

Biennial Budget for Fiscal Years 2016/17 and 2017/18



City of
Pleasant Hill

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June 2, 2016

Honorable Mayor and City Councilmembers:

I am pleased to submit to you and the residents of Pleasant Hill the Fiscal Year (FY) 2016/17 and 2017/18 Biennial Budget. The City has persevered through the recession and State funding reductions. We are pleased to report that modestly increasing revenues and the City's continuing efforts to manage costs are expected to result in a balanced financial position over the coming years. The Biennial Budget maintains current service levels and makes targeted additional investments responsive to community priorities and Council goals while maintaining adequate reserves.

Budget Adoption Process

The City operates on a two-year (biennial) budget. Through the budget, the City Council authorizes City staff to collect revenues and make expenditures. The City's budget adoption process has the following main steps:

- The City Council assesses community priorities and adopts goals;
- City staff forecasts the revenues and expenditures that it expects over the next two years;
- City staff creates a proposed budget based on Council priorities and presents the budget to the Budget Committee; and
- The Council gathers public input, deliberates, amends, and adopts the budget.

City Council Goals

The Council revisits and updates its goals every two years in association with the budget process. The Council held its most recent goal setting community workshop in March 2016, at which it confirmed the following five goals:

- A City that is safe
- A City that is financially sound
- A City that is attractive, well planned, and maintained
- A City that provides a high quality of life and a small-town atmosphere for its residents
- A City that provides enhanced public services.



Financial Environment

Subsequent to the Council's adoption of goals, City staff analyzed the City's financial environment and forecasted expected revenues and expenditures for the budget years and three years beyond.

The region, State, and nation are continuing to enjoy an extended, if uneven, recovery from the recession. However, there are questions about the economy's ability to continue to extend this recovery. The State of California's Legislative Analyst's Office (LAO) summarized its expectations in its November 2015 publication "The 2016-17 Budget: California's Fiscal Outlook." In the report, the LAO noted its expectation that real gross domestic product (GDP) will grow in the United States by 2.5 percent per year on average in 2016 through 2020. Although this represents healthy average growth over those five years, the forecast anticipates that GDP growth will slow each year beginning in 2018 and settle at just 1.7 percent in 2020. The LAO also expects personal income in California to grow by 5.7 percent per year on average and for the unemployment rate to decrease from 5.5 to 4.5 percent over the same period. Similar to national GDP, the LAO is expecting personal income in California to grow more slowly each year beginning in 2019. The LAO also expects inflation to increase to 3.1 percent in 2018. Overall, it is a picture of an economy that still retains some strength, but is expected to cool. The City is expecting modest economic and revenue growth to continue throughout the budget years, as described below, but is mindful of the possibility of a slowdown.

Biennial Budget

Staff's priority in preparing the budget was to maintain current service levels and make targeted additional investments responsive to community priorities and Council goals.

The main characteristics of the FY 2016/17 and 2017/18 Biennial Budget are the following:

- Modest but consistent revenue growth;
- Modest inflationary growth for most expenditures;
- Continuation of existing levels of public services and staffing;
- Addition of one new position, a Technology Coordinator at City Hall;
- Special, one-time expenditures for limited-term, high-priority items:
 - \$508,000 in FY 2016/17 through FY 2018/19 for the Gateway Project, including design and installation of new gateway and wayfinding signs and new aesthetic illumination of key City entryways and landmarks;
 - \$66,000 in FY 2016/17 for Economic Development grants and loans to assist Pleasant Hill businesses;
 - \$1.30 million annually during FY 2016/17 and FY 2017/18 to enable the City to marginally increase the Pavement Condition Index (PCI) rating of City streets and to prevent an increase in the level of deferred maintenance of streets; and
 - \$187,000 in FY 2016/17 and FY 2017/18 to update the City's General Plan.



The City is expecting that General Fund revenues will total \$23.1 million in FY 2016/17 and increase to \$24.5 million in FY 2017/18. (However, as noted above, staff is mindful of the possibility of a slowdown in the economy and the need to continue to maintain adequate financial reserves to offset potential decreased future revenue.) The City is also expecting inflationary cost increases for most City expenditures. General Fund expenditures are budgeted to total \$25.6 million in FY 2016/17 and \$26.2 million in FY 2017/18.

Adoption of the budget will require the City to use some of its reserves to cover operating shortfalls in FY 2016/17 and FY 2017/18. The City's reserves would nonetheless continue to meet their required levels (\$8.0 million by FY 2020/21) and could be replenished through modest operating surpluses expected beginning in FY 2018/19. General Fund revenues, expenditures, and fund balance contained in the Biennial Budget are summarized in the table below.

Five-Year Forecast

The City traditionally creates a five-year revenue and expenditure forecast as part of the Biennial Budget. Overall, the forecast shows that the modest but steadily increasing revenues and the City's continuing efforts to manage costs and retire debt result in a financial position that is balanced over the coming years with adequate reserves. Staff is specifically forecasting that revenue will continue to increase in the forecast years (FY 2018/19 through FY 2020/21) to \$25.2 million in FY 2018/19; \$25.9 million in FY 2019/20; and \$26.7 million in FY 2020/21. The City is forecasting that expenditures will increase to \$27.1 million by FY 2020/21. Based on these forecasts, the City will maintain its required reserve levels throughout the five-year budget and forecast period.

	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021
	PROJECTED	PROPOSED	PROPOSED			
	RESULTS	BUDGET	BUDGET	FORECAST	FORECAST	FORECAST
FUND BALANCE, BEGINNING	\$ 14,060	\$ 13,603	\$ 11,045	\$ 9,366	\$ 8,827	\$ 8,399
TOTAL ON-GOING REVENUES	\$ 22,667	\$ 23,054	\$ 24,544	\$ 25,163	\$ 25,914	\$ 26,692
TOTAL ONGOING OPERATING EXPENDITURES	22,343	23,982	24,730	24,394	25,272	26,011
TOTAL SPECIAL ONE-TIME EXPENDITURES	781	1,630	1,493	1,308	1,070	1,070
SURPLUS/(DEFICIT) ON-GOING	324	(928)	(186)	769	642	681
SURPLUS/(DEFICIT) SPECIAL ONE TIME REVENUES/	(781)	(1,630)	(1,493)	(1,308)	(1,070)	(1,070)
TOTAL SURPLUS/(DEFICIT)	\$ (457)	\$ (2,558)	\$ (1,679)	\$ (539)	\$ (428)	\$ (389)
FUND BALANCE, ENDING	\$ 13,603	\$ 11,045	\$ 9,366	\$ 8,827	\$ 8,399	\$ 8,010

Future Challenges and Uncertainty

Even with the economic recovery, there are still challenges and uncertainty ahead, in part due to continuing federal, State, and regional funding reductions, which the City must consider when making budgetary decisions.

The City, like many others, deferred investments in capital assets during the recession and as a result of State funding reductions. The City now faces the need for additional investment in the future in order to maintain the City's roads, buildings, sidewalks, and other infrastructure in the safe, attractive condition that characterizes the community and that residents and businesses expect. Although the

City can achieve a balanced budget to cover current operating expenses, the City does not have sufficient funds to address deferred capital needs, which total over \$14 million for streets and \$9 million for storm drains, or make other desirable improvements to infrastructure. The City will continue to robustly engage the community to communicate funding needs and solicit input on preferred service priorities in light of the current capital funding gap.

Additionally, while the City has prudently reduced costs, personnel-related expenditures continue to represent a very significant share of the City's total expenditures. There have been significant increases in pension and healthcare benefit costs over the past few years, and they are expected to continue to increase fairly rapidly over the next few years despite the City's best efforts on cost containment. The City refunded a portion of its unfunded pension liability to achieve significant savings. In addition, in 2013 employees began paying their full share of pension benefit costs and a significant share of health benefit costs. Any future changes to the benefit cost sharing arrangement, as well as changes to general salary levels, will be negotiated between the City and employees when bargaining unit contracts are renewed.

Conclusion

The FY 2016/17 and 2017/18 Biennial Budget maintains current service levels and makes high-value, targeted additional investments responsive to community priorities and Council goals. I look forward to implementing the many excellent services and programs this budget supports.

Respectfully submitted,

June Catalano, City Manager

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ELECTED OFFICIALS

Susan A. Noack, Mayor

Michael Harris, Vice Mayor

Kenneth Carlson, Councilmember

David Durant, Councilmember

Timothy Flaherty, Councilmember

Mark W. Celio, City Treasurer

Carol W. Wu, City Clerk

KEY CITY STAFF

June Catalano, City Manager

Janet Coleson, City Attorney

Andrew Murray, Assistant City Manager

Kelly Calhoun, Economic Development Manager

Greg Fuz, City Planner

Ling King, Chief Technology Officer

Mary McCarthy, Finance Manager

Erika Mitchell, Human Resources Manager

John Moore, Chief of Police

Mario Moreno, City Engineer

Martin Nelis, Public Information Officer

Mike Nielsen, Chief Building Official and Maintenance Superintendent

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MISSION STATEMENT

The City of Pleasant Hill is dedicated to maintaining a safe, pleasant environment within the community by providing effective governance and the efficient and professional delivery of public services.

In the process of providing representative local government, the City identifies and anticipates concerns, problems and opportunities and takes actions to address them. The City government is a catalyst for the involvement of residents, business, and organizations in the development and maintenance of a well-integrated community.

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CITY OF PLEASANT HILL

SECTION 1 BACKGROUND

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CITY COUNCIL GOALS

FY 2016/2017 and 2017/2018

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GOAL #1: A CITY THAT IS SAFE

OBJECTIVE #1: ENSURE THERE IS ADEQUATE PUBLIC SAFETY

- A. Develop strategies and programs to reduce crime and increase public safety.
- B. Continue and expand community engagement around public safety programs including:
 - a. Neighborhood Watch;
 - b. Community Emergency Response Team; and
 - c. Use of social media.
- C. Enhance School Outreach Program.
- D. Enhance traffic safety around schools and continue to fund crossing guard services for various locations in Pleasant Hill.
- E. Continue to utilize volunteers to assist with safety efforts.
- F. Continue partnerships with regional and City public safety operations.

OBJECTIVE #2: PRESERVE AN INFRASTRUCTURE THAT IS FUNCTIONAL AND EFFECTIVE

- A. Maintain arterials and collector systems with a Pavement Condition Index (PCI) of 60 or better.
- B. Maximize efficiency of funding dollars through the use of innovative technologies and grants.
- C. Continue to repair residential and commercial streets in a timely fashion.
- D. Identify and prioritize smaller-scale projects and coordinate with regional agencies to reduce flooding, depending on funding opportunities.
- E. Prioritize Capital Improvement Plan (CIP) projects on an annual basis to identify areas where failures or deterioration could create health and safety issues.
- F. Enhance the Complete Streets program.

OBJECTIVE #3: MAINTAIN A DISASTER PREPAREDNESS PROGRAM THAT IS EFFECTIVE THROUGHOUT THE CITY

- A. Support the Community Emergency Response Team (CERT) Program.
- B. Utilize the Outlook newsletter, website, and social media to promote disaster preparedness education.
- C. Continue emergency management and disaster preparedness training for City staff.
- D. Improve multi-jurisdictional coordination of disaster preparedness, including schools K-12 and colleges, the Contra Costa Fire District, CERT and the City.

GOAL #2: A CITY THAT IS FINANCIALLY SOUND

OBJECTIVE #1: ENSURE PRUDENT BALANCE BETWEEN OPERATING EXPENDITURES AND REVENUES

- A. Set and maintain a balanced budget.
- B. Continuously monitor and adjust expenditures to conform to funds available, including personnel costs.
- C. Ensure the City has sufficient revenue to sustain and support the community.
- D. Maintain reserves for specified purposes and amounts (including unassigned reserves) to ensure they are adequate to meet the needs outlined in the City's financial policies.

OBJECTIVE #2: FOSTER ACTIVE AND EFFECTIVE ECONOMIC DEVELOPMENT PROGRAMS AND SERVICES

- A. Strengthen the attractiveness of commercial areas and work with businesses to identify and promote the unique features of each business area.
- B. Coordinate infrastructure projects with economic development efforts to efficiently leverage City resources and enhance the vitality of commercial areas while recognizing and balancing needs of individual neighborhoods.
- C. Increase pedestrian activity in the Downtown and other commercial areas.
- D. Promote the "Dine, Shop, Enjoy Pleasant Hill" campaign to ensure coordination between hotels, restaurants, and commercial establishments, and develop opportunities for cross marketing and promotions.

OBJECTIVE #3: CONTINUE LONG TERM FINANCIAL PLANNING

- A. Review the Long Term Financial Plan annually.
- B. Evaluate alternative funding mechanisms for City projects and programs.

GOAL #3: A CITY THAT IS ATTRACTIVE, WELL PLANNED, AND MAINTAINED

OBJECTIVE #1: IMPLEMENT A CAPITAL IMPROVEMENTS PLAN (CIP) THAT REFLECTS AND MEETS THE CITY'S NEEDS

- A. Provide ongoing review of existing infrastructure to ensure adequate funding resources are directed toward facilities at levels that will minimize long-term maintenance costs and ensure that they do not deteriorate below levels that create health and safety concerns.
- B. Continue to aggressively pursue all grant and other funding sources to use for roadway, pedestrian walkway, and bicycle lane improvements, as well as flood control projects.

OBJECTIVE #2: KEEP THE CITY'S PLANNING DOCUMENTS UP TO DATE

- A. Update, or amend as appropriate, the City's General Plan to address regional planning issues, ensuring compliance with applicable laws with a focus on:
 - a. Maintaining and enhancing quality of life;
 - b. Strengthening neighborhoods;
 - c. Incorporating sustainable land use and development principles; and
 - d. Encouraging high-quality economic development.
- B. Encourage community engagement in the City's planning document update process.
- C. Maintain ongoing review and status updates of other planning-related documents, including the Zoning Ordinance and Citywide Design Guidelines.

OBJECTIVE #3: PROMOTE A SUSTAINABLE AND ENVIRONMENTALLY FRIENDLY COMMUNITY

- A. Continue education and outreach focused on environmental best practices, green business programs, green building and planning.
- B. Continue to promote alternative transportation options, such as electric vehicle usage and charging stations, walking, biking, buses, BART and carpooling.
- C. Incorporate climate change impacts into City planning documents.
- D. Continue environmental best practices and the Green Building Program.

OBJECTIVE #4: EXPLORE METHODS AND OPPORTUNITIES TO PRESERVE CULTURAL AND HISTORICAL HERITAGE

**GOAL #4: A CITY THAT PROVIDES A HIGH QUALITY OF LIFE AND A SMALL-TOWN
ATMOSPHERE FOR ITS RESIDENTS**

OBJECTIVE #1: PROVIDE AND PROMOTE COMMUNITY EVENTS

- A. Continue to organize and sponsor activities and events that enhance the quality of life in Pleasant Hill, such as Community Service Day, Light up the Night, and the Sunset by the Lake Summer Concert Series.
- B. Sponsor, support and promote events with other community partners, including the Art, Jazz and Wine Fest, Downtown Plaza Concerts, Downtown Farmers' Market and Fourth of July festivities.
- C. Provide opportunities for children to interact with the City of Pleasant Hill through activities such as Mock City Council Meetings, Mayor for a Day, and the annual Holiday Tree Trimming and Caroling at City Hall.
- D. Promote cultural events.

