

CITY OF SAN LEANDRO

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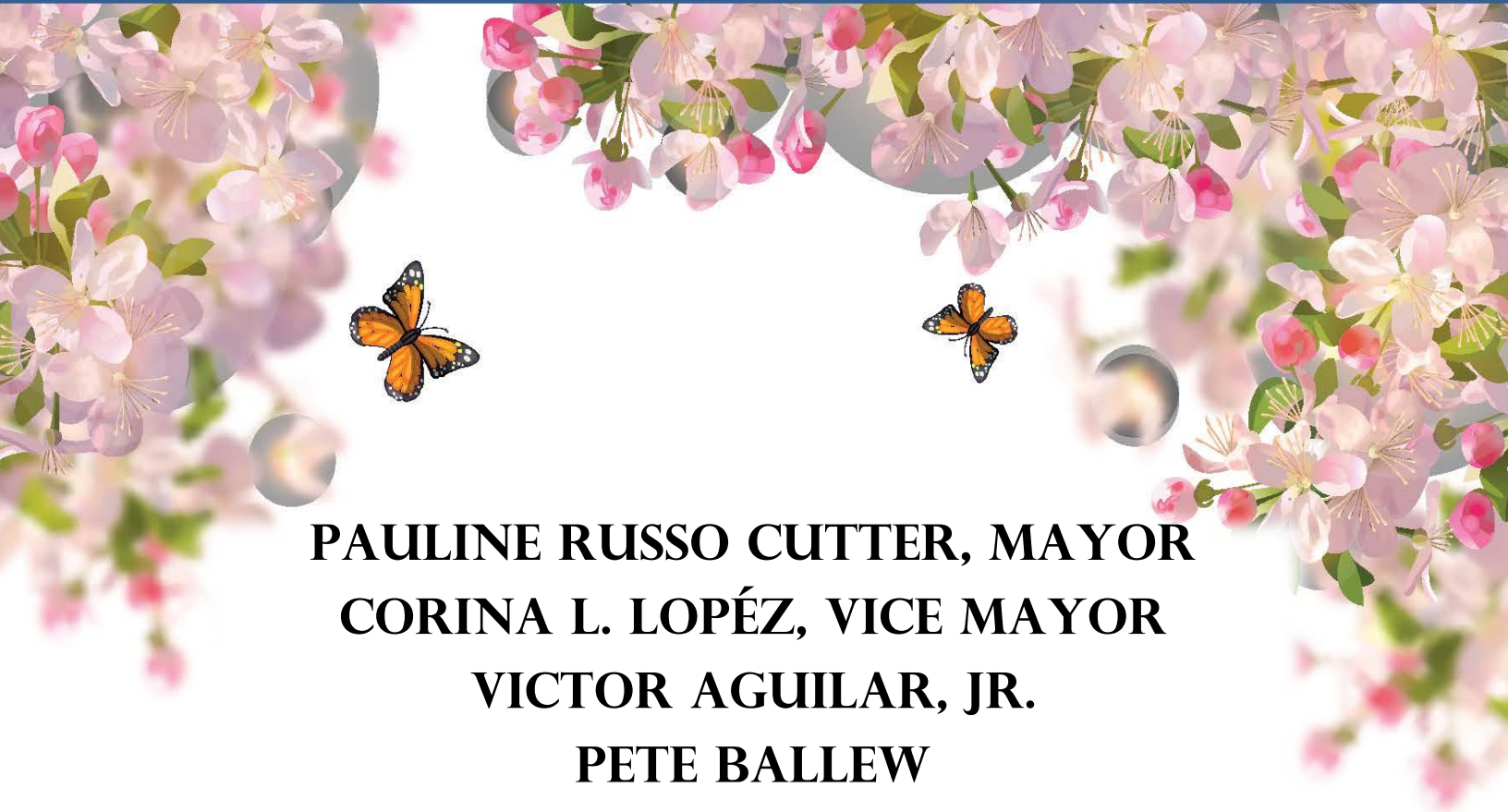


City Manager's Proposed Budget

FISCAL YEARS 2020 AND 2021



CITY OF SAN LEANDRO
CITY COUNCIL



PAULINE RUSSO CUTTER, MAYOR
CORINA L. LOPÉZ, VICE MAYOR
VICTOR AGUILAR, JR.
PETE BALLEW
DEBORAH COX
ED HERNANDEZ
BENNY LEE

SUBMITTED BY
JEFF KAY, CITY MANAGER





CITY COUNCIL GOALS FOR 2019-2021

The following City Council Goals serve as a guide for the upcoming fiscal years, and provide overall direction for the City's services and programs:

- Place San Leandro on a firm foundation for long-term fiscal sustainability
- Advance projects and programs promoting sustainable economic development, including transforming San Leandro into a center for innovation
- Provide quality public safety service and grow our partnership with the community to keep San Leandro safe
- Maintain and enhance San Leandro's infrastructure
- Support and implement programs, activities and strengthen communication that enhances the quality of life and wellness, celebrates the arts and diversity and promotes civic pride
- Maintain and support a strong positive relationship between the City, schools and the educational community





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

PRESENTED TO

**City of San Leandro
California**

For the Biennium Beginning

July 1, 2017

Christopher P. Morill

Executive Director



This organizational chart reflects relationships between policy-making responsibility (Mayor, City Council, and Advisory Boards and Commissions) and administrative officers and departments.

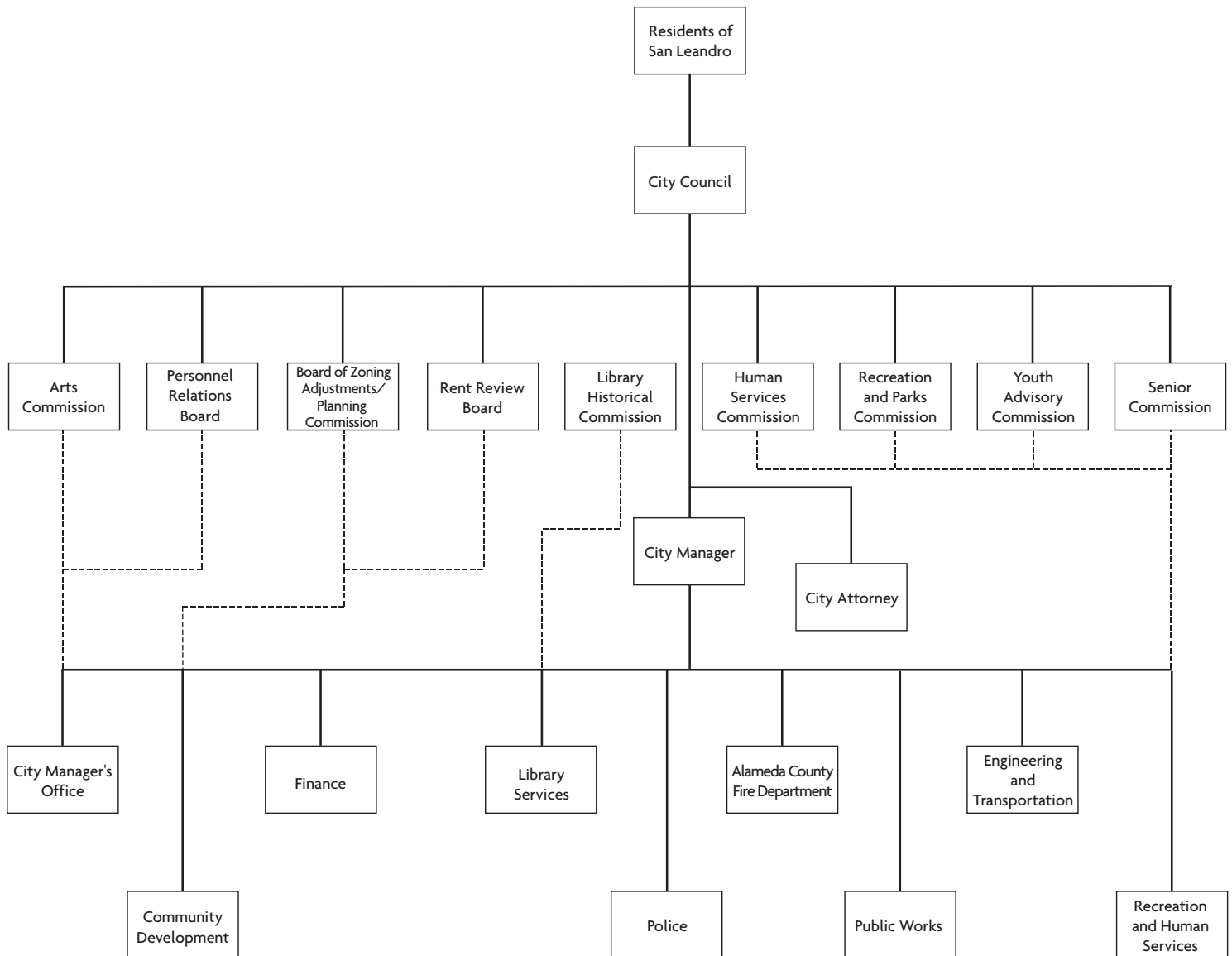




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BUDGET GUIDE

The City of San Leandro's biennial budget is a financial plan and includes the biennial operating budget and the capital improvement plan that support the Council's Vision and Goals. It also represents the official organizational plan by which City policies, priorities and programs are implemented. The biennial budget serves as a communication tool with the residents, businesses and employees about how the City's financial resources are allocated to provide services to the community.

The following is a brief outline of the contents of the biennial budget book with details found in Section 21 Appendices:

Budget Message (Section 2): The City Manager's Budget Message aims to provide the reader with highlights of the operating and capital budgets and a sufficient context to understand how and why budgetary changes occurred between fiscal years.

Community Profile (Section 3): The purpose of this section is to give the reader an at-a-glance look at the City's attributes, including information on education, housing, transportation, and City heritage, as well as demographic data and basic infrastructure statistics.

Financial Summary (Section 4): Summary of all funds, financial analyses, tables and charts, and provides a summary of assumptions used in creating the multi-year forecasts.

General Fund (Section 5): City's discretionary General Fund summaries of expenditures and revenues, detailed summaries of key General Fund revenues, ten-year forecast and reserves.

Other Funds, Enterprise/Internal Service Funds, and Successor Agency Funds (Sections 6, 7 and 8): Six-year forecasts and summaries for the City's key non-General Fund operating funds.

Staffing (Section 9): The Staffing section includes job titles of the full-time and part-time positions authorized for each Department and a comparative table that provides five years of budget data.

Departments (Sections 10-18): Provides department organizational charts, departmental descriptions, accomplishments, goals, program changes and financial summaries.

Capital Improvement Projects (Section 19): Overview of major capital projects and the revenues, expenditures and staff authorized to support these projects.



BUDGET GUIDE

Non-departmental/Debt (Section 20): Non-departmental: Other financial areas of responsibility not directly associated with a service department of the City. Debt: Overview of the City's Debt Service Program and summaries reflecting current debt and the purpose for which the debt was incurred which includes General Fund debt, San Leandro Financing Authority, and the Successor Agency to the Redevelopment Agency of the City of San Leandro fund debt service obligations.

Appendices (Section 21): This section provides a detailed guide on the City's financial policies, budget process, practices and authority. Further reference material for funds by number, glossary and acronyms are helpful to users of the biennial budget.

Cover Design and Graphics by
Kerry Ann Hocker, Graphics Supervisor





City of San Leandro
 Civic Center, 835 E. 14th Street
 San Leandro, California 94577
www.sanleandro.org



June 3, 2019

San Leandro City Council
 Civic Center
 San Leandro, CA 94577

Honorable Mayor and Members of the City Council:

I am pleased to submit the Biennial Budget for 2019-20 and 2020-21 effective for the fiscal year beginning July 1, 2019. This two-year budget serves as a blueprint to assist the organization in planning for operations, services, multi-year projects and resources. The budget also reflects and supports the vision of the City Council as expressed through the Council’s goal setting and budget work sessions and is intended to be a reflection of the community we serve. As in previous years, the budget is the product of a focused and successful effort to meet the challenges of balancing revenue growth and increasing costs, while responding to our community’s service needs.

FOCUS: ECONOMIC STRENGTH AND EXECUTING OUR VISION

San Leandro is experiencing a robust economy, which has resulted in several years of strong revenues for the City. After many years of careful planning and public engagement, key projects are now coming to fruition during this significant time in our history. The past several years have seen the completion of numerous planning and visioning efforts, resulting in some great things coming to San Leandro. Some planning efforts that we have completed include: the Downtown Transit Oriented Development Strategy, a Public Art Master Plan, a Human Services Gap Analysis, the General Plan with an adopted and important Housing Element, the Bayfair Transit Oriented Development Strategy, a Creek Trail Master Plan, an updated Bike and Pedestrian Master Plan, and the largest Capital Improvement Program in our City’s history. These efforts, completed in partnership with the community, have laid out an exciting vision for San Leandro’s future. Now is the time to focus on implementation.

I can’t express enough my gratitude for the Council’s policy direction and for the work that is being done by our staff to ensure a bright – and busy – future over the next two years. We are at capacity and will need to maximize efficient use of our resources so that we can deliver on these commitments. This budget makes it clear that we have a lot of work to do, and still we must keep addressing the challenges in the future through sound fiscal stewardship.

Pauline Russo Cutter, Mayor

City Council:

Victor Aguilar, Jr.
 Ed Hernandez

Pete Ballew
 Benny Lee

Deborah Cox
 Corina N. López



FOCUS: ADDRESSING UNFUNDED LIABILITIES

As stated in previous budgets, the City must address legacy pension costs. Although employee benefit formulas have not become any more generous, changed assumptions on the part of CalPERS have resulted in a drastic increase to the City's retirement costs. Increased pension premiums continue to be the primary challenge facing California cities. Four years ago, the Council directed designated contributions to a post-employment liability trust fund account. In short, we are setting aside money to help meet these obligations in the future. To date, the City has vastly exceeded the original contribution goal of \$5 million, resulting in over \$16 million allocated to this fund. Additionally, through productive negotiations with our labor groups, we have been successful in beginning to address retirement cost allocations. This issue will not go away easily, but the City has made significant progress and will continue to make efforts to address this issue.

FOCUS: REVENUE AND FISCAL SUSTAINABILITY

This year's budget includes revenues which had been previously passed by the voters and are now contributing to the fiscal stability of the organization. Revenue from Measure OO assesses a tax to cannabis businesses, Measure PP increased the City's Transient Occupancy Tax (TOT) to 14% tax on City lodging, and Measure NN increased the business license tax on parking lots and on warehouses and reduced the tax for small businesses are all contributing factors to the City's revenue stream.

The budget also includes the funds and revenues from Measures HH and BB. Measure HH was approved for a 30-year period and promises to protect and maintain City services. These include 911 emergency response, neighborhood police patrols, anti-gang enforcement, and library programs for children, adults and families. It also supports after school programs for youth including homework assistance and reading programs, school police officers and crossing guards. The funds also help fill potholes and maintain residential streets. Projections indicate the City will receive \$11 to \$13 million per year from Measure HH.

Measure BB was approved by Alameda County voters and extended the 1% additional sales tax rate for 30 years. This measure is important to San Leandro – it specifically targets transportation improvements such as our road rehabilitation program. The measure produces an annual revenue stream of \$1.5 million for street improvements and previously resulted in \$30 million in grant funds that the City is now dedicating to street improvements. In FY 2019-20 and 2020-21, Measure BB grant funds are estimated to be \$6 to \$7 million in each year and will fund street rehabilitation. Additionally, a pool of \$30 million grant funds may be allocated for transportation improvements in the City, however the City must apply for these Measure BB grant funds through a competitive process.

Fiscal sustainability is not only a City Council priority, it is at the core of the mission of the organization. Prior to the preparation of this biennial budget, staff formed a Cost and Revenue Efficiency (CARE) team, with representation from every City Department, to review expenditures and costs, and research potential revenue sources. This six-month effort resulted in methodology that was implemented into this budget development cycle in order to achieve significant savings. Departments began with a reduced budget template that rolled the expenditures back to 2017-18 spending levels. Staff was charged with holding the line on staffing, services, and operational supplies, whenever feasible.

In addition to the development of the CARE Team, the Finance Department and City Council worked closely with a consultant to develop a comprehensive financial forecast model for the City. The model achieves the goal of providing us a more detailed ability to look to future revenues and expenditures, and the chance to estimate potential changes in order to see the result in outlying years. I consider this model one of the most important investments we have made to better predict our financial sustainability. As a result of these efforts, the 2019-20 budget for consideration is balanced without the use of reserves, and we have significantly reduced projected funding deficits in the coming years.

CITY COUNCIL GOALS

The Biennial Budget aligns with the City Council's goals.

- Place San Leandro on a firm foundation for long-term fiscal sustainability
- Advance projects and programs promoting sustainable economic development, including transforming San Leandro into a center for innovation
- Provide quality public safety service and grow our partnership with the community to keep San Leandro safe
- Maintain and enhance San Leandro's infrastructure
- Support and implement programs, activities and strengthen communication that enhances the quality of life and wellness, celebrates the arts and diversity and promotes civic pride
- Maintain and support a strong positive relationship between the City, schools and the educational community

BIENNIAL BUDGET OVERVIEW

The Biennial Budget incorporates the estimated revenues and planned expenditures for all General Fund, Special Revenue Funds, Enterprise Funds including Internal Service Funds, and other agency funds. The resources total for all funds in the Biennial Budget is \$185,512,000 in 2019-20, and \$190,812,000 in 2020-21. Total proposed expenditures are set forth in the following table:

Expenditures by Fund <i>(Dollars in thousands)</i>	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 101,997	\$109,379	\$117,316	\$116,790	\$120,349
Special Revenue Funds	12,756	13,266	21,031	18,752	18,182
Capital Project Funds	3,480	7,641	7,615	5,300	5,000
Debt Service Funds	19,092	2,824	2,770	3,635	3,630
Enterprise Funds	14,988	16,799	19,841	18,865	20,685
Internal Service Funds	19,363	14,822	17,621	16,249	16,124
Successor Agency Funds	3,333	7,907	4,021	6,297	6,842
Total Operating Expenditures	\$ 175,011	\$172,638	\$190,215	\$185,888	\$190,812

GENERAL FUND

The General Fund finances the operations of the City that have no special or dedicated revenue sources. This Fund pays for the basic operations of the City. Over one-half of the General Fund revenue is allocated to support public safety activities. Fiscal Years 2019-20 and 2020-21 General Fund expenditures total \$116,790,000 and \$120,349,000, respectively. Expected revenues in the amount of \$116,867,000 and \$118,045,000 finance these anticipated expenditures.

GENERAL FUND REVENUE

In fiscal year 2018-19, overall revenues from taxes, franchises, licenses and permits, fines and penalties, money and property, and charges for services are projected to increase by 3.4% over 2017-18. Of the projected general fund revenue \$115,255,000 in 2018-19, 68% is generated from only three sources: sales tax, property tax, and UUT. \$20,000,000 is added to the General Fund Revenue, representing an extraordinary item resulting from the December 2018 lease revenue bond issue for the General Fund contribution to the CIP.

General Fund Revenues/Resources <i>(Dollars in thousands)</i>	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Property Tax	\$ 20,858	\$ 22,994	\$ 23,660	\$ 24,441	\$ 25,243
Sales Tax	41,728	42,990	43,565	45,061	44,556
Utility User Tax	10,932	10,640	10,414	10,798	10,898
Real Property Transfer Tax	5,459	5,176	5,000	5,000	5,000
All Other Revenue	26,976	29,789	52,617	31,567	32,348
Total Revenues/Resources	\$ 105,953	\$111,589	\$135,255	\$116,867	\$118,045

Sales tax revenue is projected to increase by 2.3% in 2019-20 and decrease 1.1% in 2020-21. Sales tax revenues for both years amount to approximately 39% of total general fund revenues/resources. These revenues include Measure HH amounts of over \$11

million each year. Although sales tax revenue increases, this revenue is highly volatile since the level of consumer retail spending directly influences it.

The strong East Bay housing market helps City property tax revenues, with assessed value growth from 5.7% in 2017-18 to a projection of 6.2% in 2018-19 in San Leandro. Property tax revenue remains a major segment (19%) of the City's total General Fund revenue.

GENERAL FUND EXPENDITURES

Operating expenditures are projected to increase by 1.5% in 2019-20 and 3.0% in 2020-21.

Employee salaries and benefits are the largest, line-item expenditures in the General Fund (48%). The Alameda County Fire Department contract services and equipment account for 21% of the General Fund expenditures.

Transfers out include the general fund contribution to Capital Improvement Program (CIP) projects, as well as contribution to the Business Improvement District (BID) fund.

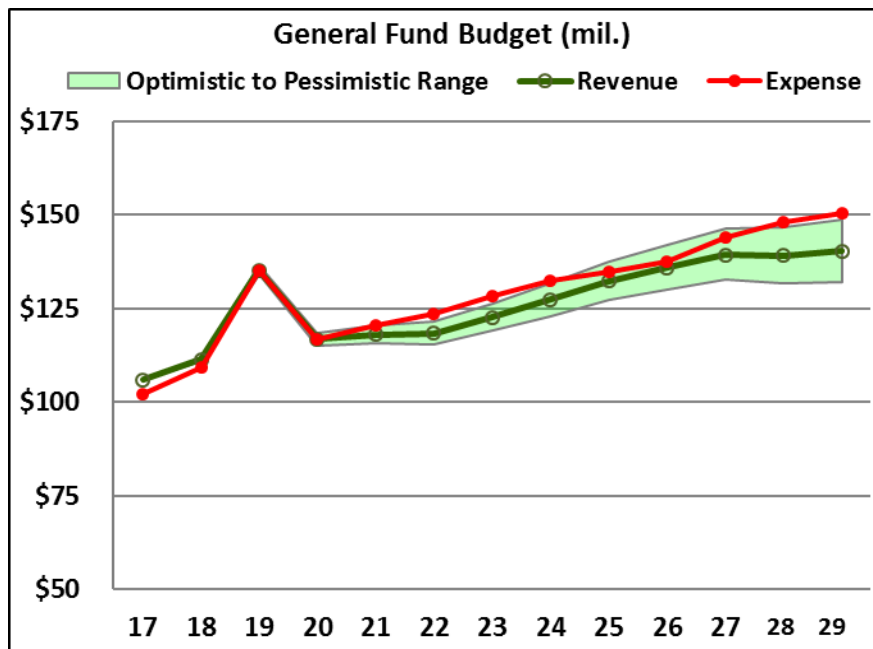
General Fund Expenditures <i>(Dollars in thousands)</i>	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Salaries & Benefits	44,863	49,001	51,232	56,022	58,229
Services and Supplies	9,079	8,758	11,309	10,783	10,802
Fire Services Contract *	21,925	21,687	23,709	24,307	25,638
Fire Equipment	-	1,260	-	384	372
Capital Outlay	307	109	141	446	386
Debt Service	4,814	4,748	5,474	6,408	6,484
Internal Service Fund Charges	10,499	13,313	13,313	12,606	12,606
Other	337	297	886	484	482
Transfers Out	10,173	10,206	29,048	5,350	5,350
Total Operating Expenditures	101,997	109,379	135,113	116,790	120,349
Net Revenue (Expenditure)	\$ 3,956	\$ 2,210	\$ 142	\$ 77	\$ (2,304)

* ACFD OPEB set aside actuals and budget reflected in General Fund assigned reserves.

GENERAL FUND FORECAST

Completing a multi-year forecast for the General Fund, and other key operating funds, is a critical budgetary tool providing a long-term view of revenues and expenditures to assist the City Council in evaluating the impacts of policy choices on the long-term fiscal health of the City. The multi-year forecasting model enables the City Council to act strategically and to understand the long-term impact of its decisions. Although this proposed budget represents substantial progress on addressing the deficit relative to past projections,

there is more work to do. Throughout the proposed biennial budget, six-year forecasts are included and extend to fiscal year 2024-25. As shown below, the City faces operating deficits in the future, due primarily to staffing costs that will need to be addressed in future budgets. Strategies to manage ongoing costs are already being developed and are included in the budget.



SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for revenue, derived from specific taxes from other revenue sources that are restricted by law or administrative action to expenditures for specific purposes. Special revenue funds have either a restriction on their use or special reporting requirements, such as funds received related to AB 1600 development impact fees.

The Special Revenue Funds are described in detail in Section 6 of the Biennial Budget.

ENTERPRISE AND INTERNAL SERVICE FUNDS

Four Enterprise Funds make up the City’s business type operations. The Water Pollution Control Plant Fund, Environmental Services Fund, Shoreline Enterprise Fund, and the Storm Water Fund are City municipal operations designed to fully recover costs through user fees. Internal Service Funds also operate as business activities, exclusively supporting the City’s internal operations. Facilities Maintenance, Information Technology, Insurance Services, and Equipment Maintenance make up these funds. The Enterprise and Internal Service Funds are summarized in Section 7 of the Biennial Budget.

The Storm Water Enterprise Fund is the only enterprise fund projected to face a negative fund balance. In order for the Fund to remain self-sufficient over the long-term, it will require new voter-approved funding or a subsidy from the City General Fund. The Shoreline Fund may have a sufficient fund balance but City staff must monitor this fund closely due to the \$7.9 million in debt for operations, of which \$6.9 million is owed to the City's General Fund. Deferring principal repayments on the Shoreline Fund's debt to the General Fund, has been a balancing strategy since 2012-13. However, loan principal payments were reinstated in 2017-18 and are reflected in the biennial budget.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) for the City represents the spending plan for infrastructure improvements and other specific large-scale capital purchases including major street and park improvements, building construction, and significant facility maintenance or upgrades. The City's CIP is reported in Section 19. The City's Capital Improvement Program for the Biennial Budget consists of \$37.5 million. General Fund CIP commitments total \$10.6 million in the proposed two-year budget. The CIP plan and process is significant to our budget and organization. It's important to note that the budget document doesn't include every project on the master list, but is intended to give the reader an idea of the projects currently underway. Over many years, there are easily over \$60 million worth of smaller projects that will continue to be built, maintained or upgraded and may not receive the notoriety of a single largescale project, but they are on the list and part of the City's workload. We have adopted a "fix it first" philosophy which means, we want to take care of the smaller maintenance projects before they become larger and more costly. As I have mentioned before, we have a great deal of work ahead.

ECONOMIC DEVELOPMENT EFFORTS

Economic development is the key element of a sustainable fiscal structure for our community. Continuing to work hard, developing relationships, and supporting business to grow our economy results in increasing the City's fiscal health. It is also what helps create a vibrant business community. In the past decade, the City has seen the creation of about 9,800 jobs, an increase of 30%. Additionally, between Fiscal Years 2016-2018, we were bursting with activity that resulted in an annual construction permit valuation of over \$160 million.

As mentioned earlier, there are a number of significant projects currently underway or planned in the next few years. In the past year, the City received the American Planning Association Northern California Best Comprehensive Plan – Small Jurisdiction award and recognition for the Bayfair TOD Plan, which will transform and positively impact the southern end of our community with vibrant neighborhoods, shopping, and park space. A 687-unit downtown housing project will be breaking ground in the next year and is anticipated to be under construction during the next two years. The mixed use Shoreline project will have the anticipated agreements in place later this year. All of these projects

are important not only to our fiscal health, but to our community as a whole. I am inspired to see the economic energy in our community.

Not unlike the rest of the region, we see families and individuals who are in need – the housing and homeless services that were initiated in the past budget cycle will continue so as to serve all who need services in our community. As a City, we are committed to including the entirety of the community in our successes and remaining mindful of our obligation to support those who are most vulnerable.

CONCLUSION

This budget represents a major step toward achieving long-term fiscal sustainability. Nevertheless, our forecasts indicate that we will face budget challenges in future years, especially if City revenues do not improve beyond our projections. We have started planning now so that the City Council may make informed choices as we strive toward a sustainable City budget.

I would like to thank all of the City staff for their contributions toward balancing the budget. Our employees care deeply about the City and the services we provide to our residents and community. I would like to offer additional thanks to the Finance Department staff for their dedicated efforts and work during this budget process and on presenting the Biennial Budget document.

The City Council's shared vision and commitment to making San Leandro even better is at the core of the services we provide. I appreciate the Department Heads' expertise and resourcefulness in this budget process and the excellent work that each department has done over the past several years to prepare us for the next cycle of growth, projects and services. These next few years will be both exciting and challenging. I want to express my gratitude to the City Council for entrusting me to lead this organization into the next chapter of our history.

Respectfully submitted,



Jeff Kay
City Manager

CITY COUNCIL GOALS FOR 2019-2021

The following City Council Goals serve as a guide for the upcoming fiscal years, and provide overall direction for the City's services and programs:

- ❖ Place San Leandro on a firm foundation for long-term fiscal sustainability (A)
- ❖ Advance projects and programs promoting sustainable economic development, including transforming San Leandro into a center for innovation (B)
- ❖ Provide quality public safety service and grow our partnership with the community to keep San Leandro safe (C)
- ❖ Maintain and enhance San Leandro's infrastructure (D)
- ❖ Support and implement programs, activities and strengthen communication that enhances the quality of life and wellness, celebrates the arts and diversity and promotes civic pride (E)
- ❖ Maintain and support a strong positive relationship between the City, schools and the educational community (F)



CITY COUNCIL GOALS SUPPORTED BY DEPARTMENT GOALS/OBJECTIVES

City Council 2019-2021 Goal A: Place San Leandro on a firm foundation for long-term fiscal sustainability

Department Goals and Objectives *:

- Continue using the City's long-range budget forecast model and interdepartmental working groups to identify efficiencies, savings, and revenue enhancements to address the City's structural deficit
- Through bargaining and negotiations with the City labor groups, identify strategies to provide fair compensation to employees while managing long-term, post-retirement cost obligations
- Continue funding the PULL (prioritizing Unfunded Liability Liquidation) Program to address unfunded liabilities
- Explore the potential of future revenue measures through polling and community outreach

2019-2021 Funded Services:

- Support Measure HH Citizen Oversight Committee
- Support the Successor Agency to the Redevelopment Agency Oversight Committee
- Research grant funding to support housing, safety (Police and Fire services), library services, recreation programs and community services

* Please refer to departmental sections for detailed goals and objectives.



CITY COUNCIL GOALS SUPPORTED BY DEPARTMENT GOALS/OBJECTIVES

City Council 2019-2021 Goal B:

Advance projects and programs promoting sustainable economic development, including transforming San Leandro into a center for innovation

Department Goals and Objectives *:

- Continue to prioritize implementation of the Downtown and Bayfair Area Transit Oriented Development Strategies, to encourage new investment and development consistent with the City's adopted vision while working to meet our goals for creation of new housing.
- Prioritize the Shoreline Development to achieve entitlements and a groundbreaking during the upcoming two-year budget period.
- Support implementation of the Fiber Optic Master Plan and Smart City Strategy, including a focus on enhanced digital inclusion efforts.

2019-2021 Funded Services:

- Regulate and control design, construction, quality of materials, use and occupancy locations
- Maintenance of buildings and structures within the City through permit issuance and inspection
- Continue marketing, business outreach and business assistance
- Continue advanced planning and land use activities
- Maintain the downtown garage to support the community and local business needs

* Please refer to departmental sections for detailed goals and objectives.



CITY COUNCIL GOALS SUPPORTED BY DEPARTMENT GOALS/OBJECTIVES

City Council 2019-2021 Goal C: Provide quality public safety service and grow our partnership with the community to keep San Leandro safe

Department Goals and Objectives *:

- Continue to prioritize community engagement and top-quality customer service.
- Focus on enhanced emergency preparedness efforts to ensure that San Leandro is as prepared as possible for any future disasters
- Seek opportunities to use technology as a “force multiplier” to maximize the effectiveness of our first responders and limited public safety resources

2019-2021 Funded Services:

- Emergency Services Program
- Neighborhood patrol, traffic and municipal code enforcement
- Bicycle patrol, Tactical unit, SWAT and K-9 unit
- 911 emergency communications
- Criminal investigations, jail operations, and animal control services
- Respond to building code, fire code and zoning 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

* Please refer to departmental sections for detailed goals and objectives.



CITY COUNCIL GOALS SUPPORTED BY DEPARTMENT GOALS/OBJECTIVES

**City Council 2019-2021 Goal D:
Maintain and enhance San Leandro's infrastructure****Department Goals and Objectives *:**

- Continue efforts to address deferred maintenance of San Leandro's streets and roadways
- Prioritize implementation of the City's largest ever Capital Improvement Plan, including the construction of new pools and a branch library
- Enhance ongoing efforts to create more and safer options for bicyclists and pedestrians in San Leandro

2019-2021 Funded Services:

- Pavement management program
- Sidewalk repair program
- Support sanitary sewer improvements
- Street light repair and maintenance
- City parks repair and maintenance
- City tree repair and maintenance
- Fiber optic repair and maintenance
- Traffic signal repair and maintenance
- Update GIS Mapping for all City trees

* Please refer to departmental sections for detailed goals and objectives.



CITY COUNCIL GOALS SUPPORTED BY DEPARTMENT GOALS/OBJECTIVES

City Council 2019-2021 Goal E:

Support and implement programs, activities and strengthen communication that enhances the quality of life and wellness, celebrates the arts and diversity and promotes civic pride

Department Goals and Objectives *:

- Continue efforts to enhance the environmental sustainability of the community with projects such as Go Green SL and an updated Climate Action Plan
- Implement the Public Art Master Plan and identify new opportunities for the creation of public art throughout the community
- Support implementation of the top priorities identified in the Human Services Gap Analysis: severe mental health issues, food insecurity, domestic violence, and homelessness
- Promote an increased sense of community through public events and partnerships with community organizations
- Continue work with the food security network in San Leandro to reduce hunger and poverty

2019-2021 Funded Services:

- Recreation classes, camps, extended care programs, special events, trips, sports, aquatics, fitness, cultural arts, personal enrichment, and specialty training
- Marina and Senior Community Centers, parks, swimming pools, tennis/basketball courts, baseball/soccer fields
- Main public library and three branches
- Bookmark Café, Casa Peralta, History Museum and Art Gallery
- City tree program
- Maintain San Leandro Dog Park and improve park facilities
- Expand, support and train Volunteer program.
- San Leandro Reads and Paws to Read programs
- Multi-cultural and educational programs
- Citizen Police Academy and Crime Free Business program
- Airport Noise Insulation Program
- Neighborhood beautification
- Historic preservation
- Increased support for Human Services programs.

* Please refer to departmental sections for detailed goals and objectives.



CITY COUNCIL GOALS SUPPORTED BY DEPARTMENT GOALS/OBJECTIVES

City Council 2019-2021 Goal F: Maintain and support a strong positive relationship between the City, schools and the educational community

Department Goals and Objectives *:

- Partner with the school districts on initiatives to address mental health and teen violence
- Add lunch and food support to all City programs for youth in the summer, in partnership with the school districts
- Enhance workforce development and skills training through the Summer Trades Program and other efforts
- Support the Chamber of Commerce's Workforce Development Activities to include a Career Expo Day, a Summer Internship Program, and a National Manufacturing Day event for local high school students. These events expose local students to over 40 San Leandro businesses, from traditional to new companies in advanced manufacturing
- Continue to work with the SLUSD and community-based organizations to reduce youth and adolescent violence

2019-2021 Funded Services:

- School Resource Officers
- 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
- Coordinate with San Leandro and San Lorenzo School districts and San Leandro youth leagues in scheduling use of fields and pools given the closure of Burrell Field and the High School pool and field
- San Leandro Police Department participation in School Safety Task Force
- Continued partnerships with school district and Mothers Against Drunk Driving (MADD) to present the Sober Graduation Program, addressing the problems with drinking and driving to high school students
- Community Emergency Response Team (CERT) Program

* Please refer to departmental sections for detailed goals and objectives.





General Information and History

San Leandro offers residents the quiet charm and character of a community that has existed for 147 years. A well-established community that has continued to grow since incorporation on March 21, 1872, San Leandro is proud of the many people and cultures that have contributed to its growth and development.

There are many special features San Leandro has to offer, including:

- Diverse economic base including neighborhood coffeehouses and fine restaurants, large food processing centers, regional shopping opportunities, and cutting-edge technology
- Unique “town” atmosphere and strong sense of community pride
- Distinctive neighborhoods with mature street trees and well-manicured gardens, a variety of architectural styles, special events and clusters of neighborhood-serving shops
- Home to approximately 47,700 jobs – from retail and service to high-tech, manufacturing and health service specialties.

San Leandro Population

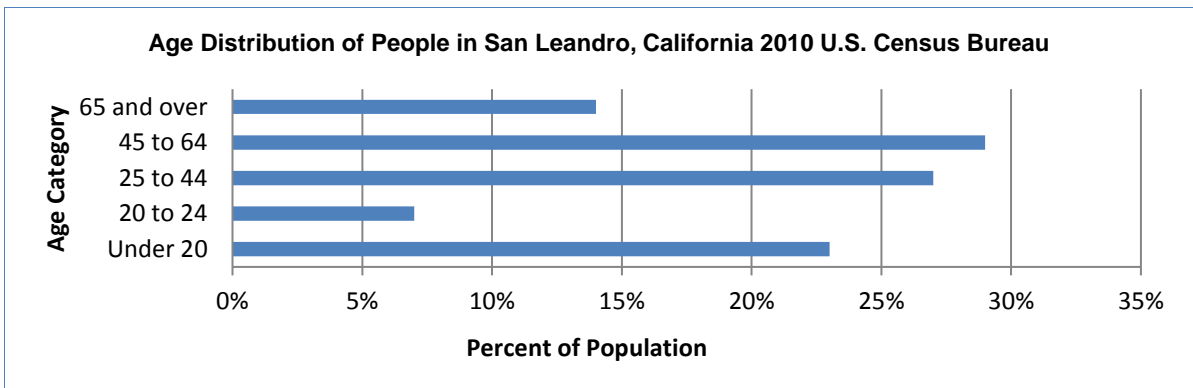
89,000

San Leandro Households

33,524

Male	49%
Female	51%

Median Age: 43.9 years



Data Source: California Department of Finance (for 2017 population), 2010 Census and ACS – In addition to the 2010 Census Survey conducted every 10 years, the U.S. Census bureau also conducts the American Community Survey (ACS), which is nationwide survey that collects and produces population and housing information every year, instead of every ten years. The data in this community projected is from 2013-2017. The ACS remains more current than the Census data but is an estimate based on samples and may be less accurate in some cases.



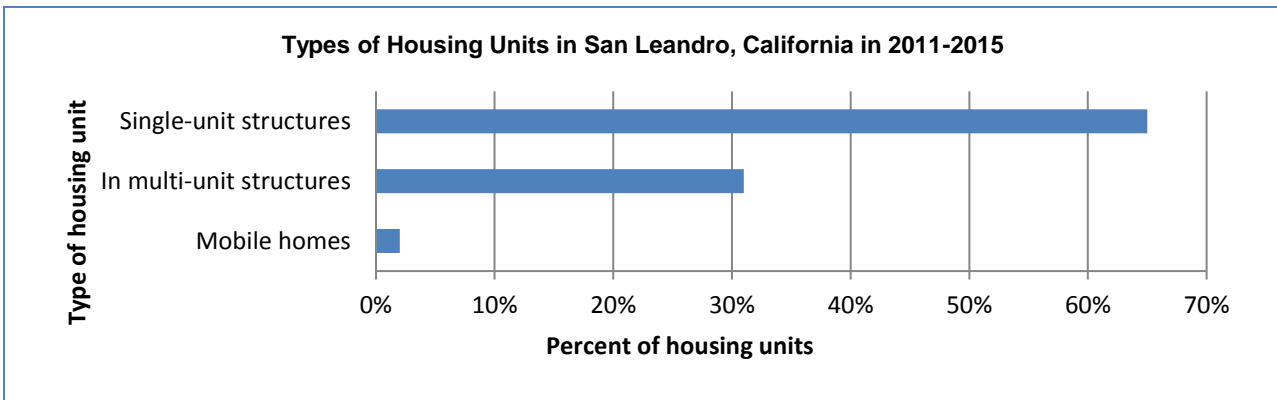
COMMUNITY PROFILE

Ethnicity

Persons identifying one race	83,237
White	36,282
Asian	28,396
Hispanic or Latino (of any race)	24,086
Some Other Race	5,928
Black or African American	10,597
Native Hawaiian & Other Pacific Islander	1,045
American Indian and Alaska Native	989
Persons identifying two or more races	5,092

Housing

Median Household income:	\$66,178
Mean Household income	\$79,966
Residents 16 and older	72,051
In labor Force	67%



Education (ACS)

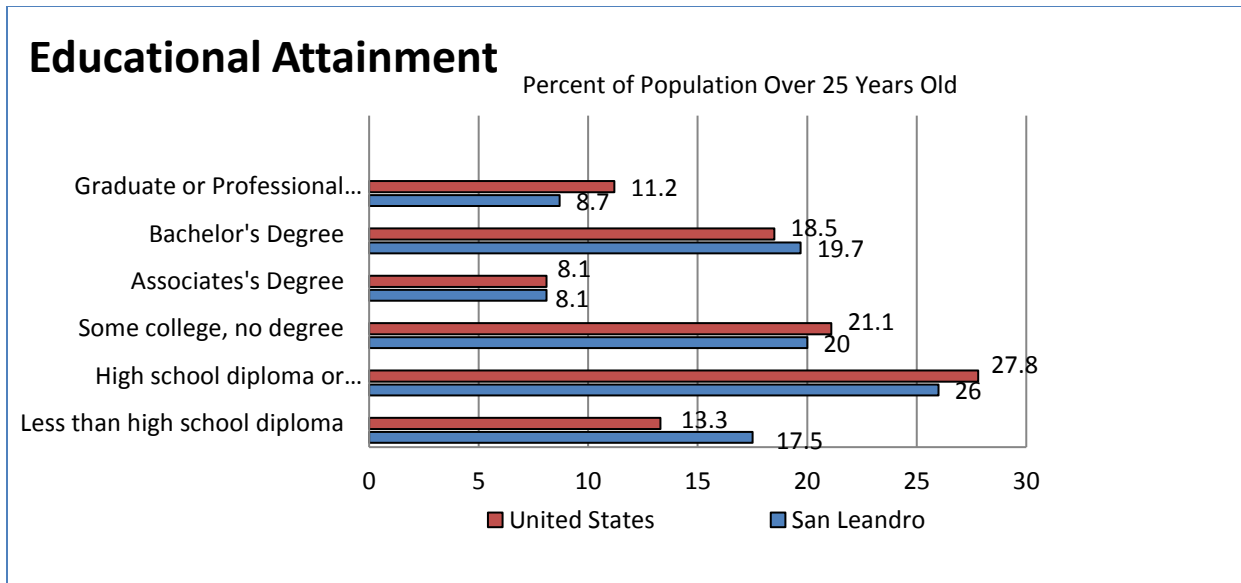
- Residents enrolled in nursery-elementary school (public or private): 10,667
- Residents enrolled in high school: 4,326
- Residents enrolled in college or graduate school: 6,459

Schools in San Leandro

- 10 public elementary schools and 3 public middle schools
2 public elementary schools and 1 public middle school are located in San Leandro but are within San Lorenzo Unified School District
- 2 public high schools (San Leandro and Lincoln High)
- 12 private elementary/secondary schools



COMMUNITY PROFILE



City Government

- San Leandro operates under a Mayor/Council-Manager form of government
- Residents of the community volunteer for the ten advisory boards and commissions that advise the Council on issues from youth–related matters to zoning
- The Council also works very closely with a network of homeowners associations, nonprofit organizations, service clubs, and business associations
- Public meeting notices, agendas, and meeting-related documents are online, and many meetings are now being digitally recorded, City Council meetings can be heard on the City’s website www.sanleandro.org, and are transmitted on Cable Channel 15
- Public information is also available on Comcast cable channel 15 and AT&T U-verse cable channel 99 for City notices and emergency alerting, as well as radio AM 1610

10 Largest Employers

Kaiser Permanente Medical Center	3,400
Alameda Health System	1,534
San Leandro Unified School District*	1,179
ACCO Engineered Systems	1,000
Wal-Mart Stores	830
City of San Leandro*	589
Ghirardelli Chocolate Company	517
Paramedics Plus	490
Peterson Cat	487
Safeway Stores (4)	449

*Includes full time and part time staff

Source: Avenu Insights & Analytics -- CAFR FYE June 30, 2018



COMMUNITY PROFILE

10 Principal Property Tax Payers	<u>Assessed Value</u>
AMB Property LP	\$ 191,854,280
Ghirardelli Chocolate Company	118,510,488
Kaiser Foundation	115,273,821
BCI Coca Cola Bottling Co.	86,874,345
Waste Mgmt of Alameda County Inc.	85,582,369
Bpp Pacific Industrial Ca REIT	80,444,899
MM PG Bayfair Properties LLC	78,782,745
Safeway Stores, Inc.	72,543,259
WI Westgate Venture LLC	57,731,912
SLTC LLC	56,706,878

Source: Alameda County Tax Assessor's Office – CAFR FYE June 30, 2018

10 Principal Sales Tax Contributors by Category

Retail Trade	\$14,662,760
Wholesale Trade	6,930,617
Accommodation and Food Services	2,121,239
Manufacturing	805,953
Real Estate and Rental and Leasing	757,242
Other Services (except Public Administration)	433,409
Construction	272,460
Information	139,384
Transportation and Warehousing	78,802
Administrative and Support and Waste Management and Remediation Services	73,027

Source: Avenu Insights & Analytics – CAFR FYE June 30, 2018

Parks, Libraries, Recreation and the Arts

The City of San Leandro has:

- 3 public swimming pools
- 20 parks; 2 community centers (includes the Senior Community Center)
- 18 tennis courts
- 2 baseball field rentals; 3 softball fields
- 1 soccer field
- 4 libraries
- 1 museum and art gallery



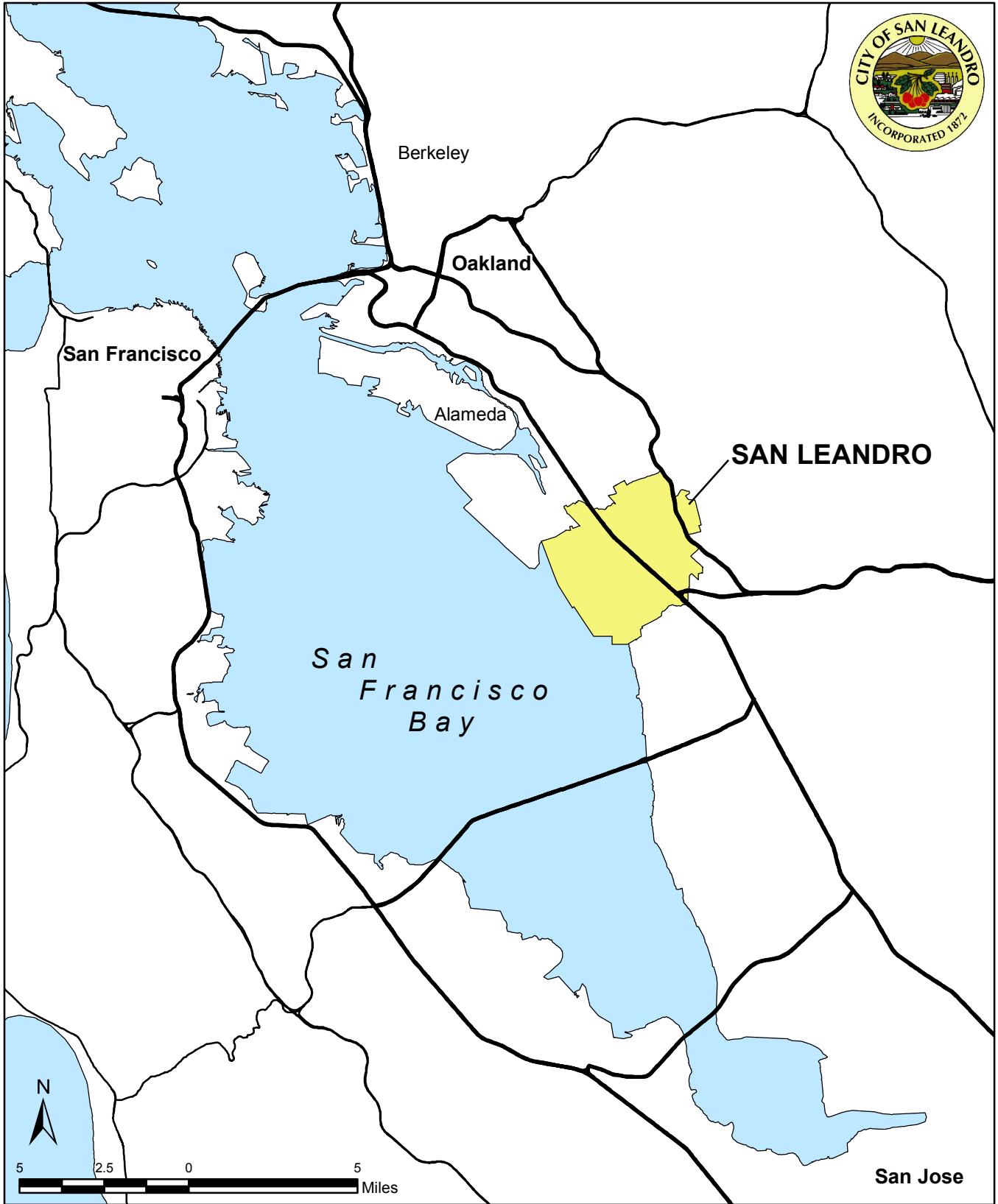
COMMUNITY PROFILE

Transportation

- San Leandro's central location provides easy access to Highways 580 and 880, which are at the heart of the Bay Area's extensive highway system. These freeways extend to the nearby cities of Oakland, San Francisco, Sacramento, and San Jose, as well as the Central Valley.
- Alameda-Contra Costa (AC) Transit provides regional bus service.
- Two Bay Area Rapid Transit (BART) stations in the City connect San Leandro with San Francisco and cities in four county areas.
- San Leandro LINKS is a shuttle bus program for transporting employees and residents throughout San Leandro to and from the San Leandro BART station.
- Three nearby international airports link San Leandro residents and businesses with every destination in the world. Oakland International Airport is just minutes away.
- The Port of Oakland, one of the West Coast's largest containerized cargo shipping facilities, is just 10 miles north of San Leandro.
- San Leandro's prime location in the Bay Area benefits both the residents and the business community.

For information about the programs and services offered by the City of San Leandro, please call (510) 577-3200 or visit us online at www.sanleandro.org





INTRODUCTION

The **City's Financial Summaries Section** provides graphics and tables of information which highlight key financial relationships and summarize the overall biennial budget document. The section includes a biennial budget summary for all funds; an overview of the City's revenue sources and description by fund type and category; expenditure summaries by fund type and category; a transfer summary for all funds operating and capital; and the five-year forecast assumptions for all funds.



ALL FUNDS BUDGET SUMMARY

For Fiscal Years 2014-15, 2015-16, 2016-17, 2017-18 and 2018-19

30

Fund Type/Name	Fund Balance at 06/30/16	2016-17		Fund Balance at 06/30/17
		Actual Revenue 2016-17	Actual Expenditures 2016-17	
General Fund	\$ 47,006,450	\$ 105,952,940	\$ (101,997,495)	\$ 50,961,895
Special Revenue Funds:				
Street/Traffic Improv (DFSI)	1,084,544	651,215	(186,608)	1,549,150
Park Development Fees	449,017	715,381	(92,948)	1,071,450
Underground Utility Fees	1,865,081	423,450	(19,912)	2,268,619
Parking	(114,509)	249,303	(262,341)	(127,547)
Gas Tax	784,569	1,668,574	(1,868,802)	584,341
Gas Tax (Section 2103)	1,050,884	235,732	(348,520)	938,096
Measure B	2,240,367	1,962,580	(1,916,052)	2,286,895
Measure BB	1,400,125	1,511,465	(2,017,633)	893,957
Measure F	636,938	430,746	(495,835)	571,849
Asset Seizure	796,375	120,678	(154,882)	762,170
Heron Bay	818,238	355,579	(247,666)	926,151
Cherrywood Maint.	368,112	23,983	(198)	391,897
Proposition IB	13,037	31	-	13,068
Grants	(941,946)	3,419,198	(2,761,884)	(284,632)
CDBG	120,596	720,212	(704,370)	136,438
Home Grant Housing	306,872	97,954	(262,616)	142,210
Housing In Lieu	97,878	95,265	-	193,143
Affordable Housing Asset Fund	2,220,635	214,749	(746,834)	1,688,550
Business Improvement District	285,174	542,785	(600,000)	227,959
Public Education & Government	476,083	197,395	(69,003)	604,474
Total Special Revenue Funds	13,958,069	13,636,275	(12,756,104)	14,838,240
Capital Project Funds:				
Capital Improvements	9,066,433	10,453,166	(3,479,772)	16,039,827
CFD #1 Cherrywood	497,875	-	-	497,875
SL Hillside Abatement (GHAD)	14,148	-	-	14,148
Total Capital Project Funds	9,578,456	10,453,166	(3,479,772)	16,551,850
Debt Service Funds:				
Assessment District Debt	122	-	-	122
Cherrywood Debt	969,186	463,404	(456,269)	976,321
Public Financing Authority	641,665	18,749,775	(18,636,073)	755,367
Total Debt Service Funds	1,610,972	19,213,179	(19,092,342)	1,731,810
Enterprise Funds:				
Water Pollution Control	47,885,502	13,243,774	(11,061,523)	50,067,753
Environmental Services	1,290,549	1,217,874	(1,065,884)	1,442,539
Shoreline Fund	(778,770)	2,630,732	(1,754,842)	97,120
Storm Water	87,341	1,083,796	(1,106,013)	65,124
Total Enterprise Funds	48,484,622	18,176,176	(14,988,262)	51,672,536
Internal Service Funds:				
Building Maintenance	1,644,741	3,466,261	(2,967,733)	2,143,269
Information Technology	1,911,127	3,712,395	(4,110,942)	1,512,580
Self Insurance	2,346,707	9,966,806	(10,016,656)	2,296,857
Equipment Maintenance	3,562,969	2,176,379	(2,268,157)	3,471,191
Total Internal Service Funds	9,465,544	19,321,841	(19,363,488)	9,423,897
Private Purpose Trust Funds:				
Successor Agency to the Redevelopment Agency	(37,607,204)	7,918,371	(3,333,041)	(33,021,875)
Total Private Purpose Trust Funds	(37,607,204)	7,918,371	(3,333,041)	(33,021,875)
Total All Funds	\$ 92,496,909	\$ 194,671,948	\$ (175,010,504)	\$ 112,158,353

Note: For Enterprise Funds and Internal Service Funds, the Fund Balance is based on full accrual.

ALL FUNDS BUDGET SUMMARY

For Fiscal Years 2014-15, 2015-16, 2016-17, 2017-18 and 2018-19

Fund Type/Name	2017-18		Fund Balance at 06/30/18
	Actual Revenue 2017-18	Actual Expenditures 2017-18	
General Fund	\$ 111,589,270	\$ (109,378,866)	\$ 53,172,299
Special Revenue Funds:			
Street/Traffic Improv (DFSI)	483,782	(245,233)	1,787,700
Park Development Fees	218,817	(957,567)	332,700
Underground Utility Fees	362,387	(37,350)	2,593,656
Parking	824,497	(425,729)	271,221
Gas Tax	2,316,731	(2,624,139)	276,933
Gas Tax (Section 2103)	349,625	(147,563)	1,140,158
Measure B	1,840,008	(1,696,238)	2,430,664
Measure BB	3,452,054	(3,627,882)	718,129
Measure F	426,125	(222,281)	775,694
Asset Seizure	438,736	(130,405)	1,070,501
Heron Bay	363,983	(328,842)	961,292
Cherrywood Maint.	2,000	-	393,897
Proposition IB	70	-	13,138
Grants	2,454,725	(1,600,966)	569,127
CDBG	683,850	(443,238)	377,050
Home Grant Housing	364,746	(9,160)	497,796
Housing In Lieu	47,405	-	240,548
Affordable Housing Asset Fund	291,665	(2,999)	1,977,215
Business Improvement District	595,213	(698,000)	125,172
Public Education & Government	227,480	(68,630)	763,325
Total Special Revenue Funds	15,743,898	(13,266,221)	17,315,917
Capital Project Funds:			
Capital Improvements	14,624,176	(7,641,031)	23,022,972
CFD #1 Cherrywood	-	-	497,875
SL Hillside Abatement (GHAD)	-	-	14,148
Total Capital Project Funds	14,624,176	(7,641,031)	23,534,995
Debt Service Funds:			
Assessment District Debt	-	-	122
Cherrywood Debt	466,147	(448,949)	993,520
Public Financing Authority	2,370,320	(2,374,774)	750,913
Total Debt Service Funds	2,836,467	(2,823,722)	1,744,555
Enterprise Funds:			
Water Pollution Control	12,835,088	(12,338,189)	50,564,652
Environmental Services	1,160,336	(1,095,231)	1,507,644
Shoreline Fund	2,909,212	(1,953,178)	1,053,154
Storm Water	1,056,694	(1,412,257)	(290,438)
Total Enterprise Funds	17,961,330	(16,798,855)	52,835,011
Internal Service Funds:			
Building Maintenance	3,606,416	(3,378,214)	2,371,470
Information Technology	4,415,712	(4,369,473)	1,558,819
Self Insurance	4,204,554	(4,389,070)	2,112,341
Equipment Maintenance	4,961,963	(2,685,229)	5,747,926
Total Internal Service Funds	17,188,645	(14,821,986)	11,790,556
Private Purpose Trust Funds:			
Successor Agency to the Redevelopment Agency	5,013,395	(7,907,061)	(35,915,541)
Total Private Purpose Trust Funds	5,013,395	(7,907,061)	(35,915,541)
Total All Funds	\$ 184,957,182	\$ (172,637,742)	\$ 124,477,792

Note: For Enterprise Funds and Internal Service Funds, the Fund Balance is based on full accrual.

ALL FUNDS BUDGET SUMMARY

For Fiscal Years 2014-15, 2015-16, 2016-17, 2017-18 and 2018-19

Fund Type/Name	2018-19		Fund Balance at 06/30/19
	Projected Revenue 2018-19	Projected Expenditures 2018-19	
General Fund	\$ 135,254,970	\$ (117,315,921)	\$ 71,111,349
Special Revenue Funds:			
Street/Traffic Improv (DFSI)	118,000	(11,528)	1,894,172
Park Development Fees	703,700	(46,000)	990,400
Underground Utility Fees	138,200	-	2,731,856
Parking	245,400	(318,181)	198,440
Gas Tax	3,366,236	(2,909,163)	734,006
Gas Tax (Section 2103)	322,732	(370,690)	1,092,200
Measure B	1,992,912	(1,715,570)	2,708,006
Measure BB	8,624,929	(8,300,000)	1,043,058
Measure F	445,500	(400,000)	821,194
Asset Seizure	304,000	(50,000)	1,324,501
Heron Bay	358,200	(369,771)	949,721
Cherrywood Maint.	27,100	-	420,997
Proposition IB	132	-	13,270
Grants	2,449,208	(737,914)	2,280,421
CDBG	650,000	(641,263)	385,787
Home Grant Housing	191,000	(142,971)	545,825
Housing In Lieu	2,400	-	242,948
Affordable Housing Asset Fund	243,900	-	2,221,115
Business Improvement District	635,200	(634,000)	126,372
Public Education & Government	207,100	(62,006)	908,419
Total Special Revenue Funds	21,025,849	(16,709,057)	21,632,709
Capital Project Funds:			
Capital Improvements	27,662,000	(7,615,000)	43,069,972
CFD #1 Cherrywood	-	-	497,875
SL Hillside Abatement (GHAD)	-	-	14,148
Total Capital Project Funds	27,662,000	(7,615,000)	43,581,995
Debt Service Funds:			
Assessment District Debt	-	-	122
Cherrywood Debt	466,200	(445,400)	1,014,320
Public Financing Authority	2,332,911	(2,324,386)	759,438
Total Debt Service Funds	2,799,111	(2,769,786)	1,773,880
Enterprise Funds:			
Water Pollution Control	13,480,047	(14,659,911)	49,384,788
Environmental Services	1,073,182	(1,431,968)	1,148,858
Shoreline Fund	2,557,830	(2,248,235)	1,362,749
Storm Water	1,100,500	(1,501,305)	(691,243)
Total Enterprise Funds	18,211,559	(19,841,419)	51,205,151
Internal Service Funds:			
Building Maintenance	3,686,729	(3,713,152)	2,345,047
Information Technology	4,554,993	(4,556,242)	1,557,570
Self Insurance	5,308,395	(5,074,546)	2,346,190
Equipment Maintenance	5,365,443	(4,276,877)	6,836,492
Total Internal Service Funds	18,915,560	(17,620,817)	13,085,299
Private Purpose Trust Funds:			
Successor Agency to the Redevelopment Agency	7,467,000	(4,021,257)	(32,469,798)
Total Private Purpose Trust Funds	7,467,000	(4,021,257)	(32,469,798)
Total All Funds	\$ 231,336,049	\$ (185,893,257)	\$ 169,920,584

Note: For Enterprise Funds and Internal Service Funds, the Fund Balance is based on full accrual.

ALL FUNDS BUDGET SUMMARY

For Fiscal Years 2014-15, 2015-16, 2016-17, 2017-18 and 2018-19

Fund Type/Name	2019-20		Fund Balance at 06/30/20
	Adopted Revenue 2019-20	Adopted Expenditures 2019-20	
General Fund	\$ 116,866,845	\$ (116,789,566)	\$ 71,188,628
Special Revenue Funds:			
Street/Traffic Improv (DFSI)	400,000	(420,000)	1,874,172
Park Development Fees	1,000,000	-	1,990,400
Underground Utility Fees	325,000	-	3,056,856
Parking	505,000	(623,711)	79,729
Gas Tax	2,985,057	(3,427,253)	291,810
Gas Tax (Section 2103)	754,598	(1,000,000)	846,798
Measure B	1,976,000	(1,870,050)	2,813,956
Measure BB	8,634,000	(8,583,194)	1,093,864
Measure F	446,000	(400,000)	867,194
Asset Seizure	160,000	(237,224)	1,247,277
Heron Bay	365,000	(275,710)	1,039,011
Cherrywood Maint.	4,000	-	424,997
Proposition IB	100	-	13,370
Grants	1,937,900	(719,291)	3,499,030
CDBG	400,000	(420,862)	364,925
Home Grant Housing	154,000	(8,561)	691,264
Housing In Lieu	3,000	-	245,948
Affordable Housing Asset Fund	200,000	(2,999)	2,418,116
Business Improvement District	697,530	(695,530)	128,372
Public Education & Government	232,000	(67,122)	1,073,297
Total Special Revenue Funds	21,179,185	(18,751,507)	24,060,387
Capital Project Funds:			
Capital Improvements	5,370,600	(5,300,000)	43,140,572
CFD #1 Cherrywood	-	-	497,875
SL Hillside Abatement (GHAD)	-	-	14,148
Total Capital Project Funds	5,370,600	(5,300,000)	43,652,595
Debt Service Funds:			
Assessment District Debt	-	-	122
Cherrywood Debt	461,000	(449,229)	1,026,091
Public Financing Authority	2,332,911	(3,185,889)	(93,540)
Total Debt Service Funds	2,793,911	(3,635,118)	932,673
Enterprise Funds:			
Water Pollution Control	13,859,612	(14,247,989)	48,996,411
Environmental Services	1,088,682	(1,254,648)	982,892
Shoreline Fund	2,966,212	(2,007,678)	2,321,282
Storm Water	1,002,000	(1,355,093)	(1,044,336)
Total Enterprise Funds	18,916,506	(18,865,408)	51,256,249
Internal Service Funds:			
Building Maintenance	3,388,214	(3,525,504)	2,207,757
Information Technology	4,377,473	(4,428,874)	1,506,169
Self Insurance	5,528,474	(5,369,340)	2,505,324
Equipment Maintenance	3,793,038	(2,925,454)	7,704,076
Total Internal Service Funds	17,087,199	(16,249,172)	13,923,326
Private Purpose Trust Funds:			
Successor Agency to the Redevelopment Agency	6,297,472	(6,297,472)	(32,469,798)
Total Private Purpose Trust Funds	6,297,472	(6,297,472)	(32,469,798)
Total All Funds	\$ 188,511,718	\$ (185,888,243)	\$ 172,544,059

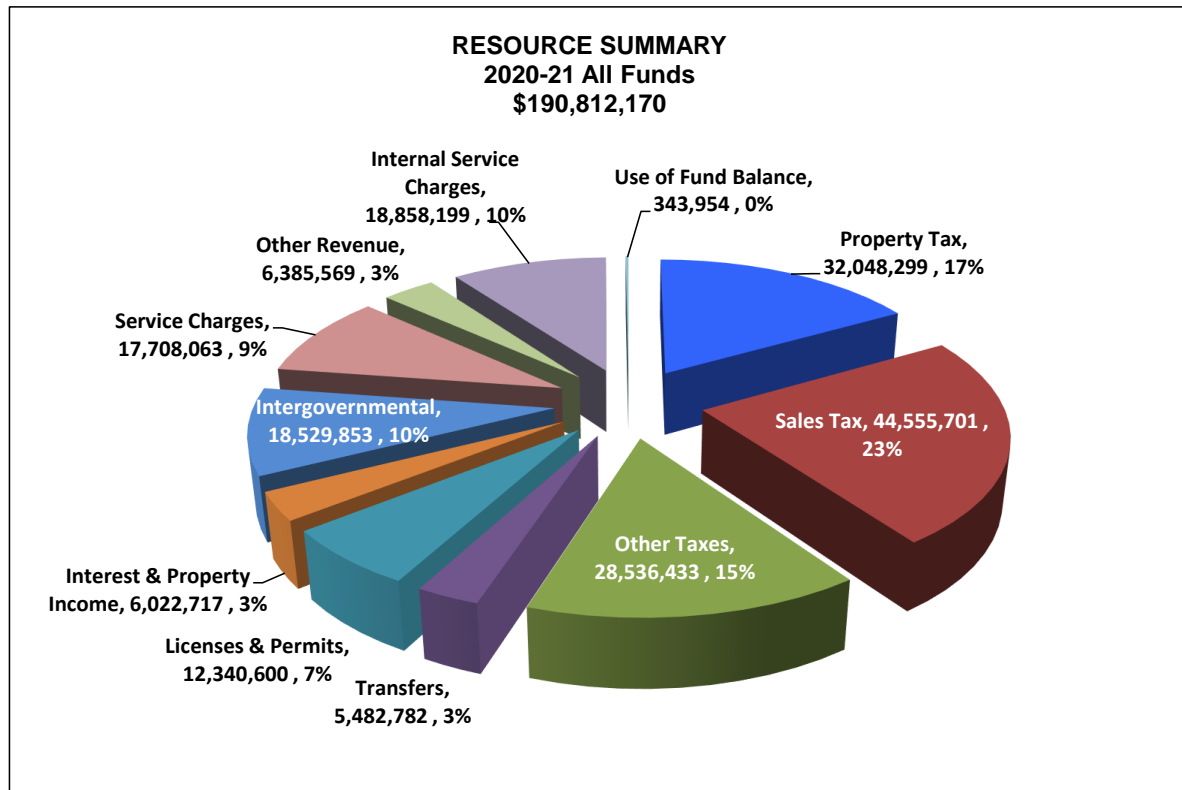
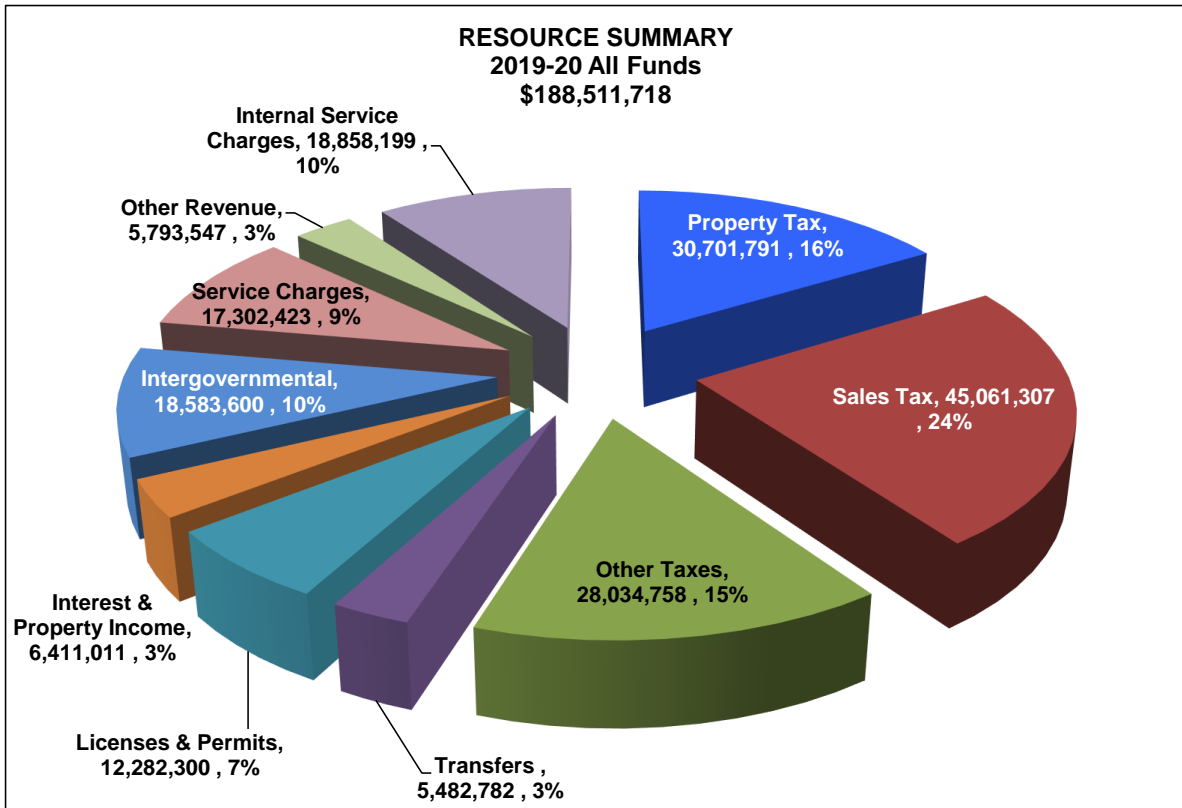
Note: For Enterprise Funds and Internal Service Funds, the Fund Balance is based on full accrual.

ALL FUNDS BUDGET SUMMARY

For Fiscal Years 2014-15, 2015-16, 2016-17, 2017-18 and 2018-19

Fund Type/Name	2020-21		Fund Balance at 06/30/21
	Adopted Revenue 2020-21	Adopted Expenditures 2020-21	
General Fund	\$ 118,045,460	\$ (120,349,415)	\$ 68,884,673
Special Revenue Funds:			
Street/Traffic Improv (DFSI)	400,000	(100,000)	2,174,172
Park Development Fees	1,000,000	-	2,990,400
Underground Utility Fees	325,000	-	3,381,856
Parking	555,000	(627,646)	7,083
Gas Tax	2,887,500	(3,171,770)	7,540
Gas Tax (Section 2103)	754,598	(1,000,000)	601,396
Measure B	2,021,000	(1,876,295)	2,958,661
Measure BB	8,684,000	(8,589,439)	1,188,425
Measure F	456,000	(400,000)	923,194
Asset Seizure	160,000	(197,224)	1,210,053
Heron Bay	375,000	(286,021)	1,127,990
Cherrywood Maint.	4,000	-	428,997
Proposition IB	100	-	13,470
Grants	1,957,900	(731,186)	4,725,744
CDBG	400,000	(427,494)	337,431
Home Grant Housing	154,000	(9,413)	835,851
Housing In Lieu	3,000	-	248,948
Affordable Housing Asset Fund	200,000	(2,999)	2,615,117
Business Improvement District	697,530	(695,530)	130,372
Public Education & Government	232,000	(67,122)	1,238,175
Total Special Revenue Funds	21,266,628	(18,182,139)	27,144,876
Capital Project Funds:			
Capital Improvements	5,370,600	(5,000,000)	43,511,172
CFD #1 Cherrywood	-	-	497,875
SL Hillside Abatement (GHAD)	-	-	14,148
Total Capital Project Funds	5,370,600	(5,000,000)	44,023,195
Debt Service Funds:			
Assessment District Debt	-	-	122
Cherrywood Debt	461,000	(445,037)	1,042,054
Public Financing Authority	2,332,911	(3,184,859)	(945,488)
Total Debt Service Funds	2,793,911	(3,629,896)	96,688
Enterprise Funds:			
Water Pollution Control	14,159,612	(15,958,687)	47,197,336
Environmental Services	1,085,682	(1,291,472)	777,102
Shoreline Fund	2,815,607	(2,046,747)	3,090,143
Storm Water	1,002,000	(1,388,433)	(1,430,769)
Total Enterprise Funds	19,062,901	(20,685,339)	49,633,811
Internal Service Funds:			
Building Maintenance	3,388,214	(3,584,606)	2,011,365
Information Technology	4,377,473	(4,824,734)	1,058,908
Self Insurance	5,528,474	(5,397,070)	2,636,728
Equipment Maintenance	3,793,038	(2,317,453)	9,179,661
Total Internal Service Funds	17,087,199	(16,123,863)	14,886,662
Private Purpose Trust Funds:			
Successor Agency to the Redevelopment Agency	6,841,517	(6,841,518)	(32,469,799)
Total Private Purpose Trust Funds	6,841,517	(6,841,518)	(32,469,799)
Total All Funds	\$ 190,468,216	\$ (190,812,170)	\$ 172,200,105

Note: For Enterprise Funds and Internal Service Funds, the Fund Balance is based on full accrual.

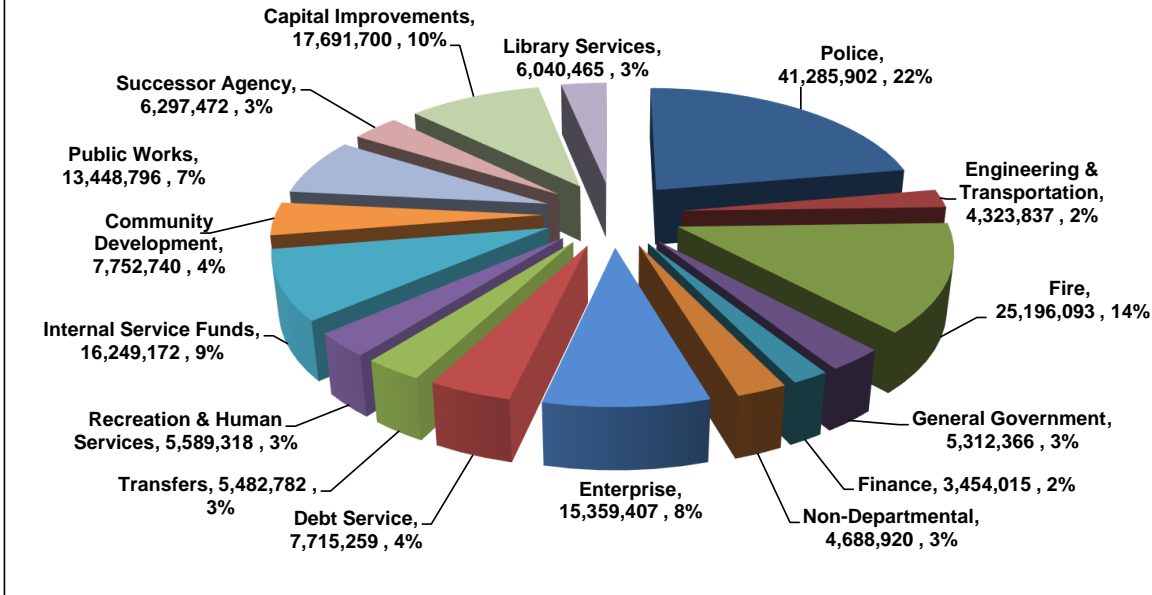


**SUMMARY OF REVENUES AND RESOURCES
BY FUND TYPE AND CATEGORY**

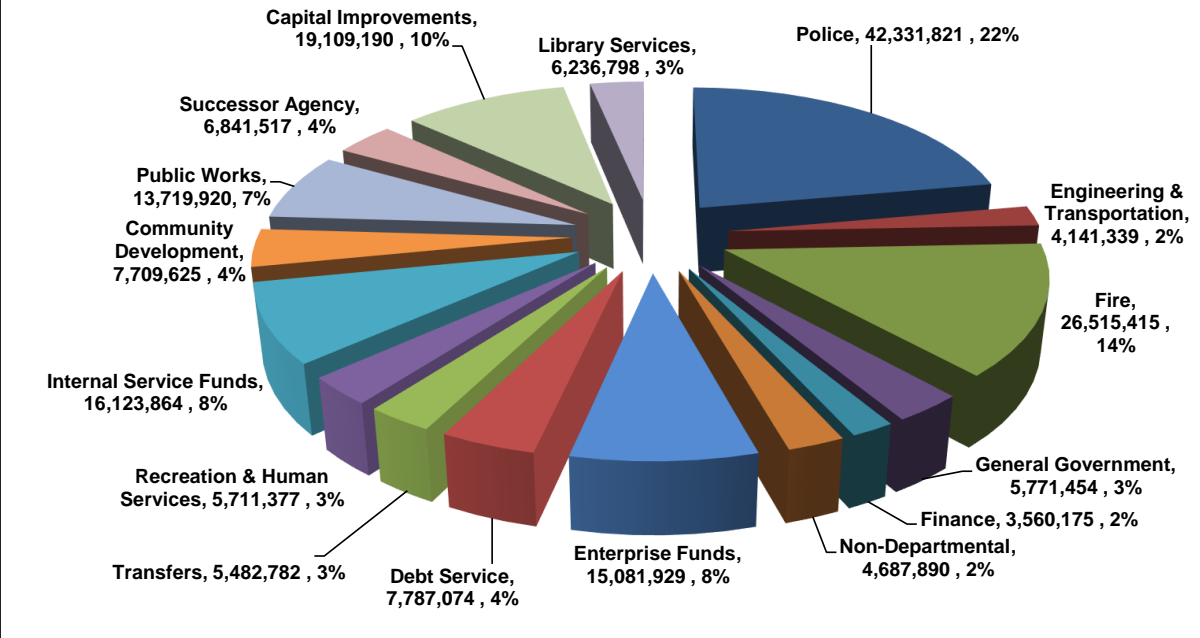
Revenues by Fund Type	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PROJECTED	2019-20 PROPOSED	2020-21 PROPOSED
General Fund	\$ 105,952,940	\$ 111,589,270	\$ 135,254,970	\$ 116,866,845	\$ 118,045,460
Special Revenue Funds	13,636,275	15,743,898	21,025,849	21,179,185	21,266,628
Capital Project Funds	10,453,166	14,624,176	27,662,000	5,370,600	5,370,600
Debt Service Funds	19,213,179	2,836,467	2,799,111	2,793,911	2,793,911
Enterprise Funds	18,176,176	17,961,330	18,211,559	18,916,506	19,062,901
Internal Service Funds	19,321,841	17,188,645	18,915,560	17,087,199	17,087,199
Successor Agency Funds	7,918,371	5,013,395	7,467,000	6,297,472	6,841,517
Total Operating Revenues	\$ 194,671,948	\$ 184,957,182	\$ 231,336,049	\$ 188,511,718	\$ 190,468,216
Use of Fund Balance	-	-	-	-	343,954
Total Resources	\$ 194,671,948	\$ 184,957,182	\$ 231,336,049	\$ 188,511,718	\$ 190,812,170

Revenues by Category	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PROJECTED	2019-20 PROPOSED	2020-21 PROPOSED
Property Taxes	\$ 28,743,813	\$ 27,455,781	\$ 31,109,877	\$ 30,701,791	\$ 32,048,299
Sales Taxes	41,727,835	42,990,223	43,564,990	45,061,307	44,555,701
Other Taxes	26,897,838	26,931,510	27,352,976	28,034,758	28,536,433
Licenses and Permits	10,095,066	11,204,043	11,060,300	12,282,300	12,340,600
Fine, Forfeits & Penalties	1,572,898	1,688,351	1,688,000	1,780,650	1,846,457
Interest & Property Income	5,802,338	6,166,109	6,394,503	6,411,011	6,022,717
Intergovernmental	11,321,971	13,212,189	19,017,932	18,583,600	18,529,853
Charges for Current Services	17,317,675	17,520,122	16,754,224	17,302,423	17,708,063
Other Revenues	25,618,758	8,157,970	25,742,072	4,012,897	4,539,112
Building Maintenance	3,463,040	3,590,449	3,660,729	3,378,214	3,378,214
Information Technology Services	3,653,866	4,409,288	4,537,993	4,372,473	4,372,473
Insurance Services	3,603,030	4,059,121	4,180,895	5,433,474	5,433,474
Equipment Maintenance	2,135,337	4,691,853	5,056,743	3,674,038	3,674,038
Administrative	1,999,878	1,999,878	2,000,000	2,000,000	2,000,000
Transfers from Other Funds	10,718,564	10,880,293	29,214,815	5,482,782	5,482,782
Total Operating Revenues	\$ 194,671,907	\$ 184,957,182	\$ 231,336,049	\$ 188,511,718	\$ 190,468,216
Use of Fund Balance/Reserves	13,027,593	13,948,612	5,890,854	-	343,954
Total Resources	\$ 207,699,500	\$ 198,905,794	\$ 237,226,903	\$ 188,511,718	\$ 190,812,170

**EXPENDITURE SUMMARY
2019-20 All Funds
\$185,888,244**



**EXPENDITURE SUMMARY
2020-21 All Funds
\$190,812,170**



**SUMMARY OF OPERATING EXPENDITURES
BY FUND TYPE AND CATEGORY**

Expenditures by Fund Type	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 101,997,495	\$ 109,378,866	\$ 117,315,922	\$ 116,789,567	\$ 120,349,415
Special Revenue Funds	12,756,104	13,266,221	21,031,002	18,751,507	18,182,139
Capital Project Funds	3,479,773	7,641,031	7,615,000	5,300,000	5,000,000
Debt Service Funds	19,092,342	2,823,722	2,769,786	3,635,118	3,629,896
Enterprise Funds	14,988,262	16,798,855	19,841,418	18,865,409	20,685,339
Internal Service Funds	19,363,488	14,821,986	17,620,816	16,249,172	16,123,863
Successor Agency Funds	3,333,041	7,907,061	4,021,257	6,297,472	6,841,517
Total Operating Expenditures	\$ 175,010,505	\$ 172,637,742	\$ 190,215,202	\$ 185,888,244	\$ 190,812,170

Expenditures by Category	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Government	\$ 4,613,257	\$ 4,705,188	\$ 5,572,055	\$ 5,312,366	\$ 5,771,454
Finance	2,684,887	2,766,454	3,353,660	3,454,015	3,560,175
Police	32,330,732	36,600,625	39,980,280	41,285,902	42,331,821
Fire	22,401,431	23,433,728	23,743,996	25,196,093	26,515,415
Community Development	6,423,877	6,875,112	8,026,411	7,752,740	7,709,625
Engineering & Transportation	3,074,902	3,562,107	4,004,648	4,323,837	4,141,339
Public Works	10,350,020	11,897,497	12,922,184	13,448,796	13,719,920
Recreation & Human Services	5,281,024	5,264,865	5,901,212	5,589,318	5,711,377
Library	5,402,363	5,676,056	5,926,859	6,040,465	6,236,798
Non-Departmental	4,471,293	4,276,061	4,255,424	4,688,920	4,687,890
Enterprise Activities	11,351,365	13,398,818	14,139,097	15,359,407	15,081,929
Internal Service	19,363,488	14,821,986	17,620,816	16,249,172	16,123,863
Capital Improvements	11,336,491	11,627,553	24,790,233	17,691,700	19,109,190
Capital Improvements (Capitalized)	245,695	3,481,562	-	-	-
Debt Service	21,628,076	5,616,490	6,775,954	7,715,259	7,787,074
Successor Agency	3,333,041	7,907,061	4,021,257	6,297,472	6,841,517
Total Expenditures	\$ 164,291,941	\$ 161,911,163	\$ 181,034,087	\$ 180,405,462	\$ 185,329,388
Transfers to Other Funds	10,718,564	10,726,579	9,181,115	5,482,782	5,482,782
Total Operating Expenditures	\$ 175,010,505	\$ 172,637,742	\$ 190,215,202	\$ 185,888,244	\$ 190,812,170

SUMMARY OF EXPENDITURES BY CLASSIFICATION TYPE

Expenditures by Classification Type	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries & Benefits	\$ 57,074,866	\$ 62,847,257	\$ 69,716,941	\$ 70,550,910	\$ 73,593,508
Services	60,880,632	62,392,849	71,547,900	69,125,640	74,556,392
Supplies	2,894,390	3,423,402	3,816,897	3,880,672	3,872,856
Capital Outlay	3,431,318	4,999,433	3,053,538	3,271,584	2,135,036
Internal Service Charges	15,089,078	18,987,246	19,596,023	17,186,901	17,186,223
Debt Service/Other	24,921,657	9,260,976	13,302,788	16,146,755	13,742,373
Total Expenditures	164,291,941	161,911,163	181,034,087	180,162,462	185,086,388
Transfers	10,718,564	10,726,579	9,181,115	5,482,782	5,482,782
Total Expenditures and Transfers	\$ 175,010,505	\$ 172,637,742	\$ 190,215,202	\$ 185,645,244	\$ 190,569,170

ALL FUNDS OPERATING AND CAPITAL TRANSFER SUMMARY

Transfer From	Transfer To	Purpose	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	Business Improvement District	Links Shuttle Service	\$ 75,000	\$ -	\$ -	\$ 50,000	\$ -
General Fund	Capital Improvement Fund	Library Carpet Replacement	50,000	-	-	-	-
General Fund	Self-Insurance Fund	PULL Plan	6,200,000	-	-	-	-
General Fund	Capital Improvement Fund	Dog Park Resurf	300,000	-	-	-	-
General Fund	Capital Improvement Fund	Fiber Optic Plan	60,000	-	-	-	-
General Fund	Capital Improvement Fund	Street Maintenance	238,000	-	-	-	-
General Fund	Capital Improvement Fund	Street Improvement	1,000,030	-	-	-	-
General Fund	Capital Improvement Fund	Public Safety Bldg South Office Modification	1,574,953	-	-	-	-
General Fund	Capital Improvement Fund	Public Works Maintenance Projects	100,000	-	-	-	-
General Fund	Capital Improvement Fund	ADA Transition Plan	33,017	35,000	35,000	35,000	35,000
General Fund	Capital Improvement Fund	Marina Blvd Streetscape Improvements	542,000	-	-	-	-
General Fund	Capital Improvement Fund	Boat Harbor Decommission	-	4,700,000	2,300,000	-	-
General Fund	Capital Improvement Fund	Farrelly Pool Replacement	-	2,300,000	-	1,100,000	-
General Fund	Capital Improvement Fund	City Building Major Maintenance	-	600,000	600,000	600,000	600,000
General Fund	Capital Improvement Fund	Street Sealing	-	-	-	600,000	600,000
General Fund	Capital Improvement Fund	Street Overlay / Rehabilitation	-	-	-	2,260,000	2,140,000
General Fund	Capital Improvement Fund	Neptune Drive Shoreline Flood Protection	-	500,000	-	-	-
General Fund	Capital Improvement Fund	City Park Major Maintenance	-	475,000	475,000	475,000	475,000
General Fund	Capital Improvement Fund	Boys & Girls Club Pool Resurface	-	350,000	-	-	-
General Fund	Capital Improvement Fund	Pedestrian Crossing Improvements	-	250,000	250,000	80,000	200,000
General Fund	Capital Improvement Fund	Chabot Park Playground and Amphitheater Installment 2	-	-	-	100,000	-
General Fund	Capital Improvement Fund	Family Aquatics Center Competition Pool	-	250,000	-	-	-
General Fund	Capital Improvement Fund	Neighborhood Traffic Calming Program	-	100,000	100,000	-	-
General Fund	Capital Improvement Fund	Manor Park Front Play Area	-	100,000	-	-	-
General Fund	Capital Improvement Fund	Public Park Wifi	-	100,000	-	-	-
General Fund	Capital Improvement Fund	Downtown WiFi Expansion	-	90,000	-	-	-
General Fund	Capital Improvement Fund	Engineering Studies	-	20,000	20,000	-	-
General Fund	Capital Improvement Fund	Traffic Studies	-	20,000	20,000	-	-
General Fund	Capital Improvement Fund	Storm Water Trash Capture Phase 3	-	-	2,000,000	-	-
General Fund	Capital Improvement Fund	Police Department Range Upgrade	-	-	560,000	50,000	-
General Fund	Capital Improvement Fund	Floresta Monterey Traffic Signal	-	-	550,000	-	-
General Fund	Capital Improvement Fund	Sidewalk Program	-	-	205,000	-	-
General Fund	Capital Improvement Fund	Storm Drain Video Inspection	-	-	200,000	-	-
General Fund	Capital Improvement Fund	Fire Station 13 Replacement Installment 1	-	-	-	-	200,000
General Fund	Capital Improvement Fund	Financial Software System Installment 1	-	-	-	-	300,000
General Fund	Capital Improvement Fund	Main Library Restroom Renovation	-	-	-	-	750,000
General Fund	Gas Tax Fund	Street Maintenance	-	288,889	433,333	-	-
General Fund	Equipment Maintenance Fund	New Transit Connect XL Van	-	27,000	-	-	-
		General Fund - Total Transfer Out	10,173,000	10,205,889	7,748,333	5,350,000	5,300,000
	Development Fee for St						
Capital Improvement Fund	Improvements Funds	Westlake Project	280,000	-	-	-	-
Capital Improvement Fund	Successor Agency	Return Eden Road Funding	-	353,701	-	-	-
		Capital Improvement Fund - Total Transfer Out	280,000	353,701	-	-	-
Shoreline Enterprise Fund	Capital Improvement Fund	Golf Course	-	166,989	-	-	-
Water Pollution Control PI	Environmental Services Fund	Sewer Inspections	265,564	-	132,782	132,782	132,782
		Enterprise Funds - Total Transfer Out	265,564	166,989	132,782	132,782	132,782
		All Funds - Total Transfer Out	\$10,718,564	\$10,726,579	\$7,881,115	\$5,482,782	\$5,432,782

MULTI-YEAR FORECAST ASSUMPTIONS – ALL FUNDS

INTRODUCTION

Completing a multi-year forecast for key operating funds is a critical budgetary tool that provides a multi-year view of revenues and expenditures to help the City Council evaluate the impact of policy choices on the long-term fiscal health of the City. The General Fund (a ten-year forecast), Special Revenue, and Enterprise/Internal Service funds sections of this book include detailed discussions of six-year forecasts for key operating funds supported by special taxes, assessments and fees. The forecasting model enables the City Council to act more strategically and to understand the future impact of its decisions.

