CITY OF SAN LEANDRO

MEMORANDUM

DATE: April 6, 2012

TO: Finance Committee

FROM: Chris Zapata, City Manager

BY: James H. O'Leary, Interim Finance Director

SUBJECT: Continued Discussion Regarding Development for 2012-13 City Budget and Budget Work Session Follow-Up

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The City Council work session on March 26, 2012 was scheduled to present and review the 2012-13 budget development process. The presentation primarily focused on the General Fund and Capital Improvement Program budgets.

The following materials have been prepared for the Finance Committee continued discussion and follow-up from the work session.

- Summary report on City Council Questions and Comments from the work session.
- Updated presentation, 2012-13 Budget Development
- Income Statement Projection, Shoreline Enterprise Fund, 2010-11 to 2012-13. Option 1 modifies the General Fund loan debt service (for Golf Course and Marina) to interest only in order to fund AGI – CIP projects.

CITY OF SAN LEANDRO

INCORPORATED 1872

City Council Budget Work Session
March 26, 2012
City Council Questions and Comments

<table>
<tr><th></th><th></th></tr>
<tr><td>Provide the Alameda County Fire Department –City contract payments over the past 10-years.</td><td>Fire Department contract expenditures beginning in 2001-02:
<table>
<tr><th>Year</th><th>Actual Amount</th><th>% Change</th><th>Budget Amount</th></tr>
<tr><td>2001-02</td><td>$11,256,600</td><td></td><td>$11,083,000</td></tr>
<tr><td>2002-03</td><td>$12,151,500</td><td>8%</td><td>$11,848,900</td></tr>
<tr><td>2003-04</td><td>$12,439,600</td><td>2%</td><td>$12,450,700</td></tr>
<tr><td>2004-05</td><td>$13,848,200</td><td>11%</td><td>$13,848,000</td></tr>
<tr><td>2005-06</td><td>$14,474,400</td><td>5%</td><td>$14,448,100</td></tr>
<tr><td>2006-07</td><td>$15,167,000</td><td>5%</td><td>$15,372,500</td></tr>
<tr><td>2007-08</td><td>$15,890,900</td><td>5%</td><td>$15,981,600</td></tr>
<tr><td>2008-09</td><td>$16,633,300</td><td>5%</td><td>$17,029,200</td></tr>
<tr><td>2009-10</td><td>$17,494,200</td><td>5%</td><td>$17,560,000</td></tr>
<tr><td>2010-11</td><td>$17,140,800</td><td>-2%</td><td>$17,488,400</td></tr>
<tr><td>2011-12</td><td>$17,865,000</td><td>4%</td><td>$17,865,000</td></tr>
<tr><td>Proposed</td><td></td><td></td><td></td></tr>
<tr><td>2012-13</td><td>$18,446,000</td><td>3%</td><td>$18,446,000</td></tr>
</table></td></tr>
<tr><td>Provide expenditure totals for Public Safety (Police and Fire) over the past 10-years.</td><td>Fire and Police actual expenditures beginning in 2001-02:
<table>
<tr><th>Year</th><th>Fire</th><th>% Change</th><th>Police</th><th>% Change</th><th>Total</th><th>% Change</th></tr>
<tr><td>2001-02</td><td>$11,463,500</td><td></td><td>$19,373,700</td><td></td><td>$30,837,200</td><td></td></tr>
<tr><td>2002-03</td><td>12,332,700</td><td>8%</td><td>21,590,600</td><td>11%</td><td>33,923,400</td><td>10%</td></tr>
<tr><td>2003-04</td><td>12,638,100</td><td>2%</td><td>20,050,600</td><td>-7%</td><td>32,688,700</td><td>-4%</td></tr>
<tr><td>2004-05</td><td>14,236,100</td><td>13%</td><td>22,956,500</td><td>14%</td><td>37,192,600</td><td>14%</td></tr>
<tr><td>2005-06</td><td>15,027,500</td><td>6%</td><td>23,402,100</td><td>2%</td><td>38,429,600</td><td>3%</td></tr>
<tr><td>2006-07</td><td>16,221,800</td><td>8%</td><td>24,818,700</td><td>6%</td><td>41,040,500</td><td>7%</td></tr>
<tr><td>2007-08</td><td>17,402,300</td><td>7%</td><td>26,614,400</td><td>7%</td><td>44,016,700</td><td>7%</td></tr>
<tr><td>2008-09</td><td>17,017,100</td><td>-2%</td><td>28,113,800</td><td>6%</td><td>45,130,900</td><td>3%</td></tr>
<tr><td>2009-10</td><td>18,457,400</td><td>8%</td><td>26,579,300</td><td>-5%</td><td>45,036,700</td><td>-.02%</td></tr>
<tr><td>2010-11</td><td>17,740,600</td><td>-4%</td><td>25,539,700</td><td>-4%</td><td>43,280,300</td><td>-4%</td></tr>
<tr><td>2011-12</td><td>18,000,000</td><td>1%</td><td>26,174,000</td><td>2%</td><td>44,174,000</td><td>2%</td></tr>
<tr><td>Proposed</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>2012-13</td><td>18,835,700</td><td>3%</td><td>25,330,900*</td><td>-3%</td><td>44,166,600</td><td>0%</td></tr>
</table>
* Decrease in Police attributed to Side Fund refinancing</td></tr>
<tr><td>What is “Other” in the proposed contract with Alameda County Fire Department?</td><td>The slide 16 chart for the work session presentation identified “Other” at $442,000, 0.2% of the total budget. $419,000 of this amount is “County-wide overhead” expense.</td></tr>
<tr><td>Staff reported on the amount of revenue from Measure Z paid by visitors to San Leandro.</td><td>The percent of Measure Z revenue paid by non-residents was verified with MuniServices. MuniService reports show that San Leandro captures revenue from other cities in 15 of 19 economic sales tax segments. Specifically for Measure Z, the firm reports the 25% of the revenue is paid by visitors to San Leandro.</td></tr>
<tr><td>Slide 11 should reflect cost for Human Resources Manager position.</td><td>Slide 11, General Fund Expenditure Assumptions, reflects the proposed Human Resources Manager position in 2012-13 at a cost of $192,000.</td></tr>
</table>

Staff reported that slide 17, Redevelopment Agency Elimination required rework of the column 2012-13 Proposed Budget Expenditures. The City Council requested making the slide graphics more legible.	Slide 17 has a redesigned graphic presentation. Salaries/Benefits, Services/Spls, and Overhead reflect the Scenario B approved by the City Council.
Slide 18, Improvement, 2011-12 Adopted Budget to Projected Budget incorrectly stated the Lakeside Village one-time payment was Transient Occupancy Tax.	The one-time payment was for Property Transfer Tax.
What was the previous assessed value for the Lakeside Village apartment complex? Will the reassessment significantly increase the City property tax revenue.	The sale of the property will result in the assessed value increasing by $71,000,000. Annual City property tax revenue of about $85,000 will come from the reassessment (increase of 0.5%).
Provide detail of the “Other Consulting, Attorney Fees” $200,000 on the General Fund Expenditure Assumptions 2012-13, slide 12.	Should have read “Other Services, Attorney Fees.” Reflects increase costs in 2012-13 for audit services, deferred compensation consultants, flood plain management, credit card bank charges, City Attorney services (retainer increased by $10,400), and radio maintenance (new East Bay Regional Communication System Authority (EBRCSA) radios for 6-months).