OBJECTIVE #2: FOSTER COLLABORATIONS WITH OTHER COMMUNITY PARTNERS

- A. Cultivate cooperation and communication with the Mount Diablo Unified School District and higher education institutions, including Diablo Valley College and John F. Kennedy University, to promote quality education in Pleasant Hill.
- B. Collaborate with the Recreation and Park District, other service providers and civic organizations (such as Rotary and Lions Clubs), to promote events and programs which enrich the quality of life for Pleasant Hill residents.
- C. Work cooperatively with the Contra Costa County Library to enhance community awareness and improve library services and programs.

GOAL #5: A CITY THAT PROVIDES ENHANCED PUBLIC SERVICES

OBJECTIVE #1: PROVIDE RESOURCES TO ENSURE QUALITY PUBLIC SERVICE

- A. Provide staff training and educational opportunities related to quality public service.
- B. Create opportunities for teamwork that crosses departmental lines.
- C. Ensure that the City has the highest level of transparency by providing training and communications for City staff, Commissioners and City Council with regard to the Brown Act, Public Records Act, Political Reform Act and any other related State or Federal laws.
- D. Monitor community satisfaction with City government and City services.

OBJECTIVE #2: BUILD A NEW STATE-OF-THE-ART COMMUNITY LIBRARY

- A. Work with stakeholders to determine the feasibility of constructing a new state-of-the-art community library.
- B. If feasible, construct a new Pleasant Hill Community Library.

OBJECTIVE #3: EXPLORE DEVELOPMENT AND FEASIBILITY OF FACILITIES FOR LEISURE AND CULTURAL ACTIVITIES

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ABOUT THE CITY OF PLEASANT HILL



Incorporated in 1961, Pleasant Hill today is a modern and dynamic city in the East Bay Area of San Francisco. Centrally located along Interstate 680 in Contra Costa County, it is blessed with a strong sense of community and small town charm, yet boasts a vibrant business climate that attracts thousands of visitors.

The City's roots can be traced to a growing farming community in the 1880's and the opening of the Central Pacific Railroad through Diablo Valley in 1891. In 1911, an electric railroad passed through Pleasant Hill on its way to the Sacramento Valley.

Population growth accelerated after World War II and the area became more desirable for industry. The community gradually took shape as part of the suburban East Bay Area with residents keen on creating a unique identity for Pleasant Hill.

Residents in the Pleasant Hill area voted in 1959 against annexation into Walnut Creek. Two years later, on November 7, 1961, they voted to incorporate Pleasant Hill as a city and elected the first City Council. In 1964, Interstate 680 opened between Monument Boulevard and Willow Pass Road, completing the freeway from Oakland to Sacramento. This effectively created the opportunity for residential growth and future redevelopment activity along the 680 corridor.

The identity long sought by residents was boosted by the completion of the new City Hall facility in 1991, which then helped to spur the redevelopment of the downtown area. This was finally achieved in 2000 with the grand opening of the Pleasant Hill Downtown incorporating more than 350,000 square feet of retail space, entertainment venues, restaurants, and a central plaza area for community gatherings and events.

Community pride is strong in Pleasant Hill today as the City has successfully managed to retain its small town charm and identity.



DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS

Incorporation Date	November 14, 1961
Elevation	55 feet
Population	34,077
Median Household Income	\$81,556
Per Capita Income	\$43,580
Total Housing Units	14,321
Total Owner Occupied Units	57.5%
Median Value Owner Occupied Units	\$513,000
High School Graduate or Higher	95.9%
Bachelor's Degree or Higher	51.5%
Total Population in Labor Force (age 16 years and over)	64.3%

Source of demographic and economic data: U.S. Census Bureau, 2010-2014

GENERAL INFORMATION

Council/Manager Form of Government

Miles of Streets = 115

Parks Owned and Operated by the Recreation and Park District

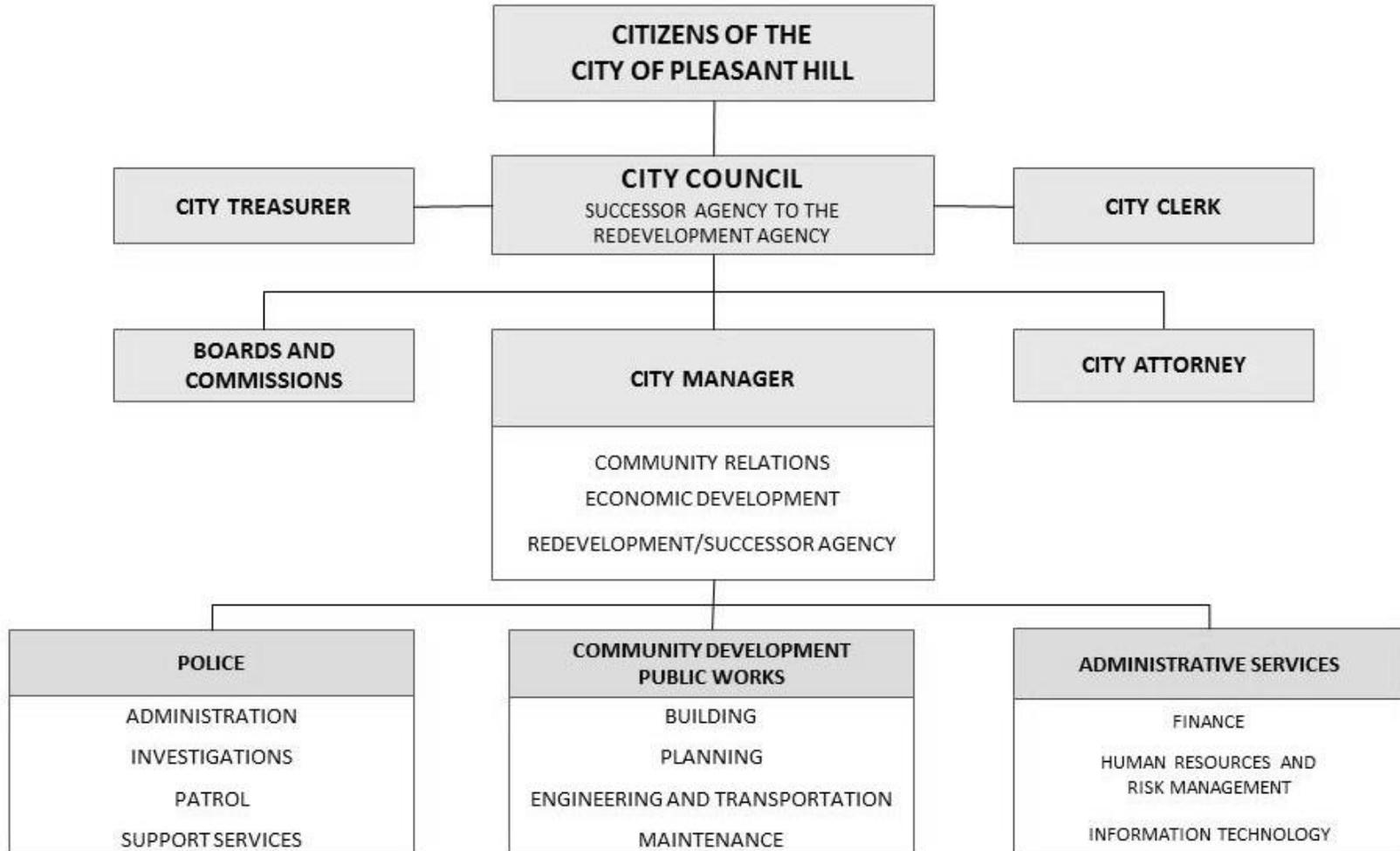
Fire Protection Provided by Contra Costa Consolidated Fire District

Water Provided by Contra Costa Water District and East Bay Municipal Utility District

Waste Water Collection and Treatment Provided by Central Contra Costa Sanitary District

Refuse Collection/Disposal Provided by Republic Services

CITY OF PLEASANT HILL Organization Chart



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CITY OF PLEASANT HILL

SECTION 2 BUDGET INFORMATION

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BUDGET INFORMATION

BUDGET SUMMARY

The City operates on a two-year (biennial) budget. Through the budget, the City Council allocates the City's limited financial resources to the community's top priorities and authorizes City staff to collect revenues and make expenditures.

Regarding financial and budgetary condition, the City is continuing to share in the region's extended recovery from the recession. The City is expecting revenues to be 6.5% higher in FY 2017/2018 than in the prior fiscal year, due to increases in sales tax, property tax, and transient occupancy tax streams. These increasing revenues and the City's continuing efforts to manage costs enable the City to afford some limited new spending on priority items while maintaining a prudent level of General Fund reserves.

Staff prepared a proposed FY 2016/2017 and 2017/2018 Biennial Budget by forecasting revenue and allocating it for expenditure on the City Council's priorities, as expressed in the City Council Goals. While preparing the proposed budget, staff considered input from City residents and businesses gathered through a 2016 Budget Development Survey and the development of the City's Long-Term Financial Plan.

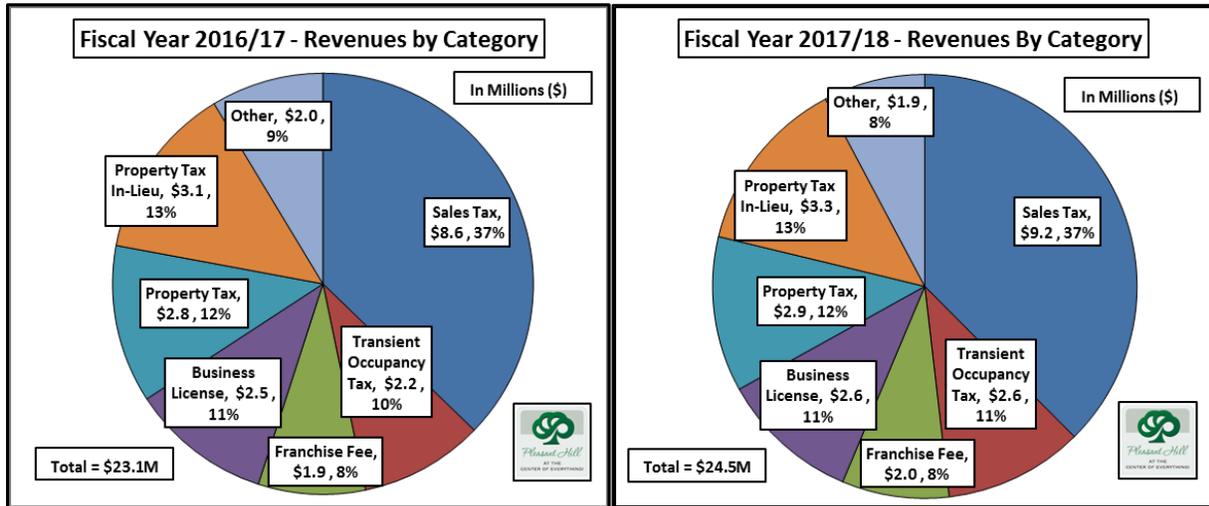
The proposed FY 2016/2017 and 2017/2018 Biennial Budget primarily maintains baseline service, staffing, and spending levels from FY 2015/2016. The following are additional key investments the proposed budget contains:

- Addition of one new position, a Technology Coordinator at City Hall;
- Special, one-time expenditures for limited-term, high-priority items:
 - \$508,000 in FY 2016/2017 through FY 2018/2019 for the Gateway Project, including design and installation of new gateway and wayfinding signs and new aesthetic illumination of key City entryways and landmarks;
 - \$66,000 in FY 2016/2017 for Economic Development grants and loans to assist Pleasant Hill businesses;
 - \$1.30 million annually during FY 2016/2017 and FY 2017/2018 to enable the City to marginally increase the Pavement Condition Index (PCI) rating of City streets and to prevent an increase in the level of deferred maintenance of streets; and
 - \$187,000 in FY 2016/2017 and FY 2017/2018 for support to update the City's General Plan.

GENERAL FUND REVENUE

City staff analyzed historic trends and used information from the City's revenue consultant, HdL Companies, the East Bay Economic Development Alliance, and Beacon Economics to forecast future revenues.

General Fund revenues are expected to total \$23.1 million in FY 2016/2017 and to increase to \$24.5 million in FY 2017/2018. Staff is forecasting that revenue will continue to increase to \$25.2 million in 2018/2019; \$25.9 million in 2019/2020; and \$26.7 million in 2020/2021. It should be noted, however, that a recession during this time period could significantly affect revenues. The City's revenue base is fairly concentrated, with the top six revenue sources accounting for over 90% of total revenue.



Property Tax, Property Tax In-Lieu, and Sales Tax

Property Tax

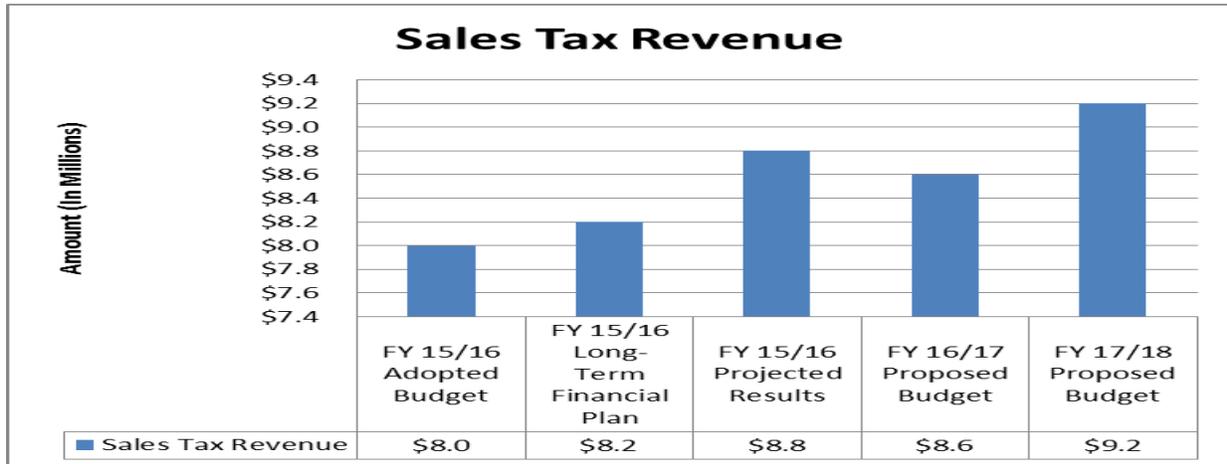
The City is expecting that property taxes will total \$2.8 million in FY 2016/2017 and increase to \$2.9 million in FY 2017/2018 due to higher assessed valuations on residential properties that have changed ownership and the recapture of Proposition 8 valuation reductions. Property taxes are projected to further increase to \$3.1 million in FY 2018/2019; \$3.2 million in FY 2019/2020; and \$3.3 million in FY 2020/2021.

Property Tax in Lieu of Vehicle License Fee

The motor vehicle license fee (VLF) is an annual tax on the ownership of registered vehicles collected by the State Department of Motor Vehicles and then distributed to cities and counties. In 2004, the State Legislature permanently reduced the tax rate from 2% to .65% of a vehicle's current market value. The reduction in VLF revenue to cities and counties was offset by an increased transfer of property tax from the State to cities and counties. This transfer is called the "Property Tax in Lieu of VLF." The City is expecting revenue of \$3.1 million in FY 2016/2017 and \$3.2 million in FY 2017/2018, with forecasted increases to \$3.4 million in FY 2018/2019; \$3.5 million in FY 2019/2020; and \$3.7 million in FY 2020/2021.

