



Operating and Capital Improvement Budget Update

Fiscal Year 2020/21



June 8, 2020

Honorable Mayor and Members of Council,

The City of Napa has enjoyed significant growth in the recent decade following recovery from the “Great Recession” of 2007-2009. This growth has typically centered budget discussions around increased funding for various service areas throughout City Departments. The arrival of COVID-19 (coronavirus) immediately disrupted many of the City’s plans, and the substantial impact of COVID-19 will remain long-lasting. As a City, we took prompt actions to protect our employees and the public while complying with the County’s health orders to shelter in place. Public counters were closed; public meetings were held remotely; and many employees transitioned to telework.

We have watched our streets empty and our local economy come to a virtual standstill as the City immediately faced both health and economic crises. Our City relies heavily on Transient Occupancy Tax (TOT) and Sales Taxes, both of which are in extreme decline. In early April, we provided your council with a budget plan that would immediately address the projected \$10+ million revenue decrease for the remainder of FY 2019/20 (ending June 30, 2020).

FY 2020/21

Based on available data, including historical revenue, industry projections, and state/national economic information, we project a shortfall of \$20 million for FY 2020/21, which equates to approximately 20% of the annual General Fund revenue.

Unfortunately, TOT and sales tax are not the only revenue concerns going into FY 2020/21. The State of California notified Napa County and its jurisdictions of potential funding decreases in Vehicle License Fees (VLF). A reduction in VLF revenue would result in additional millions of dollars in revenue reductions this year. The outcome of this remains uncertain. However, if VLF is eliminated or significantly delayed by more than one year, the impact to the FY 2020/21 revenue will be an additional \$9 million reduction.

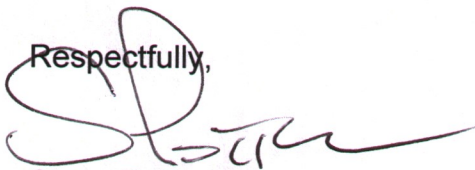
Collectively, we have the duty to manage City resources; to plan and manage operational activities; to serve the community and employees; and to ensure the City's short-term and long-term financial stability. The goal of the City Leadership team is to continue to mitigate the damage to our local economy while also protecting the health of our residents and the well-being of our staff.

Numerous steps have been taken to address the current fiscal year's \$10+ million shortfall without impacting employees. The City Council approved budget reductions such as suspension of all non-essential expenditures, a hiring freeze of vacant positions, deferment of equipment replacement contributions, and defunding capital improvement projects. Each of these measures are one-time reductions. Additionally, the use of emergency reserves buffered immediate operational cashflow concerns.

These actions contribute to the presentation of a balanced FY 2020/21 General Fund budget consisting of \$84.1 million in revenue and \$2.9 million in one-time transfers from other funds, for total revenue of \$87.0 million and \$90.6 million in expenses. Thus, the use of \$3.6 million in General Fund Emergency Reserves is required to close the gap. This will reduce the available General Fund Reserves from \$18.6 million to \$15.0 million. This budget also includes the freezing of 32 Full-Time Employees (FTE), the elimination of the Assistant City Manager position, and significant operational reductions (one-time and ongoing) from all City Departments. It is my sincere desire to continue the ongoing dialogue with our employee groups to collectively work on additional solutions to reduce reserve usage in FY 2020/21.

Given the possibility of additional revenue loss from VLF in addition to market volatility, economic recovery will require frequent collaboration with Council throughout the fiscal year. It is my intention to provide timely updates to Council and the public on economic changes which may prompt further budget adjustments to ensure the City's short-term and long-term service delivery and financial health are maintained. This community is strong and resilient. I believe in our City's leadership and value our community's commitment to listening to one another. As history has proven, we, the City of Napa, will navigate our way through this difficult time together toward a bright and solvent future.

Respectfully,

A handwritten signature in dark ink, appearing to read 'Steve Potter', with a stylized flourish extending to the right.

Steve Potter
City Manager

FY 2020/21 BUDGET UPDATE



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FY 2020/21 BUDGET UPDATE

Summary

The City's two-year budget for fiscal years 2019/20 and 2020/21 was adopted by the City Council on June 18, 2019. The FY 2019/20 budget as originally adopted General Fund estimated revenues of \$99.5 million to fund expenditures of \$97.9 million, resulting in a balanced budget. Council approved appropriation increases over the course of the year result in an adjusted FY 2019/20 budget of \$93.6 million in revenues (including a \$4.6 million transfer in from the cancellation of the Civic Center Project and Dwight Murray Project) and \$98.3 million in operating expenses for a budgeted \$4.7 million deficit before reserve contributions. We currently project that the actual deficit for the year will be approximately \$5 million. Any remaining Non-Recurring General Fund unassigned fund balance, up to \$5 million, has been approved by council to offset the deficit and avoid the use of General Fund reserves.

The novel coronavirus (COVID-19) pandemic has had a massive impact on the City's sales and transient occupancy tax revenues, with hotel occupancy dropping by 90% and many businesses unable to operate due to shelter-in-place orders. The budget adjustments proposed to mitigate the impact include expenditure cuts of \$12.7 million and transfers into the General Fund of \$2.9 million from other funds.

The Mid-Cycle budget review packet presents the current status and proposed adjustments to the FY 2020/21 budget as adopted June 18, 2019 by fund. The proposed adjustments in the fund sections have been grouped into the following categories:

- Revenue & Expenditure Adjustments – Proposed revenue and expenditure adjustments related to authorized programs and activities, including corrections to the original adopted budget and the FY 2020/21 impacts of Council resolutions adopted in FY 2019/20.
- Decision Packages – Proposed new programs / activities and changes to the staffing plan.
- COVID-19 Adjustments – Updates to revenue and expenditure budgets due to the economic impact of COVID-19

FY 2020/21 BUDGET UPDATE

General Fund

The City's General Fund serves as the primary operating fund of the City of Napa and accounts for all financial resources except those required to be accounted for in another fund. Adjustment detail is provided in subsequent color-coded tables.

General Fund	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Packages	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
Operating Revenues						
Property Tax	35,378,000	37,225,000				37,225,000
Sales Tax	17,693,000	20,604,000			(3,569,000)	17,035,000
Transient Occupancy Tax	15,438,000	25,758,000			(14,890,000)	10,868,000
Business License Tax	4,103,000	4,312,000			(431,000)	3,881,000
Other Taxes	2,915,000	3,045,000				3,045,000
Licenses and Permits	2,817,500	2,894,500	(140,000)		(708,600)	2,045,900
Charges for Services	6,006,200	6,167,500	140,000		(709,900)	5,597,600
Intergovernmental	738,000	739,500	(150,000)			589,500
Investment Earnings	259,000	262,000			(100,000)	162,000
Miscellaneous Revenues	268,500	300,000			(101,000)	199,000
Transfers In	7,947,000	3,439,800		186,000	2,706,300	6,332,100
Total Operating Revenues	93,563,200	104,747,300	(150,000)	186,000	(17,803,200)	86,980,100
Operating Expenditures						
City Council / City Clerk	1,343,400	1,322,700	-	-	(40,800)	1,281,900
City Manager	1,515,388	1,540,700	133,200	(315,600)	(45,900)	1,312,400
Finance	7,484,093	7,806,300	(108,200)	-	(581,500)	7,116,600
City Attorney	1,275,993	1,252,800	-	-	(142,800)	1,110,000
Human Resources	1,323,500	1,411,400	-	-	(79,900)	1,331,500
Community Development	6,184,352	6,292,900	-	-	(1,105,000)	5,187,900
General Government (includes CIP reserve contributions)	6,994,730	6,433,100	(5,000)	-	(2,242,300)	4,185,800
Police Department	30,978,100	33,387,600	(514,900)	(95,700)	(2,672,100)	30,104,900
Fire Department	19,317,900	21,154,800	(339,100)	63,600	(541,700)	20,337,600
Public Works	13,684,114	14,238,600	(29,200)	-	(2,457,900)	11,751,500
Parks & Recreation	8,193,243	8,453,600	14,000	-	(1,562,500)	6,905,100
Total Operating Expenditures	98,294,813	103,294,500	(849,200)	(347,700)	(11,472,400)	90,625,200
Net Operating Surplus/(Deficit)	(4,731,613)	1,452,800				(3,645,100)
Fiscal Policy Reserve Contributions						
Operating Reserve	229,318	432,400				-
Emergency Reserve	642,489	222,300				(3,645,100)
Contingency Reserve	313,074	34,400				-
Total Fiscal Policy Reserve Contributions	1,184,881	689,100				(3,645,100)
Net Surplus/(Deficit)	(5,916,494)	763,700				-
Non-Operating Expenditures						
General Government: Set-Aside for Civic Center Termination Payment (to be paid from Operating Reserve)	2,600,000					
Projected Fund Balance at June 30						
Nonspendable	2,581,700					2,581,700
Legally Restricted/Committed	262,900					262,900
Reserved for Encumbrances	-					-
Operating Reserve	4,662,070					4,662,070
Emergency	13,053,796					9,408,696
Contingency Reserve	932,414					932,414
Unassigned Fund Balance	-					-
Total Projected Fund Balance at June 30	21,492,880	-				17,847,780

FY 2020/21 BUDGET UPDATE

Requested Revenue / Expenditure Adjustments for FY 2020/21 – General Fund

The following table provides a summary of the Revenue and Expenditure adjustments for FY 2020/21. These adjustments are due to corrections to the original adopted budget, department requests, or to adjust for impacts from Council resolutions adopted in FY 2019/20.

General Fund	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Revenue Adjustments	(150,000)	
<i>Licenses and Permits - Department Adjustment</i>	<i>(140,000)</i>	
<i>Charges for Services - Department Adjustment</i>	<i>140,000</i>	
<i>Intergovernmental - Reduced estimates for CalOES reimbursements to Fire Department</i>	<i>(150,000)</i>	
Expenditure Adjustments		(849,200)
		133,200
<i>City Manager - Benefits correction (+25,000), R2020-10 Addition of Deputy City Manager (+108,200)</i>		
<i>Finance - R2020-10 Addition of 1 Accountant, Deletion of 1 Account Technician and 1 Account Clerk (-108,200)</i>		<i>(108,200)</i>
<i>General Government - Budget adjustments for staffing reallocations on R2019-085, R2019-099, and R2019-120 (+4,000); Removal of budget for costs paid out of OPEB fund (-9,000)</i>		<i>(5,000)</i>
<i>Police Department - Salary/Benefit Recalculation (-908,600); MOU increases higher than originally budgeted (+392,700); Internal Service Fund adjustment (+1,000)</i>		<i>(514,900)</i>
<i>Fire Department - Salary/Benefit Recalculation (-789,100); Increase to Overtime (+450,000)</i>		<i>(339,100)</i>
<i>Public Works - R2019-099 Addition of 1 Engineering Assistant, Deletion of 1 Electrician III (-32,000); R2019-120 Addition of 1 Junior Engineer, Deletion of 1 Engineering Aide (+2,800); R2019-126 Addition of 1 Street Maintenance Worker I/II, Deletion of 1 Maintenance Laborer, offset by reduction in professional services (+23,800; -23,800)</i>		<i>(29,200)</i>
<i>Parks & Recreation - R2019-085 Addition of Senior Office Assistant, Deletion of Office Assistant I/II (+14,000)</i>		<i>14,000</i>
General Fund - Proposed Adjustments TOTAL	(150,000)	(849,200)

Revenues: Community Development corrected their revenue budgets by shifting \$140,000 from Licenses and Permits to Charges for Services. Fire adjusted their anticipated reimbursement revenue from CalOES downward by \$150,000 based on recent experience.

Expenditures: Other than budget changes due to staffing resolutions passed in FY 2019/20, the major budget adjustments were to Police and Fire. A clerical error occurred when the FY 2019/20-2020/21 budget was created. The adjustments above correct this error, as well as correcting Police budgets for the higher than anticipated COLA and equity amounts in the recent NPOA MOU.

FY 2020/21 BUDGET UPDATE

Decision Packages for FY 2020/21 – General Fund

The following table provides a summary of the General Fund operating budget decision packages for FY 2020/21.

General Fund	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
City Manager	-	(315,600)
DP-670 Eliminate Assistant City Manager <i>Eliminate the Assistant City Manager position from the staffing plan.</i>		(315,600)
Community Development / Housing	186,000	-
DP-656 Move Parking Security Under Parking Manager <i>Move oversight of Parking Enforcement from Police to CDD (Parking Manager). Transfer funds from Parking Security Fund to General Fund for Parking Manager salary and benefits.</i>	186,000	
Police	-	(95,700)
DP-651 Public Safety Administration Staffing Change <i>Update Staffing Plan to remove Public Safety Administrative Services Manager (50% Police, 50% Fire) and replace with a Management Analyst I/II (100% Fire)</i>		(95,700)
Fire	-	63,600
DP-651 Public Safety Administration Staffing Change <i>Update Staffing Plan to remove Public Safety Administrative Services Manager (50% Police, 50% Fire) and replace with a Management Analyst I/II (100% Fire)</i>		63,600
General Fund - Proposed Decision Packages / CIP Update TOTAL	186,000	(347,700)

COVID-19 Adjustments for FY 2020/21 – General Fund

The following table provides a summary of the General Fund operating budget adjustments due to COVID-19 economic impacts for FY 2020/21.

General Fund	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Revenue Adjustments	(17,803,200)	
<i>Sales Tax - Reduced based on HdL projections</i>	(3,569,000)	
<i>Transient Occupancy Tax - Reduced based on current economic projections</i>	(14,890,000)	
<i>Business License Tax - Reduced based on current economic projections</i>	(431,000)	
<i>Licenses and Permits - CDD Building reduction (-708,600)</i>	(708,600)	
<i>Charges for Services - Parks and Recreation adjustments (-566,500; TID administrative adjustment (-15,000); CDD Planning reduction (-118,800); CDD Code Enforcement reduction (-9,600)</i>	(709,900)	
<i>Investment Earnings - Reduced based on current interest rates</i>	(100,000)	
<i>Miscellaneous - Parks and Recreation adjustments (-101,000)</i>	(101,000)	
<i>Transfers In - From Non-Recurring General Fund to offset deficit (+1,232,000); From CIP General Reserve to offset deficit (+1,474,300)</i>	2,706,300	
Expenditure Adjustments		(11,472,400)
<u>City Council / City Clerk</u>		(40,800)
Operating Budget Cuts		(32,200)
Bargaining Group Concessions - Executive Team (-8,800)		(8,800)
Recalculation of Vacancy Savings		200
<u>City Manager</u>		(45,900)
Operating Budget Cuts		(1,000)
Bargaining Group Concessions - City Manager (-27,800); Executive Team (-14,900)		(42,700)
Recalculation of Vacancy Savings		(2,200)

FY 2020/21 BUDGET UPDATE

General Fund (continued)	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Expenditure Adjustments (continued)		(7,063,400)
<u>Finance</u>		(581,500)
Operating Budget Cuts		(100,000)
Freeze Vacant Positions (2 FTE)		(265,500)
Salary Reallocations		(196,400)
Bargaining Group Concessions - Executive Team (-28,500)		(28,500)
Recalculation of Vacancy Savings		8,900
<u>City Attorney</u>		(142,800)
Operating Budget Cuts		(100,000)
Bargaining Group Concessions - Executive Team (-43,900)		(43,900)
Recalculation of Vacancy Savings		1,100
<u>Human Resources</u>		(79,900)
Operating Budget Cuts		(68,000)
Bargaining Group Concessions - Executive Team (-12,200)		(12,200)
Recalculation of Vacancy Savings		300
<u>Community Development</u>		(1,105,000)
Operating Budget Cuts		(243,400)
Freeze Vacant Positions (5 FTE)		(793,600)
Salary Reallocations		(42,100)
Bargaining Group Concessions - Executive Team (-24,900)		(24,900)
Recalculation of Vacancy Savings		(1,000)
<u>General Government</u>		(2,242,300)
Operating Budget Cuts		(17,100)
Reduce transfer to CIP Facilities Reserve to 1% of Operating Budget		(1,072,000)
Correct transfer to CIP General Reserve to match 1% of adjusted Operating Budget		(90,000)
Remove transfer to Sidewalks Program		(913,200)
Remove transfer to Equipment Replacement Reserve		(150,000)
<u>Police Department</u>		(2,672,100)
Operating Budget Cuts		(566,000)
Freeze Vacant Positions (11 FTE)		(2,083,000)
Bargaining Group Concessions - Executive Team (-11,200)		(11,200)
Recalculation of Holiday Pay and Vacancy Savings		(11,900)
<u>Fire Department</u>		(541,700)
Operating Budget Cuts		(103,000)
Bargaining Group Concessions - Executive Team (-17,200)		(17,200)
Defer annual payment to Fleet - Fire Apparatus internal service fund		(406,000)
Recalculation of Holiday Pay and Vacancy Savings		(15,500)
<u>Public Works</u>		(2,457,900)
Operating Budget Cuts		(692,100)
Freeze Vacant Positions (9 FTE)		(719,400)
Salary Reallocations		(1,078,200)
Bargaining Group Concessions - Executive Team (-13,600)		(13,600)
Recalculation of Vacancy Savings		45,400
<u>Parks and Recreation</u>		(1,562,500)
Operating Budget Cuts		(1,039,700)
Freeze Vacant Positions (4 FTE, including Director)		(535,800)
Recalculation of Vacancy Savings		13,000
General Fund - Proposed Adjustments TOTAL	(17,803,200)	(11,472,400)

FY 2020/21 BUDGET UPDATE

Non-Recurring General Fund

The city's Non-Recurring General Fund represents "one-time" revenues and expenditures. The Projected Fund Balance at June 30 assumes that any Unassigned Fund Balance available at the end of FY 2019/20 will be transferred to the General Fund, as per Council direction at the April 7, 2020 meeting.

Non-Recurring General Fund	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Package	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
Non-Recurring Revenues						
Property Tax	1,500,000	1,200,000	-	-		1,200,000
Licenses and Permits	300,000	300,000	-	-		300,000
Charges for Services	675,000	676,000	(75,000)	-		601,000
Intergovernmental	2,484,400	180,000	130,000	-		310,000
Miscellaneous Revenues	166,000	-	-	-		-
Transfers In	558,714	-	-	-	882,000	882,000
Total Non-Recurring Revenues	5,684,114	2,356,000	55,000	-	882,000	3,293,000
Non-Recurring Expenditures						
City Council / City Clerk	158,334	86,000	-	-		86,000
City Manager	375,688	200,000	231,600	-		431,600
Finance	3,524,853	575,000	(500,000)	-		75,000
City Attorney	-	-	-	-		-
Human Resources	-	-	-	-		-
Community Development	1,741,254	350,000	300,000	-	(350,000)	300,000
General Government	2,227,968	82,000	-	-	1,232,000	1,314,000
Police Department	3,034,226	428,300	(118,300)	-		310,000
Fire Department	132,185	75,000	(75,000)	-		-
Public Works	1,169,812	600,000	-	-		600,000
Parks & Recreation	570,814	-	-	-		-
Total Non-Recurring Expenditures	12,935,134	2,396,300	(161,700)	-	882,000	3,116,600
Net Operating Surplus/(Deficit)	(7,251,020)	(40,300)				176,400
Projected Fund Balance at June 30						
Nonspendable	2,600					2,600
Legally Restricted / Committed	500,000					500,000
Unassigned Fund Balance	-					176,400
Total Projected Fund Balance at June 30	502,600	-	-	-	-	679,000

Requested Revenue / Expenditure Adjustments for FY 2020/21 – Non-Recurring General Fund

Non-Recurring General Fund	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Revenue Adjustments	55,000	
<i>Charges for Services - Fire DP-603 revenue received in FY 2019/20</i>	<i>(75,000)</i>	
<i>Intergovernmental - Police Community Corrections Partnership</i>	<i>130,000</i>	
Expenditure Adjustments		(161,700)
<i>City Manager - R2019-110 Addition of 1 Limited-Term Deputy City Manager (+231,600)</i>		<i>231,600</i>
<i>Finance - ERP Project was fully funded in FY 2019/20; removing allocation from DP-611 (-500,000)</i>		<i>(500,000)</i>
<i>Community Development - Correction to adopted budget to match expenditures to revenue</i>		<i>300,000</i>
<i>Police Department - R2020-001 Community Corrections Partnership (+130,000); Remove budget included in error for grant-funded officer (-248,300)</i>		<i>(118,300)</i>
<i>Fire Department - Fire DP-603 revenue received in FY 2019/20, removing matching expenses</i>		<i>(75,000)</i>
Non-Recurring General Fund - Proposed Adjustments TOTAL	55,000	(161,700)

FY 2020/21 BUDGET UPDATE

Requested COVID-19 Adjustments for FY 2020/21 – Non-Recurring General Fund

Non-Recurring General Fund	<i>FY 2020/21 Revenue Adjustments</i>	<i>FY 2020/21 Expenditure Adjustments</i>
Revenue Adjustments	882,000	
<i>Transfers In - From IT Fund to repay Utility Billing portion of ERP Project (+882,000)</i>	<i>882,000</i>	
Expenditure Adjustments		882,000
<i>Community Development - Remove allocation for Junior Unit program</i>		<i>(350,000)</i>
<i>General Government - Transfer available fund balance to General Fund</i>		<i>1,232,000</i>
Non-Recurring General Fund - Proposed Adjustments TOTAL	882,000	882,000

FY 2020/21 BUDGET UPDATE

Proprietary Funds – Enterprise Funds and Housing Authority

Enterprise funds are those funds that provide goods or services to the public for a fee that makes the entity self-supporting. Napa's Enterprise Funds include: Solid Waste & Materials Diversion (Recycling) and Water Enterprise.

