF	DEFERRED IN CIP
6.2.9. PW 529B Davis Park Master Plan: Feasibility of Community Gymnasium Project	PW	(TBD)	ACTIVE	DEFERRED IN CIP
6.2.10. PW 571 El Portal Gateway Segment B	PW	Grant	ACTIVE	DEFERRED IN CIP
6.2.11. PW 574 Crosswalk Safety System (Rumrill Blvd.)	PW	Grant	ACTIVE	FALL 2016
6.2.12. PW 575 San Pablo Archway Rehabilitation (Design & Relocation)	PW	TBD	DEF	DEFERRED IN CIP
6.2.13. PW 607 Rumrill Complete Streets Corridor Mobility Plan	PW	Grant	ACTIVE	TARGET DECEMBER 2019
6.2.14. PW 612 San Pablo Ave. Complete Streets (San Pablo/Richmond)	PW	OBAG; GF	ACTIVE	TARGET DECEMBER 2018
6.2.15. PW (TBD) Giant Rd. Trade Center Revitalization	PW	TBD	DEF	DEFERRED IN CIP
6.2.16. PW (TBD) One-Way Street Implementation	PW	TBD	DEF	DEFERRED IN CIP
6.2.17. PW (TBD) El Portal Field Lighting Enhancement Project	PW	TBD	DEF	DEFERRED IN CIP
6.2.18. Randy Lane Drainage Relocation	PW	GF	NEW	TARGETED OCTOBER 2017
6.2.19. Wildcat Creek Restoration Evaluation behind Plaza San Pablo	PW	GF	NEW	FY 2015-16 CIP
6.2.20. Bridge Repair at Giant Avenue over San Pablo Creek	PW	GF	NEW	TARGET DECEMBER 2018
6.2.21. Davis Park @ 21st Street Playground Structure	PW	GF	NEW	TARGET DECEMBER 2018
6.2.22. City Streetlights to LED Retrofit	PW	GF	NEW	FY 2016-17 CIP



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: INFRASTRUCTURE				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
6.2.23. School Zone Traffic Safety within Public Right-of-Way	PW	GF	NEW	TARGET DECEMBER 2017
6.2.24. Explore feasibility of Sub-Grade/Sound Barrier for RR Tracks (Western City Boundary)	PW	TBD	NEW	NEW ITEM FY 2015-17
6.2.25. City-wide Bus Shelter Program Improvements	PW	TBD	NEW	DEFERRED IN CIP
6.2.26. City-wide Utility Undergrounding	PW	TBD	NEW	CC RECOMMENDED 09/28/16 (RK)
POLICY AREA: NEIGHBORHOOD IMPROVEMENTS				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. Building/Code Enforcement Inspection Services/Program Enhancements (Staffing)	DS & PD	GF	ACTIVE	ONGOING FY 2015-17
2. Future Housing for Students or Local Employers	CM, ED, & DS	TBD	DEF	UNDER REVIEW (POST RDA PROJECT)
3. International Student Housing Project	CM, ED, & DS	TBD	DEF	UNDER REVIEW (POST RDA PROJECT)
4. Mortgage Foreclosure Partnerships	CE & DS	GF	ACTIVE	ONGOING FY 2015-17
5. Mobile Home Park Inspections & Enforcement	CE	GF	ACTIVE	ONGOING FY 2015-17
POLICY AREA: PUBLIC SAFETY				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. Community Outreach	PD	GF	ACTIVE	DAY-TO-DAY OPERATIONS
2. City-wide Security System	PD	GF	ACTIVE	DAY-TO-DAY OPERATIONS
3. Community Special Events Support (Overtime)	PD	GF	ACTIVE	DAY-TO-DAY OPERATIONS
4. Emergency Preparedness Activity Enhancements & EOC Operations				
4.1. Building Permits & Safety	PD	GF	ACTIVE	ONGOING FY 2015-17
4.2. Community Handbook	PD	GF	ACTIVE	ONGOING FY 2015-17
5. Youth Outreach	PD	GF	ACTIVE	INCLUDES POLICE CADET PROGRAM
6. Facility Expansion (PD)	PD	GF	DEF	UNDER REVIEW – DEFERRED IMPLEMENTATION
7. Gang Reduction & Intervention Program (GRIP)				NOW PART OF PRIORITY ORIENTED POLICING
7.1. Federal/State Funding for Re-Training	PD & EDC	Grant	ACTIVE	NEW CITY COUNCIL RECOMMENDED POLICY (KCR)



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: PUBLIC SAFETY				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
8. Graffiti Program Enhancements, Surveillance & Abatement Program	PW & PD	GF	ACTIVE	Day-to-day operations
9. Increase Sworn Officers/Enhanced PD Services	PD	GF	ACTIVE	Day-to-day operations
10. Opposition to Crude Oil Rail Transport & BNSF Rail Connector Project, & Other Hazardous / Volatile Materials	CM & PD	TBD	ACTIVE	ONGOING FY 2015-17
11. Police Assistance League (P.A.L. - Hybrid or Regional Program)	PD	TBD	ACTIVE	NO UPDATE UNTIL STAFFING LEVELS STABILIZE
12. Public Safety Business Owner Safety Training	PD & EDC	GF	ACTIVE	ONGOING FY 2015-17
13. PRIORITY Oriented Policing Program	PD	GF	ACTIVE	DAY-TO-DAY OPERATIONS
14. Remodel Detective Division to Improve Efficiency	PD	GF	DEF	ON HOLD
15. Traffic Safety Program	PD	GF	ACTIVE	DAY-TO-DAY OPERATIONS
16. Support for August Night Out/Annual Law Enforcement Event	PD	GF	ACTIVE	ONGOING FY 2015-17
17. Feasibility of Police Sub-Stations	PD	TBD	DEF	DEFERRED IMPLEMENTATION
18. EMS Hybrid Squad for FS #70 - Operating Agreement	CM	GF	NEW	ONGOING FY 2015-17
19. Technology improvements	PD	GF	NEW	DAY-TO-DAY OPERATIONS
20. Body Worn Cameras Program Implementation	IT & PD	GF	NEW	CM RECOMMENDED 09/28/16
21. Homeless Services & Illegal Encampment Enforcement	PD	GF	NEW	CM RECOMMENDED 09/28/16
22. I-80 Freeway Camera Surveillance	PD	GF	NEW	CM RECOMMENDED 09/28/16
23. New CAD/RMS Service Alternative (FY 2017-18)	PD	GF	NEW	CM RECOMMENDED 09/28/16
24. New ConFire Station #70 Construction Project	PD	GF	NEW	CM RECOMMENDED 09/28/16
POLICY AREA: SERVICES FOR FAMILIES, SENIORS & YOUTH				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. Community Celebrations/Events				
1.1. Black History Month Celebration	CM & CS	TBD	ACTIVE	ONGOING FY 2015-17
1.2. Cinco de Mayo Celebration	ALL	GF	ACTIVE	ONGOING FY 2015-17
1.3. Annual Fourth of July Celebration (w/ Multi-Cultural Programming)	CM, PD, PW, & CS	GF	NEW	CC RECOMMENDED 09/28/16 (RK)
1.4. Y.E.S. Unit Annual Community Awards Dinner	PD	GF	ACTIVE	ONGOING FY 2015-17
1.5. Back to School Closet Annual Event	CS	GF	ACTIVE	ONGOING FY 2015-17
1.6. Family Giving Tree Annual Event	CS	GF	ACTIVE	ONGOING FY 2015-17
1.7. Holiday Tree Lighting Annual Event	CS	GF	ACTIVE	ONGOING FY 2015-17
1.8. Movies in the Park Annual Event	CS	GF	ACTIVE	ONGOING FY 2015-17



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: SERVICES FOR FAMILIES, SENIORS & YOUTH	DEPARTMENT	FUNDING	STATUS	MILESTONES
2. Municipal Programs/Services				
2.1. Capacity Building for Non-profits/Community Groups (Re-Entry; Homeless; Child Care Services)	CM, CS, & DS	TBD	NEW	CC RECOMMENDED 09/28/16 (KCR)
2.2. Develop Community Service Asset Map	CM & CS	GF	ACTIVE	ONGOING FY 2015-17
2.3. Connect Students to Service Learning Opportunities	CM & CS	GF	ACTIVE	ONGOING FY 2015-17
2.4. ESL Classes/Programming @ SPCC	CM & CS	GF	ACTIVE	OFFERED BY WCCUSD
2.5. Medical Workforce Development Programs/Partnerships	CM, EDC, DS, CCC, & RHS	TBD	ACTIVE	ONGOING FY 2015-17
2.6. Operating Space for Non-profit Organizations	CM & CS	TBD	ACTIVE	ONGOING FY 2015-17
2.7. Partnership with CC College	CM & CS	TBD	ACTIVE	ONGOING FY 2015-17
2.8. Partnership with WCCUSD; Full Service Community Schools Coordinator	CM & CS	GF	ACTIVE	ONGOING FY 2015-17
2.9. Self-Defense Forum/Training	CM & CS	GF	ACTIVE	ONGOING FY 2015-17
2.9.1. Defense Classes for Women or Domestic Violence Victims (Low-Cost or Grant Subsidy)	CS	GF & GRANTS	NEW	CC RECOMMENDED 09/28/16 (CV)
2.10. Women's Shelter (For All Women)	CC & CM	TBD	ACTIVE	ONGOING FY 2015-17
2.11. Fitness Boot Camp	CS	GF	NEW	NEW ITEM FY 2015-17
2.12. Teen Leadership	CS	GF	NEW	NEW ITEM FY 2015-17
2.13. Teen Center Mentor Program	CS	GF	NEW	NEW ITEM FY 2015-17
3. Seniors Programs/Services				
3.1. Senior & Disabled Transportation Programs	CS	MJ	ACTIVE	ONGOING FY 2015-17
3.2. Continue to expand mobility management	CS	GF	NEW	TRANSFERRED TO AMENITIES/QUALITY OF LIFE
3.3. Increase multi-cultural programs	CS	GF	NEW	NEW ITEM FY 2015-17
3.4. Elder Abuse Training	CS	TBD	NEW	NEW ITEM FY 2015-17
4. Youth Programs/Services				
4.1. Community Schools Collaborative	CM, PD & CS	GF	ACTIVE	ONGOING FY 2015-17
4.2. Expand and enhance San Pablo Youth Commission	CM & CS	GF	ACTIVE	ONGOING FY 2015-17
4.3. Expand Summer Youth Employment Program with Other Agencies Business Partnerships; Year-round and stipends	CM & CS	GF; MQ	ACTIVE	ONGOING FY 2015-17
4.4. San Pablo Full Service Community Schools (FSCS) Initiative (All Elementary and Helms Middle Schools)	CM & CS	MQ	ACTIVE	ONGOING FY 2015-17



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: SERVICES FOR FAMILIES, SENIORS & YOUTH				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
4.4.1. Career & College Day @ Helms	CM & CS	MQ	ACTIVE	ONGOING FY 2015-17
4.4.2. After-School Tutoring Program	CM & CS	MQ	ACTIVE	ONGOING FY 2015-17
4.4.3. Summer Transition Programs	CM & CS	MQ	ACTIVE	ONGOING FY 2015-17
4.4.4. Address & Implement 3rd Grade Reading Proficiency	CM & CS	MQ	ACTIVE	ONGOING FY 2015-17
4.5. Mini-Science Fair Support for Students (Grades 9-12)	CM & CS	TBD	ACTIVE	OFFERED BY WCCUSD
4.6. West Contra Costa Out of School Time (WCCOST) Initiative	CM & CS	TBD	ACTIVE	ONGOING FY 2015-17
4.7. San Pablo Team for Youth Community Grant Program and RFQ	CM & CS	GF; MQ	ACTIVE	BIENNIAL IMPLEMENTATION FY2015-17 (MEASURE Q FUNDED & EXPANDED)
4.8. Annual Youth Summit	CS	GF; MQ	ACTIVE	MAY MOVE TO EVERY OTHER YEAR
4.9. Girls Circle Program & Facilitator Training	CS	GF; Fees	ACTIVE	ONGOING FY 2015-17
4.10. Youth College Support Services	CS	TBD	ACTIVE	ONGOING FY 2015-17
4.11. Family Engagement	CS	MQ	NEW	NEW ITEM FY 2015-17
4.12. San Pablo Bus Pass Program	CS	GF	NEW	NEW ITEM FY 2015-17
4.13. Richmond Art Center Programming at San Pablo Elementary Schools	CS	MQ	NEW	NEW ITEM FY 2015-17
4.14. Establish database for youth services	CS	MQ	NEW	NEW ITEM FY 2015-17
4.15. Literacy Initiative & S.T.E.M.	CS	MQ	NEW	NEW ITEM FY 2015-17
4.16. New Scholarship Program for City-wide Recreation Programs for Youth	CS	TBD	NEW	NEW ITEM FY 2015-17
4.17. Develop a San Pablo Promise Program (Early Childhood Literacy K-6)	CS	TBD	NEW	CC RECOMMENDED 09/28/16 (GC)
POLICY AREA: STRATEGIC PLANNING / SPECIAL PROJECTS				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
1. Update SPMC: Sidewalk & Sewer Lateral Repair Ordinance	CM, CA, & PW	TBD	ACTIVE	ONGOING FY 2015-17
2. Legal Issues & Legislation				
2.1. Prop. 218 Elections/Local Measures	CA & CM	GF	ACTIVE	ONGOING FY 2015-17
2.2. Mega Casinos Legal Strategy (Pt. Molate ; North Richmond Casinos)	CA & CM	GF	ACTIVE	ONGOING FY 2015-17
2.3. Project Labor Agreement Ordinance & Local Hiring Provisions for PW Projects	CA & CM	TBD	ACTIVE	ONGOING FY 2015-17
2.4. Reduce Military Spending and Re-direct to Domestic Priorities Legislation	CC	N/A	ACTIVE	ONGOING FY 2015-17



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: STRATEGIC PLANNING / SPECIAL PROJECTS				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
3. Development Projects				
3.1. Housing Element Update (State HCD Compliance)	CM & DS	GF	ACTIVE	ADOPTED & APPROVED BY STATE HCD; 8-YEAR
3.2. City-wide G.I.S. Mapping (Underutilized & Vacant Properties)	CM & DS	GF	ACTIVE	TARGETED INDUSTRIES STUDY
3.3. Bicycle & Pedestrian Master Plan Implementation	CM & DS	GF	ACTIVE	UNDERWAY
3.4. Official Naming of Community or Parks Facilities	CM	GF	NEW	NEW ITEM FY 2015-17
4. Special Projects (External/Internal)				
4.1. 23rd Street Re-named to Cesar Chavez Boulevard	CC, CM & PW	TBD	ACTIVE	ONGOING FY 2015-17
4.2. Future Annexations (County Unincorporated Areas)	CA & CM	GF	DEF	DEFERRED IMPLEMENTATION
4.3. Future Open Space Preservation (Behind Raley's)	CA, CM, & PW	GF	ACTIVE	ONGOING FY 2015-17
4.4. Laserfiche Upgrade & Migration	CM & IT	GF	ACTIVE	ONGOING FY 2015-17; EVALUATING
4.5. Municipal Broadband Wireless Network	CM, IT, & DS	GF; MISC	ACTIVE	IN PROGRESS
4.6. Permit Entitlements for International Student Housing Project	CM	TBD	DEF	DEFERRED IMPLEMENTATION
4.7. Traffic Impact Fees/Report	CM, FIN, & PW	GF	ACTIVE	DEFERRED
4.8. Traffic Congestion Feasibility Studies: (I-80 ICM MOU; BART Feasibility Study)	CM & PW	TBD	ACTIVE	TARGET MAY 2017
4.9. Feasibility of Skate Park	CC, CM, PW, & REC	Grant: NMTC	ACTIVE	COMPLETED WITH COMMUNITY CENTER @ HELMS PROJECT; ONGOING FY 2015-17
4.10. Feasibility of Dog Park	CC, CM, & PW	TBD	ACTIVE	ONGOING FY 2015-17
4.11. El Portal School Master Plan and Park Reconstruction Project	DS & CM	GF	NEW	NEW ITEM FY 2015-17
4.12. Update to Citywide liquor Ordinance	DS, PD, & CA	GF	NEW	NEW ITEM FY 2015-17
4.13. Contra Costa College Transit Center/Village Development	CM, DS, & ED	GF	NEW	CM RECOMMENDED 09/28/16
4.14. Historic Preservation Park for City-Owned Buildings	CM, DS, & ED	GF	NEW	CM RECOMMENDED 09/28/16
4.14.1. Huchin-Ohone Memorial Within Preservation Park	CM, DS, & ED	TBD	NEW	CC RECOMMENDED 09/28/16 (RK)
4.15. Future City Historic District (Church Lane)	CM, DS, & ED	TBD		CM RECOMMENDED 09/28/16
4.16. New Telecommunications Ordinance	CM, CA, DS, & ED	GF	NEW	CM RECOMMENDED 09/28/16
4.17. New Transit Enhancement (or BART Extension/Alternative 6) at CC College	CM, DS, & ED	TBD	NEW	CM RECOMMENDED 09/28/16



CITY WORKPLAN

COUNCIL STRATEGIC POLICY INITIATIVES (Continued)

POLICY AREA: STRATEGIC PLANNING / SPECIAL PROJECTS				
POLICY ITEM	DEPARTMENT	FUNDING	STATUS	MILESTONES
4.17.1. Light Rail or Ultra Light Rail Technology	CM, DS, & ED	TBD	NEW	CC RECOMMENDED 09/28/16 (PM)
4.18. Zoning Code Amendment	DS	GF	NEW	CM RECOMMENDED 09/28/16
- END OF POLICY ITEMS -				

KEY/SYMBOLS:

BLDG = Building Services	EDC = Economic Development Corporation	Prop B = Proposition B State Funding (Streets)
CA = City Attorney	FIN = Finance	PW = Public Works
CM = City Manager	GF = General Fund	RDA = Redevelopment Agency
CS = Community Services	IT = Information Technology	SRWQCB = State of CA Regional Water Quality Control Board
DEF = Deferred Policy Item	MC = Measure C Funding	TBD = To be determined
DS = Development Services	MJ = Measure J Funding	
	MQ = Measure Q Funding (City)	



CITY WORKPLAN



EXHIBIT A - CITY COUNCIL AD HOC (TEMPORARY) & STANDING COMMITTEES (Authorized for Calendar Year 2016)



(PROPOSED MAYOR RECOMMENDATIONS FOR APPROVAL BY CITY COUNCIL)

CITY COUNCIL APPROVED AD HOC SUBCOMMITTEES

CALENDAR YEAR 2016

None established for Calendar Year 2016; Ad Hoc SubCommittees will be operationally recommended by the City Manager and subject to majority vote of the City Council.

NOTE: Due to Ralph M. Brown Act regulations, state law requires Ad Hoc SubCommittees to be temporary in nature, project-specific, and must meet infrequently, and require a specific purpose or objective within specific duration (i.e. max. 1 year). All City Council Ad Hoc SubCommittees established by Resolution of the City Council must coincide with adopted policy items under the FY 2013-15 Council Priority Workplan and expire on December 31, 2016.

CITY COUNCIL APPROVED STANDING COMMITTEES (NEW)

CALENDAR YEAR 2016 - COMMITTEES APPROVED ON 12/21/15

(1) BUDGET, FISCAL & LEGISLATIVE STANDING COMMITTEE

(Oversees policy development on all existing and new activities related to annual GF and CIP budget development, CAFR or auditing reports or procedures, GF Designated Reserves Allocation, and reviews any proposed or existing federal or state legislative matters)

(2) COMMUNITY SERVICES STANDING COMMITTEE

(Oversees policy development on all activities, event planning, programs and services related to childhood obesity prevention, new immigration engagement or integration, recreation, senior/paratransit, and youth development services)

(3) ECONOMIC DEVELOPMENT & PROJECT MANAGEMENT STANDING COMMITTEE

(Oversees policy development on all active or pre-project development activities on approved projects by the City Council)

(4) PUBLIC SAFETY STANDING SUBCOMMITTEE

(Oversees policy development on all existing or new programming or services related to law enforcement and public safety programs in the City)

NOTE: Due to Ralph M. Brown Act regulations, state law requires Standing Committees to be appropriately noticed for public review and transparency.

CITY COUNCIL APPROVED TEMPORARY AD-HOC COMMITTEES (NEW)

CALENDAR YEAR 2016/17

(1) CIVIC CENTER DEV./NEW CITY HALL PROJECT AD-HOC SUBCOMMITTEE

(Approved 09/06/16; Resolution #2016-273)

(2) LOCAL HIRING/PROJECT LABOR AGREEMENT PROVISIONS AD-HOC SUBCOMMITTEE

(Approved 10/03/16; Resolution #2016-294)

COUNCILMEMBERS ASSIGNED (MAXIMUM 2 APPTS. ONLY)

(Mayor Recommendations per SPMC 2.16.070)

COUNCILMEMBERS ASSIGNED (MAXIMUM 2 APPTS. ONLY)

(Mayor Recommendations per SPMC 2.16.070)

(KINNEY, VALDEZ)

(CALLOWAY, MORRIS)

(CHAO ROTHBERG, KINNEY)

(CALLOWAY, MORRIS)

(Mayor Recommendations per SPMC 2.16.070)

(CHAO ROTHBERG, MORRIS)

(CALLOWAY, KINNEY)



BUDGET SUMMARY

SCHEDULE 1 Estimated Fund Balance by Fund and Division FY 2017/18

	6/30/2017 Estimated Fund Balance	Adopted Revenue 2017/18	Transfers In	Total Available	Adopted Expenditures 2017/18	Transfers Out	6/30/2018 Estimated Fund Balance
General Fund							
General Fund (100,212,901,910)	19,763,739	34,268,078		54,031,817	32,807,991		21,223,826
				-		2,152,754 (a)	(2,152,754)
One-Time Fund							
Sale of City Parking Lot (\$2.5M)				-			0
FY18 PERS Savings Offset from GFDR				-	338,105		(338,105)
Reserve Funds:							
Catastrophic Reserve (150)	17,088,368			17,088,368			17,088,368
Budget Stabilization Reserve (170)	1,708,837			1,708,837			1,708,837
Designated Reserves (100)	18,855,163			18,855,163			18,855,163
Total General Fund	57,416,107	34,268,078		91,684,185	33,146,096	2,152,754	56,385,335
Special Revenue Funds							
Asset Seizures (225, 226)	29,302			29,302			29,302
Gas Tax (200)	186,100	904,680 (a)	1,354,220	2,445,000	2,445,000		0
HCD Grant (245)	94,246			94,246			94,246
Law Enforcement Services (210)	194,668	110,000		304,668			304,668
Measure C (230)	1,731,299	395,000		2,126,299			2,126,299
Measure K (201)	116,900	760,000		876,900			876,900
N.P.D.E.S. (255)	162,767	333,800		496,567	410,263		86,304
Paratransit (263)	603,066	329,000		932,066	412,165		519,901
Public Safety (203)	19,465	111,000		130,465			130,465
Street Lighting and Landscaping (237)		845,000 (a)	798,534	1,643,534	1,643,534		0
Traffic Congestion Relief (233)	1,599	500		2,099			2,099
Total Special Revenue Funds	3,139,412	3,788,980	2,152,754	9,081,146	4,910,962		4,170,184
Capital Funds							
Public Works Construction (320)	300,280	1,200,000		1,500,280	1,200,000		300,280
Total Capital Funds	300,280	1,200,000	0	1,500,280	1,200,000		300,280
GRAND TOTAL ALL FUNDS	60,855,799	39,257,058	2,152,754	102,265,611	39,257,058	2,152,754	60,855,799



BUDGET SUMMARY

SCHEDULE 1

Estimated Fund Balance by Fund and Division (Continued) FY 2018/19

	6/30/2018 Estimated Fund Balance	Adopted Revenue 2018/19	Transfers In	Total Available	Adopted Expenditures 2018/19	Transfers Out	6/30/2019 Estimated Fund Balance
General Fund							
General Fund (100,212,901,910)	21,223,826	35,188,058		56,411,884	35,288,858		21,123,026
	(2,152,754)			(2,152,754.00)		1,772,063 (a)	(3,924,817)
One-Time Fund	0			-			0
Sale of City Parking Lot (\$2.5M)	0	286,167		286,167.00			286,167
FY18 PERS Savings Offset from GFDR	(338,105)	338,105		-			0
Reserve Funds:	0			-			-
Catastrophic Reserve (150)	17,088,368			17,088,368			17,088,368
Budget Stabilization Reserve (170)	1,708,837			1,708,837			1,708,837
Designated Reserves (100)	18,855,163			18,855,163			18,855,163
Total General Fund	56,385,335	35,812,330	0	92,197,665	35,288,858	1,772,063	55,136,744
Special Revenue Funds							
Asset Seizures (225, 226)	29,302			29,302			29,302
Gas Tax (200)	0	1,268,825 (a)	1,052,227	2,321,052	2,321,052		0
HCD Grant (245)	94,246			94,246			94,246
Law Enforcement Services (210)	304,668	110,000		414,668			414,668
Measure C (230)	2,126,299	395,000		2,521,299			2,521,299
Measure K (201)	876,900	760,000		1,636,900			1,636,900
N.P.D.E.S. (255)	86,304	333,800 (a)	14,073	434,177	434,177		(0)
Paratransit (263)	519,901	329,000		848,901	370,605		478,296
Public Safety (203)	130,465	111,000		241,465			241,465
Street Lighting and Landscaping (237)	0	845,000 (a)	705,763	1,550,763	1,550,763		0
Traffic Congestion Relief (233)	2,099	500		2,599			2,599
Total Special Revenue Funds	4,170,184	4,153,125	1,772,063	10,095,372	4,676,597		5,418,775
Capital Funds							
Public Works Construction (320)	300,280	1,000,000		1,300,280	1,000,000		300,280
Total Capital Funds	300,280	1,000,000	0	1,300,280	1,000,000	0	300,280
GRAND TOTAL ALL FUNDS	60,855,799	40,965,455	1,772,063	103,593,317	40,965,455	1,772,063	60,855,799

(a) Fund Transfer from General Fund to cover cash needs



BUDGET SUMMARY

SCHEDULE 1

Estimated Fund Balance by Fund and Division (Continued) FY 2019/20

	6/30/2019 Estimated Fund Balance	Adopted Revenue 2019/20	Transfers In	Total Available	Adopted Expenditures 2019/20	Transfers Out	6/30/2020 Estimated Fund Balance
General Fund							
General Fund (100,212,901,910)	21,123,026	35,982,139		57,105,165	36,330,544		20,774,621
	(3,924,817)			(3,924,817.00)		1,886,365 (a)	(5,811,182)
One-Time Fund							
Sale of City Parking Lot (\$2.5M)	286,167	889,182		1,175,349.00			1,175,349
FY18 PERS Savings Offset from GFDR	0			-			0
Reserve Funds:							
Catastrophic Reserve (150)	17,088,368			17,088,368			17,088,368
Budget Stabilization Reserve (170)	1,708,837			1,708,837			1,708,837
Designated Reserves (100)	18,855,163			18,855,163			18,855,163
Total General Fund	55,136,744	36,871,321		92,008,065	36,330,544	1,886,365	53,791,156
Special Revenue Funds							
Asset Seizures (225, 226)	29,302			29,302			29,302
Gas Tax (200)	0	1,281,513 (a)	1,093,602	2,375,115	2,375,115		0
HCD Grant (245)	94,246			94,246			94,246
Law Enforcement Services (210)	414,668	111,100		525,768			525,768
Measure C (230)	2,521,299	398,950		2,920,249			2,920,249
Measure K (201)	1,636,900	767,600		2,404,500			2,404,500
N.P.D.E.S. (255)	(0)	337,138 (a)	139,313	476,451	476,451		(0)
Paratransit (263)	478,296	332,290		810,586	376,968		433,618
Public Safety (203)	241,465	112,110		353,575			353,575
Street Lighting and Landscaping (237)	0	853,450 (a)	653,450	1,506,900	1,506,900		0
Traffic Congestion Relief (233)	2,599	505		3,104			3,104
Total Special Revenue Funds	5,418,775	4,194,656	1,886,365	11,499,796	4,735,434		6,764,362
Capital Funds							
Public Works Construction (320)	300,280	1,000,000		1,300,280	1,000,000		300,280
Total Capital Funds	300,280	1,000,000	0	1,300,280	1,000,000	0	300,280
GRAND TOTAL ALL FUNDS	60,855,799	42,065,977	1,886,365	104,808,141	42,065,978	1,886,365	60,855,798

(a) Fund Transfer from General Fund to cover cash needs



BUDGET SUMMARY

SCHEDULE 1

Estimated Fund Balance by Fund and Division (Continued) FY 2020/21

	6/30/2020 Estimated Fund Balance	Adopted Revenue 2020/21	Transfers In	Total Available	Adopted Expenditures 2020/21	Transfers Out	6/30/2021 Estimated Fund Balance
General Fund							
General Fund (100,212,901,910)	20,774,621	36,797,138		57,571,759	37,596,533		19,975,226
	(5,811,182)			(5,811,182.00)		1,862,781 (a)	(7,673,963)
One-Time Fund							
Sale of City Parking Lot (\$2.5M)	1,175,349	1,308,411		2,483,760.00			2,483,760
FY18 PERS Savings Offset from GFDR	0			-			0
Reserve Funds:							
Catastrophic Reserve (150)	17,088,368			17,088,368			17,088,368
Budget Stabilization Reserve (170)	1,708,837			1,708,837			1,708,837
Designated Reserves (100)	18,855,163			18,855,163			18,855,163
Total General Fund	53,791,156	38,105,549		91,896,705	37,596,533	1,862,781	52,437,391
Special Revenue Funds							
Asset Seizures (225, 226)	29,302			29,302			29,302
Gas Tax (200)	0	1,294,328 (a)	1,109,925	2,404,253	2,404,253		0
HCD Grant (245)	94,246			94,246			94,246
Law Enforcement Services (210)	525,768	112,211		637,979			637,979
Measure C (230)	2,920,249	402,940		3,323,189			3,323,189
Measure K (201)	2,404,500	775,276		3,179,776			3,179,776
N.P.D.E.S. (255)	(0)	340,509 (a)	91,266	431,775	431,775		(0)
Paratransit (263)	433,618	335,613		769,231	386,016		383,215
Public Safety (203)	353,575	113,231		466,806			466,806
Street Lighting and Landscaping (237)	0	861,985 (a)	661,590	1,523,575	1,523,575		0
Traffic Congestion Relief (233)	3,104	510		3,614			3,614
Total Special Revenue Funds	6,764,362	4,236,603	1,862,781	12,863,746	4,745,619		8,118,127
Capital Funds							
Public Works Construction (320)	300,280	1,000,000		1,300,280	1,000,000		300,280
Total Capital Funds	300,280	1,000,000	0	1,300,280	1,000,000		300,280
GRAND TOTAL ALL FUNDS	60,855,798	43,342,152	1,862,781	106,060,731	43,342,152	1,862,781	60,855,798

