

CITY OF NEWARK CITY COUNCIL

37101 Newark Boulevard, Newark, CA 94560-3796 • 510-578-4266 • E-mail: city.clerk@newark.org

City Administration Building
7:30 p.m.
City Council Chambers

AGENDA

Thursday, April 12, 2018

- A. ROLL CALL
 - B. MINUTES
 - B.1 Approval of Minutes of the City Council meeting of March 22, 2018. (MOTION)
 - C. PRESENTATIONS AND PROCLAMATIONS
 - C.1 Introduction of employee.
 - D. WRITTEN COMMUNICATIONS
 - E. PUBLIC HEARINGS
 - E.1 Hearing to consider an amendment to the Master Fee Schedule to add a Property/Business Owner Sponsored Concrete Repair by City Contractor within the Public Right-of-Way fee – from Senior Civil Engineer Tran. (RESOLUTION)
 - F. CITY MANAGER REPORT

(It is recommended that Items F.1 through F.6 be acted on simultaneously unless separate discussion and/or action is requested by a Council Member or a member of the audience.)
- CONSENT**
- F.1 Resolution authorizing the Annual Program Submittal for Measures B and BB funding of paratransit services – from Recreation and Community Services Director Zehnder. (RESOLUTION)
 - F.2 Establishing the number of residents in the City of Newark for the purpose of determining the voluntary expenditure ceiling for the November 6, 2018, Municipal Election - from City Clerk Harrington. (RESOLUTION)

- F.3 Approval of the Long-Range Recycling Plan, Amendment to the Abbe & Associates Agreement for Additional Recycling Consultant Services and Amendment of the 2016-2018 Biennial Budget for Fiscal Year 2017-2018 – from Administrative Services Director Woodstock. (RESOLUTION)**
- F.4 Adoption of the Five-year Forecast 2018-2023 – from Administrative Services Director Woodstock. (RESOLUTION)**
- F.5 Authorization for the Public Works Director to renew the contract with Rosas Brothers Construction for 2018 Curb, Gutter, and Sidewalk Replacement, Project 1181 – from Senior Civil Engineer Tran. (RESOLUTION)**
- F.6 Approval of the Road Repair and Accountability Act of 2017 (Senate Bill 1) Fiscal Year 2018-19 Project List – from Assistant City Engineer Imai. (RESOLUTION)**

- G. CITY ATTORNEY REPORTS**

- H. ECONOMIC DEVELOPMENT CORPORATION**

- I. CITY COUNCIL MATTERS**

 - I.1 Resolution appointing members to the City of Newark Transactions and Use (Sales) Tax Oversight Committee – from Mayor Nagy. (RESOLUTION)**

- J. CITY COUNCIL ACTING AS THE SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY**

- K. ORAL COMMUNICATIONS**

L. APPROPRIATIONS

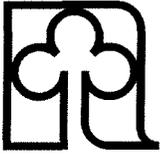
Approval of Audited Demands for the City Council meeting of April 12, 2018. (MOTION)

M. CLOSED SESSION

N. ADJOURNMENT

Pursuant to Government Code 54957.5: Supplemental materials distributed less than 72 hours before this meeting, to a majority of the City Council, will be made available for public inspection at this meeting and at the City Clerk's Office located at 37101 Newark Boulevard, 5th Floor, during normal business hours. Materials prepared by City staff and distributed during the meeting are available for public inspection at the meeting or after the meeting if prepared by some other person. Documents related to closed session items or are exempt from disclosure will not be made available for public inspection.

For those persons requiring hearing assistance, please make your request to the City Clerk two days prior to the meeting.



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City Administration Building
7:30 p.m.
City Council Chambers

AGENDA

Thursday, April 12, 2018

CITY COUNCIL:

Alan L. Nagy, Mayor
Michael K. Hannon, Vice Mayor
Luis L. Freitas
Sucy Collazo
Mike Bucci

CITY STAFF:

John Becker
City Manager

Terrence Grindall
Assistant City Manager

Susie Woodstock
Administrative Services Director

Sandy Abe
Human Resources Director

Soren Fajeau
Public Works Director

Michael Carroll
Police Chief

David Zehnder
Recreation and Community
Services Director

David J. Benoun
City Attorney

Sheila Harrington
City Clerk

Welcome to the Newark City Council meeting. The following information will help you understand the City Council Agenda and what occurs during a City Council meeting. Your participation in your City government is encouraged, and we hope this information will enable you to become more involved. The Order of Business for Council meetings is as follows:

- | | |
|-------------------------------------|------------------------|
| A. ROLL CALL | I. COUNCIL MATTERS |
| B. MINUTES | J. SUCCESSOR AGENCY |
| C. PRESENTATIONS AND PROCLAMATIONS | K. ORAL COMMUNICATIONS |
| D. WRITTEN COMMUNICATIONS | L. APPROPRIATIONS |
| E. PUBLIC HEARINGS | M. CLOSED SESSION |
| F. CITY MANAGER REPORTS | N. ADJOURNMENT |
| G. CITY ATTORNEY REPORTS | |
| H. ECONOMIC DEVELOPMENT CORPORATION | |

Items listed on the agenda may be approved, disapproved, or continued to a future meeting. Many items require an action by motion or the adoption of a resolution or an ordinance. When this is required, the words **MOTION**, **RESOLUTION**, or **ORDINANCE** appear in parenthesis at the end of the item. If one of these words does not appear, the item is an informational item.

The attached *Agenda* gives the *Background/Discussion* of agenda items. Following this section is the word *Attachment*. Unless "none" follows *Attachment*, there is more documentation which is available for public review at the Newark Library, the City Clerk's office or at www.newark.org. Those items on the Agenda which are coming from the Planning Commission will also include a section entitled *Update*, which will state what the Planning Commission's action was on that particular item. *Action* indicates what staff's recommendation is and what action(s) the Council may take.

Addressing the City Council: You may speak once and submit written materials on any listed item at the appropriate time. You may speak once and submit written materials on any item **not** on the agenda during **Oral Communications**. To address the Council, please seek the recognition of the Mayor by raising your hand. Once recognized, come forward to the lectern and you may, but you are not required to, state your name and address for the record. Public comments are limited to five (5) minutes per speaker, subject to adjustment by the Mayor. Matters brought before the Council which require an action may be either referred to staff or placed on a future Council agenda.

No question shall be asked of a council member, city staff, or an audience member except through the presiding officer. No person shall use vulgar, profane, loud or boisterous language that interrupts a meeting. Any person who refuses to carry out instructions given by the presiding officer for the purpose of maintaining order may be guilty of an infraction and may result in removal from the meeting.



CITY OF NEWARK CITY COUNCIL

37101 Newark Boulevard, Newark, CA 94560-3796 • 510-578-4266 • E-mail: city.clerk@newark.org

City Administration Building
7:30 p.m.
City Council Chambers

Minutes

Thursday, March 22, 2018

The City Council planted a tree at Civic Center Park, before the meeting, in honor of Arbor Day.

A. ROLL CALL

Mayor Nagy called the meeting to order at 7:30 p.m. Present were Council Members Collazo, Freitas, Bucci and Vice Mayor Hannon.

B. MINUTES

B.1 Approval of Minutes of the City Council meetings of March 1 and March 8, 2018. **MOTION APPROVED**

Council Member Freitas moved, Council Member Bucci seconded, to approve the Minutes of the regular City Council meeting. The motion passed, 5 AYES.

C. PRESENTATIONS AND PROCLAMATIONS

C.1 Proclaiming March as American Red Cross Month in Newark.

Mayor Nagy presented the proclamation to Helen Knudson and Kane Wong of the American Red Cross.

C.2 Proclaiming March 22, 2018, as Arbor Day in Newark.

Mayor Nagy presented the proclamation to Maintenance Supervisor Neal Hornbeck.

D. WRITTEN COMMUNICATIONS

E. PUBLIC HEARINGS

E.1 Public Hearing to review the Joint Staff Committee's approval of a duplex at 37136 Magnolia Street. **MOTION APPROVED**

Council Member Freitas recused himself because he owns property within 500 feet of the location. Council Member Freitas left the City Council Chambers.

Assistant City Manager Grindall gave the staff report noting that the project meets or exceeds all guidelines and would be a positive addition to the City.

Council Member Bucci stated that he agreed with Council Member Collazo's comments at the last meeting and would prefer to see two single garages for the project instead of one shared access garage.

In response to Vice Mayor Hannon, Assistant City Manager Grindall stated that the applicant would be required to sign an affidavit confirming the rental limitations for the property.

At 7:46 p.m. Mayor Nagy opened the public hearing.

Amaranta Hernandez, the project architect stated that they would make the changes to the garage as requested at the meeting. He further agreed to project conditions.

In response to Gregory Lemos, Assistant City Manager Grindall stated that the existing trees would be replaced with 6 new trees. Mr. Hernandez stated that a concrete block wall, with landscaping would screen the outside parking.

At 7:51 p.m. Mayor Nagy closed the public hearing.

Council Member Bucci moved, Council Member Collazo seconded to, by motion, affirm the Joint Staff Committee's decision, with the added condition of two separate garages, and approve the project. The motion passed, 4 AYES, 1 RECUSED.

Council Member Freitas returned to the City Council Chambers.

F. CITY MANAGER REPORTS

Council Member Bucci requested the removal of item F.1 for separate consideration.

Vice Mayor Hannon moved, Council Member Collazo seconded, to approve Consent Calendar Items F.2 through F.4, that the resolutions be numbered consecutively, and that reading of the titles suffice for adoption of the resolutions. The motion passed, 5 AYES.

CONSENT

- F.2 Initiation of the 2018 Weed Abatement Program and setting April 26, 2018 for a public hearing. RESOLUTION NO. 10757**
- F.3 Authorization for the Mayor to sign an Amendment to extend the Auditing Services Agreement with Badawi & Associates. RESOLUTION NO. 10758**
- F.4 Acceptance of subdivision improvements for Tract 8130 – Timber (Timber Street LLC – Trumark Homes), a 164-unit residential subdivision on the east side of Cedar Boulevard near Central Avenue. RESOLUTION NO. 10759**

NONCONSENT

- F.1 Approval of plans and specifications, acceptance of bid, and award of contract to SpenCon Construction, Inc. for 2018 Citywide Accessible Pedestrian Curb Ramps, Project 1167. MOTION APPROVED RESOLUTION NO. 10756**

In response to Council Member Bucci's questions, Assistant City Engineer Imai stated that the bid references were verified. He also explained the certified payroll verification process.

Council Member Bucci moved, Council Member Freitas seconded to, by motion, approve the plans and specifications and by resolution, accept the bid and award the contract to SpenCon Construction, Inc. for 2018 Citywide Accessible Pedestrian Curb Ramps, Project 1167. The motion passed 5 AYES.

- F.5 Approval of Conceptual Master Plan for the dog park at Newark Community Park, Project 1109. RESOLUTION NO. 10760**

Assistant City Engineer Imai and Design Architect Robert Mowat presented the plan (presentation on file with City Clerk).

Mike Marzano, First Presbyterian Church, stated they had no objections to the dog park, but were concerned with potential impacts to their adjacent property. He requested notification as the project moves forward.

Mayor Nagy suggested asking the community for ideas on what to name the park.

Council Member Bucci moved, Vice Mayor Hannon seconded to, by resolution approve the Final Conceptual Master Plan for the dog park at Newark Community Park, Project 1109. The motion passed, 5 AYES.

F.6 Presentation and Overview of the Draft Five-year Forecast 2018-2023.

Administrative Services Director Woodstock gave the presentation (on file with City Clerk). Vice Mayor Hannon made a number of suggestions as to the content that he would like to see in the Five-year Forecast.

Cary Knoop stated that he reviewed the document and thought that the residential development was a step in the right direction. He liked the development with retail and apartments near NewPark Mall. He stated this would help the Mall.

This item was informational only.

G. CITY ATTORNEY REPORTS

H. ECONOMIC DEVELOPMENT CORPORATION

I. CITY COUNCIL MATTERS

I.1 Reappointing Senior Citizen Standing Advisory Committee members; declaring a vacancy on the Committee and authorizing the City Clerk to post a notice of vacancy.

**RESOLUTION NO. 10761
MOTION APPROVED**

Mayor Nagy recommended the reappointment of Dolores Powell, Elwood Ballard, Sandra Arellano, and Rick Arellano. Faye Hall is not seeking another term, which will result in a vacancy on the Committee in April.

Vice Mayor Hannon moved, Council Member Bucci seconded to: 1) by resolution, reappoint Dolores Powell, Elwood Ballard, Sandra Arellano, and Rick Arellano to the Senior Citizen Standing Advisory Committee; and 2) by motion, declare a vacancy on the Senior Citizen Standing Advisory Committee, and direct the City Clerk to post the notice of vacancy. The motion passed, 5 AYES.

Mayor Nagy stated he has interviewed 10 candidates for the 5 spots on the Measure GG Committee. He will make the appointments at the next meeting.

Council Member Collazo stated that she was impressed with the American Red Cross, and encouraged everyone to give blood. She also stated to shop Newark. Mayor Nagy noted that city employee Tim Jones donates blood on a regular basis.

Council Member Bucci stated that during the Fire Department presentation at the last meeting, they discussed the potential costs of upgrading the equipment that allows emergency vehicles to change street signal lights. He noted that the cost was less than what he estimated.

J. CITY COUNCIL ACTING AS THE SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY

K. ORAL COMMUNICATIONS

Gregory Lemos stated that the recent edition of Newark News included an article on curbside dumping. He questioned how curbside donations and garbage bins would be handled. He took issue with the word “aesthetics” and asked about the maintenance of overgrown landscaping and various standards for sidewalks and walls.

L. APPROPRIATIONS

Approval of Audited Demands for the City Council meeting of March 22, 2018. MOTION APPROVED

City Clerk Harrington read the Register of Audited Demands: Check numbers 113825 to 113941.

Council Member Freitas moved, Council Member Bucci seconded, to approve the Register of Audited Demands. The motion passed, 5 AYES.

M. CLOSED SESSION

N. ADJOURNMENT

Mayor Nagy adjourned the meeting at 8:47 p.m.

SHEILA HARRINGTON
City Clerk

C.1 Introduction of employee.

Background/Discussion – Chela Presley was recently hired as an Office Assistant II in the Public Works Department. Mr. Presley will be introduced at the City Council meeting.

E.1 Hearing to consider an amendment to the Master Fee Schedule to add a Property/Business Owner Sponsored Concrete Repair by City Contractor within the Public Right-of-Way fee – from Senior Civil Engineer Tran. (RESOLUTION)

Background/Discussion – The City’s Master Fee Schedule (MFS) is reviewed annually in June of each year using an analysis of both direct and indirect costs for the delivery of certain City programs and services. Since the last annual review, staff has identified the need to formalize a fee collected for a service that the City of Newark has provided to its residents for the past several years.

This addition would be to the Development Enterprise Fund, Section C, as follows:

020-0000	2260	Property/Business Owner Sponsored Concrete Repair by City Contractor within the Public Right-of-Way	Cost plus 10%
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Per the Section 12.28.090 of Newark’s Municipal Code, property owners are responsible for the maintenance of curb, gutter and sidewalk fronting their property. However, for many years, residents and business owners were provided the opportunity to request various concrete repairs fronting their residence or place of business within the public right-of-way be performed by the City’s Contractor, at their own cost, as part of Newark’s annual Curb, Gutter and Sidewalk Replacement Contract. The resident or business owner would pay the City for the concrete repair work per the City’s contract unit prices received for that year’s Curb, Gutter and Sidewalk Replacement Project.

To continue providing this service to residents and businesses, while also ensuring full cost recovery for the program without overburdening the public, a ten percent (10%) administrative fee is proposed to be added to the actual total cost of the concrete repair work. The ten percent administrative fee would recoup the cost of staff time required to administer the program and is consistent with similar fees in the MFS Development Enterprise Fund for “Services by Others.” The total cost to the resident or business for the requested concrete repair work under the program would be the total cost of the concrete work at the City’s contract unit prices plus the ten percent administrative fee.

The Property/Business Owner Sponsored Concrete Repair Program allows concrete repairs to be completed throughout the City of Newark in a more expeditious manner. In addition, participation in the concrete repair program allows property owners and business owners to forego hiring their own contractor, applying for a City Encroachment Permit and paying the associated fees, insurance and bonding otherwise required for this type of work within the public right-of-way.

Attachment

Action – It is recommended that the City Council, by resolution, amend the 2017-2018 Master Fee Schedule to add a Property/Business Owner Sponsored Concrete Repair by City Contractor within the Public Right-of-Way fee.

RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
NEWARK AMENDING THE 2017-2018 MASTER FEE
SCHEDULE TO ADD A PROPERTY/BUSINESS OWNER
SPONSORED CONCRETE REPAIR BY CITY CONTRACTOR
WITHIN THE PUBLIC RIGHT-OF-WAY FEE

WHEREAS, the City Council of the City of Newark is authorized to prescribe and establish fees in regard to services or functions performed by the City for the public in a governmental and proprietary capacity; and

WHEREAS, the City Council of the City of Newark has, from time to time, established fees by resolution for services as authorized pursuant to the Newark Municipal Code, most recently on January 11, 2018, by Resolution No. 10,731; and

WHEREAS, the City of Newark has conducted a successful Property/Business Owner Sponsored Concrete Repair by City Contractor within the Public Right-of-Way Program for many years whereby property or business owners pay the City the full costs for frontage concrete repairs in accordance with the City's contract unit prices for a given year's Curb, Gutter, and Sidewalk Replacement Project; and

WHEREAS, ten percent (10%) of the cost of the concrete repair work is an appropriate addition to the total cost to each participating property or business owner to ensure full cost recovery by the City for program related administrative and inspection work; and

WHEREAS, the costs for the concrete repair work under this program to property and business owners shall be itemized on all project payment summaries and invoices in a manner consistent with standard accounting practices and in a format acceptable to the Administrative Services Director;

NOW THEREFORE, BE IT RESOLVED that that the City Council does hereby amend only those portions of the City of Newark Master Fee Schedule as set forth below:

Development Enterprise Fund, Section C:

020-0000	2260	Property/Business Owner Sponsored Concrete Repair by City Contractor within the Public Right-of-Way	Cost plus 10%
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F.1 Resolution authorizing the Annual Program Submittal for Measures B and BB funding of paratransit services – from Recreation and Community Services Director Zehnder. (RESOLUTION)

Background/Discussion – The Alameda County Transportation Commission (ACTC) administers the distribution of Measure B and Measure BB funds, a combined one cent transportation sales tax which provides funding to the City of Newark to provide paratransit services for the elderly and disabled. Each year the City is required to submit an application for funding and a budget to ACTC outlining the paratransit services to be offered in the upcoming fiscal year.

ACTC forecasts that the City of Newark will receive approximately \$192,205.35 in Measure B sales tax revenue and \$120,236.82 in Measure BB sales tax revenue for Fiscal Year 2018-2019.

In 2013, the City of Newark amended the Joint Powers Agreement with the City of Fremont enabling Fremont to provide paratransit services to eligible Newark residents. Fremont Paratransit provides door-to-door wheelchair accessible service for Newark seniors ages 70 and older and for people with disabilities, ages 18 and older. Fremont’s robust, reliable, and efficient paratransit service provides Newark riders with the following services:

- Service hours – Monday through Friday, 8:00 am – 6:00 pm, Saturday and Sunday, 9:00 am – 3:00 pm
- Service area – service is provided to all parts of the cities of Fremont, Union City and Newark
- Reservation and dispatch system – Monday through Friday, 8:00 am – 5:00 pm, Saturday and Sunday, 9:00 am – 3:00 pm

In addition to these paratransit services, Newark riders also receive access to supplemental transportation services offered through the Fremont Human Services Department:

- Tri-City Taxi Voucher Program
- Tri-City Travel Training Program
- Senior Clipper Card Distribution Program
- Tri-City Mobility Management Program

For these services, the City of Newark will reimburse the City of Fremont at a cost not to exceed \$230,200. This includes a cost per trip billing for all one-way trips as well as monthly administrative fees. The remainder of the funds will be transferred to operational reserves. Should rider demand be greater than projected, the City of Newark has sufficient Measure B and Measure BB Operational Reserves which can be used to offset additional service costs.

The City will also utilize Measure B and Measure BB funding to subsidize the Life Eldercare, Inc., Meals on Wheels service, which provides over 15,500 home-delivered meals annually to

Newark residents. Staff is proposing that the level of funding for Fiscal Year 2018-2019 remain at \$7,000.

Attachment

Action – It is recommended that the City Council, by resolution, approve the annual program submittal for Measure B and Measure BB funding for paratransit services for Fiscal Year 2018-2019.

RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF NEWARK AUTHORIZING THE APPROVAL OF THE ANNUAL PROGRAM SUBMITTAL FOR MEASURE B AND MEASURE BB FUNDING FOR PARATRANSIT SERVICES FOR FISCAL YEAR 2018-2019

BE IT RESOLVED by the City Council of the City of Newark hereby approves the annual program submittal for Measure B and Measure BB funding for Paratransit Services.



FY 2018-19 Annual Paratransit Program Plan Application for Measure B and BB Funding

1111 Broadway, Suite 800, Oakland, CA 94607

• 510.208.7400

• www.AlamedaCTC.org

The Alameda County Transportation Commission (Alameda CTC) requires recipients of paratransit funding to participate in an Annual Program Plan Review process. Recipients are required to complete and submit a program plan application to Alameda CTC that outlines their prior expenditures and anticipated revenues and expenditures related to delivering paratransit services to seniors and people with disabilities in Alameda County.

Requirements and Instructions

The Annual Paratransit Program Plan Application includes the following documents:

1. Paratransit Program Plan Application (this MS Word document)
2. Paratransit Program Plan Attachments A-D (Tables A, B, C, and D of the provided MS Excel workbook) *NOTE: The FY 2018-19 Program Plan Excel workbook contains a tab to report on FY 2016-17 performance and budget (Attachment A Table). The FY 2016-17 program information entered into Table A will be used to monitor program performance and, where applicable, should align with program information included in the FY 2016-17 compliance report.*
3. References:
 - a. FY 2018-19 MB & MBB Paratransit DLD Revenue Projections, (distributed to ParaTAC, January 2018)
 - b. Alameda CTC Special Transportation for Seniors and People with Disabilities (Paratransit) Implementation Guidelines and Performance Measures, revised November 2017
 - c. Alameda CTC Timely Use of Funds Policy, adopted 12/3/15

Submit the Word and Excel files listed above electronically via email by March 23, 2018 to Krystle Pasco at kpasco@alamedactc.org.

Be sure to include your agency name and FY 18-19 in the file name of both the Word document and the Excel workbook (e.g., Albany_FY1819_Paratransit_Program_Application.doc).

If you have questions, please contact Krystle Pasco via email or phone at (510) 208-7467.

FY 2018-19 Annual Paratransit Program Plan Application

Due by March 23, 2018

CONTACT INFORMATION	
Agency:	City of Newark
Contact Name:	David Zehnder
Title:	Recreation and Community Services Director
Phone Number:	(510) 578-4405
E-mail Address:	David.zehnder@newark.org

Date Submitted: March 30, 2018

TYPES OF SERVICES PROVIDED

- 1. What type of paratransit projects and programs will be funded, fully or partially, with Measures B and BB Direct Local Distribution (DLD, pass-through) and paratransit discretionary grant funds?** To answer this question, complete Attachment B (Table B tab of the Microsoft Excel workbook).

Below is a list of the types of services/programs that are eligible for Alameda CTC funding. For detailed information about these eligible services, including minimum service requirements and performance measures, refer to the Alameda CTC's Special Transportation for Seniors and People with Disabilities (Paratransit) Implementation Guidelines, revised November 2018 (provided with the application materials).

- **Management/Overhead:** Program oversight, planning, budgeting, participation in regional/countywide meetings. Include admin/labor even if it is paid by the City/transit agency for accurate reporting of full program expenses.
- **Customer Service/Outreach:** Activities associated with educating consumers about services that are available to them, answering questions from consumers and taking, tracking and responding to complaints and commendations. Include costs even if paid by the City/transit agency for accurate reporting of full program expenses.
- **ADA-mandated Paratransit:** Paratransit services provided by fixed-route transit operators to fulfill requirements under the American's with Disabilities Act (ADA).
- **City-based Door-to-Door Service:** Pre-scheduled, accessible, door-to-door service provided by city. Provides a similar level of service to ADA-mandated services; designed to fill gaps not met by ADA-mandated providers and/or relieve ADA-mandated providers of some trips.

- **Taxi Subsidy/Same-Day Transportation Program:** Provides a same day, curb-to-curb service intended for situations when consumers cannot make their trip on a pre-scheduled basis; allows eligible consumers to use taxis or Transportation Network Companies (TNCs) (at program discretion) at a reduced fare.
- **City-based Specialized Accessible Van Service:** Specialized van service provides accessible, door-to-door trips on a pre-scheduled or same-day basis. These services are generally implemented as a supplement to a taxi program that does not meet critical needs for particular trips in accessible vehicles in certain communities.
- **Accessible Fixed-Route Shuttle:** Generally accessible vehicles that operate on a fixed route and schedule to serve common trip origins and destinations, e.g. senior centers, medical facilities, grocery stores, BART stations, other transit stations, community centers, commercial districts, and post offices.
- **Group Trips Program:** Round-trip accessible van rides for pre-planned outings or to attend specific events or go to specific destinations for fixed amounts of time, e.g. shopping trips or religious services. Trips usually originate from a senior center or housing facility.
- **Door-through-Door/Volunteer Driver Program:** Pre-scheduled, door-through-door services that are generally not accessible; rely on volunteers to drive eligible consumers for critical trip needs, such as medical trips. May also have an escort component.
- **Mobility Management and/or Travel Training:** Covers a wide range of activities, such as travel training, trip planning, and brokerage. Does not include provision of trips. (This is considered "non-trip provision").
- **Scholarship/Subsidized Fare Program:** Program to subsidize any service for customers who are low-income and can demonstrate financial need.
- **Meal Delivery:** Program to fund meal delivery to the homes of individuals who are transportation disadvantaged. Currently, only existing operating programs can continue to use Measure B funds for these service costs. No new meal delivery services can be established.
- **Capital Expenditure:** Capital purchase or other capital expenditure.
- **Note on volunteer driver programs and mobility management/training:** If your program is using DLD funds, but not discretionary grant funds, you will be required to submit further information.

A. Provide a short narrative description of your agency's FY 2018-19 program.

The following services are part of Newark's base services provided through an agreement with the City of Fremont and funded through DLD funds:

Door-to-Door Transportation:

Wheelchair accessible, share ride transportation is provided to Newark residents ages 18 years and older who are unable to access public transportation independently due to a disabling condition and to seniors ages 70 years of age and older. Services are available 7 days a week from 8:00 am – 6 pm weekdays and 9:00 am – 3:00 pm weekends. Trip requests can be made up to 7 days in advance. The program serves all destinations within the Tri-Cities which include Newark, Fremont and Union City. The service provides transportation to access medical, shopping, social/recreational, spiritual and educational needs. Most rides are provided during weekdays when other transportation options from family or friends is limited.

Same Day Taxi Trips:

Administered through an agreement with the City of Fremont, subsidized taxi rides are provided for registered paratransit riders to assist with same-day transportation needs. Taxi vouchers can be purchased for \$4 each which will subsidize up to \$16 of taxi meter fare. Only one voucher can be used per one-way trip. For Newark registered riders only, there is no limit to the amount of taxi vouchers that may be purchased on a monthly basis. Vouchers may be used 24 hours per day, 7 days a week. At this time, the service is not wheelchair accessible.

Meals on Wheels:

Through an agreement with Life Elder Care, Newark contributes \$7,000 of DLD funds towards the delivery of hot, nutritious meals to homebound seniors and the disabled. This program also provides well-checks of clients.

B. Explain how the suite of services offered is targeted towards the seniors and people with disabilities in your community. Why have these services been selected to meet the trip needs of your consumers over other eligible service types? How do these services enhance their quality of life and help them meet basic life needs?

The on-going goal of the City of Newark's senior and disabled transportation program is to ensure that reliable, safe and friendly services are available to help increase access to health care appointments, shopping needs, connections with others through social, spiritual and recreational programs. These services are better suited and more readily available than fixed route services. These door-to-door services provide riders with the comfort and convenience that is crucial to their overall well-being.

C. List the most common trip destinations for seniors and people with disabilities in your community that your services are designed to serve, e.g. dialysis centers, hospitals, major shopping complexes, senior centers.

Our door-to-door transportation serves any destination within Newark, Fremont and Union City. Most medical appointments occur in Fremont due to the location of many medical facilities including Kaiser Permanente, Palo Alto Medical and Washington Hospital. Medical appointments include visits to dialysis centers, physical therapy clinics, doctor's offices and other medical clinics. Other destinations include visits to the Newark and Fremont Senior Centers, grocery stores, NewPark Mall, Costco, Lido Faire Shopping Center, places of worship, BART, libraries and the Fremont Resource Center.

2. Will your agency's program for FY 2018-19 conform to the Paratransit Program Implementation Guidelines, as required? (FY 2018-19 Programs are required to conform to the Implementation Guidelines, revised November 2017)

Yes

No

A. If "No", explain below and contact Alameda CTC staff to discuss (prior to March 30, 2018)

3. If proposing any service or program changes in FY 2018-19 from the current year, FY 2017-18, describe the changes and explain why they are proposed. Describe how these changes will impact the ability of seniors and people with disabilities in your community to meet their basic life needs.

We are not proposing any new program changes for FY 2018-19.

4. Looking ahead, beyond FY 2018-19, do you anticipate major service changes? Please briefly describe. Describe major changes such as beginning or ending a type of service anticipated within the next five years.

We will be working with the Cities of Fremont and Union City to explore opportunities to possibly pilot a service with a Transportation Network Company such as Lyft or Uber. We will continue to research and evaluate our services to ensure we are meeting the needs of the senior and disabled populations.

PROGRAM ELEMENTS REQUIRING ALAMEDA CTC STAFF REVIEW

5. The November 2017 Paratransit Program Implementation Guidelines require Alameda CTC staff review of several program elements prior to implementation. The program elements requiring staff review are listed as items 5A – 5G below and for each item, further explanation is requested. **If your FY 2018-19 program plan includes any of the elements listed, in the box provided below, list the elements and the requested explanation for each.** Applicants must address any applicable paratransit projects and programs listed in Attachment B.
 - A. **Planned capital expenditure** (describe planned capital expenditures, such as purchase of vehicles or durable equipment)
 - B. **City-based Door-to-Door Service that includes trip limitations based on trip purpose** (describe the proposed trip limitations that are proposed)
 - C. **Taxi Subsidy/Same-Day Transportation Program that includes use of Transportation Network Companies (TNCs)** (describe the proposed service including screening and how subsidies will be provided)
 - D. **Taxi Subsidy/Same-Day Transportation Program that includes incentives to drivers and/or transportation providers** (describe the proposed incentives)
 - E. **Accessible Shuttle Service** (describe service plan and how city is coordinating with the local fixed route transit provider)
 - F. **New mobility management and/or travel training programs** (describe the well-defined set of activities)
 - G. **Low-income requirements for any scholarship and fare subsidy programs** (describe the proposed subsidy and the means that will be used to determine and verify eligibility)

No new programs or services are planned for this next fiscal year. As stated above, we will be working with the Cities of Fremont and Union City to explore the viability, logistics and benefits of possibly piloting a Transportation Network Company service.

DEVELOPMENT OF PROGRAM PLAN

6. **How was consumer input sought in development of the program and selection of the services offered?** Describe all general outreach activities undertaken in

connection with this plan, including consumer or public meetings; meetings with other agencies; presentations to boards, commissions, or committees. If possible provide dates for these activities. Note below if this plan was reviewed by a local paratransit advisory committee, including the name of the committee, and the date of the meeting.

General outreach activities undertaken include:

- Program outreach during annual Senior Health Faire, held October 3, 2017
- Paratransit Advisory Committee meetings held quarterly – received feedback on services from committee members
- Newark Senior Advisory Committee meetings held first Thursday of each month – received feedback on services from committee members

City staff has been participating in the Fremont Age-Friendly City process, gathering valuable insight into the future needs and improved access of senior transportation needs.

7. Describe any outreach, surveys and/or analysis conducted to develop this plan and to determine the types of services the program offers.

Based on the current demands for service and success of our partnership with the City of Fremont, we have decided to continue to offer our current programs to meet the transportation needs of our seniors and disabled population.

8. Describe how results from the community outreach, surveys and/or analysis described in Questions 6 and 7 were used to guide the development of the program plan.

City staff uses current program service data to determine on-going services and program offerings. Staff takes into consideration number of trips provided, cost per trip, and on-time performance percentages. Newark and Fremont staff meet on a regular basis to discuss program development as well as to solve any operational issues.

9. Describe any innovative, emerging technology or non-traditional elements integrated into the program plan.

None at this time.

10. Was this program plan approved by a governing body (or is it scheduled for action)? *This is not required by the Alameda CTC. Jurisdictions should follow their established internal process.*

Yes

No

A. If "Yes", provide the name of the governing body and planned or actual approval date.

Newark City Council – approval planned for April, 2018

OUTREACH**11. How do community members and potential users learn about the Alameda CTC-funded services provided in your community?** Specify for each of the paratransit projects and programs listed in Attachment B.

Community members and potential users are informed of ACTC funded services through City publications including the Recreation and Community Services Activities Guide published four times per year, the City of Newark Newsletter published 3 times per year, informational flyers posted at libraries, City Hall, Silliman Activity and Family Aquatic Center, Newark Senior Center, Newark Community Center, Newark Chamber of Commerce and Satellite Senior Housing. We maintain collaborative partnerships with Life Elder Care, TCEC, Drivers for Survivors and local medical facilities and senior serving housing complexes.

Under our partnership with the City of Fremont, all paratransit vehicles have signage about our program, which includes a contact phone number for services.

ELIGIBILITY AND ENROLLMENT

12. What are your requirements for eligibility? (e.g., age, residency, income, ADA-certification status, or other verification of disability).

Door-to-door services: Newark residents ages 18 years and older who are unable to use public transit because of a disability or who are 70 years or older are eligible. An approved application is needed prior to the start of services.

Taxi Voucher program: Newark residents ages 18 years and older who are unable to use public transit because of a disability or who are 70 years or older are eligible for this service. An approved application is needed prior to the start of services.