The Housing Authority administers Federal funds to provide and administer affordable housing programs and services to qualified residents.

Solid Waste & Materials Diversion (Recycling) - MDF

MDF	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Packages	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
MDF Beginning Available Balance [1]	2,212,577	(3,555,560)				(3,555,560)
Operating Revenues	35,362,100	29,538,500	5,358,600	-	2,705,110	37,602,210
Operating Expenditures	33,913,852	31,561,200	-	-	4,027,900	35,589,100
Non-Recurring Revenues	-	-	-	-	-	-
Non-Recurring Expenditures	393,516	387,500	-	-	279,000	666,500
Capital Expenditures	4,835,269	130,000	-	-	(50,000)	80,000
Transfer to Local Streets Paving Program	1,113,600	1,113,600	-	-	(1,113,600)	-
Debt Service Expenditures	874,000	873,000	-	-	-	873,000
Impact to Net Position	(5,768,137)	(4,526,800)	5,358,600	-	(438,190)	393,610
MDF Ending Available Balance	(3,555,560)	(8,082,360)				(3,161,950)

[1] Solid Waste & MDF Available Balance includes funding for ongoing capital projects, Undesignated reserves, and the Operating reserve

Requested Revenue / Expenditure Adjustments for FY 2020/21 – MDF

Materials Diversion Fund	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Revenue Adjustments	5,358,600	-
<i>R2019-089 Rate Increase</i>	<i>5,358,600</i>	
Materials Diversion Fund - Proposed Adjustments TOTAL	5,358,600	-

Requested COVID-19 Adjustments for FY 2020/21 – MDF

Materials Diversion Fund	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Revenue Adjustments	2,705,110	
<i>Adjust revenues down for COVID impacts</i>	<i>(593,890)</i>	
<i>Increase revenues for gate fees and CRV materials sales</i>	<i>3,299,000</i>	
Expenditure Adjustments		3,143,300
<i>Bargaining Group Concessions - Executive Team (-3,100)</i>		<i>(3,100)</i>
<i>Remove transfer to Local Streets Paving Program</i>		<i>(1,113,600)</i>
<i>Increase Operating Costs</i>		<i>4,031,000</i>
<i>Change to Capital Costs</i>		<i>(50,000)</i>
<i>Increase to Non-Recurring MDF Costs</i>		<i>279,000</i>
Materials Diversion Fund - Proposed Adjustments TOTAL	2,705,110	3,143,300

FY 2020/21 BUDGET UPDATE

Water Fund

Water	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Packages	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
Water Beginning Available Balance	16,478,665	(1,298,991)				(1,298,991)
Water Operating Revenues	33,642,963	34,846,000	-	-	1,455,000	36,301,000
Water Operating Expenditures	29,343,285	25,861,400	-	-	(157,100)	25,704,300
Water Capital and Non-Recurring Revenues	4,772,031	1,350,000	-	-	920,000	2,270,000
Water Capital and Non-Recurring Expenditures	23,430,065	5,297,600	-	-	757,000	6,054,600
Water Debt Service Expenditures	3,419,300	3,422,050	-	-		3,422,050
Impact to Net Position	(17,777,656)	1,614,950	-	-	1,775,100	3,390,050
Water Ending Available Balance	(1,298,991)	315,959				2,091,059

[1] Water Available Balance includes funding for ongoing capital projects and Undesignated reserves.

Requested COVID-19 Adjustments for FY 2020/21 – Water

Water Enterprise Fund	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Revenue Adjustments	2,375,000	
Operating revenue adjusted for rate increases and anticipated COVID impacts	1,455,000	
Water capacity fees adjusted for COVID impacts	(400,000)	
Non-Recurring revenue increased for one-time sale	1,320,000	
Expenditure Adjustments		599,900
Transfer to IT Fund for Utility Billing portion of ERP Project		882,000
Bargaining Group Concessions - Executive Team (-7,100)		(7,100)
Change to Operating Costs		(150,000)
Reduce Non-Recurring budget		(125,000)
Water Enterprise Fund - Proposed Adjustments TOTAL	2,375,000	599,900

Housing Authority Funds

Housing Authority	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Packages	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
Laurel Manor - Balance as of July 1	1,787,426	1,796,726				1,796,726
Revenue	417,000	420,000	8,000	-	-	428,000
Expenditures	407,700	428,600	8,500	-	(600)	436,500
Impact to Net Position	9,300	(8,600)	(500)	-		(8,500)
Ending Fund Balance	1,796,726	1,788,126				1,788,226
Seminary Street - Balance as of July 1	799,265	788,555				788,555
Revenue	237,500	246,500	(2,500)	-	-	244,000
Expenditures	248,210	245,100	200	-	(100)	245,200
Impact to Net Position	(10,710)	1,400	(2,700)	-		(1,200)
Ending Fund Balance	788,555	789,955				787,355
Section 8 - Balance as of July 1	1,026,079	734,142				734,142
Revenue	13,496,000	12,983,400	2,060,100	-	-	15,043,500
Expenditures	13,787,938	13,248,200	2,063,200	-	(100)	15,311,300
Impact to Net Position	(291,938)	(264,800)	(3,100)	-		(267,800)
Ending Fund Balance	734,142	469,342				466,342
Low/ Mod - Balance as of July 1	1,448,471	1,152,705				1,152,705
Revenue	5,500	5,500	6,000	-	-	11,500
Expenditures	301,267	204,400	1,500	-	-	205,900
Impact to Net Position	(295,767)	(198,900)	4,500	-		(194,400)
Ending Fund Balance	1,152,705	953,805				958,305

FY 2020/21 BUDGET UPDATE

Housing Authority (continued)	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Packages	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
<i>Local Housing - Balance as of July 1</i>	390,669	272,509				272,509
Revenue	347,940	317,000	6,000	-	-	323,000
Expenditures	466,100	453,400	9,500	-	(100)	462,800
<i>Impact to Net Position</i>	(118,160)	(136,400)	(3,500)	-		(139,800)
<i>Ending Fund Balance</i>	272,509	136,109				132,709
<i>5% RDA Supplemental - Balance as of July 1</i>	100,158	98,958				98,958
Revenue	-	-	3,500	-	-	3,500
Expenditures	1,200	400	500	-	-	900
<i>Impact to Net Position</i>	(1,200)	(400)	3,000	-		2,600
<i>Ending Fund Balance</i>	98,958	98,558				101,558

Requested Revenue / Expenditure Adjustments for FY 2020/21 – Housing Authority

Housing Authority Funds	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Laurel Manor	8,000	8,500
<i>Adjust budgets based on revised expectations</i>	8,000	6,000
<i>R2019-073 Increase to salary range for Housing Manager</i>		2,500
Seminary Street	(2,500)	200
<i>Adjust budgets based on revised expectations</i>	(2,500)	
<i>R2019-073 Increase to salary range for Housing Manager</i>		200
Section 8	2,060,100	2,063,200
<i>Adjust budgets based on revised expectations</i>	2,060,100	2,058,100
<i>R2019-073 Increase to salary range for Housing Manager</i>		5,100
Low / Mod Housing	6,000	1,500
<i>Adjust budgets based on revised expectations</i>	6,000	1,000
<i>R2019-073 Increase to salary range for Housing Manager</i>		500
Local Housing	6,000	9,500
<i>Adjust budgets based on revised expectations</i>	6,000	6,000
<i>R2019-073 Increase to salary range for Housing Manager</i>		3,500
5% RDA Supplemental	3,500	500
<i>Adjust budgets based on revised expectations</i>	3,500	500
Housing Authority Funds - Proposed Adjustments TOTAL	2,081,100	2,083,400

Requested COVID-19 Adjustments for FY 2020/21 – Housing Authority

Housing Authority Funds	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Laurel Manor	-	(600)
<i>Bargaining Group Concessions - Executive Team (-600)</i>		(600)
Seminary Street	-	(100)
<i>Bargaining Group Concessions - Executive Team (-100)</i>		(100)
Section 8	-	(100)
<i>Bargaining Group Concessions - Executive Team (-100)</i>		(100)
Local Housing	-	(100)
<i>Bargaining Group Concessions - Executive Team (-100)</i>		(100)
Housing Authority Funds - Proposed Adjustments TOTAL	-	(900)

FY 2020/21 BUDGET UPDATE

Internal Service Funds

Internal Service Funds account for the financing of goods or services provided by one department to other departments in the City.

As each Internal Service Fund is maintained individually, the requested adjustments for each fund are presented individually below:

Internal Service	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Packages	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
<i>Fleet Management - Balance as of July 1</i>	1,497,130	2,631,723				2,631,723
Revenue	5,131,000	5,149,700	-	-	(406,000)	4,743,700
Expenditures	3,996,407	5,585,200	-	-	(2,225,600)	3,359,600
Impact to Net Position	1,134,593	(435,500)				1,384,100
Ending Fund Balance	2,631,723	2,196,223				4,015,823
<i>IT Replacement - Balance as of July 1</i>	2,047,522	47,522				47,522
Revenue	2,630,600	205,600	-	-	882,000	1,087,600
Expenditures	4,630,600	205,600	-	-	882,000	1,087,600
Impact to Net Position	(2,000,000)	-				-
Ending Fund Balance	47,522	47,522				47,522
<i>Risk Management - Balance as of July 1</i>	1,669,075	2,833,741				2,833,741
Revenue	7,847,900	7,676,200	-	-	(262,100)	7,414,100
Expenditures	6,683,234	7,070,000	108,200	-	(2,700)	7,175,500
Impact to Net Position	1,164,666	606,200				238,600
Ending Fund Balance	2,833,741	3,439,941				3,072,341
<i>OPEB - Balance as of July 1</i>	1,099,275	1,089,475				1,089,475
Revenue	1,455,300	1,543,900	-	-	(92,300)	1,451,600
Expenditures	1,465,100	1,554,000	-	-	-	1,554,000
Impact to Net Position	(9,800)	(10,100)				(102,400)
Ending Fund Balance	1,089,475	1,079,375				987,075
<i>Equipment Replacement - Balance as of July 1</i>	414,993	478,493				478,493
Revenue	154,000	154,000	-	-	(150,000)	4,000
Expenditures	90,500	50,500	-	-	-	50,500
Impact to Net Position	63,500	103,500				(46,500)
Ending Fund Balance	478,493	581,993				431,993

Requested Revenue / Expenditure Adjustments for FY 2020/21 – Internal Service

Internal Service Funds	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Risk	-	108,200
<i>R2020-010 Addition of 1 Deputy City Manager, 50% Risk Fund</i>		108,200

Internal Service Funds - Proposed Adjustments TOTAL - 108,200

FY 2020/21 BUDGET UPDATE

Requested COVID-19 Adjustments for FY 2020/21 – Internal Service

Internal Service Funds	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Fleet Management	(406,000)	(2,225,600)
Freeze Vacant Positions - (1 FTE)		(128,100)
Bargaining Group Concessions - Executive Team (-700)		(700)
Recalculation of Vacancy Savings		3,200
Defer annual payment to Fleet - Fire Apparatus internal service fund	(406,000)	
Defer purchases of 3 Fire Apparatus		(2,100,000)
IT Replacement	882,000	882,000
Transfer in from Water for Utility Billing portion of ERP Project	882,000	
Transfer out to Non-Recurring General Fund to repay Utility Billing portion of ERP Project		882,000
Risk	(262,100)	(2,700)
Recalculation of Vacancy Savings		(2,700)
Reduce Unemployment revenue based on reduced payroll	(7,500)	
Reduce Workers Compensation revenue based on reduced payroll	(254,600)	
Other Post Employment Benefits Fund	(92,300)	-
Reduce revenue based on reduced payroll	(92,300)	
Equipment Replacement Reserve	(150,000)	-
Remove transfer from General Fund	(150,000)	
Internal Service Funds - Proposed Adjustments TOTAL	63,900	(1,346,300)

FY 2020/21 BUDGET UPDATE

Capital Project Fund

The Capital Project Fund accounts for financial resources to be used for the acquisition or construction of capital improvements.

As each Capital Project key is maintained individually, they are presented individually below, at the summary level:

Capital Projects	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Packages	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
<i>Current CIP & Reserves - Balance as of July 1</i>	21,427,266	5,846,921				5,846,921
Revenue	43,786,909	13,305,193	(250,000)	-	(4,444,046)	8,611,147
Expenditures	59,367,254	12,278,693	(250,000)	-	(2,094,599)	9,934,094
<i>Impact to Net Position</i>	(15,580,345)	1,026,500				(1,322,947)
<i>Ending Fund Balance</i>	5,846,921	6,873,421				4,523,974
<i>Street Resurfacing - Balance as of July 1</i>	1,173,820	224,803				224,803
Revenue	1,700,100	1,954,600	-	-	419,000	2,373,600
Expenditures	2,649,118	1,940,300	-	-	431,200	2,371,500
<i>Impact to Net Position</i>	(949,018)	14,300				2,100
<i>Ending Fund Balance</i>	224,803	239,103				226,903
<i>Sidewalk Replacement - Balance as of July 1</i>	1,022,404	454,210				454,210
Revenue	2,203,500	1,947,200	-	-	(817,200)	1,130,000
Expenditures	2,771,695	1,700,900	-	-	241,500	1,942,400
<i>Impact to Net Position</i>	(568,195)	246,300				(812,400)
<i>Ending Fund Balance</i>	454,210	700,510				(358,190)

Requested Revenue / Expenditure Adjustments for FY 2020/21 – Capital Projects

Capital Project Fund	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
CIP - Current Projects and Reserves	(250,000)	(250,000)
<i>R2020-035 Adjust Measure T project budgets</i>	<i>(250,000)</i>	<i>(250,000)</i>

Capital Project Fund - Proposed Adjustments TOTAL **(250,000)** **(250,000)**

Requested COVID-19 Adjustments for FY 2020/21 – Capital Projects

Capital Project Fund	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
CIP - Current Projects and Reserves	(4,444,046)	(2,094,599)
<i>Reduce General Fund transfer to CIP Facilities Reserve to 1% of Operating Budget</i>	<i>(1,072,000)</i>	
<i>Correct transfer to CIP General Reserve to match 1% of adjusted Operating Budget</i>	<i>(90,000)</i>	
<i>CIP Project Changes - update CIP General Fund Reserve projects</i>	<i>(286,853)</i>	<i>(573,706)</i>
<i>CIP Project Changes - update RMRA projects</i>	<i>(819,000)</i>	<i>(819,000)</i>
<i>CIP Project Changes - update Measure T projects</i>	<i>(2,191,193)</i>	<i>(2,191,193)</i>
<i>CIP Project Changes - update CDBG projects</i>	<i>15,000</i>	<i>15,000</i>
<i>Transfer budget from Parks CIP projects to General Fund to offset deficit</i>		<i>1,474,300</i>

FY 2020/21 BUDGET UPDATE

Capital Project Fund - continued	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Local Streets Paving Program	419,000	431,200
Salary Reallocations		442,300
Recalculation of Vacancy Savings		(11,100)
Remove transfer of funds from MDF	(1,113,600)	
Add transfer of funds from Measure T	2,113,600	
Reduce transfer of funds from Gas Tax	(581,000)	
Sidewalk Replacement Program	(817,200)	241,500
Freeze Vacant Positions (2 FTE)		(15,200)
Salary Reallocations		262,900
Recalculation of Vacancy Savings		(6,200)
Remove transfer of funds from General Fund	(913,200)	
Reduce transfer of funds from Gas Tax	(749,000)	
Add transfer of funds from RMRA	845,000	

Capital Project Fund - Proposed Adjustments TOTAL **(5,261,246)** **(1,853,099)**

CIP Update Detail

The following table provides a summary of the Capital Improvement Projects with requested changes in FY 2020/21. Appendix D (Capital Improvement Project Details) includes a project sheet for each project listed below.

Capital Project Changes	CIP Category	Current FY 2020/21 Funding	Proposed Adjustment	Comments
CDBG		-	15,000	
Senior Center Renovations (FC16PR01)	Facilities	-	15,000	Add budget for ADA improvements
General Fund - CIP Projects	-	500,000	(286,853)	
Fire Station No. 5 (FC09FD01)	Facilities	-	33,147	Additional budget needed to closeout project
Parks Parking Lot and Pathway Repair Project (PK16PR02)	Park	225,000	(125,000)	Parks Projects: Reduce budgets and transfer funds to General Fund to help offset deficit
Park Shade Shelters (PK16PR04)	Park	75,000	(75,000)	
Parks Site Furnishing Replacements (PK18PR05)	Park	125,000	(100,000)	
Playground Equipment Replacement (PK18PR07)	Park	75,000	(20,000)	
Measure T		6,191,193	(2,191,193)	
Trancas Street Rehabilitation (ST19PW05)	Street	-	250,000	Increase budget
Westwood Neighborhood Rehabilitation Phase 2A (ST20PW05)	Street	-	900,000	Increase budget
Trower Ave Rehabilitation Phase 2 (ST20PW06)	Street	-	600,000	Increase budget
Soscol Ave Rehabilitation (ST20PW08)	Street	1,961,229	138,771	Increase budget
Coombs St & S Coombs Rehabilitation (ST20PW09)	Street	530,864	(455,864)	Reduce budget; timing changed in 5-year plan
Laurel Street Rehabilitation (ST20PW10)	Street	3,039,362	(2,964,362)	Reduce budget; timing changed in 5-year plan
Westwood Neighborhood Rehabilitation Phase 2B (ST21PW04)	Street	659,738	(659,738)	Reduce budget; timing changed in 5-year plan
RMRA		950,000	(819,000)	
Street Improvements - Butte Street Area (ST18PW12)	Street	-	131,000	Increase budget
SB1 - Road Maintenance (ST21PW01)	Street	950,000	(950,000)	Remove project; will use RMRA funds to supplement Sidewalk Replacement Program
TOTAL FY 2020/21 CIP Adjustments		7,641,193	(3,282,046)	

FY 2020/21 BUDGET UPDATE

Special Revenue Funds

Special Revenue Funds account for the proceeds of special revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes.