2012-13 Budget Development

City of San Leandro
City Council Work Session
March 26, 2012

Overview

- Budget challenges
- 2012-13 City Council goals
- Budget 2006-07 through 2011-12
- Measure Z, transaction and use tax
- 2012-13 revenue/expenditure assumptions
- 2012-13 budget summary and strategies
- What services will budget fund?
- 2012-13 Capital improvement budget

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Every Budget Uniquely Challenging
2012-13

- Unwinding redevelopment
- Affects of Great Recession continue
- Labor negotiations
- Measure Z
  - Sunsets 5-years from March 2013

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City Council Goals
2012-13

- Place the City on a firm foundation for long-term fiscal sustainability
- Work with the community and all stakeholders towards completing major projects and programs for sustainable economic development
- Provide quality public safety services and work in partnership with the community to keep San Leandro safe
- Maintain and enhance the City's infrastructure
- Support programs, activities and communication that enhance the quality of life in San Leandro and promote a sense of community and civic pride
- Maintain and support a strong positive relationship between the City and schools

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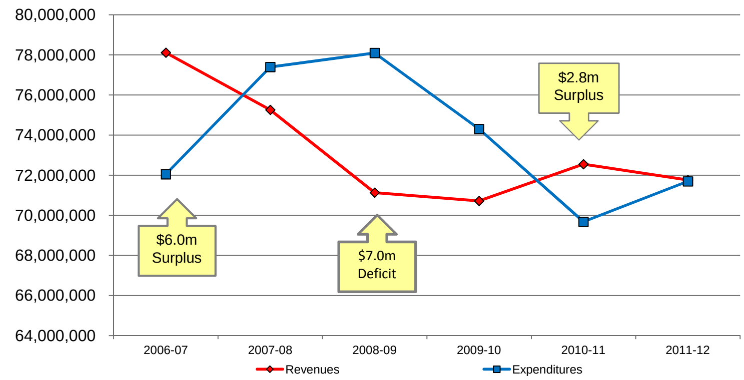
General Fund Annual Expenditures and Revenues
Historical Data, 2006-07 thru 2011-12



	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Actual 2010-11	Adopted 2011-12
Revenues	$ 78,113,000	$ 75,261,000	$ 71,133,000	$ 70,718,000	$ 72,548,000	$ 71,760,000
Expenditures	72,049,000	77,397,000	78,097,000	74,305,000	69,677,000	71,693,000
Net	$ 6,064,000	$ (2,136,000)	$ (6,964,000)	$ (3,587,000)	$ 2,871,000	$ 67,000

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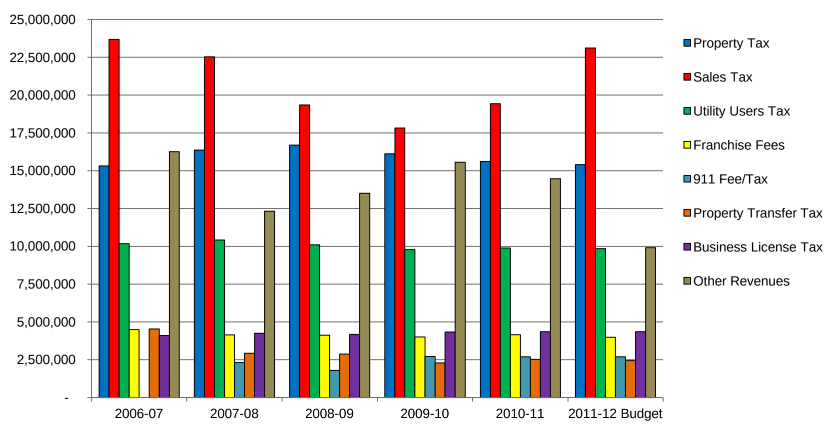
General Fund Annual Revenues
Historical Data, 2006-07 thru 2011-12



	Property Tax	Sales Tax	Utility Users Tax	Franchise Fees	911 Fee/Tax	Property Transfer Tax	Business License Tax	Other Revenues	Total
2006-07	15,316,000	23,691,000	10,175,000	4,496,000	-	4,539,000	4,103,000	16,261,000	78,581,000
2007-08	16,363,000	22,531,000	10,420,000	4,142,000	2,309,000	2,925,000	4,248,000	12,322,000	75,260,000
2008-09	16,698,000	19,352,000	10,103,000	4,126,000	1,801,000	2,870,000	4,179,000	13,504,000	72,633,000
2009-10	16,118,000	17,826,000	9,783,000	4,005,000	2,712,000	2,297,000	4,338,000	15,557,000	72,636,000
2010-11	15,616,000	20,299,000	9,891,000	4,160,000	2,694,000	2,529,000	4,361,000	13,598,000	73,148,000
2011-12	15,400,000	23,110,000	9,848,000	3,983,000	2,700,000	2,444,000	4,361,000	9,914,000	71,760,000