In-Home Meal Delivery: Service is available to homebound seniors and people with disabilities who otherwise could not shop for their nutritional needs. Service is provided by Life Eldercare. Clients contact Life Eldercare for enrollment.

13. How do consumers enroll in your program? Include how long the enrollment process takes, and how soon newly enrolled applicants can use the services offered.

Door-to-door service and taxi service: Applications are reviewed as accepted to determine eligibility. Enrollment packages are sent out within 1-2 days of receipt of a completed application. For customers with urgent medical and social needs, applications can be expedited on a case-by-case basis.

In-Home Meal Delivery: Clients contact Life Eldercare and complete an over-the-phone application. A comprehensive in-home assessment is completed within 2 weeks of client's initial call. Meal delivery starts immediately following a successful assessment. In case of urgent need, meal delivery can start within 2-3 days of a client's call and in-home assessment.

CUSTOMER SATISFACTION

- 14. Describe your complaint and commendation process.** Describe your process from beginning to end, including instructions you provide to customers for filing program suggestions, complaints or commendations, your documentation procedures and your follow up.

The Rider Guides which are provided for each enrolled paratransit and taxi voucher program participant detail the procedures for submitting complaints, compliments and suggestions. Customers can provide feedback to City of Newark staff in writing or by phone/email. Complaints and commendations are documented by City staff. All complaints are investigated by staff with a response provided within 7 days of receipt of the complaint.

- A. Describe any common or recurring service complaints, commendations and/or suggestions your program has received.** Specify for each of the paratransit projects and programs listed in Attachment B. *(Complaints are defined as phone calls, letters, or emails received for the specific purpose of making a complaint.)*

The most common feedback we receive from door-to-door riders is that most rides must be scheduled with at least a 3 day advance notice. Popular ride times, typically occurring during the morning and mid-day time slots, fill quickly.

- B. Describe any changes you have made to your program as a result of these customer complaints, commendations and suggestions.**

We work closely with City of Fremont staff to ensure rides are schedule efficiently and to maximize rider availability, especially during high-demand times. Standing order rides are reviewed to ensure subscription rides do not impact other rider's ability to access services.

EXPECTED DEMAND/USE OF SERVICES

15. How many people are/have been/will be registered in the program during the following time periods? Fill in the boxes below.

Registrants at beginning of FY 2016-17	336
Registrants at end of FY 2016-17	384
Current Registrants for FY 2017-18	
Projected Registrants for FY 2018-19	

A. Based on the registration projection provided, explain why you expect your program registration to increase, decrease or stay the same compared to the current year.

We expect program registration to remain the same.

16. Do you expect the total number of one-way trips provided by your program to increase, decrease or stay the same compared to the current year, FY 2017-18? Why?

We expect the total number of trips in FY 2018-2019 to increase given the increase in population as well as the increased traffic challenges in the Bay Area. We hope that with the increase in taxi voucher use, Fremont will be able to provide more wheelchair accessible rides, if needed, for Newark riders.

17. Do the ridership numbers reported in Attachments A and B include companions and/or attendants?

Yes

No

A. If "Yes", and if known, what percent of total ridership are companions/attendants? *(If providing an estimate, please clearly indicate it as such.)*

According to reports received through the City of Fremont, approximately 21% of Newark ridership via the door-to-door wheelchair accessible bus service includes attendants/companions.

- 18. Please provide data on lift/ramp trips provided, if available.** If lift/ramp trips were provided in more than one service, please specify for each.

Number of trips provided to a consumer using a mobility device in FY 2016-17	515
Number of trips provided to a consumer using a mobility device in FY 2017-18	
Number of trips provided to a consumer using a mobility device in FY 2018-19	

VEHICLE FLEET

- 19. Provide details regarding your vehicle fleet.** To answer this question, complete Attachment D (Table D tab of the Excel workbook).

SAFETY INCIDENTS

- 20. Describe any safety incidents recorded by your program in FY 2016-17, or to date in FY 2017-18.** Specify for each of the paratransit projects and programs listed in Attachment B. *(Report incidents resulting in any of the following: a fatality other than a suicide; injuries requiring immediate medical attention away from the scene for two or more persons; property damage equal to or exceeding \$7,500; an evacuation due to life safety reasons; or a collision at a grade crossing.)*

There have been no reported safety incidents for FY 2017-2018.

FINANCES: PROGRAM REVENUE AND COST

- 21. Detail your FY 2018-19 program's total estimated revenue (all fund sources) and total cost by completing Attachment C (Table C tab of the Excel workbook).** For program components funded all or in part with a Measure B/BB discretionary grant, segregate the grant funding by entering it in the "Other Measure B/BB" column.
- 22. Describe below the "Management/Overhead" and "Customer Service and Outreach" costs included in Attachment C and how these cost allocations were determined?** (These two categories are defined under Question 1). *The amount spent on Customer Service/Outreach and Management/Overhead is to be included as part of the total program cost, even if it is not funded with Alameda*

CTC funding. This includes city/agency staff time paid for by a city's general fund.

A. Management/Overhead Costs

City of Newark does not allocate any general fund expenditures towards staff time.

B. Customer Service and Outreach Costs

City of Newark does not allocate any general fund expenditures towards customer service or outreach costs.

PROGRAM FUNDING RESERVES

23. If your paratransit program is anticipated to have a remaining balance of Measure B/BB DLD funding at the end of FY 2018-19, as shown in Attachment C, please explain. How do you plan to expend these funds and when?

Remaining balance of Measure B/BB funds will be designated as operational reserves. Funds will be used should demand for service exceed budgeted expenditures.

MISCELLANEOUS

24. Use this space to provide any additional notes or clarifications about your program plan.

Section 15, current registration for FY 17/18 and projected registration for FY 18/19 left blank. Information to be provided as soon as City of Fremont is available to provide.

Section 18, number of trips provided to a consumer using a mobility device in FY 2017-18 and number of trips provided to a consumer using a mobility device in FY 2018-19 left blank. Information to be provided as soon as City of Fremont is available to provide.

Alameda CTC FY 2018-19 Annual Paratransit Program Plan Application (July 1, 2018 - June 30, 2019)
Attachment C: Program Revenue, Cost and Fund Sources

Total FY 2018-19 Program Revenue (Measure B, Measure BB and all other funds available for FY 2018-19)	
Estimated Measure B Paratransit DLD ending balance at the end of THIS fiscal year, FY 2017-18 (June 30, 2018)	\$96,000
Projected FY 2018-19 Measure B DLD Paratransit revenue (Use projections distributed by the Alameda CTC)	\$192,205
Estimated Measure BB Paratransit DLD ending balance at the end of THIS fiscal year, FY 2017-18 (as of June 30, 2018)	\$12,000
Projected FY 2018-19 Measure BB DLD Paratransit revenue (Use projections distributed by the Alameda CTC)	\$120,237
Total FY 2018-19 Measure B and BB Paratransit DLD Revenue (Automatically calculated)	\$420,442
Total FY 2018-19 Other Revenue (All other revenue sources, non-DLD, including Gap grant)	
Total FY 2018-19 Program Revenue (Measure B, Measure BB and all other sources available for FY 2018-19) (Automatically calculated)	\$420,442

Service/Program Name		Total FY 2018-19 Program Costs by Fund Source (Measure B, Measure BB and all other funds planned to be expended during FY 2018-19)										Total Cost
Column A	Column B	Column C	Column D	Column E	Column F	Column G	Column H	Column I	Column J	Column K	Column L	Column M
Service/Program/Project Name <i>Automatically populated from prior sheet (column B)</i>	Quantity Planned for FY 2018-19 <i>Automatically populated from prior sheet (column Q)</i>	Amount of RESERVE Measure B Paratransit DLD funds	Amount of FY 2018-19 Measure B Paratransit DLD funds	Amount of RESERVE Measure BB Paratransit DLD funds	Amount of FY 2018-19 Measure BB Paratransit DLD funds	Amount of OTHER Measure B/BB funds	What is the source of these OTHER Measure B/BB funds? (e.g. MB Gap Grant, LSR, MB LSR, etc.)	Fare Revenue expected from service	Fare Revenue to be expended on service	Amount of all Non-Alameda CTC funds (not including fares)	What is the source of these non-Alameda CTC funds? (e.g. city funds, federal, state, etc.)	Total Cost (all sources) <i>Automatically calculated</i>
Fremont/Newark Paratransit	4,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -						\$ 200,000
Fremont/Newark Taxi Voucher Program	3,000		\$ 20,000		\$ 20,000							\$ 40,000
Meals on Wheels	15,500		\$ 3,500		\$ 3,500							\$ 7,000
0	0											\$ -
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Totals	22,500	\$ -	\$ 123,500	\$ -	\$ 123,500	\$ -		\$ -	\$ -	\$ -		\$ 247,000

Budget check (total revenue less total cost): \$173,442

PARATRANSIT DLD RESERVE BALANCES	Measure B	Measure BB	Total MB/BB
Estimated Reserve Balance, June 30, 2019:	\$164,705	\$8,737	\$173,442
Reserve balance as percent of FY 2018-19 Revenue*	86%	7%	41%

*Alameda CTC's Timely Use of Funds policy looks at entire jurisdiction's fund balance.

F.2 Establishing the number of residents in the City of Newark for the purpose of determining the voluntary expenditure ceiling for the November 6, 2018, Municipal Election - from City Clerk Harrington. (RESOLUTION)

Background/Discussion – Pursuant to Municipal Code 2.11.010, Voluntary Expenditure Ceiling, the City has a voluntary campaign expenditure ceiling for elections to City offices at one dollar (\$1) per resident of the City. The contributions limits were established in 1997 and remained the same until 2007 when the City Council increased the contribution limits. The current contribution limit for any candidate who accepts the voluntary expenditure ceiling is \$500. The contribution limit for any candidate who does not accept the voluntary expenditure ceiling is \$100.

Municipal Code 2.11.010 requires the City Council, prior to each election for a City elective office, to adopt a resolution that establishes the number of residents in the City. City elective office means the offices of mayor and of members of the city council. The most recent data from the State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2016 and 2017 Sacramento, California, May 2017*, finds that there are 45,422 residents. Therefore, the amount of the voluntary expenditure ceiling for campaigns for City elective office will be \$45,422 for the November 6, 2018, Municipal Election. This is \$1,218 more than the previous election in 2016.

Attachment

Action - It is recommended that the City Council, by resolution, establish the number of residents in the City of Newark for the purpose of determining the voluntary expenditure ceiling for the November 6, 2018, Municipal Election.

RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
NEWARK ESTABLISHING THE NUMBER OF RESIDENTS IN
THE CITY OF NEWARK FOR THE PURPOSE OF
DETERMINING THE VOLUNTARY EXPENDITURE CEILING
FOR THE NOVEMBER 6, 2018, MUNICIPAL ELECTION

The City Council of the City of Newark does hereby find, order, and resolve as follows:

Section 1. Recitals.

A. City of Newark Municipal Code 2.11.010 (Code) established a voluntary expenditure ceiling for campaigns for City elective office. City elective office is defined in the Code as “the offices of mayor and of member of the city council.”

B. Pursuant to said Code, the voluntary expenditure ceiling was established at an amount equal to one dollar (\$1) per resident of the City for each election to City elective office.

C. Pursuant to said Code, the City Council is required to establish, by resolution, the number of residents in the City prior to each election for City elective office.

Section 2. For the sole and exclusive purpose of determining the exact amount of the voluntary expenditure ceiling for campaigns for City elective office, the City Council hereby finds that there are 45,422 residents of the City of Newark, as reflected in the most recent data provided from the State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2016 and 2017 Sacramento, California, May 2017*,. Therefore, as established by said Code, the amount of the voluntary expenditure ceiling for campaigns for City elective office is \$45,422 for the November 6, 2018, Municipal Election.

Section 3. The City Council hereby declares that the determination herein shall apply only to the voluntary expenditure ceiling established in the City of Newark Municipal Code 2.11.010 and shall have no bearing on any other matter.

F.3 Approval of the Long-Range Recycling Plan, Amendment to the Abbe & Associates Agreement for Additional Recycling Consultant Services and Amendment of the 2016-2018 Biennial Budget for Fiscal Year 2017-2018 – from Administrative Services Director Woodstock. (RESOLUTION)

Background/Discussion – On March 8, 2018, the draft of the Long-Range Recycling Plan was presented to the City Council. The purpose of this Plan is to provide an understanding of State and local requirements related to waste diversion. The plan also provides information on methods to increase diversion in the City. The Plan divides the methods into short-term, medium-term, and long-term policies and programs.

Upon receiving City Council input, the policy item “Event Recycling Requirements” was changed from a medium-term goal to a short-term goal. The short-term goals in the final version of Long-Range Recycling Plan also include enhanced outreach, enhanced technical assistance, and enhanced website programs.

An amendment has been prepared to the existing Agreement with Abbe & Associates to add consulting services to implement the short-term goals of the Plan. The estimated cost for these consulting services is \$150,000. The City receives Measure D funds which can only be used for the purposes of increasing recycling and waste diversion. There are sufficient Measure D funds available to implement the short-term goals in the Long-Range Recycling Plan. The budget amendment will move the funds from Unallocated Measure D Funds Account to the Professional Services Account

Attachment

Action – It is recommended that the City Council, by resolution, adopt the Long-Range Recycling Plan, approve the First Amendment to the Agreement with Abbe & Associates for Additional Recycling Consultant Services and Amend the 2016-2018 Biennial Budget for Fiscal Year 2017-2018.

RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF NEWARK ADOPTING THE LONG-RANGE RECYCLING PLAN, APPROVING THE FIRST AMENDMENT TO THE AGREEMENT WITH ABBE & ASSOCIATES FOR ADDITIONAL RECYCLING CONSULTANT SERVICES AND AMENDING THE 2016-2018 BIENNIAL BUDGET FOR FISCAL YEAR 2017-2018

BE IT RESOLVED that the City Council of the City of Newark does hereby adopt the Long-Range Recycling Plan and;

BE IT FURTHER RESOLVED that the City Council of the City of Newark does hereby authorize the Mayor to sign the First Amendment to contractual services agreement with Abbe & Associates to provide addition Recycling Consultant Services and;

BE IT FURTHER RESOLVED that the City Council of the City of Newark does hereby amend the 2016-2018 Biennial Budget for Fiscal Year 2016-2018 as follows:

From: 033-0000-2991	Unallocated Measure D Funds	\$150,000
To: 033-2011-5271	Professional Services	\$150,000

FIRST AMENDMENT TO THE AGREEMENT BETWEEN THE
CITY OF NEWARK AND ABBE & ASSOCIATES FOR
ADDITIONAL RECYCLING CONSULTING SERVICES

This Amendment to the Agreement for Recycling Consultant Services is effective as of _____, 2018, by and between the City of Newark and Abbe & Associates.

RECITALS

WHEREAS, the City and Abbe & Associates (“Consultant”) entered into a certain Agreement between City and Consultant for Recycling Consulting Services effective February 23, 2017 (Agreement); and

WHEREAS, Abbe & Associates have satisfactorily prepared a Long-Term Range Diversion Plan for the City and assisted with auditing the material stream and negotiation the Commercial Organics Collection Program with Republic Services; and

WHEREAS, the City intends, upon mutual written agreement by both parties to add the tasks of preparing outreach material, providing technical assistance and assisting with creating a page on the City’s web page devoted to recycling and diversion information.

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing recitals and other good and valuable consideration the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

- (1) Notwithstanding Section 1 of the Agreement, the parties hereby agree to add the additional services to the scope of the Agreement as contained in Exhibit A.
- (2) The cost data listed for the additional services is contained in **Exhibit A**.

The First Amendment of the Agreement for Recycling Consulting Services has been executed by the parties as of the date first set forth above.

CITY OF NEWARK
a municipal corporation

Abbe & ASSOCIATES
a California professional corporation

BY _____
Alan L. Nagy
Mayor

By _____
Name:

Date _____

Title:

Date: _____

Attest: _____
City Clerk

Date _____

Approved as to form:

City Attorney

Date: _____

First Amendment to the Agreement between the City of Newark and Abbe & Associates for Additional Recycling Consulting Services

Exhibit A: Scope of Work for Short-Term Programs

The City of Newark is considering implementation of a Long-Range Plan to comply with new state laws and county ordinances requiring increases in recycling and composting, including food waste reduction and food recovery. The City has expanded its organics program to include multifamily and commercial customers and will be rolling out new programs to the Newark schools. The cost estimates for implementing the short-term programs identified in the plan are included in the table below along with some additional first-year costs associated with new programs (organics collection at schools and events recycling).

Recommended Programs	Cost Estimate	Annual Cost
Enhanced Outreach Materials and Website	200 hours at \$125/hour	\$25,000
Enhanced Outreach and Technical Assistance	1,000 hours at \$75/hour	\$75,000
Recycling Equipment and Containers	500 internal recycling and composting containers at \$25 each	\$12,500
	1,200 stickers and posters at \$5 each	\$6,000
	Miscellaneous custodial carts, pickers and aprons	\$1,500
Newark Green Schools Initiative	30 hours per school at \$50/hour	\$18,000
Events Recycling Support	Policy development 16 hours at \$165/hour	\$2,640
	Outreach support at 4 City events (5 staff at \$35/hour)	\$5,600
	Recycling equipment (Clearstreams, bags, signage)	\$3,760
Total		\$150,000

Enhanced outreach materials and website

For this task, we will expand the information available on the City's website to provide more social media and marketing to its residents and businesses. We will provide content for the City's webmaster to post a dedicated webpage within the City's website. We will develop on-line information about the recycling and composting programs, food waste prevention and food donation opportunities in the local area, develop Frequently Asked Questions (and answers), provide announcements about local activities (including the Fix-It Clinics at the Newark Library), and provide other relevant information to ensure that the City's residents and businesses have easy access to the information that they need to fully comply with the City's programs.

Enhanced Outreach and Technical Assistance

For this task, we will partner with Republic Services to provide outreach and technical assistance to the City's commercial businesses and multifamily complexes. We will assist customers with information about the new organics program and help them to "right-size" their recycling, organics and trash collection service. Our goal will be to help customers to cost-effectively comply with the new program. We will

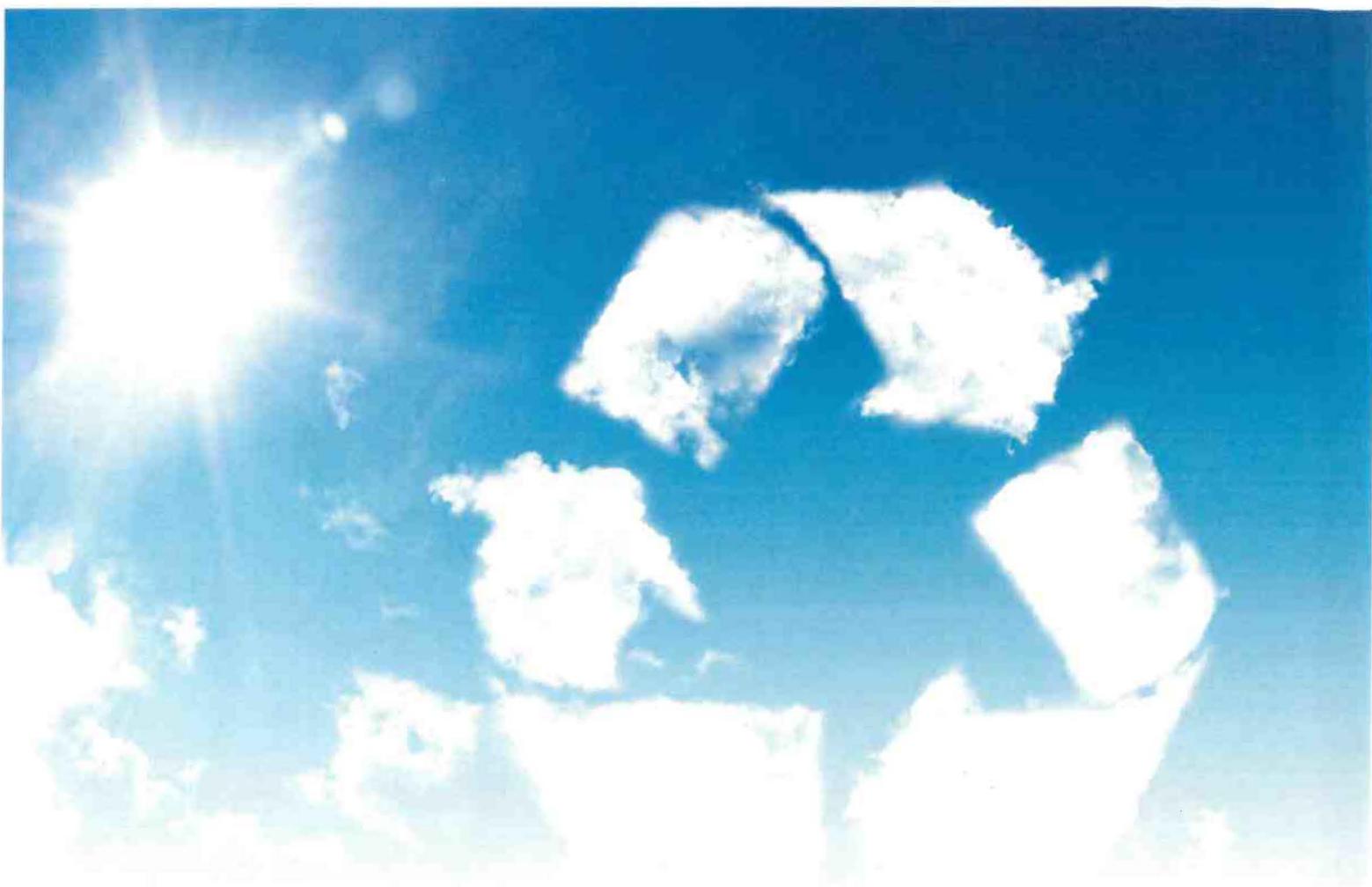
provide information to food generating business about food waste prevention and food donation opportunities (pursuant to Senate Bill 1383). We will also provide on-site training for commercial businesses and door-to-door outreach to multifamily complexes.

Newark Green Schools Initiative

For this task, we will help the Newark Unified School District to fully implement the recycling and composting programs required under state law and countywide ordinances. Schools require an increased amount of hand-holding and technical assistance. We will recruit on-site green team members, and train custodial staff, faculty, and students in best management practices for recycling and composting. There are 12 schools within Newark Unified, including the pre-school and adult school. Each of the district's sites will be targeted for implementation. Should time and resources allow, we will expand our assistance to private and parochial schools within the City.

Events Recycling Support

The City has identified Events Recycling Requirements as a short-term policy for implementation. For this task, we propose to work with City staff to develop the new policy which could require event sponsors to provide recycling at all permitted events. We will also provide outreach assistance at four public events in Newark during the first year of implementation to demonstrate best practices and assist event organizers in planning and implementing recycling (and potentially composting) at events within the City.



CITY OF NEWARK

Long-Range Recycling Plan

April 2018



City of Newark
37101 Newark Boulevard
Newark, CA 94560

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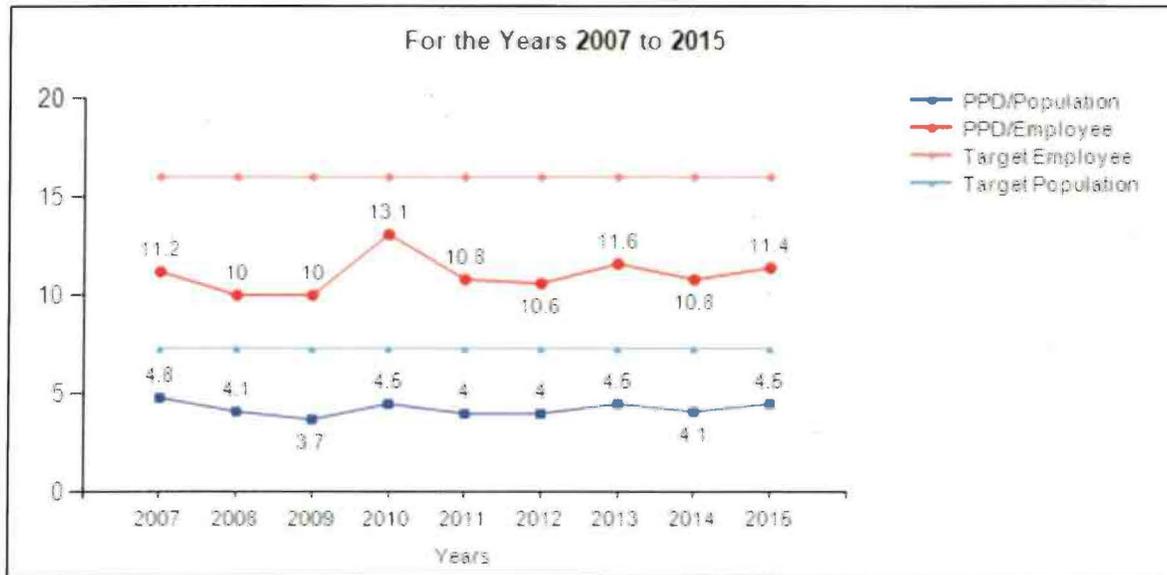
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SECTION I BACKGROUND

The City of Newark (City) has implemented 45 policies and programs to manage solid waste and divert materials from disposal for the residents and businesses within the City. This has resulted in a 38 percent reduction in disposal from 58,298 tons in 1990 to 36,190 tons in 2015.

The City has consistently met its targets under the state thresholds measured in pounds per person per day (PPD) disposed per capita and per employee.

Figure 1 City of Newark Per Capita Disposal Rate Trends



Source: CalRecycle, City of Newark Per Capita Disposal Rate Trends, 2007-2016

The City has “opted in” to the countywide mandatory commercial recycling ordinance (ACWMA Ordinance 2012-01) requiring all commercial and multifamily generators to divert readily recyclable materials and organics from disposal.

New state requirements also place an emphasis on commercial recycling and organics diversion.

- **California Assembly Bill 341** (Statutes of 2011)
Establishes a statewide goal of 75% source reduction, recycling and composting. Requires large commercial generators and multi-family complexes to recycle.
- **California Assembly Bill 1826** (Statutes of 2014)
Requires large commercial generators and multi-family complexes to divert organics from landfill by subscribing to collection service, managing organics on-site or self-hauling organics to a processing facility.
- **California Senate Bill 1383** (Statutes of 2016)
Establishes targets to achieve a 50 percent reduction in the level of the statewide disposal of organic waste from the 2014 level by 2020 and a 75 percent reduction by 2025. The law grants CalRecycle the regulatory authority required to achieve the organic waste disposal reduction targets and establishes an additional target that not less than 20 percent of currently disposed edible food is recovered for human consumption by 2025.

The City is implementing this long-range recycling plan to ensure compliance with these state and local requirements.

SECTION 2 TARGETED SECTORS

Republic Services (doing business as Allied Waste of Alameda County) provides collection and processing of recyclable materials, organics, construction & demolition debris, and garbage collection from all residential and commercial generators in the City of Newark. Table 1 shows the tons diverted and disposed by generator type, including both single-family and multi-family residential customers and commercial customers, which are serviced by front-load and roll-off trucks, and city services, including schools. The single-family residential sector has a relative high diversion rate at 53 percent. However, with 11 percent or less diversion in each of the other generator sectors, there is opportunity for improvement.

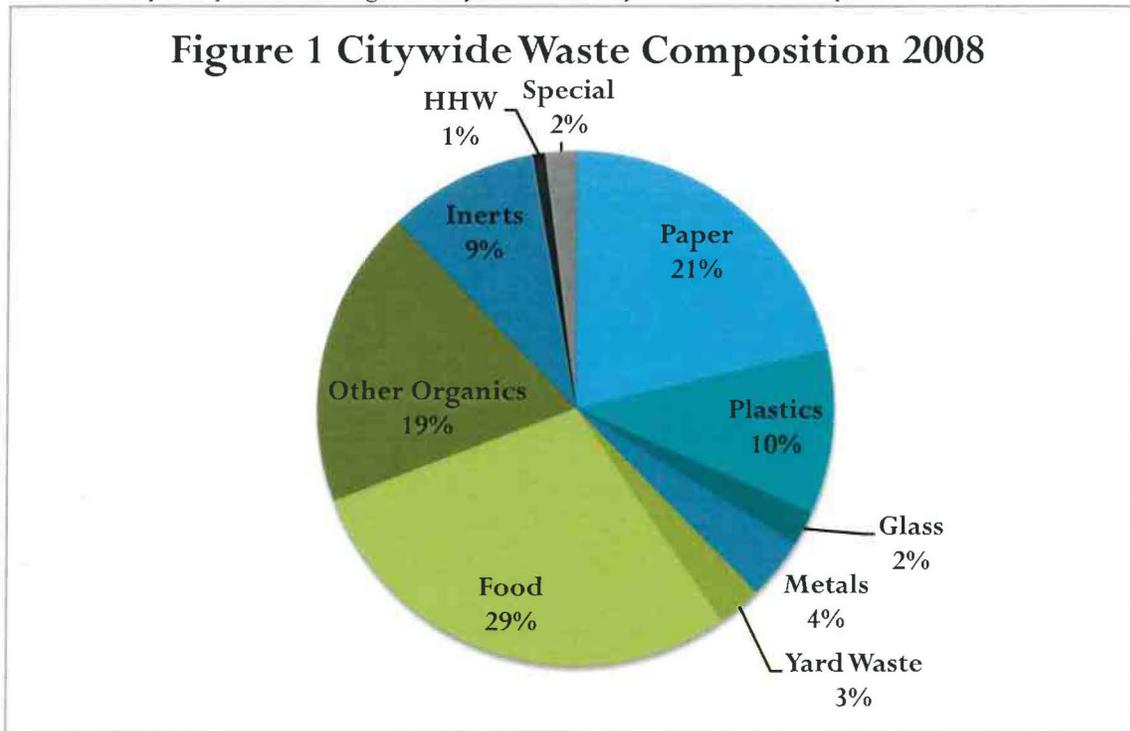
Table 1 Tons Diverted and Disposed by Generator Type

Material	Single-Family	Multi-Family	Commercial Front-Load	Commercial Roll-Off	City and Schools
Recyclables	3,657	140	838	0	341
Organics	6,000	-	-	-	-
Landfill	8,520	1,350	9,421	7,719	2,785
Diversion Rate	53%	9%	8%	0%	11%

Source: City of Newark Year-to-Date Summary, Allied Waste Services of Alameda County, 2016

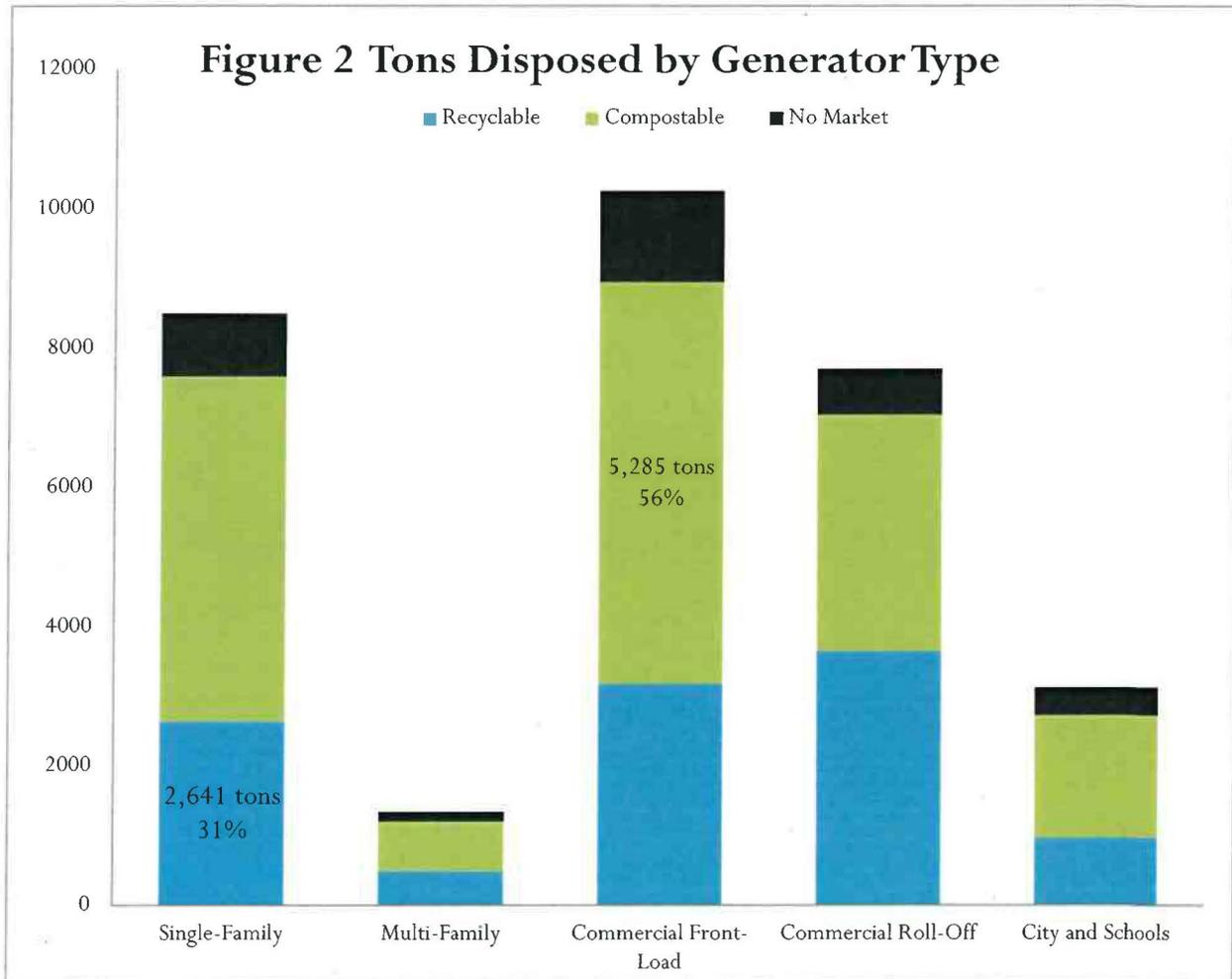
DISPOSAL CHARACTERIZATION

The most recent waste composition study completed for the City was conducted by the Alameda County Waste Management Authority (StopWaste) in 2008. Figure 1 depicts the citywide waste composition by material type. Materials shown in sections shaded in blue are potentially recyclable and those shaded green are potentially compostable. Special waste, such as bulky items and composite materials, and household hazardous waste (HHW), such as chemicals, require special handling and may not be readily diverted from disposal.