Sales Tax

Based on increased consumer spending and additional sales tax from new businesses, HdL Companies is projecting sales tax revenue will be \$8.6 million in FY 2016/2017 and \$9.2 million in FY 2017/2018. HdL Companies is also forecasting that sales tax will continue to increase to \$9.4 million in FY 2018/2019; \$9.6 million in FY 2019/2020; and \$9.9 million in FY 2020/2021. These projections include a significant increase in sales tax beginning in January 2017 due to the redevelopment of DVC Plaza, which is expected to contribute additional revenue of approximately \$200,000 annually. As noted earlier, a recession could significantly impact revenue, particularly for sales tax.



Other Taxes and Assessments

Franchise Fees

Franchise fees are rent paid by utilities or other businesses for the privilege of using the City's right of way (streets, alleys, sidewalks, etc.) to locate utility lines or operate vehicles. The City collects a 1% franchise fee from Pacific Gas & Electric and a 5% franchise fee from cable operators AT&T/Pacific Bell, Comcast, and Astound. The City also collects a 12% franchise fee from Republic Services Inc. Franchise fee revenues have remained fairly stable over the past several years and are expected to increase slightly to \$2.0 million in FY 2017/2018. The City is projecting revenue will continue to increase slightly to \$2.1 million by FY 2020/2021.

Transient Occupancy Tax

The City has six hotels (Hyatt House, Courtyard by Marriott, Residence Inn by Marriott, Extended Stay America, Sun Valley Inn, and Pleasant Hill Inn) that collect and remit a 10% transient occupancy tax (TOT) to the City. As the economy and consumer confidence have improved, the City has experienced significant increases in transient occupancy tax. The City is expecting that revenue will further increase due to the opening of a new hotel in Ellinwood, generating approximately \$380,000 annually beginning in July 2017. Transient occupancy tax is expected to total \$2.2 million in FY 2016/2017 and \$2.6 million

in FY 2017/2018, and forecasted to further increase to \$2.7 million in FY 2018/2019; \$2.7 million in FY 2019/2020; and \$2.8 million in FY 2020/2021.

Other Taxes and Assessments

Other taxes and assessments include utility user's tax and property transfer tax. Utility user's tax is a 1% tax levied on telephone service. Property transfer tax is collected on the sale of property at the rate of \$0.275 for each \$500 of sales price or portion thereof. These revenues are projected to be slightly lower than the Long-Term Financial Plan and the Adopted FY 2014/2015 and 2015/2016 Biennial Budget projections. Other taxes and assessments are projected to increase by the expected growth rate of the consumer price index, 2.5%, each year, to \$352,000 in FY 2020/2021.

Licenses, Permits, and Intergovernmental

Business License Tax

The City processed over 3,800 active business and 2,200 out-of-city contractor business licenses this past year. Revenue is expected to continue to increase slightly over past years to \$2.5 million in FY 2016/2017 and \$2.6 million in FY 2017/2018. The City is projecting business license revenue will continue to increase by the expected growth rate of the consumer price index, 2.5%, to \$2.8 million in FY 2020/2021.

Permits and Fees

Permit and fee revenue is expected to increase at a rate consistent with the expected growth rate of the consumer price index, 2.5%, each year, totaling \$701,000 in FY 2020/2021.

Intergovernmental

This category consists of revenue from other governmental agencies such as mandated cost reimbursements and reimbursements for Police Officers Standards Training from the State of California. Revenue is expected to be \$81,000 for FY 2016/2017 and to grow slightly to \$89,000 in FY 2020/2021.

Charges for Services and Other Revenue

Charges for Services

Charges for services is mainly comprised of fee-based payments for services provided by General Fund departments. Revenue is expected to increase by the expected growth rate of the consumer price index, 2.5%, annually. Revenue is expected to be \$454,000 in FY 2016/2017 and to increase to \$501,000 in FY 2020/2021.

Other Revenue

This category includes "other" revenues such as surplus equity distributions from the Municipal Pooling Authority (MPA) due to good experience regarding claims and retroactive mandated cost

reimbursements projected to total \$0.2 million in FY 2015/2016. A 2.5% annual growth rate was assumed for most of the revenues in this category for FY 2016/2017 through 2020/2021.

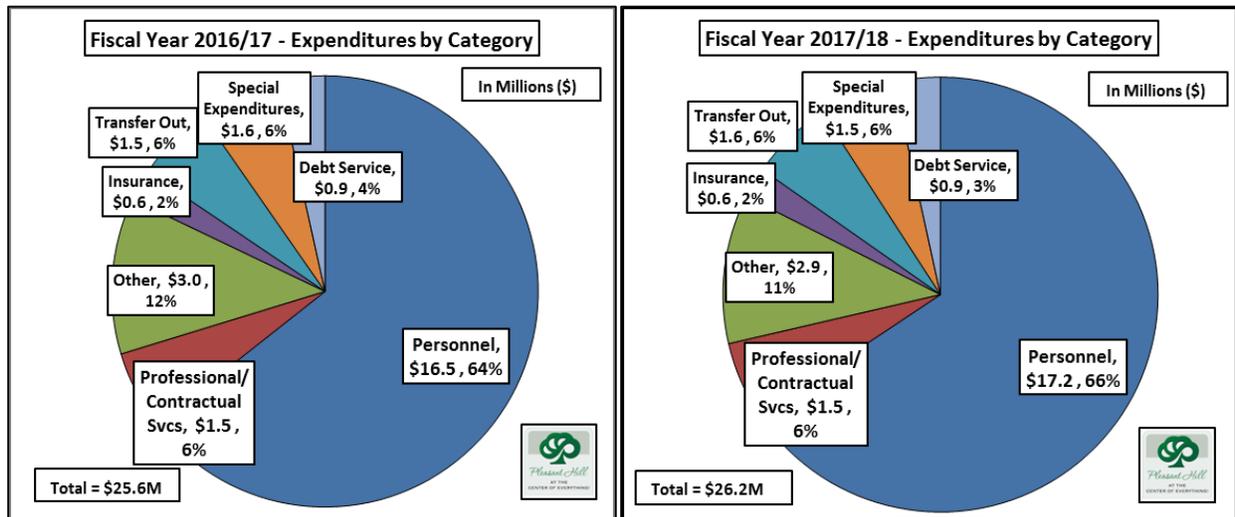
NON-GENERAL FUND REVENUE

Total projected revenues for other (non-General Fund) funds, including revenue transferred between funds, are expected to be \$11.4 million in FY 2016/2017; \$9.0 million in FY 2017/2018; \$6.0 million in FY 2018/2019; \$5.5 million in FY 2019/2020 and \$5.5 million in FY 2020/2021. The largest category of non-General Fund revenue is the intergovernmental category, the majority of which is grants for capital projects. The non-General Fund revenue is forecasted to decrease over time due to uncertainty regarding the City's ability to continue to secure large grants for capital projects.

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GENERAL FUND EXPENDITURES

The budget contains General Fund expenditures of \$25.6 million in FY 2016/2017 and \$26.2 million in FY 2017/2018, and is forecasting expenditures of \$25.7 million in FY 2018/2019; \$26.3 million in FY 2019/2020; and \$27.1 million in FY 2020/2021. The major expenditure categories are discussed below. Staff assumed a 2.5% growth rate each year for salary and most non-personnel expenditures. This is consistent with the expected Consumer Price Index (CPI) increase used in the Long-Term Financial Plan.



Personnel – Salaries and Benefits

Salary

Salaries are budgeted to increase at the expected rate of inflation, 2.5% annually, unless another cost of living adjustment (COLA) factor has already been agreed to in an existing labor agreement. Staffing levels in the budget remain status quo compared to FY 2015/2016, except for the addition of one new position, a Technology Coordinator at City Hall. The budget also assumes that all positions are filled throughout the entire term and that a portion of General Fund salaries will continue to be funded by Capital Improvement and other Special Revenue Funds. Salaries are budgeted to be \$10.8 million in FY 2016/2017 and forecasted to increase to \$12.0 million by FY 2020/2021.

Benefits

The City has implemented significant structural changes for key medical and retirement benefits over the past decade.

Employee pension benefit costs are budgeted consistent with the most recent actuarial information provided by the California Public Employee’s Retirement System (CalPERS) and the City’s actuarial expert, Bartel Associates. City pension contributions average approximately 24.1% of salary for non-safety employees and 37.1% of salary for safety employees. Note that a portion of this amount is due to the “normal cost” related to an employee’s years of service and a portion is due to paying down

unfunded pension liability, primarily due to past underperformance of earnings on CalPERS' pension assets. The City retained a consultant in 2015 for advice on how to minimize the lifecycle net cost and volatility of pension contributions. The City is in the process of further analyzing the expert's one recommendation, to consider funding a trust that would enable the City to respond to fluctuations in required contributions.

The budget and forecast assume that medical insurance premiums will increase 10% annually through December 31, 2017. Thereafter, the City is budgeting and forecasting that it will provide medical benefits for which premiums will be capped at the Affordable Care Act (ACA) excise tax threshold (\$10,200 for individual coverage and \$27,500 for family coverage) in order to avoid exorbitant premium increases and any ACA excise taxes. Achievement of this is subject to the labor negotiations process. This is a significant budgetary item. If the medical insurance premiums are not capped at the ACA threshold and are allowed to grow unfettered, the estimated additional premium and ACA excise tax cost to the City for the six months January 2018 through June 2018 would total over \$250,000 for all City employees.

Non-Personnel Expenditures

Non Departmental

The "non departmental" category of expenditures includes the "cash out" of employees' vacation and sick leave, property tax administrative fees paid to Contra Costa County, and contractual services for sales tax and property tax consultants. This category also includes payments to former retirees for reimbursement of medical premiums from their "sick leave bank," a legacy benefit that has been eliminated and is not available to new employees. Expenditures in this category are budgeted at \$0.4 million in FY 2016/2017 and forecasted to decline to \$0.2 million by FY 2020/2021.

General Expenses

This category includes expenditures for postage, printing, memberships, publications and subscriptions, and other miscellaneous expenditures. This category also includes the funding for Economic Development projects and programs that have been approved by the Economic Development Committee to enlarge the City's revenue base. The expenditures for this category (excluding Economic Development grants and loans, described below) are expected to range from \$0.8 million to \$0.9 million during the term of the budget and forecast.

Professional and Contract Services

This category includes expenditures for specialized contract services such as legal, auditing, video-taping, and contracted animal control services. The expenditures for this category are expected to range from approximately \$1.5 million to \$1.7 million during the budget and forecast period.

Conferences and Training

This category includes expenditures for conferences and training, which are expected to range from approximately \$195,000 to \$215,000 annually. Conferences and training include customer service training and technical training such as the Planners Institute and training from the California Public Employers Labor Relations Association.

Maintenance and Repair

This category includes expenditures for relatively minor repairs and ongoing maintenance of City assets, primarily for upkeep of City Hall, the Police building, and the Public Services Center. These are budgeted to range from \$316,000 to \$349,000 annually. These expenses are different from those related to the City's major capital improvement efforts, which are detailed in the Capital Improvement Plan.

Supplies and Materials

This category includes expenditures for supplies and materials and is projected to range from \$255,000 to \$280,000 annually during the term of the budget and forecast. Supplies include office supplies, computer supplies, landscape supplies, storm drain supplies, graffiti removal supplies, sign supplies, and expenditures for small tools.

Utilities

This category includes expenditures for utilities for City Hall, the Police building, and the Public Services Center. Utilities expenditures are projected to range from \$456,000 to \$504,000 annually for FY 2016/2017 through 2020/2021.

Insurance

The City is a member of the Municipal Pooling Authority, a joint powers authority that provides coverage against the risk of losses. Insurance costs are expected to range from \$606,000 to \$671,000 annually during the term of the budget and forecast.

Promotions and Contributions

This category includes the budget for City Council annual grants to programs such as Meals on Wheels, the Senior Nutrition Program at Pleasant Hill Recreation and Park District, Friends of Rodgers Ranch, and other programs such as Community Service Day. Additionally, this category includes the City's on-going contribution of \$305,000 annually toward library facility maintenance and staffing of 43 open hours (including Monday hours) weekly. This category is expected to range from \$449,000 to \$467,000 annually during the term of the budget and forecast.

Fixed Asset

This category covers expenditures for furniture and equipment, which are expected to range from \$34,000 to \$37,000 annually during the FY 2016/2017 through 2020/2021.

Transfer Out and Debt Service

This category includes transfers of funds out of the City's General Fund into special funds that have been established to specifically account for revenues and expenditures related to information technology, vehicles, the Capital Improvement Plan, and the lighting and landscaping assessment districts. The City has budgeted transfers of approximately \$200,000 each year for vehicle and light equipment replacement; \$200,000 for medium-scale repairs to City buildings; and \$815,000 to \$878,000 annually to fund computer technology. This category also includes an ongoing annual General Fund transfer of \$200,000 for street resurfacing for FY 2016/2017 through 2020/2021, which was the customary annual General Fund contribution for many years. The General Fund is also budgeted to transfer funds to Assessment District 20 and Assessment District 22 ranging from \$103,000 to \$115,000 annually for landscaping and lighting improvements in those districts that benefit the general public.

This expenditure category also includes debt service payments on the City's two General Fund debts, a loan from Umpqua Bank related to paying off the public safety pension side fund, and the loan for the Lease Revenue Refunding Bonds Series 2004 for the City Hall and the Police building. The debt service payments on the Umpqua Bank loan are budgeted at \$890,000 annually through 2017/2018, at which time this debt will be fully paid off. This Lease Revenue Refunding Bonds Series 2004 debt will be retired in 2016.

Special One-Time Expenditures

As noted above, the proposed FY 2016/2017 and 2017/2018 Biennial Budget primarily maintains baseline service, staffing, and spending levels from FY 2015/2016. The proposed budget and forecast do include special, one-time expenditures for limited-term, high-priority items. These include the following:

- \$173,000 in FY 2016/2017 for the Gateway Project Phase I, which will update the City's gateway structures with an iconic and modern design;
- \$335,000 total in FY 2016/2017 through FY 2018/2019 for the Gateway Project Phase II, which is composed of four identified gateway improvements;
- \$66,000 total in FY 2016/2017 for Economic Development grants and loans to assist Pleasant Hill businesses;
- \$1.30 million annually during FY 2016/2017 and FY 2017/2018 and \$1.07 million annually during FY 2018/2019 through FY 2020/2021 beyond the status-quo ongoing level (\$200,000 annually) to enable the City to marginally increase the Pavement Condition Index (PCI) rating of City streets and to prevent an increase in the level of deferred maintenance of streets; and
- \$187,000 total in FY 2016/2017 and FY 2017/2018 for support to update the City's General Plan.

Issues for Consideration

Even with the economic recovery, challenges remain and must be kept in mind. Contracts with a number of the City's four labor groups are expected to expire during the upcoming two-year budget. Out of necessity, the proposed budget makes certain assumptions about the outcome of the associated labor

negotiations. Any difference between the assumed and actual outcome of the negotiations will have an impact on the budget.