(a) Fund Transfer from General Fund to cover cash needs



BUDGET SUMMARY

SCHEDULE 2

Budget and Expenditures by Fund and Division FY 2018 - 2021

	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
General Fund (100, 212, 901, 910)						
1110 City Council	3,020,621	2,855,647	2,846,994	3,150,119	3,115,968	3,113,956
1210 City Attorney	425,214	439,819	481,861	494,358	506,073	518,170
1310 City Manager	1,505,885	1,610,624	1,703,712	1,747,061	1,736,141	1,770,691
1320 City Manager- Economic Development	1,241,609	1,505,674	531,600	566,358	466,265	471,326
1420 Finance	870,702	965,900	1,020,834	1,035,250	1,058,848	1,085,520
1430 Multi-Dept./Gen Gov	2,384,838	3,291,115	4,388,539	5,695,843	6,228,470	6,750,958
1450 East Bay Regional communication systems	73,015	75,000	73,500	73,500	73,500	73,500
1510 Information Technology	574,354	610,540	918,126	1,068,761	954,497	974,857
1755 Development Services	1,154,871	1,333,817	1,424,713	1,450,303	1,599,724	1,630,113
2110 Police	13,865,467	15,137,798	15,600,806	16,119,525	16,647,697	17,200,140
3410 PW-Building Maintenance	286,221	390,833	512,417	529,691	530,634	537,851
5110 Youth, School & Community Partnerships	861,343	845,027	1,232,256	1,243,500	1,255,098	1,267,063
5210 CS-Recreation	1,366,463	1,706,705	1,893,786	1,930,997	1,969,577	2,009,743
5310 CS-Senior Services	208,732	274,374	178,845	183,592	188,050	192,645
Total General Fund	27,839,333	31,042,873	32,807,991	35,288,858	36,330,544	37,596,533
Gas Tax (200)						
3310 PW-Engineering	979,709	1,156,605	1,084,808	1,110,553	1,142,197	1,166,917
3710 PW-Street Maintenance	661,929	1,023,645	1,321,701	1,169,366	1,190,397	1,193,371
Total Gas Tax	1,641,637	2,180,251	2,406,509	2,279,919	2,332,595	2,360,288
Law Enforcement Services (210)						
2210 Police Grants	18,059	0	0	0	0	0
N.P.D.E.S. (255)						
3510 PW-NPDES	333,385	359,452	410,263	434,177	476,450	431,774
Paratransit (263)						
5410 CS-Paratransit	262,144	369,806	412,165	370,605	376,968	386,016
Street Lighting and Landscaping (237)						
3610 PW-Street Lighting	1,126,091	999,428	1,682,025	1,591,895	1,549,420	1,567,541
TOTAL OPERATION	31,220,649	34,951,810	37,718,953	39,965,455	41,065,976	42,342,152
Non-Operating Expenses and Transfer to Reserve						
Transfer to future GFDR for future PERS Obligation			338,105			
Public Works Construction (320)	1,200,000	1,000,000	1,200,000	1,000,000	1,000,000	1,000,000
Total Non-Operating Expenses and Transfer to Reserve	1,200,000	1,000,000	1,538,105	1,000,000	1,000,000	1,000,000
GRAND TOTALS	32,420,649	35,951,810	39,257,058	40,965,455	42,065,976	43,342,152



BUDGET SUMMARY

SCHEDULE 3 Expenditures by Category FY 2018-2021

	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
General Fund (100, 212, 901, 910)						
Salaries	12,615,488	13,584,946	15,022,603	15,510,231	16,013,413	16,532,890
Employee Benefits	5,402,094	6,385,498	4,630,407	4,778,193	4,931,690	5,073,944
Service and Supplies	9,512,839	11,007,150	13,118,061	14,908,493	15,286,498	15,902,757
Capital Outlay	308,912	150,180	36,919	91,942	98,942	86,942
Total General Fund	27,839,333	31,127,773	32,807,990	35,288,859	36,330,543	37,596,533
Gas Tax (200)						
Salaries	892,695	1,061,086	1,149,688	1,183,315	1,217,555	1,252,786
Employee Benefits	313,121	409,424	412,438	425,881	440,314	436,621
Service and Supplies	432,933	695,841	694,384	670,726	674,726	670,881
Capital Outlay	2,888	-	150,000			
Total Gas Tax	1,641,637	2,166,351	2,406,510	2,279,922	2,332,595	2,360,288
Law Enforcement Services (210)						
Salaries						
Employee Benefits						
Service and Supplies	18,059					
Capital Outlay						
Total Law Enforcement Services	18,059		-	-	-	-
Street Lighting and Landscaping (237)						
Salaries	303,382	311,736	421,697	433,962	446,584	459,576
Employee Benefits	144,361	153,992	163,374	168,061	172,964	178,095
Service and Supplies	674,266	489,800	1,086,954	979,871	919,873	919,869
Capital Outlay	4,082	10,000	10,000	10,000	10,000	10,000
Total Street Lighting and Landscaping	1,126,091	965,528	1,682,025	1,591,894	1,549,421	1,567,540
N.P.D.E.S. (255)						
Salaries	218,305	226,487	245,873	252,757	259,835	267,114
Employee Benefits	71,124	78,815	65,555	67,655	69,851	72,146
Service and Supplies	43,956	54,150	98,835	113,765	146,765	92,515
Capital Outlay						
Total N.P.D.E.S.	333,385	359,452	410,263	434,177	476,451	431,775



BUDGET SUMMARY

SCHEDULE 3 Expenditures by Category (Continued) FY 2018-2021

	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Paratransit (263)						
Salaries	153,008	177,859	225,878	232,032	238,356	244,853
Employee Benefits	38,031	68,417	65,372	67,608	69,997	72,498
Service and Supplies	71,105	86,430	120,915	70,965	68,615	68,665
Capital Outlay						
Total Paratransit	262,144	332,706	412,165	370,605	376,968	386,016
Non-Operating Expenses and Transfer to Reserve						
Transfer to GFDR for future PERS Obligation			338,105			
Public Works Construction (320)	1,200,000	1,000,000	1,200,000	1,000,000	1,000,000	1,000,000
Non-Operating Expenses and Transfer to Reserve	1,200,000	1,000,000	1,538,105	1,000,000	1,000,000	1,000,000
GRAND TOTALS	32,420,648	35,951,810	39,257,059	40,965,457	42,065,977	43,342,152



BUDGET SUMMARY

Financial Trend Analysis

Revenues

The FY 2018 revenue budget of \$39.3 million represents an increase of \$3.3 million (9%) over the adopted FY 2017 revenue budget of \$36.0 million. However, unaudited actual revenue figures put the total receipts for FY 2017 at approximately \$49.9 million. This continues the City's overall trend of upward revenue growth. Indeed, over the past five fiscal years beginning with FY 2013, the City has experienced year over year increases in actual revenues received. With revenues of \$29.2 million in FY 2012, revenues have increased each succeeding fiscal year: 9% in 2013, 20% in 2014, 7% in 2015, 14% in 2016, and 9% again in 2017 for an average annual increase of revenues received of 12%. These increases are due in large part to Casino Business License revenue and Casino Payment in Lieu of Taxes (PILOT), which make up 61% of General Fund revenues. Over the last ten fiscal years, Casino Business License revenue has increased an average of 9%. However, due to the City's heavy dependence on Casino Business License revenue and its unpredictable nature, the City budgets this revenue very conservatively at 3.0% growth in each fiscal year, which coincides with the smallest year of growth over the last ten fiscal years. According to the City's 10-Year Financial Plan, even if Casino revenue had a zero percent growth rate, revenues would continue to outpace projected expenditures until FY 2022, and end at \$4.3 million over budget in FY 2026. All other City revenues are budgeted flat in Year 2, with a 1% growth factor in each of Years 3 and 4, but for a few notable exceptions as follows.

Measure Q sales tax revenue decreases by $\frac{1}{4}$ cent in October 2017, effectively cutting this tax in half. Three other revenue sources are new and will increase significantly in outlying years: (1) digital LED sign revenue—captured in Fee for Service; (2) expanded City rental income from the new Women, Infants and Children (WIC) building shown in Rental Income; and (3) Road Maintenance and Rehabilitation Act revenue, listed under Gas Tax.

Actual revenue growth over the last three fiscal years has averaged 13 percent, while conservative budgeting has revenue growth significantly below that amount. Additionally, the City has experienced several successive fiscal years with positive audited fund balances. The last two fiscal years (FY 2015 and FY 2016) fund balance increased by \$4.7 million and \$9.1 million respectively—for a net increase of \$13.9 million. The City expects this trend of significant increases to fund balance to continue.

5-Year Historical Revenues	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
Business License	282,657	339,677	310,416	320,358	424,596	330,000	330,000	333,300	336,633
Casino Business License	17,105,522	17,951,434	19,390,921	22,665,705	18,200,000	21,000,000	21,630,000	22,278,900	22,947,267
Casino Payment in Lieu	1,792,638	1,828,490	1,865,060	1,902,362	1,902,361	1,940,000	1,940,000	1,959,400	1,978,994
Fee for Service	676,058	680,871	923,024	906,259	696,516	988,000	1,188,000	1,199,480	1,211,075
Franchise Tax	627,473	719,358	884,123	790,828	669,273	750,000	750,000	757,500	765,075
Gas Tax	734,410	977,361	914,307	692,207	816,435	830,906	1,195,051	1,207,002	1,219,072
Measure C Transportation	307,831	359,642	385,352	851,307	343,785	390,000	390,000	393,900	397,839
Measure K Sales Tax	-	-	483,469	754,366	650,000	875,000	875,000	883,750	892,588
Measure Q Sales Tax	700,897	1,322,784	1,535,635	1,512,936	1,391,383	1,012,078	759,058	766,649	774,315
Motel Tax	356,177	424,570	455,006	523,213	500,710	525,000	525,000	530,250	535,553
Other Revenue	2,151,369	5,787,783	5,050,549	6,718,327	2,341,812	2,086,574	2,086,574	2,107,440	2,128,514
Paratransit Program	204,246	226,249	330,309	189,574	275,000	300,000	300,000	303,000	306,030
Permits	432,495	470,926	493,010	474,589	571,443	368,500	368,500	372,185	375,907
Property Tax	250,754	681,164	839,685	722,759	321,776	316,000	316,000	319,160	322,352
Property Tax in Lieu	1,638,243	1,699,783	1,948,143	2,140,289	1,577,996	2,300,000	2,300,000	2,323,000	2,346,230
Rental Income	102,318	62,955	207,485	561,222	448,167	607,000	750,000	757,500	765,075
Sales Tax	2,021,392	2,138,077	2,274,203	2,302,543	2,241,596	2,241,000	2,241,000	2,263,410	2,286,044
Utility Users Tax	2,473,792	2,553,954	2,467,509	2,577,538	2,582,440	2,397,000	2,397,000	2,420,970	2,445,180
Grand Total	31,858,271	38,225,077	40,758,208	46,606,381	35,955,288	39,257,058	40,341,183	41,176,795	42,033,741
Year-to-Year Change		20%	7%	14%	-23%	9%	3%	2%	2%



BUDGET SUMMARY

Expenditures

Trend analysis on the expenditure side of the budget is quite stable and predictable. Fifty-six percent of the all funds budget is comprised of salary and benefit expense, which, because of the settlement of the labor contracts for all units except for Local One, is basically a known amount. Moreover, the contract length of each contract coincides with the four-year budget which has the cost of living increases already built in, creating for a very stable work environment.

One of the biggest cost factors is the start of the “ramp up” of the CalPERS pension expense due to the lowering of the discount rate. Increased expense due to ramp-up begins in FY 2017-18 and will be phased in, with increases peaking after seven years in FY 2025. This change, combined with previous changes to CalPERS smoothing assumptions and changes to actuarial mortality rates will make the unfunded accrued liability (UAL) increase dramatically throughout the four-year budget. UAL starts at \$1.7 million in FY 2018, increases to \$2.3 million in Year 2, then to \$2.8 million in Year 3 and ends at \$3.3 million in Year 4.

FY 2018 departmental requests for supplies and services increased by \$4.3 million over the previous fiscal year. After careful review, the requests were scaled back, such that the adopted services and supplies budget of \$15.3 million was only \$1.7 million over the FY 2017 Adopted Budget for services and supplies. The largest increases in the services and supplies budgets were due to the anticipated annual debt service payments of \$700,000 to fund construction of a new city hall, the increase of \$300,000 in the contract for emergency medical services with the Fire District, and an increase of \$530,000 to the Public Works budgets to account for deferred maintenance and other expenses that had previously gone unbudgeted.

Spending has increased significantly with increases in service levels due to the addition of recreation staff and programs, the ramp up of building, inspections and construction due to the rebound of the economy and additional bonded debt. Over the last three fiscal years, spending has increased by over 6 percent on average. However, the City continues to underspend its budget year in and year out, leading to healthy increases in fund balance (see discussion above under revenues).

5-Year Historical Expenditures by Division (All Funds)

Unit	Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Actuals	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
1110	City Council	1,467,470	1,489,438	1,234,107	3,020,621	2,855,647	2,846,994	3,150,119	3,115,968	3,113,956
1210	City Attorney	424,653	422,144	556,034	425,214	439,819	481,861	494,358	506,073	518,170
1310	City Manager	1,368,179	1,476,519	1,853,501	1,505,885	1,610,624	1,703,712	1,747,061	1,736,141	1,770,691
1320	Economic Development	264,602	327,936	474,524	1,241,609	1,505,674	531,600	566,358	466,265	471,326
1420	Finance	883,319	891,314	848,847	870,702	965,900	1,020,834	1,035,250	1,058,848	1,085,520
1430	Multi-Departmental	176,251	167,982	167,542	2,384,838	3,291,115	4,388,539	5,695,843	6,228,470	6,750,958
1450	East Bay Region Comm. Sys.	107,815	73,015	73,015	73,015	75,000	73,500	73,500	73,500	73,500
1510	Information Technology	499,290	622,250	555,056	574,353	610,540	918,126	1,068,761	954,497	974,857
1755	Development Services	999,509	871,817	1,318,769	1,154,871	1,333,817	1,424,713	1,450,303	1,599,724	1,630,113
2110	Police Department	14,468,162	14,706,212	15,642,249	13,883,525	15,137,798	15,600,806	16,119,525	16,647,697	17,200,140
3310	Engineering	970,358	928,008	1,039,182	979,709	1,156,605	1,084,808	1,110,553	1,142,197	1,166,916
3410	Bldg. & Fleet Maintenance	528,689	304,968	505,087	286,221	390,833	512,416	529,691	530,634	537,851
3510	NPDES	270,428	465,235	525,871	333,385	359,452	410,263	434,177	476,451	431,774
3610	Street Lighting/Landscaping	963,993	1,079,323	1,075,809	1,126,091	999,428	1,682,026	1,591,894	1,549,419	1,567,552
3710	Maintenance & Graffiti	610,446	509,457	597,368	661,929	1,023,645	1,321,702	1,169,368	1,190,397	1,193,372
5110	Youth/School/Community Part	347,198	510,993	489,622	861,343	845,027	1,232,256	1,243,500	1,255,098	1,267,063
5210	Recreation	1,198,101	1,020,298	1,246,652	1,366,463	1,706,705	1,893,786	1,930,997	1,969,577	2,009,742
5310	Senior Services	6	155,193	160,317	208,732	274,374	178,845	183,592	188,050	192,645
5410	Paratransit	207,228	225,607	253,283	262,144	369,806	412,165	370,605	376,968	386,016
Grand Total		25,755,697	26,247,708	28,616,835	31,220,649	34,951,810	37,718,954	39,965,456	41,065,977	42,342,162
Year-to-Year Change			2%	9%	9%	12%	8%	6%	3%	3%



BUDGET SUMMARY

5-Year Historical Trend	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Expenditures By Fund *	Actual	Actual	Actual	Actual	Adopted	Adopted	Adopted	Adopted	Adopted
General Fund Group - 100	22,733,247	23,040,080	25,125,319	27,857,391	31,042,874	32,807,989	35,288,859	36,330,543	37,596,543
Gax Tax - 200	1,580,803	1,437,463	1,636,552	1,641,638	2,180,250	2,406,510	2,279,922	2,332,595	2,360,288
Street Lighting & Landscaping - 237	963,992	1,079,323	1,075,808	1,126,091	999,428	1,682,026	1,591,894	1,549,421	1,567,540
NPDES - 255	270,428	465,235	525,871	333,385	359,452	410,263	434,177	476,451	431,775
Paratransit - 263	207,227	225,607	253,284	262,144	369,806	412,165	370,605	376,968	386,016
Grand Total	25,755,697	26,247,708	28,616,834	31,220,649	34,951,810	37,718,953	39,965,457	41,065,978	42,342,162
Year-to-Year Change		2%	9%	9%	12%	8%	6%	3%	3%

Benchmark Comparisons

In FY 2017, the City concluded a limited financial benchmarking of San Pablo with respect to other cities incorporated within Contra Costa County as a means of determining the City's current financial condition and recent financial performance. The benchmarking also helped establish reasonable expectations on the degree of precision the City could expect in the projections rendered over the life of a ten-year forecast.

The benchmarking exercise demonstrated that San Pablo is in a much stronger financial position than most cities in Contra Costa County. San Pablo's current financial strength provides the City with an enviable degree of flexibility in managing its assets and liabilities to improve its financial performance and to enhance service levels.

Findings:

Of the 13 benchmark cities, San Pablo ranks as follows:

- 6th in comparing the ratio of interest expense on long-term debt relative to total budget.
- 12th comparing property and sales tax revenue as a percent of total revenues.
- 2nd comparing total unrestricted cash to primary government spending.
- 3rd in the City's ability to liquidate long-term debt, including pension and OPEB liabilities.
- 4th in the age/condition of the City's capital assets.
- 1st in conservative budgeting of budgeted revenues v. actual revenues received.
- 1st in underspending of annual budgeted expenditures.

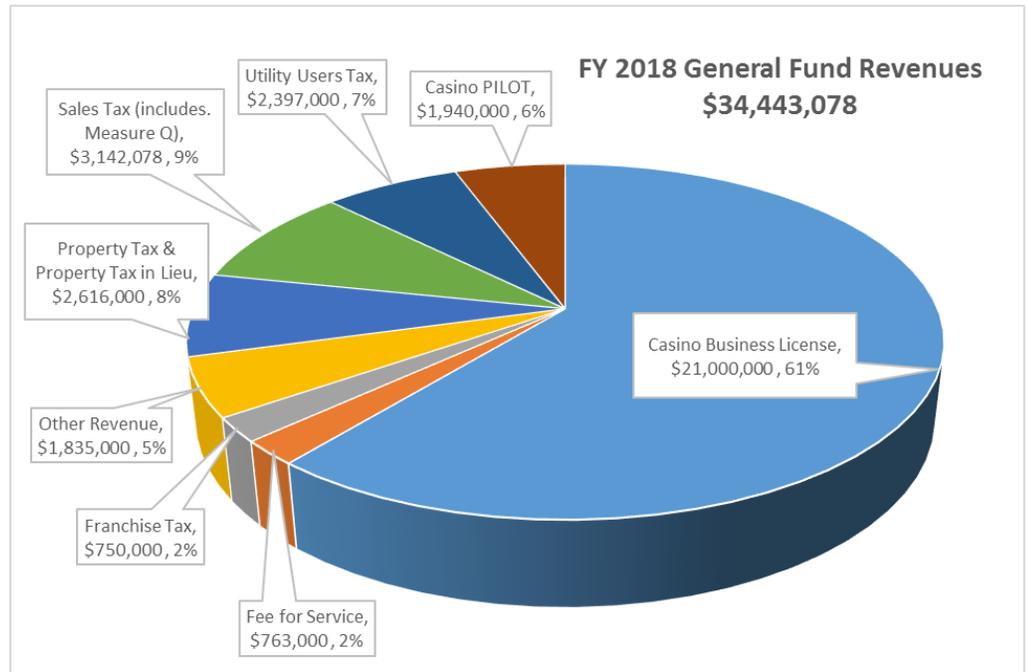
* Source: Each City's FY 2016 Comprehensive Annual Financial Report



REVENUES

Budgeted Revenues

Adopted revenue budgets are based on year end actuals from the previous full fiscal year and year end projections from the current fiscal year. Revenue assumptions are conservative, considering a continued slow-growth economy most likely resulting in modest increases in taxes, fees and other revenues. In this way, revenue estimates for future fiscal years remain at very sustainable levels with a modest inflationary factor built in. Indeed, all Year 2 revenues are budgeted at the same level as Year 1, with annual formulaic increases of 1.0% in each of Years 3 and 4. There are, however, some noteworthy exceptions as follows.



All Funds Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Business License	330,000	330,000	333,300	336,633
Casino Business License	21,000,000	21,630,000	22,278,900	22,947,267
Casino Payment in Lieu	1,940,000	1,940,000	1,959,400	1,978,994
Fee for Service	988,000	1,188,000	1,199,480	1,211,075
Franchise Tax	750,000	750,000	757,500	765,075
Gas Tax	830,906	1,195,051	1,207,002	1,219,072
Measure C Transportation	390,000	390,000	393,900	397,839
Measure K Sales Tax	875,000	875,000	883,750	892,588
Measure Q Sales Tax	1,012,078	759,058	766,649	774,315
Motel Tax	525,000	525,000	530,250	535,553
Other Revenue	2,086,574	2,086,574	2,107,440	2,128,514
Paratransit Program	300,000	300,000	303,000	306,030
Permits	368,500	368,500	372,185	375,907
Property Tax	316,000	316,000	319,160	322,352
Property Tax in Lieu	2,300,000	2,300,000	2,323,000	2,346,230
Rental Income	607,000	750,000	757,500	765,075
Sales Tax	2,241,000	2,241,000	2,263,410	2,286,044
Utility Users Tax	2,397,000	2,397,000	2,420,970	2,445,180
Grand Total	39,257,058	40,341,183	41,176,795	42,033,741

Due to the City's heavy dependence on Casino Business License revenue, which comprises 61% of the entire General Fund, this revenue is conservatively budgeted at 3.0% growth in each fiscal year. This growth factor coincides with the smallest year of growth over the last ten fiscal years, but in fact, the revenue has grown 93% over the time period, or an annual average growth of 9%. Measure Q sales tax revenue decreases by ¼ cent in October 2017, effectively reducing this tax by 50%. Three other revenue sources are new and will increase significantly in outlying years: (1) digital LED sign revenue—captured in Fee for Service; (2) expanded City rental income from the new Women, Infants and Children (WIC) building shown in Rental Income; and (3)

Road Maintenance and Rehabilitation Act revenue, listed under Gas Tax. Unsecured grant revenues are not budgeted, but can be added throughout the cycle as grant awards are received.



REVENUES

Revenue Detail

		2016	2017	2018	2019	2020	2021
		Actual	Adopted	Adopted	Adopted	Adopted	Adopted
General Fund (100, 212, 901, 920)							
31101	Current Secured Property Taxes	617,093	215,940	212,000	212,000	214,120	216,261
31102	Current Unsecured Property Tax	40,255	50,627	50,000	50,000	50,500	51,005
31103	Supplemental Property Taxes	42,994	26,997	27,000	27,000	27,270	27,543
31104	Property Taxes UAONU	12,390	13,707	13,000	13,000	13,130	13,261
31105	Property Taxes HOPTR	10,026	14,505	14,000	14,000	14,140	14,281
31300	Sales Taxes	1,786,006	1,561,964	1,670,000	1,670,000	1,686,700	1,703,567
31302	BOE-Mobile Telephone surcharge	5,392	0	30,000	30,000	30,300	30,603
31303	Sales Taxes - Measure Q	1,512,936	1,391,383	1,012,078	759,058	766,649	774,315
31310	Sales Tax In Lieu	406,799	576,908	575,000	575,000	580,750	586,558
31601	Motel Taxes	523,213	500,710	525,000	525,000	530,250	535,553
31602	UUT Cable	289,113	300,310	265,000	265,000	267,650	270,327
31603	UUT Energy	1,282,285	1,218,065	1,100,000	1,100,000	1,111,000	1,122,110
31604	UUT Phone	649,870	707,595	650,000	650,000	656,500	663,065
31605	UUT Water	350,877	356,470	352,000	352,000	355,520	359,075
31606	Trailer Space Fee	37,749	40,000	40,000	40,000	40,400	40,804
31607	Transfer Tax	80,724	50,658	70,000	70,000	70,700	71,407
31610	Casino Business License	22,665,705	18,200,000	21,000,000	21,630,000	22,278,900	22,947,267
31820	Franchise Tax	790,828	669,273	750,000	750,000	757,500	765,075
33403	Grants	3,307,362	0	0	0	0	0
33405	Police Grants/Reimb	72,722	0	0	0	0	0
33415	Abandoned Vehicle AB 4114	61,501	64,930	65,000	65,000	65,650	66,307
33416	PILOT - Casino Fees	1,902,362	1,902,361	1,940,000	1,940,000	1,959,400	1,978,994
33504	Vehicle License Collections	11,996	13,167	13,000	13,000	13,130	13,261
33510	Property Tax in Lieu of VLF	2,140,289	1,577,996	2,300,000	2,300,000	2,323,000	2,346,230
33515	Mandated Cost Reimbursement	67,353	23,212	23,000	23,000	23,230	23,462
33520	Successor Agency Reimbursement	431,517	0	0	0	0	0
34000	Administrative Costs to CCC	(2,798)	(3,241)	(3,000)	(3,000)	(3,030)	(3,060)
34005	Member Reimbursement	32,820	35,614	35,000	35,000	35,350	35,704
34101	Other Charges	3,745	33,936	4,000	4,000	4,040	4,080
34201	Police Services	234,579	114,788	250,000	250,000	252,500	255,025
34202	PD Services-Background Check	66,200	47,933	60,000	60,000	60,600	61,206
34204	False Alarm Fees	3,375	12,655	4,000	4,000	4,040	4,080
34206	Casino Gaming Commission	30,000	27,000	30,000	30,000	30,300	30,603
34700	Recreation Program Fees	242,715	195,980	240,000	240,000	242,400	244,824
34703	Senior Citizen P/T Salaries	40,000	10,000	40,000	40,000	40,000	40,000
34705	Recreation Special Events	8,640	2,443	8,000	8,000	8,080	8,161
35101	Court Fines	122,480	98,999	102,000	102,000	103,020	104,050
35102	Vehicle/Parking Fines	103,231	79,092	100,000	100,000	101,000	102,010
35103	Graffiti Fines	0	1,565	1,000	1,000	1,010	1,020
36102	Interest	459,309	187,917	115,000	115,000	116,150	117,312
36105	Interest - Clearing	0	16,954	15,000	15,000	15,150	15,302



REVENUES

Revenue Detail (Continued)

		2016	2017	2018	2019	2020	2021
		Actual	Adopted	Adopted	Adopted	Adopted	Adopted
General Fund (100, 212, 901, 920)							
36301	Maple Hall Rent	35,988	19,743	25,000	25,000	25,250	25,503
36303	Maple Hall Fees	7,075	4,297	6,000	6,000	6,060	6,121
36305	Digital LED Sign	0	0	100,000	300,000	303,000	306,030
36307	Rent City Income (MOB & WIC Bldg)	561,222	448,167	607,000	750,000	757,500	765,075
36500	Donations	43,200	500	0	0	0	0
39201	Sale of Property	191,316	0	0	0	0	0
39202	Sale of Vehicles	15,268	0	0	0	0	0
39904	Damage Claim	5,000	0	0	0	0	0
39905	Code enforcement fees	27,579	22,605	23,000	23,000	23,230	23,462
39906	Other Revenue	15,000	0				
39906	Other Revenue	148,278	36,180	100,000	100,000	101,000	102,010
32001	Business Licenses	320,358	424,596	330,000	330,000	333,300	336,633
32004	Bldg Standards Admin Sp Revol	192,581	261,261	220,000	220,000	222,200	224,422
32005	Electrical Permit	29,719	46,468	32,000	32,000	32,320	32,643
32006	Thermal Energy	774	1,863	1,000	1,000	1,010	1,020
32007	Documentation Fee	29,802	44,882	33,000	33,000	33,330	33,663
32008	Plumbing Permit	29,556	54,167	30,000	30,000	30,300	30,603
32009	Mechanical Permit	13,225	25,332	18,000	18,000	18,180	18,362
32010	Zoning Fee	17,308	18,895	15,000	15,000	15,150	15,302
32020	Boarding Permit	1,062	1,770	1,000	1,000	1,010	1,020
33403	Grants	62,929	92,160	0	0	0	0
33452	Residential H&S Rental	59,823	47,003	55,000	55,000	55,550	56,106
33453	Residential H&S Multiple Renta	53,025	43,423	45,000	45,000	45,450	45,905
33454	Residential H&S Resale	37,634	49,380	40,000	40,000	40,400	40,804
34104	Plan Review	56,087	72,605	58,000	58,000	58,580	59,166
34112	Design Review	13,660	29,021	12,000	12,000	12,120	12,241
36102	Interest	83	0	0	0	0	0
39906	Other Revenue	378	113,061	20,000	20,000	20,200	20,402
Total General Fund		42,411,584	32,195,791	35,468,078	36,188,058	36,982,139	37,797,138
Asset Seizure (225, 226, 227)							
35200	Asset Seizure Revenue	6,526	0	0	0	0	0
35200	Asset Seizure Revenue	9,582	0	0	0	0	0
36102	Interest	6	0	0	0	0	0
36102	Interest	90	0	0	0	0	0
36102	Interest	163	0	0	0	0	0
Total Asset Seizures		16,367	0	0	0	0	0



REVENUES

Revenue Detail (Continued)