Given the legal restrictions on raising new revenues for all new or increased taxes (Proposition 218), it is particularly important to understand the long and short-term fiscal impact of policy decisions.

- What are the long-term fiscal consequences of employee pay and benefit policies?
- What are the long-term impacts of continuing to defer maintenance?
- Should the voters be asked to approve a tax increase to support Storm Water infrastructure improvements?

The multi-year forecast also serves to identify potential future issues that require fiscal planning. Early planning for changes in baseline expenditures is critical to ensuring continued financial stability for the organization. A variety of assumptions and factors drive the forecast, such as labor costs, inflation, potential recession, federal and state regulatory requirements, statewide initiatives, short-term tax shortfalls, and unforeseen emergencies. These assumptions impact revenue and expenditure projections and variations can cause wide swings in budget balancing strategies.

INFLATION

Inflation is an important factor, directly impacting City revenues and expenditures. Inflation-sensitive revenue, such as sales and business license taxes, make up a significant portion of the General Fund budget (45%).



MULTI-YEAR FORECAST ASSUMPTIONS – ALL FUNDS

Inflation in the Bay Area has increased on the average of 3.1% over the last five years.

CONSUMER PRICE INDEX (CPI)
Annual average change from previous year

Year	% Increase
2009	0.8
2010	1.4
2011	2.6
2012	2.7
2013	2.2
2014	2.8
2015	2.6
2016	3.0
2017	3.2
2018	3.9
5-Year Average	3.1

Source: U.S. Department of Labor Statistics for Consolidated Metropolitan Statistical Area covering San Francisco-Oakland-San Jose

Changes in funding for most revenue funds include adjustments that are consistent with Bay Area inflation. The 2018 CPI of 3.87% is the highest rate since 2007.

The established growth index for the 9-1-1 Emergency Communication Access Tax, Emergency Medical Services Tax, and the Business License Tax is the CPI change of 3.87% for 2019-20.

STAFFING COSTS

Salary Adjustments

The multi-year forecast includes salary adjustments for all labor groups of 3% or more through 2020-21.

Medical Insurance

Medical and dental insurance costs include estimated increases. The multi-year forecast includes a 4% rate increase through 2028-29.

Retiree Medical Insurance

In August 2004, the Governmental Accounting Standards Board (GASB) issued Statement No. 45, *Accounting and Financial Reporting for Employers for Post-employment Benefits other than Pensions (GASB 45 – OPEB)* – effective July 1, 2007 for San Leandro. This standard requires government employers to account for post-employment benefits other than pensions during an employee’s employment service with the City, instead of during retirement on a “pay-as-you-go” basis. The City complies with this requirement. The forecasts reflect \$900,000 in 2019-20 through 2028-29 in retiree medical insurance costs using the pay-as-you-go basis. Included in the Self Insurance



MULTI-YEAR FORECAST ASSUMPTIONS – ALL FUNDS

Fund is a payment to the OPEB Trust in the amount of \$750,000 annually for 2019-20 through 2028-29.

Retirement Plan Costs (CalPERS)

Retirement rates continue to represent one of the most significant citywide budgetary pressures. The California Public Employees' Retirement System (CalPERS) is a defined benefit pension plan funded by a combination of employee contributions that are set by statute and employer contributions that fluctuate from year to year based on an annual actuarial valuation performed by CalPERS. An outside actuary has reviewed the City's rates and advises the City on the funded status of the plans and projects employer rates for future years.

On January 1, 2013 the Public Employees' Pension Reform Act of 2013 (PEPRA) took effect. In addition to creating new retirement formulas for newly hired members PEPRA also effectively closed all existing active risk pools to new employees. The forecast for pension costs include this new requirement.

In June 2012, Governmental Accounting Standards Board (GASB) issued pronouncements for pension plan financial reporting in GASB 67 and GASB 68. The City of San Leandro complies with the new GASB 68 reporting requirements.

Beginning in fiscal year 2013-14, all City staff agreed to contribute to the CalPERS employee's portion of the pension plan. Safety plan staff fully pay the employee's portion of 9% as of July 1, 2015 and Non-safety staff fully pay the employee's portion of 8% as of July 1, 2015, as per the labor agreements. Additionally, Safety plan staff contributes to the employer's portion of 1% in 2017-18, 2% in 2018-19 and 3% per year for subsequent years, with an increase in wage rates to offset this contribution.

In August 2018, the City received its CalPERS employer contribution rates for fiscal years 2019-20 through 2024-25, effective July 1, 2019. Rates have increased due to prior year portfolio losses and a change in actuarial assumptions by CalPERS. The CalPERS circular updates rates based on revised discount rates. The new rates went into effect July 1, 2018. Therefore, the adopted rates for the City's Miscellaneous plan (all non-sworn employees) increased by 8.9% in 2017-18 and the City's Safety plan rates increased by 13.2% in 2017-18. Starting in 2019-20 the budget includes the pre-paid adjusted PERS rates applied to the classic plans for Miscellaneous and Safety, as well as the Safety PEPRA plan. The pre-paid PERS rates are used in the forecast models.



MULTI-YEAR FORECAST ASSUMPTIONS – ALL FUNDS

Miscellaneous Plan	Employer Rate	Change	Safety Plan	Employer Rate	Change
2015-16	27.00%	-1.82%	2015-16	42.60%	36.98%
2016-17	29.10%	7.78%	2016-17	48.40%	13.62%
2017-18	31.70%	8.93%	2017-18	54.80%	13.22%
2018-19	33.50%	5.68%	2018-19	62.26%	13.61%
2019-20	37.10%	10.75%	2019-20	69.41%	11.48%
2020-21	39.42%	6.25%	2020-21	75.40%	8.63%
2021-22	41.78%	5.99%	2021-22	80.70%	7.03%
2022-23	43.40%	3.88%	2022-23	84.46%	4.66%
2023-24	43.88%	1.11%	2023-24	85.90%	1.70%
2024-25	44.53%	1.48%	2024-25	87.20%	1.51%

Employee Contribution rates are fully paid for by City Staff effective 7/1/2015. Sworn staff contribute to the Employer's Portion effective 7/1/17 at 1% for 2017-18, 2% for 2018-19 and 3% for 2019-20 and subsequent fiscal years.

Workers' Compensation

The City is 100% self-insured for Workers' Compensation. The biennial budget includes over \$2.3 million in funding for workers' compensation claims in each fiscal year. The City historically budgets for workers' compensation on a pay-as-you go basis; however, the fund is fully funded based on an "expected" confidence level as ascertained by the City's outside actuary. Workers' Compensation rates are calculated on payroll by classification rate. The forecast expenditures fluctuate with salary costs in subsequent years.

OTHER BUDGET IMPACTS

General Liability

On July 1, 2012 the City's Self Insured Retention (SIR) through the California Joint Powers Risk Management Authority (CJPRMA) risk pool was decreased from \$1,000,000 to \$500,000 for claim incidents occurring on or after July 1, 2012. Therefore, claims in excess of \$500,000 will now be covered by CJPRMA as per the Memorandum of Coverage (MOC). The CJPRMA has a membership of almost 100 agency jurisdictions, of which San Leandro is a member. The biennial budget includes over \$1.7 million in funding for general liability claims in each fiscal year. These costs are forecast to remain level in subsequent years.

Debt Service Payments

Debt Service payments are based upon established debt payment schedules for General Fund debt and loans, Special Assessment Funds Debt, Water Pollution Control Plant debt, Successor Agency debt, Shoreline Enterprise Fund debt, and San Leandro Public Financing Authority debt. These debt payment schedules were used for the forecast projections of debt service in subsequent years.



INTRODUCTION

The General Fund is the general operating fund of the City and accounts for all unrestricted financial resources except those required to be accounted for in another fund. Sales tax, Property tax, Utility Users tax, Franchise fees and Business License tax support over 82% of the City’s General Fund operations. City services supported by the General Fund include Public Safety (police and fire), Library, Recreation and Human Services, Community Development, Engineering and Transportation, and Public Works activities.

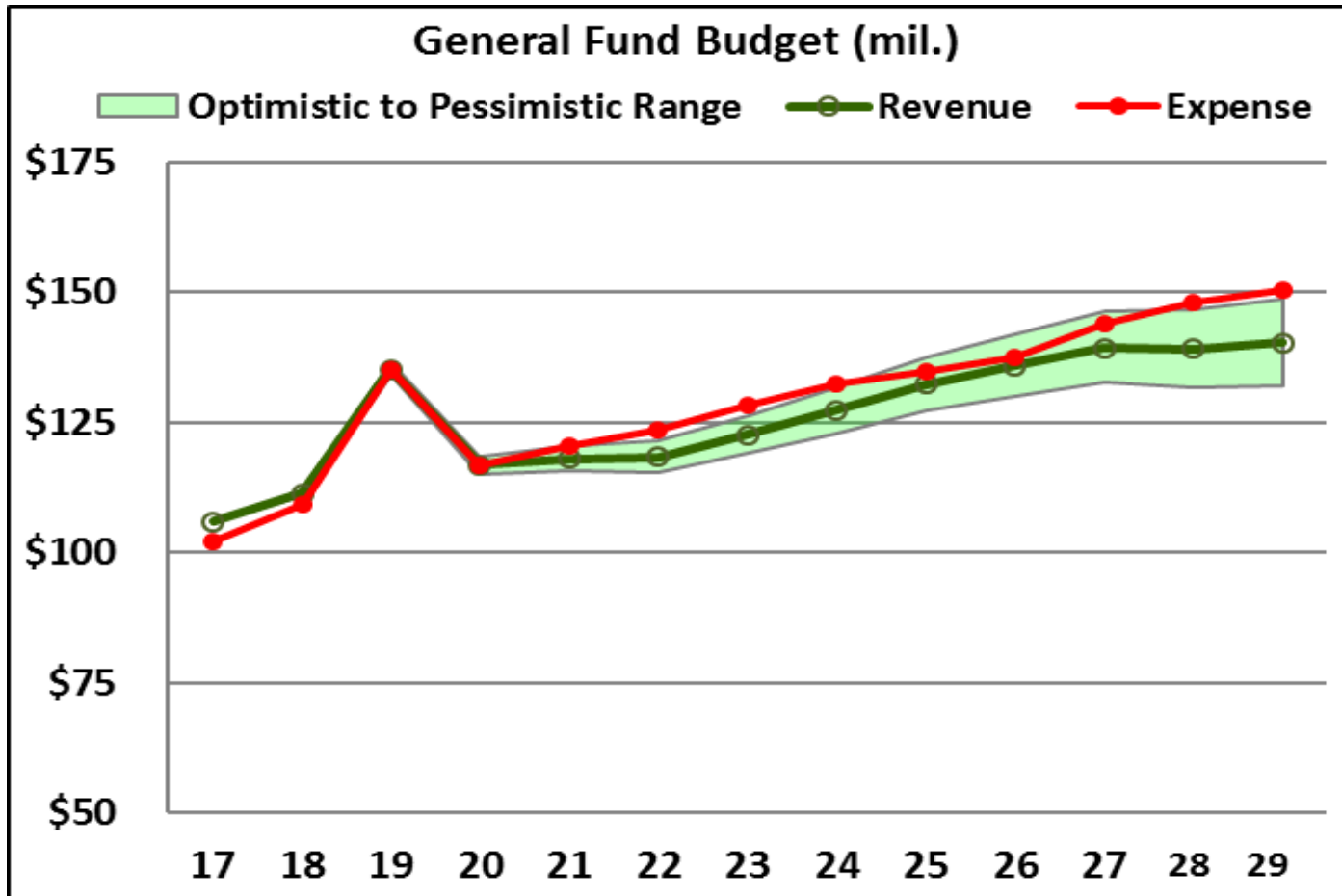
This section provides a summary of General Fund revenues and expenditures; City Council designations of fund balance; charts, and summary tables of all General Fund revenues and resources; narrative descriptions and trend schedules of major revenues and resources; ten-year chart and table of revenues by source; charts and tables of General Fund expenditures by department and category; and a ten-year chart and table of expenditures by type.



General Fund Ten Year Forecast Fiscal Years 2019-20 through 2028-29 (Dollars in millions)

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	Proposed	Proposed	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	\$53.2	\$53.3	\$51.0	\$46.6	\$41.5	\$36.9	\$35.1	\$34.1	\$30.1	\$21.9
Total Revenues	116.9	118.0	119.0	123.1	127.9	132.9	136.5	139.9	139.7	140.8
Total Expenditures	116.8	120.3	123.4	128.2	132.5	134.7	137.5	143.9	147.9	150.3
Operating Surplus / (Shortfall)	0.1	(2.3)	(4.4)	(5.1)	(4.6)	(1.8)	(1.0)	(4.0)	(8.2)	(9.5)
Ending Fund Balance	\$53.3	\$51.0	\$46.6	\$41.5	\$36.9	\$35.1	\$34.1	\$30.1	\$21.9	\$12.4

General Fund Forecast Summary Graph Fiscal Years 2016-17 through 2028-29

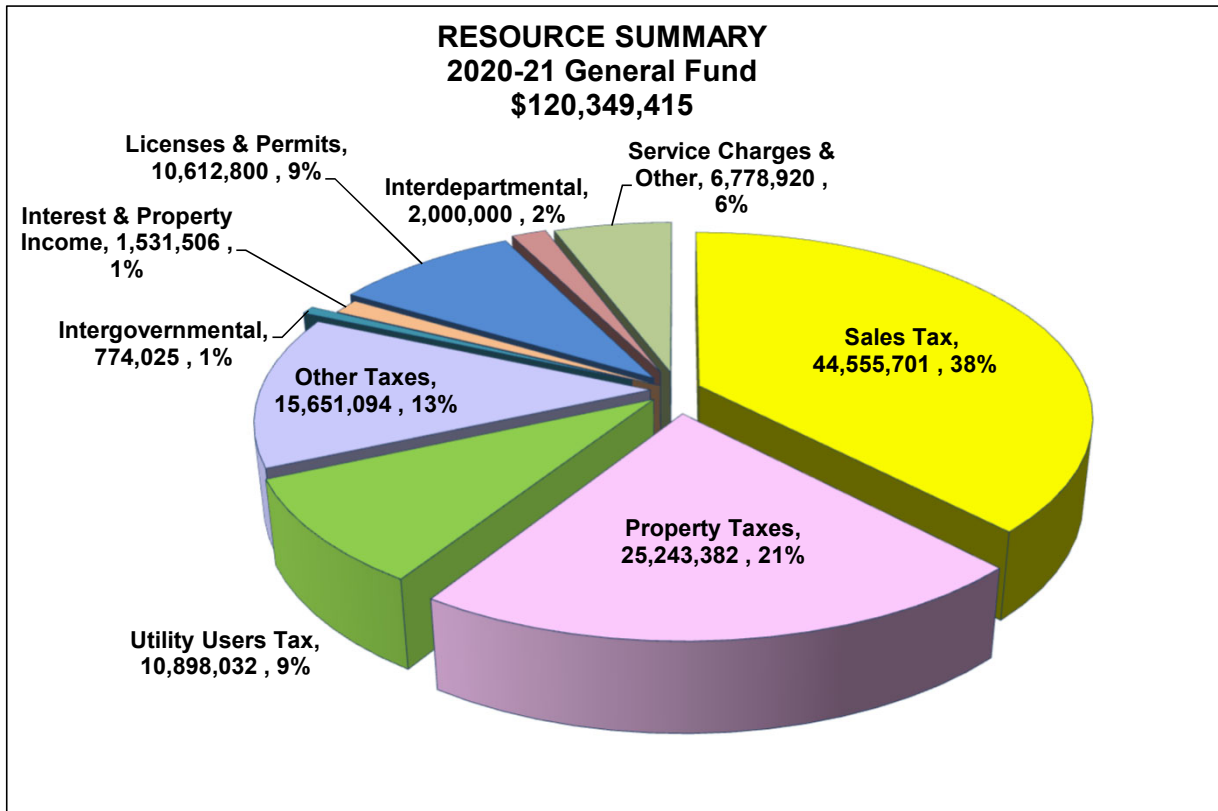
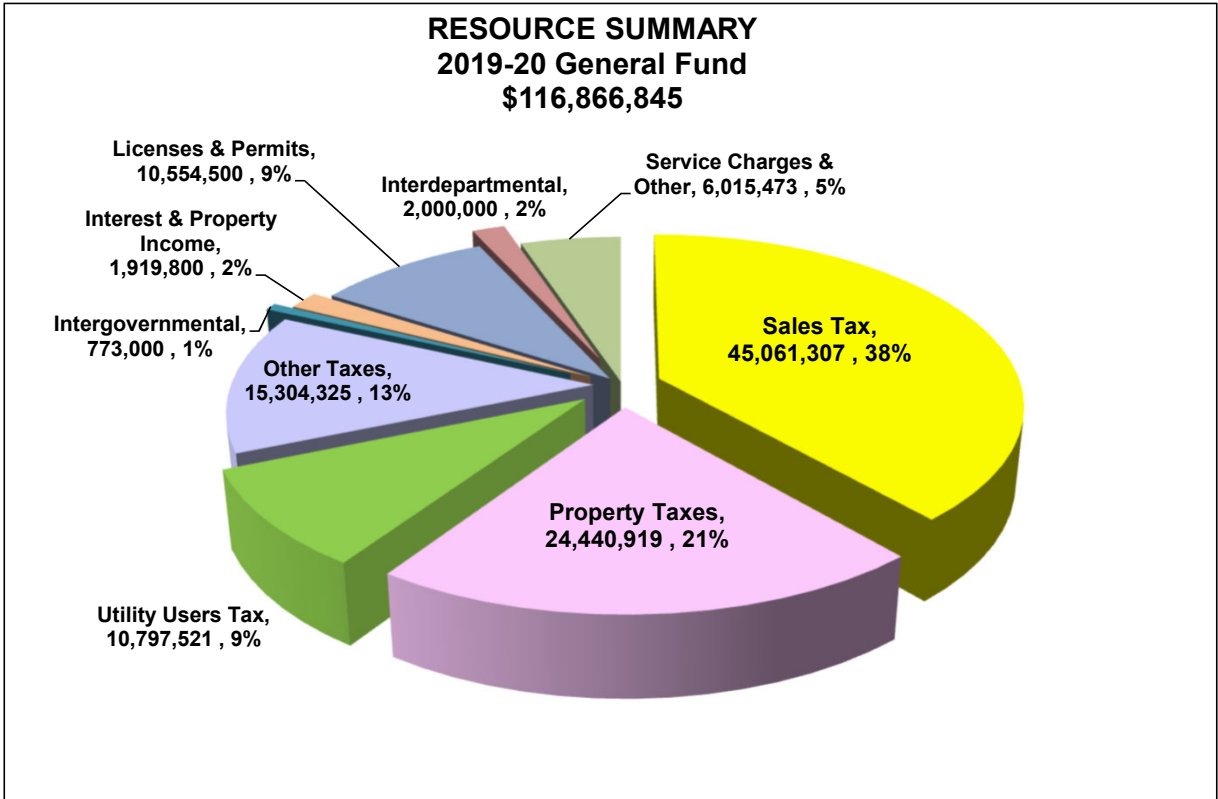


GENERAL FUND SUMMARY

<i>(Dollars in thousands)</i>	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Revenues:					
Property Tax	\$ 20,858	\$ 22,994	\$ 23,985	\$ 24,441	\$ 25,243
Sales Tax	41,728	42,990	44,039	45,061	44,556
Utility Users Tax	10,581	10,548	10,414	10,441	10,534
Real Property Transfer Tax	5,459	5,176	5,000	5,000	5,000
All Other Revenue	27,327	29,737	51,818	31,924	32,712
Total Operating Revenues	105,953	111,445	135,256	116,867	118,045
Expenditures:					
Salaries & Benefits	44,863	49,001	51,232	56,022	58,229
Services and Supplies	9,079	8,758	11,309	10,783	10,802
Fire Services Contract	21,925	21,687	23,709	24,307	25,638
Fire Equipment	-	1,260	-	384	372
Capital Outlay	307	109	141	446	386
Debt Service	4,814	4,748	5,474	6,408	6,484
Internal Service Fund Charges	10,499	13,313	13,313	12,606	12,606
Other	337	297	886	483	483
Transfers Out	10,173	10,206	29,048	5,350	5,350
Total Operating Expenditures	101,997	109,379	135,112	116,789	120,350
Net Revenue (Expenditure)	\$ 3,956	\$ 2,066	\$ 144	\$ 78	\$ (2,304)

GENERAL FUND STATEMENT OF FUND BALANCES

<i>(Dollars in thousands)</i>	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Major Emergencies	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Economic Uncertainty	28,781	30,460	31,255	32,255	29,387
Sub-Total	33,781	35,460	36,255	37,255	34,387
ACFD OPEB Reserve	3,074	4,078	5,073	6,144	7,113
Encumbrances	1,504	1,224	1,399	1,399	1,399
Long-Term Loans to Other Funds	12,603	12,268	10,447	8,454	8,049
Subtotal Restricted	17,181	17,570	16,919	15,997	16,561
Total Ending Fund Balance	\$ 50,962	\$ 53,030	\$ 53,174	\$ 53,252	\$ 50,948



**SUMMARY OF GENERAL FUND OPERATING REVENUES
AND RESOURCES BY CATEGORY**

Revenues by Category	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Property Taxes	\$ 20,858,028	\$ 22,994,213	\$ 23,659,877	\$ 24,440,919	\$ 25,243,382
Sales Tax	41,727,835	42,990,223	43,564,990	45,061,307	44,555,701
Utility Users Tax	10,932,054	10,639,834	10,413,530	10,797,521	10,898,032
Other Taxes	14,299,187	14,441,365	15,060,516	15,304,325	15,651,094
Licenses & Permits	8,266,268	9,582,918	9,738,300	10,554,500	10,612,800
Interest & Property Income	1,549,606	1,633,506	2,220,300	1,919,800	1,531,506
Intergovernmental	1,226,780	1,210,883	971,033	773,000	774,025
Service Charges & Other	5,093,304	6,096,450	27,626,424	6,015,473	6,778,920
Interdepartmental	1,999,878	1,999,878	2,000,000	2,000,000	2,000,000
Total Operating Revenues	\$ 105,952,940	\$ 111,589,270	\$ 135,254,970	\$ 116,866,845	\$ 118,045,460
Use of Fund Balance/Reserves	-	-	-	-	2,303,955
Total Resources	\$ 105,952,940	\$ 111,589,270	\$ 135,254,970	\$ 116,866,845	\$ 120,349,415

SUMMARY OF GENERAL FUND REVENUES

Revenues by Category	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Property Taxes					
Property Tax Secured	\$ 11,347,042	\$ 11,900,206	\$ 11,996,703	\$ 12,858,830	\$ 13,295,764
Property Tax Unsecured	653,684	925,003	765,747	976,294	986,057
Homeowners Property Tax Exempts	99,206	98,990	97,237	102,411	101,386
Property Tax - VLF Swap	7,106,802	7,541,028	8,022,900	7,916,498	8,185,494
Interest & Penalties	46,433	52,323	58,960	55,082	56,849
Residual Property Tax	1,604,861	2,476,662	2,718,330	2,531,804	2,617,832
Total Property Taxes	\$ 20,858,028	\$ 22,994,213	\$ 23,659,877	\$ 24,440,919	\$ 25,243,382
Sales & Use Tax					
Sales and Use Taxes	30,342,598	30,722,200	31,279,800	32,003,600	31,648,312
Sales Tax/Public Safety	337,468	359,178	384,000	385,940	376,292
Transaction & Use Tax	11,047,769	11,908,834	11,901,190	12,671,767	12,531,097
Sales and Use Tax Backfill	-	11	-	-	-
Total Sales & Use Tax	\$ 41,727,835	\$ 42,990,223	\$ 43,564,990	\$ 45,061,307	\$ 44,555,701
Other Taxes					
Utility Users Tax:					
UUT - Electricity & Gas	7,202,418	7,098,315	7,087,939	7,413,007	7,524,202
UUT - Cable	730,845	845,491	827,965	830,105	834,255
UUT - Telecommunications	2,998,791	2,696,028	2,497,626	2,554,409	2,539,575
Total Utility Users Tax	10,932,054	10,639,834	10,413,530	10,797,521	10,898,032
Real Property Transfer Tax	5,459,316	5,176,403	5,000,000	5,000,000	5,000,000
Emergency Communication System (9-1-1)	3,024,481	3,177,650	3,250,000	3,312,937	3,385,240
Franchise Fee Tax:					
Franchise - Electric	518,806	533,259	535,000	522,801	535,871
Franchise - Gas	202,133	231,943	234,136	239,989	345,989
Franchise - Cable	979,084	932,413	999,900	886,000	842,000
Franchise - Refuse	2,403,542	2,506,222	2,500,000	2,606,000	2,710,000
Franchise - Recycling	205,429	224,756	220,000	245,000	265,000
Franchise - Pipeline	27,725	28,445	29,000	27,675	28,367
Franchise - Oro Loma	766,185	812,353	800,000	861,000	912,000
Total Franchise Fee Tax	5,102,904	5,269,391	5,318,036	5,388,465	5,639,227
Other Miscellaneous Taxes	712,486	817,922	1,492,480	1,602,923	1,626,627
Total Other Taxes	\$ 66,959,076	\$ 68,071,423	\$ 69,039,036	\$ 71,163,153	\$ 71,104,827
Licenses and Permits					
Permits	\$ 2,209,599	\$ 2,594,698	\$ 2,588,000	\$ 3,582,000	\$ 3,739,300
Business License Zoning	36,232	51,901	40,000	40,000	40,000
Business Licenses/Penalties	5,671,762	6,505,780	6,644,000	6,500,000	6,400,000
Other Licenses & Penalties	-	-	-	-	-
Other Licenses & Permits	348,675	430,539	466,300	432,500	433,500
Total Licenses and Permits	\$ 8,266,268	\$ 9,582,918	\$ 9,738,300	\$ 10,554,500	\$ 10,612,800
Fine, Forfeits & Penalties					
Vehicle Code Fines	\$ 763,235	\$ 836,198	\$ 800,000	\$ 550,000	\$ 575,000
Red Light Camera Program	601,271	622,861	625,000	630,000	640,000
Parking Violations	28,891	5,327	3,000	-	-
Other Fines	179,501	223,965	260,000	400,650	381,457
Total Fines, Forfeits & Penalties	\$ 1,572,898	\$ 1,688,351	\$ 1,688,000	\$ 1,580,650	\$ 1,596,457

SUMMARY OF GENERAL FUND REVENUES

Revenues by Category	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Interest & Property Income					
Interest Income	\$ 808,992	\$ 816,112	\$ 1,481,100	\$ 1,083,700	\$ 679,906
Rental Income	740,614	817,394	739,200	836,100	851,600
Total Interest & Property Income	\$ 1,549,606	\$ 1,633,506	\$ 2,220,300	\$ 1,919,800	\$ 1,531,506
From Other Agencies					
State Motor Vehicle in Lieu	\$ 39,288	\$ 46,466	\$ 40,000	\$ 41,000	\$ 42,025
County Grants	-	109,037	13,500	-	-
Alameda County EMT Reimbursement	624,016	626,527	640,000	671,800	666,750
Alameda County Advance Life Support	327,711	334,265	84,533	-	-
Other Agencies	235,765	94,588	193,000	60,200	65,250
Total From Other Agencies	\$ 1,226,780	\$ 1,210,883	\$ 971,033	\$ 773,000	\$ 774,025
Charges for Current Services					
Engineering & Transportation	\$ 211,143	\$ 297,867	\$ 291,000	\$ 301,000	\$ 311,000
Community Development	243,188	374,626	370,000	351,000	342,708
Police Department	629,151	633,023	610,100	686,800	697,519
Fire Department	375,526	432,464	421,774	340,273	450,486
Recreation & Human Services	1,368,506	1,283,542	1,215,000	1,175,000	1,175,000
Library	175,025	170,078	171,250	173,250	173,250
Other Charges for Current Services	5,406	15,766	7,000	6,500	6,500
Total Charges for Current Services	\$ 3,007,945	\$ 3,207,367	\$ 3,086,124	\$ 3,033,823	\$ 3,156,463
Other Revenues					
Sale of Property & Equipment	\$ 3,004	\$ 472,032	\$ 2,000,000	\$ 1,000,000	\$ 1,510,000
Gifts and Donations	66,707	42,176	488,000	50,000	50,000
Reimbursements	90,617	128,263	130,000	130,000	130,000
PD Abandoned Vehicle/Livescan	86,926	78,014	80,000	80,000	80,000
Sidewalk/Driveway Repairs - Owners share	42,286	(6,175)	25,000	-	25,000
Cherry Festival	70,287	57,930	72,000	76,000	76,000
Settlements & Claims	18,668	31,669	10,000	10,000	10,000
Other Miscellaneous Revenues	133,966	396,823	20,047,300	55,000	145,000
Total Other Revenues	\$ 512,461	\$ 1,200,732	\$ 22,852,300	\$ 1,401,000	\$ 2,026,000
Interdepartmental Revenues					
Administrative Services	\$ 1,999,878	\$ 1,999,878	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Total Interdepartmental Revenues	\$ 1,999,878	\$ 1,999,878	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Total General Fund Revenues	\$ 105,952,940	\$ 111,589,270	\$ 135,254,970	\$ 116,866,845	\$ 118,045,460
Use of Fund Balance/Reserves	6,360,000	5,415,000	3,401,000	1,387,000	(627,000)
Grand Total General Fund Revenues/Resources	\$ 112,312,940	\$ 117,004,270	\$ 138,655,970	\$ 118,253,845	\$ 117,418,460

MAJOR GENERAL FUND REVENUES

SALES AND USE TAXES

Sales and Use Tax is the City's largest source of General Fund revenue and represents 39% of total General Fund revenue. Under the California Sales and Use Tax Law, the sale of tangible property is subject to either sales or use tax unless exempt or otherwise excluded. When sales tax applies, the use tax does not. Sales Tax is imposed on all retailers for the privilege of selling tangible personal property in the state and is measured by the retailer's gross receipts. The Use Tax is imposed on the purchaser of tangible personal property from any retailer not required to pay sales tax to the state, for storage, use, or other consumption in this state and is measured by the sales price of the property purchased. The proceeds of sales and use taxes imposed within the boundaries of San Leandro are distributed by the State to various agencies, with the City of San Leandro receiving the equivalent of 1% of the amount collected (Bradley- Burns).

Effective April 1, 2015, the voters of San Leandro approved an additional quarter cent increase to the City's transaction and use tax (Measure HH) for a total of a half cent increase and agreed to extend Measure Z temporary transaction and use tax, to sunset in 30 years on March 31, 2045. The additional transaction and use tax revenues will be used for street and road repairs, public safety, library services and recreation and human services to continue working towards meeting the ever increasing service demands throughout the City.

Also, effective April 1, 2015, the voters of Alameda County approved an additional half cent increase to transportation sales tax (Measure BB) to fix roads, increase bicycle and pedestrian safety, reduce traffic congestion and improve air quality. Alameda County Transportation Authority (ACTA) administers this revenue source for a period of 30 years, scheduled to sunset on March 31, 2045.

Effective November 1, 2017, voters approved an additional 12 cent per gallon increase to gasoline excise tax, known as the Road Repair and Accountability Act of 2017 (SB1 Beall). This additional revenue stream is used for local streets and roads and other transportation uses.

The total sales tax rate for the City of San Leandro is currently 9.75% and distributed as follows:

**DISTRIBUTION OF
SALES TAX
COLLECTIONS
WITHIN
ALAMEDA COUNTY**

Agency	%
State of California	5.50%
State Public Safety Fund (Proposition 172)	0.50%
City of San Leandro	1.00%
City of San Leandro Temporary Transaction & Use Tax	0.50%
Alameda County	0.25%
Alameda County Transportation Authority	1.00%
Alameda County Essential Health Care Services	0.50%
Alameda County BART	0.50%
Total Sales Tax in San Leandro	9.75%



MAJOR GENERAL FUND REVENUES

SALES AND USE TAXES, cont.

Analysis

Factors that affect the revenue generated by Sales Tax include:

- Overall economic growth in the Bay Area and competition from neighboring cities;
- Growth rate of specific dominant commercial/industrial sectors in San Leandro;
- San Leandro's business attraction/retention efforts, especially on retail establishments; and
- Catalog and Internet sales

Forecast

The overall sales tax growth for 2019-20 and 2020-21 are 3.4% and -1.1%, respectively. Information received from the City's sales tax consultant, MuniServices, indicates a potential economic downturn in 2020-21 and 2021-22. Thereafter, the forecast reflects increase in revenues ranging from 3% to over 5% with another possible slowing of the economy in 2027-28 based on the "most likely" forecast scenario presented by MuniServices in February 2019.

SALES TAX & TRANSACTION TAX	(Dollars in Millions)											
	Actual	Projected	Proposed		Projected Revenue							
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Sales Taxes	\$ 31.1	\$ 31.7	\$ 32.4	\$ 32.0	\$ 31.8	\$ 33.5	\$ 35.2	\$ 37.1	\$ 38.2	\$ 39.3	\$ 38.6	\$ 38.7
Transaction Taxes	11.9	11.9	12.7	12.5	12.6	13.3	14.0	14.7	15.1	15.6	15.3	15.3
Total Collections	\$ 43.0	\$ 43.6	\$ 45.1	\$ 44.6	\$ 44.4	\$ 46.7	\$ 49.2	\$ 51.8	\$ 53.3	\$ 54.9	\$ 53.8	\$ 54.1
\$ Change	1.3	0.6	1.5	(0.5)	(0.2)	2.3	2.5	2.6	1.6	1.6	(1.1)	0.3
% Change	3.0%	1.3%	3.4%	-1.1%	-0.3%	5.2%	5.2%	5.2%	3.0%	3.0%	-2.0%	0.5%



MAJOR GENERAL FUND REVENUES

PROPERTY TAXES

Property Tax revenues are the City's second largest General Fund revenue source.

Real Property Taxes

Under the State Constitution, Real Property Taxes (Property Taxes) are applied to all taxable real and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property), and are set at 1% of the assessed value. The Alameda County Assessor maintains property tax assessment rolls that account for all property. Property Taxes are adjusted based on the following:

- The assessed value of real property that has not changed ownership increases by the change in the California Consumer Price Index up to a maximum of 2% per year.
- Property that changes ownership; is substantially altered; is newly constructed; "state-assessed" rather than "local-assessed" property; and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property), is assessed at the full market value in the first year, and subject to the 2% cap, thereafter.

In 1979, in order to mitigate the loss of Property Tax revenues after approval of Proposition 13, the State legislature approved AB 8. This action was approved to provide a permanent method for allocating the proceeds from the 1% property tax rate, by allocating revenues back to local governments based on their historic shares of property tax revenues. As part of the State's 1993-94 budget, the AB 8 formula was altered requiring another ongoing shift in City Property Tax revenue to K-12 schools and community colleges (Education Revenue Augmentation Fund or ERAF).

Proposition 1A, enacted in November 2004 and Proposition 22, enacted in November 2010, provides protection for local property taxes, sales taxes, and Vehicle In-lieu Tax/License Fees (VLF) revenues by prohibiting the State Legislature from taking any action that would:

- Reduce the local Bradley-Burns Uniform Sales and Use Tax rate or alter its allocation.
- Decrease VLF revenue from the 0.65% rate without providing replacement funding.
- Shift property taxes from cities, counties or special districts.

The City's Property Tax is collected by Alameda County. The City currently receives approximately 12% of the 1% countywide real property tax levied, and most of the revenue is received in December and April.



MAJOR GENERAL FUND REVENUES

PROPERTY TAXES, cont.

Allocation of Property Tax Dollar Collected in San Leandro



Supplemental Property Taxes

Supplemental Taxes are the result of the reassessment of property as of the 1st day of the month following either an ownership change or completion of new construction. In most cases, this reassessment results in one or more supplemental tax bills being sent to the property owner during the year, in addition to the annual property tax bill.

Vehicle In-lieu Tax/License Fees (VLF)

Motor Vehicle In-Lieu Tax (VLF) is a tax imposed by the State on the ownership of a registered vehicle in lieu of personal property tax. VLF is collected by the State Department of Motor Vehicles (DMV) and more than 95% of these fees are divided equally between counties and cities, and their aggregate shares are distributed in proportion to the respective populations of the cities and counties. The State withholds less than 5% of these fees for the support of the Department of Motor Vehicles. Until 1998-99, the annual license fee was 2% of the market value of the vehicle as determined by the DMV. In 1998-99, the State reduced the license fees by 25%, but agreed to backfill local jurisdictions for this loss in revenue.

In 2004, the Governor lowered the annual VLF to 0.65%, from 2%. In the budget agreement between the Governor and cities and counties, the Governor agreed to backfill the 1.35% difference in VLF with property taxes from the Education Revenue Augmentation Fund (ERAF). Beginning in 2005-06, this property tax in lieu of VLF was presumed to grow at the same rate as the change in gross assessed valuation of taxable property in the City from the prior year.



MAJOR GENERAL FUND REVENUES

PROPERTY TAXES, cont.

Personal Property Taxes

Personal Property Tax is assessed at the rate of 1% of the market value on a business' personal property, such as office furniture, machinery and other equipment. The tax is billed by Alameda County in a single installment due August 31st, and most of the amount due to the City is remitted in September and credited to the General Fund.

Analysis

Factors that affect the revenue generated by property taxes are:

- Changes in assessed values, which are caused by inflation adjustments up to 2% of construction activity, sales of properties and Proposition 8 reassessments
- Economic growth in the Bay Area
- Supplemental Taxes are affected by sales of real property and/or new construction in the City that occurs after the assessment lien date (of January 1st) until the end of the fiscal year (June 30th).
- Factors that have affected the revenue generated by VLF in the past include the sales of new vehicles in California, DMV administrative costs, and the proportion of San Leandro's population to the total for the State and County. Starting in 2005-06, the rate of growth in the assessed values of properties also impacted VLF revenues, as the amount of the VLF backfill paid decreased by the change in gross assessed values of taxable properties.
- Factors that affect the revenue generated by taxes on personal property are business capital expenditures growth, and the collection rate. The growth in annual personal property tax revenues should generally be close to the growth in annual assessed values, except for significant changes in collection rates.

Forecast

The revenue projection for Real Property Tax revenue is primarily based on the annual County Assessor's Office estimate of assessed values, which is provided before May 10th each year. The difference between the estimate in May and the actual certification in August is generally small.

Changes in Taxable Assessed Value	Description (Dollars in thousands)	2014	2015	2016	2017	2018	2019
	Taxable Assessed Value	\$10,456,620	\$10,422,022	\$11,194,017	\$12,449,448	\$12,415,830	\$13,215,881
	\$ Change Assessed Value	\$ 575,391	\$ (34,598)	\$ 771,995	\$ 1,255,431	\$ (33,618)	\$ 800,051
	% Change Assessed Value	5.82%	-0.33%	7.41%	11.22%	-0.27%	6.44%



MAJOR GENERAL FUND REVENUES

PROPERTY TAXES, cont.

Forecast (continued)

In 2019-20 Real Property Tax revenue is projected to be 1.9% higher than in 2018-19, and 2020-21 is anticipated to be 3.3% higher than 2019-20. The remaining forecast years increase ranging from 1.5% to 4.1% growth per year starting in 2021-22 due to planned developments being completed and an anticipated slight recession. While property value growth remains positive in the Bay Area, this information leads to the projection of increases in revenue over the next ten years to be conservative.

(Dollars in Millions)												
PROPERTY TAXES (All)	Actual	Projected	Proposed		Projected Revenue							
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Collections	\$23.0	\$24.0	\$24.4	\$25.2	\$25.6	\$26.2	\$27.3	\$28.4	\$29.6	\$30.6	\$31.6	\$32.1
\$ Change	2.1	1.0	0.5	0.8	0.4	0.6	1.1	1.1	1.2	1.0	1.0	0.5
% Change	10.2%	4.3%	1.9%	3.3%	1.5%	2.4%	4.1%	4.1%	4.1%	3.3%	3.3%	1.5%



MAJOR GENERAL FUND REVENUES

UTILITY USERS TAX

Utility Users Tax (UUT) has generally been a steady and reliable source of General Fund revenue for most governmental entities, and is the third largest source of General Fund revenue for San Leandro. Effective March 1, 2009, the City imposed a 6% UUT on electric and gas services; and a 5.7% UUT for telecommunication and cable services. On September 8, 2015, in compliance with the Local Prepaid Mobile Telephony Services Collection Act (AB1717), the City of San Leandro was authorized to collect UUT for Mobile Telephony Services and UUT for Prepaid Wireless at point of sale. The tax is not applicable to State, County, or City agencies, or to insurance companies and banks.

Analysis

Factors that affect the revenue generated by UUT are:

- Consumption/use of gas, electricity, telecommunication services, cable, and cellular;
- Regulatory actions, including deregulation and re-regulation;
- PUC rate changes;
- Market forces including prepaid devices and point of service sales;
- Evolution of technology; and
- Legislative actions at State and Federal levels

About 69% of UUT revenues are generated from gas and electric services and 23% from telecommunications.

Forecast

UUT is expected to increase approximately 2.9% in 2019-20 and decreasing to a range from .85% to 1.8% in subsequent years. Projections are based on current trend analysis, rate changes and are fairly conservative.

UTILITY USERS TAX	(Dollars in Millions)											
	Actual	Projected	Proposed		Projected Revenue							
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Cable	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.9	\$0.9	\$0.9	\$0.9	\$0.9
Gas/Electricity	7.1	7.1	7.4	7.5	7.6	7.8	7.9	8.0	8.1	8.2	8.4	8.5
Telecommunication	2.6	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Total Collections	\$ 10.5	\$ 10.4	\$ 10.7	\$ 10.8	\$ 10.9	\$ 11.1	\$ 11.2	\$ 11.4	\$ 11.5	\$ 11.6	\$ 11.8	\$ 11.9
\$ Change	(0.3)	(0.1)	0.3	0.1	0.1	0.2	0.1	0.2	0.1	0.1	0.2	0.1
% Change	-2.8%	-1.0%	2.9%	0.9%	0.9%	1.8%	0.9%	1.8%	0.9%	0.9%	1.7%	0.8%



MAJOR GENERAL FUND REVENUES

BUSINESS LICENSE TAX

A tax receipt (referred to as a “business license”) is issued each year upon payment of a Business License tax, which is typically an amount based on an annual base fee plus a unit fee, or a flat annual fee depending on the type of business. The Business License must be renewed on January 1st each year, and the required tax is delinquent if paid after February 28th. On November 8, 2016, San Leandro voters approved Measures OO and NN that impacted business license taxation. Measure OO changed the basis for taxation and increased some business license taxes such as parking lots and warehouses. Measure NN added an ongoing tax of up to 10% of gross receipts for cannabis businesses. On April 3, 2017, City Council approved 6% of gross receipts for 2017 and 2018, increasing to 7% in 2019, and increasing again to 8% in 2021 for the cannabis dispensaries. The revenues generated from these ballot measures will provide shelters for abused women and children, enhance safety net programs for homeless and at-risk adults and children, fix potholes and repair city streets, improve 9-1-1 emergency response times, attract new businesses and create jobs, and enhance park, walking and running trails in San Leandro.

Analysis

Factors that affect the business license revenue are:

- Number of business renewals;
- Commercial and industrial growth rates;
- Attraction/loss of businesses;
- Economic growth in the Bay Area;
- Business License Holidays deemed by City Council;
- Results of Finance business license collection activity; and
- The Finance Department audit programs

Forecast

The business license revenues are expected to decrease by 1.5% in 2019-20 and 2020-21 over the current year due to an anticipated recession. From 2021-22 through 2026-27 increased revenues range from 0% to 5.7% assuming an economic turnaround and CPI increases. In 2027-28 another possible recession is included in the forecast.

BUSINESS LICENSE TAX & PENALTIES and CANNABIS	<i>(Dollars in Millions)</i>											
	Actual	Projected	Proposed		Projected Revenue							
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
BL Collections	\$6.5	\$6.6	\$6.5	\$6.4	\$6.4	\$6.7	\$7.0	\$7.4	\$7.6	\$7.7	\$7.6	\$7.6
Cannabis	0.0	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.7
Total Collections	\$ 6.5	\$ 7.1	\$ 7.1	\$ 7.0	\$ 7.0	\$ 7.3	\$ 7.6	\$ 8.0	\$ 8.2	\$ 8.3	\$ 8.2	\$ 8.3
\$ Change	0.8	0.1	(0.1)	(0.1)	-	0.3	0.3	0.4	0.2	0.1	(0.1)	-
% Change	14.0%	1.5%	-1.5%	-1.5%	0.0%	4.7%	4.5%	5.7%	2.7%	1.3%	-1.3%	0.0%



MAJOR GENERAL FUND REVENUES

FRANCHISE FEES

Cable Franchise

Prior to the passage of State Bill AB2987, Federal and State laws allowed cities to grant franchises to cable companies to use the public right-of-way to install and provide video service. The cable company, in turn, applied for a permit to install the video facilities. The permit also allowed for maintenance work once the installation was complete. Under the current franchise agreement, the cable company pays San Leandro an annual franchise fee of 5% of gross revenues, in quarterly installments. State Bill AB 2987 allows companies to apply for statewide cable television franchises, and the new bill maintains the City's franchise fee. In addition to the franchise fee, the bill allows the City to receive an additional fee of 1% of the gross revenue for Public, Educational and Government (PEG) purposes. The PEG funds are captured in a special revenue fund 180.

Electric and Gas Franchises

These franchise fees (ultimately paid by the consumer) are variable fees based on gross receipts for the sale of electricity or gas within the City, and is the greater of these two calculations:

1. Electric or Gas Franchise Ordinance: 2% of gross receipts attributable to miles of line operated; or
2. 1937 Act Computations: gross receipts within the City multiplied by 1%.

Electric and Gas franchise fees are paid into the General Fund. Electric and gas franchise payments are based on two methods of calculating gross receipts. The electric and gas company must complete both calculations, and the payment made is the greater amount. In addition, the Public Utilities Commission (PUC) approved a franchise fee surcharge since Pacific, Gas and Electric (PG&E) no longer handles all energy service, and to prevent cities from losing franchise revenue generated by third parties. The surcharge is an estimate of the amount of revenues generated by third parties multiplied by the franchise fee rate.

Refuse and Recycling Franchises

The City has Franchise Fee Agreements primarily with companies such as Alameda County Industries (ACI), Waste Management, Oro Loma, and others for refuse, green waste, solid waste and recycling collection within the City limits. The Fee calculation includes complex calculations based on a variety of bases such as per ton or percent of gross receipts between 10% and 12%. These rates may be adjusted annually by CPI.



MAJOR GENERAL FUND REVENUES

FRANCHISE FEES, cont.

Analysis

In 2017-18, actual franchise fee revenues remained the same as 2016-17. The proposed increases in revenues are anticipated in the current fiscal year and throughout the ten-year forecast primarily based on Refuse and Cable franchise fees.

Forecast

Franchise Fee revenues are projected to grow at a conservative pace with an average of 2.5% growth over the next ten years. The cable and refuse franchise fee revenues are basically the impetus for the average growth.

FRANCHISE FEES	(Dollars in Millions)											
	Actual	Projected	Proposed		Projected Revenue							
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Cable	\$0.9	\$1.0	\$0.9	\$0.8	\$1.1	\$1.1	\$1.1	\$1.2	\$1.2	\$1.2	\$1.2	\$1.3
Electric	0.5	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.7
Gas	0.2	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Refuse	2.5	2.5	2.6	2.7	2.7	2.7	2.8	2.9	2.9	3.0	3.1	3.2
Sewer Service	0.8	0.8	0.9	0.9	0.8	0.8	0.8	0.8	0.9	0.9	0.9	0.9
Recycling	0.2	0.2	0.2	0.3	0.2	0.2	0.2	0.2	0.2	0.2	0.3	0.3
Total Collections	\$5.1	\$5.2	\$5.3	\$5.5	\$5.6	\$5.7	\$5.8	\$6.0	\$6.1	\$6.2	\$6.4	\$6.7
\$ Change	-	0.1	0.1	0.2	0.1	0.1	0.1	0.2	0.1	0.1	0.2	0.3
% Change	0.0%	1.9%	1.9%	3.8%	1.8%	1.8%	1.7%	3.4%	1.7%	1.6%	3.2%	4.7%



MAJOR GENERAL FUND REVENUES

REAL PROPERTY TRANSFER TAXES

The Real Property Transfer Tax (Transfer Tax) rate set by the City is \$6 per \$1,000 of the value of consideration paid for the documented sale of real property or any transfer of interest in real property. The tax is due when the documents of transfer are recorded with the County. Title companies collect the tax as part of the sale closing process, and remit the funds to Alameda County when sales or transfers are finalized. Penalties are imposed on delinquent payments, and interest is charged from the date of delinquency until paid. Alameda County remits the amounts due monthly, and the amounts are credited to the General Fund.

Analysis

Because Real Property Transfer Tax is tied directly to all real property sales, it is a volatile revenue source, and difficult to predict more than one year at a time. Factors that affect the revenue generated by Transfer Taxes are the sale price of property and the frequency with which property is sold. These immediate factors are driven by the availability of mortgage loans, the level of long-term interest rates, the supply and demand for real estate in San Leandro, and general economic growth in the Bay Area.

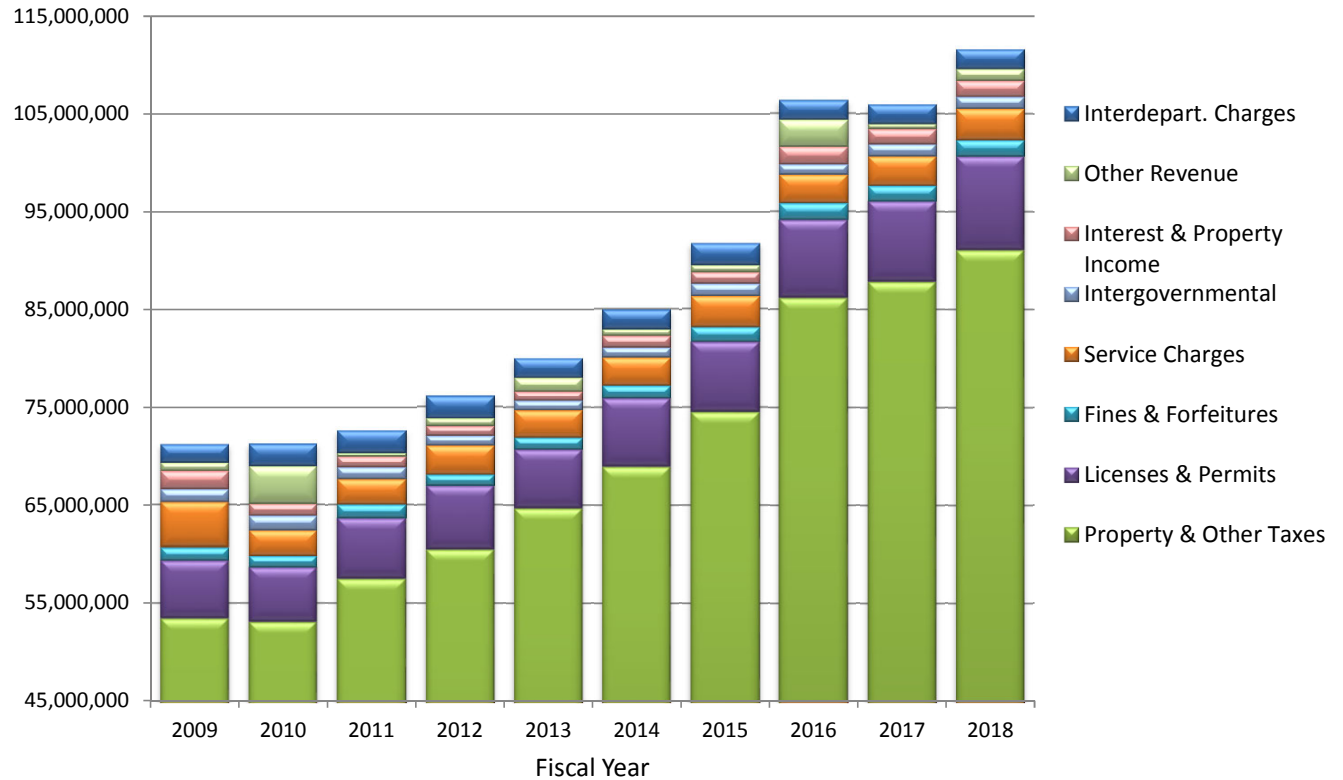
Forecast

Although the City realized an increase in Real Property Transfer Tax of \$5.5 million in 2016-17, in 2017-18 the City experienced a 5% decline, or \$283,000 decrease in revenues. Consequently, the proposed revenues are expected to be flat for the new biennium. Staff is projecting a less than 1% average annual growth to be conservative, over subsequent years.

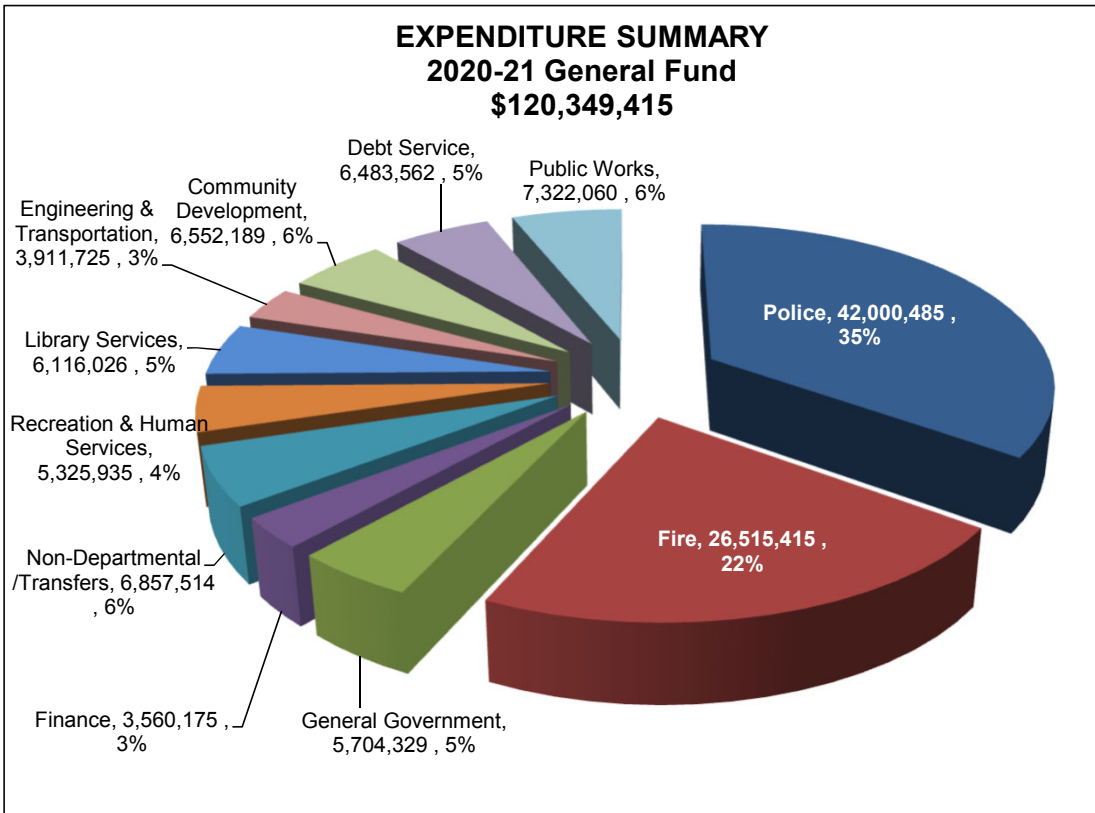
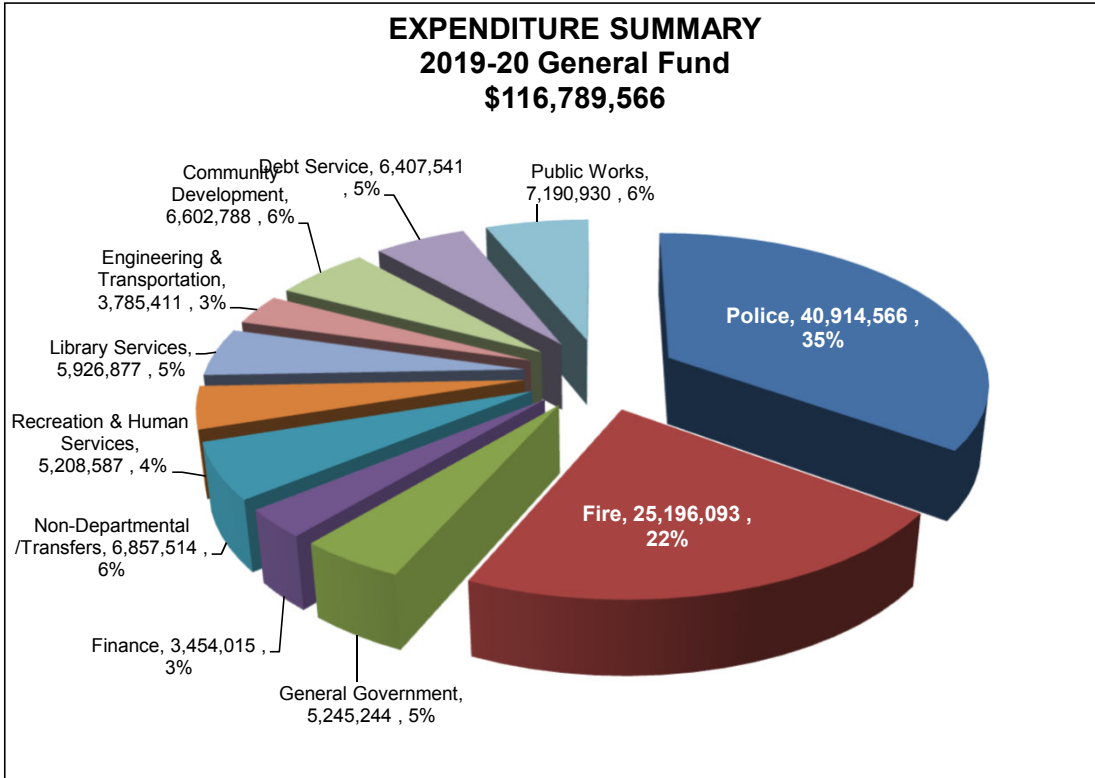
PROPERTY TRANSFER TAX	<i>(Dollars in Millions)</i>											
	Actual	Projected	Proposed		Projected Revenue							
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Collections	\$5.2	\$5.0	\$5.0	\$5.0	\$4.9	\$5.1	\$5.3	\$5.4	\$5.5	\$5.5	\$5.3	\$5.2
\$ Change	(0.3)	(0.2)	-	-	(0.1)	0.2	0.2	0.1	0.1	-	(0.2)	(0.1)
% Change	-5.5%	-3.8%	0.0%	0.0%	-2.0%	4.1%	3.9%	1.9%	1.9%	0.0%	-3.6%	-1.9%



**ACTUAL GENERAL FUND REVENUES BY SOURCE
LAST TEN FISCAL YEARS**



	Property & Other Taxes	Licenses & Permits	Fines & Forfeitures	Service Charges	Intergovern mental	Interest & Property Income	Other Revenue	Interdepart. Charges	Total
2009	53,445,212	5,879,122	1,296,568	4,649,882	1,306,313	1,835,368	862,204	1,858,477	71,133,146
2010	53,077,020	5,565,446	1,149,193	2,623,652	1,444,885	1,231,323	3,815,583	2,272,568	71,179,670
2011	57,469,044	6,179,056	1,377,231	2,587,369	1,216,009	1,073,302	351,141	2,295,293	72,548,445
2012	60,433,688	6,526,327	1,110,669	2,971,755	990,464	972,735	796,575	2,276,421	76,078,634
2013	64,650,125	6,014,496	1,237,354	2,784,752	966,454	918,580	1,414,433	2,001,928	79,988,122
2014	68,910,958	6,996,161	1,302,814	2,853,822	1,009,545	1,198,556	667,999	2,002,139	84,941,994
2015	74,485,955	7,145,283	1,524,569	3,174,722	1,247,507	1,164,676	713,559	2,250,266	91,706,537
2016	86,168,457	7,984,475	1,685,098	2,923,776	1,050,412	1,808,099	2,729,809	1,999,878	106,350,004
2017	87,817,104	8,266,268	1,572,898	3,007,944	1,226,781	1,549,606	512,461	1,999,878	105,952,940
2018	91,065,636	9,582,918	1,688,351	3,207,367	1,210,883	1,633,506	1,200,732	1,999,878	111,589,271



GENERAL FUND EXPENDITURES BY DEPARTMENT

Department	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
City Council	\$ 463,304	\$ 495,190	\$ 585,156	\$ 538,666	\$ 546,294
City Clerk	593,292	430,541	759,580	695,376	997,156
City Attorney	673,244	756,461	741,685	956,121	993,913
City Manager	1,624,341	1,513,846	1,683,516	1,644,085	1,707,236
Emergency Services	37,246	125,765	288,371	-	-
Human Resources	1,152,827	1,294,642	1,451,741	1,410,996	1,459,730
Total General Government Expenditures	\$ 4,544,254	\$ 4,616,445	\$ 5,510,049	\$ 5,245,244	\$ 5,704,329
Administration	\$ 855,288	\$ 754,561	\$ 1,057,126	\$ 982,500	\$ 982,696
Budget & Compliance	662,521	761,090	909,251	950,671	991,446
Accounting Operations	1,167,077	1,250,803	1,387,283	1,520,844	1,586,033
Finance	\$ 2,684,886	\$ 2,766,454	\$ 3,353,660	\$ 3,454,015	\$ 3,560,175
Employee Services	\$ 1,374,919	\$ 1,485,508	\$ 950,000	\$ 950,000	\$ 950,000
Meetings & Memberships	68,736	67,660	124,524	74,936	74,936
Staff Development	2,790	3,580	1,625	3,580	3,580
Community Investment	125,788	197,686	650,000	283,389	283,389
Community Events	25,395	15,177	29,000	29,000	29,000
Utility Users Tax Rebates	-	-	-	-	-
Special Non-Departmental	-	-	-	-	-
Other Non-Departmental	171,763	136,159	180,489	166,609	166,609
Pension Obligation Bond Refinancing	2,111,989	2,166,527	2,731,917	2,803,886	2,880,934
ESCO - Climatec	-	211,125	422,250	422,249	422,249
Leased Facilities & Equipment	2,701,902	2,370,291	2,319,786	3,181,406	3,180,379
Total Non-Departmental Expenditures	\$ 6,583,282	\$ 6,653,713	\$ 7,409,591	\$ 7,915,055	\$ 7,991,076
Police - Administration	\$ 3,301,882	\$ 3,975,193	\$ 3,862,118	\$ 4,459,850	\$ 4,503,157
Crime Prevention & Training	1,426,668	1,763,915	1,734,119	1,973,140	1,997,318
Records & Communications	824,980	785,413	861,404	794,878	816,797
Patrol	15,872,724	18,299,151	20,830,731	20,930,097	21,505,058
Traffic	1,432,950	1,568,447	1,794,730	1,684,257	1,730,052
Investigation	4,735,580	5,658,812	6,672,177	6,784,678	6,997,782
Community Standards	248,631	70,587	232,278	184,467	189,449
Emergency Communications	2,712,405	2,537,414	2,874,793	2,987,371	3,124,815
Red Light Camera Program	438,684	430,294	486,608	486,791	487,780
Emergency Preparedness	6,755	39,518	-	196,577	203,054
Nike Store Security	241,458	280,663	-	-	-
Downtown Police Services	292,701	279,894	266,620	157,388	164,520
Other Police Services	10,206	10,439	-	-	-
Animal Control	203,479	294,191	314,702	275,072	280,703
Total Police Department Expenditures	\$ 31,749,103	\$ 35,993,931	\$ 39,930,280	\$ 40,914,566	\$ 42,000,485
Fire Contract Services	\$ 22,401,431	\$ 23,433,728	\$ 23,743,996	\$ 25,196,093	\$ 26,515,415
Fire Supplies and Capital Outlay					
Total Fire Department Expenditures	\$ 22,401,431	\$ 23,433,728	\$ 23,743,996	\$ 25,196,093	\$ 26,515,415
Engineering & Transportation Administration	\$ 872,311	\$ 1,023,465	\$ 1,344,246	\$ 1,321,592	\$ 1,357,254
Project Development	892,913	1,002,017	920,596	794,347	824,794
Land Use	1,238,747	1,456,194	1,587,203	1,669,472	1,729,677
Total Engineering & Transportation Expenditures	\$ 3,003,971	\$ 3,481,676	\$ 3,852,045	\$ 3,785,411	\$ 3,911,725

GENERAL FUND EXPENDITURES BY DEPARTMENT

Department	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Public Works Administration	\$ 658,190	\$ 869,120	\$ 910,450	\$ 898,836	\$ 921,312
Electrical	1,314,556	1,145,269	1,410,751	1,371,336	1,389,062
Street Tree Maintenance	1,312,948	1,568,462	1,779,847	2,154,183	2,183,820
Landscape Maintenance	-	-	-	-	-
Park Maintenance	2,209,850	2,387,973	2,481,585	2,766,575	2,827,866
Total Public Works Expenditures	\$ 5,495,544	\$ 5,970,824	\$ 6,582,633	\$ 7,190,930	\$ 7,322,060
Recreation Administration	\$ 1,526,063	\$ 1,357,336	\$ 1,635,340	\$ 1,635,421	\$ 1,685,713
Basic Programs	169,700	203,751	287,050	249,836	254,332
Adult Programs	31,972	29,923	46,323	45,133	46,281
Senior Excursions	181,170	200,745	215,973	181,988	187,621
Teen Programs	22,767	29,325	36,360	37,593	38,488
Kid's Club	80,009	84,597	87,015	80,279	83,826
Friends of the Creek	24,153	28,373	28,267	31,296	31,296
Community Promotion	41,268	30,207	4,000	30,207	30,207
Community Assistance	353,882	234,677	328,000	299,645	299,645
Cherry Festival	102,912	129,261	91,000	95,867	95,639
Youth Sports	84,334	93,110	101,259	95,602	98,990
Kiddie Kollege	175,386	205,695	212,651	202,054	206,155
Day Camp	103,871	115,955	102,517	105,976	109,306
Volunteer Services	1,294	1,294	1,463	1,294	1,294
Youth Advisory Commission (YAC)	26,712	28,567	26,519	26,059	27,263
Summer Adventures	112,473	125,701	124,945	118,277	121,400
Community Facilities	470,110	595,019	581,893	551,511	564,199
Park Reservations & Security	157,162	157,817	133,514	125,945	130,989
Youth Program Subsidy	12,538	10,648	16,000	10,648	10,648
Field Rental	38,991	36,323	44,597	42,947	44,849
San Leandro Family Aquatics Center	319,633	394,483	337,148	433,942	439,991
Farrelly Pool	87,878	101,323	128,054	117,457	119,334
Senior Community Center	362,504	256,613	279,474	293,282	295,090
Boys & Girls Club Pool	485,635	484,212	506,029	396,328	403,379
Total Recreation Department Expenditures	\$ 4,972,417	\$ 4,934,955	\$ 5,355,391	\$ 5,208,587	\$ 5,325,935
Library Administration	\$ 4,555,763	\$ 4,851,785	\$ 4,968,592	\$ 5,117,418	\$ 5,270,193
Art History Museum & Casa Peralta	138,773	142,586	128,964	115,953	118,642
Friends of the Library	22,890	16,564	-	16,564.00	16,564.00
Bookmark Café	89,238	81,824	113,289	103,696	107,090
Project Literacy	91,637	104,715	111,363	108,971	113,169
Support Services	383,287	402,063	482,558	464,275	490,368
Total Library Department Expenditures	\$ 5,281,588	\$ 5,599,537	\$ 5,804,766	\$ 5,926,877	\$ 6,116,026
Community Development Administration	\$ 611	\$ 867	\$ 1,833	\$ 1,904	\$ 1,904
Planning Services	1,523,745	1,462,442	1,624,286	1,758,798	1,545,688
Business Development	768,484	927,845	1,066,103	1,087,380	1,118,738
City Innovation Division	244,393	228,528	307,662	3,434	3,434
Housing Services	180,700	223,977	434,705	326,264	341,211
Building Regulations	2,351,339	2,603,715	2,812,670	2,987,635	3,074,847
Code Compliance	2,963	266,079	464,371	429,568	458,203
Rent Review Program	27,908	-	-	-	-
Floodplain Management	7,876	8,261	11,547	7,805	8,164
Residential Foundation Strength	-	-	2,000	-	-
Total Community Development Expenditures	\$ 5,108,019	\$ 5,721,714	\$ 6,725,177	\$ 6,602,788	\$ 6,552,189
Transfers Out	10,173,000	10,205,889	9,048,333	5,350,000	5,350,000
Total General Fund Expenditures/Transfers	\$ 101,997,495	\$ 109,378,866	\$ 117,315,921	\$ 116,789,566	\$ 120,349,415

GENERAL FUND EXPENDITURES BY CATEGORY

Department	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>City Council/Mayor</u>					
Salaries/Benefits	\$336,510	\$343,951	\$379,179	\$379,981	\$387,612
Services	53,776	73,595	125,645	101,040	101,040
Supplies	5,681	3,421	6,109	3,422	3,422
Internal Service Charges	67,337	74,223	74,223	54,223	54,223
Total	463,304	495,190	585,156	538,666	546,297
<u>City Clerk</u>					
Salaries/Benefits	268,015	305,165	372,757	379,494	395,774
Services	267,715	13,131	272,605	231,483	516,483
Supplies	(17)	727	2,700	4,237	4,737
Internal Service Charges	57,579	111,518	111,518	80,162	80,162
Total	593,292	430,541	759,580	695,376	997,156
<u>City Manager</u>					
Salaries/Benefits	1,125,305	1,168,327	1,379,400	1,244,372	1,307,523
Services	173,145	156,652	216,188	211,031	211,031
Supplies	2,445	8,762	70,430	4,642	4,642
Capital Outlay	2,490	-	-	-	-
Internal Service Charges	358,202	305,869	305,869	184,040	184,040
Total	1,661,587	1,639,610	1,971,887	1,644,085	1,707,236
<u>City Attorney</u>					
Services (annual contract cost only)	673,244	756,461	741,685	956,121	993,913
Total	673,244	756,461	741,685	956,121	993,913
<u>Finance</u>					
Salaries/Benefits	1,758,731	1,699,284	2,234,417	2,282,599	2,403,759
Services	498,103	581,768	641,075	793,659	778,659
Supplies	11,807	41,343	35,300	48,320	48,320
Capital Outlay	3,002	1,192	-	1,326	1,326
Internal Service Charges	413,243	442,867	442,867	328,111	328,111
Total	2,684,886	2,766,454	3,353,659	3,454,015	3,560,175
<u>Human Resources</u>					
Salaries/Benefits	838,128	958,913	1,029,454	1,045,641	1,094,375
Services	176,797	166,465	247,726	207,465	207,465
Supplies	4,400	7,143	11,240	8,443	8,443
Capital Outlay	-	-	1,200	-	-
Internal Service Charges	133,502	162,121	162,121	149,447	149,447
Total	1,152,827	1,294,642	1,451,741	1,410,996	1,459,730

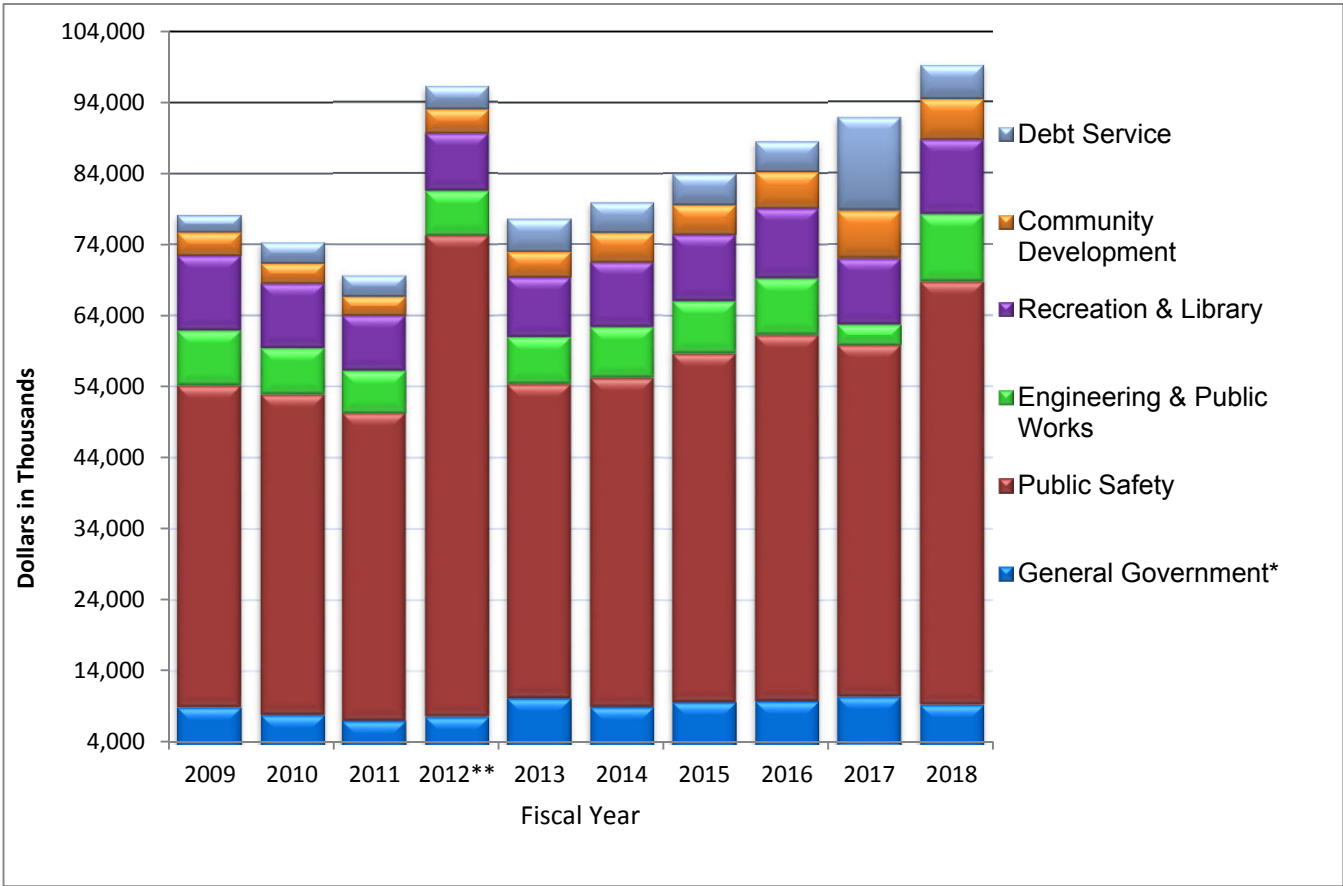
GENERAL FUND EXPENDITURES BY CATEGORY

Department	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Community Development</u>					
Salaries/Benefits	3,393,943	3,992,456	4,917,986	4,432,404	4,671,305
Services	904,080	865,570	932,905	1,440,989	1,170,989
Supplies	36,532	46,389	54,750	69,966	50,466
Capital Outlay	31,056	8,863	-	1,765	1,765
Other	-	-	2,000	-	-
Internal Service Charges	742,408	808,436	817,536	657,664	657,664
Total	5,108,019	5,721,714	6,725,177	6,602,788	6,552,189
<u>Engineering & Transportation</u>					
Salaries/Benefits	2,309,138	2,607,680	2,995,506	3,059,420	3,192,611
Services	18,742	49,341	22,316	122,144	111,766
Supplies	11,477	20,107	30,008	20,971	20,106
Capital Outlay	9,621	3,333	3,000	5,201	9,567
Internal Service Charges	654,993	801,215	801,215	577,675	577,675
Total	3,003,971	3,481,676	3,852,045	3,785,411	3,911,725
<u>Public Works</u>					
Salaries/Benefits	2,594,030	2,901,039	3,189,771	3,232,472	3,353,202
Services	1,657,427	1,461,210	1,715,819	1,601,211	1,612,211
Supplies	405,067	298,984	369,745	299,932	299,932
Capital Outlay	76,697	55,293	53,000	55,892	55,292
Internal Service Charges	762,323	1,254,298	1,254,298	2,001,423	2,001,423
Total	5,495,544	5,970,824	6,582,633	7,190,930	7,322,060
<u>Police</u>					
Salaries/Benefits	25,622,994	27,900,224	31,541,379	32,828,435	33,980,856
Services	1,441,159	1,484,483	1,585,493	1,733,213	1,719,130
Supplies	477,538	543,223	711,578	656,004	667,772
Capital Outlay	19,771	16,951	42,780	358,424	294,237
Internal Service Charges	4,187,641	6,049,050	6,049,050	5,338,490	5,338,490
Total	31,749,103	35,993,931	39,930,280	40,914,566	42,000,485
<u>Fire</u>					
Services	22,032,640	21,778,688	23,348,978	24,398,599	25,730,005
Supplies	-	22	-	22	22
Capital Outlay	-	1,260,000	-	384,484	372,400
Internal Service Charges	368,791	395,018	395,018	412,988	412,988
Total	22,401,431	23,433,728	23,743,996	25,196,093	26,515,415

GENERAL FUND EXPENDITURES BY CATEGORY

Department	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Recreation</u>					
Salaries/Benefits	2,327,169	2,473,029	2,744,741	2,729,230	2,844,706
Services	1,048,221	930,736	1,055,797	1,038,504	1,041,054
Supplies	108,809	127,785	132,045	136,100	136,100
Capital Outlay	1,295	19,202	4,900	19,202	19,202
Other	-	-	-	-	-
Internal Service Charges	1,486,923	1,384,203	1,417,908	1,285,551	1,284,873
Total	4,972,417	4,934,955	5,355,391	5,208,587	5,325,935
<u>Library</u>					
Salaries/Benefits	2,912,505	3,156,491	3,460,608	3,457,999	3,647,148
Services	414,290	399,336	325,458	399,335	399,335
Supplies	401,549	437,375	412,975	437,376	437,376
Capital Outlay	163,254	4,110	3,500	4,111	4,111
Internal Service Charges	1,389,990	1,602,226	1,602,226	1,628,056	1,628,056
Total	5,281,588	5,599,538	5,804,767	5,926,877	6,116,026
<u>Non-Departmental</u>					
Salaries/Benefits	1,376,934	1,494,446	950,000	950,000	950,000
Services	2,674,252	2,561,752	2,574,435	3,347,043	3,346,013
Supplies	-	268	500	268	268
Other	-	-	-	-	-
Internal Service Charges	420,107	219,595	730,489	391,609	391,609
Total	4,471,293	4,276,061	4,255,424	4,688,920	4,687,890
<u>Debt Service</u>					
Other	2,111,989	2,377,652	3,154,167	3,226,135	3,303,183
Total	2,111,989	2,377,652	3,154,167	3,226,135	3,303,183
<u>Total All General Fund Departments</u>					
Salaries/Benefits	44,863,402	49,001,005	55,195,198	56,022,047	58,228,871
Services	32,033,591	31,279,188	33,806,125	36,581,837	37,939,094
Supplies	1,465,288	1,535,549	1,837,380	1,689,703	1,681,606
Capital Outlay	307,186	1,368,944	108,380	830,405	757,900
Other	2,111,989	2,377,652	3,156,167	3,226,135	3,303,183
Transfers Out	10,173,000	10,205,889	9,048,333	5,350,000	5,350,000
Internal Service Charges	11,043,039	13,610,639	14,164,338	13,089,439	13,088,761
Total	\$101,997,495	\$109,378,866	\$117,315,921	\$116,789,566	120,349,415

**ACTUAL GENERAL FUND EXPENDITURES BY TYPE
LAST TEN FISCAL YEARS**



Fiscal Year	General Government*	Public Safety	Engineering & Public Works	Recreation & Library	Community Development	Debt Service	Total***
2009	8,939,853	45,198,529	7,717,876	10,578,857	3,234,315	2,427,567	78,096,997
2010	7,869,341	45,036,744	6,497,362	9,076,796	2,847,217	2,977,567	74,305,027
2011	7,065,799	43,280,305	5,867,053	7,818,751	2,662,946	2,982,646	69,677,500
2012**	7,587,616	67,734,689	6,219,767	8,108,265	3,387,554	3,249,125	96,287,016
2013	10,218,981	44,115,526	6,605,094	8,409,590	3,572,738	4,630,796	77,552,725
2014	8,989,980	46,197,802	7,115,169	9,177,013	4,138,346	4,223,607	79,841,917
2015	9,677,169	48,991,181	7,323,702	9,416,600	4,164,876	4,360,198	83,933,726
2016	9,806,280	51,487,122	7,914,212	9,861,200	5,150,753	4,308,543	88,528,110
2017	10,444,149	49,400,416	2,820,949	9,289,364	6,714,589	13,155,028	190,997,472
2018	9,288,669	59,427,659	9,452,500	10,534,492	5,721,714	4,747,943	99,172,977

* Includes the Finance Department

**Includes Pension Obligation Bond Issuance

***Excludes Transfers

INTRODUCTION

The City's Special Revenue Funds include the Development Fees for Street Improvement Fund (DFSI), Park Development Fees Fund, Underground Utility Fees Fund, Parking Fund, Gas Tax Fund, Measure F Fund (VRF), Measure B Fund, Measure BB Fund, Asset Seizure Fund, Heron Bay Landscape and Lighting Fund, Cherrywood Maintenance Fund, Proposition 1B Fund, Special Grants Fund, Community Development Block Grant (CDBG) Fund, HOME Fund, Housing In Lieu Fund, Affordable Housing Asset Fund, Business Improvement District Fund, and the Public Education and Government (PEG) Fund. Special Revenue Funds are used to account for revenue, derived from specific taxes or other revenue sources that are restricted by law or administrative action to expenditures for specified purpose.