CalPERS is continually implementing changes to its retirement portfolio management practices. The City will remain diligent in looking for opportunities to minimize the lifecycle cost and volatility of pension contributions.

Additionally, there is continued uncertainty regarding the future of medical insurance premiums, a major expenditure of the City's. The City has taken many steps and will continue to look for opportunities to contain medical benefit costs.

Finally, like many cities, Pleasant Hill deferred some necessary capital maintenance and renewal expenditures during years of federal, State, and local funding reductions. The City will need to increase its capital spending in order to maintain its capital assets, including roads, storm drains, sidewalks, and buildings, in serviceable condition and minimize the lifecycle total cost of ownership of those assets. The City will undertake a 20-Year Citywide Infrastructure Assessment Study in FY 2016/2017 to more clearly define the City's needs and estimate expenses.

NON-GENERAL FUND EXPENDITURES

Total projected expenditures for other (non-General Fund) funds, including transfers between funds, are forecasted to be \$9.00 million in FY 2015/2016. Staff is budgeting expenditures of \$14.6 million in FY 2016/2017 and \$8.5 million in FY 2017/2018, and forecasting expenditures of \$6.1 million in FY 2018/2019; \$5.2 million in FY 2019/2020; and \$5.3 million in FY 2020/2021. The largest non-General Fund expenditure category is capital improvements, which are primarily comprised of large transportation-related capital projects that are grant funded. The non-General Fund expenditures are forecasted to decrease over time due to uncertainty regarding the City's ability to continue to secure large grants for capital projects.

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CITY OF PLEASANT HILL
GENERAL FUND
PROPOSED BUDGET FY 2016/2017 and FY 2017/2018
\$ IN THOUSANDS, CURRENT \$

	FY 2014/2015 ACTUAL	FY 2015/2016 ADOPTED BUDGET	FY 2015/2016 LONG-TERM FINANCIAL PLAN	FY 2015/2016 PROJECTED RESULTS	FY 2016/2017 PROPOSED BUDGET	FY 2017/2018 PROPOSED BUDGET
REVENUES & SOURCES						
<u>ON-GOING REVENUES:</u>						
PROPERTY TAX	5,518	5,171	5,602	5,658	5,900	6,161
SALES TAX	7,737	8,021	8,243	8,789	8,642	9,173
OTHER-TAXES AND ASSESSMENTS	4,070	4,065	4,149	4,321	4,429	4,920
LICENSES AND PERMITS	2,971	2,934	3,065	3,092	3,169	3,249
FINES AND FORFEITURES	54	57	54	54	56	57
USE OF MONEY AND PROPERTY	46	55	41	13	52	53
INTERGOVERNMENTAL	226	34	82	104	81	82
OTHER-REVENUE	32	122	125	36	171	176
CHARGES FOR SERVICES	440	607	484	500	454	465
TRANSFERS FROM OTHER FUNDS	100	100	100	100	100	208
TOTAL ON-GOING REVENUES	21,194	21,166	21,945	22,667	23,054	24,544
TOTAL REVENUES AND SOURCES	21,194	21,166	21,945	22,667	23,054	24,544
EXPENDITURES & USES						
<u>ON-GOING OPERATING EXPENDITURES:</u>						
SALARIES	9,433	10,131	10,201	9,771	10,822	11,121
BENEFITS	4,284	5,102	5,102	4,914	5,711	6,080
BENEFIT BUYBACKS AND CONTRIBUTIONS TO RHS PLANS	661	598	598	456	427	423
GENERAL EXPENSES	1,482	746	710	550	780	792
PROFESSIONAL AND CONTRACT SERVICES	1,213	1,142	1,209	1,438	1,491	1,494
CONFERENCES AND TRAINING	135	114	187	173	195	199
MAINTENANCE AND REPAIR	196	303	303	361	316	324
SUPLIES AND MATERIALS	233	261	262	263	264	268
UTILITIES	378	452	452	428	456	469
INSURANCE	522	448	498	605	608	623
PROMOTIONS AND CONTRIBUTIONS	260	423	423	410	449	451
FIXED ASSET	11	33	33	37	34	34
TRANSFERS TO OTHER FUNDS (TECHNOLOGY, VEHICLES)	2,392	1,153	1,283	1,283	1,539	1,562
TRANSFER FOR DEBT SERVICE						
LEASE REVENUE REFUNDING BONDS		764	764	764		
DEBT SERVICE (P&I) PERS SIDEFUND LOAN-UMPQUA BANK		890	890	890	890	890
TOTAL ONGOING OPERATING EXPENDITURES	21,200	22,560	22,915	22,343	23,982	24,730
<u>SPECIAL ONE-TIME EXPENDITURES:</u>						
GATEWAY PROJECT-PHASE I	-	200	275	98	173	-
GATEWAY PROJECT-PHASE II					4	93
ECONOMIC DEVELOPMENT GRANTS AND LOANS	-	100	459	68	66	-
TRANSFER FOR ADDITIONAL CONTRIBUTION TOWARD STREET RESURFACING PROGRAM	-	500	500	500	1,300	1,300
GENERAL PLAN UPDATE CONSULTANT COSTS	-	100	100	115	87	100
TOTAL SPECIAL ONE-TIME EXPENDITURES	-	900	1,334	781	1,630	1,493
TOTAL EXPENDITURES AND USES	21,200	23,460	24,249	23,124	25,612	26,223
SURPLUS/(DEFICIT) ON-GOING	(6)	(1,394)	(970)	324	(928)	(186)
SURPLUS/(DEFICIT) SPECIAL ONE TIME REVENUES/ EXPENDITURES	-	(900)	(1,334)	(781)	(1,630)	(1,493)
TOTAL SURPLUS/(DEFICIT)	(6)	(2,294)	(2,304)	(457)	(2,558)	(1,679)
FUND BALANCE, ENDING	14,060	9,092	10,805	13,603	11,045	9,366

CITY OF PLEASANT HILL
GENERAL FUND BY DEPARTMENT
PROPOSED BUDGET FY 2016/2017 and FY 2017/2018
FORECAST FY 2018/2019 - FY 2020/2021
\$ IN THOUSANDS, CURRENT \$

	FY 2014/2015 ACTUAL	FY 2015/2016 ADOPTED BUDGET	FY 2015/2016 LONG-TERM FINANCIAL PLAN	FY 2015/2016 PROJECTED RESULTS	FY 2016/2017 PROPOSED BUDGET	FY 2017/2018 PROPOSED BUDGET	FY 2018/2019 FORECAST	FY 2019/2020 FORECAST	FY 2020/2021 FORECAST
EXPENDITURES & USES									
On-going Expenditures									
5010-CITY COUNCIL	141	154	154	153	162	165	168	171	174
5020-CITY MANAGER	775	909	909	810	934	955	973	993	1,013
5021-ECONOMIC DEVELOPMENT	381	337	337	349	353	363	373	383	394
5030-COMMUNITY RELATIONS	270	405	405	404	410	411	417	418	424
5040-CITY ATTORNEY	403	445	445	477	492	504	516	529	542
5050-CITY CLERK	126	138	138	86	157	121	163	126	169
5060-CITY TREASURER	12	9	9	11	11	11	11	11	11
5070-FINANCE	858	940	940	891	737	753	775	790	814
5080-COMPUTER SERVICES	239	236	166	155	705	722	740	756	777
5090-HUMAN RESOURCES	500	530	565	496	641	656	668	684	700
5100-INSURANCE/RISK MGMT	521	446	496	595	606	621	637	653	669
5110-MUNICIPAL BLDGS	123	164	164	147	147	151	154	158	162
5120-COMMUNITY PLANNING	925	894	964	839	1,008	1,029	1,060	1,087	1,113
5150-BUILDING	479	588	788	747	792	805	813	834	855
5210-PUBLIC SAFETY	9,132	10,230	10,301	9,029	10,181	10,385	10,537	10,794	11,061
5300-ENGINEERING	727	884	884	850	961	1,032	1,078	1,160	1,182
5364-STREET RESURFACING PROGRAM	200	200	200	200	200	200	200	200	200
5400-MAINTENANCE	2,110	2,319	2,319	2,222	2,294	2,340	2,374	2,435	2,497
5999-PAYMENT OF UNFUNDED PERS LIABILITY	*	*	*	1,279	1,494	1,802	2,128	2,471	2,619
(* Change in methodology of payment from percentage to separate payment. Prior periods reflected the cost in individual department.)									
5999-BENEFIT BUYBACKS AND CONTRIBUTIONS TO RHS PLANS	805	776	775	639	498	497	284	286	294
5461-TRANSFER TO ASSESSMENT DISTRICT 20 AND 22	101	102	102	110	104	107	110	112	115
6791-TRANSFER TO DEBT SERVICE LEASE REVENUE BONDS	782	764	764	764					
8500-SIDE FUND PRINCIPAL/INTEREST PAYMENTS	890	890	890	890	890	890			
9000-TRANSFER TO VEHICLE/EQUIPMENT REPLACEMENT FUND	200	200	200	200	205	210	215	221	226
TOTAL ONGOING OPERATING EXPENDITURES	20,700	22,560	22,915	22,343	23,982	24,730	24,394	25,272	26,011
SPECIAL ONE-TIME EXPENDITURES:									
GATEWAY PROJECT	-	200	275	271			-	-	-
ECONOMIC DEVELOPMENT GRANTS AND LOANS	-	100	459	469			-	-	-
SUBTOTAL ECONOMIC DEVELOPMENT RELATED PROJECTS	-	300	734	740	-	-	-	-	-
TRANSFER FOR ADDITIONAL CONTRIBUTION TOWARD STREET RESURFACING PROGRAM	500	500	500	500	1,300	1,300	1,070	1,070	1,070
GENERAL PLAN UPDATE CONSULTANT COSTS	-	100	100	115	87	100			
TOTAL SPECIAL ONE-TIME EXPENDITURES	500	900	1,334	1,355	1,387	1,400	1,070	1,070	1,070
TOTAL EXPENDITURES AND USES	21,200	23,460	24,249	23,698	25,369	26,130	25,464	26,342	27,081

DEPARTMENTAL BUDGET SUMMARY

As illustrated in the organization chart presented in the Background Section above, the City is organized into a number of different departments housing divisions and programs. The organizational structure support's the City's ability to efficiently provide its services. The City is organized into departments serving elected and appointed officials (City Council, City Treasurer, City Clerk, City Manager, and City Attorney); the Police Department; the Community Development and Public Works Department; and the Administrative Services Department. Each of these departments and their major divisions and programs have their own individual budgets to enable the City to track revenues and expenditures related to specific services. Below find information on the budget for each department and major budget subunits.

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Department 5010 – City Council

What We Do

The City Council is the governing legislative body of the City. The City Council establishes the City goals and adopts policies to ensure the long-term health of the City. It provides responsible and representative local government to the residents, businesses and organizations in Pleasant Hill and oversees the efficient and effective delivery of public services.

How We Do It

The City Council oversees the business of the City through the policy development and legislative process, adopting and monitoring the Biennial Budget, making appointments to advisory commissions, and by providing input and exercising influence on regional, state, and federal matters that affect the City.

The City Council Goals for 2016-2018

- 1. A City that is safe***
- 2. A City that is financially sound***
- 3. A City that is attractive, well planned, and maintained***
- 4. A City that provides a high quality of life and a small-town atmosphere for its residents***
- 5. A City that provides enhanced public services***

DEPT. 5010 – CITY COUNCIL

Staffing

<u>City Council</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
City Council	5.00	5.00	5.00
Executive Secretary ¹	0.25	0.25	0.25
Total	5.25	5.25	5.25
<p style="text-align: center;">Note: Fractional staff numbers due to certain positions being allocated among multiple departments</p> <p>¹Also allocated 0.75 to City Manager Dept.</p> <p>* In Pleasant Hill, the term “authorized position” means a position that was funded in the budget (“authorized”) by the City Council, although might have been de-funded in subsequent budgets.</p>			

Expenditures - Budgeted by Category

5010-CITY COUNCIL	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Salaries	\$ 53,832	\$ 52,857	\$ 52,857	\$ 53,515	\$ 55,184	\$ 55,678
Benefits*	16,383	24,168	24,168	22,627	20,230	20,913
General Expenses	31,514	29,983	29,983	31,912	30,968	31,742
Professional And Contract Services	26,499	31,396	31,396	26,828	37,499	38,436
Conferences And Training	8,734	10,779	10,779	11,739	12,033	12,334
Supplies And Materials	1,876	2,407	2,407	2,350	2,202	2,257
Utilities	546	994	994	537	550	564
Promotions And Contributions	2,066	1,674	1,674	3,200	3,280	3,362
Total	\$ 141,451	\$ 154,258	\$ 154,258	\$ 152,708	\$ 161,946	\$ 165,287

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

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Department 5020 – City Manager

What We Do

The City Manager is appointed by the City Council and is responsible for the implementation of City Council policies and decisions. The City Manager also provides direction and leadership to City staff and oversees the day-to-day operations and administration of City government.

How We Do It

The City Manager works with the City Council to develop a strategic approach to meeting the long-term needs of the City and the Pleasant Hill community and establishes programs and procedures that promote efficient and professional administration of the City's business. The City Manager presents recommendations and information to the City Council to assist it in making informed decisions on policy matters. The City Manager's Department also serves as the City's representative to various boards and coordinates the City's working relationships with external agencies and community organizations.

What We Accomplished in 2014-2016

- *Maintained a high level of City services with reduced staffing levels*
- *Oversaw the City Manager Department divisions, including Economic Development, Public Information & Community Relations, Redevelopment Successor Agency, and Housing Successor Agency*
- *Guided successful negotiations of new labor contracts*
- *Oversaw all other City departments*

What We Are Doing in 2016-2018 – Key Objectives

- *Continue to maintain the financial stability of the City ***Goal 2, Objective 1***
- *Ensure that administrative policies and procedures are developed and updated to meet the goals of the City Council and the needs of the public *** All goals***
- *Oversee and support Human Resources in providing ongoing staff training in areas such as customer service delivery, emergency operations center planning, and Americans with Disabilities Act compliance ***Goal 5, Objective 1***

****Links to City Council Goals***

DEPT. 5020 – CITY MANAGER

Staffing

<u>City Manager</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
City Manager ¹	1.00	0.90	0.90
Assistant City Manager ²	1.00	0.80	0.80
Public Information Officer ³	1.00	0.80	0.80
RDA Administrator	0.15	0.00	0.00
Senior Management Analyst ⁴	0.33	0.30	0.30
Executive Secretary ⁵	0.75	0.75	0.75
Administrative Secretary ⁶	0.10	0.10	0.10
Total	4.33	3.65	3.65
<p>Note: Fractional staff numbers due to certain positions being allocated among multiple departments</p> <p>¹ Also allocated 0.10 to the Successor Agency</p> <p>² Also allocated 0.15 to the Successor Agency and 0.05 to the Housing Successor Agency</p> <p>³ Also allocated 0.20 to the Waste Management Special Revenue Fund</p> <p>⁴ Also allocated 0.50 to the City Clerk Dept. and 0.20 to the Housing Successor Agency</p> <p>⁵ Also allocated 0.25 to the City Council Dept.</p> <p>⁶ Also allocated 0.70 to Human Resources and 0.20 to City Attorney Dept.</p>			

Expenditures - Budgeted by Category

5020-CITY MANAGER	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Salaries	\$ 523,688	\$ 597,058	\$ 597,058	\$ 601,068	\$ 613,285	\$ 627,958
Benefits*	154,785	157,404	157,404	130,203	134,935	139,403
Non Departmental	20	-	-	-	-	-
General Expenses	7,242	104,430	105,270	6,802	106,111	106,264
Professional And Contract Services	69,545	36,489	36,489	51,536	52,824	54,145
Conferences And Training	9,680	6,260	6,260	10,686	16,469	16,881
Supplies And Materials	3,680	2,470	1,630	2,330	2,129	2,182
Utilities	6,835	3,007	3,007	5,580	5,720	5,863
Promotions And Contributions	22	2,096	2,096	2,096	2,148	2,202
Total	\$ 775,497	\$ 909,214	\$ 909,214	\$ 810,301	\$ 933,622	\$ 954,898

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017.

Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

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Department 5021 – Economic Development

What We Do

Implement Economic Development programs and projects to stabilize and diversify the City's economic base and encourage a healthy business environment through business attraction, retention and expansion efforts. Under direction of the City Manager, Economic Development promotes activities that enlarge the revenue base of the City in order to sustain and support the community.

How We Do It

Economic Development programs include a business visitation program for business retention; site selection assistance to businesses and/or site selectors; liaison between the City, local business, and other community organizations; facilitation of business counseling services and resources; coordination of business training/workshops; administration of the retail marketing incentive program; business concierge program and promotional activities to effectively market the City; and staff support to the Economic Development Committee.

What We Accomplished in 2014-2016

- *Completed successful special events: International East Bay Jewish Film Festival, Farmers' Market, Off The Grid, Downtown Summer Plaza Concerts, Art, Jazz & Wine, and Light Up The Night*
- *Coordinated sponsorship and collaborative marketing of Pleasant Hill Recreation & Park District events: Wine, Women & Shoes, American Iron Car Show, and Blues and Brews Festival*
- *Continued collaboration with Downtown Property Owners/Manager on cross promotions/marketing/advertising of special events and promotional events*
- *Coordinated the design change and installation of new banners on Contra Costa Boulevard*
- *Participated with Chamber of Commerce on Business Runway Workshops*
- *Collaborated with the Contra Costa Workforce Development Board and Small Business Development Center to provide services to the Pleasant Hill small business sector*
- *Provided one-on-one business counseling and resources to Pleasant Hill businesses*
- *Provided site selection and permit coordination assistance to new/existing Pleasant Hill businesses including facilitation and assistance with outside agency permitting processes*
- *Continued administration of the Retail Marketing Incentive Program and the Façade Improvement Grant Program*

- *Initiated and completed the Local Economic Assistance Program (LEAP) to conduct an assessment and analysis of revitalization opportunities in the City's Limited Industrial Area*
- *Conducted a community outreach meeting in the City's Limited Industrial Area*
- *Initiated research on a Hookston Station Placemaking Project*
- *Coordinated the development of the Citywide Gateways and Downtown Identity Master Plan*
- *Initiated discussions with City hotel operators on the possible formation of a Tourism Business Improvement District*
- *Continued participation in East Bay Economic Development Alliance, California Association for Local Economic Development (CALED), and International Council of Shopping Centers (ICSC)*

What We Are Doing in 2016-2018 – Key Objectives

- *Support economic development through business attraction, retention, and expansion efforts ***Goal 2, Objective 2***
- *Collaborate and support business promotions and marketing efforts with Downtown Pleasant Hill, Chamber of Commerce, and Pleasant Hill Recreation and Park District ***Goal 2, Objective 2***
- *Provide economic incentives to businesses through the Retail Marketing Incentive Program and the Façade Improvement Program ***Goal 2, Objective 2***
- *Provide on-going resources and training opportunities for Pleasant Hill businesses through resource partners including the Small Business Development Center, Chamber of Commerce, and the Contra Costa Workforce Development Board ***Goal 2, Objective 2***
- *Continue on-going efforts to strengthen the attractiveness of commercial areas through the implementation of the Citywide Gateways and Wayfinding Program Master Plan ***Goal 2, Objective 2***

****Links to City Council Goals***

DEPT. 5021 – ECONOMIC DEVELOPMENT

STAFFING

<u>Economic Development</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
Economic Development Manager	1.00	1.00	1.00
Note: Fractional staff numbers due to certain positions being allocated among multiple departments			

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
5021-ECONOMIC DEVELOPMENT	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	Forecast
		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Salaries	\$ 145,728	\$ 146,233	\$ 146,233	\$ 146,233	\$ 151,074	\$ 154,736
Benefits*	59,322	58,511	58,511	44,386	42,146	44,260
General Expenses	147,221	336,871	104,871	102,077	103,219	38,149
Professional And Contract Services	1,909	45,575	45,575	83,982	46,634	47,719
Conferences And Training	5,469	3,244	3,244	1,575	4,800	4,920
Supplies And Materials	1,606	4,549	4,549	5,127	4,645	4,761
Utilities	469	1,622	1,622	2,739	1,667	1,708
Promotions And Contributions	19,617	40,709	315,709	129,670	242,000	159,625
Total	\$ 381,342	\$ 637,314	\$ 680,314	\$ 515,789	\$ 596,185	\$ 455,877

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

Department 5030 – Public Information & Community Relations

What We Do

Public Information & Community Relations provides information to the general public about programs, projects and policies of the City Council and City government. Under direction of the City Manager, Community Relations is responsible for public information, the solid waste & recycling program, cable TV franchise agreements, liaison with civic organizations, and staff support to the Civic Action Commission, Education Commission, and Pleasant Hill Library Task Force.

How We Do It

The Public Information Officer (PIO) is responsible for providing information to residents, businesses, and others about City services and programs using social media, the City's website, the Outlook Newsletter, City Channel, and special events.

What We Accomplished in 2014-2016

- *Enhanced City's participation in and support of community events*
- *Continued to promote recycling and waste diversion through various programs, including home composting workshops, events recycling, and distribution of recycling containers in city parks, Downtown Pleasant Hill, and other locations.*
- *Implemented a citywide ban on single-use plastic bags*
- *Enhanced public information, communication with the general public and media, and event promotion using the Outlook newsletter, the City's website, and social media including Nextdoor, Facebook, and Twitter*
- *Increased viewership of the City Channel, which is broadcast on Comcast, Astound, and AT&T U-verse cable services, with special features promoting people, places, events, and programs in Pleasant Hill*
- *Assisted with the formation of and provided ongoing staff support to the Pleasant Hill Library Task Force*
- *Assisted the Civic Action and Education Commissions in staging special events that enhance the quality of life in Pleasant Hill, promote businesses, and provide better educational opportunities for students*
- *Coordinated the Annual Citywide Garage Sale with more than 200 homes participating*
- *Coordinated the 10th & 11th Annual Community Service Days with more than 800 volunteers participating in each event*

What We Are Doing in 2016-2018 – Key Objectives

- *Use the Outlook Newsletter, social media, the City Channel, and other media to conduct outreach and education on disaster preparedness, economic development programs, library services, and environmental best practices* ***Goal 1, Objective 3b, *Goal 3, Objective 3**
- *In partnership with Republic Services, implement a citywide Organics Recycling program and promote recycling at Pleasant Hill schools*
- *Continue to provide leadership and support for community events including Community Service Day, Summer Concerts, Light up the Night, Farmers' Market, and other special events* ***Goal 4, Objective 1**
- *Collaborate with other community partners to enhance the quality of life for Pleasant Hill residents, improve library access and services, and promote quality education for students* ***Goal 4, Objective 2**
- *Continue to provide staff support to the Pleasant Hill Library Task Force with the objective of constructing a new Pleasant Hill Library* ***Goal 5, Objective 2**

**Links to City Council Goals*

Expenditures - Budgeted by Category

5030-COMM RELATIONS	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Benefits*	\$ 29	\$ 400	\$ 400	\$ 100	\$ 410	\$ 420
General Expenses	17,455	24,325	24,325	27,429	29,533	30,271
Conferences And Training	250	-	-	50	-	-
Maintenance And Repair	11	-	-	18	-	-
Supplies And Materials	1,566	1,300	1,300	1,642	1,333	1,366
Utilities	1,061	600	600	676	615	630
Promotions And Contributions	238,957	377,903	377,903	374,501	378,250	378,450
Fixed Asset	11,085			-	-	-
Total	\$ 270,414	\$ 404,528	\$ 404,528	\$ 404,416	\$ 410,141	\$ 411,138

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

This department includes special one-time expenditures for the Gateway Project and Economic Development grants and loans.

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Department 5040 – City Attorney (Contract Position)

What We Do

Implement policies and objectives of the City Council by providing legal services in an efficient and effective manner to the City Council, City Commissions and City staff. Administer and manage the City's risk management (claims) functions. Represent the City in litigation filed by or against the City.

DEPT. 5040 – CITY ATTORNEY

Staffing

<u>City Attorney</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
City Attorney ¹	0.00	0.00	0.00
Administrative Secretary ²	0.20	0.20	0.20
Total	0.20	0.20	0.20
Note: Fractional staff numbers due to certain positions being allocated among multiple departments			
¹ Hired on a contractual basis			
² Also allocated 0.70 to Human Resources and 0.10 to City Manager Dept.			

Expenditures - Budgeted by Category

	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
5040-CITY ATTORNEY						
Salaries	\$ -	\$ 14,355	\$ 14,355	\$ 14,355	\$ 14,011	\$ 14,355
Benefits*	-	4,041	4,041	4,041	8,372	8,410
General Expenses	7,828	7,358	7,358	7,148	6,841	7,012
Professional And Contract Services	391,893	415,257	415,257	451,285	462,567	474,131
Supplies And Materials	1,860	1,971	1,971	-	-	-
Utilities	1,636	2,145	2,145	-	-	-
Total	\$ 403,216	\$ 445,127	\$ 445,127	\$ 476,829	\$ 491,791	\$ 503,908

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

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Department 5050 – City Clerk

What We Do

The City Clerk's Office is dedicated to providing open access to public information, dissemination and preservation of public records, conducting elections in an impartial manner, and acting as a link for the transparent exchange of information between the public and the City.

How We Do It

The City Clerk's Office ensures that meetings of the Council are conducted in accordance with the Brown Act, known as the Open Public Meeting Law; records the legislative actions of the City Council; and ensures the security and accessibility of the City's official records and documents.

What We Accomplished in 2014- 2016

- *Successfully administered the November 4, 2014 General Election, which included a ballot measure to make the position of City Clerk appointed and the election of two City Councilmembers*
- *Provided timely, thorough, and easy access to City Council meeting agendas, staff reports, supporting documents, and minutes*
- *Continued to make vital City Council records available on the web for the public (including meeting agendas, staff reports, minutes, and executed resolutions and ordinances)*
- *Coordinated ongoing updates to the Pleasant Hill Municipal Code*
- *Tracked and coordinated all responses to Public Records Act requests for public documents*
- *Served as the Local Filing Officer for financial disclosure records submitted by public officials pursuant to the Fair Political Practices Commission*

What We Are Doing in 2016-2018 – Key Objectives

- *Administer the November 8, 2016 General Election*
- *Continue to train City staff on, and ensure compliance with, the Brown Act, Political Reform Act, and Public Records Act ***Goal 5, Objective 1***
- *Work with Information Technology to implement software solutions to make the City's legislative history more accessible to staff and enable more efficient responses to the public ***Goal 5, Objective 1***
- *Continue to expand and update the City's website to provide enhanced transparency and public access to information ***Goal 5, Objective 1***

****Links to City Council Goals***

DEPT. 5050 – CITY CLERK

Staffing

<u>City Clerk</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
City Clerk	1.00	1.00	1.00
Senior Management Analyst ¹	0.67	0.50	0.50
Total	1.67	1.50	1.50
Note: Fractional staff numbers due to certain positions being allocated among multiple departments ¹Also allocated 0.30 to City Manager Dept. and 0.20 to the Successor Agency			

Expenditures - Budgeted by Category

5050-CITY CLERK	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Salaries	\$ 54,880	\$ 86,564	\$ 86,564	\$ 54,512	\$ 71,079	\$ 72,632
Benefits*	19,057	25,905	25,905	17,700	38,016	39,879
General Expenses	1,435	21,276	16,227	1,443	1,408	1,443
Professional And Contract Services	42,365	1,644	3,144	4,200	43,305	4,413
Conferences And Training	5,047	73	3,525	5,570	502	505
Supplies And Materials	2,535	1,589	1,686	1,619	1,530	1,568
Utilities	701	532	532	770	789	809
Total	\$ 126,020	\$ 137,583	\$ 137,583	\$ 85,814	\$ 156,629	\$ 121,248

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

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Department 5060 – City Treasurer

What We Do

The City Treasurer is the official custodian of all City money, and has the authority to invest money in eligible securities authorized by the California Government Code and the City's investment policy. In addition, the Treasurer works with the Finance Department of the City in accounting for all revenues and expenditures.

How We Do It

The City Treasurer manages the cash flow of the City efficiently in order to maintain the availability of financial assets to adequately provide for the payments of the City's debt obligations and maintain the long term financial security of the City.

What We Accomplished in 2014 – 2016

- *Prepared the current Investment Policy*
- *Negotiated a new financial services contract with Bank of the West and achieved enhanced services and a higher interest rate on holdings.*

What We Are Doing in 2016-2018 – Key Objectives

- *Invest City surplus cash to meet projected City expenditures in accordance with the Investment Policy *Goal 2, Objective 1*
- *Provide expedient and efficient processing of all collections resulting in a higher percentage of funds collected *Goal 2, Objective 1*

****Links to City Council Goals***

DEPT. 5060 – CITY TREASURER

Staffing

Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
City Treasurer	1.00	1.00	1.00

Expenditures - Budgeted by Category

5060-CITY TREASURER	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Salaries	\$ 7,020	\$ 7,020	\$ 7,020	\$ 7,020	\$ 7,020	\$ 7,020
Benefits*	3,876	1,500	1,500	3,347	3,125	3,127
General Expenses	107	171	171	171	175	179
Supplies And Materials	451	530	530	530	544	558
Utilities	273	266	266	266	274	281
Total	\$ 11,727	\$ 9,487	\$ 9,487	\$ 11,334	\$ 11,138	\$ 11,165

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

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Department 5070 – Finance

What We Do

Prepare the City's Biennial Budgets, Comprehensive Annual Financial Report (CAFR), and coordinate all City audit processes. Provide records and financials for all funds of the City, meeting the standard of the auditors, the City Council, and Federal and State regulations. Provide detailed financial analysis for City labor negotiations. Maintain high quality accounting standards, safeguard the City's assets, and provide financial information to the public in a timely manner.

How We Do It

The Finance Department provides accurate and timely accounting and financial analysis; budget preparation and monitoring; support services for all City departments (including payroll, accounts payable, and accounts receivable); and business license administration and management.