		2016	2017	2018	2019	2020	2021
		Actual	Adopted	Adopted	Adopted	Adopted	Adopted
Gas Tax (200)							
32006	Grading Permit	1,265	15,000	2,000	2,000	2,020	2,040
32011	Paving Permit	8,400	1,000	3,000	3,000	3,030	3,060
32015	Encroachment Permit	6,850	3,500	5,000	5,000	5,050	5,101
32016	Transportation Permit	1,200	500	500	500	505	510
33500	Road Maintenance & Rehab Act	0	0	177,782	529,584	534,880	540,229
33503	Off Highway	6,045	0	0	0	0	0
33504	Gas Tax 2103	156,127	310,874	123,433	135,776	137,134	138,505
33505	Gas Tax 2107	218,778	214,545	231,482	231,482	233,797	236,135
33506	Gas Tax 2107.5	7,400	6,000	6,000	6,000	6,060	6,121
33507	Gas Tax 2106	111,430	112,043	113,023	113,023	114,153	115,295
33508	Gas Tax 2105	170,383	172,973	179,186	179,186	180,978	182,788
34101	Other Charges	568	23,663	40,274	40,274	40,677	41,084
34102	Inspection Fees	150	0	0	0	0	0
34103	Sidewalk Permit	17,955	15,750	18,000	18,000	18,180	18,362
34104	Plan Review	0	1,350	0	0	0	0
34107	Street Cut Permit	142,200	99,950	5,000	5,000	5,050	5,101
39906	Other Revenue	0	85,320	0	0	0	0
39911	Prior Year Adjustment-Revenue	(17,700)	0	0	0	0	0
Total Gas Tax		831,051	1,062,468	904,680	1,268,825	1,281,513	1,294,328
HCD Grant 245							
36102	Interest	866	0	0	0	0	0
Total HCD Grant		866	0	0	0	0	0
Law Enforcement Services (210)							
33403	Grants	18,059	0	0	0	0	0
33403	Grants	114,618	115,372	110,000	110,000	111,100	112,211
36102	Interest	(1)	0	0	0	0	0
36102	Interest Clearing	19	0	0	0	0	0
Total Law Enforcement Services		132,695	115,372	110,000	110,000	111,100	112,211
Measure C (230)							
33509	Measure C Revenue	851,307	343,785	390,000	390,000	393,900	397,839
36102	Interest	8,851	3,000	5,000	5,000	5,050	5,101
Total Measure C		860,158	346,785	395,000	395,000	398,950	402,940
Measure K (201)							
31301	Sales Tax Measure K	754,366	650,000	760,000	760,000	767,600	775,276
Total Measure K		754,366	650,000	760,000	760,000	767,600	775,276



REVENUES

Revenue Detail (Continued)

		2016	2017	2018	2019	2020	2021
		Actual	Adopted	Adopted	Adopted	Adopted	Adopted
N.P.D.E.S. (255)							
33403	Grants	8,025	0	8,000	8,000	8,080	8,161
33456	C3 Commercial	4,968	3,000	5,000	5,000	5,050	5,101
35500	Special Assessments	318,840	341,712	320,000	320,000	323,200	326,432
36102	Interest	849	0	0	0	0	0
39906	Other Revenue	1,450	500	800	800	808	816
Total N.P.D.E.S		334,132	345,212	333,800	333,800	337,138	340,509
Paratransit (263)							
33509	Paratransit Measure C	189,574	275,000	300,000	300,000	303,000	306,030
33704	MTC Fare Box	24,483	20,128	25,000	25,000	25,250	25,503
36102	Interest	5,767	3,922	4,000	4,000	4,040	4,080
39202	Sale of vehicles-Measure J	12,000	0	0	0	0	0
39906	Other Revenue	7,716	0	0	0	0	0
Total Paratransit		239,540	299,050	329,000	329,000	332,290	335,613
Public Safety (203)							
31300	Sales Tax (Prop 172)	109,739	102,724	111,000	111,000	112,110	113,231
Total Public Safety		109,739	102,724	111,000	111,000	112,110	113,231
Traffic Congestion Relief (233)							
36102	Interest	1,353	500	500	500	505	510
Total Traffic Congestion Relief		1,353	500	500	500	505	510
Street Lighting and Landscaping (237)							
35500	Special Assessments	842,779	837,386	845,000	845,000	853,450	861,985
39906	Other Revenue	71,334	0	0	0	0	0
Total Street Lighting and Landscaping		914,113	837,386	845,000	845,000	853,450	861,985
Solid Waste Management Fund (241)							
36102	Interest Clearing	417	0	0	0	0	0
Total Solid Waste Management		417	0	0	0	0	0
TOTAL OPERATION		46,606,381	35,955,288	39,257,058	40,341,183	41,176,795	42,033,741
Non-Operating Transfer to Reserve							
	Sales of City Parking Lot				286,167	889,182	1,308,411
	FY18 PERS Savings Offset from GFDR				338,105		
Total Non-Operating Transfer from Reserve		0	0	0	624,272	889,182	1,308,411
GRAND TOTAL ALL FUNDS		46,606,381	35,955,288	39,257,058	40,965,455	42,065,977	43,342,152



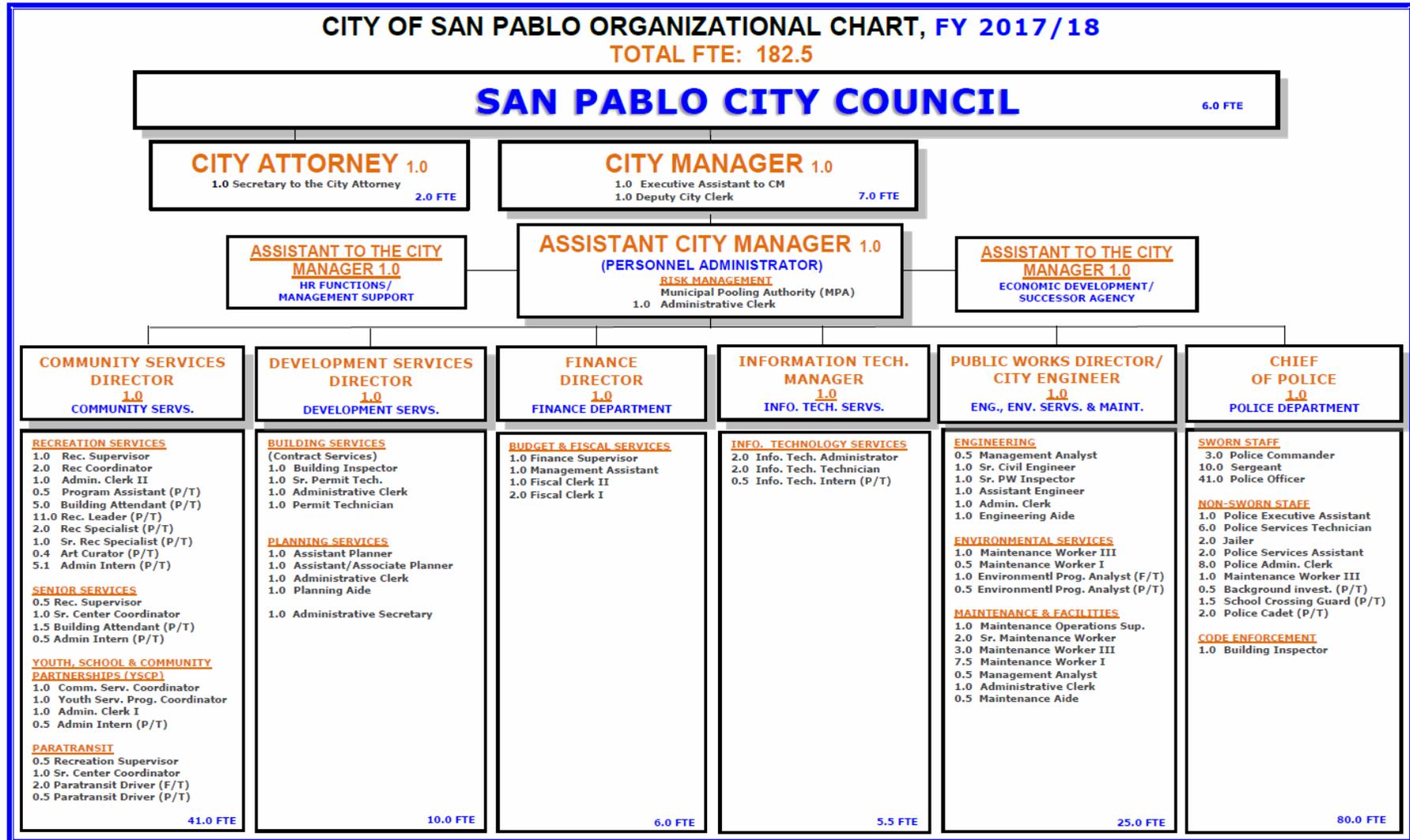
REVENUES

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STAFFING

Organization Chart



STAFFING

Budgeted FTE Counts Department Summary

DEPARTMENT SUMMARY	FTE 2016/17	FTE 2017/18
City Council - 1110	6.00	6.00
City Attorney - 1210	2.00	2.00
City Manager's Office - 1310	7.00	7.00
City Manager's Office - 1310	6.00	6.00
City Manager Economic Develop. - 1320	1.00	1.00
Financial Services - 1420	6.00	6.00
Information Technology - 1510	3.50	5.50
Community Services Division	40.50	41.00
Youth Services Division - 5110	2.90	3.90
Recreation - 5210	30.50	29.40
Senior Services - 5310	3.10	3.70
Paratransit - 5410	4.00	4.00
Development Services - 1755	10.00	10.00
Police - 2110	79.00	80.00
Public Works	25.00	25.00
Engineering - 1730	6.50	6.50
NPDES - 1740	3.00	3.00
Building & Fleet Maintenance - 1780	2.00	2.00
Street Lighting & Landscaping - 2110	7.75	6.75
Street Maintenance & Graffiti - 3110	5.75	6.75
TOTAL FTE	179.00	182.50
CITY TOTALS		
Full-Time Employees	139.50	147.00
Part-Time and Seasonal Employees	39.50	35.50
TOTAL FTE	179.00	182.50



DEPARTMENTAL BUDGETS

Budgeted FTE Counts Department Detail

DEPARTMENT & BUDGET NUMBER	FTE 2016/17	FTE 2017/18	JOB CLASSIFICATION
CITY COUNCIL (#1110)	1.00	1.00	City Clerk
	5.00	5.00	Council
TOTAL CITY COUNCIL	6.00	6.00	
CITY ATTORNEY (#1210)	1.00	1.00	City Attorney
	1.00	1.00	Secretary to City Attorney
TOTAL CITY ATTORNEY	2.00	2.00	
CITY MANAGER (#1310)	1.00	1.00	City Manager
	1.00	1.00	Assistant City Manager
	1.00	1.00	Assistant to the City Manager HR
	1.00	1.00	Executive Assistant
	1.00	1.00	Secretary/ Deputy City Clerk
	1.00	1.00	Admin Clerk I
Subtotal	6.00	6.00	
CITY MANAGER -ECONOMIC DEV. (#1320)	1.00	1.00	Assistant to the City Manager ED
Subtotal	1.00	1.00	
TOTAL CITY MANAGER	7.00	7.00	
COMMUNITY SERVICES			
ADMIN / YOUTH SRVCS. (#5110)	0.40	0.40	Community Services Director
	1.00	1.00	Youth Services Program Coordinator
	1.00	1.00	Community Services Coordinator
	-	1.00	Admin Clerk I
	0.50	-	Program Assistant
		0.50	Administrative Intern
Subtotal	2.90	3.90	
RECREATION (#5210)	0.40	0.40	Community Services Director
	1.00	1.00	Recreation Supervisor
	2.00	2.00	Recreation Coordinator
	1.00	1.00	Administrative Clerk II
	6.20	5.10	Administrative Intern
	0.40	0.40	Art Gallery Curator
	5.00	5.00	Building Attendant
	0.50	0.50	Program Assistant
	11.00	11.00	Recreation Leader
	2.00	2.00	Recreation Specialist
	1.00	1.00	Sr. Recreation Specialist
Subtotal	30.50	29.40	
SENIOR SERVICES (#5310)	0.20	0.20	Community Services Director
	0.50	0.50	Recreation Supervisor
	-	1.00	Recreation Coordinator
	0.40	0.50	Administrative Intern
	1.00	-	Senior Center Services Aide
	1.00	1.50	Building Attendant
Subtotal	3.10	3.70	



DEPARTMENTAL BUDGETS

Budgeted FTE Counts (Continued)

DEPARTMENT & BUDGET NUMBER	FTE 2016/17	FTE 2017/18	JOB CLASSIFICATION
PARATRANSIT(#5410)	0.50	0.50	Recreation Supervisor
	-	1.00	Sr. Center Coordinator
	2.00	2.00	Paratransit Driver (Full-time)
	1.00	-	Senior Center Services Aide
	0.50	0.50	Paratransit Driver
<i>Subtotal</i>	4.00	4.00	
TOTAL COMMUNITY SERVICES	40.50	41.00	
DEVELOPMENT SERVICES (#1755)	1.00	1.00	Development Services Director
	1.00	1.00	Assistant Planner
	1.00	1.00	Planning Aide
	1.00	1.00	Building Inspector
	1.00	1.00	Senior Permit Technician
	1.00	1.00	Administrative Secretary
	2.00	2.00	Admin Clerk I
	1.00	1.00	Assistant / Associate Planner
	1.00	1.00	Permit Technician
TOTAL DEVELOPMENT SERVICES	10.00	10.00	
FINANCIAL SERVICES (#1420)	1.00	1.00	Finance Director
	1.00	1.00	Finance Supervisor
	1.00	1.00	Management Assistant
	1.00	1.00	Fiscal Clerk II
	2.00	2.00	Fiscal Clerk I
TOTAL FINANCIAL SERVICES	6.00	6.00	
INFORMATION TECHNOLOGY (#1510)	1.00	1.00	Information Technology Manager
	1.00	2.00	Information Technology Administrator
	1.00	2.00	Information Technician
	0.50	0.50	Administrative / Info. Tech Intern
TOTAL INFO. TECHNOLOGY	3.50	5.50	
POLICE (#2110)	1.00	1.00	Chief of Police
	3.00	3.00	Commander
	10.00	10.00	Sergeants
	41.00	41.00	Officers
	1.00	1.00	Building Inspector
	1.00	1.00	Police Executive Assitant
	1.00	1.00	Maintenance Worker III
	7.00	8.00	Police Administrative Clerk
	2.00	2.00	Jailer
	3.00	2.00	Police Service Assistants
	5.00	6.00	Police Services Technicians
	0.50	0.50	Background Investigator
	2.00	2.00	Police Cadets
	1.50	1.50	Crossing Guard
TOTAL POLICE	79.00	80.00	



DEPARTMENTAL BUDGETS

Budgeted FTE Counts (Continued)

DEPARTMENT & BUDGET NUMBER	FTE 2016/17	FTE 2017/18	JOB CLASSIFICATION
PUBLIC WORKS			
ENGINEERING (#3310)	1.00	1.00	PW Director / City Engineer
	1.00	1.00	Assistant Engineer
	1.00	1.00	Sr. Civil engineer
	1.00	1.00	Sr. PW Inspector
	0.50	0.50	Management Analyst
	1.00	1.00	Engineering Aide
	1.00	1.00	Administrative Clerk I
Subtotal	6.50	6.50	
NPDES (#3510)	1.00	1.00	Maintenance Worker III
	0.50	0.50	Maintenance Worker I
	1.00	1.00	Environmental Program Analyst
	0.50	0.50	Environmental Program Analyst
Subtotal	3.00	3.00	
BUILDING & FLEET MAINTENANCE (#3410)	1.00	1.00	Maintenance Worker I
	1.00	1.00	Maintenance Worker III
Subtotal	2.00	2.00	
STREET LIGHTING & LANDSCAPING (#3610)	-	1.00	Maintenance Oper. Superintendent
	1.00	-	Maintenance Oper. Supervisor
	0.25	0.25	Management Analyst
	2.00	1.00	Sr. Maintenance Worker
	3.00	3.00	Maintenance Worker I
	0.50	0.50	Administrative Clerk I
	1.00	1.00	Maintenance Worker III
Subtotal	7.75	6.75	
STREET MAINT. & GRAFFITI (#3710)	-	1.00	Sr. Maintenance Worker
	0.25	0.25	Management Analyst
	1.00	1.00	Maintenance Worker III
	3.50	3.50	Maintenance Workers I
	0.50	0.50	Administrative Clerk I
	0.50	0.50	Maintenance Aide
Subtotal	5.75	6.75	
TOTAL PUBLIC WORKS	25.00	25.00	
Full-Time FTE	139.50	147.00	
Part-Time FTE	39.50	35.50	
GRAND TOTAL FTE	179.00	182.50	



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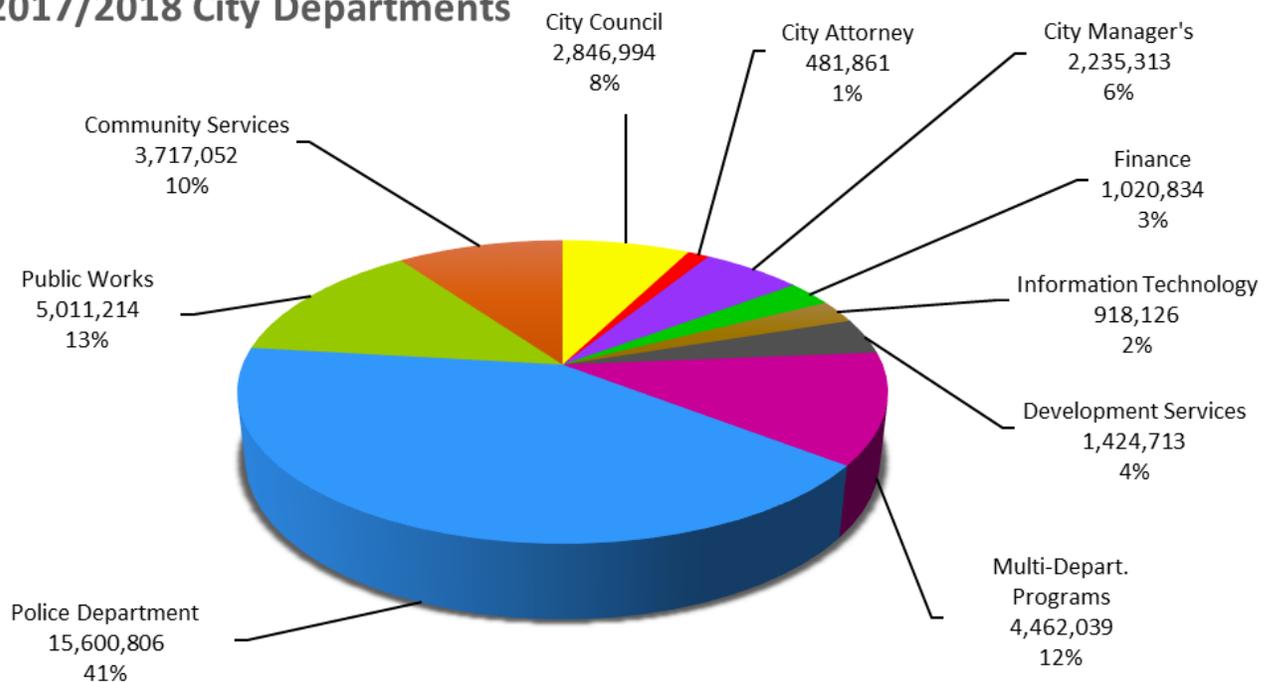
DEPARTMENTAL BUDGETS

Departmental Budgets

SUMMARY SCHEDULE OF ALL DEPARTMENTS

The City of San Pablo budget all for operating departments and funds totals \$39.3 million in Year 1, \$40.9 million in Year 2, and \$42.1 million and \$43.3 million in Years 3 and 4 respectively. Approximately 41% of the budget goes to fund police services, while Public Works, the next largest departmental budget, consumes 12% of the budget. This represents an increase of approximately \$3.3 million or 9% over the FY 2016/17 Adopted Budget. This increase is due to a few primary factors: (1) cost of living adjustments to all labor contracts; (2) the addition of 3.50 full-time equivalent employees; (3) the CalPERS unfunded accrued liability (UAL) charges of \$1.8 million; (4) the addition of \$700,000 of bond payments to finance construction of the new City Hall; and (5) the \$300,000 increase of the contract with the Fire District for enhanced emergency medical services.

2017/2018 City Departments



All Funds Budget: \$37,718,953



DEPARTMENTAL BUDGETS

DEPARTMENTAL BUDGET

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
City Council	3,020,621	2,855,647	2,846,994	3,150,119	3,115,968	3,113,956
City Attorney	425,214	439,819	481,861	494,358	506,073	518,170
City Manager's	2,747,494	3,116,298	2,235,313	2,313,419	2,202,406	2,242,017
Finance	870,702	965,900	1,020,834	1,035,250	1,058,848	1,085,520
Information Technology	574,353	610,540	918,126	1,068,761	954,497	974,857
Development Services	1,154,871	1,333,817	1,424,713	1,450,303	1,599,724	1,630,113
Multi-Dept/ Gen Gov	2,457,852	3,366,115	4,462,039	5,769,343	6,301,970	6,824,458
Police	13,883,525	15,137,798	15,600,806	16,119,525	16,647,697	17,200,140
Public Works	3,387,334	3,929,964	5,011,214	4,835,683	4,889,099	4,897,455
Community Services	2,698,681	3,195,912	3,717,052	3,728,694	3,789,694	3,855,466
TOTAL	31,220,649	34,951,810	37,718,953	39,965,455	41,065,976	42,342,152

BUDGET BY EXPENSE TYPE

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
City Council 1110						
Total Salaries & Benefits	136,125	195,061	129,713	132,429	135,278	138,265
Total Services & Supplies	2,884,496	2,660,586	2,717,281	3,017,690	2,980,690	2,975,690
TOTAL	3,020,621	2,855,647	2,846,994	3,150,119	3,115,968	3,113,956
City Attorney 1210						
Total Salaries & Benefits	386,958	407,419	409,261	420,608	432,323	444,420
Total Services & Supplies	38,257	32,400	72,600	73,750	73,750	73,750
TOTAL	425,214	439,819	481,861	494,358	506,073	518,170
City Manager Office 1310-1320						
City Manager's Office 1310						
Total Salaries & Benefits	1,017,220	1,044,621	1,086,550	1,117,817	1,150,097	1,186,447
Total Services & Supplies	488,665	566,003	617,162	629,244	586,044	584,244
Subtotal	1,505,885	1,610,624	1,703,712	1,747,061	1,736,141	1,770,691
City Manager - Economic Development 1320						
Total Salaries & Benefits	162,845	159,034	163,955	168,713	173,620	178,681
Total Services & Supplies	1,078,764	1,346,640	367,645	397,645	292,645	292,645
Subtotal	1,241,609	1,505,674	531,600	566,358	466,265	471,326
TOTAL	2,747,494	3,116,298	2,235,313	2,313,419	2,202,406	2,242,017
Finance 1420						
Total Salaries & Benefits	693,444	774,000	808,972	833,722	858,321	883,753
Total Services & Supplies	177,259	191,900	211,863	201,528	200,528	201,768
TOTAL	870,702	965,900	1,020,834	1,035,250	1,058,848	1,085,520
Information Technology 1510						
Total Salaries & Benefits	437,241	438,612	687,576	706,711	726,447	746,807
Total Services & Supplies	137,113	171,928	230,550	362,050	228,050	228,050
TOTAL	574,353	610,540	918,126	1,068,761	954,497	974,857
Development Services 1755						
Total Salaries & Benefits	723,075	1,030,717	983,988	1,012,473	1,041,894	1,072,283
Total Services & Supplies	431,796	303,100	440,725	437,830	557,830	557,830
TOTAL	1,154,871	1,333,817	1,424,713	1,450,303	1,599,724	1,630,113



DEPARTMENTAL BUDGETS

BUDGET BY EXPENSE TYPE (Continued)

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Multi-Dept/ Gen Gov 1430-1450						
Multi-Dept/ Gen Gov 1430						
<i>Total Services & Supplies</i>	2,384,838	3,291,115	4,388,539	5,695,843	6,228,470	6,750,958
Subtotal	2,384,838	3,291,115	4,388,539	5,695,843	6,228,470	6,750,958
East Bay Regional Communication Systems 1450						
<i>Total Services & Supplies</i>	73,015	75,000	73,500	73,500	73,500	73,500
Subtotal	73,015	75,000	73,500	73,500	73,500	73,500
TOTAL	2,457,852	3,366,115	4,462,039	5,769,343	6,301,970	6,824,458
Police 2110						
<i>Total Salaries & Benefits</i>	11,690,080	12,797,089	13,317,684	13,771,139	14,240,714	14,705,826
<i>Total Services & Supplies</i>	2,193,445	2,340,709	2,283,122	2,348,386	2,406,983	2,494,314
TOTAL	13,883,525	15,137,798	15,600,806	16,119,525	16,647,697	17,200,140
Public Works 3310-3710						
Engineering 3310						
<i>Total Salaries & Benefits</i>	763,230	853,364	893,883	920,639	948,283	976,847
<i>Total Services & Supplies</i>	216,479	303,241	190,925	189,914	193,914	190,069
Subtotal	979,709	1,156,605	1,084,808	1,110,553	1,142,197	1,166,916
Building & Fleet Maintenance 3410						
<i>Total Salaries & Benefits</i>	202,948	182,563	206,597	213,315	220,278	227,495
<i>Total Services & Supplies</i>	83,273	208,270	305,820	316,376	310,356	310,356
Subtotal	286,221	390,833	512,417	529,691	530,634	537,851
NPDES 3510						
<i>Total Salaries & Benefits</i>	289,429	305,302	311,428	320,412	329,686	339,259
<i>Total Services & Supplies</i>	43,956	54,150	98,835	113,765	146,765	92,515
Subtotal	333,385	359,452	410,263	434,177	476,451	431,774
Street Lighting & Landscaping 3610						
<i>Total Salaries & Benefits</i>	447,743	499,628	585,071	602,023	619,548	637,681
<i>Total Services & Supplies</i>	678,348	499,800	1,096,954	989,871	929,871	929,871
Subtotal	1,126,091	999,428	1,682,025	1,591,894	1,549,419	1,567,552
Maintenance & Graffiti 3710						
<i>Total Salaries & Benefits</i>	442,586	631,045	668,243	688,556	709,585	712,560
<i>Total Services & Supplies</i>	219,343	392,600	653,459	480,812	480,812	480,812
Subtotal	661,929	1,023,645	1,321,702	1,169,368	1,190,397	1,193,372
TOTAL	3,387,334	3,929,964	5,011,215	4,835,684	4,889,099	4,897,465



DEPARTMENTAL BUDGETS

BUDGET BY EXPENSE TYPE (Continued)

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Community Services 5110-5410						
Youth, School & Community Partnerships 5110						
<i>Total Salaries & Benefits</i>	273,950	314,752	399,495	410,739	422,337	434,302
<i>Total Services & Supplies</i>	587,393	530,275	832,761	832,761	832,761	832,761
Subtotal	861,343	845,027	1,232,256	1,243,500	1,255,098	1,267,063
Recreation 5210						
<i>Total Salaries & Benefits</i>	924,617	1,192,560	1,304,714	1,341,925	1,380,505	1,420,670
<i>Total Services & Supplies</i>	441,846	514,145	589,072	589,072	589,072	589,072
Subtotal	1,366,463	1,706,705	1,893,786	1,930,997	1,969,577	2,009,742
Senior Services 5310						
<i>Total Salaries & Benefits</i>	198,667	263,949	154,505	158,832	163,290	167,885
<i>Total Services & Supplies</i>	10,065	10,425	24,340	24,760	24,760	24,760
Subtotal	208,732	274,374	178,845	183,592	188,050	192,645
Paratransit 5410						
<i>Total Salaries & Benefits</i>	191,040	283,376	291,250	299,640	308,353	317,351
<i>Total Services & Supplies</i>	71,105	86,430	120,915	70,965	68,615	68,665
Subtotal	262,144	369,806	412,165	370,605	376,968	386,016
TOTAL	2,698,681	3,195,912	3,717,052	3,728,694	3,789,694	3,855,466
<i>Total Salaries & Benefits</i>	18,981,195	21,373,093	22,402,885	23,119,692	23,860,560	24,590,520
<i>Total Services & Supplies</i>	12,239,454	13,578,717	15,316,069	16,845,762	17,205,417	17,751,631
TOTAL CITY	31,220,649	34,951,810	37,718,953	39,965,454	41,065,976	42,342,151



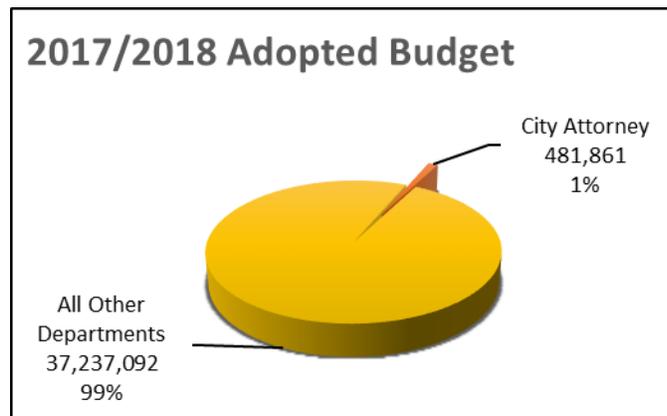
City Attorney

MISSION

To provide proactive legal advice to help the City achieve its goals in a lawful manner, to practice preventive law to protect the City from liability, and to provide legal advice to the City Council, City Boards and Commissions, and City officials and employees.

DEPARTMENT OVERVIEW

The City Attorney provides legal advice to the City Council, City Boards and Commissions, and City officials and employees on the Brown Act, Public Records Act, land use, CEQA, public contracting, conflict of interests, real property, employment, finance, elections, utilities and other issues for a general law city. The City Attorney drafts and reviews ordinances, resolutions, opinions, contracts, releases, development agreements, reports, easements, deeds, and leases. The City Attorney manages the claims process and represents the City in legal actions.



The City Attorney's client is the City itself and she cannot represent San Pablo citizens directly. The City's website provides many links to helpful legal resources, as does the staff when asked.