Special Revenue Funds include revenues that have either restrictions on their use or special reporting requirements, such as development impact fees for street improvements or parks, gas tax revenues from the state, and in-lieu fees for the City's low/moderate housing program.

Each special revenue fund in this section provides a brief description, a six-year forecast of fund balance, revenues and expenditures, and on the major funds, analysis and assumptions associated with the six-year forecast.





SPECIAL REVENUE FUNDS SUMMARY

Summary of Revenues by Fund

Fund	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Street/Traffic Improvement Fund (DFSI)	\$ 651,215	\$ 483,782	\$ 118,000	\$ 400,000	\$ 400,000
Park Development Fees Fund	715,381	218,817	703,700	1,000,000	1,000,000
Underground Utility Fees Fund	423,450	362,387	138,200	325,000	325,000
Parking Fund	249,303	824,497	245,400	505,000	555,000
Gas Tax Fund	1,668,574	2,316,731	3,366,236	2,985,057	2,887,500
Gas Tax Fund (Section 2103)	235,732	349,625	322,732	754,598	754,598
Measure B Fund	1,962,580	1,840,008	1,992,912	1,976,000	2,021,000
Measure BB Fund	1,511,465	3,452,054	8,624,929	8,634,000	8,684,000
Measure F Fund	430,746	426,125	445,500	446,000	456,000
Asset Seizure Fund	120,678	438,736	304,000	160,000	160,000
Heron Bay MANntenance Assessment District Fund	355,579	363,983	358,200	365,000	375,000
Cherrywood MANntenance Assessment District Fund	23,983	2,000	27,100	4,000	4,000
Proposition IB - Streets & Roads Fund	31	70	132	100	100
Special Grants Fund	3,419,198	2,454,725	2,449,208	1,937,900	1,957,900
Community Development Block Grant (CDBG) Fund	720,212	683,850	650,000	400,000	400,000
Home Grant Fund	97,954	364,746	191,000	154,000	154,000
Housing In Lieu Fund	95,265	47,405	2,400	3,000	3,000
Affordable Housing Asset Fund	214,749	291,665	243,900	200,000	200,000
Business Improvement District Fund	542,785	595,213	635,200	697,530	697,530
Public Education & Government Fees Fund	197,395	227,480	207,100	232,000	232,000
Total Special Revenue Funds Revenue	\$ 13,636,275	\$ 15,743,899	\$ 21,025,849	\$ 21,179,185	\$ 21,266,628

Summary of Expenditures by Fund

Fund	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
Street/Traffic Improvement Fund (DFSI)	\$ 186,608	\$ 245,233	\$ 11,528	\$ 420,000	\$ 100,000
Park Development Fees Fund	92,948	957,567	46,000	-	-
Underground Utility Fees Fund	19,912	37,350	-	-	-
Parking Fund	262,341	425,729	318,181	623,711	627,646
Gas Tax Fund	1,868,802	2,624,139	2,909,163	3,427,253	3,171,770
Gas Tax Fund (Section 2103)	348,520	147,563	370,690	1,000,000	1,000,000
Measure B Fund	1,916,052	1,696,238	1,715,570	1,870,050	1,876,295
Measure BB Fund	2,017,633	3,627,882	8,300,000	8,583,194	8,589,439
Measure F Fund	495,835	222,281	400,000	400,000	400,000
Asset Seizure Funds	154,882	130,405	50,000	237,224	197,224
Heron Bay MANntenance Assessment District Fund	247,666	328,842	369,771	275,710	286,021
Cherrywood MANntenance Assessment District Fund	198	-	-	-	-
Proposition IB - Streets & Roads Fund	-	-	-	-	-
Special Grants Fund	2,761,884	1,600,966	737,914	719,291	731,186
Community Development Block Grant (CDBG) Fund	704,370	443,238	641,263	420,862	427,494
Home Grant Fund	262,616	9,160	142,971	8,561	9,413
Housing In Lieu Fund	-	-	-	-	-
Affordable Housing Asset Fund	746,834	2,999	-	2,999	2,999
Business Improvement District Fund	600,000	698,000	634,000	695,530	695,530
Public Education & Government Fees	69,003	68,630	62,006	67,122	67,122
Total Special Revenue Funds Expenditures	\$ 12,756,104	\$ 13,266,221	\$ 16,709,057	\$ 18,751,507	\$ 18,182,139

SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

DEVELOPMENT FEES FOR STREET/TRAFFIC IMPROVEMENTS

The Development Fees for Street/Traffic Improvement (DFSI) fund accounts for development fee assessments levied to provide for partial funding of street and traffic improvements associated with commercial and residential growth.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
DFSI Fund 120	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	1,084,544	1,549,151	1,787,700	1,894,172	1,874,172	2,174,172	2,498,172	2,821,162	3,168,132
Revenue									
Development Fees	369,848	474,571	100,000	400,000	400,000	425,000	425,000	450,000	450,000
Interest Income/Transfers	281,367	9,211	18,000	-	-	-	-	-	-
Total Revenues	651,216	483,782	118,000	400,000	400,000	425,000	425,000	450,000	450,000
Expenditures									
Personnel	43,381	42,622	-	-	-	-	-	-	-
Non-Personnel	143,228	202,611	11,528	420,000	100,000	101,000	102,010	103,030	104,060
Total Expenditures	186,609	245,233	11,528	420,000	100,000	101,000	102,010	103,030	104,060
Annual Surplus/(Shortfall)	464,607	238,549	106,472	(20,000)	300,000	324,000	322,990	346,970	345,940
Ending Fund Balance	1,549,151	1,787,700	1,894,172	1,874,172	2,174,172	2,498,172	2,821,162	3,168,132	3,514,071

PARK DEVELOPMENT FEE FUND

This fund accounts for park development fee assessments levied to provide for the acquisition and/or creation of new parks and park facilities and for park development needs associated with residential growth.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Park Development Fund 122	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	449,017	1,071,450	332,699	990,399	1,990,399	2,990,399	3,990,399	5,000,399	6,020,499
Revenues									
Development Fees	719,540	212,032	700,000	1,000,000	1,000,000	1,000,000	1,010,000	1,020,100	1,020,100
Interest Income/Other Revenue	(4,160)	6,785	3,700	-	-	-	-	-	-
Total Revenues	715,381	218,817	703,700	1,000,000	1,000,000	1,000,000	1,010,000	1,020,100	1,020,100
Expenditures									
Personnel	5,991	-	-	-	-	-	-	-	-
Non-Personnel	86,957	957,567	46,000	-	-	-	-	-	-
Total Expenditures	92,948	957,567	46,000	-	-	-	-	-	-
Annual Surplus/(Shortfall)	622,433	(738,750)	657,700	1,000,000	1,000,000	1,000,000	1,010,000	1,020,100	1,020,100
Ending Fund Balance	1,071,450	332,699	990,399	1,990,399	2,990,399	3,990,399	5,000,399	6,020,499	7,040,599



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

UNDERGROUND UTILITY FEES FUND

This fund accounts for utility conversion project assessments levied to provide for the placement of overhead utilities underground. Assessments shall be expended only for the expansion of, and maintenance of, or construction of Underground Utility Districts and facilities.

Underground Utilities Fund 123	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	1,865,081	2,268,619	2,593,656	2,731,856	3,056,856	3,381,856	3,731,856	4,081,856	4,431,856
Revenues									
Development Fees	421,034	348,635	112,000	300,000	300,000	325,000	325,000	325,000	325,000
Interest Income	2,416	13,752	26,200	25,000	25,000	25,000	25,000	25,000	25,000
Total Revenues	423,450	362,387	138,200	325,000	325,000	350,000	350,000	350,000	350,000
Expenditures									
Personnel	16,119	28,693	-	-	-	-	-	-	-
Non-Personnel	3,792	8,657	-	-	-	-	-	-	-
Total Expenditures	19,912	37,350	-	-	-	-	-	-	-
Annual Surplus/(Shortfall)	403,538	325,037	138,200	325,000	325,000	350,000	350,000	350,000	350,000
Ending Fund Balance	2,268,619	2,593,656	2,731,856	3,056,856	3,381,856	3,731,856	4,081,856	4,431,856	4,781,856



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

PARKING FUND

The Parking Fund provides for parking meter and parking lot operations and for the maintenance of the Downtown Parking Structure and various other public parking locations. Revenue to this fund is from the collection of parking meter receipts, parking lot space rentals, and rental spaces at the downtown parking structure and surface parking lots. Beginning July 1, 2019 parking citation revenues will also be supporting the operating expenditures of the Parking Fund.

Analysis

The LEED-certified Estudillo/Callan downtown parking garage re-opened in November 2012. The four-story structure contains 384 parking spaces and includes 2,000 sq. ft. of commercial space along Estudillo Avenue and enhancements have been made to Paseo del Oro, the pedestrian entry to the garage. In January 2019 new parking meters were installed in Pelton Plaza and West Juana Avenue to coincide with the City's Downtown Management Plan. And on March 18, 2019 City Council approved SP Plus to provide parking enforcement services starting July 1, 2019. Revenues are estimated to increase as a result of dedicated staff to monitor and enforce parking violations in order to support the program operating costs.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Parking Fund 132	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	(114,508)	(127,546)	271,221	198,440	79,729	7,083	(3,556)	23,346	61,355
Revenue									
Parking Fees	249,154	222,554	243,000	305,000	305,000	325,150	347,255	357,672	368,402
Parking Violations	-	-	-	200,000	250,000	300,000	325,000	334,750	344,793
Interest Income	149	601,943	2,400	-	-	-	-	-	-
Total Revenues	249,303	824,497	245,400	505,000	555,000	625,150	672,255	692,422	713,195
Expenditures									
Personnel	90,321	119,051	123,950	99,106	103,041	104,981	108,260	110,954	113,779
Non-Personnel	172,020	306,679	194,231	524,605	524,605	530,808	537,092	543,459	549,909
Total Expenditures	262,341	425,730	318,181	623,711	627,646	635,789	645,352	654,413	663,689
Annual Surplus/(Shortfall)	(13,038)	398,767	(72,781)	(118,711)	(72,646)	(10,639)	26,902	38,009	49,506
Ending Fund Balance	(127,546)	271,221	198,440	79,729	7,083	(3,556)	23,346	61,355	110,861

Assumptions

- Increases to parking fees for subsequent years are based on CPI.
- Revenue is estimated to increase.
- Annual maintenance costs and consulting costs for SP Plus included in expenditures for the parking fee collection management system and parking enforcement, respectively.
- Building maintenance and utility costs increasing due to the two elevators and other amenities in the City garage.



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

GAS TAX FUND

The Gas Tax Fund is used to account for subventions received from State gas tax allocations. State subventions are restricted to uses related to local streets and highways, construction and improvements, and maintenance and repairs. Gas Tax funds are used to fund the City's pavement maintenance program in the Public Works Department.

Analysis

Effective November 1, 2017, The Road Repair and Accountability Act of 2017 (SB 1) requires a 12 cent per gallon tax for road maintenance rehabilitation. Therefore, in 2018-19 an increase of over \$1.4 million was budgeted based on the State Department of Finance projections for San Leandro. Subsequent years continue to anticipate \$1.45 million per fiscal year. In order to comply with SB1 requirements, the City must provide "maintenance of effort" funding based on the three-year average of General Fund transfers for 2009-10, 2010-11 and 2011-12, or \$433,000; 2017-18 includes \$289,000 for a partial year and 2018-19 projections includes \$433,000; subsequent years maintenance of effort met through general fund actual streets and road repair expenditures.

The Transportation Congestion Relief Program of 2000 "loaned" the State of California general fund \$706 million. Starting 2017-18, the State is repaying these borrowed funds to agencies. Therefore, San Leandro, will receive \$100,000 for three years beginning 2017-18 as the City's proportionate share. These repayments are included in the projections for the three years.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Gas Tax Fund 140	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	784,570	584,341	276,933	734,006	291,810	7,540	(326,287)	(734,575)	(1,209,495)
Revenue									
Gas Tax	1,428,889	1,926,802	2,832,118	2,884,272	2,885,500	2,885,500	2,885,500	2,885,500	2,885,500
Interest Income/Transfers	239,685	389,929	534,118	100,785	2,000	2,000	2,000	2,000	2,000
Total Revenues	1,668,574	2,316,731	3,366,236	2,985,057	2,887,500	2,887,500	2,887,500	2,887,500	2,887,500
Expenditures									
Personnel	979,493	1,236,601	1,432,850	1,529,681	1,615,010	1,641,785	1,693,074	1,736,134	1,781,236
Non-Personnel	889,309	1,387,538	1,476,313	1,897,572	1,556,760	1,579,541	1,602,714	1,626,286	1,650,263
Total Expenditures	1,868,802	2,624,139	2,909,163	3,427,253	3,171,770	3,221,326	3,295,788	3,362,420	3,431,500
Annual Surplus/(Shortfall)	(200,229)	(307,408)	457,073	(442,196)	(284,270)	(333,826)	(408,288)	(474,920)	(544,000)
Ending Fund Balance	584,341	276,933	734,006	291,810	7,540	(326,287)	(734,575)	(1,209,495)	(1,753,495)

Assumptions

- Revenue projections to remain flat and will updated as the new program continues.
- Future years General Fund expenditures for streets qualify for the projected maintenance of effort requirement.



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

GAS TAX FUND (SECTION 2103) (FORMER PROPOSITION 42 FUNDING)

For 2009-10, the Legislature and Governor enacted a package of major statutory and budgetary changes to transportation funding. These changes increased the Legislature's flexibility over the use of transportation funds, resulting in ongoing General Fund relief by paying the debt service on highway and road bonds from fuel excise tax revenues. This package of changes is commonly known as the Fuel Tax Swap. Effective July 1, 2010, the annual funding for streets and roads received by the City under Proposition 42 were replaced with Gas Tax funds. There is no significant change in the total amount of funding or intended use, just the funding source.

Analysis

Based on the State Department of Finance's January 2019 report revenue is expected to increase minimally in future years. This fund supports capital projects only, so no personnel costs are budgeted to the fund. It is anticipated that these funds will be fully expended for streets infrastructure projects.

Gas Tax (Section 2103) Fund 142	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	1,050,884	938,096	1,140,158	1,092,200	846,798	601,396	283,465	(113,320)	(595,796)
Revenue									
Gas Tax (Section 2103)	234,076	343,760	310,732	747,098	747,098	754,569	762,115	769,736	777,433
Other Revenue	1,656	5,865	12,000	7,500	7,500	7,500	7,500	7,500	7,500
Total Revenues	235,732	349,625	322,732	754,598	754,598	762,069	769,615	777,236	784,933
Expenditures									
Personnel	26,933	53,917	-	1,000,000	1,000,000	1,080,000	1,166,400	1,259,712	1,360,489
Non-Personnel	321,587	93,646	370,690	-	-	-	-	-	-
Total Expenditures	348,520	147,563	370,690	1,000,000	1,000,000	1,080,000	1,166,400	1,259,712	1,360,489
Annual Surplus/(Shortfall)	(112,788)	202,062	(47,958)	(245,402)	(245,402)	(317,931)	(396,785)	(482,476)	(575,556)
Ending Fund Balance	938,096	1,140,158	1,092,200	846,798	601,396	283,465	(113,320)	(595,796)	(1,171,352)

Assumptions

- Revenue projections are based on the State Department of Finance January 15, 2019 estimates anticipating an increase of 1% in 2021-22 and subsequent years.
- Since funds are allocated for streets and roads infrastructure improvements, the forecast assumes full expenditure of each annual allocation.



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

MEASURE F FUND (VRF)

This fund accounts for the City's share of proceeds on a \$10 increase in vehicle registration fees (VRF) approved by voters in November 2010. The funds are used for projects to reduce traffic congestion and vehicle related pollution.

Measure F (VRF)	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Fund 143	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	636,939	571,850	775,695	821,195	867,195	923,195	965,195	998,155	1,022,034
Revenue									
VRF	428,403	425,568	437,500	440,000	450,000	440,000	435,000	430,000	430,000
Other Revenue	2,343	557	8,000	6,000	6,000	6,000	6,000	6,000	6,000
Total Revenues	430,746	426,125	445,500	446,000	456,000	446,000	441,000	436,000	436,000
Expenditures									
Personnel	119,934	60,132	-	-	-	-	-	-	-
Non-Personnel	375,900	162,149	400,000	400,000	400,000	404,000	408,040	412,120	416,242
Total Expenditures	495,835	222,281	400,000	400,000	400,000	404,000	408,040	412,120	416,242
Annual Surplus/(Shortfall)	(65,089)	203,844	45,500	46,000	56,000	42,000	32,960	23,880	19,758
Ending Fund Balance	571,850	775,695	821,195	867,195	923,195	965,195	998,155	1,022,034	1,041,793

MEASURE B FUND

This fund accounts for the City's share of proceeds on a one-half cent sales tax increase originally approved by the voters in November 1986 with the tax expiring on March 31, 2022. In November 2014, the Alameda County voters approved extending the term of this program for 30 years and increased the sales tax rate by an additional one-half cent (see Measure BB fund 141). The program is administered by the Alameda County Transportation Commission (ACTC). The tax provides funds for eight specific projects within Alameda County including major freeway improvements.

Measure B Fund 144	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	2,240,367	2,286,895	2,430,665	2,708,007	2,813,957	2,958,662	3,100,978	3,246,994	3,396,977
Revenue									
Measure B Sales Tax	1,843,491	1,757,455	1,826,912	1,855,000	1,900,000	1,920,000	1,945,000	1,980,000	1,980,000
Interest Income/Other	119,089	82,553	166,000	121,000	121,000	120,000	120,000	110,000	110,000
Total Revenues	1,962,580	1,840,008	1,992,912	1,976,000	2,021,000	2,040,000	2,065,000	2,090,000	2,090,000
Expenditures									
Personnel	244,881	280,238	174,454	89,414	95,659	99,241	102,557	105,426	108,431
Non-Personnel/Transfers	1,671,171	1,416,000	1,541,116	1,780,636	1,780,636	1,798,442	1,816,427	1,834,591	1,852,937
Total Expenditures	1,916,052	1,696,238	1,715,570	1,870,050	1,876,295	1,897,684	1,918,984	1,940,017	1,961,368
Annual Surplus/(Shortfall)	46,528	143,770	277,342	105,950	144,705	142,316	146,016	149,983	128,632
Ending Fund Balance	2,286,895	2,430,665	2,708,007	2,813,957	2,958,662	3,100,978	3,246,994	3,396,977	3,525,608



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

MEASURE BB FUND

On November 4, 2014, the Alameda County voters approved extending the term of the Measure B program for 30 years and increased the sales tax rate by an additional one-half cent. This fund is for streets, construction and maintenance, to specifically fix roads, increase bicycle and pedestrian safety, reduce traffic congestion and improve air quality. The program is administered by the Alameda County Transportation Commission (ACTC). The program funding is effective April 1, 2015 and scheduled to sunset March 31, 2045.

Measure BB	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Fund 141	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	1,400,125	893,956	718,128	1,043,057	1,093,863	1,188,425	195,252	(886,198)	(3,056,295)
Revenue									
Measure BB	1,503,904	1,544,764	1,617,929	1,629,000	1,679,000	1,679,000	1,679,000	1,679,000	1,679,000
Other Revenue	7,561	1,907,291	7,007,000	7,005,000	7,005,000	6,005,000	6,005,000	5,005,000	5,005,000
Total Revenues	1,511,465	3,452,054	8,624,929	8,634,000	8,684,000	7,684,000	7,684,000	6,684,000	6,684,000
Expenditures									
Personnel	219,952	271,673	-	63,194	69,439	71,973	74,198	75,932	77,758
Non-Personnel	1,797,681	3,356,209	8,300,000	8,520,000	8,520,000	8,605,200	8,691,252	8,778,165	8,865,946
Total Expenditures	2,017,633	3,627,882	8,300,000	8,583,194	8,589,439	8,677,173	8,765,450	8,854,097	8,943,704
Annual Surplus/(Shortfall)	(506,169)	(175,828)	324,929	50,806	94,561	(993,173)	(1,081,450)	(2,170,097)	(2,259,704)
Ending Fund Balance	893,956	718,128	1,043,057	1,093,863	1,188,425	195,252	(886,198)	(3,056,295)	(5,315,999)

ASSET SEIZURE FUND

This fund accounts for funds received from asset forfeiture and used exclusively to support law enforcement and prosecutorial efforts of the City. These funds may not be used to supplant any State or local funds that would otherwise be available. Funds have been earmarked to improve technology, create new programs and implement community outreach and policing initiatives.

Asset Seizure Fund 146	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	796,374	762,170	1,070,501	1,324,501	1,247,277	1,210,053	1,121,592	1,031,883	940,913
Revenues									
Asset Seizure	120,107	432,361	292,000	150,000	150,000	100,000	100,000	100,000	100,000
Interest Income/Other	570	6,375	12,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Revenues	120,678	438,736	304,000	160,000	160,000	110,000	110,000	110,000	110,000
Expenditures									
Personnel	-	-	-	-	-	-	-	-	-
Non-Personnel	154,882	130,405	50,000	237,224	197,224	198,460	199,709	200,970	202,244
Total Expenditures	154,882	130,405	50,000	237,224	197,224	198,460	199,709	200,970	202,244
Annual Surplus/(Shortfall)	(34,205)	308,331	254,000	(77,224)	(37,224)	(88,460)	(89,709)	(90,970)	(92,244)
Ending Fund Balance	762,170	1,070,501	1,324,501	1,247,277	1,210,053	1,121,592	1,031,883	940,913	848,669



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

HERON BAY MAINTENANCE FUND

This fund accounts for maintenance assessments to fund ongoing maintenance of wetlands impacted by residential growth at the Heron Bay Development.

Heron Bay Maintenance Fund 147	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	818,238	926,151	961,292	949,721	1,039,011	1,127,990	1,210,679	1,287,427	1,359,109
Revenues									
Maintenance Assessments	354,457	358,911	350,000	360,000	370,000	370,000	370,000	370,000	370,000
Interest Income/Other	1,122	5,072	8,200	5,000	5,000	5,000	5,000	5,000	5,000
Total Revenues	355,579	363,983	358,200	365,000	375,000	375,000	375,000	375,000	375,000
Expenditures									
Personnel	99,842	145,729	139,149	136,270	146,581	151,443	155,940	159,548	163,335
Non-Personnel/Transfers	147,825	183,113	230,622	139,440	139,440	140,868	142,312	143,770	145,244
Total Expenditures	247,666	328,842	369,771	275,710	286,021	292,311	298,252	303,319	308,579
Annual Surplus/(Shortfall)	107,913	35,142	(11,571)	89,290	88,979	82,689	76,748	71,681	66,421
Ending Fund Balance	926,151	961,292	949,721	1,039,011	1,127,990	1,210,679	1,287,427	1,359,109	1,425,530

CHERRYWOOD MAINTENANCE FUND

This fund accounts for special assessment funding for the on-going maintenance of public facilities at the Cherrywood Development.

Cherrywood Maintenance Fund 148	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	368,113	391,898	393,897	420,997	424,997	428,997	432,997	436,997	440,997
Revenues									
Maintenance Assessments	23,563	-	23,300	-	-	-	-	-	-
Interest Income	420	2,000	3,800	4,000	4,000	4,000	4,000	4,000	4,000
Total Revenues	23,983	2,000	27,100	4,000	4,000	4,000	4,000	4,000	4,000
Expenditures									
Personnel	-	-	-	-	-	-	-	-	-
Non-Personnel	198	-	-	-	-	-	-	-	-
Total Expenditures	198	-	-	-	-	-	-	-	-
Annual Surplus/(Shortfall)	23,785	2,000	27,100	4,000	4,000	4,000	4,000	4,000	4,000
Ending Fund Balance	391,898	393,897	420,997	424,997	428,997	432,997	436,997	440,997	444,997



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

PROPOSITION 1B LOCAL STREETS AND ROADS FUND

This fund accounts for Proposition 1B funds for safety improvements and repairs to local streets and roads appropriated by the State Legislature. This fund has been fully allocated and may be closed in the next few years based on anticipated direction from the State.

Proposition 1B Fund 149	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	13,037	13,068	13,139	13,271	13,371	13,471	13,571	13,671	13,771
Revenues									
Proposition 1B Funds	-	-	-	-	-	-	-	-	-
Interest Income/Other	31	70	132	100	100	100	100	100	100
Total Revenues	31	70	132	100	100	100	100	100	100
Expenditures									
Personnel	-	-	-	-	-	-	-	-	-
Non-Personnel	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-
Annual Surplus/(Shortfall)	31	70	132	100	100	100	100	100	100
Ending Fund Balance	13,068	13,139	13,271	13,371	13,471	13,571	13,671	13,771	13,871

SPECIAL GRANTS FUND

This fund accounts for various grants from the State of California and the Federal Government to be expended for a specific purpose, activity or facility.

Special Grant Fund 150	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	(941,945)	(284,632)	569,127	2,280,421	3,499,030	4,725,744	5,986,031	7,236,431	8,507,418
Revenues									
Federal/State Grants	3,389,058	2,449,565	2,443,708	1,932,700	1,952,700	1,972,700	1,972,700	2,002,700	2,002,700
Interest/Other/Transfers	30,140	5,160	5,500	5,200	5,200	5,200	5,200	5,200	5,200
Total Revenues	3,419,198	2,454,725	2,449,208	1,937,900	1,957,900	1,977,900	1,977,900	2,007,900	2,007,900
Expenditures									
Personnel	570,653	476,919	213,682	211,084	222,979	204,574	209,581	214,064	218,703
Non-Personnel	2,191,232	1,124,047	524,232	508,207	508,207	513,039	517,919	522,849	527,827
Total Expenditures	2,761,885	1,600,966	737,914	719,291	731,186	717,613	727,500	736,913	746,530
Annual Surplus/(Shortfall)	657,313	853,760	1,711,294	1,218,609	1,226,714	1,260,287	1,250,400	1,270,987	1,261,370
Ending Fund Balance	(284,632)	569,127	2,280,421	3,499,030	4,725,744	5,986,031	7,236,431	8,507,418	9,768,788



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

The Community Development Block Grant (CDBG) Fund is an annual entitlement grant from the U.S. Department of Housing and Urban Development to fund public services, affordable housing, capital improvements, and economic development that primarily benefit low/moderate income persons.

Community Development Block Grant Fund 165	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	120,596	136,438	377,050	385,787	364,924	337,430	300,128	253,741	199,092
Revenues									
Federal/State Grants	720,212	383,850	650,000	400,000	400,000	400,000	400,000	400,000	400,000
Interest & Other Income	-	300,000	-	-	-	-	-	-	-
Total Revenues	720,212	683,850	650,000	400,000	400,000	400,000	400,000	400,000	400,000
Expenditures									
Personnel	107,961	73,700	121,977	118,449	129,522	134,521	138,711	141,992	145,448
Non-Personnel	596,409	369,538	519,286	302,414	297,972	302,781	307,676	312,656	317,724
Total Expenditures	704,370	443,238	641,263	420,863	427,494	437,302	446,387	454,648	463,172
Annual Surplus/(Shortfall)	15,842	240,612	8,737	(20,863)	(27,494)	(37,302)	(46,387)	(54,648)	(63,172)
Ending Fund Balance	136,438	377,050	385,787	364,924	337,430	300,128	253,741	199,092	135,920

HOME GRANT FUND

The HOME Grant Fund are grants from the U.S. Department of Housing and Urban Development (via Alameda County) for eligible affordable housing activities and renovation programs.

HOME Fund 166	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	306,872	142,210	497,795	545,824	691,263	835,850	1,030,268	1,224,390	1,398,280
Revenues									
HOME Funds	84,375	270,983	156,000	100,000	100,000	150,000	150,000	130,000	130,000
Interest Income & Other Income	13,579	93,763	35,000	54,000	54,000	54,000	54,000	54,000	54,000
Total Revenues	97,954	364,746	191,000	154,000	154,000	204,000	204,000	184,000	184,000
Expenditures									
Personnel	5,254	8,652	8,821	8,561	9,413	9,582	9,879	10,110	10,353
Non-Personnel	257,362	508	134,150	-	-	-	-	-	-
Total Expenditures	262,616	9,160	142,971	8,561	9,413	9,582	9,879	10,110	10,353
Annual Surplus/(Shortfall)	(164,662)	355,585	48,029	145,439	144,587	194,418	194,121	173,890	173,647
Ending Fund Balance	142,210	497,795	545,824	691,263	835,850	1,030,268	1,224,390	1,398,280	1,571,927



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

HOUSING IN-LIEU FUND

This fund accounts for Housing In-Lieu assessments levied to provide for partial funding of low/moderate housing projects.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Housing In Lieu Fund 167	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	97,878	193,143	240,548	242,948	245,948	248,948	251,948	254,948	257,948
Revenues									
Housing In Lieu	95,001	46,093	-	2,000	2,000	2,000	2,000	2,000	2,000
Interest Income	264	1,312	2,400	1,000	1,000	1,000	1,000	1,000	1,000
Total Revenues	95,265	47,405	2,400	3,000	3,000	3,000	3,000	3,000	3,000
Expenditures									
Personnel	-	-	-	-	-	-	-	-	-
Non-Personnel	-	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-	-
Annual Surplus/(Shortfall)	95,265	47,405	2,400	3,000	3,000	3,000	3,000	3,000	3,000
Ending Fund Balance	193,143	240,548	242,948	245,948	248,948	251,948	254,948	257,948	260,948

AFFORDABLE HOUSING ASSET FUND

This fund accounts for assets received from affordable housing activities and programs from the former RDA Low/Moderate Housing fund and acts as its Successor Agency.

Affordable Housing Asset Fund 168	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	2,220,636	1,688,551	1,977,217	2,221,117	2,418,118	2,615,119	2,812,090	3,009,031	3,205,941
Revenues									
Housing In Lieu	115,207	178,217	46,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest Income & Other Income	99,542	113,448	197,900	100,000	100,000	100,000	100,000	100,000	100,000
Total Revenues	214,749	291,665	243,900	200,000	200,000	200,000	200,000	200,000	200,000
Expenditures									
Personnel	-	2,999	-	2,999	2,999	3,029	3,059	3,090	3,121
Non-Personnel	746,833	-	-	-	-	-	-	-	-
Total Expenditures	746,833	2,999	-	2,999	2,999	3,029	3,059	3,090	3,121
Annual Surplus/(Shortfall)	(532,084)	288,665	243,900	197,001	197,001	196,971	196,941	196,910	196,879
Ending Fund Balance	1,688,551	1,977,217	2,221,117	2,418,118	2,615,119	2,812,090	3,009,031	3,205,941	3,402,820



SIX-YEAR FORECAST: SPECIAL REVENUE FUNDS

BUSINESS IMPROVEMENT DISTRICT FUND

This fund accounts for service fees charged to business owners to provide a shuttle service from BART to the west San Leandro businesses.

Business Improvement District Fund 170	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	285,173	227,958	125,171	126,371	128,371	130,371	133,416	141,675	142,840
Revenues									
Business Improvement District Fees	367,921	400,381	349,000	400,000	400,000	408,000	420,240	420,240	420,240
Interest/Transfers & Other Income	174,864	194,831	286,200	297,530	297,530	297,530	297,530	297,530	297,530
Total Revenues	542,785	595,213	635,200	697,530	697,530	705,530	717,770	717,770	717,770
Expenditures									
Personnel	-	-	-	-	-	-	-	-	-
Non-Personnel	600,000	698,000	634,000	695,530	695,530	702,485	709,510	716,605	723,771
Total Expenditures	600,000	698,000	634,000	695,530	695,530	702,485	709,510	716,605	723,771
Annual Surplus/(Shortfall)	(57,215)	(102,787)	1,200	2,000	2,000	3,045	8,260	1,165	(6,001)
Ending Fund Balance	227,958	125,171	126,371	128,371	130,371	133,416	141,675	142,840	136,839

PUBLIC EDUCATION AND GOVERNMENT (PEG) FUND

This fund accounts for 1% user fees charged to cable television customers and is used to fund public education on government programs. This allocation went into effect in 2011-12.

Public Education and Government (PEG) Fund 180	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	476,083	604,474	763,325	908,419	1,073,297	1,238,175	1,406,605	1,574,557	1,751,026
Revenues									
PEG Fees	196,243	223,966	200,000	225,000	225,000	230,000	230,000	240,000	240,000
Interest Income	1,151	3,515	7,100	7,000	7,000	6,000	6,000	5,000	5,000
Total Revenues	197,395	227,480	207,100	232,000	232,000	236,000	236,000	245,000	245,000
Expenditures									
Personnel	1,857	6,984	6,521	5,878	5,878	5,972	6,092	6,213	6,338
Non-Personnel	67,147	61,645	55,485	61,244	61,244	61,598	61,956	62,318	62,683
Total Expenditures	69,004	68,629	62,006	67,122	67,122	67,570	68,048	68,531	69,020
Annual Surplus/(Shortfall)	128,391	158,851	145,094	164,878	164,878	168,430	167,952	176,469	175,980
Ending Fund Balance	604,474	763,325	908,419	1,073,297	1,238,175	1,406,605	1,574,557	1,751,026	1,927,006





INTRODUCTION

This section includes two types of funds: Enterprise Funds and Internal Service Funds. The City's Enterprise Funds include the:

- Water Pollution Control Plant Fund
- Environmental Services Fund
- Shoreline Fund
- Storm Water Utility Fund

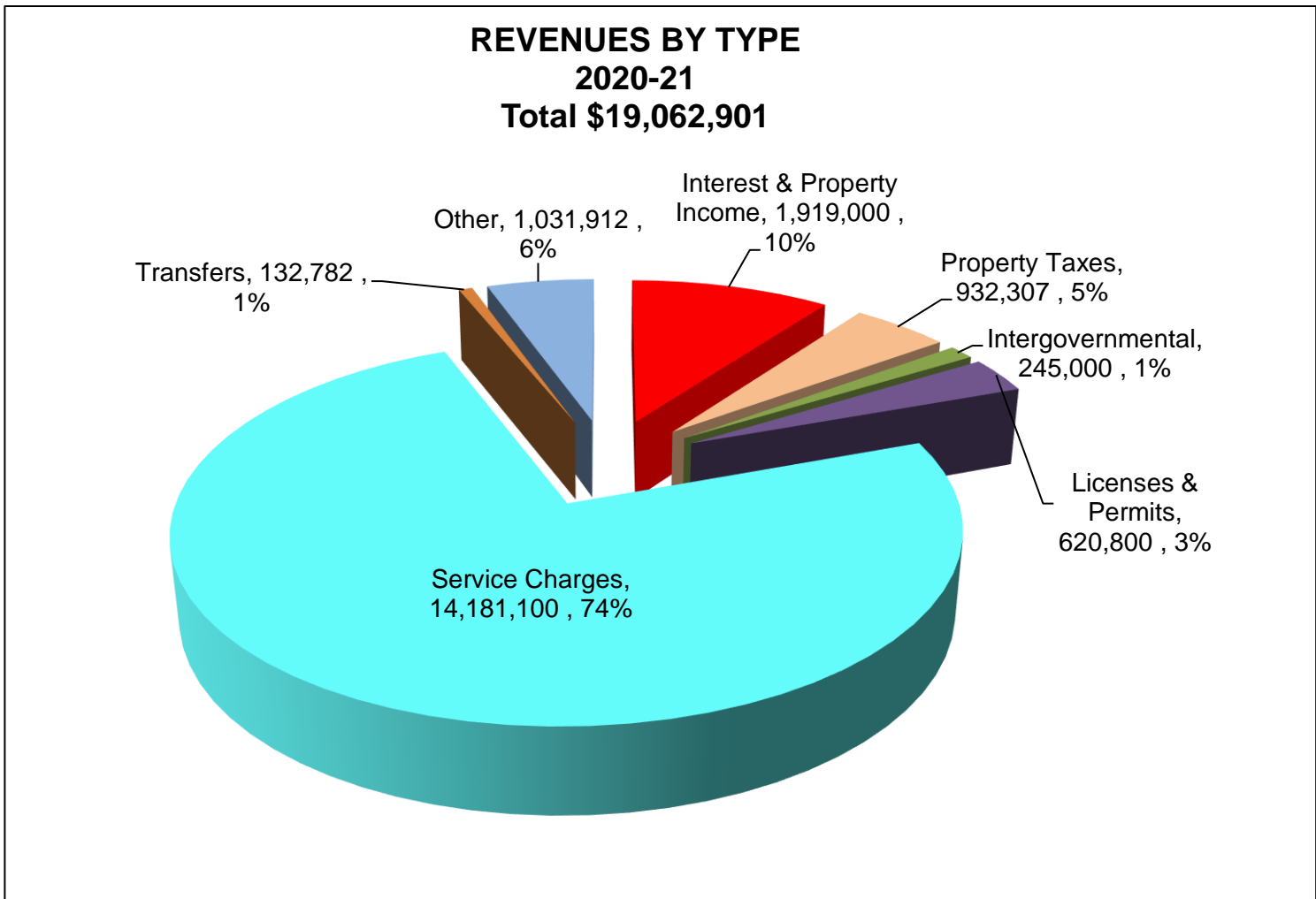
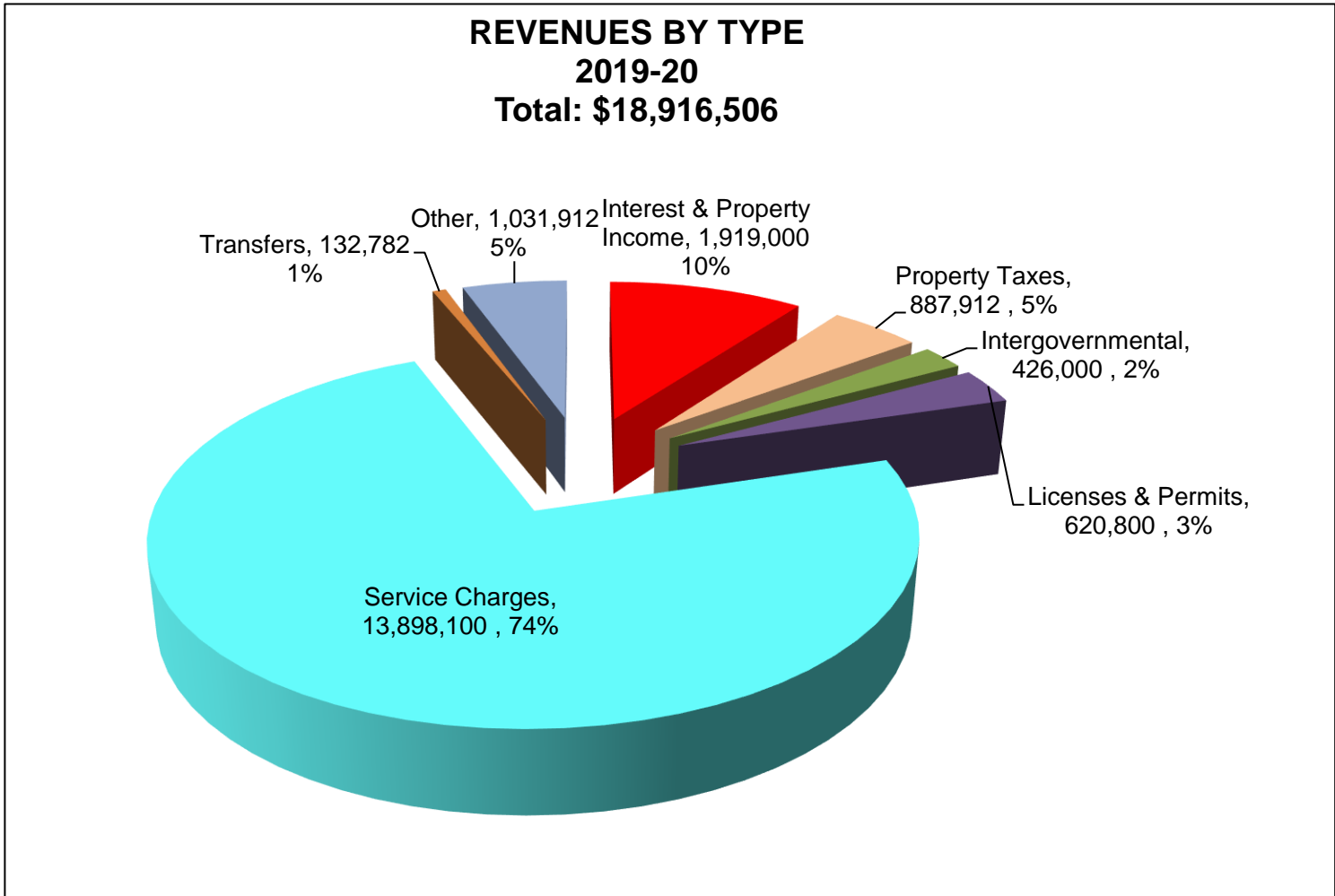
Each is financed and operated in a manner similar to a private business enterprise. The intent is that the costs of providing goods or services to the public on a continuing basis are to be financed or recovered primarily through user charges. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. The following pages list the description and activities for each fund.

Internal Service Funds are used to finance and account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis. The City's four Internal Service Funds are described on the following pages and include the following:

- Building Maintenance Fund
- Information Technology Fund
- Self Insurance Fund
- Equipment Maintenance Fund

For both the Enterprise Funds and the Internal Service Funds this section includes charts depicting revenues and expenditures for the new fiscal year, six-year forecast schedules and fund overviews, and expenditures and staffing authorized to provide these services.



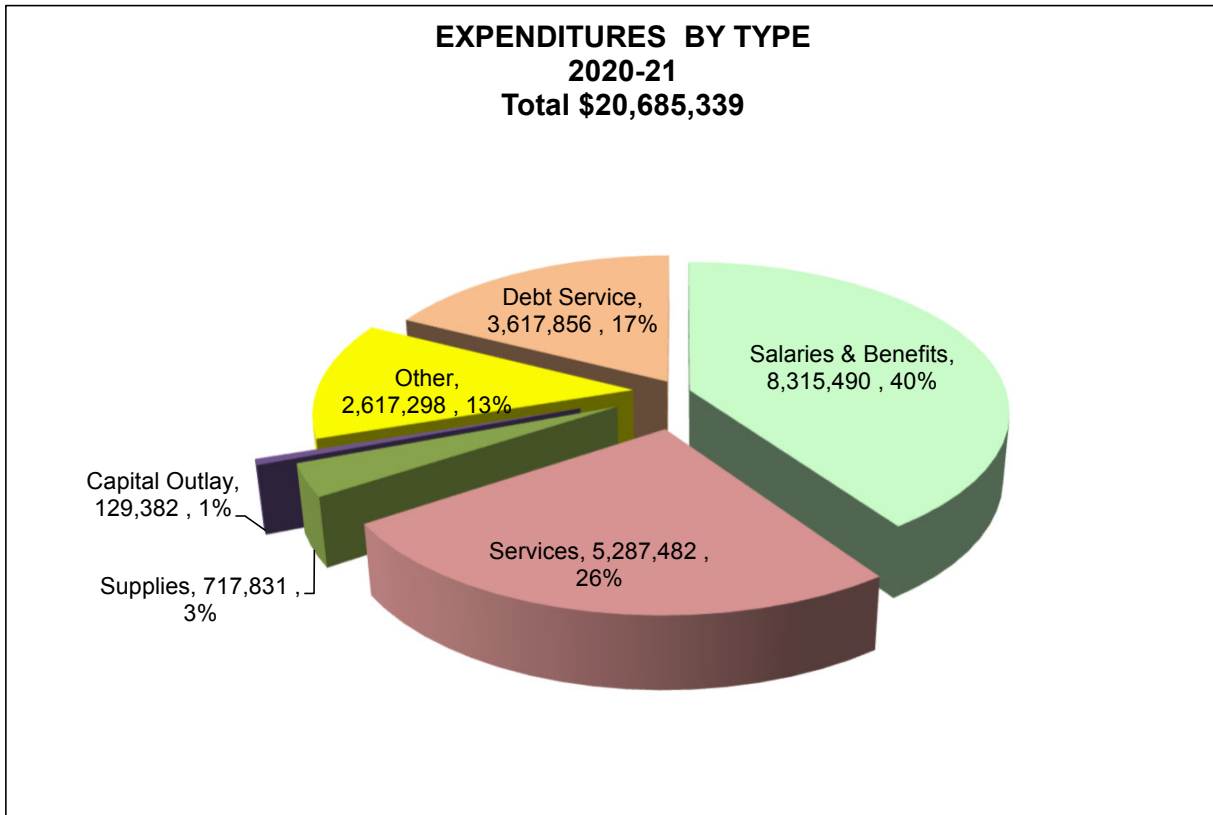
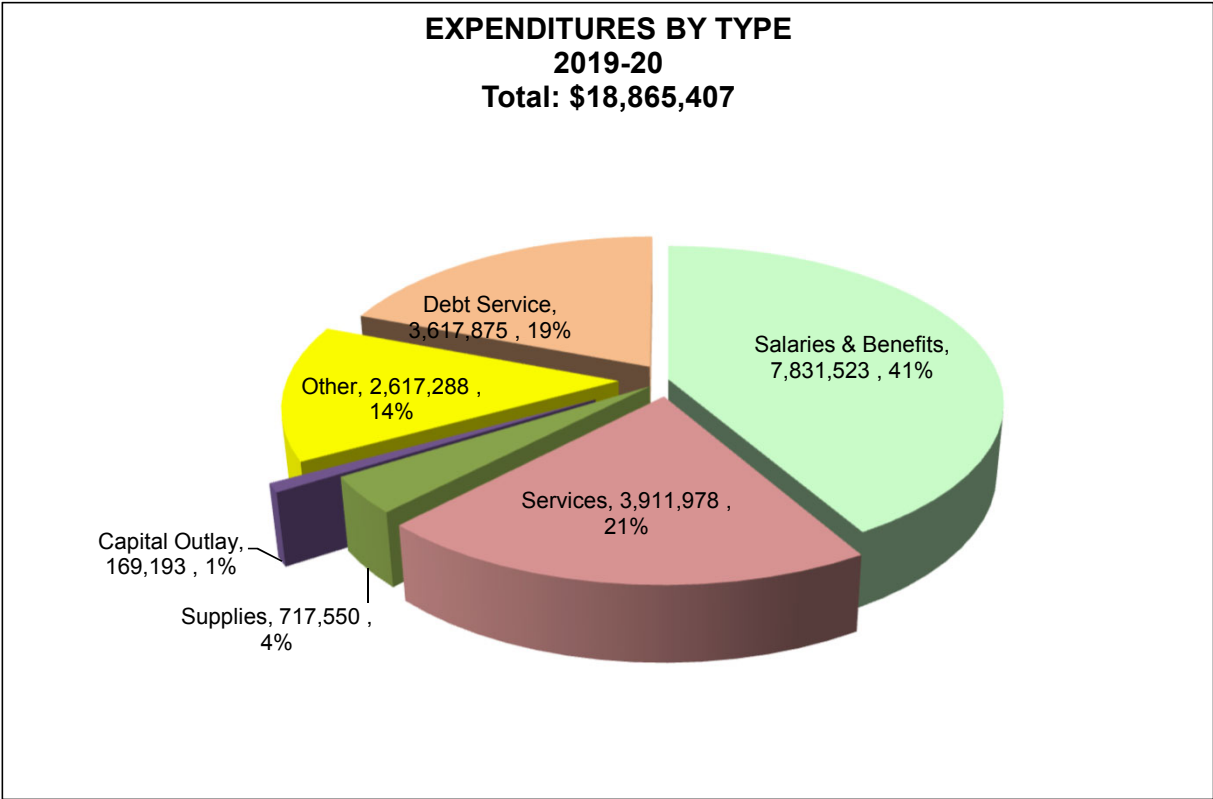


**SUMMARY OF ENTERPRISE FUNDS
REVENUES BY FUND**

Revenues by Fund	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Water Pollution Control Plant	\$ 13,243,774	\$ 12,835,088	\$ 13,480,047	\$ 13,859,612	\$ 14,159,612
Environmental Services	1,217,874	1,160,336	1,073,182	1,088,682	1,085,682
Shoreline	2,630,732	2,909,212	2,557,830	2,966,212	2,815,607
Storm Water	1,083,796	1,056,694	1,100,500	1,002,000	1,002,000
Total Resources	\$ 18,176,176	\$ 17,961,330	\$ 18,211,559	\$ 18,916,506	\$ 19,062,901

**SUMMARY OF ENTERPRISE FUNDS
REVENUES BY TYPE**

Revenues by Type	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Other Taxes	\$ 629,411	\$ 806,392	\$ 845,630	\$ 887,912	\$ 932,307
Licenses and Permits	746,874	477,526	630,000	620,800	620,800
Interest & Property Income	1,697,267	1,853,804	1,506,460	1,919,000	1,919,000
Intergovernmental	243,304	369,087	195,000	426,000	245,000
Charges for Current Services	13,774,104	13,729,138	13,508,600	13,898,100	14,181,100
Other	819,652	592,601	1,393,087	1,031,912	1,031,912
Total Operating Revenues	\$ 17,910,612	\$ 17,828,548	\$ 18,078,777	\$ 18,783,724	\$ 18,930,119
Transfers	265,564	132,782	132,782	132,782	132,782
Total Resources	\$ 18,176,176	\$ 17,961,330	\$ 18,211,559	\$ 18,916,506	\$ 19,062,901



**SUMMARY OF ENTERPRISE FUNDS
EXPENDITURES BY FUND**

Expenditures By Fund	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Water Pollution Control Plant	\$ 11,061,523	\$ 12,338,189	\$ 14,659,911	\$ 14,247,989	\$ 15,958,687
Environmental Services	1,065,884	1,095,231	1,431,968	1,254,648	1,291,471
Shoreline	1,754,842	1,953,178	2,248,238	2,007,677	2,046,749
Storm Water	1,106,013	1,412,257	1,501,305	1,355,093	1,388,432
Total Expenditures	\$ 14,988,262	\$ 16,798,855	\$ 19,841,422	\$ 18,865,407	\$ 20,685,339

**SUMMARY OF ENTERPRISE FUNDS
EXPENDITURES BY TYPE**

Expenditures By Type	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries & Benefits	\$ 5,678,517	\$ 7,008,142	\$ 8,009,547	\$ 7,831,523	\$ 8,315,490
Services	3,064,192	2,686,511	4,555,633	3,911,978	5,287,482
Supplies	451,042	509,567	582,733	717,550	717,831
Capital Outlay	1,688,667	1,925,258	74,800	169,193	129,382
Other	2,571,560	3,188,764	3,000,844	2,617,288	2,617,298
Debt Service	1,534,283	1,480,612	3,617,865	3,617,875	3,617,856
Total Operating Expenditures	\$ 14,988,262	\$ 16,798,855	\$ 19,841,422	\$ 18,865,407	\$ 20,685,339
Transfers	-	-	-	-	-
Total Expenditures	\$ 14,988,262	\$ 16,798,855	\$ 19,841,422	\$ 18,865,407	\$ 20,685,339

SIX-YEAR FORECAST: ENTERPRISE FUNDS

WATER POLLUTION CONTROL PLANT ENTERPRISE FUND

The Water Pollution Control Plant (WPCP) Enterprise Fund provides the funding for the regulation, collection, treatment and disposal of wastewater from all residential and commercial sources. This includes operation and maintenance of the Water Pollution Control Plant, 125 miles of sanitary sewer pipelines, 15 remote sewage pump stations and the inspection and maintenance of the City's storm water collection system.

Analysis

The WPCP rehabilitation project boasts a total project cost of approximately \$55 million. The City was approved for a \$43 million project loan (term of 20 years at a 2.6% interest rate) from the State Revolving Loan Fund with the State Water Resources Control Board (SWRCB). Fund balance will fund a portion of the project and approved rates will fund the project debt service.

In accordance with Prop 218 procedures, the Council approved a 5% maximum rate increase for residential rate payers beginning 2010-11 and ending 2014-15. The rate increases ranged from 3% to 4%. For the new fiscal year and subsequent years, revenue is projected to grow by 1% to 2%. Another rate study was conducted in 2019, and San Leandro residents will be voting on whether to approve increased rates in 2020.

Water Pollution Control Fund 593	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	47,885,502	50,067,753	50,564,652	49,384,788	48,996,411	47,197,336	45,177,837	43,020,023	40,667,177
Revenue									
Sewer Service Charges	11,907,468	11,890,380	11,695,000	12,234,800	12,534,800	12,630,800	12,728,720	12,828,598	12,930,474
Other Revenues	1,161,512	684,343	760,000	760,000	760,000	765,000	770,100	775,302	780,608
SWRCB Loan	-	-	850,587	504,812	504,812	504,812	504,812	504,812	504,812
General Fund Loan Repayment	-	-	-	-	-	-	-	-	-
Interest Income	174,794	260,365	174,460	360,000	360,000	310,000	310,000	260,000	260,000
Total Revenues	13,243,774	12,835,088	13,480,047	13,859,612	14,159,612	14,210,612	14,313,632	14,368,712	14,475,894
Expenditures									
Personnel	3,761,757	5,025,371	5,591,154	5,510,536	5,879,454	6,061,267	6,211,716	6,369,646	4,446,619
Non-Personnel/Transfers *	4,605,013	4,439,928	6,239,093	5,817,629	7,194,220	7,283,830	7,374,717	7,466,900	7,466,899
Debt Service	1,110,538	1,067,499	2,765,864	2,765,864	2,765,864	2,765,864	2,765,864	2,765,864	2,765,864
Capital	1,584,214	1,805,390	63,800	153,960	119,149	119,149	119,149	119,149	119,149
Total Expenditures	11,061,523	12,338,189	14,659,911	14,247,989	15,958,687	16,230,110	16,471,446	16,721,559	14,798,531
Annual Surplus/(Shortfall)	2,182,251	496,899	(1,179,864)	(388,377)	(1,799,075)	(2,019,498)	(2,157,814)	(2,352,847)	(322,636)
Ending Fund Balance	50,067,753	50,564,652	49,384,788	48,996,411	47,197,336	45,177,837	43,020,023	40,667,177	40,344,540
Debt Service Reserve	0	0	0	0	0	0	0	0	0
Ending Fund Balance (adjusted)	50,067,753	50,564,652	49,384,788	48,996,411	47,197,336	45,177,837	43,020,023	40,667,177	40,344,540

Assumptions

- Assumes all WPCP revenues projected to be relatively flat, 1% growth.
- 2016-17 reflects commencement of annual debt service for state revolving loan (SWRCB) debt reserve established in 2013-14.
- WPCP available Fund Balance was reduced by \$6,000,000 in 2011-12 from the loan to the General Fund for refinancing the CalPERS Public Safety Side Fund.



WATER POLLUTION CONTROL PLANT FUND

Expenditures By Division

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Operations:					
Collection System	\$ 1,199,399	\$ 1,502,517	\$ 1,628,807	\$ 1,934,848	\$ 1,999,145
Operations	6,738,843	8,340,407	7,518,449	8,204,956	8,562,166
East Bay Dischargers Authority	917,888	906,488	714,475	148,272	154,702
EBMUD	96,592	97,108	79,533	75,663	79,148
CIP Advance Planning	4,250	1,667	-	531	531
Sewer/Lift Station Replacement	30,286	69,919	500,000	124,907	79,654
WPCP Renewal & Replacement	187,685	163,195	1,320,000	349,718	149,247
WPCP Rehabilitation - Design/Project Management	756,172	3,517,236	-	510,448	-
Total Operations Expenditures	\$ 9,931,115	\$ 14,598,538	\$ 11,761,265	\$ 11,349,343	\$ 11,024,593
Transfers	265,564	153,714	132,782	132,782	132,782
Debt Service	1,110,538	1,067,499	2,765,864	2,765,864	2,765,864
Total Operations Expenditures and Transfers	\$ 11,307,217	\$ 15,819,752	\$ 14,659,911	\$ 14,247,989	\$ 13,923,239
Capital Improvement Projects:					
Capital Projects	-	-	-	-	-
Construction In Progress	(245,695)	(3,481,562)	-	-	2,035,448
Total Capital Improvement Expenditures	(245,695)	(3,481,562)	-	-	2,035,448
Total Expenditures	\$ 11,061,523	\$ 12,338,189	\$ 14,659,911	\$ 14,247,989	\$ 15,958,687

Personnel Summary

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Full-Time:					
Administrative Analyst	1.00	1.00	1.00	1.20	1.20
Administrative Assistant II	0.50	0.50	0.50	0.50	0.50
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Assistant Engineer	1.00	0.00	0.00	0.00	0.00
Deputy Public Works Director	0.15	0.00	0.00	0.00	0.00
Laboratory Supervisor	1.00	1.00	1.00	1.00	1.00
Laboratory Technician I	2.00	0.00	0.00	0.00	0.00
Laboratory Technician II	0.00	2.00	2.00	2.00	2.00
Maintenance Mechanic I	2.00	0.00	0.00	0.00	0.00
Maintenance Mechanic II	4.00	6.00	6.00	6.00	6.00
Plant Electrician II	1.00	1.00	1.00	1.00	1.00
Collection System Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Plant Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
Plant Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Plant Operations Supervisor	1.00	1.00	1.00	1.00	2.00
Plant Operator I	4.00	0.00	0.00	0.00	0.00
Plant Operator II	1.00	5.00	5.00	5.00	5.00
Plant Operator Lead	6.00	6.00	6.00	6.00	6.00
Public Works Director	0.30	0.42	0.42	0.42	0.42
Collection System Maintenance Worker I	3.00	0.00	0.00	0.00	0.00
Collection System Maintenance Worker II	3.00	6.00	6.00	6.00	6.00
Street Supervisor	0.00	0.00	0.00	0.00	0.00
Water Pollution Control Manager	1.00	1.00	1.00	1.00	1.00
Total Full-Time	35.95	34.92	34.92	35.12	35.12
Part-time:					
College Intern	0.00	0.41	0.41	0.41	0.41
Maintenance Aide	0.96	0.96	0.96	0.96	0.96
Total Part-Time	0.96	1.37	1.37	1.37	1.37
Total	36.91	36.29	36.29	36.49	36.49

SIX-YEAR FORECAST: ENTERPRISE FUNDS

ENVIRONMENTAL SERVICES FUND

The Environmental Services Enterprise Fund provides the funding for the Certified Unified Program Agency (CUPA) and Wastewater Pretreatment operations. This fund also provides funding for oversight of the City's refuse, recycling and organics collection contract, to ensure compliance with State and local waste diversion mandates.

Analysis

The Environmental Services Enterprise Funds activities are supported by service and permit fees and county funding. The fund faces a projected shortfall of \$359,000 in 2018-19 and subsequent years. Fund balance will essentially be depleted in 2023-24. A turnaround plan needs to be developed since the revenue streams cannot accommodate the projected operating expenditures.

Environmental Services Fund 594	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	1,290,549	1,442,539	1,507,644	1,148,859	982,893	777,104	554,151	303,841	31,982
Revenue									
Service Charges	353,721	360,463	339,400	336,100	333,100	333,100	333,100	333,100	333,100
Permits & Grants	574,570	650,385	560,000	600,800	600,800	607,800	614,940	622,223	629,651
Other Revenues/Interest/Transfers	289,584	149,488	173,782	151,782	151,782	151,782	151,782	151,782	151,782
Total Revenues	1,217,874	1,160,336	1,073,182	1,088,682	1,085,682	1,092,682	1,099,822	1,107,105	1,114,533
Expenditures									
Personnel	654,584	668,509	949,648	905,446	948,075	967,561	997,310	1,021,318	1,046,517
Non-Personnel	411,301	426,722	482,320	349,202	343,396	348,073	352,823	357,646	362,545
Total Expenditures	1,065,884	1,095,231	1,431,968	1,254,648	1,291,471	1,315,634	1,350,133	1,378,964	1,409,061
Annual Surplus/(Shortfall)	151,990	65,105	(358,786)	(165,966)	(205,789)	(222,952)	(250,311)	(271,859)	(294,528)
Ending Fund Balance	1,442,539	1,507,644	1,148,859	982,893	777,104	554,151	303,841	31,982	(262,546)

Assumptions

- Operating shortfall in 2018-19 through 2024-25.
- Loss of approximately \$90,000 in County Mitigation annual revenue.
- Reduction in County Measure D payments since 2008
- Revenue assumed to virtually stay flat for the projected years.
- Water Pollution Control Plant fund transfers of \$132,782 per year from 2019-20 through 2024-25 for pretreatment activities.



ENVIRONMENTAL SERVICES FUND

Expenditures By Division

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
C.U.P.A.	\$ 330,071	\$ 412,143	\$ 523,029	\$ 474,289	\$ 492,232
Pretreatment	407,502	411,152	530,409	482,175	495,232
Storm Water	6,706	-	-	76,147	77,351
Recycling Program	118,541	56,797	104,774	222,037	226,657
Refuse Contract	-	-	10,000	-	-
Recycling - Measure D	184,213	201,261	263,757	-	-
Shell USD	13,949	13,821	-	-	-
CERS Grant (CA Env Reporting System)	4,903	58	-	-	-
Transfers	-	-	-	-	-
Total Project Expenditures	\$ 1,065,884	\$ 1,095,231	\$ 1,431,968	\$ 1,254,648	\$ 1,291,472

Personnel Summary

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
Administrative Analyst I	0.00	0.50	0.50	0.25	0.25
Administrative Assistant II	0.20	0.20	0.20	0.20	0.20
Administrative Specialist III	0.50	0.50	0.50	0.50	0.50
Deputy Public Works Director	0.25	0.00	0.00	0.00	0.00
Environmental Protection Specialist II	4.00	4.00	4.00	4.00	4.00
Environmental Svcs. Supervisor	0.50	0.50	0.50	0.50	0.50
Public Works Director	0.10	0.00	0.00	0.00	0.00
Supervising Building Inspector	0.03	0.00	0.00	0.00	0.00
Total Full-Time	5.58	5.70	5.70	5.45	5.45
<u>Part-time:</u>					
Administrative Assistant II	0.48	0.48	0.48	0.48	0.48
Maintenance Aide	0.29	0.29	0.29	0.29	0.29
Total Part-Time	0.77	0.77	0.77	0.77	0.77
Total	6.35	6.47	6.47	6.22	6.22

SIX-YEAR FORECAST: ENTERPRISE FUNDS

SHORELINE ENTERPRISE FUND

The Shoreline Enterprise Fund provides the funding for the day-to-day operation and maintenance of the San Leandro Marina, the Monarch Bay Golf Club and the rest of the infrastructure in the San Leandro Recreational Shoreline Area. The Marina operations include 465 berths, guest docks and public boat launch ramp. The Monarch Bay Golf Club includes the 18-hole Tony Lema Course, the nine-hole Marina Golf Course, an all-weather practice range, golf shop, and restaurant.

Analysis

On November 8, 2016, San Leandro voters approved an increase to Transient Occupancy Tax from 10% to 14% of the room rental rate for hotels, motels and lodges in the City. These funds shall be used to maintain and enhance library programming for children, more space for books, reference materials and public access to computers, enhancing parks and infrastructure and other general City services.

Almost half of the fund's expenses are dedicated to debt service to the General Fund, and Boating and Waterways Department loans, so reducing expenses is limited. Currently, the Shoreline fund is making interest only payments to the General Fund.

Work on the Monarch Bay Shoreline Development Project continued, with a proposal for the construction of up to 500 housing units, a hotel, two restaurants, a large public park, and new Mulford-Marina Library facility. Staff is working closely with the developer to develop project plans, draft a Development Agreement and associated agreements and leases, and gain feedback from the community and public agencies.

Shoreline Enterprise Fund 597	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	(778,770)	97,119	1,053,153	1,362,745	2,321,280	3,090,138	3,155,927	3,208,632	3,246,789
Revenue									
Rents & Concessions	1,518,484	1,569,374	1,285,000	1,525,000	1,525,000	1,125,000	1,125,000	1,125,000	1,125,000
Berthing/Boat Launch Fees	431,798	424,466	374,200	327,200	313,200	4,000	4,000	4,000	4,000
Transient Occupancy Tax	629,411	806,392	845,630	887,912	932,307	960,276	989,085	1,018,757	1,049,320
Other Revenues/Interest	51,038	108,981	53,000	226,100	45,100	40,050	40,050	35,050	35,050
Total Revenues	2,630,732	2,909,212	2,557,830	2,966,212	2,815,607	2,129,326	2,158,135	2,182,807	2,213,370
Expenditures									
Personnel	628,998	569,954	681,885	680,122	719,203	715,318	736,160	753,946	772,513
Non-Personnel/Transfers	1,125,845	1,383,225	1,566,353	1,327,555	1,327,546	1,348,219	1,369,269	1,390,704	1,412,530
Total Expenditures	1,754,842	1,953,178	2,248,238	2,007,677	2,046,749	2,063,537	2,105,430	2,144,649	2,185,043
Annual Surplus/(Shortfall)	875,890	956,034	309,592	958,535	768,858	65,789	52,705	38,158	28,327
Ending Fund Balance	97,119	1,053,153	1,362,745	2,321,280	3,090,138	3,155,927	3,208,632	3,246,789	3,275,117

Assumptions

- Fees for the berth rentals increased by CPI, however rate increases are offset with a decreasing number of renters due to the Shoreline development.
- Transient Occupancy Tax (TOT) rate increased from 10% to 14% effective January 1, 2017
- Rents and Concession revenues assumed to be increasing slightly due to the economy.



SHORELINE FUND

Expenditures By Division

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Operations:					
Golf Course Operations	\$ 116,443	\$ 114,867	\$ 105,238	\$ 45,097	\$ 45,795
Golf Course Debt Service	197,312	197,312	307,791	307,791	307,791
Golf Course - ACI Capital Improvements	6,310	-	-	-	-
Marina Operations	631,421	590,938	589,827	526,904	543,630
Shoreline Operations & Maintenance	541,912	575,307	673,669	491,710	513,365
SBA/Monarch Bay Promotion	21,291	21,304	25,000	21,304	21,304
CIP Advance Planning	342	-	2,500	-	-
Abandoned Watercraft Grant	13,379	68,658		68,658	68,658
Marina Debt Service	226,433	217,803	544,210	546,214	546,204
Total Operations Expenditures	\$1,754,842	\$1,786,189	\$2,248,235	\$2,007,678	\$2,046,747
Transfers	-	166,989	-	-	-
Total Operations Expenditures and Transfers	\$1,754,842	\$1,953,178	\$2,248,235	\$2,007,678	\$2,046,747

Personnel Summary

	2016-17 Adopted	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Full-Time:					
Administrative Analyst I	0.90	0.90	0.90	0.90	0.90
Deputy Public Works Director	0.05	0.00	0.00	0.00	0.15
Facilities Open Space Manager	0.00	0.00	0.00	0.00	0.00
Facilities Maintenance Worker I	0.00	0.00	0.00	0.00	0.00
Park Maintenance Worker I	0.50	0.50	0.50	0.50	0.50
Park Maintenance Worker II	0.95	0.95	0.95	0.95	0.95
Park Supervisor	0.08	0.08	0.08	0.08	0.08
Public Works Director	0.10	0.15	0.15	0.15	0.00
Street Maintenance Worker II	0.00	0.25	0.25	0.00	0.00
Street Maintenance Worker III	0.95	0.70	0.70	0.90	0.90
Total Full-Time	3.53	3.53	3.53	3.48	3.48
Part-time:					
Administrative Assistant II	0.48	0.48	0.48	0.48	0.48
Maintenance Aide	1.90	2.38	2.38	1.42	0.00
Maintenance Assistant II	0.00	0.00	0.00	0.00	0.00
Maintenance Assistant III	0.48	0.00	0.00	0.00	1.42
Maintenance Worker - Entry	0.00	0.00	0.00	0.96	0.96
Total Part-Time	2.86	2.86	2.86	2.86	2.86
Total	6.39	6.39	6.39	6.34	6.34

SIX-YEAR FORECAST: ENTERPRISE FUNDS

STORM WATER ENTERPRISE FUND

The Storm Water Enterprise Fund provides the funding for the maintenance and improvement of the City's storm water drainage system to comply with State and Federal mandates that require cities and storm water agencies to reduce pollutants in storm water runoff. Operations in this fund include street debris removal, street sweeping, and graffiti abatement. Revenue to this fund is from the collection of fees charged to every owner of real property in the City of San Leandro and is collected through property taxes.

Analysis

The Storm Water Fund revenues are fee-supported and are capped at the 1996 levels by Proposition 218. Fee increases are not expected since it requires a 2/3 voter approval of San Leandro citizens, and therefore revenues remain flat. The fund is only able to partially support basic storm drain maintenance with no capital storm drain program allocations.