As each Special Revenue Fund is maintained individually, the requested adjustments for each fund are presented individually below:

Special Revenue	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Packages	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
<i>Traffic Fund - Balance as of July 1</i>	1,079,603	894,186				894,186
Revenue	2,051,700	2,051,700	-	-	(219,300)	1,832,400
Expenditures	2,237,117	2,039,100	-	-	(1,330,000)	709,100
Impact to Net Position	(185,417)	12,600				1,123,300
Ending Fund Balance	894,186	906,786				2,017,486
<i>RMRA Fund - Balance as of July 1</i>	876,799	275,294				275,294
Revenue	1,338,000	1,364,600	-	-	-	1,364,600
Expenditures	1,939,504	950,500	-	-	26,000	976,500
Impact to Net Position	(601,504)	414,100				388,100
Ending Fund Balance	275,294	689,394				663,394
<i>Measure T Fund - Balance as of July 1</i>	2,721,841	1,915,929				1,915,929
Revenue	8,005,000	8,005,000		-	(1,000,000)	7,005,000
Expenditures	8,810,911	6,441,693	(250,000)	-	(77,593)	6,114,100
Impact to Net Position	(805,911)	1,563,307				890,900
Ending Fund Balance	1,915,929	3,479,236				2,806,829
<i>Tourism Improvement District Fund - Balance as of July 1</i>	686,079	697,779				697,779
Revenue	969,000	1,055,760	-	-	(612,160)	443,600
Expenditures	957,300	959,000	-	-	(200,600)	758,400
Impact to Net Position	11,700	96,760				(314,800)
Ending Fund Balance	697,779	794,539				382,979
<i>Affordable Housing Impact Fee - Balance as of July 1</i>	7,023,645	4,802,156				4,802,156
Revenue	1,125,000	1,125,000	(63,000)	-	-	1,062,000
Expenditures	3,346,489	310,500	5,800	-	40,200	356,500
Impact to Net Position	(2,221,489)	814,500				705,500
Ending Fund Balance	4,802,156	5,616,656				5,507,656
<i>Measure F - Balance as of July 1</i>	888,324	2,779,724				2,779,724
Revenue	1,969,000	2,127,000	-	-	(1,221,000)	906,000
Expenditures	77,600	82,700	1,900	-	(300)	84,300
Impact to Net Position	1,891,400	2,044,300				821,700
Ending Fund Balance	2,779,724	4,824,024				3,601,424
<i>CDBG - Balance as of July 1</i>	193,894	167,664				167,664
Revenue	698,275	593,100	25,700	-	-	618,800
Expenditures	724,505	593,300	(97,200)	-	15,000	511,100
Impact to Net Position	(26,230)	(200)				107,700
Ending Fund Balance	167,664	167,464				275,364
<i>CDBG Rehab Revolving Loan - Balance as of July 1</i>	259,082	(118,952)				(118,952)
Revenue	146,068	103,400	114,995	-	-	218,395
Expenditures	524,102	216,000	2,500	-	-	218,500
Impact to Net Position	(378,034)	(112,600)				(105)
Ending Fund Balance	(118,952)	(231,552)				(119,057)
<i>HOME Program - Balance as of July 1</i>	1,144,089	(234,615)				(234,615)
Revenue	1,272,000	272,000	2,500	-	-	274,500
Expenditures	2,650,704	297,800	3,900	-	-	301,700
Impact to Net Position	(1,378,704)	(25,800)				(27,200)
Ending Fund Balance	(234,615)	(260,415)				(261,815)
<i>CalHome Program - Balance as of July 1</i>	139,973	(91,772)				(91,772)
Revenue	4,500	4,500	61,000	-	-	65,500
Expenditures	236,245	-	61,000	-	-	61,000
Impact to Net Position	(231,745)	4,500				4,500
Ending Fund Balance	(91,772)	(87,272)				(87,272)

FY 2020/21 BUDGET UPDATE

Special Revenue (continued)	FY 2019/20 Adjusted Budget	Adopted FY 2020/21 Budget	Proposed Revenue / Expenditure Adjustment	Proposed Decision Packages	COVID-19 Related Adjustments	Proposed FY 2020/21 Adjusted Budget
<i>Golf Fund - Balance as of July 1</i>	(1,610,803)	(1,591,103)				(1,591,103)
Revenue	50,000	50,000	-	-	(35,000)	15,000
Expenditures	30,300	30,400	-	-	-	30,400
Impact to Net Position	19,700	19,600				(15,400)
Ending Fund Balance	(1,591,103)	(1,571,503)				(1,606,503)
<i>Parking Security Fund - Balance as of July 1</i>	720,252	758,252				758,252
Revenue	403,000	413,000	-	-	-	413,000
Expenditures	365,000	370,400	-	349,000	(34,000)	685,400
Impact to Net Position	38,000	42,600				(272,400)
Ending Fund Balance	758,252	800,852				485,852
<i>Parking Maintenance Fund - Balance as of July 1</i>	7,785,563	6,303,527				6,303,527
Revenue	318,000	293,500	-	163,000	-	456,500
Expenditures	1,800,036	201,600	-	-	-	201,600
Impact to Net Position	(1,482,036)	91,900				254,900
Ending Fund Balance	6,303,527	6,395,427				6,558,427

Requested Revenue / Expenditure Adjustments for FY 2020/21 – Special Revenue

Special Revenue Funds	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Measure T Fund	-	(250,000)
<i>R2020-035 Adjustment to project budgets</i>		(250,000)
Affordable Housing Impact Fee Fund	(63,000)	5,800
<i>Adjust budgets based on revised expectations</i>	(63,000)	
<i>R2019-073 Increase to salary range for Housing Manager</i>		5,800
Measure F Fund	-	1,900
<i>R2019-073 Increase to salary range for Housing Manager</i>		1,900
CDBG Program Fund	25,700	(97,200)
<i>Adjust budgets based on revised expectations</i>	25,700	(99,500)
<i>R2019-073 Increase to salary range for Housing Manager</i>		2,300
CDBG Rehab Revolving Loan Fund	114,995	2,500
<i>Adjust budgets based on revised expectations</i>	114,995	2,500
HOME Program Fund	2,500	3,900
<i>Adjust budgets based on revised expectations</i>	2,500	2,500
<i>R2019-073 Increase to salary range for Housing Manager</i>		1,400
CalHome Program	61,000	61,000
<i>Adjust budgets based on revised expectations</i>	61,000	61,000

Decision Packages for FY 2020/21 – Special Revenue

Special Revenue Funds	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Parking Security Fund	-	349,000
DP-656 Move Parking Security Under Parking Manager		349,000
<i>Move oversight of Parking Enforcement from Police to CDD (Parking Manager). Transfer \$186,000 to General Fund for Parking Manager salary and benefits; transfer \$163,000 to Parking Maintenance Fund for parking garage maintenance.</i>		
Parking Maintenance Fund	163,000	-
DP-656 Move Parking Security Under Parking Manager	163,000	
<i>Move oversight of Parking Enforcement from Police to CDD (Parking Manager). Transfer funds from Parking Security Fund to Parking Maintenance Fund for parking garage maintenance.</i>		

FY 2020/21 BUDGET UPDATE

Requested COVID-19 Adjustments for FY 2020/21 – Special Revenue

Special Revenue Funds	FY 2020/21 Revenue Adjustments	FY 2020/21 Expenditure Adjustments
Traffic Fund	(219,300)	(1,330,000)
Reduction in anticipated funds from state	(219,300)	
Reduce transfer to Local Streets Paving Program		(581,000)
Reduce transfer to Sidewalk Replacement Program		(749,000)
RMRA Fund	-	26,000
Changes to CIP projects		(819,000)
Increase transfer to Sidewalk Replacement Program		845,000
Measure T Fund	(1,000,000)	(77,593)
Reduction in Sales Tax revenue	(1,000,000)	
Changes to CIP projects		(2,191,193)
Add transfer to Local Streets Paving Program		2,113,600
Tourism Improvement District	(612,160)	(200,600)
Freeze Vacant Positions (1 FTE)		(10,100)
Reduction in revenue from lodging	(612,160)	
Reduction to operating budget per TID Board		(190,500)
Affordable Housing Impact Fee Fund	-	40,200
Salary reallocation from CDD		42,100
Bargaining Group Concessions - Executive Team (-700)		(700)
Recalculation of Vacancy Savings		(1,200)
Measure F 1% Affordable Housing	(1,221,000)	(300)
Reduction in Transient Occupancy Tax	(1,221,000)	
Bargaining Group Concessions - Executive Team (-300)		(300)
CDBG	-	15,000
Changes to CIP projects		15,000
Golf Fund	(35,000)	-
Reduction in revenue from the Golf Course operator	(35,000)	
Parking Security	-	(34,000)
Operating Budget Cuts		(34,000)



Appendix A

Five-Year Staffing Plan

Fiscal Year 2020/21

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended
City Manager	City Manager	1.00	1.00	1.00	1.00	1.00
	Assistant City Manager - Administrative Services	1.00	—	—	—	—
	Assistant City Manager - Development Services	—	1.00	—	—	—
	Assistant City Manager [1]	—	—	1.00	1.00	—
	Assistant to the City Manager	1.00	—	—	—	—
	Deputy City Manager [2]	—	1.00	1.00	2.00	2.00
	<i>Deputy City Manager (LT) [3]</i>	—	—	—	—	—
	Community Outreach Coordinator (Management Analyst I/II)	1.00	1.00	—	—	—
	Community Relations and Media Manager	—	—	1.00	1.00	1.00
	Secretary to the City Manager	1.00	1.00	1.00	1.00	1.00
	<i>Management Fellow (LT), 6/30/21 end date [3]</i>	—	—	—	2.00	2.00
	Parking Programs Manager	—	1.00	—	—	—
	Total budgeted full time positions	5.00	6.00	5.00	6.00	5.00
	Total budgeted limited term positions	—	—	—	2.00	2.00
Total City Manager		5.00	6.00	5.00	8.00	7.00
City Clerk	City Clerk	1.00	1.00	1.00	1.00	1.00
	Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
	Records Analyst	1.00	1.00	1.00	1.00	1.00
	Imaging Clerk	1.00	1.00	1.00	1.00	1.00
	Office Assistant I/II	1.00	1.00	1.00	1.00	1.00
	Total City Clerk	5.00	5.00	5.00	5.00	5.00
City Attorney	City Attorney	1.00	1.00	1.00	1.00	1.00
	Assistant City Attorney	1.00	1.00	1.00	1.00	1.00
	Deputy City Attorney	1.00	1.00	1.00	1.00	1.00
	Legal Secretary to the Attorney	1.00	1.00	1.00	1.00	1.00
	Total City Attorney	4.00	4.00	4.00	4.00	4.00
Human Resources	Human Resources Director	1.00	1.00	1.00	1.00	1.00
	Assistant Human Resources Director	1.00	1.00	—	—	—
	Human Resources Manager	—	—	2.00	2.00	2.00
	Management Analyst I/II	1.00	2.00	1.00	1.00	1.00
	Safety Analyst	—	—	1.00	1.00	1.00
	Safety Officer	1.00	1.00	—	—	—
	Human Resources Coordinator	—	—	1.00	1.00	1.00
	Personnel Assistant	3.00	1.00	—	—	—
	Office Assistant I/II	—	1.00	1.00	1.00	1.00
Total Human Resources		7.00	7.00	7.00	7.00	7.00

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended
Finance						
<i>Administration</i>	Finance Director	1.00	1.00	1.00	1.00	1.00
	Finance Manager	1.00	1.00	1.00	1.00	1.00
	Finance Analyst	1.00	1.00	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	—	—	—
	Management Analyst I/II	—	—	1.00	1.00	1.00
	Secretary [3]	—	—	—	—	—
	Office Assistant I/II [3] - FY21 Vacancy Freeze	—	—	—	1.00	1.00
	Accounting Technician / Accounting Technician (Entry) (LT), 6/30/21 end date [4]	—	—	—	2.00	2.00
	Systems Analyst (LT), 6/30/21 end date [4]	—	—	—	1.00	1.00
	<i>Administration Total</i>	4.00	4.00	4.00	8.00	8.00
<i>Accounting & Auditing</i>	Accounting & Audit Supervisor	1.00	1.00	1.00	1.00	1.00
	Senior Accountant	1.00	1.00	1.00	1.00	1.00
	Accountant	2.00	2.00	2.00	2.00	2.00
	Payroll Specialist [5]	—	—	—	1.00	1.00
	Accounting Technician / Accounting Technician (Entry) [5]	3.00	3.00	3.00	2.00	2.00
	Account Clerk I/II	2.00	2.00	2.00	2.00	2.00
	<i>Accounting & Auditing Total</i>	9.00	9.00	9.00	9.00	9.00
<i>Revenue</i>	Revenue Operations Supervisor	1.00	1.00	1.00	1.00	1.00
	Accountant [3]	—	—	—	1.00	1.00
	Accounting Technician / Accounting Technician (Entry) [3]	4.00	4.00	4.00	3.00	3.00
	Account Clerk I/II [3]	5.00	5.00	5.00	4.00	4.00
	<i>Revenue Total</i>	10.00	10.00	10.00	9.00	9.00
<i>Purchasing</i>	Purchasing Services Manager	1.00	1.00	1.00	1.00	1.00
	Purchasing & Inventory Specialist	—	1.00	1.00	—	—
	<i>Purchasing Total</i>	1.00	2.00	2.00	1.00	1.00
<i>Information Technology</i>	Information Technology Manager	1.00	1.00	1.00	1.00	1.00
	Systems Administrator [6]	2.00	3.00	3.00	5.00	5.00
	Systems Analyst [6]	5.00	4.00	4.00	2.00	1.00
	Systems Analyst - FY21 Vacancy Freeze	—	—	—	—	1.00
	Management Analyst I/II	—	—	—	1.00	1.00
	GIS Coordinator	1.00	1.00	1.00	1.00	1.00
	Telecommunication Specialist	2.00	2.00	2.00	1.00	1.00
	Telecommunication Technician	—	—	—	1.00	1.00
	<i>Information Technology Total</i>	11.00	11.00	11.00	12.00	12.00
	Total budgeted full time positions	35.00	36.00	36.00	36.00	34.00
	Total FY21 unbudgeted full time positions	—	—	—	—	2.00
	Total budgeted limited term positions	—	—	—	3.00	3.00
	Total Finance	35.00	36.00	36.00	39.00	39.00

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended
Parks & Recreation Services						
<i>Administration</i>	Parks & Recreation Services Director - FY21 Vacancy Freeze	1.00	1.00	1.00	1.00	1.00
	Management Analyst I/II	1.00	1.00	1.00	1.00	1.00
	Senior Office Assistant [7]	1.00	1.00	1.00	—	—
	Administrative Assistant	—	—	1.00	1.00	1.00
	Secretary	1.00	1.00	—	—	—
	Office Assistant I/II [7]	1.00	1.00	1.00	—	—
	<i>Administration Total</i>	5.00	5.00	5.00	3.00	3.00
<i>Recreation</i>	Recreation Manager	1.00	1.00	1.00	1.00	1.00
	Senior Office Assistant [7]	—	—	—	1.00	1.00
	Recreation Supervisor	2.00	2.00	2.00	2.00	2.00
	Recreation Coordinator	4.00	4.00	4.00	4.00	3.00
	Recreation Coordinator - FY21 Vacancy Freeze					1.00
	<i>Recreation Total</i>	7.00	7.00	7.00	8.00	8.00
<i>Parks</i>	Parks, Trees & Facilities Maintenance Manager	1.00	1.00	1.00	1.00	1.00
	Senior Office Assistant [7]	—	—	—	1.00	1.00
	Parks Trees & Facilities Supervisor	3.00	3.00	3.00	3.00	3.00
	Park Maintenance Worker III	8.00	8.00	7.00	7.00	7.00
	Park Maintenance Worker I/II	11.00	11.00	11.00	11.00	10.00
	Park Maintenance Worker I/II - FY21 Vacancy Freeze					1.00
	Senior Park Ranger [8] - FY21 Vacancy Freeze	—	—	—	1.00	1.00
	Maintenance Laborer	5.00	5.00	4.00	4.00	4.00
	<i>Parks Total</i>	28.00	28.00	26.00	28.00	28.00
<i>Building and Facility Maintenance</i>	Parks, Trees & Facilities Supervisor	1.00	1.00	—	—	—
	Maintenance Craftsworker	1.00	1.00	—	—	—
	Custodian	4.00	4.00	—	—	—
	<i>Bldg and Facility Maintenance Total</i>	6.00	6.00	—	—	—
	Total budgeted full time positions	46.00	46.00	38.00	39.00	35.00
	Total FY21 unbudgeted full time positions					4.00
	Total Parks & Recreation Services	46.00	46.00	38.00	39.00	39.00
Community Development						
<i>Administration</i>	Community Development Director	1.00	1.00	1.00	1.00	1.00
	Management Analyst I/II	1.00	2.00	2.00	2.00	2.00
	Administrative Secretary	1.00	—	—	—	—
	Office Assistant I/II	1.00	1.00	1.00	1.00	1.00
	<i>Administration Total</i>	4.00	4.00	4.00	4.00	4.00

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended
Community Development - Continued						
<i>Planning</i>	Planning Manager	1.00	1.00	1.00	1.00	1.00
	Senior Planner	2.00	2.00	2.00	2.00	2.00
	Associate Planner	2.00	1.00	1.00	1.00	1.00
	Assistant Planner	1.00	2.00	2.00	2.00	2.00
	Permit Technician	—	—	1.00	—	—
	Planning Aide - FY21 Vacancy Freeze	—	—	—	1.00	1.00
	Secretary	1.00	1.00	1.00	1.00	1.00
	<i>Planning Total</i>	7.00	7.00	8.00	8.00	8.00
<i>Building Inspection</i>	Chief Building Official	1.00	1.00	1.00	1.00	1.00
	Deputy Chief Building Official - FY21 Vacancy Freeze	1.00	1.00	1.00	1.00	1.00
	Plans Examiner - FY21 Vacancy Freeze	1.00	1.00	1.00	1.00	1.00
	Senior Building Inspector	—	1.00	1.00	1.00	1.00
	Building Inspector I/II	—	2.00	2.00	3.00	3.00
	<i>Building Inspector I/II (LT)</i>	—	—	1.00	—	—
	Building Inspector	3.00	—	—	—	—
	Permit Technician	2.00	2.00	2.00	2.00	1.00
	Permit Technician - FY21 Vacancy Freeze	—	—	—	—	1.00
	<i>Office Assistant I/II (LT), 6/30/21 end date [9]</i>	—	—	—	1.00	1.00
	<i>Building Inspection Total</i>	8.00	8.00	9.00	10.00	10.00
<i>Code Enforcement</i>	Code Enforcement Officer	3.00	3.00	2.00	2.00	2.00
	<i>Code Enforcement Total</i>	3.00	3.00	2.00	2.00	2.00
<i>Economic Development</i>	Econ Dev & Redevelopment Manager - FY21 Vacancy Freeze	1.00	1.00	1.00	1.00	1.00
	Sr Development Project Coordinator	1.00	1.00	1.00	1.00	1.00
	Development Project Coordinator	1.00	1.00	1.00	1.00	1.00
	<i>Economic Development Total</i>	3.00	3.00	3.00	3.00	3.00
<i>Parking Programs</i>	Parking Programs Manager	—	—	1.00	1.00	1.00
	<i>Parking Programs Total</i>	—	—	1.00	1.00	1.00

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended				
Community Development - Continued										
Housing	Housing Manager	1.00	1.00	1.00	1.00	1.00				
	Assistant Housing Manager	—	—	—	1.00	1.00				
	Housing Rehab Program Supervisor	1.00	1.00	1.00	1.00	1.00				
	Rental Assistance Program Supervisor	1.00	1.00	1.00	1.00	1.00				
	Affordable Housing Representative	1.00	1.00	1.00	1.00	1.00				
	Housing Rehabilitation Specialist	1.00	—	—	1.00	1.00				
	Housing Rehabilitation Specialist (LT)	—	1.00	1.00	—	—				
	Secretary	1.00	1.00	1.00	1.00	1.00				
	Housing Specialist [10]	5.00	5.00	5.00	4.00	4.00				
	Housing Specialist (LT), 12/17/19-12/16/20 [10]	—	—	—	1.00	1.00				
	Office Assistant I/II	1.00	1.00	1.00	1.00	1.00				
	Housing Total	12.00	12.00	12.00	13.00	13.00				
	Total budgeted full time positions	37.00	36.00	37.00	39.00	34.00				
Total FY21 unbudgeted full time positions						5.00				
Total budgeted limited term positions						—	1.00	2.00	2.00	2.00
Total Community Development		37.00	37.00	39.00	41.00	41.00				
Public Works										
Administration	Public Works Director	1.00	1.00	1.00	1.00	1.00				
	Deputy PW Director - Engineering	1.00	1.00	1.00	1.00	1.00				
	Deputy PW Director - Operations	1.00	1.00	—	—	—				
	Admin Services Manager	1.00	1.00	1.00	1.00	1.00				
	Management Analyst I/II	2.00	2.00	1.00	1.00	1.00				
	Administrative Secretary	—	—	1.00	1.00	1.00				
	Secretary	1.00	1.00	—	—	—				
	Office Assistant I/II	1.00	1.00	1.00	1.00	1.00				
Administration Total		8.00	8.00	6.00	6.00	6.00				
Fleet Management	Fleet Manager	1.00	1.00	—	—	—				
	Fleet Shop Supervisor	1.00	1.00	1.00	1.00	1.00				
	Equipment Mechanic Entry/Journey/Master	—	—	4.00	4.00	3.00				
	Equipment Mechanic Entry/Journey/Master - FY21 Vacancy Freeze						1.00			
	Equipment Mechanic	4.00	4.00	—	—	—				
	Office Assistant I/II	1.00	1.00	—	—	—				
Fleet Management Total		7.00	7.00	5.00	5.00	5.00				

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended
Public Works - Continued						
<i>Maintenance</i>	Public Works Operations Manager	1.00	1.00	1.00	1.00	1.00
	Maintenance Superintendent	—	—	1.00	1.00	1.00
	Associate Civil Engineer	—	1.00	1.00	1.00	1.00
	Management Analyst I/II	—	—	1.00	1.00	1.00
	Junior Engineer / Assistant Engineer	1.00	—	—	—	—
	Engineering Assistant	1.00	1.00	—	—	—
	Street Field Supervisor	3.00	3.00	3.00	3.00	3.00
	Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00
	Street Maintenance Worker III	3.00	3.00	3.00	3.00	3.00
	Street Maintenance Worker I/II [11]	10.00	10.00	12.00	12.00	10.00
	Street Maintenance Worker I/II - FY21 Vacancy Freeze					2.00
	Park Maintenance Worker III	—	—	1.00	1.00	1.00
	Park Maintenance Worker I/II	—	—	—	1.00	1.00
	Maintenance Laborer [11]	—	—	1.00	—	—
	Senior Office Assistant	—	—	1.00	1.00	1.00
	Office Assistant I/II	—	—	1.00	1.00	1.00
	<i>Maintenance Total</i>	21.00	21.00	28.00	28.00	28.00
<i>General Services</i>	Maintenance Superintendent	—	—	1.00	1.00	1.00
	Electrical Supervisor	1.00	1.00	—	—	—
	Electrician III [12]	2.00	2.00	2.00	1.00	1.00
	Electrician I/II	3.00	3.00	3.00	3.00	3.00
	Parks, Trees & Facilities Supervisor	—	—	1.00	1.00	1.00
	Maintenance Craftsworker	—	—	1.00	1.00	1.00
	Custodian	—	—	4.00	4.00	4.00
	<i>General Services Total</i>	6.00	6.00	12.00	11.00	11.00
<i>Real Property</i>	Property Manager	1.00	1.00	1.00	1.00	1.00
	Engineering Aide / Senior Engineering Aide - FY21 Vacancy Freeze	—	—	1.00	1.00	1.00
	<i>Real Property Total</i>	1.00	1.00	2.00	2.00	2.00
<i>Engineering</i>	Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00
	Associate Civil Engineer	1.00	3.00	3.00	3.00	1.00
	Associate Civil Engineer - FY21 Vacancy Freeze					2.00
	Junior Engineer / Assistant Engineer [13]	2.00	3.00	3.00	3.00	2.00
	Junior Engineer / Assistant Engineer [13] - FY21 Vacancy Freeze					2.00
	Engineering Assistant	1.00	2.00	2.00	2.00	1.00
	Engineering Assistant - FY21 Vacancy Freeze					1.00
	Engineering Aide / Senior Engineering Aide [13]	2.00	2.00	2.00	2.00	1.00
	<i>Engineering Total</i>	7.00	11.00	11.00	11.00	11.00

