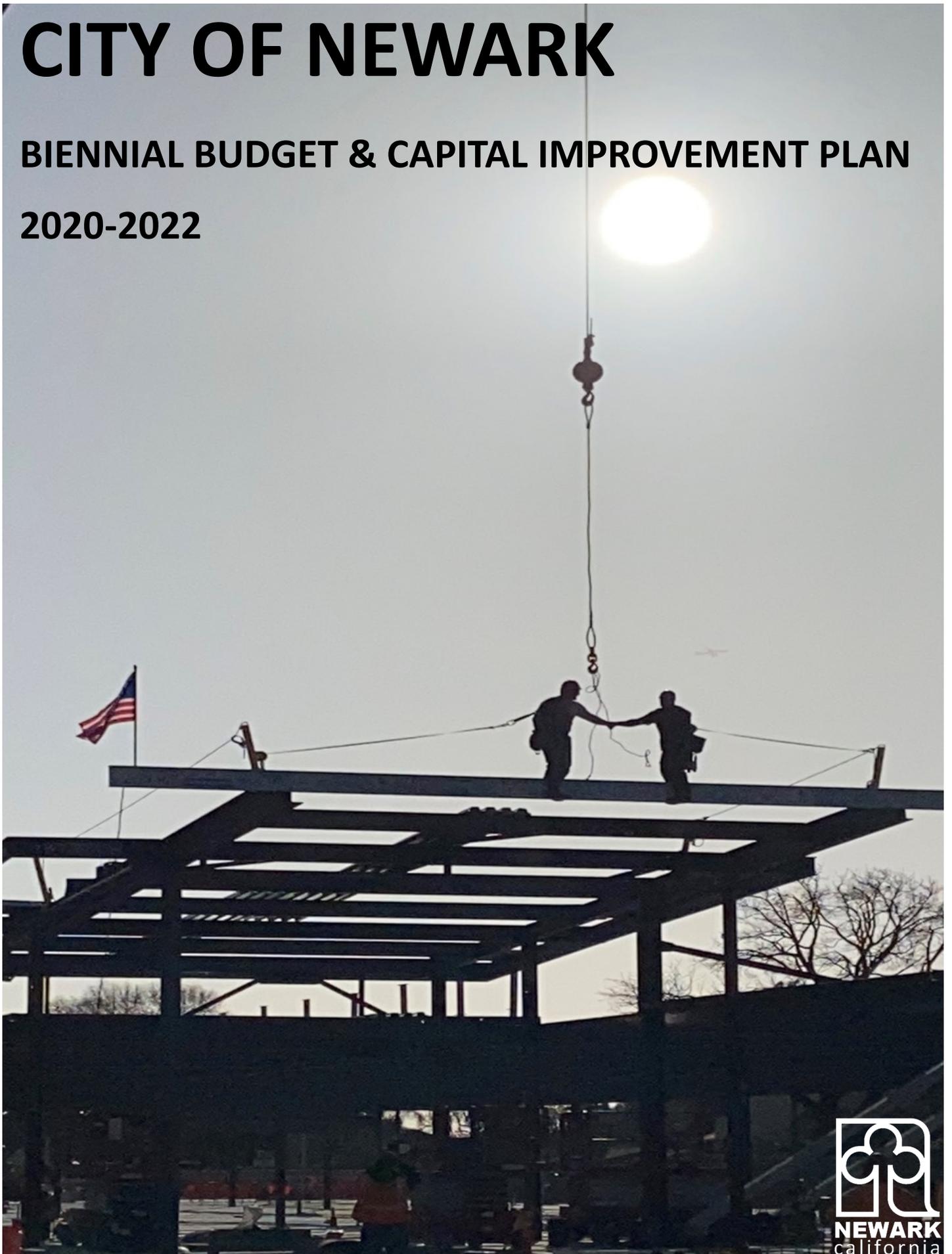


# CITY OF NEWARK

## BIENNIAL BUDGET & CAPITAL IMPROVEMENT PLAN

2020-2022





Alan L. Nagy  
**Mayor**



Luis L. Freitas  
**Vice Mayor**



Maria "Sucy" Collazo  
**Council Member**



Mike Bucci  
**Council Member**



Michael K. Hannon  
**Council Member**

CITY MANAGER  
***David Benoun***

ASSISTANT CITY MANAGER  
***Lenka Hovorka***

COMMUNITY DEVELOPMENT DIRECTOR  
***Steven Turner***

FINANCE DIRECTOR  
***Krysten Lee***

FIRE CHIEF  
***David Rocha***

POLICE CHIEF  
***Gina Anderson***

PUBLIC WORKS DIRECTOR  
***Soren Fajeau***

RECREATION & COMMUNITY SERVICES DIRECTOR  
***David Zehnder***

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# MISSION STATEMENT & CORE VALUES

*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.

# MISSION STATEMENT & CORE VALUES

## *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.***

# MISSION STATEMENT & CORE VALUES

## *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

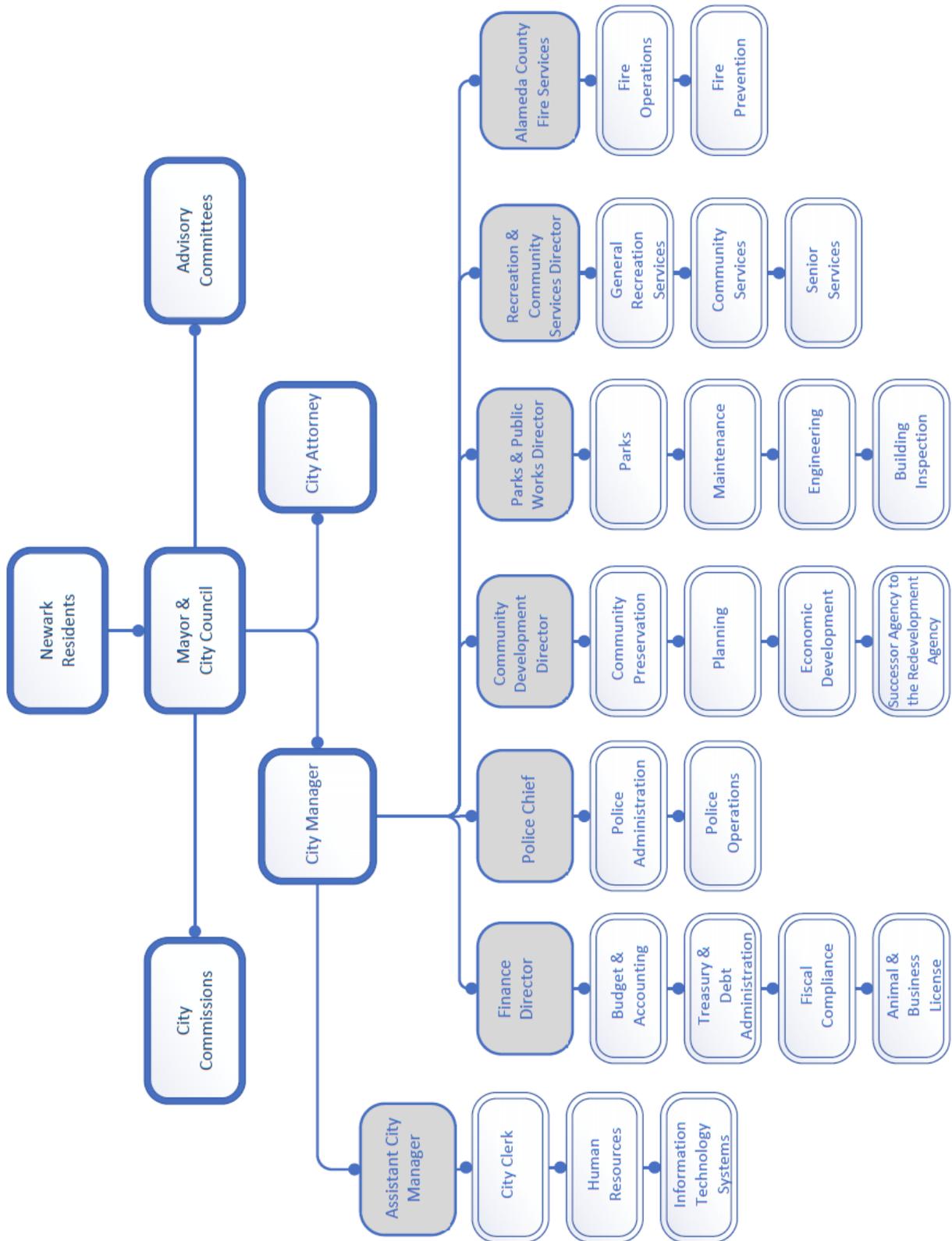
**D**

**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.

# ORGANIZATION CHART



## City Manager's Budget Message

Honorable Mayor and City Councilmembers,

I am proud to present my first budget as City Manager. Amid a pandemic and the resulting fiscal uncertainty, this biennial budget is expected to be a fluid document. We enter this next fiscal cycle more than three months under Shelter-in-Place orders and a Declaration of Local Emergency due to the COVID-19 pandemic. Unprecedented unemployment rates, business closures, school closures, and travel restrictions have only begun to impact City services and revenues.

While this document provides a two year spending plan of the City's resources, incorporating \$6.3 million in operating budget reductions and \$14.0 million in use of reserves to balance the budget over two fiscal years, we must recognize the uncertainty of many factors:

### **Utilities User Tax ("UUT")**

The current UUT is scheduled to expire at the end of this calendar year. This tax applies to gas, electric, phone, and cable services, with exemptions for seniors and low-income households. The tax rate is 3.25% and generated \$3.3 million in fiscal year 2019, approximately 5% of the City's revenues. At the time of this writing, the Council provided direction to City staff to make preparations to place a ballot measure for the General Election held this November that, if approved by the voters, would extend the tax through 2029. While community outreach efforts reveal there is support for renewing the tax at the existing rate, there is no guarantee that a renewal will be reauthorized by Newark voters. Accordingly, the budget does not include revenue that could potentially be received after the existing tax expires. The uncertainty of a renewal, coupled with general economic uncertainty caused by the pandemic, further justifies the need for this budget to be fluid.

### **Transient Occupancy Tax ("TOT")**

One of the City's largest revenue source, TOT, has been dramatically impacted by COVID-19. In fiscal year 2019, the City received \$6.72 in revenue from TOT. Prior to the pandemic, City staff anticipated receiving \$7.91 million in TOT revenue for fiscal year 2020, but, as a result of this pandemic, staff is expecting to receive \$5.06 million. As for this biennial budget, staff anticipates receiving \$1.68 million in TOT revenue for fiscal year 2021 and \$2.48 million for fiscal year 2022. These numbers are speculative, but Finance and Economic Development staff will continue to monitor the revenue carefully. This uncertainty further illustrates the need for this budget to be fluid.

# TRANSMITTAL LETTER

## **City charges for services**

The unprecedented Shelter-in-Place orders in March 2020 issued by the Governor of California and the Alameda County Public Health Officer forced the closure of City facilities. While a slow and gradual easing of these orders are underway, travel restrictions are still in place, many businesses remain closed, and the City continues to be prohibited from offering most of its recreation and social activities. Our inability to offer senior services, swimming, facility rentals, child care, special events, and the many diverse recreation classes we enjoy providing to our community has a significant impact on our budget. Our innovative staff has transitioned some activities to an on-line format in an effort to stay connected with our community and offer limited services. With the re-opening of our facilities uncertain, this budget includes an assumption that closures will be necessary through the end of calendar year 2020, and a gradual ramp-up services will begin in 2021.

Several budget reductions were made in order to address these economic uncertainties. It is anticipated that these budget reductions will cause delay in plan review times, deferred park landscaping, less pot-hole repairs, less roadside cleanups and a delay in engineering services. In addition, there will be a suspension of child care services, most recreation programs, and Sunday hours at the library. Finally, we anticipate disruptions to internal operations and deferment of infrastructure repair and equipment maintenance, which will likely be less visible to the public.

Despite these reductions, the budget includes the continuation of the City's essential services, with staff having to reimagine how the City conducts business. Expanding our ability to serve customers online, host virtual meetings, and support teleworking require a focus on investing in technology that is capable of the flexibility and reliability this new environment requires. City staff is already rising to these challenges, and will continue to upgrade infrastructure and improve accessibility to support safe and efficient delivery of services.

We will continue to make progress on the Capital Improvement Plan. The 2020-21 plan includes \$3.5 million in projects, mostly comprised of ongoing maintenance programs. Projects funded in 2020-21 include design of Old Town Priority Development Area streetscape improvements and bicycle lane improvements on arterial streets. The 2021-22 plan includes \$4.3 million in projects, including Safe Route to School improvements and design of work along Thornton Avenue to improve bicycle and pedestrian access to the Don Edwards Wildlife Refuge, the Bay Trail, and the Dumbarton Bridge. These projects will occur notwithstanding \$536,000 in reductions in gas tax funds and other revenue sources over two fiscal years.