The work of the City Attorney's Office is primarily determined by external factors: changes in legislation and case law affecting City operations; the needs of other City departments for legal advice, drafting, and representation; policy decisions made by the City Council; and the nature and number of claims and lawsuits filed against or by the City. Thus, the following objectives describe when and how legal services are provided rather than attempting to describe the specific nature of legal services that will be provided:

- Attend all meetings of the City Council and review all items prepared for City Council consideration before agenda material is distributed.
- Attend all meetings of the Planning Commission and review significant matters before agenda material is distributed.
- Attend all Executive Committee meetings to identify legal issues as early as possible.
- Review the final form of every contract, resolution, or ordinance within one week of referral and either approve the form or indicate to the initiating department the reasons that the contract, resolution, or ordinance cannot be approved.
- Respond to all written inquiries or requests to draft contracts and other legal documents within two weeks with either a completed response or an estimate of the date upon which a response will be completed, an indication of further information that is needed to prepare a response, or confirmation that a written response is no longer required.



DEPARTMENTAL BUDGETS

MAJOR SERVICES

- City Council: Attends all city council meetings and closed sessions; drafts or reviews all ordinances.
- Recreation: Drafting and review of contracts, waivers and policies.
- Planning: Drafted public art ordinance and revised sign ordinance to be considered with new zoning code.
- Finance: Assisted in the drafting of Measure K and development of the budget; drafted new ordinance providing for biennial budget process.
- Human Resources: Research and advice regarding retiree medical issues, probationary periods, FMLA and bereavement leave policies, disciplinary actions and other labor and employment law issues.
- Public Works: Review of contracts; research and advice regarding prevailing wages and competitive bidding laws.
- City Clerk: Provided legal advice on election issues, Public Records Act issues, and Brown Act/agenda issues.
- Served as Chair of the Nominating Committee for the City Attorneys' Department of the League of California Cities.

CITY ATTORNEY'S BUDGET

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
City Attorney 1210						
<i>Total Salaries & Benefits</i>	386,958	407,419	409,261	420,608	432,323	444,420
<i>Total Services & Supplies</i>	38,257	32,400	72,600	73,750	73,750	73,750
TOTAL	425,214	439,819	481,861	494,358	506,073	518,170

MAJOR ACCOMPLISHMENTS IN FY 2015-17

As an overview, Brian Libow, the long-serving City Attorney retired in 2014 and the new City Attorney, Lynn Tracy Nerland, started in June 2015. Therefore, FY 2015-16 was a transition with some backlog of legal needs given the gap in having a full-time city attorney in employment.

City Council

- City Attorney met with all Council Members individually upon starting in San Pablo and with new Council Member Cruz to review legal issues; provided advice regarding the Political Reform Act and conflict of interest regulations, Government Code §1090 (dual interests in contracts), incompatible offices, Brown Act (open meeting laws) including the institution of standing Council committees, Council Code of Conduct, parliamentary procedure, land use mini-refreshers, and on responses to various Grand Jury reports; and updated the City's Conflict of Interest Code.

City Manager's Office

- Provided advice on former DMC Medical Center property issues, municipal broadband project, transfer of City property, and purchase of creek parcels; drafted and reviewed agreements and approvals for Domus/Creekview Terrace affordable housing project; reviewed the East Bay Coffee lease at the Community Center and construction and leasing agreements at new Library; drafted agreements and provided advice regarding City billboard; drafted and reviewed agreements with Contra Costa Fire District regarding the current fire station and proposed new fire station; and prepared design-build ordinance and with outside counsel, assisted with the design-build process and agreements for the WIC building at Plaza San Pablo.



DEPARTMENTAL BUDGETS

City Clerk's Office

- Provided legal advice on elections, Public Records Act, Brown Act/agenda issues; records retention (especially as to video surveillance); and trained staff on new procedures and template documents for handling Public Records Act requests.

Community Services Department

- Drafted and reviewed contracts, waivers and policies, including joint use agreement with the School District for Helms Middle School and sports field rental policy.

Development Services Department

- Brought in-house and attended Planning Commission meetings to ensure consistent legal advice and to save money; presented trainings to the Planning Commission on the Brown Act, meeting procedures, due process, and conflict of interests; assisted with interpreting new zoning and sign codes especially for nonconforming uses; assisted with zoning and CEQA issues related to the former DMC Medical Center; reviewed ordinance on marijuana cultivation; advised on Residential Health and Safety ordinance, public art ordinance, and current planning projects.

Finance Department

- Drafted ordinance to address issues with the procurement process; established contract routing process to ensure that appropriate insurance documents, business license, contract attachments, and FPPC disclosure forms are obtained prior to execution of the contract; and prepared comprehensive letter to the auditors.

Human Resources Division

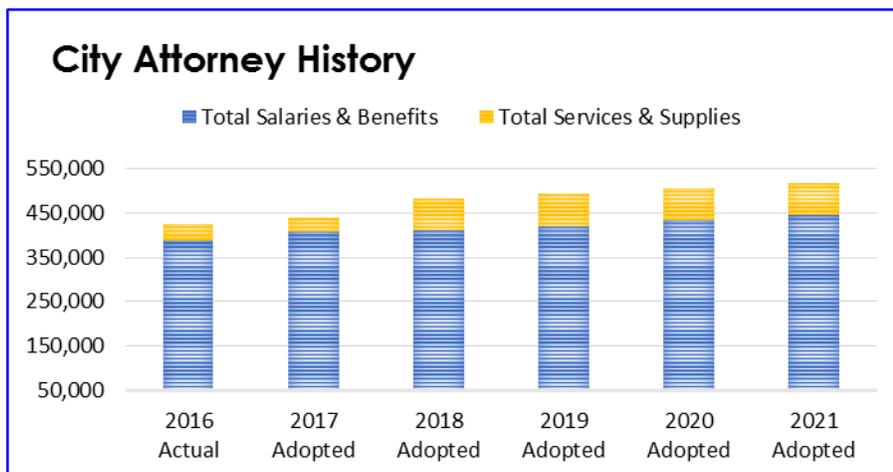
- Advised regarding retiree medical and PERS issues, disciplinary actions, cash in-lieu and overtime pay issue, and other labor and employment law issues.

Information Systems Division

- Drafted and reviewed software contracts.

Police Department

- Reviewed ordinance regarding towing; drafted ordinance regarding code enforcement process and advised regarding two appeals; drafted oppositions for Pitchess motions and attended hearings; drafted petition and attended hearing on Weapons Confiscation matter; drafted and reviewed contracts including those related to damage at Police Station and body worn cameras; and provided advice on Brady issues.



DEPARTMENTAL BUDGETS

Public Works Department

- Provided template bidding and contract documents for public works projects and maintenance projects and right of entry agreements; provided advice regarding consultant contract and insurance issues; reviewed ordinances on truck, parking, speed limits and storm drain regulations; provided advice on Wyman/Hillcrest slide and El Portal settlement issues; and provided advice on Recycle More issues and agreements.

General Assistance

- Centralized the fragmented claims process into the City Attorney's Office while still maintaining "checks and balances" to expenditures/settlements and provided training to executive staff on how to handle incidents to avoid claims. With Public Works and Police Departments, instituted a restitution process to seek compensation when City property is damaged. Standardized outside counsel agreements. Met with all Department/Division Heads individually in 2015 and committed to having regular City Attorney presence at Executive Staff meetings to help identify legal issues as early as possible. With legal secretary's assistance, organized City Attorney files.

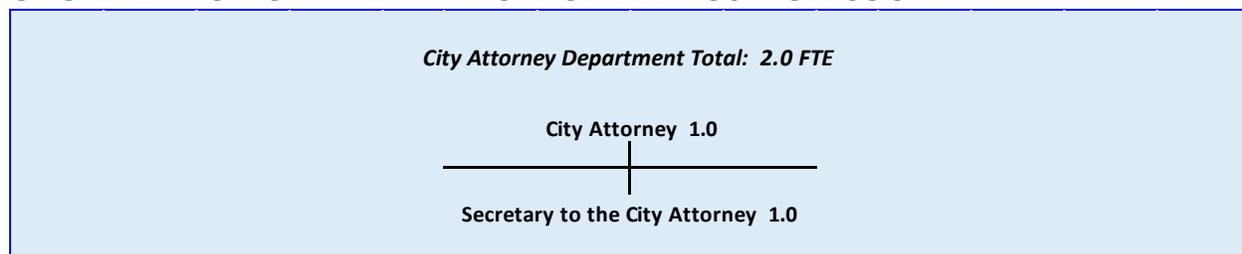
SHORT-TERM OBJECTIVES FY 2018-19

- Assist with the agreements and issues related to development of current City Hall site and construction of new City Hall (FY 2017/18).
- Advise regarding project labor and local hiring provisions.
- Assist with updating the Zoning and Sign Codes and the telecommunications ordinance and procedures (FY 2017/18).
- Assist with the implementation of the Adult Use of Marijuana Act enacted in November 2016 (FY 2017/18).
- Catalog and assist with follow-up on former redevelopment agency loans.
- Continue to assist with updating code enforcement documents and procedures.
- Assist with the agreements and issues related to Police dispatch and records (FY 2017/18).
- Assist with the implementation of the sidewalk ordinance and ADA transition plan and update the encroachment ordinance.
- Continue to assist with Hillcrest-Wyman and El Portal settlement issues (ongoing and FY 2017/18).
- Scan appropriate documents from City Attorney's Office (beginning FY 2017/18).

LONG-TERM OBJECTIVES FY 2020-21

Continue to provide high quality legal advice and representation to the City Council, Boards and Commissions, and City employees and officials to achieve the City's goals in a lawful manner including both the Council's Priority Workplan and the everyday ongoing operations of the City

ORGANIZATION CHART WITH AUTHORIZED POSITION COUNT



DEPARTMENTAL BUDGETS

MAJOR CHANGES

The City Attorney's Office budget of \$481,861 for FY 2017/18 represents an increase of \$42,042 (10%) from the previous fiscal year's adjusted budget. This is primarily due to an increase of \$40,000 in the professional services budget to fund contracts for outside legal support that were previously being funded from contingency accounts. Years 2, 3 and 4 of the budget experience modest growth of 3%, 2% and 2% respectively for a total FY 2020/21 budget of \$518,170. Budgeted staffing for the office remains the same as the approved FY 2016/17 amounts (2.0 FTE) throughout the life of the four-year budget.

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
City Attorney 1210									
Total Salaries & Benefits									
100	1210	41000	Salary	292,162	297,234	295,109	304,328	313,823	323,604
100	1210	41004	Other Earnings	421		12,188	12,188	12,188	12,188
100	1210	41210	Pension Benefits	21,578	30,021	23,533	24,239	24,966	25,715
100	1210	41300	Healthcare	30,031	37,358	28,434	29,855	31,348	32,915
100	1210	41311	Retiree Healthcare	24,960	24,400	30,388	30,388	30,388	30,388
100	1210	41901	Other Insurances	17,804	18,406	19,609	19,609	19,609	19,609
			Total Salaries & Benefits	386,958	407,419	409,261	420,608	432,323	444,420
Total Services & Supplies									
100	1210	42001	Communications	-	-	600	600	600	600
100	1210	43300	Memberships/Subscriptions	3,785	7,200	4,500	5,000	5,000	5,000
100	1210	43500	Program Costs & Supplies	822	2,000	1,500	2,000	2,000	2,000
100	1210	43530	Office Furn & Equip <\$5K	38	200	-	-	-	-
100	1210	43600	Professional Services	30,165	20,000	60,000	60,000	60,000	60,000
100	1210	44320	Travel/Training	3,446	3,000	6,000	6,150	6,150	6,150
			Total Services & Supplies	38,257	32,400	72,600	73,750	73,750	73,750
			TOTAL	425,214	439,819	481,861	494,358	506,073	518,170



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DEPARTMENTAL BUDGETS

City Council

MISSION

To establish comprehensive goals and objectives for the City; to provide leadership in establishing policies for the conduct of municipal affairs; to formulate priorities for allocation of City resources; to support special legislative bodies; to represent the City at local, regional, state and nationwide organizations; and to hold regularly scheduled meetings, hearings, and study sessions to receive citizens' input and conduct the City's business in a public forum.

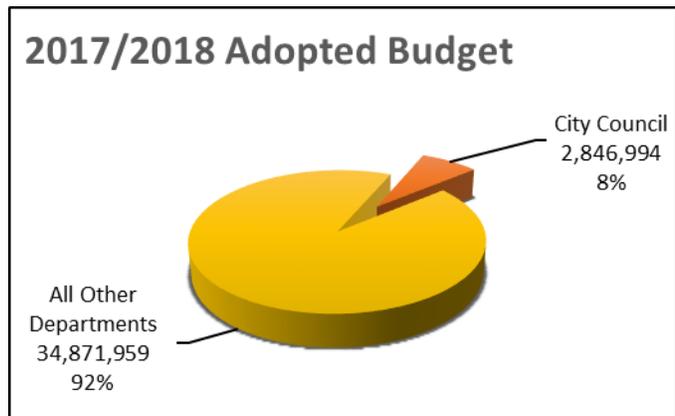
DEPARTMENT OVERVIEW

San Pablo is a General Law City incorporated in 1948 with a Council/Manager form of government. Under this style of government, the City Council makes policies and adopts ordinances, which become the governing rules of the City, also known as the San Pablo Municipal Code. The City Council hires the City Manager, who is responsible for the implementation of the Municipal Code, and the City Attorney, who is responsible for the interpretation of the Code.

All members of the City Council are elected from the city at-large and must be residents of the City at the time of their election or appointment. The term of each member of the City Council is four years and commences on the first Monday of December after the general election. All powers of the City are vested in the City Council.

The Mayor and Vice-Mayor (Mayor Pro Tempore) are elected annually by the City Council members. The duties of the Mayor include presiding at all meetings of the Council, and maintaining order and decorum in meetings (e.g. deciding questions of speaking order, enforcing time limits on speakers, etc.). In case of any disturbance or disorderly conduct in the chamber, the mayor has the power to order the chamber cleared, and to order the eviction of any person from the chamber. The Vice-Mayor has all the powers and duties of the Mayor in the absence of the Mayor.

The City Clerk is also part of the City Council budget. The role of the City Clerk is to be a liaison between the citizens and their government and to provide service to the Mayor, City Council, City Manager and all other administrative departments. The Clerk is elected every four years and reports directly to the City Council. The City Clerk attends study sessions and council meetings. The City Manager's staff fulfills the day to day needs of the office by maintaining custody of records, conducting elections, recording minutes, administering oaths, and preparing agendas.



CITY COUNCIL BUDGET

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
City Council 1110						
<i>Total Salaries & Benefits</i>	136,125	195,061	129,713	132,429	135,278	138,265
<i>Total Services & Supplies</i>	2,884,496	2,660,586	2,717,281	3,017,690	2,980,690	2,975,690
TOTAL	3,020,621	2,855,647	2,846,994	3,150,119	3,115,968	3,113,956

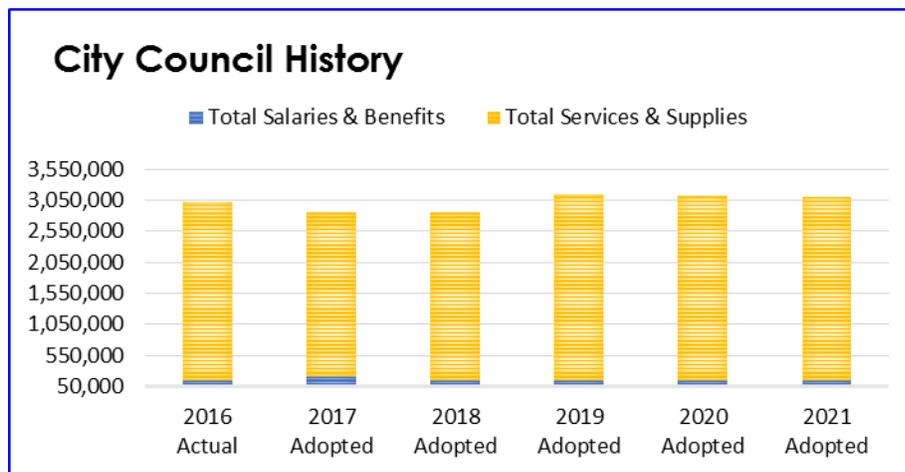


DEPARTMENTAL BUDGETS

MAJOR SERVICES

The City Council establishes overall goals and objectives for the City through the adoption of policies aimed at enhancing the community to the benefit of the general public. The City Council is guided by the policies established in the General Plan and sets priorities for the development and implementation of programs and services; determines the overall needs of the community, sets and monitors financial and other City administrative activities; and develops and prioritizes its goals. The Council also confers with officials from other public agencies and associations to further the goals of the City, the region and municipal government in general.

The City Council also makes appointments to the Planning Commission, Safety Commission, and other ad-hoc committees such as the Library Commission.



MAJOR OBJECTIVES

In October 2016, the City Council reviewed and updated its FY 2015-17 Council Priority Workplan (Workplan) which addresses all policy areas and goals for the City Council. The Workplan is updated annually to prioritize all City Council activities, programs and services. The Workplan incorporates the results of a Community Needs Survey that is conducted each year. The survey assesses the core values and needs of the community at-large through a scientific approach. This process enables the City Manager to direct City resources to implement programs and policies in support of the City Council's Workplan. The Workplan is adopted by majority vote of the City Council and is available for review in this document and on the City's website.

MAJOR CHANGES

At \$2,846,994, Year 1 of the FY 2018-21 Quadrennial Budget for the City Council is \$8,653 less than the Fiscal Year 2017 Adopted Budget. The reason for this decline is a decrease in the labor budget of approximately \$65,000 mainly due to changes in medical benefits selected by elected officials, while the supplies and services budget increased by nearly \$57,000, of which \$40,000 was for a professional services contract for fire service consulting. Year 2 of the budget increases by approximately \$300,000 due to the increase in the contract with the Contra Costa County Fire Protection District for enhanced medical services at Fire Station 70, from \$1.2 million annually to \$1.5 million annually. The remaining two years of the four-year budget are essentially flat: average annual budgetary growth over the entire budget period is 2%.



DEPARTMENTAL BUDGETS

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
City Council 1110									
100	1110	41000	Salary	59,520	59,520	47,746	47,897	48,052	48,212
100	1110	41004	Other Earnings	(450)					
100	1110	41210	Pension Benefits	4,531	6,012	3,528	3,540	3,552	3,564
100	1110	41300	Healthcare	55,476	112,343	51,079	53,633	56,314	59,130
100	1110	41311	Retiree Healthcare	13,221	13,500	16,813	16,813	16,813	16,813
100	1110	41901	Other Insurances	3,827	3,686	10,546	10,546	10,546	10,546
			Total Salaries & Benefits	136,125	195,061	129,713	132,429	135,278	138,265
100	1110	42001	Communications	-	-	6,000	6,000	6,000	6,000
100	1110	43300	Memberships/Subscriptions	24,692	24,903	24,773	24,773	24,773	24,773
100	1110	43500	Program Costs & Supplies	1,817	62,975	38,575	38,575	38,575	38,575
100	1110	43510	Meeting & Sundry Supplies	3,419	2,125	6,875	5,875	5,875	5,875
100	1110	43600	Professional Services	545,361	14,400	56,400	56,400	14,400	14,400
100	1110	43700	Publications/ Legal Notices	609	2,000	1,000	1,000	1,000	1,000
100	1110	44050	Com. Grants & Spec Events	2,294,345	2,534,643	2,561,158	2,862,567	2,867,567	2,862,567
100	1110	44325	Travel/Training Elected Officials	14,253	19,540	22,500	22,500	22,500	22,500
			Total Services & Supplies	2,884,496	2,660,586	2,717,281	3,017,690	2,980,690	2,975,690
			TOTAL	3,020,621	2,855,647	2,846,994	3,150,119	3,115,968	3,113,956



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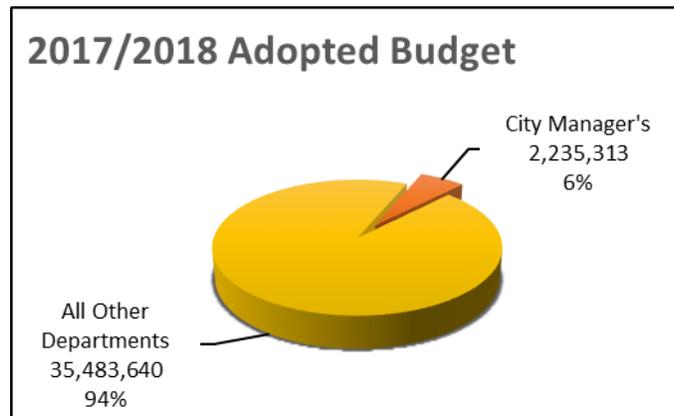
City Manager's Office

MISSION

To provide leadership and direction in the implementation of City Council policy objectives under the City Council Priority Workplan, and administration of City services and programs, ensuring appropriate staffing to support a high-performance organization, ethical and transparent management, accountability, community responsiveness and customer service excellence.

DEPARTMENT OVERVIEW

The City Manager's Department includes the City Manager's Office (CMO), Personnel Administration, Economic Development, and the City Clerk. These units work together to provide the organizational infrastructure to maintain effective and efficient operations. The City Manager's Office and the City Clerk work directly with City Council to ensure successful implementation of community priorities and objectives, including economic development efforts, while Personnel works to ensure that appropriate labor resources are available to execute the work plan.



The City Manager's Office also provides the framework for citywide organizational structure and leadership. In an effort to be more efficient, operational leadership has been placed under the direction of a single Assistant City Manager who oversees all department operations.

The CMO is also responsible for the City's Economic Development activities and manages the Economic Development budget.

MAJOR SERVICES

City Manager's Office

- The City Manager's Office is responsible for offering support and advice to the City Council, providing leadership and legislative policy support to departments, developing community partnerships and collaboration, and promoting organizational development and training.

Personnel

- Personnel provides specialized assistance to all employees in the following areas: employee and labor relations; citywide policy development; recruitment, examination, classification and compensation; and benefits administration. The department also conducts recruitments, new employee orientations, assists employees with benefit enrollments and questions, and ensures compliance with federal and State employment laws.

Economic Development

- Economic Development (ED) oversees the implementation of the City's various economic development programs and efforts. ED is also responsible for overseeing the wind down all of business activities of the former redevelopment agency and managing activities of the Local Successor Agency.



DEPARTMENTAL BUDGETS

City Clerk

- The City Clerk oversees the preparation of the City Council, Local Successor Agency, Joint Powers Financing Authority, and Oversight Board agendas, records all actions in official minutes, maintains a computerized legislative history, and is responsible for safeguarding official documents. The City Clerk is the elections officer for the City and is responsible for the administration of all municipal elections and compliance with Fair Political Practices Commission filings, public records requests, and other legal filings. The City Clerk also maintains and monitors Boards and Commissions memberships and vacancies.

CITY MANAGER'S OFFICE BUDGET

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
City Manager Office 1310-1320						
City Manager's 1310						
<i>Total Salaries & Benefits</i>	1,017,220	1,044,621	1,086,550	1,117,817	1,150,097	1,186,447
<i>Total Services & Supplies</i>	488,665	566,003	617,162	629,244	586,044	584,244
Subtotal	1,505,885	1,610,624	1,703,712	1,747,061	1,736,141	1,770,691
City Manager - Economic Development 1320						
<i>Total Salaries & Benefits</i>	162,845	159,034	163,955	168,713	173,620	178,681
<i>Total Services & Supplies</i>	1,078,764	1,346,640	367,645	397,645	292,645	292,645
Subtotal	1,241,609	1,505,674	531,600	566,358	466,265	471,326
TOTAL	2,747,494	3,116,298	2,235,313	2,313,419	2,202,406	2,242,017

MAJOR ACCOMPLISHMENTS IN FY 2015-17

City Manager's Office

- Administered and implemented all City Council directed policies, programs and services from adopted annual City Council Priority Workplan (2015-17).
- Continued to manage strategy and compliance with ABX26 and ABX27 (Redevelopment Dissolution) by effectuating the Local Successor Agency's Long Range Property Management plan.
- Continued to provide a joint citywide newsletter with the EDC to keep residents informed on City initiatives, projects, classes, services, trainings, and events. The El Portal newsletter is sent out to all San Pablo residents quarterly.
- Managed the administration of Annual City Survey by SRI, Inc., providing insight on core values, priorities and services of residents.
- Coordinated City Council's Annual San Pablo Community Grant Foundation Program for local non-profit organizations to provide services to San Pablo residents. City Council approved total of \$100K each fiscal year – (FY 16/17 – 17 or 27 grants awarded) and (FY 15/16 – 16 of 24 grants awarded)
- Administered City's Economic Development Program during FY 2015-17 which includes business recruitment, business retention, real property leasing and sale and real property development.
- Administered City's ongoing Media Relations Program and serve as City's Public Information Officer (PIO) function.

Personnel

- Recruited to fill several key positions: Police Commander, Senior Civil Engineer, Police Services Technician, Police Services Assistant, Police Administrative Clerk, Police Officer, Associate Planner, Assistant Planner and various other clerical and part-time positions.



DEPARTMENTAL BUDGETS

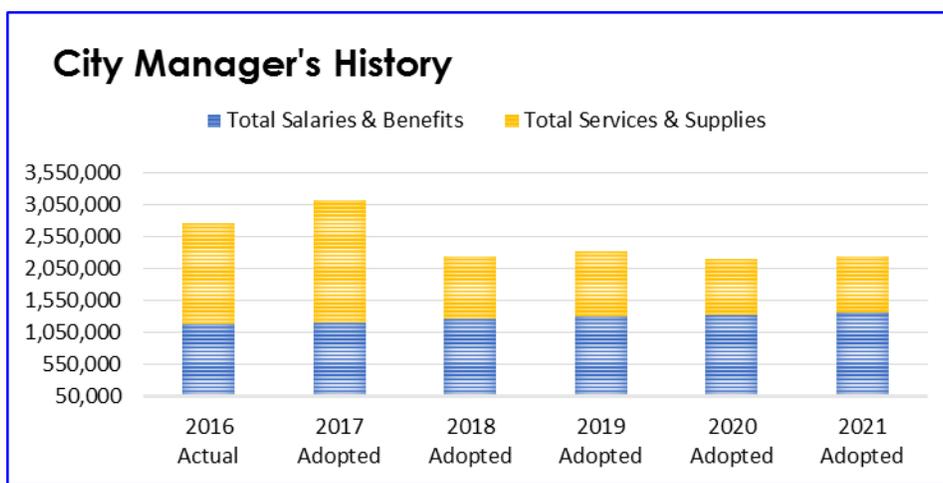
- Implemented various provisions of the federal Affordable Care Act (ACA).
- Established new Police Cadet Positions within the Police Department.
- Implemented new Kin Care Policy, and new Paid Sick Leave Policy in compliance with State law.
- Established and continued to grow our Employee Wellness programs to include a variety of physical fitness challenges and classes, as well as development and implementation of health related policies.
- Updated the City's Injury and Illness Prevention Plan, which was last updated in 2002.

Economic Development

- Continued to develop and negotiate agreements for the development of Plaza San Pablo which resulted in the sale of Lot C which was approved for a mixed use development as well as the proposed development of a 7,200 square foot Women, Infants and Children building. The efforts also resulted in the planned 18,000 square foot expansion of the Contra Costa Health Center.
- Completed Phases 1 and 2 of the Plaza San Pablo roadway improvements These improvements included all the necessary off-site improvements (i.e. curbs, gutters, sidewalks, utilities) for the development of Plaza San Pablo.
- Completed the sale of Block B on Plaza San Pablo which is now home to a new Walgreens.
- Completed the sale of Block A on Plaza San Pablo for an 18,000 square foot expansion of the West County Health Center.
- Negotiated an agreement with the County for the lease and construction of a new Women, Infant and Children (WIC) facility in Plaza San Pablo.
- Negotiated an agreement for the management and renovation of the City's freeway sign.
- Negotiated a lease with East Bay Coffee Company to open a branch inside the San Pablo Community Center.
- Initiated the Environmental Review for the City's Municipal Broadband Project.
- Negotiated the lease for the future San Pablo Library Palm Plaza Development, and broke ground on the renovations for the future San Pablo Library.

City Clerk

- Continued implementation of "Granicus," an online agenda management system.



DEPARTMENTAL BUDGETS

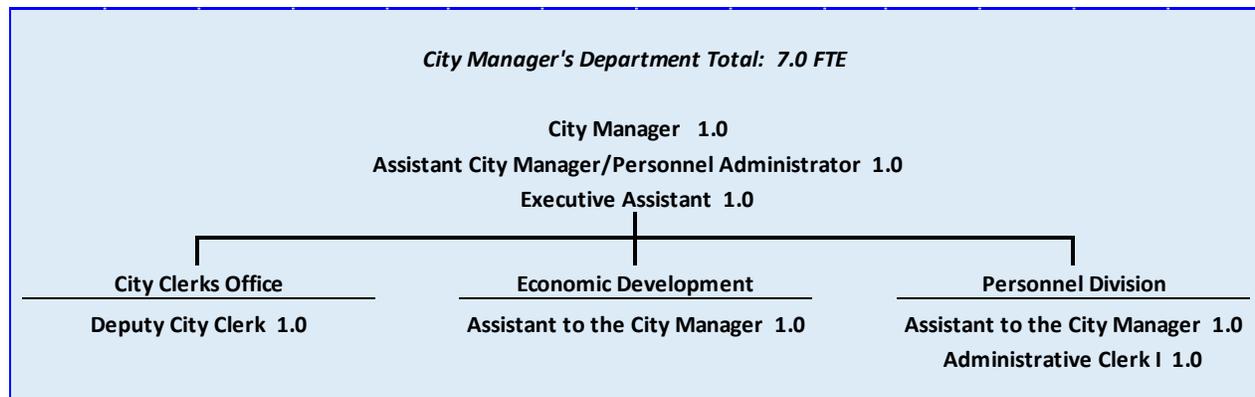
SHORT-TERM OBJECTIVES FOR FY 2018-19

- Continue with implementation efforts of the federal Affordable Care Act (ACA). The city will submit forms to the IRS to adequately document compliance with this regulation. In addition, staff continues to monitor and implement upcoming changes to the Administration of the ACA.
- Continue implementation of newly adopted Records Management and Destruction Schedules. Records Retention Schedule adopted June 2016; shredded 108 boxes in December 2016; will hold quarterly shredding events.
- Implement the new Injury & Illness Prevention Plan to provide training for Department Heads and staff by the end of the 2017 calendar year. Start record keeping and continuous training throughout FY 2018 and FY 2019
- Implement new labor contracts that commence in July 2017. Existing Labor contracts expire on June 30, 2017. The City anticipates having successor labor contracts in place to follow those that are expiring in July of 2017, or shortly thereafter.
- Continue collaborative negotiations for development of Plaza San Pablo until the site is fully developed.
- Continue efforts to implement the Local Successor Agency's Long Range Property Management Plan.
- Continue efforts to encourage mixed-use development on the former Doctor's Medical Center Site.
- Complete redevelopment of the existing Civic Center site and construction of a new City Hall facility.