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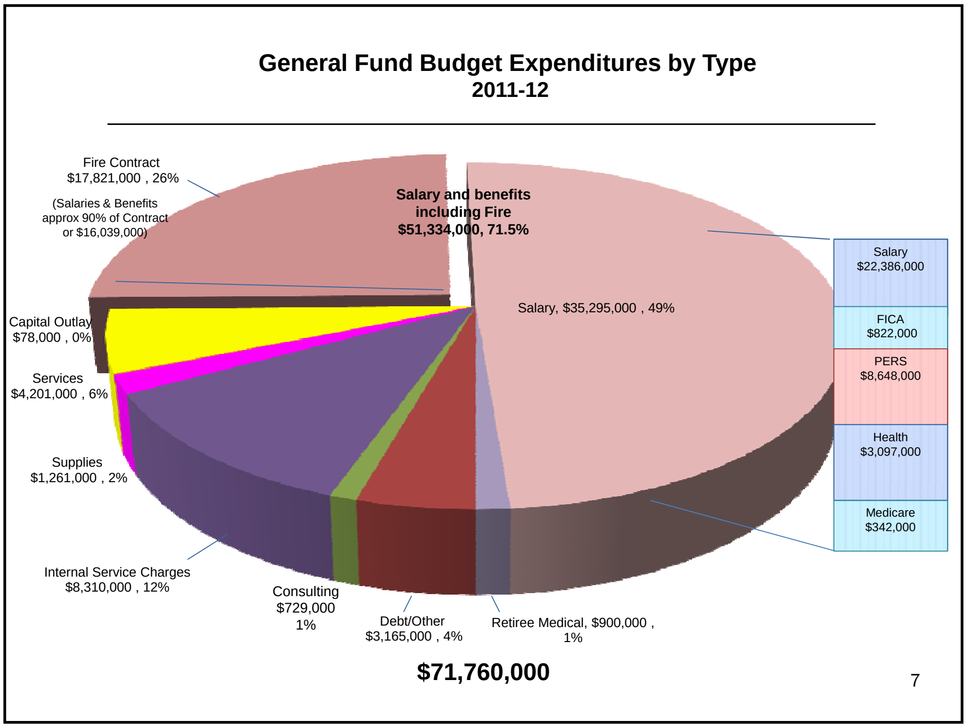
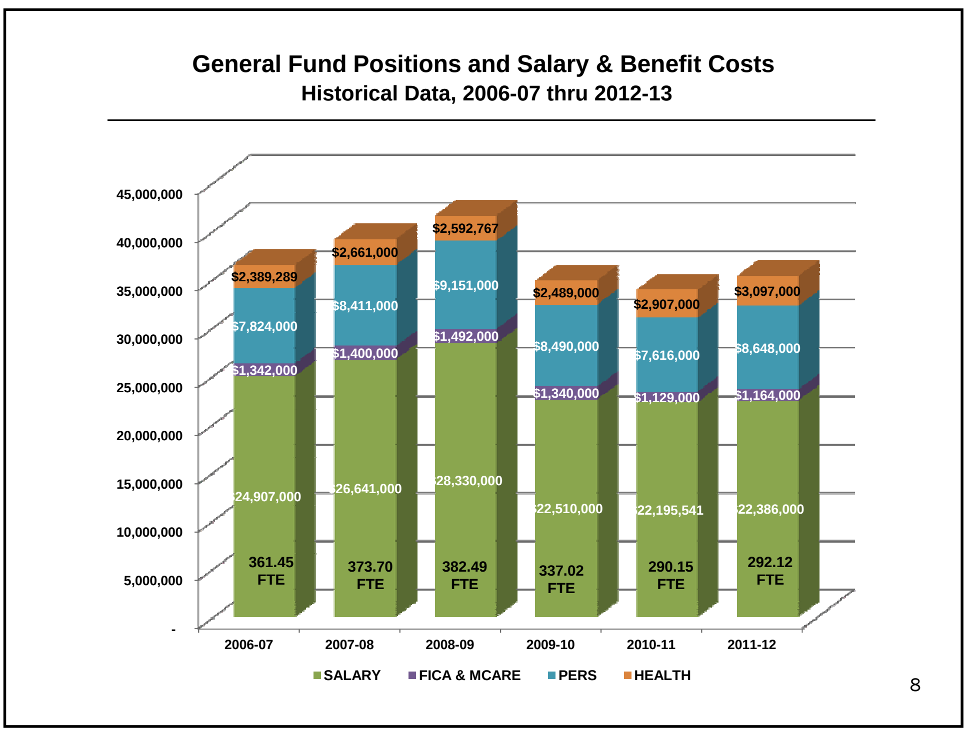

General Fund Budget Expenditures by Type
2011-12
Fire Contract
$17,821,000 , 26%
(Salaries & Benefits approx 90% of Contract or $16,039,000)
Salary and benefits including Fire
$51,334,000, 71.5%
Salary, $35,295,000 , 49%
Salary
$22,386,000
FICA
$822,000
PERS
$8,648,000
Health
$3,097,000
Medicare
$342,000
Capital Outlay
$78,000 , 0%
Services
$4,201,000 , 6%
Supplies
$1,261,000 , 2%
Internal Service Charges
$8,310,000 , 12%
Consulting
$729,000
1%
Debt/Other
$3,165,000 , 4%
Retiree Medical, $900,000 , 1%
$71,760,000
7


General Fund Positions and Salary & Benefit Costs
Historical Data, 2006-07 thru 2012-13
45,000,000
40,000,000
35,000,000
30,000,000
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
-
$2,389,289
$7,824,000
$1,342,000
$24,907,000
361.45 FTE
$2,661,000
$8,411,000
$1,400,000
$26,641,000
373.70 FTE
$2,592,767
$9,151,000
$1,492,000
$28,330,000
382.49 FTE
$2,489,000
$8,490,000
$1,340,000
$22,510,000
337.02 FTE
$2,907,000
$7,616,000
$1,129,000
$22,195,541
290.15 FTE
$3,097,000
$8,648,000
$1,164,000
$22,386,000
292.12 FTE
2006-07
2007-08
2008-09
2009-10
2010-11
2011-12
SALARY
FICA & MCARE
PERS
HEALTH
8

Measure Z Revenue
($0.25 Transaction and Use Tax)

- Passed in November 2010
- Effective April 1, 2011 for 7 years
  - Provides for local control
  - Limited to retail sales, does not impact food, medicines, rent, mortgages, or utilities
  - 25% paid by visitors to San Leandro
- As of March 31, 2013, 5-years remaining to plan
- Allows for economy to recover and revenue to rebound
- Calls for Citizens' Oversight Committee

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Impacts If Measure Z Was Not Approved By Voters

- Layoffs:
  - 10 positions eliminated
  - Police reductions such as Crime Prevention Officer, 2 Traffic Officers, and School Resource Officer
- Fire Ladder Truck eliminated (9 firefighters)
- Critical service cuts:
  - Neighborhood police patrols and Gang suppression
  - Increased response time to 9-1-1 emergency calls
  - Close branches, reduced library programs for children, adults and families

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General Fund Revenue Assumptions
2012-13

Revenue	% Change (2011-12 Budget vs. 2012-13 Proposed)	Assumption
Property Tax	+10.0%	RDA dissolution
Real Property Transfer tax	+3.0%	Real estate market improving
Utility Tax & Franchise Fees	+3.0%	Increase in usage and services
911 Tax	+3.7%	2.6% CPI + increase in usage
Business License Tax	+4.7%	2.6% CPI + increase in businesses and late penalties
Total Sales Use Tax	+2.0%	Less than CPI, slower growth
All Other Revenues	+2.0%	Less than CPI, slower growth

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General Fund Expenditure Assumptions
2012-13

Hold the line budget, no additional department reductions
- One full time position restored

Increase Costs:

• PERS Rates - Miscellaneous Employees	$509,000
• PERS Rates - Public Safety Employees	323,000
• Redevelopment Agency - Transfer positions from RDA	533,000
• Employee Furlough Termination	666,000
• Employee Health Benefits	105,000
• Human Resources Manager Position	192,000
• Fire Services Contract	580,000
• Redevelopment Agency - Transfer services from RDA	439,000
• Municipal Election	110,000
• Additional Vehicle Replacements	66,000
• Other Consulting, Attorney Fees	200,000
• Liability Claim Costs	478,000
Expected Savings:	
• Refinancing Public Safety Pension	(300,000)

Total **$4,637,000**

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General Fund Budget Summary
2011-12 and 2012-13

		2011-12 Adopted		2011-12 Projected		2012-13 Budget Development
Operating Revenues	$	71,760,000	$	73,613,000	$	75,081,000
Operating Expenditures		(71,693,000)		(72,003,000)		(76,276,000)
Operating Surplus (Deficit)	$	67,000	$	1,610,000	$	(1,195,000)
Transfers		(67,000)		743,000		(72,000)
Use of Fund Balance		-		-		-
Other Sources (Uses)	$	(67,000)	$	743,000	$	(72,000)
Net Revenue/(Expenditures)	$	-	$	2,353,000	$	(1,267,000)