Despite all of this fiscal uncertainty caused by the COVID-19 pandemic, I do have some positive news to report: Assuming construction continues at the existing pace and is unaltered by the pandemic, the new Civic Center buildings should be built by spring 2021 and full project completion is expected later that fall. These new amenities will allow the City to provide better services to our residents and the new library will provide a wonderful amenity to our community.

# TRANSMITTAL LETTER

## ACKNOWLEDGMENTS

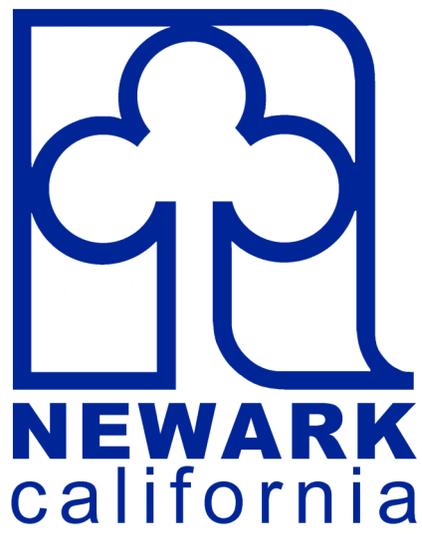
The preparation of the 2020-2022 Biennial Budget and Capital Improvement Plan is the result of a team effort by City Staff. Finance Department staff led an extraordinary effort that begins months in advance of producing this final document. Each department is responsible for reviewing service level needs, establishing priorities, and developing a budget plan that meets those needs with our new fiscal budget capabilities. We appreciate the employee groups who conceded salary increases, understanding the importance of the City's financial health and demonstrating their commitment to the organization. We want to acknowledge the efforts of the Executive Team for their important role in balancing the needs and interests of our community with conservative budget practices. We are also grateful for the insight and direction provided by the City Council during the development of this budget, and we value the spirit of cooperation that exists between the City staff and the City Council.

Respectfully submitted,

David J. Benoun  
City Manager

Lenka Hovorka  
Assistant City Manager

Krysten Lee  
Finance Director



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# BUDGET STRUCTURE

## FUNDS

All expenditures and revenues are classified into one of three types of funds.

## PROGRAMS

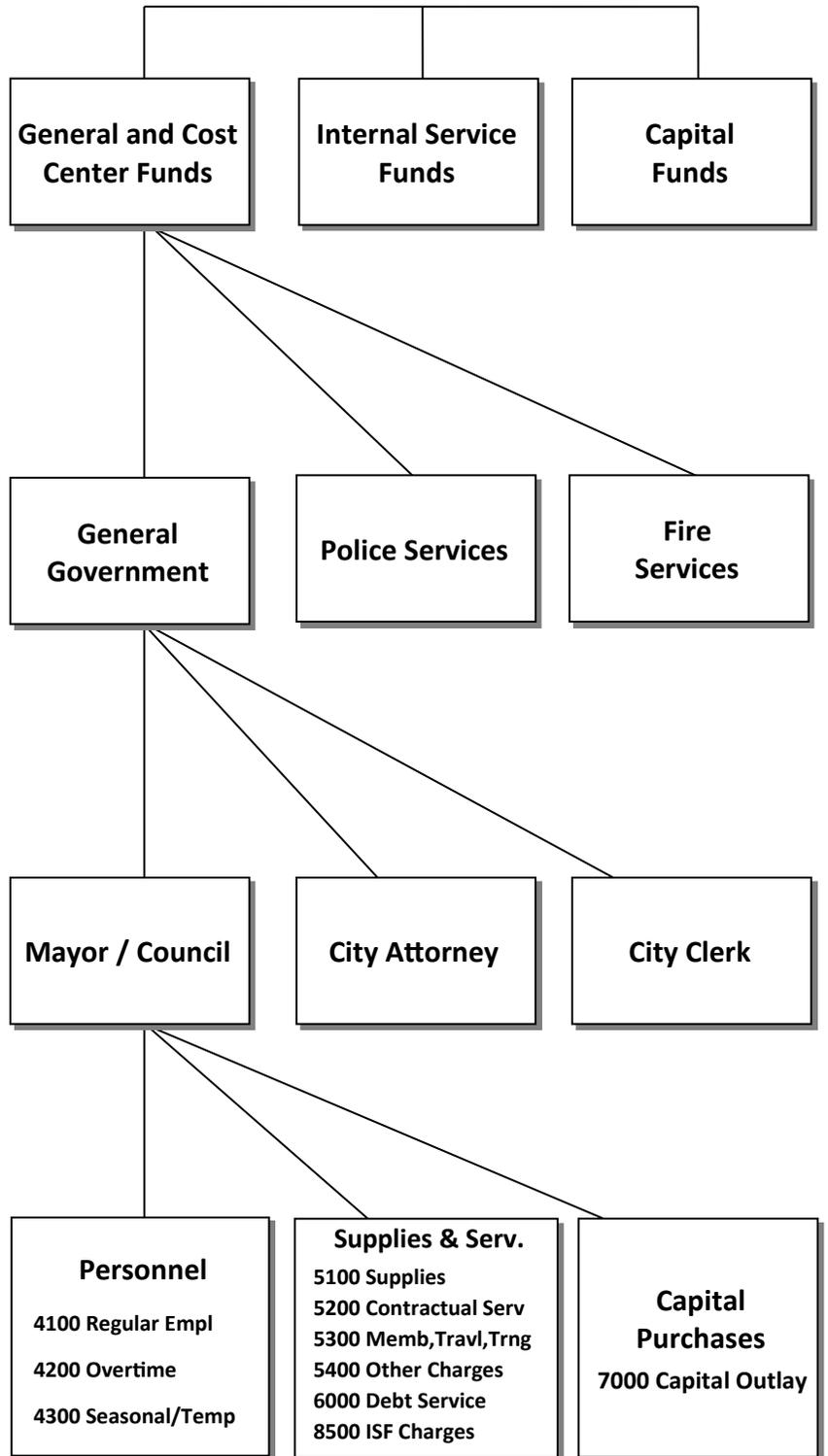
All funds have programs. These are some sample programs in the General Fund

## ACTIVITIES

All programs have activities. These are some sample activities within the Legislative program.

## ACCOUNT CODES

All activities have account codes, also known as line items. These are the three categories of account codes common to all activities.



# ACCOUNT CODE DESCRIPTIONS

The following Account Code descriptions are commonly referred to as expenditure codes. Revenue codes in the 3000 series are described separately in the Glossary.

**4100** Regular Employees represent the cost for services provided by full-time and regular part-time employees. Full-time employees have a weekly average regular work schedule of 40 hours. Regular part-time employees have a weekly average regular work schedule of 20-35 hours.

**4200** Overtime represents the cost for services provided by employees for hours worked in excess of regularly scheduled hours to meet service level needs.

**4300** Personnel costs of services provided by part-time seasonal, temporary, or contractual employees.

**5100** Supplies represent the cost for tangible goods and commodities which are consumed or materially altered when used.

**5200** Contractual Services represent the cost for general or special City services performed by either private agencies or outside governmental agencies. An example of a private agency contract is a contract for weed abatement services. An example of an outside governmental agency contract is the contract with the City of Fremont for animal shelter services.

**5300** Membership, Travel, and Training represent the cost for membership in professional and trade associations, traveling to and participation in workshops, seminars, and conferences provided by these associations, and in-house training programs. Examples of some activities under this category include disaster preparedness training and exercises, advanced training in computer software use, and technical workshops that introduce new legislative reporting requirements.

**5400** Other Charges represent the costs of items or services for items that do not fit in any of the other categories provided in this list. Examples of these costs are property tax collection charges and contingency funding.

**6000** Debt Service represents principal and interest payments on long-term debt for the George M. Silliman Community Activity Center. This also includes capital lease payments for the acquisition of two fire pumps.

# ACCOUNT CODE DESCRIPTIONS

**7000** Capital Outlay represents the cost of major and significant acquisitions of equipment, land, buildings, and building improvements. An example is a purchase of a new vehicle that is added to the City's fleet. Another example is the cost for a major building renovation that extends the building's economic life and expands its functional use.

**8500** Internal Service Charges represent allocation of costs incurred by the Internal Service Fund (ISF) activities to provide services to other City departments. The ISF activities include Office Support, Self-Insurance (Workers' Compensation and Public Liability), Maintenance (Equipment, Building), and Equipment Replacement.

# HOW TO READ THE BUDGET SUMMARY

## HOW TO READ THE BUDGET SUMMARY PAGES

- 1** The Summary Page provides a summary for each fund in the budget. These funds are the General Fund, Enterprise Funds, and Internal Service Funds. The summary shows information at the program and activity levels. Further budget detail can be found on the Budget Detail by Activity.
- 2** Each activity has a distinct number for coding purposes. For example, 1012 is the Activity Number for the City Attorney. This column lists the activity numbers
- 3** Programs are groups of related activities, and activities are groups of account codes that describe specific City services. For example, Activity 1013 City Clerk is one activity under the GENERAL GOVERNMENT/MANAGEMENT AND SUPPORT SERVICES SUMMARY program. It contains the budget for all personnel, supplies, services, and capital associated with providing City Clerk services to the City Council and community.
- 4** The amounts in this column reflect the original budget as it was adopted for fiscal year 2019-20, which began on July 1, 2019.
- 5** The amounts in this column reflect budgets as amended by the City Council for fiscal year 2019-20.
- 6** The amounts in this column are the projected activity budgets for fiscal year 2019-20.
- 7** The amounts in this column are the activity budgets for fiscal year 2020-21.
- 8** The amounts in this column are the activity budgets for fiscal year 2021-22.

# HOW TO READ THE BUDGET SUMMARY

## GENERAL GOVERNMENT/MANAGEMENT & SUPPORT SERVICES SUMMARY

1		4	5	6	7	8
Program/Activity		2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
2	<b>GENERAL GOVERNMENT</b>					
1010	Mayor-Council	304,200	310,200	328,200	326,000	326,000
1012	City Attorney	774,500	774,500	647,185	684,000	902,000
1013	City Clerk	299,500	300,000	324,700	427,000	283,000
	<b>Subtotal</b>	<b>1,378,200</b>	<b>1,384,700</b>	<b>1,300,085</b>	<b>1,437,000</b>	<b>1,511,000</b>
	<b>MANAGEMENT &amp; SUPPORT SERVICES</b>					
1020	Management Services	976,300	976,300	819,415	960,000	864,000
1021	Human Resources Services	1,438,800	1,438,800	1,163,000	709,000	717,000
1024	Information Technology Systems	1,099,000	1,099,000	957,800	1,050,000	1,068,000
1025	Financial Services	1,386,600	1,468,425	1,484,900	1,803,000	1,841,000
	<b>Subtotal</b>	<b>4,900,700</b>	<b>4,982,525</b>	<b>4,425,115</b>	<b>4,522,000</b>	<b>4,490,000</b>
	<b>TOTAL</b>	<b>6,278,900</b>	<b>6,367,225</b>	<b>5,725,200</b>	<b>5,959,000</b>	<b>6,001,000</b>

## OVERVIEW

Each department or division has developed a mission statement which describes the department's or division's primary purpose. These statements also support the City's Vision, Mission, Culture, and Values Statements. Each mission statement was developed through discussions among the department's staff and reflects their common understanding and agreement.

Key objectives are listed under each mission statement. These objectives describe what each department or division hopes to accomplish during the assigned fiscal year to support its mission.

The mission statements and related key objectives are comparable to the objectives found in the City's existing Action Plans.

The Action Plans were originally created by interdepartmental teams to address city-wide issues. Implementation of many of the objectives in a single Action Plan is the result of collaboration and teamwork among multiple departments.

The key objectives are statements of those programs and policies that the department believes to be important in the support of its mission and of City policy. While some key objectives are similar to objectives in an Action Plan, others are specific to the department or division and its customers.

The accomplishment of Action Plan Objectives represents a measure of success on an interdepartmental basis; the accomplishment of department/division key objectives will be a measure of its success.

## **CITY MANAGER’S OFFICE, CITY ATTORNEY’S OFFICE, AND MANAGEMENT SERVICES**

The mission of the City Manager’s and City Attorney’s Offices and Management Services are to carry out the direction of the City Council efficiently, effectively, and responsibly in compliance with applicable law and to direct and assist departments in carrying out City policy, ensuring that the public is well informed. Management Services includes the City Clerk’s office, risk management, community affairs, and administration of agreements with other public and private agencies.