The fund experienced an operating shortfall of \$22,000 in 2016-17 that eventually grows to \$480,000 in 2024-25. Consequently, the fund balance deficit began in 2017-18 and continues in subsequent years.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Storm Water Fund 598	Actual	Actual	Adopted	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	87,341	65,124	(290,439)	(691,244)	(1,044,337)	(1,430,769)	(1,833,992)	(2,265,184)	(2,720,505)
Revenue									
Storm Water Service Fees	1,081,116	1,053,829	1,100,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Interest Income	2,680	2,865	500	2,000	2,000	2,000	2,000	2,000	2,000
Total Revenues	1,083,796	1,056,694	1,100,500	1,002,000	1,002,000	1,002,000	1,002,000	1,002,000	1,002,000
Expenditures									
Personnel	633,179	744,309	786,860	735,419	768,758	782,838	808,070	829,434	851,820
Non-Personnel/Transfers	472,834	667,948	714,445	619,674	619,674	622,385	625,122	627,887	630,680
Total Expenditures	1,106,013	1,412,257	1,501,305	1,355,093	1,388,432	1,405,223	1,433,192	1,457,321	1,482,500
Annual Surplus/(Shortfall)	(22,217)	(355,563)	(400,805)	(353,093)	(386,432)	(403,223)	(431,192)	(455,321)	(480,500)
Ending Fund Balance	65,124	(290,439)	(691,244)	(1,044,337)	(1,430,769)	(1,833,992)	(2,265,184)	(2,720,505)	(3,201,005)

Assumptions

- No significant revenue increases.
- Operating expenditures continue to increase due to salary and benefit cost increases.
- Unable to provide for all maintenance and reporting activities, and to fund regulatory required capital improvements; long-term capital funding option needed



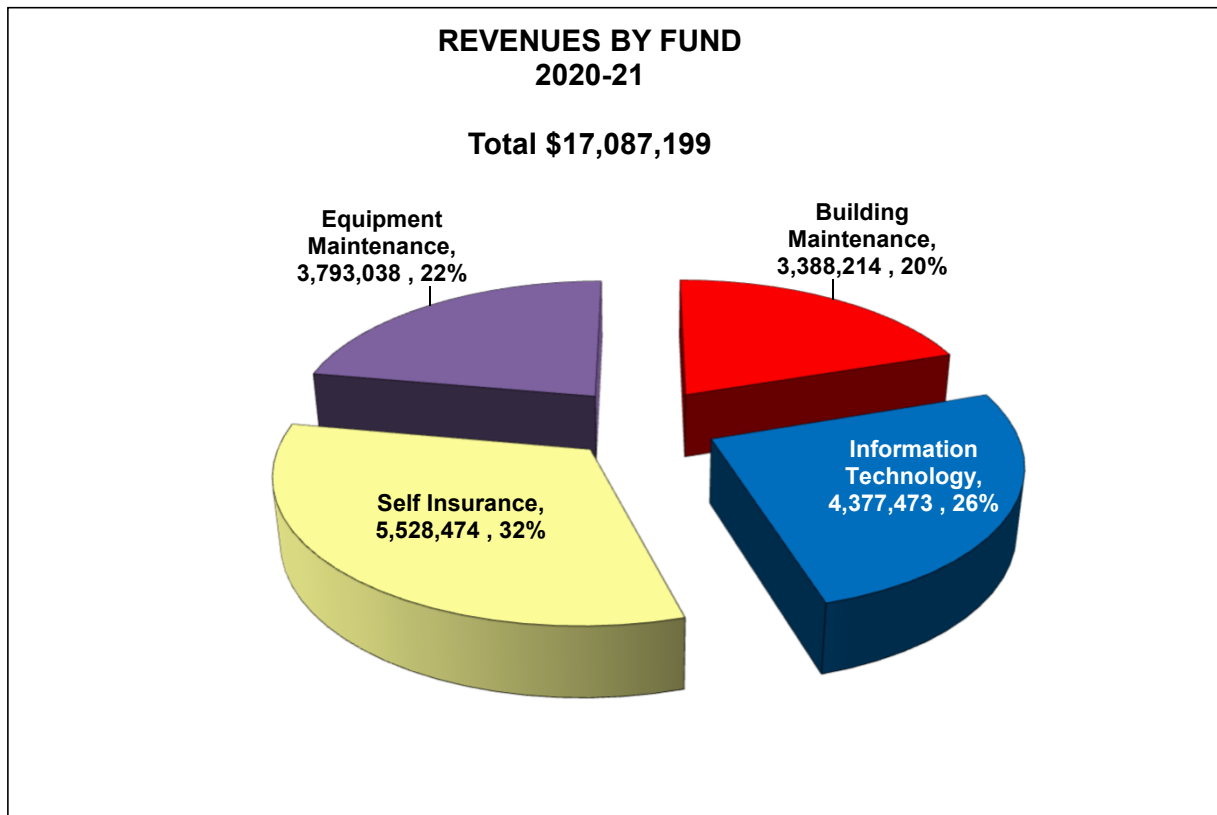
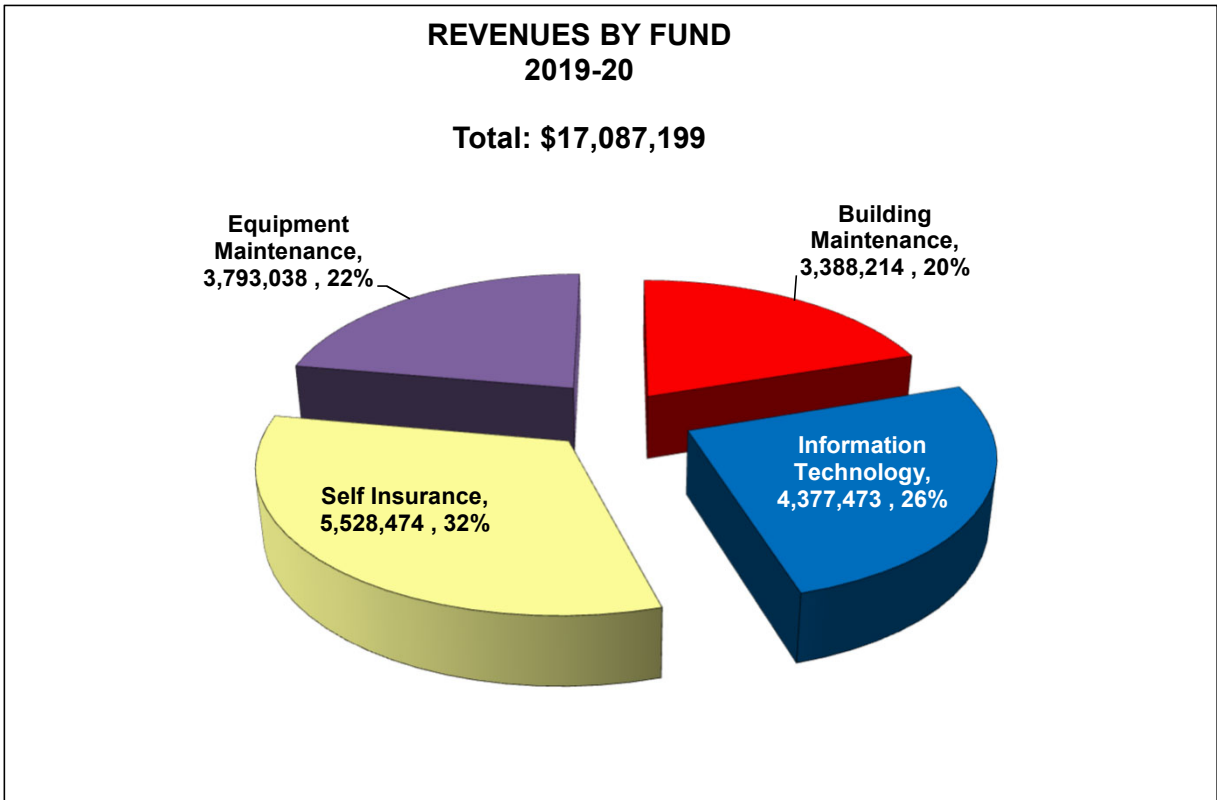
STORM WATER FUND

Expenditures By Division

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Storm Water Compliance Admin	\$ 311,817	\$ 321,548	\$ 377,744	\$ 279,299	\$ 288,629
Street Cleaning	794,195	1,090,709	1,123,561	1,075,794	1,099,804
Total Project Expenditures	\$ 1,106,013	\$ 1,412,257	\$ 1,501,305	\$ 1,355,093	\$ 1,388,433
Transfers	-	-	-	-	-
Total Expenditures	\$ 1,106,013	\$ 1,412,257	\$ 1,501,305	\$ 1,355,093	\$ 1,388,433

Personnel Summary

	2016-17 Adopted	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
Administrative Analyst	0.00	0.00	0.00	0.00	
Environmental Svcs. Supervisor	0.50	0.50	0.50	0.50	0.50
Public Works Director	0.05	0.00	0.00	0.00	
Deputy Public Works Director	0.05	0.10	0.10	0.10	0.10
Maintenance Worker - Entry	0.35	0.00	0.00	0.35	
Street Maintenance Worker Entry	0.00	0.35	0.35	0.00	0.35
Street Maintenance Worker I	2.00	2.35	2.35	1.50	1.50
Street Maintenance Worker II	2.00	2.47	2.47	2.00	2.00
Street Maintenance Worker III	0.48	0.00	0.00	0.50	0.50
Street Supervisor	0.10	0.10	0.10	0.10	0.10
Total Full-Time	5.53	5.87	5.87	5.05	5.05
<u>Part-Time:</u>					
Maintenance Aide	0.24	0.24	0.24	0.24	0.24
Total Part-Time	0.24	0.24	0.24	0.24	0.24
Total	5.77	6.11	6.11	5.29	5.29

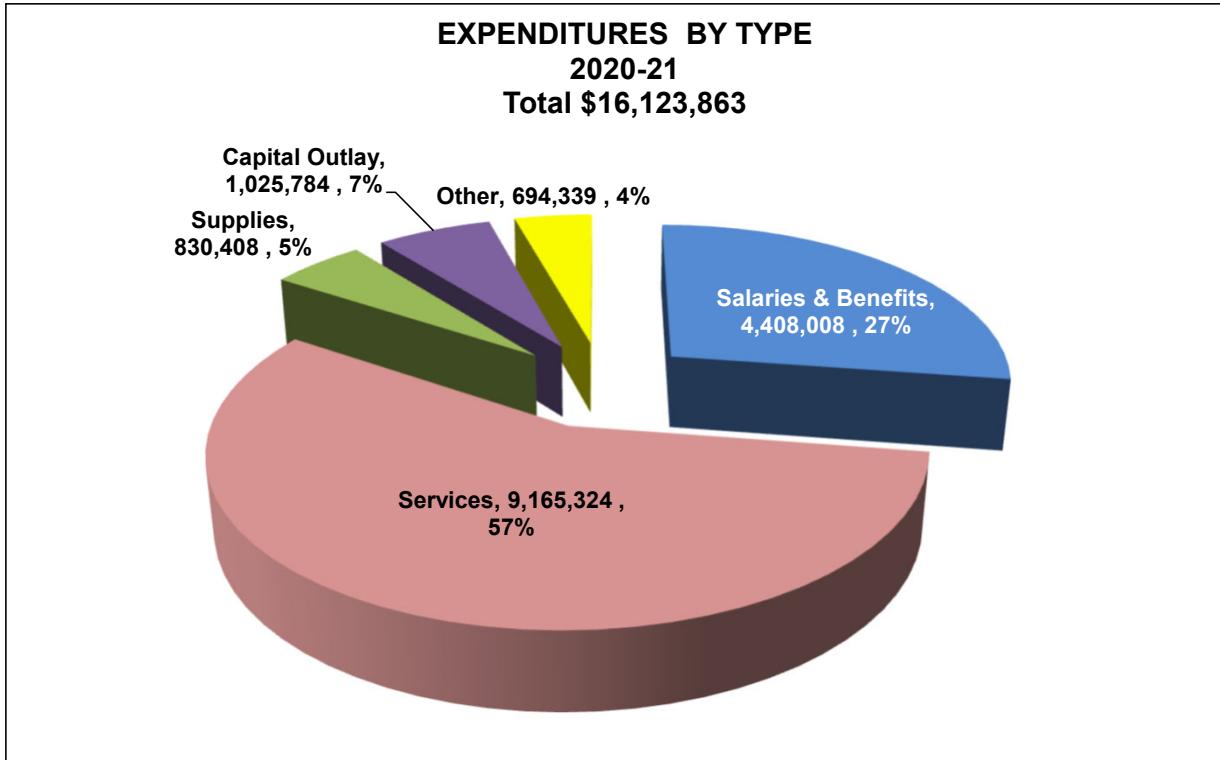
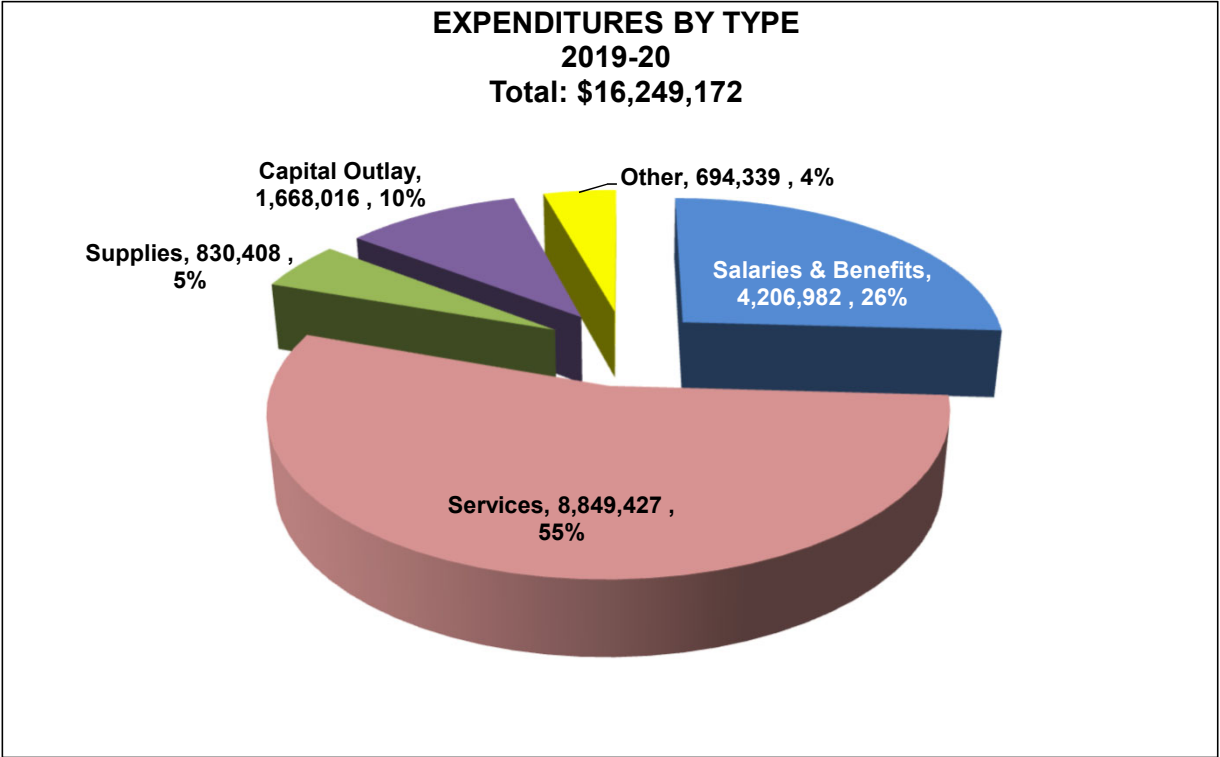


**SUMMARY OF INTERNAL SERVICE FUNDS
REVENUES BY FUND**

Revenues by Fund	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Building Maintenance	\$ 3,466,260	\$ 3,606,416	\$ 3,686,729	\$ 3,388,214	\$ 3,388,214
Information Technology	3,652,395	4,415,712	4,554,993	4,377,473	4,377,473
Self Insurance	3,766,806	4,204,554	4,308,395	5,528,474	5,528,474
Equipment Maintenance	2,176,379	4,914,031	5,331,743	3,793,038	3,793,038
Total Operating Revenues	\$ 13,061,840	\$ 17,140,713	\$ 17,881,860	\$ 17,087,199	\$ 17,087,199
Transfers	6,260,000	47,932	1,033,700	-	-
Total Resources	\$ 19,321,840	\$ 17,188,645	\$ 18,915,560	\$ 17,087,199	\$ 17,087,199

**SUMMARY OF INTERNAL SERVICE FUNDS
REVENUES BY CATEGORY**

Revenues by Category	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Proposed	2020-21 Proposed
Service Charges	\$ 12,855,272	\$ 16,753,710	\$ 17,436,860	\$ 16,858,199	\$ 16,858,199
Interest Income	(45,988)	105,434	135,000	54,000	54,000
Other	252,556	281,569	310,000	175,000	175,000
Total Operating Revenues	\$ 13,061,840	\$ 17,140,713	\$ 17,881,860	\$ 17,087,199	\$ 17,087,199
Transfers	6,260,000	47,932	1,033,700	-	-
Total Resources	\$ 19,321,840	\$ 17,188,645	\$ 18,915,560	\$ 17,087,199	\$ 17,087,199



**SUMMARY OF INTERNAL SERVICE FUNDS
EXPENDITURES BY FUND**

Expenditures by Fund	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-2021 Proposed
Building Maintenance	\$ 2,967,733	\$ 3,378,214	\$ 3,713,152	\$ 3,525,504	\$ 3,584,606
Information Technology	4,110,942	4,369,473	4,556,241	4,428,874	4,824,734
Self Insurance	10,016,656	4,389,070	5,074,546	5,369,340	5,397,070
Equipment Maintenance	2,268,157	2,685,229	4,276,877	2,925,454	2,317,453
Total Operating Expenditures	\$ 19,363,488	\$ 14,821,986	\$ 17,620,816	\$ 16,249,172	\$ 16,123,863
Transfers	-	-	-	-	-
Total Expenditures	\$ 19,363,488	\$ 14,821,986	\$ 17,620,816	\$ 16,249,172	\$ 16,123,863

**SUMMARY OF INTERNAL SERVICE FUNDS
EXPENDITURES BY TYPE**

Expenditures by Type	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-2021 Proposed
Salaries & Benefits	\$ 3,435,267	\$ 3,475,048	\$ 4,045,893	\$ 4,206,982	\$ 4,408,008
Services	12,917,992	7,702,773	8,615,831	8,849,427	9,165,324
Supplies	604,984	836,452	826,540	830,408	830,408
Capital Outlay	1,237,951	1,490,907	2,820,358	1,668,016	1,025,784
Internal Service Charges	1,158,159	1,312,194	1,312,194	694,339	694,339
Other	9,136	4,612	-	-	-
Total Operating Expenditures	\$ 19,363,488	\$ 14,821,986	\$ 17,620,816	\$ 16,249,172	\$ 16,123,863
Transfers	-	-	-	-	-
Total Expenditures	\$ 19,363,488	\$ 14,821,986	\$ 17,620,816	\$ 16,249,172	\$ 16,123,863

SIX-YEAR FORECAST: INTERNAL SERVICE FUNDS

BUILDING MAINTENANCE FUND

The Building Maintenance Division of the Public Works Department is responsible for the overall care and maintenance of all City structures, including five fire stations, the Marina Community Center, the Senior Community Center, Civic Center, Casa Peralta/History Museum, Public Works Service Center, the Downtown Garage, Main Library and three outlying branch libraries, the Marina's Harbor Master Office and outlying restrooms, the Water Pollution Control Plant, the Boys and Girls Club and pool, Farrelly Pool and the San Leandro Family Aquatics Center.

The Building Maintenance Division also provides routine general services to support City operations. These services include, but are not limited to: recurring and special event set-ups, opening and closing of City Hall, repair of smaller City buildings such as park restrooms, oversight of the City's janitorial contract and other miscellaneous activities as required to support City departments.

Building Maintenance Fund 687	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	1,644,741	2,143,269	2,371,471	2,345,048	2,207,758	2,011,367	1,783,211	1,522,155	1,235,184
Revenue									
Service Charges	3,463,040	3,590,449	3,660,729	3,378,214	3,378,214	3,401,214	3,435,226	3,469,578	3,469,578
Reimbursements	-	-	500	-	-	-	-	-	-
Interest Income/Transfers	3,221	15,966	25,500	10,000	10,000	10,000	10,000	10,000	10,000
Total Revenues	3,466,261	3,606,416	3,686,729	3,388,214	3,388,214	3,411,214	3,445,226	3,479,578	3,479,578
Expenditures									
Personnel	957,226	974,872	1,103,395	1,104,762	1,163,863	1,189,813	1,227,530	1,258,217	1,290,442
Non-Personnel	2,010,508	2,403,342	2,609,757	2,420,742	2,420,742	2,449,557	2,478,751	2,508,332	2,538,305
Total Expenditures	2,967,734	3,378,214	3,713,152	3,525,504	3,584,605	3,639,369	3,706,282	3,766,550	3,828,747
Annual Surplus/(Shortfall)	498,528	228,202	(26,423)	(137,290)	(196,391)	(228,155)	(261,056)	(286,971)	(349,168)
Ending Fund Balance	2,143,269	2,371,471	2,345,048	2,207,758	2,011,367	1,783,211	1,522,155	1,235,184	886,016



BUILDING MAINTENANCE FUND

Expenditures By Division

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Building Maintenance	\$ 2,607,788	\$ 2,952,323	\$ 2,932,574	\$ 3,098,079	\$ 3,154,703
Building Environmental Health	20,919	17,680	30,600	17,680	17,680
Facilities Capital Improvements	198,914	278,543	584,000	278,544	278,544
Pool Maintenance	140,112	129,668	165,978	131,201	133,679
Total Project Expenditures	\$ 2,967,733	\$ 3,378,214	\$ 3,713,152	\$ 3,525,504	\$ 3,584,606
Transfers	-	-	-	-	-
Total Expenditures	\$ 2,967,733	\$ 3,378,214	\$ 3,713,152	\$ 3,525,504	\$ 3,584,606

Personnel Summary

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
Administrative Assistant II	0.40	0.40	0.40	0.40	0.40
Building Supervisor	1.00	1.00	1.00	1.00	1.00
Deputy Public Works Director	0.25	0.42	0.42	0.42	0.42
Facilities Maintenance Worker I	5.00	3.00	3.00	3.00	3.00
Facilities Maintenance Worker II	0.00	2.00	2.00	2.00	2.00
HVAC Mechanic	1.00	1.00	1.00	1.00	1.00
Public Works Director	0.10	0.00	0.00	0.00	0.00
Supply Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Total Full-Time	8.75	8.82	8.82	8.82	8.82
<u>Part-time:</u>					
Facilities Maintenance Worker I	0.00	0.00	0.00	0.00	0.00
Total Part-Time	0.00	0.00	0.00	0.00	0.00
Total	8.75	8.82	8.82	8.82	8.82

SIX-YEAR FORECAST: INTERNAL SERVICE FUNDS

INFORMATION TECHNOLOGY FUND

The Information Technology Division provides implementation and ongoing support for information management systems and services to all City departments. The division is responsible technology innovation and for the design, coordination and maintenance of all information technology systems, including the network, servers, desktops, applications and telecommunications. Services also include employee technical training and development, graphic design and the implementation and maintenance of Geographic Information Systems (GIS).

The division is also responsible for providing central services such as photocopying and printing services, mail preparation and processing and internal delivery services to City departments.

Information Technology Fund 688	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	1,911,127	1,512,580	1,558,819	1,557,570	1,506,171	1,058,909	577,547	43,476	(528,771)
Revenue									
Service Charges	3,653,866	4,409,288	4,537,993	4,372,473	4,372,473	4,416,168	4,460,299	4,504,872	4,504,872
Reimbursements	-	-	-	-	-	-	-	-	-
Interest Income/Transfers	58,529	6,424	17,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Revenues	3,712,395	4,415,712	4,554,993	4,377,473	4,377,473	4,421,168	4,465,299	4,509,872	4,509,872
Expenditures									
Personnel	1,698,614	1,722,510	2,013,356	2,235,814	2,331,677	2,388,581	2,464,294	2,525,678	2,590,152
Non-Personnel	2,412,328	2,646,963	2,542,886	2,193,058	2,493,058	2,513,949	2,535,076	2,556,442	2,578,050
Total Expenditures	4,110,942	4,369,473	4,556,242	4,428,872	4,824,735	4,902,530	4,999,370	5,082,120	5,168,202
Annual Surplus/(Shortfall)	(398,547)	46,239	(1,249)	(51,399)	(447,262)	(481,362)	(534,070)	(572,247)	(658,330)
Ending Fund Balance	1,512,580	1,558,819	1,557,570	1,506,171	1,058,909	577,547	43,476	(528,771)	(1,187,101)



INFORMATION TECHNOLOGY FUND

Expenditures By Division

	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual	Actual	Adopted	Proposed	Proposed
Telephone/Computer Services	\$ 3,301,597	\$ 3,370,968	\$ 3,625,231	\$ 3,439,851	\$ 3,523,897
Central Services	496,131	533,254	525,510	539,218	551,032
Information Systems Equipment	313,214	465,251	405,500	449,805	449,805
Eden System	-	-	-	-	300,000
Total Project Expenditures	\$ 4,110,942	\$ 4,369,473	\$ 4,556,241	\$ 4,428,874	\$ 4,824,734
Transfers	-	-	-	-	-
Total Expenditures	\$ 4,110,942	\$ 4,369,473	\$ 4,556,241	\$ 4,428,874	\$ 4,824,734

Personnel Summary

	2016-17	2017-18	2018-19	2019-20	2020-21
	Adopted	Adopted	Adopted	Proposed	Proposed
<u>Full-Time:</u>					
Information Systems Manager	1.00	1.00	1.00	0.00	0.00
Chief Technology Officer	0.00	0.00	0.00	1.00	1.00
Asst. Information Systems Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	2.00	2.00	2.00	2.00	2.00
Graphics Supervisor	1.00	1.00	1.00	1.00	1.00
Information Application Specialist	1.00	2.00	2.00	2.00	2.00
Information Services Specialist	3.00	2.00	2.00	1.00	1.00
Information Systems Technician	1.00	1.00	1.00	2.00	2.00
Innovation Technology Analyst	0.00	0.00	0.00	1.00	1.00
Systems Analyst	2.00	2.00	2.00	2.00	2.00
Total Full-Time	12.00	12.00	12.00	13.00	13.00
Total	12.00	12.00	12.00	13.00	13.00

SIX-YEAR FORECAST: INTERNAL SERVICE FUNDS

SELF INSURANCE FUND

The Self Insurance Fund is responsible for five major areas to protect the City's risk exposure: Workers' Compensation, Unemployment Insurance, General Liability, Insurance coverage and Risk Management.

The Human Resource division is responsible for the administration of the Workers' Compensation and Unemployment Insurance programs. The City of San Leandro is a member of Local Agency Workers' Compensation Excess Joint Powers Authority (LAWCX) and uses a Third Party Administrator (TPA) to adjudicate workers' compensation claims. The self-insured retention is \$250,000 per claim. These activities relate to the processing of employees' industrial injury claims, payment to the State Employment Development Department for unemployment insurance benefits for eligible employees and for the development and implementation of an Injury and Illness Prevention Program (IIPP) required by Cal-OSHA safety training.

The Finance Department is responsible for the administration of the General Liability program, Insurance coverage and review function and Risk Management services. The City of San Leandro is a member of the California Joint Powers Risk Management Authority (CJPRMA). The City maintains insurance through CJPRMA for General Liability coverage, Property, Boiler and Machinery, Pollution and Environmental liability, and Auto Coverage. The City's Self Insured Retention (SIR) amount is \$500,000 per claim (effective July 1, 2012) with CJPRMA providing excess coverage of up to \$40 million. Risk Management meets with the City Attorney, the Police, Public Works and the Engineering and Transportation departments on a routine basis to review claims and discuss any process enhancement opportunities if needed.

The Self Insurance fund balance is established using the annual actuarial report for anticipated losses relating to workers' compensation and general liability claims.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Self Insurance Fund 689	Actual	Actual	Adopted	Projected	Projected	Projected	Projected	Projected	Projected
Beginning Fund Balance	2,346,707	2,296,857	2,112,211	2,346,059	2,505,192	2,636,596	1,852,422	1,065,589	276,815
Revenue									
Service Charges	3,603,030	4,059,121	4,180,895	5,433,474	5,433,474	5,487,809	5,542,687	5,598,114	5,654,095
Other Revenues/Interest Income	163,776	145,433	127,500	95,000	95,000	95,000	95,000	95,000	95,000
Transfers from General Fund *	6,200,000	-	1,000,000	-	-	-	-	-	-
Total Revenues	9,966,806	4,204,554	5,308,395	5,528,474	5,528,474	5,582,809	5,637,687	5,693,114	5,749,095
Expenditures									
Personnel	211,481	219,698	238,764	252,380	264,212	223,887	229,542	234,508	239,657
Non-Personnel	9,805,175	4,169,502	4,835,783	5,116,961	5,132,858	6,143,096	6,194,978	6,247,380	6,300,306
Total Expenditures	10,016,656	4,389,200	5,074,547	5,369,341	5,397,070	6,366,982	6,424,520	6,481,888	6,539,964
Annual Surplus/(Shortfall)	(49,850)	(184,646)	233,848	159,133	131,404	(784,174)	(786,833)	(788,774)	(790,869)
Ending Fund Balance	2,296,857	2,112,211	2,346,059	2,505,192	2,636,596	1,852,422	1,065,589	276,815	(514,054)

* *Transfers from the General Fund to the Self Insurance Fund for Prioritizing Unfunded Liability Liquidation (PULL) program funds approved by City Council to reduce unfunded liabilities.*

Non-personnel expenses include payment to the Other Post Employment Benefit (OPEB) trust account to fund this benefit liability:

- 2008-09 thru 2010-11 = \$500,000 per year
- 2011-12 thru 2012-13 = \$250,000 per year
- 2013-14 thru 2024-25 = \$750,000 per year



SELF INSURANCE FUND

Expenditures By Division

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Administration	\$ 277,097	\$ 646,565	\$ 319,688	\$ 587,476	\$ 597,894
Worker's Compensation Insurance	2,209,660	2,195,993	1,134,657	2,306,396	2,323,450
Unemployment Insurance	33,200	28,176	120,700	30,809	31,067
Liability/Fire Insurance	546,699	768,336	1,749,500	1,694,659	1,694,659
OPEB	6,950,000	750,000	1,750,000	750,000	750,000
Total Project Expenditures	\$ 10,016,656	\$ 4,389,070	\$ 5,074,546	\$ 5,369,340	\$ 5,397,070
Transfers	-	-	-	-	-
Total Expenditures	\$ 10,016,656	\$ 4,389,070	\$ 5,074,546	\$ 5,369,340	\$ 5,397,070

Personnel Summary

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
Administrative Assistant III	0.15	0.15	0.15	0.15	0.15
Budget and Compliance Manager	0.25	0.25	0.25	0.25	0.25
Finance Director	0.15	0.15	0.15	0.15	0.15
Total Full-Time	0.55	0.55	0.55	0.55	0.55
<u>Part-time:</u>					
Accountant I	0.07	0.07	0.07	0.11	0.11
Administrative Assistant II	0.38	0.31	0.31	0.31	0.31
Administrative Specialist III	0.75	0.75	0.75	0.75	0.75
Total Part-Time	1.20	1.13	1.13	1.17	1.17
Total	1.75	1.68	1.68	1.72	1.72

SIX-YEAR FORECAST: INTERNAL SERVICE FUNDS

EQUIPMENT MAINTENANCE FUND

The Equipment Maintenance Fund is responsible for the repair and replacement of the municipal fleet and equipment. The division ensures that vehicles and equipment operate efficiently to provide the maximum safety to both the operator and the public. The goal is to maintain the reliability of equipment, reduce the need to overhaul major components and manage the cost of operating the fleet.

Equipment Maintenance Fund 690	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected
Beginning Fund Balance	3,562,969	3,471,191	5,747,925	6,836,491	7,704,075	9,179,660	10,666,528	12,119,451	13,578,776
Revenue									
Service Charges	2,135,337	4,691,853	5,056,743	3,674,038	3,674,038	3,709,278	3,709,278	3,746,371	3,746,371
Reimbursements	45,126	217,682	260,000	115,000	115,000	115,000	115,000	115,000	115,000
Interest Income/Transfers	(4,084)	52,428	48,700	4,000	4,000	4,000	4,000	4,000	4,000
Total Revenues	2,176,379	4,961,963	5,365,443	3,793,038	3,793,038	3,828,278	3,828,278	3,865,371	3,865,371
Expenditures									
Personnel	567,947	557,969	690,380	614,025	648,256	658,811	679,196	696,164	713,941
Non-Personnel	1,700,209	2,127,261	3,586,497	2,311,429	1,669,197	1,682,599	1,696,160	1,709,883	1,723,768
Total Expenditures	2,268,157	2,685,230	4,276,877	2,925,454	2,317,453	2,341,410	2,375,356	2,406,046	2,437,709
Annual Surplus/(Shortfall)	(91,778)	2,276,733	1,088,566	867,584	1,475,585	1,486,868	1,452,922	1,459,325	1,427,663
Ending Fund Balance	3,471,191	5,747,925	6,836,491	7,704,075	9,179,660	10,666,528	12,119,451	13,578,776	15,006,438



EQUIPMENT MAINTENANCE FUND

Expenditures By Division

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
City Garage	\$ 1,672,292	\$ 1,821,706	\$ 1,670,164	\$ 1,482,813	\$ 1,517,044
Vehicle Purchases and Replacements	182,003	299,836	1,625,516	1,033,645	391,413
Police Fleet Replacement Program	413,861	563,687	981,197	408,996	408,996
Total Project Expenditures	\$ 2,268,157	\$ 2,685,229	\$ 4,276,877	\$ 2,925,454	\$ 2,317,453
Transfers	-	-	-	-	-
Total Expenditures	\$ 2,268,157	\$ 2,685,229	\$ 4,276,877	\$ 2,925,454	\$ 2,317,453

Personnel Summary

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
Administrative Analyst I	0.00	0.00	0.00	0.25	0.25
Administrative Assistant II	0.30	0.30	0.30	0.30	0.30
Deputy Public Works Director	0.05	0.00	0.00	0.00	0.00
Equipment Mechanic	3.00	2.00	2.00	2.00	2.00
Equipment Mechanic-Lead	0.00	1.00	1.00	0.00	0.00
Fleet Supervisor	1.00	1.00	1.00	1.00	1.00
Public Works Director	0.10	0.13	0.13	0.13	0.13
Total Full-Time	4.45	4.43	4.43	3.68	3.68
<u>Part-time:</u>					
Maintenance Aide	0.48	0.48	0.48	0.96	0.96
Total Part-Time	0.48	0.48	0.48	0.96	0.96
Total	4.93	4.91	4.91	4.64	4.64



INTRODUCTION

The City of San Leandro serves as the Successor Agency to the Redevelopment Agency and is charged with winding down the affairs of the former Agency and overseeing the payment of enforceable obligations, such as debt service on bonds and contractual obligations. This section provides a brief overview of the enforceable obligation and administrative costs related to the three former redevelopment project areas: the Plaza Project Area, the Joint Project Area, and the West San Leandro/MacArthur Boulevard Project Area, as well as the Successor Agency Debt Service funds. The revenues, expenditures and staff authorized to support these projects are also included in this section displayed as charts and tables. Funding for payment of enforceable obligations and the Successor Agency's administrative allowance will be paid using bi-annual remittances from the County of Alameda via the Redevelopment Property Tax Trust Fund. All fund balances are projected to be zero; therefore six-year forecasts are not included for this fund.





SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY FUNDS

OVERVIEW

On June 29, 2011, Assembly Bill x1 26 was passed by the California State Legislature adding several sections to the California Community Redevelopment Law, Health and Safety Code Section 33000 et seq. (“CRL”). This bill mandated the dissolution of all Redevelopment Agencies in California as of February 1, 2012 by the California Supreme Court.

On January 9, 2012, the City Council affirmed its decision to serve as the Successor Agency for the Redevelopment Agency and to retain the Agency’s housing assets and functions. The Successor Agency is empowered to wind down the affairs of the Redevelopment Agency, subject to review and approval of a local Oversight Board and the State of California. Under AB x1 26, the City, acting as the Successor Agency, is obligated to prepare a Recognized Obligation Payment Schedule (ROPS) every six months for as long as there are enforceable obligations of the former Redevelopment Agency. The City, as Successor Agency, can only pay obligations that are listed on the ROPS. Enforceable obligations are defined as bonds, loans, payments to federal or state government, pension, unemployment payments, judgments, settlements, contracts and any legally binding and enforceable contracts.

The Successor Agency remains responsible for the four redevelopment project area obligations and debt; they are the Plaza Project Area Fund, the Joint Project Area Fund, the West San Leandro/MacArthur Project Area Fund and the Low/Moderate Housing Fund.

PLAZA PROJECT AREA

The Successor Agency provides obligated funding for enforceable obligations related to the former Plaza Redevelopment Project Area. The Plaza Project Area was formed in 1960 and was the City’s oldest project area. Enforceable obligations for this project area include Tax Allocation Bonds issued in 2002, a reinstated loan agreement between the City and Successor Agency, capital improvements to Hays Street/, some costs related to the reconstruction of the downtown parking garage, and some contractual obligations related to maintenance and security in Downtown San Leandro.

JOINT PROJECT AREA

The Successor Agency provides obligated funding for enforceable obligations related to the former City of San Leandro – Alameda County (Joint) Redevelopment Project Area. The Joint Project Area was a cooperative between the Alameda County and San Leandro Redevelopment Agencies and each agency maintained separate control over the planning and implementation of projects. The Successor Agency’s responsibilities only



SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY FUNDS

cover enforceable obligations related to activities within the City of San Leandro. Alameda County has formed a separate Successor Agency to handle obligations related to project in unincorporated Alameda County. Enforceable obligations for this project area include Tax Allocation Bonds issued in 2008, Certificates of Participation issued in 2001, reconstruction of the downtown garage, several contractual agreements, and utilization of excess bond proceeds from the 2008 Tax Allocation Bonds for project area improvements.

WEST SAN LEANDRO/MACARTHUR BOULEVARD PROJECT AREA

The Successor Agency provides obligated funding for enforceable obligations related to the former West San Leandro/MacArthur Boulevard Redevelopment Project Area. The West San Leandro Project Area included the City's industrial area, as well as a portion of MacArthur Boulevard. Enforceable obligations for this project area include the Tax Allocation Bonds issued in 2004, and capital improvements to construct Eden Road and continue streetscaping along Doolittle Drive.

LOW/MODERATE HOUSING FUND

The Low/Moderate Housing Fund provided the funding for lower income housing and neighborhood improvement assistance programs in all project areas. Consistent with California State law, 20 percent of all tax increment revenue received by the Redevelopment Agency was formerly set-aside to support affordable housing programs. While the affordable housing requirements related to State redevelopment law have also been eliminated for new projects or activities as of February 1, 2012, there are outstanding enforceable obligations associated with the Low/Moderate Housing Fund which include funding commitments related to affordable housing developments by the nonprofits Mercy Housing and BRIDGE Housing Corporation (via Alameda Housing Associates) and the City will assume as the successor agency.

REDEVELOPMENT OBLIGATION RETIREMENT FUND

This fund functions as the debt service fund for all of the former Redevelopment Agency funds. Operational costs are not budgeted in this fund.

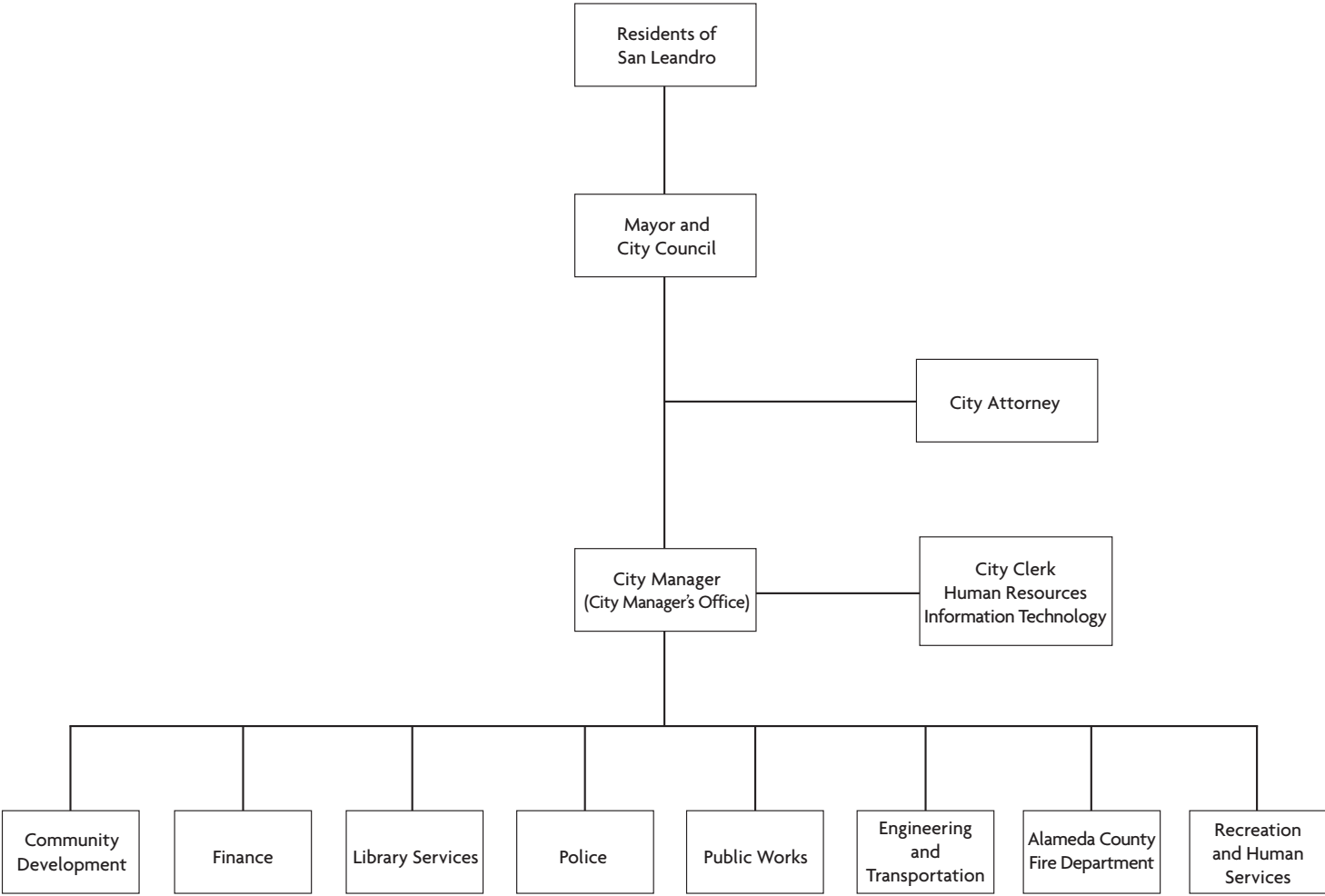


**SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY
SUMMARY OF OBLIGATIONS**

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Administration					
Salaries & Benefits	\$ 205,076	\$ 218,468	\$ 244,905	\$ 228,721	\$ 243,615
Internal Service Charges	13,780	14,111	14,111	3,970	3,970
Capital Outlay & Depreciation	16,563	14,237	-	-	-
Total Administration Expenditures	235,419	246,816	259,016	232,691	247,585
Recognized Obligations					
Casa Verde Operating Agreement	-	-	142,606	151,460	160,755
2013 Lease Revenue Bonds	87,745	-	289,370	287,875	286,230
Community Benefit District	29,810	29,810	-	10,000	10,000
General Fund Loan Repayments	-	-	574,829	2,558,586	89,795
HUD Section 108 Loan	6,452	4,697	65,798	55,908	-
Legal Fees - Unwinding/Settlements	15,608	658,985	15,000	15,000	15,000
MacArthur Blvd	1,274,134	-	-	-	-
Owner Participation Agreements - Auto Mall	-	-	297,000	-	-
Tax Allocation Bonds	1,675,558	2,115,912	2,351,138	2,349,452	2,404,042
Mercy Housing Operating Subsidy	-	260,328	-	-	-
Hays St Streetscape Project	-	2,000,000	-	-	-
Urban Analytics - Continuing Disclosure	4,631	4,862	-	6,500	6,500
Fraser & Associates - ROPS Consultant	3,688	3,376	26,500	5,000	5,000
Doolittle Streetscape Davis-Fairway	-	-	-	400,000	3,391,611
Sale of Property - 1595 Washington	-	637,824	-	-	-
Sales Tax Rebate OPA with Ford Store	-	-	-	225,000	225,000
Joint Project Area Loan	-	1,764,000	-	-	-
Total Recognized Obligation Expenditures	\$ 3,097,626	\$ 7,479,794	\$ 3,762,241	\$ 6,064,781	\$ 6,593,933
Total Expenditures	\$ 3,333,045	\$ 7,726,610	\$ 4,021,257	\$ 6,297,472	\$ 6,841,518



STAFFING





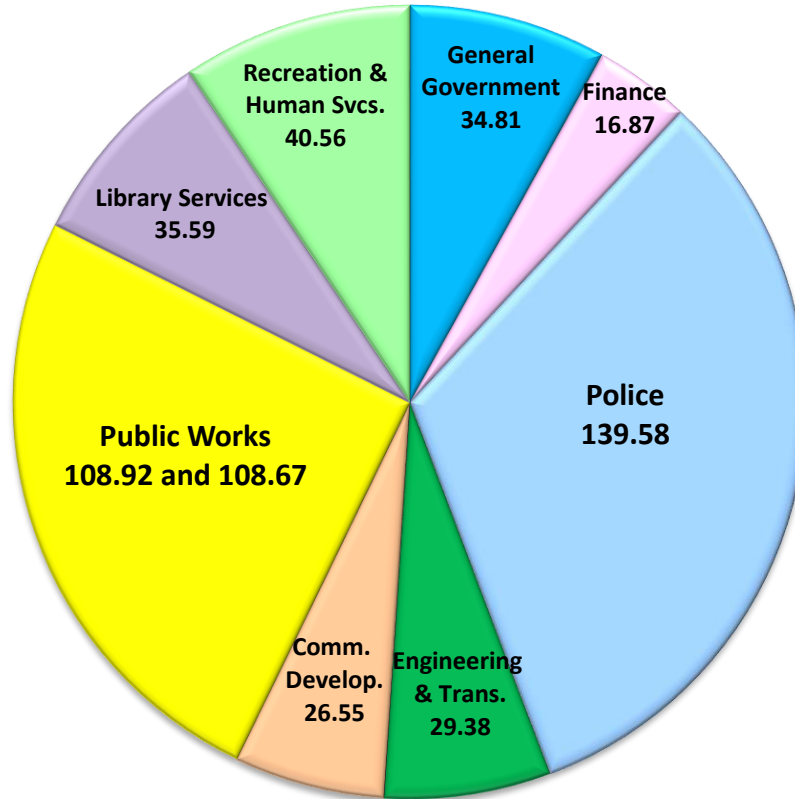
INTRODUCTION

The Staffing section provides charts and tables associated with personnel authorized both historically and requested for the new fiscal years 2019-20 and 2020-21. This section also includes the dollars associated with salaries and benefits of the City staff requirements. The first part of the section captures all funds full-time equivalents and personnel costs. The last part of this section captures general fund full-time equivalents and personnel costs.





**ALL FUNDS PERSONNEL SUMMARY
2019-20 and 2020-21
Total Full-time Equivalents (FTE): 432.26 and 432.01**



The graph above reflects the total number of full-time equivalents (FTEs) by department. The table below provides additional detail providing full-time and part-time position information by department.

Department	2016-17 Adopted			2017-18 Adopted			2018-19 Adopted			2019-20 Proposed			2020-21 Proposed		
	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total
General Government	33.00	0.97	33.97	34.00	0.81	34.81	34.00	0.81	34.81	34.00	0.81	34.81	34.00	0.81	34.81
Finance	13.00	3.19	16.19	15.00	1.60	16.60	15.00	1.60	16.60	15.00	1.87	16.87	15.00	1.87	16.87
Police	137.00	5.71	142.71	135.00	5.04	140.04	135.00	5.04	140.04	137.00	2.58	139.58	137.00	2.58	139.58
Engineering & Transportation	29.01	2.38	31.39	27.00	2.38	29.38	27.00	2.38	29.38	27.00	2.38	29.38	27.00	2.38	29.38
Community Development	24.00	1.85	25.85	27.00	2.17	29.17	27.00	2.17	29.17	26.00	0.55	26.55	26.00	0.55	26.55
Public Works	91.00	10.67	101.67	97.00	12.57	109.57	97.00	12.57	109.57	96.25	12.67	108.92	96.00	12.67	108.67
Library Services	17.00	17.21	34.21	19.00	16.59	35.59	19.00	16.59	35.59	19.00	16.59	35.59	19.00	16.59	35.59
Recreation & Human Svcs.	10.00	28.59	38.59	10.00	30.55	40.55	10.00	30.55	40.55	10.00	30.56	40.56	10.00	30.56	40.56
Total Work Force	354.01	70.57	424.58	364.00	71.71	435.71	364.00	71.71	435.71	364.25	68.01	432.26	364.00	68.01	432.01

ALL FUNDS SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
General Government					
City Council					
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
City Council	6.00	6.00	6.00	6.00	6.00
Mayor	1.00	1.00	1.00	1.00	1.00
Total City Council	8.00	8.00	8.00	8.00	8.00
City Manager Office					
Administrative Analyst I	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	2.00	2.00	2.00	2.00	2.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00
Assistant To The City Manager	1.00	0.00	0.00	0.00	0.00
Assistant Information Services Manager	1.00	1.00	1.00	1.00	1.00
Chief Technology Officer	0.00	0.00	0.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	0.00	1.00	1.00	1.00	1.00
Emergency Services Specialist	0.00	1.00	1.00	0.00	0.00
Graphics Supervisor	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Technician	2.00	2.00	2.00	2.00	2.00
Senior Human Resources Analyst	1.00	1.00	1.00	1.00	1.00
Information System Support Technician	1.00	1.00	1.00	2.00	2.00
Information Support & Technology Manager	1.00	1.00	1.00	0.00	0.00
Information Services Specialist	3.00	2.00	2.00	1.00	1.00
Information Systems Application Specialist	1.00	2.00	2.00	2.00	2.00
Information Systems Analyst	2.00	2.00	2.00	2.00	2.00
Innovation Technology Analyst	0.00	0.00	0.00	1.00	1.00
Total Full Time	25.00	26.00	26.00	26.00	26.00
Audio Visual Operator	0.00	0.00	0.00	0.12	0.12
Office Assistant III	0.48	0.17	0.17	0.17	0.17
Departmental Associate	0.12	0.12	0.12	0.00	0.00
Administrative Assistant II	0.38	0.52	0.52	0.52	0.52
Total Part Time	0.97	0.81	0.81	0.81	0.81
Total City Manager Office	25.97	26.81	26.81	26.81	26.81
Total General Government	33.97	34.81	34.81	34.81	34.81

ALL FUNDS SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
Finance					
Account Clerk	2.00	3.00	3.00	3.00	3.00
Accountant I	1.00	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Administrative Specialist III	1.00	0.00	0.00	0.00	0.00
Budget and Compliance/Risk Manager	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00	1.00
Payroll Specialist	0.00	1.00	1.00	1.00	1.00
Police Business Manager	0.00	1.00	1.00	1.00	1.00
Purchasing Technician	0.00	1.00	1.00	1.00	1.00
Senior Account Clerk	4.00	3.00	3.00	3.00	3.00
Total Full Time	13.00	15.00	15.00	15.00	15.00
Accountant I	0.48	0.48	0.48	0.75	0.75
Account Clerk	0.75	0.00	0.00	0.00	0.00
Accounting Assistant	1.21	0.37	0.37	0.37	0.37
Administrative Specialist III	0.75	0.75	0.75	0.75	0.75
Total Part Time	3.19	1.60	1.60	1.87	1.87
Total Finance Department	16.19	16.60	16.60	16.87	16.87
Community Development					
Administrative Assistant I	1.00	1.00	1.00	0.00	0.00
Administrative Assistant II	2.00	2.00	2.00	1.00	1.00
Administrative Assistant III	0.00	0.00	0.00	1.00	1.00
Administrative Specialist III	1.00	1.00	1.00	1.00	1.00
Administrative Analyst I	1.00	0.00	0.00	0.00	0.00
Associate Engineer	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00	2.00
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Chief Innovation Officer	1.00	1.00	1.00	0.00	0.00
Code Enforcement Officer	0.00	0.00	0.00	1.00	1.00
Code Enforcement Supervisor	0.00	0.00	0.00	1.00	1.00
Community Development Director	1.00	1.00	1.00	1.00	1.00
Community Services Officer	0.00	2.00	2.00	0.00	0.00
Community Services Specialist	0.00	1.00	1.00	0.00	0.00
Deputy Community Development Director	1.00	1.00	1.00	0.00	0.00
Economic Development Manager	1.00	1.00	1.00	1.00	1.00
Permits Center Coordinator	1.00	1.00	1.00	1.00	1.00
Permits Clerk	1.00	1.00	1.00	0.00	0.00
Permits Technician	2.00	2.00	2.00	3.00	3.00
Planning Manager	0.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	0.00	0.00	1.00	1.00
Project Specialist I	0.00	0.00	0.00	2.00	2.00
Project Specialist II	2.00	2.00	2.00	1.00	1.00
Senior Project Specialist	2.00	3.00	3.00	3.00	3.00
Senior Building Inspector	0.00	0.00	0.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00	1.00
Supervising Building Inspector	1.00	1.00	1.00	1.00	1.00
Total Full Time	24.00	27.00	27.00	26.00	26.00

ALL FUNDS SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
Building Inspector	0.00	0.46	0.46	0.00	0.00
College Intern	0.00	0.10	0.10	0.10	0.10
Departmental Assistant	0.43	0.43	0.43	0.00	0.00
Project Coordinator	0.70	0.00	0.00	0.00	0.00
Project Specialist I	0.00	1.18	1.18	0.45	0.45
Senior Project Specialist	0.72	0.00	0.00	0.00	0.00
Total Part Time	1.85	2.17	2.17	0.55	0.55
Total Community Development	25.85	29.17	29.17	26.55	26.55
Engineering and Transportation					
Administrative Analyst II	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	3.00	3.00	3.00	3.00	3.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Assistant Engineer	2.01	0.00	0.00	0.00	0.00
Associate Engineer	7.00	8.00	8.00	8.00	8.00
City Engineer	1.00	1.00	1.00	1.00	1.00
Engineering & Transportation Director	1.00	1.00	1.00	1.00	1.00
Engineering Inspector	5.00	4.00	4.00	4.00	4.00
Principal Engineer	1.00	1.00	1.00	1.00	1.00
Senior Engineer	3.00	2.00	2.00	2.00	2.00
Senior Engineering Aide	3.00	3.00	3.00	3.00	3.00
Supervising Engineering Inspector	0.00	1.00	1.00	1.00	1.00
Traffic Operations Engineer	1.00	1.00	1.00	1.00	1.00
Total Full Time	29.01	27.00	27.00	27.00	27.00
College Interns	0.00	0.00	0.00	1.92	1.92
Office Assistant IV	1.92	1.92	1.92	0.00	0.00
Project Coordinator	0.00	0.00	0.00	0.46	0.46
Special Project Inspector	0.46	0.46	0.46	0.00	0.00
Total Part Time	2.38	2.38	2.38	2.38	2.38
Total Engineering and Transportation	31.39	29.38	29.38	29.38	29.38

ALL FUNDS SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
Library					
Administrative Analyst I	1.00	0.00	0.00	0.00	0.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Library Services Manager	0.00	1.00	1.00	1.00	1.00
Librarian	5.00	5.00	5.00	5.00	5.00
Library Assistant	2.00	2.00	2.00	2.00	2.00
Library Director	1.00	1.00	1.00	1.00	1.00
Project Literacy Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Librarian	3.00	4.00	4.00	4.00	4.00
Senior Library Assistant	3.00	4.00	4.00	4.00	4.00
Total Full Time	17.00	19.00	19.00	19.00	19.00
Administrative Assistant I	0.48	0.48	0.48	0.48	0.48
Librarian	1.60	2.08	2.08	2.08	2.08
Library Clerk	5.58	6.06	6.06	6.06	6.06
Senior Library Assistant	1.73	0.73	0.73	0.73	0.73
Maintenance Aide	1.45	1.45	1.45	1.45	1.45
Office Assistant I	4.15	3.57	3.57	3.57	3.57
Office Assistant III	0.38	0.38	0.38	0.38	0.38
Police Services Aide	1.84	1.84	1.84	1.84	1.84
Total Part Time	17.21	16.59	16.59	16.59	16.59
Total Library	34.21	35.59	35.59	35.59	35.59
Recreation & Human Services					
Administrative Assistant I	1.00	1.00	1.00	0.00	0.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Administrative Specialist III	0.00	0.00	0.00	1.00	1.00
Recreation & Human Services Director	1.00	1.00	1.00	1.00	1.00
Recreation & Human Services Asst. Director	0.00	1.00	1.00	0.00	0.00
Recreation & Human Services Manager	1.00	0.00	0.00	1.00	1.00
Recreation Supervisor II	6.00	6.00	6.00	6.00	6.00
Total Full Time	10.00	10.00	10.00	10.00	10.00
Recreation Leader I	0.42	0.42	0.42	0.00	0.00
Recreation Leader II	13.73	14.28	14.28	0.00	0.00
Recreation Leader	0.00	0.00	0.00	14.70	14.70
Recreation Specialist I	9.74	10.69	10.69	10.69	10.69
Recreation Specialist II	4.44	4.90	4.90	4.91	4.91
Recreation Specialist III	0.26	0.26	0.26	0.26	0.26
Total Part Time	28.59	30.55	30.55	30.56	30.56
Total Recreation & Human Services	38.59	40.55	40.55	40.56	40.56

ALL FUNDS SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted	Adopted	Adopted	Proposed	Proposed
	2016-17	2017-18	2018-19	2019-20	2020-21
Public Works Department					
Administrative Analyst I	2.00	3.00	3.00	2.00	2.00
Administrative Analyst II	0.00	0.00	0.00	2.00	2.00
Administrative Assistant II	2.00	2.00	2.00	2.00	2.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Administrative Specialist III	1.00	1.00	1.00	1.00	1.00
Building Supervisor	1.00	1.00	1.00	1.00	1.00
Collection System Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Collection System Maintenance Worker I	3.00	0.00	0.00	0.00	0.00
Collection System Maintenance Worker II	3.00	6.00	6.00	6.00	6.00
Deputy Public Works Director	1.00	1.00	1.00	1.00	1.00
Electrician I	1.00	1.00	1.00	1.00	1.00
Electrician II	1.00	1.00	1.00	1.00	1.00
Environmental Protection Specialist II	4.00	4.00	4.00	4.00	4.00
Environmental Services Supervisor	1.00	1.00	1.00	1.00	1.00
Equipment Mechanic	3.00	2.00	2.00	2.00	2.00
Equipment Mechanic - Lead	0.00	1.00	1.00	0.00	0.00
Facilities Maintenance Worker I	5.00	3.00	3.00	3.00	3.00
Facilities Maintenance Worker II	0.00	2.00	2.00	2.00	2.00
Fleet Supervisor	1.00	1.00	1.00	1.00	1.00
HVAC Mechanic I	1.00	1.00	1.00	1.00	1.00
Laboratory Supervisor	1.00	1.00	1.00	1.00	1.00
Laboratory Technician I	2.00	2.00	2.00	0.00	0.00
Laboratory Technician II	0.00	0.00	0.00	2.00	2.00
Maintenance Mechanic I	2.00	0.00	0.00	0.00	0.00
Maintenance Mechanic II	4.00	6.00	6.00	6.00	6.00
Maintenance Worker - Entry	4.00	0.00	0.00	0.25	0.00
Park Maintenance Worker I	4.00	7.00	7.00	7.00	7.00
Park Maintenance Worker II	3.00	2.00	2.00	2.00	2.00
Park Maintenance Worker III	0.00	1.00	1.00	1.00	1.00
Park Supervisor	1.00	1.00	1.00	1.00	1.00
Plant Electrician II	1.00	1.00	1.00	0.00	0.00
Plant Electrical & Instrumentation Technician II	0.00	0.00	0.00	1.00	1.00
Plant Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Plant Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Plant Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Plant Operator - Lead	6.00	6.00	6.00	6.00	6.00
Plant Operator II	5.00	5.00	5.00	5.00	5.00
Public Works Services Director	1.00	1.00	1.00	1.00	1.00
Pavement Marking Specialist Lead	0.00	1.00	1.00	1.00	1.00
Street Maintenance Worker Entry	0.00	2.00	2.00	2.00	2.00
Street Maintenance Worker I	5.00	9.00	9.00	7.00	7.00
Street Maintenance Worker II	7.00	7.00	7.00	6.00	6.00
Street Maintenance Worker III	2.00	1.00	1.00	2.00	2.00
Street Supervisor	1.00	1.00	1.00	2.00	2.00
Supply Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Traffic Supervisor	1.00	1.00	1.00	1.00	1.00
Tree Trimmer I	2.00	2.00	2.00	2.00	2.00
Tree Trimmer II	2.00	2.00	2.00	2.00	2.00
Water Pollution Control Plant Manager	1.00	1.00	1.00	1.00	1.00
Total Full Time	91.00	97.00	97.00	96.25	96.00

ALL FUNDS SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
Administrative Assistant II	0.96	0.96	0.96	0.96	0.96
Administrative Analyst II	0.00	0.80	0.80	0.00	0.00
College Intern	0.00	0.41	0.41	0.70	0.70
High School Intern	0.00	0.18	0.18	0.18	0.18
Maintenance Worker - Entry	0.48	0.00	0.00	0.20	0.20
Maintenance Aide	8.75	10.22	10.22	10.63	10.63
Maintenance Assistant III	0.48	0.00	0.00	0.00	0.00
Total Part Time	10.67	12.57	12.57	12.67	12.67
Total Public Works	101.67	109.57	109.57	108.92	108.67
Police					
Admin Specialist - Police	3.00	2.00	2.00	2.00	2.00
Administrative Assistant II	1.00	1.00	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	1.00	1.00	1.00
Crime Analyst	0.00	1.00	1.00	1.00	1.00
Crime Analysis Technician	1.00	0.00	0.00	0.00	0.00
Emergency Services Specialist	0.00	0.00	0.00	1.00	1.00
Police Business Manager	1.00	0.00	0.00	0.00	0.00
Police Captain	2.00	2.00	2.00	2.00	2.00
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	6.00	6.00	6.00	6.00	6.00
Police Officer	71.00	71.00	71.00	71.00	71.00
Police Sergeant	13.00	13.00	13.00	13.00	13.00
Police Services Aide	4.00	2.00	2.00	2.00	2.00
Police Service Technician I	5.00	0.00	0.00	0.00	0.00
Police Service Technician II	6.00	14.00	14.00	14.00	14.00
Police Service Technician Supervisor	2.00	0.00	0.00	0.00	0.00
Police Support Services Manager	1.00	1.00	1.00	1.00	1.00
Senior Police Service Technician	2.00	2.00	2.00	2.00	2.00
Property & Evidence Technician	1.00	1.00	1.00	0.00	0.00
Property Clerk	1.00	1.00	1.00	3.00	3.00
Senior Public Safety Dispatcher	3.00	2.00	2.00	2.00	2.00
Public Safety Dispatcher Supervisor	1.00	2.00	2.00	2.00	2.00
Public Safety Dispatcher	11.00	12.00	12.00	12.00	12.00
Total Full Time	137.00	135.00	135.00	137.00	137.00
College Intern	0.46	0.46	0.46	0.46	0.46
Parking Aide	1.98	1.98	1.98	0.00	0.00
Police Department Specialist	2.32	1.42	1.42	1.42	1.42
Police Service Aide	0.47	0.47	0.47	0.47	0.47
Police Service Technician	0.00	0.23	0.23	0.23	0.23
Property Clerk	0.48	0.48	0.48	0.00	0.00
Total Part Time	5.71	5.04	5.04	2.58	2.58
Total Police	142.71	140.04	140.04	139.58	139.58
Grand Total	424.58	435.71	435.71	432.26	432.01

SALARY AND BENEFIT SUMMARY BY FUND

2016-17 Actual Budget	Total Salary	4210 PERS	4201 FICA	4240 Medicare	4220 Health	Total Benefits	Total Salary & Benefits	% of Total
General	\$ 29,838,310	\$ 8,721,145	\$ 950,191	\$ 427,464	\$ 3,551,375	13,650,175	\$ 43,488,485	76.20%
DFSI Fund	32,440	8,642	1,763	431	104	10,941	43,381	0.08%
Park Development Fees	4,548	1,165	209	56	13	1,443	5,991	0.01%
Underground Utility Fees	12,058	3,183	684	160	34	4,061	16,119	0.03%
Parking	58,738	15,048	3,690	863	11,981	31,582	90,320	0.16%
Gas Tax	654,456	156,051	39,310	9,351	120,324	325,036	979,492	1.72%
Gas Tax (2103)	21,383	4,364	918	215	54	5,550	26,933	0.05%
Measure F (VRF)	93,586	20,435	4,510	1,217	186	26,348	119,934	0.21%
Measure B	178,118	43,410	9,081	2,205	12,066	66,762	244,880	0.43%
Measure BB	157,672	39,793	8,585	2,037	11,865	62,280	219,952	0.39%
Heron Bay	68,844	16,409	3,958	961	9,669	30,997	99,841	0.17%
Special Grants Fund	439,569	74,476	12,305	5,756	38,547	131,084	570,653	1.00%
CDBG	80,454	20,182	5,051	1,186	1,088	27,507	107,961	0.19%
HOME Fund	3,877	977	264	62	74	1,377	5,254	0.01%
PEG Fund	1,725	-	107	25	-	132	1,857	0.00%
Capital Improvement Projects	266,005	74,309	15,097	3,755	867	94,027	360,032	0.63%
GHAD Fund	-	-	-	-	-	-	-	0.00%
Water Pollution Control	3,424,541	(390,711)	201,888	48,358	477,681	337,216	3,761,757	6.59%
Environmental Services	459,821	120,785	30,241	7,181	36,556	194,763	654,584	1.15%
Shoreline Fund	464,046	81,184	25,832	6,169	51,766	164,951	628,997	1.10%
Storm Water	397,004	111,429	25,718	6,071	92,956	236,174	633,178	1.11%
Building Maintenance	621,981	171,192	37,912	9,020	117,120	335,244	957,225	1.68%
Information Services	1,167,961	295,467	65,824	15,979	153,384	530,654	1,698,615	2.98%
Self Insurance	148,885	40,410	8,615	2,208	11,363	62,596	211,481	0.37%
Equipment Maintenance	366,753	95,804	25,939	6,174	73,278	201,195	567,948	1.00%
Successor Agency	147,338	37,955	7,604	2,054	10,125	57,737	205,075	0.36%
Retiree Medical	503,740	32,852	-	-	838,327	871,180	1,374,919	2.41%
Total All Funds	\$ 39,613,852	\$ 9,795,957	\$ 1,485,295	\$ 558,957	\$ 5,620,804	\$ 17,461,012	\$ 57,074,864	100%

2017-18 Actual Budget	Total Salary	4210 PERS	4201 FICA	4240 Medicare	4220 Health	Total Benefits	Total Salary & Benefits	% of Total
General	\$ 32,013,055	\$ 10,367,970	\$ 1,017,477	\$ 460,219	\$ 3,656,776	\$ 15,502,442	\$ 47,515,497	75.60%
DFSI Fund	32,348	8,098	1,644	456	76	10,274	42,622	0.07%
Park Development Fees	-	-	-	-	-	-	-	0.00%
Underground Utility Fees	21,913	5,109	1,309	312	49	6,779	28,692	0.05%
Parking	75,801	21,668	4,888	1,143	15,552	43,251	119,052	0.19%
Gas Tax	822,955	209,610	49,670	11,798	142,568	413,646	1,236,601	1.97%
Gas Tax (2103)	38,381	12,501	2,350	571	114	15,536	53,917	0.09%
Measure F (VRF)	46,149	11,023	2,304	561	95	13,983	60,132	0.10%
Measure B	193,542	53,894	11,052	2,646	19,104	86,696	280,238	0.45%
Measure BB	192,427	60,840	12,033	2,952	3,422	79,247	271,674	0.43%
Heron Bay	108,192	23,488	6,587	1,581	5,881	37,537	145,729	0.23%
Special Grants Fund	318,578	101,411	6,099	4,658	46,174	158,342	476,920	0.76%
CDBG	53,533	16,105	3,171	742	150	20,168	73,701	0.12%
HOME Fund	6,259	1,918	371	87	18	2,394	8,653	0.01%
PEG Fund	6,488	-	402	94	-	496	6,984	0.01%
Capital Improvement Projects	245,327	75,785	14,427	3,424	722	94,358	339,685	0.54%
GHAD Fund	-	-	-	-	-	-	-	0.00%
Water Pollution Control	3,221,119	1,115,301	197,092	47,319	444,539	1,804,251	5,025,370	8.00%
Environmental Services	484,428	119,686	27,963	6,541	29,890	184,080	668,508	1.06%
Shoreline Fund	392,888	90,623	25,783	6,221	54,439	177,066	569,954	0.91%
Storm Water	493,423	135,200	29,849	6,994	78,843	250,886	744,309	1.18%
Building Maintenance	640,722	181,692	37,038	8,717	106,703	334,150	974,872	1.55%
Information Services	1,162,123	329,347	67,317	16,438	147,284	560,386	1,722,509	2.74%
Self Insurance	154,675	42,912	8,442	2,144	11,526	65,024	219,699	0.35%
Equipment Maintenance	372,592	97,869	21,159	5,335	61,013	185,376	557,968	0.89%
Successor Agency	152,710	44,293	8,549	2,172	10,745	65,759	218,468	0.35%
Retiree Medical	652,169	30,505	-	-	802,834	833,339	1,485,507	2.36%
Total All Funds	\$ 41,901,796	\$ 13,156,848	\$ 1,556,975	\$ 593,125	\$ 5,638,517	\$ 20,945,465	\$ 62,847,261	100%

SALARY AND BENEFIT SUMMARY BY FUND

2018-19 Adopted Budget	Total Salary	4210 PERS	4201 FICA	4240 Medicare	4220 Health	Total Benefits	Total Salary & Benefits	% of Total
General	\$ 35,054,418	\$ 14,940,664	\$ 1,223,633	\$ 521,339	\$ 4,845,809	\$ 21,531,445	\$ 56,585,863	78.11%
Underground Utility Fees						-	-	0.00%
Parking	79,528	25,051	4,931	10,462	1,153	41,597	121,125	0.17%
Gas Tax	908,158	284,950	56,306	13,168	228,096	582,520	1,490,678	2.06%
Measure F (VRF)						-	-	0.00%
Measure B	103,317	35,541	6,406	1,498	26,977	70,422	173,739	0.24%
Measure BB						-	-	0.00%
Heron Bay	103,923	27,816	6,443	1,507	324	36,090	140,013	0.19%
Special Grants Fund	160,489	38,247	9,950	2,327	-	50,524	211,013	0.29%
CDBG	88,013	28,006	5,457	1,276	427	35,166	123,179	0.17%
HOME Fund	6,263	2,154	388	91	-	2,633	8,896	0.01%
PEG Fund	6,213	-	385	90	-	475	6,688	0.01%
Water Pollution Control	3,691,262	1,191,346	226,344	53,523	574,119	2,045,332	5,736,594	7.92%
Environmental Services	657,513	205,373	40,766	9,534	51,222	306,895	964,408	1.33%
Shoreline Fund	469,278	120,637	29,095	6,805	67,123	223,660	692,938	0.96%
Storm Water	497,367	161,192	30,837	7,212	157,965	357,206	854,573	1.18%
Building Maintenance	714,555	237,038	44,302	10,361	116,515	408,216	1,122,771	1.55%
Information Services	1,313,324	439,313	77,311	19,043	198,313	733,980	2,047,304	2.83%
Self Insurance	171,236	56,602	10,617	2,483	-	69,702	240,938	0.33%
Equipment Maintenance	465,853	141,705	28,883	6,755	84,975	262,318	728,171	1.01%
Successor Agency	174,044	59,665	10,791	2,524	-	72,980	247,024	0.34%
Retiree Medical	900,000	50,000	-	-	-	50,000	950,000	1.31%
Sub-Total All Funds	45,564,754	18,045,300	1,812,845	669,998	6,353,018	26,881,161	72,445,915	100.00%
Capital Improvement Program	-	-	-	-	-	-	-	N/A
Total All Funds	\$45,564,754	\$18,045,300	\$1,812,845	\$669,998	\$6,353,018	\$26,881,161	\$72,445,915	100%

2019-20 Proposed Budget	Total Salary	4210 PERS	4201 FICA	4240 Medicare	4220 Health	Total Benefits	Total Salary & Benefits	% of Total
General	\$ 34,217,122	\$ 15,230,989	\$ 1,219,336	\$ 524,523	\$ 4,743,866	\$ 21,718,714	\$ 55,935,836	79.38%
Underground Utility Fees						\$ -	\$ -	0.00%
Parking	61,694	22,234	4,059	949	10,169	\$ 37,411	\$ 99,105	0.14%
Gas Tax	916,492	317,164	60,748	14,207	221,070	\$ 613,189	\$ 1,529,681	2.17%
Measure F (VRF)						\$ -	\$ -	0.00%
Measure B	43,656	16,198	2,707	633	26,220	\$ 45,758	\$ 89,414	0.13%
Measure BB	43,656	16,198	2,707	633	-	\$ 19,538	\$ 63,194	0.09%
Heron Bay	98,026	30,003	6,424	1,502	315	\$ 38,244	\$ 136,270	0.19%
Special Grants Fund	157,977	41,021	9,795	2,291	-	\$ 53,107	\$ 211,084	0.30%
CDBG	81,788	29,631	5,361	1,254	415	\$ 36,661	\$ 118,449	0.17%
HOME Fund	5,813	2,279	381	89	-	\$ 2,749	\$ 8,562	0.01%
PEG Fund	5,439	-	356	83	-	\$ 439	\$ 5,878	0.01%
Water Pollution Control	3,420,521	1,270,699	224,542	52,761	542,014	\$ 2,090,016	\$ 5,510,537	7.82%
Environmental Services	595,739	211,565	39,186	9,165	49,785	\$ 309,701	\$ 905,440	1.28%
Shoreline Fund	445,926	132,653	29,420	6,881	65,241	\$ 234,195	\$ 680,121	0.97%
Storm Water	407,491	151,525	27,121	6,343	143,377	\$ 328,366	\$ 735,857	1.04%
Building Maintenance	677,862	258,435	44,751	10,466	113,248	\$ 426,900	\$ 1,104,762	1.57%
Information Services	1,383,225	532,426	86,063	21,347	212,754	\$ 852,590	\$ 2,235,815	3.17%
Self Insurance	171,339	67,188	11,227	2,626	-	\$ 81,041	\$ 252,380	0.36%
Equipment Maintenance	380,030	130,610	25,115	5,874	72,396	\$ 233,995	\$ 614,025	0.87%
Successor Agency	158,162	58,460	9,806	2,293	-	\$ 70,559	\$ 228,721	0.32%
Retiree Medical						\$ -	\$ -	0.00%
Sub-Total All Funds	43,271,958	18,519,278	1,809,105	663,920	6,200,870	27,193,173	70,465,131	100.00%
Capital Improvement Program	-	-	-	-	-	-	-	N/A
Total All Funds	\$43,271,958	\$18,519,278	\$1,809,105	\$663,920	\$6,200,870	\$27,193,173	\$70,465,131	100%

SALARY AND BENEFIT SUMMARY BY FUND

2020-21 Proposed Budget	Total Salary	4210 PERS	4201 FICA	4240 Medicare	4220 Health	Total Benefits	Total Salary & Benefits	% of Total
General	\$ 35,051,917	\$ 16,657,316	\$ 1,256,496	\$ 537,246	\$ 4,739,096	\$ 23,190,154	\$ 58,242,071	79.13%
Underground Utility Fees						\$ -	\$ -	0.00%
Parking	63,395	24,332	4,170	975	10,169	\$ 39,646	\$ 103,041	0.14%
Gas Tax	962,633	352,620	63,772	14,914	221,070	\$ 652,376	\$ 1,615,009	2.19%
Measure F (VRF)						\$ -	\$ -	0.00%
Measure B	47,214	18,613	2,927	685	26,220	\$ 48,445	\$ 95,659	0.13%
Measure BB	47,214	18,613	2,927	685	-	\$ 22,225	\$ 69,439	0.09%
Heron Bay	104,005	33,850	6,816	1,594	315	\$ 42,575	\$ 146,580	0.20%
Special Grants Fund	164,957	45,403	10,227	2,392	-	\$ 58,022	\$ 222,979	0.30%
CDBG	87,946	34,049	5,764	1,348	415	\$ 41,576	\$ 129,522	0.18%
HOME Fund	6,286	2,619	412	96	-	\$ 3,127	\$ 9,413	0.01%
PEG Fund	5,439	-	356	83	-	\$ 439	\$ 5,878	0.01%
Water Pollution Control	3,615,621	1,429,946	236,125	55,750	542,014	\$ 2,263,835	\$ 5,879,456	7.99%
Environmental Services	615,639	232,691	40,490	9,470	49,785	\$ 332,436	\$ 948,075	1.29%
Shoreline Fund	468,864	146,943	30,923	7,232	65,241	\$ 250,339	\$ 719,203	0.98%
Storm Water	423,377	167,255	28,162	6,586	143,377	\$ 345,380	\$ 768,757	1.04%
Building Maintenance	706,543	286,538	46,630	10,905	113,248	\$ 457,321	\$ 1,163,864	1.58%
Information Services	1,425,290	583,222	88,421	21,991	212,754	\$ 906,388	\$ 2,331,678	3.17%
Self Insurance	176,436	73,511	11,561	2,704	-	\$ 87,776	\$ 264,212	0.36%
Equipment Maintenance	398,397	144,989	26,319	6,155	72,396	\$ 249,859	\$ 648,256	0.88%
Successor Agency	165,804	65,127	10,280	2,404	-	\$ 77,811	\$ 243,615	0.33%
Retiree Medical						\$ -	\$ -	0.00%
Sub-Total All Funds	44,536,977	20,317,637	1,872,778	683,215	6,196,100	29,069,730	73,606,707	100.00%
Capital Improvement Program	-	-	-	-	-	-	-	N/A
Total All Funds	\$44,536,977	\$20,317,637	\$1,872,778	\$683,215	\$6,196,100	\$29,069,730	\$73,606,707	100%

ALL FUNDS SALARY AND BENEFITS BY FUNCTION

2016-17 Actual	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government *	\$ 2,984,329	\$ 6,361	\$ 1,337,858	\$ 4,328,548	0.27%
Police	15,379,304	2,143,224	8,443,703	25,966,231	89.90%
Engineering & Transportation	1,553,434	8,459	771,788	2,333,681	0.35%
Community Development	2,425,423	21,739	1,062,034	3,509,196	0.91%
Public Works	9,273,798	175,240	3,282,176	12,731,214	7.35%
Library Services	2,171,329	62	793,942	2,965,333	0.00%
Recreation & Human Services	1,903,958	11,032	480,593	2,395,583	0.46%
Other Agencies	147,338	-	57,737	205,075	0.00%
Retiree Medical	505,501	-	871,435	1,376,936	0.00%
Sub-Total Salary and Benefits	36,344,414	2,366,117	17,101,266	55,811,797	99.25%
Capital Improvement Program	926,289	17,959	318,822	1,263,070	0.75%
Total Salary and Benefits	\$ 37,270,703	\$ 2,384,076	\$ 17,420,088	\$ 57,074,867	100.00%

2017-18 Actual	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government *	\$ 3,039,676	\$ 5,803	\$ 1,437,143	\$ 4,482,622	0.21%
Police	16,248,990	2,348,026	9,642,118	28,239,134	86.11%
Engineering & Transportation	1,756,473	9,552	867,228	2,633,253	0.35%
Community Development	2,774,643	19,688	1,280,477	4,074,808	0.72%
Public Works	9,566,103	274,088	4,966,134	14,806,325	10.05%
Library Services	2,283,977	639	910,135	3,194,751	0.02%
Recreation & Human Services	1,989,733	30,862	534,063	2,554,658	1.13%
Other Agencies	152,710	-	65,759	218,469	0.00%
Retiree Medical	652,275	8,008	834,163	1,494,446	0.29%
Sub-Total Salary and Benefits	38,464,580	2,696,666	20,537,220	61,698,466	98.90%
Capital Improvement Program	791,329	30,015	327,448	1,148,792	1.10%
Total Salary and Benefits	\$ 39,255,909	\$ 2,726,681	\$ 20,864,668	\$ 62,847,258	100.00%

2018-19 Adopted	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government *	\$ 3,562,825	\$ 5,966	\$ 1,971,442	\$ 5,540,233	0.37%
Police	17,600,224	1,326,527	13,423,383	32,350,134	82.50%
Engineering & Transportation	3,170,251	39,061	1,699,896	4,909,208	2.43%
Community Development	3,326,959	26,000	1,821,158	5,174,117	1.62%
Public Works	10,815,377	200,676	6,359,491	17,375,544	12.48%
Library Services	2,553,332	1,840	1,109,769	3,664,941	0.11%
Recreation & Human Services	2,230,592	7,795	673,808	2,912,195	0.48%
Other Agencies	174,044	-	77,142	251,186	0.00%
Retiree Medical	50,000	-	900,000	950,000	0.00%
Sub-Total Salary and Benefits	43,483,604	1,607,865	28,036,089	73,127,558	100.00%
Salary Savings (Vacancies)	-	-	-	(3,585,071)	
Capital Improvement Program	103,318	-	71,136	174,454	0.00%
Total Salary and Benefits	\$ 43,586,922	\$ 1,607,865	\$ 28,107,225	\$ 69,716,941	100.00%

ALL FUNDS SALARY AND BENEFITS BY FUNCTION

2019-20 Proposed	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government *	\$ 4,863,850	\$ 21,061	\$ 2,941,240	\$ 7,826,151	0.79%
Police	17,270,819	2,384,108	13,188,883	32,843,810	89.34%
Engineering & Transportation	2,000,123	36,689	1,180,016	3,216,828	1.37%
Community Development	2,816,191	27,405	1,715,817	4,559,413	1.03%
Public Works	8,759,149	186,189	5,582,759	14,528,097	6.98%
Library Services	2,434,637	1,895	1,135,055	3,571,587	0.07%
Recreation & Human Services	2,075,345	7,617	743,761	2,826,723	0.29%
Other Agencies	158,162	-	70,560	228,722	0.00%
Retiree Medical	50,000	-	900,000	950,000	0.00%
Sub-Total Salary and Benefits	40,428,276	2,664,964	27,458,091	70,551,331	99.87%
Capital Improvement Program	1,225,172	3,544	635,088	1,863,804	0.13%
Total Salary and Benefits	\$ 41,653,448	\$ 2,668,508	\$ 28,093,179	\$ 72,415,135	100.00%

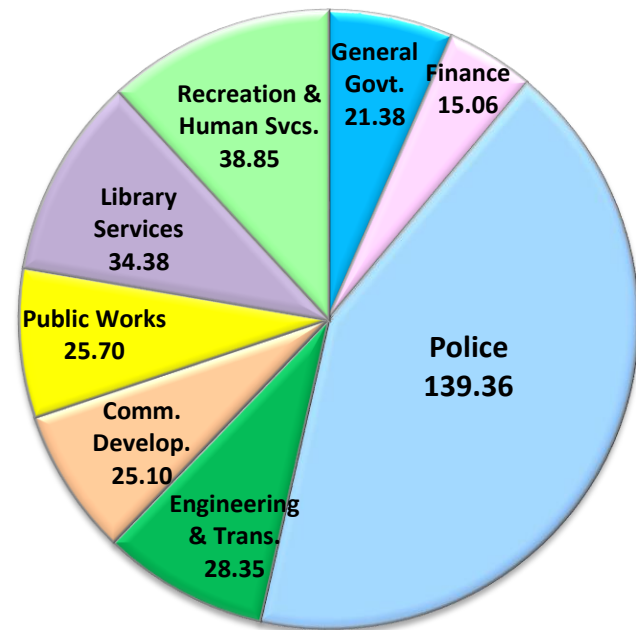
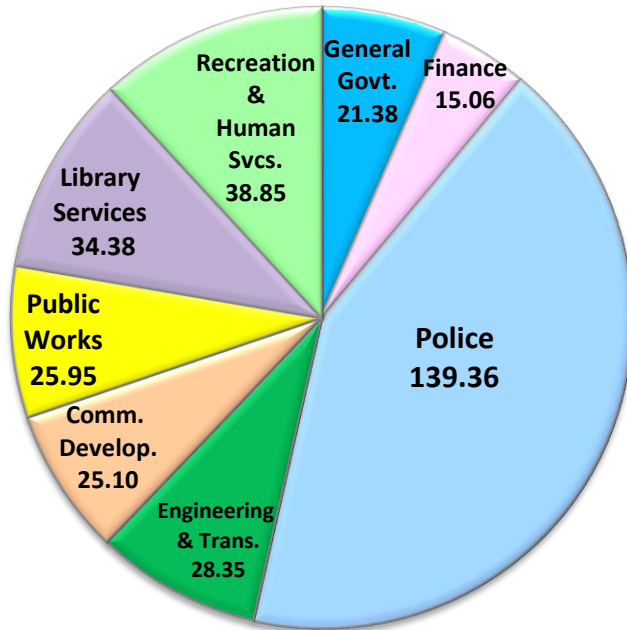
2020-21 Proposed	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government *	\$ 5,031,704	\$ 21,061	\$ 3,138,045	\$ 8,190,810	0.79%
Police	17,515,946	2,384,108	14,097,433	33,997,487	89.34%
Engineering & Transportation	2,068,356	36,689	1,257,688	3,362,733	1.37%
Community Development	2,941,023	27,405	1,841,812	4,810,240	1.03%
Public Works	9,170,886	186,189	5,966,720	15,323,795	6.98%
Library Services	2,548,127	1,895	1,217,897	3,767,919	0.07%
Recreation & Human Services	2,151,063	7,617	788,232	2,946,912	0.29%
Other Agencies	165,804	-	77,811	243,615	0.00%
Retiree Medical	50,000	-	900,000	950,000	0.00%
Sub-Total Salary and Benefits	41,642,909	2,664,964	29,285,638	73,593,511	99.87%
Capital Improvement Program	1,275,559	3,544	684,099	1,963,202	0.13%
Total Salary and Benefits	\$ 42,918,468	\$ 2,668,508	\$ 29,969,737	\$ 75,556,713	100.00%

*General Government includes the Finance department salary and benefit expenditures

**GENERAL FUND PERSONNEL SUMMARY
2019-20 and 2020-21
Total Full-time Equivalents (FTE)**

2019-20: 328.43 FTEs

2020-21: 328.18 FTEs



The graphs above reflect the total number of full-time equivalents (FTEs) by department for 2019-20 and 2020-21. The table below provides additional detail providing full-time and part-time position information by department, by fiscal year.