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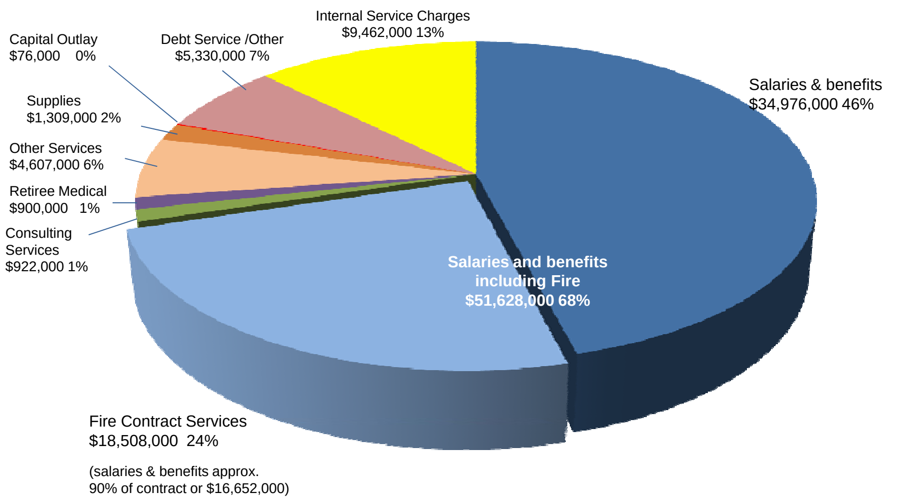
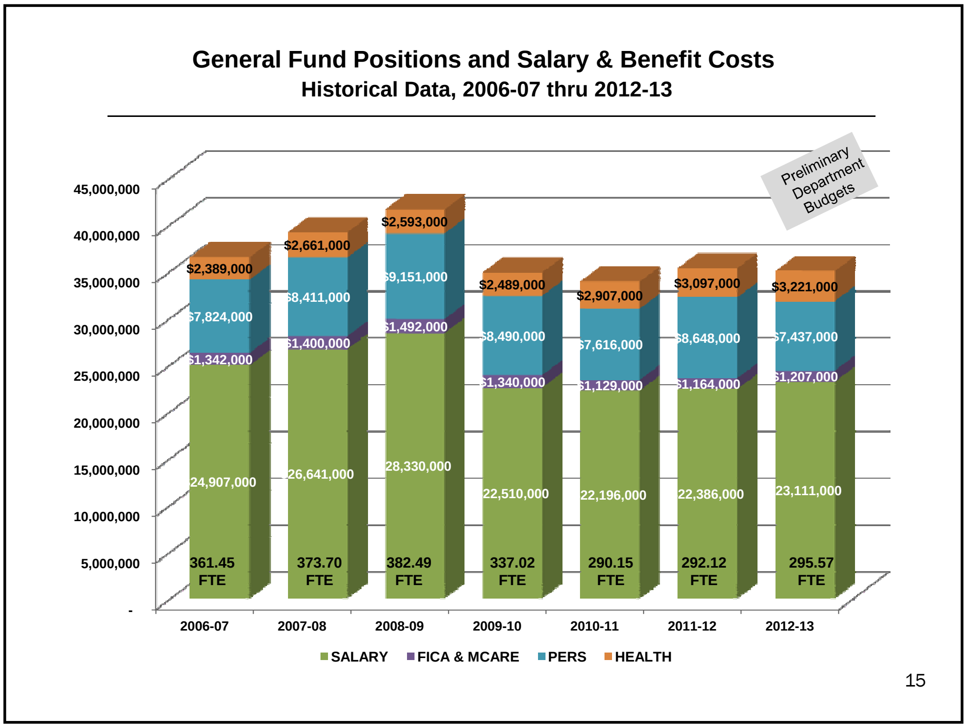
General Fund Budget Expenditures by Type
2012-13 Proposed



$76,090,000

14


General Fund Positions and Salary & Benefit Costs
Historical Data, 2006-07 thru 2012-13
Preliminary Department Budgets
45,000,000
40,000,000
35,000,000
30,000,000
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
-
$2,389,000
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$7,616,000
$1,129,000
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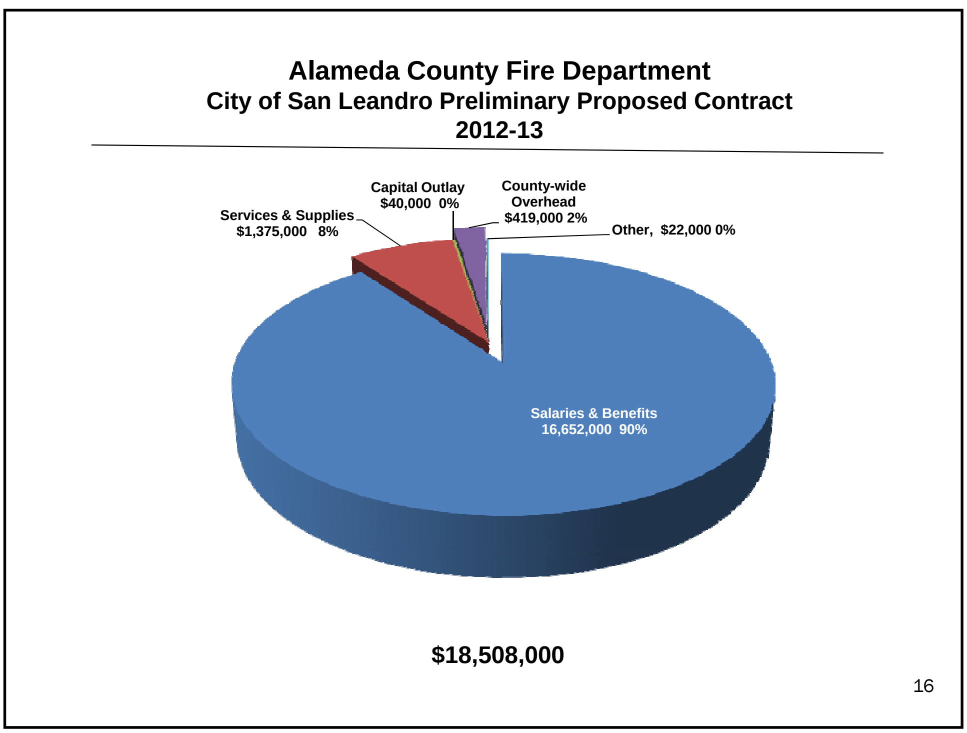
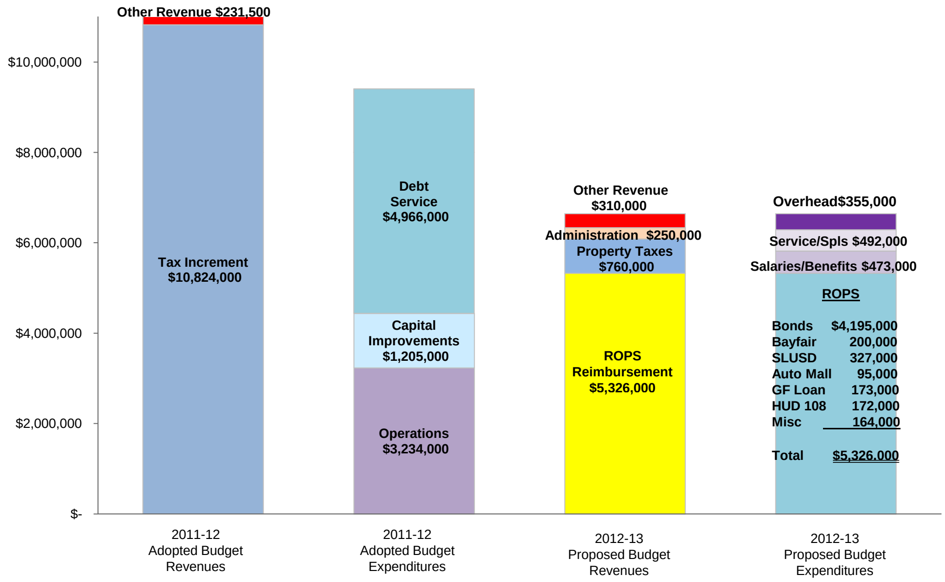
290.15 FTE
$3,097,000
$8,648,000
$1,164,000
22,386,000
292.12 FTE
$3,221,000
$7,437,000
$1,207,000
23,111,000
295.57 FTE
2006-07
2007-08
2008-09
2009-10
2010-11
2011-12
2012-13
SALARY
FICA & MCARE
PERS
HEALTH
15