### **KEY OBJECTIVES**

- Assist other City departments in developing and carrying out City policies, maximizing the use of City resources and promoting long-term fiscal stability.
- Protect the City’s resources by limiting liability and property claims.
- For the November 3, 2020 Municipal Election, manage the nomination process for City Council and Mayoral candidates, process any potential ballot measures, and coordinate with the Alameda County Registrar of Voters.
- Support the transition to the new City Council Chambers. Provide effective meeting support for the City Council with the new audio-visual equipment
- Implement electronic agenda management software to automate the agenda preparation process for City Council meetings.
- Explore opportunities to expand partnerships with the Newark Unified School District to enhance education in our public schools.
- Continue to implement the Inclusive Communities Partnership with the National League of Cities.
- Ensure that the design work and construction of the new Civic Center are progressing as approved by the City Council.

## HUMAN RESOURCES DEPARTMENT

The mission of the Human Resources Department is to support a talented and diverse workforce and the equitable delivery of city services. The City is an Equal Employment Opportunity employer. The Department's functions include: Recruitment and Retention, Classification and Compensation, Employee and Labor Relations, Employee Development and Recognition Organization Change, Benefits Administration, Workers' Compensation, and Safety Programs. The Human Resources Department ensures compliance with employer regulations and obligations as it protects the rights of the individual to fair and equitable treatment in all aspects of employment.

Human Resources staff provides proactive and flexible customer service and endeavors to address the needs of the City's workforce with relevant and timely information, communication, and skillful assistance in support of Newark employees and the public.

### **KEY OBJECTIVES**

- Serve as an effective resource to the management of organizational change and restructuring in the workplace.
- Implement cost-effective citywide training opportunities that prepare City employees to be successful in service delivery to the community, comply with legal mandates, promote professional growth, and support succession planning.
- Ensure that all City departments have viable performance management tools and resources to provide timely, accurate, and relevant performance evaluation and communication to employees.
- Support employee wellness and safety through city-wide committee work that effectively promotes, communicates, and acts to protect employee health and safety
- Continue to be responsible for and engage in labor relations activities for successor agreements with employee group and associations.
- Ensure that Personnel Rules and Regulations and Administrative Regulations related to personnel are updated, effective, and compliant.
- Implement federal and state employment mandates.

## INFORMATION TECHNOLOGY SYSTEMS DEPARTMENT

The mission of the Information Technology Division is to ensure a secure, reliable and comprehensive technology system that effectively supports organizational goals. Division staff provide daily support to employees city-wide and all customer-facing technology managed by the City; identify, evaluate, and implement new technologies that improve operational efficiency; maintain network infrastructure and all technology components; and increase access and transparency of data for the public.. The division focuses efforts on strengthening our cyber environment, procuring technology in a fiscally responsible manner, and recommending solutions that improve service delivery.

### **KEY OBJECTIVES**

- Improve the existing wi-fi so employees and guests at City facilities have a reliable internet connection
- Transition to cloud-based software services that improve security and reliability of City data
- Support the transition to the new Civic Center building, ensuring technology is optimized for employees and customers
- Transition employee software and hardware to more flexible, portable, and collaborative solutions in improve productivity and customer service
- Support department initiatives to enhance customer experience through the City's website, social media, customer service portals and other technology feeds
- Assist with the implementation of new payroll, human resources, document management, police staffing, and recreation registration systems
- Support the development of electronic workflows to replace inefficient and out-dated manual processes
- Continue to upgrade infrastructure to and virtual environment to support the efficient delivery and use of technology
- Develop an Information Technology master plan that is in alignment with Council goals and priorities

## FINANCE DEPARTMENT

The mission of the Finance Department is to ensure that the financial/fiscal activities of the City are performed, recorded, and presented in compliance with professional and ethical standards, while supporting the City Council, community, and staff in a prompt and courteous manner.

### KEY OBJECTIVES

- Update the physical inventory of City equipment on an annual basis through an equipment replacement schedule and evaluate funding options for equipment replacement.
- Continue to pursue conservative budget practices including monitoring the Reserve Policy.
- Continue to perform internal audits of all City finance-related systems and processes in order to ensure the safety and security of City assets and to ensure compliance with federal, state, and local laws.
- Continue to monitor and evaluate City revenues, national and state economies and fiscal policies, and other economic trends that impact the City's financial condition and make recommendations to the City Manager and City Council to ensure fiscal stability in times of economic downturn.
- Complete financial software system replacement.

## **POLICE DEPARTMENT**

The mission of the Police Department is to provide professional public safety services in partnership with our community.

### **KEY OBJECTIVES**

- By June 2021, implement the first phase of the community safety camera program.
- By January 2022, research and evaluate the procurement of a Force Options Simulator for use in the new police facility training room and continue to provide force options (crisis intervention and de-escalation) training to help officers understand and react appropriately to mentally ill and developmentally disabled subjects.
- By January 2022, implement a plan to comply with the Racial Identity Profiling Act of 2015.
- By June 2022, implement a mass notification system in Newark that would incorporate the ability to expand/contract regionally, county-wide, and city-wide.
- By June 2022, collaborate in a records data sharing program with all Alameda and Contra Costa County police agencies.
- By June 2022, continue to move toward paperless records retention.
- By June 2022, research and evaluate long-term storage solutions for large scale property & evidence items.
- Continue the Master Officer Program which recognizes the accomplishments and contributions of tenured, non-supervisory patrol officers who serve as mentors to other officers.
- Continue to utilize a Team Policing staffing model to improve communication, consistency in supervision, accountability, efficiency, and morale.
- Continue to assign officers who have successfully passed the sergeant's exam to Acting Sergeant duties for career development and succession purposes.
- Continue to aggressively pursue grant opportunities to supplement the current budget.
- Continue to focus hiring efforts on entry level and lateral police officers on an on-going basis.
- Continue to use of our Professional Development and Mentoring program to provide staff with the tools they need to succeed.

## POLICE DEPARTMENT, CONTINUED

- Continue to address complaints and concerns regarding wrecked, dismantled, damaged, unregistered, and non-operating vehicles on public and private property.
- Continue our collaboration with the Newark Unified School District, Alameda County District Attorney's Office, and Juvenile Probation for a county-wide truancy program and to discuss School Resource Officer, gang, and other school-related issues. In addition, the Police Department will work with the Fremont and Union City School Districts and other police departments regarding truancy and other juvenile delinquency trends.
- Continue to promote participation in the departmental fitness program, while ensuring that the level of service to the community is not adversely affected.
- Continue to pursue and evaluate on-line training/testing programs related to perishable skills for police officers.
- Continue to pursue off-site data file storage systems to preserve archived and retainable reports.
- Continue to assign the Honor Guard team to represent the department at ceremonies for fallen officers, civic events, and city-related functions.
- Continue to access, monitor, and communicate Homeland Security/Terrorism issues to our first responders.
- Continue to promote and maintain a police explorer and cadet program.
- Continue to increase our public outreach efforts through social media to keep the lines of communication open and provide residents and concerned citizens with alerts, advisories, and community information.
- Continue to expand the Community Engagement Program by consistently recruiting new police volunteers and Business Watch Program participants, establishing new Neighborhood Watch programs within the community, and facilitating National Night Out campaigns.
- Continue to research and provide new technology to improve efficiency and reduce risk.
- Continue to address on-going traffic concerns and evaluate the impact new housing developments, increased commercial enterprises, and developing retail centers have on this issue.

## **POLICE DEPARTMENT, CONTINUED**

- Continue to utilize police personnel to staff the Law Enforcement Program funded by the Mission Valley Regional Occupation Program and in conjunction with the Newark Unified School District.
- Continue to encourage officers to achieve higher educational goals by forming partnerships with accredited universities.
- Continue to assign officers to NewPark Mall when available and needed during peak shopping times and special events to help deter criminal activity.
- Continue to provide multi-disciplinary critical incident scenario-based training for all staff.
- Continue to utilize Naloxone to reduce the number of fatal opiate overdoses and increase officer safety.
- Continue to upgrade the Police webpage in order to provide citizens a means to easily locate information and report certain crimes with the objective of increased customer satisfaction.
- Continue to develop a paid Reserve Police Officer Program for maintaining minimum staffing levels in patrol and minimizing overtime costs.
- Continue to evaluate and improve the use of body worn cameras for all officers to reduce potential risk and liability to the department.
- Continue to explore options to expand our employee wellness program.

## **FIRE DEPARTMENT**

The Alameda County Fire Department provides fire services for the City of Newark by contract. These services are provided at the direction of the City and are in line with public safety priorities of the community.

### **KEY OBJECTIVES**

- Conduct one (1) annual EOC101 training for City of Newark employees.
- Conduct one (1) annual EM101 training for City Council members.
- Provide direct oversight to the emergency preparedness training programs including GR5, PEP, and CERT.
- Continue to work with the City to provide cost efficiencies for the services provided.
- Provide direct oversight to the emergency preparedness training programs including GR5, PEP, and CERT.
- Plan and/or coordinate at least one (1) annual tabletop exercise to exercise the City of Newark's Comprehensive Emergency Management Plan (CEMP).
- Conduct an annual review of the City of Newark CEMP to ensure the plan elements are valid, current, and remain in compliance with ICS, SEMS, NIMS, and other regulations.
- Continue to provide multi-disciplinary critical incident scenario-based training for all staff.
- Continue to participate in community outreach and preparedness events.

## COMMUNITY DEVELOPMENT DEPARTMENT

The mission of the Community Development Department is to ensure the long-term independence of the City of Newark by encouraging the development of a physically and fiscally balanced community. The department consists of Economic Development, Planning, Community Preservation, and Housing, and is committed to a timely response to inquiries and to provide accurate and complete information to our customers. Within the City organization, the department provides staff support, guidance, and coordination assistance to other departments. The Community Development Department continually strives to improve its high level of service.

### KEY OBJECTIVES

- Expand efforts to market the community.
- Attract high technology businesses and employment to Newark.
- Implement the Economic Development General Plan Element.
- Assist commercial property owners to attract quality retail businesses.
- Continue timely and efficient processing of development applications.
- Implement the Specific Plan for Areas 3 and 4.
- Implement the Specific Plan for the Bayside Newark Transit Oriented Development (Area 2).
- Implement the NewPark Place Specific Plan.
- Implement the General Plan and Housing Element.
- Work with Regional Agencies to assure Newark will be a part of a vibrant and sustainable region.
- Implement the Local Hazard Mitigation Plan.
- Complete the Old Town Specific Plan.
- Complete the 2020 Census and Local Update of Census Address (LUCA) reporting.
- Monitor and update all impact fees as necessary.
- Promote proactive code enforcement activities within the Community Preservation Division

## RECREATION AND COMMUNITY SERVICES DEPARTMENT

The mission of the Recreation and Community Services Department is to enrich the lives of all community members through our recreational and social programs and services.

### KEY OBJECTIVES

- Partner with the Tri-City Elder Coalition to implement programs and services to improve the well-being of seniors residing in the Tri-City Area.
- Develop partnerships to offer health information and programs that encourage healthy living.
- Recruit volunteers to assist with department programs and services and acknowledge their efforts through the City Volunteer Program and other events.
- Continue to coordinate with the Alameda County Fire Department or other designated agency for preparation and training for emergency shelter operations at the Senior and Silliman Centers.
- Collaborate with the City of Fremont and Life Elder Care to offer Newark Paratransit services and Meals on Wheels food delivery with funding provided by Measure B and Measure BB.
- Continue to strategically approach programs and facilities usage to maximize participation, maintain healthy lifestyles, and promote their role in Newark's community identity.
- Strategically integrate health and nutrition education and outreach within department special events and appropriate programs.
- Continue to seek sponsorship opportunities to support and enhance various programs and special events.
- Collaborate with youth service providers to promote efforts for youth and teen after-school and summer programming and enrichment opportunities.
- Provide water safety education and outreach to enhance public safety and provide a clear message that drowning is preventable.
- Offer facilities and opportunities for youth and adults to participate in sports programs, camps, leagues, tournaments, and special events.
- Promote, refer, and inform the community of the various human services available at the Fremont Family Resource Center.
- Offer cost-effective rental facilities for private gatherings, business meetings, and community-based organizations.

**RECREATION AND COMMUNITY SERVICES DEPARTMENT, CONTINUED**

- Schedule and monitor community use of all City maintained athletic fields and practice spaces. Ensure that the community follows all rules and regulations related to the use of these facilities.
- Train appropriate staff in first aid, lifesaving water rescue, and cardiac emergencies to respond to and render care to customers involved in accidents or who are injured.
- Continue to offer a comprehensive swim lesson program for all ages.
- Provide working families with a high quality, nurturing, and well-regarded state licensed Child Care program for ages 3-5 years.
- Through our programs, facilities, and services, make Newark a better place to live, work, and play.