LONG-TERM OBJECTIVES FOR FY 2020-21

- Continue to develop and Refine Employee Wellness Committee/ Programs per the committees mission, "The Employee Wellness Committee will work to provide opportunities for employees to develop healthier lifestyles by supporting the adoption of habits and attitudes that contribute to their positive well-being."
- Prepare for labor negotiations with recognized employee organizations for collective bargaining agreements expiring June 30, 2021.
- Continue support for medical and healthcare uses within the City. These efforts have resulted in the continued operation and expansion of Lifelong Medical as well as the proposed 18,000 square foot expansion of the Contra Costa County Health Center.

ORGANIZATION CHART WITH AUTHORIZED POSITION COUNT



DEPARTMENTAL BUDGETS

MAJOR CHANGES

Comprised of the City Manager's Office budget and the Economic Development budget, the combined budgets total \$2,235,313 for FY 2017/18, representing a decrease of \$880,985 (-28%) from the previous fiscal year adopted budget. The City Manager's Office budget increases slightly by approximately \$93,000 (6%) from the previous budget of \$1,610,624 due to normal increases in labor costs and an increase in the City Manager's Contingency Account of \$44,000, funding which is driven by a Council-approved formula. The Economic Development budget is likewise essentially flat except for the transfer of the \$916,000 budget to Multi-departmental (1430) to pay debt service on the 2015 lease revenue bonds. Over the life of the Quadrennial Budget, the budget decreases approximately \$989,000 (-32%) or an average decrease of -8% per year.

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
City Manager's Office 1310									
100	1310	41000	Salary	793,923	770,262	833,305	858,875	885,211	915,145
100	1310	41004	Other Earnings	1,815	6,348	19,004	19,004	19,004	19,004
100	1310	41210	Pension Benefits	57,607	77,729	64,496	66,431	68,425	70,693
100	1310	41300	Healthcare	84,732	112,433	75,238	78,999	82,949	87,097
100	1310	41311	Retiree Healthcare	30,672	29,800	37,113	37,113	37,113	37,113
100	1310	41901	Other Insurances	48,471	48,049	57,394	57,394	57,394	57,394
			Total Salaries & Benefits	1,017,220	1,044,621	1,086,550	1,117,817	1,150,097	1,186,447
100	1310	42001	Communications	331	660	1,116	1,116	1,116	1,116
100	1310	43300	Memberships/Subscriptions	7,734	7,879	9,060	9,060	9,060	9,060
100	1310	43500	Program Costs & Supplies	3,122	3,550	4,225	4,225	4,225	4,225
100	1310	43510	Meeting & Sundry Supplies	3,276	1,230	1,470	1,470	1,470	1,470
100	1310	43520	Copies/Printing/Shipping/Xerox	1,477	1,400	1,400	1,400	1,400	1,400
100	1310	43530	Office Furn & Equipt<\$5K	260	-	-	-	-	-
100	1310	43600	Professional Services	202,209	174,750	182,350	178,850	133,850	133,850
100	1310	43700	Pubs/Legal Notices/Filing Fees	3,363	300	100	100	100	100
100	1310	44000	Special Department Expenses	1,341	500	1,000	1,000	1,000	1,000
100	1310	44100	Pre Employment Expenses	24,671	20,659	20,670	20,670	20,670	20,670
100	1310	44320	Travel/Training Staff	19,777	6,500	3,200	1,700	3,500	1,700
100	1310	44444	CM Contingency Account	221,105	348,575	392,571	409,653	409,653	409,653
			Total Services & Supplies	488,665	566,003	617,162	629,244	586,044	584,244
			Subtotal	1,505,885	1,610,624	1,703,712	1,747,061	1,736,141	1,770,691



DEPARTMENTAL BUDGETS

BUDGET DETAIL (Continued)

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
City Manager - Economic Development 1320									
100	1320	41000	Salary	137,231	120,653	137,073	141,185	145,420	149,783
100	1320	41004	Other Earnings	480					
100	1320	41210	Pension Benefits	10,432	12,186	10,497	10,812	11,136	11,470
100	1320	41300	Healthcare	8,995	18,724	6,611	6,942	7,289	7,653
100	1320	41901	Other Insurances	5,707	7,471	9,775	9,775	9,775	9,775
			Total Salaries & Benefits	162,845	159,034	163,955	168,713	173,620	178,681
100	1320	43300	Memberships/Subscriptions	1,015	640	645	645	645	645
100	1320	43520	Copies/Printing/Shipping/Xerc	16,021	40,500	40,500	40,500	40,500	40,500
100	1320	43600	Professional Services	907,289	148,000	153,000	153,000	48,000	48,000
100	1320	44000	Special Dept. Expenses	121,170	1,154,000	165,000	195,000	195,000	195,000
100	1320	44320	Training / Travel Staff	3,388	3,500	8,500	8,500	8,500	8,500
100	1320	46100	Improvements	29,881	-	-	-	-	-
			Total Services & Supplies	1,078,764	1,346,640	367,645	397,645	292,645	292,645
			Subtotal	1,241,609	1,505,674	531,600	566,358	466,265	471,326
			TOTAL	2,747,494	3,116,298	2,235,313	2,313,419	2,202,406	2,242,017



Community Services

MISSION STATEMENT

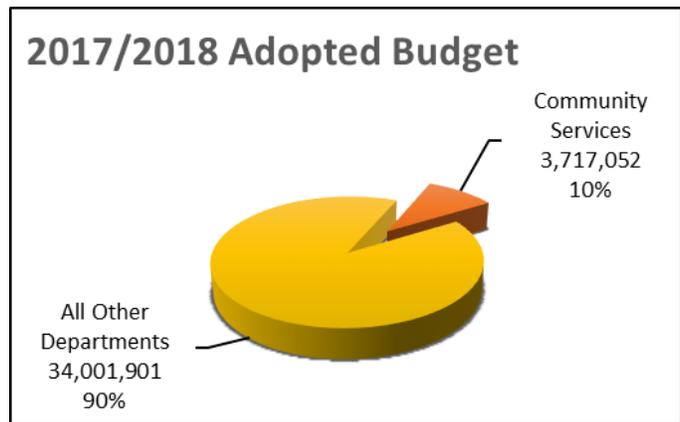
To work passionately and collaboratively to provide and promote quality services that create a safe and healthy community.

DEPARTMENT OVERVIEW

The Community Services Department focuses on providing residents with high-quality life enjoyment and community strengthening services and programs. The Department strives to enhance the physical, social, cultural and creative benefits of active living while connecting individuals, families, the community and participating customers to valued community resources. Organized into four main service units—Youth, Recreation, Senior and Transportation Services—the Community Services Department collaborates with other City departments and multiple local organizations benefiting the San Pablo community to achieve its mission.

The Youth Services Division focuses on developing positive opportunities, programs and partnerships that will provide children and youth with skills, knowledge, support and resources leading to healthy and productive lives. The Recreation Division aims to create community through people, parks and programs. Senior Services includes the operation of a multi-service senior center, including a Senior Nutrition Program, social activities and events, fitness and education classes, trips, and information and referral services. Senior Services also provides Senior Transportation and Paratransit services funded by Contra Costa County Measure J funds.

The Department also provides direct staff support to other citywide policy initiatives, such as the Childhood Obesity Prevention Task Force, the Freshest Cargo Mobile Produce Vendor, San Pablo Community Foundation and in collaboration with the San Pablo Economic Development Corporation’s Removing Barriers Program. Other programs, services, and initiatives are outlined per each division.



MAJOR SERVICES

Youth

- The Youth Services Division is committed to the healthy development of youth and is focused on developing positive opportunities, programs and partnerships that will provide children and youth with skills, knowledge, support and resources that lead to healthy and productive lives. The Youth Services Division core programs include the Full Service Community Schools Initiative, San Pablo Team for Youth grant program, Girls Circle, and the San Pablo Youth Commission.

Recreation

- The Recreation Division aims to create community through people, parks, and programs. “Parks Make Life Better” is the vision of the Division which is also the recognized vision of the California Parks and Recreation Society (CPRS). Recreation provides year-round recreational opportunities, special events and enrichment programs and services, including out-of-school time programs for elementary and middle-school aged children, sports leagues and summer and day camps; fee classes and programs for youth and adults; facility rentals; and special community



DEPARTMENTAL BUDGETS

events such as City Hall-O-Ween, 4th of July, Nutrition Olympics, Veterans Day Celebration, Tree Lighting Ceremony, Egg Hunt, and Movies in the Park.

Seniors

- The Senior Services Division provides programs, services and facilities that enhance the quality of life for the 50+ community. The Church Lane Senior Center serves as the focal point for linking seniors with much needed nutrition, social and transportation services and an inviting and safe space that fosters community, social interaction and volunteer/work opportunities. Senior Services also provides Senior Transportation and Paratransit services funded by Contra Costa County Measure J funds.

COMMUNITY SERVICES OFFICE BUDGET

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Community Services 5110-5410						
Youth, School & Community Partnerships 5110						
<i>Total Salaries & Benefits</i>	273,950	314,752	399,495	410,739	422,337	434,302
<i>Total Services & Supplies</i>	587,393	530,275	832,761	832,761	832,761	832,761
Subtotal	861,343	845,027	1,232,256	1,243,500	1,255,098	1,267,063
Recreation 5210						
<i>Total Salaries & Benefits</i>	924,617	1,192,560	1,304,714	1,341,925	1,380,505	1,420,670
<i>Total Services & Supplies</i>	441,846	514,145	589,072	589,072	589,072	589,072
Subtotal	1,366,463	1,706,705	1,893,786	1,930,997	1,969,577	2,009,742
Senior Services 5310						
<i>Total Salaries & Benefits</i>	198,667	263,949	154,505	158,832	163,290	167,885
<i>Total Services & Supplies</i>	10,065	10,425	24,340	24,760	24,760	24,760
Subtotal	208,732	274,374	178,845	183,592	188,050	192,645
Paratransit 5410						
<i>Total Salaries & Benefits</i>	191,040	283,376	291,250	299,640	308,353	317,351
<i>Total Services & Supplies</i>	71,105	86,430	120,915	70,965	68,615	68,665
Subtotal	262,144	369,806	412,165	370,605	376,968	386,016
TOTAL	2,698,681	3,195,912	3,717,052	3,728,694	3,789,694	3,855,466

MAJOR ACCOMPLISHMENTS IN FY 2015-17

Youth

- Continued to work with the West Contra Costa Unified School District (WCCUSD) in developing and rolling out their Full Service Community Schools Initiative district wide, with San Pablo leading the effort as a model city. Secured \$60,000 in match funding from WCCUSD to hire two Community School Coordinators; 50% of San Pablo schools received the designation of Community School, and produced the San Pablo Community Schools Initiative Strategic Work Plan 2015-19, outlining the five strategic areas for implementation of the Community Schools strategy.
- Introduced a national evaluation process, Program Quality Assessment (PQA), to Community School Initiative programs. In the first year of implementation, programs tracked closely with national, indicating that the quality of programs in San Pablo are similar to those across the nation.
- Launched a summer camp program, Camp P.R.I.D.E., in partnership with Bay Area Community Resources and WCCUSD to serve students transitioning from Kindergarten to first grade and 6th to 7th grade. Program results show success in providing a safe and supportive environment while preventing summer learning loss.

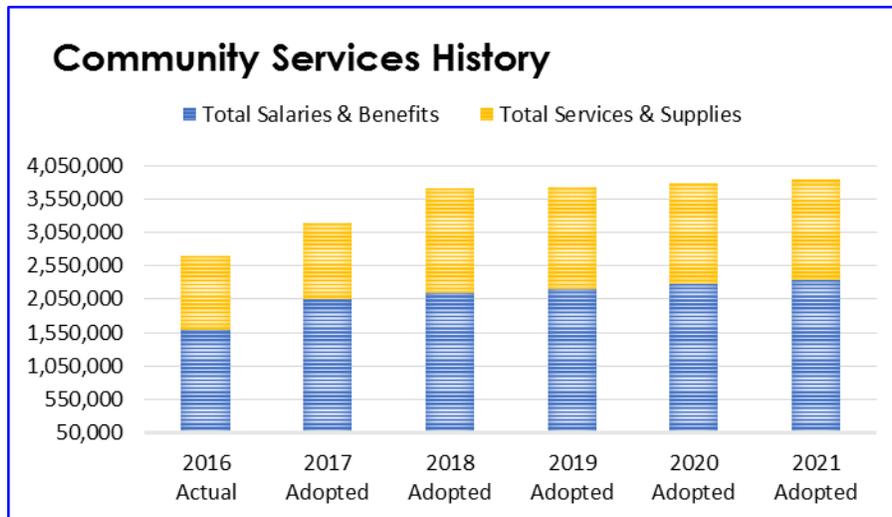


DEPARTMENTAL BUDGETS

- Implemented a literacy program for Read Across America at Lake Elementary School. Engaged School District and city staff, and parents to read to students and lead activities in every classroom.
- Increased the number of participants to 450 in the Removing Barriers Program, a multi-purpose job readiness and job training program designed to remove barriers to employment, safety, re-entry and opportunity, including the removal of visible barriers such as tattoos.

Recreation

- Opened the San Pablo Rumrill Sports Park in September 2015. The family-friendly sports park, features three under 10 youth synthetic turf soccer fields, kiosks for vendors to rent, a tot playground and an area that has picnic tables and barbeque pits.
- Transformed the Nutrition Olympics event and combined it with the NFL Punt Pass and Kick competition where participants between the ages of 6-15 years enjoyed nutrition themed carnival games, relay races, and more to promote healthy living among San Pablo residents.
- Launched several new recreation programs, including zumba gold, youth hip-hop, hatha yoga, family yoga, health workshops, cooking programs, kiddie connect, tiny time, craft corner, gardening workshops, aztec dance, adult ballet, and a walking challenge.
- Expanded new healthy living programs that established fitness benchmarks in the summer of 2015 to help reduce childhood obesity through summer camp offerings including kiddie kamp, soccer camp, fitness fun camp, and flag football.
- Provide citizenship classes at the San Pablo Community Center in partnership with WCCUSD.



Seniors

- Restructured staff organization by re-classifying Senior Services Aide position to Senior Center Coordinator; adding an additional Building Attendant and converting one Part Time Paratransit Driver position to one Full Time Paratransit Driver position.
- Awarded \$16,000 from the County Development Block Program, a federal grant funding mechanism, to improve ADA accessibility in restrooms at the Senior Center.



DEPARTMENTAL BUDGETS

- Increased number of participants from 968 to 1,655 (71%) in two year period, averaging 136 seniors and individuals with disabilities served per day NEW.
- Increased number of health and fitness programs by 133%, including cardiovascular fitness classes, health screenings, and evidence-based nutrition workshops.
- Implemented low-cost fees to fitness and recreational programs, generating \$12,325 in program revenue.
- Assessed paratransit vehicle fleet resulting in sale of one vehicle for \$12,000; surplus of two minivans estimated to generate \$5,000 and purchase of an additional 7-passenger bus to fulfill current needs and demands of increased ridership.
- Implemented a scholarship program utilizing local sponsorships and donations to offer nutrition, social and transportation assistance to 75+ low income seniors.
- Received federal funding for the Travel Training Program to begin in 2016, a first for mobility management collaboration among West County

SHORT-TERM OBJECTIVES FY 2018-19

Youth

- Restructure the Team For Youth Grant Program to offer funding to a “Lead Agency” responsible for community schools coordination and programming.

Recreation

- Develop and implement plans to increase the utilization of our existing facilities through both increased program participation that reflect the needs of the community as well as increasing private and/or corporate facility rentals.
- Determine the proper variety of programs that reflect the needs of the community and for which we have the capability to provide.
- Continue our process of analyzing existing events, programs and services offered by our division from collecting data gathered through our program evaluation forms. Then utilizing that data to enhance and/or add to our existing programs, services, or events that would benefit our community.

Seniors

- Identify and implement technology efficiencies for Transportation operations, such as scheduling and GPS systems by the end of FY 17-18.
- Continue to grow the number of multi-cultural programs, services, and events that are provided at the Senior Center.

LONG-TERM OBJECTIVES FY 2020-21

Youth

- Establish the City of San Pablo as a Community School city by 2020, with all six San Pablo schools having a Community School Coordinator implementing the Community Schools strategy.

Recreation

- Continue to implement park improvements and increase park programming at Davis and Wanlass Park in an effort to reduce vandalism and increase community participation and presence in those designated parks. Staff begun implementation in FY 2016-17 but will be expanding efforts annually.



DEPARTMENTAL BUDGETS

- Work collaboratively with the COPTF and other City Departments to secure future green space for parks that could provide additional park or facility space to increase programming and recreational opportunities for our residents. These new recreational opportunities could also generate additional revenue.
- Increase the use of facility rentals with increased marketing efforts and also create new internal and external rental policies and procedures.
- Ongoing programs, which include services, classes, and workshops, are provided based upon an analysis of current and emerging community desires and needs.
- Community participation in events is maximized by tailoring specific strategies to promote each event.

Seniors

- Develop Facilities Plan that address both the increasing number of participants and the relocation of City Hall by the end of FY 18-19 or whenever relocation of new City Hall takes place.
- Increase revenue generation by implementing Annual Membership Fees and increase of ride fares for Senior Center program and services participants by the end of FY 17-18.

ORGANIZATION CHART WITH AUTHORIZED POSITION COUNT



MAJOR CHANGES

The Community Services Department budget of \$3,717,052 for FY 2017/18 represents an increase in the adopted budget of \$521,140 (16%) from the previous fiscal year. Approximately \$300,000 of this increase is attributable to Youth Services (5110) which more than double its professional services budget—from \$78,500 to \$165,000) and added funding of nearly \$180,000 to fund Full Service Community School Coordinators at Dover Elementary and Helms Middle School; these changes increased the Youth Services budget by 46% over the previous year. Recreation (5210) also added nearly \$75,000 over FY 2016/17, the majority of which was for professional services (\$48,000). Paratransit (5410) included a one-time expenditure of \$50,000 in Year 1 of the budget for transportation scheduling software plus \$2,500 annually for software maintenance. Most other increases in the Community Services budget are incremental



DEPARTMENTAL BUDGETS

cost of living adjustments to the cost of contracts and staff labor. Over the four-year term of the budget, budgeted expenses increase by \$659,554 (21%) or an average of 5% annually.

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Youth, School & Community Partnerships 5110									
100	5110	41000	Salary	221,364	234,471	314,729	323,475	332,462	341,696
100	5110	41004	Other Earnings	1,287	5,175	5,830	5,830	5,830	5,830
100	5110	41210	Pension Benefits	13,660	15,329	18,442	18,937	19,445	19,968
100	5110	41300	Healthcare	23,409	44,937	40,056	42,059	44,162	46,370
100	5110	41901	Other Insurances	14,229	14,840	20,438	20,438	20,438	20,438
Total Salaries & Benefits				273,950	314,752	399,495	410,739	422,337	434,302
100	5110	42000	Uniforms/Safety Equipment	33	500	-	-	-	-
100	5110	42001	Communications	380	500	9,600	600	1,600	1,600
100	5110	43300	Memberships/Subscriptions	90	225	250	250	250	250
100	5110	43500	Program Costs & Supplies	202,850	19,200	25,200	26,200	27,200	27,200
100	5110	43510	Meeting & Sundry Supplies	6,026	5,500	7,450	7,450	7,450	7,450
100	5110	43520	Copies/Printing/Shipping/Xerc	(37)	-	1,960	1,960	1,960	1,960
100	5110	43600	Professional Services	87,089	78,500	165,000	160,000	175,000	160,000
100	5110	44050	Com. Grants & Spec Events	271,378	423,000	602,621	626,551	607,021	628,551
100	5110	44320	Travel/Training	10,884	2,850	20,680	9,750	12,280	5,750
100	5110	46100	Improvement	8,700	-	-	-	-	-
Total Services & Supplies				587,393	530,275	832,761	832,761	832,761	832,761
Subtotal				861,343	845,027	1,232,256	1,243,500	1,255,098	1,267,063
Recreation 5210									
100	5210	41000	Salary	778,755	994,200	1,134,245	1,167,336	1,201,888	1,237,586
100	5210	41004	Other Earnings	2,892	6,181	10,149	10,149	10,149	10,149
100	5210	41210	Pension Benefits	35,057	42,072	39,912	41,235	42,326	43,709
100	5210	41300	Healthcare	57,671	82,385	55,937	58,734	61,671	64,754
100	5210	41311	Retiree Healthcare	3,645	5,800	7,223	7,223	7,223	7,223
100	5210	41901	Other Insurances	46,597	61,922	57,248	57,248	57,248	57,248
Total Salaries & Benefits				924,617	1,192,560	1,304,714	1,341,925	1,380,505	1,420,670
100	5210	42000	Uniforms/Safety Equipment	1,162	1,300	1,300	1,300	1,300	1,300
100	5210	42001	Communications	264	-	-	-	-	-
100	5210	43000	Equipment Maintenance	6,138	12,310	30,180	30,180	30,180	30,180
100	5210	43100	Gasoline / Diesel	-	-	-	-	-	-
100	5210	43300	Memberships/Subscriptions	4,697	5,320	5,320	5,320	5,320	5,320
100	5210	43500	Program Office Supplies	86,374	88,945	87,095	87,095	87,095	87,095
100	5210	43520	Copies/Printing/Shipping/Xerc	35,366	47,835	51,435	51,435	51,435	51,435
100	5210	43600	Professional Services	181,573	176,970	225,022	225,022	225,022	225,022
100	5210	43700	Pubs/Legal Notices/Filing Fees	780	200	200	200	200	200
100	5210	43800	Equipment Rental	539	4,000	4,000	4,000	4,000	4,000
100	5210	43900	Lease Helms Com. Center	85,000	145,000	145,000	145,000	145,000	145,000
100	5210	44050	Com. Grants & Spec Events	30,016	14,485	21,340	21,340	21,340	21,340
100	5210	44320	Travel/Training	9,936	12,000	12,400	12,400	12,400	12,400
100	5210	46300	Equipment>\$5K	-	5,780	5,780	5,780	5,780	5,780
Total Services & Supplies				441,846	514,145	589,072	589,072	589,072	589,072
Subtotal				1,366,463	1,706,705	1,893,786	1,930,997	1,969,577	2,009,742



DEPARTMENTAL BUDGETS

BUDGET DETAIL (Continued)

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Senior Services 5310									
100	5310	41000	Salary	163,003	213,172	130,182	133,918	137,760	141,711
100	5310	41004	Other Earnings	816	1,738	2,563	2,563	2,563	2,563
100	5310	41210	Pension Benefits	8,366	9,986	5,922	6,083	6,248	6,418
100	5310	41300	Healthcare	16,173	28,131	8,604	9,034	9,486	9,960
100	5310	41901	Other Insurances	10,309	10,922	7,233	7,233	7,233	7,233
			Total Salaries & Benefits	198,667	263,949	154,505	158,832	163,290	167,885
100	5310	42000	Uniforms/Safety Equipment	326	500	500	500	500	500
100	5310	42001	Communications	-	75	200	200	200	200
100	5310	43000	Equipment/Maintenance	2,764	3,720	3,720	3,720	3,720	3,720
100	5310	43300	Memberships/Subscriptions	248	330	645	645	645	645
100	5310	43500	Program Office Supplies	3,533	3,700	4,600	4,600	4,600	4,600
100	5310	43520	Copies/Printing/Shipping/Xerc	-	-	200	200	200	200
100	5310	43600	Professional Services	-	-	10,000	10,000	10,000	10,000
100	5310	43700	Pubs/Legal Notices/Filing Fees	-	200	200	200	200	200
100	5310	44320	Travel/Training	3,194	1,900	4,275	4,695	4,695	4,695
			Total Services & Supplies	10,065	10,425	24,340	24,760	24,760	24,760
			Subtotal	208,732	274,374	178,845	183,592	188,050	192,645
Paratransit 5410									
263	5410	41000	Salary	152,289	198,390	221,771	227,926	234,249	240,746
263	5410	41004	Other Earnings	720	1,729	4,107	4,107	4,107	4,107
263	5410	41210	Pension Benefits	8,958	18,085	14,169	14,497	14,884	15,282
263	5410	41300	Healthcare	19,653	54,184	38,148	40,056	42,058	44,161
263	5410	41901	Other Insurances	9,420	10,988	13,055	13,055	13,055	13,055
			Total Salaries & Benefits	191,040	283,376	291,250	299,640	308,353	317,351
263	5410	42000	Uniforms	466	1,250	850	600	850	600
263	5410	42001	Communications	1,987	2,160	2,100	2,100	2,100	2,100
263	5410	43000	Vehicle, Equipt Maint & Repair	15,656	13,000	16,300	16,800	14,500	14,500
263	5410	43100	Gasoline / Diesel	10,692	21,000	15,000	15,000	15,000	15,000
263	5410	43300	Memberships/Subscriptions	435	850	615	615	615	615
263	5410	43500	Program Costs & Supplies	32,461	30,600	24,500	21,500	21,500	21,500
263	5410	43520	Copies/Printing/Shipping/Xerc	4,891	7,300	5,200	5,200	5,200	5,200
263	5410	43600	Professional Services	-	5,000	50,000	2,500	2,500	2,500
263	5410	44320	Travel/Training	4,517	5,270	6,350	6,650	6,350	6,650
263	5410	46300	Equipment>\$5K	-	-	-	-	-	-
			Total Services & Supplies	71,105	86,430	120,915	70,965	68,615	68,665
			Subtotal	262,144	369,806	412,165	370,605	376,968	386,016
			TOTAL	2,698,681	3,195,912	3,717,052	3,728,694	3,789,694	3,855,466



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DEPARTMENTAL BUDGETS

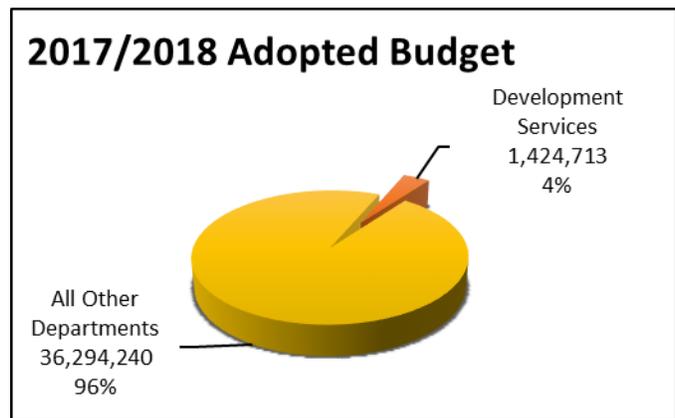
Development Services

MISSION

To ensure land use policy and construction plans are consistent with City Council adopted rules and regulations creating a safe, healthy, attractive, and vibrant place to live, work, and play.

DEPARTMENT OVERVIEW

The Development Services Department includes the Planning, and Building Divisions. These units work together to provide public and private property owners with land use expertise, including construction guidance on design concept thru building occupancy. The Planning Department works directly with the Planning Commission, and City Council to develop and implement land use, housing, open space, and health and safety priorities and objectives, including economic development efforts.



MAJOR SERVICES

Planning Division

- The Planning Division updates and implements the City of San Pablo's General Plan and Municipal Code; reviews development proposals for zoning and environmental compliance, and obtains public input on those proposals; supports the Planning Commission; and administers a variety of grants.

Building Division

- The Building Division conducts plan reviews, inspections for public and private projects for building code compliance, issues building permits, provides lead management of the Residential Health and Safety Program, and ensures rental units meet a minimum occupancy standard.

Combined Services

- Planning Division staff is responsible for the issuance and renewal of City business licenses. The Planning and Building Divisions work cooperatively to ensure business compliance with City zoning codes, construction of tenant improvements, as well as coordinating with other licensing agencies, such as the Health Department, Alcohol Beverage Control, Air Quality Board, and State Cosmetology.
- The Planning and Building Divisions and the Public Works Department, and City Manager's Office of Economic Development work closely together on economic development projects to enable coordinated development services for our community.



DEPARTMENTAL BUDGETS

DEVELOPMENT SERVICES BUDGET

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Development Services 1755						
<i>Total Salaries & Benefits</i>	723,075	1,030,717	983,988	1,012,473	1,041,894	1,072,283
<i>Total Services & Supplies</i>	431,796	303,100	440,725	437,830	557,830	557,830
TOTAL	1,154,871	1,333,817	1,424,713	1,450,303	1,599,724	1,630,113

MAJOR ACCOMPLISHMENTS IN FY 2015-17

Development Services

- Conducted a Time and Motion Study, and increased fees to 75% cost recovery, adding \$857,000 to the general fund over the last three years
- Assisted over 4,300 customers a year, or 360 per month at the front counter.
- Automated dump voucher process to reduce time to Issue over 340 dump vouchers annually.
- multi-department collaboration: Hillcrest plan check
- Enhanced customer service by providing multi-lingual assistance thru trained and available staff, handouts, public workshops, and implementing customer satisfaction survey.

Planning Division

- Obtained \$4.5M for planning, and initial construction of the Rumrill Complete Streets project.
- Took lead on citywide CEQA review for Community Choice Aggregation, Chevron Refinery Modernization, Richmond Rail Connector, County Jail Expansion, City Council Financing Bond, Rumrill Soccer Field re-financing, Broadband Master Plan, and various private projects.
- Facilitated and provided planning Commission review of Walgreens design, Fire station to complex Domus, Solar Ordinance, Water Conservation, Medical Marijuana, Doctor's Medical Center land use amendments, and private entitlements.
- Housing Element annual report to State, and update, and state HCD certification.
- Stakeholder Outreach to implement \$250,00 grant for Bicycle and Pedestrian Master Plan.
- Initiated City Hall (existing and proposed) land use and environmental policy changes, utilizing findings from Targeted Industries Study and completed five land use alternatives.