Source: City of Newark, Aggregate Waste Composition, StopWaste.org, 2008

Most materials currently placed in the garbage by residents and businesses in Newark can be diverted from disposal through existing recycling or composting programs. Figure 2 lists the tons disposed in 2016 that were potentially recyclable or compostable or for which there is no market (and would continue to be landfilled). Examples include treated wood waste, diapers, and composite items (things stuck to other things). This figure illustrates that there is potential to significantly increase diversion from each generator sector in the City. However, based on the total volume of materials currently being landfilled, the single-family residential sector and the commercial front-load and roll-off sectors offer the most opportunity for substantially increasing the City's diversion rate.



Source: City of Newark Waste Composition by Generator, StopWaste.org, 2008, City of Newark Year-to-Date Summary, Allied Waste Services of Alameda County, 2016

DIVERSION CHARACTERIZATION

Allied Waste periodically conducts studies of the recyclable and organic materials collected from generators in the City. Eighteen loads were characterized in May 2017. Eleven single stream recycling loads were sorted and weighed – five residential and six commercial. In addition, five residential organics loads and two construction & demolition debris (C&D) loads were visually characterized and estimated by volume since there are no scales on the landfill top where the materials were sorted. Table 2 lists the diversion characterization observations by generator sector.

Table 2 Diversion Characterization Observations By Sector, May 2017

	Loads	Diversion Rate	Contamination Rate ¹
Residential Single Stream Recycling	5	70%	30%
Commercial Single Stream Recycling	6	58%	42%
Residential Organics	5	99%	1%
Construction & Demolition Recycling	1	70%	30%

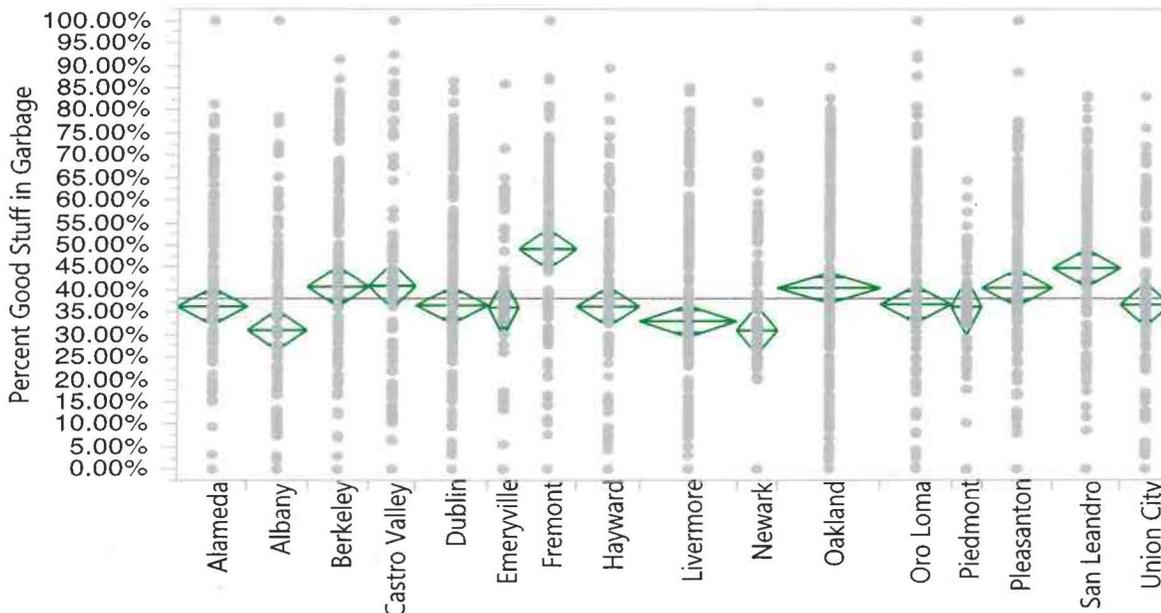
¹Contamination Rate refers to non-recyclable items in the recycling and non-compostable material in the organics.

Ideally single-stream/commingled recyclable material loads should have less than 10 percent contamination. The diversion characterization identified 30 percent contamination in the residential recycling stream and over 40 percent contamination in the commercial recycling stream. The residential organics loads were very clean with just over 1 percent contamination. However, the materials consisted mostly of yard trimmings with a relatively low level of food scraps observed.

BENCHMARK DATA

StopWaste conducts benchmark studies to measure progress toward the countywide goal of less than 10 percent of “good stuff” (readily recyclable and compostable material) in the garbage by 2020. In 2016, approximately 31 percent of “good stuff” was observed in Newark’s residential garbage. This was significantly better than the countywide average of 37 percent.

Figure 3 Residential Benchmark Data



Source: 2016 Benchmark Data, StopWaste.org

CONCLUSION

The City can make improvements in all generator sectors. By improving participation and reducing contamination in the single-family residential sector, the City can increase residential diversion by at least 10 percent. The City is rolling-out organics collection to each of the other generator sectors in 2018. This, along with improvements in recycling, could increase diversion by at least 30 percent in those sectors. Improvements to the C&D recycling program could increase diversion in the roll-off sector by 30 percent or more. Table 3 lists the diversion potential for each generator sector. This would result in an increase in measured diversion citywide from 27 percent to 50 percent.

Table 3 Diversion Potential of Increasing Recycling Participation and Expanding Organics Services

Material	Single-Family	Multi-Family	Commercial Front-Load	Commercial Roll-Off	City and Schools
Recyclables	4,317	261	1,570	915	558
Organics	7,238	359	2,643	1,694	781
Landfill	6,622	869	6,046	5,110	1,787
Diversion Rate	64%	42%	41%	34%	43%

Assumes 25% increase in recycling participation and 50% capture rate of multi-family and commercial organics
Original Data Source: City of Newark Year-to-Date Summary, Allied Waste Services of Alameda County, 2016

SECTION 3 CURRENT PROGRAMS

The City has a significant number of policies and programs to address waste reduction and recycling in the residential and commercial sectors. This section provides an overview of the current policies and programs implemented by the City, its franchised hauler Republic Services, StopWaste, and other local businesses and agencies.

POLICIES

75% diversion goal. The City set a goal of 75% diversion for City operations which was reflected in its 2010 Climate Action Plan. This is consistent with the statewide goal of 75% by 2020. In addition, the StopWaste Strategic Plan, adopted in 2010, includes an ambitious goal that by 2020, less than 10 percent of landfill-bound material in Alameda County will be readily recyclable or compostable.

Mandatory Recycling and Composting. The City has “opted in” to the countywide ordinance (ACWMA Ordinance 2012-01) requiring commercial businesses and multi-family complexes to participate in recycling and composting programs.

Reusable Bag Ordinance. The City has also “opted in” to the countywide reusable bag ordinance (ACWMA Ordinance 2012-02) regulating the distribution of single-use carryout bags and promoting the use of reusable bags at grocery stores and pharmacies. The ordinance has been expanded (ACWMA Ordinance 2016-02) to include retail store and restaurants in 2017.

Green Building and Construction and Demolition Recycling ordinance. The City’s ordinance was adopted in June 2007 to minimize or avoid a variety of adverse impacts by regulating the design, construction, and operation of buildings and landscaping. Several policies are codified in the ordinance, including:

- Construction and demolition debris recycling requirements including waste management plans for all construction projects valued at \$100,000 or more or demolition projects valued at \$20,000 or more.
- Green building practices for City building projects, including LEED Silver certification for building projects that are over 5,000 square feet.
- Voluntary green building practices for private buildings.
- Environmentally Preferable Purchasing Policy for City purchases.
- Bay-friendly landscaping practices for City facilities and all projects requiring development review and approval.



Reusable Bag Ordinance Expanded to all retail stores and restaurants in 2017.



Ohlone College Newark Center for Health Sciences and Technology
LEED Platinum Green Building - first “green” community college campus in the nation

PROGRAMS

Single-Stream Recycling. The City contracts with Republic Services to provide single-stream recycling for all customers, including single-family, multifamily, commercial, city facilities and schools.

Organics Collection. Under its contract with the City, Republic Services provides organics collection for single-family customers and will make this service available to all customers, including multifamily, commercial, city facilities and schools in January 2018.

Recycling at Public Events. Recycling is provided at all public events hosted by the City, including Newark Days and Music at the Grove.

Bulky Item Collection. Three times each year, each single-family and multifamily residential customer may request collection up to three cubic yards of materials, including solid waste, recycling, organics, appliance, electronics, and construction and demolition debris (except concrete).

Fix-It Clinics. The Newark Library hosts periodic Fix-It Clinics celebrating repair by conveying basic troubleshooting skills. Fix-It Clinics are do-it-together hands-on STEM-oriented fix-n-learn community-based exploration and discovery workshops staffed by volunteer coaches who share their time, tools and expertise to consult with residents on the disassembly, troubleshooting, and repair of their broken items.

Outreach and Technical Assistance. Public education and outreach is provided by the Republic Services Recycling Coordinator. Activities include tabling at community events, presentations to classes at K-12 schools and at the community college, site visits, and distribution of outreach materials (newsletters, invoice letters, flyers and move-in kits). Republic Services also assists its commercial and multifamily customers to comply with the mandatory recycling and composting requirements. StopWaste also provides technical assistance to customers who have received a Notice of Violation or a warning letter.

Green Business Program. Coordinated by the Association of Bay Area Governments, the Bay Area Green Business Program certifies companies, non-profits and local public agencies throughout the nine Bay Area counties as Green Businesses if they meet the program’s standards and helps them get recognized for their efforts. Bay Smile Dental, Deluxe Janitorial Service, and Kateeva, Inc. are all certified Green Businesses in Newark.



Republic Services “Touch a Truck” event at Family Day



Fix-It Clinic at Newark Library – volunteers guide residents to repair their broken household goods, electronics and clothing



FACILITIES

Newby Island Resource Recovery Park. Located nearby in Milpitas, the Newby Island Resource Recovery Park includes multiple facilities used by Republic Services for the City, including recyclables processing, composting, and construction and demolition processing. The Recyclery at Newby Island is considered one of the most advanced recycling facilities in the world with the ability to process more material per hour and recover very high percentages of recyclables. The Newby Island Organics Facility turns yard and food waste scraps into certified organic compost that is used by local businesses, residents, school districts and parks. The construction and demolition material processing facility is able to divert approximately 90 percent of construction and demolition material from the landfill. Materials like concrete, asphalt, drywall, wood and scrap metals are recovered for recycling.



Material conveyor at the Recyclery at Newby Island

Fremont Recycling & Transfer Station. Solid waste collected by Republic Services is delivered to the Fremont Recycling & Transfer Station. Designed, constructed and operated by BLT Enterprises, Inc., it opened in 2006 to serve the needs of the tri-cities. The transfer station also hosts one of Alameda County's four Household Hazardous Waste Facilities. The Household Hazardous Waste Facility accepts hazardous materials, including medications, solvents, automotive fluids, oils, paints and pesticides from Alameda County residents free of charge. The facility is open to the public Wednesday through Friday from 8:30 am until 2:30 pm, and Saturday from 8:00 am until 4:30 pm.



Unloading at the Fremont Recycling & Transfer Station

Altamont Landfill & Resource Recovery Facility. Solid waste transferred from the Fremont Recycling & Transfer Station is taken to the Altamont Landfill near Livermore for disposal. Owned and operated by Waste Management, the landfill opened in 1980 and has 50 years of remaining capacity.



Altamont Landfill & Resource Recovery Facility

The Altamont Landfill maintains a gas to liquefied natural gas plant which produces bio-fuel from landfill gas which fuels Waste Management's collection vehicles and commercial fleets.

Vision Recycling. Vision Recycling located on Central Avenue in Newark (and at six other locations throughout the Bay Area) creates compost, mulch and soil amendment from wood and yard trimmings, clean lumber, pallets and plywood. Not open to the general public, Vision accepts commercial trucks only for material drop-off and product pick up.



Mulch products produced by Vision Recycling

SECTION 4 RECOMMEND NEW OR EXPANDED PROGRAMS

In the short-term, the City of Newark's diversion rate is expected to increase significantly with the implementation of commercial and multifamily organics collection. With the implementation of this new program, the City will have all of the collection and processing infrastructure needed for compliance with state and county requirements. The following new and expanded policies, programs and facilities will assist the City in meeting its high diversion goals. Each of these initiatives is categorized for implementation in the short-term (1-3 years), medium-term (4-7 years) or long-term (8-10 years).

POLICIES

Short-Term

Event Recycling Requirements. The City provides recycling and composting at up to seven public events through its contract with Republic. This ordinance would require that organizers of all events that require a city permit provide recycling and composting collection stations at the event, ideally with multiple three-stream stations (recycling, compost, trash). The ordinance may also address requirements that food vendors provide foodware that is recyclable or compostable. The ordinance may also require that events in excess of 500 attendees include recycling and compost monitors to educate attendees about proper sorting.

Medium-Term

Adopt "10% Good Stuff" Goal. Consistent with the StopWaste goal, this policy would commit the City to reducing the amount of readily recyclable and compostable materials to less than 10% in trash sent to landfill from City facilities. This policy is consistent with the goal included in the City's Climate Action Plan to aspire to Zero Waste for municipal operations. By implementing model recycling and composting programs at City Hall and at City facilities, the City will show leadership for the rest of the community.

Sustainable Foodware Ordinance. 12 communities in Alameda County have implemented ordinances addressing take-out packaging and other foodware. This ordinance would encourage the use of reusable foodware and require that disposable foodware used at restaurants and other food service establishments be recyclable or compostable. The City of Alameda recently adopted an ordinance banning single use plastics and requiring that straws only be distributed at the request of a customer. As a city on the Bay, impacted by litter that flows through storm drains and creeks, Newark may wish to further address single use plastics through the implementation of a sustainable foodware ordinance.

Space Requirements for Recycling and Composting. This ordinance would require that all new construction and significant remodels be required to provide sufficient space for recycling and composting. City staff or Republic Services staff would be involved in the review of building plans when they are submitted to Planning Department. Projects would be required to ensure sufficient access and room to maneuver three-stream carts and/or cubic yard dumpsters.

Case Study: San José Zero Waste Events

with Event Organizers to minimize waste and provide for collection of recyclables and organics at events held in the City of San José. Vendors, caterers, and samplers are required to: use the food & beverage products in the Food & Beverage Products: The Do's & Don'ts of Sustainable Selection guide; use City-loaned Eco-stations (specially designed receptacles for recycling, compost, and trash collection); and announce messages at an event stage during each day of the



City of Mountain View Compostable Foodware

Long-Term

Expansion of Mandatory Recycling and Composting. The City has “opted-in” to the countywide mandatory recycling and composting ordinance for commercial buildings and multifamily complexes. The City may wish to consider a long-term strategy of requiring recycling and composting for all customers. Currently, all customers are required to have service and commercial customers are required to have less than 10% readily recyclable and compostable materials in their trash. In the long-term, the City may wish to expand this requirement to all customers.

Require Construction Projects to Use Designated Facilities. The City’s construction and demolition debris ordinance requires waste management plans for all construction valued at \$100,000 or more or demolition projects valued at \$20,000 or more. These projects must demonstrate that they have achieved 100% diversion of concrete and asphalt and 50% diversion of all other materials. State building code (Cal Green) requires 65% diversion of construction and demolition materials. This ordinance would require that all projects direct mixed construction and demolition materials to designated recycling facilities and no readily recyclable or compostable material be sent directly to disposal.

PROGRAMS

Short-Term

Enhanced Outreach Materials and Website. The City and Republic Services provide basic recycling information on their websites and Republic Services provides invoice letters, newsletters, flyers and posters to its customers. For this program, the City would expand the information available on its website and provide more social media and marketing to its residents and businesses. This function could be outsourced to a contractor, such as Recyclist, to provide a turn-key website with a local recycling guide, collection reminders, e-newsletters, social media, blog posts - all mobile-friendly. <http://recyclist.co/public-education/>



Revamped City of Stockton website: <http://www.stocktonrecycles.com>

Enhanced Outreach and Technical Assistance. Currently, Republic Services provides outreach and technical assistance to its customers and StopWaste provides compliance assistance to customers that receive citations or warning letters. This program would provide enhanced technical assistance to residents and businesses within the City through contract staff or third-party contractors. The City’s technical assistance staff would help customers “right-size” their services, trouble-shoot issues before they become a problem, and serve as an advocate for the customer getting the services and equipment that they need. As a component of this service, the City would supplement StopWaste and Republic Services resources and provide internal containers, signs and stickers to help customers fully implement the recycling and composting program.

Technical Assistance to Self-Haulers. A significant amount of materials are disposed at transfer stations and landfills by self-haulers from the City. These include roofers, landscapers and other contractors. For this program, the City would provide additional technical assistance through the building permit process. Waste management plans would be reviewed and City staff or contractors would make recommendations to enhance diversion efforts.

Outreach and Technical Assistance to Schools. The City provides recycling to the Newark Unified School District through its contract with Republic Services. As the district comes into compliance with the mandatory recycling and composting requirements, this program would provide additional outreach and technical assistance. Implementing recycling and composting programs in a sustainable fashion requires both a top-down and bottom-up approach. This program would engage district facility managers and custodians as well as administrators, faculty and students to ensure that there is sufficient buy-in from all parties and does not burden one group over another. Model lesson plans, outreach materials, signs and stickers are available through StopWaste and the Altamont Education Advisory Board. The Board also funds third-party contractors to provide free technical assistance to school districts. An emphasis on schools is important because much of community life revolves around the schools. As students and faculty learn to recycle and compost at school, they can more effectively recycle and compost at home. The City can assist the school district in obtaining more services through StopWaste by encouraging the district to become a priority school district. StopWaste priority school districts commit to reducing the amount of readily recyclable and compostable materials to less than 10% in trash sent to landfill and receive enhanced program services through StopWaste. Ten out of the 17 districts in the county are priority school districts.

<http://www.stopwaste.org/recycling/schools/school-districts>

Outreach and Technical Assistance to the Faith-Based Community. Churches, mosques, temples and synagogues are typically also at the center of community life. The greening of faith-based organizations can have a multiplier effect. As people learn to recycle and compost at church, they can more effectively recycle or compost at home and at work. Under this program, the City would provide outreach and technical assistance to faith-based organizations and help them to implement model recycling and composting programs, provide outreach materials and partner with faith-organizations to sponsor workshops and movie showings.

Case Study: Castro Valley Sanitary District Green Hearts Program

Team members of the Castro Valley community who want to give back to the environment and Castro Valley. Under the direction of the Solid Waste Department, Green Hearts Team volunteers will wear their hearts on their sleeve with the goal to help others compost, recycle, reduce waste, and beautify Castro Valley all year round. Green Hearts volunteers:

- Host and provide demonstrations at composting workshops
- Support the formation of Zero Waste or Green Teams at local organizations and businesses.
- Support the formation of Zero Waste Youth Castro Valley.
- Organize and/or promote multi-home or multi-family garage sales.
- Organize and/or promote children's clothing and toy swap events.

Green Team Newark. This program takes a community based social marketing approach to outreach and education. It may be easy for customers to ignore outreach materials and solicitations from service providers or staff, however, it is hard for them to say "no" to friends and neighbors. For this program, the City would invite key community members – those already active in reuse and recycling like the Fix-It Clinic and Holiday Give Aways, as well as other sustainability related issues plus elected officials to help spread the message and organize door-to-door outreach for residents and businesses.

A good example is the Miss Alameda Says, "Compost!" program in the City of Alameda. Miss Alameda ran for Miss California in 2011 and then volunteered her time going door-to-door at restaurants to encourage them to participate in the City's compostable materials collection program. The results were highly successful and all the contacted restaurants agreed to participate. The program grew to include student volunteers assisting in going door-to-door at multi-family buildings. Miss Alameda also provides assemblies and training at schools. In Castro Valley, the "Green Hearts" program recruits and trains volunteer community members to support the outreach and education at public events.

Medium Term

Textile Recycling. Textiles are a sizable portion of the disposal stream (contributing up to five percent of residential disposal), and a contaminant in the recycling collection system. For this program the City would evaluate:

- Collection of textiles through the bulky-item collection program
- Addition of clean, bagged textiles in the recycling collection program
- No-cost collection service to get textiles and other reusable items to a charity or textile processor
- Promotion and partnerships with Goodwill and other local non-profits to offer more drop-off locations, and/or quarterly curbside collection

Citywide Garage Sales. The City sponsored citywide garage sales in 2008 and 2011. This program can support community-building while ensure that unwanted reusable materials are redistributed to those who want them. To formalize the program as an annual event, the City would advertise the availability and then ask participants to sign on a month in advance and pay a nominal (\$10) fee to be included in an on-line map.

Holiday Reuse Exchanges. Holiday reuse exchanges for Halloween costumes in September and holiday decorations and gifts in November can support reuse efforts and reduce costs to families. Faith-based organizations or other community partners could be engaged to host the events in their social halls. Reuse events raise consciousness around waste prevention and recycling issues and provide an opportunity for the City to engage with residents. The City can support the effort through outreach and advertising.



The Antioch Halloween Costume Exchange is in its 9th year

Expansion of Fix-It Clinics. The Newark Library hosts periodic Fix-It Clinics where expert coaches guide residents in repairing their broken items. The City can partner with the library and support the on-going efforts through outreach and advertising. The City can also support the library in expanding the program and institutionalizing it to ensure that it is sustainable.

Expansion of Voluntary or Mandatory Take-Backs. Some local hardware, automotive and paint stores take-back products that are difficult to recycle such as batteries, fluorescent lamps, used motor oil and paint. The City can work with local retailers to encourage or require take-back of certain items. The Mayor could write to all retailers in the City and ask if they would like to be listed in a City website that tells residents where to take-back products that retailers sell. The City could then support the retailers through outreach and advertising. Alameda County requires pharmacies in the unincorporated area to take-back medicines. The City could also partner with local pharmacies and health care organizations to ensure proper collection and disposal of pharmaceuticals and sharps (hypodermic needles and lancets).

Lon

**Study: Central Contra Costa
Waste Authority Reuse Day**

part of its twice per year Clean Up Days, the Authority also provides Reuse Days where residents can put out reusable items like housewares, clothes and books. Those items are collected by Mt. Diablo Recycling and then distributed to those in need or sold in

Expansion of Bulky Item Reuse and Recycling Program. The City’s bulky item collection program is provided to single-family and multifamily customers through its contract with Republic Services. Through this program, solid waste, source-separated recyclable materials, organic materials, and construction debris (except concrete) are collected by Republic Services and delivered to the Fremont Recycling & Transfer Station. This program would increase the strategies for diverting as much of these materials from disposal. This could involve partnerships with third-party reuse and recycling organizations or more specific diversion requirements of Republic Service, the Fremont Recycling & Transfer Station or other future contractor.

Enhancements to Franchise Agreement. There are potential opportunities for increasing diversion through enhancements to the franchise agreement. When the City negotiates or conducts a procurement for its next franchise agreement, it can consider adding specific diversion requirements. Other Bay Area communities have implemented minimum measured diversion target requirements in their franchises. For example, in the 2016 franchise agreement between Republic Services and the Town of Colma there are overall measured diversion requirements outlined in Section 13.3.3 as reprinted below. Failure to meet the requirements subjects Republic Services to imposition of liquidated damages per Section 10.8 of the Agreement excerpted below.

Table 4 Sample Franchise Requirements

The Town’s intent is for Contractor to improve the performance of its programs over time in order to meet the following Diversion requirements, subject to the penalties specified in Article 10. Contractor shall:

- Achieve and maintain a Diversion rate of 22 percent by no later than January 1, 2018;
- Maintain a minimum Diversion rate of 22 percent from January 1, 2018 through December 31, 2019;
- Achieve and maintain a Diversion rate of 28 percent by January 1, 2020;
- Maintain a minimum Diversion rate of 28 percent from January 1, 2020; through December 31, 2022;
- Achieve and maintain a Diversion rate of 34 percent by January 1, 2023;
- Maintain a minimum Diversion rate of 34 percent from January 1, 2023; through December 31, 2024; and
- Achieve and maintain a Diversion rate of 40 percent by January 1, 2025.

<p>Failure to meet Minimum Diversion Requirements: Diversion Requirements. Contractor is to meet and maintain these diversion minimums: 30% by 1/1/2018, maintain thru 12/31/2019 36% by 1/1/2020, maintain thru 12/31/22 42% by 1/1/2023, maintain thru 12/31/2024 50% by 1/1/2025, maintain</p>	<p>No failure in this category acceptable</p>	<p>Not meeting minimum Diversion Requirement as detailed in Agreement</p>	<p>Contractor shall provide documentation to the Town as required under the Agreement</p>	<p>Failure to meet the minimum diversion requirements are calculated per calendar year. Non-compliance liquidated damages are \$100.00 for each ton that should have been diverted in order to meet the minimum diversion requirement</p>
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FACILITIES

Short-Term

Tool Lending Library. The Newark Library has shown leadership in waste prevention and recycling in the City through hosting the periodic Fit-It Clinics and electronics swap and drop events. The City and the library could explore other partnership opportunities including a small tool lending library and periodic “Museum of Bad Design” displays to educate residents about problem products and hard to recycle materials.



Museum of Bad Design display at the Castro Valley Library

Medium Term

Center for Hard to Recycle Materials. A medium-term option, which would require the collaboration of the cities Fremont and Union City, would be the development of a Center for Hard to Recycle Materials at the Fremont Recycling & Transfer Station. This might involve just an expansion of the number of materials accepted for recycling at the self-haul area of the transfer station.

In Boulder, Colorado, Eco-Cycle, a grassroots recycling program under contract with the City, has started a Center for Hard to Recycle Materials (CHaRM) to address the need to manage new products that enter the discard stream and are not readily recyclable or reusable. The CHaRM Center accepts computers, printers, TVs, cell phones, textiles, plastic bags, white block foam, and other hard-to-recycle materials. CHaRM insures that electronic components are dismantled in the US and that toxins are handled in a responsible manner. The program is funded through a “trash tax” on the private waste haulers. Most recently, in an effort to put the responsibility for hard-to-recycle materials back on manufacturers, CHaRM has launched the Partners for Responsible Recycling that encourages retailers and brand manufacturers to assist CHaRM in developing in-store take-back programs. Eco-Cycle now gets financial support from industries that produce the products that are dropped off at that CHaRM facility.

<http://www.ecocycle.org/charm/index.cfm>



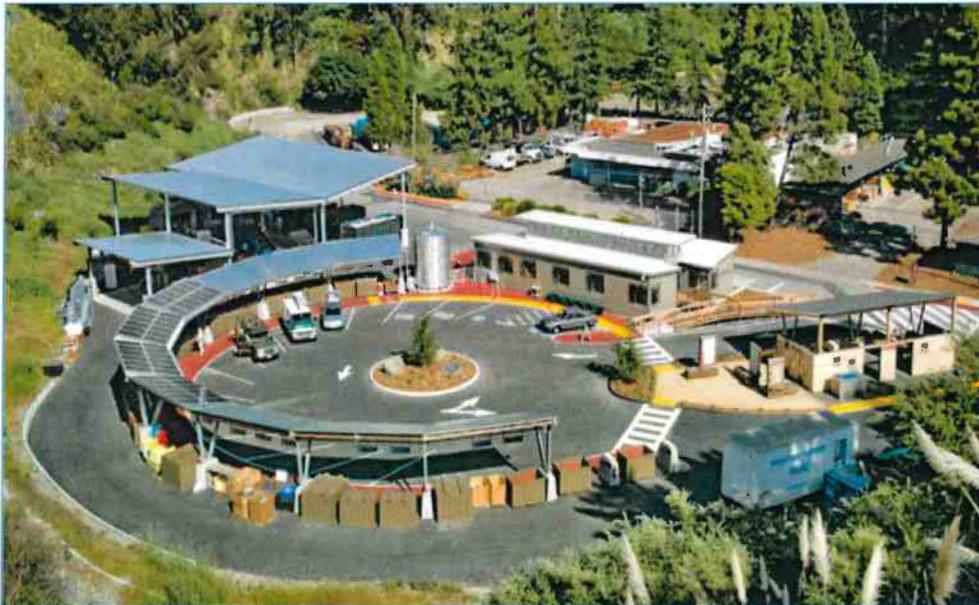
Long-Term

12-Category Resource Recovery Center. A long-term option, which would require the collaboration of the cities of Fremont and Union City, would be the development of a 12-category resource recovery center for self-haul customers at the Fremont Recycling & Transfer Station. A resource recovery center is the co-location of reuse, recycling and compost collection in a central facility to which the public can bring all their 12 market categories of recoverable and discarded materials at one time.

Materials delivered by self-haul customers are often highly recoverable, including:

- Materials leftover from construction projects (dimensional lumber and wood, gypsum wallboard, and other C&D)
- Traditional recyclables (metal, paper, plastic, and glass)
- Compostable materials (yard trimmings, food, and other compostable organics)
- Bulky items (furniture, carpet, and mattresses).

Different material types require different handling approaches in order to maximize diversion. This might require more of an expansion of the self-haul area of the transfer station to ensure that there is space sufficient to address all potentially divertable material types. The City of El Cerrito recently reconfigured its recycling center to expand the number of items that could be collected from the public, including both CHaRM and resource recovery center elements.



City of El Cerrito Recycling Center

SECTION 5 ESTIMATED COSTS AND IMPLEMENTATION SCHEDULE

Many of the policies and programs recommended in this plan can be implemented by the City without increasing staff or service provider resources. Updates to the City's ordinances and policies can be accomplished by existing staff through their regular duties.

However, new dedicated staff or contractor resources will be needed to provide technical assistance to commercial businesses, multi-family complexes, and City departments; organics technical assistance; and the development of enhanced outreach materials and website updates.

Staffing and program costs should be evaluated based on the following estimated costs for the programs described in the phased implementation approach.

Table 5 Estimated Costs for Recommended Programs

Recommended Programs	Cost Estimate	Annual Cost
Enhanced Outreach Materials and Website	200 hours per year at \$125/hour	\$25,000
Enhanced Outreach and Technical Assistance	1,000 hours per year at \$75/hour	\$75,000
Recycling Equipment and Containers	500 internal recycling and composting containers at \$25 each	\$12,500
	1,200 stickers and posters at \$5 each	\$6,000
	Miscellaneous custodial carts, pickers and aprons	\$1,500
Total		\$120,000

The City receives an allocation of approximately \$120,000 per year in Measure D funds. These funds fluctuate from year to year based on a per capita allocation of the Measure D fees assessed on tons disposed at landfills in Alameda County. In addition, the City can apply for grants through the Altamont Education Advisory Board. This board administers a mitigation fund from tipping fee surcharges at the Altamont and Vasco Road landfills in Alameda County. The funds are disbursed to schools, cities, non-profits and other project proponents through an annual grant program for waste prevention and recycling job training and education.

Future enhancements to the City's franchise agreement would be negotiated or competitively procured and could result in changes to customer collection rates. Future facility developments at the Fremont Transfer Station require collaboration with the cities Fremont and Union City and could be implemented over the long-term.

The following table summarizes the policies and programs that would be implemented by the City over the next 10 years, including short-term (1-3 years), medium-term (4-7 years), and long-term (8-10 year) priorities.

Table 6 Implementation Schedule

2018-2020 Short-Term	2021-2024 Medium-Term	2025-2027 Long-Term
Event Recycling Requirements	Adopt “10% Good Stuff” Goal Sustainable Foodware Ordinance Space Requirements for Recycling and Composting	Expansion of Mandatory Recycling and Composting Require Construction Projects to Use Designated Facilities
Enhanced Outreach Materials and Website Enhanced Outreach and Technical Assistance Technical Assistance to Self-Haulers Outreach and Technical Assistance to Schools Outreach and Technical Assistance to the Faith-Based Community Green Team Newark	Textile Recycling Citywide Garage Sales Holiday Reuse Exchanges Expansion of Fix-It Clinics Expansion of Voluntary or Mandatory Take-Backs	Expansion of Bulky Item Reuse and Recycling Program Enhancements to Franchise Agreement
Tool Lending Library	Center for Hard to Recycle Materials	12-Category Resource Recovery Center

CONCLUSION

The City has implemented many successful programs resulting in a 38 percent reduction in disposal from 58,298 tons in 1990 to 36,190 tons in 2015. Based on the research undertaken for this plan, the City can make improvements in all generator sectors. The City can increase measured diversion citywide from 27 percent to 50 percent through the planned implementation of commercial organics collection and enhancements to its existing recycling and composting programs. Enhanced technical assistance and outreach materials will build on these programs and ensure increased participation from residential and commercial customers, as well as school and City government generators.

F.4 Adoption of the Five-year Forecast 2018-2023 – from Administrative Services Director Woodstock. (RESOLUTION)

Background/Discussion – On March 22, 2018, the draft Five-Year Forecast 2018-2023 was presented to the City Council. The Five-Year Forecast analyzes and lays out all of the City’s critical development and economic data, as well as the five-year revenue and expenditure forecast. It includes the strategic and budget plan, which provides direction from the City Council for preparation of the Biennial Budget.

Upon receiving input from the City Council, the following modifications were made to the document:

- A table of minimum wage rates was added in the Organizational Changes section (page 3).
- The housing projections were updated and specific language was added to discuss the 74 unit senior housing project (page 9).
- Information on the Pension and OPEB Reserve Policy was added, including the current balance of reserves of \$8.4 million (page 26).
- The Strategic Plan action items include the status of each item. Those items that are completed indicate what was accomplished (pages 36-50).
- A table was added to the 2016-2018 Recap section to indicate the difference between the forecast as shown in the 2016 document and the current projections for Fiscal Year 2017-2018 (page 3).

Attachment

Action – It is recommended that the City Council, by resolution, adopt the Five-Year Forecast 2018-2023.

RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
NEWARK ADOPTING THE FIVE-YEAR FORECAST 2018-
2023

WHEREAS, the orderly development of the City of Newark and provision of City services demand planning beyond the adoption of the Biennial Budget; and

WHEREAS, the City Council desires to give direction to the City Manager in the preparation of the 2018-2020 Biennial Budget; and

WHEREAS, the 2018-2023 Five-Year Forecast established the Budget and Strategic Plans for Fiscal Years 2018-2019 and 2019-2020; and

WHEREAS, the City Council approved the plans as presented, including revenue and expenditure projections for Fiscal Years 2018-2019 and 2019-2020, as the basis for preparing the 2018-2020 Biennial Budget and Capital Improvement Plan.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Newark adopt the 2018-2023 Five-Year Forecast.

CITY OF NEWARK
FIVE-YEAR FORECAST
2018 - 2023

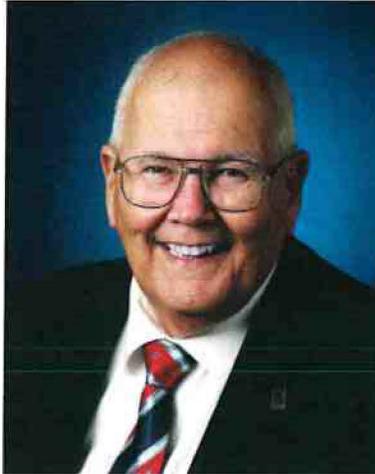
DRAFT

Budget Series, Part 1 of 2



CITY OF NEWARK

Mayor & City Council



Alan L. Nagy
Mayor



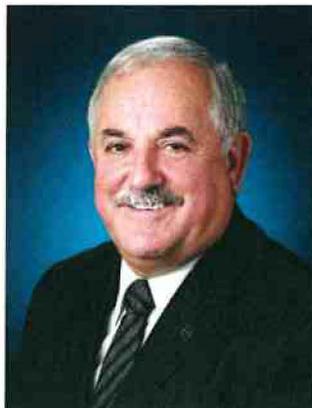
Michael K. Hannon
Vice Mayor



María "Sucy" Collazo
Council Member



Mike Bucci
Council Member



Luís L. Freitas
Council Member



Five-Year Forecast

2018-2023



CITY STAFF

CITY MANAGER

John Becker

ASSISTANT CITY MANAGER

Terrence Grindall

CITY ATTORNEY

David Benoun

EXECUTIVE TEAM

ADMINISTRATIVE SERVICES DIRECTOR

Susie Woodstock

FIRE CHIEF *

David Rocha

HUMAN RESOURCES DIRECTOR

Sandy Abe

POLICE CHIEF

Mike Carroll

PUBLIC WORKS DIRECTOR

Soren Fajeau

RECREATION & COMMUNITY SERVICES
DIRECTOR

David Zehnder

* ALAMEDA CO. FIRE DEPT. CONTRACT





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The City of Newark's Vision, Mission, Culture, and Values Statements were created in a strategic planning process that involved the City Council, the Executive Team, and the employees. These statements are designed to align us to a clear purpose and inspire us to do our best for all citizens. All of the City's policies and resources are dedicated to realizing our Vision and Mission.

Vision



We see a place where it is safe to live, to play, and to raise children.

We see a place where diverse and energetic people strive to live in harmony.

We see a place that cherishes small town values and also enjoys being progressive.

We see a place where educational programs are available and first-rate.

We see a place where cultural and recreational opportunities are plentiful and spiritually enriching.

We see a place with residents filled with civic pride, social concerns, and community involvement.

We see a place with tree-lined streets and open green parks.

We see a place where the economy is strong and vital and provides jobs.

We see a place where government is stable, accessible, and responsive.

We see a place that is well-planned, well-managed, and well-maintained.

Mission



It is our mission to provide the quality of services that meets the highest expectations of all those whom we serve in Newark.



Culture



Newark is a community-driven, customer-focused organization which values fiscal independence, fosters a competitive spirit, and works together as a team to achieve community goals. These comprise our organizational culture.

Community Driven and Customer-Focused

- We are more than a service organization. We strive to provide excellent services by involving the community.
- Our citizens are the owners of our corporation. They are our customers and our stakeholders. They are the reason we exist.
- We strive to assure that our efforts are guided by long-term goals rather than by short-term objectives.

Fiscal Independence

- We assure that we have the necessary resources to meet community needs.
- We develop resources through aggressive economic development that attracts and retains businesses; this is the lifeline of our community.
- We invest and allocate resources wisely to maximize our ability to provide community services.

Competitive Spirit

- We are committed to achieving the vision, mission, and goals of our City.
- We set our own standards and expectations that we assertively and creatively are determined to achieve.
- We see our goals as personal and professional challenges towards which we focus our energies.

Team Approach

- We enhance the potential for achievement of City goals by working together as a team, drawing upon the talents and abilities of all members of the organization, the City Council, Commissioners, staff members and volunteers.
- We develop strength and commitment within the organization by building trust, mutual respect, and appreciation for all members of the City family.
- We develop partnerships in the community with the Newark Unified School District, the Chamber of Commerce, homeowners groups, neighborhoods, nonprofit organizations, and citizens to build alliances and common understanding.

*We are Newark and
We are proud of who we are.*



Values

We, the employees of the City of Newark, take PRIDE in our work and this community. The trust the community places in us is of the utmost importance. In the daily course of our work and in the planning of this community we value:

P

Personal Service. Each of us will take personal responsibility for being responsive to the needs of the community and our organization. Personal Service means being fully accountable for our actions.

R

Responsibility. We will manage our resources in the most efficient way possible, seeking the greatest value for the community.

I

Integrity. We will be open, honest, courteous, ethical, and professional in all interactions.

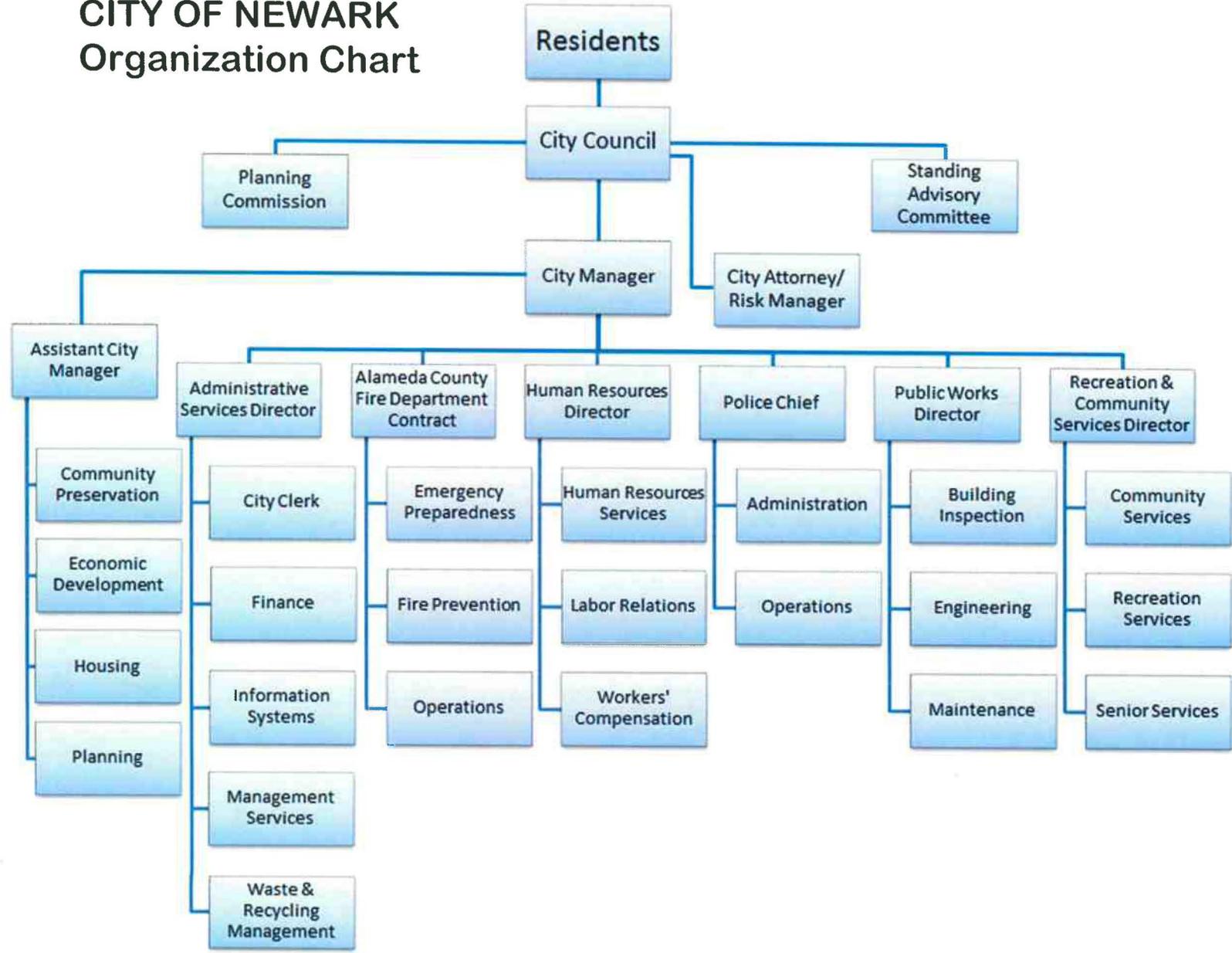
D

Diversity. The diversity of this community and our organization is a strength. We will recognize and respect this strength. We will use this strength to build dynamic teams to benefit and enrich the community and our organization.

E

Empowerment. We will support each other in creating an environment that fosters ingenuity, self-confidence, motivation, and success.

CITY OF NEWARK Organization Chart





TRANSMITTAL OF FIVE-YEAR FORECAST 2018-2023

OVERVIEW

The economic forecast for the City of Newark is showing continued slow and steady growth. The current consensus of economists is that the economy is in a slow growth pattern due to the shortage of labor. The imprint of the great recession and its aftermath continues to play a role in future planning. A major lesson learned from that experience was the importance of sufficient reserves for future downturns.

This Five-Year Forecast incorporates the more conservative projections of economic recovery currently available. The uncertain nature of the economy makes it prudent to continue to use conservative projections.

Sales tax continues to increase but at a slower pace than the last two years. Auto sales are expected to level off over the next year as the purchases delayed during the recession have now been made. The largest sector growing in the sales tax area is the county pool, where tax generated from online purchases is distributed. Voters approved Measure GG, a ½ Cent Sales Tax, in November of 2016. This sales tax is providing an increase in general fund revenues allowing for a transfer to the Capital Fund. This funding will allow the City to construct a new Civic Center.

Property tax has increased in each of the last two years. The assessed value of property in the City increased by over 15 percent between 2016 and 2017. Building permits continue to be issued for new residential housing which will also increase the City's assessed value. Property sales are increasing in value, but there is insufficient

inventory on the market to meet current demand, even including the new homes that are being built.

The Utility User Tax (UUT), which was extended in 2014, will sunset December 31, 2020. The UUT is approximately 6% of the total General Fund revenue. The UUT was reduced in January 2016 to a rate of 3.25%. The budget being prepared projects surpluses which will reduce the reliance on this revenue source.

Overall, the economy and City revenues are expected to continue to gradually improve in 2018.

The Capital Improvement Program (CIP) being proposed for the next two fiscal years has projects that were presented and discussed at a Council meeting in February. Operating budget surpluses have allowed transfers into the Capital Fund totaling \$6.0 million over the last two years, but compared to the City's needs, it is a very modest contribution. There is also limited staff available to design projects and oversee construction. This presents challenges in completing priority projects.

The City's Strategic Plan and the associated Critical Issues and Strategies and related Action Plans are updated in this Five-Year Forecast. These elements reflect the manner in which we will continue to meet the needs of the community along with the realities of our fiscal situation.

This forecast will serve as the basis for the development of the 2018-2020 Biennial



Budget, which will include the following assumptions:

- The economy will continue with slow, steady growth. Some sort of recession is inevitable, so maintaining proper reserves is important.
- Pension costs are continuing to grow. PERS' actions have put importance on the stability of the pension fund and very little consideration to the impacts these actions are having on municipalities.
- Employee Memorandums of Understanding and the Compensation Agreements expire in June 2019. Labor costs included in this budget only include those approved in these agreements and do not take into account any possible future costs associated with future agreements.

It is important to remember that this Five-Year Forecast is the result of a collaborative effort between the City Council, Executive Team, and City staff. I acknowledge their efforts in producing this document, which serves as a valuable tool in the budget process. On behalf of the staff, I would like to recognize the City Council for their valuable input in the budget planning process. Your insight, direction, and continued support of the City staff is very much appreciated.

I respectfully submit this Five-Year Forecast as our primary financial planning tool for the upcoming Biennial Budget process.

Sincerely,

John Becker
City Manager



ORGANIZATION OF BIENNIAL BUDGET SERIES DOCUMENTS

OVERVIEW

FIVE-YEAR FORECAST

The Five-Year Forecast is presented to the City Council in March. (See Five-Year Forecast, Biennial Budget and Capital Improvement Plan (CIP) Process, and Calendar on the following page). The Five-Year Forecast analyzes and lays out all of the City's critical development and economic data, as well as the five-year revenue and expenditure forecast. It also includes the strategic and budget plan, which provides direction from the City Council for preparation of the Biennial Budget.

The Development Forecast tracks development trends (both local and area-wide), assesses the implications of these trends, and provides a short- and long-term development forecast.

The Economic and Financial Forecast provides a picture of the overall financial health of the City. It begins with a recap of the current economy at the national, state, and local levels. It concludes with a recap of the Enterprise Fund Budget, the five-year revenue and expenditure projections, and a section that addresses other key budget and financial issues.

The strategic and budget plan section is the articulation of the policy response to the issues raised in the first two sections. An explanation of the budget policies, assumptions, and process is included in this section. It also includes a summary report on the progress made on the Strategic Plan Action Items.

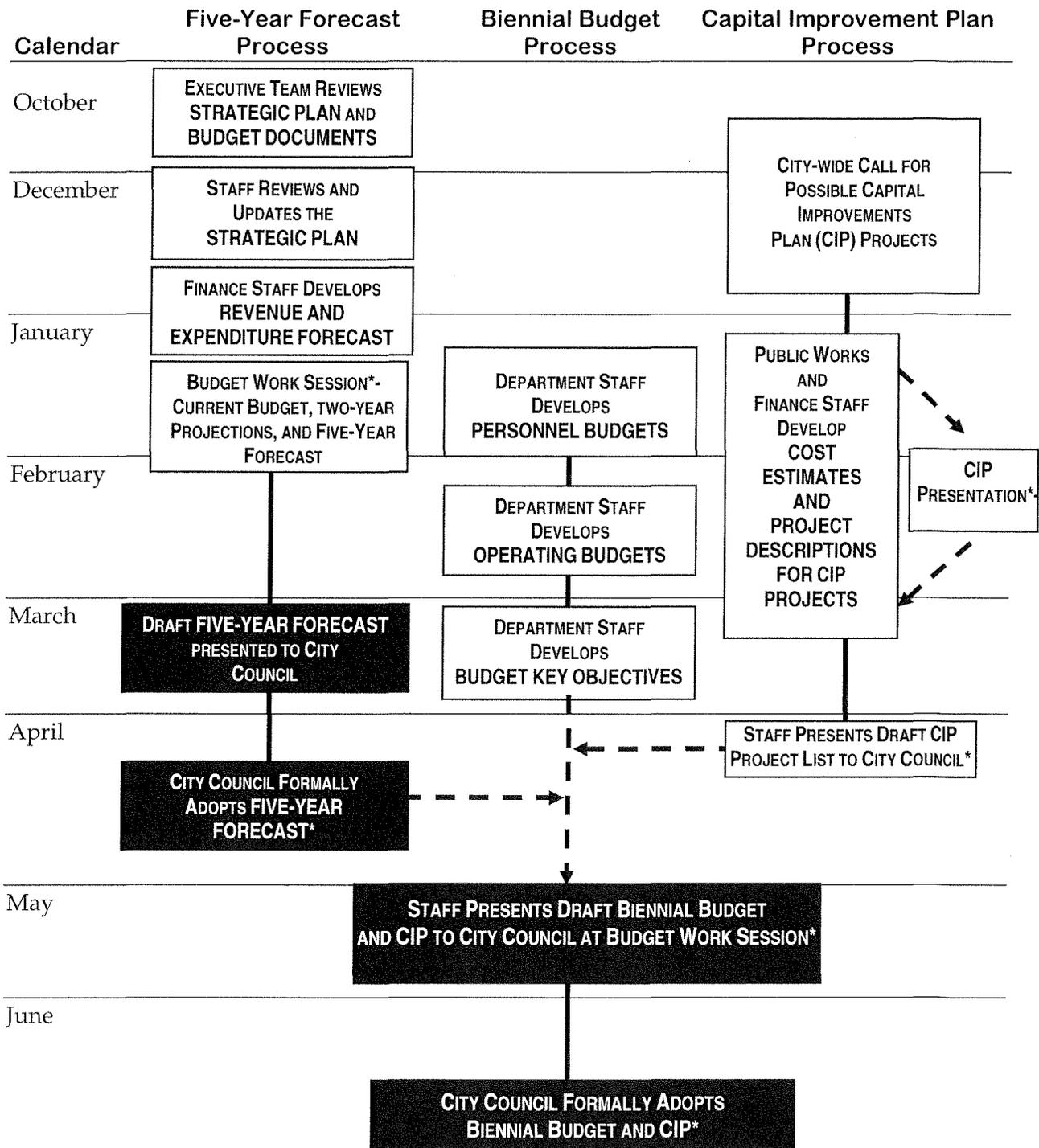
Once adopted, the Five-Year Forecast is the staff's policy map for implementing the Biennial Budget and CIP. Although the Five-Year Forecast is presented in a separate document, it is really the first chapter of the City's Biennial Budget.

BIENNIAL BUDGET AND CAPITAL IMPROVEMENT PLAN (CIP)

The Biennial Budget and CIP are presented to the City Council in May. Following the Five-Year Forecast, it contains all the detailed financial information and appropriations necessary to fund the services and acquire or maintain the infrastructure required by the City Council's direction. The Biennial Budget and CIP include the Action Plan objectives to be accomplished during the fiscal year. These objectives support the Strategic Plan's Critical Issues and Strategies.



FIVE-YEAR FORECAST, BIENNIAL BUDGET, and CAPITAL IMPROVEMENT PLAN PROCESS CALENDAR



***PUBLIC MEETING**



INTRODUCTION

THE FIVE-YEAR FORECAST AS A PLANNING TOOL

The Five-Year Forecast is used by the City Council and City Staff as an important planning tool for making short- and long-term budgetary decisions. The Forecast provides information in three distinct areas, each having potentially significant budgetary impact. First, development activities are highlighted, including significant economic development trends and planned city-wide development projects. Next, economic and financial information is outlined, including national, state, and local economic forecasts, as well as specific revenue and expenditure projections for the City of Newark. These financial forecasts are five-year projections based on specific assumptions about future conditions such as inflation, job growth, population, and other factors that impact the local economy. These assumptions and financial projections are updated and revised at least biennially, but more often if economic conditions dictate. Finally, the City's strategic and budget plans are outlined. These include specific information regarding the City's approach to budgeting and the status of the Strategic Action Plans.

BIENNIAL BUDGET OVERVIEW

The City is enjoying the benefits of a strong regional economy. Our revenues exceeded budget estimates and expenditures have been below budget as a result of unfilled vacancies and the City's overall conservative approach to budget management. The economy continues to expand at a steady pace with unemployment at the lowest it has been since 2000. This is the second longest recovery period since World War II, most economists believe the economy will continue with the same modest growth for

the next few years, but a recession at some point is inevitable. As the City recovered from the recession, establishing prudent reserves for economic downturns has been a priority.

In November 2014, voters approved an extension of the Utility User Tax (UUT). The rate was reduced to 3.25% as of January 1, 2016. The UUT is applied to natural gas, electricity, cable service, and telecommunications. UUT revenue began in early 2011 and was prudently budgeted to restore some services and rebuild our fiscal uncertainty reserves. The UUT has a sunset date of December 2020.

Due to the UUT revenue, surpluses have been realized for the last five years and these have been used to rebuild the fiscal uncertainty fund. A Pension and OPEB reserve was established in 2017 as a result of escalating pension costs.

In November 2016, voters approved Measure GG, a ½ cent Sales Tax. This increase in general fund revenue will allow the City to construct a new Civic Center.

Although there has been turmoil at the Federal government level, local revenues have not been affected over the last two years by Federal actions. There is currently only speculation as to the effects the new tax laws will have at the local level. The State has been taking steps to reduce its large liabilities and to establish sufficient reserves. There are currently no budget actions taken in response to State or Federal actions in the 2018-2020 budget.



The Strategic Plan for the City is located at the end of this forecast. This plan provides direction for the programs, projects, and improvements that will be considered in the next two-year budget cycle.

The Vision, Mission, Values, and Culture Statements of the City of Newark organization continue to provide the guidance in determining budget priorities. The City's Vision describes the ideal Newark. The organization's resources are directed at achieving this Vision. The Mission Statement describes the organization's purpose and reason for existence. The Culture Statement describes attributes, behaviors, and skills that the ideal City organization will have in conducting day-to-day business with its customers. Lastly, the Values Statement, also known as the PRIDE Statement, emphasizes the core values of City of Newark employees.

RECAP OF THE KEY FINDINGS OF THE 2016-2018 BIENNIAL BUDGET

On April 28, 2016, the City Council adopted Resolution No. 10486, which approved the Five-Year Forecast for 2016-2021. The Five-Year Forecast provided direction to the City Manager in the preparation of the 2016-2018 Biennial Budget and Capital Improvement Plan. The Five-Year Forecast included a Development Forecast, an Economic and Financial Forecast, and the Strategic and Budget Plans for the City. The following is a recap of information that was contained in the 2016-2021 Five-Year Forecast:

2016-2018 Development Forecast

The previous forecast stated that the following businesses made Newark their new home:

- AMC/IMAX Theaters

- Mission Linen Supply
- Public Storage
- Central Storage
- Kateeva
- Amazon

In addition to the above list, the following businesses also made Newark their home:

- Jack's Restaurant and Bar
- 24 Hour Fitness
- John's Incredible Pizza
- Sprouts Farmers Market
- SAS Automotive
- DeVry University
- Protagonist Therapeutics
- InVisage
- Atum Biotechnology
- Vinum Wine Bar and Tapas
- Lucid Motors

2016-2018 Economic and Financial Forecast

- The adopted 2016-2018 Biennial Budget included operating revenues of \$49.2 million for 2016-2017 and \$50.3 million for 2017-2018. The actual operating revenue for 2016-2017 was \$54.5 million and is projected to be \$58.7 million for 2017-2018. Both of these years include new revenues generated by Measure GG.

- The adopted budget also projected expenditures of \$49.2 million for 2016-2017 and \$50.1 million for 2017-2018. Actual expenditures for the first year were \$47.8 million and projected to be \$53.8 million for year two. Two main reasons the expenditures were low in 2016-2017 include multiple vacant positions in most departments and budgeted consulting services were not utilized.

- The 2016-2018 Biennial Budget was prepared when new residential permits were starting to significantly increase. The budg-



et was prepared using actual building permits issued to date to ensure conservative estimates.

- Total property tax revenue grew steadily in both years. The projected 2016-2017 property tax was \$16.6 million and actual revenue was \$17.0 million. For 2017-2018, the budget projection was \$17.8 million and is estimated to reach \$18.0 million.
- Investment earnings were projected to stay low due to low interest rates and lower reserve balances than in the past. The investment earnings have slightly grown to about \$240,000 for both years in this cycle.
- Transient Occupancy Tax revenues have leveled off during the 2016-2018 Biennial Budget. Actual revenues were still higher than expected for both fiscal years. This is one of the few revenue sources that is higher than pre-recession levels.

2016-2018 Financial Forecast

	2017-2018 Forecast as shown in 2016	2017-2018 Current Projection
Revenue*	\$50.0	\$58.6
Expenditures	49.5	\$53.8
Transfer To Capital*	0	\$4.2
Surplus	\$0.5	\$0.7

*Measure GG was approved after the adoption of the 2016-2018 5-Year Forecast.

Organizational Changes

The Police Department reorganized their command staff, and added a dispatcher and

over hire position. Police Chief Leal retired and Michael Carroll was appointed as the new Police Chief.

The Public Works Department has added two Building Inspector positions to keep up with the demand for inspections. An Assistant Building Official was added to assist with the Civic Center Project.

The Community Development Department added an Economic Development Manager and a Deputy Community Development Director

The Recreation Department employs part-time staff. The number of staff is approximately 40 full-time equivalents. The following table is a list of dates and the corresponding new required minimum wage as required by State:

\$12/hour	January 1, 2019
\$13/hour	January 1, 2020
\$14/hour	January 1, 2021
\$15/hour	January 1, 2022

Each time minimum wage is increased by \$1, staffing costs for the Recreation Department increase by about \$100,000.





DEVELOPMENT FORECAST

TRENDS AND PROJECTIONS

An analysis of significant development trends and indicators is crucial in developing an appropriate budget plan. In addition, what we learn will help the City set a stronger, more strategic direction for economic development.

This section of the Five-Year Forecast contains an overview of area-wide development trends followed by an analysis of the key local issues and a projection for new development in Newark.

Area-Wide Economic Trends – Includes excerpts from the “2018 Index of Silicon Valley”

The Joint Venture Silicon Valley “2018 *Index of Silicon Valley*” states that “Silicon Valley’s innovation engine is still firing. It is fueling economic expansion across most sectors, driving a staggering amount of commercial development, and pushing unemployment to a 17-year low. Venture capitalists continue investing large amounts of capital here, with a record-breaking number of ‘megadeals.’ Though our companies are prospering, many Silicon Valley residents are struggling to keep up. Wage gains are eroded by cost of living increases and the nation’s highest housing prices. The region’s transportation challenges also chip away at our quality of life.”

- Silicon Valley employment continues to grow but at a slower pace. Our region continues to create new jobs (+47,000 between Q2 2016 and Q2 2017), albeit at a slower rate over the past two years than the three years prior. More than half (52%) of the new jobs were in industries such as healthcare, retail, construction, and education, with 17% in healthcare alone. The tech sector is also a key driver of Silicon Valley’s job growth (29 percent), and tech jobs are growing even faster in San Francisco. As a result of continued job growth, Silicon Valley’s unemployment rate at the end of 2017 (2.5%) was lower than it has been since 2000.
- Venture capitalists continue to invest, patent awards continue to increase. Venture capital investment continues at a very high level (\$24.9 billion in Silicon Valley and San Francisco combined) but large shares are going to fewer companies, giving rise to a record-breaking number of ‘megadeals’ over \$100 million each (37 total). However, angel investment has declined in northern California over the past two years. Meanwhile, Silicon Valley inventors continue to generate a staggering number of patents (more than 19,000 in 2016). The number of IPOs remained the same in 2017 as the prior year (nine).
- Commercial Construction is booming. More new commercial space has been built over the past three years (more than 18 million square feet) than during the previous 13 years combined. The amount of new office space development, specifically, remained high in 2017 with a total of 5.4 million square feet completed. In addition to new construction, net non-residential development approvals remained extremely high in 2017, with the same amount approved over the past four years (46 million square feet) as over



the previous ten years combined, indicating a large number of projects in the pipeline. The high number of building completions, in addition to consolidation, has led to an increase in the amount of office space on the market, a slight rise in vacancy rates, and lower average rental rates than in 2016. Industrial vacancy rates in Silicon Valley are at 3.2%. R& D vacancy rates are at 8.7% and Office Vacancy Rates are at 13.7%. The high office vacancy rates are largely due to the enormous amount of new construction that has been added. In the past two years 11 million square feet has been added; that is more than the sum total of all office space that had been constructed between 2004-2014.

Despite these positive trends, there are factors that indicate the fragility of this growth:

- Retailers are facing challenges. The trends are not good for store-based retailers, during the last several years essentially all of the inflation-adjusted gains in retailer revenue have been driven by online channels, which enjoy growth rates as much as 7 percent higher than retail sector growth as a whole. Meanwhile, traditional retailers are faced with flat or declining sales and large, costly store networks. Not surprisingly, legacy companies are restructuring their footprints. In 2016 and 2017, large retailers such as JC Penney, Gap, Walmart, and Macy's shuttered stores and retail vacancy rates have risen to nearly 8% in Southern Alameda County. However the negative news was somewhat exaggerated. The most recent national retail sales figures released by the Census Bureau were up 4.2%. 42% of store brands are opening stores, 43% are holding steady and only 15% are showing a net decrease in stores. It is important to note that retail and the consumer are indeed evolving. The rise of online retailing has differential impacts of various types on retailers. For example department stores, book stores, and electronic stores have been most impacted. There is trend toward a transformation in physical retail stores with entertainment, restaurants and retailers that offer "experiences" being the areas of growth.
- Costs of living are high and have increased significantly over the past eight years. The following costs, among others, are higher in Silicon Valley than in the state overall: median home sale prices (2.1 times higher), apartment and home rental rates (1.3-1.4 times higher), child care costs (1.2-1.3 times higher), and good and services including transportation, food, and clothing (1.1 times higher). Inflation-adjusted median home prices in Silicon Valley rose by 7.4% in 2017 (an increase of nearly \$67,000, compared to +3.7% in California), and have increased 63% since 2010. Although median apartment rental rates have declined slightly over the past two years (down 5% since 2015), they are up 37% or \$9,200 per year (after inflation-adjustment) since 2011. Rental rate increases represent a burdensome share (69%) of these income gains. Child care costs rose by as much as 31% (after inflation-adjustment) since 2012.
- The Housing shortage persists, hindering growth. Median home prices continue to climb (+7.4% in 2017,



reaching \$968,000), making it extremely difficult for homebuyers to get into the market. Fewer than 34% of first-time homebuyers can afford a median-priced home, compared to 49% statewide. Rising home prices are influenced by a low for-sale inventory (one-fifth of what it was in 2011) and a lack of newly developed homes. Multi-family units continue to represent the majority (79%) of all newly permitted housing, but only a small share of recent housing permits were affordable for low-income residents. High housing costs have contributed to increasing average household sizes and the rise of multigenerational households. In 2016, nearly a quarter of the region's population lived in multigenerational households, and more than a third of young adults lived with a parent.

- Traffic congestion has become increasingly worse as the number of commuters increases. The housing crunch is a factor in the rise of cross-county commuting which, combined with declining transit use and an increase in solo-drivers, has created a significant amount of traffic congestion. Commute times have increased by 17% (adding an average of 43 minutes weekly per commuter) and delays have more than doubled over the past decade (reaching a record-breaking 66,000 wasted vehicle hours daily). Meanwhile, ridership on private shuttles now represents the Bay Area's 7th largest mass transit system, with a majority of shuttles traveling between San Francisco, Santa Clara and Alameda Counties.

In Newark, we have experienced increased traffic congestion as a result of commuter "pass through" traffic that has adversely impacted local traffic along our major arterials including Cherry Street, Cedar Boulevard, Thornton Avenue, and Newark Boulevard. This trend is likely to continue as commuters search for ways to avoid back-ups on Highway 84 and the 880 freeway.

LOCAL TRENDS

Demographic Trends

Changes in Newark's demographic profile are consistent with many of the regional trends discussed above. An understanding of these trends will assist in the formation of economic development policy and it will aid in development of programs and services to meet customer needs.

Based on the most recent figures from the State Department of Finance, Newark's total population is 45,422. Newark remains a family-oriented community. The City has a disproportionately high percentage of single- to multi-family housing and a high average household size. 70% of the housing stock is owner occupied, compared to 53% percent for the County. In addition, Newark's average household size is 3.29, as compared to 2.79 in Alameda County.

Development Trends

The vibrant regional economy has led to significant residential and commercial development.

- In the past two years Newark has experienced a significant increase in housing construction. 750 new homes were occupied in 2016 and 2017; this represents a more than 5% increase in the number of housing units in the City. Many of these



homes have not yet been incorporated in to our official population statistics. Newark is one of the fastest growing municipalities in the Bay Area.

- We have seen reduction in the vacancy rate of commercial properties with major uses such as: Stanford Health Care, Protagonist, Invisage, DeVry University, Atum, and Lucid Motors moving in to existing space and Pabco Gypsum reactivating its production. Many other existing businesses have increase their production and employment.
- We have also seen completion of new commercial facilities: SAS Automotive, Mission Linen Supply, and two multi-story self-storage facilities.
- The remaining undeveloped phase of the Pacific Research Center was approved for 410,000 square feet of advanced manufacturing. The buildings are beginning construction soon.
- In addition to the impact of the shift of retail good purchases to online retailers, the national shift in retail sales away from traditional department stores has strongly impacted Newark. Newark does not contain the large format stores such as Costco and Walmart where much of the remaining “brick and mortar” sales are shifting. Traditional department stores, such as Sears, JC Penney’s and Macy’s have seen significant reduction in sales and other stores have closed. While Newark’s department stores have not closed, they have seen significant reductions in sales. Newark has been particularly impacted by changes in retail

shopping patterns as the city contains a mall with department stores that have been negatively impacted by changes in shopping patterns. Store closures have left vacant anchors stores and retail centers. The former Orchard supply Hardware, Mi Pueblo Supermarket, and NewPark Plaza anchor stores have had long term vacancies. Tenants that would typically fill these spaces have not been expanding. However, there are bright spots: Sprouts Farmers Market has opened, and the Mall’s renovation has paid dividends with Jack’s Restaurant and Bar, John’s Incredible Pizza, 24 Hour Fitness, and Vinum Wine Bar opened and thriving and Lazy Dog Restaurant and Wokano slated to open soon.

- Hotel occupancy and room rates have continued to rise over the past two years. Two new hotels, Springhill and Staybridge are under construction and two additional hotels have been approved and will soon begin construction.

Development Forecast

- Vacant industrial space will continue to be leased up, with corresponding increases in employment. There is limited vacant commercial land remaining so most future development will focus on redevelopment and intensification of existing space. This intensification will result in adding higher paying employment.
- The hospitality industry will continue to thrive due to Newark’s strategic location and vibrant hotel cluster. At least four new hotels,



(two that are under construction and two others that are approved) will be added in the next five years.