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended
Public Works - Continued						
<i>Development Engineering</i>	Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00
	Associate Civil Engineer	2.00	1.00	1.00	1.00	1.00
	Supervising Engineering Assistant	—	2.00	2.00	2.00	2.00
	Junior Engineer / Assistant Engineer	2.00	1.00	2.00	2.00	2.00
	Transportation Planner I/II	1.00	1.00	1.00	1.00	1.00
	Engineering Assistant [12]	4.00	1.00	1.00	2.00	2.00
	Engineering Aide / Senior Engineering Aide	3.00	4.00	4.00	4.00	4.00
	<i>Development Engineering Total</i>	13.00	11.00	12.00	13.00	13.00
<i>Construction</i>	Construction Manager / Construction Manager - Professional Engineer [14] - FY21 Vacancy Freeze	—	—	—	1.00	1.00
	Senior Civil Engineer [14]	1.00	1.00	1.00	—	—
	Junior Engineer / Assistant Engineer	1.00	1.00	1.00	1.00	1.00
	Senior Construction Inspector	—	1.00	1.00	1.00	1.00
	Construction Inspector I/II [15]	—	—	—	2.00	2.00
	Construction Inspector [15]	2.00	1.00	1.00	—	—
	Construction Inspector Assistant [15]	1.00	1.00	1.00	—	—
	Engineering Aide / Senior Engineering Aide	2.00	2.00	2.00	2.00	2.00
	<i>Construction Total</i>	7.00	7.00	7.00	7.00	7.00
<i>Central Stores</i>	Purchasing & Inventory Specialist	1.00	—	—	—	—
	<i>Central Stores Total</i>	1.00	—	—	—	—
	Total budgeted full time positions	71.00	72.00	83.00	83.00	73.00
	Total FY21 unbudgeted full time positions					10.00
	Total Public Works	71.00	72.00	83.00	83.00	83.00
Utilities						
<i>Administration</i>	Utilities Director	—	—	1.00	1.00	1.00
	Deputy Utilities Director	—	—	1.00	1.00	1.00
	Management Analyst I/II	—	—	1.00	1.00	1.00
	Secretary	—	—	1.00	1.00	1.00
	Water Resources Analyst	—	—	1.00	1.00	1.00
	Water Conservation Specialist	—	—	1.00	1.00	1.00
	Office Assistant I/II	—	—	—	1.00	1.00
	<i>Administration Total</i>	—	—	6.00	7.00	7.00
<i>Solid Waste & Materials Diversion</i>	Materials Diversion Administrator	1.00	1.00	1.00	1.00	1.00
	Management Analyst I/II	1.00	1.00	1.00	1.00	1.00
	Code Enforcement Officer	—	—	1.00	1.00	1.00
	Waste Prevention Specialist	1.00	1.00	1.00	1.00	1.00
	Senior Scalehouse Attendant	—	1.00	1.00	1.00	1.00
	Scalehouse Attendant	2.00	2.00	2.00	2.00	2.00
	<i>Solid Waste & Materials Diversion Total</i>	5.00	6.00	7.00	7.00	7.00

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended
Utilities - Continued						
<i>Water (Engineering)</i>	Water General Manager	1.00	1.00	—	—	—
	Senior Civil Engineer	1.00	1.00	1.00	2.00	2.00
	Associate Civil Engineer	2.00	2.00	3.00	3.00	3.00
	<i>Associate Civil Engineer (LT), 7/1/18 - 6/30/20</i>	—	—	1.00	1.00	—
	Water Resources Analyst	1.00	1.00	—	—	—
	Engineering Assistant	3.00	3.00	4.00	4.00	4.00
	Water Conservation Specialist	1.00	1.00	—	—	—
	Junior Engineer / Assistant Engineer	—	—	1.00	1.00	1.00
	Engineering Aide / Senior Engineering Aide	1.00	1.00	2.00	2.00	2.00
	Secretary	1.00	1.00	—	—	—
<i>Water (Engineering) Total</i>		11.00	11.00	12.00	13.00	12.00
<i>Water (Distribution)</i>	Water Distribution System Superintendent	1.00	1.00	1.00	1.00	1.00
	Water Facilities Supervisor	2.00	1.00	1.00	1.00	1.00
	Supervising Water Service Worker	—	1.00	1.00	1.00	1.00
	Water Systems Specialist	1.00	1.00	1.00	1.00	1.00
	Water Meter Specialist	1.00	1.00	—	—	—
	Water Facilities Worker III	2.00	2.00	2.00	2.00	2.00
	Water Facilities Worker I/II	8.00	6.00	6.00	6.00	6.00
	Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00
	Water Services Worker	5.00	5.00	5.00	5.00	5.00
	Senior Office Assistant	1.00	1.00	—	—	—
<i>Water (Distribution) Total</i>		23.00	21.00	19.00	19.00	19.00
<i>Water (Treatment)</i>	Water Quality Manager	1.00	1.00	1.00	1.00	1.00
	Water Treatment Manager	1.00	1.00	1.00	1.00	1.00
	Plant Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
	Water Facilities Supervisor	—	1.00	1.00	1.00	1.00
	Water Facilities Worker I/II	—	2.00	2.00	2.00	2.00
	Control Systems Administrator	1.00	1.00	1.00	1.00	1.00
	Control Systems Analyst	2.00	2.00	2.00	2.00	2.00
	Senior Water Treatment Facility Operator	1.00	1.00	1.00	1.00	1.00
	Water Treatment Facility Operator/Trainee	10.00	10.00	10.00	10.00	10.00
	Plant Maintenance Electrician	1.00	1.00	1.00	1.00	1.00
	Plant Maintenance Mechanic III	2.00	2.00	2.00	2.00	2.00
	Plant Maintenance Mechanic I/II	1.00	1.00	1.00	1.00	1.00
	<i>Plant Maintenance Mechanic I/II (LT), 4/2/2019 - 4/1/2021</i>	—	—	1.00	1.00	1.00
	Water Quality Lab Supervisor	—	1.00	1.00	1.00	1.00
	Laboratory Technician	2.00	2.00	2.00	2.00	2.00
	Purchasing & Inventory Specialist	1.00	1.00	1.00	1.00	1.00
<i>Water (Treatment) Total</i>		24.00	28.00	29.00	29.00	29.00
Total budgeted full time positions		63.00	66.00	71.00	73.00	73.00
Total budgeted limited term positions		—	—	2.00	2.00	1.00
Total Utilities		63.00	66.00	73.00	75.00	74.00

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended
Police						
<i>Administration</i>	Police Chief	1.00	1.00	1.00	1.00	1.00
	Administrative Services Manager [16]	0.50	0.50	0.50	0.50	—
	Management Analyst I/II	—	1.00	1.00	1.00	1.00
	Administrative Secretary	1.00	1.00	1.00	1.00	1.00
	Secretary	1.00	—	1.00	1.00	1.00
	<i>Administration Total</i>	3.50	3.50	4.50	4.50	4.00
<i>Special Operations</i>	Police Lieutenant	2.00	2.00	2.00	2.00	2.00
	Police Sergeant	3.00	3.00	3.00	3.00	3.00
	Police Officer	15.00	15.00	15.00	16.00	16.00
	Police Forensic Specialist	1.00	1.00	1.00	1.00	1.00
	Homeless Outreach Specialist	1.00	1.00	1.00	1.00	1.00
	<i>Special Operations Total</i>	22.00	22.00	22.00	23.00	23.00
<i>Operations</i>	Police Captain	1.00	1.00	1.00	1.00	1.00
	Police Lieutenant	1.00	1.00	1.00	1.00	1.00
	Police Sergeant	8.00	8.00	8.00	8.00	8.00
	Police Officer/Police Officer Trainee	44.00	46.00	47.00	47.00	39.00
	Police Officer - FY21 Vacancy Freeze					8.00
	Community Service Officer I/II	5.00	6.00	6.00	6.00	6.00
	<i>Operations Total</i>	59.00	62.00	63.00	63.00	63.00
<i>Support Services</i>	Police Captain - FY21 Vacancy Freeze	1.00	1.00	1.00	1.00	1.00
	Communications Manager	1.00	1.00	1.00	1.00	1.00
	Police Records Bureau Administrator	1.00	1.00	1.00	1.00	1.00
	Public Safety Dispatch Supervisor	4.00	4.00	4.00	4.00	4.00
	Public Safety Dispatcher I/II	20.00	20.00	20.00	21.00	19.00
	Public Safety Dispatcher I/II - FY21 Vacancy Freeze					2.00
	Public Safety Call Taker	5.00	5.00	5.00	4.00	4.00
	Senior Police Records Specialist [17]	—	—	—	1.00	1.00
	Senior Police Records Assistant [17]	1.00	1.00	1.00	—	—
	Police Records Specialist I/II [17]	—	—	—	6.00	6.00
	Police Records Assistant I/II [17]	6.00	6.00	6.00	—	—
	Police Property Technician	1.00	2.00	2.00	2.00	2.00
	<i>Support Services Total</i>	40.00	41.00	41.00	41.00	41.00
	Total budgeted full time positions	124.50	128.50	130.50	131.50	120.00
	Total FY21 unbudgeted full time positions					11.00
	Total Police	124.50	128.50	130.50	131.50	131.00

Five-Year Staffing Plan

Department/ Division	Position Title	2016/17 Amended	2017/18 Amended	2018/19 Amended	2019/20 Amended	2020/21 Amended
Fire						
<i>Administration</i>	Fire Chief	1.00	1.00	1.00	1.00	1.00
	Administrative Services Manager [16]	0.50	0.50	0.50	0.50	—
	Management Analyst I/II [16]	—	—	—	—	1.00
	Administrative Secretary	—	—	1.00	1.00	1.00
	Office Assistant I/II	—	—	1.00	1.00	1.00
	Secretary	1.00	1.00	—	—	—
	<i>Administration Total</i>	2.50	2.50	3.50	3.50	4.00
<i>Prevention</i>	Fire Marshal	—	1.00	1.00	1.00	1.00
	Fire Division Chief	1.00	—	—	—	—
	Fire Prevention Inspector III	1.00	1.00	1.00	1.00	1.00
	Fire Prevention Inspector I/II	3.00	3.00	3.00	3.00	3.00
	Secretary	1.00	1.00	1.00	1.00	1.00
	<i>Prevention Total</i>	6.00	6.00	6.00	6.00	6.00
<i>Operations</i>	Fire Division Chief	1.00	1.00	1.00	1.00	1.00
	Fire Battalion Chief	4.00	4.00	4.00	4.00	4.00
	Fire Captain	15.00	16.00	16.00	17.00	17.00
	Firefighter/Paramedic	26.00	27.00	29.00	29.00	29.00
	Firefighter	11.00	12.00	12.00	13.00	13.00
	Emergency Medical Services Specialist	1.00	1.00	1.00	—	—
	<i>Operations Total</i>	58.00	61.00	63.00	64.00	64.00
	Total Fire	66.50	69.50	72.50	73.50	74.00
Total City Staff		464.00	477.00	493.00	506.00	504.00
City Staff by Type						
	Budgeted Full-Time	464.00	476.00	489.00	497.00	464.00
	Unfunded Full-Time (FY21 Only)					32.00
	Budgeted Limited Term	—	1.00	4.00	9.00	8.00
		464.00	477.00	493.00	506.00	504.00

Five-Year Staffing Plan

END NOTES

All Decision Packages are dependent upon full review by City of Napa Human Resources and are subject to change.

FY21 Vacancy Freeze - position will be held vacant in FY 2020/21. All related salaries and benefit budget amounts for these positions have been removed from department budgets.

- [1] DP-670 eliminates the Assistant City Manager position.
- [2] R2020-010 added 1 Deputy City Manager position to the City Manager Department. It also added 1 Accountant and 1 Office Assistant I/II to the Finance Department, and deleted 1 Secretary, 1 Accounting Technician/Accounting Technician (Entry), and 1 Accounting Clerk I/II. The Secretary position was added to FY 2019/20 on DP-601 in the adopted budget, and then removed in the same year via R2020-010.
- [3] R2019-110 added 1 Limited-Term Deputy City Manager position. R2020-031 deleted the Limited-Term Deputy City Manager position, and added 2 Limited-Term Management Fellows. Management Fellow positions are valid through 6/30/2021.
- [4] R2020-032 added 2 Limited-Term Accounting Technician/Accounting Technician (Entry) positions and 1 Limited-Term Systems Analyst to Finance Administration. These positions are valid through 6/30/2021.
- [5] R2019-112 added 1 Payroll Specialist position and deleted 1 Accounting Technician/Accounting Technician (Entry) position
- [6] R2019-135 added 1 Systems Administrator position and deleted 1 Systems Analyst position
- [7] R2019-085 added 1 Senior Office Assistant and deleted 1 Office Assistant I/II. Per department, moved Senior Office Assistant positions out of Administration and into Recreation and Parks divisions.
- [8] The original "Park Ranger" position was added in the FY 2019/20 adopted budget. The final classifications for Park Ranger I, Park Ranger II, and Senior Park Ranger were approved by Council on March 3, 2020.
- [9] R2020-030 added 1 Limited-Term Office Assistant I/II position. This Limited-Term position is valid through 6/30/2021.
- [10] R2019-140 temporarily underfilled 1 vacant Housing Specialist with a limited-term position. When the limited-term position is no longer needed the allocation will be returned to the regular Housing Specialist position. The Limited-Term position is valid through 12/16/20.
- [11] R2019-126 added 1 Street Maintenance Worker I/II position and deleted 1 Maintenance Laborer position
- [12] R2019-099 added 1 Engineering Assistant (Development Engineering) and deleted 1 Electrician III (General Services)
- [13] R2019-120 added 1 Junior Engineer / Assistant Engineer position and deleted 1 Engineering Aide / Senior Engineering Aide position
- [14] R2019-111 added 1 flexibly-staffed Construction Manager/Construction Manager - Professional Engineer position and deleted 1 Senior Civil Engineer
- [15] R2019-134 replaced the Construction Inspector and Construction Inspector - Assistant positions with the new flexibly staffed Construction Inspector I/II series
- [16] DP-651 replaces the Administrative Services Manager position in Police and Fire with a Management Analyst I/II in Fire.
- [17] R2019-103 replaced the Police Records Assistant series with the Police Records Specialist series



Appendix B

Fiscal Policy

Fiscal Year 2020/21

Fiscal Policy

INTRODUCTION

Objective

To establish a set of fiscal policies which will assist in ensuring the City's long term fiscal stability. These policies are intended to provide direction so that the City's finances are managed in a manner that will continue to provide for the delivery of quality services; maintain an enhanced service delivery; ensure a balanced budget; and establish reserves necessary to meet known and unknown future obligations.

Background

As recommended by the Government Finance Officers Association (GFOA), City staff developed, and presented to Council in 2007, a set of Fiscal Policy statements that have been adopted to address the following areas:

- Budget
- Accounting, Auditing and Financial Reporting
- Capital Improvement Projects and Infrastructure
- Debt
- Revenue
- Reserves
- Internal Service Fund Replacement Funds

The adopted Fiscal Policy is reviewed on an annual basis in conjunction with the preparation of the Long-term financial forecast and the City's budget process. This review is performed by staff in order to document proposed new policies identified through the preparation of the Long-term financial forecast and the biennial budget. Additionally, as circumstances change, there is sometimes a need to modify existing policy statements.

The following table provides a brief explanation of the policies currently out of compliance and the action plan to return to target levels.

Policy	Explanation	Action Plan
Operating Budget Policies: The City will project its equipment replacement and maintenance needs for the next six years and will update this projection each year. From this projection a maintenance and replacement schedule will be developed and followed.	The City is in compliance with the policy for Fleet equipment but is out of compliance for the large equipment (e.g. HVAC).	An inventory of other capital equipment is anticipated within the next budget cycle.
Reserve / Fund Balance Policy: The City will establish an Equipment Replacement Fund for capital equipment as it becomes unserviceable, obsolete or reach a predetermined service life. The fund will be maintained at a level adequate to replace all capital equipment per the pre-determined replacement schedule.	The Equipment Replacement Fund was established in FY 2014/15 and is being funded at \$100K annually.	An inventory of Capital Equipment, and replacement schedule anticipated within the next budget cycle.

Fiscal Policy

Fiscal Policy

1. Overview of Purpose and Scope of this Policy

- a. The general financial goal is to maintain and enhance the sound fiscal condition of the City.
- b. **Applicability.** This policy applies to all funds for the City of Napa.

2. Definitions. The following definitions shall apply to this Policy:

- a. "Balanced Budget": In each fund budgeted revenues plus unreserved/undesignated fund balance are greater than budgeted expenditures.
- b. "Capital Improvement Project (CIP) Budget": The adopted budget includes a 5-year CIP budget, listing all planned CIP projects, their budgets, and their various funding sources.
- c. "City Charge": Any tax, assessment, fee, or fine imposed by the City, in accordance with the policies established by City Council pursuant to Napa Municipal Code Section 3.04.040, and the "Policies and Procedures for the Establishment, Implementation, and Enforcement of City Fees, Fines, and Charges" (Resolution Nos. R2018-046 and R2018-047, as they may be updated by City Council).
- d. "Department Director": the chief executive appointive officer (as defined by City Charter Section 75 and Napa Municipal Code Title 2) of each Department identified in the Budget, or the authorized designee of the Department Director or City Manager.
- e. "Fund": An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities.
- f. "Fund Balance": The difference between assets and liabilities reported in a governmental fund.
- g. "Fund Balance Categories" per current governmental accounting standards (GASB 54):
 - i. "Non-Spendable": Cannot be readily converted to cash or cannot legally be spent
 - ii. "Restricted": External imposed (by granting agencies, governmental entities, etc.) restrictions on spending
 - iii. "Committed": City Council formally-imposed (by resolution or other action) restrictions on spending
 - iv. "Assigned": Funds reserved by Council direction or City Manager for designated purposes
 - v. "Unassigned": Residual balance not classified in any of the above categories
- h. "Non-Recurring": Revenues or expenditures not expected to recur on a regular basis; not to be included in the regular operating budget.
- i. "Surplus": The excess of fund revenues over fund expenses at the close of a fiscal year.

3. Budget Creation

- a. The City will adopt a balanced two-year budget by June 30 of every other year. As a part of the bi-annual review, prior to the end of the two-year budget, the City Council will adopt the budget for the second year of the two-year budget.

Fiscal Policy

- i. A bi-annual base operating budget will be developed by verifying or conservatively projecting revenues and expenditures for the current and forthcoming fiscal year.
- ii. The City will maintain a level of expenditures which will provide for the public well-being and safety of the residents, property owners, businesses, and visitors of the community.
- iii. Current revenues will be sufficient to support current operating expenditures.
- iv. The City shall contract with outside consultants or utilize limited term City staff positions for peaks in workload, when a project is limited in term and/or scope, or when specialized expertise is necessary and it is more cost-effective to hire a consultant than add a full-time staff position. Any appointment to a limited-term employment position shall be made in accordance with Council Policy (R1999-247, as may be amended). Conversely, for longer term needs (at least 3 to 5 years), or when the City Manager determines it is more cost-effective, the City Council may consider adding full-time staff.
- v. The City will project its equipment replacement and maintenance needs for the next six years and will update this projection each year. From this projection a maintenance and replacement schedule will be developed and followed.
- vi. The Non-Recurring General Fund will be used to budget for non-recurring items.
 - 1. At the end of each fiscal year, any unassigned General Fund balance remaining after fully funding the General Fund Reserves (Operating, Emergency, and Contingency) shall be transferred into the Non-Recurring General Fund. (See Section 14 for details on General Fund Reserves.)
- b. Each Department Director may request additional funds for new positions, equipment or programs during the budget creation process. Requests are submitted as Decision Packages, and include a description of what the funds will be used for and estimated financial impact.
- c. The Compensated Absence annual appropriation is budgeted in the General Fund for payment of accrued leave balances for separating employees (non-Enterprise Fund only). The appropriation amount shall be based on historical trends and anticipated salary growth.
- d. The Public Safety Overhire annual appropriation is budgeted in the Non-Recurring General Fund. This appropriation can be used to pay for Public Safety staffing when the department has a reasonable and necessary reason for temporarily overfilling a position, and use of this appropriation is subject to City Manager approval. The annual appropriation amount shall be \$200,000.