Alameda County Fire Department
City of San Leandro Preliminary Proposed Contract
2012-13
Capital Outlay $40,000 0%
County-wide Overhead $419,000 2%
Services & Supplies $1,375,000 8%
Other, $22,000 0%
Salaries & Benefits 16,652,000 90%
$18,508,000
16

Redevelopment Agency Elimination
Revenues and Expenditures



17

Improvement, 2011-12 Adopted Budget to Projected Budget
Primarily One-Time Revenue

HVAC and Roof CIP completion transfer	$ 900,000
Lakeside Village Property Transfer Tax	600,000
Kaiser building permits	500,000
Other revenue increases	353,000
Total	$ 2,353,000

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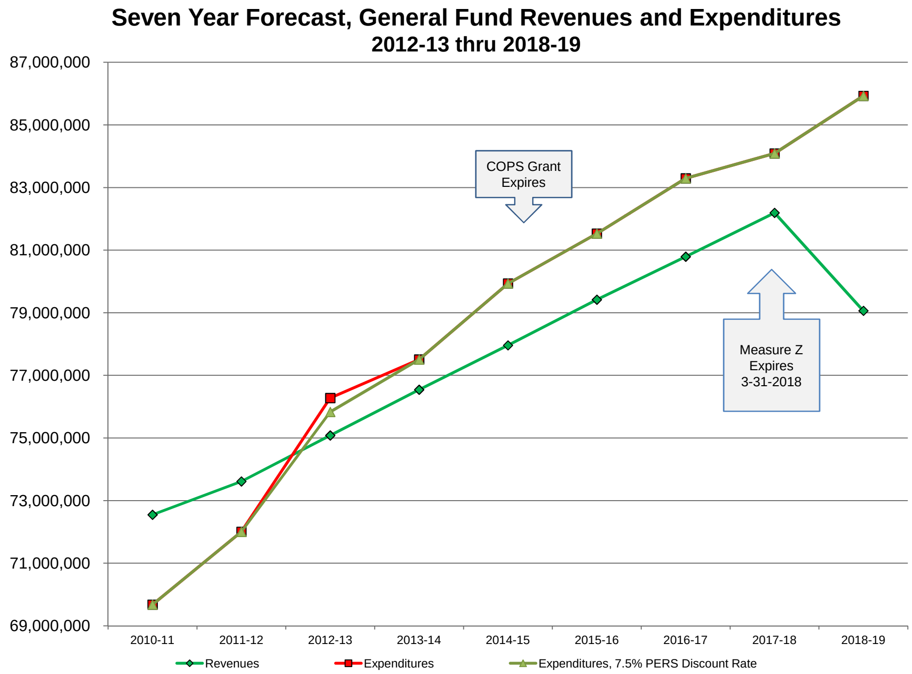

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Budget Balancing Strategies
2012-13

Increase Sales Tax revenue estimate, adjusting forecast to factor in 2011-12 increases	$ 267,000
Appropriate portion of building permit revenue to match 2012-13 expenditure requirement	300,000
Appropriate Community Impact payment (20%) without offsetting transfer increasing reserves	300,000
Use 2011-12 carryover Fund Balance for limited duration (first of five years) fire apparatus lease payment	207,000
Department reorganizations, limited hiring freeze and extended vacancy duration prior to recruitment, eliminating summer interns from E&T and directly impact capital improvement projects (same as 2011-12)	244,000
Total	$ 1,318,000

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Strategies Addressing One-time Needs
2012-13

HANDOUT A

What Services Will Budget Fund?

HANDOUT B

Proposed
Capital Improvement Program
2012-2013

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Capital Improvement Program Budget Process
2012-2013

- Project submission – year round
- Cut off for consideration for 2012-13 – November 2011
- Unfunded CIP list created – December 2011
- CIP committee ranking – January 2012
- City Council prioritization – February 2012
- Detailed scope of work and cost estimates – February 2012
- Determination/distribution available funding – February 2012
- Presentation of tentative CIP to City Council – March 26, 2012
- Completion of the CIP budget document – April 2012
- City budget adoption/approval of CIP – May 2012

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Capital Improvement Program Summary
2012-13

- 17 Projects ($5.23 Million)
- Projects are maintenance and safety related
- 4 of the City Council top 10 projects are funded (12 of top 25)
- Funding Summary:
  - Developer Fees for Street Improvements $80,000
  - Measure B (All types) $2,143,787
  - Grants $485,000
  - Heron Bay Assessment District $100,000
  - Community Development Block Grant $86,139
  - Water Pollution Control Enterprise $1,243,000
  - Gas Tax Fund $910,422
  - General Fund $185,000

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Transportation Projects

- Annual Overlay / Rehabilitation Program (City Council Ranking - 2)
  - Achieve an average Pavement Condition Index (PCI) of 70
  - Current PCI 56
  - Total Funding – $940,000
  - Funding:
    - $554,376 Measure B Streets & Roads
    - $345,624 Measure B Vehicle Registration Fees
    - $40,000 Measure B Bicycle & Pedestrian
  - Result: PCI will be reduced to 55 (estimated)
- Annual Street Sealing Program (1)
  - Achieve an average Pavement Condition Index (PCI) of 70
  - Current PCI 56
  - Total Funding – $1,000,000
  - Funding:
    - $31,817 Measure B Streets & Roads
    - $910,422 Gas Tax Fund 142
    - $57,761 Measure B Streets / Alameda County Transportation Commission
  - Result: PCI will be reduced to 55 (estimated)

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Transportation Projects (continued)

- Annual Sidewalk Repair Program (35)
  - Inspect and repair sidewalks, repair curb and gutter, and construct Americans with Disabilities Act (ADA)-compliant ramps
  - Estimated Cost – $436,400
  - Funding:
    - $225,180 Measure B Streets & Roads
    - $125,089 Measure B Bicycle & Pedestrian
    - $31,139 Community Development Block Grant
    - $55,000 Transportation Development Act (TDA) Grant
- Bicycle Network (East) Connection (31 tied)
  - Install bike lanes, markings, and signage east of the Union Pacific Railroad Niles Subdivision
  - Estimated Cost – $500,940
  - Funding:
    - $500,940 Measure B Bicycle & Pedestrian