- The shift of sales of taxable goods online and large format stores is expected to continue, further weakening Newark's ability to capture retail sales. However continued increases in population and income levels should attract retailers to vacant locations. The NewPark Place Specific Plan is nearing completion. The plan will guide the revitalization of the NewPark Mall area into a mixed use district. This transformation will shift the focus of the mall from an over reliance on durable goods sales to a balance of entertainment and restaurants. The plan would allow up to 1,500 apartment units that would aid the revitalization of the area. This revitalization will eventually spillover to surrounding retail properties such as NewPark Plaza.
- Residential development will continue to be very strong, largely focused in Bayside Newark (formerly known as the Dumbarton Transit Oriented Development), NewPark Place, and Sanctuary (formerly known as Area 3 and 4). There are 200 homes presently under construction, including a 74 unit low income senior housing development. 700 more homes are fully entitled and beginning construction in 2018. Including the homes under construction, there are approximately 2,100 single family homes expected to be added to Newark between 2018- 2022. In addition, the NewPark Place Project would add 1,500 apartment units. Thus a total of 3,600 housing units would be

added- a 25% increase in the City's housing units.

SUMMARY

Newark's overall development activity has been and is expected to remain strong over the next 5 years. The changes, particularly to retail buying patterns, do pose risks. Furthermore, there is a danger of a recession which would dampen demand for employment growth and retail development and the possibility that expected interest rate increases will stall or even reverse the trends of rising home valuations and development.

The preparation of the Five Year Forecast is an opportunity to publicly recognize and commend the efforts of our business community in keeping Newark economically stable. The City of Newark is fortunate to have such a diverse business community that excels in its efforts to give back to the community. Newark's businesses remain and will always be critical to the City's economic health. The revenue and jobs created allow the City to offer the quality public services our citizens, businesses, and visitors deserve. It is appropriate at this time to express our gratitude to these businesses for their dedication to the City of Newark and for their continued commitment to improving Newark's quality of life.

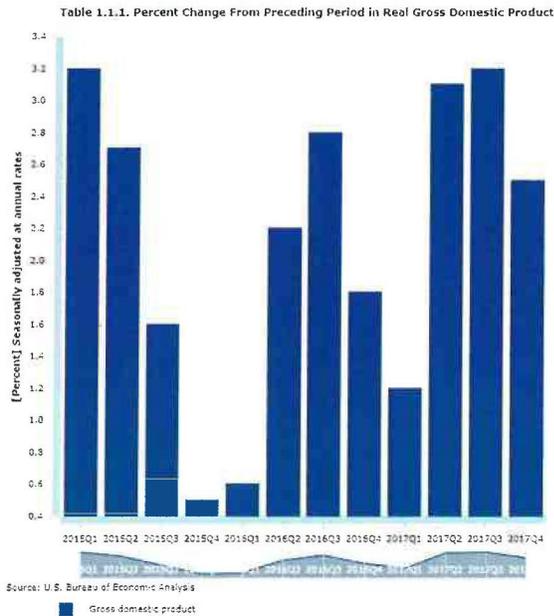




ECONOMIC AND FINANCIAL FORECAST

NATIONAL

We have experienced eight years of economic growth, the second longest growth period since World War II. The U.S. Bureau of Economic Analysis reports the economy grew at rates between 0.5% and about 3.2% over the last several quarters. Beacon Economics (A leading provider of economic research and forecasting services) stated two years ago that a full recovery must include multiple years of 5-6% growth. This is an unusually long growth period and it is equally unusual that we never reached “recovery” rates, which might be why this growth period is extending on so long.



Beacon Economics reports that the fundamentals of the U.S. economy continue to remain solid. They feel the housing market is based on solid ground and is not a bubble. Beacon Economics believes there are no bubbles of any kind in the economy right

now. Consumer spending is strong, but personal savings is still at insufficient levels. The labor market has improved, which is allowing for the increased consumer spending that is driving the economy, but the shortage of labor is also what is restricting the growth rate and is driving wages up.

NATIONAL FORECAST 2018-2020

Beacon Economics states that this slow and steady economic growth will continue for several more years. The labor shortage is expected to continue due to the baby boomer generation retiring and concern over immigration laws. The Federal Reserve is expected to continue to raise the benchmark interest rate to offset inflation over the next several years. The recent rate adjustments caused small blips on the stock market, but overall did not have a negative effect on the economy.

The new concern is the effects the recently approved tax overhaul will have on the deficit. The Congressional Budget Office was projecting a sharp increase in debt levels prior to the adoption of the tax plan. The debt levels are projected to increase because over 40 million people will be eligible to retire and begin receiving social security and publicly funded healthcare in the next decade. The concern is the excessive deficit will have a negative impact on the economy.

The other concerns that may affect the economy is a stock market correction and geopolitical events.



Several economists forecast that the U.S. unemployment rate will remain under 5% for the next few years.

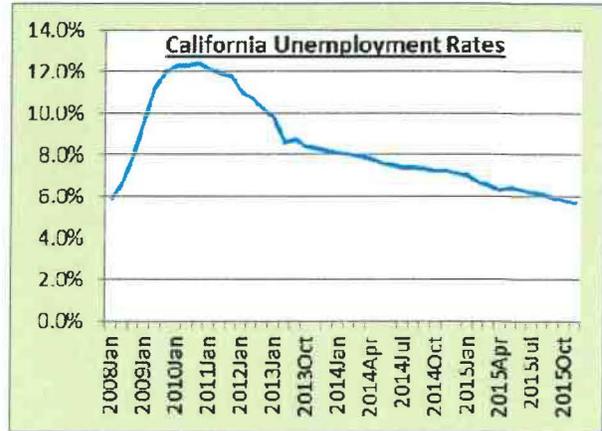
STATE

The Governor's Budget Economic Outlook provides the following perspective for the national economy:

- California's unemployment rate of 4.7 percent in May and June of 2017 matched the all-time low unemployment in 2000.
- Overall, personal income growth should rise by 5 percent in 2018 then level off at about 4 percent.
- Inflation began to pick up in 2016 due to increasing housing costs, medical costs and energy prices. Consumer inflation is expected to remain higher in California than in the nation for the next two years.
- California's median housing price \$550,000, is more than double the national median housing price, \$250,000. The home prices have been rising faster than household income. The housing constraint is another factor contributing to slower job growth in the forecast.
- The current expansion has lasted since mid-2009, but on average expansions continue for only around five years. Even a fairly mild recession for the U.S. would be difficult for California. This continues to be a concern for the California budget.

California's economy is still vulnerable to a recession. The state has made contributions to the state's Rainy Day Fund, but the situation could turn on a dime. It is well known that state revenues can fluctuate widely. Beacon Economics states housing affordability will stunt growth in California's

economy. It also points out the long-term concern over the pension funding and the need to use state revenues to pay down pension obligations.



From: www.labormarketinfo.edd.ca.gov

The Governor's budget emphasizes the importance of planning for the next recession by paying down debts and liabilities and increasing the reserves. The Legislative Analyst's Office projects the Special Fund for Economic Uncertainties (SFEU) and the Budget Stabilization Account will go from a combined balance of \$8.4 billion in 2017-18 to \$13.5 billion in 2018-19. Although these fund balances are good, this reserve is not growing as rapidly as was expected. The balance was expected to be a little over \$11 billion by June of 2017.



BAY AREA

The Bay Area is sensitive to all economic factors affecting national and state economies. Although the region enjoys a highly diversified economy and skilled labor force, that alone does not guarantee economic stability. The information technology boom and bust was evidence of this fact. Unemployment in the Bay Area increased at a tremendous rate during the recession with a peak rate of 10.5% at the end of 2009. Those same industries have accommodated the unemployment rates dropping quicker and staying lower than other places in the country.

In December 2017, the average unemployment rate for six of the Bay Area counties was 3.0%. California's unemployment was at 4.3% in December 2017, which is even lower than the rates earlier in the year that are referenced in the Governor's Budget. This is the lowest since 1976. U.S. unemployment for December 2017 was 4.1%. The Bay Area continues to outpace the State and national rates.

and auto sales have both flattened out. The auto sales peaked in 2016 when pent up demand from the recession was fulfilled. The general consumer goods category is in direct competition with online shopping. The City still receives tax revenue from online shopping, it is just divided up in the County pool.

	2012	2013	2014	2015	2016	2017
Alameda County	8.8%	7.3%	6.0%	4.8%	4.3%	3.0%
San Francisco	6.6%	5.4%	4.3%	3.5%	3.1%	2.2%
Napa	8.4%	6.9%	5.7%	4.6%	4.3%	3.6%
Santa Clara	8.0%	6.6%	5.3%	4.3%	3.8%	2.7%
Contra Costa	8.9%	7.5%	6.2%	5.0%	4.4%	3.9%
San Mateo	6.4%	5.3%	4.2%	3.4%	3.0%	2.7%
Average	7.9%	6.5%	5.3%	4.3%	3.8%	3.0%

Source: California Employment Development Department

Consumer spending is growing at a slower pace than the previous year, but all sectors of the sales trends are still seeing growth. The Bay Area continues to experience strong growth in the construction and building industries. Fuel prices are rising again resulting in high growth in that category. Restaurants and hotels also continue strong growth. General consumer goods



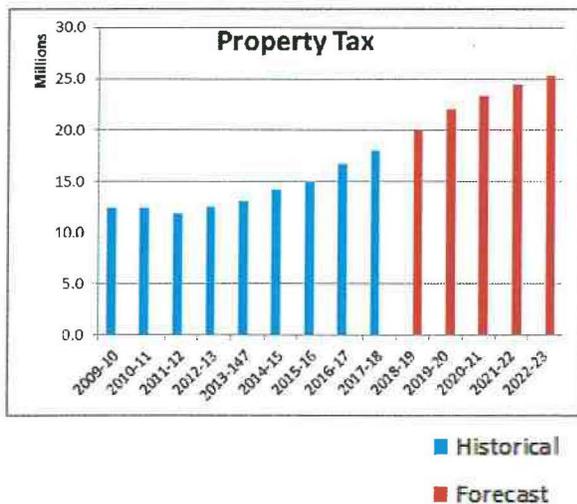
REVENUE AND EXPENDITURE PROJECTIONS

The following information details the assumptions used in developing revenue and expenditure estimates for the City over the next five years. These estimates are used by City staff in planning current and future year operating and capital project budgets. The table titled “General Fund Revenue & Expenditure Forecasts” was developed by combining trend analysis with information regarding known development growth in Newark.

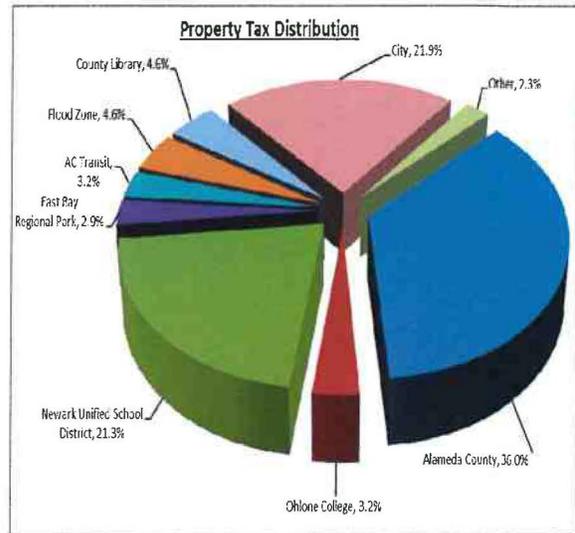
Policy decisions made at both the State and Federal levels can significantly impact local revenues and expenditures and are also taken into consideration when developing these projections. Below are explanations of significant revenue sources for the City.

PROPERTY TAX

Property tax has grown significantly in the last two years. The assessed value for Newark grew by 15.14% between 2016-17 and 2017-18. The City has added almost 700 residential units and has filled commercial properties that sat vacant for several years. Property tax combined with the Vehicle In-Lieu distribution is 32% of the City’s general fund revenue.



Housing costs continue to rise as a result of the housing shortage in this area. The projections for 2018-19 and 2019-20 include projections for increases in housing costs, additional construction that is expected during this period, and increases in assessed values. During the recession, most properties were reassessed down to a lower value to align with the market values of the properties. The Assessor’s Office, in accordance with Prop 8 regulations, has increased the assessed values of those properties back up to where they would have been had the market not dipped.



The Property Tax Distribution chart shown above indicates that the City receives 11.9% of the total property taxes paid by Newark property owners. This chart was created from the data published by the County Auditor-Controller.

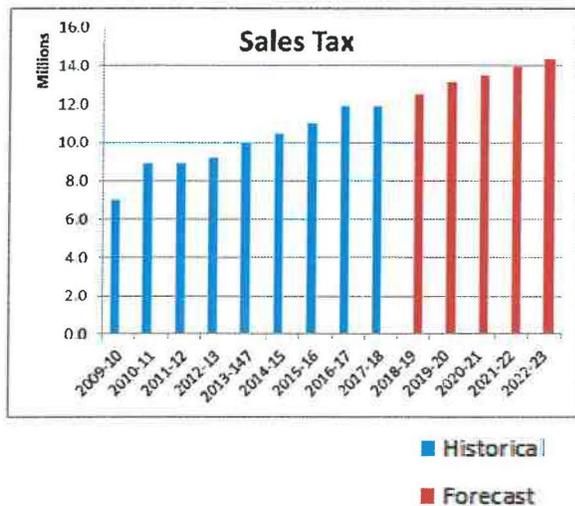
SALES TAX

Sales tax is the second largest revenue source for the City at approximately 21% of total operating revenue. This revenue is a smaller percentage of the general fund revenue as it has not kept pace with the growth of other revenue sources.



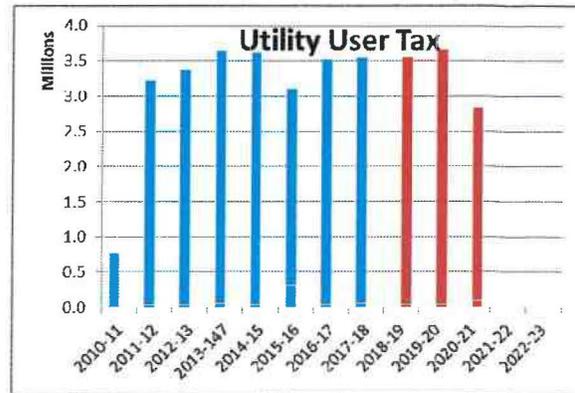
In 2017, the voters approved Measure GG, a ½ cent Transaction and Use Tax. This sales tax is a general fund revenue. The revenue is being tracked separately and has not been included in the traditional sales tax data. Measure GG revenue is approximately 7% of the City’s general fund.

Two years ago most economists believed that a small recession would occur by 2018. This recession never materialized and most economists now feel a recession is still several years out. Sales tax revenue is projected to grow at a similar pace as it has in the last two years, about 5% per year.



UTILITY USER TAX

In November 2010, the voters of Newark passed Measure U, a 3.5% Utility User Tax (UUT). This UUT is applied to electricity, natural gas, telecommunications, and cable service and was implemented to restore some of the services that were severely cut during the recession. In November 2014, the voters extended the UUT and reduced the rate to 3.25%.

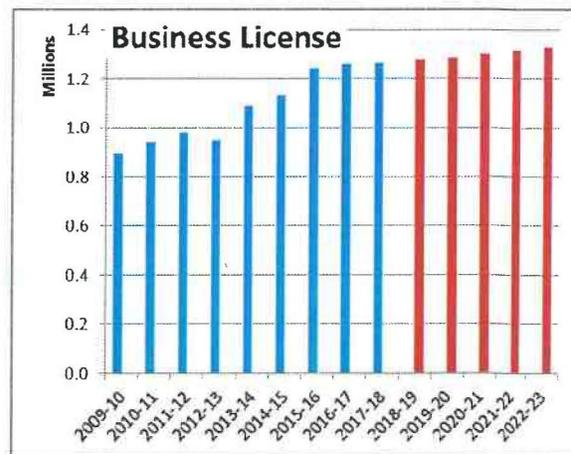


The UUT revenue reflects the cost of the utilities it is applied to, with the exception of the year that the reduced rate was implemented.

A slow increase is projected to continue until the sunset date of December 2020. This revenue source represents about 6% of the City’s General Fund operating revenues.

BUSINESS LICENSE REVENUE

Business license revenue is affected by the number of businesses in the City and the gross receipts these businesses generate.



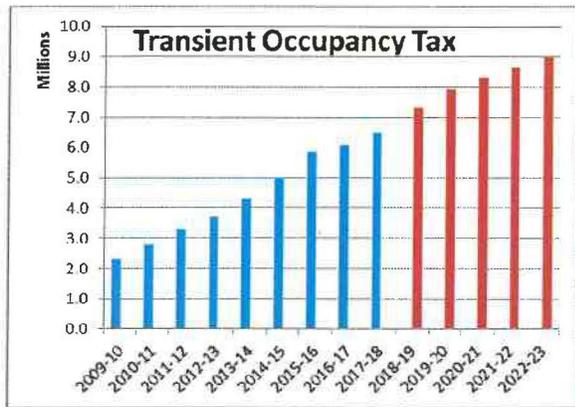
Business license revenue is projected with a one percent growth rate for the next several years.



TRANSIENT OCCUPANCY TAX

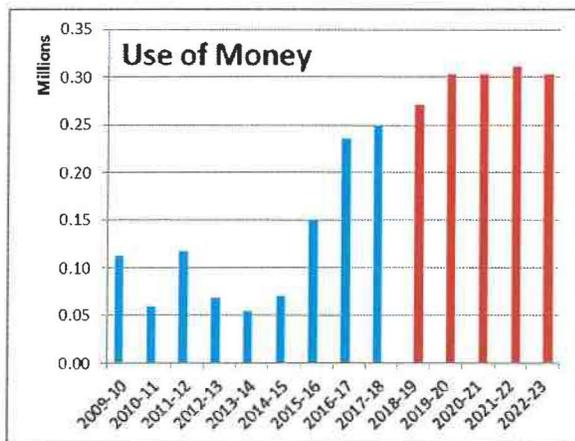
The economic downturn caused a significant decline in the City's Transient Occupancy Tax (TOT) as businesses and consumers cut down on travel expenses. However, the TOT has experienced continued strong growth and has outpaced all projections. This strong growth finally leveled out in 2016-17.

The forecast for this revenue includes the addition of two new hotels in 2019 and one more additional hotel in 2020.



USE OF MONEY AND PROPERTY

This revenue source consists primarily of interest income revenue generated from the City's cash and investments.



Investment earnings decreased significantly since the recession due to lower cash balances and declining interest rates. Cash balances have increased, but interest rates remain low. The City's main investment account is the Local Agency Investment Fund (LAIF). This secure investment option provides returns typical for a no-risk investment. The Federal Reserve is expected to increase interest rates several times over the next two years, which will result in a slight increase in this revenue.

CONSTRUCTION PERMIT REVENUES

Construction permit revenues are directly associated with the number and value of residential and commercial development activities in the City.



Construction permits saw a spike in 2015-16 due to high cost encroachment permits. The demand for new houses is expected to continue to persist for the next several years. The estimate for 2018-19 and 2019-20 continue from the level set in 2017-18 and are projected to continue to grow at a steady pace.

There is the possibility of several large projects that may cause an increase in construction permit revenue.

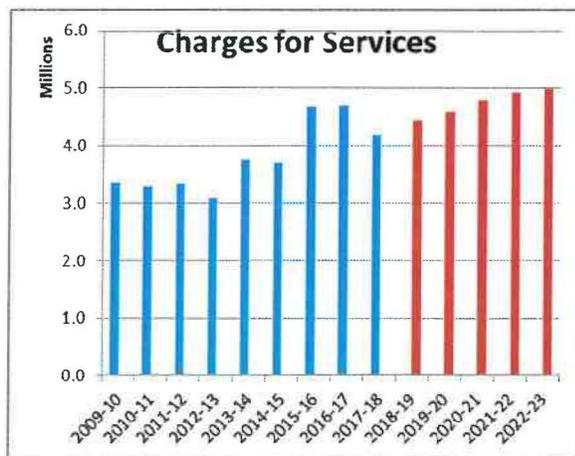


VEHICLE LICENSE FEE

In November 2004, Proposition 1A eliminated the backfill of vehicle license fees from the State's General Fund and was replaced dollar-for-dollar with property taxes. This year, this revenue has been combined into the property tax data and will no longer be presented separately.

CHARGES FOR CURRENT SERVICES

This revenue category represents fees for services rendered by various City departments, which include Police, Fire, Recreation, Community Development, and Public Works. Overall these revenues increased in 2015-2016 as development and construction started to improve. There was a dip in 2012-2013 due to an eight-month closure of the Silliman Aquatic Center for repairs and in 2017-2018 due to a four-month closure. The development and construction revenue is expected to continue to increase for the next five years.



EXPENDITURE HISTORY AND FORECAST

City operating budget expenditures historically fell into two main categories: (1) Personnel Expenditures; and (2) Other Operating Expenditures. In 2016, the categories were modified into four categories:

(1) Personnel Expenditures, with the exception of pension costs; (2) pension costs; (3) the Alameda County Fire Contract; and (4) Other Operating Expenditures.

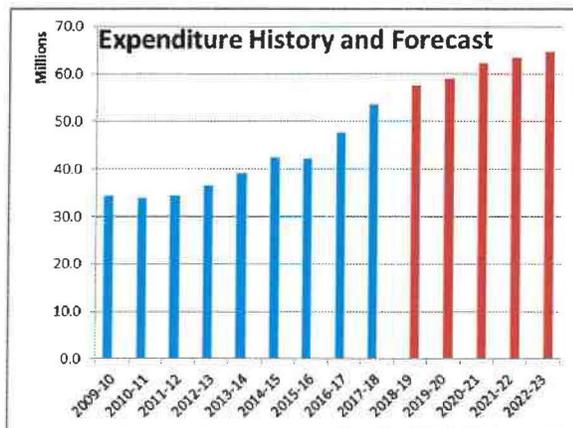
Personnel expenditures are comprised of all costs associated with employee salary and benefits, except the cost of CalPERS pension payments. The personnel expenditures include salary and benefit costs for regular full-time, regular part-time, and part-time, seasonal, and temporary positions. These expenditures increase as a result of negotiated salary adjustments and other salary and health benefits increases.

CalPERS pension costs have grown from \$3.6 million in 2013 to about \$8.5 million in 2018. This is rapidly increasing due to changes in CalPERS' actuarial methods and assumptions. This amount currently represents about 14% of the General Fund budget and is expected to reach 17% in 2023.

Personnel costs previously accounted for approximately 75% of the City's total Operating Budget. With the establishment of the contract with Alameda County Fire Department for Fire Services in 2010, personnel costs now account for approximately 40% of the total Operating Budget and the CalPERS costs are an additional 14%. The Alameda County Fire contract accounts for 19% of the City's Operating Budget.

Other operating expenditures include supplies, other contractual services, utilities, debt service payments, and equipment purchases. These expenditures increase as a result of inflation, increased service demands, and the addition of new programs or service levels. This accounts for the remaining 26.5% of the Operating Budget.

The City has very cautiously rebuilt the expenditure budget since the recession.



The expenditure forecast includes the following assumptions:

- Increases in the PERS contribution rate for Public Safety (Police) and Miscellaneous groups.
- Staffing adjustments made in 2018 to accommodate growing demands for services in all departments.
- Increases in the cost of contracting for Fire Services to Alameda County.
- Increases in Street and Park Maintenance.
- An increase to the Equipment Replacement budget.

These expenditure and revenue estimates reflect certain assumptions that are subject to change even before the adoption of the 2018-2020 Biennial Budget. Approval of supplemental budget requests and funding changes as a result of City Council direction will impact the overall expenditure estimates. Staff also updates these estimates and assumptions on an ongoing basis as a result of changes in the economy and funding priorities.

General Fund Budget and Forecasts									
	Projected 2017-18	YoY %	Forecast 2018-19	YoY %	Forecast 2019-20	YoY %	Forecast 2020-21	YoY %	Forecast 2021-22
Taxes									
Property Tax	13,794,000	12.0%	15,450,000	10.0%	16,995,000	6.0%	18,015,000	5.0%	18,916,000
Property Tax - Vehicle in Lieu*	4,184,000	12.0%	4,519,000	10.0%	4,970,900	6.0%	5,270,000	4.0%	5,480,800
Sales & Use Tax	11,911,000	5.0%	12,507,000	5.0%	13,133,000	3.0%	13,527,000	3.0%	13,933,000
1/2 Cent Sales Tax	4,200,000	5.0%	4,410,000	5.0%	4,630,500	3.0%	4,770,000	3.0%	4,914,000
TOT	6,492,000	12.9%	7,327,000	8.0%	7,914,000	5.0%	8,310,000	4.0%	8,643,000
Franchise Fee	3,779,000	3.0%	3,893,000	3.0%	4,010,000	3.0%	4,131,000	3.0%	4,173,000
UUT	3,541,000	3.0%	3,648,000	3.0%	3,758,000	-22.7%	2,905,000		0
Other	500,000	4.1%	521,000	4.2%	543,000	1.1%	549,000	1.1%	555,000
Licenses	4,473,000	3.9%	4,648,000	3.1%	4,793,000	4.0%	4,985,000	-15.9%	4,190,000
Business	1,263,000	1.0%	1,276,000	1.0%	1,289,000	1.0%	1,302,000	1.1%	1,316,000
Construction	2,432,000	5.0%	2,554,000	5.0%	2,682,000	5.0%	2,817,000	1.0%	2,846,000
Other	24,000	4.2%	25,000	4.0%	26,000	3.8%	27,000	3.7%	28,000
Fines and Forfeitures	793,000	1.1%	802,000	1.1%	811,000	1.1%	820,000	1.1%	829,000
Use of Money	250,000	28.6%	322,000	11.1%	358,000	0.0%	358,000	3.1%	369,000
Revenue from Other Agencies	140,000	2.0%	143,000	2.0%	146,000	2.0%	149,000	2.0%	152,000
Homeowners Relief									
Other	140,000		140,000		140,000		140,000		140,000
Charges for Services	4,186,200	6.0%	4,438,000	3.6%	4,598,000	4.0%	4,782,000	0.9%	4,826,000
Other Revenue	409,000	5.2%	431,000	5.2%	454,000	5.2%	478,000	1.0%	483,000
Total Revenues	58,652,200	7.5%	63,059,000	6.4%	67,114,400	2.9%	69,049,000	-2.3%	67,463,800
Total Expenditures	53,750,000	7.1%	57,570,000	2.6%	59,070,000	5.3%	62,190,000	1.9%	63,399,000
Civic Center Project Transfer out	-4,200,000		-4,410,000		-4,630,500		-4,770,000		-4,914,000
Subtotal Surpluc/Deficit	710,000		1,080,000		3,420,000		2,090,000		(850,000)







ENTERPRISE FUND BUDGET

The concept of an Enterprise Fund is to account for those activities for which a fee is charged to external users of the goods or services. The cost of providing services for an activity should be recovered through fees or charges. In practice, enterprise funds are used to account for activities whose costs are only partially funded by fees and charges. In this case, a well-defined contribution from the General Fund to the Enterprise Fund is required. In other cases, some of the activities in the fund are deemed by the City Council to be of general public benefit, and, therefore, receives a carefully considered contribution.

Services in Enterprise Funds can be fully cost recovering, which means that all costs of providing services include both direct and overhead costs. The overhead factor is created from a cost allocation plan. In development plan review, for example, the cost allocation plan is reasonable in that it accounts for the cost the planner places on the General Fund. The planner position requires, among other services, personnel administration services (recruitment, benefit administration, etc.), finance services (payroll, computer systems, etc.), and management services (performance review, work planning, etc.). The true cost of providing the plan check includes these costs. These costs are allocated to the planner based on nine criteria developed by the Finance Department and approved by the Executive Team, City Manager, and City Council.

Below is a description of Newark's General Fund and Enterprise Funds:

General Fund

The General Fund consists of activities that benefit the general public. It includes City Council, City Administration, Police, Fire, Library, and Economic Development. These activities are supported by General Fund revenues.

Development Enterprise Fund

The Development Enterprise Fund consists of Planning, Waste Management, Engineering, Building Regulation and Inspection, and Park Design. These are services provided for developmental activities in the community and are supported primarily by development fees. When first adopted, the General Fund contribution to the Development Enterprise Fund was 31%. The budget for the fiscal year 2017-2018 did not require a general fund contribution due to the large number of construction permits at this time, as shown in Exhibit EFB1.

Recreation Enterprise Fund

The Recreation Enterprise Fund provides for the City's recreation programs and activities. These services are paid for by user fees that are partially cost covering. The City updates its Master Fee Schedule annually and takes into consideration market comparisons and cost of providing the services. Some General Fund contribution is required due to market constraints in pricing services. This fund was given a 40% General Fund contribution when it was created. It currently receives a 53% contribution. The specific activities in this fund include General Recreation Services, Youth/Adult Sports, Fitness and Wellness, George M. Siliman Community Activity Center Phase II – Family Aquatic Center, General Commu-



nity and Human Services, Youth and Teens, and Seniors Activity. Debt service payments for the construction of the George M. Silliman Center are included in the expenses for the Center. The Recreation Enterprise Fund also includes the licensed child care program. This program is included in the 53% contribution from the General Fund.

Capital Assets–Maintenance Enterprise Fund

The Capital Assets-Maintenance Enterprise Fund provides for the maintenance of the City's infrastructure assets. The preservation of the City's infrastructure is a high priority which requires an 85% contribution from the General Fund. Services provided in this fund include Street Repairs, Weed Abatement, Park and Landscape Maintenance, Street Lighting, and Environmental Services.

Capital Assets–Construction Enterprise Fund

The Capital Assets-Construction Enterprise Fund is predominantly capital, rather than an operating fund. It contains both capital projects and capital funds. The Capital Improvement Plan (CIP) is included within this fund. Activities include Street Construction/Gas Tax, Street Tree Program, Park Construction, Art In Public Places, Housing and Community Development (HCD) grant projects, and Capital Improvements. This fund is supported by various revenues, including State Gas Tax, Measure B, BB and SB 1 funds, and Federal, State, and other agencies' grants. General Fund contributions to this fund fluctuate from year to year depending on capital construction needs and the General Fund's ability to generate surplus to support them. This is the fund to which the annual General Fund capital contribution is directed.

Other Revenue Cost Centers

Within the Enterprise Fund structure, there are Cost Centers. These are budget entities which track detailed costs and revenues regarding a specific activity or a narrowly focused group of activities. This differs from an Enterprise Fund which has a broader mission and a wide variety of both services and revenues. Usually the revenues associated with a Cost Center derive from a single fee. The City has established three Cost Centers, all residing in the Capital Assets-Maintenance Enterprise Fund. These are the Environmental Services, Weed Abatement, and Street Lighting.





Exhibit EFB1- Sample of Enterprise Fund Subsidies from Fiscal Year 2017-2018

SUMMARY OF ENTERPRISE FUND REVENUES & EXPENDITURES - FISCAL YEAR 2017-18

OPERATING

General Fund		Development Enterprise Fund		Recreation Enterprise Fund	
Activities	Cost		Cost		Cost
General Government	962,000	Planning	460,200	General Recreation Services	1,121,500
Management/Support	4,254,600	Community Preservation	227,500	Youth/Adult Sports, Fitness, & Wellness	635,900
Police Services	19,523,700	Waste Management	30,000	Activity & Family Aquatics Center	2,224,000
Fire Services	11,418,900	Building Inspection	1,662,500	Licensed Child Care	463,200
Economic Development	690,100	Engineering	1,524,300	Seniors Activity and Services	506,600
Library Support	176,200	Total	5,924,500	Paratransit Services	167,000
Total	37,025,500			Total	5,136,200
Transfer out to Reserves	355,000				

Funding Sources	Revenue		Revenue		Revenue
Property Tax	12,900,000	Construction Permits	2,582,000	Intergovernmental Revenues	150,000
Sales Tax	11,556,000	Street and Curb Permits	200,000	Charges for Services:	
Transient Occupancy Tax	5,292,000	Other Permits and Licenses	1,000	Senior Transportation	0
Utility Users Tax	4,141,000	Use of Money and Property	10,000	General Recreation Services	252,000
Franchise Fee	5,079,000	Charges for Services:		Activity Users Fee	690,000
Other Taxes	414,000	Zoning Fee	0	Silliman Facility Rentals	100,000
Business License	1,100,000	Plan Checking Fee	600,000	General Aquatic Programs	460,000
Other Permits and Licenses	40,000	Miscellaneous	293,600	Concession Operations	115,000
Fines and Forfeitures	368,000	Microfilm./Records Auto Fees	234,000	General Community and Human Services	75,000
Use of Money and Property	150,000	Intergovernmental Revenues	0	Community Center Facility Rentals	46,000
Vehicle In Lieu	5,364,000	Other Revenue	75,000	Child Care Activity	355,000
Homeowners Relief	80,000	General Fund Contribution (2.7%)	-151,100	Preschool Activity	150,000
Intergovernmental Revenues	150,000	Total	5,924,500	Teen & Youth Activity	20,000
Charges for Services:				Other Revenues	0
Public Safety	105,400			General Fund Contribution 55%	2,715,200
Miscellaneous	11,000			Total	5,136,200
Other Revenue	271,000				
Subtotal	42,961,400				

Gas Tax Transfer 300,000

Enterprise Fund Contributions:

Development 0.2%	151,100
Recreation 6%	-2,715,200
Capital Assets-	
Maintenance 7%	-3,119,100
Total	37,598,200

Surplus/(Deficit)	217,700	0	0
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OPERATING, Continued

CAPITAL

Capital Assets-Maintenance

Capital Assets-Construction

	Cost		Cost
Weed Abatement	34,500	Street Construction	1,778,600
Street Lighting & Traffic Signals	461,800	Housing Community Development	0
Street Repairs	369,000	Park Construction	0
Environmental Services	778,600	Capital Improvements	355,000
Park & Landscape Maintenance	1,812,200	Subtotal	2,133,600
Total	3,656,100	Fund Transfer to General Fund	300,000
		Total	2,433,600

	Revenue		Revenue
Charges for Services:		Investment Earnings	20,000
Weed Abatement	7,000	State Gasoline Tax	2,034,000
Environmental Services	473,000	Other Agencies	194,000
Other Revenues	55,000	Park Impact Fees	1,500,000
General Fund Contribution 85%	3,119,100	Development Impact Fees	1,350,000
Total	3,656,100	Community Dev. Maint. Fees	600,000
		Subtotal	5,698,000
		Fund Appropriation:	
		Street Construction	0
		Total	5,698,000

0	3,264,400
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OTHER BUDGET AND FINANCIAL ISSUES

PERS

The most significant increase to the budget during the past few years has been the retirement costs through the Public Employees' Retirement System (PERS).