4. Budget Priorities

- a. Maintenance and replacement funding will be prioritized each year to ensure that capital facilities and equipment are sufficiently maintained to avoid service disruptions.
- b. Projects or programs to improve City business processes and/or increase efficiency will be prioritized over the addition of new full-time staff.

Fiscal Policy

- c. If funding is not available for operations and maintenance costs of proposed new facilities, the City will delay construction of these facilities.

5. Budget Adjustments

- a. Budget adjustments should be requested through the Finance Department using the City's Budget Adjustment Form (BAF)
 - i. Each Department Director should manage their budget by object category (Salaries and Wages, Services, Materials and Supplies, etc.). Generally, the Finance Department will not process budget adjustments that transfer funds between objects within the same key and category unless needed for contract or purchase order approval.
- b. All budget adjustments require signature approval by the appropriate authority:
 - i. Any budget adjustment for a CIP project, any transfer between City funds, or any appropriation of fund reserves requires Council approval.
 - ii. Any budget transfer involving salaries and benefits budgets or a transfer between departments requires approval by the Department Director and the City Manager.
 - iii. Additional budget appropriations may be approved by the City Manager when the increased expenditure is completely offset by new matching revenue. The Department Director also must sign off on the budget request.
 - 1. To the extent an operation receives donations for a specified purpose, the City Manager is authorized to increase appropriations for that operation and that fiscal year in an amount not to exceed the amount of the donation. Adjustments shall be reported to City Council as part of the next regular financial report.
 - 2. To the extent an operation relies on estimated fee revenue as its source of revenue, and the revenue received during the fiscal year exceeds the estimated revenue identified in the budget, the City Manager is authorized to increase appropriations for that operation and that fiscal year in an amount not to exceed the lesser of: (a) amount of the estimated fee revenue or (b) 15% of the budgeted fund fee revenue estimate. Adjustments shall be reported to City Council as part of the next regular financial report.
 - iv. A Department Director may transfer funds between accounts not restricted above within the department as necessary to meet department objectives.
- c. Budgets may be carried forward from a prior year based on the following criteria:
 - i. The City Manager is authorized to increase appropriations for each fund in each fiscal year, in an amount not to exceed the amount encumbered but not yet expended from that fund for the previous fiscal year. The actual amount of these increased appropriations due to unexpended encumbrances will be reported to City Council as a part of the annual financial audit for the previous fiscal year.
 - ii. The City Manager is authorized to increase appropriations for each fund in each fiscal year, in an amount not to exceed not yet expended appropriations from that fund for the previous fiscal year for continuing nonrecurring projects.

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6. Accounting, Auditing & Financial Reporting

- a. The City's accounting and financial reporting systems will be maintained in conformance with generally accepted accounting principles and standards of the Government Accounting Standards Board.
- b. Quarterly financial reports will be submitted to the City Council and will be made available to the public.
- c. Full and continuing disclosure will be provided in the general financial statements and bond representations.
- d. The City will maintain a good credit rating in the financial community.
- e. The City will maintain a liquidity ratio of at least 1:1.
- f. An annual audit will be performed by an independent public accounting firm with the subsequent issue of an official Comprehensive Annual Financial Report (CAFR), including an audit opinion.
- g. In accordance with City Charter section 58, the Finance Director will, at least once a month, provide a report of the cash in the Treasury to the City Council in writing.
- h. In accordance with Napa Municipal Code section 2.32.050, the Finance Director shall deliver to the City Manager and to the City Council at a regularly scheduled Council meeting, a budget report showing the budget status at the end of the preceding month.
- i. The Long-Term Financial Forecast, a 6-year financial forecast, shall be prepared annually projecting revenues and expenditures for the General Fund. This forecast shall be used as a planning tool in developing the following year's operating budget.

7. Capital Improvement Projects and Infrastructure

- a. The City will plan for the design, construction, implementation, operation, and maintenance of capital improvements in accordance with an adopted capital improvement program.
- b. The City will develop an annual five-year plan for capital improvements, including CIP design, construction, implementation, and operating and maintenance costs ("CIP Budget").
- c. The purchase of new or replacement capital equipment with a value of \$25,000 or more and with a minimum useful life of two years will require City Council approval.
- d. The City will use intergovernmental assistance to finance only those capital improvements that are consistent with the Capital Improvement Plan and City priorities and for which operating and maintenance costs have been included in the budget.
- e. To cover the costs of CIP projects planned for the Water Enterprise Fund and the Solid Waste / Materials Diversion (Recycling) Enterprise Fund, the City will seek non-General Fund sources of revenue (including grants from other agencies), and the City will otherwise cover the costs through the establishment and regular updating of City Charges that are equitably imposed on users of the services.
- f. The Water Fund shall propose a budget that includes a minimum investment in infrastructure of \$3 million annually for five years starting in FY 2012-13 to be funded by rate based revenue and connection fees from development.

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8. Debt

- a. The City Council may authorize the use short-term debt to cover temporary or emergency cash flow shortages of less than one fiscal year. All short-term borrowing will be approved in writing by the City Manager, filed with the Finance Director, and taken to City Council for approval.
- b. The City Council may issue inter-fund loans rather than outside debt instruments to meet short-term cash flow needs. Inter-fund loans must be repaid consistent with terms established in a written agreement.
- c. The City will confine long-term borrowing to fund capital improvements that cannot be funded from current revenues.
- d. The City will use special assessment revenue, inter-fund loans or other self-supporting bonds instead of general obligation bonds when feasible.

9. General Revenue Policies

- a. The City will strive to maintain a diversified and stable revenue base to shelter it from short-term fluctuations in any one revenue source.
- b. The objective of the revenue policies is to ensure that funding is derived from a fair, equitable, and adequate resource base, while minimizing tax differential burdens. Services having a citywide benefit shall be financed with General Fund revenue sources generated from a broad base, such as property taxes, transient occupancy taxes, sales taxes, and business license taxes. Services that provide a particular benefit to a customer or user shall primarily be financed with user fees, charges, or assessments based on the level of service provided (in accordance with California Constitution Article XII C, Section 1(e), known as "Prop 26").
- c. The City will estimate its annual revenues by an objective, analytical process utilizing trend, judgmental, and statistical analysis as appropriate. Revenue estimates adopted by the City Council must be conservative.
- d. Fees for City services will be adjusted at least annually to recover the full cost of services provided, unless when it is determined that policy, legal, or market factors require lower fees and it is in the public interest.
- e. Non-recurring revenues will be used for non-recurring expenditures only. (Including capital and reserves.)
 - i. Non-recurring general revenues will be deposited into the Non-Recurring General Fund.

10. Enterprise Fund Revenue

- a. The City will set fees and user charges for each utility fund at a level that fully supports the total direct and indirect cost of the activity. Indirect costs include the cost of annual debt service used for capital assets and overhead charges.
- b. Water rates shall be established at a level that supports operating costs as well as capital investment in the system equal to or greater than the level of annual depreciation of the system assets based on the average of the previous five years.

11. Investment

- a. The City Treasurer will annually submit an investment policy to the City Council for review and adoption.

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- b. The City Treasurer will invest the City's monies in accordance with applicable laws and adopted investment policies and direct the investment of bond or note monies on deposit with a trustee or fiscal agent in accordance with the applicable indenture or issuance document.

12. General Reserve Policies

- a. It is the intent of the City to establish and maintain reserve funds to ensure the continued delivery of City services to address emergencies, address a temporary revenue shortfall or provide stability during economic cycles. Sufficient reserve funds will be managed to provide adequate cash flow, stabilize the City's interest rates and provide continuity in service delivery. The City shall maintain adequate cash reserves in each fund to maintain a positive cash position at any time during a fiscal year and at year-end.

13. Use of Fund Balance

- a. The City shall reduce committed or assigned fund balance first only if the expenditures incurred are for the purpose for which the funds were originally committed or assigned. Otherwise, unassigned fund balance shall be reduced first, followed by assigned, and then committed.
- b. Fund Balance amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed, are to be reported as Assigned Fund Balance. The Finance Director is designated the authority to "assign" amounts to be used for specific purposes. Those amounts are to be reported in the financial statements as "Assigned Fund Balance" in compliance with GASB Statement 54.

14. General Fund Reserves

- a. The City shall establish and maintain a General Fund Emergency Reserve. At the end of each fiscal year, the City will transfer in surplus funds to bring the Emergency Reserve to 14% of that year's budgeted operating expenditures (excluding "Transfers Out" for purposes of this calculation).
 - i. The primary purpose of this reserve is to protect the City's essential service programs and funding requirements during significant events such as (but not limited to) economic downturns/recessions that impact City revenues, natural disasters, declared emergencies (as defined by Napa Municipal Code Chapter 2.89), state government reductions or takeaways of City revenues, or other situations that could not be reasonably foreseen during preparation of the budget.
 - 1. In the event the City Manager declares that action is needed to be taken to resolve an emergency, in accordance with Napa Municipal Code Section 2.91.040, the City Manager is authorized to encumber and spend the General Fund Emergency Reserve to pay the costs of the action to resolve the emergency. These actions shall be reported to Council at their next meeting after the declaration of the emergency.
 - ii. In the case of natural disasters, the Emergency Reserve should be used to pay for FEMA-approved projects. After receiving FEMA approval, the project

Fiscal Policy

total amount shall be transferred from the Emergency Reserve and deposited into the appropriate project fund. The transfer of funds and related budget adjustments shall be taken to City Council for review and approval.

1. All reimbursement funds received from FEMA and CalOES will be deposited into the Emergency Reserve to replenish the fund.
 2. The City's portion of FEMA projects will be initially funded by the Emergency Reserve. The proposed timing of repayment will be included in the City's Long-Term Financial Forecast.
- iii. The use of the General Fund Emergency Reserve must be approved by City Council. In the situations described in 14.1.1a and 14.1.2, the City Manager is authorized to use the General Fund Emergency Reserve and then report to City Council. All other situations require approval from City Council before use.
 - iv. Approved use of Emergency Reserve funds may cause the balance of the reserve to drop below the required 14% level. The City will begin to restore reserves used under this policy within 24 months after their first use. The proposed timing of repayment of reserves will be included in the City's Long-Term Financial Forecast.
- b. The City shall establish and maintain a General Fund Operating Reserve. At the end of each fiscal year, the City will transfer in surplus funds to bring the Operating Reserve to 5% of that year's budgeted operating expenditures (excluding "Transfers Out" for purposes of this calculation).-
- i. The primary purpose of this reserve is to make up for temporarily decreased revenues or to provide temporary resources in the event of an economic downturn while expenditure reductions are implemented.
 - ii. The use of the General Fund Operating Reserve must be approved by City Council.
 - iii. Approved use of Operating Reserve funds may cause the balance of the reserve to drop below the required 5% level. The City will begin to restore reserves used under this policy within 24 months after their first use. The proposed timing of repayment of reserves will be included in the City's Long-Term Financial Forecast.
- c. The City shall establish and maintain a General Fund Contingency Reserve. At the end of each fiscal year, the City will transfer in surplus funds to bring the Contingency Reserve to 1% of that year's budgeted operating expenditures (excluding "Transfers Out" for purposes of this calculation).
- i. The primary purpose of this reserve is to provide funding for non-recurring unanticipated expenditures or to set aside funds to cover known contingencies with unknown costs.
 - ii. The use of the General Fund Contingency Reserve must be approved by City Council.
 - iii. Approved use of Contingency Reserve funds may cause the balance of the reserve to drop below the required 1% level. The City will begin to restore reserves used under this policy within 24 months after their first use. The proposed timing of repayment of reserves will be included in the City's Long-Term Financial Forecast.

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- d. In the event that the current year operating surplus is not enough to fully fund all reserves, they shall receive funding in the following priority order:
 - i. First, repay any reserves as outlined in the City's Long-Term Financial Forecast. If multiple reserves require replenishment, they should receive funds in the following order: first the Emergency Reserve, then the Operating Reserve, then the Contingency Reserve.
 - ii. Next, bring the reserve funds up to their prescribed percentage amounts in the following order: first the Emergency Reserve, then the Operating Reserve, then the Contingency Reserve.
 - iii. If the City experiences two consecutive years where the reserves could not be fully funded, the next Long-term financial forecast shall map out a strategy to bring the reserves up to the correct balances and maintain annual contributions at the required level.

15. Capital Improvement Project (CIP) Fund Reserves

- a. The City shall establish and maintain a CIP Facilities Reserve. Each fiscal year, the City will include in its adopted budget a transfer from the General Fund to the CIP Facilities Reserve, in the amount of 2% of the year's budgeted operating expenditures (excluding "Transfers Out" for purposes of this calculation).
 - i. The primary purpose of this reserve is to provide funding for the expansion of existing City facilities or the creation/renovation/acquisition of new facilities that meet the workforce needs of City services.
 - ii. The use of the CIP Facilities Reserve must be approved by City Council, generally through the CIP Budget adoption.
- b. The City shall establish and maintain a CIP General Reserve. Each fiscal year, the City will include in its adopted budget a transfer from the General Fund to the CIP General Reserve, in the amount of 1% of the year's budgeted operating expenditures (excluding "Transfers Out" for purposes of this calculation).
 - i. The primary purpose of this reserve is to provide funding for ongoing and future Capital Improvement Projects.
 - ii. The use of the CIP General Reserve must be approved by City Council, generally through the CIP Budget adoption.
 - iii. The CIP Budget shall not program out more than 90% of the expected CIP General Reserve balance in any year of the 5-year plan. This allows for a cushion in case project costs are higher than expected.
- c. A General Plan Update Reserve Fund shall be maintained in the CIP Fund to accumulate funds necessary to update the General Plan every 20 years. The General Fund adopted budget shall include a transfer to the General Plan Update Reserve Fund of \$100,000 per year.
 - i. The use of the General Plan Update Reserve must be approved by City Council, generally through the CIP Budget adoption.

16. Trusts

- a. The City will comply with GASB 45 and establish an irrevocable trust to fund future retiree medical costs. The Trust will be funded through bi-weekly charges to departments equal to the Annual Required Contribution (ARC) as a percentage of payroll based on the most recent OPEB Actuarial Report.

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- b. The City will establish an irrevocable trust to help mitigate increases in future pension costs. Deposits to the Trust will be made at least annually and will be equal to the budget for pension contributions (object 52301) less the actual pension contributions for the General Fund, Internal Service Funds, and Enterprise Funds (excluding Housing Authority Enterprise Funds).

17. Tourism Improvement District Fund Reserve

- a. The City will maintain a Contingency Reserve Fund (CRF) for the Napa Tourism Improvement District (Napa TID). The purpose of the CRF is to build and protect reserves for usage during periods of extended economic downturn and uncertainty, unanticipated events that may impact travel and hospitality in the region, or emergency / natural disasters that impact the City of Napa and business community and result in fluctuations of Transient Occupancy Tax revenues. Once approved as part of the Napa TID budget, funds in the CRF will remain unspent until specific findings are made by the Local Governing Committee of the Napa TID that require their usage. The findings will depend on the nature of the emergency or unmet need.
- b. It is the goal of the Napa TID to maintain the CRF so that the CRF balance is at a minimum of 35 percent of the annual budgeted revenues. The CRF will be held in a separate reserve account and will be funded on an annual basis at the end of each fiscal year based on current year revenues. Additional funding of the CRF (above the required 35 percent) shall be determined as a part of the preparation of the annual workplan for the Napa TID, but shall not cause the balance of the CRF to be greater than 100 percent of the annual budgeted revenues.
- c. The annual funding to the CRF will be equivalent to the budgeted surplus included in the adopted budget. The City of Napa Finance Department shall fund the CRF on June 30 of each year based on actual revenues.
- d. Any recommendation to the City Council from the Local Governing Committee of the Napa TID to use the CRF must include a plan for replenishment of the CRF.

18. Internal Service Fund Reserves

- a. Fleet Fund
 - i. The City will maintain a Fuel Cost Stabilization Reserve within the Fleet Fund to mitigate fuel cost increases. The reserve will be funded from budget savings in the fuel expenditure object on an annual basis. The target for the fuel cost stabilization reserve shall be set at \$250,000 and will be reviewed annually to ensure it is sufficient to cover fuel cost increases.
 - 1. The primary purpose of this reserve is to provide temporary resources in the event of an increase in fuel costs above and beyond the budgeted amount.
 - 2. The use of the Fuel Cost Stabilization Reserve must be approved by City Council.
 - 3. Approved use of reserve funds may cause the balance of the reserve to drop below the required level. The City will begin to restore reserves used under this policy within 24 months after their first use.
- b. Risk Management Fund

Fiscal Policy

- i. Self-insurance reserves will be maintained at a level which, together with purchased insurance policies, adequately protects the City. The reserve funding level goal for each program is no less than the target 80% confidence level appropriately discounted for investment income.

19. Enterprise Fund Reserves

a. Water Fund

- i. The Working Capital or Undesignated Fund Balance for the Water Enterprise Fund is to be maintained at a minimum 45-90 days of operating expenses or 12.3% to 25% of Operating and Maintenance costs.
- ii. The City will transfer Working Capital or Undesignated Fund Balance of the Water Enterprise Fund that is above 90 days of operating costs or 25% of annual operating and maintenance costs into the Capital Improvement Reserve.
- iii. The City will establish a Water Capital Improvement Reserve to pay for unforeseen cost escalations to CIP projects and future compliance projects. The reserve will be maintained at a minimum level of 10%-20% of annual capital improvements to the Water System.
- iv. The City will establish a Long Term Water Supply Reserve and set aside \$200,000 annually from the operating fund.
- v. The City will establish a Water System Renewal and Replacement Reserve for unforeseen and unbudgeted replacements or repairs. The reserve will be maintained at a minimum level of 10%-20% of annual capital improvements to the Water System.
- vi. The City will establish a Water Fund Emergency Reserve to fund operating or capital expenditures required as a result of unbudgeted financial liability. The reserve will be maintained at a level of 5%-10% of annual operating expenditures excluding debt service.
 - 1. The City Manager (or their designee) has the authority to expend Water Fund Emergency Reserves to address critical needs within the water system. In accordance with NMC 2.91.04, the item will be taken to Council at the first feasible time at a regularly scheduled council meeting.

b. Solid Waste and Materials Diversion Fund

- i. The City will maintain a Rate Stabilization Reserve in the Solid Waste Fund. This reserve will be funded at a level of 5%-10% of collection revenues to stabilize collection rates to avoid wide swings in rates over time.
- ii. The City will maintain a Solid Waste/Materials Diversion Operating Reserve to cover unforeseen revenue shortfalls, increases in expenses, and potential environmental compliance expenditures. The reserve should be funded at a level of 20% of operating expenditures, which excludes contributions to reserves, the Street Resurfacing Program, capital projects, and debt service.
- iii. The City will maintain a Capital Improvement Projects (CIP) Reserve in the Solid Waste Fund to provide for major renovation, modernization or for planned capital improvement program repairs and maintenance at the Napa MDF. This reserve is for projects that exceed \$250,000 in any given year,

Fiscal Policy

as set in policy approved by City Council. The annual contribution will equate to the annual depreciation of the MDF facility.

- iv. The City will maintain a Liability Reserve in the Solid Waste Fund to fund liabilities of the City for items related to the Solid Waste Fund.

20. Internal Service Replacement Funds

- a. Fleet Fund

- i. The City will maintain a Fleet Replacement Fund for costs associated with the replacement of vehicles and other rolling stock (such as trailers, compressors or other equipment on wheels) as they become unserviceable, obsolete or reach a predetermined service life. The fund will be maintained at a level adequate to replace all stock, per the pre-determined replacement schedule.

- b. Fire Apparatus Replacement Fund

- i. The City will maintain a Fire Apparatus Replacement Fund for costs associated with the replacement of Fire Apparatus vehicles as they become unserviceable, obsolete or reach a predetermined service life. The fund will be maintained at a level adequate to replace all stock, per the pre-determined replacement schedule.

- c. Equipment Replacement Fund

- i. The City will establish an Equipment Replacement Fund for capital equipment as it becomes unserviceable, obsolete or reaches a predetermined service life. The fund will be maintained at a level adequate to replace all capital equipment per the pre-determined replacement schedule.