Department	2016-17 Adopted			2017-18 Adopted			2018-19 Adopted			2019-20 Proposed			2020-21 Proposed		
	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Full-Time	Part-Time	Total
General Government	21.00	0.48	21.48	22.00	0.38	22.38	22.00	0.38	22.38	21.00	0.38	21.38	21.00	0.38	21.38
Finance	12.05	2.36	14.41	14.05	0.77	14.82	14.05	0.77	14.82	14.05	1.01	15.06	14.05	1.01	15.06
Police	136.52	5.22	141.74	135.00	4.81	139.81	135.00	4.81	139.81	137.00	2.36	139.36	137.00	2.36	139.36
Engineering & Transportation	26.81	2.38	29.19	25.94	2.38	28.32	25.94	2.38	28.32	25.97	2.38	28.35	25.97	2.38	28.35
Community Development	22.43	1.85	24.28	25.45	2.17	27.62	25.45	2.17	27.62	24.55	0.55	25.10	24.55	0.55	25.10
Public Works	18.25	3.41	21.66	20.76	5.38	26.14	20.76	5.38	26.14	21.91	4.04	25.95	21.66	4.04	25.70
Library Services	16.75	16.25	33.00	18.75	15.63	34.38	18.75	15.63	34.38	18.75	15.63	34.38	18.75	15.63	34.38
Recreation & Human Svcs.	9.65	27.23	36.88	9.65	29.20	38.85	9.65	29.20	38.85	9.65	29.20	38.85	9.65	29.20	38.85
Total Work Force	263.46	59.18	322.64	271.60	60.72	332.32	271.60	60.72	332.32	272.88	55.55	328.43	272.63	55.55	328.18

GENERAL FUND SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
General Government					
City Council					
<u>Full Time:</u>					
Mayor	1.00	1.00	1.00	1.00	1.00
City Council	6.00	6.00	6.00	6.00	6.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Total City Council	8.00	8.00	8.00	8.00	8.00
City Manager Office					
<u>Full Time:</u>					
Administrative Analyst I	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Administrative Specialist II	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	1.00	0.00	0.00	0.00	0.00
City Clerk	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	0.00	1.00	1.00	1.00	1.00
Emergency Services Specialist	0.00	1.00	1.00	0.00	0.00
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Technician	2.00	2.00	2.00	2.00	2.00
Senior Human Resources Analyst	1.00	1.00	1.00	1.00	1.00
Total Full Time	13.00	14.00	14.00	13.00	13.00
<u>Part Time:</u>					
Administrative Assistant II	0.00	0.21	0.21	0.21	0.21
Office Assistant III	0.48	0.17	0.17	0.17	0.17
Total Part Time	0.48	0.38	0.38	0.38	0.38
Total City Manager	13.48	14.38	14.38	13.38	13.38
Total General Government	21.48	22.38	22.38	21.38	21.38
Finance					
<u>Full Time:</u>					
Account Clerk	2.00	3.00	3.00	3.00	3.00
Accountant I	1.00	1.00	1.00	1.00	1.00
Accountant II	0.70	0.70	0.70	0.70	0.70
Administrative Assistant III	0.85	0.85	0.85	0.85	0.85
Administrative Specialist	1.00	0.00	0.00	0.00	0.00
Budget and Compliance Manager	0.75	0.75	0.75	0.75	0.75
Assistant Finance Director	0.90	0.90	0.90	0.90	0.90
Finance Director	0.85	0.85	0.85	0.85	0.85
Payroll Specialist	0.00	1.00	1.00	1.00	1.00
Police Business Manager	0.00	1.00	1.00	1.00	1.00
Purchasing Technician	0.00	1.00	1.00	1.00	1.00
Senior Account Clerk	4.00	3.00	3.00	3.00	3.00
Total Full Time	12.05	14.05	14.05	14.05	14.05
<u>Part Time:</u>					
Accountant I	0.40	0.40	0.40	0.64	0.64
Account Clerk	0.75	0.00	0.00	0.00	0.00
Accounting Assistant	1.21	0.37	0.37	0.37	0.37
Total Part Time	2.36	0.77	0.77	1.01	1.01
Total Finance Department	14.41	14.82	14.82	15.06	15.06

GENERAL FUND SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
Community Development					
<u>Full Time:</u>					
Administrative Assistant I	1.00	1.00	1.00	0.00	0.00
Administrative Assistant II	2.00	2.00	2.00	1.00	1.00
Administrative Assistant III	0.00	0.00	0.00	1.00	1.00
Administrative Analyst I	1.00	0.00	0.00	0.00	0.00
Administrative Specialist III	0.85	0.85	0.85	0.85	0.85
Associate Engineer	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00	2.00
Chief Building Official	1.00	1.00	1.00	1.00	1.00
Chief Innovation Officer	1.00	1.00	1.00	0.00	0.00
Code Enforcement Officer	0.00	0.00	0.00	1.00	1.00
Code Enforcement Supervisor	0.00	0.00	0.00	1.00	1.00
Community Development Director	0.85	0.85	0.85	0.85	0.85
Community Services Officer	0.00	2.00	2.00	0.00	0.00
Community Services Specialist	0.00	1.00	1.00	0.00	0.00
Deputy Community Dev. Director	0.90	0.90	0.90	0.00	0.00
Economic Development Manager	0.75	0.75	0.75	0.75	0.75
Permits Clerk	1.00	1.00	1.00	0.00	0.00
Permits Coordinator	2.00	1.00	1.00	1.00	1.00
Permits Technician	1.00	2.00	2.00	3.00	3.00
Planning Manager	0.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	0.00	0.00	1.00	1.00
Project Specialist I	0.00	0.00	0.00	2.00	2.00
Project Specialist II	1.10	1.80	1.80	0.80	0.80
Senior Building Inspector	0.00	0.00	0.00	1.00	1.00
Senior Engineer	1.00	1.00	1.00	1.00	1.00
Senior Project Specialist	2.00	2.30	2.30	2.30	2.30
Supervising Building Inspector	0.98	1.00	1.00	1.00	1.00
Total Full Time	22.43	25.45	25.45	24.55	24.55
<u>Part Time:</u>					
College Intern	0.00	0.10	0.10	0.10	0.10
Departmental Assistant	0.43	0.43	0.43	0.00	0.00
Building Inspector	0.00	0.46	0.46	0.00	0.00
Project Specialist I	0.00	1.18	1.18	0.45	0.45
Senior Project Specialist	0.72	0.00	0.00	0.00	0.00
Project Coordinator	0.70	0.00	0.00	0.00	0.00
Total Part Time	1.85	2.17	2.17	0.55	0.55
Total Community Development	24.28	27.62	27.62	25.10	25.10

GENERAL FUND SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
Engineering and Transportation					
<u>Full Time:</u>					
Administrative Analyst II	1.00	1.00	1.00	1.00	1.00
Administrative Assistant II	3.00	3.00	3.00	3.00	3.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Assistant Engineer	0.97	0.00	0.00	0.00	0.00
Associate Engineer	7.00	7.97	7.97	8.00	8.00
City Engineer	1.00	1.00	1.00	1.00	1.00
Engineering & Transportation Director	1.00	1.00	1.00	1.00	1.00
Engineering Inspector	4.00	3.00	3.00	3.00	3.00
Principal Engineer	0.97	0.97	0.97	0.97	0.97
Senior Engineer	2.87	2.00	2.00	2.00	2.00
Senior Engineering Aide	3.00	3.00	3.00	3.00	3.00
Supervising Engineering Inspector	0.00	1.00	1.00	1.00	1.00
Traffic Operations Engineer	1.00	1.00	1.00	1.00	1.00
Total Full Time	26.81	25.94	25.94	25.97	25.97
<u>Part Time:</u>					
Interns	1.92	1.92	1.92	1.92	1.92
Project Coordinator	0.00	0.00	0.00	0.46	0.46
Special Project Inspector	0.46	0.46	0.46	0.00	0.00
Total Part Time	2.38	2.38	2.38	2.38	2.38
Total Engineering and Transportation	29.19	28.32	28.32	28.35	28.35
Library					
<u>Full Time:</u>					
Administrative Analyst I	1.00	0.00	0.00	0.00	0.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Librarian	5.00	5.00	5.00	5.00	5.00
Library Assistant	2.00	2.00	2.00	2.00	2.00
Library Director	1.00	1.00	1.00	1.00	1.00
Library Services Manager	0.00	1.00	1.00	1.00	1.00
Project Literacy Coordinator	0.75	0.75	0.75	0.75	0.75
Senior Librarian	3.00	4.00	4.00	4.00	4.00
Senior Library Assistant	3.00	4.00	4.00	4.00	4.00
Total Full Time	16.75	18.75	18.75	18.75	18.75
<u>Part Time:</u>					
Librarian	1.60	2.08	2.08	2.08	2.08
Library Clerk	5.58	6.06	6.06	6.06	6.06
Maintenance Aide	1.45	1.45	1.45	1.45	1.45
Office Assistant I	4.15	3.57	3.57	3.57	3.57
Office Assistant III	0.38	0.38	0.38	0.38	0.38
Police Service Aide	1.84	1.84	1.84	1.84	1.84
Senior Library Assistant	1.25	0.25	0.25	0.25	0.25
Total Part Time	16.25	15.63	15.63	15.63	15.63
Total Library	33.00	34.38	34.38	34.38	34.38

GENERAL FUND SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
Police					
<u>Full Time:</u>					
Administrative Specialist-Police	3.00	2.00	2.00	2.00	2.00
Administrative Assistant II	1.00	1.00	1.00	1.00	1.00
Administrative Specialist I	1.00	1.00	1.00	1.00	1.00
Crime Analyst	0.00	1.00	1.00	1.00	1.00
Crime Analysis Technician	1.00	0.00	0.00	0.00	0.00
Emergency Services Specialist	0.00	0.00	0.00	1.00	1.00
Jailer	0.00	0.00	0.00	0.00	0.00
Police Business Manager	1.00	0.00	0.00	0.00	0.00
Police Captain	2.00	2.00	2.00	2.00	2.00
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	6.00	6.00	6.00	6.00	6.00
Police Officer	70.52	71.00	71.00	71.00	71.00
Police Sergeant	13.00	13.00	13.00	13.00	13.00
Police Service Technician I	5.00	0.00	0.00	0.00	0.00
Police Service Technician II	6.00	14.00	14.00	14.00	14.00
Police Service Technician Supervisor	2.00	0.00	0.00	0.00	0.00
Police Services Aide	4.00	2.00	2.00	2.00	2.00
Police Support Services Manager	1.00	1.00	1.00	1.00	1.00
Property & Evidence Technician	1.00	1.00	1.00	0.00	0.00
Property Clerk	1.00	1.00	1.00	3.00	3.00
Senior Police Service Technician	2.00	2.00	2.00	2.00	2.00
Senior Public Safety Dispatcher	3.00	2.00	2.00	2.00	2.00
Public Safety Dispatcher Supervisor	1.00	2.00	2.00	2.00	2.00
Public Safety Dispatcher	11.00	12.00	12.00	12.00	12.00
Total Full Time	136.52	135.00	135.00	137.00	137.00
<u>Part Time:</u>					
College Intern	0.46	0.46	0.46	0.46	0.46
Police Department Specialist	1.84	1.43	1.43	1.43	1.43
Police Service Aide	0.47	0.47	0.47	0.47	0.47
Parking Aide	1.97	1.97	1.97	0.00	0.00
Property Clerk	0.48	0.48	0.48	0.00	0.00
Total Part Time	5.22	4.81	4.81	2.36	2.36
Total Police	141.74	139.81	139.81	139.36	139.36

GENERAL FUND SUMMARY OF POSITIONS BY DEPARTMENT

	Adopted 2016-17	Adopted 2017-18	Adopted 2018-19	Proposed 2019-20	Proposed 2020-21
Public Works					
<u>Full Time:</u>					
Administrative Analyst I	0.00	0.50	0.50	0.50	0.50
Administrative Analyst II	0.00	0.00	0.00	0.80	0.80
Administrative Assistant II	0.60	0.60	0.60	0.60	0.60
Administrative Specialist III	0.50	0.50	0.50	0.50	0.50
Deputy Public Works Director	0.15	0.48	0.48	0.48	0.48
Electrician I	1.00	1.00	1.00	1.00	1.00
Electrician II	1.00	1.00	1.00	1.00	1.00
Maintenance Worker Entry	2.25	0.00	0.00	0.25	0.00
Park Maintenance Worker I	3.50	5.75	5.75	5.75	5.75
Park Maintenance Worker II	2.00	1.00	1.00	1.00	1.00
Park Maintenance Worker III	0.00	1.00	1.00	1.00	1.00
Park Supervisor	0.83	0.83	0.83	0.83	0.83
Public Works Director	0.12	0.15	0.15	0.15	0.15
Street Maintenance Worker Entry	0.00	1.65	1.65	1.65	1.65
Street Maintenance Worker I	0.50	0.50	0.50	0.50	0.50
Street Maintenance Worker III	0.30	0.30	0.30	0.40	0.40
Street Supervisor	0.90	0.90	0.90	0.90	0.90
Traffic Supervisor	0.60	0.60	0.60	0.60	0.60
Tree Trimmer I	2.00	2.00	2.00	2.00	2.00
Tree Trimmer II	2.00	2.00	2.00	2.00	2.00
Total Full Time	18.25	20.76	20.76	21.91	21.66
<u>Part Time:</u>					
Administrative Analyst II	0.00	0.80	0.80	0.00	0.00
High School Intern	0.00	0.17	0.17	0.17	0.17
Maintenance Aide	3.41	4.41	4.41	3.67	3.67
Maintenance Worker Entry	0.00	0.00	0.00	0.20	0.20
Total Part Time	3.41	5.38	5.38	4.04	4.04
Total Public Works	21.66	26.14	26.14	25.95	25.70
Recreation and Human Services					
<u>Full Time:</u>					
Administrative Assistant I	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	1.00	1.00	1.00	1.00	1.00
Administrative Specialist III	0.00	0.00	0.00	1.00	1.00
Recreation & Human Services Director	1.00	1.00	1.00	1.00	1.00
Recreation & Human Services Asst. Director	0.00	1.00	1.00	0.00	0.00
Recreation Manager	1.00	0.00	0.00	0.00	0.00
Recreation Supervisor II	5.65	5.65	5.65	5.65	5.65
Total Full Time	9.65	9.65	9.65	9.65	9.65
<u>Part Time:</u>					
Recreation Leader I	0.42	0.42	0.42	0.42	0.42
Recreation Leader II	12.90	13.45	13.45	13.45	13.45
Recreation Specialist I	9.40	10.37	10.37	10.37	10.37
Recreation Specialist II	4.25	4.70	4.70	4.70	4.70
Recreation Specialist III	0.26	0.26	0.26	0.26	0.26
Total Part Time	27.23	29.20	29.20	29.20	29.20
Total Recreation & Human Services	36.88	38.85	38.85	38.85	38.85
Grand Total General Fund Positions	322.64	332.32	332.32	328.43	328.18

GENERAL FUND SALARY AND BENEFITS BY FUNCTION

2016-17 Actual	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government	\$ 2,982,606	\$ 6,361	\$ 1,337,726	\$ 4,326,693	0.29%
Police	15,118,257	2,143,224	8,361,512	25,622,993	96.55%
Engineering & Transportation	1,534,376	8,459	766,304	2,309,139	0.38%
Community Development	2,340,117	21,222	1,032,604	3,393,943	0.96%
Public Works	1,678,510	28,664	886,856	2,594,030	1.29%
Library Services	2,128,118	62	784,324	2,912,504	0.00%
Recreation & Human Services	1,835,543	11,032	480,594	2,327,169	0.50%
Retiree Medical	504,721	777	871,435	1,376,933	0.04%
Total Salary and Benefits	\$28,122,248	\$2,219,801	\$14,521,355	\$44,863,404	100.00%

2017-18 Actual	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government	\$ 3,033,187	\$ 5,803	\$ 1,436,647	\$ 4,475,637	0.24%
Police	16,022,948	2,346,815	9,530,461	27,900,224	95.63%
Engineering & Transportation	1,737,397	9,552	860,732	2,607,681	0.39%
Community Development	2,714,851	19,688	1,257,917	3,992,456	0.80%
Public Works	1,855,052	32,752	1,013,235	2,901,039	1.33%
Library Services	2,257,857	639	897,995	3,156,491	0.03%
Recreation & Human Services	1,937,586	30,812	504,632	2,473,030	1.26%
Retiree Medical	652,275	8,008	834,163	1,494,446	0.33%
Total Salary and Benefits	\$30,211,153	\$2,454,069	\$16,335,782	\$49,001,004	100.00%

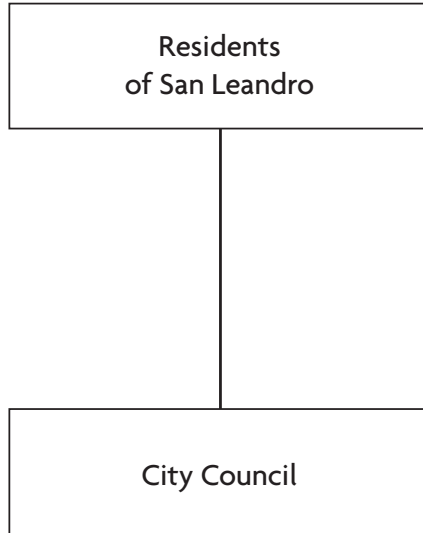
2018-19 Adopted	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government	\$ 3,556,613	\$ 5,966	\$ 1,970,967	\$ 5,533,546	0.42%
Police	17,600,224	1,326,527	13,423,383	32,350,134	92.34%
Engineering & Transportation	1,946,422	35,620	1,073,243	3,055,285	2.48%
Community Development	3,132,157	26,000	1,721,010	4,879,167	1.81%
Public Works	1,999,930	32,856	1,238,773	3,271,559	2.29%
Library Services	2,473,304	1,840	1,074,197	3,549,341	0.13%
Recreation & Human Services	2,134,674	7,795	632,443	2,774,912	0.54%
Retiree Medical	50,000	-	900,000	950,000	0.00%
Salary/Vacancy Savings	(1,368,745)	-	-	(1,368,745)	0.00%
Total Salary and Benefits	\$ 31,524,579	\$ 1,436,604	\$ 22,034,016	\$ 54,995,199	100.00%

GENERAL FUND SALARY AND BENEFITS BY FUNCTION

2019-20 Proposed	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government	\$ 3,316,466	\$ 8,444	\$ 2,007,168	\$ 5,332,078	0.34%
Police	17,256,592	2,384,108	13,187,733	32,828,433	95.23%
Engineering & Transportation	3,134,725	40,233	1,748,268	4,923,226	1.61%
Community Development	2,728,590	27,405	1,676,407	4,432,402	1.09%
Public Works	1,925,349	33,693	1,273,429	3,232,471	1.35%
Library Services	2,356,167	1,895	1,099,937	3,457,999	0.08%
Recreation & Human Services	1,995,838	7,617	725,772	2,729,227	0.30%
Retiree Medical	50,000	-	900,000	950,000	0.00%
Total Salary and Benefits	\$ 32,763,727	\$ 2,503,395	\$ 22,618,714	\$ 57,885,836	100.00%

2020-21 Proposed	Regular Salary	Overtime	Benefits	Total	Overtime Allocation
General Government	\$ 3,437,156	\$ 8,444	\$ 2,143,440	\$ 5,589,040	0.34%
Police	17,500,560	2,384,108	14,096,189	33,980,857	95.23%
Engineering & Transportation	3,246,132	40,233	1,869,449	5,155,814	1.61%
Community Development	2,846,791	27,405	1,797,107	4,671,303	1.09%
Public Works	1,983,651	33,693	1,335,862	3,353,206	1.35%
Library Services	2,466,010	1,895	1,179,243	3,647,148	0.08%
Recreation & Human Services	2,068,223	7,617	768,864	2,844,704	0.30%
Retiree Medical	50,000	-	900,000	950,000	0.00%
Total Salary and Benefits	\$33,598,523	\$ 2,503,395	\$ 24,090,154	\$ 60,192,072	100.00%

CITY COUNCIL





DESCRIPTION

The City Council is the governing body of the City with the authority to adopt and enforce municipal laws and regulations. The City Council includes a Mayor and six Council members. Council members are nominated by geographical districts and elected at-large, each serving the entire community of San Leandro. The Mayor is nominated and elected at-large. The Mayor and Council members may serve a maximum of two consecutive four-year terms. The Mayor and City Council appoint members of the community to sit on the City's various advisory Boards and Commissions, ensuring that a wide cross-section of the community is represented in City government.

The City Council appoints the City Manager, who serves as the City's chief executive officer. The City Manager appoints all City Department Directors and is responsible to the City Council for all City operations. The City Council also appoints the City Attorney, who serves as the City's chief legal officer.

In addition to the above duties, the Mayor and City Council members serve on a variety of intergovernmental committees and commissions. This has been of great value in not only improving county and regional governance, but in also securing funding for a number of transportation, streetscape rehabilitation, and other important projects. The City Council has also been active in lobbying both state and federal legislators for funding for City projects, particularly in the area of transportation improvements and broadband access.

2017-19 ACCOMPLISHMENTS

- Adopted a balanced biennial budget for fiscal years 2019-2021
- Guided the launch of a public outreach and community survey efforts associated with potential future local revenue measure
- Guided launch of the largest capital improvement program in City history, representing up to \$75 million towards capital needs
- Continued implementation of the Prioritizing Unfunded Liabilities Liquidation (PULL) Plan, growing fund to \$16 million towards legacy pension liabilities
- Initiated and adopted a robust Tobacco Retailers Licensing ordinance
- Modified cannabis regulatory ordinances to facilitate manufacturing program and adult use sales at previously authorized retail dispensaries
- Supported successful launch of East Bay Community Energy authority
- Continued guiding progress on development plans for the Shoreline-Marina area
- Authorized several transformative development projects, including nearly 800 units of new housing on Alvarado Street, the Parrott Street apartments project, as well as the second phase of Marea Alta Senior Housing apartments project
- Adopted the BayFair Transit-Oriented Development plan
- Expanded SL Wi-fiber public broadband program to City-owned community centers and several city parks



DEPARTMENT: CITY COUNCIL

- Continued community wide investments in art and culture, including expansion of public murals and utility box artwork
- Continued focusing resources to address homelessness, including placement of additional formerly-homeless residents into long-term housing via the San Leandro Homeless Compact

- Adopted local minimum wage ordinance, accelerating implementation of statewide wage requirements
- Continued support of numerous community events and programs, including the Martin Luther King, Jr. Day, Lunar New Year, and Cinco de Mayo celebrations
- Strengthened the relationship with both school districts by hosting a joint public meeting with all three bodies

2019-21 GOALS AND OBJECTIVES

- A. Place San Leandro on a firm foundation for long-term fiscal sustainability
- B. Advance projects and programs promoting sustainable economic development, including transforming San Leandro into a center for innovation
- C. Provide quality public safety service and grow our partnership with the community to keep San Leandro safe
- D. Maintain and enhance San Leandro's infrastructure
- E. Support and implement programs, activities and strengthen communication that enhances the quality of life and wellness, celebrates the arts and diversity and promotes civic pride
- F. Maintain and support a strong positive relationship between the City, schools and the educational community

PROGRAM CHANGES

None



CITY COUNCIL

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 336,511	\$ 343,953	\$ 379,178	\$ 379,981	\$ 387,612
Services	53,776	73,595	125,645	101,040	101,040
Supplies	5,681	3,421	6,109	3,422	3,422
Capital Outlay	-	-	-	-	-
Other	67,337	74,223	74,223	54,223	54,223
Grand Total	\$463,305	\$495,192	\$585,155	\$538,666	\$546,297

Expenditures by Fund

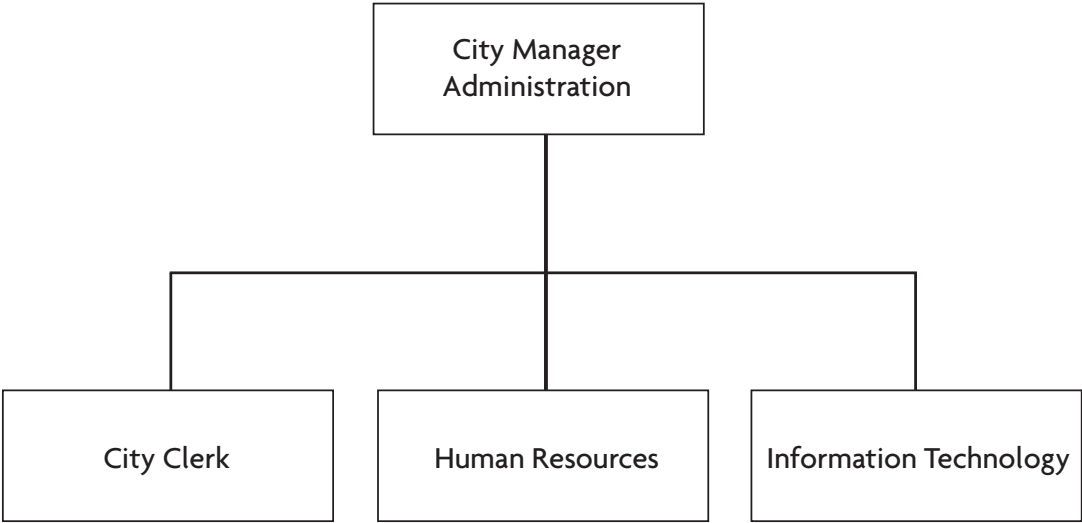
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$463,305	\$495,192	\$585,155	\$538,666	\$546,297
Grand Total	\$463,305	\$495,192	\$585,155	\$538,666	\$546,297

Personnel Summary

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund Full-Time	8.00	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00	8.00



CITY MANAGER





DEPARTMENT: CITY MANAGER

DESCRIPTION

The City Manager is appointed by the City Council, and serves as the chief executive officer of the City and the key staff advisor to the City Council. The City Manager is responsible for implementing policies as directed by the City Council and enforcing all municipal laws and regulations for the benefit of the community. The City Manager's duties include direction and supervision of the departments, preparation and administration of the annual City budget, and planning and implementing key projects.

To carry out these duties and provide critical citywide services, the City Manager employs professional and administrative support staff, including the Assistant City Manager and the Deputy City Manager. The department is organized into four divisions: City Manager Administration, City Clerk, Human Resources, and Information Technology.

The **City Manager Administration Division** is responsible for the overall administration and supervision of City activities. The division provides professional staff support and guidance to the City Council. Additionally, the division provides leadership and direction to all City departments on operational matters, manages the City's state and federal legislative advocacy programs, and oversees internal and external communications.

The **City Clerk Division** is responsible for providing information on legislative history and operations of the City to the City Council, City Departments, and the general public. As part of these duties, the City Clerk's Division performs all required legal noticing, prepares and distributes the City Council agendas, and posting videos and minutes of all proceedings of City Council meetings. The City Clerk is the local official for elections and is responsible for, conducting City elections, filing of required documents for candidates, elected officials, boards and commission members, and designated employees in compliance with the Political Reform Act. The City Clerk is responsible for maintaining the Local Appointments List, the Public Records Act, and ensuring the Brown Act legislation is followed in all public noticing and meeting proceedings.

The **Human Resources Division** is responsible for programs in personnel management and employee services that support the City's departments and workforce. The Division provides services and guidance in the following areas: recruitment and selection, classification and compensation, benefits and leave administration, employee training and development, workers' compensation and employee safety, personnel policy development, and labor and employee relations. The Division also provides staff support to the Personnel Relations Board.

The **Innovation and Information Technology Division** provides centralized IT services for all City Departments. The Division is responsible for the City's IT infrastructure, computer network, database applications, geographic information systems (GIS), and desktop support. The Division also manages the City's Public Wi-Fi and fiber optics network, cybersecurity systems, and is responsible for graphic design and printing



DEPARTMENT: CITY MANAGER

services. In addition, the Division delivers innovation-related programs, such as open data, data analytics, mobile apps, and digital services.

The Innovation and Information Technology Division is funded through an Internal Service Fund. Additionally, some functions within the Human Resources Division are partially funded by the Fund. All other divisions are funded by the General Fund. A full description is provided within the Internal Service Funds section of the biennial budget document.

2017-19 ACCOMPLISHMENTS

- Successfully formed the Cost and Revenue Efficiency (CARE) team, and led development of a comprehensive report identifying long term cost reduction and revenue enhancement strategies
- Launched the community polling and public information and outreach efforts associated with a potential revenue measure in 2020
- Successfully launched a third and final phase of the airport noise insulation program, which is designed to facilitate the installation of noise-mitigation measures in residences in the Davis West neighborhood
- Launched a pilot-year Arts & Culture grants program and issued grants to 14 local organizations and residents
- Executed several City-wide media and community events, including: Summer of Paving, Wi-Fiber expansion into City parks, and two District Town Hall meetings
- Finalized a small cell licensing agreement
- Finalized the Fiber Optics Master Plan
- Successfully developed a disaster recovery system for the Police Department
- Completed 143 recruitments and reviewed over 6,000 employment applications, which included the appointments of the Assistant City Manager, City Clerk, Deputy Community Development Director and 12 Police Officers.
- Changed to a new Third Party Administrator for Workers' Compensation resulting in a reduction in administration costs and improved customer service to injured employees.
- Successfully executed annual Employee BBQ, Employee recognition programs, Benefits fair, and Take your Sons & Daughters to Work event
-

2019-21 GOALS AND OBJECTIVES

- Ensure the successful implementation of the FY 2019-21 City budget (Supports Council Goal A)
- Explore a possible 2020 revenue measure, including execution of related public outreach efforts (Supports Council Goal A)
- Provide strategic direction to ensure successful implementation of capital improvement efforts (Supports Council Goal A, D)



DEPARTMENT: CITY MANAGER

- Implement City Council directives related to City Council Goals and focus areas, including those related to housing, social services, and education (Supports Goals A-F)
- Expand strategies to ensure long-term sustainability of City budget, including efforts to address unfunded liabilities (Supports Council Goal A)
- Expand public outreach and communication efforts to constituents through a range of new mediums and platforms (Supports Council Goal E)
- Provide staff support to City Council Committees (Supports Council Goals A, B, and D)
- Expand Downtown Wi-Fi to more public spaces and City facilities (Supports Council Goal B)
- Ensure City staff receive sufficient professional training and development (Supports Council Goals A-F)
- Continue to evaluate the Workers' Compensation program to identify strengths and weaknesses, track trends and metrics, and implement changes to ensure quality care for injured workers and associated costs are contained and reduced (Supports Council Goal A)
- Upgrade and enhance the City's digital services, including web and mobile apps
- Move forward with implementation of Fiber Optic Master Plan & Smart City Strategy to modernize the City's technology infrastructure (Supports Council Goal B)
- Improve the City's geographic information systems (GIS), open data, and data analytics services (Supports Council Goal B)
- Upgrade cybersecurity systems and policies (Supports Council Goal B)
- Negotiate new labor contracts for five bargaining units as they expire.
- Develop new electronic personnel action form to enhance user interface and workflow process using Microsoft SharePoint.
- Conduct biennial review and update of Citywide Conflict of Interest Code pursuant to the Political Reform Act (Supports Council Goal E)
- Implement Citywide Public Records Act Request System and conduct related trainings for employees (supports Council Goal E)
- Realign staffing within the City Clerk's Division for improved records management (Supports Council Goal E)
- Improve the Conflict of Interest (700 form) process by obtaining new monitoring software (Supports Council Goal E)
- Streamline meeting agenda noticing to the public by improving the internal staff report deadliness for docketing (Supports Council Goal I)

PROGRAM CHANGES

- Following a successful two-year period, the Emergency Services Division is being transferred back to the Police Department from the City Manager's Office to improve program efficiency and effectiveness.



DEPARTMENT: CITY MANAGER

- In 2019, the City Council approved the Chief Technology Officer and Innovation Technology Analyst positions within the City's IT Division, in lieu of the former Chief Innovation Officer position. These moves represent the latest step in the City's efforts to become a center for innovation, while maintaining a sustained focus on improving City services cost-effectively.



CITY MANAGER DEPARTMENT

	<i>Expenditures by Category</i>				
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 3,967,341	\$ 4,189,077	\$ 4,830,925	\$ 4,941,206	\$ 5,166,646
Services	4,336,489	4,023,861	3,406,695	4,448,997	5,049,894
Supplies	45,392	76,652	163,125	77,342	77,842
Capital Outlay	498,403	688,105	606,700	565,874	565,874
Other	982,888	1,049,367	1,049,367	550,239	550,239
Grand Total	\$ 9,830,513	\$ 10,027,063	\$ 10,056,812	\$ 10,583,658	\$ 11,410,495

	<i>Expenditures by Fund</i>				
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 5,373,471	\$ 4,942,395	\$ 4,183,208	\$ 3,750,457	\$ 4,164,122
Public Access & Government (PEG) Fund	69,003	68,630	62,006	67,122	67,122
Self Insurance Fund	277,097	646,565	1,255,357	2,337,205	2,354,517
Information Technology Fund	4,110,942	4,369,472	4,556,241	4,428,874	4,824,734
Grand Total	\$ 9,830,513	\$ 10,027,063	\$ 10,056,812	\$ 10,583,658	\$ 11,410,495

	<i>Personnel Summary</i>				
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
General Fund	13.00	14.00	14.00	13.00	13.00
Information Technology Fund	12.00	12.00	12.00	13.00	13.00
Successor Agency	0.00	0.00	0.00	0.00	0.00
Total Full-Time	25.00	26.00	26.00	26.00	26.00
<u>Part-time:</u>					
General Fund	0.48	0.38	0.38	0.70	0.70
All Other Funds	0.49	0.43	0.43	0.12	0.12
Total Part-Time	0.97	0.81	0.81	0.82	0.82
Total	25.97	26.81	26.81	26.82	26.82

CITY MANAGER ADMINISTRATION DIVISION

	<i>Expenditures by Category</i>				
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,088,060	\$ 1,050,837	\$ 1,226,061	\$ 1,244,372	\$ 1,307,523
Services	173,144	154,232	146,156	211,031	211,031
Supplies	2,445	2,908	5,430	4,642	4,642
Capital Outlay	2,490	-	-	-	-
Other	358,202	305,869	305,869	184,040	184,040
Grand Total	\$ 1,624,341	\$ 1,513,846	\$ 1,683,516	\$ 1,644,085	\$ 1,707,236
FTE Total	5.00	5.00	5.00	5.00	5.00

CITY CLERK DIVISION

	<i>Expenditures by Category</i>				
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 268,015	\$ 305,164	\$ 372,756	\$ 379,494	\$ 395,774
Services	267,715	13,131	272,605	231,483	516,483
Supplies	(17)	727	2,700	4,237	4,737
Other	57,579	111,518	111,518	80,162	80,162
Grand Total	\$ 593,292	\$ 430,540	\$ 759,579	\$ 695,376	\$ 997,156
FTE Total	2.00	2.00	2.00	2.00	2.00

HUMAN RESOURCES

	<i>Expenditures by Category</i>				
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 873,549	\$ 986,092	\$ 1,058,893	\$ 1,075,646	\$ 1,125,795
Services	2,382,355	2,361,758	1,471,449	2,514,163	2,530,060
Supplies	4,400	7,143	11,740	8,443	8,443
Capital Outlay	-	-	1,200	-	-
Other	135,384	163,817	163,817	149,949	149,949
Grand Total	\$ 3,395,688	\$ 3,518,810	\$ 2,707,099	\$ 3,748,201	\$ 3,814,247
FTE Total	6.48	6.69	6.69	6.70	6.70

INFORMATION TECHNOLOGY

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,700,471	\$ 1,729,494	\$ 2,019,876	\$ 2,241,694	\$ 2,337,554
Services	1,513,275	1,492,320	1,446,453	1,492,320	1,792,320
Supplies	38,564	60,020	78,255	60,020	60,020
Capital Outlay	495,913	688,105	605,500	565,874	565,874
Other	431,723	468,163	468,163	136,088	136,088
Grand Total	\$ 4,179,946	\$ 4,438,102	\$ 4,618,247	\$ 4,495,996	\$ 4,891,856
FTE Total	12.00	12.00	12.00	13.12	13.12

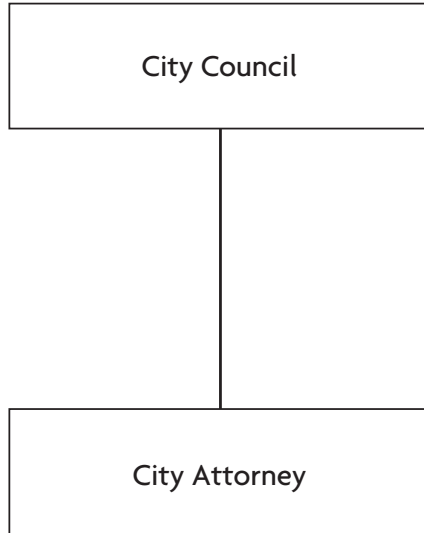
EMERGENCY SERVICES

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 37,246	\$ 117,490	\$ 153,339	\$ -	\$ -
Services	-	2,420	70,032	-	-
Supplies	-	5,854	65,000	-	-
Capital Outlay	-	-	-	-	-
Other	-	-	-	-	-
Grand Total	\$ 37,246	\$ 125,764	\$ 288,371	\$ -	\$ -
FTE Total	-	1.00	1.00	-	-



CITY ATTORNEY





DEPARTMENT: CITY ATTORNEY

DESCRIPTION

The City Attorney represents and advises the City Council, all City departments through the City Manager, and Boards and Commissions in all matters of law pertaining to their respective offices and official activities. The City Attorney prepares and/or reviews all proposed ordinances and resolutions. The City Attorney also prepares, assists in the negotiation of, and approves the form of legal documents, including but not limited to contracts, memorandums of understanding, and real property transfer documents. The City Attorney represents, or coordinates, monitors, and reports to the City Council on litigation to which the City is a party. City Attorney services are provided through a contract with the law firm of Meyers Nave Riback Silver & Wilson.

2017-19 ACCOMPLISHMENTS

- Provided legal advice to the City Council, the City's appointed Boards and Commissions, and the City Manager and staff on a variety of matters in all areas of municipal government. Matters included the drafting of ordinances; advice on code enforcement matters; personnel and labor relations matters; and legal support for numerous planning, development, engineering, public works, and redevelopment successor agency projects and litigation.
- Advised staff in the Building Division with negotiating permits to open new affordable housing projects adjacent to the San Leandro BART station, Marea Alta and La Vereda.
- Advised on legal issues and drafted ordinances related to tobacco retailer licensing, short term rentals regulations, and mobilehome space rent stabilization, amongst others.
- Continued to advise staff on the Shoreline Development project, including the development agreement and entitlements.
- Advised staff on various planning and economic development projects, including the Sansome Pacific Davis Street/CVS development, and the Bayfair TOD Specific Plan, amongst others.
- Advised the Risk Manager on tort claims management, which significantly reduced the number of open claims, and claims that went to litigation.
- Assisted the City Council with the negotiation of, and drafted a new agreement with the current City Manager.

2019-21 GOALS AND OBJECTIVES

- Provide high quality, cost effective and pro-active legal services to the City (Supports Council Goal A)
- Provide proactive legal advice on the City's efforts to encourage economic development, community development, and housing activities, including new market rate, mixed use, and affordable housing projects such as implementation of the Bay Fair Specific Plan, the Alvarado Street development project, the Town Hall Square development, and the Davis Street/CVS property development (Supports Council Goals B and F)



DEPARTMENT: CITY ATTORNEY

- Provide appropriate training and counseling services to City elected and appointed officials and staff to minimize liability and reduce risks, including training on ethics, sexual harassment and bullying, and roles and responsibilities (Supports Council Goal A)
- Provide proactive legal advice on significant policy initiatives and changes to local and Federal law, including assistance to monitor the adult use and commercial cannabis business program, amendments to the City's enforcement ordinances to streamline community compliance, and amendments to the municipal code to address tobacco retailer licensing, short term rental regulations, and mobilehome space rent stabilization (Supports Council Goal E)
- Provide high quality and cost effective legal advice on the development agreement and entitlements for the San Leandro Shoreline Project (Supports Council Goal D)



CITY ATTORNEY

Expenditures by Category

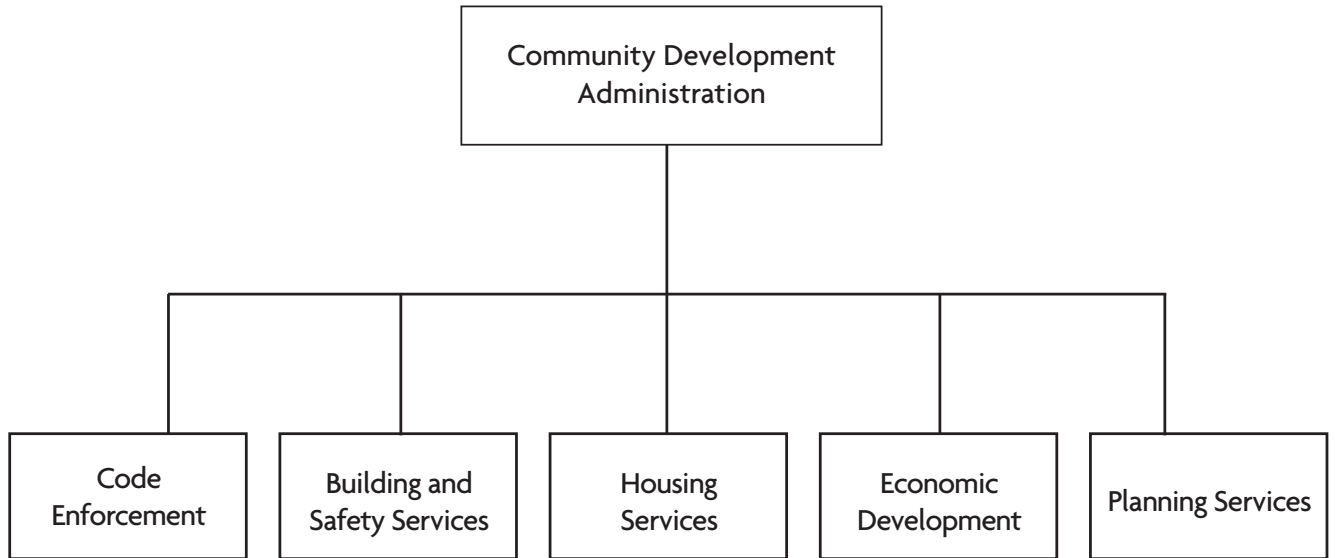
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Services	\$ 673,244	\$ 756,461	\$ 741,685	\$ 956,121	\$ 993,913
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Other	-	-	-	-	-
Grand Total	\$ 673,244	\$ 756,461	\$ 741,685	\$ 956,121	\$ 993,913

Expenditures by Fund

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 673,244	\$ 756,461	\$ 741,685	\$ 956,121	\$ 993,913
Grand Total	\$ 673,244	\$ 756,461	\$ 741,685	\$ 956,121	\$ 993,913



COMMUNITY DEVELOPMENT





DESCRIPTION

The Community Development Department is comprised of five divisions: Building and Safety, Code Enforcement, Economic Development, Housing Services, and Planning Services. The Building and Safety Division regulates and inspects private development and construction throughout the City. The Code Enforcement Division seeks to enhance neighborhood quality of life and aesthetics through responsible enforcement of applicable local regulations. Economic Development guides economic and business assistance strategies to maintain and improve the City's fiscal vitality. The Housing Services Division administers the City's federal Community Development Block Grant (CDBG) and HOME funds to implement the City's U.S. Housing and Urban Development (HUD) Consolidated Plan and Housing Element. The Planning Services Division coordinates development review and land use policy activities.

The **Building and Safety Division** enforces minimum standards to safeguard life, limb, health, property and public welfare by regulating and controlling design, construction, quality of materials, use and occupancy locations and maintenance of buildings and structures within the City through plan review, permit issuance, and inspection. The division is responsible for administration of the Federal Flood Plain Program for the City and oversees the Department's One-Stop Permit Center.

Economic Development is responsible for the City's business retention, attraction and expansion efforts. A healthy local economy and jobs are critical to building and maintaining strong commercial and industrial areas. Current efforts are guided by an Economic Development Strategy and Work Plan that was adopted in December 2013 as well as the Next Generation Work Place District Study and 2035 General Plan.

The **Housing Services Division** helps provide assistance to safe, decent and affordable housing and suitable living environments for low and moderate-income San Leandro residents. The division administers the City's share of federal CDBG funds for use in community development projects that serve primarily low-income persons, as well as HOME and City Affordable Housing Trust Fund monies that are allocated for housing programs and projects. The division administers the citywide Inclusionary Housing Program and provides staff support to the Rent Review Board.

The primary function of the **Planning Services Division** is to direct development review and policy planning. Development review activities include providing staff support to the Planning Commission, Board of Zoning Adjustments, Site Development Sub-Commission and Zoning Enforcement Official regarding all land use matters. The Division's responsibilities also include: processing and reviewing development proposals for new residential, commercial, office and industrial projects; completing special planning studies; preparing amendments to the General Plan, Zoning Code and Zoning Map; coordinating with local, regional and state agencies; managing the City's environmental review procedures; assisting the public with their planning and development-related



DEPARTMENT: COMMUNITY DEVELOPMENT

questions at the One-Stop Permit Center; and assisting in enforcement of various City codes and ordinances relating to property and land use.

The Code Enforcement Division provides regulatory enforcement services for a broad range of adopted local, state, and federal codes. These codes include, but are not limited to, the City of San Leandro Administrative and Municipal Codes California Building Code, and the California Health and Safety Code. Through education and responsive enforcement, the goal of the division is to work with private property owners, residents, and businesses to encourage voluntary compliance and to preserve and promote safe and healthy communities through the enforcement of adopted standards.

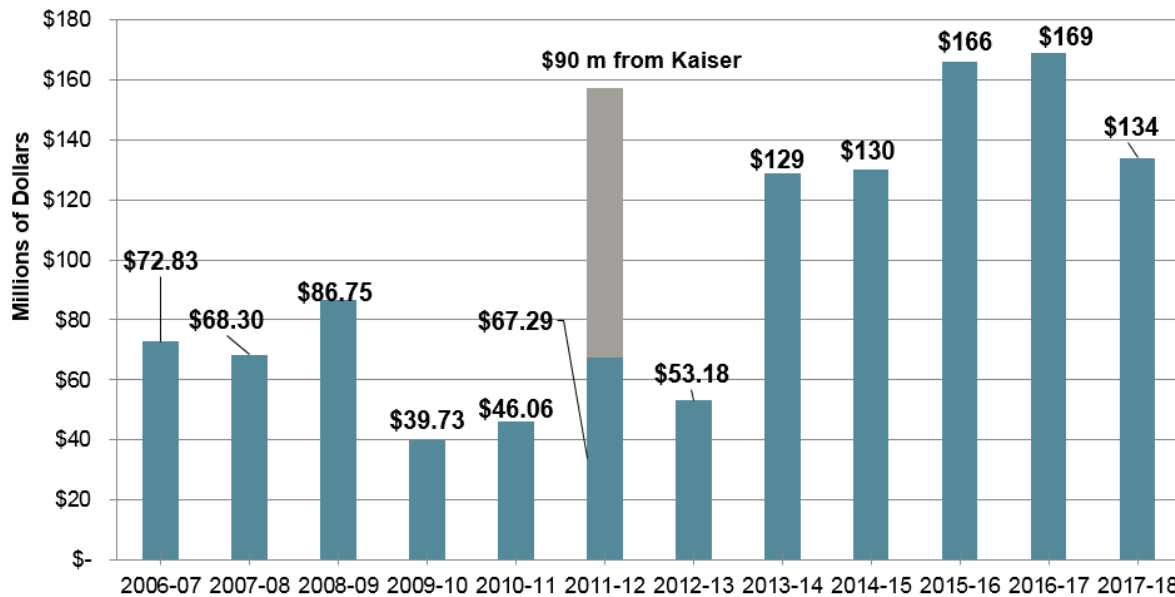
2017-19 ACCOMPLISHMENTS

- After a lengthy planning and outreach process, the final Bay Fair Transit Oriented Development (TOD) Specific Plan and related Environmental Impact Report (EIR) was adopted by the City Council in February, 2018. The Plan creates a 20-year vision to transform the Bay Fair BART Station area into a vibrant and sustainable mixed use community including new housing opportunities, a modernized shopping experience, and improved pedestrian and bike access.
- A revised Code Enforcement Division was created and became fully operational following the transfer of compliance activities related to the City's Community Preservation Ordinance, Weed Ordinance and Zoning Code from the Police Department. The division consists of two Community Services Officers.
- The Planning Commission and Board of Zoning Adjustments were merged into a unified hearing body. This merger brings the City's planning entitlement process in line with the majority of other communities in California.
- Following approval of the Downtown Parking Management Plan, staff worked to establish an implementation plan to improve the parking experience and support economic development. A wide range of technology and operational changes have been utilized to improve the parking system, including new payment kiosks in the Estudillo Parking Garage, a mobile payment system, new enforcement technology, and new parking meters in Pelton Plaza and along West Juana Ave.
- Work on the Monarch Bay Shoreline Development Project continued, with a proposal for the construction of up to 500 housing units, a hotel, two restaurants, a large public park, and new Mulford-Marina Library facility. Staff worked closely with the developer to develop project plans, draft a Development Agreement and associated agreements and leases, and gain feedback from the community and public agencies.
- Businesses continued to expand and invest in their properties, with over \$448 million in development permitted in fiscal years 2015-16 through 2017-18. Over a million square feet of new industrial development is underway and over a thousand new housing units are approved or proposed in Downtown San Leandro and beyond.



DEPARTMENT: COMMUNITY DEVELOPMENT

- Planning Entitlement and Building Permit activity remained at historically high levels. Building Permit construction valuation has remained at \$130 Million or higher over the past five years, and is expected to increase in Fiscal Years 2019-20 – 2020-21 as the high level of projects entitled begin construction.



Building Permit Construction Valuation – FY2007 – 2018

- Construction was well underway or completed on numerous large projects including:
 - Phase II of the San Leandro Tech Campus – the second 132,000 square foot state-of-the-art office building at 1500 Alvarado Street in the approved three building campus. Ghirardelli will move its corporate offices to this second office facility;
 - La Vereda (Phase II of Marea Alta) – 85 units of affordable senior housing, joining 115 units of affordable family housing at Marea Alta (1400 San Leandro Blvd) which is fully occupied;
 - Torani - a 297,000 square foot food and syrup manufacturing plant at 2000 Marina Blvd;
 - San Leandro Business Park - three new industrial buildings comprising 553,200 square feet, located at 100 Halcyon Drive;
 - Blüm - San Leandro’s first medical cannabis dispensary located at 1911 Fairway Drive;
- Planning entitlements were approved on numerous projects including:
 - 915 Antonio St - a 687-unit market-rate multi-family residential project in Downtown San Leandro;



DEPARTMENT: COMMUNITY DEVELOPMENT

- Relocation of the Filarmonica Artista Amadora de San Leandro (FAASL) across the street from 915 Antonio to a new facility at 844 Alvarado Street;
 - Parrott St. Apartments – 62 units of affordable housing to be built by the nonprofit Eden Housing at 1604 San Leandro Blvd. The City Council also approved \$5 million in funding: \$1 million of City affordable housing funds and \$4 million in the City’s share of Alameda County A-1 Housing Bond funds;
 - SLTC Residential – 197 units of market rate housing and 13,000 square feet of office space, located south of the San Leandro Tech Campus at Martinez and Parrott Streets;
 - Alvarado Commerce Center - a 159,450 square foot industrial shell building located at 2756 Alvarado Street.
- The City recruited, retained and supported the expansion of a multitude of businesses. New advanced manufacturing and technology, speciality food and beverage production businesses include: Ivaldi Group (3D printing), Geltor (plant-based collagen), Porifera (reverse osmosis), Pinx Catering, As Kneaded Bakery, Prime Roots (plant-based protein) and Torani. Some of the more than 20 new restaurants include: Kendejah, Maejoo, Shabu House, Kismat Indian Cuisine, Bonchon, Moussaka, Noodles Pho Me, and Joe’s Pho/Cool H2O. Burlington Coat store also opened in the former Sports Authority space at Westgate Shopping Center and Orange Theory Fitness arrived at the Bayfair Center.
 - The City funded and installed a new community-themed mural in the Washington Manor Neighborhood, as well as new art on 29 additional utility boxes throughout the City. The prevalence of public art in San Leandro is now being reflected in new developments, which are beginning to regularly include public art components, such as the four murals on the walls of the San Leandro Business Center at 100 Halcyon Drive, and a new mural at 21st Amendment Brewery.
 - The Building and Safety Division issued building permits and performed inspections to facilitate increased investment in the community. The streamlining of processes continued including solar permitting. The Building Division also utilized third party consultants to facilitate plan reviews and provide quality assurance given the high volume of activity.

Fiscal Year	Permits Issued	Building Inspections
2014-15	1,592	1,951
2015-16	3,014	2,233
2016-17	3,650	2,750
2017-18	4,080	7,758
2018-19 (YTD)	2,671	4,505



DEPARTMENT: COMMUNITY DEVELOPMENT

- The annual audit of the City’s National Flood Insurance Program Community Rating System was completed and the City retained its ranking of 8, providing the community with 10% discounts on flood insurance.
- The five year I.S.O.’s Building Code Effective Grading Schedule (BCEGS) is currently underway: preliminary indications are that the City will retain the current 2/2 rating.
- Implementation of FEMA approved final floodplain maps for the City effective December 2018 and creation of, with assistance from Information Services, a public-friendly FEMA mapping tool on the City website.
- In partnership with the California Earthquake Authority, seismic retrofit classes and \$3,000 per household grants to seismically strengthen qualified single-family residences continued to be offered to the community.
- Planning activity continued to grow with new commercial and industrial investment and strong interest in residential accessory dwelling units.

Year	Planning Applications	Business License Approvals	Building Permit Reviews
2016	75	546	303
2017	88	501	237
2018	103	507	263

- Staff completed substantive amendments to the Commercial and Professional Development Regulations in Article 6 of the Zoning Code. The Code was changed to update the Professional Office or P-Zone and streamlined to better clarify development standards. The update was approved by the City Council on December 17, 2018.
- The City adopted a new Tenant Relocation Assistance Ordinance in 2017 to address concerns related to the displacement of residential tenants in the City.
- The Housing Division applied for and received a State Housing-Related Park grants for over \$160,000 in funding for improvements to Warden Park.
- The Economic Development Division worked with the San Leandro Chamber of Commerce to expand programming and services to businesses, including initiation of Small Business Week and Manufacturing Day activities.
- The Economic Development Division created a wide range of promotional materials, including a new Development Map, Manufacturing Map, and video highlighting Downtown Community Events.
- Over \$290,000 in forgivable loans were provided to 7 businesses through the Commercial Rehabilitation and Energy Efficiency Incentive Programs.
- Supported completion of a Fiber Optic Master Plan that identifies community priorities to expand fiber optics and explores uses that support community goals for the City’s share of Lit San Leandro fiber strands. The Plan explores fast-developing “Smart City” technologies to identify technologies that will assist the City to improve services, reduce costs and promote San Leandro as a center for innovation.



DEPARTMENT: COMMUNITY DEVELOPMENT

- The Downtown Parking Program received recognition from the California Public Parking Association (CPPA) for Parking Program of the Year. The award honored the City of San Leandro's ParkSL Parking Program for its innovation, implementation and effectiveness.

2019-21 GOALS AND OBJECTIVES

- Work on the Monarch Bay Shoreline Development Project continues, with the Development Agreement and associated documents, as well as the remaining planning entitlements and permits expected to be brought forward for review by the City and outside agencies, including the Bay Coastal Development Commission. If approved, building permit review, site preparation and ground breaking may begin as early as late 2019. (Supports Council Goals B and E)
- Begin implementation of the Bay Fair Transit-Oriented Development Specific Plan by amending the Zoning Code and General Plan to incorporate recommended changes, promoting its development potential as a Federal Opportunity Zone, and working with property owners, residents and developers interested in the area. (Supports Council Goal B, D, and E)
- Development projects likely to request planning entitlements including: (Supports Council Goal B)
 - Sansome Pacific (Developer) – redevelopment of the former CVS site at East 14th St and Davis/Callan Streets to construct up to 200 housing units with ground floor retail (including a specialty grocer);
 - Langon Construction (Developer) – 26 for-sale housing units with 3,000 square feet of retail space at Parrott St and Washington Ave, and 20 for-sale townhome units at 311 MacArthur Boulevard;
 - Mazda Dealership – remodel of existing buildings at 620-754 Marina Blvd. for a Mazda car sales;
 - Shoreline Project – approximately 285 apartment units, 200 single-family and townhome units, a 200 room hotel, two restaurants, and a large public park, trails, and recreational amenities.
- Construction is anticipated to begin at the following sites: (Supports Council Goal B)
 - 915 Antonio St - a 687-unit market-rate multi-family residential project in Downtown San Leandro;
 - New Filarmonica Artista Amadora de San Leandro facility at 844 Alvarado St;
 - Parrott St. Apartments – 62 units of affordable rental housing to be built by the nonprofit Eden Housing at 1604 San Leandro Blvd;
 - Alvarado Commerce Center - a 159,450 square foot industrial shell building located at 2756 Alvarado St.



DEPARTMENT: COMMUNITY DEVELOPMENT

- Creekside Plaza - 75,000 square foot Class A office building which is the fourth and final office building in the Plaza.
- Amend the Inclusionary Zoning Ordinance to update the existing affordable for sale and rental housing requirements for new development and incorporate applicable recommendations from the completed Nexus Study. (Supports Council Goal E)
- Establish a cost neutral Downtown Parking Program by having consistent parking enforcement and customer compliance and fully implementing the Downtown Parking Plan. (Supports Council Goal A, B, and D)
- Collaborate with the Engineering and Transportation Department and Alameda County to develop and implement a plan for FEMA to remove certain properties which were placed into the City of San Leandro Flood Insurance Rate Map. (Supports Council Goal E)
- Finalize and adopt a Mobile Home Rent Stabilization Ordinance to provide mobile home owners who rent space within mobile home parks with formal and more secure rent increase procedures, while providing a fair return to mobile home park owners. (Supports Council Goal E)
- Amend City building and health and safety codes in early 2020 by adopting updated International Code Council regulations (ICC). (Supports Council Goal E) Adopt a Short-Term Rental Ordinance to more effectively regulate the neighborhood impacts from private home rentals for short-term vacation use. The City passed a moratorium in 2018 on non-hosted short term rental units. (Supports Council Goal E)
- Work in collaboration with the City Manager's Office to implement the third and final phase of the Airport Noise Insulation Program that will primarily assist homeowners in the Davis West neighborhood. (Supports Council Goal E)
- Continue to support existing businesses, working with business and community organizations to encourage and support training and resources, including a New Business Welcome Packet, and expanded Small Business Week activities. (Supports Council Goal B)
- Continue to promote San Leandro and recruit new businesses and developers, including a special profile insert in the San Francisco Business Times. (Supports Council Goal B).
- Continue strategic partnerships and projects to support the manufacturing sector and implement the Next Generation Workplace District Study, including enhanced activities and programming for Manufacturing Day and continued partnerships with industry organizations to connect businesses with workforce and other resources. (Supports Council Goal B).
- Through their annual consulting contract, the City's Economic Development division provides funds to support to the Chamber of Commerce's Workforce Development Activities, which work with high school students to provide a Career Expo Day, a Summer Internship Program, and a National Manufacturing Day event. These events expose local students to over 40 San Leandro businesses, from traditional to new companies in advanced manufacturing. These businesses are invited to introduce students to their respective fields through tours,



DEPARTMENT: COMMUNITY DEVELOPMENT

internships, and conversations and use their expertise to provide career guidance.
(Supports Council Goal F)

PROGRAM CHANGES

- Created the Plans Examiner in the Building and Safety Services Division in FY 2018-19 to more cost-effectively address increased demand for building plan check and permit reviews.
- Added the Project Specialist I (Housing Specialist I) in the Housing Services Division effective July 1, 2018 to meet increased federal, State and local demands for affordable housing and community development services, programs, and administration



COMMUNITY DEVELOPMENT DEPARTMENT

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 3,509,197	\$ 4,074,807	\$ 4,887,986	\$ 4,559,413	\$ 4,810,240
Services	1,877,250	1,030,745	1,058,950	2,234,474	1,960,474
Supplies	36,531	744,412	690,450	69,966	49,166
Capital Outlay	31,056	8,863	-	1,765	1,765
Other	969,843	1,016,285	1,230,227	845,078	840,636
Grand Total	\$ 6,423,877	\$ 6,875,112	\$ 7,867,613	\$ 7,710,696	\$ 7,662,281

Expenditures by Fund

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 5,108,018	\$ 5,721,714	\$ 6,564,379	\$ 6,597,488	\$ 6,552,189
Community Development Block Grant Fund	704,370	443,238	526,263	420,862	427,494
HOME Fund	7,894	9,160	142,971	8,561	9,413
Affordable Housing Asset Fund	3,595	2,999	-	2,999	2,999
Business Improvement District Fund	600,000	698,000	634,000	695,530	695,530
Grand Total	\$ 6,423,877	\$ 6,875,111	\$ 7,867,613	\$ 7,725,440	\$ 7,687,625

Personnel Summary

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
General Fund	22.45	25.45	25.45	24.55	24.55
Community Development Block Grant Fund	0.65	0.65	0.65	0.65	0.65
HOME Fund	0.05	0.05	0.05	0.05	0.05
Successor Agency Fund	0.85	0.85	0.85	0.75	0.75
Total Full-Time	24.00	27.00	27.00	26.00	26.00
<u>Part-time:</u>					
General Fund	1.85	2.17	2.17	0.55	0.55
Successor Agency Fund	0.00	0.00	0.00	0.00	0.00
Total Part-Time	1.85	2.17	2.17	0.55	0.55
Total	25.85	29.17	29.17	26.55	26.55

**COMMUNITY DEVELOPMENT
ADMINISTRATION DIVISION**

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Services	\$ 611	\$ 796	\$ 1,833	\$ 1,833	\$ 1,833
Supplies	-	71	-	71	71
Other	-	-	-	3,434	3,434
Grand Total	\$ 611	\$ 867	\$ 1,833	\$ 5,338	\$ 5,338
FTE Total	-	-	-	-	-

PLANNING SERVICES DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,026,776	\$ 1,189,594	\$ 1,322,552	\$ 1,227,079	\$ 1,294,269
Services	125,413	67,737	90,547	370,547	96,547
Supplies	14,061	19,602	15,950	21,513	15,213
Capital Outlay	2,531	745	-	745	745
Other	311,587	195,237	195,237	138,914	138,914
Grand Total	\$ 1,480,368	\$ 1,472,915	\$ 1,624,286	\$ 1,758,798	\$ 1,545,688
FTE Total	7.58	7.08	7.08	6.61	6.61

BUILDING AND SAFETY SERVICES DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,789,983	\$ 1,909,437	\$ 2,115,678	\$ 2,149,808	\$ 2,246,579
Services	187,952	249,060	253,100	450,350	450,350
Supplies	19,237	11,486	21,300	34,932	20,432
Capital Outlay	6,366	5,854	-	-	-
Other	358,884	436,140	436,139	360,350	360,350
Grand Total	\$ 2,362,422	\$ 2,611,977	\$ 2,826,217	\$ 2,995,440	\$ 3,077,711
FTE Total	12.07	12.96	12.96	12.40	12.40

HOUSING SERVICES DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 233,264	\$ 159,000	\$ 244,371	\$ 322,719	349,592
Services	465,729	246,933	217,795	194,360	194,360
Supplies	101	136	4,200	2,500	2,500
Capital Outlay	-	-	-	-	-
Other	265,542	262,832	476,776	239,107	234,665
Grand Total	\$ 964,636	\$ 668,901	\$ 943,142	\$ 758,686	\$ 781,117
FTE Total	1.39	1.49	1.49	2.00	2.00

BUSINESS IMPROVEMENT DISTRICT

LINK'S SHUTTLE SERVICE

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Services	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	600,000	698,000	634,000	695,530	695,530
Capital Outlay	-	-	-	-	-
Other	-	-	-	-	-
Grand Total	\$ 600,000	\$ 698,000	\$ 634,000	\$ 695,530	\$ 695,530
FTE Total	-	-	-	-	-

ECONOMIC DEVELOPMENT

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 252,138	\$ 456,111	\$ 556,463	\$ 536,579	\$ 567,937
Services	472,916	395,554	433,675	474,574	474,574
Supplies	2,319	2,470	3,000	2,150	2,150
Capital Outlay	19,964	745	-	745	745
Other	21,147	72,965	72,965	53,288	53,288
Grand Total	\$ 768,484	\$ 927,845	\$ 1,066,103	\$ 1,067,336	\$ 1,098,694
FTE Total	2.91	3.64	3.64	3.25	3.25

INNOVATION DIVISION

Expenditures by Category

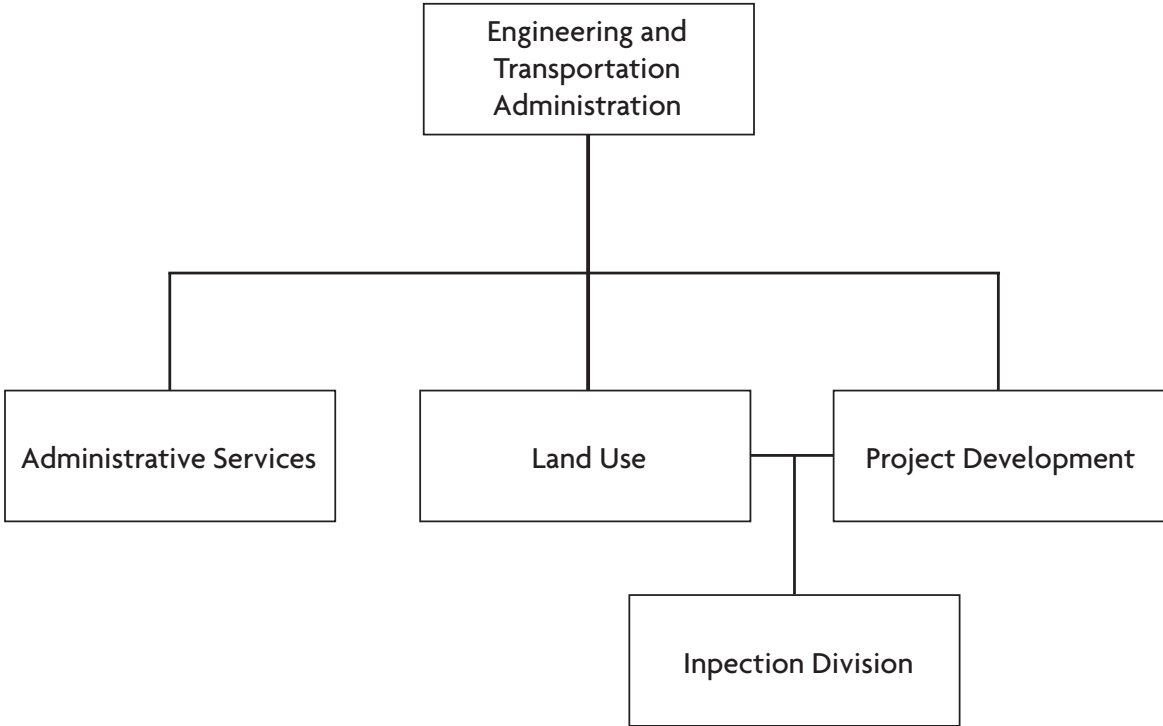
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 207,035	\$ 186,001	\$ 258,269	\$ -	\$ -
Services	24,630	14,571	21,500	-	-
Supplies	45	1,563	1,500	-	-
Capital Outlay	-	-	-	-	-
Other	12,683	26,393	26,393	-	-
Grand Total	\$ 244,393	\$ 228,528	\$ 307,662	\$ -	\$ -
FTE Total	1.00	1.00	1.00	-	-

CODE COMPLIANCE SECTION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ -	\$ 174,664	\$ 390,653	\$ 323,228	\$ 351,863
Services	-	56,094	40,500	47,280	47,280
Supplies	768	11,084	10,500	8,800	8,800
Capital Outlay	2,195	1,519	-	275	275
Other	-	22,718	22,718	49,985	49,985
Grand Total	\$ 2,963	\$ 266,079	\$ 464,371	\$ 429,568	\$ 458,203
FTE Total	-	3.00	3.00	2.30	2.30

ENGINEERING AND TRANSPORTATION





DESCRIPTION

The Engineering and Transportation Department is responsible for the administration of all professional engineering services for the City, including traffic and transportation engineering. The professional engineering services provided include administration, design and implementation of the City's Capital Improvement Program (CIP) and technical support for various public improvements. The department provides engineering construction inspection and review of all permits for subdivisions and private development projects. Traffic and transportation engineering services include transportation planning, geometric design of streets, traffic signals, and markings for safe and efficient traffic circulation. To carry out these duties, the Engineering and Transportation Department is comprised of three divisions: Administrative Services, Project Development, and Land Use.

The Administrative Services Division is responsible for the administration and management of the department. The division is also responsible for the administrative support for the department, contract management, grant management, and fiscal management of the City's CIP budget and department operating budget. This division is responsible for administration and compliance efforts for the City's Community Workforce Agreement, local inclusion policy as well as the City's Disadvantaged Business Enterprise (DBE) program as defined by 49 CFR Part 26 for its federally funded transportation projects. In addition, the division manages real property owned by the City, acquires property, and provides relocation assistance on capital projects proposed by all City departments.

The Project Development Division provides the management and administrative direction of all professional engineering services required for developing and contracting public improvements, and provides engineering-related support services to other City departments. The division is responsible for the operation of the pavement management program. This division implements the CIP and administers related construction contracts. Projects are designed by City staff or by contract engineering services. Engineering Inspectors in the division are responsible for the on-site inspection of public improvements.

The Land Use Division advocates and applies for funding as staff liaison to Alameda County Transportation Commission, and provides engineering assistance, review, and direction on public and private improvement projects that are not directly funded by the City. This includes review of all subdivisions and other private developments in conjunction with the Community Development Department, as well as permits issued for construction within the public right-of-way for several partner agencies and utility companies. The division also contracts surveying and mapping services related to the City's infrastructure and for other City departments.

Additionally, the Land Use Division provides traffic engineering and transportation planning services for the City. The division is responsible for the review of the traffic aspects for all City and private development projects, identification of future transportation needs, and planning for future transportation improvements. The division manages the



DEPARTMENT: ENGINEERING AND TRANSPORTATION

Neighborhood Traffic Calming Program, and is responsible for the design of traffic safety improvements, including signals, signs and markings, response to public questions and requests regarding traffic conditions, and analysis of existing traffic conditions to determine appropriate safety improvements. Finally, the division manages the City's Impact Fee program, the Heron Bay Maintenance Assessment District annual budget, and acts as an Enforcement Officer for violations of the Municipal Code in the right-of-way.

2017-19 ACCOMPLISHMENTS

- Adopted a 2018 update to the Bicycle and Pedestrian Master Plan.
- Adopted an Urgency Ordinance related to Small Cell Antenna installations on City-owned street lights/poles.
- Conducted Safety Site Assessments at all San Leandro and San Lorenzo public schools.
- Obtained Highway Safety Improvement Program (HSIP) funding for intersection improvements at four locations.
- Processed an annual average of 600 Encroachment Permits, 70 Planning Applications, 90 Building Permits, 10 Grading Permits, and 8 subdivisions.
- Adopted a Complete Streets Guidance Manual.
- Completed construction of traffic signal upgrade project at the intersection of Bancroft Avenue and Sybil Avenue funded by approximately \$530,000 in Federal Grants (Supports Council Goal D).
- Installed 1.3 Miles of conduit for fiber optic communication lines.
- Installed 25.2 Lane Miles of street pavement seal at a cost of \$4M.
- Installed 10.53 Lane Miles of street pavement rehabilitation at a cost of \$9M.
- Installed 4 pedestrian cross walks with bulb outs and pedestrian activated rapid flashing beacons.

2020-21 GOALS AND OBJECTIVES

- Complete the design, right of way acquisition, and permitting of the East 14th Street widening at Hesperian and 150th Avenue the "East 14th Triangle Project" (Supports Council Goal D)
- Update the Development Fee for Street Improvements Impact Fee program to incorporate Vehicle Miles Traveled (VMT) methodology, as well as create a new Park Fee category for Accessory Dwelling Units (Supports Council Goal D)
- Complete street maintenance such that the City-wide average pavement condition index increases from 58 to 60. (Supports Council Goal D)
- Complete construction of pedestrian signals or signal upgrades at the intersections of Davis Street and Carpentier Ave, East 14th Street and Joaquin Ave, and East 14th Street and 144th Ave. (Supports Council Goal D)
- Begin conversion of overhead utilities to underground utilities on East 14th Street from 150th Ave to Blossom Way (Supports Council Goal D)



DEPARTMENT: ENGINEERING AND TRANSPORTATION

- Complete construction of a roundabout at the intersection of MacArthur Boulevard and Superior Way. (Supports Council Goal D)
- Complete safety improvements to the Washington Ave intersection and Halcyon Drive at-grade crossing with the Union Pacific Railroad tracks as well as pedestrian safety enhancements on Alvarado Street and Davis Street for the at-grade rail crossings (Supports Council Goal D)
- Implement the first phase of the East Bay Greenway Regional Pedestrian and Bicycle Trail in cooperation with Alameda County Transportation Commission assuming needed right-of-way is acquired from Union Pacific Railroad (Supports Council Goal D)

PROGRAM CHANGES

None.



**ENGINEERING AND TRANSPORTATION
DEPARTMENT**

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 2,333,681	\$ 2,633,251	\$ 2,995,508	\$ 3,059,420	\$ 3,192,611
Services	65,130	104,201	174,919	226,582	217,392
Supplies	11,477	20,107	30,008	192,303	191,438
Capital Outlay	9,620	3,333	3,000	315,201	9,567
Other	654,993	801,215	801,214	577,675	577,675
Grand Total	\$ 3,074,901	\$ 3,562,107	\$ 4,004,649	\$ 4,371,181	\$ 4,188,683

Expenditures by Fund

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 3,003,972	\$ 3,481,676	\$ 3,852,045	\$ 3,810,755	\$ 3,937,069
Gas Tax Fund	68,132	78,065	87,103	559,790	250,978
Heron Bay Maintenance Fund	-	-	65,500	-	-
Measure B Fund	2,600	2,366	-	636	636
Cherrywood Assessment	197	-	-	-	-
Grand Total	\$ 3,074,901	\$ 3,562,107	\$ 4,004,648	\$ 4,371,181	\$ 4,188,683

Personnel Summary

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
General Fund	26.81	25.94	25.94	25.98	25.98
Measure B	0.54	1.04	1.04	0.50	0.50
Measure BB	0.58	0.00	0.00	0.50	0.50
Heron Bay Fund	0.08	0.02	0.02	0.02	0.02
Water Pollution Control Plant Fund	1.00	0.00	0.00	0.00	0.00
Total Full-Time	29.01	27.00	27.00	27.00	27.00
<u>Part-time:</u>					
General Fund	2.38	2.38	2.38	2.38	2.38
Other Funds	0.00	0.00	0.00	0.00	0.00
Total Part-Time	2.38	2.38	2.38	2.38	2.38
Total	31.39	29.38	29.38	29.38	29.38

ENGINEERING AND TRANSPORTATION ADMINISTRATION DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 516,973	\$ 573,639	\$ 895,972	\$ 914,031	\$ 949,693
Services	3,881	9,119	4,116	29,163	29,163
Supplies	7,174	9,894	11,000	9,894	9,894
Capital Outlay	735	654	3,000	654	654
Other	343,548	430,159	430,159	387,894	387,894
Grand Total	\$ 872,311	\$ 1,023,465	\$ 1,344,247	\$ 1,341,636	\$ 1,377,298
FTE Total	6.92	6.92	6.92	7.92	7.92

PROJECT DEVELOPMENT DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 709,465	\$ 782,368	\$ 664,134	\$ 643,355	\$ 673,653
Services	53,637	60,489	159,103	77,178	79,014
Supplies	1,211	4,981	15,353	175,878	175,013
Capital Outlay	6,958	-	-	310,868	1,234
Other	192,572	234,610	234,609	125,494	125,494
Grand Total	\$ 963,843	\$ 1,082,448	\$ 1,073,199	\$ 1,332,773	\$ 1,054,408
FTE Total	12.66	16.66	16.66	11.46	11.46

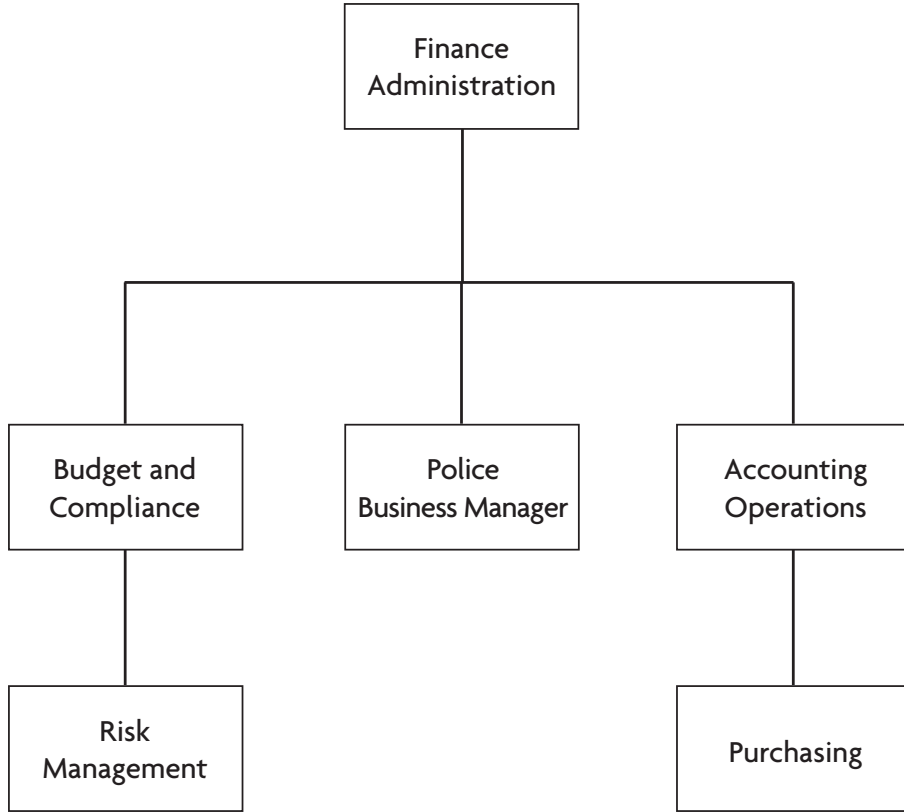
LAND USE DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,107,243	\$ 1,277,244	\$ 1,435,402	\$ 1,502,034	\$ 1,569,265
Services	7,612	34,593	11,700	120,241	109,215
Supplies	3,092	5,232	3,655	6,531	6,531
Capital Outlay	1,927	2,679	-	3,679	7,679
Other	118,873	136,446	136,446	64,287	64,287
Grand Total	\$ 1,238,747	\$ 1,456,194	\$ 1,587,203	\$ 1,696,772	\$ 1,756,977
FTE Total	8.38	7.81	7.81	10.00	10.00



FINANCE





DESCRIPTION

The Finance Department is responsible for safeguarding the City's financial assets and for administering the financial activities of the City and its corporate bodies, including the Economic Development Agency, Public Financing Authority, and Parking Authority. The Department's primary objective is to uphold the highest accounting and ethical standards, ensuring that the City's financial activities are conducted in accordance with recommended industry practices and standards. The department is organized into three divisions: Administration, Budget and Compliance, and Accounting Operations. These divisions provide quality customer service and provide accurate, timely and complete financial information.

The **Administration Division** is responsible for the oversight of the City's financial activities and provides direction and support to the Department. This division monitors the department's internal control processes and periodically conducts internal audits to ensure the safeguarding of the City's assets. This division also manages the City's investment portfolio, debt issuances/obligations, and conducts the City Treasurer function.

The **Budget and Compliance Division** includes four primary functions: budget, revenue management/treasury, compliance and risk management. This division has lead responsibility for development of the City's biennial budget and conducting multi-year fiscal analyses, issuing and processing business license renewals, processing utility billings and managing the City's Risk Management program. Division efforts are focused to ensure compliance with the San Leandro Municipal and Administrative codes.

As part of the risk management function, the division serves as fund manager for the City's Self Insurance fund, which covers five major areas of responsibility to protect the City's risk exposure: Workers' Compensation/Safety, Unemployment Insurance, General Liability, Insurance coverage and Claims Adjudication/Subrogation. (Human Resources Division manages the Workers' Compensation/Safety and Unemployment Insurance functions.)

The **Accounting Operations Division** administers and maintains the City's general ledger, and prepares internal and external financial reports and statements – including managing the City's banking and bank reconciliation. This division also oversees accounts payable, accounts receivable, payroll, and procurement. The division assists in the biennial budget process and facilitates the annual audit function.

2017-19 ACCOMPLISHMENTS

- Implementing the Prioritizing Unfunded Liabilities Liquidation (PULL) program and surpassed the \$5 million contribution goal, which was established in 2015. Fund exceeds \$16 million as of 3/31/19.



DEPARTMENT: FINANCE

- Standard & Poors (S&P) upgrade of the City's 2012 Pension Obligation Bonds from AA- to AA March 2018
- S&P upgrade of the City's Successor Agency to the Redevelopment Agency (SARA) Joint Project Area Tax Allocation Bonds (TABs) from A to AA April 2018
- Adopted first-ever City Debt Management Policy (4-2-18) as required by new State law
- Completed a refinancing of the SARA 2008 TABs (June 2018), which saved the City, local schools, County and Special Districts \$8.1 million in cash flow savings
- Completed rare \$20 million, new money bond issue for capital improvements; received a AA- rating from S&P
- The City of San Leandro has been recognized for excellence in governmental accounting and financial reporting by national governmental financial accounting and budget experts for each year
- Completed new ten year financial model, with help from Management Partners, which is more optimistic than the ten year model prepared last year.
- Issued Banking Services request for proposals and received three responsive proposals

2019-21 GOALS AND OBJECTIVES

- Maintain the City's fiscal health and continue to provide adequate resources to fund City services (Supports Council Goal A)
- Continue to prepare annual reports for the Measure HH citizens oversight committee (Supports Council Goal A)
- Establish committees and prepare annual reports for Measures OO, PP, and NN citizens oversight committee (Supports Council Goal A)
- Continue to achieve the GFOA Distinguished Budget Presentation Award and certificate of achievement for the City's Comprehensive Annual Financial Report (Supports Council Goal A)
- Continue optimizing collection efforts for business license taxes, and animal licenses, to increase general fund revenues (Supports Council Goal A)
- Review current policies and procedures for all areas of Finance and revise as necessary so as to ensure optimal efficiency and effectiveness and proper financial stewardship (Supports Council Goal A)
- Utilize current and emerging technological tools to improve financial transparency and ease of access to financial information (Supports Council Goal A)
- Develop succession plans and training programs that promote knowledge transfer to newer department personnel and ensure that the department stays abreast of current financial guidelines, best practices, and innovations (Supports Council Goal A)

PROGRAM CHANGES

None



FINANCE DEPARTMENT

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,934,791	\$ 1,891,803	\$ 2,510,997	\$ 2,504,973	\$ 2,636,551
Services	7,997,399	2,454,745	4,325,148	3,599,636	3,584,636
Supplies	11,856	41,457	35,900	48,433	48,433
Capital Outlay	3,002	1,322	250	1,456	1,456
Other	511,634	542,031	543,727	331,652	331,652
Grand Total	\$ 10,458,682	\$ 4,931,358	\$ 7,416,022	\$ 6,486,150	\$ 6,602,728

Expenditures by Fund

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 2,684,886	\$ 2,766,456	\$ 3,370,915	\$ 3,454,015	\$ 3,560,175
Self-Insurance Fund	7,773,796	2,164,902	4,045,108	3,032,135	3,042,553
Grand Total	\$ 10,458,682	\$ 4,931,358	\$ 7,416,022	\$ 6,486,150	\$ 6,602,728

Personnel Summary

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
General Fund	12.05	14.05	14.05	14.05	14.05
Self Insurance Fund	0.55	0.55	0.55	0.55	0.55
Successor Agency Fund	0.40	0.40	0.40	0.40	0.40
Total Full-Time	13.00	15.00	15.00	15.00	15.00
<u>Part-time:</u>					
General Fund	2.37	0.78	0.78	1.01	1.01
Self Insurance Fund	0.82	0.82	0.82	0.86	0.86
Total Part-Time	3.19	1.60	1.60	1.87	1.87
Total	16.19	16.60	16.60	16.87	16.87

FINANCIAL ADMINISTRATION DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 468,788	\$ 353,698	\$ 600,952	\$ 612,344	\$ 637,540
Services	39,202	46,160	98,145	56,055	31,055
Supplies	8,762	6,725	10,050	10,830	10,830
Capital Outlay	1,753	-	-	-	-
Other	336,783	347,978	347,978	303,271	303,271
Grand Total	\$ 855,288	\$ 754,561	\$ 1,057,125	\$ 982,500	\$ 982,696
FTE Total	2.45	2.70	2.70	2.70	2.70

BUDGET & COMPLIANCE DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 419,641	\$ 447,916	\$ 500,754	\$ 500,304	\$ 531,079
Services	220,459	250,114	310,070	408,114	418,114
Supplies	172	33,390	19,350	33,390	33,390
Capital Outlay	89	594	-	594	594
Other	22,160	29,077	29,077	8,269	8,269
Grand Total	\$ 662,521	\$ 761,091	\$ 859,251	\$ 950,671	\$ 991,446
FTE Total	3.55	3.95	3.95	3.95	3.95

ACCOUNTING OPERATIONS DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 870,302	\$ 897,670	\$ 1,199,966	\$ 1,169,951	\$ 1,235,140
Services	238,443	285,495	182,860	329,490	329,490
Supplies	2,872	1,229	5,900	4,100	4,100
Capital Outlay	1,160	598	-	732	732
Other	54,300	65,812	65,812	16,571	16,571
Grand Total	\$ 1,167,077	\$ 1,250,804	\$ 1,454,538	\$ 1,520,844	\$ 1,586,033
FTE Total	8.36	8.58	8.58	8.81	8.81

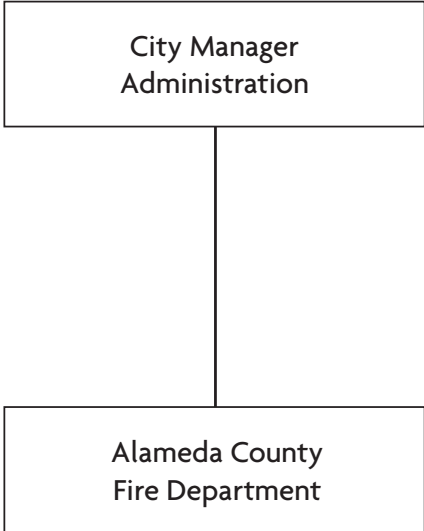
RISK MANAGEMENT DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 176,060	\$ 192,519	\$ 209,325	\$ 222,374	\$ 232,792
Services	7,499,295	1,872,976	3,734,073	2,805,977	2,805,977
Supplies	50	113	600	113	113
Capital Outlay	-	130	250	130	130
Other	98,391	99,164	100,860	3,541	3,541
Grand Total	\$ 7,773,796	\$ 2,164,902	\$ 4,045,108	\$ 3,032,135	\$ 3,042,553
FTE Total	1.32	1.37	1.37	1.41	1.41



FIRE





DESCRIPTION

The City contracts with the Alameda County Fire Department (ACFD) for emergency and non-emergency fire services. The City retains ownership of five fire stations, a fleet of fire apparatus, and a fire training facility.

The Alameda County Fire Department is responsible for the mitigation of such incidents as fires, medical emergencies, hazardous materials, specialized rescue, and others. First-responder paramedic services are available on all engine and truck companies on a 24 hours a day, 365 days a year basis throughout the city. Through their extensive regional resource network, automatic aid, mutual aid, and contractual agreements, the ACFD ensures the highest level of fire and emergency response in the event of local or regional disasters.

The ACFD is also responsible for a broad array of administrative, financial, and programmatic service areas that are essential for maintaining operational readiness. These areas include Fire Prevention, Emergency Medical Services, Public Education and Community Relations, Community Emergency Preparedness Training, Apparatus Maintenance, Wild Land Interface, Reserve Firefighter Unit, and Administration/Finance. In fiscal year 2017-18, the Department responded to 10,212 requests for service within the City, an increase of 2.8% from fiscal year 2016-17's 9,931 requests. The majority of these incidents (approximately 72%) were for medical emergencies; the remaining 28% were for other fire and emergency related responses. In fiscal year 2018-19, the year-end call total is projected to be approximately 10,300.