What We Accomplished in 2014 – 2016

- *Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association*
- *Processed 6,100 business licenses annually generating \$2.4 million in revenue*
- *Maintained the Standard & Poor's AA Rating for the City*
- *Coordinated all of the City's financial audit processes and received an unqualified audit opinion on the City's financial statements; no internal control weaknesses were identified during the audit process*
- *Developed the Long-Term Financial Plan*
- *Maintained a General Fund reserve of \$8.9 million and overall General Fund balance of \$14.0 million*

What We Are Doing in 2016-2018 – Key Objectives

- *Monitor reserves to ensure they are adequate to meet the needs outlined in the City's financial policies and are consistent with the goals of the City Council ***Goal 2, Objective 1***
- *Manage the financial resources of the City consistent with financial policies and budget principles adopted by the City Council *** Goal 2, Objective 1***
- *Provide accurate and timely budget and financial reports. ***Goal 2, Objective 1***
- *Administer all City expenditures in conformance with municipal code requirements for processing contracts and payables ***Goal 2, Objective 1***

- *Ensure sound budget and expenditure control oversight to ensure the fiduciary interests of the City and strong internal controls* ***Goal 2, Objective 1**
- *Continue to provide ongoing financial training to all City departments* ***Goal 5, Objective 1**
- *Update the Long-Term Financial Plan biennially and evaluate funding mechanisms for City projects and programs* ***Goal 2, Objective 3**
- *Provide leadership and support for strategic finance initiatives* *** Goal 2, Objective 1**

****Links to City Council Goals***

DEPT. 5070 – FINANCE

Staffing

<u>Finance Dept.</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
Director of Finance	1.00	0.00	0.00
Finance Manager ¹	1.00	0.90	0.90
Accounting Manager	1.00	0.00	0.00
Accountant ¹	1.00	0.90	0.90
Payroll Technician	1.00	1.00	1.00
Accounting Technician	3.00	2.00	2.00
Total	8.00	4.80	4.80
Note: Fractional staff numbers due to certain positions being allocated among multiple departments			
¹ Also allocated 0.10 to Successor Agency			
² Also allocated 0.50 to Police Dept.			

Expenditures - Budgeted by Category

5070-FINANCE	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Salaries	\$ 483,680	\$ 587,425	\$ 587,425	\$ 560,156	\$ 450,177	\$ 461,137
Benefits*	194,302	232,903	232,903	163,990	150,002	156,973
General Expenses	24,037	18,534	18,534	18,870	22,155	18,134
Professional And Contract Services	143,251	90,630	90,630	125,835	102,293	104,850
Conferences And Training	2,084	1,884	1,884	3,350	3,575	3,664
Maintenance And Repair	1,692	-	-	9,144	-	-
Supplies And Materials	5,100	5,243	5,243	7,351	6,305	6,463
Utilities	3,689	3,460	3,460	2,000	2,100	2,153
Total	\$ 857,835	\$ 940,079	\$ 940,079	\$ 890,696	\$ 736,607	\$ 753,374

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

Department 5080 – Computer Services

What We Do

The Information Technology Division is responsible for the entire hardware, software, and technology infrastructure that supports the City's operations at its three sites (City Hall, the Police Department, and the Public Services Center). These include data information systems, network infrastructure, cybersecurity, telephone and other communication systems (e.g., cell phones, radios, etc.), audio/visual equipment, personal electronic devices, printing and duplication, workflow and document management, physical access control systems, and video surveillance.

How We Do It

The Information Technology Division serves all departments and divisions within the city by providing a high level of staff support through quick response times and effectiveness in resolving issues; monitoring and maintaining all of the servers, network infrastructure, and integrated systems; and seeking new technologies to improve efficiencies and productivity so that the staff of the City can better serve its residents.

What We Accomplished in 2014 – 2016

- *Installed a new spam filtering solution, effectively eliminating 99% of all spam and virus emails*
- *Implemented a new domain name for the City, making it easier for staff and the public to distribute and remember the City's email address and website*
- *Updated the Accela Automation and Permit System for Building, Planning, and Engineering to allow quicker response times to clients, more effective reports, and increased efficiency in the inspection process*
- *Implemented Laserfiche as the document management solution for archiving records, tracking records retention requirements, and easing document retrievals*
- *Overhauled the audio/video system in the Community Room by making it more functional with new, more intuitive controls, a large new display, and wireless projection technology*
- *Worked with the City's Public Information Officer and Economic Development Manager to launch the City's new Mobile App, "Ask PHill"*
- *Updated and replaced the City's Intrusion and Access Control System, increasing functionality and reliability while decreasing the need for staff intervention*
- *Replaced and enhanced City Hall's Video Surveillance System with new cameras that can be accessed remotely, a more intuitive user interface, and improved functionality*

- *Replaced all outdated Windows XP computers throughout the City*
- *Replaced the City's outdated and fragmented phone system with a new Voice-Over-IP System that unifies all City sites under one phone system, increasing functionality while decreasing operational costs*
- *Migrated the MOMS Financial Software used by the City to the latest Windows Server Operating System and updated MOMS to the latest version*
- *Installed a secure wireless network at City Hall to increase staff efficiency and provide free internet access to vendors and the general public while visiting City Hall*
- *Created a new Information Technology Plan for Fiscal Years 2014 - 2016 that provided stakeholders with a road map and estimated budget for the City's proposed technology improvement projects*
- *Replaced outdated and obsolete Mobile Data Terminals in the police vehicles with new terminals that include faster 4G LTE connections and state-of-the-art touchscreen displays*
- *Evaluated several Body Worn Camera manufacturers for a pilot program for Pleasant Hill Police. Eventually selected three manufacturers and issued them to seven officers for field testing*
- *Replaced all Police dispatch workstations with new, updated machines enabling increased efficiency and reliability*
- *Implemented a new, best-in-class next generation 911 Call Handling System that is completely browser-based and comes with a built-in Geographic Information System (GIS) that maps all 9-1-1 calls to provide dispatchers with locational awareness*

What We Are Doing in 2016-2018 – Key Objectives

- *Update the Information Technology Plan for Fiscal Years 2016 – 2018 to inform stakeholders of the progress that has been made in 2014 – 2016 and provide a road map and estimated budget for the City's proposed technology improvement projects for 2016 – 2018 ***Goal 2, Objective 3***
- *Implement a new work order system for the Information Technology Division to provide staff a means to submit trouble tickets and for the Information Technology Division to better track pending issues and report progress on resolution ***Goal 1, Objective 2***
- *Replace the City's outdated remote connection solution with one that is more reliable, stable, and intuitive for staff use ***Goal 1, Objective 2***
- *Evaluate a solution that fosters collaboration between departments and staff and organizes project-based communication and documentation ***Goal 5, Objective 1***
- *Complete the final phase of the City's Emergency Operations Center (EOC) technology revitalization to ensure the facility will be functional and effective when the need arises ***Goal 1, Objective 3***

- *Continue the City's efforts to digitize and post online City documents to enhance transparency and improve public services ***Goal 5, Objective 1***
- *Research and implement a Customer Relationship Management solution to better organize and improve economic development services and outreach ***Goal 2, Objective 2***

****Links to City Council Goals***

DEPT. 5080 – COMPUTER SERVICES

Staffing

<u>Computer Services</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
Chief Technology Officer	1.00	1.00	1.00
Information Technology Coordinator	1.50	1.50	1.50
Total	2.50	2.50	2.50
Note: Fractional staff numbers due to certain positions being allocated among multiple departments			

Expenditures - Budgeted by Category

5080-COMPUTER SVCS	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Salaries**	\$ -	\$ -	\$ -	\$ -	\$ 284,588	\$ 291,536
Benefits*	-	-	-	-	95,414	100,195
Professional And Contract Services	-	3,809	3,809	-	-	-
Maintenance And Repair	14,670	10,049	10,049	2,556	-	-
Supplies And Materials	118	932	932	40	-	-
Utilities	3,788	1,522	1,522	2,768	-	-
Transfer-Out	220,000	220,000	150,000	150,000	325,000	330,000
Total	\$ 238,576	\$ 236,312	\$ 166,312	\$ 155,364	\$ 705,002	\$ 721,731

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

** Salaries had previously been reported in the Finance Department.

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Department 5090 – Human Resources

What We Do

Human Resources provides support services to all City departments including recruitment and examination, new employee orientation, labor relations, employee benefit administration, worker's compensation claims, and staff training and development to ensure compliance with State and federal laws, City policies, and various memoranda of understanding.

How We Do It

Human Resources develops policies and procedures and acts as an internal consultant on human resources-related issues; implements and manages the attraction and selection of City employees; designs and administers employee benefits packages; coordinates required training programs for City employees; and promotes and maintains a positive work environment.

What We Accomplished in 2014 – 2016

- *Updated the City's Personnel Rules and Regulations*
- *Coordinated city-wide employee training in anti-harassment, ethics, personnel management, diversity, and safety*
- *Conducted 17 recruitments resulting in the hiring of 20 positions; in addition, conducted promotional recruitments resulting in seven promotions*
- *Implemented an on-line application process (Cal-Opps), significantly improving the recruitment process*
- *Supported labor contract negotiations*

What We Are Doing in 2016-2018 – Key Objectives

- *Provide staff with continued training and educational opportunities related to quality public service and safety * **Goal 5, Objective 1***
- *Collaborate with City Manager's office to negotiate labor agreements that are fair to employees and financially sound commitments for the City ***Goal 2, Objective 1***
- *Review all safety programs for compliance and update as necessary in an effort to maintain a safe and desirable working environment for the employees who are a vital part of the community they serve ***Goal 1, Objective 3***
- *Maintain appropriate/healthy staffing levels by partnering with departments on all succession planning and recruiting efforts to attract and retain talented employees ***Goal 2, Objective 1***

- *Continue to seek opportunities to ensure the City offers the most cost effective benefits; and administer the program efficiently and responsibly* ***Goal 2, Objective 1**
- *Review and update policies, procedures, rules and regulations to ensure compliance with current legislative, regulatory, and judicial mandates* ***Goal 5, Objective 1**
- *Review and update medical profiles for job classifications to ensure pre-employment examinations and fitness for duty applicability****Goal 2, Objective 1**
- *Update employee recognition program to enhance the working environment for employees and motivate and reward quality performance****Goal 5, Objective 1**

****Links to City Council Goals***

DEPT. 5090 – HUMAN RESOURCES

Staffing

<u>Human Resources Dept.</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
Director of Human Resources	1.00	0.00	0.00
Human Resources Manager	1.00	1.00	1.00
Human Resources Analyst	1.00	0.00	0.00
Human Resources Technician	1.00	1.00	1.00
Administrative Secretary ¹	0.70	0.70	0.70
Receptionist	1.00	1.00	1.00
Records Coordinator	0.50	0.00	0.00
Total	6.20	3.70	3.70
<p>Note: Fractional staff numbers due to certain positions being allocated among multiple departments ¹Also allocated 0.20 to City Attorney Dept. and 0.10 to City Manager Dept.</p>			

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
5090-HUMAN RESOURCES	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	Forecast
		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Salaries	\$ 239,511	\$ 285,870	\$ 285,870	\$ 262,978	\$ 339,170	\$ 347,455
Benefits*	87,699	108,385	108,385	56,626	85,127	85,767
General Expenses	41,180	61,586	61,586	62,776	75,357	77,199
Professional And Contract Services	115,969	20,460	55,460	84,700	95,000	97,375
Conferences And Training	8,914	42,455	42,455	21,750	35,387	36,255
Supplies And Materials	2,530	7,674	7,674	5,000	7,689	7,881
Utilities	4,248	3,581	3,581	2,139	3,588	3,678
Total	\$ 500,051	\$ 530,011	\$ 565,011	\$ 495,969	\$ 641,318	\$ 655,610

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

Department 5120 – Planning

What We Do

The Planning Division provides public information, development review, environmental review, code enforcement and long-range planning services involving land use, zoning, and development standards, and ensures implementation of General Plan goals, policies and programs. The Planning Division also administers the design review process for development projects to ensure consistency with the City’s Design Guidelines and provides staff support to the Planning Commission, Architectural Review Commission, and Economic Development Committee.

How We Do It

The Planning Division processes all customer inquiries related to zoning and land use standards, processes applications for both commercial and residential development projects and commercial signage, and administers and manages the review process for development projects through the City’s Architectural Review Commission and Planning Commission. The Division also responds to, monitors, and addresses complaints or concerns related to code enforcement issues in the City.

What We Accomplished in 2014 – 2016

- *Completed the planning approval process for several major development projects that included Diablo Valley Shopping Center remodel (southern portion), Hilton Homewood Suites Hotel, Target Shopping Center expansion, Urban Plates restaurant, Orchard Supply Hardware, Century Theater (repaint/new colors), expanded outdoor seating in Downtown, Yalla restaurant, Off the Grid Food Truck special event permit, HomeGoods, and the Pleasant Hill Animal Clinic*

- *Completed several Ordinance Amendments and General Plan Amendments that included the following:*
 - ✓ *Firearms & ammunition regulations*
 - ✓ *Residential density bonus ordinance update to comply with State law*
 - ✓ *Regulations concerning indoor and outdoor cultivation of marijuana*
 - ✓ *Residential roof-top solar ordinance to comply with State law*
 - ✓ *Various miscellaneous revisions to the zoning ordinance (cottage food, tree preservation, emergency shelters, supportive housing, etc.)*
 - ✓ *Updated the Limited Industrial zone regulations to provide more flexibility for alternative land uses*
 - ✓ *Updated the Circulation Element of the General Plan to address “complete streets” as required by State law*

- ✓ Updated the Housing Element and obtained State Housing and Community Development certification and access to various State funding sources
- ✓ Initiated a General Plan Amendment to clarify mixed use regulations
- ✓ Processed over 900 permits; responded to over 4,000 counter and phone zoning/land use inquiries; and made 5,000-6,000 public contacts per year (phone, email, site visits, meetings) related to Code Enforcement matters
- ✓ Tracked public records requests in 2015 and responded to 203

What We Are Doing in 2016-2018 – Key Objectives

Ordinance Amendments *Goal 3, Objectives 2-3

- Complete update of Density Bonus Ordinance (State law)
- Water Conserving Landscape Ordinance update (State law)
- Wireless Telecommunications Ordinance update (Federal and State law)
- Architectural review procedures review and related Ordinance revisions (pending study session with ARC to discuss ideas for further streamlining and process improvement)
- Other updates as may be required by State law to various ordinance provisions
- Update Municipal Code provisions pertaining to nuisance abatement, code enforcement, landscape maintenance , basketball hoops

General Plan *Goal 3, Objectives 2-4

- Amendment to clarify provisions pertaining to mixed use development
- After completion of updated General Plan Guidelines by State, provide the Planning Commission with a work plan that identifies key milestones and areas of focus for completing an overall update of the General Plan (State law)
- Historical/Cultural resources policies update (as directed by the City Council) in coordination with future General Plan updates and/or the overall General Plan update

City-Wide Design Guidelines *Goal 3, Objectives 2-3

- Propose updates to the Residential and Non-Residential Guidelines to ensure consistency with related City ordinances, policies and procedures and to clarify and streamline where needed
- Review/Process Various Major Development Projects (underway or anticipated to be underway in 2016) ***Goal 2, Objective 2**

***Links to City Council Goals**

DEPT. 5120 - PLANNING

Staffing

<u>Planning Dept.</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
Director of Public Works ¹	0.25	0.00	0.00
Deputy Director	1.00	0.00	0.00
City Planner	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
Associate Planner	2.00	2.00	2.00
Assistant Planner	1.00	0.00	0.00
Planning Technician	0.00	1.00	1.00
City Code Investigator	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00
Office Assistant	0.50	0.00	0.00
Total	8.75	7.00	7.00
<p>Note: Fractional staff numbers due to certain positions being allocated among multiple departments ¹Also allocated 0.25 each to Engineering, Building, and Maintenance Depts.</p>			

Expenditures - Budgeted by Category

5120-COMM PLANNING	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Salaries	\$ 631,073	\$ 580,458	\$ 650,458	\$ 582,458	\$ 688,455	\$ 705,280
Benefits*	221,733	222,232	222,232	171,101	238,938	240,434
General Expenses	20,238	29,877	29,877	27,961	33,297	34,129
Professional And Contract Services	19,332	129,509	129,509	134,596	101,939	115,423
Conferences And Training	6,805	8,372	8,372	13,063	8,597	8,812
Supplies And Materials	4,776	4,417	4,417	6,946	4,537	4,650
Utilities	6,608	4,560	4,560	3,712	4,683	4,800
Transfer-Out	14,692	14,938	14,938	14,938	15,436	15,822
Total	\$ 925,257	\$ 994,363	\$ 1,064,363	\$ 954,775	\$ 1,095,882	\$ 1,129,351

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017.

Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

This department also includes the special one-time expenditures for the General Plan Update consultant costs.

Department 5150 - Building Division

What We Do

The Building Division provides building plan check, permit issuance, inspection and administrative services for all building-related activity in the City to confirm compliance with applicable California Building Codes and ensure the public safety of residents and businesses in the City.

How We Do It

The Building Division handles all plan check, inspection and permit issuance for both residential and commercial new construction, additions, alterations, tenant improvements, general repairs and demolition projects in the City. The Building Division also coordinates on all applicable building projects with outside agencies including the Fire District, Sanitary District, water districts, flood control districts, school districts, and other jurisdictions.

What We Accomplished in 2014 – 2016

- *Adopted the current California Building Code*
- *Supported substantial Tenant Improvements for the following businesses:*
 - ✓ *WiseGirl Ristorante*
 - ✓ *Orchard Supply Hardware*
 - ✓ *Vitality Bowls*
 - ✓ *Jack's Taps*
 - ✓ *Kohl's Department Store*
 - ✓ *Siren's Deli*
 - ✓ *Best Buy*
 - ✓ *Yalla Mediterranean*
- *Issued 3,177 building permits*
- *Performed 14,518 building inspections*
- *Issued 351 solar permits with expedited processing (1-2 day plan check)*
- *Issued six permits for new single family homes*
- *Performed 90% of plan checks internally*
- *Completed ongoing certifications and training for Building Inspectors*
- *Successfully transitioned a new Administrative Secretary to perform all office duties*
- *Responded to approximately 15 inquiries per day on code-related items*
- *Performed courtesy inspections in response to residents' requests*

What We Are Doing in 2016-2018 – Key Objectives

- *Continue to assist the Planning and Engineering Divisions on new projects* ***Goal 1, Objective 2**
- *Continue to implement the Construction and Debris Ordinance for all projects* ***Goal 1, Objective 2**
- *Educate the community on the Residential and Green California Building Codes* ***Goal 3, Objective 3**
- *Generate the issuance of more building permits through enforcement of illegal work that is performed in the City without the benefit of permits and inspections* ***Goal 1, Objective 2**

***Links to City Council Goals**

DEPT. 5150 – BUILDING

Staffing

<u>Building Dept.</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
Director of Public Works ¹	0.25	0.00	0.00
Chief Building Official ²	1.00	0.50	0.50
Building Inspector	2.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00
Total	4.25	3.50	3.50
<p>Note: Fractional staff numbers due to certain positions being allocated among multiple departments ¹ Also allocated 0.25 each to Engineering, Planning, and Maintenance Depts. ² Also Allocated 0.50 to Maintenance Dept. in capacity as Maintenance Superintendent</p>			

Expenditures - Budgeted by Category

5150-BUILDING	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Salaries	\$ 331,683	\$ 325,397	\$ 325,397	\$ 326,897	\$ 335,387	\$ 343,585
Benefits*	137,643	151,426	151,426	124,890	141,067	137,597
General Expenses	1,404	36,057	4,557	11,380	4,600	4,715
Professional And Contract Services	-	20,931	52,431	30,188	100,000	102,500
Conferences And Training	1,079	3,580	3,580	3,580	3,678	3,770
Supplies And Materials	2,707	2,793	2,793	2,793	2,869	2,941
Utilities	4,640	4,598	4,598	4,598	4,722	4,840
Transfer-Out		43,000	243,000	243,000	200,000	205,000
Total	\$ 479,155	\$ 587,782	\$ 787,782	\$ 747,326	\$ 792,323	\$ 804,948

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

Department 5210 – Police

What We Do

The Pleasant Hill Police Department maintains public safety for the City's residents, businesses and visitors. The Department provides service through four divisions - The Office of the Chief of Police, Operations, Support Services, and Professional Standards.

How We Do It

The Police Department develops strategies and programs that address crime by proactively engaging with stakeholders regarding problems impacting the community. The Police Department is committed to developing effective relationships through outreach, including social media, to promote a safe community. The Police Department facilitates and enhances emergency preparedness training for City staff and community members by ensuring they are in compliance with federal standards and through its involvement with Community Emergency Response Team (CERT). The Department is committed to lawfully protecting the lives and property of the people who live in or visit Pleasant Hill while safeguarding individual rights and liberties.

What We Accomplished in 2014 – 2016

- *Acquired crime analysis software through Supplemental Law Enforcement Services Fund (SLESF) Grant funds*
- *Implemented a pilot program outfitting a limited number of officers with body worn cameras*
- *Facilitated Community Emergency Response Team training for current members and hosted two classes per year for new enrollees*
- *Facilitated emergency preparedness training for City Staff, including table top exercise*
- *Created Professional Standards Division*
- *Partnered with neighboring police agencies to utilize regional resources to investigate major traffic accidents and provide enhanced enforcement at critical locations*
- *Created Theft Suppression Team to strategically reduce crime*
- *Worked in conjunction with City Attorney and other City divisions to develop marijuana cultivation ordinance*
- *Joined multi-agency SWAT team to regionalize resources*
- *Acquired new Automated License Plate Readers (ALPR) for two vehicles*
- *Hired a Police Captain, promoted a Police Lieutenant, promoted four Police Sergeants, and hired 12 Police Officers, one Dispatcher I, and one CSO*

- *Introduced a new school outreach program involving Dayshift Patrol Officers*
- *Provided traffic safety through our participation in Avoid the 25 program, Traffic Safety Committee, and the Every 15 Minutes program*
- *Administered 51 Neighborhood Watch programs in the City*
- *Negotiated and completed the crossing guard contracts for 2014 – 2016*
- *Conducted event planning for various community events including July 4th Parade/Fun Run and Fireworks, Blues and Brews Festival, Baseball Parade, and Memorial Day event*
- *Updated the massage ordinance to be in compliance with State law (AB 1147) and created a permitting process for massage establishments and therapists*
- *Processed 46 massage establishment permits in 2015-16*
- *Conducted nine massage establishment reconsideration hearings, resulting in permit denials for seven establishments*
- *Provided training for sworn and non-sworn personnel to meet mandatory training requirements*
- *Currently in the process of providing Crisis Intervention Training to all police officers to better equip them to deal with the mentally ill*
- *Assigned two officers to participate in the County-wide Forensic Multi-Disciplinary Team to better deal with individuals with mental health issues*

What We Are Doing in 2016-2018 – Key Objectives

- *Utilize crime analysis software to identify and develop strategies to address crime trends within the community *Goal 1, Objective 1*
- *Provide traffic safety through our continued participation in Avoid the 25 program, Traffic Safety Committee, Every 15 Minutes program, community education programs, and continued funding of the crossing guard program *Goal 1, Objective 1*
- *Continue participation in Central Contra Costa County Regional Major Accident Investigation Team (MAIT) to investigate major traffic collisions and provide enhanced enforcement at critical locations to increase public safety *Goal 1, Objective 1*
- *Support and contribute to the regionalization of multi-agency SWAT team *Goal 1, Objective 1*
- *Develop Community Engagement Strategy to enhance partnerships and build community trust through the use of social media and participation in community events, such as the Neighborhood Watch Program *Goal 1, Objective 1*
- *Provide emergency preparedness training for City employees and ensure they are in compliance with federal standards *Goal 1, Objective 3*
- *Facilitate emergency preparedness training for community members through CERT *Goal 1, Objective 3*

- *Examine property room procedures and facilitate enhancements or changes as necessary and as feasible* ***Goal 1, Objective 1**
- *Provide training and professional development to sworn and non-sworn personnel so that mandatory training requirements are met* ***Goal 5, Objective 1**
- *Develop and train lieutenants and supervisory personnel to ensure the law enforcement needs of the community are being met* ***Goal 5, Objective 1**
- *Recruit, test, and hire qualified personnel to fill existing vacancies among sworn and non-sworn personnel* ***Goal 1, Objective 1**
- *Provide staffing to enhance safety and security at select community events* ***Goal 4, Objective 1**
- *Continue to participate in school outreach program and seek new opportunities for engagement in local schools* ***Goal 1, Objective 1**
- *Continue to provide Crisis Intervention Training to all police officers to better equip them in dealing with the mentally ill* ***Goal 1, Objective 1**

****Links to City Council Goals***

DEPT. 5210 – POLICE

Staffing

<u>Police Dept.</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
Police Chief	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00
Police Lieutenant	3.00	2.00	2.00
Sergeant	6.00	6.00	6.00
Corporal	4.00	4.00	4.00
Police Officer	30.00	30.00	30.00
Dispatcher I	5.00	4.00	4.00
Dispatcher II	5.00	4.00	4.00
Evidence CSO (included in CSO)			
Community Services Officer II	3.00	3.00	3.00
Community Service Officer I	6.00	2.00	2.00
Executive Secretary	1.00	1.00	1.00
Secretary	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00
Office Assistant ¹	0.50	0.00	0.00
Information Systems Coordinator ²	0.50	0.50	0.50
Total	68.00	60.50	60.50
Note: Fractional staff numbers due to certain positions being allocated among multiple departments ¹ Also allocated 0.50 to Computer Services Dept. ² Also allocated 0.50 to Finance Dept.			

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
5210-POLICE	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	Forecast
		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Salaries	\$ 5,477,148	\$ 5,971,293	\$ 5,971,293	\$ 5,733,648	\$ 6,194,714	\$ 6,344,641
Benefits*	2,587,494	3,220,392	3,220,392	2,179,026	2,615,653	2,639,125
General Expenses	89,762	81,422	81,422	113,473	131,962	135,261
Professional And Contract Services	90,167	87,945	87,945	97,000	107,000	109,675
Conferences And Training	78,715	14,674	84,674	85,500	88,501	90,714
Maintenance And Repair	23,600	24,815	24,815	23,179	31,775	32,569
Supplies And Materials	75,722	103,398	103,398	61,591	105,258	107,889
Utilities	143,501	151,286	151,286	155,000	178,931	183,404
Transfer-Out	374,000	374,000	374,000	374,000	490,000	495,000
Total	\$ 8,940,109	\$ 10,029,225	\$ 10,099,225	\$ 8,822,417	\$ 9,943,794	\$ 10,138,278
5212-PD CANINE PRGM	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18
		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Professional And Contract Services	\$ 3,665	\$ 4,354	\$ 4,354	\$ 6,000	\$ 6,000	\$ 6,150
Conferences And Training	4,650	6,530	6,530	6,000	6,708	6,876
Supplies And Materials	3,742	4,898	4,898	5,500	7,000	5,157
Insurance	1,488	1,741	1,741	1,741	1,789	1,834
Total	\$ 13,545	\$ 17,523	\$ 17,523	\$ 19,241	\$ 21,497	\$ 20,016
5260-ANIMAL CONTROL	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18
		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Professional And Contract Services	\$ 178,591	\$ 183,056	\$ 183,056	\$ 188,000	\$ 216,200	\$ 227,010

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

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Department 5300 – Engineering

What We Do

The Engineering Division is responsible for the construction, inspection and contract administration for all Capital Improvement Projects in the City, such as traffic signals, sidewalks, street paving and storm drains. The Division also manages and addresses traffic issues, encroachment permits for work on public property, floodplain issues, assessment districts, Diablo Vista Water System and new residential and commercial subdivision developments, including plan checking and inspections.

How We Do It

The Engineering Division schedules, budgets, and manages the design and construction of a variety of City projects, including pavement management. The Division also conducts engineering review of residential and commercial land development and inspections to ensure code compliance and to mitigate erosion and traffic. The Division also manages all traffic collision related claims and coordinates with various transit operators in the City, and participates in regular discussions at the Contra Costa Transportation Authority. The Division provides public outreach on building standards and floodplain and creek maintenance to help reduce potential flood damage in the City. The Engineering Division also continuously researches and submits grant applications to secure federal, State, and local grants to help fund City Capital Improvement Projects. The Division administers and manages the Diablo Vista Water System and Assessment Districts 20 & 22.

What We Accomplished in 2014 – 2016

- *Adopted a two-year \$23.1 million budget for FY 2014 – 2016 CIP, including over \$17 million in grant funds. General Fund contributions included \$1.675 million for the street resurfacing program and Citywide Gateway project. Since adoption of the CIP, an additional \$1.81 million in grant funds was secured, including:
 - ✓ *\$90,000 in Transportation Development Act grant for the Contra Costa Boulevard Improvement Project (Beth to Harriet Drive)*
 - ✓ *\$92,000 in Measure J Funds for Contra Costa Boulevard Improvement Project (Chilpancingo Parkway to Viking Drive)*
 - ✓ *\$80,000 in Transportation Development Act – Article 3 grant for the implementation of Golf Club Road/Old Quarry Road Improvement Project*
 - ✓ *\$1,556,000 in State Active Transportation Program grant for the Contra Costa Boulevard Improvement Project – Phase 4 (Beth Drive to Harriet Drive)**
- *Completed the \$12.8 million Buskirk Avenue Improvement Phase II project, including project roadway enhancements and undergrounding of utilities*

- Completed the \$4.5 million Contra Costa Boulevard Rehabilitation and Enhancement Project (Viking Drive to Chilpancingo Pkwy)
- Completed the \$6.3 million Golf Club Road Bridge reconstruction project along Golf Club Road including roadway and bridge enhancement elements
- Substantially completed the \$9.9 million Geary Road Enhancement and Improvement Project, a joint partnership project with the City of Walnut Creek
- Completed over \$1.6 million in street rehabilitation treatments along Contra Costa Blvd, Gregory Lane, Crescent Drive, Monument Blvd, and the Fair Oaks neighborhood
- Completion of a number of new Capital Improvement Projects during this period, including:
 - ✓ Upgrade and storm drain replacement project along Paso Nogal Road
 - ✓ Geary Road/Pleasant Hill Road Intersection and Gateway Improvements
 - ✓ Traffic Re-striping Program, including installation of new roadway enhanced safety and high visibility pedestrian crosswalks along major corridors
 - ✓ 2015 Street Resurfacing Program Phase I and II
 - ✓ New safety barrier on Paso Nogal
 - ✓ Storm drain pipe upgrade on Ruth Drive
 - ✓ Completed over 23,000 square feet of sidewalk repairs
 - ✓ 2014 Traffic Calming Project (radar signs on Pleasant Hill Road)
 - ✓ Worked closely with our Diablo Vista Water Commission to construct and upgrade the DVWS Pump Station by early 2015, in order to provide reliable raw water service to the DVWS customers
 - ✓ Completed pothole repair project in fall 2015
- Maintained Citywide Pavement Condition Index at current level of 66 out of 100
- Issued over 289 encroachment permits (utility and private)
- Processed over 150 building permits for engineering standard compliance
- Updated the Circulation Element of the General Plan to comply with the State of California “Complete Streets” provisions
- Assisted the Economic Development Manager and team with conceptual design for the Hookston Station Placemaking Project
- Completed annual FEMA Hazard Mitigation Plan allowing the City to be eligible for emergency hazard funding
- Worked closely and coordinated successfully with the DVWS Board to implement and enforce a Drought Management Program to reduce raw water consumption by 45% during the 2015 season
- Worked closely with PG&E and staff to identify and remove tree hazards in the public right-of-way as part of the PG&E Pipeline Pathways safety project