The PERS Board continues to adopt changes to their assumptions and accounting methodology that have increased the City's rates by almost 70% in the last three years and are estimated to increase over 29% in the next three years. This equates to an average increase of about \$1 million per year in pension costs. The Board is adopting these changes to boost the probability that the fund will reach fully funded status in 30 years.

In 2017, the City adopted a Pension and OPEB Reserve Policy. This policy included establishing a City reserve for funding future obligations and changed the amortization of existing and future unfunded liabilities to 20-years. This action saved the City about \$14 million over the life of that existing liability. The current balance of the reserve fund is \$8.4 million.

The State enacted the Public Employee Pension Reform Act in 2013. This Act establishes a new tier for new employees that are new to the PERS system. In the long-term this will reduce pension costs, but provides little short term relief to the City.

The total cost for pensions is expected to be \$8.5 million in 2018-19 and \$9.2 million in 2019-2020.

CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) was developed to provide the City Council with a method for selecting and prioritizing potential capital projects, special studies, and

new equipment purchases over \$5,000, and determining their financial feasibility.

Capital improvements are major physical improvements throughout the community or expenditures that involve significant resources of more than \$5,000 above and beyond the City's operating budget. They tend to be special one-time projects designed to address or study a significant community need or problem and can include feasibility studies, equipment, and/or systems (e.g., radios, telephones, etc.) that are not normally part of the City's operating budget. CIP projects exclude most ongoing maintenance projects, replacement of equipment, and operating programs.

The objectives of the CIP are to: (a) assist City staff in projecting future requirements for personnel and equipment in the development of departmental programs and the City's Biennial Budget; (b) relate the planning of CIP projects more effectively to general City goals and the operating budget; and (c) improve planning and coordination of projects that require significant funding commitments.

Projects that should be included in the CIP are as follows:

1. All projects which involve expenditures of \$5,000 or more for the improvement of public buildings and the construction or improvement of public streets and parks, with the exception of most maintenance or repair.
2. All other projects, equipment, or studies over \$5,000, which would not normally be included as part of the City's operating budget.



3. All purchases of property, including street easements and rights-of-way.

The following items should *not* be included in the CIP:

1. All equipment replaced through the City's equipment replacement fund (Activity 9710), which is managed by the Finance Department.
2. Most park maintenance, building or street repairs to City facilities, which are handled through the Maintenance Division.
3. All capital outlay items costing less than \$5,000, which are included in a department's operating budget.

The CIP is processed concurrently with the Five-Year Forecast and is published with the Biennial Budget as a single document. The CIP considers capital expenditures, establishes priorities for those expenditures, determines the funds available, analyzes short- and long-term budget impacts, and prioritizes projects for implementation. It provides a framework for determining the amount of future funds and possible additional sources of funds that are available for projects.

CAPITAL PROJECT FUNDING

Surplus General funds have been used to replenish the capital projects fund. Significant impact fees have also been collected over the last two years to provide funding for park projects. Measure GG is allowing for large transfers to the capital fund to provide funding for the Civic Center Project. Even with this improved funding status, staff will continue to look into new revenue sources for future capital projects and provide City Council with recommendations on what type of new revenues would be most fiscally prudent.

LEVEL OF RESERVES

Many of the City's primary revenue sources – sales tax, property tax, and transient occupancy tax are impacted by changes in the economy. When the economy slows down or goes into recession, these revenues drop. Reserve levels are established to provide a cushion for these times and to absorb sudden losses of revenue as a result of other reasons such as legislative acts. This was the case when the State shifted property tax revenues away from cities in the early 1990s as part of the Educational Reimbursement Augmentation Fund (ERAF) shift.

In determining the proper level of reserves, staff estimates the potential impact of a recession on its primary revenues as noted above. Staff also looks at the prevailing practices of other cities and reviews guidelines established by the California State Municipal Finance Officers Association (CSMFO) and Government Finance Officers Association (GFOA). The City maintains a number of designated reserves including:

(1) A general fund reserve designated for operations, referred to as the "Catastrophic Reserves." This reserve is set aside to meet sudden unexpected expenses such as a legal liability or costs associated with an unexpected disaster. The balance of this reserve is set at 15% of operating expenditures. The balance at the end of fiscal year 2016-2017 was \$6.8 million and is projected to be \$7.9 million at the end of 2017-18.

(2) A general fund reserve designated for fiscal uncertainty. This reserve is set aside to reduce the organizational impact of a short-term revenue loss. Between 2006 and 2010, in addition to the severe cuts to service and staffing levels, the City used \$7 million in reserves while balancing the budget. The reserve has been designated to be 10% of the operating expenditures. The



balance in the Fiscal Uncertainty Fund at the end of fiscal year 2016-2017 was \$4.6 million.

(3) A capital projects reserve set aside to fund the Capital Improvement Plan. As the unallocated fund balance has allowed, transfers have been made into the capital reserves. The unallocated Capital Reserves are estimated to be at \$6.2 million at the end of Fiscal Year 2016-2017. An additional \$2 million in surplus was approved to be transferred into the Capital Reserves bringing the balance to \$8.2 million.

(4) A committed Pension and OPEB Reserve was established in 2017. This reserve can only be used to pay pension or OPEB costs. Current pension and OPEB costs are included in the budget and this reserve will be used only if the City's pension or OPEB obligations cannot be met. Once PERS has finalized their changes, the City will evaluate the benefit of paying lump sum contributions toward the unfunded liabilities. As stated above, the current balance of this reserve is \$8.4 million.

The City also has a number of restricted funds which can only be used for a limited number of specific purposes and non-discretionary funds which can be used for General Fund purposes. For example, Gas Tax can only be used to maintain streets and rights-of-ways.

UNALLOCATED FUND BALANCE

Funds that have not been appropriated, identified as reserves, or legally identified for a specific purpose remain in the General Fund as unallocated fund balance. The projected amount remaining in unallocated fund balance is currently at \$7.2 million.

APPROPRIATIONS LIMIT

The State election on June 5, 1990 resulted in the passage of Proposition 111, amending Article XIII B of the California Constitution, the governing legislation for calculating the appropriations limit. Under the amended legislation, the appropriations limit may increase annually by a factor comprised of the change in population (city or county), combined with either the change in California per capita personal income or the change in the local assessment roll due to local non-residential construction. Fiscal year 1986-87 is the base year from which these factors are applied. The intent of the amended legislation was to provide a more equitable method of calculating the appropriations limit. This resulted in a significant increase in the City's appropriations limit. The City's current fiscal year 2017-2018 Annual Budget includes appropriations subject to the limit of \$55,715,000. This is well below the City's appropriation limit of \$348,992,543. Staff has no concerns regarding our ability to stay within the limit.



BIENNIAL BUDGET

TWO-YEAR BUDGET

In 1999, City Council directed City staff to transition from an annual to a biennial budget cycle beginning with fiscal years 2000-2001 and 2001-2002. This change affected the preparation of the Budget, Capital Improvement Plan, and the Five-Year Forecast documents.

There are a number of advantages in a multi-year budgeting approach. First, the City has made a strong commitment to closely tie specific short- and long-term goals directly to the budget. The City views the budget planning process as the primary tool used in identifying the most important things to accomplish and then ensuring that the budget allocates the resources necessary to achieve them. Accordingly, the budget process includes early City Council involvement in setting major policy goals and priorities as articulated in this document. Many of the City's Strategies and Action Items do not fit into one-year increments. A multi-year approach is more conducive to setting meaningful objectives with realistic timeframes for completing them.

A multi-year approach also strengthens fiscal year control by providing for more orderly spending patterns for departments in managing their operating budgets. This helps to eliminate the last minute expenditure decisions that are made at the end of a typical fiscal year budget cycle. Multi-year budgets allow departments to plan for the funding of worthwhile activities or projects and ensure that the funding is available for multi-year objectives and operating activities.

The preparation of the Five-Year Forecast, Budget, and Capital Improvement Plan is an extensive, time-consuming process that involves virtually everyone in the organization, including the City Council. This requires a significant commitment of staff time and resources; however, significant savings are realized in the second year as a result of not having to prepare department budget plans and create new documents. The budget will be reviewed after the first year and any necessary adjustments will be made at that time. This will require much less staff time.

Finally, a multi-year budgeting process emphasizes the City's fundamental commitment to fiscal health and independence as outlined in the City's Culture Statement. It also encourages a more thorough and forward thinking planning process. Planning must be done not just for one year, but also for the foreseeable future and involves developing and implementing solutions to meet longer term needs.

BUDGET POLICIES

The 2018-2019 and 2019-2020 budget will be the tenth biennial budget for the City. This budget will be based on some key principles that support the City's strategy of fiscal independence and sustainability.

- The budget will be balanced and fiscally conservative.
- The City will continue providing services at least at current levels and with adequate funding.



- General Fund and Capital Fund balances will be maintained at levels that will support the City during future economic and other financial uncertainties.
- Expenditures and revenues will be estimated at conservative, but realistic levels.
- The budget will support the Critical Issues and Strategies and related Action Items that are identified in the Strategic Plan.

BUDGET ASSUMPTIONS

The Biennial Budget for fiscal years 2018-2019 and 2019-2020 will be developed with the assumption that the economy will continue to show a steady increase. The budget will also assume a minimum growth in operating expenditures. Budgets will be approved by the City Council for both years in June 2018. All operating budget appropriations not spent in 2017-2018 will lapse on June 30th, unless they are encumbered to meet specific obligations such as contracts and agreements, services, and other procurements incurred during the fiscal year. These will be re-appropriated in the 2018-2019 fiscal year budget.

BUDGET PLAN

On February 8, 2018, the City Council held a budget work session on the projected budget for 2018-2019 and 2019-2020. At that time, budget forecasts based on economic predictions from late 2017 were used to identify budget sustainability strategies. The budget plan anticipated a \$700,000 surplus at the end of 2017-2018 and with a projected surpluses for the following two years. The larger, budgeted surpluses are intended to reduce the City's reliance on the UUT which expires in December of 2020.

The Biennial Budget will include issues discussed at that meeting.

The draft Five-Year Forecast has been prepared as this basis for the next Biennial Budget. This forecast includes a number of assumptions that should be noted here:

- Overall, the economy will continue slow, steady growth for at least the next two years.
- The General Fund operating reserve, "Catastrophic Reserves," should be maintained at its current level of 15% of the operating expenditures.
- The Fiscal Uncertainty reserve should be maintained at its current level of 10% of the operating expenditures.
- A modest Capital Improvement Program should continue to be implemented due to the limited capital reserves.

STRATEGIC PLAN UPDATE

In an effort to keep abreast of changing times and take advantage of new technology, the City saw the need to develop a formal process that would allow us to move into the New Millennium, yet maintain our sense of community. A Strategic Plan was developed and first introduced in 1994. The City operated under the initial Strategic Plan for five years. Going forward, that Plan was reviewed and evaluated annually, and included key issues and action items intended to guide the City into the future.

While the Strategic Plan was successful in meeting many of its goals, technology and conditions were changing rapidly, which required the City to take another look at the process. In 1999 and 2004, the City reviewed the Strategic Plan and determined the need to make significant



modifications which would allow the Plan to become more fluid and change as conditions dictate. Chief among the modifications was the identification of Critical Issues facing the City. Those Critical Issues, which replaced the initial Plan's key issues, are important areas of concern addressing Public Safety Services, Education, Quality of Life, Community Development, and City Government Operations. In order to operate soundly and provide the highest level of service to the citizens of Newark, the City must address these Critical Issues and anticipate potential problems associated with them. Therefore, the Strategic Plan included Strategies, or processes, to address each of the Critical Issues. The Strategies are broad statements of intent. Of perhaps more significance are the Action Plans associated with each of the Strategies. The Action Plans spell out specific means of addressing each Strategy, with specific programs, policies, or procedures which will help the City meet the needs of its citizens, adjust to changing times, and yet be ever mindful of the desire to maintain our sense of individuality, uniqueness, and community.

As noted above, it has been two years since the Critical Issues and Strategies and related Action Plans last received a comprehensive reevaluation and overhaul. This forecast includes updates to the Strategic Plan.

The Action Plans includes the current status (Completed, In Progress, Ongoing, or Pending) of each item. Plans that are labeled as "Completed" were finalized during the last Five-Year Forecast period. Those that are "In Progress" have been started, but not finalized and "Ongoing" Plans continue to be worked on. "Pending" Plans are those that were underway, but have been deferred due to unforeseen circumstances or lack of funding.





CRITICAL ISSUES AND STRATEGIES

I. PUBLIC SAFETY SERVICES

Provide a level of public safety services that will protect our citizens, property, and community assets.

- A. Continue to serve and protect based on a community-oriented policing philosophy.
- B. Continually evaluate the technological needs of public safety services and make upgrades where appropriate.
- C. Respond to evolving demands caused by changes in regulatory requirements or in the community.
- D. Continue the training and updates of internal and external emergency preparedness programs.
- E. Participate in collaborative efforts with other agencies.
- F. Identify and request the timely repair, upkeep, and replacement of safety equipment and buildings.
- G. Minimize risk potential for members of the public and staff.
- H. Explore opportunities to regionalize resources with other agencies.
- I. Identify and evaluate resources to assist with the procurement of grant funding for public safety services.
- J. Implement a service model reflective of our existing budget and staffing, while utilizing new and existing technologies to increase efficiencies.
- K. Develop policing and outreach programs that encourage community involvement.
- L. Continue to train and educate staff in order to provide the highest level of service to our community and for future growth of the department.

II. EDUCATION

Support, encourage, and offer opportunities and programs that facilitate quality community education.

- A. Continue to work with the Newark Unified School District and private schools and support other collaborative efforts that strive toward the development of a "world class" school system.
- B. Offer meaningful educational, intergenerational, and cultural programs through the Recreation and Community Services Department.
- C. Encourage continued business community involvement in supporting education.
- D. Work with Ohlone College on future improvement of the Newark Campus and continue to explore other opportunities for partnerships with the Community College District.



III. QUALITY OF LIFE

Provide programs, services, facilities, parks, and open spaces that make Newark a desirable and healthy place to live.

- A. Promote, enforce, and preserve city beautification measures as resources allow.
- B. Continue to offer quality Senior Services for the senior community.
- C. Provide facilities that allow all community members an opportunity to engage in cultural, recreational, and educational programs and services.
- D. Monitor transportation conditions, including traffic congestion, bicycle and pedestrian mobility, and transit level of service.
- E. Collaborate with local agencies and organizations to enhance delivery of Recreation and Community Services programs and services.
- F. Continue to offer a variety of Recreation and Community Services activities that help enhance the quality of life within the community.
- G. Encourage, support, and recognize community volunteerism.
- H. Provide clean, safe, inviting, and well-maintained facilities, parks, and open spaces for community use.
- I. Implement programs and services that promote healthy lifestyles and encourage healthy eating and physical fitness.
- J. Promote climate protection, water efficiency, stormwater protection, energy conservation, and "Reduce, Reuse, Recycle, or Rot" of solid waste.

IV. COMMUNITY DEVELOPMENT

Make development decisions that maintain a vibrant, balanced, quality community.

- A. Improve housing diversity, add community amenities, and enhance long-term revenue through new development consistent with Specific Plans and the General Plan.
- B. Ensure that the community has a coherent and long-term vision for the future through its General Plan, Specific Plans, and Master Plans.
- C. Market our community through partnerships with regional agencies, neighboring communities, and directly with property owners, brokers, and businesses.
- D. Support the local business community.
- E. Promote investment and quality of life in existing neighborhoods.
- F. Strengthen community identity and City revenue by promoting a varied and vibrant retail mix within attractive retail areas.



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- G. Promote the development of transportation options such as Dumbarton Transit alternatives and bicycle and pedestrian improvements.

V. CITY GOVERNMENT OPERATIONS

Operate a City government that enables the organization to meet service demands of the community.

- A. Provide and maintain public facilities as resources allow.
- B. Continue to take actions that promote and enhance long-term fiscal stability and independence.
- C. Continually evaluate the technological needs of the organization and make upgrades where appropriate.
- D. Identify short and long-term space needs, and ensure facility needs for City departments are provided.
- E. Work with other agencies to meet the needs of the community.
- F. Participate in regional and sub-regional collaborative efforts.
- G. Provide a safe and effective work environment that engages each employee to perform at an optimum level of service.



STRATEGIC PLAN STATUS REPORT

I. PUBLIC SAFETY SERVICES

Critical Issue

Provide a level of public safety services that will protect our citizens, property, and community assets.

STRATEGY I-A

Continue to serve and protect based on a community-oriented policing philosophy.

ACTION PLAN

1. Police will continue, on an as needed basis, the mobilization of directed patrol, which will provide specialized enforcement, as staffing and pending calls for service allow. **Status: Ongoing.**
2. Police will continue utilizing a community policing strategy based on legitimate citizen input with a problem-solving delivery system. **Status: Ongoing.**
3. Police will continue to work toward achieving the goals set forth in the department's Strategic Plan document. **Status: Ongoing.**
4. Police will continue to procure and implement less lethal devices and technologies to facilitate our de-escalation strategies. **Status: Ongoing.**
5. Police will establish a patrol field office at the Community Center that would allow officers to remain accessible and visible to the community. **Status: In Progress.**
6. Police will continue to utilize annuitants and volunteers to augment police services. **Status: Ongoing.**
7. Police and Fire will meet regularly with requesting neighborhood associations and community groups to continue an assessment of

community needs and department effectiveness. **Status: Ongoing.**

8. Police and Fire will continue to attend community functions such as National Night Out, Family Day at the Park, and Ash Street Summer Program in an effort to maintain a close relationship with citizens. **Status: Ongoing.**

9. Police and Fire will implement an Incident Action Plan to mitigate the impact of fireworks during the Fourth of July. **Status: Ongoing.**

STRATEGY I-B

Continually evaluate technological needs of public safety services and make upgrades where appropriate.

ACTION PLAN

1. Police will work in conjunction with Information Systems to expand and continually update the Police Department website. **Status: Ongoing.**
2. Police will work in conjunction with Information Systems and Public Works in the implementation of GIS mapping capabilities for field units. **Status: Ongoing.**
3. Police will continue to survey potential locations for the installation of additional red light cameras within the City. **Status: Ongoing.**
4. Police will evaluate and implement new body worn camera technology and utilize video technology to reduce risk and liability. **Status: Ongoing.**
5. Police will evaluate Force Options Simulators to enhance safety for officers and the public. **Status: In Progress.**
6. Police will begin planning for the implementation of the new regional radio system. **Status: In Progress.**



STRATEGY I-C

Respond to evolving demands caused by changes in regulatory requirements or in the community.

ACTION PLAN

1. Police will develop programs for public education and awareness of traffic laws, including school safety, adult and child safety programs. **Status: Ongoing.**
2. Police and Fire will continue to utilize Nixle, Citizen RIMS, and Facebook to distribute information for public awareness. **Status: Ongoing.**
3. Police will monitor and make recommendations to mitigate any negative impacts that new development could have on police services. **Status: Ongoing.**
4. Fire will continue to provide training in the use of the automatic external defibrillators to City Personnel, and will continue to collaborate with Risk Management to keep the Public Defibrillator Program current. **Status: Ongoing.**
5. Fire will enhance training of personnel in terrorism awareness and response, and actively participate in framing a regional response to terrorism. **Status: Ongoing.**
6. Senior Services staff will continue to work with Police to offer educational workshops on crime/fraud relative to seniors. **Status: Ongoing.**
7. Public Works will provide programs and practices to ensure compliance with the Clean Water Act and Regional Water Quality Control Board permit. **Status: Ongoing.**

STRATEGY I-D

Continue the training and updates of internal and external emergency preparedness programs.

ACTION PLAN

1. Fire will continue to facilitate a yearly Citywide training exercise and coordinate ongoing training for City staff to achieve the City's disaster preparedness goals. **Status: Ongoing.**
2. Fire will continue to train and support Community Emergency Response Team (CERT) volunteers as part of the City's overall disaster plan. **Status: Ongoing.**
3. Fire and Police will continue to work in conjunction with the Newark Unified School District and private schools on Citywide emergency preparedness to achieve mutual disaster preparedness goals. **Status: Ongoing.**
4. Fire will collaborate with Police to conduct training on critical incidents, including regularly scheduled meetings between Police and Fire. **Status: Ongoing.**
5. Police and Public Works will develop information on the layout/plans, to the extent possible, of banks, schools, public libraries, and government offices for use during critical incidents. **Status: Ongoing.**
6. Police will continue to distribute information internally regarding terrorist activity and Homeland Security issues. **Status: Ongoing.**
7. Fire will work with Recreation and Community Services to update Emergency Action Plans for its facilities, as well as train staff in shelter management. **Status: Ongoing.**
8. Fire will work jointly with other City departments to formulate and implement a plan to update the storage of food, water, and other critical supplies for use by emergency responders and City personnel during the first 72 hours following a disaster. **Status: Pending.**
9. Fire will work with Human Resources to update the Emergency Volunteer Operations Plan. **Status: Pending.**



10. Fire will continue its involvement with the Tri-City Emergency Coalition and assist in the coordination between all essential Tri-City public services for emergency preparedness. This will include weekly Emergency Preparedness radio checks and monthly meetings open to all residents of the Tri-City area. **Status: Ongoing.**

11. Police will partner with local businesses to provide active shooter training. **Status: Ongoing.**

STRATEGY I-E

Participate in collaborative efforts with other agencies.

ACTION PLAN

1. Fire will continue use of the District Attorney's office for hazardous materials enforcement proceedings and will investigate expanding the role of the City Attorney for handling other hazardous materials proceedings. **Status: Ongoing.**

2. Police will continue to maintain a collaborative partnership with Newark, Fremont, and Union City School Districts and other police departments for juvenile issues related to enforcement and truancy. **Status: Ongoing.**

3. Police will continue to maintain a relationship with NewPark Mall management in a collaborative effort to deter, prevent, respond to, and solve crime in and around our regional shopping center. **Status: Ongoing.**

4. Police will evaluate regional sites for training, such as SWAT, pursuit driving, hands on baton, weaponless defense, mutual aid, riot control, firearms, and drivers' training. **Status: Ongoing.**

5. Fire will continue its fire prevention education program for both the Newark Unified School District and business community. **Status: Ongoing.**

6. Police will participate in regional commanders' staff meetings. **Status: Ongoing.**

7. Recreation and Community Services will collaborate with surrounding agencies, local businesses, and service organizations to serve community needs. **Status: Ongoing.**

8. Police will share data amongst local agencies in a collaborative effort to improve responsiveness and communication with citizens. **Status: Ongoing.**

STRATEGY I-F

Identify and request the timely repair, upkeep, and replacement of safety equipment and buildings.

ACTION PLAN

1. Public Works will coordinate with Police in the design and construction of a new Police building and modifications to the existing library building for police operations. **Status: In Progress.**

2. Public Works will continue with prioritizing the routine maintenance and replacement programs for Police and Fire vehicles. **Status: Ongoing.**

3. Public Works will continue a routine building maintenance program that provides continuous functioning of all the Police and Fire critical tasks. **Status: Ongoing.**

4. Police will continue to replace essential emergency response equipment in order to provide the best possible service to the community. **Status: Ongoing.**

STRATEGY I-G

Minimize risk potential for members of the public and staff.

ACTION PLAN

1. Public Works will continue with a program to prune and provide selected removals of public park and street trees to minimize the risk for structural failure and maintain the health of all



trees as resources allow. **Status: Ongoing.**

2. Public Works will continue a program to clean storm drain inlets prior to the rainy season to reduce the risk of flooding in the streets. **Status: Ongoing.**

3. Public Works will continue a sidewalk, curb and gutter program of grinding or replacing damaged concrete within budget constraints. **Status: Ongoing.**

4. Public Works will continue an annual Thermoplastic striping program to provide safe and visible traveling surfaces for local drivers. **Status: Ongoing.**

5. Public Works will continue with traffic control training for staff to aid in providing construction areas that are easy and consistent to maneuver for the traveling public. **Status: Ongoing.**

6. Public Works will continue with the program, required by the Manual on Uniform Traffic Control Devices, to install larger street name signs on arterials. **Status: Ongoing.**

STRATEGY I-H

Explore opportunities to regionalize resources with other agencies.

ACTION PLAN

1. Police will explore opportunities to regionalize resources. **Status: Ongoing.**

2. Fire will continue to explore opportunities to share resources with outside agencies. **Status: Ongoing.**

STRATEGY I-I

Identify and evaluate resources to assist with the procurement of grant funding for public safety services.

ACTION PLAN

1. Police will continue to utilize internal staff to research and compete for available grant funding. **Status: Ongoing.**

STRATEGY I-J

Implement a service model reflective of our existing budget and staffing, while utilizing new and existing technologies to increase efficiencies.

ACTION PLAN

1. Police will continue to utilize a team policing strategy to improve service delivery and minimize potential risk for officers. **Status: Ongoing.**

2. Police will employ innovative and creative methods towards the prioritization of calls for service, including service level reductions, increased use of telephone reporting, and non-response in certain circumstances. **Status: Ongoing.**

3. Police will continue to focus on maintaining customer service levels, while ensuring officers have the opportunity for non-directed patrol time to focus on criminal investigations and proactive crime prevention and apprehension. **Status: Ongoing.**

4. Police will broaden the scope of the RAVEN (Ready & Active Volunteers Engaged in Newark) program to include assistance in cold-case reporting, community projects, vacation home checks, special events, and disaster response. **Status: Ongoing.**

STRATEGY I-K

Develop policing and outreach programs that encourage community involvement.

1. Police will continue to provide community outreach programs such as the Citizen Police Academy, station tours, public demonstrations, and Coffee with the Cops. **Status: Ongoing.**



2. Police will continue to coordinate and expand the Neighborhood Watch and Community Engagement Programs. **Status: Ongoing.**

3. Police will expand the Ready & Active Volunteers Engaged in Newark (RAVEN) program by increasing recruitment efforts and assigning responsibilities based on volunteer skills and qualifications. **Status: Ongoing.**

4. Police will continue to nurture a positive relationship with local non-profit service organizations. **Status: Ongoing.**

5. Police will utilize social media outlets (ie. Nixle and Facebook) for the timely distribution of public safety related information to the community. **Status: Ongoing.**

6. Police will focus resources on specific problem areas identified through the Neighborhood Watch Program. **Status: Ongoing.**

STRATEGY I-L

Continue to train and educate staff in order to provide the highest level of service to our community and for future growth of the department.

ACTION PLAN

1. Police will continue to provide mentorship and career development opportunities to staff through the Master Officer Program and Employee Career Development Matrix. **Status: Ongoing.**
2. Police will continue to remain in compliance with Peace Officer Standards and Training (POST) mandated training. **Status: Ongoing.**
3. Police will continue their partnership with California Southern University and encourage staff to seek educational and higher level degree opportunities. **Status: Ongoing.**
4. Police will explore techniques to enhance employee wellness to include mindfulness training in order to mitigate the stressors indicative of the field of law enforcement. **Status: In Progress.**

II. EDUCATION

Critical Issue

Support, encourage, and offer opportunities and programs that facilitate quality community education.

STRATEGY II-A

Continue to work with the Newark Unified School District and private schools and support other collaborative efforts that strive toward the development of a “world class” school system.

ACTION PLAN

1. City staff will facilitate communication between the City and the Newark Unified School District to discuss education and youth-related issues. **Status: Ongoing.**
2. The Police Chief and staff will meet regularly with the School Superintendent to discuss safety issues at the school. **Status: Ongoing.**

STRATEGY II-B

Offer meaningful, educational, intergenerational, and cultural programs through the Recreation and Community Services Department.

ACTION PLAN

1. City staff will provide education-based programs for youth, teens, adults, and seniors at the George M. Silliman Community Activity and Family Aquatic Center. **Status: Ongoing.**
2. Recreation and Community Services will provide limited field trips for program participants that offer an educational, cultural, and/or intergenerational experience. **Status: Ongoing.**
3. Recreation and Community Services will obtain sponsorships and donations to help offset a portion of special events such as the Music at the Grove summer concert series and annual Mariachi Festival. **Status: Ongoing.**



4. Recreation and Community Services will offer recreation programs and activities that are culturally enriching for elementary, junior high, and high school students. **Status: Ongoing.**

5. Recreation and Community Services will offer service opportunities for teen volunteers and provide junior lifeguard programs to develop youth for future employment opportunities. **Status: Ongoing.**

6. Recreation and Community Services will meet the changing needs of our diverse community by offering cost-effective recreational programs and special events. **Status: Ongoing.**

7. Recreation and Community Services will continue to offer opportunities during the critical after-school hours to school age children through cost-effective enrichment classes, and other fee-based activities. **Status: Ongoing.**

STRATEGY II-C

Encourage continued business community involvement in supporting education.

ACTION PLAN

1. Community Development will ensure that education is a potential beneficiary of all community involvement plans submitted by businesses. **Status: Ongoing.**

2. Community Development will ensure that new residential developers work closely with the Newark Unified School District when Zoning Ordinance or General Plan changes are proposed. **Status: Ongoing.**

3. Community Development will continue to work with the Board of the Chamber of Commerce on its commitment to education in the community. **Status: Ongoing.**

STRATEGY II-D

Work with Ohlone College on future improvement of the Newark Campus and continue to

explore other opportunities for partnerships with the Community College District.

ACTION PLAN

1. Community Development will work with Ohlone College officials to ensure that additional development on the Cherry Street site is in conformance with the General Plan. **Status: In Progress.**

2. Community Development will work with Ohlone College officials to identify areas for collaboration that will enhance educational opportunities for the community. **Status: Ongoing.**

III. QUALITY OF LIFE

Critical Issue

Provide programs, services, facilities, parks, and open spaces that make Newark a desirable and healthy place to live.

STRATEGY III-A

Promote, enforce, and preserve City beautification measures as resources allow.

ACTION PLAN

1. Police will provide support and advice to neighborhood associations whenever possible. **Status: Ongoing.**

2. Community Development will conduct proactive nuisance abatement through code compliance. **Status: Ongoing.**

3. Police will coordinate and support the volunteer graffiti abatement program. **Status: Ongoing.**

4. Community Development will implement the Art in Public Places Master Plan. **Status: In Progress.**

5. Public Works will continue maintenance programs and undertake critical projects to maintain and repair City facilities to maximize use by the



public and minimize the long-term cost of the assets. **Status: Ongoing.**

6. Public Works will continue maintenance programs and undertake critical projects to maintain and enhance the City landscaping assets. **Status: Ongoing.**

7. Public Works will design and construct projects to improve streetscapes as part of the City’s Arterial Streetscape Beautification Program as funding allows and in accordance with water conservation requirements. **Status: Pending.**

8. Public Works will implement a project to restore landscaping at Lakeshore Park. **Status: Pending.**

STRATEGY III-B

Continue to offer quality Senior Services for the senior community.

ACTION PLAN

1. Recreation and Community Services will continue to manage paratransit and related services funded through Measure B and Measure BB under a Joint Task Order with the City of Fremont. **Status: Ongoing.**

2. Recreation and Community Services will continue to offer case management services for seniors through a Joint Task Order with the City of Fremont. **Status: Ongoing.**

STRATEGY III-C

Provide facilities that allow all community members an opportunity to engage in cultural, recreational, and educational programs and services.

ACTION PLAN

1. Public Works and Recreation and Community Services will implement the priority projects that are identified in the Citywide Parks Master Plan. These will include a skate park, the dog park at Community Park, and all-weather turf fields at

the George M. Silliman Sportsfield Park. **Status: In Progress.**

2. Public Works will coordinate the design and construction of a new library and modification to the existing library as part of the new Civic Center project. **Status: In Progress.**

3. Public Works will pursue available grant programs to help fund projects in the Citywide Parks Master Plan. **Status: Ongoing.**

4. City Manager and Public Works will identify and evaluate options for providing performing arts facilities. **Status: Pending.**

STRATEGY III-D

Monitor traffic conditions, including traffic congestion, bicycle and pedestrian mobility, and transit level of service.

ACTION PLAN

1. Police’s role in reducing traffic congestion is twofold: (a) education of the public regarding driving habits that contribute to traffic congestion, and (b) enforcement of traffic laws to prevent traffic-related accidents. **Status: Ongoing.**

2. Police will plan for and address specific traffic-problem areas, such as school zones and crosswalks, through education and enforcement. **Status: Ongoing.**

3. Police’s Traffic Unit will meet with Engineering, Planning, and Zoning to share information on traffic-related issues. **Status: Ongoing.**

4. Police and Public Works will pursue grants to assist with the department’s ability to meet traffic-related needs. **Status: Ongoing.**

5. Police will continue to meet with local school officials to address congestion issues around school sites and provide educational programs for students and parents. **Status: Ongoing.**



6. Public Works and Police will continue to monitor areas of congestion citywide and take appropriate actions to mitigate congestion. **Status: Ongoing.**

7. Public Works will implement projects identified in the Citywide Pedestrian and Bicycle Master Plan. Status: Ongoing.

8. Public Works will continue the development and implementation of traffic calming measures, where appropriate, in the community. **Status: Ongoing.**

9. Public Works will continue to implement the City's Complete Streets Policy. **Status: Ongoing.**

10. Community Development will work with AC Transit and regional agencies to provide the best possible transit system serving the community. **Status: Ongoing.**

11. Police will continue to participate in regional traffic efforts such as the Avoid the 21 DUI campaign, Tri-City Accident Investigation Team (TAIT), High Intensity Traffic Team (HITT), and Commercial Officers of Southern Alameda County (COSAC). **Status: Ongoing.**

STRATEGY III-E

Collaborate with local agencies and organizations to enhance delivery of Recreation and Community Services programs and services.

ACTION PLAN

1. Senior Services staff will continue to work with various agencies, including the Washington Hospital WOW Program, Mercy Brown Bag food distribution program, and the Life Elder Care Meals on Wheels program, to offer programs and services throughout the City of Newark. **Status: Ongoing.**

2. Senior Services staff will continue to offer an annual Health Faire featuring senior resource providers, health screenings, and immunizations. **Status: Ongoing.**

STRATEGY III-F

Continue to offer a variety of Recreation and Community Services activities that help enhance the quality of life within the community.