2017-19 ACCOMPLISHMENTS

- Continued to work toward improving service delivery through enhanced coordination among fire and emergency service agencies within the region;
- Conducted community outreach by providing public education, station tours, engine visits to schools, and fire extinguisher training classes for local businesses;
- Hosted several fire station open houses including Santa at the Fire House;
- Conducted twenty-three Personal Emergency Preparedness (PEP) educating approximately six hundred people;
- Facilitated a Community Emergency Response Team (CERT) Training Academy for approximately thirty participants, designed to train them in basic disaster response skills, and to increase the community's capability, resiliency and self-sufficiency during a disaster;
- Attended all Disaster Council meetings to provide status updates of emergency management program services and opportunities;
- Reviewed City's "Disaster Plan" and "Management Operations Plan" (MOP) for National Incident Management System (NIMS) and Standard Emergency Management System (SEMS) compliance.



DEPARTMENT: FIRE

2020-21 GOALS AND OBJECTIVES

- Continue to build upon our collaborative work with the City to ensure fiscal sustainability and implement the ACFD Strategic Business Plan (Supports Council Goal A)
- Provide appropriate and scalable fire prevention services to meet the community's current and future needs (Supports Council Goal C)
- Actively pursue grant funding alternatives from local, state and federal agencies for administration, operations, training and necessary capital improvements (Supports Council Goal A)
- Continue to provide Emergency Management guidance to the City on plan development and training implementation as it relates to the Incident Command System (ICS), and Emergency Operations Center (EOC) training to City staff (Supports Council Goal C)
- Provide Emergency Operations Center (EOC) section specific training for any City personnel who have been identified to possibly staff an EOC (Supports Council Goal C)
- Continue to build the community's capability to mitigate and respond to disasters via PEP and CERT Training to businesses and residents (Supports Council Goal C)
- Increase the school districts' capability to respond to a disaster via technical planning/compliance guidance; the implementation of a Get Ready Fifth Grade program for students, and the implementation of CERT at the individual school level (Supports Council Goal F)
- Continue to provide training that ensures a respectful and professional workforce with a high degree of cultural competency (Supports Council Goal C)
- Adopt and implement 2019 Fire Code

PROGRAM CHANGES

None



**FIRE OPERATIONS AND SUPPORT
(CONTRACT SERVICES)**

Expenditures by Category

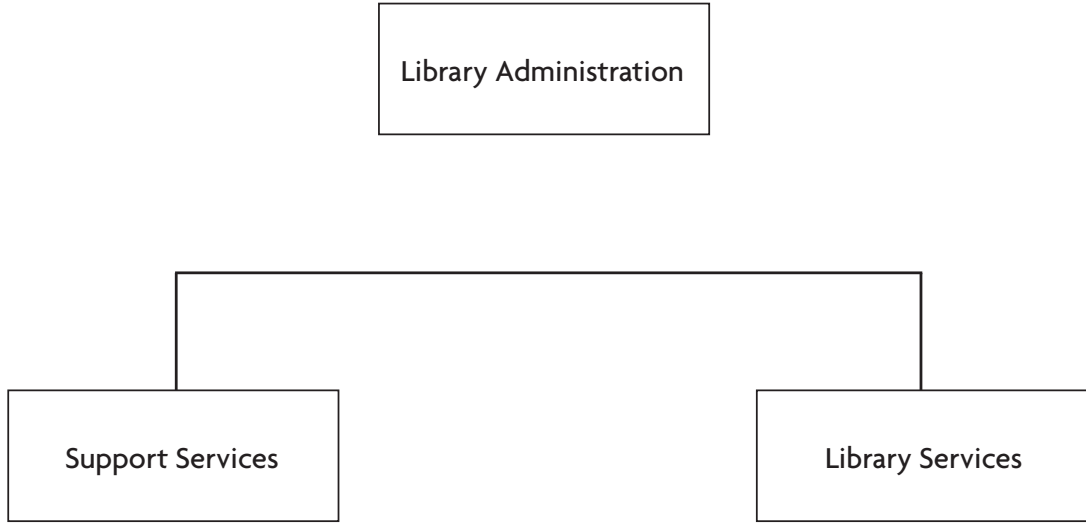
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Services	22,032,640	21,778,688	23,348,978	24,398,599	25,730,005
Supplies		22	-	22	22
Capital Outlay	-	1,260,000	-	384,484	372,400
Other	368,791	395,018	395,018	412,988	412,988
Grand Total	\$ 22,401,431	\$ 23,433,728	\$ 23,743,996	\$ 25,196,093	\$ 26,515,415

Expenditures by Fund

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 22,401,431	\$ 23,433,728	\$ 23,743,996	\$ 25,196,093	\$ 26,515,415
Grand Total	\$ 22,401,431	\$ 23,433,728	\$ 23,743,996	\$ 25,196,093	\$ 26,515,415



LIBRARY





DESCRIPTION

The Library Services Department is responsible for providing professional library services to meet the educational, cultural and informational needs of the residents of San Leandro. Additionally, it assists in maintaining the City's historical heritage as well as promoting cultural arts through community programming that reflects San Leandro's rich cultural diversity. The department is responsible for the operation of the Main Library, including meeting rooms, Project Literacy, the Bookmark Café, San Leandro History Museum, Casa Peralta, and three neighborhood branch libraries. The Library Services Department is organized into three divisions: Library Administration, Library Services and Support Services.

Library Administration manages all personnel activities and oversees all Library operations. Administration also provides staff support to the Library-Historical Commission, the San Leandro Arts Council, the San Leandro Public Library Foundation, Friends of the Library, Casa Peralta and the San Leandro History Museum and Art Gallery.

The **Library Services Division** provides basic library services to adults and children at the Main Library and the three neighborhood branches. This includes selection and classification of approximately 15,000 new items every year. It is also responsible for organizing the activities of all professional librarians, coordinating with schools, and providing bibliographic instruction to the entire community. A large cadre of community volunteers enhances the Library programs as well.

The **Support Services Division** is responsible for the financial and facilities management of the department. Centralizing these activities ensures that personnel, physical resources, and funds are utilized to maximum advantage to achieve department goals. This division is in charge of operations at the Main Library, three branch libraries, the Bookmark Café, the Casa Peralta Historic House, and the San Leandro History Museum and Art Gallery.

2017-19 ACCOMPLISHMENTS

- Awarded a total of \$192,000 in donations and grants for Library and Literacy programs from Friends of the San Leandro Public Library, San Leandro Public Library Foundation, and California State Literacy Services.
- Hosted the first Tech Exchange program with the IT Division. 160 families were provided free refurbished computers and over 300 attendees received computer literacy training.
- Circulated over 470,000 items each year.
- Utilized more than 16,000 volunteer hours each year through the Library Volunteer program: assignments included Library Tech Assistant, staffing the Friends of the Library Gift Store, conducting drop in teen activity center, and the California History Room.



- Added Lynda.com and Universal Class to library collection offering independent, online learning opportunities.
- Received a California State Library grant to host creative Thursday activities. Programs will offer weekly craft and maker experiences for adults.

2019-21 GOALS AND OBJECTIVES

- Manage existing resources strategically and effectively to support and promote successful delivery of service to our community (Supports Council Goal A)
- Continue to actively seek alternate funding sources to provide library services and community programs (Supports Council Goals A, E and F)
- Expand and enhance the Library's presence in the community and offer program activities that have broad appeal (Supports Council Goal E and F)
- Enhance San Leandro History Museum displays (Supports Council Goal E)
- Begin phase one renovations for Casa Peralta (Supports Council Goals D, and E)
- Begin construction planning phase for Mulford Branch Library (Supports Council Goals D and E)
- Complete replacement of the audio/visual system in the Karp and Estudillo Rooms, the two busiest meeting rooms at the Main Library (Supports Council Goal D)
- Begin implementation of a RFID (Radio-frequency identification) collection management system (Supports Council Goal D)
- Launch Online @ Home Program: lending laptops and wireless hotspots (Supports Council Goal E and F)

PROGRAM CHANGES

None



LIBRARY DEPARTMENT

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 2,965,333	\$ 3,194,751	\$ 3,576,207	\$ 3,571,587	\$ 3,767,920
Services	416,463	399,336	325,458	399,335	399,335
Supplies	411,721	449,129	412,975	437,376	437,376
Capital Outlay	212,749	24,121	3,500	4,111	4,111
Other	1,396,097	1,608,719	1,608,719	1,628,056	1,628,056
Grand Total	\$ 5,402,363	\$ 5,676,056	\$ 5,926,859	\$ 6,040,465	\$ 6,236,798

Expenditures by Fund

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 5,281,588	\$ 5,599,537	\$ 5,804,766	\$ 5,926,877	\$ 6,116,026
Grants Fund	120,775	76,519	122,093	113,588	120,772
Grand Total	\$ 5,402,363	\$ 5,676,056	\$ 5,926,859	\$ 6,040,465	\$ 6,236,798

Personnel Summary

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
General Fund	16.00	18.75	18.75	18.75	18.75
Grants Fund	1.00	0.25	0.25	0.25	0.25
Total Full-Time	17.00	19.00	19.00	19.00	19.00
<u>Part-time:</u>					
General Fund	16.25	15.63	15.63	15.63	15.63
Grants Fund	0.96	0.96	0.96	0.96	0.96
Total Part-Time	17.21	16.59	16.59	16.59	16.59
Total	34.21	35.59	35.59	35.59	35.59

LIBRARY ADMINISTRATION AND SERVICES DIVISION

Expenditures by Category

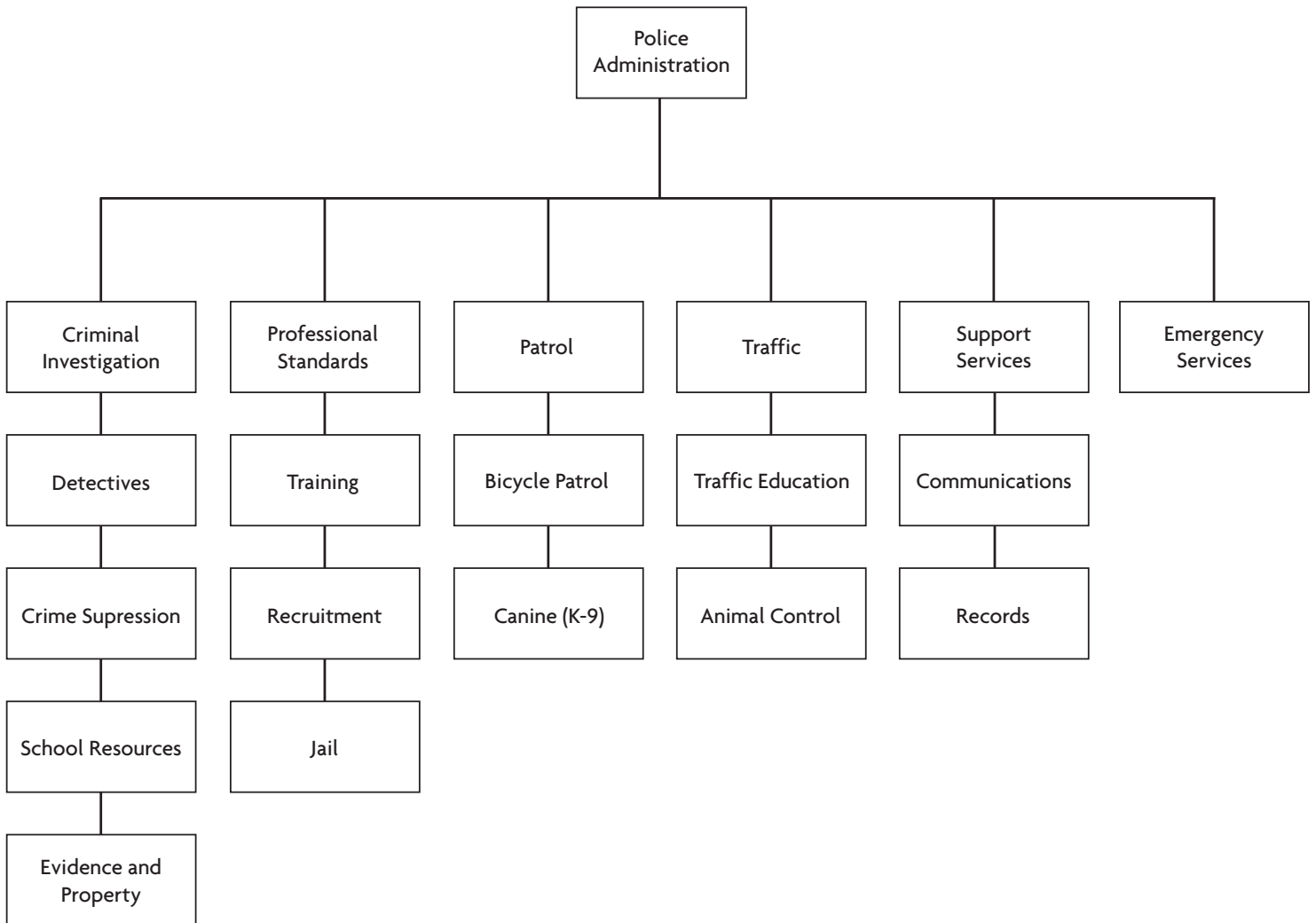
	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 2,617,033	\$ 2,831,803	\$ 3,133,183	\$ 3,132,822	\$ 3,303,062
Services	416,013	398,839	324,368	398,839	398,839
Supplies	409,782	446,576	410,844	434,823	434,823
Capital Outlay	207,366	20,868	-	857	857
Other	1,368,883	1,575,906	1,575,906	1,608,849	1,608,849
Grand Total	\$ 5,019,076	\$ 5,273,993	\$ 5,444,301	\$ 5,576,190	\$ 5,746,430
FTE Total	29.92	31.30	31.30	31.30	31.30

SUPPORT SERVICES DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 348,300	\$ 362,947	\$ 443,024	\$ 438,765	\$ 464,858
Services	450	496	1,090	496	496
Supplies	1,939	2,553	2,131	2,553	2,553
Capital Outlay	5,384	3,254	3,500	3,254	3,254
Other	27,214	32,813	32,813	19,207	19,207
Grand Total	\$ 383,287	\$ 402,063	\$ 482,558	\$ 464,275	\$ 490,368
FTE Total	4.29	4.29	4.29	4.29	4.29

POLICE





DESCRIPTION

The responsibilities of the Police Department include the protection of life and property, the preservation of public order, the investigation of criminal offenses, the apprehension of criminal offenders, and the regulation of traffic on public streets to accomplish the safe and expeditious movement of vehicles and pedestrians.

The department is organized into seven divisions: Administration, Criminal Investigation, Crime Prevention, Patrol, Professional Standards and Training, Support Services, and Traffic.

The **Administration Division** is comprised of the Chief of Police, Bureau of Field Operations Captain, and the Bureau of Services Captain. Collectively they provide leadership to department staff to ensure that effective management of police resources are provided within the community.

The **Criminal Investigation Division** is comprised of five units: Special Victims Unit (including School Resource Officers), Crime Suppression Unit, Property Crimes Unit, Crimes Against Persons Unit, and the Property, Evidence and Identification Unit, which is responsible for the processing, examination, and proper storage of evidence. The Property and Evidence section handled 7,350 evidence items and managed 2,801 cases in 2018. The Investigations Division also oversees the Evidence Response Team, whose officers are specially trained to manage complex crime scenes.

The **Emergency Services, Crime Analysis and Prevention Division** is comprised of the Emergency Services, Crime Analysis, and the Crime Prevention Units. The Emergency Services Unit prepares the community for natural or man-made emergencies through community outreach and surrounding agency interoperability trainings. The Crime Analysis Unit examines the city's crime trends and delivers recommendations on allocating resources to combat it. The crime analysis unit is responsible for delivering insights uncovered from combining data from multiple, distinct databases. This work helps improve service delivery to further the City Council's goal of maintaining a safe community. The Crime Prevention Unit is responsible for partnering with San Leandro businesses and neighborhoods on implementing crime prevention strategies, Neighborhood Watch, as well as community outreach programs. The Division hosts Neighborhood Watch Programs and National Night Out, the annual department Open House (United 4 Safety) and all promotion, recognition, and awards ceremonies. The Division also manages social media engagement for the department.

The **Patrol Division** is the largest division within the Police Department and operates 24 hours a day, 365 days a year. This division comprises two separate units, including the Police Canine (K9) and the Bicycle Units. The Division's Bicycle Unit coordinates assistance for those needing mental health services and by providing resource information to over 200 homeless individuals within the city through the Homeless Compact. The Tactical Operations Team operates out of Patrol as a collateral



DEPARTMENT: POLICE

assignment, enlisting the help from three specially trained groups: Hostage Negotiators, Tactical Operators, and Tactical Dispatchers. In 2018, members of this team utilized their skills and assisted the Patrol Division with nine incidents and fully deployed seven times. The Volunteers in Policing Service (VIPS) program offers citizens looking to volunteer their time and skills to the San Leandro Police Department a chance to delve deeper into departmental operations. The Police Explorer Program is an opportunity for young adults between the ages of 14 and 19 to gain exposure to the basics of law enforcement through volunteering. In 2018, the San Leandro Police Department had 14 VIPS members and 13 Police Explorers. Combined, they volunteered over 3,000 hours working events and performing various tasks around the Police Department and the City.

The **Professional Standards and Training Division** is responsible for the recruitment, hiring, training, jail facilities, and procedural oversight of personnel. Recruitment and hiring, in partnership with Human Resources, received 896 applications for various open assignments throughout the year. The jail facility is capable of housing 28 inmates. In the past year, the jail staff processed 2,336 subjects who were arrested, which helped decrease the time officers spent away from their assignments. Training includes leadership/executive development and skill enhancement programs for all personnel, including courses mandated by the California Peace Officers Standards in Training. Additionally, the Training unit provides workshops on diversity, Fair and Impartial and Bias-Free Policing, crisis intervention training for mental illness, sexual harassment, and workplace violence for all Police Department personnel. The Division coordinates the Citizen's and Teen Academies, as well as all departmental ceremonies.

The **Support Services Division** includes the **Records and Emergency Communications Units**. These sections provide support functions for the Police Department. The **Records Section** processes and manages police reports, related documents, court liaison services, operates the Live Scan Fingerprinting System, assists with license and permit applications and manages the senior volunteer program. The Records Section processed over 12,282 reports and other related materials. The **Communications Section** receives all police and animal control calls for service from the community. The Communications Center is staffed 24-hours a day and is responsible for the dispatching of public safety personnel and equipment. During 2018, the Communications Section processed over 111,400 calls for service; over 42,000 of those calls were received from 911 lines. The center saw a 22% increase in total call volume and a 10% increase in emergency calls since 2016.

The **Traffic Division** is comprised of the following sections: Traffic and Commercial Enforcement, Animal Control, and Parking Enforcement. **Traffic Enforcement** handles all vehicle-related concerns within the city, including vehicle code enforcement and parking violations. There are three goals within the Traffic Unit: 1) enforce traffic laws to provide safe streets; educate the community on traffic laws and quality of life issues; 2) empower citizens with traffic knowledge so they can make safe decisions while riding a bike, driving or walking; 3) work closely with the Engineering and Transportation Department. In 2018, the Traffic Unit investigated 824 traffic related collisions, five of



DEPARTMENT: POLICE

which were fatal, and issued nearly 2,070 citations to address those driving behaviors contributing to traffic collisions—a 38% increase since 2016. This is essential to making San Leandro a safe place to work, play, and live. **Community Compliance** is a branch of the City’s community care program, sharing the responsibility of maintaining the City’s high “quality of life” standard. In 2017, this unit transferred from the Traffic Division to the Community Development Department as part of a broader compliance initiative. The division still addressed 3,518 abandoned vehicle complaints and 485 tows resulted from those complaints in 2018. **Animal Control** is responsible for nuisance complaints involving animals, animal bites/attacks, stray domestic animals, injured domestic animals and wildlife. They also handle calls for deceased animals. The unit currently contracts with the Tri-City Shelter in Fremont. Stray animals, those in need of quarantine, or requiring protective custody are taken to this shelter. In 2018, the Animal Control Unit handled a total of 4,229 calls for service, representing a 13% increase since 2016.

2017-19 ACCOMPLISHMENTS

Department Wide:

- Hosted the first Autism Awareness Event with the intention of bringing awareness to Autism while providing resources to community members.
- Implemented a new Crime Free Business Training and Certification Program. The new program hosted 15 certification events in 2018.
- Continued the Bias-Free Policing training program to proactively address concerns for 21st Century Policing within our community;
- Further developed a department policy manual through Lexipol—a standardized policy framework across law enforcement agencies. These new policies replaced existing Departmental Directives;
- Expanded the Community Care and Code Compliance efforts to underscore the department’s commitment to neighborhood beautification;
- Expanded public safety outreach into the downtown business district with the deployment of two bicycle officers;
- Developed a crisis intervention policy that trained and deployed staff as crisis intervention officers to intervene at critical incidents related to mental health;
- Implemented the San Leandro CARES program—a free telephone reassurance program for San Leandro’s elderly, disabled, and housebound residents to provide peace of mind.
- Enhanced community engagement through the development of a Social Media Team that was tasked with developing a single, cohesive department message across all social media platforms and outlets.
- Launched an organizational health and wellness initiative aimed at lowering on-duty injuries and improving overall wellness for staff in a stressful line of work.

Technology:

- Upgraded the Computer-Aided Dispatch and Records Management System (i.e. New World);



DEPARTMENT: POLICE

- Deployed a cellular phone program for line level staff to use during shift work to return phone requests.
- Deployed a drone program to more effectively evaluate in-progress crime scenes in an effort to reduce risk and keep the community and staff safer;
- Enhanced crime analysis capacity through geo-spatial software programs already at work elsewhere in the city.
- Upgraded the emergency radio network (EBRCSA) to expand communication capacity in times of an emergency using the new Time Division Multiple Access system.

Community Outreach:

- Continued the United 4 Safety campaign
- Continued the Chief's Advisory Board
- Partnered with "Meals on Wheels" to provide meals for the elderly
- Expanded the "Coffee with the Cops" program to include a holiday "Cookies with the Cops" campaign
- Hosted the Citizens' Police Academy, a ten week program available to community members
- Continued to adopt several families and deliver holiday gifts through the "Santa on Motors" event;
- Supported the Special Olympics with various fundraisers

Crime Prevention:

The Department continued its partnerships with the community including:

- Connecting with numerous Home Owners Associations
- The Business Association of South San Leandro (BASSL)
- The Downtown Business Association (DBA)
- The Crime Free Multi-Housing Program which has 36 of the 137 multi-housing communities fully certified in the 3-phase certification process, and 69 others in process
- Leadership San Leandro
- Neighborhood Watch
- Alameda County Leadership
- National Night Out

2019-21 GOALS AND OBJECTIVES

- Refine the Department's crime reduction plan through a multifaceted approach (Supports Council Goal C):
 - Business and neighborhood outreach through Crime Prevention and Environmental Design
 - Intelligence led policing
 - Higher level of community engagement
 - Sharing of crime data and intelligence with allied agencies
 - Joint and Regional enforcement



DEPARTMENT: POLICE

- Education and Intervention programs
- Crime Analysis
- Strategic deployment of resources
- Build community trust through neighborhood outreach campaigns and through National Night Out (Supports Council Goal C)
- Re-design the Crime and Intelligence Unit to analyze resource deployment to provide insights on efficiency improvements (Supports Council Goal C)
- Evaluate technologies and equipment to increase public safety and improve risk management (Supports Council Goal C)
- Incorporate service delivery outcomes and performance measures for each division in the department (Supports Council Goal C)
- Enhance the current process for recruiting and retaining a professional and diverse workforce and retain the best and the brightest staff who reflect the core values of the San Leandro Police Department (Supports Council Goal C)
- Collaborate on crime issues with neighboring agencies (Supports Council Goal C)

Program Changes:

- The City will contract out services for Parking Enforcement effective July 1, 2019, with Police oversight.
- Emergency Services program transferred from City Manager's office to the Police department.
- Implementation of the new Community Assessment Transport Team (CATT)—an interdisciplinary, multi-agency mobile crisis team designed to respond to calls involving individuals in mental crisis.



POLICE DEPARTMENT

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 25,966,229	\$ 28,239,135	\$ 31,541,380	\$ 32,828,435	\$ 33,980,856
Services	1,582,797	1,565,304	1,630,525	1,801,605	1,787,521
Supplies	508,913	662,296	713,578	820,362	832,130
Capital Outlay	75,973	84,841	92,780	497,010	392,823
Other	4,196,821	6,049,050	6,049,050	5,338,490	5,338,490
Grand Total	\$ 32,330,733	\$ 36,600,626	\$ 40,027,313	\$ 41,285,902	\$ 42,331,820

Expenditures by Fund

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 31,749,104	\$ 35,993,932	\$ 39,977,313	\$ 40,914,566	\$ 42,000,484
Asset Seizure Fund	154,882	130,405	50,000	237,224	197,224
Grant Fund	426,747	476,289	-	134,112	134,112
Grand Total	\$ 32,330,733	\$ 36,600,626	\$ 40,027,313	\$ 41,285,902	\$ 42,331,820

Personnel Summary

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
General Fund	136.52	135.00	135.00	137.00	137.00
Grant Fund	0.48	-	-	-	-
Total Full-Time	137.00	135.00	135.00	137.00	137.00
<u>Part-time:</u>					
General Fund	5.23	4.81	4.81	2.36	2.36
Special Revenue Fund	-	0.23	0.23	0.23	0.23
Grant Fund	0.48	-	-	-	-
Total Part-Time	5.71	5.04	5.04	2.59	2.59
Total	142.71	140.04	140.04	139.59	139.59

POLICE ADMINISTRATION DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,483,439	\$ 1,448,290	\$ 1,363,041	\$ 1,576,373	\$ 1,632,932
Services	182,140	215,188	209,613	232,090	234,502
Supplies	18,948	33,741	19,005	34,562	34,562
Capital Outlay	-	-	-	281,472	272,285
Other	1,624,110	2,317,492	2,317,491	2,531,930	2,531,930
Grand Total	\$ 3,308,637	\$ 4,014,711	\$ 3,909,150	\$ 4,656,427	\$ 4,706,211
FTE Total	5.00	4.00	4.00	5.00	5.00

PROFESSIONAL STANDARDS

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 909,152	\$ 1,177,329	\$ 1,196,286	\$ 1,279,970	\$ 1,323,428
Services	278,180	313,580	236,665	372,595	352,715
Supplies	116,734	117,629	194,893	187,630	188,230
Capital Outlay	2,097	5,245	3,500	5,245	5,245
Other	48,738	83,775	83,775	127,700	127,700
Grand Total	\$ 1,354,901	\$ 1,697,558	\$ 1,715,119	\$ 1,973,140	\$ 1,997,318
FTE Total	4.46	5.51	5.51	5.51	5.51

CRIMINAL INVESTIGATION DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 4,577,630	\$ 5,328,988	\$ 5,997,901	\$ 6,003,997	\$ 6,216,937
Services	273,580	219,110	136,248	246,562	246,726
Supplies	51,108	163,056	56,561	211,100	211,100
Capital Outlay	59,640	72,906	2,220	143,603	103,603
Other	333,769	481,446	481,447	550,752	550,752
Grand Total	\$ 5,295,727	\$ 6,265,506	\$ 6,674,377	\$ 7,156,014	\$ 7,329,118
FTE Total	24.42	25.48	25.48	26.00	26.00

RECORDS AND COMMUNICATIONS

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 654,599	\$ 688,119	\$ 614,216	\$ 632,090	\$ 652,940
Services	77,013	44,881	200,524	67,604	68,512
Supplies	42,859	14,930	31,859	18,929	19,089
Capital Outlay	-	1,618	940	1,618	1,618
Other	50,509	35,865	35,865	74,637	74,637
Grand Total	\$ 824,980	\$ 785,413	\$ 883,404	\$ 794,878	\$ 816,796
FTE Total	5.20	5.50	5.50	3.50	3.50

EMERGENCY COMMUNICATIONS DIVISION

(A Subsection of Records, Communications & Identification Division)

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 2,344,165	\$ 2,187,099	\$ 2,464,389	\$ 2,519,914	\$ 2,651,195
Services	195,819	180,760	243,234	210,768	211,931
Supplies	12,273	13,985	8,700	13,986	13,986
Capital Outlay	-	-	-	-	5,000
Other	160,148	155,570	155,570	242,703	242,703
Grand Total	\$ 2,712,405	\$ 2,537,414	\$ 2,871,893	\$ 2,987,371	\$ 3,124,815
FTE Total	17.80	16.50	16.50	16.50	16.50

PATROL DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 14,376,456	\$ 15,960,596	\$ 17,998,831	\$ 18,962,837	\$ 19,593,462
Services	48,386	33,695	66,445	67,154	67,654
Supplies	241,692	294,203	361,887	328,402	339,370
Capital Outlay	14,236	5,072	70,250	65,072	5,072
Other	1,829,568	2,642,938	2,642,938	1,664,020	1,664,020
Grand Total	\$ 16,510,338	\$ 18,936,504	\$ 21,140,351	\$ 21,087,485	\$ 21,669,578
FTE Total	73.40	73.63	73.63	75.23	75.23

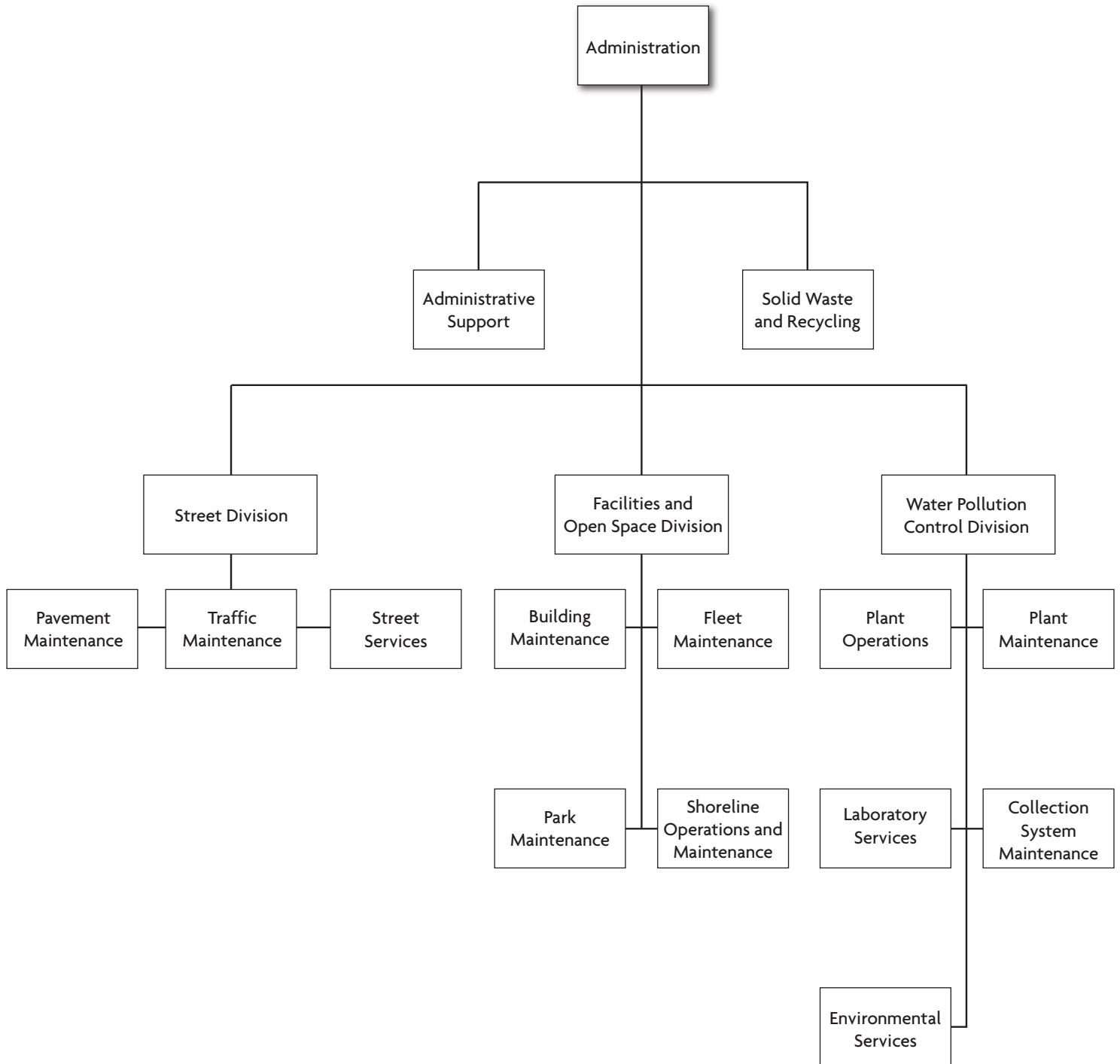
TRAFFIC DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,620,788	\$ 1,448,714	\$ 1,906,716	\$ 1,853,254	\$ 1,909,962
Services	527,679	558,090	537,796	604,832	605,481
Supplies	25,299	24,752	40,673	25,753	25,793
Capital Outlay	-	-	15,870	-	-
Other	149,979	331,964	331,964	146,748	146,748
Grand Total	\$ 2,323,745	\$ 2,363,520	\$ 2,833,019	\$ 2,630,587	\$ 2,687,984
FTE Total	12.42	9.42	9.42	7.85	7.85



PUBLIC WORKS





DESCRIPTION

The Public Works Department is responsible for the maintenance of City streets, parks, street trees, streetlights, traffic signals, traffic signs, pavement markings, storm drains, buildings and mobile equipment. The department is also responsible for the San Leandro Shoreline Recreation Area which includes contract management of the Monarch Bay Golf Club and the operation and maintenance of the San Leandro Marina, the Bay Trail and the shoreline marshlands. In addition, the department conducts the maintenance and operation of the City's wastewater treatment facility and sewer collection system, and coordination of the City's recycling and sustainability programs. The department is organized into four divisions: Administration, Facilities and Open Space, Street Maintenance, and Water Pollution Control.

The **Administration Division** provides direction to and coordination of all departmental activities and programs, including the Storm Water Program. The division prepares communications, oversees purchasing activities, manages the budget and coordinates various programs to ensure that quality and cost-effective services are provided to City departments and the community. The **Sustainability Section** coordinates and promotes new actions, including citizen engagement, to address the affects of climate change. The **Solid Waste and Recycling Section** provides oversight for the City's refuse and recycling contract and ensures compliance with State waste diversion mandates. The section also administers state and local grants for waste reduction and recycling programs. Grant-funded programs include: residential food scrap recycling, construction and demolition debris recycling, commercial recycling, used oil collection, bulky materials collection, fall leaf collection, and local school education and outreach.

The **Facilities and Open Space Division** is comprised of four sections: Equipment Maintenance, Building Maintenance, Park Maintenance, and Shoreline Operations. The **Equipment Maintenance Section** is responsible for the repair and replacement of over 200 vehicles and pieces of heavy equipment. This section ensures that vehicles and equipment operate efficiently to provide the maximum safety and utility to both City employees and the public. The **Building Maintenance Section** is responsible for the overall care and maintenance of over 490,000 square feet in fifty City-owned facilities, including five fire stations, the Marina Community Center, Civic Center, Senior Community Center, Casa Peralta/History Museum, Public Works Service Center, Main Library and three branch libraries, the Marina's Harbor Master's Office and restrooms, the Water Pollution Control Plant (WPCP), the Boys and Girls Club pool and locker rooms, Farrelly Pool and the San Leandro Family Aquatics Center. The Building Maintenance Section also provides routine general services to support City operations and special community events, as well as oversight of the City's janitorial contract. The **Park Maintenance Section** is responsible for the maintenance of 17 City parks with a combined total of approximately 101 acres. Park Maintenance activities include upkeep of playground equipment, installation and maintenance of irrigation systems, graffiti removal, repair and fabrication of vandalized equipment, janitorial work at park restrooms and general lawn, turf, and shrub care. In addition to the public parks, the section administers maintenance contracts for a variety of



DEPARTMENT: PUBLIC WORKS

landscaped areas including the Civic Center, fire stations, Main Library, the branch libraries, and Casa Peralta grounds. This section is also responsible for other community recreational facilities, which include ball fields, tennis courts, hiking/riding paths, soccer fields, the parcourse and the Bay Trail. The section also operates out of the Heron Bay fund to maintain public landscapes at Heron Bay. The **Shoreline Operations Section** is responsible for the day-to-day operation and maintenance of the San Leandro Marina, the Monarch Bay Golf Club and 315 acres of dedicated shoreline marshlands. Activities within this section include the administration of the 465-berth marina and related amenities, coordination of special projects such as the Annual California Coastal Clean-up and invasive Spartina eradication, and oversight of the Tony Lema and Marina golf courses – which serve more than 160,000 visitors annually.

The **Street Maintenance Division** is comprised of three sections: Street Services, Pavement Maintenance, and Traffic Maintenance. The **Street Services Section** is responsible for the maintenance of approximately 20,000 trees along City streets, at City facilities, and within City parks. Preventive maintenance of trees is performed on a seven-year schedule. Crews also respond to tree planting, trimming, and emergency removal requests. High maintenance trees along major thoroughfares are trimmed by contract on an annual/biannual basis. The section cleans and maintains public parking lots, including the Downtown Parking Garage, performs graffiti abatement on public right-of-ways, and conducts street debris (illegal dumping) removal and street sweeping activities. Additionally, the section administers the contract for median maintenance in public right-of-ways throughout the city, and other public landscapes. The **Pavement Maintenance Section** repairs asphalt surface failures ranging from pothole patching and crack-sealing to major roadway reconstruction. The section also clears storm water inlets and v-ditch lines in preparation of the rainy season. The **Traffic Maintenance Section** is responsible for the repair and maintenance of 66 signalized intersections and over 6,000 street lights on city streets and in public parks and parking lots. In addition, the section maintains the City's fiber optic communication system throughout San Leandro. The section also repairs and replaces street signs, and maintains City owned parking meters and pavement markings.

The **Water Pollution Control Division** is comprised of five sections: Plant Maintenance, Operations, Collection System Maintenance, Laboratory Services, and Environmental Services. The Water Pollution Control Division is responsible for hazardous materials management and the regulation, collection, treatment and disposal of wastewater from all residential and commercial sources. This includes operation and maintenance of the Water Pollution Control Plant, 125 miles of sanitary sewer pipelines and 15 remote sewage pump stations. The division provides contract operation, maintenance and laboratory services to the East Bay Dischargers Authority (EBDA) and regulatory oversight of hazardous materials, industrial pretreatment, pollution prevention, industrial storm water and illicit discharges. The **Operations and Maintenance Sections** operate the Water Pollution Control Plant 24-hours a day, 365 days a year, to treat 2 billion gallons of wastewater annually. The treated wastewater leaves the facility at a higher quality than what the National Pollutant Discharge Elimination System (NPDES) Discharge Permit requires. All biosolids generated during wastewater treatment (1,200 dry tons annually) are processed on site to



DEPARTMENT: PUBLIC WORKS

achieve the highest possible Environmental Protection Agency (EPA) designation (Class 'A' Exceptional Quality). In addition, the plant supplies reclaimed water to the East Bay Municipal Utility District and the Monarch Bay Golf Club. The **Collection System Maintenance Section** is responsible for over 125 miles of sanitary sewer lines. Free-flowing conditions in the lines are maintained by reviewing every section of pipe annually (and cleaning when required) and running a comprehensive asset management and replacement program. Also, staff responds to obstructed sewer calls from residents and businesses 24 hours a day, seven days a week. The **Laboratory Services Section** is certified by the state to conduct all wastewater analysis, reporting, and recordkeeping required for compliance. The laboratory staff averages over 15,000 water quality analyses per year. The **Environmental Services Section** administers three core program elements: Certified Unified Program Agency (CUPA), Industrial Pretreatment, and Storm Water. In addition, staff provides technical and investigative functions at hazardous materials incidents, promotes pollution prevention and recycling through public education and outreach events, monitors the City's closed landfill, tracks hazardous waste disposal for all departments, and performs building plan reviews.

2017-19 ACCOMPLISHMENTS

- Completed \$5.2 million Energy and Water Efficiency Projects in collaboration with the Finance Department and Climatec
- Partnered with Pilot City to launch the energy challenge, Go Green SL
- Awarded \$10,000 National League of Cities grant to promote community engagement around climate resilience
- Won \$70,000 Innovation Award grant from Urban Sustainability Directors' Network, in partnership with Alameda County and Austin, Texas, to study public health communications around wildfire smoke impacts
- Pledged to purchase 100% greenhouse gas emissions-free electricity with East Bay Community Energy (EBCE) for all municipal electricity accounts
- Hosted six community recycling events that diverted approximately 176 tons of waste from landfill
- Received Measure AA (the San Francisco Bay Clean Water, Pollution Prevention and Habitat Restoration Measure) Grant from SF Bay Restoration Authority to design and permit a multi-benefit treatment wetlands project
- Completed bathymetric (hydrological) survey of the Harbor for navigational safety, and in support of environmental protection
- Upgraded the City's fuel management system improving data accuracy and operational efficiency
- Expanded the in-house Paving Program with the rental of a cold milling machine, increasing the volume and complexity of work accomplished
- Collaborated with Information Technology to develop online GIS-based drain inlet map for trash capture devices and storm water inlets



DEPARTMENT: PUBLIC WORKS

2019-20 GOALS AND OBJECTIVES

- Complete design of a pilot project and obtain permit authority for pollution reduction, habitat enhancement and shoreline resiliency at the Water Pollution Control Plant as funded by Measure AA Grant (Supports Council Goal E)
- Finalize installation of one megawatt photovoltaic solar power generation system at the Water Pollution Control Plant (Supports Council Goals A and D)
- Update Climate Action Plan for 2030 to set new goals and policies to ultimately reduce the City's municipal and community greenhouse gas emissions (Supports Council Goals D and E)
- Implement capital replacement plan for park and building assets (Supports Council Goal D)
- Reassess fines for unlawful removal and alteration of City trees (Supports Council Goal E)
- Increase citywide in-house pavement maintenance to address the backlog of road maintenance work (Supports Council Goal D)
- Develop strategy for implementing SB1383 (the California Short-Lived Climate Pollutant Plan) to divert 75% of organic-waste tons sent to landfill (Supports Council Goals D and E)

PROGRAM CHANGES

None proposed.



PUBLIC WORKS DEPARTMENT

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$10,821,118	\$12,864,117	\$14,689,037	\$14,547,840	\$15,345,445
Services	6,365,601	6,708,218	7,323,062	8,409,697	7,771,201
Supplies	1,721,803	1,908,686	2,167,707	2,095,378	2,095,659
Capital Outlay	2,568,930	2,886,279	2,342,408	1,482,481	767,838
Other	5,435,032	6,992,458	8,529,096	8,856,547	8,856,547
Grand Total	\$26,912,484	\$31,359,758	\$35,051,310	\$35,391,943	\$34,836,690

Expenditures by Fund

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 5,495,542	\$ 5,970,824	\$ 6,582,633	\$ 7,190,930	\$ 7,322,060
Parking Fund	262,341	425,729	318,181	623,711	627,646
Gas Tax Fund	1,797,017	2,391,230	2,822,060	2,853,913	2,907,242
Heron Bay Maintenance District Fund	247,673	318,581	304,271	271,476	281,787
Capital Improvement Fund	92,197	7,803	-	-	-
Water Pollution Control Plant Enterprise Fund	10,285,481	12,303,587	12,707,129	14,237,541	13,923,239
Environmental Services Enterprise Fund	1,065,884	1,095,231	1,431,968	1,254,648	1,291,472
Shoreline Fund	1,324,446	1,371,073	1,393,734	1,153,673	1,192,752
Storm Water Fund	1,106,013	1,412,257	1,501,305	1,355,093	1,388,433
Building Maintenance Fund	2,967,733	3,378,214	3,713,152	3,525,504	3,584,606
Equipment Maintenance Fund	2,268,157	2,685,229	4,276,877	2,925,454	2,317,453
Grand Total	\$ 26,912,484	\$ 31,359,758	\$ 35,051,310	\$ 35,391,943	\$ 34,836,690

Personnel Summary

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
General Fund	18.25	20.76	20.76	21.91	21.66
Parking Fund	0.80	1.00	1.00	0.73	0.73
Gas Tax Fund	8.20	10.98	10.98	11.03	11.03
Heron Bay Maintenance District Fund	1.00	1.00	1.00	1.00	1.00
Water Pollution Control Plant Enterprise Fund	34.95	34.92	34.92	35.12	35.12
Environmental Services Enterprise Fund	5.56	5.70	5.70	5.45	5.45
Shoreline Fund	3.52	3.52	3.52	3.48	3.48
Storm Water Fund	5.52	5.87	5.87	5.05	5.05
Building Maintenance Fund	8.75	8.82	8.82	8.82	8.82
Equipment Maintenance Fund	4.45	4.43	4.43	3.68	3.68
Total Full-Time	91.00	97.00	97.00	96.27	96.02
<u>Part-time:</u>					
General Fund	3.41	5.38	5.38	4.05	4.05
Gas Tax Fund	1.92	1.44	1.44	2.40	2.40
Heron Bay Maintenance District Fund	0.03	0.03	0.03	0.02	0.02
Water Pollution Control Plant Enterprise Fund	0.96	1.37	1.37	1.37	1.37
Environmental Services Enterprise Fund	0.77	0.77	0.77	0.77	0.77
Shoreline Fund	2.86	2.86	2.86	2.86	2.86
Storm Water Fund	0.24	0.24	0.24	0.24	0.24
Equipment Maintenance Fund	0.48	0.48	0.48	0.96	0.96
Total Part-Time	10.67	12.57	12.57	12.67	12.67
Total	101.67	109.57	109.57	108.94	108.69

PUBLIC WORKS ADMINISTRATION DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 449,013	\$ 585,579	\$ 665,717	\$ 679,227	\$ 711,633
Services	210,447	175,472	198,164	175,472	175,472
Supplies	9,471	12,206	6,900	12,207	12,207
Capital Outlay	2,840	-	-	600	-
Other	298,237	417,412	417,412	310,629	310,629
Grand Total	\$ 970,008	\$ 1,190,669	\$ 1,288,193	\$ 1,178,135	\$ 1,209,941
FTE Total	2.23	3.13	3.13	3.03	3.03

FACILITIES AND OPEN SPACE DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 3,299,574	\$ 3,280,841	\$ 3,689,947	\$ 3,724,634	\$ 3,917,272
Services	2,537,193	3,067,249	3,436,015	3,370,545	3,375,545
Supplies	808,596	976,628	973,260	988,642	988,642
Capital Outlay	873,138	960,641	2,233,608	1,146,091	503,859
Other	1,251,685	1,537,131	1,532,518	1,522,005	1,522,005
Grand Total	\$ 8,770,186	\$ 9,822,490	\$ 11,865,348	\$ 10,751,917	\$ 10,307,323
FTE Total	32.31	31.39	31.39	23.94	23.69

MAINTENANCE DIVISION - STREETS SECTION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 2,774,013	\$ 3,326,399	\$ 3,792,571	\$ 3,727,997	\$ 3,889,010
Services	1,434,148	1,337,047	1,564,936	1,542,354	1,548,354
Supplies	490,148	463,645	659,064	430,870	430,870
Capital Outlay	112,337	120,189	45,000	171,830	139,830
Other	1,010,279	1,700,501	1,697,101	2,096,651	2,096,651
Grand Total	\$ 5,820,925	\$ 6,947,781	\$ 7,758,672	\$ 7,969,702	\$ 8,104,715
FTE Total	25.24	32.29	32.29	27.62	27.62

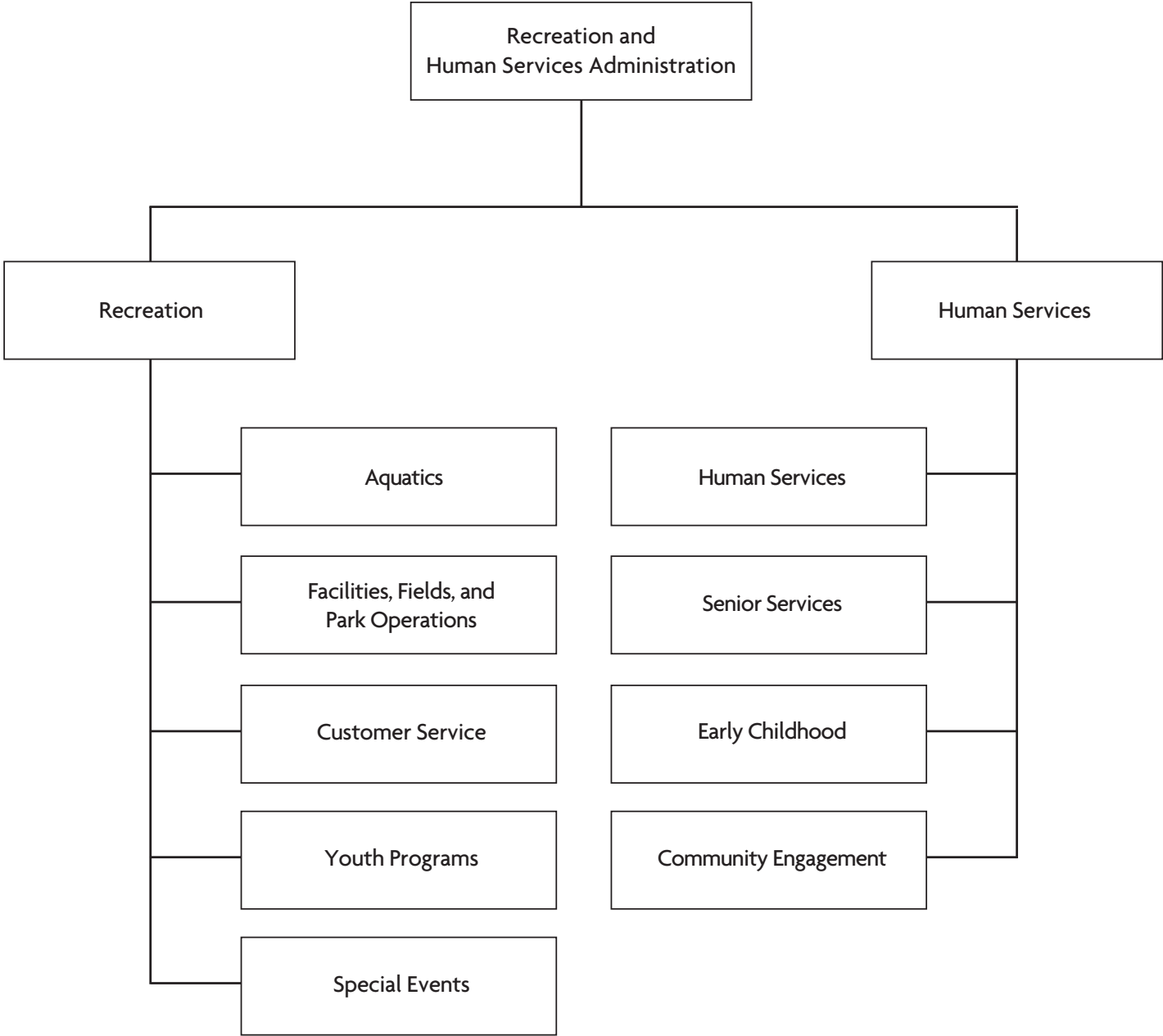
WATER POLLUTION CONTROL PLANT

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 4,298,518	\$ 5,671,298	\$ 6,540,802	\$ 6,415,982	\$ 6,827,530
Services	2,183,813	2,128,450	2,123,947	3,321,326	2,671,830
Supplies	413,588	456,207	528,483	663,659	663,940
Capital Outlay	1,580,615	1,805,449	63,800	163,960	124,149
Other	2,874,831	3,337,414	4,882,065	4,927,262	4,927,262
Grand Total	\$ 11,351,365	\$ 13,398,818	\$ 14,139,097	\$ 15,492,189	\$ 15,214,711
FTE Total	42.51	42.76	42.76	54.33	54.33



RECREATION AND HUMAN SERVICES





DESCRIPTION

The Recreation and Human Services Department is dedicated to developing a sense of community and raising the quality of life for all residents of San Leandro by inspiring pride in the community. The Recreation and Human Services Department (RHS) is responsible for offering programs and services that strengthen a sense of belonging, foster human development, promote health and wellness, increase cultural unity and provide recreational experiences for all age groups and families. Programs include classes, camps, special events, trips, sports, aquatics, fitness, seniors, cultural arts, and individual enrichment. The department operates two community centers, two park buildings, three swimming pools, sixteen parks, seven fields and three tennis facilities.

The department is also responsible for human services in San Leandro. Recently the Council authorized the department to conduct a human services gap analysis. The analysis resulted in the prioritization of several issue areas: severe mental health; food insecurity; domestic and intimate partner violence; homelessness; and overall poverty.

RHS and the City have recently received the following awards: League of Cities, Helen Putnam Award for Innovation and Economic Development; Assemblymember Rob Bonta's Community Peace Champion Award for the San Leandro Homeless Compact; Recognition Award from Building Futures for Women and Children; Festival of the Year (Cherry Festival) from Assemblymember Bonta.

Additionally, RHS staffs the Human Services Commission, Recreation and Parks Commission, Senior Commission and the Youth Advisory Commission. RHS staffs work with commissioners by providing tools and communication to keep the staff and commissions working together to support the City Council's mission and vision.

2017-19 ACCOMPLISHMENTS

- Provided support and advocacy for our local social service agencies in obtaining resources and leveraging funds that provide essential services and enhance the quality of life for our residents.
- Implemented a RHS Dashboard (synced with the on-line registration system) to provide analytic, management and planning tool.
- Lead San Leandro Homeless Compact, a collaboration between the City, the Rental Housing Association, and Building Futures working together to house and shelter chronically homeless persons in San Leandro.
- Awarded \$150,000 Community Assistance Program grants.
- Presented to the City Council an implementation plan for the Human Services Gap Analysis for the City of San Leandro
- Obtained a \$12,000 donation from the SL Optimist Club to support family and youth events.



DEPARTMENT: RECREATION AND HUMAN SERVICES

- Worked with Alameda County to develop and plan the mobile 5150 crisis unit (to be implemented August 1, 2019)
- Worked with Community Development, Engineering and Transportation, and Public Works Departments to complete the grant funded projects including the reconstruction of Warden Park, the dog park play structure installation, and Marina Park – south play area improvements.
- Partnered with community organizations to offer the Cherry Festival, Cinco de Mayo, Egg Hunt, MLK Oratorical and Poetry Slam, Pumpkin Splash, Pooch Pool Party, Cookies with Santa, Youth In Government Day, and Family Movie Nights.
- Developed new programming at the Senior Community Center: Ukulele Jam session, Flex On Demand (formerly Taxi Voucher program), LIFE Eldercare Information & Referral Services, Lunar New Year Celebrations, African American History Month observance events, Cesar Chavez commemoration events, Spanish for Travelers and Literature Club, Extended Travel with Premier World Discovery.
- Secured two additional years of funding from Measure A totaling \$56,000 per year to support senior wellness programs.
- Implemented two summers of Music in the Park - free concert series at Marina Park.
- Organized two community outreach meetings for the Monarch Bay Shoreline Project; three community outreach meetings for the San Leandro FLEX Shuttle Expansion Plan; and an open house for the Farrelly Pool Renovation.
- Summer 2018 was the return of the Chabot Day Camp program to Chabot Park after two summers at the Farrelly Pool/Roosevelt Elementary schoolyard location.
- Increased percentage of online program registration from 34.7% to 44.5% (Summer 2017 – Summer 2018).
- Recruited, hired, and trained to fill two essential positions – Recreation and Human Services Manager and Human Services Analyst.

2019-21 GOALS AND OBJECTIVES

- Implement the Human Services Gap Analysis implementation plan. (Supports Council Goal E)
- Complete and implement expansion of paratransit services through the FLEX shuttle utilizing Measure B/BB funding (Supports Council Goals A and E)
- Continue to maintain quality customer service and improve community engagement with the community to close service gaps and enhance programs, services, and events. (Supports Council Goal E)
- Continually work towards securing alternate funding to supplement programs and services offered to the community. (Supports Council Goals A and E)
- Lead case management of the San Leandro Homeless Compact (Supports Council Goal E)
- Develop strategic plan to leverage all new revenue dedicated to human services and the arts (Supports Council Goal A and E)



DEPARTMENT: RECREATION AND HUMAN SERVICES

- Continue work with the food security network in San Leandro to reduce hunger and poverty (Supports Council Goal E)
- Continue to work with the SLUSD and community-based organizations to reduce youth and adolescent violence (Supports Council Goal F)

PROGRAM CHANGES

None



RECREATION AND HUMAN SERVICES DEPARTMENT

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 2,395,584	\$ 2,554,657	\$ 2,803,621	\$ 2,826,726	\$ 2,946,913
Services	1,275,567	1,172,832	1,396,350	1,320,739	1,323,289
Supplies	115,272	127,785	233,045	137,100	137,100
Capital Outlay	1,295	19,202	4,900	19,202	19,202
Other	1,490,191	1,390,389	1,424,094	1,285,551	1,284,873
Grand Total	\$ 5,277,909	\$ 5,264,865	\$ 5,862,010	\$ 5,589,318	\$ 5,711,377

Expenditures by Fund

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
General Fund	\$ 4,972,417	\$ 4,934,955	\$ 5,313,091	\$ 5,208,587	\$ 5,325,935
Grants Fund	305,491	329,910	548,919	380,731	385,442
Grand Total	\$ 5,277,908	\$ 5,264,865	\$ 5,862,010	\$ 5,589,318	\$ 5,711,377

Personnel Summary

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
<u>Full-Time:</u>					
General Fund	9.65	9.65	9.65	9.65	9.65
Grants Fund	0.35	0.35	0.35	0.35	0.35
Total Full-Time	10.00	10.00	10.00	10.00	10.00
<u>Part-time:</u>					
General Fund	27.23	29.20	29.20	29.20	29.20
Grants Fund	1.36	1.36	1.36	1.36	1.36
Total Part-Time	28.59	30.56	30.56	30.56	30.56
Total	38.59	40.56	40.56	40.56	40.56

**RECREATION AND HUMAN SERVICES
ADMINISTRATION DIVISION**

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 828,208	\$ 767,556	\$ 970,616	\$ 1,037,427	\$ 1,087,119
Services	161,291	158,691	193,088	166,677	167,277
Supplies	13,321	24,692	26,600	18,692	18,692
Capital Outlay	-	563	-	563	563
Other	523,242	405,834	405,834	412,062	412,062
Grand Total	\$ 1,526,062	\$ 1,357,336	\$ 1,596,138	\$ 1,635,421	\$ 1,685,713
FTE Total	7.32	6.57	6.57	6.57	6.57

HUMAN SERVICES DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 68,415	\$ 81,628	\$ 318,209	\$ 97,496	\$ 102,207
Services	414,671	355,128	609,343	460,235	460,235
Supplies	6,979	-	124,770	1,000	1,000
Capital Outlay	-	-	-	-	-
Other	172,426	127,831	170,713	121,645	121,645
Grand Total	\$ 662,491	\$ 564,587	\$ 1,223,035	\$ 680,376	\$ 685,087
FTE Total	1.70	1.70	1.70	1.70	1.70

RECREATION DIVISION

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,498,961	\$ 1,705,473	\$ 1,514,796	\$ 1,691,803	\$ 1,757,587
Services	699,605	659,013	593,919	693,827	695,777
Supplies	94,972	103,093	81,675	117,408	117,408
Capital Outlay	1,295	18,639	4,900	18,639	18,639
Other	794,523	856,724	847,547	751,844	751,166
Grand Total	\$ 3,089,356	\$ 3,342,942	\$ 3,042,836	\$ 3,273,521	\$ 3,340,577
FTE Total	29.57	32.29	32.29	32.29	32.29



Program Summary

The Capital Improvement Program (CIP) for the City represents the spending plan for infrastructure improvements and other specific large-scale capital purchases, such as major street or park improvements, building construction, and significant facility maintenance or upgrades.

On November 4, 2014, Alameda County voters approved Measure BB, a sales tax measure that replaced the old Measure B program. Alameda County Transportation Commission (ACTC) administers the Measure BB program, which began on April 1, 2015, and ends on March 31, 2045. Measure BB increased the sales tax rate by an additional one-half cent and those funds are dedicated to transportation projects. This program provides CIP funding to the City of San Leandro of \$3.3 million each year.

For the new biennium the total CIP is \$37.4 million. In 2019-20 total CIP budget is \$18.1 million, including a general fund allocation of \$5.3 million. In 2020-21, the total CIP budget is \$19.3 million, including a general fund allocation of \$5.3 million.

Projects adopted in prior years that are not yet completed total \$111,146,987 which includes \$50,157,030 in General Fund allocations.

CIP Review Process

Early in the budget development process, staff assembled a CIP Committee comprised of department directors and City Manager staff to assist in the review of CIP projects. The Engineering and Transportation Department provided direction and support to the process. The goal of this group was to review the City's overall CIP program and available funding sources – ultimately recommending projects that reflect City Council priorities.

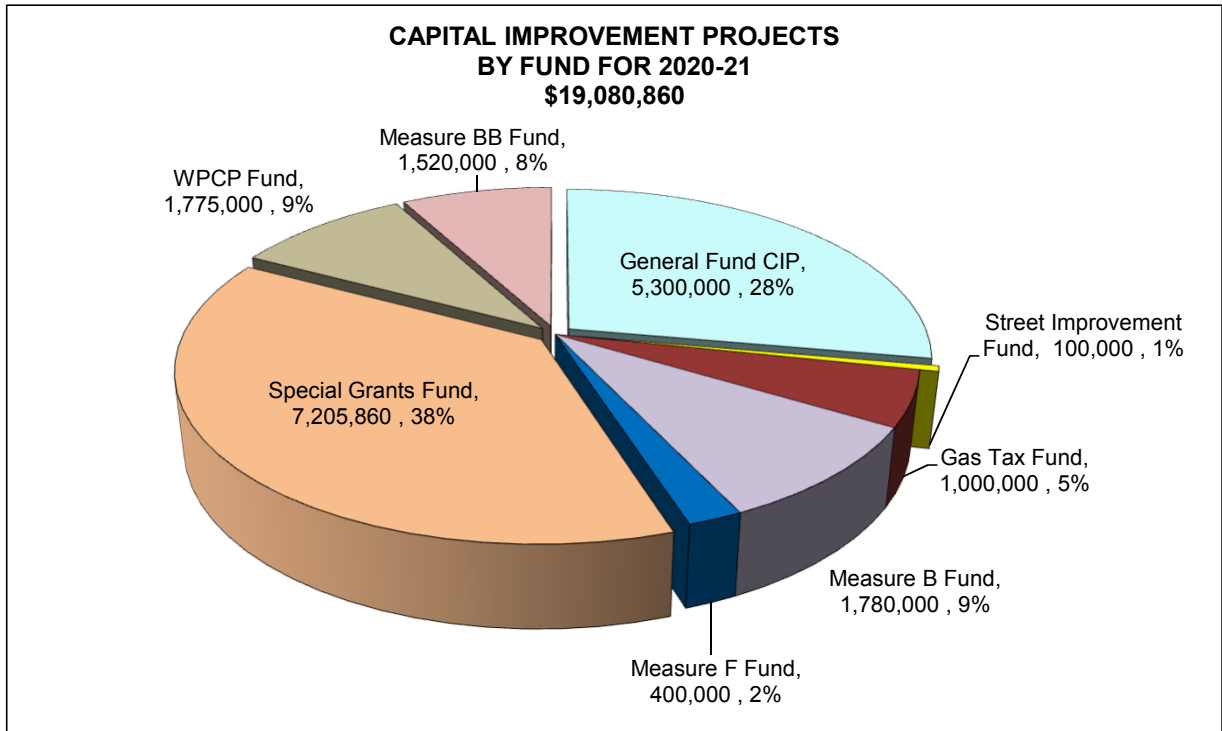
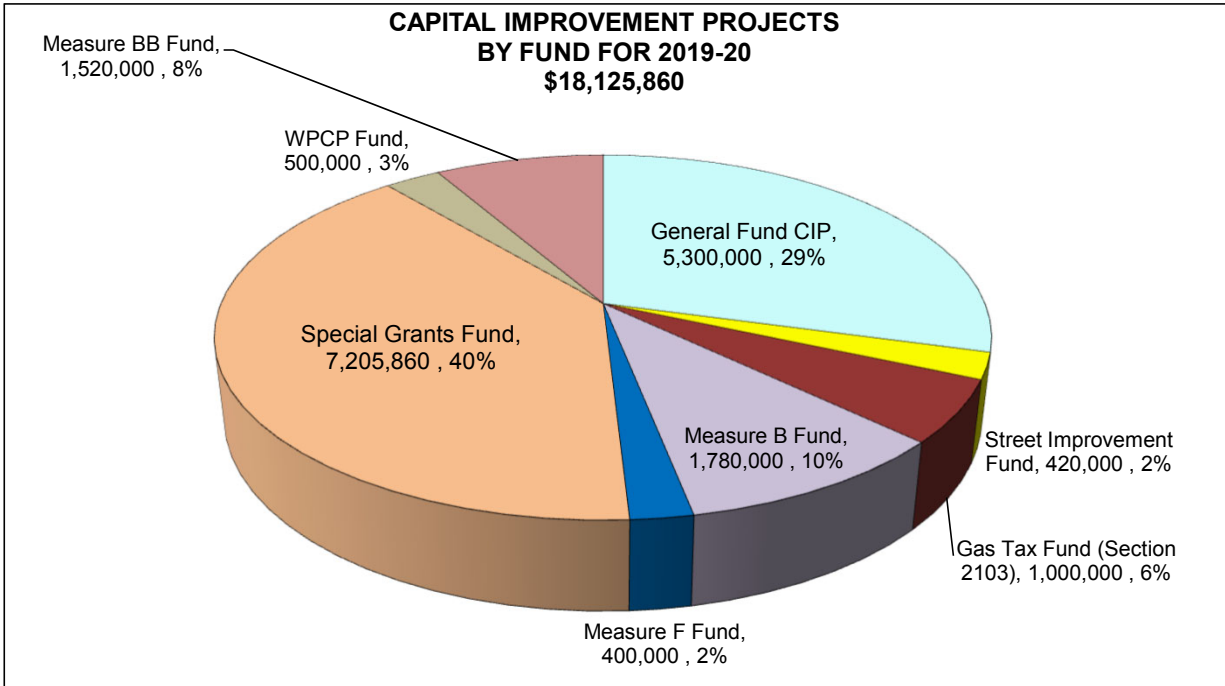
As part of the process, each City department was instructed to submit requests for new CIP projects – as relevant to their program area. These project requests were then assembled and provided to the CIP Committee for review, along with the on-going list of unfunded projects. The Committee ranked projects based on need.

Following the CIP Committee project ranking, the Engineering and Transportation Department provided City Council with the list of projects and asked Council Members to rank projects based on need.

The CIP is a reflection of these priority rankings – based on available funding. Some projects that received a high ranking may not be included in the current year program if funding is not available.



CAPITAL IMPROVEMENT PROJECTS



SUMMARY OF CAPITAL IMPROVEMENT PROJECTS
SUMMARY OF SOURCES AND USES

Expenditures by Fund	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
Capital Improvement Projects Fund	\$ 3,107,576	\$ 7,279,527	\$ 50,157,030	\$ 5,300,000	\$ 5,300,000
Street/Traffic Improvement Fund (DFSI)	186,610	245,232	855,161	-	-
Park Development Fees Fund	92,948	957,567	4,720,108	420,000	100,000
Underground Utilities Fund	19,912	37,350	1,907,036	-	-
Gas Tax Fund	3,654	154,845	1,173,101	-	-
Gas Tax Fund (Section 2103)	348,520	147,564	1,290,146	1,000,000	1,000,000
Measure B Fund	1,916,052	1,693,871	8,079,035	1,780,000	1,780,000
Measure BB Fund	2,017,633	3,627,882	17,909,405	8,520,000	8,520,000
Measure F Fund	495,835	222,281	1,506,615	400,000	400,000
Heron Bay Maintenance Assessment District Fund	(6)	10,261	280,687	-	-
Special Grants Fund	1,866,186	674,974	3,499,831	90,860	90,860
Community Development Block Grant (CDBG) Fund	-	-	608,018	115,000	115,000
Geological Hazard and Abatement District Fund	-	-	-	-	-
Water Pollution Control Plant Enterprise Fund	978,394	3,516,165	13,944,319	500,000	2,025,000
Shoreline Enterprise Fund	6,652	-	9,658	-	-
Building Maintenance Fund	2,967,733	3,378,213	5,155,735	-	-
Successor Agency/Redevelopment Agency	7,889	603,376	51,104	-	-
Total Capital Improvement Projects	\$ 14,015,588	\$ 22,549,108	\$ 111,146,987	\$ 18,125,860	\$ 19,330,860

Expenditures By Function	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
Community Development	\$ 117,885	\$ 951,862	\$ 772,341	\$ -	\$ -
Facility Improvements	4,068,389	8,342,361	14,449,690	600,000	900,000
Recreation & Leisure	1,494,601	262,519	15,950,515	1,675,000	475,000
Library	598,915	149,639	7,432,162	-	750,000
Public Safety	106,691	827,620	1,945,451	50,000	200,000
Shoreline Development	6,646	67,296	7,733,310	-	-
Streets & Roads Improvements	6,471,437	7,769,789	42,876,731	15,300,860	14,980,860
Water Pollution Control Plant	1,143,135	3,574,646	16,235,683	500,000	2,025,000
Redevelopment Agency/Successor Agency	7,889	603,376	3,751,104	-	-
Total Capital Improvement Projects	\$ 14,015,588	\$ 22,549,108	\$ 111,146,987	\$ 18,125,860	\$ 19,330,860

**DETAIL OF CAPITAL IMPROVEMENT PROJECTS
EXPENDITURES BY FUNDING SOURCE**

	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
<u>Capital Improvement Projects Fund (General Fund)</u>					
CITY WIDE ADA UPGRADES	17,148	-	77,484	-	-
POLICE BLDG & SOUTH OFFICE MODIFICATIONS	106,691	827,620	1,385,451	-	-
CITY BUILDING MAJOR MAINTENANCE	-	-	600,000	-	-
CITY BUILDING MAJOR MAINTENANCE (ROOF)			600,000		
ENGINEERING STUDIES 17-18			20,000		
ENGINEERING STUDIES 2018-19	-	-	20,000	-	-
POLICE DEPT RANGE UPGRADE	-	-	560,000	50,000	-
NEIGHBORHOOD TRAFFIC CALMING	86,285	42,676	321,842	-	-
FIBER LOOP CITY HALL TO MAIN LIBRARY	4,626		-	-	-
MACARTHUR/SUPERIOR TRAFFIC CIRCLE DESIGN	37,033	7,610	1,376	-	-
MACARTHUR SUPERIOR TRAFFIC CIRCLE - SARA	24,611	24,258	1,225,265	-	-
NEPTUNE DRIVE SHORELINE FLOOD PROTECTION	-	57,035	442,965	-	-
TRAFFIC STUDIES 2018-19	-	-	20,000	-	-
FLORESTA MONTEREY TRAFFIC SIGNAL	-	-	550,000	-	-
EAST 14TH ST TRIANGLE GATEWAY - SARA	-	-	750,000	-	-
ADA TRANSITION PLAN CONSTRUCTION 15-16	16,008	273	15,305	-	-
ADA TRANSITION PLAN 17-18	-	-	35,000	-	-
PEDESTRIAN CROSSING IMPROVEMENTS 17-18	-	-	250,000	-	-
ADA TRANSITION PLAN 2018-19	-	-	35,000	-	-
ADA TRANSITION PLAN 2019-20	-	-	-	35,000	-
ADA TRANSITION PLAN 2020-21	-	-	-	-	35,000
PEDESTRIAN CROSSING IMPROVEMENT 2018-19	-	-	250,000	-	-
SIDEWALK PROGRAM 2018-19	-	-	205,000	-	-
PEDESTRIAN CROSSING IMPROVEMENTS 2019-20	-	-	-	80,000	-
PEDESTRIAN CROSSING IMPROV 2020-21	-	-	-	-	200,000
EAST 14TH PED LIGHTING NORTH - SARA	-	-	750,000	-	-
SIDEWALK REPAIRS - CITY PROPERTIES	-	-	6,089	-	-
DAVIS STREET CT/NET CONNECTION/RVLAND	-	-	98,274	-	-
CIP PLANNING	44,360	577	-	-	-
BAYFAIR EXPANSION FUNDS FOR TRAFFIC IMPR	-	-	204,382	-	-
MISC ENGINEERING STUDIES	4,763	3,306	20,577	-	-
EDEN ROAD DESIGN	752	-	91	-	-
ACCESS RAMP INSTALL STREET PROGRAM	49,908	-	-	-	-
BART-DOWNTOWN PEDESTRIAN IMPROVEMENT	20,001	578	90	-	-
FIBER CONDUITS FOR BROADBAND NETWORK	7,332	330,225	-	-	-
2139 LAURA AVE REPAIRS	6,758	6,786	43,997	-	-
ACCESS RAMP INSTALL SIDEWALK PROGRAM	24,874	9,620	52,145	-	-
CASA PERALTA IMPROVEMENTS	50,294	56,524	4,255,886	-	-
MARINA BLVD STREETScape CONCEPTS	137,373	-	397,476	-	-
ANNUAL OVERLAY/REHABILITATION 2015-16	654,515	345,688	150,538	-	-
MARINA COMMUNITY CENTER AUDIO VIDEO	21,715	-	197,778	-	-
STORM WATER TRASH CAPTURE PHASE 1	164,742	58,482	91,364	-	-
MAIN LIBRARY - RECARPETING	530,928	67,940	-	-	-
PWS MAINTENANCE PROJECTS 2015-16	40,627	338	-	-	-
MAIN LIBRARY - AUDIO VISUAL EQUIPMENT	17,693	23,570	227,880	-	-
ANNUAL OVERLAY/REHABILITATION 2016-17	150	614,648	385,202	-	-

**DETAIL OF CAPITAL IMPROVEMENT PROJECTS
EXPENDITURES BY FUNDING SOURCE**

	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
ACCESSIBLE PEDESTRIAN SIGNAL UPGRADE	949	-	-	-	-
EAST 14TH UNDERGROUND UTILITY - SARA	-	-	200,000	-	-
EDEN ROAD SUCCESSOR AGENCY FUNDING	2,805	654	1,142,676	-	-
DOOLITTLE STREETSCAPE DAVIS-FAIRWAY	-	-	400,000	-	-
E 14TH/HESPERIAN/150TH IMPROVEMENTS	-	-	168,741	-	-
AIRPORT NOISE ABATEMENT CIP	3,255	-	-	-	-
MAREA ALTA CHILDCARE CENTER IMPROV LOANS	-	27,659	772,341	-	-
CIP ADVANCE PLANNING	-	242,858	461,684	-	-
BOAT HARBOR DECOMMISSION	-	-	7,000,000	-	-
STORM WATER TRASH CAPTURE PHASE 3	-	-	2,000,000	-	-
STORM DRAIN VIDEO INSPECTION	-	-	200,000	-	-
SIEMPRE VERDE PARK REHABILITATION	77,335	-	-	-	-
SIEMPRE VERDE PLAY EQUIP AND PICNIC	-	39,796	30,500	-	-
SIEMPRE VERDE PARK - LANDSCAPING	-	1,969	48,031	-	-
CITY PARK MAJOR MAINTENANCE	-	32,576	917,424	-	-
FARRELLY POOL REPLACEMENT	-	12,824	3,487,176	1,100,000	-
FAMILY AQUATICS CENTER COMPETITION POOL	-	63,466	5,786,535	-	-
BOYS & GIRLS CLUB POOL RESURFACE	-	77,932	272,068	-	-
MANOR PARK FRONT PLAY AREA	-	-	100,000	-	-
PUBLIC PARK WIFI	-	-	100,000	-	-
DAN NIEMI WAY CREEK TRAIL - SARA FUNDED	-	-	2,000,000	-	-
MULFORD/MARINA BRANCH LIBRARY	-	1,605	2,948,395	-	-
ESCO - CLIMATEC	954,045	4,086,870	-	-	-
AGI - CIP PROJECTS	-	166,989	-	-	-
I-880/DAVIS ST INTERCHANGE LANDSCAPING	-	43,000	92,000	-	-
MARINA BLVD STREETSCAPE PRE-DESIGN	-	3,575	-	-	-
BEST AVE/SAN LEANDRO BLVD IMPROVEMENTS	-	-	300,000	-	-
CITY BUILDING MAJOR MAINTENANCE 2019-20	-	-	-	600,000	-
CITY BUILDING MAJOR MAINTENANCE 2020-21	-	-	-	-	600,000
CITY PARK MAJOR MAINTENANCE 2019-20	-	-	-	-	475,000
STREET SEALING 2019-20	-	-	-	600,000	-
STREET SEALING 2020-21	-	-	-	-	600,000
STREET OVERLAY/REHAB 2019-20	-	-	-	2,260,000	-
STREET OVERLAY/REHAB 2020-21	-	-	-	-	2,140,000
CHABOT PARK PLAYGROUND & AMPHITHEATER	-	-	-	100,000	-
CITY PARK MAJOR MAINTENANCE 2019-20	-	-	-	475,000	-
FIRE STATION 13 REPLACEMENT INSTALLMENT	-	-	-	-	200,000
MAIN LIBRARY RESTROOM RENOVATION	-	-	-	-	750,000
FINANCIAL ERP SOFTWARE SYSTEM INSTALL	-	-	-	-	300,000
DOWNTOWN WIFI EXPANSION	-	-	90,000	-	-
POLICE BLDG & SOUTH OFFICE EXPANSION	-	-	5,943,000	-	-
SOUTH OFFICE MEETING ROOM CONSTRUCT	-	-	1,150,000	-	-
DOG WALKING PARK	-	-	300,000	-	-
Total Capital Improvement Projects Fund Expenditures	\$ 3,107,576	\$ 7,279,527	\$ 50,157,030	\$ 5,300,000	\$ 5,300,000
<u>Street/Traffic Improvement (DFSI) Fund</u>					
NEIGHBORHOOD TRAFFIC CALMING	86,234	(15,049)	14,132	-	-
MASTER PLAN & PLAN LINE UPDATE	7,518	27,670	29,181	-	-
MISC TRAFFIC SAFETY IMPROVEMENTS	4,806	493	-	-	-
ADVANCED PLANNING	4,380	16,801	22,944	-	-
MISCELLANEOUS TRAFFIC STUDIES	35,294	17,323	44,414	-	-
TRAFFIC STUDIES & SIGNAL EQUIPMENT 15-16	1,191	17,963	-	-	-

**DETAIL OF CAPITAL IMPROVEMENT PROJECTS
EXPENDITURES BY FUNDING SOURCE**

	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
ADAPTIVE TRAFFIC CONTROL SIGNAL SYS UPGR	606	69,085	421,914	-	-
TRAFFIC STUDIES & SIGNAL EQUIPMENT 16-17	-	44	19,956	-	-
CIP INTERNAL SERVICE CHARGES	11,528	11,528	11,528	-	-
BANCROFT/SYBIL SIGNAL IMPROVEMENTS (HSIP	35,053	31,872	-	-	-
PEDESTRIAN CROSSING IMPROVEMENTS 2016-17	-	67,502	192,498	-	-
MACARTHUR/SUPERIOR TRAFFICE CIRCLE DESIG	-	-	43,000	-	-
BANCROFT/SYBIL SIGNAL IMPROVEMENTS (HSIP	-	-	55,594	-	-
Total Street/Traffic Improvement Fund Expenditures	\$ 186,610	\$ 245,232	\$ 855,161	\$ -	\$ -
<u>Park Development Fees Fund</u>					
CIP INTERNAL SERVICE CHARGES	17,946	17,946	17,946	-	-
SIEMPRE VERDE PARK REHABILITATION	44,194	-	-	-	-
THRASHER PARK PLAY STRUCTURE RELACEMENT	9,611	-	-	-	-
MANOR PARK FRONT PLAY AREA	21,197	-	350,000	-	-
DOWNTOWN PARK CONSTRUCTION	-	-	3,000,000	-	-
CHABOT PARK PLAYGROUND & AMPHITHEATER	-	-	1,250,000	-	-
PUBLIC PARK WIFI	-	-	100,000	-	-
WARDEN PARK IMPROVEMENTS	-	6,641	-	-	-
BRIDGE HOUSING/MAREA ALTA PHASE 1	-	932,980	-	-	-
MACARTHUR/SUPERIOR TRAFFICE CIRCLE	-	-	-	200,000	-
NEIGHBORHOOD TRAFFIC CALM PROG 2019-20	-	-	-	100,000	100,000
DAVIS DOOLITTLE TRAFFIC IMPROVEMENTS	-	-	-	120,000	-
SIEMPRE VERDE PLAY EQUIP AND PICNIC	-	-	2,162	-	-
Total Park Development Fees Fund Expenditures	\$ 92,948	\$ 957,567	\$ 4,720,108	\$ 420,000	\$ 100,000
<u>Underground Utility Fees Fund</u>					
UNDERGROUND E 14TH N OF 150TH	18,888	11,679	1,907,036	-	-
UNDERGROUNDING E14TH UTILITY REIMB	1,024	25,671	-	-	-
Total Underground Utility Fees Fund	\$ 19,912	\$ 37,350	\$ 1,907,036	\$ -	\$ -
<u>Gas Tax Fund</u>					
STREET REHABILITATION (ENGINEERING)	3,654	16,659	49,106	-	-
STREET MAINTENANCE (RMRA)	-	138,186	938,995	-	-
STREET SEALING 17-18	-	-	185,000	-	-
Total Gas Tax Fund	\$ 3,654	\$ 154,845	\$ 1,173,101	\$ -	\$ -
<u>Gas Tax (Section 2103) Fund</u>					
CIP INTERNAL SERVICE CHARGES	20,690	20,690	20,690	-	-
UNDERGROUND E 14TH N OF 150TH	-	-	500,000	-	-
BART-DOWNTOWN PEDESTRIAN IMPROVEMENT	847	-	-	-	-
ANNUAL STREET SEALING 2014-15	889	(1,160)	6,251	-	-
ANNUAL OVERLAY/REHABILITATION 2015-16	304,810	(2,477)	-	-	-
ANNUAL OVERLAY/REHABILITATION 2016-17	21,284	130,511	228,205	-	-
STREET OVERLAY/REHAB 2019-20	-	-	-	1,000,000	-
STREET OVERLAY/REHAB 2020-21	-	-	-	-	1,000,000
STREET SEALING 2018-19	-	-	350,000	-	-
Total Gas Tax (Section 2103) Fund	\$ 348,520	\$ 147,564	\$ 1,290,146	\$ 1,000,000	\$ 1,000,000