Building Division

- Enhanced customer service by completing transition to concurrent plan check review, adding 1.0 new Permit Technician, completing a dozen customer handouts, initiating pilot program to scan back-log of plans, and preparing 2016 Building Codes for City Council adoption.
- Completed inspections and review for Plaza San Pablo, including Walgreens construction, Phase IV roadway improvements, and public library construction.
- Completed work on several high visibility projects, including La Quinta plan check review, Lao Family parking lot upgrade, and Shell Gas Station on El Portal final occupancy.
- Streamlining process for Building permit fees, windows, electrical service, residential re-roof, wall furnace, and forced air unit.



DEPARTMENTAL BUDGETS

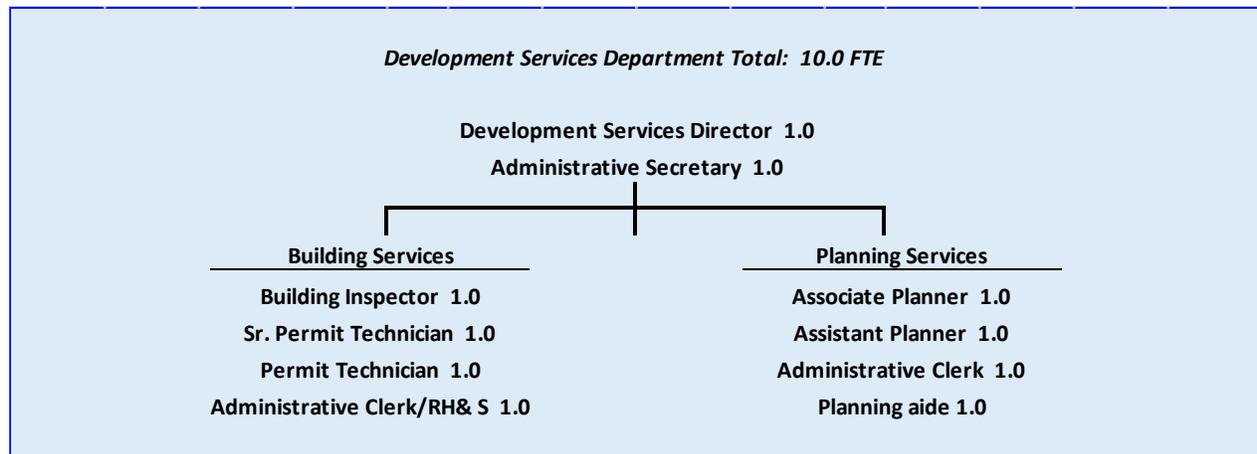
SHORT-TERM OBJECTIVES FY 2018-19

- Complete Development Services department Policies and Procedures Manual.
- Complete the back-log of scanning of all files.
- Standardize Development Services departmental operations with Public Works Conditions of project Approval.
- Transition Planning Commission agenda management to Legistar.
- Purchase and implement software to manage on-line building permits, allow public tracking of building permits, and execute in-field inspection reports.
- Train all departments on CEQA 101.
- Complete update to the Residential Design Guidelines.
- Complete City Hall(s) land use modifications, and design review for the targeted industries study and new transit oriented development station.
- Develop seamless construction guidance between Development Services, Public Works, and Economic Development.

LONG-TERM OBJECTIVES FY 2020-21

- Adopt update to State Building Codes.
- Upgrade fleet of vehicles by evaluating age of Development Services for replacement.
- Update the City of San Pablo General Plan.
- Update to San Pablo specific plan update, and 23rd specific plan and related ordinances.

ORGANIZATION CHART WITH AUTHORIZED POSITION COUNT



DEPARTMENTAL BUDGETS

MAJOR CHANGES

The Development Services budget of \$1,424,713 for FY 2017/18 represents an increase of nearly \$91,000 (7%) from the previous fiscal year's adopted budget, all of which is attributable to increases in the supplies and services budget. The majority of this increase in Year 1 (approximately \$137,000 annually) is attributable to increases in professional services contracts to fund building inspections, plan check reviews, ordinance development, and other baseline planning functions. The professional services budget further increases in Years 3 and 4 by an additional \$125,000 annually to pay for additional consulting services needed to update the City's General Plan and General Plan Environmental Impact Report. The here strategy is to hire out for these services on an as-needed basis rather than add the ongoing expense of new full-time staff. Over the four-year budget span, the budget increases by nearly \$300,000 (22%), an average increase of 6% annually.

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Development Services 1755									
212	1755	41000	Salary	537,747	707,363	742,846	764,587	786,956	809,973
212	1755	41004	Other Earnings	960	10,434	13,208	13,208	13,208	13,208
212	1755	41210	Pension Benefits	36,561	84,951	50,531	51,982	53,475	55,010
212	1755	41300	Healthcare	97,302	173,586	105,877	111,171	116,730	122,566
212	1755	41311	Retiree Healthcare	20,453	18,700	23,289	23,289	23,289	23,289
212	1755	41901	Other Insurances	30,051	35,683	48,236	48,236	48,236	48,236
Total Salaries & Benefits				723,075	1,030,717	983,988	1,012,473	1,041,894	1,072,283
212	1755	42000	Uniforms/Safety Equipment	360	200	250	250	250	250
212	1755	42001	Communications	-	-	-	-	-	-
212	1755	43300	Memberships/Subscriptions	252	1,300	3,775	3,780	3,780	3,780
212	1755	43500	Program Office Supplies	10,833	12,300	5,500	6,500	6,500	6,500
212	1755	43510	Meeting & Sundry Supplies	1,895	3,800	15,000	13,000	13,000	13,000
212	1755	43520	Copies/Printing/Shipping/Xerox	3,333	500	4,000	2,000	2,000	2,000
212	1755	43600	Professional Services	404,575	268,000	395,000	395,000	515,000	515,000
212	1755	43700	Pubs/Legal Notices/Filing Fees	2,276	6,000	2,000	2,200	2,200	2,200
212	1755	44320	Travel/Training	8,271	11,000	15,200	15,100	15,100	15,100
Total Services & Supplies				431,796	303,100	440,725	437,830	557,830	557,830
TOTAL				1,154,871	1,333,817	1,424,713	1,450,303	1,599,724	1,630,113



DEPARTMENTAL BUDGETS

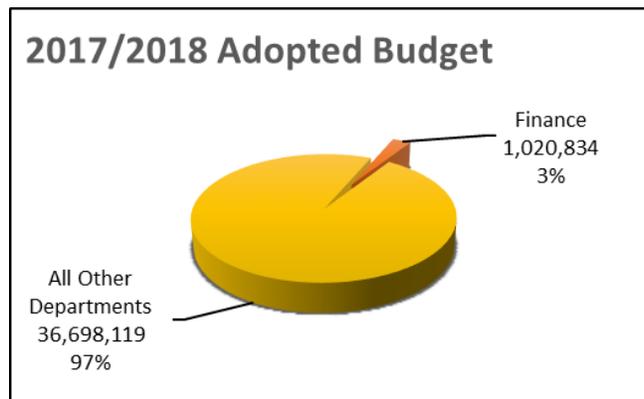
Finance

MISSION

To assist the City Council, City Manager and operating departments in prudently managing financial resources and assets by providing accurate information and high-quality business and financial planning and management advisory services, including budgeting, debt management, accounting, purchasing, revenue collection and management, payables processing, investments and cash handling.

DEPARTMENT OVERVIEW

The Finance Department is responsible for overseeing the fiscal health of the City. The Department accomplishes this by providing financial information, policy analysis and recommendations that help the City Council, Standing Committees, and all City departments make decisions about how best to allocate and manage the City's financial resources. The department supports the organization's immediate as well as long-range resource allocation decisions and responds to both economic fluctuations and changes in the State's fiscal outlook. Finance Department staff evaluate the effects of budget changes on service levels, assist departments with business planning, support citywide economic development projects, and provide recommendations on proposals with a financial impact. Finance also manages all financial activities and reporting of the Local Successor Agency, Oversight Board, Joint Powers Financing Authority, and by contract the West Contra Costa Transportation Advisory Committee.



MAJOR SERVICES

Accounting

- Account for the City's resources and disclose the financial condition of the City and the results of its operations in the year-end comprehensive annual financial report.

Budget

- Manage preparation of the biennial operating budget and short- and long-range financial forecasts to ensure that resources are allocated appropriately, are adequate to meet financial obligations, and that the financial plan reflects the City Council workplan and policy directives.

Purchasing/Accounts Payable

- Manage accounts payable and oversee procurement processes to ensure City departments have resources necessary to accomplish their mission while adhering to City and State purchasing regulations.

Revenue

- Collect and audit all locally-controlled revenues to ensure compliance with applicable laws and application of best safekeeping practices. Complete citywide invoicing and accounts receivable processing to ensure receipt of all monies due.

Treasury

- Manage the City's investments, debt financing, and banking functions.



DEPARTMENTAL BUDGETS

FINANCE DEPARTMENT BUDGET

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Finance 1420						
<i>Total Salaries & Benefits</i>	693,444	774,000	808,972	833,722	858,321	883,753
<i>Total Services & Supplies</i>	177,259	191,900	211,863	201,528	200,528	201,768
TOTAL	870,702	965,900	1,020,834	1,035,250	1,058,848	1,085,520

MAJOR ACCOMPLISHMENTS IN FY 2015-17

Accounting

- Received awards for Excellence in Financial Reporting for the 21st consecutive year from the Government Finance Officers Association of the United States and Canada (GFOA).
- Completed Utility Billing Audit through Utility Cost Management to identify potential the basis of any refunds or credits due to the City.
- Began the City's first Transient Occupancy Tax (TOT) audit for hotels and motels located within City limits.
- Developed an Annual Financial Report demonstrating the major goals and accomplishments for the future years.
- Eliminated the backlog of issues remaining after several years of buildup in the Memorandum on Internal Control (MOIC) reports issued by the City's auditors.
- Implemented a new chart of accounts to reflect current best management practices and City operations.

Budget

- Developed a 10-year General Fund operating financial forecast.
- Assisted in development of a comprehensive Capital Improvement Project (CIP) budget.
- Established online financial reporting portal (OpenGov) for internal budget review and planning.

Purchasing/Accounts Payable

- Established a complete set of Finance Department policies and procedures and disseminated to all departments.
- Implemented online payroll processing utilizing TimeClock Plus and Springbrook financial systems.

Revenue

- Enhanced revenue collection through development of a revenue tracking and receipt system.

SHORT-TERM OBJECTIVES FY 2018-19

Accounting

- Address additional issues raised in the Memorandum on Internal Control (MOIC) to the fullest extent practicable and reduce the backlog by at least 25% annually.
- Create a system of internal service funds as a way to fund ongoing administrative functions citywide, including a methodology of funding capital equipment replacement by June 2019.
- Review and train cash management practices by departments annually.
- Review the City's financial status annually to ensure compliance with financial policies and budget principles established by the City Council.
- Complete annual audits for the City and Successor Agency (Single Audit) by December 31st.



DEPARTMENTAL BUDGETS

Budget and Financial Management

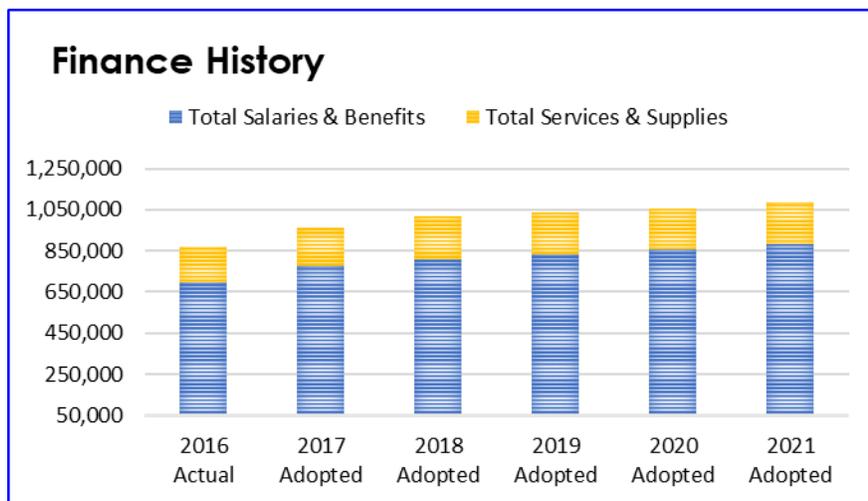
- Update the Travel & Training Reimbursement policy, the Purchasing Guidelines, the Computer Purchase Program and other relevant financial policies by June 2018.
- Conduct at least one, all-hands meeting annually on applicable Finance Department procedures.
- Finalize the development of a comprehensive Capital Improvement Project (CIP) budget.
- Complete GFOA financial health diagnostics by June 2018.
- Provide monthly revenue and expenditure information to departments and issue quarterly financial reports to City Council.
- Apply for awards of excellence for innovative budget practices from CSMFO and/or GFOA.

Purchasing/Accounts Payable

- Comply fully with record destruction by Records Retention Policy by June 2019 and move towards workflow processing to reduce internal paper by 25%.
- Begin electronic signature for accounts payable to improve efficiency in the check signing process.

Revenue

- Finalize development of a revenue tracking and aging system.



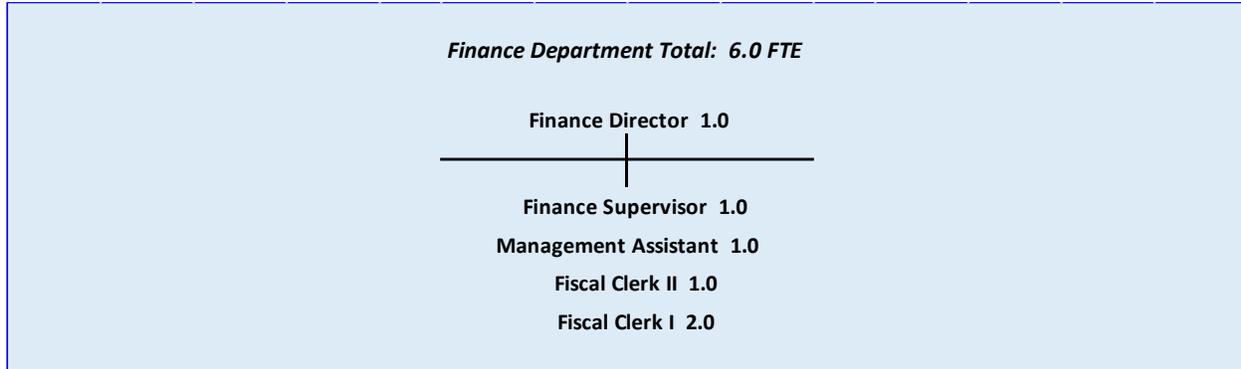
LONG-TERM OBJECTIVES FY 2020-21

- Establish a new service agreement with Revenue Recovery Group to provide Transient Occupancy Tax (TOT) audit and consulting services for the hotels and motels located within the City of San Pablo by June 2021.
- Establish a new service agreement with Utility Billing Utility Cost Management to provide Utility Billing Audit and consulting services to identify the basis of any refunds, credits, or future savings on Utility accounts by June 2020.
- Upgrade Accela Financial Administration (Springbrook) to the updated online version.
- Establish online public-facing portal (OpenGov) to enhance financial transparency.
- Develop an effective and efficient utility billing system for Municipal Broadband.



DEPARTMENTAL BUDGETS

ORGANIZATION CHART WITH AUTHORIZED POSITION COUNT



MAJOR CHANGES

The Finance Department budget of \$1,020,835 for FY 2017/18 represents an increase of \$54,935 (6%) from the FY 2016/17 Adopted Budget. This change is primarily attributable to increases in the salary and benefits budget (\$34,972) and increasing costs in supplies and services (\$19,963), particularly for professional services. Funding in Year 1 of the budget includes \$20,000 to upgrade the Accela (Springbrook) Financial System. Budgetary growth over the four-year life of the budget equals \$119,621 or 3% per year, the cost of inflation.

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Finance 1420									
100	1420	41000	Salary	495,345	552,676	585,157	603,241	620,937	639,148
100	1420	41004	Other Earnings	960	5,699	7,501	7,501	7,501	7,501
100	1420	41210	Pension Benefits	35,313	49,599	43,654	44,987	46,288	47,628
100	1420	41300	Healthcare	101,728	112,343	106,686	112,020	117,621	123,502
100	1420	41311	Retiree Healthcare	20,565	20,300	25,282	25,282	25,282	25,282
100	1420	41901	Other Insurances	39,532	33,383	40,691	40,691	40,691	40,691
Total Salaries & Benefits				693,444	774,000	808,972	833,722	858,321	883,753
100	1420	42001	Communications	-	-	-	-	-	-
100	1420	43300	Memberships/Subscriptions	817	1,200	1,705	1,205	1,205	1,205
100	1420	43500	Program Costs & Supplies	3,627	3,000	3,375	3,400	3,400	3,400
100	1420	43520	Copies/Printing/Shipping/Xerox	1,541	1,200	4,825	1,850	4,850	1,850
100	1420	43530	Office Furn & Equipt<\$5K	-	-	500	500	500	500
100	1420	43600	Professional Services	165,054	176,500	184,708	177,823	173,823	178,063
100	1420	44320	Travel/Training Staff	6,219	10,000	16,750	16,750	16,750	16,750
Total Services & Supplies				177,259	191,900	211,863	201,528	200,528	201,768
TOTAL				870,702	965,900	1,020,834	1,035,250	1,058,848	1,085,520



DEPARTMENTAL BUDGETS

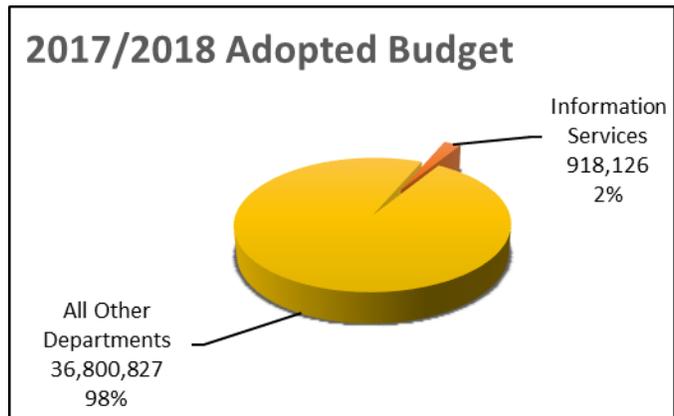
Information Technology

MISSION

To deliver the best proven technology and services available for computer, data, telecommunications, and critical business systems to employees and the public at cost-effective pricing and through excellent customer service, continuous improvement, innovative problem-solving, collaborative solutions, and adherence to best practices.

DEPARTMENT OVERVIEW

Information Technology (IT) manages the City's information and computer infrastructure by providing network computer and telephone communications support for the City of San Pablo, and the San Pablo Economic Development Corporation (EDC). Because of this, IT plays an essential role in the day-to-day functional operations of the City. The work is primarily divided into three parts: network and system planning and management, database maintenance and management, and helpdesk and end-user support.



MAJOR SERVICES

IT is responsible for installing and maintaining the information network and communications systems, including computer hardware and software, land-line telephones and voicemail. The department coordinates service requests for the support and training of all networked computer users, including maintenance, troubleshooting and purchasing of computers, laptops, printers and other peripheral devices, as well as the telecommunications system.

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

Information Technology 1510						
<i>Total Salaries & Benefits</i>	437,241	438,612	687,576	706,711	726,447	746,807
<i>Total Services & Supplies</i>	137,113	171,928	230,550	362,050	228,050	228,050
TOTAL	574,353	610,540	918,126	1,068,761	954,497	974,857



DEPARTMENTAL BUDGETS

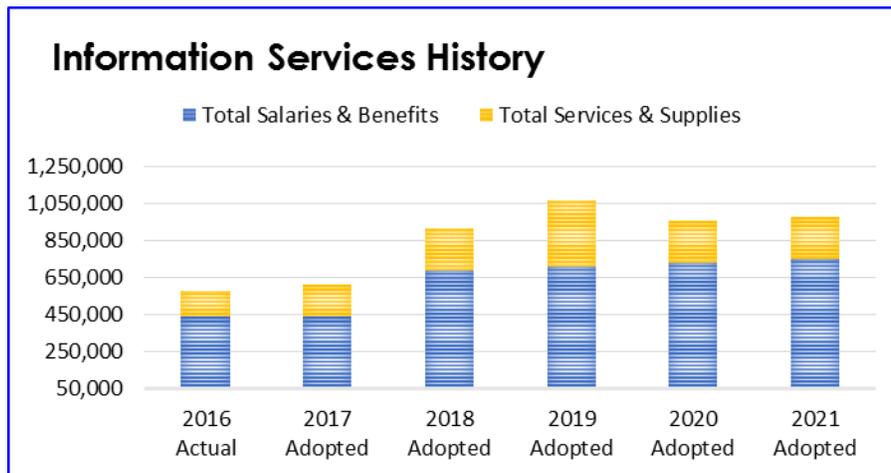
MAJOR ACCOMPLISHMENTS IN FY 2015-17

Service Enhancements

- Assisted in planning, design and development of Tri-Cities Dispatch Consortium.
- Implemented 2-Factor Authentication in Patrol Car MDCs.
- Completed the upgrade to the new City of San Pablo website.
- Provided support to issue new ID cards for all employees to improve campus security.
- Acquired and installed new training software for the City Community Center Lab.
- Completed recruitment and filling of two new IT Technician positions in Spring 2017.
- Acquired two new large-scale scanner/plotters and connected those to the network.
- Replaced all Police patrol car MDCs with tablet devices.

System Upgrades

- Designed, developed and installed CAD/RMS system at Police building for Tri-Cities Dispatch Consortium.
- Replaced antiquated audio equipment in Maple Hall and City Council Chambers and increased City Councilmember productivity with tablet computers for online agenda review.
- Upgraded Windows Email Service and transferred system to a new Generation 9 Network Server.
- Replaced network servers that reached end-of-life with new servers with upgraded operating systems and services; decommissioned old network servers.
- Installed ESET on the network, a new anti-virus application, because Microsoft stopped promoting their Network Endpoint Anti-Virus solution.



DEPARTMENTAL BUDGETS

SHORT-TERM OBJECTIVES FY 2018-19

Service Enhancements

- Complete and implement the Body Worn Camera project for the Police Department by June 2018.
- Complete an IT Strategic Business Plan by June 2018 and implement a citywide enterprise resource planning software platform, including cloud-based network applications with remote access by June 2019.
- Develop written IT policies and procedures, especially related to security protocols, remote work policies and CAD/RMS maintenance and operations by June 2019.
- Develop a formal replacement schedule for desktop PCs by June 2018.
- Develop written workload assignments and job duties for each position in the IT Division by December 2018.

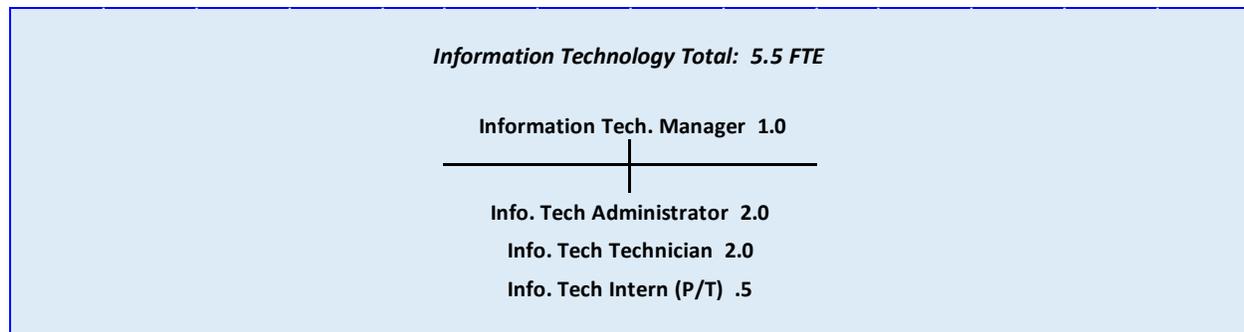
System Upgrades

- Complete the transition of all computer applications, network storage and replacement of all network printer/copiers to the new City Hall facility by June 2018.
- Redesign the internal computer network and replace network switches by June 2019.
- Upgrade the network and systems with virtualized servers, Windows, Windows Exchange and Windows Office software by June 2019.
- Upgrade or replace the City's telephone system by June 2019.
- Expand or improve the City's WiFi connectivity to additional offsite City facilities (e.g. City Corp Yard, Davis Park, etc.) as opportunities arise.

LONG-TERM OBJECTIVES FY 2020-21

- Assist in the design and build-out of the Municipal Broadband utility and development of working roles and relationship between the City Hall and Broadband enterprises.
- Complete desktop reference manuals for each position and conduct cross-training.

ORGANIZATIONAL CHART WITH AUTHORIZED POSITION COUNT



DEPARTMENTAL BUDGETS

MAJOR CHANGES

The Information Technology Division budget of \$918,126 for FY 2017/18 represents an increase of more than \$307,000 (50%) from the FY 2016/17 Adopted Budget. This change is primarily attributable to increases in the salary and benefits budget totaling nearly \$249,000. This increase includes the addition of 1.0 IT Administrator position and 1.0 IT Technician position. Both positions were filled by competitive recruitment, the IT Administrator through an internal recruitment, while the IT Technician position was external. The service and supplies budget also increased significantly over the previous fiscal year, by \$58,622 (34%). The network applications and expenses budget is up by \$76,567 (92%) to cover the cost of network and software upgrades and software licensing. At \$39,000, the program costs and supplies budget is nearly three times larger than the previous year's budget of \$10,000, to cover the cost antivirus software and phase in telephone system upgrades of \$5,000 annually over four years. The IT service and supplies budget peaks in FY 2018/19 at \$362,050, an increase of approximately \$130,000 over the previous fiscal year. This includes \$70,000 to upgrade the Exchange 2016 Operating System software and \$60,000 to upgrade telephone call manager software citywide. Also included in the last three years of the budget is \$60,000 annually to replace obsolete telephone equipment.

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Information Technology 1510									
100	1510	41000	Salary	341,303	327,002	536,146	550,414	565,064	580,105
100	1510	41004	Other Earnings	1,560	2,867	1,622	1,622	1,622	1,622
100	1510	41210	Pension Benefits	23,458	31,053	35,738	36,738	37,764	38,817
100	1510	41300	Healthcare	48,892	56,171	77,354	81,221	85,282	89,547
100	1510	41311	Retiree Healthcare	2,640	1,500	1,868	1,868	1,868	1,868
100	1510	41901	Other Insurances	19,388	20,019	34,848	34,848	34,848	34,848
Total Salaries & Benefits				437,241	438,612	687,576	706,711	726,447	746,807
100	1510	42001	Communications	90	-	-	-	-	-
100	1510	42005	Network Apps/Expenses	68,237	83,433	160,000	267,500	133,500	133,500
100	1510	43300	Memberships/Subscriptions	420	595	950	950	950	950
100	1510	43500	Program Costs & Supplies	10,254	10,000	39,000	15,000	15,000	15,000
100	1510	43530	Office Furn & Equip <\$5K	39	-	7,000	-	-	-
100	1510	44320	Travel/Training	3,151	3,500	8,600	8,600	8,600	8,600
100	1510	46300	Equipment >\$5K	54,921	74,400	15,000	70,000	70,000	70,000
Total Services & Supplies				137,113	171,928	230,550	362,050	228,050	228,050
TOTAL				574,353	610,540	918,126	1,068,761	954,497	974,857



DEPARTMENTAL BUDGETS

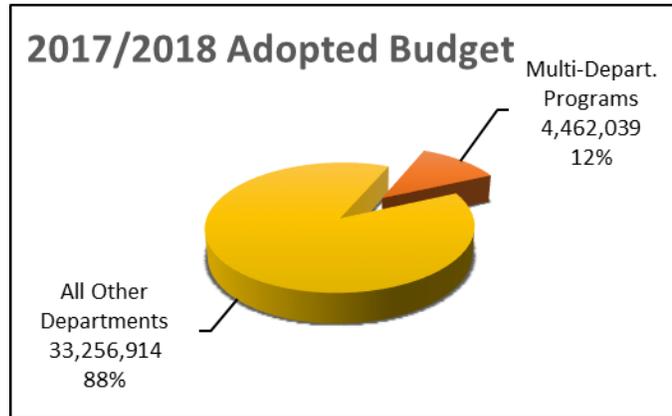
Multi-Departmental Budget

MISSION

To create an efficient means for managing general citywide budgets and administering citywide programs.

UNIT OVERVIEW

Multi-Departmental Programs is not an operational department or division of the City; hence there are no employees assigned here. Rather, the Multi-Departmental Program budget (1430) is a financial construct to capture expenses that are citywide in nature and do not belong to any one department or are not allocated out to department budgets. This unit is managed by the Finance Department. For budget purposes, the East Bay Regional Communications System (EBRCS) budget (1450) is also included here.



MAJOR CHANGES

The FY 2017/18 Multi-departmental budget of \$4,462,039 increased by nearly \$1.1 million (29%) over the previous fiscal year. This large growth is due to an increase of \$313,341 in the CalPERS pension cost for unfunded liability and an increase of \$782,583 in services and supplies. These increases are attributable to a number of factors: (1) the transfer of the budget to pay the 2015 A&B lease revenue bonds (\$919,000) from Economic Development (1320) to Multi-departmental (1430); (2) an increase of nearly \$200,000 in insurance premiums through the Municipal Pooling Authority (MPA), the City's self-funded insurance pool; (3) an increase in the expected cost of gasoline and diesel of \$96,000; and (4) a decrease of approximately \$426,000 for the transfer of utility budgets out of Multi-departmental and to the Street Lighting and Landscaping Assessment District budget (237-3610).

Fiscal Years `ending 2019, 2020 and 2021 will also experience large annual increases. FY 2019 increases by another \$1.3 million, including the addition of the funding to pay the 2017 lease revenue bonds (LRB's) for construction of the new city hall, and a \$506,000 increase to the same CalPERS pension expense cited above. The LRB's are fixed rate bonds and are thus budgeted flat at \$700,000 in Fiscal Years 2019 through 2021, while the CalPERS costs will continue to increase in FY 2020 and 2021 by \$553,000 and \$522,000 respectively. Overall, the Multi-departmental budget will increase by \$3.5 million (104%) over the life of the quadrennial budget, an average annual growth of 26%.