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Transportation Projects (continued)

- Miscellaneous Traffic Studies, Advanced Planning, and Safety / Signal Equipment (11)
  - Traffic-related planning activities and installation of various signal improvements
  - Estimated Cost: $20,000
  - Funding:
    - $20,000 Developer Fees for Street Improvement
- Annual Bicycle and Pedestrian Improvements (12)
  - Support programs identified in City's Bicycle and Pedestrian Master Plan
  - Estimated Cost: $60,000
  - Funding:
    - $60,000 Measure B Bicycle & Pedestrian

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Transportation Projects (continued)

- Marina Community Center Pedestrian Improvements (10)
  - Install an enhanced pedestrian crosswalk on Wicks Boulevard adjacent to the Marina Community Center
  - Estimated Cost – $50,000
  - Funding:
    - $50,000 Measure B Bicycle & Pedestrian

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Environmental Hazard Projects

- Storm Drain Outfall Repair – Various Locations (31 tied)
  - Repair / reconstruct storm drainage damaged structures at four locations
  - Estimated Cost – $153,000
  - Funding:
    - $153,000 Measure B Streets & Roads
- Heron Bay Levee Maintenance (21 tied)
  - Improve levee protection
  - Total Estimated Cost – $350,000
  - Third year of fund accumulation ($250k in prior years)
  - Construction 2013
  - Funding
    - $100,000 Heron Bay Assessment District

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Environmental Hazard Projects (continued)

- Sanitary Sewer Capacity Study and Master Plan (21 tied)
  - Conduct a study of the sanitary sewer system capacity for key system elements under peak flow conditions. Last study conducted in 1993
  - Estimated Cost – $450,000
  - Funding:
    - $450,000 Water Pollution Control Enterprise Funds
- CCTV Truck, Equipment, and Systems Replacement (25 tied)
  - Purchase of a Closed Circuit Television (CCTV) truck and equipment necessary for sewer collection system inspections
  - Estimated Cost – $293,000
  - Funding:
    - $293,000 Water Pollution Control Enterprise Funds

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Environmental Hazard Projects (continued)

- Sanitary Sewer Line Replacement / Repair (12 tied)
  - Repair or replace segments of the sanitary sewer collection system based on condition inspections
  - Estimated Cost – $500,000
  - Funding:
    - $500,000 Water Pollution Control Enterprise Funds

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Community Services and Facilities Projects

- ADA Transition Plan Construction (17)
  - Meet ADA requirements for City facilities in accordance with adopted plan
  - Estimated Cost – $130,000
  - Funding:
    - $55,000 Community Development Block Grant
    - $75,000 General Fund
    - $20,000 programmed into Public Works Services operations
- San Leandro Ball Park Locker / Restroom Refurbishment (NR)
  - Upgrade the restrooms and locker room facilities at the SL Ball Park
  - Estimated Cost – $470,000
  - Previous funding $130,000 Measure WW grant (FY2011)
  - Funding:
    - $340,000 Measure WW grant

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Open Space, Conservation, and Parks Projects

- Toyon Park Pathway Rehabilitation (NR)
  - Rehabilitate the asphalt pathways within Toyon Park
  - Estimated Cost – $90,000
  - Funding:
    - $90,000 Measure WW grant

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Computers and Technology Projects

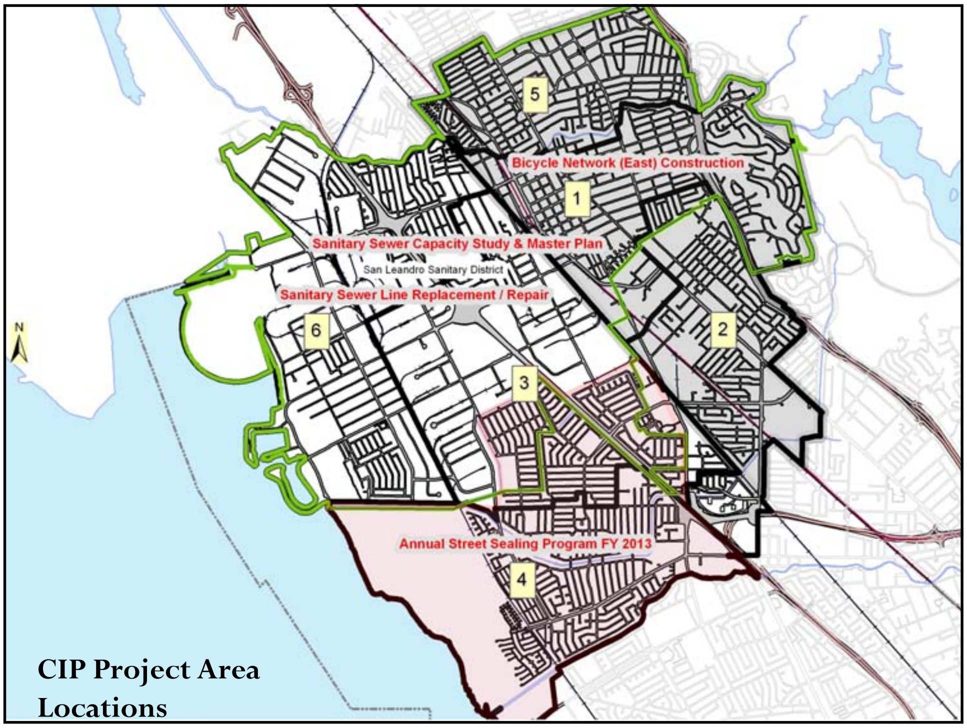
- Fiber Optic Loop Separation (4)
  - Improving redundancy in the City's fiber network by constructing a separate fiber optic line between the City Hall and Main Library
  - Estimated Cost – $120,000
  - Funding:
    - $60,000 Developer Fees for Street Improvements
    - $60,000 General Fund