## **PUBLIC WORKS DEPARTMENT**

### **BUILDING INSPECTION / ENGINEERING / MAINTENANCE**

The mission of the Public Works Department is to provide and maintain the most desirable environment for the community by ensuring that all City property and public rights-of-way are maintained to the highest standards possible, all buildings within our community are safe, sound, and of high quality, and that all City facilities are designed, constructed, and function to the highest degree of safety and utility in a cost-effective manner. The department consists of three divisions, Building Inspection, Engineering, and Maintenance and is committed to providing prompt, courteous, and efficient service. Public Works also oversees Newark's waste management services for the collection and disposal of solid waste, recyclable materials, and organic material in a cost-effective, environmentally conscious, and responsible manner. Public Works recognizes the value of our employees and strives to provide a safe, clean, and attractive community for all.

### **KEY OBJECTIVES**

- Oversee completion of construction of the New Civic Center with targeted building openings in early 2021 and full project completion by the end of 2021.
- Oversee construction of the Central Avenue Railroad Overpass with a target construction start in spring 2021 and completion by late 2022.
- Continue to assist residents, businesses, and the commercial and residential development community by reviewing construction documents, issuing permits, and conducting related inspections in the most efficient manner possible.
- Continue implementation of all public works projects approved for funding in the Capital Improvement Plan, including high-priority projects identified in the Citywide Parks Master Plan as well as projects identified in the Pedestrian and Bicycle Master Plan.
- Continue to undertake a variety of projects to maintain the existing local street network, improve the City's overall pavement condition index, and implement the City's Complete Streets Policy.
- Continue to work with the Alameda County Transportation Commission to ensure that Newark continues to receive and expend its full share of both direct local distribution and discretionary funds through Measure B, Measure BB, and Vehicle Registration Fee funding programs, and pursue other local, state, and federal transportation funding sources.
- Continue to pursue grant funding opportunities for park and building projects.
- Continue to work with citizens to implement various traffic calming measures and other traffic safety improvements when warranted.

## **PUBLIC WORKS DEPARTMENT, CONTINUED**

- Continue to maintain City landscaping, parks, streets, and public building and equipment assets within the City's budget limitations by utilizing internal staffing resources and undertaking a variety of projects.
- Continue to maintain City landscaping, parks, streets, and public building and equipment assets within the City's budget limitations by utilizing internal staffing resources and undertaking a variety of projects.
- Continue to explore opportunities to improve service levels with investment in more efficient equipment and advanced technology.
- Continue to implement water conservation efforts in partnership with the Alameda County Water District to address drought concerns.
- Continue to implement the City's Stormwater Program in coordination with the Alameda Countywide Clean Water Program, including requirements mandated by the Municipal Regional Stormwater NPDES Permit for Green Infrastructure planning and trash capture.
- Continue to work with the Franchise hauler to set maximum annual garbage rates that are within the limits of the Agreement and in the best interests of the community.
- Continue to promote the diversion of solid waste from landfills by providing outreach materials and technical assistance to residents, businesses, and schools to achieve State-mandated diversion goals.
- Continue to research opportunities for collaborative efforts for climate protection measures with other agencies.
- Continue to maintain and promote Newark's Used Oil Collection Program through media campaigns and outreach events, in coordination with the City's Stormwater Program.
- Continue to maintain and operate the City's traffic signal systems to maximize safety and efficiency for all roadway users and explore opportunities to improve traffic signal efficiency with interconnect systems in high-volume corridors.
- Continue to maintain the City's street lighting system in an efficient manner and explore opportunities for LED conversion of the existing system.
- Continue to maintain and improve the City's urban forest, emphasizing street tree and park tree safety for the community.
- Continue to identify opportunities for improving safety conditions in all streets, parks and buildings, thereby minimizing the City's liability risk.

# BASIS OF BUDGETING

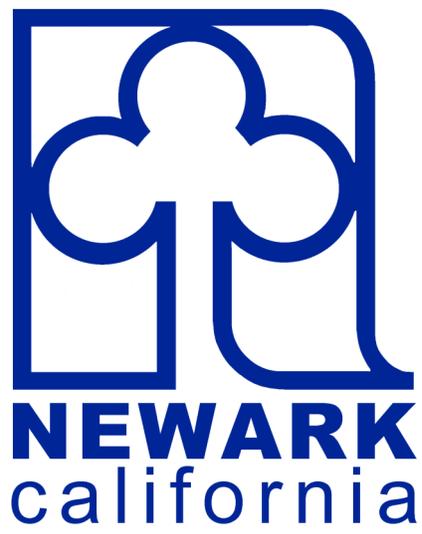
The City's Budget is prepared in conformity with generally accepted accounting principles (GAAP) with the exception of the Area Improvement Districts (AIDs) and Landscaping and Lighting Districts (L&Ls) funds. The budget for these funds is not included in the proposed budget and is processed separately through a budget amendment resulting in resolutions for the City Council's approval.

The Budget is organized and operated on a fund basis. The underlying accounting records are maintained on a modified accrual basis which recognizes revenues when received, unless subject to accrual. Revenues are accrued when they are measurable and available to finance City's operations. For example, property taxes collected within 60 days after the close of the fiscal year (June 30) are classified as revenues for the current fiscal year. Expenditures, other than general long-term debt, are recorded when the liability is incurred. For example, when the City receives a delivery of office supplies, a liability to pay is created. General long-term debt is recorded in the year when due; e.g., payment of principle and interest on a long-term lease.

The City's Budget uses a line-item budget format within the funds. Revenues are categorized by sources and expenditures are presented by programs and by activities within the funds. Within the activities are detail categories that include personnel, supplies, contractual services, and capital outlay.

## **BUDGET AMENDMENTS**

During the fiscal year, amendments to the Budget are presented to the City Council for approval. Budget amendments occur when unanticipated events result in an increased appropriation for a given service; for example, an increase in utility costs. An amendment request may be proposed for additional appropriation from reserves or an appropriation transfer from one department activity category to another.



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## Overview

### **FIVE-YEAR FORECAST**

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 distant 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 forecast are five-year projections based on specific assumptions about future condition 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 Plan.

### **BIENNIAL BUDGET AND CAPITAL IMPROVEMENT PLAN (CIP)**

The Biennial Budget and CIP are presented to the City Council at a work session in May, then for approval in June. 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.

# DEVELOPMENT FORECAST

## ***THE COVID-19 PANDEMIC AND DEVELOPMENT FORECAST***

In late January 2020, the World Health Organization declared a global public health emergency due to a new coronavirus originating in China that had spread to multiple countries in and outside of Asia, including the United States. Shortly thereafter, the United States restricted travel from China and in Late February, concerns over the coronavirus (now identified as COVID-19) had begun to affect financial markets. COVID-19 continued to spread throughout Europe and South America. The President placed additional travel restrictions between the United States and Europe and in early March approved an \$8.3 billion emergency spending plan to combat the outbreak. On March 4, California Governor Newsom declared a state of emergency and by mid-March, the WHO had classified COVID-19 as a pandemic. On March 13, a national state of emergency was declared by the President. On March 16, health departments in the Bay Area issued orders to “Shelter in Place” and limited movements to “Essential Activities” that would expire on April 7. On March 31, health departments extended the order to May 3 and further restricted activities and promote “social distancing” as a critical action to reduce the spread of COVID-19.

The actions by local health officials, the Governor’s office, and the federal government, and the speed by which those actions took place to protect health and promote safety, has resulted in a fundamental shift in our society and economic systems, the effects of which communities are only beginning to realize, much less understand. As a result, the area-wide economic trends that seem clear and obvious during the first three months of 2020 are much less certain.

## ***Development Forecast***

The development and economic forecast for Newark is uncertain as of June 2020. At the time of preparation of this document, the City and County are subject to a “Shelter in Place” order from the Alameda County Health Department, which severely limits economic and social activities due to the COVID-19 pandemic. Health departments across the Bay Area have issued similar orders, and the Governor has issued a similar order for the State of California. Governors throughout the United States have taken similar action. Movements and activities are restricted, resulting in a sudden and immediate impact to economics large and small. Since the “Shelter in Place” order was issued, unemployment claims have surged. It is expected that property taxes, sales taxes, transit occupancy (hotel) taxes, and other local government revenues will decline substantially in the short-term.

It is too early calculate how the extent of the economic impacts, themselves still uncertain, will affect the City’s development forecast. Many variables remain unknown and at best, unanswered. We do not know when the “Shelter in Place” orders will be rescinded, what the personal toll will be, nor the timeline by which our communities will be considered “safe”. We do not know how many within our communities will be unemployed, will lose their homes and businesses, or remain financially incapable of supporting themselves and their families. We do not know how the pandemic will affect business investments, the banking system, and even the outcome of local, state and federal elections. We do not know how the pandemic will affect and change our societal norms and we do know the extent he pandemic will affect the City of Newark and how long it will take to recover.

# DEVELOPMENT FORECAST

The recovery timelines will likely be based on many factors, such as when the “Shelter in Place” orders are rescinded, the extent that short-term unemployment extends to long-term employment, the speed at which the business community and consumer feels confident to spend in substantial amounts, among other variables. The speed at which the pandemic has affected society is nothing that current generations have every experienced before. It is therefore extremely difficult to predict how development in Newark will be affected.

The pandemic may result in increased vacant commercial and industrial space. Higher vacancy rates will drive demand for new space lower. It is uncertain how quickly vacant space will be re-leased. Recent construction has resulted in limited vacant commercial land for development. Newark could experience an oversupply of space, resulting in lower lease rates in order to remain competitive. Land use redevelopment and intensification, whereby existing land uses are converted to higher and better uses, may not be attractive until vacancies reduce.

The “Shelter in Place” order has closed hotel throughout the city and the region. Newark’s hotels are predominantly oriented to the business traveler and suffer when there isn’t any business or travelling. Recent hotel construction combined with Newark’s strategic location may place Newark in a good position as the economy improves.

With or without the pandemic, 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. In 2018, City Council adopted the NewPark Place Specific Plan. 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 was NewPark Plaza.

As described above, the region’s persistent housing shortage has been a limiting factor for further economic expansion. It is unclear how or for how long the pandemic will affect the residential market and future residential development. Over the long-term, Newark and the Bay Area will continue to be a desirable residential location due to region’s attractiveness in so many aspects. At the end of previous economic downturns, the Bay Area has rebounded with regard to employment and land values. In the short-term, similar to commercial and industrial lands, Newark may experience higher vacancies and lower land values and rents, leading to a pause in residential development. Again, Newark will be position well for recovery due to opportunities at Bayside Newark (formerly known as the Dumbarton Transit Oriented Development) and NewPark Place. As stated previously, the City has approved nearly 800 homes in 2018 and 2019. In addition, the NewPark Place Project would add 1,500 apartment units when all phases are completed.

# DEVELOPMENT FORECAST

## ***SUMMARY***

Up to early 2020, and for the past 10 years, Newark's overall development activity has been and was expected to remain strong into the future. The sudden extreme downturn due to the COVID-19 pandemic has dramatically altered the city's social and economic landscape in ways that are not yet fully understood. If the pandemic is short-lived and if our communities remain strong and resilient, the effect on Newark may be moderated somewhat. However, a long, multi-month "Shelter-in-Place" order in addition to strict social distancing measures could significantly affect future development for many years. Absent the pandemic, changes to retail shopping patterns and the low availability of affordable housing remain significant concerns.

Although the future expectations cannot be easily or accurately deduced at this point in time, what is certain is the strength of our Newark communities. Our residents care deeply about our fellow neighbors and quickly rise to the task to meet our challenges. The city is also fortunate to have 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 in advance to these businesses for their dedication to the City of Newark and for their continued commitment to improving Newark's quality of life during the most difficult circumstances.