Appendix C

Interfund Transfers

Fiscal Year 2020/21

Schedule of Interfund Transfers

Adjustments to Fiscal Year 2020/21

Purpose	From		To		Adopted		Proposed
	Fund		Fund		Amount	Adjustment	Amount
Operating	101	Non-Recurring General	100	General Fund	—	1,232,000	1,232,000
Operating	291	Parking Security	100	General Fund	—	186,000	186,000
Operating	301	Capital Projects	100	General Fund	—	1,474,300	1,474,300
Transfers Into General Fund					—	2,892,300	2,892,300
Operating	100	General Fund	301	Capital Projects	913,200	(913,200)	—
Fund Reserves	100	General Fund	301	Capital Projects	3,044,000	(1,162,000)	1,882,000
Fund Reserves	100	General Fund	660	Equipment Replacement	150,000	(150,000)	—
Transfers Out of General Fund					4,107,200	(2,225,200)	1,882,000
Operating	201	Traffic Fund	301	Capital Projects	1,875,000	(1,330,000)	545,000
Capital/Ops	202	RMRA Fund	301	Capital Projects	950,000	26,000	976,000
Capital/Ops	203	Measure T Fund	301	Capital Projects	6,441,193	(327,593)	6,113,600
Capital	231	CDBG Program	301	Capital Projects	—	15,000	15,000
Operating	510	Materials Diversion	301	Capital Projects	1,113,600	(1,113,600)	—
Capital Projects, Local Streets Paving, Sidewalk Transfers					10,379,793	(2,730,193)	7,649,600
Operating	291	Parking Security	293	Parking Maintenance	—	163,000	163,000
ERP Funding	539	Non-Recurring Water	630	Information Technology	—	882,000	882,000
ERP Funding	630	Information Technology	101	Non-Recurring General	—	882,000	882,000
Other Transfers					—	1,927,000	1,927,000
Total Adjusted Transfers In/Out					14,486,993	(136,093)	14,350,900

Schedule of Interfund Transfers

Other FY 2020/21 Transfers (as originally adopted)

From			Purpose	To		
Fund		Amount		Fund		Amount
201	Traffic Fund	1,100	City Admin	100	General Fund	1,100
216	TBID Fund	7,600	City Admin	100	General Fund	7,600
217	Public Art Fund	300	City Admin	100	General Fund	300
222	Housing Impact Fee	81,100	City Admin	100	General Fund	81,100
225	Measure F Fund	5,400	City Admin	100	General Fund	5,400
231	CDBG Program	26,000	City Admin	100	General Fund	26,000
233	HOME Program	13,500	City Admin	100	General Fund	13,500
241	Assessment Districts	10,200	City Admin	100	General Fund	10,200
271	Golf Course	3,400	City Admin	100	General Fund	3,400
291	Parking Security	13,500	City Admin	100	General Fund	13,500
293	Parking Maintenance	6,500	City Admin	100	General Fund	6,500
510	Materials Diversion	412,900	City Admin	100	General Fund	412,900
511	Non-Recurring Materials Diversion	500	City Admin	100	General Fund	500
530	Water	1,695,300	City Admin	100	General Fund	1,695,300
531	Water Capital Projects	6,600	City Admin	100	General Fund	6,600
539	Non-Recurring Water	16,000	City Admin	100	General Fund	16,000
610	Fleet Management	137,400	City Admin	100	General Fund	137,400
630	Information Technology	7,800	City Admin	100	General Fund	7,800
640	Risk Management	427,100	City Admin	100	General Fund	427,100
650	Postemployment Benefits	10,100	City Admin	100	General Fund	10,100
841	Laurel Manor	58,800	City Admin	100	General Fund	58,800
842	Seminary Street	86,300	City Admin	100	General Fund	86,300
843	Section 8	72,600	City Admin	100	General Fund	72,600
844	20% Low/Mod Income	10,200	City Admin	100	General Fund	10,200
846	Local Housing Fund	31,300	City Admin	100	General Fund	31,300
Citywide Administration		3,141,500		Citywide Administration		3,141,500
201	Traffic Fund	125,000	Fund Projects	301	Capital Projects	125,000
211	Underground Utility Impact	165,000	Fund Projects	301	Capital Projects	165,000
214	Development Impact	800,000	Fund Projects	301	Capital Projects	800,000
237	Low/Mod Set Aside	18,500	Operating	846	Local Housing Fund	18,500
301	Capital Projects	237,500	Operating	100	General Fund	237,500
301	Capital Projects	60,800	Operating	100	General Fund	60,800
Other Transfers		1,406,800		Other Transfers		1,406,800
Total Unchanged Transfers Out		4,548,300		Total Unchanged Transfers In		4,548,300



Appendix D

Decision Packages

Fiscal Year 2020/21



Budget Decision Package

Public Safety Administration Staffing Change

Dept: Fire

Contact: Steve Brassfield

Key Title: FD Administration

FundKey: 42210

Section 1: General Information

Summary of Costs

Fiscal Year	GF Expenditures	NGF Expenditures	Revenues	Net Costs
FY19/20	\$0	\$0	\$0	\$0
FY20/21	(\$32,100)	\$0	\$0	(\$32,100)

Description:

The Public Safety Administrative Services Manager (ASM) position currently exists and is shared by both the Police and Fire departments. The position was vacated on March 7, 2020. The Fire department is in need of dedicated analyst support for all duties related to budget, grant reporting, fire incident records management, special projects and overseeing the daily business needs of the department. The current ASM position has been underfilled with a Management Analyst II (MAII) for the Fire Department. Approval of this Decision Package will update the Staffing Plan by removing the ASM and adding the MAII.

New Program or Significant Increase? ☐ New Program ☒ Change to Existing Program

Downgrade the current ASM position to an MAII

Section 2: Cost of Request

One-Time Funding or Recurring Need? ☐ One-Time ☒ Recurring

☐ New/Eliminated Personnel? **Proposed Net Impact on FTEs:** 0

☐ Grant Funds?

☐ Are the proposed services, programs or activities mandated?

Expenditures

Description	FY1 GF	FY1 NGF	FY2 GF	FY2 NGF
Salary & Benefits	\$0.00	\$0.00	(\$32,100.00)	\$0.00
Services	\$0.00	\$0.00	\$0.00	\$0.00
Materials & Supplies	\$0.00	\$0.00	\$0.00	\$0.00
Capital Outlay	\$0.00	\$0.00	\$0.00	\$0.00
Transfers	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$0.00	\$0.00	(\$32,100.00)	\$0.00



Budget Decision Package

Parking Management

Dept: Police

Contact: Tony Valadez

Key Title: SB Parking Ticket /Security

FundKey: 29101

Section 1: General Information

Summary of Costs

Fiscal Year	GF Expenditures	NGF Expenditures	Revenues	Net Costs
FY19/20	\$0	\$0	\$0	\$0
FY20/21	\$0	\$349,000	\$349,000	\$0

Description:

The management of the Parking Enforcement team would transition from the Police Department to Community Development, under the management of the Parking Programs Manager. The 29101 budget code would simply transfer from the Police Department to Community Development. There would be a one time transfer amount of 186,000.00 from 29101 to the general fund 10101 for the Parking Programs Manager's salary and benefits for FY21, as well as a one time transfer amount of 163,000.00 from parking fund 29101 to 29303 to help with FY21 assessment funding.

New Program or Significant Increase? ☐ New Program ☒ Change to Existing Program

Section 2: Cost of Request

One-Time Funding or Recurring Need? ☒ One-Time ☐ Recurring

There would be a one time funding amount of 186,000.00 from 29101 to the general fund 10101 for the Parking Programs Manager's salary and benefits for FY21, as well as a one time funding transfer amount of 163,000.00 from parking fund 29101 to 29303 to help with FY21 assessment funding.

☐ New/Eliminated Personnel? Proposed Net Impact on FTEs: 0

☐ Grant Funds?

☐ Are the proposed services, programs or activities mandated?

Expenditures

Description	FY1 GF	FY1 NGF	FY2 GF	FY2 NGF
Salary & Benefits	\$0.00	\$0.00	\$0.00	\$0.00
Services	\$0.00	\$0.00	\$0.00	\$0.00
Materials & Supplies	\$0.00	\$0.00	\$0.00	\$0.00
Capital Outlay	\$0.00	\$0.00	\$0.00	\$0.00
Transfers	\$0.00	\$0.00	\$0.00	\$349,000.00
Total	\$0.00	\$0.00	\$0.00	\$349,000.00

Transfer of \$186,000 to the General Fund. Transfer of \$163,000 to the Parking Maintenance Fund.

Funding

Key	Key Title	Object	Object Title	FY 1 Amount	FY 2 Amount
43025	CDD Parking Programs	61291	Transfer in from Parking Security	\$0.00	\$186,000.00
29303	SB PBIA Zone 1 05&16 70% Alloc	61291	Transfer in from Parking Security	\$0.00	\$163,000.00
Total				\$0.00	\$349,000.00



Budget Decision Package

Eliminate Assistant City Manager Position

Dept: City Manager

Contact: Steve Potter

Key Title: City Manager Development Services

FundKey: 41322

Section 1: General Information

Summary of Costs

Fiscal Year	GF Expenditures	NGF Expenditures	Revenues	Net Costs
FY19/20	\$0	\$0	\$0	\$0
FY20/21	(\$315,600)	\$0	\$0	(\$315,600)

Description:

The City Manager has directed that the City Manager's Office be reorganized, and the Assistant City Manager position be eliminated. Responsibilities will be distributed to remaining staff.

New Program or Significant Increase? ☐ **New Program** ☐ **Change to Existing Program**

Section 2: Cost of Request

One-Time Funding or Recurring Need? ☐ **One-Time** ☒ **Recurring**

Ongoing savings of over \$300k/year in the General Fund.

☒ **New/Eliminated Personnel?** **Proposed Net Impact on FTEs:** -1

This decision package would reduce City FTE by 1.0.

☐ **Grant Funds?**

☐ **Are the proposed services, programs or activities mandated?**

Expenditures

Description	FY1 GF	FY1 NGF	FY2 GF	FY2 NGF
Salary & Benefits	\$0.00	\$0.00	(\$315,600.00)	\$0.00
Services	\$0.00	\$0.00	\$0.00	\$0.00
Materials & Supplies	\$0.00	\$0.00	\$0.00	\$0.00
Capital Outlay	\$0.00	\$0.00	\$0.00	\$0.00
Transfers	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$0.00	\$0.00	(\$315,600.00)	\$0.00



Appendix E

Capital Improvement Projects

Fiscal Year 2020/21

City of Napa, California
Capital Improvement Program
 FY 21 thru FY 25

PROJECTS BY CATEGORY

Category	Project #	Priority	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Facilities								
Fire Station No. 5	FC09FD01	2	33,147					33,147
Senior Center Renovations Phase #1	FC16PR01	7	15,000					15,000
MDF MRF Roll Doors	MD22UT01	4		60,900				60,900
MDF MRF Building Exterior Painting	MD22UT02	4		62,400				62,400
MDF In-Ground Vehicle Weigh Scale	MD22UT03	1		111,000				111,000
MDF Lighting Upgrade	MD23UT01	4			105,000			105,000
MDF Parking Lots	MD23UT02	4			161,600			161,600
MDF Existing Concrete Pad Partial Replacement	MD24UT01	1				2,115,800		2,115,800
MDF Periodic Repair of Interior Concrete	MD24UT02	1				45,600		45,600
MDF Fencing Partial Replacement	MD24UT03	4				141,300		141,300
Facilities Total			48,147	234,300	266,600	2,302,700		2,851,747
Miscellaneous								
Downtown Parking Garage	MS18CD01	2			2,769,535	2,372,183	9,713,282	14,855,000
Miscellaneous Total					2,769,535	2,372,183	9,713,282	14,855,000
Park								
Hidden Glen Park	PK06PW01	3		300,000				300,000
Parks Parking Lot and Pathway Repair Project	PK16PR02	4	100,000	250,000	225,000	215,000	300,000	1,090,000
Park Shade Shelters	PK16PR04	2			240,000			240,000
Park Restrooms	PK18PR02	4		300,000		300,000		600,000
Parks Site Furnishing Replacements	PK18PR05	2	25,000	90,000	100,000	75,000	200,000	490,000
Playground Equipment Replacement	PK18PR07	4	55,000	165,000	75,000	75,000	165,000	535,000
Abruzzini Park Improvements	PK22PR01	4		47,960				47,960
Park Total			180,000	1,152,960	640,000	665,000	665,000	3,302,960
Storm Drain								
Stormwater Trash Reduction Policy Implementation	SW18PW01	6	150,000	350,000	450,000	450,000		1,400,000
Storm Drain Total			150,000	350,000	450,000	450,000		1,400,000
Street								
Pavement Management Program	ST10PW05	2	75,000	75,000	75,000	75,000		300,000
First & Second Street Roundabouts along Calif Blvd	ST14PW02	1	1,130,000					1,130,000
Silverado-Third-Coombsville-East (5-way) Intersect	ST14PW04	1		6,000,000				6,000,000
Salvador Avenue Widening	ST16PW02	7	500,000	500,000	500,000	500,000		2,000,000
Linda Vista Ave Widening-E Side-Redwood to Trower	ST18PW01	7	300,000	300,000				600,000
Street Improvements - Butte Street Area	ST18PW12	2	131,000					131,000
Uncontrolled Crosswalk Improvement Program	ST19PW02	2	50,000	50,000	50,000	50,000		200,000
Trancas Street Rehabilitation	ST19PW05	2	250,000				1,000,000	1,250,000
Westwood Neighborhood Rehabilitation Phase 2A	ST20PW05	2	900,000					900,000
Trower Avenue Rehabilitation Phase 2	ST20PW06	2	600,000					600,000
Soscol Ave. Rehab	ST20PW08	2	2,100,000					2,100,000

Category	Project #	Priority	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Coombs St & S Coombs Rehab	ST20PW09	2	75,000	606,000	1,200,000			1,881,000
Laurel Street Rehabilitation	ST20PW10	2	75,000	2,000,000		1,500,000		3,575,000
Westwood Neighborhood Rehabilitation Phase 2b	ST21PW04	2		2,000,000				2,000,000
Road Maintenance Project FY2021/22	ST22PW01	2		1,380,000				1,380,000
W.Lincoln Ave Lone Oak to Solano Ave.	ST22PW02	2		433,000				433,000
Browns Valley Road/1st Street	ST22PW03	2			2,510,000			2,510,000
Coombsville Road Rehabilitation	ST22PW04	2			1,200,000			1,200,000
Westwood Neighborhood Rehabilitation Phase 3	ST22PW05	2				2,000,000		2,000,000
Road Maintenance Project FY2022/23	ST23PW01	2			1,410,000			1,410,000
Freeway Drive Rehabilitation	ST23PW02	2					1,215,000	1,215,000
Lincoln Ave Rehab	ST23PW03	2					2,402,000	2,402,000
Redwood Drive Rehabilitation	ST23PW04	2				1,618,000		1,618,000
Redwood Drive Preventative Maintenance	ST23PW05	2					953,000	953,000
Road Maintenance Project FY2023/24	ST24PW01	2				1,440,000		1,440,000

Street Total

6,186,000	13,344,000	6,945,000	7,183,000	5,570,000	39,228,000
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Underground Utility

Trancas Rule 20A (Jefferson to Soscol)	UU17PW01	6	165,000					165,000
Third Street Undergrounding Rule 20B	UU18PW02	6		120,000	800,000			920,000

Underground Utility Total

165,000	120,000	800,000			1,085,000
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Water Distribution

Water Main Rehab & Replacement	WD20UT01	1	1,675,000					1,675,000
Meter Replacemt and ERT Upgrade Program	WD20UT04	1	100,000					100,000
Hydrant and Valve Rehab & Replacemt	WD20UT05	1	150,000					150,000
Minor Water Main Replacmts	WD20UT06	1	125,000					125,000
Water Main Rehab & Replacement	WD22UT01	1		2,000,000				2,000,000
Automated Meter Infrastructure (AMI)	WD22UT02	1		700,000				700,000
Water Main CIPP Lining	WD22UT03	1		350,000				350,000
Hydrant and Valve Rehab & Replacemt	WD22UT04	1		100,000				100,000
Meter Replcmt and ERT Upgrade Program	WD22UT05	1		100,000				100,000
Development Related Imprv	WD22UT06	1		200,000				200,000
Water Main Rehab & Replacement	WD23UT01	1			1,200,000			1,200,000
Meter Replacemt and ERT Upgrade Progam	WD23UT02	1			100,000			100,000
Automated Meter Infrastructure (AMI)	WD23UT03	1			500,000			500,000
Water Main CIPP Lining	WD23UT04	1			200,000			200,000
Hydrant and Valve Rehab & Replacemnt	WD23UT05	1			150,000			150,000
Development Related Imprv	WD23UT06	1			300,000			300,000
Water Main Rehab & Replacement	WD24UT01	1				1,500,000		1,500,000
Meter Replacemt and ERT Upgrade Program	WD24UT02	1				100,000		100,000
Development Related Imprv	WD24UT03	1				200,000		200,000
Water Main CIPP Lining	WD24UT04	1				200,000		200,000

Water Distribution Total

2,050,000	3,450,000	2,450,000	2,000,000	9,950,000
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Water Quality (Treatment)

SCADA Improvement	WQ20UT02	1	260,000					260,000
BJTP Clearwell Mixer/aerator for DBPs Phase I	WQ20UT03	1	200,000					200,000
BJTP Chain & Flight Assesment & Renovate	WQ21UT01	1	150,000					150,000
HTP Sed Basin Repair/Coating	WQ21UT03	1	750,000					750,000
HTP Rehab and Upgrades Design	WQ22UT01	4		600,000				600,000
SCADA Improvement	WQ22UT02	1		75,000				75,000
BJTP Treatment Improvements	WQ22UT03	4		150,000				150,000
BJTP Clearwell Mixer/aerator for DBPs Phase II	WQ22UT04	1		200,000				200,000
HTP Rehab and Upgrades Design	WQ23UT01	4			1,000,000			1,000,000
SCADA Improvement	WQ23UT02	1			90,000			90,000

Category	Project #	Priority	FY 21	FY 22	FY 23	FY 24	FY 25	Total
HTP Rehab Improvements & Upgrades Phase I	WQ23UT03	4			4,000,000			4,000,000
BJTP Treatment Improvements	WQ23UT04	4			200,000			200,000
HTP Rehab and Upgrades Design	WQ24UT01	4				600,000		600,000
HTP Rehab Improvements & Upgrades Phase II	WQ24UT02	4				8,000,000		8,000,000
BJTP Treatment Improvements	WQ24UT03	4				150,000		150,000
SCADA Improvement	WQ24UT04	1				70,000		70,000
Water Quality (Treatment) Total			1,360,000	1,025,000	5,290,000	8,820,000		16,495,000
Water Transmission								
CIPP Pipeline Improvements (Sheehy Court - NVTA)	WT20UT01	1	900,000					900,000
Storage Tank Cleaning and Coating	WT21UT01	1	500,000					500,000
Conn Line Coating	WT22UT02	1		700,000				700,000
Conn Line Transmission Valve Rehab	WT22UT03	1		50,000				50,000
Storage Tank Cleaning and Coating	WT22UT04	1		500,000				500,000
Storage Tank Cleaning and Coating	WT23UT01	1			500,000			500,000
Alta Heights II Pressure Tank	WT23UT02	1			250,000			250,000
Conn Line Transmission Valve Rehab	WT23UT03	1			50,000			50,000
Conn Line Transmission Valve Rehab	WT24UT01	1				50,000		50,000
Storage Tank Cleaning & Coating	WT24UT02	1				500,000		500,000
Water Transmission Total			1,400,000	1,250,000	800,000	550,000		4,000,000
Watershed (Supply Source)								
Hennessey Spillway Spot Repairs	WS20UT01	3		50,000				50,000
Hennessey Floating Solar Aeration System	WS22UT02	7		300,000				300,000
Hennessey Spillway Flow Expansion	WS23UT01	3			6,000,000	4,000,000		10,000,000
Watershed (Supply Source) Total				350,000	6,000,000	4,000,000		10,350,000
GRAND TOTAL			11,539,147	21,276,260	26,411,135	28,342,883	15,948,282	103,517,707

City of Napa, California
Capital Improvement Program
 FY 21 thru FY 25

PROJECTS BY FUNDING SOURCE

Source	Project #	Priority	FY 21	FY 22	FY 23	FY 24	FY 25	Total
CDBG								
Senior Center Renovations Phase #1	FC16PR01	7	15,000					15,000
CDBG Total			15,000					15,000
General Fund								
Fire Station No. 5	FC09FD01	2	33,147					33,147
Downtown Parking Garage	MS18CD01	2					9,713,282	9,713,282
Parks Parking Lot and Pathway Repair Project	PK16PR02	4	100,000	250,000	225,000	215,000	300,000	1,090,000
Park Shade Shelters	PK16PR04	2			240,000			240,000
Park Restrooms	PK18PR02	4		300,000		300,000		600,000
Parks Site Furnishing Replacements	PK18PR05	2	25,000	90,000	100,000	75,000	200,000	490,000
Playground Equipment Replacement	PK18PR07	4	55,000	165,000	75,000	75,000	165,000	535,000
First & Second Street Roundabouts along Calif Blvd	ST14PW02	1	1,130,000					1,130,000
Stormwater Trash Reduction Policy Implementation	SW18PW01	6	150,000	350,000	450,000	450,000		1,400,000
General Fund Total			1,493,147	1,155,000	1,090,000	1,115,000	10,378,282	15,231,429
Linda Vista Improvement Fee								
Linda Vista Ave Widening-E Side-Redwood to Trower	ST18PW01	7	300,000	300,000				600,000
Linda Vista Improvement Fee Total			300,000	300,000				600,000
Materials Diversion Enterprise Fund								
MDF MRF Roll Doors	MD22UT01	4		60,900				60,900
MDF MRF Building Exterior Painting	MD22UT02	4		62,400				62,400
MDF In-Ground Vehicle Weigh Scale	MD22UT03	1		111,000				111,000
MDF Lighting Upgrade	MD23UT01	4			105,000			105,000
MDF Parking Lots	MD23UT02	4			161,600			161,600
MDF Existing Concrete Pad Partial Replacement	MD24UT01	1				2,115,800		2,115,800
MDF Periodic Repair of Interior Concrete	MD24UT02	1				45,600		45,600
MDF Fencing Partial Replacement	MD24UT03	4				141,300		141,300
Materials Diversion Enterprise Fund Total				234,300	266,600	2,302,700		2,803,600
Measure T								
Trancas Street Rehabilitation	ST19PW05	2	250,000				1,000,000	1,250,000
Westwood Neighborhood Rehabilitation Phase 2A	ST20PW05	2	900,000					900,000
Trower Avenue Rehabilitation Phase 2	ST20PW06	2	600,000					600,000
Soscol Ave. Rehab	ST20PW08	2	2,100,000					2,100,000
Coombs St & S Coombs Rehab	ST20PW09	2	75,000	606,000	1,200,000			1,881,000
Laurel Street Rehabilitation	ST20PW10	2	75,000	2,000,000		1,500,000		3,575,000