**DETAIL OF CAPITAL IMPROVEMENT PROJECTS
EXPENDITURES BY FUNDING SOURCE**

	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
Measure B Fund					
ANNUAL SIDEWALK PROGRAM 2012-13	48,207	89,058	15,616	-	-
ANNUAL BICYCLE & PEDESTRIAN IMPROV 2014	225	-	-	-	-
ANNUAL BICYCLE & PEDESTRIAN IMPR 2015	1,165	-	-	-	-
MISC TRAFFIC SAFETY EQUIPMENT	1,143	355	-	-	-
BICYCLE NETWORK (EAST) CONSTRUCTION	7,550	469	5,532	-	-
BANCROFT/SYBIL SIGNAL IMPROVEMENTS (HSIP)	-	-	654	-	-
ANNUAL SIDEWALK REPAIR 2016-17	-	-	140,000	-	-
BIKE & PED SUPPORT PROGRAM 17-18	-	3,712	46,288	-	-
SIDEWALK PROGRAM 17-18	-	15,583	597,845	-	-
BIKE & PED SUPPORT PROGRAM 2018-19	-	-	50,000	-	-
DAVIS ST AT CARPENTIER ST PED SIGNAL	-	22,465	57,237	-	-
SIDEWALK PROGRAM 2018-19	-	-	225,000	-	-
SIDEWALK PROGRAM 2019-20	-	-	-	280,000	-
SIDEWALK PROGRAM 2020-21	-	-	-	-	280,000
ANNUAL SIDEWALK PROGRAM - S&R	30,772	127,176	-	-	-
CIP INTERNAL SERVICE CHARGES	40,569	40,569	40,569	-	-
UNDERGROUND E14TH N. OF 150TH	-	-	424,364	-	-
SAN LEANDRO BLVD REHAB/WILLIAMS TO HUDSON	134,230	224	112	-	-
ANNUAL OVERLAY/REHAB 2013-14	8,551	-	-	-	-
ANNUAL OVERLAY/REHAB 2014-15	2,085	-	19,670	-	-
CIP ADVANCED PLANNING	9,975	6,026	29,048	-	-
ANNUAL OVERLAY/REHABILITATION 2015-16	367,837	81,369	-	-	-
ANNUAL STREET SEALING 2015-16	1,165,418	72,378	453	-	-
ANNUAL OVERLAY/REHABILITATION 2016-17	23,641	15,884	270,475	-	-
ANNUAL STREET SEALING 2016-17	2,901	1,072,010	-	-	-
STREET SEALING 2014-15	20,705	1,163	-	-	-
STREET SEALING 17-18	-	61,156	1,788,844	-	-
STREET SEALING 2019-20	-	-	-	1,500,000	-
STREET SEALING 2020-21	-	-	-	-	1,500,000
LAKE CHABOT ROAD STABILIZATION DESIGN	-	58,769	201,231	-	-
EAST 14TH / JOAQUIN SIGNAL IMPROVEMENTS	-	1,548	35,702	-	-
EAST 14TH / 144TH PEDESTRIAN SIGNAL	-	1,741	18,729	-	-
STREET OVERLAY/REHAB 2018-19	-	-	1,060,000	-	-
E 14TH/HESPERIAN/150TH IMPROVEMENTS	48,375	21,076	2,562,428	-	-
WEST JUANA PEDESTRIAN IMPROVEMENTS	105	-	310	-	-
ENGINEERING & TRANSPORTATION TRAINING	2,600	-	8,928	-	-
LEWELLING/HESPERIAN BLVD IMPROVEMENTS	-	1,140	-	-	-
STORM DRAIN IMPROVEMENTS 2017-18	-	-	140,000	-	-
PEDESTRIAN CROSSING IMPROVEMENTS 2016-17	-	-	340,000	-	-
Total Measure B Fund Expenditures	\$ 1,916,052	\$ 1,693,871	\$ 8,079,035	\$ 1,780,000	\$ 1,780,000

**DETAIL OF CAPITAL IMPROVEMENT PROJECTS
EXPENDITURES BY FUNDING SOURCE**

	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
<u>Measure F (VRF) Fund</u>					
ANNUAL STREET SEALING 2015-16	435,146	14,584	-	-	-
ANNUAL STREET SEALING 2016-17	60,689	207,697	156,615	-	-
STREET OVERLAY/REHAB 17-18	-	-	950,000	-	-
STREET SEALING 2018-19	-	-	400,000	-	-
STREET SEALING 2019-20	-	-	-	400,000	-
STREET SEALING 2020-21	-	-	-	-	400,000
Total Measure F (VRF) Fund Expenditures	\$ 495,835	\$ 222,281	\$ 1,506,615	\$ 400,000	\$ 400,000
<u>Measure BB Fund</u>					
ANNUAL SIDEWALK PROGRAM 2012-13	215,215	90,533	-	-	-
BIKE & PED MASTER PLAN UPDATE	78,694	30,708	1,051	-	-
ANNUAL SIDEWALK REPAIR 2016-17	9,773	28,494	186,733	-	-
PEDESTRIAN CROSSING IMPROVEMENTS 2016-17	3,605	48,816	567,579	-	-
BICYCLE NETWORK WEST	6,283	21,349	222,369	-	-
ANNUAL OVERLAY/REHABILITATION 2015-16	1,360,561	67	6,775	-	-
ANNUAL OVERLAY/REHABILITATION 2016-17	341,517	3,312,625	634,173	-	-
BRIDGE & EMBANKMENT MAINTENANCE	-	-	550,000	-	-
SIDEWALK PROGRAM 2018-19	-	-	120,000	-	-
SIDEWALK PROGRAM 2019-20	-	-	-	220,000	-
SIDEWALK PROGRAM 2019-20	-	-	-	50,000	-
SIDEWALK PROGRAM 2020-21	-	-	-	-	270,000
STREET SEALING 2018-19	-	-	1,180,000	-	-
STREET OVERLAY/REHAB 2016-17	-	-	900,000	-	-
STREET OVERLAY/REHAB 17-18	-	92,910	10,632,090	-	-
STREET OVERLAY/REHAB 2018-19	-	-	2,875,000	-	-
STREET OVERLAY/REHAB 2019-20	-	-	-	8,200,000	-
STREET OVERLAY/REHAB 2020-21	-	-	-	-	8,200,000
BIKE & PED SUPPORT PROGRAM 2019-20	-	-	-	50,000	-
BIKE & PED SUPPORT PROGRAM 2020-21	-	-	-	-	50,000
TRAFFIC SAFETY- K8 STUDENTS & SR. ADULTS	1,986	2,381	33,633	-	-
Total Measure BB Fund Expenditures	\$ 2,017,633	\$ 3,627,882	\$ 17,909,405	\$ 8,520,000	\$ 8,520,000
<u>Heron Bay Maintenance Assessment District Fund</u>					
HERON BAY LEVEE MAINTENANCE	(6)	10,261	280,687	-	-
Total Heron Bay Maintenance Assessment Fund	\$ (6)	\$ 10,261	\$ 280,687	\$ -	\$ -
<u>Special Grants Fund</u>					
WASHINGTON/MONTEREY TRAFFIC SIGNAL	1,501	-	-	-	-
ANNUAL SIDEWALK PROGRAM - TDA	2,619	1,207	1,652	-	-
SIDEWALK PROGRAM 2019-20	-	-	-	90,860	-
SIDEWALK PROGRAM 2020-21	-	-	-	-	90,860
TDA ANNUAL SIDEWALK REPAIR 2015-16	72,142	1,332	-	-	-
TDA ANNUAL SIDEWALK REPAIR 2016-17	-	76,556	-	-	-
WEST JUANA PEDESTRIAN IMPROVEMENTS-DESIGN	-	-	238	-	-
DAVIS ST AT CARPENTIER ST PED SIGNAL	-	-	231,246	-	-
EAST 14TH / JOAQUIN SIGNAL IMPROVEMENTS	-	-	335,250	-	-
EAST 14TH / 144TH PEDESTRIAN SIGNAL	-	-	184,230	-	-
BANCROFT/SYBIL SIGNAL IMPROVEMENTS (HSIP)	-	183,892	243,368	-	-

**DETAIL OF CAPITAL IMPROVEMENT PROJECTS
EXPENDITURES BY FUNDING SOURCE**

	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
CA EARTHQUAKE AUTHORITY BRACE & BOLT	92	78	-	-	-
ANNUAL STREET SEALING 2015-16	31,359	19,644	31,220	-	-
WASHINGTON/CHAPMAN RR CROSSING IMPROV	23,424	40,406	619,844	-	-
STREET SEALING 17-18	-	-	72,426	-	-
STREET SEALING 2018-19	-	-	70,000	-	-
PDA GRANT - MTC	129,932	200,143	-	-	-
SAN LEANDRO CREEK MASTER PLAN GRANT	114,538	(8,855)	-	-	-
S.L. BALL PARK LOCKER/RESTROOM REFURBISH	598	-	-	-	-
WARDEN PARK RENOVATION	-	9,328	154,422	-	-
FIBER CONDUITS FOR BROADBANK NETWORK	48,405	130,081	(9,988)	-	-
SAN LEANDRO BLVD REHAB/WILLIAMS TO HUDSO	45,972	-	-	-	-
TRAFFIC SAFETY- K8 STUDENTS & SR. ADULTS	71,885	12,230	49,885	-	-
BIKE NETWORK WEST - BAAQMD GRANT	-	-	139,128	-	-
SIEMPRE VERDE PARK REHAB (WW)	14,324	-	-	-	-
SIEMPRE VERDE PLAY EQUIP AND PICNIC	1,303,337	-	29,292	-	-
THRASHER PARK PLAY EQUIP & FENCE	6,059	-	-	-	-
CALRECYCLE RUBBERIZED ST. SEALING	-	-	102,525	-	-
CALRECYCLE RUBBERIZED A/C OVERLAY	-	8,890	192,135	-	-
BAY-FRIENDLY RATED LANDSCAPE CERTIFICATION	-	42	4,958	-	-
WASHINGTON AVENUE RECONSTRUCTION	-	-	1,048,000	-	-
Total Special Grants Fund Expenditures	\$ 1,866,186	\$ 674,974	\$ 3,499,831	\$ 90,860	\$ 90,860
<u>Community Development Block Grant (CDBG) Fund</u>					
ADA TRANSITION PLAN 10-11 AMENDED	-	-	90,000	-	-
ADA TRANSITION PLAN 2011-12	-	-	27,825	-	-
ADA TRANSITION PLAN 2012-13	-	-	55,000	-	-
ADA TRANSITION PLAN CONSTRUCTION 2013-14	-	-	40,000	-	-
ADA TRANSITION 2014-15	-	-	55,000	-	-
ADA TRANSITION PLAN 2016-17	-	-	2,075	-	-
ADA TRANSITION PLAN 17-18	-	-	134,144	-	-
ADA TRANSITION PLAN 2018-19	-	-	203,974	115,000	115,000
Total CDBG Fund Expenditures	\$ -	\$ -	\$ 608,018	\$ 115,000	\$ 115,000
<u>Water Pollution Control Plant Enterprise Fund</u>					
WPCP CO-GENERATION	141	-	-	-	-
WPCP DIRT RELOCATION	1,877	34,064	2,455,308	-	-
WPCP REHABILITATION - CM	115,294	23,337	73,657	-	-
WPCP REHABILITATION - CONSTRUCTION (SRF)	-	1,320,556	457,365	-	-
WPCP REHABILITATION - CONSTRUCTION	333,711	681,112	137,806	-	-
SANITARY SEWER LINE REPLACEMENT & REPAIR	189,188	537	-	-	-
SANITARY SEWER REPLACE/REPAIR 2014-15	56,506	420,413	-	-	-
WPCP ASPHALT REPLACEMENT	54,600	527,860	1,570,191	-	-
SANITARY SEWER REPLACEMENT/REPAIR 15-16	-	464,076	35,882	-	-
SANITARY SEWER REPLACEMENT/REPAIR 16-17	2,741	44,209	453,050	-	-
SL SEWER COLLECTION SYSTEM REPAIR 17-18	-	-	500,000	-	-
SL SEWER COLLECTION SYSTEM REPAIR 19-20	-	-	-	500,000	-
SL SEWER COLLECTION SYSTEM REPAIR 20-21	-	-	-	-	500,000
WPCP SECONDARY EFFLUENT LINE REPLACEMENT	-	-	630,000	-	-
DUTTON AVE SS UPSIZE PART 1	-	-	600,000	-	-
DUTTON AVE SS UPSIZE PART 2	-	-	400,000	-	-

**DETAIL OF CAPITAL IMPROVEMENT PROJECTS
EXPENDITURES BY FUNDING SOURCE**

	2016-17 Actual	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed
SL SEWER COLLECTION SYSTEM REPAIR	-	-	500,000	-	-
PERALTA AVE SS UPSIZE	-	-	1,000,000	-	-
WPCP ROOF REPLACEMENT	-	-	150,000	-	-
MARINA BLVD SS DIVERSION AT CHERRY	-	-	100,000	-	-
SYBIL AVE SS DIVERSION	-	-	70,000	-	-
CIP ADVANCE PLANNING	4,250	-	27,389	-	-
SEWER/LIFT STATION REPLACEMENT RENEWAL	30,286	-	70,020	-	-
W.P.C.P. RENEWAL & REPLACEMENT	187,685	-	277,595	-	-
SANITARY SEWER CAPACITY STUDY/MASTER PLA	372	-	-	-	-
DAVIS ST SAN SEWER MANHOLE & PIPE REHAB	1,741	-	517,187	-	-
FARRELLY DRIVE SS UPSIZE AT DORCHESTER	-	-	-	-	375,000
BEVERLY AVE SS UPSIZE AT DOWLING	-	-	-	-	900,000
CLIMATEC - CEC GRANT			3,918,868		
Total WPCP Enterprise Fund Expenditures	\$ 978,394	\$ 3,516,165	\$ 13,944,319	\$ 500,000	\$ 1,775,000
<u>Shoreline Enterprise Fund</u>					
AGI - CIP PROJECTS	6,310	-	-	-	-
CIP ADVANCE PLANNING	342	-	9,658	-	-
Total Shoreline Enterprise Fund Expenditures	\$ 6,652	\$ -	\$ 9,658	\$ -	\$ -
<u>Building Maintenance Fund</u>					
PUBLIC SAFETY HVAC EQUIP REPLACE	8	-	-	-	-
BUILDING MAINTENANCE	2,605,032	2,952,322	3,083,887	-	-
BUILDING ENVIRONMENTAL HEALTH	20,919	17,680	30,600	-	-
POOL MAINTENANCE	140,112	129,668	169,866	-	-
ABAG ENERGY WATCH	2,755	-	-	-	-
FACILITIES CAPITAL IMPROVEMENTS	198,907	263,395	1,832,044	-	-
CITY WIDE ADA UPGRADES	-	15,148	39,338	-	-
Total Building Maintenance Fund Expenditures	\$ 2,967,733	\$ 3,378,213	\$ 5,155,735	\$ -	\$ -
<u>Successor Agency to the Redevelopment Agency</u>					
ESTUDILLO/CALLAN PARKING GARAGE	141	-	-	-	-
PARKING MGMT PLAN (2008 TABS)	-	600,000	-	-	-
DOWNTOWN PARKING MGMT PLAN & IMPLEMENTATIO	7,748	3,376	51,104	-	-
Total Redevelopment Agency Expenditures	\$ 7,889	\$ 603,376	\$ 51,104	\$ -	\$ -
Total Capital Improvement Project Expenditures*	\$ 14,015,588	\$ 22,549,108	\$ 111,146,987	\$ 18,125,860	\$ 19,080,860

**PROPOSED
CAPITAL IMPROVEMENT PROJECTS**

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE 2019-20

Project Number	Project Name	Total Amount	General Fund	Gas Tax Fund (Highway User Tax Account)	Measure B Fund (Bike & Ped)	Measure B Fund (Local Streets)
2020.0020	ADA transition plan	150,000	35,000			
2020.0030	Bike and Ped Support Program	50,000				
2005.0100	Chabot Park Playground and Amphitheater Installment 2	100,000	100,000			
2020.0110	City Building Major Maintenance	600,000	600,000			
2020.0160	City Park Major Maintenance	475,000	475,000			
2020.4260	Davis Doolittle Traffic Improvements	120,000				
2018.3420	Farrelly Pool Replacement Installment 3	1,100,000	1,100,000			
2014.0470	MacArthur Superior Round About Installment 3	200,000				
2020.0040	Neighborhood Traffic Calming Program	100,000				
2020.5600	Pedestrian Crossing Improvements	80,000	80,000			
2013.0180	Police Dept Range Upgrade Installment 2	50,000	50,000			
2020.0120	San Sewer Collection System Repair	500,000				
2020.0060	Sidewalk Program	640,860			280,000	
2020.0050	Street Overlay / Rehabilitation	11,460,000	2,260,000	1,000,000		
2020.0070	Street Sealing	2,500,000	600,000			1,500,000
Fiscal Year Total by Fund		\$18,125,860	\$5,300,000	\$1,000,000	\$280,000	\$1,500,000

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE 2019-20

Project Number	Project Name	Measure BB Fund (Bike & Ped)	Measure BB Fund (Local Streets)	Measure F Fund (Vehicle Reg. Fees)	Special Grants Fund	Street Improvement Fund (Developer Fees)	Water Pollution Control Plant Fund
2020.0020	ADA transition plan				115,000		
2020.0030	Bike and Ped Support Program		50,000				
2005.0100	Chabot Park Playground and Amphitheater Installment 2						
2020.0110	City Building Major Maintenance						
2020.0160	City Park Major Maintenance						
2020.4260	Davis Doolittle Traffic Improvements					120,000	
2018.3420	Farrelly Pool Replacement Installment 3						
2014.0470	MacArthur Superior Round About Installment 3					200,000	
2020.0040	Neighborhood Traffic Calming Program					100,000	
2020.5600	Pedestrian Crossing Improvements						
2013.0180	Police Dept Range Upgrade Installment 2						
2020.0120	San Sewer Collection System Repair						500,000
2020.0060	Sidewalk Program	220,000	50,000		90,860		
2020.0050	Street Overlay / Rehabilitation		1,200,000		7,000,000		
2020.0070	Street Sealing			400,000			
Fiscal Year Total by Fund		\$220,000	\$1,300,000	\$400,000	\$7,205,860	\$420,000	\$500,000

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE 2020-21

Project Number	Project Name	Total Amount	General Fund	Gas Tax Fund (Highway User Tax Account)	Measure B Fund (Bike & Ped)	Measure B Fund (Local Streets)
2020.0020	ADA transition plan	150,000	35,000			
2018.4660	Beverly Ave SS Upsize at Dowling	900,000				
2020.0030	Bike and Ped Support Program	50,000				
2020.0110	City Building Major Maintenance	600,000	600,000			
2020.0160	City Park Major Maintenance	475,000	475,000			
2018.4680	Farrelly Drive SS Upsize at Dorchester	375,000				
2018.8000	Financial Software System Installment 1 (IT Fund)	300,000	300,000			
2020.2030	Fire Station 13 Replacement Installment 1	200,000	200,000			
2020.2400	Main Library Restroom Renovation	750,000	750,000			
2020.0040	Neighborhood Traffic Calming Program	100,000				
2020.5610	Pedestrian Crossing Improvements	200,000	200,000			
2020.0120	San Sewer Collection System Repair	500,000				
2020.0060	Sidewalk Program	640,860			280,000	
2020.0050	Street Overlay / Rehabilitation	11,340,000	2,140,000	1,000,000		
2020.0070	Street Sealing	2,500,000	600,000			1,500,000
Fiscal Year Total by Fund		\$19,080,860	\$5,300,000	\$1,000,000	\$280,000	\$1,500,000

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY FUNDING SOURCE 2020-21

Project Number	Project Name	Measure BB Fund (Bike & Ped)	Measure BB Fund (Local Streets)	Measure F Fund (Vehicle Reg. Fees)	Special Grants Fund	Street Improvement Fund (Developer Fees)	Water Pollution Control Plant Fund
2020.0020	ADA transition plan				115,000		
2018.4660	Beverly Ave SS Upsize at Dowling						900,000
2020.0030	Bike and Ped Support Program		50,000				
2020.0110	City Building Major Maintenance						
2020.0160	City Park Major Maintenance						
2018.4680	Farrelly Drive SS Upsize at Dorchester						375,000
2018.8000	Financial Software System Installment 1 (IT Fund)						
2020.2030	Fire Station 13 Replacement Installment 1						
2020.2400	Main Library Restroom Renovation						
2020.0040	Neighborhood Traffic Calming Program					100,000	
2020.5610	Pedestrian Crossing Improvements						
2020.0120	San Sewer Collection System Repair						500,000
2020.0060	Sidewalk Program	220,000	50,000		90,860		
2020.0050	Street Overlay / Rehabilitation		1,200,000		7,000,000		
2020.0070	Street Sealing			400,000			
Fiscal Year Total by Fund		\$220,000	\$1,300,000	\$400,000	\$7,205,860	\$100,000	\$1,775,000

Funded Projects

Project Number	2020.0020	Detailed Cost	\$150,000
Project Name	ADA transition plan		Annually
Impact to Operation Cost		Neutral	
Impact to Maintenance Cost		Neutral	

Project Description

Annual funding for ADA improvements recommended by the City's ADA transition program. Funding is used for internal and external costs related to ADA improvements. Work may be bid under more than one contract.

This project is funded annually.

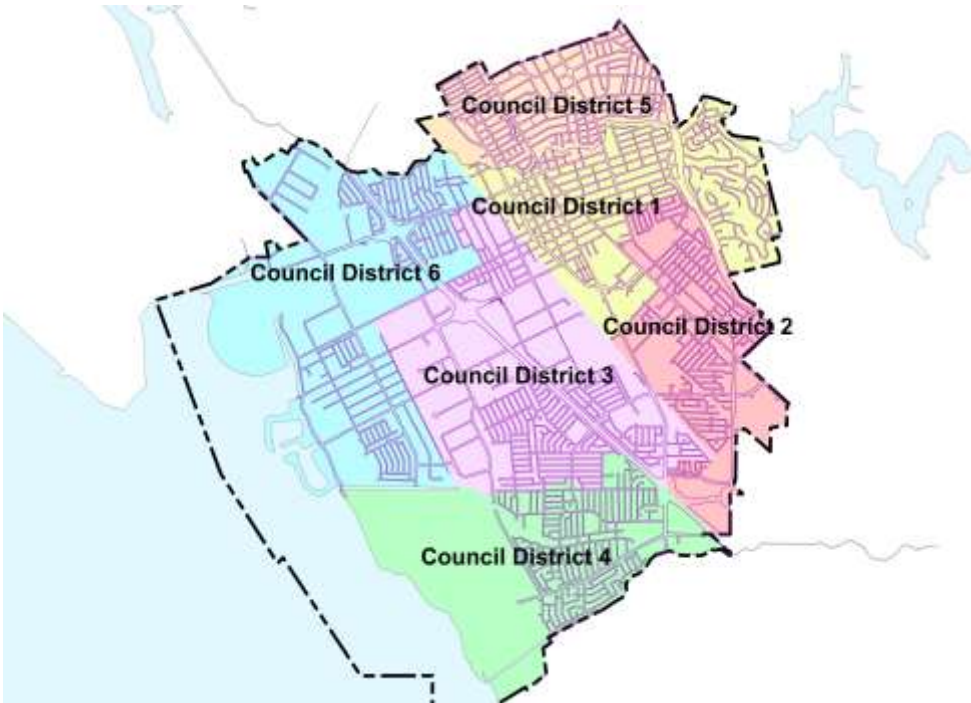
Project Benefits	The City commissioned a study of ADA deficiencies that resulted in the 2010 ADA transition Plan. This plan contains a list of deficiencies, and recommends funding of \$150,000 per year for 15 years to complete the repairs. Adoption of the plan and continued work on the plan improves accessibility for all and is required to receive CDBG funds from the Federal Government.
Impacts of Not Completing Project	Failure to make ADA improvements will make it difficult for people with disabilities to access City services and results in loss of federal funding.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-36-384	\$35,000	General Fund	2020
165-36-384	\$115,000	Community Development Block Grant	2020
210-36-387	\$35,000	General Fund	2021
165-43-247	\$115,000	Community Development Block Grant	2021
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$300,000		

Project Number 2020.0020 Project Name ADA transition plan



ADA improvements at Cherry Grove Park



Funded Projects

Project Number 2018.4660 Detailed Cost \$900,000

Project Name Beverly Ave SS Upsize at Dowling

Impact to Operation Cost Neutral

Impact to Maintenance Cost Neutral

Project Description

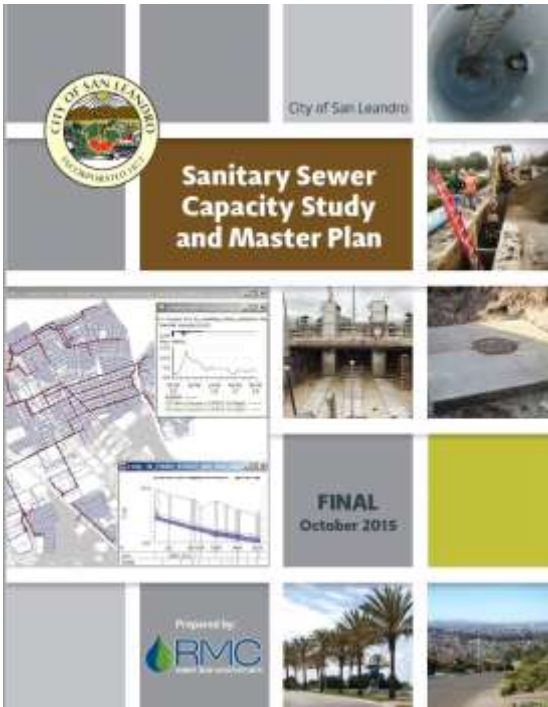
Upsize existing sanitary sewer main on Beverly Ave from Dowling Blvd to Broadmoor Blvd from 15" to 18"

Project Benefits This project is required to safely convey existing and projected sanitary sewer flows.

Impacts of Not Completing Project Without this project, projected development and rain infiltration may cause a sanitary sewer overflow on this line.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
593-52-281	\$900,000	Water Pollution Control Plant Enterprise	2021
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$900,000		

Project Number 2018.4660 Project Name Beverly Ave SS Upsize at Dowling



This project is recommended by the 2015 Master Plan



Funded Projects

Project Number	2020.0030	Detailed Cost	\$50,000
Project Name	Bike and Ped Support Program		Annually
Impact to Operation Cost		Neutral	
Impact to Maintenance Cost		Neutral	

Project Description

This program funds activities listed in the City’s Bicycle & Pedestrian Master Plan, including the following:
Bike-to Work-Day Event: Promote the event to encourage bicycling. Host an Energizer Station at the downtown SL Bart station.

Bike Rack Program: Receive requests for bike racks & parking information. Install bike racks in the ROW at appropriate requested locations.

Pedestrian & Bicycle Safety Education: Bicycle and Pedestrian Advisory Committee (BPAC) support.

Spot Improvements: Install bike related road signs. Design bikeways and pedestrian paths. Install or modify pavement markings & striping to accommodate bicycle traffic on City streets. Install bicycle detection at traffic signals. Design, and construct upgrades to traffic signals, and safety equipment to meet pedestrian accessibility guidelines.

This program is funded annually.

Project Benefits	This program promotes bicycling and walking within the City.
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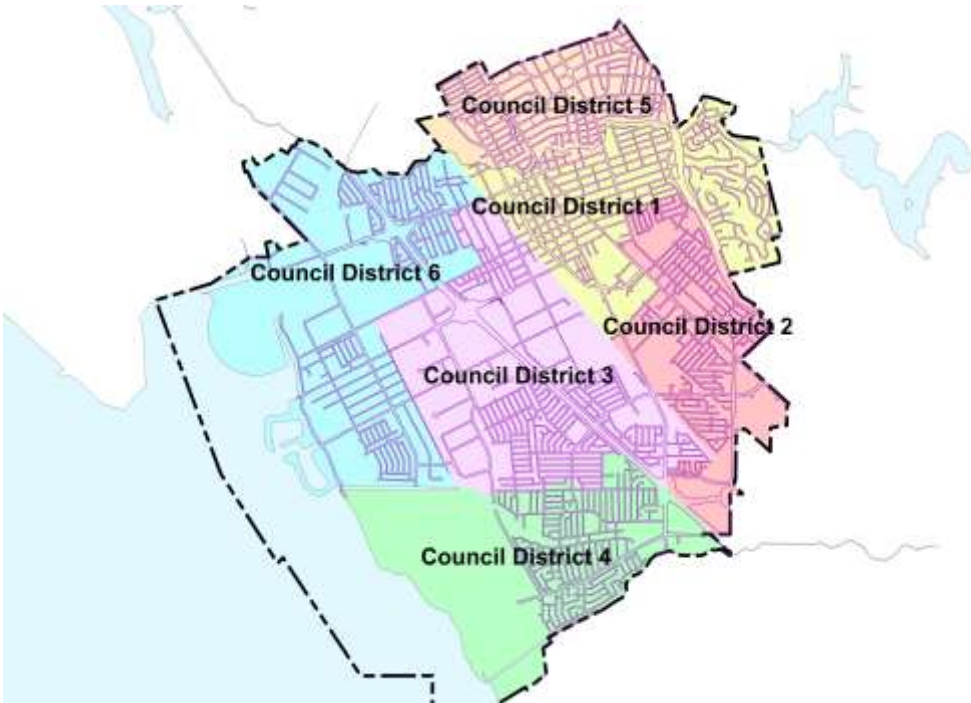
Impacts of Not Completing Project	Without this program bicycling and walking through town may be less inviting.
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Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
141-38-415	\$50,000	Measure BB Streets / Roads	2020
141-38-421	\$50,000	Measure BB Streets / Roads	2021
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$100,000		

Project Number 2020.0030 Project Name Bike and Ped Support Program



Safety Education booth at a carnival



Funded Projects

Project Number 2005.0010 Detailed Cost \$1,350,000

Project Name Chabot Park Playground and Amphitheater

Impact to Operation Cost Neutral

Impact to Maintenance Cost Increase

Project Description

This project is a portion of the Chabot Park Master Plan Project, project #2003.0160. Replace and upgrade two existing playgrounds with new equipment and locate the new playground where the current amphitheater is located, adjacent to the picnic area. Demolish the current amphitheater and place a new one in natural setting in the redwoods adjacent to and behind the restrooms. The play equipment will be updated, expanded, and located so that adults can keep an eye on the children while at play. The new amphitheater will be located in a setting that uses the redwood trees as a natural background for the stage, providing an aesthetically pleasing experience.

A previous funding installment totaling \$1,250,000 for this project was appropriated via the FY 18-19 budget. This is the second funding installment for this project.

Project Benefits

Parks provide a neighborhood gathering place, creating a sense of community; provide open spaces; and provide a place for children to play, create, grow and imagine. The project will maintain the same rustic look and theme but improve the condition and safety of the play equipment and offer enhanced recreational experiences in the playground and amphitheater.

Impacts of Not Completing Project

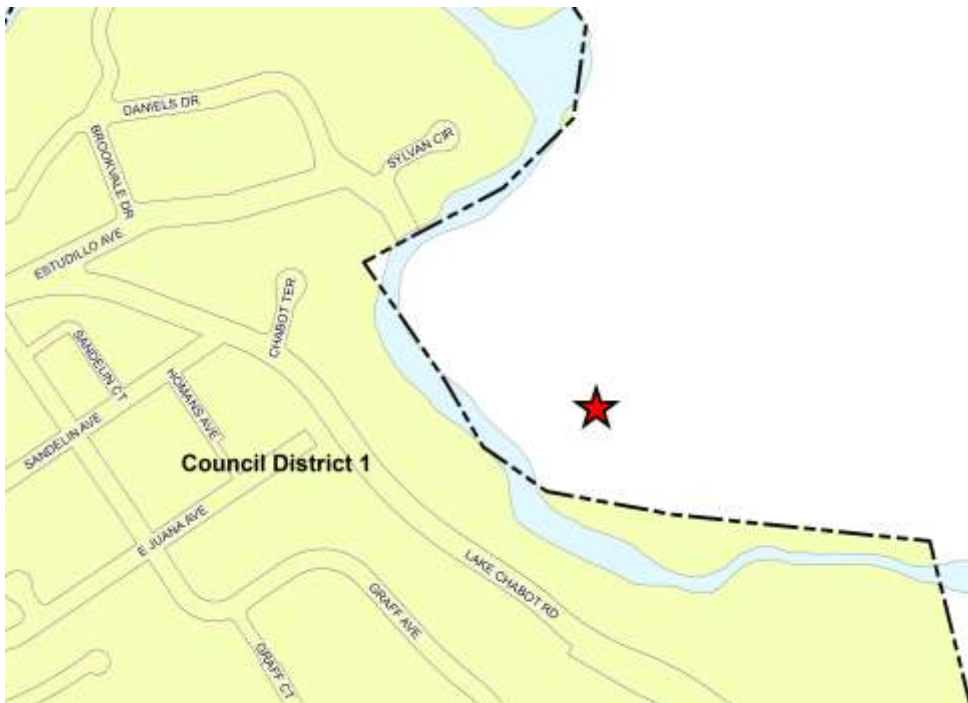
Without this project inadequate and out of date play equipment will remain, underserving the patrons at the park. Safety will remain a concern. The park could fall into disrepair and become unattractive to those that want a fun, safe park.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-62-133	\$100,000	General Fund	2020
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$100,000		

Project Number 2005.0010 Project Name Chabot Park Playground and Amphitheater



Chabot Park Master Plan circa 2005



Funded Projects

Project Number	2020.0110	Detailed Cost	\$600,000
Project Name	City Building Major Maintenance		Annually
Impact to Operation Cost		Neutral	
Impact to Maintenance Cost		Neutral	

Project Description

Funding for replacement or renovation of building components that have failed or reached the end of their useful life including elevators, movable partitions, roofing, flooring, mechanical systems (HVAC, plumbing, etc.), paint, parking lots, sidewalks and walkways, landscaping, and irrigation systems. Scope excludes repair and replacement of furniture, computer and AV equipment, and commercial kitchen equipment. Each item of work is generally valued at greater than \$100,000, smaller projects are covered under the Building Maintenance line item of the Public Works operating budget. Halcyon Park and Manor Park recreation center buildings as well as the Manor Park Aquatic Center building are covered by this fund but restrooms and sheds in parks are covered by the City Park Major Maintenance fund and are excluded from this fund. Note that the building maintenance line of the Public Works budget includes tasks required to maintain existing systems in operation during their useful life but excludes wholesale replacement of systems when they wear out. The Public Works Department maintains a list of maintenance needs for City buildings, the following are the current highest priority projects. This project is funded annually.

City Hall – HVAC Equipment Replacement; Fire Station 12 – HVAC Equipment Replacement; Public Safety Building – HVAC Equipment Replacement; City Facility Signage Improvements; Public Safety Building and South Offices – Exterior Painting; Main Library – Karp/Estudillo Room Partition Replacement

Project Benefits

The City owns and operates approximately 400,000 sf of conditioned building space. Continued funding of this program will ensure that wear items within the buildings and on the building sites are replaced at the end of their useful life.

Impacts of Not Completing Project

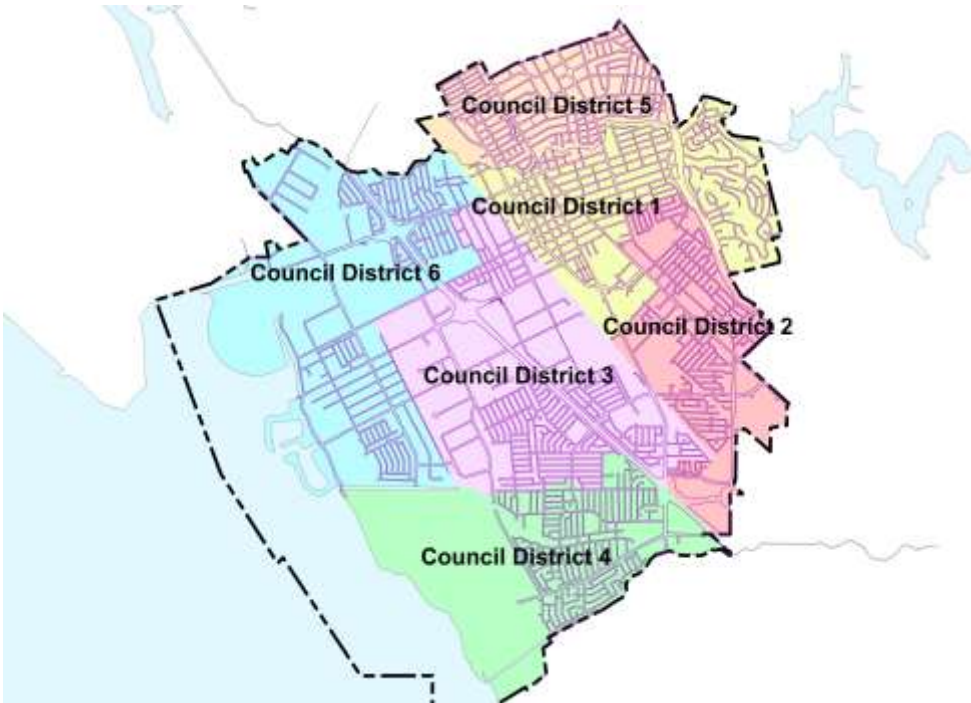
Without this project building maintenance items will be listed as individual projects within the capital improvement program. If these individual projects aren't funded then the usefulness of the buildings will decline. If roof replacement is deferred water leaks could cause damage to the interior of the building.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-18-147	\$600,000	General Fund	2020
210-18-149	\$600,000	General Fund	2021
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$1,200,000		

Project Number 2020.0110 Project Name City Building Major Maintenance



Roof replacement in progress



Funded Projects

Project Number	2020.0160	Detailed Cost	\$475,000
Project Name	City Park Major Maintenance		Annually
Impact to Operation Cost		Neutral	
Impact to Maintenance Cost		Neutral	

Project Description

Funding for repair and replacement of existing park facilities such as irrigation systems, playground equipment, shade structures, picnic areas, outdoor furniture, sport courts, fencing, bleachers, walkways, restrooms, sheds, and parking lots. Scope includes repair of sidewalks fronting parks. The Public Works Department maintains a list of maintenance needs for City parks, the following are the current highest priority projects. This project is funded annually.

- Park Well Replacement
- Park Playground Replacement
- Cherry Grove Park – Bathroom Replacement
- San Leandro Ball Park – Mold Abatement and Facility Improvements

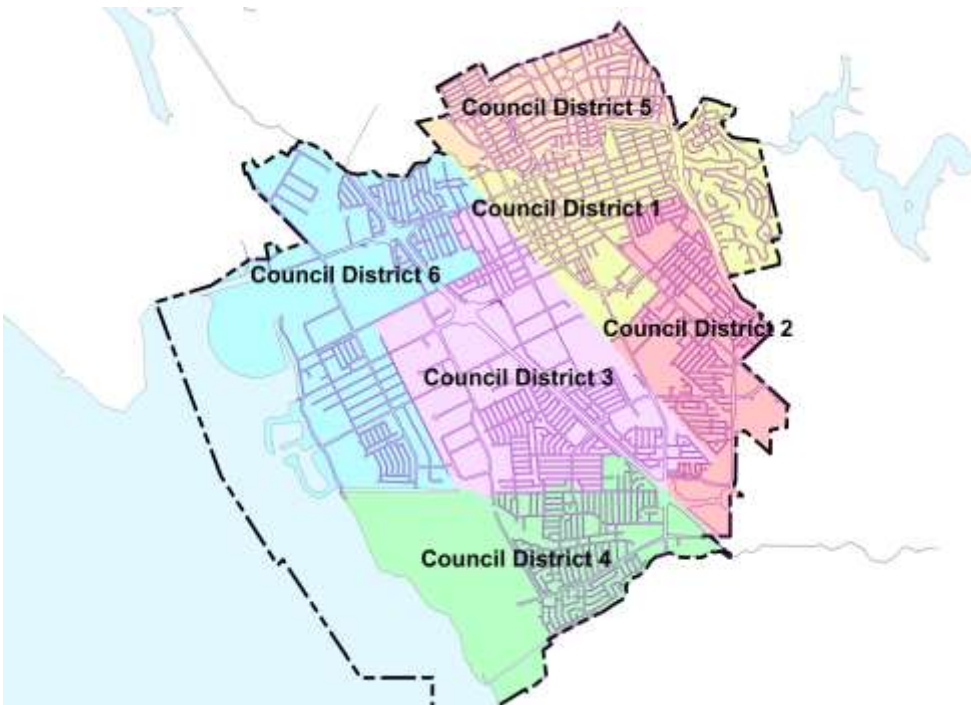
Project Benefits	Maintenance is required to keep our parks attractive and functional.
Impacts of Not Completing Project	Without this project park maintenance items will be listed as individual projects within the capital improvement program. If these individual projects aren't funded then park facilities will deteriorate and eventually fail.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-62-137	\$475,000	General Fund	2020
210-62-138	\$475,000	General Fund	2021
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$950,000		

Project Number 2020.0160 Project Name City Park Major Maintenance



Recently replaced playground equipment at Marina Park



Funded Projects

Project Number 2020.4260 Detailed Cost \$120,000

Project Name Davis Doolittle Traffic Improvements

Impact to Operation Cost Neutral

Impact to Maintenance Cost Neutral

Project Description

Obtain traffic counts, design improvements, prepare plans, justify design exceptions, obtain Caltrans permits, bid, and construct improvements generally described below:

Restripe the four westbound lanes from Davis Street to provide one exclusive left-turn lane, one exclusive through lane and two exclusive right-turn lanes. Restrict westbound right turns on red to reduce conflict between right-turning vehicles in the two exclusive right-turn lanes as well as between right-turning vehicles and movements with the right-of-way. Optimize the traffic signal cycle length and splits.

This project is listed as a mitigation measure in appendix A of the General Plan.

Project Benefits

This project will improve the level of service for vehicles using the intersection of Davis Street and Doolittle Drive.

Impacts of Not Completing Project

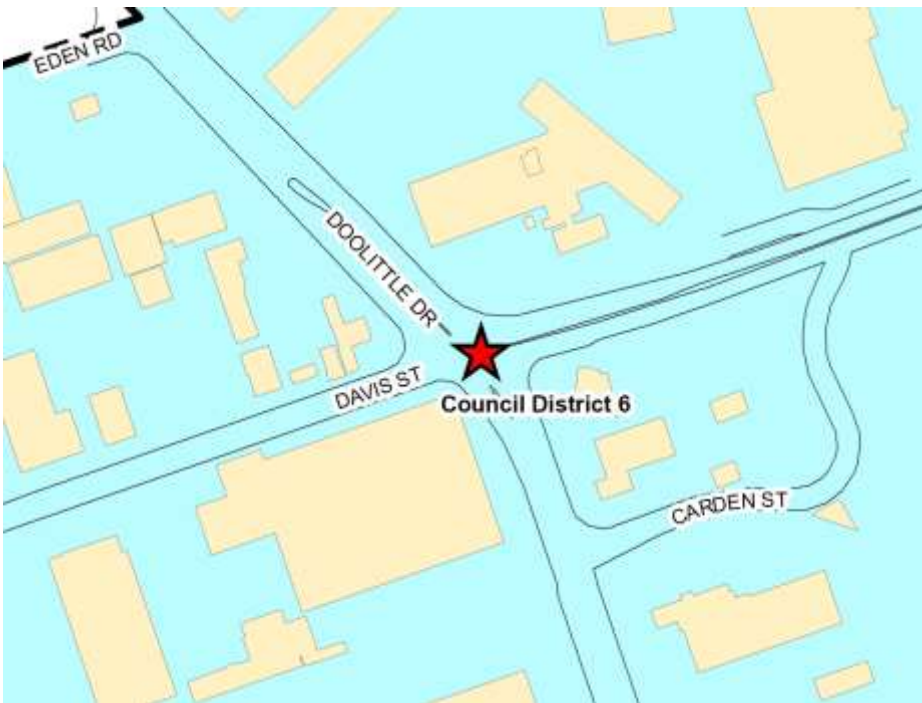
Without this project the level of service for vehicles using the intersection of Davis Street and Doolittle Drive will decline as volume increases.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
120-38-417	\$120,000	Developer Fees for Street Improvement	2020
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$120,000		

Project Number 2020.4260 Project Name Davis Doolittle Traffic Improvements



Davis at Doolittle



Funded Projects

Project Number 2018.4680 Detailed Cost \$375,000

Project Name Farrelly Drive SS Upsize at Dorchester

Impact to Operation Cost Neutral

Impact to Maintenance Cost Neutral

Project Description

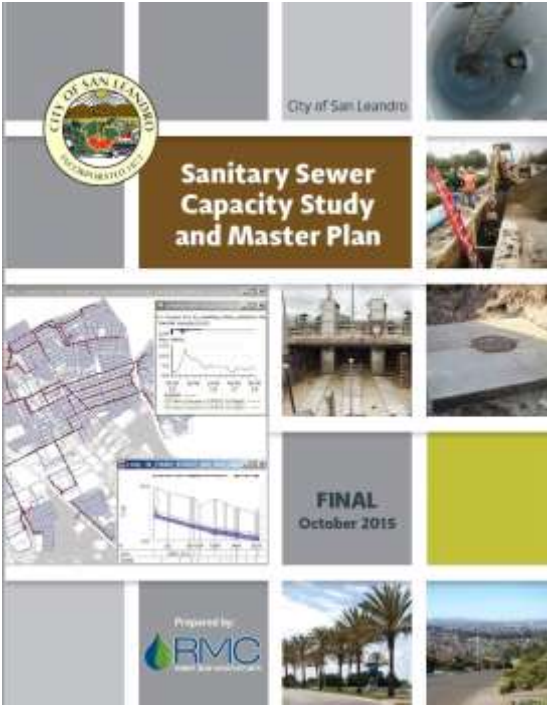
Upsize existing sanitary sewer main on Farrelly Drive east of Dorchester Ave from 18" to 21"

Project Benefits This project is required to safely convey existing and projected sanitary sewer flows.

Impacts of Not Completing Project Without this project, projected development and rain infiltration may cause a sanitary sewer overflow on this line.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
593-52-279	\$375,000	Water Pollution Control Plant Enterprise	2021
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$375,000		

Project Number 2018.4680 Project Name Farrelly Drive SS Upsize at Dorchester



This project is recommended by the 2015 Master Plan



Funded Projects

Project Number 2018.3420 Detailed Cost \$6,250,000

Project Name Farrelly Pool Replacement

Impact to Operation Cost Neutral

Impact to Maintenance Cost Significant Increase

Project Description

Previous funding installments totaling \$3,500,000 for this project were appropriated via the FY 2018 and FY 2019 budget. In that budget the scope is listed as "Reconstruct Farrelly Pool including replacement of the mechanical system and modification of the restroom facilities as required to meet code."

Preliminary design indicates that the mechanical equipment required will not fit within the existing building. The City Council has determined that a building addition to house the equipment is not desirable and that the buildings should be replaced. The current project cost represents a complete replacement of the facility.

This project will provide new buildings, pool, equipment, pool deck, furniture, and shade structures for the Farrelly Pool.

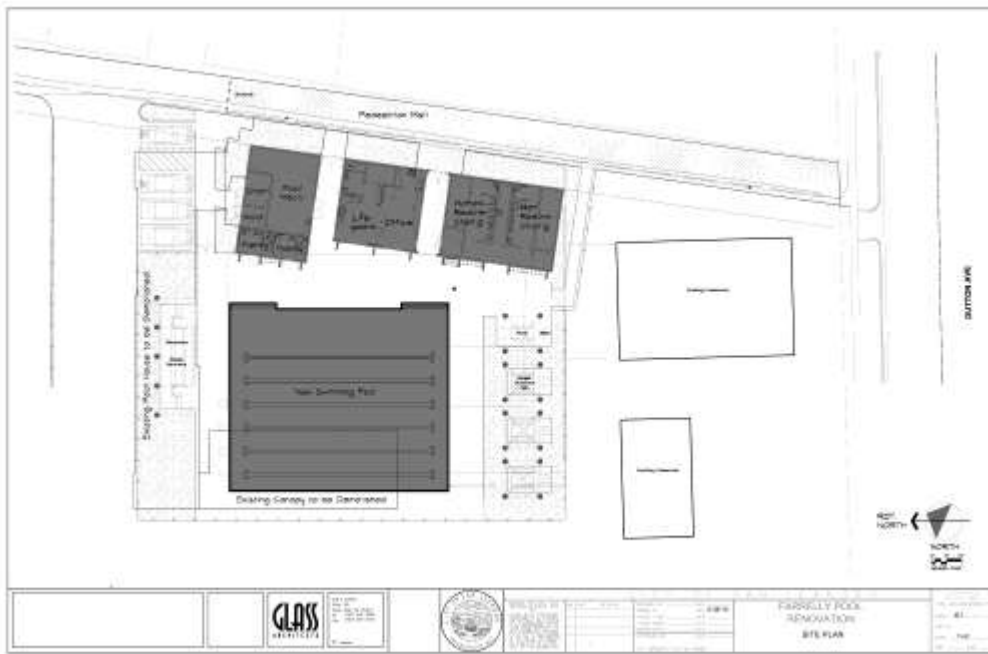
This is the third funding installment for this project.

Project Benefits	This outdoor pool is operated seasonally and is very popular with the residents. The pool and locker room are located on school district property and operated by the City under an agreement with the school district.
------------------	---

Impacts of Not Completing Project	Without this project the pool will remain closed.
-----------------------------------	---

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-62-123	\$1,100,000	General Fund	2020
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$1,100,000		

Project Number 2018.3420 Project Name Farrelly Pool Replacement



Site Plan for Farrelly Pool



Funded Projects

Project Number 2018.8000 Detailed Cost \$1,500,000

Project Name Financial Software System Replacement

Impact to Operation Cost Neutral

Impact to Maintenance Cost Increase

Project Description

Purchase and setup a new Enterprise Resources Planning (ERP) system for tracking and reporting the City's financial and personnel activity. This system will replace the current Tyler EDEN software and could incorporate systems in departments other than Finance and Human Resources. The City could choose to mirror EDEN's existing modules or expand their scope to provide increased utility to citywide departments. For a city of San Leandro's size, the purchase of a Tier 2 ERP system is likely the most logical and economical and this would include systems by Tyler Technologies, Accela, and others. Tier 1 ERP systems, such as those offered by SAP and Oracle are likely not appropriate nor economical for the City of San Leandro, but due diligence will be performed on all systems. The IT fund typically only covers hardware and software needs up to \$250,000, but may contribute funds to this project in the future.

Annual software license costs are anticipated to increase by between \$60,000 and \$180,000 per year as a result of this project.

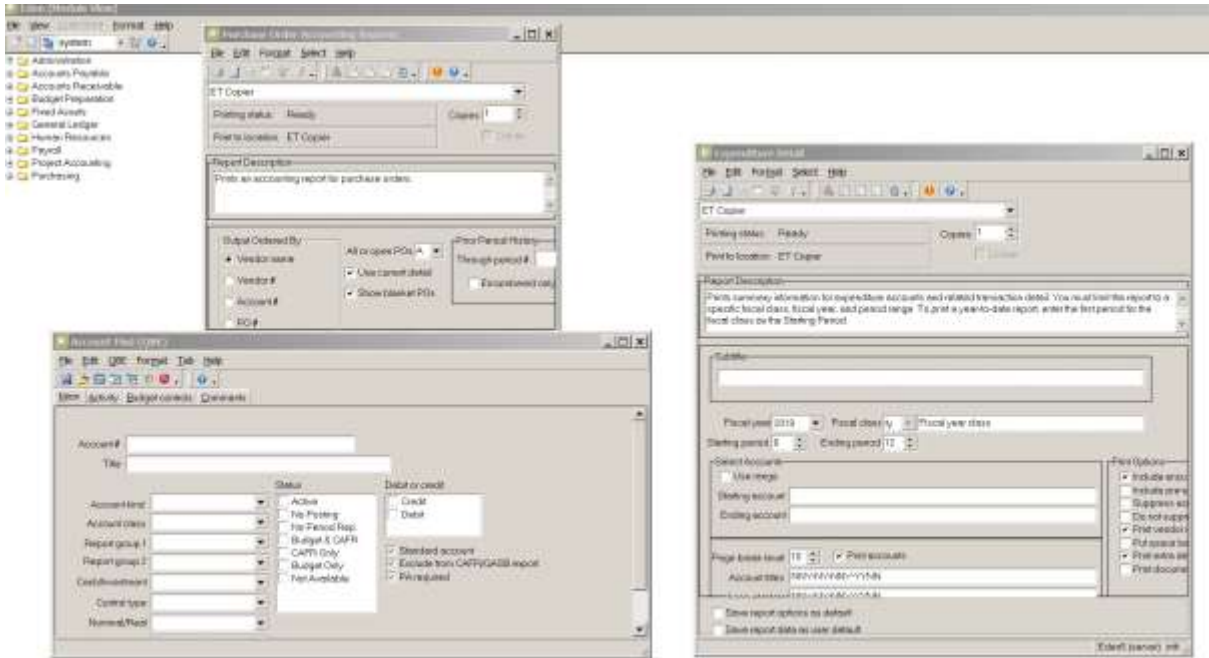
This is the first funding installment for this project.

Project Benefits	The EDEN ERP includes modules for Payroll and Accounting and this has a direct impact on every City department's operations, the EDEN ERP system is mission critical for the day to day operation of the City. A newer ERP system will have enhanced reporting capabilities, user interface, and ease of use. A new ERP will include software support and upgrades.
------------------	---

Impacts of Not Completing Project	Tyler Technology will eventually stop supporting the EDEN system. If software issues were to occur in an unsupported environment, key financial and personnel functions such as issuing paychecks, paying vendors, performing required financial reporting, and safeguarding the City's assets could be adversely impacted. Processing of human resource functions for employees, such as onboarding, could
-----------------------------------	---

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
688-13-133	\$300,000	General Fund	2021
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$300,000		

Project Number 2018.8000 Project Name Financial Software System Replacement



Existing software interface

No Location Map Available

Funded Projects

Project Number 2020.2030 Detailed Cost

Project Name Fire Station 13 Replacement

Impact to Operation Cost Increase

Impact to Maintenance Cost Significant Increase

Project Description

Demolish the existing building and construct a new building of approximately 6000 sf. Temporary facilities for the fire crew will be required if the building is re-built at the same location as the existing building. Cost of land for a new location varies widely and will be evaluated as part of the preliminary design work. Work may be phased thus:

- Study
- Land acquisition
- Design
- Construction

Alameda County Fire Department has done space planning work with an architect for a generic station.

This is the first funding installment for this project. A Study will be commissioned to establish the building size, possible locations, and cost required for the complete project.

Project Benefits	The existing building was built in 1953 and has been used heavily. The floor plan no longer serves the departments needs. Without this project fire crews sleep in one large dormitory. This project will create appropriate facilities for mixed gender crews who work at fire station 13.
------------------	---

Impacts of Not Completing Project	Without this project the existing building will remain in use. Without this project only fire stations 10 and 11 can appropriately accommodate mixed gender fire crews.
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Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-18-148	\$200,000	General Fund	2021
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$200,000		

Project Number 2020.2030 Project Name Fire Station 13 Replacement



Existing Fire Station 13



Funded Projects

Project Number 2014.0471 Detailed Cost \$1,600,000

Project Name MacArthur Superior Traffic Circle

Impact to Operation Cost Neutral

Impact to Maintenance Cost Increase

Project Description

Install a modern roundabout at the intersection of MacArthur Blvd/Superior Ave./Foothill Blvd for traffic calming and safety purposes. Previous funding installments totaling \$1,400,000 for this project were appropriated in previous budgets.

This project is estimated to increase annual maintenance costs by \$5,000.

Project Benefits	This project improves traffic safety and provides traffic calming along MacArthur Blvd
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Impacts of Not Completing Project	Reduced traffic safety for San Leandro public
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Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
120-28-193	\$200,000	Developer Fees for Street Improvement	2020
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$200,000		

Project Number 2014.0471 Project Name MacArthur Superior Traffic Circle



PRELIMINARY LANDSCAPE PLAN

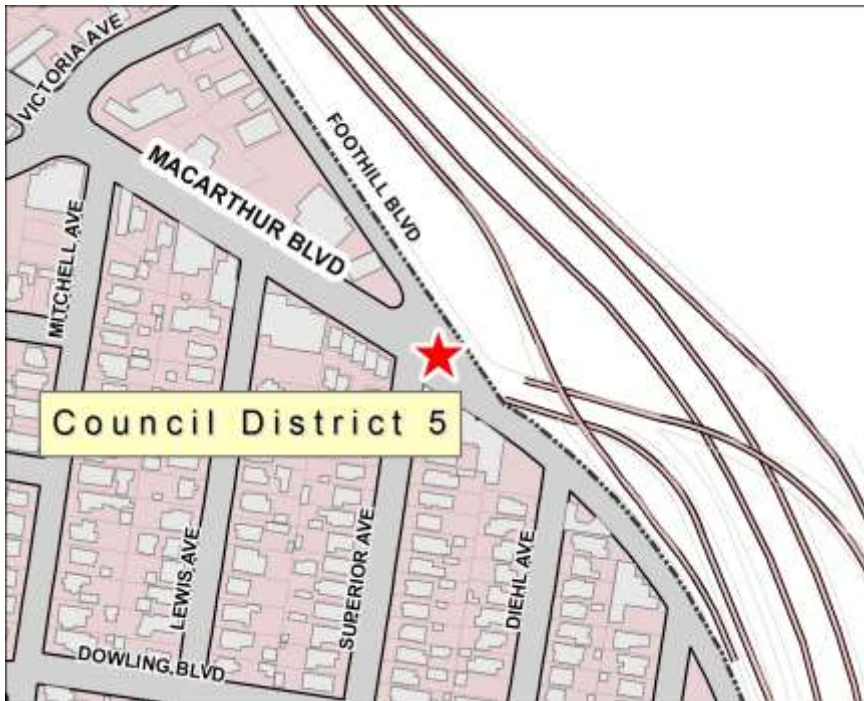
MacArthur Blvd/Superior Ave Roundabout

February 2, 2018

City of San Leandro



Concept plan for round about



Funded Projects

Project Number 2020.2400 Detailed Cost \$750,000

Project Name Main Library Restroom Renovation

Impact to Operation Cost Neutral

Impact to Maintenance Cost Neutral

Project Description

Renovate the public restrooms at the Main Library lobby and adjacent to the Estudillo/Karp room. Bring restrooms into compliance with current ADA requirements.

Project Benefits

The lobby restrooms are used by library patrons, people attending meetings, and the general public. They have been in service for over 15 years and are showing their age. This project will bring these restrooms up to the level of service provided by the rest of the main library building and into compliance with current ADA requirements.

Impacts of Not Completing Project

Without this project the restrooms will continue to be below the standards of the rest of the main library building.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-18-150	\$750,000	General Fund	2021
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$750,000		

Project Number 2020.2400 Project Name Main Library Restroom Renovation



Main Library



Funded Projects

Project Number	2020.0040	Detailed Cost	\$100,000
Project Name	Neighborhood Traffic Calming Program		Annually
Impact to Operation Cost		Neutral	
Impact to Maintenance Cost		Neutral	

Project Description

Evaluation and mitigation of neighborhood traffic issues/complaints. Mitigation measures generally consist of speed cushions or speed feedback signs. This project is funded annually.

Project Benefits

This program allows the City to respond to residents with concerns about vehicle traffic within their neighborhood in a timely fashion.

Impacts of Not Completing Project

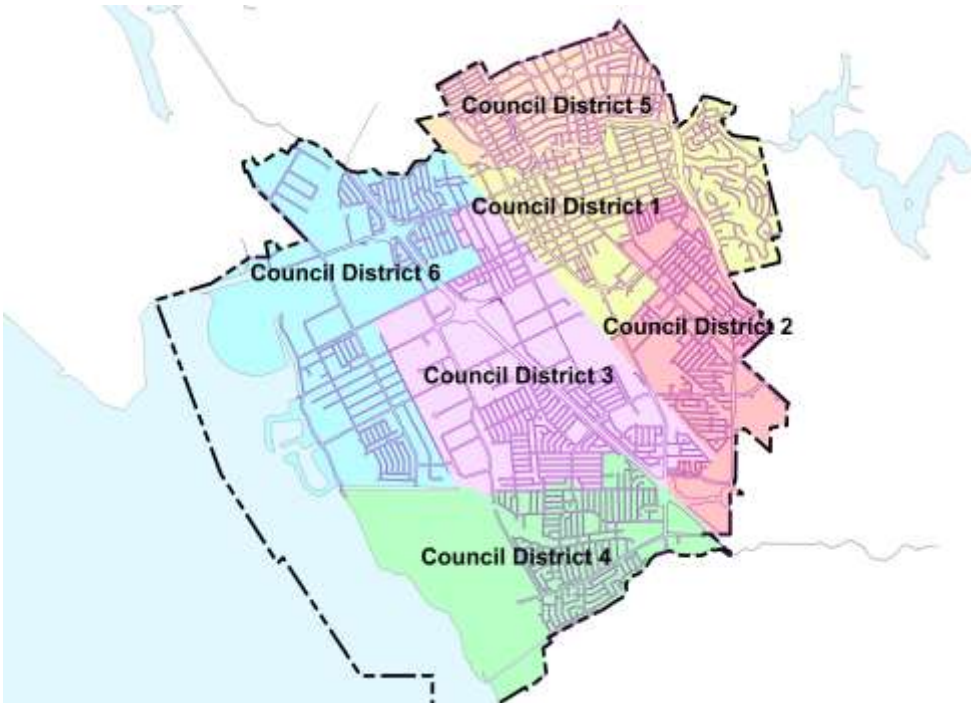
Without this program projects to alleviate neighborhood traffic concerns would be submitted for funding on an individual basis.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
120-38-416	\$100,000	Developer Fees for Street Improvement	2020
120-38-422	\$100,000	Developer Fees for Street Improvement	2021
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$200,000		

Project Number 2020.0040 Project Name Neighborhood Traffic Calming Program



Speed Cushions on Pacific Drive



Funded Projects

Project Number 2020.5600 Detailed Cost \$280,000

Project Name Pedestrian Crossing Improvements

Impact to Operation Cost Neutral

Impact to Maintenance Cost Increase

Project Description

Work may include ADA ramps, striping, signage, flashing beacons, and/or sidewalk bulb outs. A list of potential work locations is created from suggestions, accident data, and complaints received by the City. Each location is scored and prioritized and locations are funded in the order of priority. This project will fund improvements at 1 to 3 intersections, depending upon the scope at each intersection.

Project Benefits

This project improves pedestrian safety by making crosswalks more visible.

Impacts of Not Completing Project

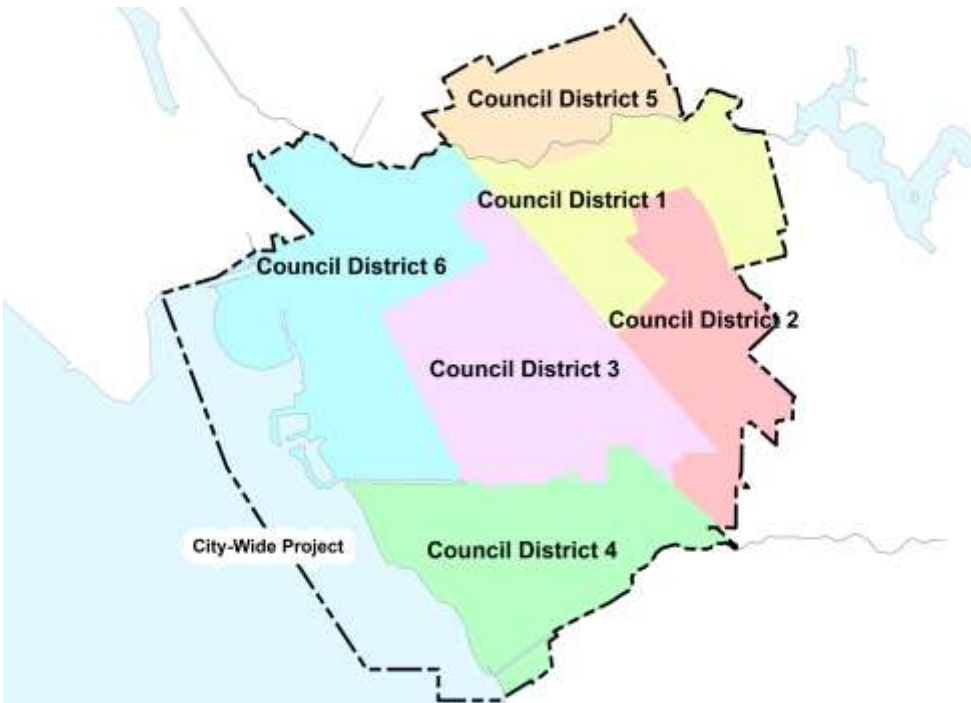
Without this project existing pedestrian crossings will remain unchanged.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-36-385	\$80,000	General Fund	2020
210-36-389	\$200,000	General Fund	2021
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$280,000		

Project Number 2020.5600 Project Name Pedestrian Crossing Improvements



Crosswalk on San Leandro Blvd at Castro St



Funded Projects

Project Number 2013.0180 Detailed Cost \$610,000

Project Name Police Dept. Range Upgrade

Impact to Operation Cost Neutral

Impact to Maintenance Cost Neutral

Project Description

The existing gun range has reached the end of its useful life. Ammunition traps, side wall & ceiling protections are worn. The HVAC system is insufficient for the use of the space. Note that the small size of the existing space is not suitable for rifle practice and accommodates only pistol use. This project will demolish the entire space and reinstall new HVAC equipment, illumination, ammunition traps, side wall & ceiling protection, target tracks and equipment.

A previous funding installment of \$560,000 for the project was appropriated via the FY 18-19 budget. This is a second funding installment.

Project Benefits	This project will allow officers to train and be certified in firearm use on site.
------------------	--

Impacts of Not Completing Project	Without this project officers will need to travel to Livermore for practice and certification. Time spent traveling reduces the time available for other duties.
-----------------------------------	--

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-18-144	\$50,000	General Fund	2020
	\$0		
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$50,000		

Project Number 2013.0180 Project Name Police Dept. Range Upgrade



Targets in existing shooting range



Funded Projects

Project Number	2020.0120	Detailed Cost	\$500,000
Project Name	San Sewer Collection System Repair		Annually
Impact to Operation Cost	Neutral		
Impact to Maintenance Cost	Neutral		

Project Description

Annual funding for maintenance of the sanitary sewer collection system generally consisting of pipe and manhole repair, frequently done on streets scheduled to receive pavement work. This project is funded annually.

Project Benefits	Maintenance of the sanitary sewer collection system is required to ensure it operates as intended and to prevent sewage spills.
------------------	---

Impacts of Not Completing Project	Without this project sanitary sewer pipes are more likely to leak and eventually fail.
-----------------------------------	--

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
593-52-277	\$500,000	Water Pollution Control Plant Enterprise	2020
593-52-280	\$500,000	Water Pollution Control Plant Enterprise	2021
	\$0		0
	\$0		0
	\$0		
	\$0		
	\$0		
	\$0		0
Total Funding	\$1,000,000		

Project Number 2020.0120 Project Name San Sewer Collection System Repair



Sanitary sewer pipe repair on Lorraine Blvd.



Funded Projects

Project Number	2020.0060	Detailed Cost	\$550,000
Project Name	Sidewalk Program		Annually
Impact to Operation Cost		Neutral	
Impact to Maintenance Cost		Neutral	

Project Description

Annual funding for evaluation and repair of sidewalks and other concrete improvements within the public right of way. Project includes funding for a full time inspector to oversee construction work, investigate sidewalk complaints, and work with residents to authorize repair work. This program is funded annually.

Project Benefits

This program makes it easier for property owners to have their sidewalk repaired. Sidewalk in good condition reduces the frequency of trip and fall injuries suffered by pedestrians.

Impacts of Not Completing Project

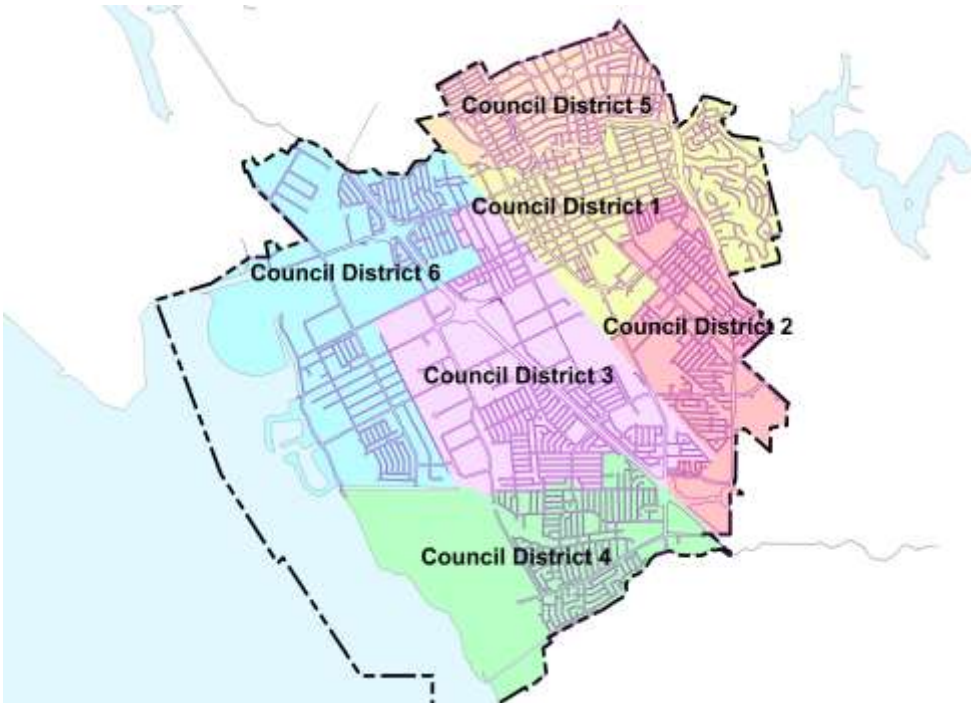
Without this program property owners will need to hire contractors and obtain permits to repair their sidewalk. Property owners won't see the volume discount on sidewalk work that the City obtains. Staff time required to process encroachment permits will increase. The condition of sidewalks within the City may deteriorate.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
144-36-414	\$280,000	Measure B Bicycle / Pedestrian	2020
141-36-414	\$220,000	Measure BB Bicycle / Pedestrian	2020
141-38-414	\$50,000	Measure BB Streets / Roads	2020
150-36-414	\$90,860	Outside Funding/Grant	2020
144-36-420	\$280,000	Measure B Bicycle / Pedestrian	2021
141-36-420	\$220,000	Measure BB Bicycle / Pedestrian	2021
141-38-420	\$50,000	Measure BB Streets / Roads	2021
150-36-420	\$90,860	Outside Funding/Grant	2021
Total Funding	\$1,281,720		

Project Number 2020.0060 Project Name Sidewalk Program



Sidewalk repair in progress



Funded Projects

Project Number	2020.0050	Detailed Cost	\$8,500,000
Project Name	Street Overlay / Rehabilitation		Annually
Impact to Operation Cost	Neutral		
Impact to Maintenance Cost	Neutral		

Project Description

Annual funding for street maintenance in the form of partial or complete pavement replacement. This project addresses street pavement in poor condition and streets with pavement that has failed. The cost listed represents the amount needed annually, in addition to funding for street sealing (project 2020.0070), to maintain the current average road condition.

\$21M annually for 10 years, in addition to funding for street sealing (project 2020.0070), is required to reach the General Plan goal of an average condition index = 76.

The City currently has approximately \$170M in deferred street maintenance.

This project is funded annually

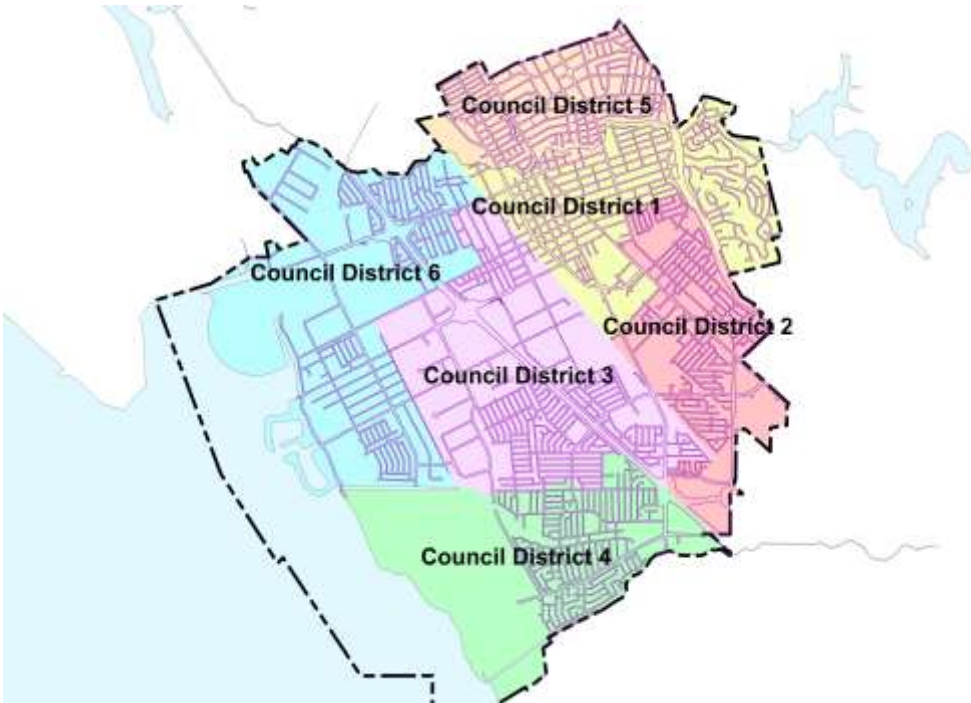
Project Benefits	This project maintains our existing road system in its current state. Well maintained roads allow people and goods to travel throughout the city efficiently.
Impacts of Not Completing Project	Without this project or funding the project with less than the amount listed will cause the average road condition to decline. The cost of repair of each individual road will increase, and the overall backlog of pavement maintenance will increase.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-38-413	\$2,260,000	General Fund	2020
142-38-413	\$1,000,000	Gas Tax	2020
141-38-413	\$1,200,000	Measure BB Streets / Roads	2020
141-39-402	\$7,000,000	Measure BB Project	2020
210-38-419	\$2,140,000	General Fund	2021
142-38-419	\$1,000,000	Gas Tax	2021
141-38-419	\$1,200,000	Measure BB Streets / Roads	2021
141-39-403	\$7,000,000	Measure BB Project	2021
Total Funding	\$22,800,000		

Project Number 2020.0050 Project Name Street Overlay / Rehabilitation



Street construction in progress



Funded Projects

Project Number	2020.0070	Detailed Cost	\$2,000,000
Project Name	Street Sealing		Annually
Impact to Operation Cost		Neutral	
Impact to Maintenance Cost		Neutral	

Project Description

Annual funding for street maintenance in the form of thin surface seals. Work is applied to streets in good and fair condition. The cost listed represents the amount needed annually to maintain the current average road condition. Funding less than the amount listed will cause the average road condition to decline and funding above the amount listed will cause the average road condition to increase.

This project is funded annually.

Project Benefits	This project maintains our existing road system in its current state. Well maintained roads allow people and goods to travel throughout the city efficiently.
Impacts of Not Completing Project	Without this project the condition of roads will deteriorate. The cost of repair of each individual road will increase, and the overall backlog of pavement maintenance will increase.

Expenditure Account	Appropriation	Funding Source	Fiscal Year Funded
210-38-412	\$600,000	General Fund	2020
144-38-412	\$1,500,000	Measure B Streets / Roads	2020
143-38-412	\$400,000	Measure F / Vehicle Registration Fees	2020
210-38-418	\$600,000	General Fund	2021
144-38-418	\$1,500,000	Measure B Streets / Roads	2021
143-38-418	\$400,000	Measure F / Vehicle Registration Fees	2021
	\$0		
	\$0		0
Total Funding	\$5,000,000		

Project Number 2020.0070 Project Name Street Sealing



Street sealing in progress





INTRODUCTION

The Non-Departmental and Debt section provides an overview of the City’s debt service program and summaries reflecting current debt and the purpose for which the debt was incurred. The Non-Departmental section provides organizational services and expenditures by category not identifiable to a specific City department such as Retiree Medical expenditures.





DESCRIPTION

The Organizational Services Division provides funding for a variety of activities which enhance the operations of the City organization. These activities include Employee Services, Staff Development, Meetings and Memberships and Special Non-Departmental Services.

1. **Employee Services:** The Employee Services activity provides funding for retiree benefits.
2. **Staff Development:** The Staff Development activity contains funding for the development of one of the City's most valuable assets: its employees. This program includes a variety of training programs for managers and line personnel, organizational development programs and specialized training.
3. **Meetings and Memberships:** The Meetings and Memberships activity provides for the City's active participation in organizations that serve the needs of municipal governments. Funded activities include City membership in the Association of Bay Area Governments (ABAG), League of California Cities and the National League of Cities. The program also provides for attendance at regional and national conferences sponsored by these organizations for the City Council and members of City boards and commissions as well as for certain key staff representatives. The Meetings and Memberships Program is administered by the City Manager's Office.
4. **Special Non-Departmental Services:** This program provides contingency funds for necessary expenditure changes relating to salaries, services and supplies and capital outlays.



**ORGANIZATIONAL SERVICES
(NON-DEPARTMENTAL)**

Expenditures by Category

	2016-17 Actual	2017-18 Actual	2018-19 Adopted	2019-20 Proposed	2020-21 Proposed
Salaries/Benefits	\$ 1,376,934	\$ 1,494,445	\$ 950,000	\$ 950,000	\$ 950,000
Services	2,674,252	2,561,752	2,574,435	3,347,043	3,346,013
Supplies	-	268	500	268	268
Capital Outlay	-	-	-	-	-
Other	420,107	219,595	730,489	391,609	391,609
Grand Total	\$4,471,293	\$4,276,060	\$4,255,424	\$4,688,920	\$4,687,890

DEBT SERVICE REQUIREMENTS

DEBT SERVICE REQUIREMENTS

The Debt Service section summarizes the debt service obligations of the City as of July 1, 2019. These obligations represent the City's annual installment payments of principal and interest for previous Capital Improvement Plan projects or acquisitions funded through debt financing. This section also summarizes the City Council authorized loans provided to other funds by the General Fund for capital improvements and equipment purchases.



DEBT SERVICE REQUIREMENTS

Total Debt Service Requirements

	Actual 2016-17	Actual 2017-18	Adjusted 2018-19	Proposed 2019-20	Proposed 2020-21
General Fund					
2013 Lease Revenue Bond (2003 COP)	\$ 876,961	\$ 873,141	\$ 874,811	\$ 875,881	\$ 876,351
2007 Certificates of Participation	1,321,667	-	-	-	-
2012 Equipment Lease/Purchase-2 Fire Engines	207,222	-	-	-	-
2012 Pension Obligation Bonds	1,983,236	2,051,868	2,125,645	2,199,117	2,276,165
General Fund/WPCP Loan	602,773	602,773	602,773	602,773	602,773
2016 Equipment Lease/Purchase-Climatec	56,795	267,920	422,249	422,249	422,249
2016 Lease Revenue Bond (2007 COP)	248,830	1,497,150	1,444,975	1,433,950	1,432,450
2018 Lease Revenue Bond	-	-	317,156	871,575	871,575
Total General Fund	\$ 5,297,484	\$ 5,292,852	\$ 5,787,609	\$ 6,405,545	\$ 6,481,563
Special Assessment District					
Cherrywood Community Facilities District	\$ 440,240	\$ 439,400	437,600	\$ 439,680	\$ 435,488
Total Special Assessment District	\$ 440,240	\$ 439,400	\$ 437,600	\$ 439,680	\$ 435,488
Community Block Development Grant (CDBG)					
Community Block Development Grant (CDBG)	\$ 198,233	\$ 194,585	190,635	\$ 187,414	\$ 182,972
Total Community Block Development Grant	\$ 198,233	\$ 194,585	\$ 190,635	\$ 187,414	\$ 182,972
Successor Agency to the Redevelopment Agency					
2013 Lease Revenue Bond (2001 COP)	\$ 290,745	\$ 285,640	\$ 289,370	\$ 287,875	\$ 286,230
2008 Tax Allocation Bonds	1,825,313	1,819,938	-	-	-
2014 Tax Allocation Bonds - Refunding	537,825	537,825	537,825	932,700	990,450
Owner Participation Agreements	237,144	183,309	297,000	225,000	225,000
HUD 108 Loan (Low/Mod Housing)	69,452	67,697	65,798	55,907	-
King Settlement	1,500,000	1,250,000	-	-	-
Plaza Project Area Loan	-	303,684	-	2,558,586	89,795
Joint Project Area Loan	432,632	-	-	-	-
2018 Refunding Tax Allocation Bonds (2008 TABs)	-	-	579,528	1,410,751	1,407,591
Total Successor Agency to the Redevelopment Agency	\$ 4,893,111	\$ 4,448,093	\$ 1,769,521	\$ 5,470,819	\$ 2,999,066
Shoreline Enterprise Fund					
Cal Boat Loan 1996-97	\$ 24,769	\$ 24,769	\$ 24,769	\$ 24,769	\$ 24,769
Cal Boat Loan 1991-92	189,487	189,487	189,487	189,487	189,477
Cal Boat Loan 1991-92	52,149	52,149	52,149	52,149	52,149
Cal Boat Loan 1991-92	26,604	26,604	26,604	26,604	26,604
Golf Course - General Fund Loan	197,312	307,791	307,791	307,791	307,791
Marina Dredging - General Fund Loan	169,696	251,202	251,202	251,202	251,202
Total Shoreline Enterprise Fund	\$ 660,017	\$ 852,002	\$ 852,002	\$ 852,002	\$ 851,992
Water Pollution Control Plant Enterprise Fund					
State Water Resource Control Board Loan	\$ 2,765,864	\$ 2,765,864	\$ 2,765,864	\$ 2,765,864	\$ 2,765,864
Total WPCP Enterprise Fund	\$ 2,765,864	\$ 2,765,864	\$ 2,765,864	\$ 2,765,864	\$ 2,765,864
Equipment Maintenance Fund					
Police Vehicle Lease - Phase II	\$ 244,964	\$ 244,964	\$ -	\$ -	\$ -
Total Equipment Maintenance Fund	\$ 244,964	\$ 244,964	\$ -	\$ -	\$ -

DEBT SERVICE REQUIREMENTS
(PRINCIPAL PAYMENTS)

	Beginning Balance	2017-18 Actual	2018-19 Adjusted	2019-20 Proposed	2020-21 Proposed	Balance 6/30/2021
<u>General Fund</u>						
2013 Lease Revenue Bond (2003 COP)	\$ 7,876,000	\$ (601,000)	\$ (621,000)	\$ (641,000)	\$ (661,000)	\$ 5,352,000
2012 Pension Obligation Bond	13,040,000	(1,415,000)	(1,540,000)	(1,680,000)	(1,835,000)	6,570,000
General Fund/WPCP Loan	3,755,443	(490,109)	(504,812)	(519,957)	(535,556)	1,705,009
2016 Equipment Lease/Purchase-Climatec	5,409,045	(154,330)	(313,538)	(320,157)	(326,915)	4,294,105
2016 Lease Revenue Bond (2007 COP)	14,125,000	(905,000)	(875,000)	(895,000)	(930,000)	10,520,000
2018 Lease Revenue Bond	18,905,000	-	-	-	-	18,905,000
Total General Fund	\$ 63,110,488	\$ (3,565,439)	\$ (3,854,350)	\$ (4,056,114)	\$ (4,288,471)	\$ 47,346,114
<u>Special Assessment District</u>						
Cherrywood Community Facilities District	\$ 2,975,000	\$ (255,000)	\$ (270,000)	\$ (290,000)	\$ (305,000)	\$ 1,855,000
Total Special Assessment District	\$ 2,975,000	\$ (255,000)	\$ (270,000)	\$ (290,000)	\$ (305,000)	\$ 1,855,000
<u>Community Block Development Grant (CDBG)</u>						
Community Block Development Grant	\$ 1,714,000	\$ (131,000)	\$ (131,000)	\$ (132,000)	\$ (132,000)	\$ 1,188,000
Total Community Block Development Grant	\$ 1,714,000	\$ (131,000)	\$ (131,000)	\$ (132,000)	\$ (132,000)	\$ 1,188,000
<u>Successor Agency to the Redevelopment Agency</u>						
2013 Lease Revenue Bonds (2001 COP)	\$ 2,384,000	\$ (204,000)	\$ (214,000)	\$ (219,000)	\$ (224,000)	\$ 1,523,000
2008 Tax Allocation Bonds*	23,480,000	(23,480,000)	-	-	-	-
2014 Tax Allocation Bonds - Refunding	11,235,000	-	-	(405,000)	(485,000)	10,345,000
Owner Participation Agreements	1,036,458	(183,309)	(317,288)	(225,000)	(225,000)	85,861
HUD 108 Loan (Low/Mod Housing)	181,000	(63,000)	(63,000)	(55,000)	-	-
King Settlement	1,250,000	(1,250,000)	-	-	-	-
Plaza Project Area Loan	2,299,315	(303,684)	-	(1,995,631)	-	-
2018 Refunding Tax Allocation Bonds (2008 TABs)	19,060,000	-	-	(635,000)	(650,000)	17,775,000
Total Successor Agency to the Redevelopment Agency Debt	\$ 60,925,773	\$ (25,483,993)	\$ (594,288)	\$ (3,534,631)	\$ (1,584,000)	\$ 29,728,861
<u>Shoreline Enterprise Fund</u>						
Cal Boat Loan 1996-97	\$ 195,992	\$ (15,950)	\$ (16,667)	\$ (17,417)	\$ (18,201)	\$ 127,757
Cal Boat Loan 1991-92	679,781	(158,897)	(166,047)	(173,519)	(181,318)	-
Cal Boat Loan 1991-92	228,922	(41,848)	(43,731)	(45,699)	(47,755)	49,889
Cal Boat Loan 1991-92	137,220	(20,429)	(21,348)	(22,309)	(23,313)	49,821
Golf Course - General Fund Loan	3,946,240	(110,479)	(116,003)	(121,803)	(127,894)	3,470,061
Marina Dredging - General Fund Loan	3,160,152	(81,506)	(85,919)	(90,572)	(95,479)	2,806,676
Total Shoreline Enterprise Debt	\$ 8,348,307	\$ (429,109)	\$ (449,715)	\$ (471,319)	\$ (493,960)	\$ 6,504,204
<u>Water Pollution Control Plant Enterprise Fund</u>						
State Water Resource Control Board Loan	\$ 41,057,669	\$ (1,698,365)	\$ (1,742,522)	\$ (1,787,828)	\$ (1,834,312)	\$ 33,994,642
Total WPCP Enterprise Fund	\$ 41,057,669	\$ (1,698,365)	\$ (1,742,522)	\$ (1,787,828)	\$ (1,834,312)	\$ 33,994,642
<u>Equipment Maintenance Fund</u>						
Police Vehicle Lease - Phase II	\$ 314,282	\$ (314,282)	\$ -	\$ -	\$ -	\$ -
Total Equipment Maintenance Fund	\$ 314,282	\$ (314,282)	\$ -	\$ -	\$ -	\$ -

*Refunded in FY2017-18

DEBT SERVICE REQUIREMENTS

GENERAL FUND DEBT

DESCRIPTION

The Debt Service Program provides for the payment of principal and interest obligations and associated administrative costs incurred with the issuance of debt instruments for the City. The budget includes funding for the following General Fund debt service requirements for 2019-20 and 2020-21:

General Fund Debt:

1. In 2012, the City issued \$18,305,000 principal amount of Pension Obligation Bonds to refinance the outstanding Public Safety side fund obligations of the City to take advantage of lower bond interest rates of 4.72%. The bond transaction refunds the existing CalPERS side fund obligation with a higher interest rate of 7.75% (would have been lower beginning 2014-15 to 7.5%) over the same term in the same total amount which expires in Fiscal Year 2023-24. The debt service payments for Fiscal Years 2019-20 and 2020-21 totals \$2,199,117 and \$2,276,165 respectively.
2. In addition to issuance of the Pension Obligation Bonds, City's General fund borrowed \$6,000,000 from the Water Pollution Plant Fund reserves for the initial pay-down of the side fund obligation of \$24,305,000. The loan was made at a lower interest rate of 3% per annum compared to the bond interest rate and higher than the rate reflected by the City's current investment portfolio return. Ultimately, the Wastewater rate payers also benefits from this approach. The loan will be over the same term which will expire in Fiscal Year 2023-24. The debt service payments for Fiscal Years 2019-20 and 2020-21 is \$602,773 for each fiscal year.
3. In 2013, the City issued \$8,883,000 principal amount of Refunding Lease Revenue Bonds to provide funds to refund the City's 2001 and 2003 Certificates of Participation. Interest rates range from 2.00% to 5.00%. The interest rate is 2% payable over two years. The debt service payments for Fiscal Years 2019-20 and 2020-21 totals \$875,881 and \$876,351 respectively.
4. In July 2016, the City entered into an equipment lease/purchase agreement with Bank of America to finance energy and water conservation equipment to be installed at City facilities. Cost of the equipment is up to an amount of \$5,500,000 for a 16-year term at 2.19% interest rate effective June 1, 2016. The debt service requirement for 2018-19 and 2020-21 is \$422,249 for each fiscal year.
5. In November 2017, the City entered into the 2016 Refunding Lease Revenue Bonds (RLRB) through the San Leandro Public Financing Authority for \$14,125,000 to refund outstanding debt on 2007 Certificates of Participation of \$15,825,000. The term of the RLRB is 12 years to mature in 2029, at a rate of 2.46%. The debt service requirement for 2019-20 and 2020-21 is \$1,433,950 and \$1,432,450 respectively.