# ECONOMIC AND FINANCIAL FORECAST

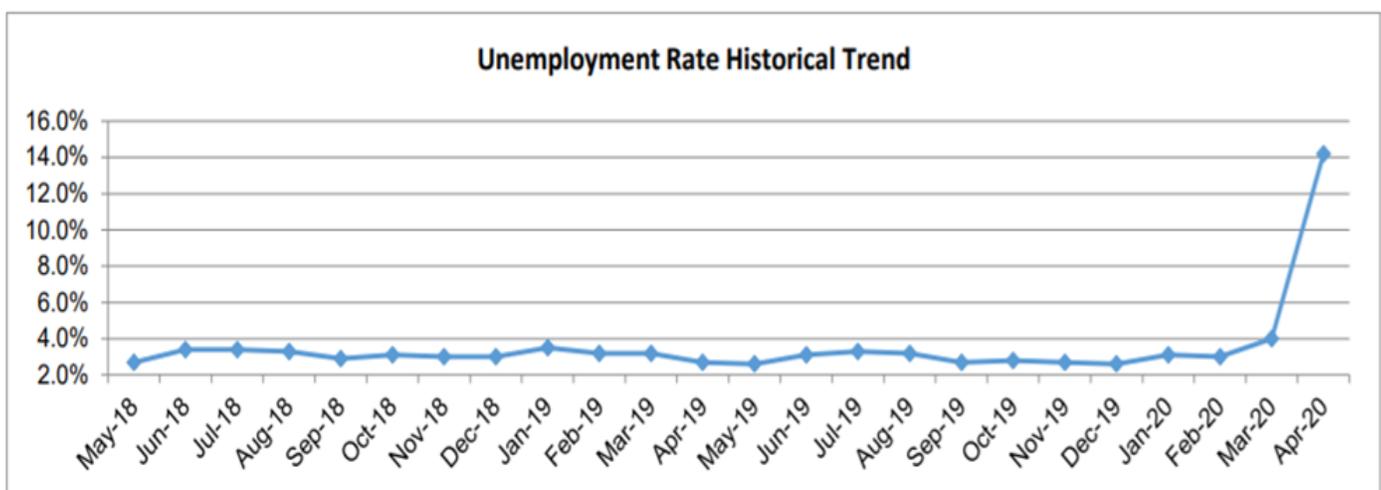
The emergence of the Coronavirus (COVID-19) is an unprecedented public health emergency. Prior to this emergency, national, state, and local economies had been experiencing an extended economic expansion and were expected to maintain growth, with no indication of slowing. Housing inventory was also increasing, and unemployment was extremely low. However, within one week of the emergency declaration, unemployment grew to double digits with no other economic cause other than the Shelter-In-Place (SIP) order. This experience is considered unprecedented as many businesses were forced to furlough employees and temporarily close their doors.

The COVID-19 pandemic is having significant impacts on the nation's economy. However, because economic trend indicators are typically retrospective, we are just beginning to capture the effect of the COVID-19 pandemic. The Consumer Price Index (CPI) for the San Francisco-Oakland-Hayward increased slightly by 1.1% in April 2020 year over year but has declined 0.5% for the two months ending April 2020. Consumer Confidence, as reflected by the Conference Board Consumer Confidence Index, weakened significantly in April. The Index now stands at 86.9, down from 118.8 in March.

The Present Situation Index-based on consumers' assessment of current business and labor market conditions-also declined considerably, from 166.7 to 71.1 reflects a sharp contraction in economic activity and surge in unemployment claims brought about by COVID-19 pandemic. However, the Expectations Index based on the consumer's short-term outlook for income, business, and labor market conditions improved from 86.8 in March to 93.8 in April.

Consumers' short-term expectations for the economy and labor market improved, likely prompted by the possibility that stay-at-home restrictions will gradually be lifted, along with reopening the economy. However, consumers were less optimistic about their financial prospects, and this could have repercussions for spending as the recovery takes hold. Also impacting the recovery will be the extent to which the coronavirus cases increase as a result of reopening. The uncertainty of the economic effects of COVID-19 will likely cause expectations to fluctuate in the months ahead into the next fiscal year.

California's unemployment rate spiked an unprecedented 10% in April to 15.5%. This surpassed the previous record high, which was 12.3% at the height of the Great Recession (March, October, and November of 2010). The number of unemployed Californians rose to almost 2.9 million over just two months. (This surpassed the previous 2.2 million peak during the Great Recession that took more than two years to reach). The unemployment rate was slightly lower at 14.1% in Alameda County in April.



# ECONOMIC AND FINANCIAL FORECAST

Regarding demographic trends, for the purpose of the LTFF, City staff has assumed that the City of Newark's population size and composition will remain relatively constant over the forecast period. As such, staff has assumed that basic service needs will remain constant. This is consistent with historical trends. The California Department of Finance estimated that the City of Newark's population stood at 48,164 in 2018 and grew to 48,966 in 2019.

## 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 revenue and expenditure projections were developed by combining trend analysis with information regarding known development growth in Newark.

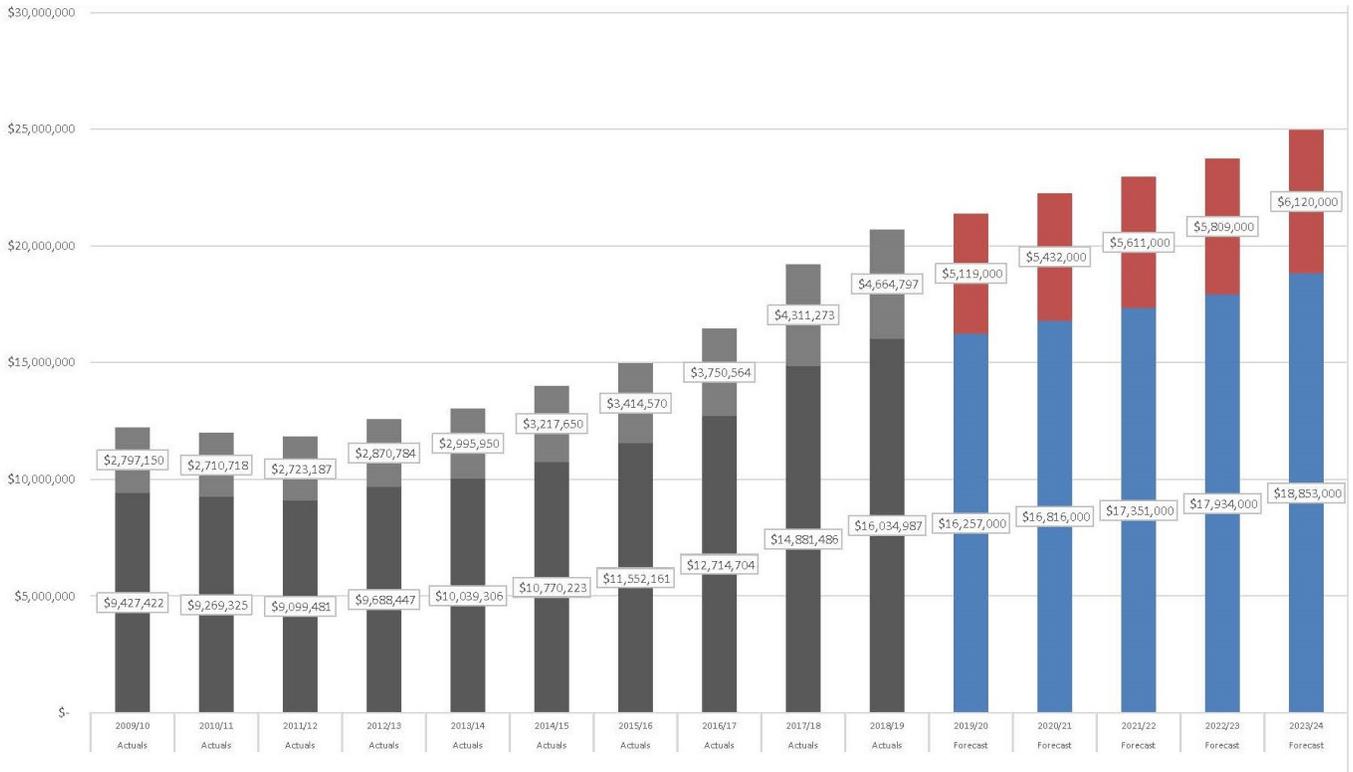
Policy decisions made at both the State and Federal levels can significantly impact local revenues and expenditures and are also taken into consideration when developing these projections. Below are explanations of significant revenue sources for the City.

## Property Tax and Property Tax in Lieu of VLF

Property tax revenues are generally a very stable revenue stream that increases every year due to a combination of higher assessed valuations on properties due to ownership changes and annual inflation adjustments allowed under Proposition 13. Under Proposition 13, assessed valuations of all real property adjust with the California Consumer Price Index (CCPI) up to a 2% limit, unless there is a change in ownership. Due to the economic uncertainty generated by the COVID-19 pandemic, this revenue stream may be adversely impacted during the term of this forecast. Since the values for FY 2020-21 were set prior to COVID-19 arrival in the US, the minimal impact is anticipated on the FY 2020-21 revenues. However, a prolonged shutdown could result in the County Assessor, making Proposition 8 reductions in assessed value countywide. The City is also subject to losses due to delinquencies and non-payments by taxpayers.

# ECONOMIC AND FINANCIAL FORECAST

Property sales tax data received during the next few months will indicate the trend. The property tax in-lieu revenue trends the same as with regular property tax revenue. The City is forecasting property revenue will increase slightly to \$22.3 million for FY 2020-21; \$22.9 million for FY 2021-22 and will continue to increase to \$25.0 million in FY 2023-24. Property tax combined with the Vehicle In-Lieu distribution is 35% of the City's general fund revenue.



# ECONOMIC AND FINANCIAL FORECAST

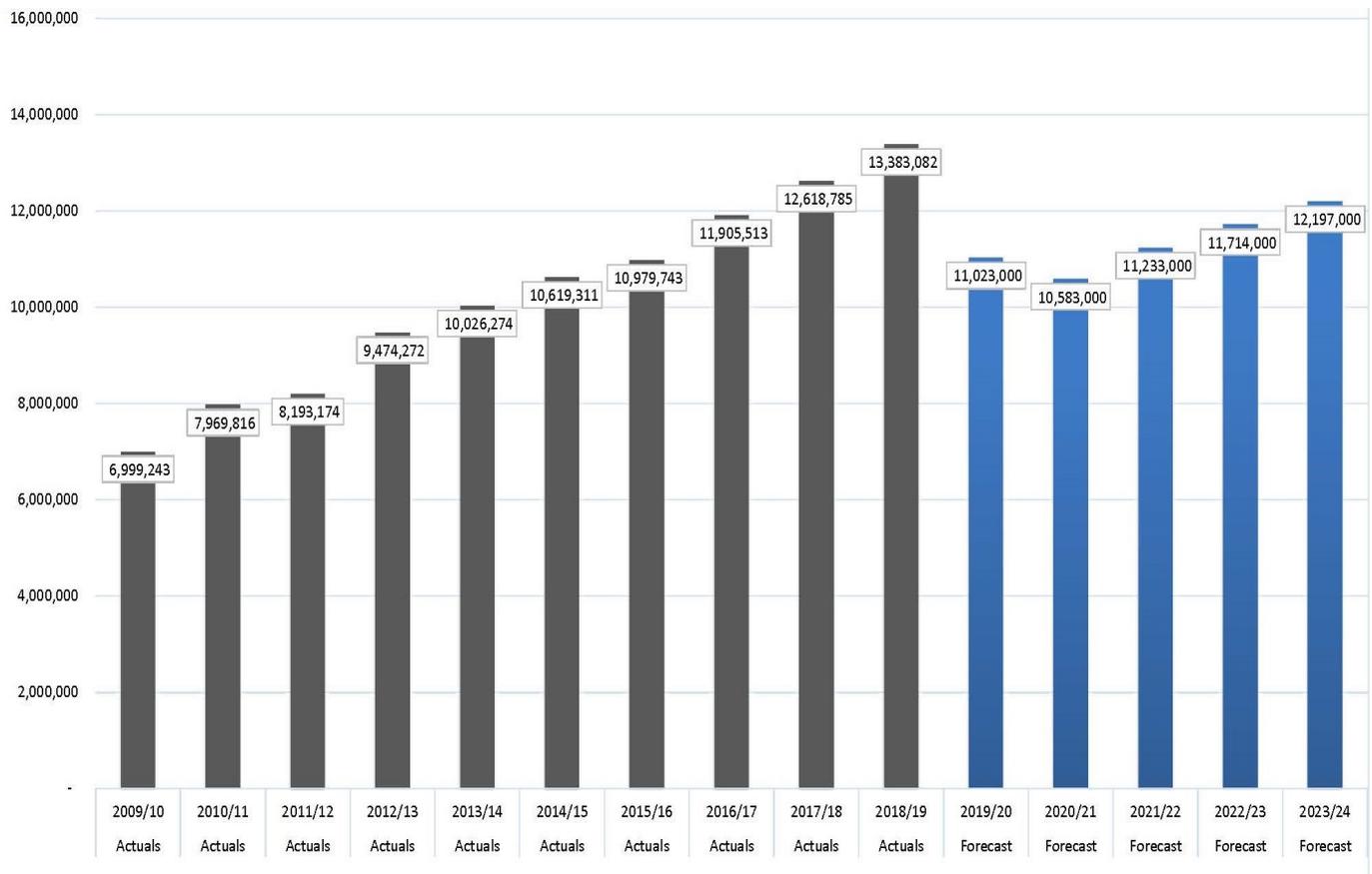
## Sales Tax

Sales tax is the second-largest revenue source for the City at approximately 18% of total operating revenue. Sales tax revenue is particularly challenging as a result of the COVID-19 pandemic and its impact. The projection in this LTFP for sales tax is based on the best information provided by HdL Companies in early April of 2020. Meaningful data will not be available until the Fall of 2020. The forecast assumes the SIP order remains in place until June and that there will gradual lifting of the orders to the full reopening of the economy over time. Due to this unprecedented situation, there are many unknowns such as the timing the extent to reopening of the economy and permanent effects on consumer behaviors.