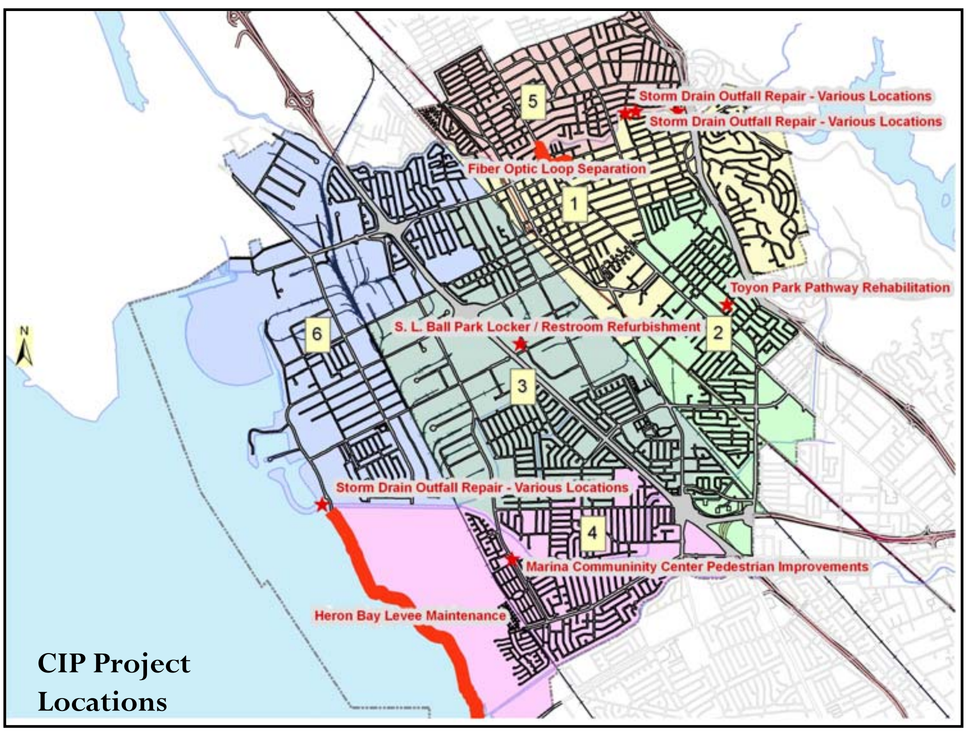
35

Miscellaneous Projects

- Miscellaneous Engineering Studies (36 tied)
  - Fund design studies, grant applications, or other engineering support requests
  - Estimated Cost – $50,000
  - Funding:
    - $50,000 General Fund

36


5
Bicycle Network (East) Construction
1
Sanitary Sewer Capacity Study & Master Plan
San Leandro Sanitary District
Sanitary Sewer Line Replacement / Repair
6
2
N
3
Annual Street Sealing Program FY 2013
4
CIP Project Area
Locations


5
Storm Drain Outfall Repair - Various Locations
Storm Drain Outfall Repair - Various Locations
Fiber Optic Loop Separation
1
Toyon Park Pathway Rehabilitation
S. L. Ball Park Locker / Restroom Refurbishment
2
6
N
3
Storm Drain Outfall Repair - Various Locations
4
Marina Communinity Center Pedestrian Improvements
Heron Bay Levee Maintenance
CIP Project
Locations

Current Major Projects	Estimated Construction $	Planned Completion
WPCP Rehabilitation	$50,000,000	2014
Estudillo Callan Garage	$10,000,000	2012
BART-Downtown Pedestrian Improvements	$6,400,000	2013
East 14th St Utility Undergrounding (150th to Blossom Way) Conduit	$6,000,000	2014
East 14th St./Hesperian Blvd./150th Ave. Intersection Improvements	$1,300,000	2016
Annual Street Sealing 2011-2012	$1,000,000	2012
Marina Park Picnic Area Improvements	$900,000	2013
Marina Park Irrigation Improvements	$550,000	2013
Monarch Bay Bridge Maintenance and Repair	$500,000	2013
Washington/Monterey Traffic Signal Upgrade	$500,000	2013
136th Ave./Bancroft Ave. Intersection Signalization	$400,000	2012
Street Light Undergrounding – E. 14th St (150th to South City Limits)	$300,000	2012
Hesperian / Springlake / Railroad Improvements	$175,000	2013
Americans With Disabilities Act (ADA) Ramps 11-12	$145,000	2012
Redundant Fiber Ring	$100,000	2012
Total	**$78,270,000**	

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Strategies Addressing One Time Needs

2012-13 City Council Goals	One-Time Need	Proposed Funding
Foundation for long-term fiscal sustainability	✓ Transfer to Economic Uncertainty reserve	$600,000
Complete projects for sustainable economic development	✓ Leverage for grant application(s) for economic development	$ 50,000
Provide quality public safety keeping community safe	✓ Crime analysis/information sharing software	$ 50,000
Maintain and enhance infrastructure	✓ Roof replacement projects	$300,000
	✓ ADA compliance plan	$ 75,000
	✓ Fiber optic loop project	$ 60,000
	✓ Capital improvement projects, other	$240,000
Enhance the quality of life and promote sense of community and civic pride	✓ Library book budget challenge, includes community matching program	$ 50,000
	✓ Community assistance grant, restore 15% CDBG reduction	$ 15,000
Strong positive relationship between City and schools	✓ Project literacy, includes matching program	$ 40,000
	✓ San Leandro Museum and Art Gallery—school tours	$ 25,000
		$1,525,000

What Services Will Budget Fund?

2012-13 City Council Goals	Retreat Key Trend Analysis	Department Goals and Objectives	2012-13 Funded Services
Long-term fiscal sustainability		• Continue to work with the City to provide cost efficiencies in an ongoing effort to offset anticipated revenue reductions; • Actively pursue grant funding alternatives from local, state and federal agencies for administration, operations, training, and necessary capital improvements. • Increase aquatic attendance by implementing a family pass for aquatics. • Continue to work with the City Council and City departments to achieve a balanced City budget. • Maintain the City's fiscal health and continue to provide adequate resources to fund City services to the community. • Continue optimizing collection efforts for business license taxes, and animal licenses, to increase general fund revenues. • Continue to analyze operations to maximize efficiencies and to expand volunteer program wherever feasible. • Continue to actively seek alternate funding sources to provide library services and community programs. • Provide expert legal advice and advocacy to support the City in the implementation of ABX1-26 and related post–RDA legislation and continued economic development and community development and housing activities and projects. • Provide appropriate training and counseling services to City officials and staff to minimize liability and reduce risks. • Provide advice and counsel to the City Council and City Manager on creative and legally appropriate ways for the City to maintain services within current and anticipated fiscal and budgetary constraints.	• Support Measure Z Citizen Oversight Committee. • Consolidation of fire services with neighboring cities to gain efficiencies. • Continued research of grant funding to support housing, safety (Police and Fire services), library services, recreation programs and community services

2012-13 City Council Goals	Retreat Key Trend Analysis	Department Goals and Objectives	2012-13 Funded Services
Complete projects for sustainable economic development	• Number of businesses • Number of building permits • Zoning approvals • Planning applications • Housing units constructed • CDBG and HOME funding • Vacancy rates, warehouse • Vacancy rate,	• Implement the Measure WW projects including the Marina Park Group Picnic Areas and San Leandro Ball Park locker/restroom restoration, as adopted by City Council. • Design and construct the various park improvements funded by Measure WW. • Shoreline and Harbor Basin Development Project. • Complete the Downtown Garage construction project. • Work with the East Bay Green Corridor cities to develop and implement a standardized and expedited system for plan reviews and permit issuance for solar projects. • Support development of expanded broadband and fiber optic networking in the City by assisting with the construction and marketing of Lit San Leandro, as well as the initial implementation steps for the citywide Broadband Strategy. • Continue to work with Cal-Coast Development, the Shoreline Development Citizens Advisory Committee, and other stakeholders to develop the shoreline consistent with the Shoreline Conceptual Master plan. • Manage the disposal and development planning of real estate owned by the former Redevelopment Agency to ensure that the process conforms with legal requirements while also facilitating productive re-use of these sites in a manner that provides community benefits and economically productive uses. • Proceed with financing the remaining $9.1 million development loan (approved in April 2009) for BRIDGE Housing Corporation to begin construction of the affordable rental housing at San Leandro Crossings. The City will not proceed with the bond issuance until the State has formally approved BRIDGE's low income housing tax credit application funding request.	• Regulate and control design, construction, quality of materials, use and occupancy locations. • Maintenance of buildings and structures plan review within the City through permit issuance and inspection. • Continue marketing, business outreach and business assistance. • Advanced planning and land use activities. • Maintain new garage facility to support the community and local business needs.