What We Are Doing in 2016 – 2018 –Key Objectives

- Maintain arterials and collector systems with a Pavement Condition Index (PCI) of 60 or better ***Goal 1, Objective 2**
- Maximize efficiency of funding dollars through the use of innovative technologies and grants ***Goal 1, Objective 2**

- *Continue to repair residential and commercial streets in a timely fashion. ***Goal 1, Objective 2***
- *Identify and prioritize smaller-scale projects and coordinate with regional agencies to reduce flooding, depending on funding opportunities. ***Goal 1, Objective 2***
- *Prioritize Capital Improvement Plan (CIP) projects on an annual basis to identify areas where failures or deterioration could create health and safety issues. ***Goal 1, Objective 2***
- *Enhance the Complete Streets program. ***Goal 1, Objective 2***
- *Coordinate infrastructure projects with economic development efforts to efficiently leverage City resources and enhance the vitality of commercial areas while recognizing and balancing needs of individual neighborhoods. ***Goal 2, Objective 2***
- *Provide ongoing review of existing infrastructure to ensure adequate funding resources are directed toward facilities at levels that will minimize long-term maintenance costs and ensure that they do not deteriorate below levels that create health and safety concerns. ***Goal 3, Objective 1***
- *Continue to aggressively pursue all grant and other funding sources to use for roadway, pedestrian walkway, and bicycle lane improvements, as well as flood control projects. ***Goal 3, Objective 1***

****Links to City Council Goals***

DEPT. 5300 – ENGINEERING

Staffing

<u>Engineering Dept.</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
Director of Public Works ¹	0.25	0.00	0.00
City Engineer	1.00	1.00	1.00
Senior Civil Engineer	2.00	2.00	2.00
Senior Traffic Engineer (Included above)	0.00	0.00	0.00
Associate Engineer	3.00	1.00	1.00
Assistant Engineer	1.00	1.00	1.00
Construction Inspector	1.00	1.00	1.00
Administrative Secretary ²	1.00	0.95	0.95
Secretary	1.00	0.00	0.00
Total	10.25	6.95	6.95
<p>Note: Fractional staff numbers due to certain positions being allocated among multiple departments</p> <p>¹ Also allocated 0.25 each to Building, Planning and Maintenance Depts.</p> <p>² Also allocated 0.05 to Waste Management Special Revenue Fund</p>			

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
5300-ENGINEERING	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18
Salaries	\$ 491,367	\$ 590,264	\$ 590,264	\$ 491,763	\$ 660,275	\$ 712,750
Benefits*	213,065	221,259	221,259	195,891	202,514	220,291
General Expenses	3,310	6,954	6,954	3,900	5,230	3,811
Professional And Contract Services	2,851	42,640	42,640	76,200	74,098	75,950
Conferences And Training	2,628	6,593	6,593	4,200	4,305	4,413
Supplies And Materials	3,542	9,008	9,008	5,950	6,775	6,944
Utilities	10,441	7,627	7,627	7,705	7,897	8,094
Total	\$ 727,204	\$ 884,345	\$ 884,345	\$ 785,609	\$ 961,094	\$ 1,032,253
5245-ENGR DEV REVIEW	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18
Professional And Contract Services	-	-	-	64,130	-	-

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017. Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	Forecast
5364-STREET RESURFACING PROGRAM	FY 14/15	FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Transfer-Out	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 1,500,000	\$ 1,500,000

This department includes special one-time expenditures for additional contributions for the street resurfacing program.

Department 5400 - Maintenance

What We Do

The Maintenance Division of the City performs City landscaping maintenance, small pothole repairs, pavement crack sealing, storm drain cleaning, and City-owned public buildings and grounds maintenance, including the Downtown Parking Garage, City Hall, Public Services Center and the Police Department. The Maintenance Division is also responsible for maintaining all City-owned vehicles and equipment.

How We Do It

Through regular staff assignments and on-going visual inspections, the Maintenance Division provides services to maintain catch basins, public creeks, landscaping, roadsides and open space, City-owned buildings and grounds, and vehicles and equipment. Maintenance staff also maintains City streets and roads by filling potholes and providing crack sealing to minimize road hazards and to continue to maintain the integrity of streets and roads.

What We Accomplished in 2014 – 2016

- *Visually inspected the 1,620 catch basins throughout the City for cleaning and flushing, utilizing staff to complete repairs as needed*
- *Mailed 500 creek clean-up letters to the residents along the 11.7 miles of private creeks, as well as the 1.6 miles of public creeks. Inspected the 13.3 miles of creeks and identified potential problems that necessitated a second and/or third letter*
- *Monitored and maintained the 27.5 acres of high-maintenance landscaping, 23 acres of median landscaping, 21 acres of roadsides, and 53 acres of open space. Identified seventeen medians targeted for improvement by eliminating the turf, which generates a higher cost for water usage and maintenance. To date, eleven of the medians have had the turf replaced with drought tolerant plantings*
- *Set up and maintained two original sandbag stations at City Hall and the Community Center and added a third at Hawthorne*
- *Met or exceeded the 25 percent State-mandated reduction of water usage*
- *Implemented the LED streetlights/PG&E Change Out*
- *Installed bike-proof grates on 75% of catch basins throughout the City*
- *Maintained 3,300 traffic, safety, and regulatory signs*
- *Maintained 33 Police vehicles, 35 Public Works and Community Development vehicles, and 15 Recreation and Park vehicles*
- *Maintained 2,500 street trees*
- *Maintained 55,975 square feet of City-owned buildings*

What We Are Doing in 2016-2018 – Key Objectives

- *Maintain the integrity of the streets by filling potholes timely. Continue with the crack sealing program to minimize the possibility of potholes occurring* ***Goal 1, Objective 2**
- *Perform quarterly streetlight surveys that will locate problem lights so they can be turned into PG&E for repairs* ***Goal 1, Objective 2**
- *Work with the Engineering Division to complete the sidewalk inspection project for all zones in the Commercial Landscaping and Lighting Assessment District 20, which will locate possible trip hazards and mark them for repairs* ***Goal 1, Objective 2**
- *Continue with the replacement of faded or damaged traffic and street name signs* ***Goal 1, Objective 2**
- *Continue to maintain the six zones in Assessment District 20 and the two zones in Assessment District 22* ***Goal 1, Objective 2**
- *Continue to maintain the three City-owned buildings totaling 55,975 square feet and make repairs for the long term* ***Goal 3, Objective 1**
- *Continue to assemble and set out the large informational A-frame signs, clean up the homeless encampments, respond to calls for accident clean up, and cut up and remove fallen trees* ***Goal 4, Objective 1**
- *Continue to display 96 sets of American flags on the Contra Costa Boulevard streetlight poles during ten patriotic occasions* ***Goal 4, Objective 1**
- *Continue to set up and take down the stage for the concert series and special events in the downtown and continue to play a major role in setting up for the 4th of July Parade and Festivities, the Art, Jazz & Wine event, and the Community Service Day programs* ***Goal 4, Objective 1**

***Links to City Council Goals**

DEPT. 5400 – MAINTENANCE

Staffing

<u>Maintenance Dept.</u> Position	No. Authorized Positions	FY 2016/17 Actual No.	FY 2017/18 Actual No.
Director of Public Works ¹	0.25	0.00	0.00
Maintenance Superintendent ²	1.00	0.50	0.50
Maintenance Supervisor	1.00	1.00	1.00
Senior Maintenance Worker	1.00	0.00	0.00
Maintenance Worker II	8.00	7.00	7.00
Maintenance Worker I	6.00	3.00	3.00
Fleet Services Coordinator	1.00	1.00	1.00
Building Trades Worker	2.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00
Total	21.25	15.50	15.50
<p>Note: Fractional staff numbers due to certain positions being allocated among multiple departments ¹ Also allocated 0.25 each to Engineering, Building, and Planning Depts. ² Also Allocated 0.50 to Building Dept. in capacity as Chief Building Official</p>			

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
5400-MAINTENANCE	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18
		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Salaries	\$ 993,091	\$ 886,424	\$ 886,424	\$ 928,257	\$ 957,749	\$ 982,371
Benefits*	512,853	566,445	566,445	411,490	441,129	440,826
General Expenses	151,638	242,808	242,808	156,129	247,339	253,522
Professional And Contract Services	97,302	99,651	99,651	99,651	101,911	104,459
Conferences And Training	1,316	9,719	9,719	9,719	9,981	10,231
Maintenance And Repair	152,018	264,893	264,893	322,511	279,803	286,798
Supplies And Materials	121,747	108,167	108,167	153,622	111,088	113,865
Utilities	78,630	108,117	108,117	108,117	111,037	113,813
Fixed Asset	-	32,736	32,736	32,736	33,620	34,461
Total	\$ 2,108,596	\$ 2,318,960	\$ 2,318,960	\$ 2,222,232	\$ 2,293,657	\$ 2,340,346

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017.

Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017

and is not reflected in the individual departments.

Department 5100 – Insurance Risk Management

What We Do

The City is a member of the Municipal Pooling Authority (MPA), a joint powers agency that provides coverage against the following types of risk: general liability, vehicle liability, employment liability, and property liability.

City staff engages with MPA to manage the City's work exposure and ensure a safe workplace and community.

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18
5100-INS/RISK MGNT		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Insurance	\$ 520,580	\$ 445,810	\$ 495,810	\$ 594,631	\$ 606,100	\$ 621,253

Miscellaneous Budget Units

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
5110-MUNICIPAL BLDGS	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18
General Expenses	\$ 4,917	\$ 628	\$ 628	\$ 4,278	\$ 4,233	\$ 4,338
Professional And Contract Services	2,870	2,146	2,146	4,349	4,500	4,613
Maintenance And Repair	3,644	2,897	2,897	4,429	4,752	4,871
Utilities	111,472	157,744	157,744	129,488	133,093	136,420
Promotions And Contributions	129	322	322	-	-	-
Fixed Asset	-	-	-	4,230	-	-
Total	\$ 123,032	\$ 163,737	\$ 163,737	\$ 146,774	\$ 146,578	\$ 150,242

Expenditures - Budgeted by Category

	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
5461-TRANSFER OUT (L&L AD #20-ZN 1)						
Salaries		\$ -		\$ 3,060	\$ -	\$ -
Transfer-Out	21,100	21,100	21,100	21,100	21,628	22,168
Total	\$ 21,100	\$ 21,100	\$ 21,100	\$ 24,160	\$ 21,628	\$ 22,168
5462-TRANSFER OUT (L&L AD #20-ZN 2)						
Salaries	\$ -	\$ -	\$ -	\$ 1,680	\$ -	\$ -
Transfer-Out	25,195	25,195	25,195	25,195	25,825	26,470
Total	\$ 25,195	\$ 25,195	\$ 25,195	\$ 26,875	\$ 25,825	\$ 26,470
5463-TRANSFER OUT (L&L AD #20-ZN 3)						
Salaries	\$ -	\$ -	\$ -	\$ 760	\$ -	\$ -
Utilities	-	560	560	560	679	588
Transfer-Out	6,929	6,929	6,929	6,929	7,102	7,280
Total	\$ 6,929	\$ 7,489	\$ 7,489	\$ 8,249	\$ 7,781	\$ 7,868
5465-TRANSFER OUT (L&L AD #20-ZN 5)						
Salaries	\$ -	\$ -	\$ -	\$ 2,240	\$ -	\$ -
Transfer-Out	27,085	27,085	27,085	27,085	27,762	28,456

	Total	\$	<u>27,085</u>	\$	<u>27,085</u>	\$	<u>27,085</u>	\$	<u>29,325</u>	\$	<u>27,762</u>	\$	<u>28,456</u>
	Actual	Adopted	Long-Term	Projected	Forecast	Forecast							
5466-TRANSFER OUT (L&L AD #20-ZN 6)	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18							
Salaries	\$ -	\$ -	\$ -	\$ 460	\$ -	\$ -							
Transfer-Out	17,638	17,638	17,638	17,638	18,079	18,531							
Total	\$ 17,638	\$ 17,638	\$ 17,638	\$ 18,098	\$ 18,079	\$ 18,531							

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	Forecast
5470-TRANSFER OUT (L&L AD 22-GRYSN)		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Transfer-Out	\$ 2,411	\$ 2,411	\$ 2,411	\$ 2,411	\$ 2,471	\$ 2,533
	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18
5472-TRANSFER OUT (L&L AD22-GALLRY)		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Transfer-Out	\$ 914	\$ 914	\$ 914	\$ 914	\$ 937	\$ 960

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
5999-NON DEPARTMENTAL	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	Forecast
		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Benefits*	\$ 76,164	\$ 106,691	\$ 106,691	\$ 1,388,744	\$ 1,494,079	\$ 1,802,222
Non Departmental	661,024	597,622	597,622	456,000	426,695	422,829
General Expenses	42,451	45,068	45,068	45,068	44,075	45,177
Professional And Contract Services	25,391	26,010	26,010	26,010	26,650	27,316
Total	\$ 805,030	\$ 775,391	\$ 775,391	\$ 1,915,822	\$ 1,991,499	\$ 2,297,544

*PERS methodology for the allocation of the unfunded liability changed from a percentage allocation to an actual payment effective FY 2016/2017.

Therefore the unfunded liability portion of PERS cost is reported as a separate amount in the non-departmental budget category effective FY 2016/2017 and is not reflected in the individual departments.

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
6791-TRANSFER OUT (PHJFA 04 LS REV)	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	Forecast
		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
Transfer-Out	\$ 781,813	\$ 764,250	\$ 764,250	\$ 764,250	\$ -	\$ -

Expenditures - Budgeted by Category

	Actual	Adopted	Long-Term	Projected	Forecast	Forecast
8500-SIDE FUND DEBT	FY 14/15	Budget	Financial Plan	FY 15/16	FY 16/17	FY 17/18
		FY 15/16	FY 15/16	FY 15/16	FY 16/17	FY 17/18
General Expenses	\$ 890,262	\$ 889,554	\$ 889,554	\$ 889,554	\$ 889,875	\$ 890,283

Expenditures - Budgeted by Category

9000-TRANSFER OUT (VEHICLE/ EQUIPMENT REPLACEMENT)	Actual FY 14/15	Adopted Budget FY 15/16	Long-Term Financial Plan FY 15/16	Projected FY 15/16	Forecast FY 16/17	Forecast FY 17/18
Transfer-Out	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 205,000	\$ 210,125

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CITY OF PLEASANT HILL

**SECTION 3
DIABLO VISTA WATER**

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