ACTION PLAN

1. Recreation and Community Services will work to secure funding to provide and promote scholarship opportunities to eligible Newark youth. **Status: Ongoing.**

2. Recreation and Community Services will continue to offer drop-in activities, programs, and special events within the Teen Area at the George M. Silliman Activity and Family Aquatic Center. **Status: Ongoing.**

3. Recreation and Community Services will continue to cost-effectively market programs to maximize the use and revenue potential for the on-going operation and maintenance of the George M. Silliman Activity and Family Aquatic Center. **Status: Ongoing.**

4. Recreation and Community Services will explore grant and sponsorship funding opportunities to support programs and activities. **Status: Ongoing.**

STRATEGY III-G

Encourage, support, and recognize community volunteerism.

ACTION PLAN

1. City Administration will maintain a current list of City volunteers, create and retain a current list of community volunteer opportunities within the City, and act as a liaison to connect volunteers to local service organizations. **Status: Ongoing.**

2. City Administration will use various forms of media to conduct an advertising campaign to recruit new volunteers. **Status: Ongoing.**



3. City Administration will facilitate a citywide annual volunteer recognition event. **Status: Ongoing.**

4. All City departments, with the assistance of City Administration, will evaluate their volunteer needs and accept qualified volunteers whenever possible. **Status: Ongoing.**

STRATEGY III-H

Provide clean, safe, inviting, and well-maintained facilities, parks, and open spaces for community use.

ACTION PLAN

1. Public Works will maintain the Urban Forest Management Program and integrate it with GIS. **Status: Ongoing.**

2. Public Works will complete a biennial survey of the street system, update the Pavement Management Program, and develop alternative budget scenarios for the entire street system. **Status: Ongoing.**

STRATEGY III-I

Implement programs and services that promote healthy lifestyles and encourage healthy eating and physical fitness.

ACTION PLAN

1. Recreation and Community Services will continue to provide fitness facilities and exercise programs for the community. **Status: Ongoing.**

2. Recreation and Community Services will explore opportunities to collaborate with local health providers to educate residents and promote activities that lead to a lifelong commitment to healthful living. **Status: Ongoing.**

3. Recreation and Community Services will continue to offer activities and programs that encourage healthful lifestyle choices. **Status: Ongoing.**

STRATEGY III-J

Promote climate protection, water efficiency, stormwater protection, energy conservation, and “Reduce, Reuse, Recycle, or Rot” of solid waste.

ACTION PLAN

1. Public Works will provide biennial updates on the City’s progress towards achieving Green House Gas emission reduction goals set in the adopted Climate Action Plan. **Status: Ongoing.**

2. Public Works will maintain and report Green House Gas inventories on a regular basis. **Status: Ongoing.**

3. Public Works will continue to change light fixtures and ballasts to energy efficient models. **Status: Ongoing.**

4. Public Works will continue to replace outdated equipment with energy efficient models. **Status: Ongoing.**

5. Public Works will continue to implement integrated pest management practices that reduce the amount of chemicals in use. **Status: Ongoing.**

6. Public Works will continue to research grant opportunities for implementation of climate protection measures. **Status: Ongoing.**

7. Public Works will research opportunities to convert fleet vehicles to alternative fuel vehicles. **Status: Completed.**

8. Public Works implement Bay Friendly Landscaping practices to reduce water usage and power tool usage. **Status: Ongoing.**

9. Public Works will continue modifying City irrigation systems to improve efficiency. **Status: Ongoing.**

10. Waste Management Division will continue to work with our Franchise Hauler and stop-waste.org to meet county and state diversion goals. **Status: Ongoing.**



11. Public Works will explore green building designs and practices for the new Civic Center. **Status: In Progress.**

12. Public Works will maximize the potential to implement and incorporate Green Infrastructure into both capital improvement and private development projects in order to manage stormwater runoff and reduce the amount of pollutants that enter the City's storm drain system, creeks, and the San Francisco Bay. **Status: Ongoing.**

13. Public Works will identify and develop an educational program that informs residents, businesses, and employees of the environmental, economic, and place-making benefits of integrating Green Infrastructure into public rights-of-way and private development. **Status: Pending.**

IV. COMMUNITY DEVELOPMENT

Critical Issue

Make development decisions that maintain a vibrant, balanced, quality community.

STRATEGY IV-A

Improve housing diversity, add community amenities, and enhance long-term revenue through new development consistent with Specific Plans and the General Plan.

ACTION PLAN

1. Community Development will implement the Housing Element in compliance with State law and Plan Bay Area. **Status: Ongoing.**

2. Community Development will work with developers to facilitate development of a golf course or other recreational amenity and high-end housing consistent with the Areas 3 and 4 Specific Plan. **Status: Ongoing.**

3. Community Development will identify multi-family housing units that are in need of rehabilitation and identify strategies and funding

sources to address needed maintenance and repairs. **Status: In Progress.**

4. Community Development will identify sites that would be appropriate for low income families and senior housing. City staff will also work with non-profit housing developers to design and build affordable housing. **Status: In Progress.**

5. Community Development will complete an assessment of local shelter space needs and, depending on the results, identify funding sources for site acquisition and construction of emergency housing or expansion of the existing Second Chance shelter. **Status: In Progress.**

6. Community Development will analyze and address constraints to the maintenance, improvement, or development of housing for persons with disabilities. **Status: Ongoing.**

7. Community Development will promote the redevelopment of sites designated for residential use that are currently developed for commercial/ industrial purposes. **Status: Ongoing.**

8. Community Development will assure that conditions of development are established that encourage civic involvement. **Status: Ongoing.**

9. Community Development will work with property owners to implement the Dumbarton Transit Oriented Development Specific Plan. **Status: In Progress.**

10. Community Development and Public Works will evaluate opportunities for streetscape, landscaping, and lighting improvements for Old Town as part of the Old Town Specific Plan. **Status: In Progress.**

STRATEGY IV-B

Ensure that the community has a coherent and long-term vision for the future through its General Plan, Specific Plans, and Master Plans.



ACTION PLAN

1. Community Development will facilitate the completion of a Citywide Parks Master Plan. **Status: Completed.**
2. City staff will provide the community with improved access to a variety of governmental information via the City’s web page, social media, the newsletter, and the City’s local cable station. **Status: Ongoing.**
3. Community Development will update the Zoning ordinance. **Status: Completed.**

STRATEGY IV-C

Market our community through partnerships with regional agencies, neighboring communities, and directly with property owners, brokers, and businesses.

ACTION PLAN

1. Community Development will conduct outreach to potential tenants. **Status: Ongoing.**
2. Recreation and Community Services will promote facilities and programs that enhance overall marketability of the City. **Status: Ongoing.**
3. Community Development will encourage development by marketing opportunity sites to developers in partnership with property owners. **Status: Ongoing.**

STRATEGY IV-D

Support the local business community.

ACTION PLAN

1. Community Development staff will serve as a liaison to the Chamber of Commerce Board of Directors. **Status: Ongoing.**
2. Community Development will include the Chamber of Commerce staff in economic devel-

opment-related committee activities (e.g., marketing and Old Town). **Status: Ongoing.**

3. Community Development will work with the Chamber of Commerce to promote business retention efforts. **Status: Ongoing.**

STRATEGY IV-E

Promote investment and quality of life in existing neighborhoods.

ACTION PLAN

1. Community Development will ensure that blighted underutilized areas will be included in the citywide code compliance program. **Status: Ongoing.**
2. Community Preservation and the Police Department will enforce new noise regulations. **Status: Ongoing.**

STRATEGY IV-F

Strengthen community identity and City revenue by promoting a varied and vibrant retail mix within attractive retail areas.

ACTION PLAN

1. Community Development will implement the Economic Development Element. **Status: Ongoing.**
2. Community Development will aggressively pursue revenue generating businesses. **Status: Ongoing.**
3. Community Development will continue to promote the City’s restaurant and hotel marketing strategy. **Status: Ongoing.**
4. Community Development will promote the City to target industries. **Status: Ongoing.**
5. Community Development will meet periodically with brokers and realtors to discuss target industries and promote the community. **Status: Ongoing.**



STRATEGY IV-G

Promote the development of transportation options such as Dumbarton transit alternatives and bicycle and pedestrian improvements.

ACTION PLAN

1. Public Works will provide leadership and staff support to the future development and implementation of the Dumbarton Rail Project and other potential interim improvements. **Status: Pending.**

2. Public Works and Community Development will work closely with the Alameda County Transportation Commission (ACTC) and the Metropolitan Transportation Commission to ensure that Dumbarton Rail remains a priority long-range project. **Status: Ongoing.**

3. Public Works will implement priorities in the Pedestrian and Bicycle Master Plan. **Status: In Progress.**

4. Community Development and Public Works will coordinate development of Dumbarton Transit alternatives with a new transit station. **Status: Ongoing.**

5. Public Works will pursue design and construction of the Central Avenue Railroad Overpass project. **Status: In Progress.**

V. CITY GOVERNMENT OPERATIONS

Critical Issue

Operate a City government that enables the organization to meet service demands of the community.

STRATEGY V-A

Provide and maintain public facilities as resources allow.

ACTION PLAN

1. Public Works and City Management will facilitate the design and construction of a new Civic Center. The project will include a Community Library, Police Operations Center, and City Administration Offices. **Status: In Progress.**

2. Public Works will implement projects to maintain existing public facilities, including the Newark Community Center. **Status: Ongoing.**

STRATEGY V-B

Continue to take actions that promote and enhance long-term fiscal stability and independence.

ACTION PLAN

1. Finance will prepare an update to the City's purchasing procedures for City Council approval. **Status: In Progress.**

2. Finance will perform internal audits of all City financial related systems and processes in order to ensure compliance with federal, state, and local laws and to ensure the safety and security of City assets. **Status: Ongoing.**

3. Finance will track revenues closely and make recommendations to the City Manager and City Council, including ways the City can save money, to ensure fiscal stability. **Status: Ongoing.**

4. Finance will seek other sources of funds and financing for major capital projects. **Status: Ongoing.**

5. Finance will build capacity in the City's budget to maintain reserves in accordance with the City's reserve policy and fund capital projects. **Status: Ongoing.**

STRATEGY V-C

Continually evaluate the technological needs of the organization and make upgrades where appropriate.



ACTION PLAN

1. Information Systems will work with departments to use the City's website and other social media to provide information regarding City services, economic development, and other information resources. **Status: Ongoing.**

2. Public Works and Information Systems will continue the development of a citywide Geographic Information System (GIS) program and will add data layers for the City storm drain system, street lights, capital projects, and record drawings of public improvements. Training will be provided to appropriate staff by a partner in the GIS consortium. **Status: In Progress.**

3. Public Works will update and expand the Engineering Division informational brochures and policy documents. **Status: Ongoing.**

4. Public Works and Information Systems will modify the City's website to increase the availability of information, data, and forms related to Engineering's scope of services. **Status: In Progress.**

STRATEGY V-D

Identify short and long-term space needs, and ensure facility needs for City departments are provided.

ACTION PLAN

1. Community Development will facilitate the completion of the Civic Center Feasibility Study. **Status: Completed.**

2. Public Works will pursue the design and completion of a new City Administration Building as part of the new Civic Center project. **Status: In Progress.**

3. Public Works will pursue a project to modify the warehouse at the corporation yard to provide adequate storage for City needs. **Status: Pending.**

4. Public Works will continue with critical flooring replacements, painting and roofing to all City buildings in order to maintain City assets.

Status: Ongoing.

5. Public Works will continue to research and pursue options for reducing inflating utility costs without reducing services to City functions. **Status: Ongoing.**

6. Public Works will continue to perform preventative maintenance to minimize interruptions caused by equipment failures. **Status: Ongoing.**

7. Public Works will pursue options to provide reliable HVAC systems at all City facilities. **Status: Ongoing.**

STRATEGY V-E

Work with other agencies to meet the needs of the community.

ACTION PLAN

1. Administrative Services will promote commercial/industrial recycling through the conduct of waste audits and through an aggressive construction/demolition debris program. **Status: Ongoing.**

2. Administrative Services will work with Stop-waste and Republic Services on additional strategies for reducing the City's waste disposal figure, including adding commercial organics collection services. **Status: Ongoing.**

STRATEGY V-F

Participate in regional and sub-regional collaborative efforts.

ACTION PLAN

1. Public Works will continue collaborative work with Fremont, Union City, Alameda County Water District, and Union Sanitary District on the Southern Alameda County GIS Consortium and develop new common layers/data. **Status: Ongoing.**



2. Community Development will participate in the Technical Advisory Committee (TAC) and the Finance Advisory Committee (FAC) which provides support to the AC Transit Policy Advisory Committee (PAC). **Status: Ongoing.**

3. Public Works will continue to participate in the Alameda County Climate Protection Project. **Status: Ongoing.**

STRATEGY V-G

Provide a safe and effective work environment that engages each employee to perform at an optimal level of service.

ACTION PLAN

1. The City Manager will conduct a minimum of two management meetings per year to discuss issues related to City operations and future plans. **Status: Ongoing.**

2. The City Manager and Executive Team will annually review the organization structure and make adjustments in the workforce as needed to meet service level demands. **Status: Ongoing.**

3. The Executive Team will meet annually to evaluate operations and review City finances and strategic action plans, to ensure efficient operation of the City in meeting increasing service demands. **Status: Ongoing.**

4. The Executive Team and Human Resources will foster a positive work environment that recognizes and rewards employee achievement and excellence with such programs as PRIDE, Annual Service Awards, Employee Appreciation Luncheons, and Employee of the Year. **Status: Ongoing.**

5. Human Resources, in coordination with departments, will provide a citywide training program to ensure compliance with state and federal requirements. **Status: Ongoing.**

6. Human Resources will serve as a resource to managers and supervisors, whereby employment and labor related policies, processes, and proce-

dures are administered with fairness and equity, balancing the need for compliance within a framework of flexibility. **Status: Ongoing.**

7. Human Resources will communicate timely and relevant information to all employees, departments and labor groups to provide effective, credible, and consistent information and assistance. **Status: Ongoing.**

8. Human Resources will participate in the Risk Management Program and Committee to proactively implement best practices in risk management and workers compensation and to utilize data to measure program effectiveness. **Status: Ongoing.**

9. Human Resources will review and update the Illness & Injury Prevention Plan as needed. **Status: Ongoing.**

10. Human Resources will meet and promote OSHA standards for safe work practices. **Status: Ongoing.**

11. Human Resources will devise, develop, and implement effective recruitment and selection processes, classification and compensation analysis and planning, employee benefits, and services and compensation for injured workers. **Status: Ongoing.**

12. The Executive Team and Human Resources will provide career ladders and opportunities for growth and promote and support succession planning in departments. **Status: Ongoing.**

13. Human Resources will establish and maintain tools and resources for departments to provide timely, accurate, and relevant performance evaluations to promote career development and recognize and encourage employee achievement. **Status: Ongoing.**

14. Human Resources will communicate transparently with employees to promote an understanding of City work dynamics, trends, policies, processes and procedures with concern and care for the employee as an individual, and



as a member of the Citywide team. **Status: Ongoing.**

15. Human Resources will develop and implement a citywide employee wellness program that facilitates activities to promote healthier lifestyles including exercise, healthy diet, and nutrition. **Status: Ongoing.**



GLOSSARY

REVENUE SOURCE DEFINITIONS

Over 50 different ongoing revenue sources finance the services provided by the City. These revenue sources are broken into seven categories. Below are brief explanations of each category and revenue source. Following the revenue source explanations are definitions of terms used in this Five-Year Forecast.

CHARGES FOR CURRENT SERVICES

These charges are commonly known as user fees. These are different from taxes in that the fees are paid directly by the party benefiting from the service. For example, residents pay a fee to participate in the softball program.

Art in Public Places Fee. Charged to residential and commercial/industrial developments and construction projects that add over 10,000 square feet of space or that are located along major arterials as indicated in the General Plan map. The fees collected are used for the creation of artworks in public places and private development in a manner to offset the impacts of urban development.

Development Impact Fee. Charges assessed to new residential, commercial, and industrial developers to be used for specific public safety, transportation, community development, and housing projects.

Environmental Protection Fee. (also known as Urban Run-Off Clean Water Fee). Charged to all parcels in the City and collected through the County tax rolls. This fee covers the City's costs to minimize storm water runoff pollution into San Fran-

cisco Bay. This is a mandated State and Federal program.

Maintenance Fee. Charged for street barricading, sign removal from public right-of-way, and for Neighborhood Watch Program signs.

Microfilming Fee. Charges associated with the issuance of building permits. Fees are based on the conversion costs and quantity of plans and documents to be microfilmed.

Park Impact Fee. Charged for new dwelling units. The park impact fee was updated in 2016 with a Parks Impact Fee Study which established the reasonable relationship between the parks fee and the purpose of the fee.

Plan Checking Fee. Charged for staff review of plans and field inspections for subdivision construction.

Public Safety Fee. Charges for hazardous materials permits, hazardous materials responses, fire permits, etc. (Fire) and for responding to excessive false alarms, expenses related to cases involving driving under the influence, towing administration, etc. (Police).

Recreation – Child Care Activity Fee. Charged to Licensed Child Care Program participants in order to recover part of the cost of providing specific services offered at the Community Center.

Recreation – Community Center Building Rental Fee. Charges for the use of the Community Center, including wedding receptions, family parties, and community fundraisers.

Recreation – General Community & Human Services. Revenue generated from fee charges generated from a variety of community and human services programs



and activity fees in order to recover the cost of providing specific services.

Recreation – General Recreation Services.

Revenue generated from fee charges from sports and physical fitness programs and activity fees in order to recover the costs of providing specific services. The City also receives fees from Activities Guide advertising.

Recreation – General Senior Center Activity.

Revenue generated to partially offset programming costs for Newark’s senior community, including a variety of classes in the arts, home safety, fitness, wellness, computer training, language, excursions, and many other activities.

Recreation – General Teen & Youth Activity. Revenue generated from a variety of youth and teen program fees to recover the costs of providing specific services.

Recreation – Preschool Activity. Revenue generated from Preschool Program fees in order to recover the cost of providing specific services at the Silliman Activity Center.

Recreation – Silliman Activity Users Fee. Revenue generated from a variety of admission fees for the use of the Silliman Activity Center.

Recreation – Silliman Facility Rentals. Revenue generated from rental fee charges for the use of the Silliman Activity Center’s gymnasium and community meeting room.

Recreation - Silliman Family Aquatic Center Concessions. This revenue is generated by food and beverage sales for the convenience of customers while utiliz-

ing the amenities, programs, and services available at the Silliman Activity Center.

Recreation - Silliman Family Aquatic Center Programs.

This revenue is generated from fee charges for aquatic related programs such as swim lessons, aquatic exercise classes, birthday party packages, family special events, lifeguard certification courses, and camps. Revenue is collected to offset operational and maintenance costs associated with the Aquatic Center.

Sale of Maps & Publications. Revenue derived from charges for the cost of photocopying public documents.

Stormwater Quality Control Plan Review and Inspection Fee. Charges based on project size for staff review and field inspections of developers’ plans and measures designed to minimize pollution of storm water due to construction activities.

Street Tree Fee. Charge to developers for maintaining City-planted trees for a period of three years. Revenues collected for damages to City trees caused by vehicular accident are included here.

Weed Abatement Fee. Charges for staff time and contract services for the annual weed abatement program.

Zoning Fee. Charges for discretionary land use reviews completed by an administrative process or through Planning Commission and City Council review.



FINES AND FORFEITURES

Revenues resulting from regulatory or legal action that are punitive in nature and designed to discourage certain behaviors.

Court Fines. The City's apportionment of court fines collected and remitted by the County.

Vehicle Code Fines. The City's apportionment of fines and forfeitures collected by the County. These fines and forfeitures result from violations of the State Vehicle Code.

LICENSES AND PERMITS

The City grants licenses and permits to allow businesses or residents to engage in certain activities. This revenue helps to offset the costs of enforcing the City's regulations.

Animal Licenses. Ownership or possession of a dog requires the purchase of a dog license.

Business Licenses and Registration. License and registration are required for all businesses operating in the City. A majority of businesses consist of commercial enterprises and professionals whose business license fees are based on gross receipts.

Construction (Building) Permits. Fee for the procurement of building permits that are required for construction projects. The fee are based on the specific nature of the project.

Encroachment (Street) Permits. Fee for staff review of the plans and field inspections for work in the public right-of-way performed under an encroachment permit.

Other Licenses and Permits. Fees charged for licenses and permits not identified elsewhere. Examples include fees for alarm or dance permits.

PROPERTY TAXES

California State Constitution Article XIII A provides that the combined maximum property tax rate on any given property may not exceed 1% of its assessed value, unless an additional amount has been approved by voters. The County of Alameda assesses properties, bills, and collects these property taxes. The City's share, including all penalties and interest, is remitted by the County.

The two major categories of property tax include:

- **Secured.** A property tax that is levied on real property. Real property is immobile and includes land, natural resources, and fixed improvements to the land.
- **Unsecured.** A property tax that is levied on personal property. Personal property is mobile and includes such tangible property as equipment and inventory.

REVENUE FROM OTHER AGENCIES

The Federal government, State of California, and Alameda County all provide revenue to the City for specific programs.

Federal and State Grants. Funding or contribution by Federal and State governments to support a particular program or function.

Gasoline Tax. Gas tax revenues provided by Sections 2105, 2106, 2107, and 2107.5 of the State of California's Streets and Highways Code. These revenues are expended



for construction and maintenance of City streets.

Homeowners Relief. Replacement revenue of homeowners' property taxes by reason of exemption granted, as remitted by the State of California through Alameda County.

Vehicle In-Lieu. Prior to the 2004 Budget Act, this revenue was backfilled from the State's general fund. In November 2004, Proposition 1A was passed that eliminated the Vehicle License Fee backfill and replaced it dollar-for-dollar with property taxes. This revenue source will increase by the same percentage as the property tax assessed valuation.

REVENUE FROM USE OF MONEY AND PROPERTY

The City's money and property can grow in value when not being used for other purposes.

Investment Earnings. A revenue source resulting in the investment of temporary idle funds in interest-bearing accounts. The City has been investing these funds in the State of California's Local Agency Investment Fund, which is a professionally managed fund overseen by the State Treasurer's Office.

SALES AND OTHER TAXES

These taxes are economically sensitive and revenue generated from them is used to support basic City-delivered services.

Franchise Fee. A tax that is usually levied on utility companies for their use of City streets (right-of-way) or for their exclusive franchise to provide services to residents. Newark imposes a 1% tax on the gross

receipts from Pacific Gas and Electric Company; a 20% tax on the gross receipts from Republic Services (from both residential and nonresidential customers); a 5% tax on the gross receipts of the cable television franchise; and an annual franchise fee of approximately \$6,000 on the gas pipeline that runs through Newark.

Property Transfer Tax. This tax is levied at a rate of \$1.10 per \$1,000 of equity value transferred at the time of sale. Alameda County collects the tax and the City receives one-half. Revenues are dependent on how frequently the property is transferred and on the accrued value at the time of the transfer.

Sales and Use Tax. A 9.25% sales tax is levied against the gross sales price of most tangible property sold in Newark other than property sold for resale. Newark receives 1%, with the remaining 8.25% allocated to other agencies that include the State of California, County of Alameda, Bay Area Rapid Transit, and Alameda County Transit. Newark also receives an additional 0.5% of the gross sales prices for tangible property used in Newark, even if sold in another jurisdiction. This brings the total sales tax on most products to 9.75%.

Transient Occupancy Tax. A 10% tax is levied on charges for occupancy of hotel and motel rooms. This tax compensates the City for indirect costs created by visitors, such as increased pollution and congestion. This tax is borne almost exclusively by nonresidents

Utility User Tax. A 3.25% tax was levied on electricity, natural gas, cable television, and phone services effective January 1, 2016. This is a General Fund revenue.



TERM DEFINITIONS

Below are brief definitions of terms used in this year's Five-Year Forecast. A more detailed explanation of revenue sources can be found in the previous section.

ACTION PLANS

Originally developed by City staff to address the Key Issues identified in "Five-Year Forecast 1994-1999" within the context of the City's Vision and Mission statements. Action Plans are now developed to address Critical Issues and Strategies and updated with each Five-Year Forecast.

ASSOCIATION OF BAY AREA GOVERNMENTS (ABAG)

A regional planning agency consisting of the nine Bay Area counties and cities within those counties.

BIENNIAL BUDGET

A financial plan applicable to two consecutive fiscal years.

BUDGET PLAN

A list of actions approved by the City Council that provides direction for preparing the Biennial Budget. The Budget Plan is articulated in the Strategic and Budget Plans section.

CAPITAL IMPROVEMENT PLAN (CIP)

A document that lists potential capital projects by ranking, funding availability, and estimated cost.

CAPITAL PROJECTS FUND

A capital improvement, as identified in the Capital Improvement Plan, which requires a

significant financial commitment above the City's Operating Budget, and can exceed more than one fiscal year.

CHAMBER OF COMMERCE

Largest business association in the City that provides service and opportunities to all types and sizes of companies, including networking and promotion.

CITY COUNCIL

The City's policy and decision-making board comprised of a Mayor and four Council Members. The Mayor is elected to two-year terms and Council Members to four-year terms.

CONDITIONAL USE PERMIT (CUP)

Pursuant to the Zoning Ordinance, a conditional use permit (CUP) may authorize uses not routinely allowed on a particular site.

CRITICAL ISSUES AND STRATEGIES

Critical Issues are fundamental challenges facing Newark. Strategies are the plans, programs, processes, or projects used to address them.

CULTURE STATEMENT

Description of attributes, behaviors, emphases, and skills that the ideal City of Newark will have in managing its daily business and in conducting its relationships with all of its customers.

DUMBARTON COMMUTER RAIL SYSTEM

The Dumbarton Rail Corridor Project will extend commuter rail service across the South Bay between the Peninsula and the



East Bay. The service will link Caltrain, the Altamont Express, Amtrak's Capitol Corridor, and BART, as well as East Bay bus systems at a multi-modal transit center in Union City.

DUMBARTON TRANSIT ORIENTED DEVELOPMENT (BAYSIDE NEWARK)

An approximately 200 acre area centered around Willow Street and Enterprise Drive. It is being developed as a transit and pedestrian friendly residential development of up to 2,500 homes with supportive retail and commercial sites was previously referred to as Area 2 in the General Plan.

ENTERPRISE FUND

Enterprise fund is used to account for operations that are financed and operated in a manner similar to private business. The cost of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user fees or charges.

EXECUTIVE TEAM

Comprised of the City Manager, City Attorney, Assistant City Manager, Administrative Services Director, Fire Chief (Alameda County Fire Department contract), Human Resources Director, Police Chief, Public Works Director, and Recreation and Community Services Director.

FISCAL YEAR

A 12-month period which applies to the Biennial Budget; for Newark, this is July 1 through June 30.

FIVE-YEAR FORECAST

A document which discusses various economic and developmental concerns that the City may have to address over a five-

year period in order to provide adequate service levels and capital projects.

FLEXIBLE HIRING FREEZE

Vacant positions are frozen and are only filled on a case by case basis after a determination is made of absolute need and necessity.

FUND

A fund is a tool that accountants use to segregate resources related to specific activities.

GENERAL FUND

A fund that accounts for all financial resources necessary to carry out basic governmental activities of the City that are not accounted for in another fund. The General Fund supports essential City services such as police and fire protection, community promotion, general government, and management services. Revenues to support the General Fund are derived from sources such as property tax, sales tax, franchise fees, and service fees.

GENERAL PLAN

The Newark General Plan is a general, yet comprehensive, integrated, and internally consistent statement of the goals, policies, and programs that will guide future growth and change within the City over a twenty year period. The General Plan was updated in 2013.

GEOGRAPHICAL INFORMATION SYSTEM (GIS)

A system capable of integrating, storing, editing, analyzing, sharing, and displaying geographically referenced information.



GREEN ECONOMY

A rapidly growing billion-dollar sector that includes renewable energy sources, organic produce and products, green buildings, alternative fuel vehicles, etc.

GROSS DOMESTIC PRODUCT (GDP)

The total market value of all final goods and services produced within a given country in a given period of time (usually a calendar year).

HOUSING ELEMENT

One of seven state-mandated "elements" (topics) of the City's General Plan. It identifies housing needs for current and future residents of all income levels. It contains the City's strategy for addressing housing needs, particularly for affordable housing.

INFLATION

A rise in the general level of prices over time. This may also refer to a rise in the prices of a specific set of goods or services. In either case, it is measured as the percentage rate of change of a price index. A widely known index for which inflation rates are reported is the Consumer Price Index (CPI), which measures consumer prices.

JPA

The California Government Code allows two or more local public entities to form a Joint Powers Authority (JPA) to mutually address a common issue.

MASTER FEE SCHEDULE

Adopted annually by the City Council, this schedule provides for City fees designed to cover or offset the costs of

providing selected services to individuals, groups, or business entities.

MISSION STATEMENT

The Executive Team's description of the City organization's purpose and reason for existence.

NONFARM PAYROLL EMPLOYMENT

Represents the number of jobs added or lost in the economy over the last month, not including jobs related to the farming industry. The farming industry is not included because of its seasonal hiring, which would distort the number around harvest times (as farms add workers, then release them after the harvest is complete).

NONRESIDENTIAL LINKAGE FEE

Fee required from new commercial and industrial development to offset the impacts of this new development on affordable housing. See Section 17.18.080 of the Newark Municipal Code.

OHLONE COLLEGE NEWARK CENTER

The Ohlone College Newark Center for Technology and Health Sciences (OCNC) is home to academic groups that include Business & Technology, Exercise Science & Wellness, Health Sciences, Learning Resource Center, Science & Environmental Science, and General Education.

OPERATING BUDGET

Current planned expenditures and the proposed source of funds to finance them. The Operating Budget is a financial plan that provides for service delivery activities and support functions.



OSHA

Occupational Safety and Health Administration (OSHA) is the main federal agency charged with the enforcement of safety and health legislation.

PUBLIC EMPLOYEES' RETIREMENT SYSTEM (PERS)

PERS is an agency that manages pension and health benefits for current and retired public employees and their families.

PERSONAL INCOME

An individual's total earnings based on wages, investment enterprises, and other ventures.

PRIDE STATEMENT

A statement of the values identified by City employees in bringing the highest quality services to the community.

PROPERTY TAX

A tax set upon the assessed value of real property.

RESERVE

Funds that have not been appropriated, but have been set aside for a specific purpose.

RISK MANAGEMENT COMMITTEE

The Risk Management Committee (RMC) is comprised of City employees from every department. The RMC provides leadership and coordination for meeting the City's safety and risk management goals for both general liability and workers' compensation claims.

SALES TAX

A tax, currently 9.75%, based upon gross sales receipts of taxable items.

SOUTHWEST NEWARK RESIDENTIAL AND RECREATIONAL PROJECT

This area is approximately 640 acres located in the far southwest portion of Newark. It is proposed to be developed as a high-end residential development, a school site, parks/open space, and an 18-hole golf course of other recreational amenity. It is to contain up to 1,260 detached homes. The area is sometimes referred to as Areas 3 and 4 or Sanctuary.

STRATEGIC PLAN

A plan to identify community needs and to determine the best method of responding to those needs through service delivery and measurement.

SUBPRIME MORTGAGE

Mortgage loans that do not meet Fannie Mae or Freddie Mac guidelines. A subprime mortgage is offered at a higher rate than prime mortgage loans due to perceived increased risk. Subprime mortgage loans are riskier loans in that they are made to borrowers unable to qualify under traditional, more stringent criteria due to a limited or blemished credit history. Subprime mortgage loans have a much higher rate of default and are priced based on the risk assumed by the lender.

TRANSIENT OCCUPANCY TAX (TOT)

A tax imposed on hotel/motel occupants; the City's current tax rate is 10%.



UNALLOCATED FUND BALANCE

Funds that have not been appropriated, identified as reserves, or legally identified for a specific purpose.

UTILITY USERS TAX (UUT)

A 3.25% tax was levied on electricity, natural gas, cable television, and phone services effective January 1, 2016 and was approved by voters as Measure Y in 2014.

VALUES STATEMENT

See PRIDE Statement.

VISION STATEMENT

The City Council's description of the ideal Newark. The organization's policies, resources, and efforts are directed toward achieving this Vision.



F.5 Authorization for the Public Works Director to renew the contract with Rosas Brothers Construction for 2018 Curb, Gutter, and Sidewalk Replacement, Project 1181 – from Senior Civil Engineer Tran. (RESOLUTION)

Background/Discussion – On May 11, 2017, the City Council awarded a contract to Rosas Brothers Construction for 2017 Curb, Gutter, and Sidewalk Replacement, Project 1143, with options to renew annually for up to three (3) additional years. The contractor is agreeable to renewing the contract for 2018 Curb, Gutter, and Sidewalk Replacement, Project 1181. Specifications allow the Public Works Director to exercise renewal of the contract if so approved by the City Council.

The project will remove and replace damaged curb, gutter and sidewalk at various locations located throughout the City. In addition, the project will upgrade curb ramps to meet current ADA standards along those streets included in this year’s asphalt concrete overlay project.

The 2016-2018 Biennial Budget includes sufficient funding for an estimated total project cost of \$300,000 in Fiscal Year 2017-2018. This project will be funded through a combination of Alameda County Measure B/BB Sales Tax funds, Vehicle Registration Fee funds, the Traffic Congestion Relief Fund and Road Maintenance and Rehabilitation Account (RMRA) funds.

Attachment

Action – It is recommended that the City Council, by resolution, authorize the Public Works Director to renew the contract with Rosas Brothers Construction for 2018 Curb, Gutter, and Sidewalk Replacement, Project 1181.

RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
NEWARK AUTHORIZING THE PUBLIC WORKS DIRECTOR
TO RENEW THE CONTRACT WITH ROSAS BROTHERS
CONSTRUCTION FOR 2018 CURB, GUTTER, AND
SIDEWALK REPLACEMENT, PROJECT 1181

WHEREAS, the City of Newark has entered into a contract with Rosas Brothers Construction, pursuant to Resolution No. 10,625, for 2017 Curb, Gutter, and Sidewalk Replacement Project 1143, in the City of Newark, in accordance with the plans and specifications for the contract; and

WHEREAS, contract specifications approved by the City Council with Project 1143 allow for renewal of the contract annually for up to three (3) additional years;

NOW THEREFORE, BE IT RESOLVED that the City Council does hereby authorize the Public Works Director to renew the contract with Rosas Brothers Construction for 2018 Curb, Gutter, and Sidewalk Replacement Project 1181.