Other factors that could affect assumptions include business investment deferrals, depth of unemployment spike, closures of restaurants, retail centers, and auto-related businesses and extension of SIP orders, which decreases the point of sale activity.

The hardest-hit areas are auto sales, motor vehicle fuel sales, retail stores, and the shift from take-out dining to groceries, as the latter is not taxable. The only area seeing increases is the County Pool revenue due to increased online sales, but this was not sizable enough to offset the overall decline.

Nonetheless, this projection provides a basis that shall be modified as conditions evolve, and assumptions are reevaluated. Sales tax revenue is projected to be \$11.0 million in FY 2019-20 and \$10.6 million in FY 2020-21. Sales tax revenues are forecast to increase from \$11.2 million in FY 2021-22 to \$12.0 million in FY 2023-24. At the end of the forecast period, we are still expecting sales taxes to be lower than they were pre-pandemic, as you can see below.



# ECONOMIC AND FINANCIAL FORECAST

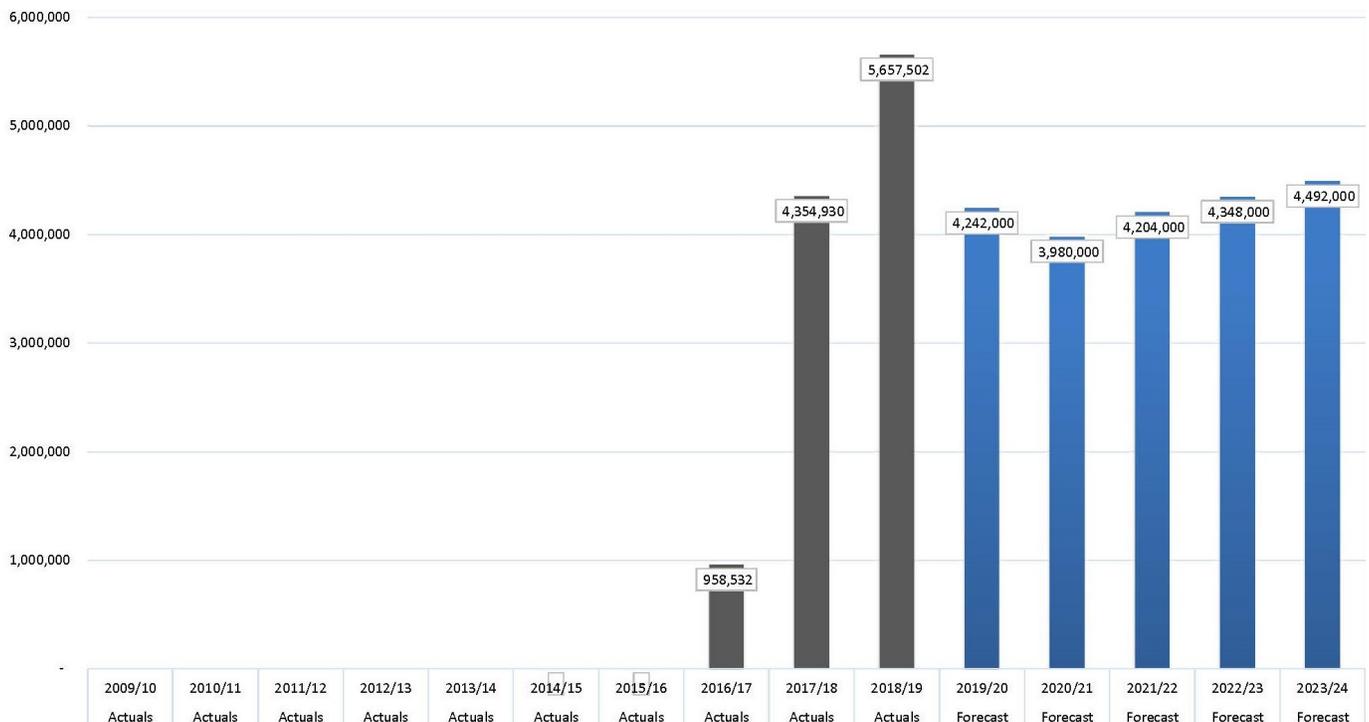
## Measure GG (1/2 Cents Sales Tax)

In November 2016, Newark voters approved Measure GG, a half-cent transactions, and use tax. Although the tax is an unrestricted general fund revenue source, the City Council adopted a policy that Measure GG revenue would be used to fund the construction of the new Civic Center, including a Police Station, Library, and City Hall.

In the summer of 2019, the City issued bonds to fund the construction of the new Civic Center. The City received favorable financing as a result of lower than anticipated interest rates. The financing structure of the 2019 Certificates of Participation (“COP”) for the Civic Center also includes refunding of 2002 COP and 2012 COP, which were used to fund construction of the Silliman Center.

The City makes annual appropriations from the General Fund Budget to pay debt service. Based on reviewing the cash flow and revenue sensitivity analysis provided by our sales tax consultants, City staff determined that a target debt service amount of \$4.0 million per year is appropriate over the term of the Measure GG, which is 25 years. The City leveraged other funding sources, such as Impacts Fees and Capital Projects Reserves, to assist with funding. If revenue from Measure GG exceeds the annual debt service, that surplus would be available to repay the City’s reserves.

The City’s financing will be secured by the new buildings and Fire Station 28. At the closing of the issuance, the City set aside approximately \$6.0 million into a payment fund. For FY 2020, FY 2021, and FY 2022, the City will draw down from this fund the predetermined drawdown amount, which is less than the payment amount from the payment schedule. After FY 2022, this payment fund will be depleted, and the City will make the full payment of the amount according to the payment schedule. The current annual revenue stream from Measure GG is averaging \$4.3 million per year.

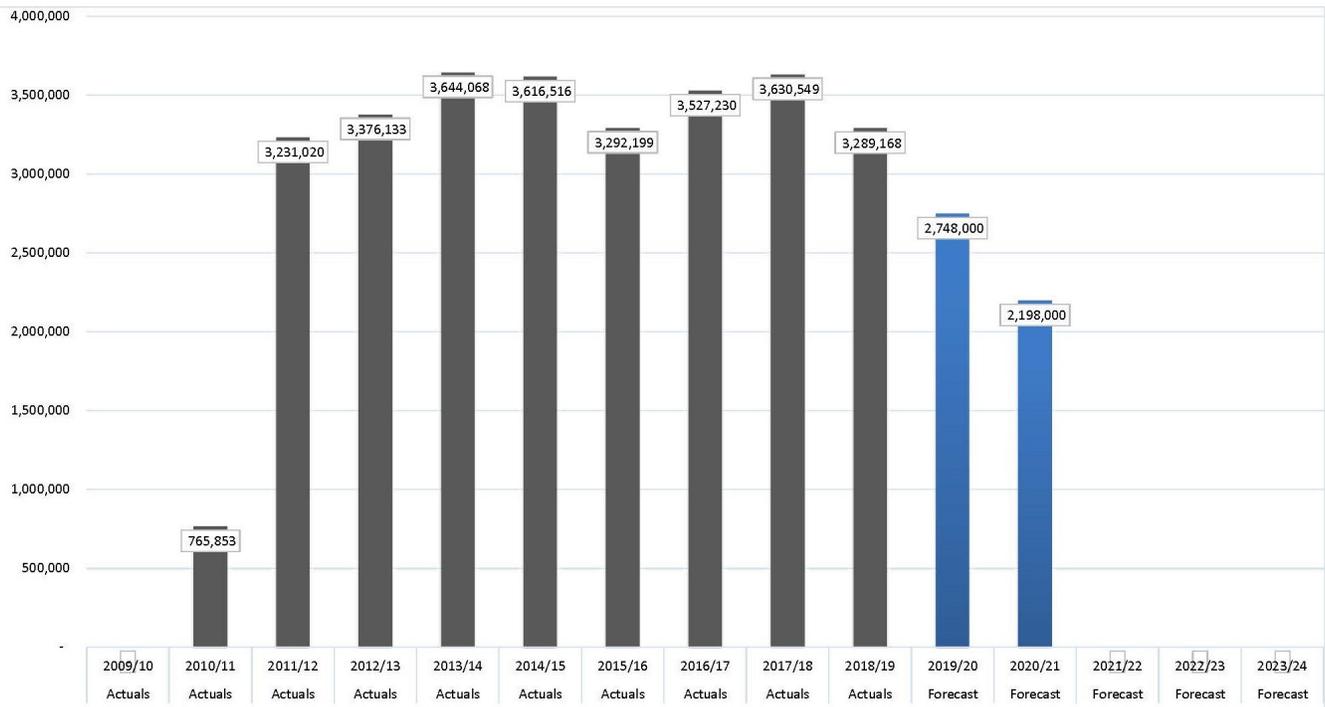


# ECONOMIC AND FINANCIAL FORECAST

## Utility User Tax (UUT)

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%.

Over the past six years, we have observed minor increases and decreases year over year. On average, the Utility User Tax (UUT) revenue is \$3.5 million per year. These fluctuations appear to be a reflection of consumer habits due to changing technology. Specifically, there is a trend of people switching from traditional television channel providers (such as Comcast) to internet-based programming through streaming. Because traditional television channel providers are subject to the UUT and internet programming is not, we did observe some slight decreases in UUT revenue in more recent years. Despite these minor fluctuations, it has been a source of stable and reliable income in which City services are reliant upon. A slight decrease is projected to continue until the sunset date of December 2020. This revenue source represents about 8% of the City's General Fund operating revenues. Note that our forecast below assumes no renewal in FY 2020-21.



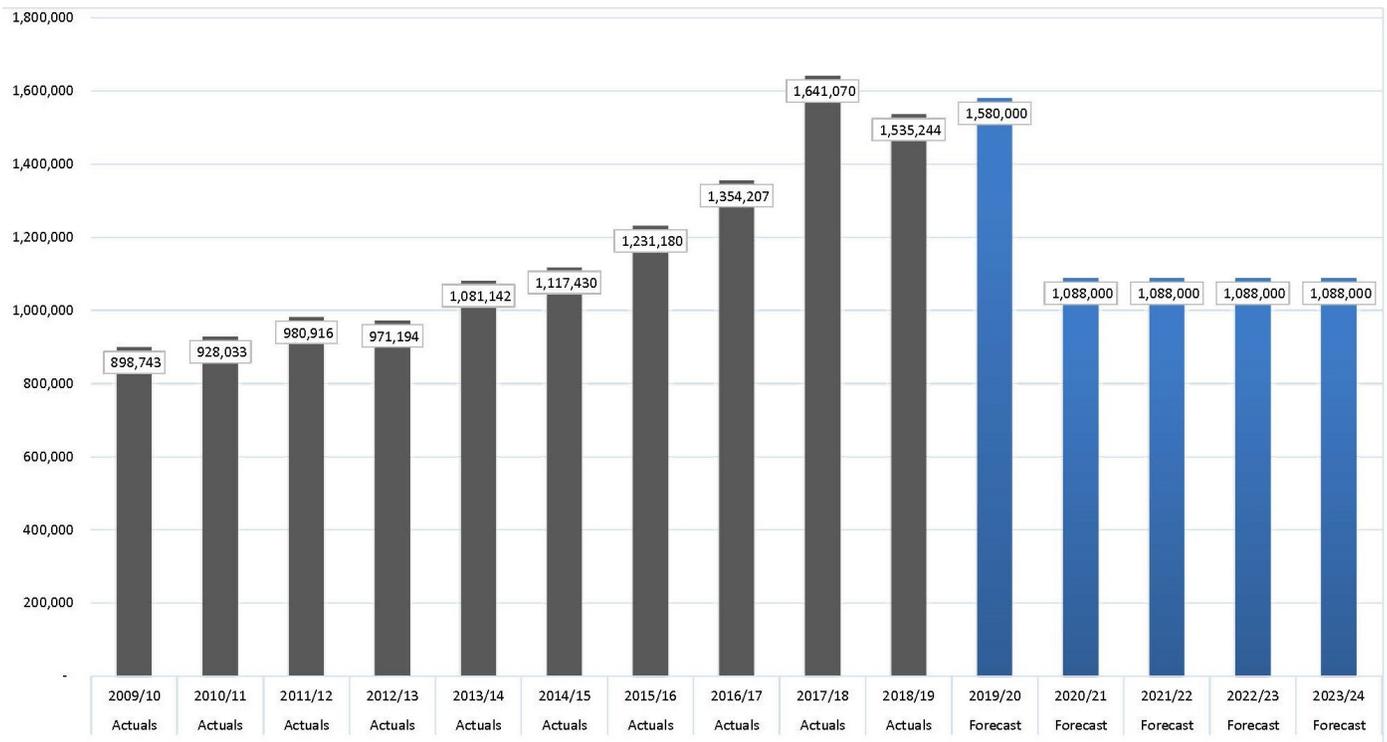
# ECONOMIC AND FINANCIAL FORECAST

## Business License

Business license taxes are paid by individuals and entities to conduct business in the City of Newark. Business license revenue is affected by the number of businesses in the City and the gross receipts these businesses generate. While business license tax revenue fluctuates with the economy, it is to a lesser degree than sales taxes.