Source	Project #	Priority	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Westwood Neighborhood Rehabilitation Phase 2b	ST21PW04	2		2,000,000				2,000,000
W.Lincoln Ave Lone Oak to Solano Ave.	ST22PW02	2		433,000				433,000
Browns Valley Road/1st Street	ST22PW03	2			2,510,000			2,510,000
Coombsville Road Rehabilitation	ST22PW04	2			1,200,000			1,200,000
Westwood Neighborhood Rehabilitation Phase 3	ST22PW05	2				2,000,000		2,000,000
Freeway Drive Rehabilitation	ST23PW02	2					1,215,000	1,215,000
Lincoln Ave Rehab	ST23PW03	2					2,402,000	2,402,000
Redwood Drive Rehabilitation	ST23PW04	2				1,618,000		1,618,000
Redwood Drive Preventative Maintenance	ST23PW05	2					953,000	953,000
Measure T Total			4,000,000	5,039,000	4,910,000	5,118,000	5,570,000	24,637,000

North Jefferson Fee - Street

Salvador Avenue Widening	ST16PW02	7	500,000	500,000	500,000	500,000		2,000,000
North Jefferson Fee - Street Total			500,000	500,000	500,000	500,000		2,000,000

Orchard Avenue Fee - Park

Abruzzini Park Improvements	PK22PR01	4		47,960				47,960
Orchard Avenue Fee - Park Total				47,960				47,960

Other Agencies

CIPP Pipeline Improvements (Sheehy Court - NVTa)	WT20UT01	1	500,000					500,000
Other Agencies Total			500,000					500,000

Parking Impact Fund

Downtown Parking Garage	MS18CD01	2			2,769,535			2,769,535
Parking Impact Fund Total					2,769,535			2,769,535

Parking Replacement Funds

Downtown Parking Garage	MS18CD01	2				2,372,183		2,372,183
Parking Replacement Funds Total						2,372,183		2,372,183

Risk Management Fund

Hidden Glen Park	PK06PW01	3		300,000				300,000
Risk Management Fund Total				300,000				300,000

RMRA

Street Improvements - Butte Street Area	ST18PW12	2	131,000					131,000
Road Maintenance Project FY2021/22	ST22PW01	2		1,380,000				1,380,000
Road Maintenance Project FY2022/23	ST23PW01	2			1,410,000			1,410,000
Road Maintenance Project FY2023/24	ST24PW01	2				1,440,000		1,440,000
RMRA Total			131,000	1,380,000	1,410,000	1,440,000		4,361,000

State Gas Tax

Source	Project #	Priority	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Pavement Management Program	ST10PW05	2	75,000	75,000	75,000	75,000		300,000
Uncontrolled Crosswalk Improvement Program	ST19PW02	2	50,000	50,000	50,000	50,000		200,000
State Gas Tax Total			125,000	125,000	125,000	125,000		500,000
Street Imp Fee-Underground Utility								
Trancas Rule 20A (Jefferson to Soscol)	UU17PW01	6	165,000					165,000
Third Street Undergrounding Rule 20B	UU18PW02	6		120,000	800,000			920,000
Street Imp Fee-Underground Utility Total			165,000	120,000	800,000			1,085,000
Street Improvement Fee								
Silverado-Third-Coombsville-East (5-way) Intersect	ST14PW04	1		6,000,000				6,000,000
Street Improvement Fee Total				6,000,000				6,000,000
Water Enterprise Fund								
Water Main Rehab & Replacement	WD20UT01	1	1,675,000					1,675,000
Meter Replacemt and ERT Upgrade Program	WD20UT04	1	100,000					100,000
Hydrant and Valve Rehab & Replacemt	WD20UT05	1	150,000					150,000
Minor Water Main Replacmts	WD20UT06	1	125,000					125,000
Water Main Rehab & Replacement	WD22UT01	1		2,000,000				2,000,000
Automated Meter Infrastructure (AMI)	WD22UT02	1		700,000				700,000
Water Main CIPP Lining	WD22UT03	1		350,000				350,000
Hydrant and Valve Rehab & Replacemt	WD22UT04	1		100,000				100,000
Meter Replcmt and ERT Upgrade Program	WD22UT05	1		100,000				100,000
Development Related Imprv	WD22UT06	1		200,000				200,000
Water Main Rehab & Replacement	WD23UT01	1			1,200,000			1,200,000
Meter Replacemt and ERT Upgrade Program	WD23UT02	1			100,000			100,000
Automated Meter Infrastructure (AMI)	WD23UT03	1			500,000			500,000
Water Main CIPP Lining	WD23UT04	1			200,000			200,000
Hydrant and Valve Rehab & Replacemnt	WD23UT05	1			150,000			150,000
Development Related Imprv	WD23UT06	1			300,000			300,000
Water Main Rehab & Replacement	WD24UT01	1				1,500,000		1,500,000
Meter Replacemt and ERT Upgrade Program	WD24UT02	1				100,000		100,000
Development Related Imprv	WD24UT03	1				200,000		200,000
Water Main CIPP Lining	WD24UT04	1				200,000		200,000
SCADA Improvement	WQ20UT02	1	260,000					260,000
BJTP Clearwell Mixer/aerator for DBPs Phase I	WQ20UT03	1	200,000					200,000
BJTP Chain & Flight Assesment & Renovate	WQ21UT01	1	150,000					150,000
HTP Sed Basin Repair/Coating	WQ21UT03	1	750,000					750,000
HTP Rehab and Upgrades Design	WQ22UT01	4		600,000				600,000
SCADA Improvement	WQ22UT02	1		75,000				75,000
BJTP Treatment Improvements	WQ22UT03	4		150,000				150,000
BJTP Clearwell Mixer/aerator for DBPs Phase II	WQ22UT04	1		200,000				200,000
HTP Rehab and Upgrades Design	WQ23UT01	4			1,000,000			1,000,000
SCADA Improvement	WQ23UT02	1			90,000			90,000
HTP Rehab Improvements & Upgrades Phase I	WQ23UT03	4			4,000,000			4,000,000
BJTP Treatment Improvements	WQ23UT04	4			200,000			200,000
HTP Rehab and Upgrades Design	WQ24UT01	4				600,000		600,000
HTP Rehab Improvements & Upgrades Phase II	WQ24UT02	4				8,000,000		8,000,000
BJTP Treatment Improvements	WQ24UT03	4				150,000		150,000
SCADA Improvement	WQ24UT04	1				70,000		70,000

Source	Project #	Priority	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Hennessey Spillway Spot Repairs	WS20UT01	3		50,000				50,000
Hennessey Floating Solar Aeration System	WS22UT02	7		300,000				300,000
Hennessey Spillway Flow Expansion	WS23UT01	3			6,000,000	4,000,000		10,000,000
CIPP Pipeline Improvements (Sheehy Court - NVTA)	WT20UT01	1	400,000					400,000
Storage Tank Cleaning and Coating	WT21UT01	1	500,000					500,000
Conn Line Coating	WT22UT02	1		700,000				700,000
Conn Line Transmission Valve Rehab	WT22UT03	1		50,000				50,000
Storage Tank Cleaning and Coating	WT22UT04	1		500,000				500,000
Storage Tank Cleaning and Coating	WT23UT01	1			500,000			500,000
Alta Heights II Pressure Tank	WT23UT02	1			250,000			250,000
Conn Line Transmission Valve Rehab	WT23UT03	1			50,000			50,000
Conn Line Transmission Valve Rehab	WT24UT01	1				50,000		50,000
Storage Tank Cleaning & Coating	WT24UT02	1				500,000		500,000
Water Enterprise Fund Total			4,310,000	6,075,000	14,540,000	15,370,000		40,295,000
GRAND TOTAL			11,539,147	21,276,260	26,411,135	28,342,883	15,948,282	103,517,707

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Fire
Contact Ernie Cabral
Type Building/Improvements
Useful Life 35 years
Category Facilities
Priority Council Direction
Status Active

Project # FC09FD01
Project Name Fire Station No. 5

GL Key # 30101 **FTE** 5
Dept. Rank 2 **Old Project Number**

Total Project Cost: \$6,275,687

Description

Construction and staffing of Fire Station No. 5 at the corner of Browns Valley Road and Laurel Avenue.

Justification

On December 12, 2006 the Council authorized the Citygate Master Plan and Standards of Coverage which identified the need for a fire station in the Browns Valley area where responses may take as long as 8 minutes (well above the City's goal of a 4-minute travel time). On April 15, 2008 the Council adopted a Fire and Paramedic Development Fee (FPDF) for Fire Station No. 5. The current FPDF fund balance will go toward the cost of the design, construction and apparatus/equipment necessary to service new development in the area, with additional funding coming from a General Fund contribution which will be considered a loan to be paid back through future FPDF's. On August 5, 2008 the Council authorized the acquisition of the property located at 3001 Browns Valley Road for the future site of Fire Station No. 5. In 2014 an architectural consultant was hired to develop a design for the project. Construction is scheduled to begin in late 2016.

The adjustment in FY 2016/17 corrects an erroneous overstatement of the total project budget as well as offsetting \$240K in project expenditures from available funds in the FPDF

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
6,242,540	Construction	33,147					33,147
Total	Total	33,147					33,147

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
6,242,540	General Fund	33,147					33,147
Total	Total	33,147					33,147

Budget Impact/Other

Once the station is open and operational, there will be an ongoing cost for maintenance for the station, equipment and apparatus, and five additional positions to staff the new station.

Prior
3,640,935
Total

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Parks & Rec Services

Contact David Perazzo

Type Building/Improvements

Useful Life 20 years

Category Facilities

Priority Community Priority

Status Active

Project # FC16PR01

Project Name Senior Center Renovations Phase #1

GL Key # 30101

FTE

Dept. Rank

Old Project Number

Total Project Cost: \$1,152,750

Description

Provide renovations and upgrades to Senior Center built in 1976. Scope of improvements will include updated kitchen, new flooring, enhanced lighting, and additional outdoor programmable space. Additionally, conversion of small dining room to a social gathering space with media center/library. Provide for expansion of programs and services by adding space for group exercise, cardio fitness and strength training.

Justification

As identified in the 2015 Senior Center Needs Assessment, implement Phase #1 of a multi-phased adaptive re-use of the existing facility.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
1,137,750	Construction	15,000					15,000
Total	Total	15,000					15,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
1,137,750	CDBG	15,000					15,000
Total	Total	15,000					15,000

Budget Impact/Other

This project should be part of the CIP and funded by the General Fund. Installation of updated energy efficient lighting, appliances, fixtures and flooring will reduce operating and maintenance costs. Expansion of programming space will provide an opportunity for increased revenue to offset existing operating costs. A grant from the State of California Housing and Community Development Department for \$394,750 was received in 2017 as part of the Housing -Related Parks Program.

\$180,000 that was originally budgeted to PK18PR03 was transferred to this project.

Prior

449,000

Total

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Parks & Rec Services

Contact David Perazzo

Project # PK16PR02

Project Name Parks Parking Lot and Pathway Repair Project

Type Infrastructure

Useful Life 10 Years

Category Park

Priority Health & Safety

Status Active

GL Key # 30101

FTE

Dept. Rank 2

Old Project Number

Total Project Cost: \$1,767,500

Description

Repair or replacement of parking lots, asphalt pathways and outdoor recreational surfaces throughout the City parks system. Pathways, parking lots, and outdoor recreational surfaces have not been maintained at any regular interval due to staffing constraints. Asphalt has deteriorated and is in need of overlay and repair.

Justification

Repair and replacement will address years of deferred maintenance. Parking lots, pathways and outdoor sports courts are public assets. They provide both vehicular and pedestrian access. Per Council direction, parking lots, pathways and outdoor recreational surfaces need to be maintained at a safe level and meet both traffic standards for vehicles and ADA requirement for pedestrians.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
677,500	Construction	80,000	215,000	200,000	190,000	250,000	935,000
	Salaries & Benefits	20,000	35,000	25,000	25,000	50,000	155,000
Total	Total	100,000	250,000	225,000	215,000	300,000	1,090,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
677,500	General Fund	100,000	250,000	225,000	215,000	300,000	1,090,000
Total	Total	100,000	250,000	225,000	215,000	300,000	1,090,000

Budget Impact/Other

The repair and replacement of the asphalt will reduce the amount of time that staff commit each year to patching areas that continue to degrade. Sealing asphalt surfaces will extend the useful life of pathways and assure they remain structurally sound.

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Parks & Rec Services

Contact David Perazzo

Type Land/Improvements

Useful Life 20 years

Category Park

Priority Council Direction

Status Active

Total Project Cost: \$1,362,687

Project # PK16PR04

Project Name Park Shade Shelters

GL Key # 30101

FTE

Dept. Rank 3

Old Project Number

Description

Installation of shade structures over picnic areas, playgrounds and public gathering spaces. This will provide shade and cooling as well as protection from the sun and ultraviolet exposure for areas that are reserved for day use. This will include areas at Fuller Park, Alston Park, Kennedy Park, O'Brien Park, and Dry Creek Park. Staff will focus on utilizing cooperative purchasing agreements to save on costs for procurement. Additional locations have been identified at Las Flores and Century Oaks, as well as numerous play areas that lack ultraviolet protection for the community. Shade above play areas is frequently requested by the community.

Justification

Structures will provide shade and cooling as well as protection from the sun and ultraviolet exposure for areas that are reserved for day use and exposed to direct sunlight for long periods of time. Installation of shade structures will generate a higher level of use resulting in increased reservations and additional revenues. The Kennedy Park Master Plan recommends adding several shade structures to enhance the use of the park. Inclusive of professional services, demo, electric, concrete, and contingency, costs per shade shelter average at \$200,000 with larger structures that provide higher revenue generation averaging at \$260,000.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
1,122,687	Construction			240,000			240,000
Total	Total			240,000			240,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
1,122,687	General Fund			240,000			240,000
Total	Total			240,000			240,000

Budget Impact/Other

Project will require annual cleaning of roofing to remove debris. Additional revenues will result of this enhanced amenity.

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Parks & Rec Services

Contact David Perazzo

Type Building/Improvements

Useful Life

Category Park

Priority Council Direction

Status Active

Total Project Cost: \$765,000

Project # PK18PR05

Project Name Parks Site Furnishing Replacements

GL Key # 30101

FTE

Dept. Rank

Old Project Number

Description

This project will replace deteriorated and aging benches, garbage and recycling receptacles, restroom fixtures, BBQ grills, water fountains, railings and gates throughout the City's park system.

Justification

Park amenities have been replaced or added to the 55 City parks through new construction and or annual operating budgets. The funding available has not been adequate to keep up with the equipment needing replacement. Removal of older equipment and amenities due to age and liability has left voids in parks where these items have not been replaced due to lack of funding. This project will also assure that all new equipment and amenities installed will meet accessibility requirements bringing parks into compliance with ADA.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
275,000	Construction	25,000	90,000	100,000	75,000	200,000	490,000
Total	Total	25,000	90,000	100,000	75,000	200,000	490,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
275,000	General Fund	25,000	90,000	100,000	75,000	200,000	490,000
Total	Total	25,000	90,000	100,000	75,000	200,000	490,000

Budget Impact/Other

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Parks & Rec Services

Contact David Perazzo

Type Equipment/Machinery

Useful Life 15 Years

Category Park

Priority Health & Safety

Status Active

Total Project Cost: \$785,000

Project # PK18PR07

Project Name Playground Equipment Replacement

GL Key # 30101

FTE

Dept. Rank

Old Project Number

Description

This project will replace and or update older playground structures and components in City parks in order to meet current State standards for safety and accessibility.

Justification

There are 33 park playgrounds throughout the City Park system. 17 of these structures are due for upgrades or retrofits to assure they are compliant with current safety standards. These retrofits and upgrades do not require complete removal and replacement of equipment. Modifications will be dependent on the condition of the existing equipment and to assure they comply with current State standards

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
250,000	Construction	55,000	165,000	75,000	75,000	165,000	535,000
Total	Total	55,000	165,000	75,000	75,000	165,000	535,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
250,000	General Fund	55,000	165,000	75,000	75,000	165,000	535,000
Total	Total	55,000	165,000	75,000	75,000	165,000	535,000

Budget Impact/Other

Repair and replacement will address public safety hazards and significant hours of staff time maintaining structures.

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Public Works

Contact Mike Socorro

Type Infrastructure

Useful Life

Category Street

Priority Council Direction

Status Active

Total Project Cost: \$561,940

Project # ST18PW12

Project Name Street Improvements - Butte Street Area

GL Key # 20201

FTE

Dept. Rank

Old Project Number

Description

Street Improvements to the Butte Street Area.

Justification

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
430,940	Construction	131,000					131,000
Total	Total	131,000					131,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
430,940	RMRA	131,000					131,000
Total	Total	131,000					131,000

Budget Impact/Other

SB1 projects reimbursable from State Gas Tax Fund.

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Public Works
Contact Rosalba Ramirez
Type Infrastructure
Useful Life 15 Years
Category Street
Priority Council Direction
Status Active

Project #	ST19PW05
Project Name	Trancas Street Rehabilitation

GL Key # 30101

FTE

Dept. Rank

Old Project Number

Total Project Cost: \$4,807,206

Description
Asphalt overlay, curb/gutter/sidewalk, curb ramps, and traffic signal on Trower Avenue from SR 29 to Jefferson Street.

Justification
The pavement along Trancas Street is in poor condition and will require a rehabilitation. In addition, traffic signal improvements are needed to improve the City's overall traffic circulation and traffic signal efficiency. Once Measure T funding is available, Trancas Sreet will be available for construction. So that the project is ready to adverstise in the first fiscal year of Measure T, the design of the project is proposed to be funded locally prior to construction.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
3,557,206	Construction	250,000				1,000,000	1,250,000
Total	Total	250,000				1,000,000	1,250,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
3,557,206	Measure T	250,000				1,000,000	1,250,000
Total	Total	250,000				1,000,000	1,250,000

Budget Impact/Other

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Public Works
Contact Rosalba Ramirez
Type Infrastructure
Useful Life
Category Street
Priority Council Direction
Status Active

Project #	ST20PW05
Project Name	Westwood Neighborhood Rehabilitation Phase 2A

GL Key #

FTE

Dept. Rank

Old Project Number

Total Project Cost: \$1,741,173

Description
Design and construction of curb/gutter/sidewalk and curb ramps on the inner streets of the Westwood Neighborhood. Pavement rehabilitation will occur on Bremen Court and Bancroft Court.

Justification
Measure T was created to fund projects that include: existing road maintenance and rehabilitation, existing sidewalk/curb/gutter maintenance, and improving existing street lights, traffic signals and other transportation related infrastructure.
There is a need for sidewalk connectivity and pedestrian safety in the Westwood Neighborhood. The concrete curb/gutter/sidewalk and curb ramps along the streets in the Westwood Neighborhood are deteriorating and will require a complete rehabilitation.
Pavement rehabilitation is needed on Bremen Court and Bancroft Court following the concrete improvements in Phase 1 on these two courts.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
841,173	Construction	900,000					900,000
Total	Total	900,000					900,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
841,173	Measure T	900,000					900,000
Total	Total	900,000					900,000

Budget Impact/Other

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Public Works
Contact Rosalba Ramirez
Type Infrastructure
Useful Life
Category Street
Priority Council Direction
Status Active

Project #	ST20PW06
Project Name	Trower Avenue Rehabilitation Phase 2

GL Key #

FTE

Dept. Rank

Old Project Number

Total Project Cost: \$3,034,658

Description
Design and construction of pavement rehabilitation on Trower Avenue from Dry Creek Road to Linda Vista Avenue.
Design and construction of pavement rehabilitation and curb/gutter/sidewalk repairs, curb ramps on Trower Avenue from Jefferson Street to East End (City Limits).