2012-13 City Council Goals	Retreat Key Trend Analysis	Department Goals and Objectives	2012-13 Funded Services
Provide quality public safety keeping community safe	• Part 1 crime • 911 calls • Wireless calls	• Provide appropriate and sustainable fire prevention services to meet the communities' current and future needs; • Continue to work with County Healthcare Services and City to refine a tentative plan for station-based medical clinic; • Update the City's disaster preparedness plan to ensure local, State, and Federal compliance. • Integrate City of Emeryville into ACFD service delivery model, increasing capabilities and economies of scale • Focus on contemporary public safety strategies to reduce crime and the fear of crime. • Continue to provide excellent service levels that the City prides itself on integrity and excellence.	• Neighborhood patrol, traffic and Muni Code enforcement. • Bicycle patrol, Tactical unit, SWAT team and K-9 unit. • 911 emergency communications. • Criminal investigation. • Jail operations and animal control services. • Respond to building code, fire code and zoning complaints. • Respond to parking and traffic complaints. • Traffic signal timing improvements. • Respond to additional street lighting requests. • Collision report analysis, safety data analysis and traffic safety issues and analysis. • Community Emergency Response Team (CERT). • Neighborhood Watch. • Fire, medical emergencies, hazardous materials and specialized rescue services. • "Code Red" and "Nixle" alert systems and support. • Park Rangers
Maintain and enhance infrastructure	• Building maintenance budget, capital/ operations • Potholes filled annually • Pavement condition index • Capital improvement program	• Provide a core level of quality maintenance services at City facilities and in the public rights-of-way. • Continue to develop an inventory and establish GIS mapping system for all City street trees. • Coordinate and manage the WPCP rehabilitation project and maintain a high quality effluent during construction. • Construct the San Leandro Boulevard Street Improvements from Davis Street to Williams Street as part of the Downtown TOD project. • Complete design of the East 14th Street/ Hesperian Boulevard/150th Avenue "Triangle" intersection improvement project. • Complete installation of new traffic signals at Bancroft Avenue at 136th Avenue and Washington Avenue at Monterey Boulevard. • Reconstruct the group picnic areas and replace the complete irrigation system within Marina Park.	• Pavement management program. • Sidewalk repair program. • Support sanitary sewer improvements. • Street light repair and maintenance. • City Parks repair and maintenance. • City tree planting and maintenance. • Fiber optic repair and maintenance. • Traffic signal repair and maintenance.

2012-13 City Council Goals	Retreat Key Trend Analysis	Department Goals and Objectives	2012-13 Funded Services
Enhance the quality of life and promote sense of community and civic pride	• Public record act requests • Park attendance • Senior program attendance • Recreation attendance by section • Library circulation • Library visitors	• Collaborate with Employees, City Departments, and Community Members. • Support prevention and intervention programs. • Continue to enhance community outreach through the use of public education and technology • Continue to maintain quality customer service and partner with community based organizations and businesses to meet gaps and grow programs/services/events. • Work toward securing funding to continue senior programming after the Measure A grant expires (2014). • Completion of Phase 2 of the Airport Noise Insulation Program. • Work with the Human Services Commission, City Council and the community to re-assess priorities related to allocation of federal Community Development Block Grant (CDBG) funds, including public services, prior to 2013-14 • Work towards development and implementation of limited online plan submittals, permits, and plan reviews. • Update the Information Technology Plan for the City, and research alternatives for video recording and/or broadcasting of City Council meetings. • Explore additional multicultural program opportunities such as National Native American Storytelling Festival and International Children's Choir	• Recreation classes, camps, extended care programs, special events, trips, sports, aquatics, fitness, cultural arts, personal enrichment, and specialty training. • Marina Community Center, Senior Community Center, parks, swimming pools, tennis courts, baseball fields, soccer fields, and basketball courts. • Main public library and three branches. • Selection and classification 15,000 new items annually. • Bookmark Café, Casa Peralta, History Museum and Art Gallery. • Single Family Rehab funding to enhance living environment. • First Time Home Buyer and Below Market Rate program funding. • Driveway tipping services. • City tree program. • Maintain San Leandro Dog Park. • Maintain and improve park facilities. • Neighborhood Watch program. • Fire Station Open Houses (Santa). • Expand, support and train Volunteer program. • Bi-lingual Storytime program. • San Leandro Reads, Paws to Read and summer reading programs. • Multi-cultural and educational programs for children, teens and adults. • Citizen Police Academy and Crime Free Business program. • Partnerships with the community including: citizens for a Safer San Leandro, Business Association of South San Leandro, Downtown Business Association, and Crime Free Multi-housing program. • Continue to respond in a timely fashion to Public Requests for Information. • Coffee with the Cops and Coffee with the Mayor programs.

2012-13 City Council Goals	Retreat Key Trend Analysis	Department Goals and Objectives	2012-13 Funded Services
Strong positive relationship between City and schools		• Support prevention and intervention programs. • Work with the San Leandro School District in formulating a joint-use agreement between the City and School District outlining the operation and maintenance of Burrell Field.	• School Resource Officer. • Crossing Guard funding. • Teen Citizen Academy. • Police Explorer program. • Coordinate with school districts to align youth library services with school curricula to avoid duplication of effort. • Joint City Council and School District meetings.

City of San Leandro
Income Statement Projection
Shoreline Enterprise Fund
Fiscal Year 2010-11 to 2012-13

	Actual 2010-11	Adopted 2011-12	Adjusted 2011-12	Estimated 2012-13	(Option 1) Estimated 2012-13
Beginning Balance	369,212	266,480	266,480	(135,806)	(135,806)
Revenue					
Charges for Service	690,132	641,500	672,000	672,000	672,000
Licenses and Permits	13,178	13,000	13,000	13,000	13,000
Rents and Concessions	1,189,597	1,173,056	1,173,056	1,155,000	1,155,000
Property and Other Taxes	257,977	250,000	250,000	258,000	258,000
Interest Income	958	5,300	800	800	800
Other	51,606	31,000	(15,000)	31,000	31,000
Total Revenue	2,203,448	2,113,856	2,093,856	2,129,800	2,129,800
Expenditures					
Golf Course Operations	140,418	136,979	139,979	9,315	9,315
Golf Course Debt Service	207,583	307,791	307,791	307,791	197,312
AGI - CIP Projects	308,426	-	244,784	93,310	93,310
Marina Operations	691,973	580,430	574,321	591,750	591,750
Shoreline Operations & Maintenance	641,564	634,113	635,907	625,970	625,970
Monarch Bay Promotions	22,039	27,000	27,000	25,000	25,000
Capital Improvements	3,951	-	22,149	-	-
Marina Debt Service	290,226	544,211	544,211	544,211	462,705
Total Expenditures	2,306,180	2,230,524	2,496,142	2,197,347	2,005,362
Net of Operations	(102,732)	(116,668)	(402,286)	(67,547)	124,438
Available Fund Balance	266,480	149,812	(135,806)	(203,353)	(11,368)
	266,480	149,812	(135,806)	(203,353)	(11,368)