The Business License Taxes are based upon the calendar year with a due date of January 31st. Payments received after January 31st will be assessed penalties. The City has collected approximately \$1.3 million from 2,382 businesses for the period of December 1st through April 30th, 2020. However, as of April 30th, there were approximately 348 outstanding business license renewals. The projected fees, for those remaining businesses, would be \$94,900 in business license fees and \$47,450 in penalties, which are assessed at 50% of the business license fee .

FY 2020-21 is expected to be \$1.1 million, and FY 2021-22 through FY 2023-24 is projected to remain flat due to current economic uncertainties .

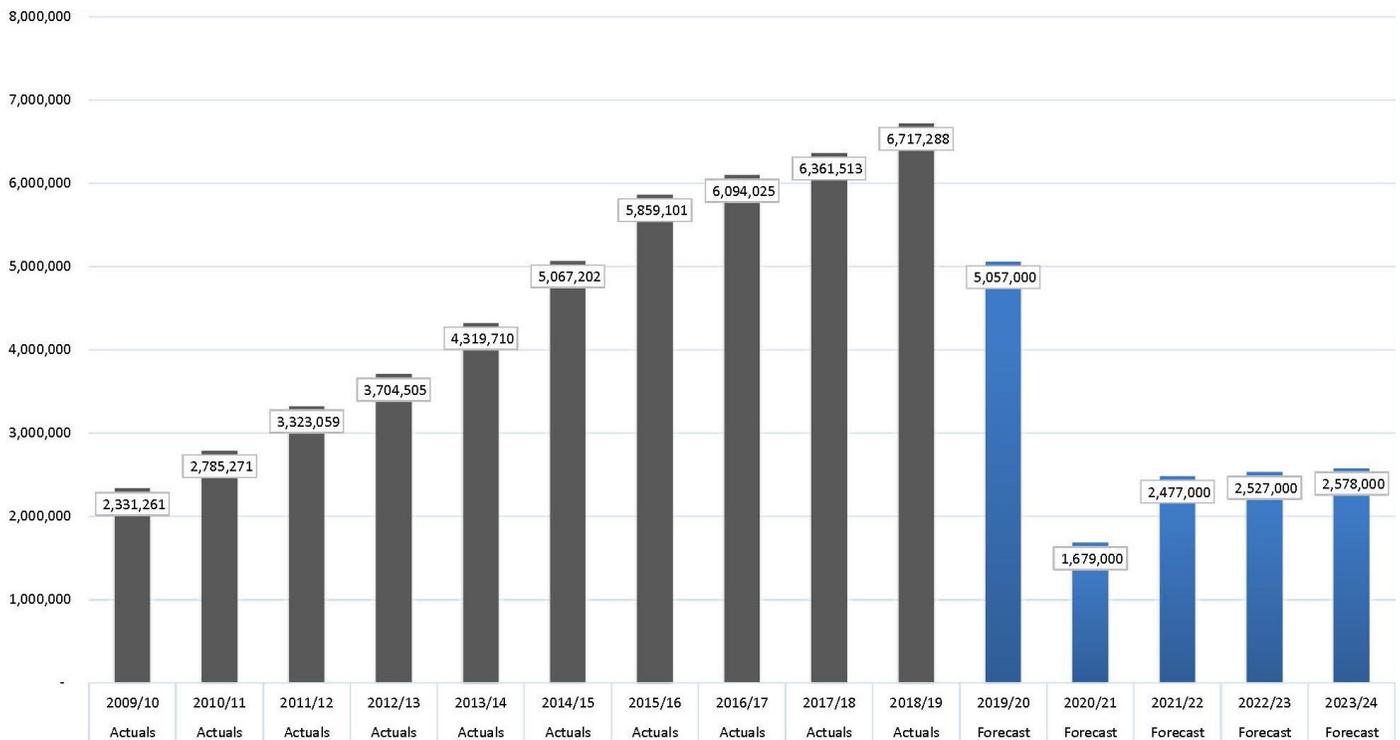


# ECONOMIC AND FINANCIAL FORECAST

## Transient Occupancy Tax (TOT)

The City has eleven hotels (DoubleTree Hilton, Homewood Suites Hilton, Courtyard by Marriott, Newark Residence Inn by Marriott, Town Place Suites, Aloft Silicon Valley, Chase Suites, Comfort Inn, E-Z8 Hotel, Staybridge Suites, and SpringHill Suites).

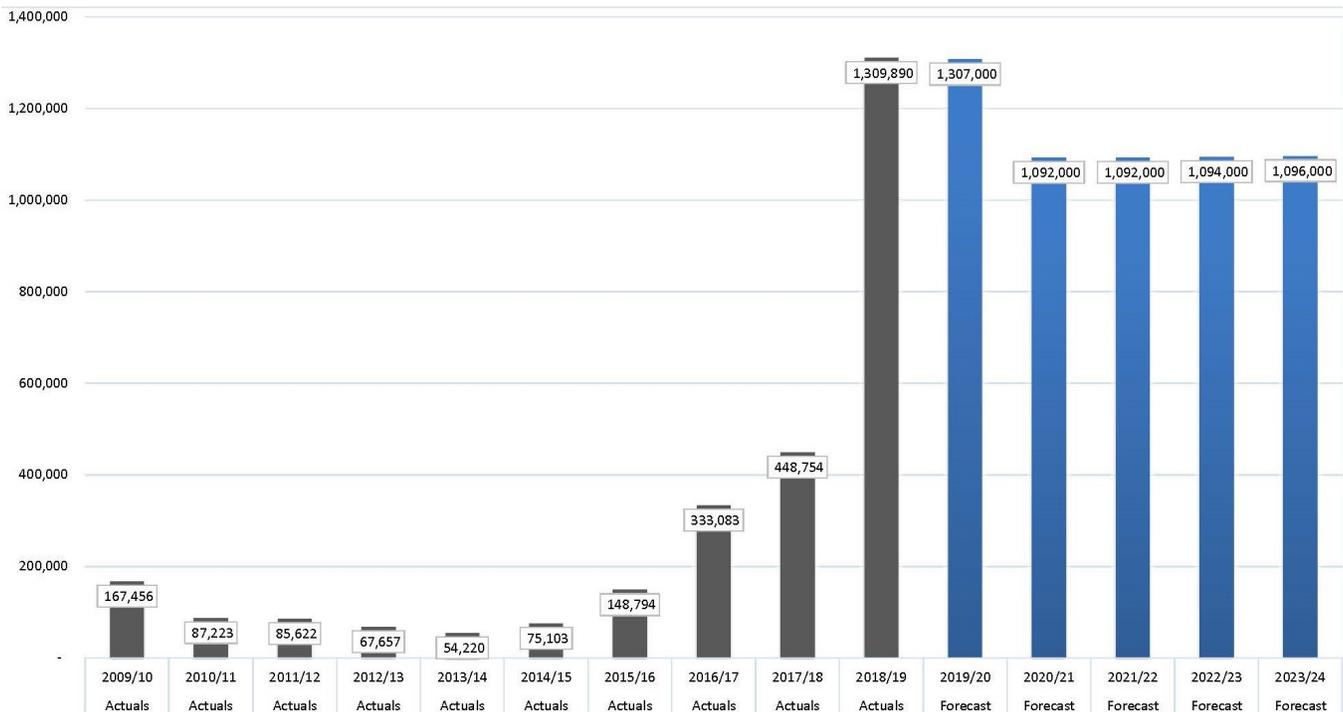
These hotels remit a 10% transient occupancy tax to the City. This category of revenue can be volatile, given its reliance on business and leisure travel. Current occupancy rates are at 20% of capacity as a result of the COVID-19 pandemic. Staff anticipates revenues will stay at late May 2020 levels until business travel opens up. Hotel tax revenues are projected to drop to \$2.9 million during FY 2019-20, a decrease of 25% from the FY 2018-19 adjusted budget. FY 2020-21 revenue is expected to decrease to \$1.7 million and to then increase to \$2.5 million during FY 2021-22. The TOT baseline revenue was increased by \$600K for FY 2019-20, assuming the two new hotels (Staybridge and SpringHill Suites) are operational for part of the year. Projected TOT revenue for FY 2022-23 is \$2.5 million and increase a modest 2% year over year for the out years .



# ECONOMIC AND FINANCIAL FORECAST

## Use of Money and Property

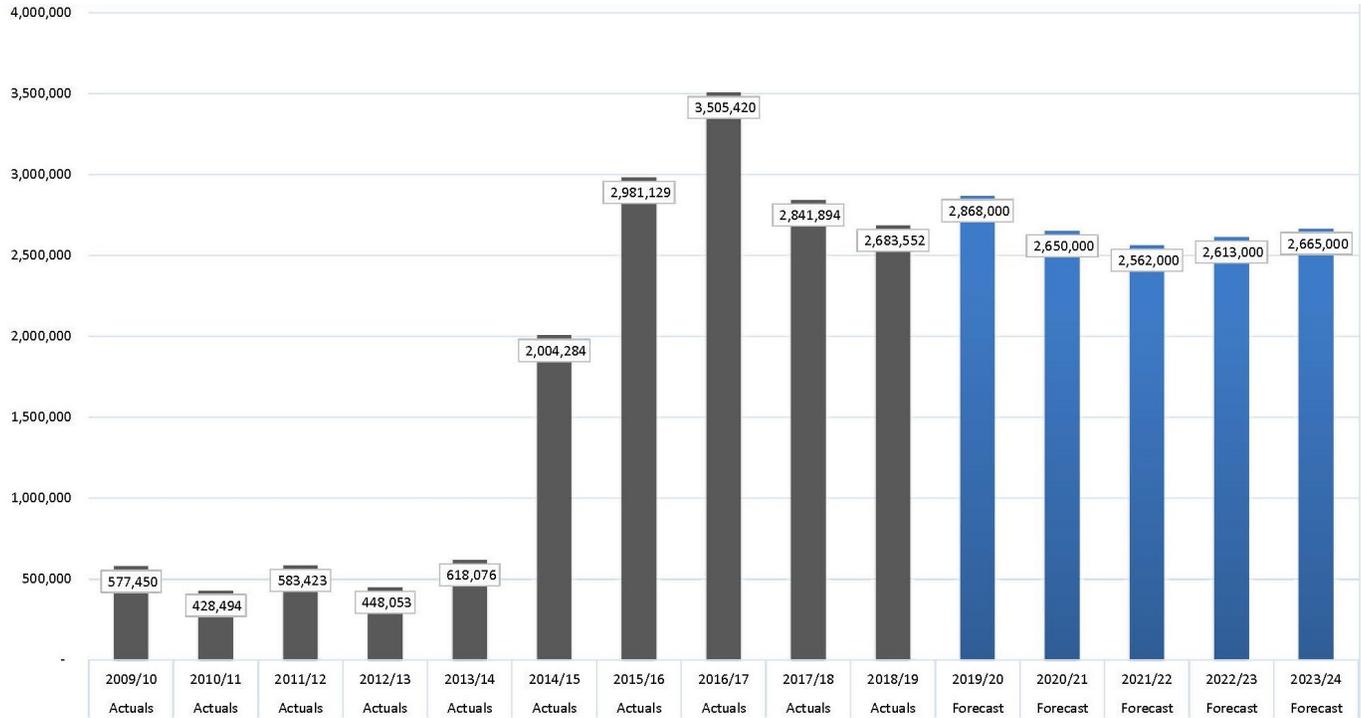
The use of money and property category includes interest and dividend income on the City’s investment of fund balances, primarily General Fund working capital and reserves. The City’s cash is invested mainly with the State of California Local Agency Investment Fund (LAIF) and with California Asset Management Program (CAMP). Both of these options are secure and no-risk investments. Revenues in this category are forecasted to fluctuate depending upon the General Fund’s invested cash balance. Staff anticipates that investment earnings will decrease as our cash balances decrease and coupled with declining interest rates.



# ECONOMIC AND FINANCIAL FORECAST

## Construction Permits

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 FY 2015-16 due to high cost encroachment permits. Permit activity is expected to decline and then level off slightly. Construction permit revenues are projected to be \$2.9 million in FY 2019-20 and \$2.7 million in FY 2020-21.