DEPARTMENTAL BUDGETS

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Multi-Dept/ Gen Gov 1430									
100	1430	41201	Pension Benefits	1,170,413	1,432,659	1,746,000	2,252,000	2,805,000	3,327,000
100	1430	42001	Communications	73,945	75,000	75,000	75,000	75,000	75,000
100	1430	43100	Gasoline & Diesel Fuel	111,054	212,700	308,700	330,600	330,600	330,600
100	1430	43500	Program Costs & Supplies	37,568	20,047	27,047	27,047	27,047	27,047
100	1430	43520	Copies/Printing/Shipping/Xerc	62,267	72,700	92,700	94,200	94,200	94,200
100	1430	43530	Office Furn & Equipt < \$5K	-	6,828	-	-	-	-
100	1430	43550	Central Office Supplies	24,931	20,000	-	-	-	-
100	1430	43600	Professional Services	9,000	-	919,000	1,619,000	1,619,000	1,619,000
100	1430	44400	Utilities	328,088	829,181	402,732	444,268	443,895	443,983
100	1430	44450	Property/Fire/Crime Ins.	561,660	582,000	777,360	812,728	812,728	812,728
100	1430	46300	Equipment>\$5K	5,911	40,000	40,000	41,000	21,000	21,400
Total Services & Supplies				2,384,838	3,291,115	4,388,539	5,695,843	6,228,470	6,750,958
East Bay Regional Communication Systems 1450									
100	1450	43500	Program Costs&Suppls (Radios	73,015	75,000	73,500	73,500	73,500	73,500
Total Services & Supplies				73,015	75,000	73,500	73,500	73,500	73,500
TOTAL				2,457,852	3,366,115	4,462,039	5,769,343	6,301,970	6,824,458



DEPARTMENTAL BUDGETS

Police

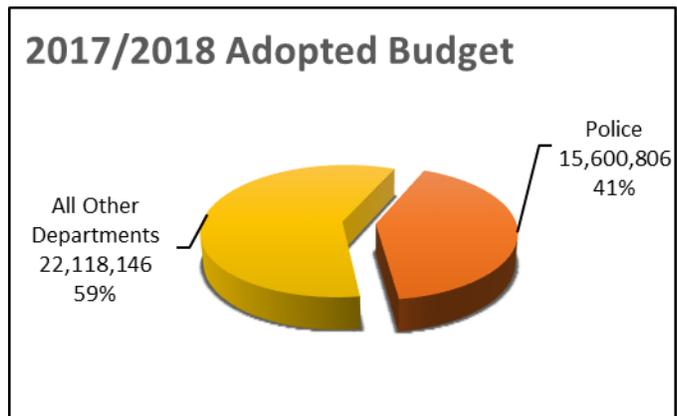
MISSION

The San Pablo Police Department focuses our efforts and resources on the reduction of crime, protection of life, improved quality of life for all through community-based programs, mentoring of our community's youth, and fostering relationships with each of our community members through policing with integrity, community, and service.

DEPARTMENT OVERVIEW

The San Pablo Police Department is a full-service community-based law enforcement agency, consisting of an authorized strength of 55 sworn police officers and 24 civilian employees.

The agency's organization is separated into three major divisions: Patrol, Investigations, and Services. Administratively, the Department manages its resources and accomplishes its objectives through management structure of one Chief of Police, three Commanders, and ten Sergeants.



MAJOR SERVICES

Patrol

- The Patrol Division is the largest division within the Department. Uniformed patrol officers are the most visible representatives of city government and provide service seven days a week, 24 hours a day. The purpose is to provide a uniformed presence and law enforcement service throughout the city, with a primary responsibility for crime reduction, traffic safety management, and response to emergency calls-for-service.

Investigations

- This unit investigates all crimes, monitors sex registrants in our jurisdiction, and files cases with the District Attorney's Office. Additionally, this division investigates non-compliant code enforcement cases from the city's Development Services Department (residential and Commercial); initiates and investigates vehicle abatement cases; conducts impact inspections at ABC licensed establishments, provides School Resource Officers to all schools; investigates and documents gang activity; educates students and adults on gang culture, and provides prevention and intervention of youth on the cusp of joining gangs.

Services

- The Services Division performs a wide range of duties, including community outreach; training; background investigations; management and operation of the police facility; fleet maintenance; records management; and management of property and evidence.



DEPARTMENTAL BUDGETS

BUDGET DETAIL

Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Police 2110						
<i>Total Salaries & Benefits</i>	11,690,080	12,797,089	13,317,684	13,771,139	14,240,714	14,705,826
<i>Total Services & Supplies</i>	2,193,445	2,340,709	2,283,122	2,348,386	2,406,983	2,494,314
TOTAL	13,883,525	15,137,798	15,600,806	16,119,525	16,647,697	17,200,140

MAJOR ACCOMPLISHMENTS IN FY 2015-17

Patrol

- The Field Training Officer (FTO) Program trained four officers for successful integration into patrol.
- Part-1 Crimes saw a reduction of 6.8%, including double digit reductions in Robbery (-17%), Assault with a Deadly Weapon (-18%), Assaults (-93%), Domestic Violence (-24%), Residential Burglary (-45%), and Auto Burglary (-18%).
- The Graffiti Unit saw a reduction in tagging of -74% from last year.
- Conducted 4,738 foot patrols in local parks, schools, community center, and business districts in an effort to maintain and improve quality of life. In addition, the Bike Unit conducted more than 300 hours of patrols concentrating on certain areas, which on occasion resulted in arrests and citations being issued, but also facilitated outreach to the transient population to provide resources and assistance.
- Focused efforts to monitor and improve traffic safety and parking around our parks and schools. Informational fliers were generated and handed out to families in the community.

Investigations

- The Priority Oriented Policing (POP) unit met with the West Contra Costa Unified School District regarding priority issues facing our schools in preparation for the Superintendent selection process, as well as attended the Youth Summit in April 2016 with more than 100 attendees to share insight about youth and police relations.
- Improved the recruiting and hiring process by conducting 18 police academy visits and two job fairs, and re-introduced an "entry level" police officer position.
- Conducted large-scale community outreach programs, including 32 Community Emergency Response Team (CERT) classes in both English and Spanish; 42 Parent Project classes; the largest National Night Out event to date; three Coffee with a Cop events; and graduated 23 people from the Community Academy.
- Added a Police Services Technician (PST) to the Detectives Unit to process crime scenes and evidence, freeing up detectives for investigations.
- Improved the tracking and scheduling of sex registrants using new technology that allows multiple investigators and staff to see when a registrant is due to register, and confirm or change registration appointments.

Services

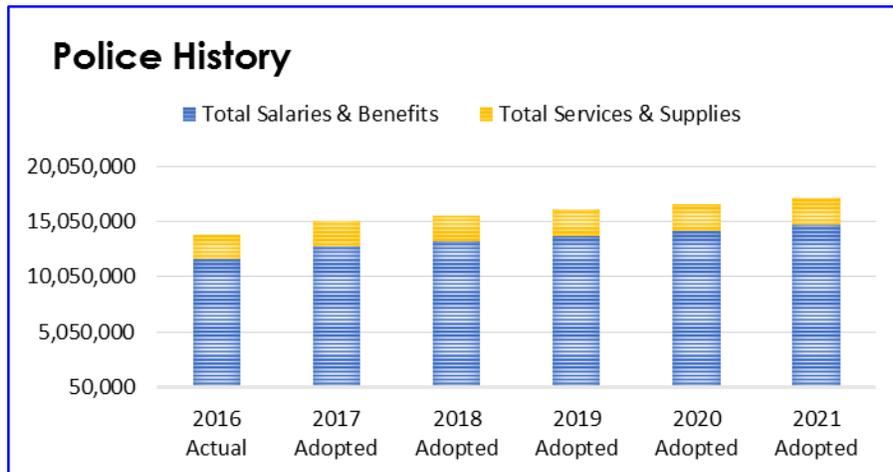
- Developed and established a Community Clergy Coalition program in partnership with faith-based community organizations.
- Installed New Mobile Data Computers (MDC's) in all patrol vehicles to assist patrol officers in the field with quick and secure access to information.
- Initiated Procedural Justice training, first to command staff, then to all officers. This training, in alignment with the 21st Century Policing model, promotes dialogue for positive understanding and communication between community members and officers.
- Commenced acquisition and development of the Body Worn Camera program.



DEPARTMENTAL BUDGETS

SHORT-TERM OBJECTIVES FY 2018-19

- Improve the crime report routing process to ensure criminal investigations are conducted in the most thorough and timely manner by January 2018.
- Implement Coplogic fully, an online citizen reporting system, to include installation of a computer kiosk in the Police Department lobby by January 2018.
- Transition to the six team patrol schedule once appropriate staffing levels are achieved, and re-evaluate on a quarterly basis throughout FY 18-19.
- Implement the Body Worn Camera program fully, including outfitting each uniformed officer, detectives, priority oriented policing officers, code enforcement personnel and jailers by April 2018.
- Provide human trafficking prevention resources through proactive enforcement in and around local motels and through undercover work on the internet by June 2018.
- Develop and implement a gang awareness class for all San Pablo teachers to be presented at Neighborhood Watch meetings by September 2018.
- Reinitiate the San Pablo Bike Registration Program to register owners' bikes for a ten-year period by January 2019.
- Update and improve classes that will be taught in our schools as a second phase of the G.R.E.A.T. program, including Bullying/Cyberbullying, Good Touch/Bad Touch and Drug/Alcohol Abuse Resistance for the 2018-2019 school year.



LONG-TERM OBJECTIVES FY 2020-21

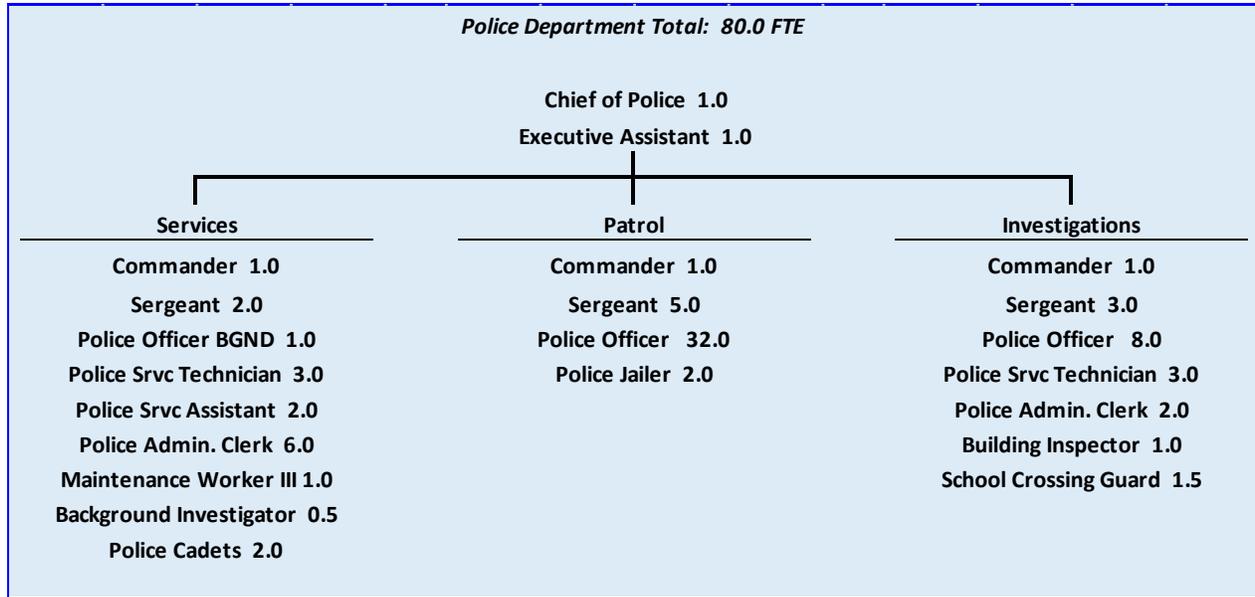
- Develop and accomplish a planning schedule and identify a financing plan for several needed Police building capital improvement projects (CIP) by July 2019.
- Reactivate six Neighborhood Watch groups and establish an additional four groups by June 2020.
- Develop and implement a Dog Walker Watch program by December 2020, in which dog owners walk their dogs on a daily basis at different times of the days as part of the See Something Say Something program.



DEPARTMENTAL BUDGETS

- Recruit qualified candidates for vacant positions, especially police officers, to achieve sufficient staffing levels. Once hired, facilitate successful training to ensure completion of the FTO program and preparation for patrol duties by January 2021.
- Automate the employee performance evaluation process by July 2021.

ORGANIZATION CHART WITH AUTHORIZED POSITION COUNT



MAJOR CHANGES

The Police Department budget of \$15,600,806 for FY 2017/18 represents an increase of \$520,595 (4%) from the FY 2016/17 Adopted Budget. This increase of \$520,595 is exclusively attributable to increases in the salary and benefits budget of the Police Department due to the renegotiation of their labor contract, which included a 3.0% cost of living adjustment and a 0.5% Recruitment and Retention premium to enhance the City's ability to attract and keep top recruits. The service and supplies budget actually decreased by nearly \$58,000. Budgetary growth over the four-year life of the budget equals \$2,062,342 or 3.4% per year, the cost of labor inflation.



DEPARTMENTAL BUDGETS

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Police 2110									
100	2110	41000	Salary	8,613,715	8,492,188	9,266,090	9,610,763	9,967,265	10,332,857
100	2110	41004	Other Earnings	37,844	828,143	786,289	786,289	786,289	786,289
100	2110	41210	Pension Benefits	1,139,557	1,302,244	1,209,165	1,256,768	1,306,017	1,356,467
100	2110	41300	Healthcare	1,099,806	1,404,284	1,223,602	1,284,781	1,348,605	1,397,676
100	2110	41311	Retiree Healthcare	333,762	248,700	309,735	309,735	309,735	309,735
100	2110	41901	Other Insurances	465,396	521,530	522,802	522,802	522,802	522,802
Total Salaries & Benefits				11,690,080	12,797,089	13,317,684	13,771,139	14,240,714	14,705,826
100	2110	42000	Uniforms/Safety Equipment	74,238	90,000	111,500	108,900	108,900	108,900
100	2110	42001	Communications	37,759	61,000	52,020	54,620	54,620	54,620
100	2110	43000	Vehicle Maint./Repair/Ins	125,564	139,336	135,736	130,703	130,703	130,703
100	2110	43300	Memberships/Subscriptions	12,988	8,750	7,296	7,661	7,661	7,661
100	2110	43500	Program Costs & Supplies	9,758	12,000	18,060	18,973	18,973	18,973
100	2110	43510	Meeting & Sundry Supplies	3,830	5,200	5,200	5,200	5,200	5,200
100	2110	43520	Copies/Printing/Shipping/Xerox	18,341	7,450	10,000	10,500	10,500	10,500
100	2110	43530	Office Furn & Equip <\$5K	251	-	2,000	2,000	2,000	2,000
100	2110	43600	Professional Services	1,362,598	1,685,183	1,630,882	1,696,133	1,743,030	1,854,511
100	2110	43610	Casino Background	21,695	16,500	16,500	16,500	16,500	16,500
100	2110	43800	Equipment Rental	29,642	36,000	30,000	30,000	30,000	30,000
100	2110	44000	Special Dept. Expenses	228,096	156,525	191,163	178,793	202,493	178,343
100	2110	44320	Travel/Training	45,873	72,765	72,765	76,403	76,403	76,403
100	2110	46100	Improvements	0	-	-	12,000	-	-
100	2110	46300	Equipment>\$5K	204,754	50,000	-	-	-	-
210	2210	43600	Professional Services	18,059	-	-	-	-	-
Total Services & Supplies				2,193,445	2,340,709	2,283,122	2,348,386	2,406,983	2,494,314
TOTAL				13,883,525	15,137,798	15,600,806	16,119,525	16,647,697	17,200,140



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DEPARTMENTAL BUDGETS

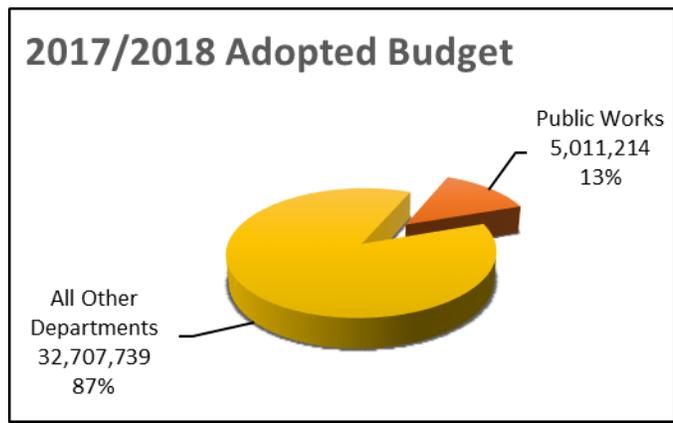
Public Works

MISSION

To create, improve and maintain public places and facilities that support a healthy, vibrant, and diverse community through the efficient use of available resources.

DEPARTMENT OVERVIEW

Public Works is responsible for the daily maintenance and upkeep of City infrastructure; design and construction of new or improved public facilities; managing a safe and efficient Citywide transportation network; and the expedient review of development projects in accordance with the San Pablo Municipal Code and standards. Public Works also manages the City's efforts to be a good steward of the environment by reducing the impact on air, water and land resources. To achieve these objectives, the Public Works Department is organized into three major service areas: Engineering, Maintenance and Environmental Services.



Department services are integral to the design and construction of multiple City projects and infrastructure planning, such as development of the Plaza San Pablo site and San Pablo Dam Road/I-80 Interchange. Public Works partners with regional transportation, environmental, regulatory, and other agencies to ensure San Pablo's interests are considered.

MAJOR SERVICES

The Public Works Department is comprised of three divisions: Engineering, Maintenance, and Environmental Services.

Engineering Services

- Primarily funded by the General Fund, Engineering Services (3310) manages three core areas: the municipal Capital Improvement Program (CIP), Plan Review and Permits, and City Engineering. The CIP program incorporates planning, administering and managing capital improvement projects, such as the street pavement management program, storm drainage system, traffic signals, sidewalks, trails and parks, and construction of new public facilities. The Plan Review and Permits function includes the review of development projects and the issuance of grading, encroachment and transportation permits. Engineering involves the design and review of the City's physical assets, such as transportation corridors, watershed management, etc.

Maintenance Services

- The Maintenance Division is also comprised of three functional areas. The first group, Building and Fleet Maintenance, provides major maintenance and security of City-owned buildings and fleet vehicles, including City Hall grounds and landscaping, Davis Park (15 acres), Kennedy Plaza (3 acres), Bertholf Park, 17th / Broadway and 14th / Broadway roadside parks, the San Pablo Youth Soccer Field, Wildcat Creek Trail, Wanlass Park, Brentz Lane Park, and the Rumrill Sports field. The Street Lighting and Landscaping functional group maintains City-owned street lights, landscaping in the public right-of-way, parks and routine maintenance of public facilities (e.g. structure maintenance, grounds upkeep and custodial service). Lastly, Street Maintenance and Graffiti Abatement



DEPARTMENTAL BUDGETS

provides general street maintenance, abatement of graffiti on public property along main thoroughfares, and removal of litter and debris from public areas. Funding comes from a variety of areas. Building and Fleet Maintenance (3410) is funded primarily by the General Fund, Street Lighting and Landscaping (3610) is funded primarily by the Lighting & Landscaping Assessment District, and Street Maintenance and Graffiti Abatement (3710) is funded primarily by Gas Tax.

Environmental Services

- Three core functional programs comprise the Environmental Services Division (3510): the National Pollution Discharge Elimination System (NPDES), Solid Waste and Climate Action. Mandated by the federal Clean Water Act, the purpose of NPDES in the City of San Pablo is to utilize available funding efficiently to reduce storm water pollution that ends up in creeks and the San Francisco Bay. The solid waste program reflects the City's efforts to meet State AB 939 requirements mandating diversion of 50% of the City's solid waste from the landfill through solid waste reduction, recycling, and composting programs. The purpose of Climate Action is to aid the City in meeting greenhouse gas emission targets outlined in AB 32, the California Global Warming Solutions Act. Environmental Services is funded by a Stormwater Utility Assessment and by Solid Waste Franchise Fee revenues deposited in the General Fund.

BUDGET SUMMARY

Public Works 3310-3710						
Engineering 3310						
<i>Total Salaries & Benefits</i>	763,230	853,364	893,883	920,639	948,283	976,847
<i>Total Services & Supplies</i>	216,479	303,241	190,925	189,914	193,914	190,069
Subtotal	979,709	1,156,605	1,084,808	1,110,553	1,142,197	1,166,916
Building & Fleet Maintenance 3410						
<i>Total Salaries & Benefits</i>	202,948	182,563	206,597	213,315	220,278	227,495
<i>Total Services & Supplies</i>	83,273	208,270	305,820	316,376	310,356	310,356
Subtotal	286,221	390,833	512,417	529,691	530,634	537,851
NPDES 3510						
<i>Total Salaries & Benefits</i>	289,429	305,302	311,428	320,412	329,686	339,259
<i>Total Services & Supplies</i>	43,956	54,150	98,835	113,765	146,765	92,515
Subtotal	333,385	359,452	410,263	434,177	476,451	431,774
Street Lighting & Landscaping 3610						
<i>Total Salaries & Benefits</i>	447,743	499,628	585,071	602,023	619,548	637,681
<i>Total Services & Supplies</i>	678,348	499,800	1,096,954	989,871	929,871	929,871
Subtotal	1,126,091	999,428	1,682,025	1,591,894	1,549,419	1,567,552
Maintenance & Graffiti 3710						
<i>Total Salaries & Benefits</i>	442,586	631,045	668,243	688,556	709,585	712,560
<i>Total Services & Supplies</i>	219,343	392,600	653,459	480,812	480,812	480,812
Subtotal	661,929	1,023,645	1,321,702	1,169,368	1,190,397	1,193,372
TOTAL	3,387,334	3,929,964	5,011,215	4,835,684	4,889,099	4,897,465



DEPARTMENTAL BUDGETS

MAJOR ACCOMPLISHMENTS IN FY 2015-17

Construction Projects Completed

- Completed construction of two parks: Davis Park Playground (DAV-MIS) and Rumrill Sports Park Field (PW 531, September 2015).
- Completed three drainage related to projects: Yuba Avenue Drainage Improvement Project (YUB-DRN), Hillcrest Road SubDrain Replacement Project (HIL-SDR), and Princeton Plaza Hydraguer Replacement Project (PPZ-HYD).
- Completed other miscellaneous projects, including: FY 2015/16 Pavement Rehabilitation Project (PAV-015 & PAV-016), Phase II of Wayfinding Signage project (PW 576), Wildcat Creek Trail to 23rd Street, and executed Citywide Street Light Photovoltaic Study (LGT-LED).

Projects under Construction

- Relocated utilities for San Pablo Dam Road / I-80 Interchange Project. Full funding for Phase 1 of the project has been approved, with construction slated to begin in Fall 2015 (PW 483).
- Began construction of Plaza San Pablo Phases 3 & 4 (PSP-3&4), and construction of El Portal West Utility Undergrounding (POR-20A).
- Initiated relocation and construction of the San Pablo Public Library to San Pablo Avenue and Church Lane (LIB-PSP).

Projects with Completed Design

- Completed structural and geotechnical analysis for Broadband video tower construction (BRO-BAN).
- Completed design of the San Pablo Complete Streets Project (SPA-CST).
- Completed conceptual design of New City Hall (NEW-CHL).
- Completed design for the Contra Costa County Women Infant and Children building (WIC-DBE).
- Completed design of the relocation of Randy Lane Drainage (RLN-DRN).

Major Maintenance Projects Completed

- Completed retrofit of entrance doors at Maple Hall and the Senior Center. Also installed ADA accessible automatic doors on the Maple Hall restroom doors.
- Replaced roofs at Church Lane Senior Center, Police Department, Davis Park Senior Center and the Davis Park Multi-Use Room (SRC-ROF, SRD-ROF and MUD-ROF).
- Renovated restrooms and snack bar at Davis Park and installed new picnic tables, barbeque grills, trash receptacles, and fencing (DAV-MIS).
- Installed new fencing at three city owned lots.
- Completed three transportation related project, including: Landscape Master Plan for public right of way, 23rd Street Signage project, and repaired street lighting on San Pablo Dam Road.

Environmental Accomplishments

- Received an \$850,000 EPA grant to implement green infrastructure for the Rumrill Complete Streets project.
- Updated the stormwater ordinance in compliance with the new Municipal Regional Permit and included stricter litter enforcement requirements.
- Participated in the Cool California Challenge allowing City to receive funding used for City Hall to become an MCE Deep Green customer (100% renewable energy), worked with WCCTAC to install bike racks at interested businesses, and planted an Urban Forest at Wanlass Park with over 50 volunteers.



DEPARTMENTAL BUDGETS

- Worked in collaboration with EBMUD to begin developing the Groundwater Sustainability Plan per state law.
- Initiated the Stormdrain Master Plan process which will provide detailed information about the City's drainage (DRN-017).

Year-End Cleanup Statistics	2013-14	2014-15
Graffiti Abatement Actions	998	287
Sign Maintenance Activities	276	365
Illegal Dumping Clean-up	488,560 lbs.	40,820 lbs.
Citywide Trash Runs	79,220 lbs.	60,760 lbs.
Green Waste Generated	29,400 lbs.	139,040 lbs.
Mattresses Collected	284	326
Tires Collected	49	101

Transportation-related Project Completions

- Completed Citywide Wayfinding Signage and Facilities ID Signage project (PW 576).
- Prepared a Photometric Study that identifies a City lighting upgrade & replacement plan (LGT-LED).
- Replaced City equipment: Crafcro Crack Sealer (1), Vactron (1) and a John Deere Mower (1).

SHORT-TERM OBJECTIVES FOR FY 2018-19

Construction Projects

- Complete construction of El Portal West Undergrounding project by Winter 2017 (PW 384).
- Construct Broadband Video Tower by Winter 2017 (BRO-BAN).
- Construct new Davis Park restroom by Summer 2019 (DAV-RES).
- Construct concrete pad to locate storage containers at the 1411 Rumrill Boulevard site by Summer 2018 (CON-PAD).
- Initiate Master Plan for replacement of the Corporation Yard Building by Winter 2018 (CYD-SHP).

Drainage Projects

- Initiate development of a comprehensive Storm Drain Master Plan and Annual Storm Drain program by Summer 2017 (DRN-017).
- Continue ongoing Hydrauger and Subdrain program efforts that include installation of infrastructure necessary to stabilize hillsides and emergency repairs (MIS-HYD, MIS-SDR & HIL-EMR).

Transportation-related Projects

- Design Rumrill Complete Streets from Contra Costa College in San Pablo to 13th Street in Richmond by Spring 2018 (RUM-CST).
- Resurface various street sections in the Summer of 2018 and 2019 (PAV-017).
- Complete Safe Routes to School Master Plan by Summer of 2018 (SCH-017).
- Install radar speed signs along Amador Street and El Portal Drive by Spring 2018 (RAD-SGN).
- Initiate study to identify safety improvements and evaluate reconfiguration of San Pablo Avenue, Road 20 and 23rd Street by Winter 2017 (SPA-INT).



DEPARTMENTAL BUDGETS

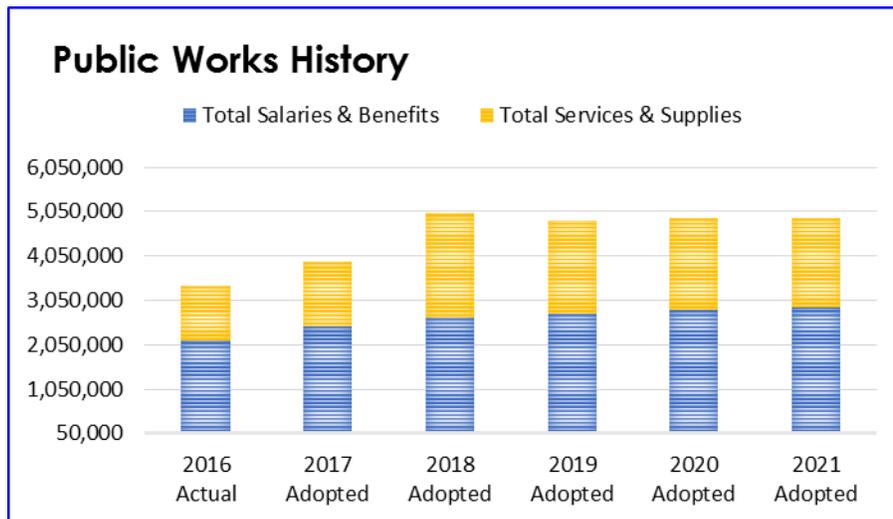
- Analyze and revitalize Giant Avenue rail road quiet zone area by Summer 2019 (GAV-RRZ).

Environmental Projects

- Complete the Green Infrastructure Framework by Summer 2017 and the Green Infrastructure Plan by Summer 2019.
- Install approximately 90 additional trash capture devices by Fall 2018.
- Map private properties that are larger than 10,000 square feet and that are plumbed directly to the storm drain system by Summer 2018.
- Finalize the Storm Drain Master Plan by January 2018.
- Hire a Civic Sparks intern through the East Bay Energy Watch for Climate Action monitoring and implementation by Fall 2017.

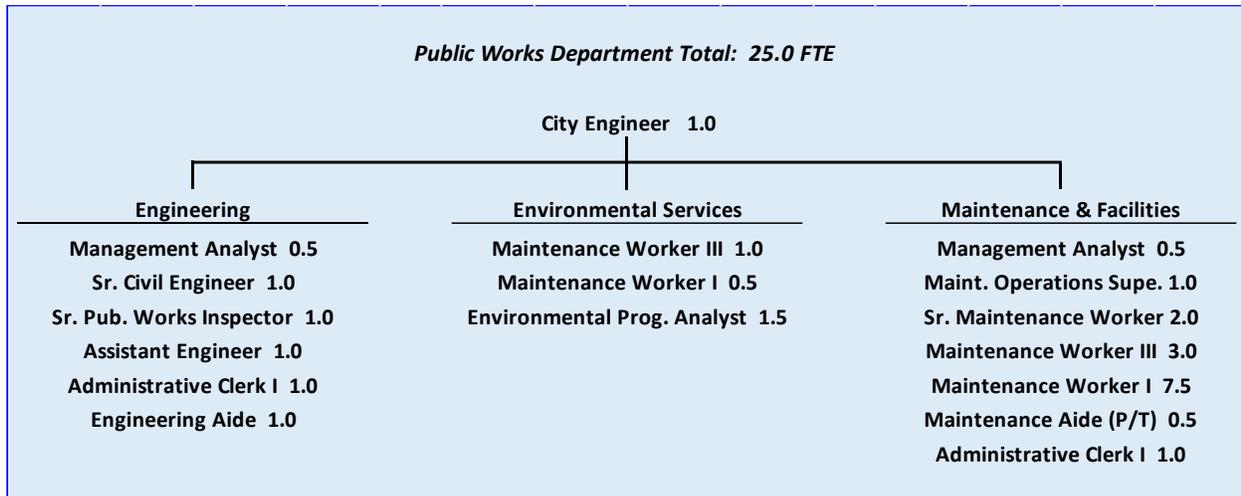
Maintenance Projects

- Upgrade exterior lighting for all City facilities by Summer 2018 (FAC-LGT).
- Upgrade City archway signage by Spring/Summer 2019 (ARC-SGN).
- Continue ongoing ADA compliance sidewalk upgrades (ADA-SWK).
- Upgrade the El Portal Park Soccer Field turf, lighting and seating area Summer 2019 (POR-SOC).
- Retrofit City residential street lights to LED and upgrade arterial street light fixtures by Summer 2019 (LGT-LED).
- Upgrade the Senior Center restroom facility to include ADA compliant toilets by Summer 2018.
- Add lock boxes to street light pull boxes across 2018 and 2019.
- Repave Wildcat Creek Trail through Davis Park by Fall 2019.