BE IT FURTHER RESOLVED that future execution of contract renewal shall be at the discretion of the Public Works Director pursuant to the original project specifications.

F.6 Approval of the Road Repair and Accountability Act of 2017 (Senate Bill 1) Fiscal Year 2018-19 Project List – from Assistant City Engineer Imai. (RESOLUTION)

Background/Discussion – In April 2017, the State Legislature passed and Governor Brown approved Senate Bill 1 (SB1), the Road Repair and Accountability Act of 2017. SB1 established the Road Maintenance and Rehabilitation Program and provides a significant, stable and ongoing increase in state transportation funding to address deferred maintenance on the state highway and local streets and road systems. Funds for the program are deposited into the State Transportation Fund, Road Maintenance and Rehabilitation Account (RMRA). The RMRA receives funds through increased gasoline excise taxes, diesel fuel sales taxes, and vehicle registration fees.

SB1 is projected to generate over \$5 billion annually for state and local transportation improvements. Cities and counties are slated to receive \$1.5 billion at full implementation of SB1. Allocations of funds to cities will be based upon population.

It is projected that the City of Newark will receive approximately \$754,000 of RMRA funds each year. This funding is in addition to the Highway Users Tax Account (or Gas Tax) funds the City receives annually. RMRA funding will be included as part of the City’s 2018-2020 Biennial Budget and Capital Improvement Plan adoption process.

In order to receive RMRA funds from the state, SB1 requires the City to submit to the California Transportation Commission each year a list of projects proposed to be funded with RMRA funds. RMRA funds are required to be used towards projects which include, but are not limited to:

- Road maintenance and rehabilitation
- Safety improvements
- Railroad grade separations
- Traffic control devices
- Complete Street components, which include active transportation elements, pedestrian and bicycle safety improvements, transit facilities, and drainage and storm-water capture measures in conjunction with other allowable projects

For Fiscal Year 2018-19, staff recommends that City Council approve the following RMRA project list:

Project Title
Citywide Accessible Pedestrian Ramps
Citywide Street Signs
Thermoplastic Street Striping
2019 Street Patch Paving Program
2019 Asphalt Concrete Overlay Program
2019 Street Slurry Seal Program
2019 Sidewalk, Curb and Gutter Replacement
Traffic Calming Measures

This project list is neither binding nor inclusive. Including a project on the list does not obligate the City to complete the project nor does it limit the flexibility of the City to use RMRA funds toward projects not originally included on the list, so long as the project meets the eligibility criteria listed above.

For Fiscal Year 2017-18, RMRA funds were used on the 2018 Street Slurry Seal Project No. 1180 and the 2018 Sidewalk, Curb and Gutter Replacement Project No. 1181.

Attachments

Action – It is recommended that the City Council, by resolution approve the Road Repair and Accountability Act of 2017 (Senate Bill 1) Fiscal Year 2018-19 Project List.

RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
NEWARK APPROVING THE ROAD REPAIR AND
ACCOUNTABILITY ACT OF 2017 (SENATE BILL 1) FISCAL
YEAR 2018-19 PROJECT LIST

WHEREAS, Senate Bill 1 (SB1), the Road Repair and Accountability Act of 2017 was passed by the Legislature and signed into law by the Governor in April 2017 in order to address the significant multi-modal transportation funding shortfalls statewide; and

WHEREAS, SB1 includes accountability and transparency provisions that will ensure the residents of our City are aware of the projects in our community that are proposed for SB1 funding and which projects are completed each fiscal year; and

WHEREAS, the City must provide a list each year to the California Transportation Commission of all projects proposed to receive funding from the Road Maintenance and Rehabilitation Account (RMRA), created by SB1; and

WHEREAS, the City will receive an estimated \$754,000 in RMRA funding in Fiscal Year 2018-19 from SB1; and

WHEREAS, the City used the upcoming 2018-2020 Capital Improvement Plan to develop the SB1 project list to ensure revenues are being used on the most high-priority and cost-effective projects that also meet the community's priorities for transportation investment; and

WHEREAS, the funding from SB1 will help the City maintain and rehabilitate streets, sidewalks and traffic control devices, and help add active transportation infrastructure throughout the City this year and into the future;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Newark does hereby approve the following list of projects to be funded in Fiscal Year 2018-19 by Senate Bill 1, the Road Repair and Accountability Act of 2017:

Project Title
Citywide Accessible Pedestrian Ramps
Citywide Street Signs
Thermoplastic Street Striping
2019 Street Patch Paving Program
2019 Asphalt Concrete Overlay Program
2019 Street Slurry Seal Program
2019 Sidewalk, Curb and Gutter Replacement
Traffic Calming Measures

I.1 Resolution appointing members to the City of Newark Transactions and Use (Sales) Tax Oversight Committee – from Mayor Nagy. (RESOLUTION)

Background/Discussion – At the November 8, 2016 election, voters approved a one-half percent transactions and use (sales) tax in the City of Newark beginning April 1, 2017. The Measure GG ordinance requires the establishment of a Citizens’ Oversight Committee (Committee) to review the expenditures of the revenue from this tax. The ordinance provides for a five member committee to be appointed by the Mayor and approved by the City Council.

The City Council established the Committee on January 25, 2018. The Committee will review semi-annual revenue and expenditure reports, prepared by staff, and provide the City Council with an annual report on whether the revenues were expended in an appropriate manner. The Committee will consist of 5 members, serving staggered terms, who receive no personal financial benefit related to the expenditures.

A total of 10 applications were received. The Mayor has interviewed Jim Lola, Stanley Keiser, Jacinta Arteaga, Michael Huff, Cary Knoop, Elizabeth Macris, Michael Marzano, John Hastings, Olga Borjon, and Ray Pereira. The Mayor will announce his appointments at the City Council meeting. The remaining applicants may be considered for appointment to other City Committees or Commission, if vacancies occur.

Attachments

Action - It is recommended that the City Council, by resolution, approve the Mayor’s appointments to the City of Newark Transactions and Use (Sales) Tax Oversight Committee.

RESOLUTION NO.

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
NEWARK APPROVING THE APPOINTMENTS TO THE CITY
OF NEWARK TRANSACTIONS AND USE (SALES) TAX
OVERSIGHT COMMITTEE

WHEREAS, on November 8, 2016 the voters of the City of Newark adopted a Local Transactions Use (Sales) Tax Ordinance through the approval of Measure GG, a transactions and use tax of on-half percent took effect on April 1, 2017; and

WHEREAS, on January 25, 2018 the City Council established the City of Newark Transactions and Use (Sales) Tax Oversight Committee to review the expenditures of the revenue from this tax; and

WHEREAS, Mayor Nagy has interviewed 10 candidates for the 5 seats on the committee and hereby appoints 3 candidates (names to be inserted after the meeting) to 4 year terms and 2 candidates (names to be inserted after the meeting) to three year terms.

NOW, THEREFORE, BE IT RESOLVED that said appointments are hereby approved by the City Council of the City of Newark.

BE IT FURTHER RESOLVED, that the Mayor may consider the remaining candidates for appointments to other Commissions and Committees should a vacancy occur in the future and the candidate accepts the appointment.



City of Newark

MEMO

DATE: April 2, 2018

TO: City Council

FROM: Sheila Harrington, City Clerk *J.H.*

SUBJECT: Approval of Audited Demands for the City Council Meeting of Apr. 12, 2018.

REGISTER OF AUDITED DEMANDS *KV*

US Bank General Checking Account

<u>Check Date</u>		<u>Check Numbers</u>	
March 16, 2018	Page 1-2	113942 to 114004	Inclusive
March 22, 2018	Page 1-2	114005 to 114072	Inclusive
March 30, 2018	Page 1-2	114073 to 114140	Inclusive

RECEIVED
 APR 3 2018
 CITY CLERK



City of Newark

MEMO

DATE: April 2, 2018
TO: Sheila Harrington, City Clerk
FROM: Susie Woodstock, Administrative Services Director
SUBJECT: Approval of Audited Demands for the City Council Meeting of
Apr. 12, 2018. 

The attached list of Audited Demands is accurate and there are sufficient funds for payment.

1

Final Disbursement List. Check Date 03/16/18, Due Date 03/26/18, Discount Date 03/26/18. Computer Checks.

Bank 1001 US BANK

MICR Check#	Vendor Number	Payee	Check Date	Check Amount	Description
113942	9723	A-1 SEPTIC TANK SERVICE INC	03/16/18	2,000.00	SEPTIC REPAIR
113943	149	ABAG PLAN CORPORATION C/O BICKMORE	03/16/18	14,834.40	DEDUCTIBLE COSTS
113944	1396	ALAMEDA COUNTY FIRE DEPARTMENT ATTN: ACC	03/16/18	325.00	FLEET SUPPLIES AND MAINT
113945	218	ALAMEDA CO LIBRARY ATTN: FINANCIAL SERVI	03/16/18	26,250.00	CITY/SOUNTY AGREEMENT ADDT'L LIBRARY SER
113946	5821	ALL CITY MANAGEMENT SERVICES, INC	03/16/18	3,124.80	CROSSING GUARD SVCS
113947	10004	ALLDATA LLC	03/16/18	1,646.25	SUBSCRIPTION RENEWAL
113948	11430	ALLTECH PETRO INC.	03/16/18	495.37	FUEL PUMP MAINT AND SERVICE
113949	348	AT&T	03/16/18	177.82	AT & T MONTHLY TELECOM
113950	9680	BAY CENTRAL PRINTING	03/16/18	70.36	BUSINESS CARDS
113951	1131	BAY ISLAND OFFICIALS ASSOCIATION ATTN FR	03/16/18	1,716.00	SPORTS OFFICIATING
113952	9888	BUREAU VERITAS NORTH AMERICA INC.	03/16/18	3,752.24	PLAN REVIEW SERVICES
113953	11083	BURKE, WILLIAMS & SORENSEN, LLP	03/16/18	112.00	LITIGATION & LEGAL CONSULTING
113954	3843	CACEO CALIFORNIA ASSOCIATION OF CODE ENF	03/16/18	86.00	SEMINAR
113955	11541	CEL CONSULTING, INC.	03/16/18	106.73	PLAN CHECK SERVICES
113956	214	CENTRAL VETERINARY HOSPITAL	03/16/18	321.78	K9 VET SVCS
113957	1380	CHRISP COMPANY	03/16/18	1,423.10	CIP PROJECT #1159 THERMOPLASTIC STREET S
113958	10060	COMCAST	03/16/18	113.58	CABLE BILL
113959	10650	ELIZABETH PAGENDARM	03/16/18	6.19	UUT REFUND
113960	10793	NIKHILA E BERRY	03/16/18	94.00	CLASS REFUND
113961	10793	CLAIRE COLLET	03/16/18	110.00	CLASS REFUND
113962	10793	MERCED ESPINOZA	03/16/18	300.00	RENTAL DEPOSIT REFUND
113963	10793	TERESA NAVARRO	03/16/18	73.00	CLASS REFUND
113964	10793	USHA KONGARA	03/16/18	87.69	CLASS REFUND
113965	10677	DAILY JOURNAL CORPORATION CALIFORNIA NEW	03/16/18	112.50	PH NOTICES
113966	3728	DEPARTMENT OF JUSTICE ACCOUNTING OFFICE	03/16/18	407.00	FINGERPRINTING FEES
113967	10904	EAST BAY REFRIGERATION	03/16/18	1,085.95	REFRIGERATOR MAINTENANCE
113968	11601	EBSA USA, LLC. MMCALL	03/16/18	1,340.00	AQUATIC CENTER PAGING SYSTEM
113969	310	EQUIFAX INFORMATION SVCS LLC	03/16/18	50.43	CREDIT BUREAU REPORTS
113970	4731	EWING IRRIGATION PRODUCTS INC	03/16/18	466.67	PROJECT 1133 PARK IRRIGATION
113971	10642	FASTENAL COMPANY	03/16/18	110.12	MISC PARK SUPPLIES
113972	522	FEDEX	03/16/18	135.46	SHIPPING COSTS
113973	3416	GAMETIME	03/16/18	9,984.53	PARK PARTS SWINGS
113974	11157	JASON GERMANO	03/16/18	200.00	RESERVE UNIF ALLOWANCE
113975	4607	CITY OF HAYWARD HAYWARD EXECUTIVE AIRPOR	03/16/18	150.00	RANGE FEES
113976	1591	PHILIP H HOLLAND	03/16/18	200.00	RESERVE UNIF ALLOWANCE
113977	7593	BRUCE HOWCROFT	03/16/18	200.00	RESERVE UNIF ALLOWANCE
113978	10908	IMPERIAL SPRINKLER SUPPLY	03/16/18	817.97	PROJECT 1133 PARK IRRIGATION
113979	3644	RELX INC. DBA LEXISNEXIS	03/16/18	176.00	ONLINE LEGAL RESOURCE SUBSCRIPTION
113980	11246	LOOMIS ARMORED	03/16/18	282.69	ARMORED CAR SERVICE
113981	80	LYNN PEAVEY COMPANY	03/16/18	478.72	EVIDENCE SUPPLIES
113982	11271	MASAKOS MUSIC STUDIO MASAKO YAMAMOTO	03/16/18	1,972.80	RECREATION CONTRACT
113983	9604	JAMES MURRAY	03/16/18	96.56	EXPENSE REIMBURSEMENT
113984	11455	NATIONAL DATA & SURVEYING SERVICES	03/16/18	95.00	CIP #1160 TRAFFIC CALMING
113985	10865	NEW IMAGE LANDSCAPE	03/16/18	13,973.00	LANDSCAPE MAINTENANCE
113986	349	PACIFIC GAS & ELECTRIC	03/16/18	33,299.59	CITY ELECTRIC & GAS
113987	78	PERFORMANCE PEST MANAGEMENT LPC SERVICES	03/16/18	361.00	PEST CONTROL
113988	11346	PHAN'S SMOG STATION	03/16/18	40.00	SMOG SERVICE
113989	11376	QUINCY ENGINEERING INC	03/16/18	37,722.50	PROFESSIONAL ENGINEERING SERVICES FOR CE
113990	11234	RAY MORGAN COMPANY	03/16/18	2,653.01	COPIER LEASE AGREEMENT
113991	11373	RRM DESIGN GROUP	03/16/18	1,180.00	NEWARK ZONING CODE UPDATE
113992	11476	MEGHA SALPEKAR	03/16/18	252.50	RECREATION CONTRACT

Final Disbursement List. Check Date 03/16/18, Due Date 03/26/18, Discount Date 03/26/18. Computer Checks.

Bank 1001 US BANK

MICR Check#	Vendor Number	Payee	Check Date	Check Amount	Description
113993	112	WILLE ELECTRICAL SUPPLY CO INC	03/16/18	1,778.49	LIGHT BULBS
113994	1683	S.B.R.P.S.T.C.	03/16/18	6,700.00	PATROL POST TRAINING
113995	676	SUMMIT UNIFORMS CORP	03/16/18	107.07	NEW HIRE OFFICER UNIFORMS
113996	11396	SWA SERVICES GROUP INC	03/16/18	24,099.29	JANITORIAL SERVICE
113997	6797	US BANK CORPORATE PAYMENT	03/16/18	13,383.12	US BANK CC PAYMENT 02/22/18
113998	9541	UNITED SITE SERVICES	03/16/18	3,658.75	PORTABLE RESTROOM FOR FISHING IN THE CIT
113999	363	UNITED STATES POSTMASTER	03/16/18	2,940.00	SUMMER ACTIVITIES GUIDE POSTAGE
114000	5623	VERIZON WIRELESS	03/16/18	709.27	CELL SVC FOR MDT'S
114001	5050	WEST COAST ARBORISTS INC	03/16/18	14,174.63	TREE ASSESSMENT CITY PARKS
114002	11582	WESTERN WATER FEATURES, INC.	03/16/18	97,755.00	CIP PROJECT #1114: SILLIMAN AQUATIC CENT
114003	143	WILCO SUPPLY P O BOX 3047	03/16/18	28.60	BUILDING SUPPLIES
114004	340	WITMER-TYSON IMPORTS	03/16/18	913.40	K9 TRAINING/SUPPLIES
Total				331,317.93	

1
Final Disbursement List. Check Date 03/22/18, Due Date 04/02/18, Discount Date 04/02/18. Computer Checks.
Bank 1001 US BANK

MICR Check#	Vendor Number	Payee	Check Date	Check Amount	Description
114005	10	ABC FIRE PROTECTION INC	03/22/18	1,104.20	FIRE EXTINGUISHER SERVICE
114006	11539	ACCESS INFORMATION HOLDINGS, LLC.	03/22/18	80.00	SHREDDING SVCS
114007	10223	LEXISNEXIS RISK DATA MANAGEMENT INC BILL	03/22/18	424.20	BACKGROUND CHECKS
114008	11094	ACME AUTO LEASING, LLC	03/22/18	1,909.44	ARMORED RESCUE VEH LEASE
114009	1774	AIRGAS USA, LLC	03/22/18	55.90	FLEET SUPPLIES
114010	1396	ALAMEDA COUNTY FIRE DEPARTMENT ATTN: ACC	03/22/18	687.39	FLEET SUPPLIES AND MAINT
114011	287	ALAMEDA COUNTY SHERIFF'S OFFICE GREGORY	03/22/18	858.25	CRIME LAB FEES
114012	344	ALAMEDA COUNTY WATER DISTRICT	03/22/18	26,817.61	CITY WATER USE
114013	8414	ANDRE'S MECHANICAL & GENERAL ENGINEERING	03/22/18	1,815.00	PROJECT 1129 BUILDING UPGRADES
114014	11511	AQUATIC DESIGN GROUP, INC.	03/22/18	4,547.26	AQUATIC CENTER DESIGN
114015	1347	BAY AREA AIR QUALITY MGMT DIST.	03/22/18	338.00	CONTRACT FEES
114016	9680	BAY CENTRAL PRINTING	03/22/18	371.08	500 CASH RECEIPT FORMS (NCR CARBONLESS)
114017	3046	BEEHIVE GLASS CO INC	03/22/18	21.29	WINDOW AND DOOR REPAIR
114018	23	FRANK BONETTI PLUMBING INC	03/22/18	405.00	PLUMBING REPAIR
114019	214	CENTRAL VETERINARY HOSPITAL	03/22/18	494.03	VET SVCS
114020	3347	CHANNING L BETE CO INC	03/22/18	263.88	COMMUNITY ENGAGEMENT PROGRAM
114021	458	CHEVRON AND TEXACO BUSINESS CARD SERVICE	03/22/18	367.62	FUEL
114022	163	CHILDREN'S HOSPITAL - OAKLAND	03/22/18	630.00	VICTIM MEDICAL EXAMS
114023	6304	CLASSIC GRAPHICS T & J LEWIS INC	03/22/18	4,191.88	EQUIPMENT REPLACEMENT: ARBORIST VEHICLE
114024	3751	BRYAN COBB	03/22/18	91.66	EXPENSE REIMBURSEMENT
114025	6495	COVANTA ENERGY, LLC	03/22/18	921.95	EVIDENCE DESTRUCTION
114026	11549	CSG CONSULTANTS, INC.	03/22/18	22,378.75	OUTSIDE IMPROVEMENT PLAN CHECK FEES FOR
114027	10794	DUKE DE LEON	03/22/18	375.00	VIDEO RECORDING SERVICES
114028	11100	DU-ALL SAFETY	03/22/18	1,925.00	TRAFFIC CONTROL SAFETY TRAINING
114029	11461	EMC PLANNING GROUP INC.	03/22/18	907.50	CONTRACTURAL SERVICES
114030	11132	SEAN ERIKSEN	03/22/18	705.38	EXPENSE REIMBURSEMENT
114031	11371	EVAN HARRAR	03/22/18	600.00	VIDEOTAPING-STATE OF THE CITY ADDRESS
114032	11600	EVERBANK COMMERCIAL FINANCE INC.	03/22/18	417.05	COPIER LEASE AGREEMENT (KBA)
114033	11431	EXTENDED STAY AMERICA	03/22/18	2,254.20	ACADEMY TRAINEE HOTEL
114034	10642	FASTENAL COMPANY	03/22/18	190.94	SIGN RIVETS & MISC SUPPLY
114035	313	FREMONT URGENT CARE CENTER	03/22/18	284.00	PRE-EMPLOYMENT/DOT PHYSICALS
114036	167	HARRIS COMPUTER SYSTEMS	03/22/18	3,393.89	SELECT ERP MAINTENANCE
114037	4845	HINDERLITZER DELLAMAS & ASSOCIATES	03/22/18	9,458.02	TRANSACTION TAX 1ST QTR
114038	11594	JUAN HERRERA	03/22/18	325.69	EXPENSE REIMBURSEMENT
114039	11546	INDUSTRIAL PLUMBING SUPPLY, LLC.	03/22/18	371.38	PLUMBING PARTS
114040	1890	ICSC	03/22/18	1,920.00	REGISTRATIONS
114041	293	LANGUAGE LINE SERVICES INC	03/22/18	471.17	INTERPRETATION SVCS
114042	190	LC ACTION POLICE SUPPLY LTD	03/22/18	1,277.73	AMMO (GAS MUNITIONS FOR ACADEMY TRAINEES
114043	6713	DAVID LEE	03/22/18	125.00	EXPENSE REIMBURSEMENT
114044	987	LIEBERT CASSIDY WHITMORE A PROFESSIONAL	03/22/18	4,364.50	LITIGATION & LEGAL CONSULTING SRVCS
114045	80	LYNN PEAVEY COMPANY	03/22/18	142.58	EVIDENCE SUPPLIES
114046	9029	MEYERS NAVE RIBACK SILVER & WILSON	03/22/18	2,741.50	LITIGATION & LEGAL CONSULTING SRVCS
114047	10907	MICHAEL YORKS	03/22/18	3,075.00	BACKGROUND INVESTIGATIONS
114048	11378	MNS ENGINEERS INC	03/22/18	1,400.00	OVERTIME INSPECTION FEES FOR LIGHTHOUSE
114049	11048	MURPHY, PEARSON, BRADLEY & FEENEY	03/22/18	325.00	LEGAL CONSULTING SRVCS
114050	611	KKR AUTOMOTIVE DBA NAPA AUTO PARTS	03/22/18	1,565.61	FLEET PARTS
114051	5681	OMNI-MEANS LTD	03/22/18	1,415.00	TRAFFIC ENGINEERING AND TRANSPORTATION P
114052	11346	PHAN'S SMOG STATION	03/22/18	40.00	SMOG SERVICE
114053	10683	PITNEY BOWES GLOBAL FINANCIAL SRVCS	03/22/18	1,690.33	MAILING MACHINE LEASE AGREEMENT / POSTAG
114054	11591	PORTER RENTS, LLC.	03/22/18	1,212.97	EQUIPMENT RENTAL
114055	9811	REDFLEX TRAFFIC SYSTEMS	03/22/18	18,800.00	REDLIGHT CAMERA MONITORING

Final Disbursement List. Check Date 03/22/18, Due Date 04/02/18, Discount Date 04/02/18. Computer Checks.
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MICR Check#	Vendor Number	Payee	Check Date	Check Amount	Description
114056	9842	REDWOOD VETERINARY CLINIC	03/22/18	145.95	CANINE PROGRAM
114057	11583	ALEXANDRIA RIDDLES	03/22/18	1,804.57	EXPENSE REIMBURSEMENT
114058	11578	ROBERT MOWAT ASSOCIATES	03/22/18	32,360.00	DOG PARKS DESIGN SERVICES (BIRCH GROVE A
114059	11098	SILVER & WRIGHT LLP	03/22/18	9,350.70	LITIGATION & LEGAL CONSULTING
114060	377	SIMON & COMPANY INC	03/22/18	4,215.72	LEGISLATIVE SERVICES
114061	220	SONITROL	03/22/18	1,059.00	ALARM MONITORING
114062	503	STANDARD INSURANCE COMPANY	03/22/18	679.45	EMPLOYEE LIFE INSURANCE AND AD&D COVERAG
114063	40	STAPLES ADVANTAGE DEPT LA	03/22/18	773.33	OFFICE SUPPLIES
114064	9476	YSERCO INC	03/22/18	17,386.90	PROJECT 1152 SILLIMAN HVAC
114065	5246	TURF STAR INC	03/22/18	655.08	EQUIPMENT PURCHASE
114066	4798	UNION PACIFIC RAILROAD COMPANY	03/22/18	377.81	CIP #1014 CENTRAL AVE - PLAN REVIEW FEES
114067	853	VALLEY OIL COMPANY LOCKBOX# 138719	03/22/18	69.92	FUEL
114068	10998	GARY M SHELDON VBS SERVICES	03/22/18	250.00	BLOOD WITHDRAWAL SVC
114069	5623	VERIZON WIRELESS	03/22/18	418.11	WIRELESS SERVICE FOR IPADS
114070	5050	WEST COAST ARBORISTS INC	03/22/18	22,966.01	PROJECT 1119C STREET TREE MAINT
114071	8723	WHITewater WEST INDUSTRIES LTD	03/22/18	79,306.45	CIP #1191 POOL SLIDE REPLACEMENT
114072	11466	YORK	03/22/18	3,028.92	WORKERS' COMPENSATION ADMINISTRATION FEE
Total				305,396.75	

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MICR Check#	Vendor Number	Payee	Check Date	Check Amount	Description
114073	10027	AD SERVICES	03/30/18	65.00	COURIER SRVCS
114074	10449	AFLAC ATTN: REMITTANCE PROCESSING SERVIC	03/30/18	1,349.46	PAYROLL - SHORT TERM DISABILITY
114075	3853	COUNTY OF ALAMEDA INTERNAL AUDIT UNIT RI	03/30/18	1,245.00	CITATION PROCESSING FEES - FEB'18
114076	2036	ALAMEDA COUNTY SHERIFF'S OFFICE REGIONAL	03/30/18	2,152.00	PATROL POST TRAINING
114077	284	INFORMATION TECHNOLOGY DEPARTMENT ATTN:	03/30/18	3,779.02	AWS ACCESS FEES
114078	12	ALLIED AUTO STORES INC	03/30/18	161.32	FLEET PARTS
114079	348	AT&T	03/30/18	114.25	AT & T MONTHLY TELECOM
114080	3473	BEHAVIORAL ANALYSIS TRAINING, INC.	03/30/18	481.00	PATROL POST TRAINING
114081	23	FRANK BONETTI PLUMBING INC	03/30/18	270.00	PLUMBING REPAIR
114082	9888	BUREAU VERITAS NORTH AMERICA INC.	03/30/18	126.21	PLAN REVIEW SERVICES
114083	11281	CALLYO 2009 CORP.	03/30/18	2,040.00	CALLYO SVC
114084	4388	CAPTURE TECHNOLOGIES INC ATTN: ACCOUNTS	03/30/18	2,886.99	SECURITY SYSTEM MAINTENANCE
114085	33	CENTRAL TOWING & TRANSPORT LLC	03/30/18	210.00	TOWING
114086	11563	CENTRAL VALLEY TOXICOLOGY, INC.	03/30/18	608.00	LAB TESTS Reinstated from claim# 130378
114087	6304	CLASSIC GRAPHICS T & J LEWIS INC	03/30/18	108.32	TRAFFIC SUPPLIES
114088	10060	COMCAST	03/30/18	118.33	CABLE BILL
114089	11076	CRIME SCENE CLEANERS INC	03/30/18	70.00	HAZ WASTE CLEAN UP
114090	10650	SACHIN GUPTA	03/30/18	40.40	BUSINESS LICENSE PENALTY REFUND
114091	10650	RAM GOPALAN	03/30/18	210.20	BUSINESS LICENSE PENALTY REFUND
114092	10649	SONYA MARIE PARRA	03/30/18	1,000.00	PERFORMANCE BOND RTN EP# 2017-0036
114093	10649	THOMAS F. BISCHOFBERGER	03/30/18	1,000.00	PERFORMANCE BOND RTN EP# 2017-0034
114094	10793	YI WEN CHENG	03/30/18	9.40	FACILITY CLOSURE REFUND
114095	7631	DELTA DENTAL	03/30/18	14,573.76	DENTAL PREMIUM - APR'18
114096	7641	DELTA DENTAL INSURANCE COMPANY ATTN: ACC	03/30/18	397.51	DENTAL PREMIUM - APR'18
114097	7183	DEMARAY'S GYMNASTICS ACADEMY	03/30/18	778.05	RECREATION CONTRACT
114098	2135	DEPARTMENT OF INDUSTRIAL RELATIONS PAYME	03/30/18	2,852.50	INSPECTION OF LAZY RIVER
114099	11404	ALHAMBRA	03/30/18	587.23	WATER SERVICE
114100	9511	DWYS LLC DBA RENAISSANCE TOTS, LLC ATTN	03/30/18	574.50	RECREATION CONTRACT
114101	11574	E. MCGUIRE INVESTIGATIONS	03/30/18	2,950.00	BACKGROUND INVESTIGATIONS
114102	11461	EMC PLANNING GROUP INC.	03/30/18	4,381.89	CONTRACTURAL SERVICES
114103	10725	SEAN ERIKSEN	03/30/18	632.29	EE COMPUTER LOAN PROGRAM
114104	11431	EXTENDED STAY AMERICA	03/30/18	2,479.62	ACADEMY TRAINEE HOTEL
114105	7663	FIDELITY SECURITY LIFE INSURANCE/EYEMED	03/30/18	1,806.36	VISION PREMIUM
114106	1733	FIRST BAPTIST CHURCH	03/30/18	80.00	PAYROLL DEDUCTION - DONATION MAR'18
114107	9338	FOSTER CITY, CITY OF JOHN CASTANHA	03/30/18	1,605.48	CALOPPS ANNUAL FEE 9/11/17 TO 6/30/18
114108	5106	CITY OF FREMONT REVENUE DIVISION	03/30/18	110,793.88	SHELTER OPERATING EXPS
114109	11112	FREMONT DEL GRANDE INC	03/30/18	30,306.06	DEALERSHIP INCENTIVES 10/01-12/31/17
114110	8258	GALL HOUSE PRINTING CONSULTANTS	03/30/18	1,451.88	BUSINESS CARD SHELLS & DIE
114111	10707	GYM DOCTORS	03/30/18	150.00	GYM MAINTENANCE
114112	11590	HIRED HANDS LLC.	03/30/18	2,172.31	SIGN LANGUAGE SERVICES FOR YOUTH SPORTS
114113	18	HORIZON	03/30/18	159.78	PROJECT 1133 IRIGATION PARKS
114114	11389	ISH AMITOJ Kaur	03/30/18	3,866.40	RECREATION CONTRACT
114115	11494	KANEN TOURS, INC.	03/30/18	3,885.00	PACIFIC GROVE 03/20/18
114116	11025	ETHAN KATZ	03/30/18	5,171.21	ADPP - 03/18
114117	11577	KBA DOCUSYS INC.	03/30/18	347.77	COPIER LEASE AGREEMENT (COPIES)
114118	10298	MANAGED HEALTH NETWORK BANK OF AMERICA	03/30/18	391.84	EMPLOYEE ASSISTANCE PROGRAM
114119	11467	SOFIA MANGALAM	03/30/18	13.51	EXPENSE REIMBURSEMENT
114120	11482	MARCI MARINO	03/30/18	305.00	PAYROLL DEDUCTION - SS PAYMENTS FOR PRO3
114121	7618	METLIFE SBC	03/30/18	1,775.17	PAYROLL - LONG TERM DISABILITY PREMIUM
114122	1373	NATIONAL ASSOCIATION OF TOWN WATCH	03/30/18	355.10	COMM ENG PROGRAM
114123	11455	NATIONAL DATA & SURVEYING SERVICES	03/30/18	95.00	CIP #1160 TRAFFIC CALMING

Final Disbursement List. Check Date 03/30/18, Due Date 04/09/18, Discount Date 04/09/18. Computer Checks.

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MICR Check#	Vendor Number	Payee	Check Date	Check Amount	Description
114124	349	PACIFIC GAS & ELECTRIC	03/30/18	20,309.95	STREETLIGHTS AND TRAFFIC SIGNALS
114125	11322	PAPA JOHNS PIZZA	03/30/18	574.86	FOOD FOR PARTIES AND CAFE
114126	78	PERFORMANCE PEST MANAGEMENT LPC SERVICES	03/30/18	719.00	PEST CONTROL
114127	8813	PROFORCE LAW ENFORCEMENT	03/30/18	816.54	2015 JAG GRANT
114128	11604	QUALITY ASSURANCE ENGINEERING, INC. DBA	03/30/18	1,663.20	CIP #1114 SILLIMAN AQUATIC CENTER IMPROV
114129	654	SFPUC-WATER DEPARTMENT CUSTOMER SERVICE	03/30/18	3,152.26	RENT/WATER
114130	5164	SAN MATEO REGIONAL NETWORK INC SMRN.COM	03/30/18	270.00	SMRN SPAM FILTERING/WEB HOSTING
114131	11181	BRIAN SIMON	03/30/18	510.00	EXPENSE REIMBURSEMENT
114132	10883	THE TACTICAL ADVANTAGE POLICE SUPPLY	03/30/18	950.56	VEST EQUIP REPL #2018-12
114133	9948	R M PALMER COMPANY	03/30/18	639.84	CANDY FOR FAMILY DAY AT THE PARK
114134	8751	PROVIDENT LIFE & ACCIDENT INSURANCE COMP	03/30/18	261.24	PAYROLL PREMIUM - E0246926
114135	10968	UTILITY TELEPHONE	03/30/18	16,379.65	NETWROK/PHONE SERVICES
114136	853	VALLEY OIL COMPANY LOCKBOX# 138719	03/30/18	21,113.62	FUEL
114137	5623	VERIZON WIRELESS	03/30/18	1,034.88	CELL SVC FOR MDT'S
114138	11582	WESTERN WATER FEATURES, INC.	03/30/18	407,860.65	CIP PROJECT #1114: SILLIMAN AQUATIC CENT
114139	143	WILCO SUPPLY P O BOX 3047	03/30/18	124.59	MISC BUILDING PARTS
114140	11466	YORK RISK SERVICES GROUP ATTN: CLIENT TR	03/30/18	43,722.43	WORKERS' COMPENSATION CLAIMS #NEWAR-0228
Total				733,087.27	