Justification
Measure T was created to fund projects that include: existing road maintenance and rehabilitation, existing sidewalk/curb/gutter maintenance, and improving existing street lights, traffic signals and other transportation related infrastructure.
There is a need for concrete and pavement repair along Trower Avenue. The pavement along Trower Avenue is deteriorating and will require a complete rehabilitation. The sidewalks and curb and gutter in areas on the east end of Trower are damaged and need repair. Along with pavement rehabilitation, sidewalk and curb ramps will be reconstructed to complete the path of travel for pedestrians and comply with ADA regulations.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
	2,434,658	Construction	600,000				600,000
Total		Total	600,000				600,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
	2,434,658	Measure T	600,000				600,000
Total		Total	600,000				600,000

Budget Impact/Other

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Public Works
Contact Rosalba Ramirez
Type Land/Improvements
Useful Life
Category Street
Priority Council Direction
Status Active

Project #	ST20PW08
Project Name	Soscol Ave. Rehab

GL Key #

FTE

Dept. Rank

Old Project Number

Total Project Cost: \$2,200,000

Description
Design and construction of roadway improvements on Soscol Avenue from Central Avenue to La Homa Drive.

Justification
The pavement along Soscol Avenue is in poor condition and will require a road rehabilitation.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
100,000	Construction	1,697,356					1,697,356
	Other	402,644					402,644
Total	Total	2,100,000					2,100,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
100,000	Measure T	2,100,000					2,100,000
Total	Total	2,100,000					2,100,000

Budget Impact/Other

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Public Works
Contact Rosalba Ramirez
Type Infrastructure
Useful Life
Category Street
Priority Council Direction
Status Active

Project #	ST20PW09
Project Name	Coombs St & S Coombs Rehab

GL Key #

FTE

Dept. Rank

Old Project Number

Total Project Cost: \$1,956,000

Description
Design and construction of concrete improvements on Coombs Street and S. Coombs from 5th Street to Imola Avenue. The concrete improvements will consist of concrete curb/gutter/sidewalk and curb ramps. Once the concrete work is complete, it will follow with the design and construction of pavement rehabilitation on Coombs Street and S. Coombs.

Justification
Measure T was created to fund projects that include: existing road maintenance and rehabilitation, existing sidewalk/curb/gutter maintenance, and improving existing street lights, traffic signals and other transportation related infrastructure.
The current condition of the concrete and pavement on Coombs Street and S. Coombs is poor. Along with pavement rehabilitation, sidewalk and curb ramps will be constructed to complete the path of travel for pedestrians and comply with ADA regulations. By completing the concrete work first, this will allow the pavement rehabilitation work to occur in the summer months when the weather is optimal.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
75,000	Construction		496,000	1,200,000			1,696,000
	Other	75,000	110,000				185,000
Total	Total	75,000	606,000	1,200,000			1,881,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
75,000	Measure T	75,000	606,000	1,200,000			1,881,000
Total	Total	75,000	606,000	1,200,000			1,881,000

Budget Impact/Other

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Public Works
Contact Rosalba Ramirez
Type Infrastructure
Useful Life
Category Street
Priority Council Direction
Status Active

Project # ST20PW10
Project Name Laurel Street Rehabilitation

GL Key #
Dept. Rank
FTE
Old Project Number

Total Project Cost: \$3,650,000

Description

Design and construction of pavement rehabilitation, curb/gutter/sidewalk and curb ramps on Laurel Street from Browns Valley Road to Freeway Drive. Laurel Street may be completed in sections depending on the condition of the pavement and what preventative maintenance and/or rehabilitation is needed. The pavement rehabilitation could include asphalt overlay, preventative maintenance or a combination of grind and overlay.

Justification

Measure T was created to fund projects that include: existing road maintenance and rehabilitation, existing sidewalk/curb/gutter maintenance, and improving existing street lights, traffic signals and other transportation related infrastructure.

The current condition of the concrete and pavement on Laurel Street is poor. The concrete rehabilitation will increase the condition of travel for pedestrians. Pavement rehabilitation is needed as Laurel Street is a higher traveled arterial in the Westwood Neighborhood. Along with pavement rehabilitation, curb ramps will be constructed to complete the path of travel for pedestrians and comply with ADA regulations.

Prior	Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
75,000	Construction		2,000,000		1,500,000		3,500,000
	Other	75,000					75,000
Total	Total	75,000	2,000,000		1,500,000		3,575,000

Prior	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
75,000	Measure T	75,000	2,000,000		1,500,000		3,575,000
Total	Total	75,000	2,000,000		1,500,000		3,575,000

Budget Impact/Other

Capital Improvement Program

FY 21 *thru* FY 25

City of Napa, California

Department Public Works
Contact Rosalba Ramirez
Type Infrastructure
Useful Life
Category Street
Priority Council Direction
Status Active

Project # ST21PW04
Project Name Westwood Neighborhood Rehabilitation Phase 2b

GL Key #
Dept. Rank
FTE
Old Project Number

Total Project Cost: \$2,000,000

Description

Design and construction of curb/gutter/sidewalk and curb ramps and pavement rehabilitation on the inner streets of the Westwood Neighborhood. The streets in the Westwood Neighborhood are being broken up in smaller sections for work to be completed in optimal working conditions.

Justification

Measure T was created to fund projects that include: existing road maintenance and rehabilitation, existing sidewalk/curb/gutter maintenance, and improving existing street lights, traffic signals and other transportation related infrastructure.

There is a need for sidewalk connectivity and pedestrian safety in the Westwood Neighborhood. The concrete curb/gutter/sidewalk and curb ramps along the streets in the Westwood Neighborhood are deteriorating and will require a complete rehabilitation. By completing the concrete work first, this will allow the pavement rehabilitation work to occur in the summer months when the weather is optimal.

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Construction		1,900,000				1,900,000
Professional/Consulting Services		100,000				100,000
Total		2,000,000				2,000,000

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Measure T		2,000,000				2,000,000
Total		2,000,000				2,000,000

Budget Impact/Other



Appendix F

Fleet Replacements & Purchases

Fiscal Year 2020/21

Fleet Replacements & Purchases

Fiscal Year 2020/21

UNIT	YEAR	MAKE	MODEL	TYPE	DEPT	ESTIMATED COST
1209	2001	JOHN DEERE	310SG	BACKHOE ENDLOADER	UTILITIES	136,000
1226	2011	FORD	F-250	4X4 DIESEL TRUCK W/ FLATBED BO	UTILITIES	50,000
1283	2006	HAULMARK	EG85X22WT3	TRAILER UTILITY	UTILITIES	14,000
1343	2007	FREIGHTLINER	M2	CONVENTIONAL CAB 10 YARD DUMP	PUBLIC WORKS	190,000
2229	2011	FORD	F-250	F250 EX CAB W/ SHELL PD UPFI	POLICE	38,000
2250	2015	CHEVROLET	CAPRICE	POLICE INTERCEPTOR	POLICE	60,000
2255	2015	FORD	CAPRICE	POLICE INTERCEPTOR	POLICE	60,000
2256	2016	BMW	R1200R	MOTORCYCLE POLICE PATROL	POLICE	34,000
2257	2016	BMW	R1200R	MOTORCYCLE POLICE PATROL	POLICE	34,000
2258	2016	BMW	R1200R	MOTORCYCLE POLICE PATROL	POLICE	34,000
2259	2016	BMW	R1200R	MOTORCYCLE POLICE PATROL	POLICE	34,000
2261	2016	CHEVROLET	TAHOE	2WD SUV POLICE	POLICE	60,000
2262	2016	CHEVROLET	TAHOE	2WD SUV POLICE	POLICE	60,000
3217	2001	PIERCE	DASH 1500-GPM	S1 ENGINE 1—1500-GPM PUMPER	FIRE	—700,000
3218	2001	PIERCE	DASH 1500-GPM	S2 ENGINE 2—1500-GPM PUMPER	FIRE	—700,000
3219	2001	PIERCE	DASH 1500-GPM	S3 ENGINE 3—1500-GPM PUMPER	FIRE	—700,000
6104	2010	BANDIT INDUST	CHIPPER	TRAILER MOUNTED CHIPPER	PARKS & REC	40,000
6207	2010	FORD	F-150	SINGLE CAB WORK TRUCK	PARKS & REC	38,000
TOTAL REPLACEMENTS						\$ 882,000



Appendix G

Performance Measures

Fiscal Year 2020/21

Performance Measures

Program	Program Metric	Indicator	Target	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual
City Clerk	Public Records Requests	% of PRAs acknowledged and statused within target	100% within 10 business days	100%	100%	95%	100%
	Meeting Minutes	% of City Council meeting minutes posted and available for review at the next regularly scheduled meeting	100% by next regularly scheduled meeting	100%	100%	85%	48%
City Manager	Priority Project Tracking	% completed within target date/budget	100%	75%	67%	69%	83%
	Fiscal Health	% fiscal policies in compliance	100%	97%	97%	97%	
	Website and Social Media	Website hits	% aggregate change year over year	Not Available	Not Available	Not Available	310,503
		Facebook Page Likes	% aggregate change year over year	410	441	4,545	489
		Average Reach-Facebook	% aggregate change year over year	510	687	2,684	2,059
		Twitter Impressions	% aggregate change year over year	130,681	166,917	933,680	355,200
		New Twitter Followers	% aggregate change year over year	725	3,158	1,948	325
Affordable Housing	Affordable Housing	# of affordable housing unit building permits issued	Trend	40	8	69	—
	Housing Rehab Program	# households assisted annually	40 households per year	32	18	35	16
	Family Self Sufficiency	# FSS graduates	4 per year	12	12	9	6

Performance Measures

Program	Program Metric	Indicator	Target	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual
Finance	Monthly Close Timeliness	% of months closed within 20 days of month end	80%	55%	33%	75%	83%
	Accounts Payable Timeliness	# invoices processed *	Trend	16,517	18,473	59,356	19,741
		% of invoices paid within 30 days of invoice date	90%	Not Available	Not Available	Not Available	Not Available
	General Fund Budget Accuracy/ Performance	% variance original budget to actual revenues	<3%	7.0%	5.0%	4.0%	1.6%
		% variance original budget to actual expenditures	<3%	(2.0)%	(1.0)%	(1.0)%	1.5%
	Business License Processing	# of new license applications processed	Trend	815	1,114	1,067	1,048
		% Business license applications processed within 30 days	85%	82%	97%	84%	67%
	IT Responsiveness/ Performance	% helpdesk tickets closed within 24 hours	70%	58%	71%	63%	66%
Human Resources	Worker's Compensation Claims	# claims filed	Trend	86	83	77	86
		# lost days due to on the job injuries	Trend	614	1,868	1,741	1,832
	Safety Inspections	# inspections per year	24 Project Site inspections per year	26	Not Available	2	27
		# Hazard Level 1 issues	Trend	14	Not Available	22	27
		# Hazard Level 2-3 issues	Trend	4	Not Available	53	88
		Average # days to correct Level 2-3 safety issues	30 days	10	Not Available	7	15
	New/Changed Class Specs	# new class specs	Trend	12	15	20	13
	New Hires	# new hires (regular)	Trend	53	59	58	43
		# new hires (part time)	Trend	60	83	66	54
		% new hires completing probation	Trend	94%	89%	99%	91%
	Recruitments	% completed within agreed upon timeframe	80%	85%	92%	90%	90%

Performance Measures

Program	Program Metric	Indicator	Target	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual
Public Facility Maintenance	Preventative Maintenance	% of total maintenance time classified as "preventative maintenance"	70%	70%	72%	67%	Not Available
	Graffiti Abatement	# of graffiti related work orders completed	Trend	307	165	95	24
		# of graffiti related work orders completed within 2 business days	150	175	105	75	24
Parks	Park Maintenance	Cost per acre (Industry standard operating expenditure per National Recreation and Park Association)	\$5,866	\$4,467	\$4,451	\$4,649	\$4,712
Recreation Programs	Recreation Program Performance	Class Participation %	75%	71%	77%	76%	68%
		% direct cost recovered	50%	57%	51%	52%	50%
		# of participant visits	Trend	162,937	152,608	149,216	142,682
Special Events	Special Event Attendance	# of attendees (private special events)	Trend	98,500	125,375	123,750	145,425
		# of attendees (City-sponsored special events)	Trend	27,000	16,300	26,200	41,450
Trees/Rights of Way	Tree Planting (planned vs actual)	% actual to target	500 (100%)	282 (56%)	129 (26%)	329 (65%)	172 (34%)
	Tree Pruning (planned vs actual)	% actual to target	2000 (100%)	1,178 (59%)	1,444 (72%)	1,645 (82%)	1576 (79%)
	Tree Replacement	% replacement trees planted within 30 days	100%	80%	80%	90%	80%
Parking	Parking Maintenance	Cleaning Frequency	7 days / week	3 days / week	5 days / week	5 days / week	5 days / week
		Sweeping Frequency	5 days / week	2 days / week	2 days / week	1 days / week	1 days / week
Capital Improvement Program	Capital Project Performance	% projects completed on time	70%	30%	40%	92%	30%
		% projects completed within budget	70%	60%	63%	92%	60%
		% of non-owner initiated change order costs	<10%	10%	0.7%	3%	4%

Performance Measures

Program	Program Metric	Indicator	Target	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual
Engineering Services	Engineering Services	# IDR Referrals	Trend	90	282	182	183
		# Building Referrals	Trend	102	105	265	242
		Plan Check (Engineering): Use Permits	Trend	24	16	14	7
		Plan Check (Engineering): Single Family Dwellings	Trend	5	50	30	33
		Plan Check (Engineering): Subdivisions	Trend	26	9	22	11
		Lot Line Adjustments	Trend	9	7	5	5
Sidewalk Improvement Program	Sidewalk Repairs	# of priority sidewalk repairs completed	50 per year	110	77	100	31
	Sidewalk Installation	# cubic yards of concrete installed	1,200 cubic yards per year	1,522	1,547	1,202	870
Solid Waste & Materials Diversion	Materials Diversion	diverted v. total tons generated	70% by 2018 75% by 2020	68%	69%	69%	68%
Street Infrastructure Program	Potholes	# pothole service order requests completed (all complaints are addressed within 3 business days)	<300	358	413	343	2,348
	Street Conditions (Pavement Condition Index)	PCI	80% PCI by 2023 >2% pts annually	68	70	72	72*
	Pavement Markings	% of pavement markings and signage in school zones (in need of repair) addressed	100%	100%	100%	100%	100%
Water Utility	Water Quality	% compliance with state water quality standards	100%	99%	100%	100%	100%
	Water Conservation - reduce overall water usage by 20% by 2020	actual v. target	2015 Interim Target: 149 gallons/person/day; 2020 Target: 132 gallons/person/day	116 gpcd	115 gpcd	123 gpcd	124 gpcd
Storm Drainage	Stormwater Quality	# of illicit discharges reported	Trend	73	60	80	82
	Catch Basin Cleaning	% of high priority catch basins (CB's) cleaned per year	*Clean 114 High Priority CB's per year (new target established in FY 16/17)	106 CB's = 93%*	114 CB's=100%	114 CB's=100%	114 CB's=100%

Performance Measures

Program	Program Metric	Indicator	Target	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual
Building Permit & Inspection	Building Permit Processing	% of permits processed within target goal (21 days for single plan check, 14 additional days for additional plan checks)	95% within timeframes	83%	85%	96%	85%
Code Enforcement	Code Enforcement	Average number of days to first contact with reporting party	Trend	900%	7	7	5
		Average number of days to first contact with violating party	Trend	\$11	7	7	6
		% of cases resolved through voluntary compliance	60%	91%	95%	95%	98%
Economic Development	Downtown Investment	Annual Private Real Estate \$	Trend	\$89,000,000	\$43,000,000	\$40,000,000	\$8,275,000
		Annual Private Construction \$	Trend	\$9,001,000	\$55,235,000	\$56,000,000	\$5,279,137
		Vacancy Rate	Trend	6%	9%	14%	10%
Planning	Entitlement Applications by Type	# processed (Administrative Permit)	Trend	50	58	64	41
		# processed (Discretionary Reviews)	Trend	310	316	283	158
	Determination of Application Completeness	% of applications reviewed for completeness within 30 days	100%	99%	99%	99%	99%
	Final Application Approval	% of final determinations made for applications requiring environmental determination pursuant to CEQA that are reviewed within 180 days	95%	67%	89%	78%	100%
		% of final determinations made for applications requiring an environmental impact report (EIR) that are reviewed within one year	95%	Not Applicable	Not Applicable	Not Applicable	Not Applicable
	Approved Residential Development	# of single-family units	Trend	99	19	79	34
		# of multi-family units	Trend	256	117	392	70
		# of second units	Trend	10	33	44	34
		# of group bed units	Trend	173	—	173	—
	Approved Non-Residential Development	# commercial square feet	Trend	99,194	13,777	16,476	68,070
		# office square feet	Trend	28,050	16,067	Not Available	0
		# industrial square feet	Trend	22,330	44,598	390	—
		# hotel rooms	Trend	22	28	Not Available	12

Performance Measures

Program	Program Metric	Indicator	Target	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual
Disaster Prep/ Recovery	Employee ICS/NIMS Training	% compliance	100%	100%	98%	96%	96%
Fire Prevention	Community Outreach	# of events	100	85	98	120	130
		# of participants in SAFE program	6,000	5,752	5,950	5,800	5,750
		# of participants taught Hands Only CPR	2,000	2,597	2,632	1,342	2,523
	Fire is Everyone's Fight	# smoke alarms installed	40	113	109	253	143
	Fire Prevention Inspections (includes American Canyon)	# construction inspections	Trend	643	651	782	688
		# plan checks	Trend	139,200%	1,248	1,139	1,309
		% of mandatory inspections completed (schools, institutions, hotels, motels, multifamily residential properties)	100%	100%	100%	100%	91%
	Weed Abatement	# notices sent	Trend	298	275	204	206
		# properties inspected	Trend	126	115	284	219
		# citations issued	Trend	41	7	26	26
		# parcels cleared by City	Trend	900%	3	9	2
Fire Suppression & Operations	Emergency Response Time	% calls responded to within target	90% response within 7 minutes	88%	89%	92%	90%
	CPR Survival Rate (Napa compared to national average)	% Napa Average	Comparison	33%	67%	29%	Not Available
		% US Average	Comparison	12%	33%	29%	Not Available
	Certification in Specialized Disciplines	% certification	100%	100%	100%	92%	100%
Dispatch	Dispatch Calls	# calls to dispatch	Trend	4,749,500%	49,498	47,822	48,889
		% answered within 10 seconds * State of CA goal is now 15 seconds, measure used is 15 seconds beginning CY2016	90%	93%	93%	96%	95%
		General time for call received to event created for Priority 1 - Priority 4 calls for Napa PD	30 seconds	28 seconds	27 seconds	26 seconds	26 seconds
		Response time from event created to arrival time for Priority 1 - Priority 4 calls for Napa PD	1 minute, 45 seconds	1 minute, 25 seconds	Not Available	1 minute, 37 seconds	1 minute, 52 seconds

Performance Measures

Program	Program Metric	Indicator	Target	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual
Patrol	Officer committed time vs non-committed time	Hours committed v Non-Committed	Trend	Not Available	Not Available	Not Available	Not Available
	UCR Part 1	# crimes	Trend	2,471	2,259	2,187	2,125
	Larceny Offenses	# crimes	Trend	1,013	842	\$823	\$848
Property & Records	Property & Records	# of processed reports	Trend	7,791	7,208	7,161	7,040
		# of front counter assistance	Trend	16,882	14,683	13,948	12,134
		# permits processed	Trend	886	856	882	726
		# background requests processed	Trend	974	835	882	799
		# subpoenas processed	Trend	3,471	3,386	3,697	3,988
Special Police Operations	Investigations	# cases assigned	Trend	362	293	1,071	1,287
		% Cleared by arrest or charges filed	Trend	33%	31%	14%	33%
	Napa Special Investigations Bureau	# cases assigned	Trend	147	142	126	155
		% Cleared by arrest or charges filed	Trend	24.5%	49%	39%	55%
		Value of substances seized	Trend	\$16,917,363	\$21,912,960	\$184,511	\$257,987
	Homeless Program	# homeless persons served	Trend	1,816	2,172	1,725	1,315
		# homeless persons placed in housing or shelter	Trend	131 individuals / 10 families	126 individuals / 18 families	60 individuals / 8 families	138
		# homeless veterans served	Trend	5	14	13	38
	School Resource Officers	# cases investigated	Trend	140	226	247	270
		% of cases cleared	100%	100%	100%	100%	100%
	Diversion	# youth referred to program	Trend	1,572	1,728	3,259	3,232
		% completing program	Trend	94%	90%	100%	94%

Performance Measures

Program	Program Metric	Indicator	Target	CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Actual
Traffic Safety	Traffic Safety	# fatal collisions	Trend	1	0	1	3
		# injury collisions	Trend	269	230	335	380
		# DUI related collisions	Trend	79	85	86	71
		# DUI arrests	Trend	426	341	187	203
		# education presentations	Trend	6	13	6	11
		# engineering change recommendations made	Trend	1	30	27	25
	Red Light Camera (enforcement ended 2/28/2017)	# violations	Trend	3,739	4,967	1,188	—
		# citations issued	Trend	1,882	2,246	320	—
		# fatal collisions	Trend	—	—	—	—
		# injury collisions	Trend	33	5	5	25
	Traffic Counts	% traffic counts on major streets completed and published annually by February 15	100%	50%	100%	100%	1
	Speed Surveys	# of expiring speed surveys completed	Trend	300%	—%	52	—
		% of expiring speed surveys completed	100%	100%	100%	100%	1