DEPARTMENTAL BUDGETS

ORGANIZATIONAL CHART WITH AUTHORIZED POSITION COUNT



LONG-TERM OBJECTIVES FOR FY 2020-21

Construction Projects

- Complete construction of the San Pablo Public Library by Summer 2020 (LIB-PSP).
- Complete construction of new County WIC facility by Summer 2021 (WIC-DBE).
- Begin construction of the new City Hall no later than Summer 2021 (NEW-CHL).
- Begin construction of new Corporation Yard Building no later than Summer 2021 (CYD-SHP).
- Construct Rumrill Complete Streets project by Summer 2021 (RUM-CST).
- Underground utility lines on Rumrill Boulevard from Costa Avenue to Market Street by Summer 2021 (RUM-CST).

Drainage Projects

- Complete Randy Lane Drainage project by Summer 2018 (RLN-DRN).
- Implement Storm Drain Master Plan through development of an Annual Storm Drain program by Summer 2019 (DRN-017).
- Continue ongoing Hydrauger and Subdrain program efforts that include emergency repairs and installation of infrastructure necessary to stabilize hillsides (HIL-EMR, MIS-HYD & MIS-SDR).
- Finalize City Hazard Mitigation Plan that will be incorporated into the County-wide Hazard Plan by Summer 2019 (HMP-FLD).

Transportation-related Projects

- Design bridge over San Pablo Creek on San Pablo Avenue by Summer 2020 (SPC-SPA).
- Resurface various street sections in the Summer of 2020 (PAV-018).
- Continue to evaluate reconfiguration of San Pablo Avenue, Road 20 and 23rd Street by Summer 2019 (SPA-INT).
- Establish School Zone Traffic Safety program by Summer 2019 (SCH-017).

Environmental Projects

- Develop a strategy to pursue additional funding. In 2020, there will be a new NPDES permit as well as potentially a new law requiring 75% diversion of trash. More funding may be required to implement these new mandates.



DEPARTMENTAL BUDGETS

- Develop a Direct Discharge Plan to reduce trash from wind-blown sources and illegal encampments from entering the creek by Fall 2020.
- Maintenance Projects
- Continue retrofit of City Residential Street lights to LED (LGT-LED).
- Continue upgrade of arterial street light fixtures (LGT-LED).
- Upgrade Citywide traffic signs on an ongoing basis for the next four years.

MAJOR CHANGES

The FY 2017/18 Adopted Budget of \$5,011,214 represents an increase of \$1,033,440 (28%) over FY 2016/17. The majority of this increase is attributable to increases in Public Works' service and supplies budgets of approximately \$888,000. \$597,000 of the increase comes from Street Lighting and Landscaping: \$310,000 for utility budgets and another \$178,000 for infrastructure and facility improvements. Another \$261,000 comes from Maintenance and Graffiti, which includes \$100,000 for a new contract for traffic signal maintenance and another \$150,000 for gas-tax funded street and facility improvements. The Building and Fleet Maintenance budget likewise increased, which was largely tied to increased janitorial service and maintenance costs for the new library, and \$60,000 in new on-call contracts. These increases were offset by a decrease to the Engineering Division budget of \$112,316 due to the transfer of professional services contracts to other Public Works budgets. Per the new labor contracts and additional staffing added in FY 2016/17, the labor budget also went up by over \$193,000.

BUDGET DETAIL

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Engineering 3310									
200	3310	41000	Salary	569,793	621,517	672,276	692,178	712,660	733,737
200	3310	41004	Other Earnings	1,130	4,233	15,235	15,235	15,235	15,235
200	3310	41210	Pension Benefits	39,436	51,318	56,169	57,799	59,476	61,202
200	3310	41300	Healthcare	104,165	121,930	104,481	109,705	115,190	120,950
200	3310	41311	Retiree Healthcare	16,591	16,500	-	-	-	-
200	3310	41901	Other Insurances	32,115	37,866	45,722	45,722	45,722	45,722
			Total Salaries & Benefits	763,230	853,364	893,883	920,639	948,283	976,847
200	3310	42000	Uniforms/Safety Equipment	257	465	630	869	869	904
200	3310	42001	Communications	-	-	-	-	-	-
200	3310	43000	Vehicle Maint./Repair/Ins	4,428	5,000	-	-	-	-
200	3310	43300	Member./Subscrip./Dues	1,537	2,010	43,240	43,990	43,990	43,990
200	3310	43500	Program Costs & Supplies	8,675	17,193	18,750	18,750	18,750	18,750
200	3310	43510	Meeting & Sundry Supplies	69	500	500	500	500	500
200	3310	43520	Copies/Printing/Shipping/Xerc	-	-	100	100	100	100
200	3310	43600	Professional Services	197,827	226,073	110,000	112,000	122,000	112,000
200	3310	43700	Pubs/Legal Notices/Filing Fees	2,116	2,000	2,705	2,705	2,705	2,705
200	3310	44320	Travel/Training	1,570	5,000	5,000	5,000	5,000	5,000
200	3310	44400	Utilities	-	-	-	-	-	-
200	3310	46100	Improvements	-	-	10,000	-	-	-
200	3310	46300	Equipment>\$5K	-	45,000	-	6,000	-	6,120
			Total Services & Supplies	216,479	303,241	190,925	189,914	193,914	190,069
			Subtotal	979,709	1,156,605	1,084,808	1,110,553	1,142,197	1,166,916



DEPARTMENTAL BUDGETS

BUDGET DETAIL (Continued)

Fund	Org	Acct	Description	2016 Actual	2017 Adopted	2018 Adopted	2019 Adopted	2020 Adopted	2021 Adopted
Building & Fleet Maintenance 3410									
100	3410	41000	Salary	132,423	125,177	136,760	140,997	145,361	149,856
100	3410	41004	Other Earnings	410	1,995	4,859	4,859	4,859	4,859
100	3410	41210	Pension Benefits	9,258	10,320	10,152	10,477	10,811	11,155
100	3410	41300	Healthcare	51,625	37,448	43,139	45,296	47,561	49,939
100	3410	41311	Retiree Healthcare	775					
100	3410	41901	Other Insurances	8,458	7,623	11,685	11,685	11,685	11,685
102	3410	46300	Equipment>\$5,000	-	-			-	-
			Total Salaries & Benefits	202,948	182,563	206,597	213,315	220,278	227,495
100	3410	42000	Uniforms/Safety Equipment	1,843	3,600	2,648	2,680	2,680	2,680
100	3410	42001	Communications	1,000	1,000	-	-	-	-
100	3410	43000	Vehicle Maint./Repair/Ins	5,591	6,200	6,324	6,450	6,450	6,450
100	3410	43100	Gasoline / Diesel	220	220	-	-	-	-
100	3410	43500	Program Costs & Supplies	11,983	23,550	30,293	30,899	29,879	29,879
100	3410	43600	Professional Services	51,879	152,000	248,315	258,084	258,084	258,084
100	3410	43700	Pubs/Legal Notices/Filing Fees	-	-	500	500	500	500
100	3410	44320	Travel/Training	100	1,700	1,600	1,600	1,600	1,600
100	3410	44400	Utilities	-	-	-	-	-	-
100	3410	46100	Improvements	10,000	10,000	5,000	5,000	-	-
100	3410	46300	Equipment>\$5K	656	10,000	11,139	11,162	11,162	11,162
			Total Services & Supplies	83,273	208,270	305,820	316,376	310,356	310,356
			Subtotal	286,221	390,833	512,417	529,691	530,634	537,851
NPDES 3510									
255	3510	41000	Salary	217,500	222,259	242,460	249,344	256,422	263,700
255	3510	41004	Other Earnings	805	4,228	3,414	3,414	3,414	3,414
255	3510	41210	Pension Benefits	14,981	18,109	16,658	17,136	17,626	18,131
255	3510	41300	Healthcare	36,127	46,809	32,471	34,094	35,799	37,589
255	3510	41311	Retiree Healthcare	1,155					
255	3510	41901	Other Insurances	18,861	13,897	16,425	16,425	16,425	16,425
			Total Salaries & Benefits	289,429	305,302	311,428	320,412	329,686	339,259
255	3510	42000	Uniforms/Safety Equipment	1,401	2,700	2,175	1,625	1,625	2,175
255	3510	42001	Communications	-	300	300	300	300	300
255	3510	43300	Memberships/Subscriptions	-	2,550	2,860	1,740	1,740	1,740
255	3510	43500	Program Costs & Supplies	12,536	21,500	26,800	27,600	30,400	31,700
255	3510	43510	Meeting & Sundry Supplies	206	500	500	500	500	500
255	3510	43520	Copies/Printing/Shipping/Xerc	3,353	2,600	2,500	2,500	2,500	2,500
255	3510	43600	Professional Services	39,706	22,000	62,200	78,000	108,200	52,100
255	3510	43601	Professional Serv-PYadj.	(13,990)	-	-	-	-	-
255	3510	44320	Travel/Training	744	2,000	1,500	1,500	1,500	1,500
			Total Services & Supplies	43,956	54,150	98,835	113,765	146,765	92,515
			Subtotal	333,385	359,452	410,263	434,177	476,451	431,774



DEPARTMENTAL BUDGETS

BUDGET DETAIL (Continued)

Street Lighting & Landscaping 3610									
237	3610	41000	Salary	302,762	328,864	417,206	429,471	442,093	455,085
237	3610	41004	Other Earnings	620	3,212	4,491	4,491	4,491	4,491
237	3610	41210	Pension Benefits	20,279	31,039	28,447	29,282	30,141	31,025
237	3610	41300	Healthcare	69,046	96,280	77,039	80,891	84,935	89,192
237	3610	41311	Retiree Healthcare	22,955	21,100	26,278	26,278	26,278	26,278
237	3610	41901	Other Insurances	32,080	19,133	31,610	31,610	31,610	31,610
			Total Salaries & Benefits	447,743	499,628	585,071	602,023	619,548	637,681
237	3610	42000	Uniforms/Safety Equipment	4,594	9,000	6,490	6,568	6,568	6,568
237	3610	42001	Communications	11,048	11,500	6,801	6,937	6,937	6,937
237	3610	43000	Vehicle Maint./Repair/Ins	19,536	20,500	23,892	24,369	24,369	24,369
237	3610	43100	Gasoline / Diesel	1,506	1,500	53,512	54,582	54,582	54,582
237	3610	43300	Memberships/Subscriptions	37	500	1,340	1,367	1,367	1,367
237	3610	43500	Program Costs & Supplies	77,793	190,500	159,217	159,790	159,790	159,790
237	3610	43530	Office Furn & Equipt<\$5K	78	2,000	1,818	1,854	1,854	1,854
237	3610	43600	Professional Services	326,655	233,300	323,405	331,847	331,847	331,847
237	3610	43700	Pubs/Lgl Ntcs/Filing Fees	292	-	1,000	1,000	1,000	1,000
237	3610	43800	Equipment Rental	4,580	6,000	6,000	6,000	6,000	6,000
237	3610	44320	Travel/Training	2,711	5,000	5,480	5,557	5,557	5,557
237	3610	44400	Utilities	225,437	-	310,000	310,000	310,000	310,000
237	3610	46100	Improvements	4,082	10,000	188,000	70,000	10,000	10,000
237	3610	46300	Equipment>\$5,000	-	10,000	10,000	10,000	10,000	10,000
			Total Services & Supplies	678,348	499,800	1,096,954	989,871	929,871	929,871
			Subtotal	1,126,091	999,428	1,682,025	1,591,894	1,549,419	1,567,552
Maintenance & Graffiti 3710									
200	3710	41000	Salary	321,137	442,053	459,570	473,142	487,113	501,491
200	3710	41004	Other Earnings	635	7,182	5,721	5,721	5,721	5,721
200	3710	41210	Pension Benefits	21,552	35,294	31,444	32,379	33,340	34,330
200	3710	41300	Healthcare	72,727	117,586	116,138	121,944	128,041	115,648
200	3710	41311	Retiree Healthcare	1,485	1,500	22,418	22,418	22,418	22,418
200	3710	41901	Other Insurances	25,050	27,430	32,952	32,952	32,952	32,952
			Total Salaries & Benefits	442,586	631,045	668,243	688,556	709,585	712,560
200	3710	42000	Uniforms/Safety Equipment	4,313	9,000	6,490	6,559	6,559	6,559
200	3710	42001	Communications	4,466	4,600	6,802	6,613	6,613	6,613
200	3710	43000	Vehicle Maint./Repair/Ins	7,364	11,000	11,931	12,170	12,170	12,170
200	3710	43100	Gasoline / Diesel	1,654	1,500	2,727	2,782	2,782	2,782
200	3710	43500	Program Costs & Supplies	61,283	103,600	108,320	110,286	110,286	110,286
200	3710	43530	Office Furn & Equipt <\$5K	32	500	1,000	1,010	1,010	1,010
200	3710	43600	Professional Services	125,794	257,200	356,379	331,508	331,508	331,508
200	3310	43700	Pubs/Legal Notices/Filing Fees	-	-	1,000	1,000	1,000	1,000
200	3710	43800	Equipment Rental	1,991	2,500	2,500	2,500	2,500	2,500
200	3710	44320	Travel/Training	277	2,700	6,310	6,384	6,384	6,384
200	3710	46100	Improvements	2,888	-	150,000	-	-	-
200	3710	46300	Equipment>5000	9,282	-	-	-	-	-
			Total Services & Supplies	219,343	392,600	653,459	480,812	480,812	480,812
			Subtotal	661,929	1,023,645	1,321,702	1,169,368	1,190,397	1,193,372
			TOTAL	3,387,334	3,929,964	5,011,215	4,835,684	4,889,099	4,897,465



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Glossary of Budget & Financial Terms

AB 1600

This law codifies the legal requirement that fees on new development have the proper nexus to any project on which they are imposed. The fees must be segregated from the general fund and from other funds or accounts containing fees collected for other impacts or departments.

Accounting System

The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Accounting

Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows and outflows.

Activity

A unit of budgetary accountability and control that encompasses specific and distinguishable lines of work performance for the purpose of accomplishing a function for which the City is responsible.

Adopted Budget

The budget document formally approved by the City Council.

Allocated Costs

A method for allocating overhead time and other expenses to activities that provide direct services.

Appropriation

An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources for a specific purpose within the budget year, July 1 through June 30.

Appropriations Limit

State law which limits growth in government spending to changes in population and inflation. Passed by California voters in 1979, this is known by several names, including Proposition 4, the Gann Initiative, the Gann Appropriations Limit and the Spending Limit.

Assessed Valuation

The estimated value placed upon real and personal property by the County Assessor as the basis for levying property taxes.

Asset Forfeiture Fund

This fund accounts for the proceeds from sale of assets seized primarily from illegal narcotics activities. Asset Forfeiture funds are used for law enforcement purposes.

Assets

Property owned by the City which has monetary value.

Assigned Fund Balances

Amounts constrained by the City's intent to be used for a specific purpose, but are neither restricted nor committed. Intent is expressed and may be changed at the discretion of the City Council or its designee.



APPENDIX

Audit

A systematic examination of the City's financial records and processes which concludes in a written financial report. It includes test of management's internal accounting controls and is intended to:

- Ascertain whether financial statements fairly present financial positions and results of operations;
- Test whether transactions have been legally performed; and,
- Identify areas for possible improvements in accounting practices and procedures

Authorized Positions

Positions approved by the City Council which may or may not have funding (see Budgeted Positions).

Balance Sheet

A statement which presents the financial position of an entity by disclosing its assets, liabilities, and fund equities as of a specific date.

Balanced Budget

Budgeted revenue levels are equivalent to budgeted expenditure levels.

Base Budget

Those resources necessary to meet an established and existing service level.

Basis of Budgeting

Basis of budgeting refers to the method used for recognizing revenues and expenditures in budget. The City uses the modified accrual basis of accounting for budgetary purposes in which income is recognized as revenue when earned, only so long as it is collectible within the period or soon enough afterwards to be used to pay liabilities of the current period. Encumbrances outstanding at year-end are re-appropriated in the next year and reported as reservations of fund balance.

Beginning Fund Balance

Fund balance available in a fund from the end of the prior year for use in the following year.

Biennial Budget

A budget that spans over two fiscal years.

Bond Debt (Debt Instrument)

A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

Budget (Operating)

A plan of financial operation listing an estimate of proposed expenditures (appropriations) for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates).

Budget Adjustment

A change of expenditure levels and corresponding resources needed to accomplish an existing service level or unanticipated service. All budget modifications are reflected in the current year Adjusted Budget and are approved by the City Council.

Budget Calendar

The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.



APPENDIX

Budget Cycle

The process and timeframe through which the budget is prepared, proposed, adopted, adjusted, expended and closed. San Pablo operates on a two-year budget cycle.

Budget Document

The official written statement prepared by City staff documenting the City Council-approved spending plan.

Budget Message

A discussion of the proposed budget presented by the City Manager in writing as a part of, or supplement to, the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made.

Budgeted Positions

The number of full-time equivalent positions to be funded in the budget. Example: Funding of two half-time positions would equal one full-time equivalent position.

Budget Supplement

A request for an increase or decrease in an existing service level (over and above the base budget).

CAFR

The Comprehensive Annual Financial Report (CAFR, pronounced “ka-fer”) is a report on assets, liabilities, revenues and expenditures in a standardized format that must conform to the Government Accounting Standards Board (GASB) accounting and financial reporting standards. The CAFR describes what actually was spent and the status of assets and liabilities at the end of the fiscal year.

Capital Asset

Assets of significant value and having a useful life of more than one year. Capital assets are also called fixed assets.

Capital Budget

A plan of proposed capital project expenditures and the means of financing them for a given period of time.

Carry-over Balance

Balance of funds brought forward from prior years.

CIP

Capital Improvement Plan or Program. A five-year plan for expenditures setting forth each capital project, the amount to be expended in each year, and the method of financing those expenditures. Expenditures may include the design, construction, or purchase of land, buildings, or facilities.

Capital Outlay

Expenditures used for the acquisition of capital assets. Includes the cost of land, buildings, permanent improvements, machinery, large tools and rolling and stationary equipment.

Capital Projects

Projects for the purchase or construction of capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

Capital Project Fund

Used to account for financial resources used for the acquisition or construction of major capital facilities.



APPENDIX

CDBG

Community Development Block Grant. The CDBG program is a flexible program that provides communities with resources to address a wide range of unique community development needs. Beginning in 1974, the CDBG program is one of the longest continuously run programs at the US Department of Housing and Urban Development (HUD). The CDBG program provides annual grants on a formula basis to 1180 general units of local government and states.

Certificate of Deposit

A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period at a specified rate of interest.

Committed Fund Balances

Fund balances having constraints imposed by formal action of the City Council which may be altered only by formal action (resolution) of the City Council.

Contingency

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

C.O.P.

Certificate of Participation. Provides long-term financing through a lease or installment sale agreement that does not constitute indebtedness under the state constitutional debt limit and does not require voter approval.

DDR

Due Diligence Review. In terms of the dissolution of redevelopment, the State requires each Successor Agency to employ a licensed accountant, approved by the county auditor-controller and with experience and expertise in local government accounting, to determine the unobligated balances available for transfer to taxing entities.

Debt Service

Payment of interest, and repayment of principal to holders of the City's debt instruments.

Debt Service Fund

Used to account for the accumulation of resources for, and payment of, general long-term debt.

Deficit

The excess of an entity's liabilities over its assets (see Fund Balance); or the excess of expenditures or expenses over revenues during an accounting period.

Department

An organizational unit comprised of divisions or programs. It is possible for a department to be comprised of only one division.

Division

A functional grouping of related activities within a department. There are usually several activities within a division.



APPENDIX

Encumbrance

Obligations in the form of purchase orders or contract commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. Encumbrances are eliminated when paid or when a liability is recorded. Carry-forward encumbrances are obligations and appropriations which are transferred to the subsequent fiscal year.

Expenditures

The payment against an appropriation for goods received or services rendered.

Fair Market Value

The value of a piece of real estate in the open market. Used to determine the assessed value of property for taxing purposes.

Fees

A charge to cover the cost of services (e.g., building inspection fee, zoning fee, etc.).

Fiscal Year

The twelve-month period beginning July 1st and ending the following June 30th.

Fixed Asset

A tangible item of a long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$5,000.

Franchise Tax

A 7% tax paid by franchisees (utilities) for the right to operate exclusively in the City.

FTE

Full Time Equivalent. One or more employee positions totaling one full year of service or approximately 2080 hours a year.

Fund

An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance

Remaining balance available following the reduction for resources not available for spending or "legal restrictions" (reservation) and intended future use of resources (designation).

GAAP

Generally Accepted Accounting Principles. The standard framework of guidelines for financial accounting. It includes the standards, conventions, and rules accountants follow in recording and summarizing transactions, and in the preparation of financial statements.

Gas Tax Fund

This fund is required by State law to account for gas tax revenues received from the State and expended for construction and maintenance of City streets



APPENDIX

General Fund

The fund supported by taxes, fees, and other revenues that may be used for any lawful purpose. The general fund accounts for all financial resources except those required to be accounted for in another fund. This fund accounts for the general operating programs of the City.

General Obligation Bond

When the City pledges its full faith and credit to repayment of the bonds it issues, then those bonds are general obligation (G.O.) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues. In California, G.O. bonds issued after 1977 must be authorized by public referenda with two-thirds voter approval.

General Plan

The General Plan is a long-range planning document that provides the City a framework for action and the direction in which to focus that action. General Plan Elements are areas in which the City has elected to administer and manage the delivery of services to its community.

GFOA

Government Finance Officers Association. The GFOA is the professional association of state/provincial and local finance officers in the United States and Canada.

Grant

A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the State and Federal Governments, and must be used for specified purposes and within a specified time period.

Interfund Transfers

Monies appropriated from one fund to another fund. This is done to reimburse the fund for expenses or to finance the operation of the other fund.

Impact Fees

Fees imposed in connection with approval of a development project for the purpose of defraying all or a portion of the cost of public facilities related to the development project.

Infrastructure

All city-owned facilities supporting the operation of the governmental unit. Infrastructure includes streets, roads, bridges, curbs and gutters, parks, water and sewer lines, storm drains, sewer lift stations, all government buildings and related facilities.

Internal Service Fund

Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City.

Investments

Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

Liability

A debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. NOTE: The term does not include encumbrances.



APPENDIX

Liquidity

The extent to which one form of an asset can be exchanged into another form with minimal loss of value (e.g. the sale of real property for cash). Liquid assets have some or all of the following features: they can be sold rapidly, with minimal loss of value, any time within market hours.

LSA

Local Successor Agency. An entity designated to serve as the successor to the dissolved redevelopment agency. The LSA is charged, generally, with carrying out the enforceable obligations of the former redevelopment agency, repaying outstanding debts of the former redevelopment agency, and disposing of the former redevelopment agency's non-housing property and assets.

Mandate (Mandated Services)

A legal requirement, usually imposed by State or Federal law. This term is used to refer to City services, which are provided to comply with State or Federal laws

Maturities

The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Measure C

A one-half cent sales tax measure passed in Contra Costa County in 1988 for transportation projects. Expired in March 2009, this measure provided for a BART extension, freeway improvements, better bus service, enhanced bicycle facilities and more transportation options for senior citizens and people with disabilities.

Measure J

Passed in November 2004, this measure provided for the continuation of the Measure C one half-cent transportation sales tax for 25 more years beyond the original expiration date of 2009.

Measure Q

A General (not Special) Tax approved by City of San Pablo voters in June 2012. Authorizes a temporary (10-year), tiered increase in the City's sales tax rate, earmarked for public safety, youth services, economic development and other general purposes. Increases the State/County sales tax rate (currently 8.25%) by 1/2-cent for 5 years (8.75%), then reduces by 1/4-cent for the next 5 years (8.5%). The tax sunsets (expires) after 10 years and reverts back to the State/County rate.

Mission

A unifying statement of why an organization exists.

Modified Accrual

Recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows and outflows of cash. Amounts are recognized as revenue when earned, only so long as they are collectible within the period or soon enough afterwards—generally 45 days—to be used to pay liabilities of the current period.

MOU

Memorandum of Understanding. The City of San Pablo uses an MOU to define the relationship between the City and its represented employees. The MOU creates a platform for a clear understanding of each party's commitments/purpose.



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Municipal Code

A book that contains City Council approved ordinances presently in effect. The Code defines City policies in various categories.

Net Assets

The excess of all City assets over all liabilities, regardless of fund. Generally a fund's cash and receivables, less its liabilities.

Objectives

Identifies the specific, desired results of the activities of a program.

Operating Budget

A programmatic, financial, and organizational plan for furthering the goals of the City Council through departments of the City, which does not include projects funded in the capital improvement budget.

Operating Expenses

Expenses incurred as a result of day-to-day operations.

Operating Fund

Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital expenses.

Ordinance

A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law, such as a State statute or constitutional provision. An ordinance has higher legal standing than a resolution. A law set forth by a government authority, specifically, a municipal regulation.

Performance Measures

Specific quantitative measures of work performed within an activity or program (e.g., total miles of streets cleaned), or a specific quantitative measure of results obtained through a program or activity (e.g., reduced incidence of vandalism due to new street lighting program).

PERS

Public Employees Retirement System. A pension plan administered by the State of California for government agencies, also referred to as "Cal-PERS."

Program

A group of people working together to deliver a discrete service to identifiable users as part of an operational service.

Property Taxes – secured

Taxes on real and personal property located upon that property of the same owner.

Property Taxes – unsecured

Taxes on property for which the value of the lien is not sufficient to assure payment of the tax.

Proposed Budget

The working document for the fiscal year under discussion.



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Proposition 111

State measure (1990) increasing gasoline and diesel fuel tax rates by 9 cents per gallon over a five-year period. Since 1994 this tax has been assessed at 18 cents per gallon.

Purchase Order

Authorizes the delivery of specific goods or services, and incurrence of debt for them.

Purpose/Goal

This element explains the need for the activity and the reason for its existence.

Re-appropriation

A governing body action that transfers spending authority from a completed fiscal year to the subsequent spending plan.

Redevelopment Agency (RDA)

A financial and operation tool dedicated to remove blight and breathe new life into deteriorated areas of the city. The RDA is responsible for many of the improvements to the city's infrastructure (street and sewer improvements), renewal of the downtown area, construction of community facilities, affordable housing, and economic development. California State Governor Jerry Brown dissolved all RDA's statewide in 2011 and required their dismantling through Local Successor Agencies.

Reserves

An account used to indicate that a portion of fund equity that is legally restricted for a specific purpose.

Resolution

A special order of the City Council that requires less legal formality than an ordinance in terms of public notice and the number of public readings prior to approval.

Resources

Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Restricted Use Funds

Funds having external restrictions imposed by creditors, grantors, contributors, laws, regulations, or enabling legislation which requires the resources to be used only for a specific purpose. Includes encumbrances and non-spendable amounts subject to restrictions.

Revenues

Total dollars received from taxes, fees, permits, licenses, interest, and intergovernmental sources including grants within the fiscal year.

Revenue Bonds

Bonds which pledge one specific revenue source to repayment. In addition to a pledge of revenues, such bonds some-times may be secured by a lien against property.

Revenue Estimate

A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.



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ROPS

Recognized Obligation Payment Schedule. The schedule used by successor agencies to report enforceable obligations to the State.

Salary Savings

That percentage or dollar amount of salaries which can be expected to be unspent during the fiscal year due to vacancies and employees receiving less than the top-step pay of the classification.

SALES TAX

The City receives one percent of the 8.75% of taxes assessed on retail sales or leases of tangible personal property in the City.

Service level

Indicates a project's effect on existing levels of service provision or identifies a new service to be provided to the public.

Special revenue fund

Separate fund used to account for the proceeds of special revenue sources that are restricted by law (or administrative action) to expenditures for specific purposes.

Strategic goals/objectives

Representing elements or sub-elements of a strategic plan, the City's planned response to address service delivery needs and priorities.

Structural deficit

The amount by which a government's spending is more than it receives in taxes in a particular period, whether the economy is performing well or not. Structural deficit issues can only be addressed by explicit and direct government policies, such as reducing service levels, cutting spending, increasing the tax base, and/or increasing tax rates. This problem can be characterized as more "chronic" or long-term in nature.

TOT

Transient Occupancy Tax. Also known as "hotel tax" on persons staying in a hotel, inn, motel, tourist home, or other lodging facility. San Pablo's TOT is currently 12%.

Transfers

The movement of funds from one budgeted line-item account to another.

UI

Unemployment Insurance.

Unassigned fund balance

Represents residual amounts that have not been restricted, committed, or assigned.

Unit cost

Cost of producing one unit of product or service, usually based on averages. Unit costs may be stated in terms of gallons, feet, tons, individual units, etc.

Unrestricted funds

The portion of Net Assets which is not designated for a specific purpose.



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User charges

The payment of a fee for direct receipt of a public service by the party benefiting from the service.

UUT

Utility Users Tax. A 7% general tax on cable television, telephone, electricity, natural gas and water service.

Year-end

Refers to the end of the fiscal year, meaning “as of June 30th.”

Yield

The rate earned on an investment based on the price paid.





CITY_{OF} SAN PABLO