6. In December 2018, the City entered into the 2018 Lease Revenue Bond (LRB) through the San Leandro Public Financing Authority for \$22,000,000 for the purposes of financing certain capital improvement projects of the city, anticipated to consist of improvements to the Police Headquarters and South Office Building, the Mulford-Marina Branch Library, Manor Park Competition Pool, Farrelly Pool, and Casa Peralta. The term of the LRB is 30 years to mature on November 1, 2048 at a rate ranging from 3.5% to 5.0%. The debt service requirement for 2019-20 and 2020-21 is \$871,575 for each fiscal year.



San Leandro Financing Authority

The San Leandro Public Financing Authority was established through a joint powers agreement with the City. The Authority was formed for the purpose of assisting the City in the acquisition, construction and financing of public improvements that are of public benefit to the City. The Mayor and City Council serve as the Board of Directors of the Authority and the City Manager serves as the Executive Director.

Improvements undertaken by the Authority have included seismic retrofitting of some essential facilities owned by the City, such as City Hall, three fire stations and the Police Department building. The Authority has also financed the seismic retrofit/ renovation/ expansion of the Main Library and the acquisition of two replacement fire stations in lieu of seismic retrofit of these existing facilities.

The Public Financing Authority's receives an annual payment of principal and interest from the General Fund to pay the debt service requirements for the 2013 Lease Revenue Bonds (refunded the 2003 Certificates of Participation), and the 2016 Lease Revenue Bonds (refunded the 2007 Library and Fire Stations Certificates of Participation). For Fiscal Year 2019-20 and 2020-21 the General Fund facility lease payments, including principal and interest totals \$2,309,831 and \$2,208,801 respectively.

GENERAL FUND DEBT SERVICE OBLIGATIONS

The following is a summary of the fiscal year 2019-20 and 2020-21 principal payments, the projected year-end balance and the loan maturity dates for the long-term obligations.

Annual Principal Requirements	Balance 06/30/2019	Debt Service 2019-20	Debt Service 2020-21	Balance 06/30/2021	Maturity Date
General Long-Term Debt:					
2016 Lease Revenue Bond (2007 COP)	\$ 12,345,000	\$ (895,000)	\$ (930,000)	\$10,520,000	11/01/2029
2016 Equipment Lease/Purchase-Climatec	4,941,178	(320,156)	(326,915)	4,294,107	07/21/2032
2012 Pension Obligation Bonds	10,085,000	(1,680,000)	(1,835,000)	6,570,000	06/01/2024
2012 Water Pollution Control Plant	2,760,522	(519,957)	(535,556)	1,705,009	06/30/2024
2013 Lease Revenue Bond(2003 COP)	6,654,000	(641,000)	(661,000)	5,352,000	06/01/2028



2013 Lease Revenue Bonds

In April 2013, the City issued \$8,883,000 principal amount of 2013 Refunding Lease Revenue Bonds (2013 RLRB). The purpose of the 2013 RLRBs was to refund and retire the City's 2003 COPs and 2001 COPs. The 2013 RLRBs bear interest rates ranging from 2.0% to 5.00% and are payable semiannually on each June 1 and December 1. Principal payments are payable annually on December 1.

The refunding of the 2003 COPs resulted in a present value of savings of \$928,703 of the refunded bonds. At June 30, 2019, future debt service requirements for the City's portion of the 2013 RLRB are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 641,000	\$ 234,881	\$ 875,881
2021	661,000	215,351	876,351
2022	681,000	191,816	872,816
2023-2027	3,821,000	553,145	4,374,145
2028	850,000	23,641	873,641
Total Debt Services	\$ 6,654,000	\$ 1,218,834	\$ 7,872,834



2016 Refunding Lease Revenue Bonds

On October 17, 2016, City Council and the San Leandro Public Financing Authority approved the resolutions and documents required to issue 2016 Refunding Lease Revenue Bonds (RLRB) with the issue amount of \$14,125,000 that will mature in 2029 at a true interest rate of 2.46%. The 2016 RLRB was issued to refund the 2007 Certificates of Participation (COP) of \$23,435,000 principal amount in 2007. The purpose of the 2007 COP was to provide funds to refund the outstanding 1999 Certificates of Participation (Library and Fire Stations Project) of the City of San Leandro and the San Leandro Public Financing Authority.

At July 1, 2019, future debt service requirements for the 2016 RLRB are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 895,000	\$ 538,950	\$ 1,433,950
2021	930,000	502,450	1,432,450
2022	970,000	459,600	1,429,600
2023-2027	5,590,000	1,546,750	7,136,750
2028-2030	3,960,000	296,425	4,256,425
Total Debt Service	\$ 12,345,000	\$ 3,344,175	\$ 15,689,175



2012 Pension Obligation Bonds

In 2012, the City issued \$18,305,000 principal amount of 2012 Taxable Pension Obligation Bonds (2012 POB). The purpose of the 2012 POB is to save the City money, the interest rate, including the cost of issuance, must be significantly less than the interest rate the CalPERS charges to amortize the public safety side fund which is distinct from the City’s other CalPERS plans. Side funds are retired over a fixed term with a fixed amortization schedule based on CalPERS actuarial earnings assumption rate (7.75%). Principal is due annually on December 1 and the interest is due semi-annually on June 1 and December 1 through June 2024. Debt service is payable from available City resources.

At July 1, 2019, future debt service requirements for the City’s portion of the 2012 Taxable Pension Obligations Bonds are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 1,680,000	\$ 519,117	\$ 2,199,117
2021	1,835,000	441,165	2,276,165
2022	2,000,000	350,516	2,350,516
2023-2024	4,570,000	379,845	4,949,845
Total Debt Service	\$ 10,085,000	\$ 1,690,641	\$ 11,775,641



2012 Water Pollution Control Plant Loan

In addition to issuance of the Pension Obligation Bonds, City’s General fund borrowed \$6,000,000 from the Water Pollution Plant Fund reserves for the initial pay-down of the side fund obligation of \$24,305,000. The loan was made at a lower interest rate of 3% per annum compared to the bond interest rate and higher than the rate reflected by the City’s current investment portfolio return. Ultimately, the Wastewater rate payers also benefits from this approach. The loan will be over the same term which will expire in Fiscal Year 2023-24.

At July 1, 2019, future debt service payments for the 2012 Water Pollution Control Plant Loan are as follows:

For the Year			
Ending			
June 30,	Principal	Interest	Total
2020	\$ 519,957	\$ 82,816	\$ 602,773
2021	535,556	67,217	602,773
2022	551,622	51,150	602,772
2023-2024	1,153,387	34,602	1,187,989
Total Debt Service	\$ 2,760,522	\$ 235,785	\$ 2,996,307



2016 Equipment Lease/Purchase Agreement

On July 18, 2016, City Council approved an equipment lease/purchase agreement with Bank of America to finance energy and water conservation equipment to be installed at City facilities pursuant to the Energy Services Agreement with Climatec for a cost of \$5,500,000. The agreement has a 16-year term at a 2.19% interest rate. The equipment ranges from high efficiency HVAC at City Hall, Main Library and Marina Community Center to building automation system upgrades and Citywide street light conversions to LED.

At July 1, 2019, future debt service requirements for the 2016 equipment lease/purchase are as follows:

For the Year Ending				
June 30,	Principal	Interest	Total	
2020	\$ 320,157	\$ 102,093	\$	422,250
2021	326,915	95,334		422,249
2022	333,816	88,433		422,249
2023-2027	1,777,809	333,437		2,111,246
2028-2032	2,182,480	139,889		2,322,369
Total Debt Service	\$ 4,941,177	\$ 759,186	\$	5,700,363



2018 Lease Revenue Bond

In December 2018, the City entered into the 2018 Lease Revenue Bond (LRB) through the San Leandro Public Financing Authority for \$22,000,000 for the purposes of financing certain capital improvement projects of the city, anticipated to consist of improvements to the Police Headquarters and South Office Building, the Mulford-Marina Branch Library, Manor Park Competition Pool, Farrelly Pool, and Casa Peralta. The term of the LRB is 30 years to mature on November 1, 2048 at a rate ranging from 3.5% to 5.0%. The debt service requirement for 2019-20 and 2020-21 is \$871,575 for each fiscal year.

At July 1, 2019, future debt service requirements for the 2018 Lease Revenue Bond are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ -	\$ 871,575	\$ 871,575
2021	-	871,575	871,575
2022	-	871,575	871,575
2023-2030	-	871,575	871,575
2031-2049	19,255,000	9,277,431	28,532,431
Total Debt Service	\$ 19,255,000	\$ 12,763,731	\$ 32,018,731



WATER POLLUTION CONTROL PLANT ENTERPRISE FUND DEBT SERVICE OBLIGATIONS

State Water Resources Control Board

On August 4, 2011, the City entered into a Finance Agreement with the State Water Resources Control Board in the total principal amount of \$43,000,000, for the purpose of financing the Wastewater System Expansion and Improvement Project. The loan bears an interest rate of 2.6%. Principal and interest payments are payable annually on July 1. The debt is secured by the WPCP Enterprise Fund operating revenues. The project was completed in fiscal year 2016-17.

Pursuant to the agreement, the City is expected to obtain net revenues of the Water System to be equal to at least 1.20 times the total annual debt service in such fiscal year. In fiscal year 2017-18, net revenues amounted to \$2,138,121 which represented coverage of 77% under the \$2,765,864 in debt service. Future debt service is expected to average \$3 million per year through fiscal year 2035-36 for a total \$52.6 million.

At June 30, 2019, future debt service requirements for the State Water Resources Control Board loan are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 1,787,828	\$ 978,036	\$ 2,765,864
2021	1,834,312	931,553	2,765,864
2022	1,882,004	883,861	2,765,865
2023-2027	10,169,947	3,659,377	13,829,324
2028-2032	11,562,599	2,266,724	13,829,323
2033-2036	10,380,093	683,363	13,829,320
Total Debt Service	\$ 37,616,783	\$ 9,402,914	\$ 49,785,560



DEBT SERVICE REQUIREMENTS

SHORELINE ENTERPRISE FUND DEBT SERVICE OBLIGATIONS

Marina Cal Boating Notes Payable

The City entered into various construction loan agreements with the California Department of Boating and Waterways in the total principal amount of \$5,331,032. The loans bear an average interest rate of 4.50%. Principal and interest payments are payable annually on each August 1. The debt is secured by Shoreline Enterprise Fund operating revenues.

At June 30, 2019, future debt service requirements for the Marina Cal Boating Notes Payable are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 258,944	\$ 34,065	\$ 293,009
2021	270,586	22,413	292,999
2022	93,273	10,236	103,509
2023-2027	132,192	16,256	148,448
Total Debt Service	\$ 754,995	\$ 82,970	\$ 837,965

Golf Course and Marina Dredging General Fund Loans

The City Council authorized loans to the Shoreline Enterprise Fund for capital improvements at the Marina and Golf Course. The loans are to be paid over 30 years with an annual interest accrual rate of 5%. Principal payments are made annually provided the fund has sufficient resources.

At July 1, 2019, future debt service requirements are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 212,475	\$ 346,618	\$ 559,093
2021	223,373	335,621	558,994
2022	234,941	324,052	558,993
2023-2027	1,370,439	1,424,528	2,794,967
2028-2032	1,740,640	1,030,340	2,770,980
2033-2037	2,242,050	522,132	2,764,182
2038-2040	752,719	49,735	802,454
Total Debt Service	\$ 6,776,637	\$ 4,033,026	\$ 10,809,663



DEBT SERVICE REQUIREMENTS

SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY OF THE CITY OF SAN LEANDRO FUND DEBT SERVICE OBLIGATIONS

2013 Lease Revenue Bonds (2001 & 2003 COPs)

In 2013, the City issued \$11,995,000 principal amount of 2013 Refunding Lease Revenue Bonds (2013 RLRB) was issued. The purchase of the 2013 RLRBs was to refund the 2003 COPs and 2001 COPs. The 2013 RLRBs bear interest rates ranging from 2.0% to 5.00% and are payable semiannually on each June 1st and December 1st. Principal payments are payable annual on December 1st.

The refunding resulted in a present value of savings of \$1,348,397 or 11.24% of the refunded bonds. Through a five-year extension of debt service on the outstanding COPs, \$2,750,000 of capital improvement funds and a slight reduction was generated in the annual debt service payment.

At July 1, 2019 future debt service requirements for the Successor Agency's portion of the 2013 Refunding Lease Revenue Bond are as follows;

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 219,000	\$ 68,875	\$ 287,875
2021	224,000	62,230	286,230
2022	234,000	54,190	288,190
2023-2027	1,289,000	133,393	1,422,393
Total Debt Service	\$ 1,966,000	\$ 318,688	\$ 2,284,688



DEBT SERVICE REQUIREMENTS

2014 Tax Allocation Refunding Bonds

On September 30, 2014, the Successor Agency issued \$11,235,000 of Tax Allocation Bonds (2014 TABs) to prepay the 2002 and 2004 Tax Allocation Bonds and to pay issuance costs. The 2014 TABs are payable and secured by a pledge of tax revenues from tax increment generated in the Plaza Project Area and the West San Leandro /MacArthur Boulevard Project Area. The 2014 TABs bear interest rates ranging from 3.5% to 5.00% and are payable semiannually on each March 1st and September 1st. Principal payments are payable on September 1st.

Proceeds were deposited in an irrevocable trust with an escrow agent to provide funds to fully redeem, on October 30, 2014, the principal and accrued interest of the 2002 and 2004 Tax Allocation Bonds. As a result, the 2002 and 2004 Tax Allocation Bonds are considered redeemed (current refunding) and the liability for those bonds has been removed from the statement of net position.

On the date of issuance of the 2014 Bonds, the Successor Agency deposited into the reserve account for the 2014 Bonds a municipal bond debt service insurance policy in the amount of \$1,121,078, which is equal to the "Reserve Requirement" for the 2014 Bonds. Neither the balance in the reserve account nor the Reserve Requirement for the 2014 Bonds has changed since such date.

At June 30, 2019 future debt service requirements for the 2014 Tax Allocation Refunding Bonds are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 405,000	\$ 527,700	\$ 932,700
2021	485,000	505,450	990,450
2022	675,000	476,450	1,151,450
2023-2027	3,815,000	1,831,750	5,646,750
2028-2032	4,260,000	855,413	5,115,413
2033-2035	1,595,000	26,425	1,621,425
Total Debt Service	\$ 11,235,000	\$ 4,223,188	\$ 15,458,188



DEBT SERVICE REQUIREMENTS

2008 Tax Allocation Bonds

In 2008, \$27,530,000 principal amount of 2008 Tax Allocation Bond (2008 TABs) was issued. The purpose of the 2008 TABs was to provide funds to finance capital projects in the Alameda County-City of San Leandro former Redevelopment Project Area. A portion of the 2008 TABs were used to finance projects that meet the goals and objectives set forth in the former Redevelopment Plan. These include, but not limited to, design and construction of a senior center, a proposed parking garage, and infrastructure improvements on East 14th Street. Interest rates vary from 4.80% to a maximum of 5.00% and are payable annually. Principal payments are payable annually on November 1st.

In fiscal year 2017-18, the City refunded the outstanding 2008 Tax Allocation Bonds with the issuance of the 2018 Tax Allocation Refunding Bonds, Series A and B.



DEBT SERVICE REQUIREMENTS

2018 Tax Allocation Refunding Bonds Series A

On May 8, 2018, the Successor Agency issued Tax Allocation Refunding Bonds (2018A TABs) in the amount of \$16,845,000. The proceeds of the bonds will be used to refund the 2008 Tax Allocation Bonds, Series 2008. Principal payments of the 2018A TABs are due annually on September 1st from 2023 to 2039 in amounts ranging from \$430,000 to \$1,370,000 and bear interest at rates ranging from 3.375% to 5.000%. Interest is payable semiannually March 1 and September 1. The Bonds are payable solely from tax increment revenue generated in the Alameda County - City of San Leandro Redevelopment Project Area. Total principal and interest remaining to be paid on the Bonds was \$26,170,146 as of June 30, 2018.

The refunding resulted in an overall debt service savings of \$5,396,926. The net present value of the debt service savings, called an economic gain, amounted to \$3,752,681.

The bonds were issued at a premium of \$1,809,519 which is being amortized over the 21-year life of the bonds resulting in an annual amortization of \$86,168.

On the date of issuance of the 2018A TABs, the Successor Agency deposited into the reserve account for the 2018A TABs a municipal bond debt service insurance policy in the amount of \$1,431,438, which is equal to the "Reserve Requirement" for the 2018A TABs.

Proceeds from the 2018A TABs were deposited in an irrevocable trust with an escrow agent to provide funds to fully redeem, on June 5, 2018, the outstanding principal and accrued interest of the 2008 Tax Allocation Bonds.

At June 30, 2019 future debt service requirements for the 2018 Tax Allocation Refunding Bonds Series A are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ -	\$ 718,888	\$ 718,888
2021	-	718,888	718,888
2022	-	718,888	718,888
2023	430,000	710,288	1,140,288
2024-2028	3,895,000	3,071,763	6,966,763
2029-2033	4,980,000	1,993,338	6,973,338
2034-2038	6,170,000	837,944	7,007,944
2039-2043	1,370,000	23,975	1,393,975
Total Debt Service	\$ 16,845,000	\$ 8,793,971	\$ 25,638,971



DEBT SERVICE REQUIREMENTS

2018 Tax Allocation Refunding Bonds Series B

On May 8, 2018, the Successor Agency issued Tax Allocation Refunding Bonds (2018B TABs) in the amount of \$2,215,000. The proceeds of the bonds will be used to refund the 2008 Tax Allocation Bonds, Series 2008. Principal payments of the 2018B TABs mature annually each September from 2019 to 2022 in amounts ranging from \$260,000 to \$670,000 and bear interest at rates ranging from 2.700% to 3.210%. Interest is payable semiannually March 1 and September 1. The Bonds are payable solely from tax increment revenue generated in the Alameda County - City of San Leandro Redevelopment Project Area. Total principal and interest remaining to be paid on the Bonds was \$2,381,821 as of June 30, 2018.

The refunding resulted in an overall debt service savings of \$623,305. The net present value of the debt service savings, called an economic gain, amounted to \$430,761.

Proceeds from the 2018B TABs were deposited in an irrevocable trust with an escrow agent to provide funds to fully redeem, on June 5, 2018, the principal and accrued interest of the 2008 Tax Allocation Bonds.

At June 30, 2019, future debt service requirements for the 2018 Tax Allocation Refunding Bonds Series B are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 635,000	\$ 56,864	\$ 691,864
2021	650,000	38,704	688,704
2022	670,000	18,731	688,731
2023	260,000	4,173	264,173
Total Debt Service	\$ 2,215,000	\$ 118,471	\$ 2,333,471



DEBT SERVICE REQUIREMENTS

Owner Participation Agreements with Agency Commitment

Ford Motor Company Owner Participation Agreement - The agreement required the Agency to make annual payment equivalent to 50% of the sales tax generated above a base of \$277,000 by the sale of vehicles as part of the Ford Store San Leandro development. The amount due is paid over several years depending on the volume of auto sales at no interest. As of July 1, 2019, the remaining balance on the agreement is \$535,861.

HUD 108 Guarantee Loan

In 2000, the City received a \$1,000,000 20-year federal loan from Housing and Urban Development, at an interest rate of 5.6% to finance the acquisition and construction of affordable housing for seniors within the City of San Leandro. The loan is secured and payable from the Agency's 20% Housing Set-Aside Fund. The debt was assumed by the Successor Agency.

At July 1, 2019, future debt service requirement for the HUD 108 Guarantee loan is as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 55,000	\$ 908	\$ 55,908
Total Debt Service	\$ 55,000	\$ 908	\$ 55,908

King Property Settlement Agreement

The Successor Agency had agreements with the King parties who are owners of a 3.7 acre parcel on East 14th Street which is a portion of the Bayfair Shopping Center. The Kings had demanded payment from the Successor Agency as a guarantor of lease payments. During the fiscal year 2013, the Successor Agency entered into a settlement agreement in the amount of \$7,750,000.

In 2017-18, the City made the final installment payment.



DEBT SERVICE REQUIREMENTS

Plaza Project Area General Fund Loan

On March 7, 2011, the former San Leandro Redevelopment Agency made a scheduled debt service payment of \$171,764 in principal and \$128,236 in interest for a loan due to the City of San Leandro General Fund from the Plaza Project Area. Subsequently, on March 7, 2011, the Executive Board of the former Agency authorized a payment of \$2,137,273 to the City of San Leandro to retire the full remaining balance of this loan. The loan had an initial balance of \$2,887,617 and was secured by a Promissory Note executed on December 5, 2002. Although the loan was made for legitimate redevelopment purposes and the repayment was consistent with the requirements of the Promissory Note, the State Department of Finance has asserted that these payments were not made for an approved enforceable obligation and that the funds must be remitted to the Alameda County Auditor-Controller. The City disputed this finding and initiated litigation to resolve this issue.



DEBT SERVICE REQUIREMENTS

COMMUNITY DEVELOPMENT BLOCK GRANT FUND DEBT SERVICE OBLIGATIONS

HUD 108 Guarantee Loan

In 2011, the City received a \$2,500,000 20-year federal loan from Housing and Urban Development (HUD), at an interest rate of 3% to finance the acquisition and construction of senior center facility within the City of San Leandro. The loan is secured and payable from the Community Development Block Grant Fund.

At July 1, 2019, future debt service requirements for the HUD 108 Guarantee loan are as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 132,000	\$ 55,414	\$ 187,414
2021	132,000	50,972	182,972
2022	132,000	46,246	178,246
2023-2027	660,000	153,760	813,760
2028-2030	396,000	25,991	421,991
Total Debt Service	\$ 1,583,000	\$ 408,917	\$ 1,991,917



DEBT SERVICE REQUIREMENTS

SPECIAL ASSESSMENT FUND DEBT SERVICE OBLIGATIONS

Special Assessment Debt Without City Commitment

Special assessment districts are established in various parts of the City to provide improvements to properties located in those districts. Properties are assessed for the cost of improvements; these assessments are payable over the term of the debt issued to finance the improvements. The total amount of the assessment is recorded as receivable and deferred revenue at the time the related debt is issued, and reduced as assessments are collected. The City is obligated to be the purchaser of last resort or to advance available City funds to repay this debt in the event of default by any of these districts. These funds are paid from special assessment revenues levied on the property owners in each assessment district. At June 30, 2012 all these districts were in compliance with the repayment and other requirements of their respective debt issues.

Special assessment debt with City commitment as of July 1, 2019 is as follows:

For the Year Ending June 30,	Principal	Interest	Total
2020	\$ 290,000	\$ 149,680	\$ 439,680
2021	305,000	130,488	435,488
2022	325,000	110,017	435,017
2023-2026	1,530,000	207,029	1,737,029
Total Debt Service	\$ 2,450,000	\$ 597,213	\$ 3,047,213



LEGAL DEBT MARGIN

Net 2017-18 City Assessed Valuation	\$ 12,516,114,346
Per City Charter Legal Debt Limit %	15%
Legal Debt Limit	<u>1,877,417,152</u>
Gross Combined Total Debt	443,762,669
Legal Debt Margin	<u><u>\$ 1,433,654,483</u></u>

	<u>Total Debt</u>	<u>% Applicable (1)</u>	<u>City's Share of Debt</u>
<u>DIRECT LONG TERM DEBT:</u>			
City of San Leandro General Fund Obligations	\$ 25,749,715	100.000%	\$ 25,749,715
City of San Leandro Pension Obligation Bonds	11,625,000	100.000%	11,625,000
City of San Leandro HUD Section 108 Loan	1,583,000	100.000%	1,583,000
TOTAL DIRECT LONG TERM DEBT			<u>\$ 38,957,715</u>
<u>OVERLAPPING TAX AND ASSESSMENT DEBT:</u>			
Alameda County	\$ 240,000,000	4.618%	\$ 11,083,200
Bay Area Rapid Transit District	837,820,000	1.799%	15,072,382
Chabot-Las Positas Community College District	693,595,000	10.693%	74,166,113
San Leandro Unified School District	219,634,079	89.685%	196,978,824
San Lorenzo Unified School District	115,335,000	22.495%	25,944,608
East Bay Regional Park District	187,800,000	2.813%	5,282,814
City of San Leandro Cherrywood Community Facilities District	2,720,000	100.000%	2,720,000
TOTAL GROSS OVERLAPPING TAX AND ASSESSMENT DEBT			<u>\$ 331,247,941</u>
<u>OVERLAPPING GENERAL FUND DEBT:</u>			
Alameda County General Fund Obligations	\$ 905,132,500	4.618%	\$ 41,799,019
Alameda County Pension Obligation Bonds	8,937,324	4.618%	412,726
Alameda-Contra Costa Transit District Certificates of Participation	13,795,000	5.466%	754,035
San Leandro Unified School District Certificates of Participation	4,530,000	89.685%	4,062,731
San Lorenzo Unified School District Certificates of Participation	10,305,000	22.495%	2,318,110
TOTAL OVERLAPPING GENERAL FUND DEBT			<u>\$ 49,346,619</u>
<u>OVERLAPPING TAX INCREMENT DEBT (Successor Agency)</u>			
San Leandro Tax Allocation Bonds	\$ 13,415,000	100.000%	\$ 13,415,000
Alameda County - San Leandro Tax Allocation Bonds	19,060,000	56.639%	10,795,393
TOTAL OVERLAPPING TAX INCREMENT DEBT			<u>\$ 24,210,393</u>
DIRECT LONG-TERM DEBT			\$ 38,957,715
OVERLAPPING DEBT			\$ 404,804,954
GRAND TOTAL DIRECT AND OVERLAPPING DEBT			<u><u>\$ 443,762,669</u></u>

	<u>% of Gross Assessed Valuation</u>	<u>% Total Personal Income</u>	<u>Per Capita Long-Term Debt</u>
Ratios			
Direct Long-Term Debt (\$38,957,715)	0.31%	0.626%	445
Overlapping Debt (\$443,762,669)	3.23%	6.507%	4,621

(1) Percentage of overlapping agency's assessed valuation located within boundaries of the city.

Source: City of San Leandro FYE 6/30/18 Comprehensive Annual Financial Report (CAFR)

APPENDICES DESCRIPTION

Budget Practices, Process and Policies Appendix A
Financial Policies and Practices Appendix B
Budget Resolutions..... Appendix C
Guide to Funds by Fund Number..... Appendix D
Budget Glossary Appendix E
List of Acronyms Appendix F





The Reporting Entity

The City of San Leandro, California (City) was incorporated in 1872 and is situated between the cities of Oakland and Hayward in the East Bay of the San Francisco Bay Area. The City operates under the Mayor-Council-Manager form of government created by charter in 1978 and provides the following services: public safety (police, fire, disaster preparedness and hazardous waste disposal), highways and streets, sanitation, health services, public improvements, planning and zoning and general administration services.

The City is governed by a seven-member council elected by City residents. The City is legally separate and fiscally independent, which means it can issue debt, set and modify budgets and fees and sue or be sued. As required by generally accepted accounting principles, the financial statements include the financial activities of the City - the primary government - and its component units.

Component units are legally separate organizations for which the elected officials of the primary government are financially accountable. In addition, component units can be other organizations for which the primary government's exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

The blended component units discussed below are included in the City of San Leandro's basic financial statements in which the City Council functions as the governing board:

The Successor Agency to the Redevelopment Agency of the City of San Leandro (SARA) is charged with winding down the affairs of the former San Leandro Redevelopment Agency and managing the payment of enforceable obligations that remain from the Agency's activities. When the Redevelopment Agency was dissolved on February 1, 2012 as a result of State legislation, the City elected to serve as the Successor Agency.

The City of San Leandro Parking Authority (Parking Authority) was established to issue debt for downtown parking structures and surface lots. There are no financial activities to be accounted for in the Parking Authority Debt Service Fund in this fiscal year.

The San Leandro Public Financing Authority (Financing Authority) was established to issue debt for the City Hall Seismic Retrofitting capital project and other community related financing programs. The financial activities are accounted for in the San Leandro Public Financing Authority Debt Service Fund and the Seismic Retrofit Capital Projects Fund in the accompanying basic financial statements.

The above component units are included in the City's basic financial statements using the blended method since the governing body of these component units are substantially the same as the governing body of the City and these component units provide services entirely to the City. Separate financial statements for each of the above component units may be obtained from the City's Finance Department.



Fund Accounting is used by the City to report on its financial position and operational results. This is a self-balancing set of accounts established to record the financial position and operational results of specific governmental activity.

Fund Accounting

The City's finances are organized into a variety of funds, which are the basic accounting and reporting entities in governmental accounting. The funds that comprise the annual budget are in two major categories: Governmental Funds and Proprietary Funds.

Governmental Funds

Governmental Funds include the General Fund, Special Revenue Funds, Capital Projects Fund and Debt Service Fund.

- The **General Fund** is the primary operating fund for governmental services, funding traditional tax-supported activities such as police, fire, library, recreation and park maintenance.
- **Special Revenue Funds** are the Street/Traffic Improvement Fund, Park Development Fee Fund, Parking Fund, Gas Tax Funds, Measure B Fund, Measure BB Fund, Asset Seizure Fund, Heron Bay Fund, Cherrywood Community Maintenance District Fund, Special Grants Fund, Community Development Block Grant Fund, HOME Grant Fund, Public Education and Government Fund, Housing In-Lieu Fund, Business Improvement District Fund, and Public Education and Government Fees Fund. The use of any Special Revenue Fund resource is legally restricted to specific purposes.
- **Capital Project Funds** include the General Capital Improvement Projects Fund and the Redevelopment Agency Funds, including the Housing Fund.
- **Debt Service Funds** include the San Leandro Public Financing Authority, Cherrywood Assessment District Fund, and the Special Assessment District Fund. These funds account for the payment of interest and principal on the long-term debt of the City.

Proprietary Funds

Proprietary Funds account for the total cost of the governmental service and are operated in a manner similar to private enterprise. These funds include both Enterprise Funds and Internal Service Funds.

- **Enterprise Funds** include the Water Pollution Control Plant Fund, Shoreline Operations Fund, Environmental Services Fund and Storm Water Utility Fund. These funds are used to account for operations that are financed and operated as a business, with user fees covering expenditures.
- **Internal Service Funds** include the Building Maintenance Fund, Information Services Fund, Self Insurance Fund and Equipment Maintenance Fund. Internal Service Funds are similar to Enterprise Funds except that fees are charged to other City departments to cover the costs of services provided by the Internal Service Fund activity.



Annual budgets are adopted on a basis consistent with generally accepted accounting principles. Capital improvement budgets can span several fiscal years and are used for the entire project amount until the project's completion.

Budgetary Basis

The budgetary basis of accounting determines when a government charges expenditures against an adopted budget appropriation, or when it credits revenue to its funds for budgeting purposes. Although the City presents financial statements in its Comprehensive Annual Financial Report (CAFR) in accordance with GAAP, the budget is adopted on a modified cash basis. The major areas of difference between the two bases of accounting are as follows:

- For budgetary purposes, revenues are recorded when received. Under GAAP, revenues are recorded when earned.
- For budgetary purposes, interfund loans and repayments, i.e. Interfund Transfers, are recorded as expenditures and revenues. Under GAAP, these transactions are reclassified as increases or reductions in the "due to/due from" accounts.
- In recognition of these differences, companion financial statements are presented in the CAFR according to the budgetary basis of accounting and a detailed schedule is provided that reconciles the results of applying the two different basis of accounting.
- For budgetary purposes, the fund balance for the Enterprise funds, the Internal Service funds and the Successor Agency to the Redevelopment Agency funds are based on cash rather than modified accrual used by Accounting and reported in the CAFR.

Accounting Practices

The accounting and reporting policies of the City conform to generally accepted accounting principles (GAAP) applicable to state and local governments. GAAP for local governments include those principles prescribed by the Governmental Accounting Standards Board (GASB) which includes all statements and interpretations of the National Council on Governmental Accounting unless modified by the GASB, and those principles prescribed by the American Institute of Certified Public Accountants in the publication entitled Audits of State and Local Governmental Units.

Basis of accounting refers to the timing of when revenues and expenditures are reported in the financial statements. The governmental fund types and agency funds use the modified accrual basis of accounting. Under this method, revenues are recognized when susceptible to accrual, i.e. when they become both quantifiable and available.

All proprietary fund types, non-expendable trust funds and pension trust funds use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Encumbrances

Encumbrance accounting is employed to designate funds for purchase orders, contracts and other commitments until actually expended. Encumbrances outstanding at year-end are carried into the next fiscal year, but the related budget authority is subject to re-appropriation by Council.



Budget Development Process

As part of the Biennial Budget process, the City of San Leandro's budget conforms with the professional standards of the Government Finance Officers Association (GFOA), and the National Advisory Council on State and Local Budgeting (NACSLB) principles. These principles are outlined as follows:

Principle I – Establish Broad Goals

- Element 1: Assess community needs, priorities, challenges and opportunities.
- Element 2: Identify opportunities and challenges for government services, capital assets and management.
- Element 3: Develop and disseminate broad goals.

Principle II – Develop Approaches

- Element 4: Adopt financial policies.
- Element 5: Develop programmatic, operating, and capital policies and plans.
- Element 6: Develop programs and services that are consistent with policies and plans.
- Element 7: Develop management strategies.

Principle III – Develop Budget

- Element 8: Develop a process for preparing and adopting a budget.
- Element 9: Develop and evaluate financial options.
- Element 10: Make choices necessary to adopt a budget.

Principle IV – Evaluate Performance

- Element 11: Monitor, measure and evaluate performance.
- Element 12: Make adjustments as needed.

The Biennial Budget sets forth a strategic resource allocation plan that addresses the City Council's Visions and Goals. The Budget can be thought of as a policy document, financial plan, operations guide, and communication device all in one.

The Budget also:

- Determines the quality and quantity of City programs and services;
- Details expenditure requirements and the estimated revenue available to meet these requirements;
- Connects the activities of individual City Departments to the City Council's Visions and Goals; and
- Serves as a communication device that promotes the City's vision and direction, fiscal health and vitality, and what the public is getting for its tax dollars.

Through the Biennial Budget document, the City demonstrates its accountability to its residents, customers, and the community-at-large. Additionally, the Biennial Budget provides the legal authority for expenditures and a means for control of municipal operations throughout the fiscal year. Accordingly, the City Charter mandates that at



least thirty-five days prior to the beginning of each fiscal year, the City Manager shall submit to the Council a proposed budget for such fiscal year. The Council holds public meetings to discuss the proposed budget, including a formal public hearing. The City Council by resolution shall adopt the budget with such revisions as it deems necessary no later than June 30th.

The budget process involves the citizens, City Council and staff, and each play a critical role in the budget development. The Biennial Budget furnishes department directors with an opportunity to justify departmental work programs, to propose changes in services, and to recommend revisions in organizational structure and work methods. It also enables the City Manager to review these aspects and make appropriate recommendations to the City Council.

Presentation of the Biennial Budget to the City Council provides an opportunity to explain municipal programs and organizational structures. It also allows the Council to judge the adequacy of the proposed operating programs, to determine basic organizational and personnel staffing patterns, and to establish the level of municipal services to be rendered with the available resources. In order to accomplish these objectives, the Biennial Budget must combine a detailed explanation of anticipated financial resources for the ensuing fiscal years with proposed expenditures, supported by sufficient information on the proposed programs and activities to assess the appropriateness of the recommended levels of services.



The following Biennial Budget calendar captures key steps in the budget process:

CITY OF SAN LEANDRO		
Biennial Budget Calendar 2019-20 and 2020-21		
Date	Responsibility	Task Description
10/4/2018	Finance	Review draft of calendar and budget assumptions
10/25/2018	ET/Finance	CIP budget planning
11/13/2018	Engineering	City Council Work Session - review CIP draft
11/29/2018	All	Budget Kick-Off Meeting - South Office
12/5/2018	All	Budget Question and Answer
12/5-12/13/18	Finance	ISF expenditure review - results shared 12/19-12/21/18
12/5-12/13/18	All	Position control and budget review of proposed changes
12/18/2018	ET/Finance	CIP budget planning and 10 Year CIP Forecast
1/3-1/21/19	All	Expenditure analysis and review
2/2/2019	City Council	Winter Planning Session (Budget update, assumptions, etc.)
2/4/2019	City Council	Mid-year budget adjustments staff report to City Council
2/14/2019	City Council	WORK SESSION - CIP review
2/19/2019	City Council	Mid-Year Financials for Revenue & Expenditures (2018-19 Actuals)
4/15/19	City Council	WORK SESSION - update on biennial budget
5/6/2019	City Council	Public Hearing Master Fee Schedule and 911, EMT and Business License Taxes
5/14/2019	Finance	Proposed biennial budget binders delivered to City Council
5/20/2019	City Council	Proposed 2019-20 and 2020-21 Biennial Budget presentation (deadline 5/27/19)
5/20/19	Finance	Place proposed biennial budget on the City's website
5/30/2019	All	All Employee Briefing - Proposed Biennial Budget
6/3/2019	City Council	Meeting - Public Hearing 2019-20 & 2020-21 Proposed Biennial Budget and Appropriation Limit
6/17/2019	City Council	Meeting - Biennial Budget Adoption (alternate date if needed); Annual Investment Policy
6/5-7/3/19	Finance	Finalize Biennial Budget in Brief for Central Services; finalize Biennial Budget.
7/15/19	Finance	Provide Budget in Brief copies to City Council and post to City's website
7/15/19	Finance	Place adopted biennial budget on City's website
8/15/2019	Finance	Submit Operating and Capital Biennial Budgets to GFOA for award consideration (deadline 9/01/19)
12/1-5/21/20	All	Mid-Cycle Update biennial budget for fiscal year 2020-21
Definitions: ET = Engineering and Transportation ISF = Internal Service Fund		

City Budget Requirements

The City Council is required to adopt a final budget through the passage of a resolution no later than June 30, the close of the fiscal year, following a public hearing process conducted to obtain taxpayer comments. The Biennial Budget serves as the foundation for the City's financial planning and control, and a communication tool for residents, visitors and businesses of San Leandro. The budget is prepared by fund, by department (i.e. police), and by division (i.e. traffic division). The City Manager is authorized to transfer budgeted amounts between departments and line items within any fund. However, any revisions which alter the total expenditures of any fund must be approved by the City Council. Transfers between funds must be approved by the City Council. At the end of the fiscal year, encumbered appropriations are carried forward and become part of the following year's budget while appropriations that have not been encumbered lapse, unless otherwise authorized by the City Council and the City Manager, except for



capital improvement funds for which appropriations may be carried for not more than five fiscal years as per City of San Leandro Charter, Section 520.

Accounting and Budgetary Basis

The City's basis for budgeting is consistent with accounting principles generally accepted in the United States of America and with the City's financial statements as presented in the Comprehensive Annual Financial Report (CAFR).

Annual budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), except for capital projects funds, which are adopted on a project length basis, which means budgets are used until the project's completion for the entire project amount. GAAP serves as the budgetary basis of accounting.

The modified accrual basis of accounting is used by all General, Special Revenue, Debt Service, and Capital Projects Funds. This means that revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when liabilities are incurred, except that principal and interest payments on long-term debt are recognized as expenditures when due. The accrual basis of accounting is utilized by all Enterprise and Internal Service Funds. This means that revenues are recorded when earned and that expenses are recorded at the time liabilities are incurred.

Cost Allocation Plan and Direct Charges

The City employs a complex multi-step plan for distributing the costs of internal services to various Departments and funds. Through these allocations, a more realistic picture of the cost of doing business for the City's various organizational units and services is obtained.

For example, the budgets for internal service departments (such as Information Technology and Building Maintenance) are allocated to all departments (such as the Police Department and Public Works Department). This allocation of costs adjusts each Department's budget to a truer representation of the cost for providing its services to the City's citizens and customers. Any fees or charges set for City Services are then based upon the expenditures of this adjusted budget, which includes an appropriate amount of overhead or allocated costs.

Allocated costs are primarily determined through the City's Full Cost Allocation Plan. The plan uses various statistical data to distribute the identified service costs to the appropriate Departments and funds. Additionally, in certain circumstances direct charges from one organizational unit to another are included in the budget outside of the plan. Direct charges are typically utilized when the origin and destination of a specific cost are readily apparent and fixed.



Financial and Operational Policies and Practices

The guiding principles of the City's budget development process are financial and operational policies. These policies promote and ensure organizational continuity, consistency, transparency, and responsibility from year to year. This section identifies some of the major short and long-term planning documents, financial and operational policies, and fiscal management tools that the City of San Leandro employs in order to guarantee fiscal and programmatic integrity and to guide the development of the City's Biennial Budget.

Budget Control Policies

Appropriations of fiscal resources are the responsibility of the City Council and City Manager.

Appropriations requiring Council action include:

- Expenditures from reserves or designated fund balances.
- New appropriations, not approved in the adopted budget.
- Transfers between funds.
- Any contract included in the budget that will cost more than \$50,000 shall be executed by the City Manager only upon approval of the City Council granted at one of the Council meetings.

Appropriations requiring City Manager action include:

- Grant funds received during the fiscal year as a result of a grant application approved by the City Council are appropriated for the purposes for which the grant has been approved. Such appropriation includes authorization for the City Manager to expend such monies, and for the Finance Director to make payments in accordance with the terms and conditions and for the purposes of the grant.

City Departments perform the following budgetary control functions:

- Review purchase transactions and payment requests for compliance with City regulations, rules, and budgetary limits.
- Administer the City's payment system to review, process, and pay purchasing transactions and expense claims.
- Receive and deposit all City receipts, which are invested by the Finance Director.
- Maintain records for all these transactions and their effect on cash balances.
- Maintain a position control system, based on the budget to control staffing.
- Administer the City's payroll system to process personnel transactions and to review and pay personnel expenses.

Quarterly financial reports on budget performance are reviewed by department managers and staff to identify budget problems and recommend corrective action.

Legal control of the budget is at the fund level, while supervisory control is maintained at the department level. Grant funds are reviewed by project managers at the project level. All City purchase orders are centrally reviewed by Finance staff prior to issuance to determine if funds are budgeted and available.



Adjustment to the Adopted Budget Policy

Per the City Charter, Section 515, "After the conclusion of the public hearing, and not later than June 30, the Council by resolution shall adopt the budget with such revisions as it deems necessary. A copy of the adopted budget shall be available for inspection in the office of the City Clerk."

In order to accomplish the mandate, the City Manager presents a mid-year fiscal review to the City Council, typically held between January and March. This review includes needed adjustments to personnel and non-personnel budgets that have been identified by staff since the adoption of the budget, whether before or after the Mid-year Review, the City Council may amend or supplement the budget by motion adopted by the affirmative votes of at least five members so as to authorize the transfer of unused balances appropriated for one purpose to another purpose or to appropriate available funds not included in the budget.

The Biennial Budget, as adopted by the City Council, establishes the total appropriation provided for each City Department's operations. To ensure that the expenditures of each Department do not exceed the departmental appropriation, expenditures for each Department are legally limited to the amounts authorized by the City Council in the budget document, plus carryover amounts and supplement appropriations individually approved by the City Council. The City Manager is legally authorized to transfer budgeted amounts between Departments within the same fund, and accounts within the same Department over the course of a fiscal year. Transfer of appropriations between funds and increased appropriations must be authorized by the City Council. Thus expenditures may not legally exceed budgeted appropriations at the Department level within a fund. City Council approval is also required for all transfers from unappropriated fund balances or contingency reserves.

Continued/Carryover Appropriations Policy

The City's Municipal Code states that all unexpended or unencumbered appropriations shall lapse at the end of the fiscal year, except for appropriations for capital projects that are required for the completion of the approved project for not more than five fiscal years. Other encumbered funds from the previous fiscal year are carried over to the current fiscal year through a list of continued appropriations.

Proposition 4 (Gann) Appropriation Limit

Article 13-B of the California Constitution was added by the November 1979 passage of the Gann Initiative. This legislation mandated that California Cities must compute an Appropriation Limit, which places a ceiling on the total amount of tax revenues that the City can appropriate annually. The legislation also provides that the governing body shall annually establish its appropriations limit by resolution.

The appropriations limit is calculated by determining appropriations financed by proceeds of taxes in 1978/79 base year and adjusting the limit each subsequent year for changes in the cost of living and population. This Appropriation Limit is the maximum limit of proceeds from taxes the City may collect or spend each year. Budgeted appropriations are limited to actual



revenues if they are lower than the limit. The Appropriations Limit may be amended at any time during the fiscal year to reflect new data.

Six-Year All Funds Financial Plan Long Term Forecast Practice

The City's Six-Year All Funds Financial Plan Long Term Forecast projects the fiscal health of the City's funds and allows management to understand the fiscal gaps that may exist between revenue projections and projected expenditure requirements. The forecast and underlying assumptions and methodology are clearly stated, available and referenced in the final budget document. In this way, policymakers can issue directives that range from maintaining the status quo to closing the gap between revenues and expenditures. The City Manager's Budget Directive is largely based on the information drawn from the plan data, as is the Mid-Year Budget Review.

Revenue estimates are prepared through an objective, analytical process based on year-to-date trends, prior years' data, and anticipated one-time adjustments. In all instances, the City provides reasonable revenue projections to prevent undue or unbalanced reliance on certain revenues and to ensure the ability to provide ongoing services.

In order to improve future forecasting, staff will analyze the variances between previous forecast and actual amounts. The variance analysis will consider the factors that influence revenue collections, expenditure levels and forecast assumptions. The forecast also includes a fund balance calculation.

Balanced Budget Policy

The City's policy is to adopt a balanced budget, which means that planned expenditures do not exceed planned funds available. Available funds may include the use of fund balances on hand, provided that in the case of General Fund the available fund balance does not drop below 16.67 percent level required by City Council Reserve Guidelines detailed below.

City Council Reserve Guideline

The City Council has earmarked an amount equivalent to 16.67 percent of the General Fund expenditure budget for an Economic Uncertainty Reserve. This reserve is intended to provide a cushion against fluctuations in revenue and expenses.

One Time Resources Policy

The City's policy is to avoid the use of one time revenues to fund ongoing operations, though when considered as part of the City's Six Year All Fund Financial Long Term Plan, use of one time revenue may be appropriate to bridge short-term gaps in available resources.

Debt Management Policy

The California Constitution required that long-term debt pledged by the full faith and credit of the City can only be approved by voter referendum. Per State of California statute, the City's debt limit is set at 15 percent of total adjusted assessed valuation of all the real and personal property within the City. Currently, the City's total General Obligation Debt is significantly



below its debt limit. The City also carries bonded debt secured by specific revenue sources, and Certificates of Participation secured by interests in City assets. The debt management policy establishes parameters to be considered before debt issuance such as:

- Purposes for which the debt may be issued shall be determined
- Legal debt limitations, including limitations on the pledge of the issuer's general credit shall be calculated and these limits are generally set for legal, public policy and financial reasons
- Before issuance of debt the debt structuring practices shall be considered
- Additional consideration shall be given to credit objectives such as specific credit ratings, benchmarks, debt ratios and other affordability targets
- Authorized methods of sale shall be considered
- Method of selecting outside finance professionals shall be consistent with the City's procurement practices
- Refunding of debt calculation
- Primary and secondary market disclosure practices
- Compliance with federal law provisions such as arbitrage requirements
- Integration of capital planning and debt financing activities
- Investment of bond proceeds

Risk Management Practice

The City is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; cyber-attacks; and natural disasters. An Internal Service Fund has been established to account for and finance the uninsured risks of loss. Various insurance policies are carried by the City to cover risks of loss beyond the self-insured amounts covered by the Internal Service Fund. Using an internally developed allocation model, the cost of the various insurance coverage, whether self-insured or externally insured, are allocated to City Departments.

Cash/Investment Management Policy

One of the City's highest fiscal management priorities is maintaining the value of its cash and investment assets. The City values its cash and investment in accordance with the provisions of Government and Accounting Standards (GASB) Statement No. 31, Accounting and Financial Reporting for Certain Investments and External Investment Pools (GASB 31), which requires governmental entities, including governmental external investment pools, to report certain investments at fair value in the statement of net assets/balance sheet and recognize the corresponding change in the fair value of investments in the year in which the change occurred. Fair value is determined using published market prices.

The City of San Leandro's investment policy is reviewed and approved by the City Council annually on or before June 30 to ensure that the City is complying with State Government Code regulations. The City's investment policy objectives are safety, liquidity, yield, and investments are made to bear in mind the responsibility of City government to its citizens. Alternative investments which enhance the quality of life are given full considerations.



Oversight and Internal Controls Practices

The Finance Director implemented a system of internal controls to prevent losses of public funds arising from fraud, employee error and misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the City. These controls include:

- Separation of duties
- Control of collusion
- Custodial safekeeping
- Separating transaction authority from accounting and recordkeeping
- Clear delegation of authority
- Minimizing the number of authorized investment officials
- Documentation of transactions and strategies
- Ethical standards

Revenue Enhancements and Setting of Charges and Fees Policy

The City of San Leandro maintains the use of charges and fees as a method of funding governmental services. The policy establishes the charge and fee setting process which includes the following:

- Recovery of costs providing goods and services
- Annual review of the master fee schedule to update factors used in the development of fees and charges such as inflation, other cost increases, and current competitive rates
- Information of the master fee schedule is made available to the public which includes basis for fee and charge changes, amount of proposed changes and the adoption of said charges and fees
- Staff regularly assesses the cost and feasibility of collection and recovery for specific services
- Use of service charges and fees as a major source of funding is appropriate when the services are similar to private sector services, there is a direct relationship between the amount paid and the level and cost of service provided, the service is used to discourage waste of City services such as false alarms, and the service is regulatory in nature such as building permits and plan checks.
- Four concepts are used when developing fees and charges:
 - Revenues should not exceed reasonable costs of providing service
 - Cost recovery should include direct costs, and administrative costs such as accounting, personnel, data processing, insurance, etc.
 - Simplistic method of assessing and collecting fees to reduce collection costs
 - Annual review and adjustments to include Bay Area CPI increase, salary increases or other multipliers based on the cost of providing services.

Capital Assets Practices

Capital assets are valued at historical cost or estimated historical cost if actual historical cost was not available. Donated capital assets are valued at their estimated fair market value on the date donated. City policy has set the capitalization threshold for reporting capital assets



at \$7,500. Depreciation is recorded on a straight-line basis over estimated useful lives of the assets as follows:

Buildings	50 years
Improvements other than buildings	20 years
Machinery and equipment	5-15 years
Licensed Vehicles	3-15 years
Infrastructure	20-50 years

In June 1999, the GASB issued Statement No. 34 which requires the inclusion of infrastructure capital assets in local governments' basic financial statements. In accordance with GASB Statement No. 34, the City included all infrastructures into the 2015-16 Basic Financial Statements.

The City defines infrastructure as the basic physical assets that allow the City to function. The assets include streets, sewer, and park lands. Each major infrastructure system can be divided into subsystems. For example the street system can be subdivided into pavement, curb and gutters, sidewalks, medians, streetlights, landscaping and land. These subsystems were not delineated in the basic financial statements. The appropriate operating department maintains information regarding the subsystems.

Interest accrued during capital assets construction, if any, is capitalized for the business-type and proprietary funds as part of the asset cost.

For all infrastructure systems, the City elected to use the Basic Approach as defined by GASB Statement No. 34 for infrastructure reporting. Original costs were developed in one of three ways: (1) historical records; (2) standard unit costs appropriate for the construction/acquisition date; or (3) present cost indexed by a reciprocal factor of the price increase from the construction/acquisition date to the current date. The accumulated depreciation, defined as the total depreciation from the date of construction/acquisition to the current date on a straight line, un-recovered cost method was computed using industry accepted life expectancies for each infrastructure subsystem. The book value was then computed by deducting the accumulated depreciation from the original cost.



IN THE CITY COUNCIL OF THE CITY OF SAN LEANDRO

RESOLUTION NO. 2019

RESOLUTION Adopting the Biennial Budget of the City of San Leandro for the Fiscal Years July 1, 2019 to June 30, 2020 and July 1, 2020 to June 30, 2021

WHEREAS, the 2019-20 and 2020-21 Proposed Biennial Budget of the City of San Leandro was prepared and submitted to the City Council by the City Manager on May 20, 2019 , which was at least thirty-five (35) days prior to the beginning of the 2019-20 fiscal year as required by Section 505 of the City’s Charter; and

WHEREAS, the City Council reviewed the City Manager’s Proposed Biennial Budget, and thereafter caused a public hearing to be held concerning the Proposed Biennial Budget on June 3, 2019; and

WHEREAS, upon conclusion of the public hearing, the City Council further considered the Proposed Biennial Budget as provided for in Section 515 of the Charter;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SAN LEANDRO:

That the 2019-20 and 2020-21 Proposed Biennial Budget referenced above is hereby designated and approved as the City of San Leandro’s 2019-20 and 2020-21 Adopted Biennial Budget.

That the amounts stated herein are hereby appropriated to the purposes therein specified for 2019-20 and 2020-21 that the City Manager is hereby authorized to execute any and all Service Agreements as provided for in said appropriation.

Introduced by Councilmember _____ and passed and adopted this 3rd day of June, 2019, by the following called vote:

Members of the Council:

AYES:

NOES:

ABSENT:

ATTEST:

Leticia I. Miguel, City Clerk



IN THE CITY OF SAN LEANDRO SUCCESSOR AGENCY

RESOLUTION NO. 2019- SA

RESOLUTION Adopting the Biennial Budget of the Successor Agency to the Redevelopment Agency of the City of San Leandro for the Fiscal Years July 1, 2019 to June 30, 2020 and July 1, 2020 to June 30, 2021 and Making a Determination Pursuant to California Health and Safety Code Section 33334.3

WHEREAS, the Successor Agency to the Redevelopment Agency of the City of San Leandro must annually adopt a budget that establishes spending limits by appropriating authorized expenditures for the coming fiscal year; and

WHEREAS, it is the intent of the Agency that Low and Moderate Income Housing Fund be used to the maximum extent possible to defray the costs of production, improvement, and preservation of low and moderate income housing; and

WHEREAS, pursuant to the California Health and Safety Code, Section 33334.3, the amount of money spent for administrative activities associated with the Successor Agency is necessary for the repayment of the Recognized Obligation Payment Schedules (ROPS).

NOW THEREFORE, the Successor Agency to the Redevelopment Agency of the City of San Leandro does RESOLVE as follows:

That the City Council reviewed the City Manager’s Proposed Biennial Budget, and thereafter caused a public hearing to be held concerning the Proposed Biennial Budget on June 3, 2019; and

That the Agency hereby finds and determines that the planning and administrative expense contained in the Agency biennial budget is necessary for the administration, and repayment of the Recognized Obligation Payment Schedules.

Introduced by Board Member _____, and passed and adopted this 3rd day of June, 2019, by the following vote:

Members of the Board:

AYES:

NOES:

ABSENT:

ATTEST:

Leticia I. Miguel, Secretary



IN THE PUBLIC FINANCING AUTHORITY OF THE CITY OF SAN LEANDRO

RESOLUTION NO. 2019- PFA

RESOLUTION Adopting the Biennial Budget of the Public Financing Authority of City of San Leandro for the Fiscal Years July 1, 2019 to June 30, 2020 and July 1, 2020 to June 30, 2021

The San Leandro Public Financing Authority of the City of San Leandro does **RESOLVE** as follows:

That the 2019-20 and 2020-21 Biennial Budget of the San Leandro Public Financing Authority, a copy of which is attached hereto and made a part hereof by reference, is hereby adopted and all amounts stated herein are appropriated for the purposes therein specified for 2019-20 and 2020-21.

Introduced by Board Member _____, and passed and adopted this 3rd day of June, 2019, by the following called vote:

Members of the Board:

AYES:

NOES:

ABSENT:

ATTEST:

Leticia I. Miguel, Secretary



IN THE CITY COUNCIL OF THE CITY OF SAN LEANDRO

RESOLUTION NO. 2019-073

RESOLUTION AMENDING TITLE 6, CHAPTER 4 OF THE SAN LEANDRO ADMINISTRATIVE CODE RELATING TO FEES AND CHARGES FOR SERVICES PROVIDED BY CITY DEPARTMENTS (ADJUSTS USER FEES AND SERVICE CHARGES, EFFECTIVE JULY 1, 2019)

The City Council of the City of San Leandro does RESOLVE as follows:

- 1. That following notice and hearing as may be required by law, Title 6, Chapter 4, Section 6.4.100 of the San Leandro Administrative Code ("Fee Schedule"), is hereby amended; and
- 2. That the adopted Fee Schedule shall be attached to and made a part of this resolution; and
- 3. That the provisions of the Fee Schedule shall take effect on July 1, 2019

Introduced by Councilmember Hernandez and passed and adopted this 6th day of May, 2019, by the following called vote:

Members of the Council:

- AYES: Councilmembers Aguilar, Ballew, Cox, Hernandez, Lee, Lopez; Mayor Cutter (7)
- NOES: (0)
- ABSENT: (0)

ATTEST:



 Letheia I. Miguel, City Clerk



IN THE CITY COUNCIL OF THE CITY OF SAN LEANDRO

RESOLUTION NO. 2019-

**A RESOLUTION ESTABLISHING THE CITY'S APPROPRIATION LIMIT
FOR FISCAL YEAR 2019-20**

WHEREAS the City Council of the City of San Leandro does **RESOLVE** as follows

Following availability of the documentation used in the determination of the Appropriation Limit pursuant to Section 7910 of the Government Code, this Council has reviewed and considered the data contained in Attachment 1 attached hereto and incorporated herein by this reference.

NOW, THEREFORE, pursuant to Section 7910 of the Government Code and Article XIII B of the California Constitution, the City Council does hereby establish the Appropriation Limit for Fiscal Years 2019-20 at \$ _____ as more specifically set forth in Attachment 1.

Introduced by Councilmember _____, and passed and adopted this 3rd day of June, 2019, by the following called vote:

Members of the Council:

AYES:

NOES:

ABSENT:

ATTEST:

Leticia I. Miguel, City Clerk



<u>GOVERNMENTAL FUNDS</u>	The funds through which most governmental functions typically are financed.
<i>General Fund</i>	Accounts for all financial resources except those required to be accounted for in another fund.
010 General Fund	The general fund is used for all general revenues of the City not specifically levied or collected for other City funds and related expenditures.
<i>Special Revenue Funds</i>	Accounts for the proceeds of specific revenue sources (other than those for major capital projects) that are restricted legally to expenditure for specific purpose.
120 Development Fee for Street Improvements Funds (DFSI)	Accounts for development fee assessments levied to provide partial funding of street and traffic improvement associated with commercial and residential growth.
122 Park Development Fee Fund	Accounts for development fee assessments levied to provide for the acquisition and/or creation of new parks and park facilities that result from residential growth.
123 Underground Utilities Fee Fund	Accounts for utility conversion project assessments levied to provide for the placement of overhead utilities underground. Assessments shall be expended only for expansion of, maintenance of or construction of Underground Utility Districts and facilities.
132 Parking Operations Fund	Accounts for revenues from parking meter and parking lot operations and for the maintenance costs for the Downtown Parking Structure and various other public parking locations.
140 Gas Tax Fund	Accounts for subventions received from State gas tax allocations and are restricted to uses related to local streets and highways, construction and improvements, and maintenance and repairs.
141 Measure BB	Accounts for revenues from an additional one-half percent transportation sales tax administered by the Alameda County Transportation Authority (ACTA) for streets, bicycle and pedestrian safety, to reduce traffic congestion, improve air quality, and construction and maintenance for 30 years beginning April 1, 2015
142 Gas Tax (Section 2103) Fund	Accounts for funds previously received under Proposition 42 for annual funding of streets and roads now replaced with Gas Tax funds. There is not a change in the amount of funding or intended use, just a change in the funding source.
143 Measure F (VRF)	Accounts for the City's share of proceeds on a \$10 increase in Vehicle Registration fees originally approved by voters in November 2010 which is administered by Alameda County Transportation Authority for projects to reduce traffic congestion and vehicle related pollution.
144 Measure B/ACTC Transportation Fund	Accounts for revenues from the allocation of one-half percent transportation sales tax levied in Alameda County, and is restricted for uses related to street and highway maintenance and improvements.



GUIDE TO FUNDS BY FUND NUMBER

APPENDIX D

146 Asset Seizure Fund	Accounts for funds received from asset forfeiture and used for public safety purposes. Asset Seizure funds previously reported under General Fund and separated as of 2010-11.
147 Heron Bay Maintenance District Fund	Accounts for special assessment funding for the ongoing maintenance of public facilities at the Heron Bay Development.
148 Cherrywood Maintenance District Fund	Accounts for special assessment funding for the ongoing maintenance of public facilities at the Cherrywood Development.
149 Prop 1B Fund	Accounts for Proposition 1B funds for safety improvements and repairs to local streets and roads.
150 Grants Fund	Accounts for various grants from Alameda County, State of California, and the Federal government to be expended for a specific purpose, activity, or facility.
165 Community Development Block Grant Fund	Is an annual entitlement grant from the U.S. Department of Housing and Urban Development to fund public services, affordable housing, capital improvements, and economic development that primarily benefit low/moderate income persons.
166 HOME Fund	Grants from the U.S. Department of Housing and Urban Development (via Alameda County) for eligible affordable housing activities and renovation programs.
167 Housing In-Lieu	Accounts for assessments levied to provide for partial funding of low/moderate housing projects.
168 Affordable Housing Asset Fund	Accounts for assets received from affordable housing activities from the former Redevelopment Agency's Low/Moderate Housing Fund and acts as its Successor Agency
170 Business Improvement District Fund	Accounts for service fees charged to business owners to provide a shuttle service from BART to the west San Leandro businesses.
180 Public Education & Government (PEG) Fund	This new fund accounts for user fees charged to cable television customers and is used to fund public education on government programs.
Capital Project Funds	Accounts for financial resources to be used for the acquisition of construction of major capital facilities (other than those financed by proprietary and trust funds).
210 Capital Improvement Projects Fund	Accounts for financial resources to be used for the acquisition of construction of major capital facilities other than those financed by proprietary and special revenue funds.
240 Cherrywood Improvement Project	Accounts for certain infrastructure construction of the Cherrywood development.
241 SL Hillside Geological Abatement	Accounts for the finances of the collaboration between the City and the Geological hazardous Abatement District (GHAD).



Debt Service Funds

Account for the accumulation of resources for and the retirement of general long-term debt principal and interest.

- | | |
|--|---|
| 301 Assessment District Debt Service Fund | Accounts for funds associated with providing debt issue financing for special assessments in the community. |
| 307 Community Facility District #1- Cherrywood Project | Accounts for funds associated with providing debt issue financing for special assessments associated with the Cherrywood development. |
| 350 Public Financing Authority Debt Service Fund | Accounts for the debt service incurred to complete the seismic retrofit of the Civic Center Complex, Public Safety Building, five Fire Stations, Main Library and Public Works buildings. |

PROPRIETARY FUNDS

The funds used to account for a government's business-type activities, activities supported in part by fees or charges.

Enterprise Funds

Account for activities for which a fee is charged to external users for goods and services.

- | | |
|-----------------------------------|---|
| 593 Water Pollution Control Plant | Accounts for the operation, maintenance and replacement of the City's Water Pollution Control Plant, lift stations and the sanitary sewer system, which follows operational guidelines dictated by State and Federal regulations. |
| 594 Environmental Services | Accounts for the regulatory activities associated with hazardous materials, recycling (AB 939), storm water runoff and industrial wastewater. |
| 597 Shoreline | Accounts for the operation and maintenance of the marina berthing and recreational areas and related improvements, the golf course complex and the Heron Bay marshland. |
| 598 Storm Water Utility | Accounts for all activities related to street cleaning and storm water runoff as required by State and Federal mandates. |

Internal Service Funds

Account for the financing of goods and services provided by one fund, department, or agency to other funds, departments or agencies of the financial reporting entity, or to governments, on a cost reimbursement basis.

- | | |
|----------------------------|---|
| 687 Building Maintenance | Accounts for the cost of operating and providing maintenance and repair and minor modifications to the various City buildings. |
| 688 Information Technology | Accounts for automated information processing activities, including maintenance, enhancements and the acquisition of new computers, telephone, cable television, telecommunication systems, GIS and Central Services. |
| 689 Self Insurance | Accounts for insurance costs and related charge-backs to various departments; coverage includes protection against claims and losses for public liability, workers' compensation, unemployment insurance and City property. |
| 690 Equipment Maintenance | Accounts for the cost of operations, maintenance and depreciation for the City's automotive and equipment fleet. |



SUCCESSOR AGENCY

Accounts for winding down the affairs of the Redevelopment Agency subject to the review and approval of the local Oversight Board and the State of California. The Successor Agency is obligated to prepare a Recognized Obligation Payment Schedule (ROPS) every six months, as long as there are enforceable obligations of the former RDA. The City, as the Successor Agency, can only pay obligations listed on the ROPS.

- 970 Successor Agency - Debt Service Fund Accounts for repayment to the City for interest on advances and debt service on the tax allocation bonds and certificates of participation supported by the Recognized Obligation Payment Schedules (ROPs).
- 971 Successor Agency - Redevelopment Obligation Retirement Fund Accounts for repayment to the City for interest on advances and debt service on the tax allocation bonds and certificates of participation supported by the Recognized Obligation Payment Schedules (ROPs).
- 982 Successor Agency - Joint Project Area Fund Accounts for the administration costs, loan, CIP, and annual income transactions, as well as fund and asset transfers for the Joint Project Area Fund.



Accruals	Accruals are adjustments for revenues that have been earned by not yet recorded in the accounts, and, expenses that have been incurred but are not yet recorded in the accounts. The accruals need to be added via adjusting entries so that the financial statements reflect these amounts.
Activities	Specific services performed in accomplishing program objectives and goals. (See Program)
Adjusted Budget	The current year Adopted Budget plus Council approved budget adjustments, plus encumbrances.
Appropriation	An authorization made by the Council that permits the City to incur obligations and to make expenditures of resources.
Assessed Valuation	An official value established for real property or other property as a basis for levying property taxes.
Assessment District	Not a separate governmental entity, but rather a defined area of land which will be benefited by the acquisition, construction or maintenance of a public improvement.
Audit	A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the City Council's appropriations.
Block Grant	Federal grant allocated according to pre-determined formulas and for use within a pre-approved broad functional area such as the CDBG (Community Development Block Grant).
Bonds	A form of borrowing which reflects a written promise from the City to repay a sum of money on a specific date at a specified interest rate. Bonds are used to finance capital improvement projects such as buildings, streets, and bridges.
Budget	A financial plan for a specific period of time that matches planned revenues and expenditures to various municipal services.
Budget Amendment	Under the City Charter, the Council has the sole responsibility for adopting and amending the budget at any time by resolution with five affirmative votes.
Budget Message	The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years and present recommendations made by the City Manager.
Budget and Fiscal Policies	General and specific guidelines adopted by the Council that govern financial plan preparation and administration.
Business Improvement District	A public-private partnership in which businesses in a defined area pay special taxes, fees, and/or assessments to fund public facility improvements and programs in the area.



California State Controller	The Controller is the Chief Fiscal Officer of the state and is elected every four years. The controller is responsible to: account and disburse all state funds; determine the legality and accuracy of claims against the state; pay the state's bills; audit and process all personnel and state payroll transactions; audit various state and local government programs; administer the Unclaimed Property Law; and inform the public of financial transactions of City, County, and District Governments.
Capital Expenditure	Any expenditure incurred for acquiring fixed assets such as land, building, machinery, furniture, motor vehicles, and fixed asset improvements. The cost of the fixed asset would include all expenditure up to the point the asset is put into use.
Capital Improvement Program (CIP)	A plan for capital expenditures to provide for the acquisition, expansion, or rehabilitation of an element of the City's physical property to be incurred over a fixed period of time.
Cash Basis	An accounting method that recognizes income and deductions when money is received or paid. The modified-accrual method is the preferred method for government entities.
Certificates of Participation	Form of lease-purchase financing used to construct or acquire capital facilities and equipment.
Cost of Living Adjustment	Adjustment of wages designed to offset changes in the cost of living, usually as measured by the consumer price index.
Debt Limit	Total amount of money that the City government is authorized to borrow to meet its existing legal obligations. The debt limit does not authorize new spending commitments. It allows the City government to finance existing legal obligations made in the past.
Debt Service	Payments of principal and interest on bonds and other debt instruments according to a predetermined schedule.
Debt Service Funds	This fund type is used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in those funds.
Department	A major organizational unit of the City that has been assigned overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation	Allocation process of the cost of a capital asset to the periods during which the asset is used.
Division	A unit of organization that reports to a department.
Encumbrance	Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which part of the appropriation is reserved.



Enterprise Funds	A proprietary fund used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the legislative body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures.
Expenditure	The outflow of funds paid or to be paid for an asset, goods or services regardless of when the invoice is actually paid. This term applies to all funds. Note: an encumbrance is not an expenditure; an encumbrance reserves funds to be expended. (See Encumbrance)
Fee	The amount charged by the City to provide a specific service, tied directly to the cost of providing such service.
Fiscal Year	The beginning and ending period for recording financial transactions. The City has specified July 1 to June 30 as its fiscal year.
Fixed Assets	Assets of significant value that have a useful life in excess of one year.
Fund	An accounting entity that records all financial transactions for specific activities or government functions. The generic fund types used by the City are: General Fund, Special Revenue, Debt Service, Capital Project, Enterprise, Internal Service, Agency and Special Assessment funds.
Fund Balance	The net effect of assets less liabilities at any given point in time.
General Fund	The primary operating fund of the City, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. Except for subvention or grant revenues restricted for specific uses, General Fund resources can be utilized for any legitimate governmental purpose. (See Fund)
Goal	A statement of broad direction, purpose or intent by City Council.
Governmental Funds	Funds generally used to account for tax supported activities. These include General, Special Revenue, Capital Project and Debt Service.
Internal Service Fund	A fund used to account for services provided by one department to other departments on a cost reimbursement basis.
Modified Accrual Basis	Accounting basis in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of accrual and cash accounting since expenditures are immediately incurred as a liability when they are committed, while revenues are not recorded until they are actually received or are "measurable" and available for expenditure.
Nondepartmental	Designates budgets that provide for performance of work or purchase of goods that cross or transcend departmental lines.



Objective	A statement of specific direction, purpose, or intent based on the needs of the community and the goals established for a specific program.
Operating Budget	The portion of the budget that pertains to daily operations and delivery of basic governmental services. The program budgets in the financial plan form the operating budget.
Ordinance	A law passed by the legislative authority, the City Council, of a local jurisdiction.
Organization	Organized structure of roles and responsibilities functioning to accomplish predetermined objectives.
Organization Chart	A chart reflecting the interrelationships of positions within an organization in terms of authority and responsibilities.
Overhead	Indirect expenses of running an organization not directly associated with a particular item or service, also referred to as Indirect Cost.
Program	An organized, self-contained set of related work activities within a department or division which are directed toward common objectives and represent a well-defined expenditure of City resources.
Program Budget	A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.
Proprietary Fund	A fund that accounts for operations that are financed and operated in a manner similar to business enterprises. Such a fund is established as a self-supporting operation with revenues derived primarily from fees, charges, or contracts for services.
Prioritizing Unfunded Liability Liquidation	PULL Plan calls for the City to direct up to 50% of all annual General Fund carryover toward funding of unfunded liabilities over 5 years with a goal of allocating \$5,000,000 toward reducing unfunded liabilities funds to be placed in a post-retirement health care plan trust.
Recognized	The time at which an item is officially recorded and measurable, as with a financial transaction.
Reserve	An account used to designate a portion of the fund balance for a specific future use and is therefore not available for general appropriation.
Resolution	A legal order by a government entity.
Revenues	Funds received from various sources and treated as income to the City to be used to finance expenditures. Revenues include such items as taxes, fees, user fees, grants, fines, forfeits, and interest income.



Special Assessment	A tax or levy customarily imposed against only those specific parcels of real estate that will benefit from a proposed public improvement, as opposed to a general tax on the entire community. Because the proposed improvement will enhance the value of the affected homes, only those affected owners must pay this special lien. Common examples of special assessments are lighting and landscaping, sidewalk and sewer assessments, or other special improvements such as parks and recreational facilities.
Special Revenue Fund	A government account established to collect money that must be used for a specific project. Special revenue funds provide an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose.
Unreserved Fund Balance	In a governmental or expendable trust fund, the balance of net financial resources that are available for appropriation.



LIST OF ACRONYMS

APPENDIX F

ABAG	Association of Bay Area Governments
ACCTD	Alameda-Contra Costa Transit District
ACCWP	Alameda Countywide Clean Water Program
ACFD	Alameda County Fire Department
ACI	Alameda County Industries
ACRAT	Alameda County Regional Auto Theft Task Force
ACRECC	Alameda County Regional Emergency Communications Center
ACS	American Community Survey
ACTA	Alameda County Transportation Authority
ACWMA	Alameda County Waste Management Authority
ADA	Americans with Disabilities Act
ARC	Annual Required Contribution
ARRA	American Recovery and Reinvestment Act
BART	Bay Area Rapid Transit
BASSL	Business Association of South San Leandro
BID	Business Improvement District
BLT	Business License Tax
BOE	"State" Board of Equalization
C&D	Construction and Demolition
CAD/RMS	Computer Aided Design/Records Management Software
CAFR	Comprehensive Annual Financial Report
Cal-OSHA	California Occupational Safety and Health Administration
CalPERS	California Public Employee Retirement System
CAP	Community Assistance Program
CBD	Community Benefit District
CCTV	Closed Circuit Television
CDBG	Community Development Block Grant
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
CEQA	California Environmental Quality Act
CIP	Capital Improvement Program
CIT	Crisis Intervention Training
CJPRMA	California Joint Powers Risk Management Authority
COLA	Cost of Living Adjustment
COP	Certificate of Participation
COPS	Community Oriented Policing Services
CPI	Consumer Price Index
CRA	California Redevelopment Association
CRL	California Community Redevelopment Law
CSMFO	California Society of Municipal Finance Officers
CUPA	Certified Unified Program Agency
DA	Downtown Association
DFSI	Development Fee Street Improvements
DMV	State Department of Motor Vehicles
DOF	State Department of Finance
EBEDA	East Bay Economic Development Alliance
EBMUD	East Bay Municipal Utilities District
EBRCSA	East Bay Radio Communications System Authority
EECBG	Energy Efficiency and Conservation Block Grant
EIR	Environmental Impact Report



LIST OF ACRONYMS

APPENDIX F

ENRA	Exclusive Negotiating Rights Agreement
EOC	Emergency Operations Center
EOPS	Enforceable Obligation Payment Schedule
EPA	Environmental Protection Agency
EPMC	Employer Paid Member Contributions
ERAF	Education Revenue Augmentation Fund
FFY	Federal Fiscal Year
FTE	Full Time Equivalent (employee)
FY	Fiscal Year
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting and Financial Reporting Standards Board
GFOA	Government Finance Officers Association
GHAD	Geological Hazardous Abatement District
GHG	Green House Gas
GIS	Geographic Information System
HOME	Home Investment Partnership Program
HOV	High Occupancy Vehicles
HRIS	Human Resource Information System
HUD	Housing Urban Development
HVAC	Heating, Ventilating and Air Conditioning
ICS	Incident Command System
IDSC	Interdepartmental Service Fund
IIPP	Injury and Illness Prevention Program
ISF	Internal Service Fund
JAG	Justice Assistance Grant
LAIF	Local Agency Investment Fund
LAWCX	Local Agency Workers' Compensation Excess Joint Powers Authority
LEAP	Learn Excel Achieve Perform
LED	Light Emitting Diode
LEED	Leadership in Energy and Environmental Design
LSTA	Library Services and Technology Act
MADD	Mothers Against Drunk Driving
MCC	Marina Community Center
MOC	Memorandum of Coverage
MOP	Management Operations Plan
MTC	Metropolitan Transportation Commission
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
OERP	Overflow Emergency Response Plan
OPEB	Other Post Employment Benefits
OTS	Office of Traffic Safety
PCI	Pavement Condition Index
PDA	Priority Development Areas
PEG	Public Education & Government Fund
PEP	Personal Emergency Preparedness
PEPRA	Public Employees' Pension Reform Act
PERS	Public Employees' Retirement System
PG&E	Pacific Gas & Electric



LIST OF ACRONYMS

APPENDIX F

POA	Police Officer's Association
POST	Peace Officers Standards and Training
PRB	Personnel Relations Board
PUC	Public Utilities Commission
PULL	Prioritizing Unfunded Liability Liquidation
RDA	Redevelopment Agency
RFID	Radio-frequency Identification
RHS	Recreation and Human Services department
RLRB	Refunding Lease Revenue Bonds
RLUIPA	Religious Land Use and Institutionalized Persons Act
ROPS	Recognized Obligation Payment Schedule
SARA	Successor Agency to the Redevelopment Agency
SAVE	Shelter Against Violent Environments
SCBA	Self-Contained Breathing Apparatus
SCC	Senior Community Center
SCS	Sustainable Communities Strategy
SEMS	Standard Emergency Management System
SERAF	Supplemental Educational Revenue Augmentation Fund
SIR	Self Insured Retention
SLB	San Leandro Boulevard
SLCEA	San Leandro City Employees' Association
SLFAC	San Leandro Family Aquatics Center
SLMO	San Leandro Management Organization
SLPD	San Leandro Police Department
SLUSD	San Leandro Unified School District
SLZ	San Lorenzo
SRO	School Resource Officer
SSMP	Sewer System Management Plan
SWAT	Special Weapons and Tactics
SWRCB	State Water Resources Control Board
TAB	Tax Allocation Bond
TCR	Traffic Congestion Relief
TDA	Transportation Development Act
TOD	Transit Oriented Development
TOT	Transient Occupancy Tax
TPA	Third Party Administrator
UPRR	Union Pacific Railroad
UUT	Utility Users Tax
VIPS	Volunteers in Policing Service
VLF	Vehicle License Fee
VRF	Vehicle Registration Fee
WPCP	Water Pollution Control Plant
YAC	Youth Advisory Commission