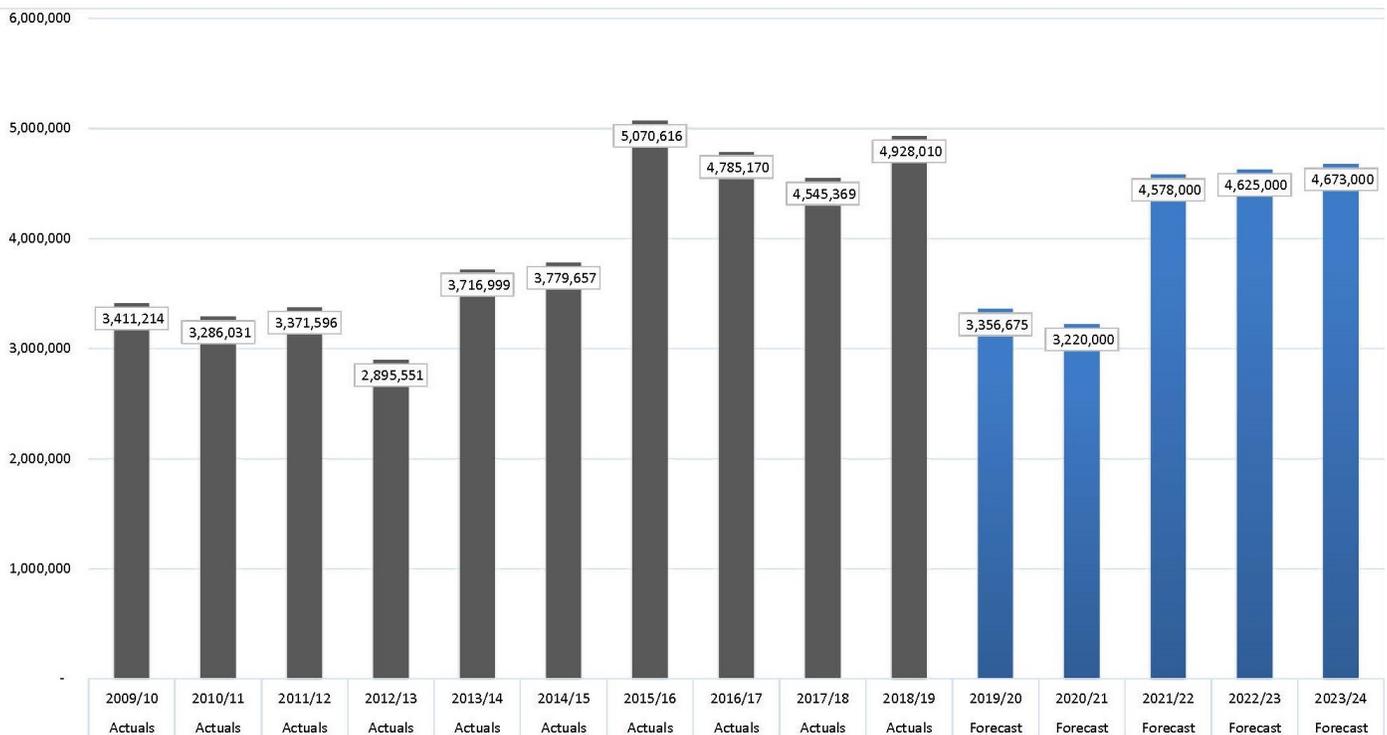
# ECONOMIC AND FINANCIAL FORECAST

## Charges for Services

This revenue category represents fees for services rendered by various City departments, which include Police, Fire, Recreation, Community Development, and Public Works. These revenues were projected to increase prior to the COVID-19 increase as development and construction were expected to increase. Since the COVID-19 outbreak and the SIP orders, residential and commercial development are at a standstill, fees for building inspections and construction-related permits have significantly declined. Closure of the Recreation and Community Services' facilities since March 16th has resulted in zero revenue collection and refunds of fees previously collected for the remainder of FY 2019-20.

The declining permit activity, planning fees, and recreation program and rental fees result in an overall decline of \$2.7 million or 21% from the adjusted budget. Of this \$2.7 million, \$1.6 million of this is reduction are from Recreation Program and Facility rental fees.

With the gradual lifting of SIP orders, the recreation program fees, development, and construction revenue are expected to slowly increase back to the average trend and then remain flat for the out years.



# ECONOMIC AND FINANCIAL 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 for 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 salaries and health benefits increase.

CalPERS pension costs have grown from \$3.6 million in 2013 to about \$9.0 million in 2020. This is rapidly increasing due to changes in CalPERS' actuarial methods and assumptions. This amount currently represents about 13% of the General Fund budget and is expected to reach 18% in 2024.

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 52% of the total Operating Budget, and the CalPERS costs are an additional 13%. The Alameda County Fire contract accounts for 18% 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 17% of the Operating Budget.

Expenditures and inflation continue to outpace revenues, causing an ongoing structural budget gap that could be addressed through a combination of revenue enhancements and service adjustments.

Key drivers include:

- Health care benefits
- CalPERS pension rates
- Labor agreements
- Cost of living adjustments

These expenditures and revenue estimates reflect certain assumptions that are subject to change even before the adoption of the FY 2020-2022 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.

# FIVE YEAR FORECAST

Forecast	Budgeted 2019-2020	Projected 2019-2020	Year Over Year	Proposed 2020-2021	Year Over Year	Proposed 2021-2022	Year Over Year	Projected 2022-2023	Year Over Year	Projected 2023-2024	Year Over Year
Property Tax	21.40	21.38	3%	22.25	4%	22.96	3%	23.74	3%	24.97	5%
Sales & Use Tax	17.76	15.27	-20%	14.56	-5%	15.44	6%	16.06	4%	16.69	4%
Transient Occupancy Tax (TOT)	7.91	5.06	-25%	1.68	-67%	2.48	48%	2.53	2%	2.58	2%
Utility Users Tax (UUT)	3.65	2.75	-16%	2.20	-20%	0.00	-100%	0.00	0%	0.00	0%
Other Taxes	2.12	2.27	6%	1.75	-23%	1.75	0%	1.76	1%	1.77	1%
Licenses, Permits & Fees	7.55	7.44	-2%	7.45	0%	7.48	0%	7.54	1%	7.60	1%
Fines & Forfeitures	0.87	0.83	-15%	0.84	1%	0.88	5%	0.88	1%	0.89	1%
Investment Earnings	0.38	1.31	0%	1.09	-16%	1.09	0%	1.09	0%	1.10	0%
Revenue From Other Agencies	1.51	1.64	64%	0.83	-49%	0.77	-7%	0.78	2%	0.80	2%
Charges for Services	6.00	3.36	-32%	3.22	-4%	4.58	42%	4.63	1%	4.67	1%
Other Revenue	0.51	0.18	-65%	0.19	6%	0.19	0%	0.20	2%	0.20	2%
<b>Total Revenues</b>	<b>69.67</b>	<b>61.46</b>	<b>-10%</b>	<b>56.05</b>	<b>-9%</b>	<b>57.62</b>	<b>3%</b>	<b>59.22</b>	<b>3%</b>	<b>61.27</b>	<b>3%</b>
Personnel	35.51	32.01	-9%	33.84	6%	34.89	3%	34.84	0%	35.54	2%
Non-personnel	28.15	25.10	7%	25.42	1%	25.38	0%	26.16	3%	26.69	2%
Civic Center Project	4.63	3.49	-25%	3.16	-9%	3.38	7%	0.00	-100%	0.00	0%
Debt Service	0.86	0.76	-12%	0.82	9%	0.82	1%	4.82	484%	4.82	0%
<b>Total Expenditures</b>	<b>69.16</b>	<b>61.36</b>	<b>-4%</b>	<b>63.24</b>	<b>3%</b>	<b>64.47</b>	<b>2%</b>	<b>65.82</b>	<b>2%</b>	<b>67.05</b>	<b>2%</b>
<b>Net Operating Results</b>	<b>0.51</b>	<b>0.10</b>	<b>-98%</b>	<b>(7.19)</b>	<b>-7535%</b>	<b>(6.86)</b>	<b>-5%</b>	<b>(6.60)</b>	<b>-4%</b>	<b>(5.77)</b>	<b>-13%</b>

\* Includes one time revenue sources (BSCC AB74 Car Break-In Prevention)

# GENERAL FUND & COST CENTERS

## **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.

The concept of a Cost Center 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, Cost Centers 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 Cost Center 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 Cost Centers 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.

## **Development Cost Center**

The Development Cost Center 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 Cost Center 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.

# GENERAL FUND & COST CENTERS

## **Recreation Cost Center**

The Recreation Cost Center 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. Silliman Community Activity Center Phase II – Family Aquatic Center, General Community 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 Cost Center also includes the licensed child care program. This program is included in the 53% contribution from the General Fund.

## **Capital Assets–Maintenance Cost Center**

The Capital Assets-Maintenance Cost Center 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 Cost Center**

The Capital Assets-Construction Cost Center 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.

## **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 an average 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 \$12.8 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 \$9.3 million in 2020-21 and \$9.9 million in 2021-2022.

## **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.
4. The following items should not be included in the CIP:
5. All equipment replaced through the City's equipment replacement fund (Activity 9710), which is managed by the Finance Department.
6. Most park maintenance, building or street repairs to City facilities, which are handled through the Maintenance Division.
7. All capital outlay items costing less than \$5,000, which are included in a department's operating budget.

The CIP is processed concurrently 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 guide-lines 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 2018-2019 was \$7.8 million and is projected to be \$8.8 million at the end of 2019-20.

(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 2018-2019 was \$5.2 million and projected to be \$5.9 million at the end of 2019-20.

(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 \$500,000 at the end of Fiscal Year 2019-2020. An additional \$200,000 in surplus was approved to be transferred into the Capital Reserves bringing the balance to \$700,000.

(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. The current balance of this reserve is \$12.8 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 \$15.9 million.

### PROJECTED 2020 - 2022 USE OF RESERVES AND UNALLOCATED FUND BALANCE

The anticipated economic impacts of COVID-19 result in a budget deficit of \$14.0 million over two fiscal years. To balance the budget, the \$15.9 unallocated FY 2019-20 year-end fund balance will be allocated as follows:

<b>Reserve Fund</b>	<b>Transfer from Unallocated Fund Balance (millions)</b>	<b>Balance as of July 1, 2020 (millions)</b>
Emergency Reserve	3.3	12.1
Economic Uncertainty	5.3	11.2
Equipment Replacement	2.5	5.8
Pension and OPEB	3.2	16

After these transfers, the new unallocated fund balance as of July 1, 2020 is \$1.6 million. Revenues will be closely monitored throughout FY 2020-21 and FY 2021-22, and as required, economic uncertainty and emergency reserve funds will be transferred to the general fund to cover the projected deficits. This use of reserves to balance the budget was approved after several budget reduction exercises, and in an effort to avoid layoffs and deep impacts to community services.

## **APPROPRIATION 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 2019-2020 Annual Budget includes appropriations subject to the limit of \$43,386,376. This is well below the City's appropriation limit of \$425,251,346. Staff has no concerns regarding our ability to stay within the limit.

## 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 2020-2021 and 2021-2022 budget will be the eleventh 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.
- All operating budget appropriations not spent in the current fiscal year 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 new fiscal year.
- 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.

# 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.
- M. Continue to utilize community engagement strategies to leverage our social media footprint to enhance community relations.

## 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.

# CRITICAL ISSUES AND STRATEGIES

## 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, storm water protection, energy conservation, and innovative solid waste management practices.

## 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, businesses, and the Newark Chamber of Commerce.
- D. Support the local business community.
- E. Promote investment and quality of life in existing neighborhoods.

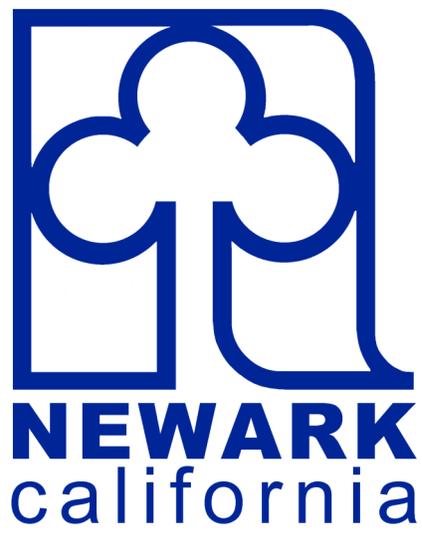
# CRITICAL ISSUES AND STRATEGIES

- F. Strengthen community identity and City revenue by promoting a strong hotel identity and a varied and vibrant retail mix within attractive retail areas.
- 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.*

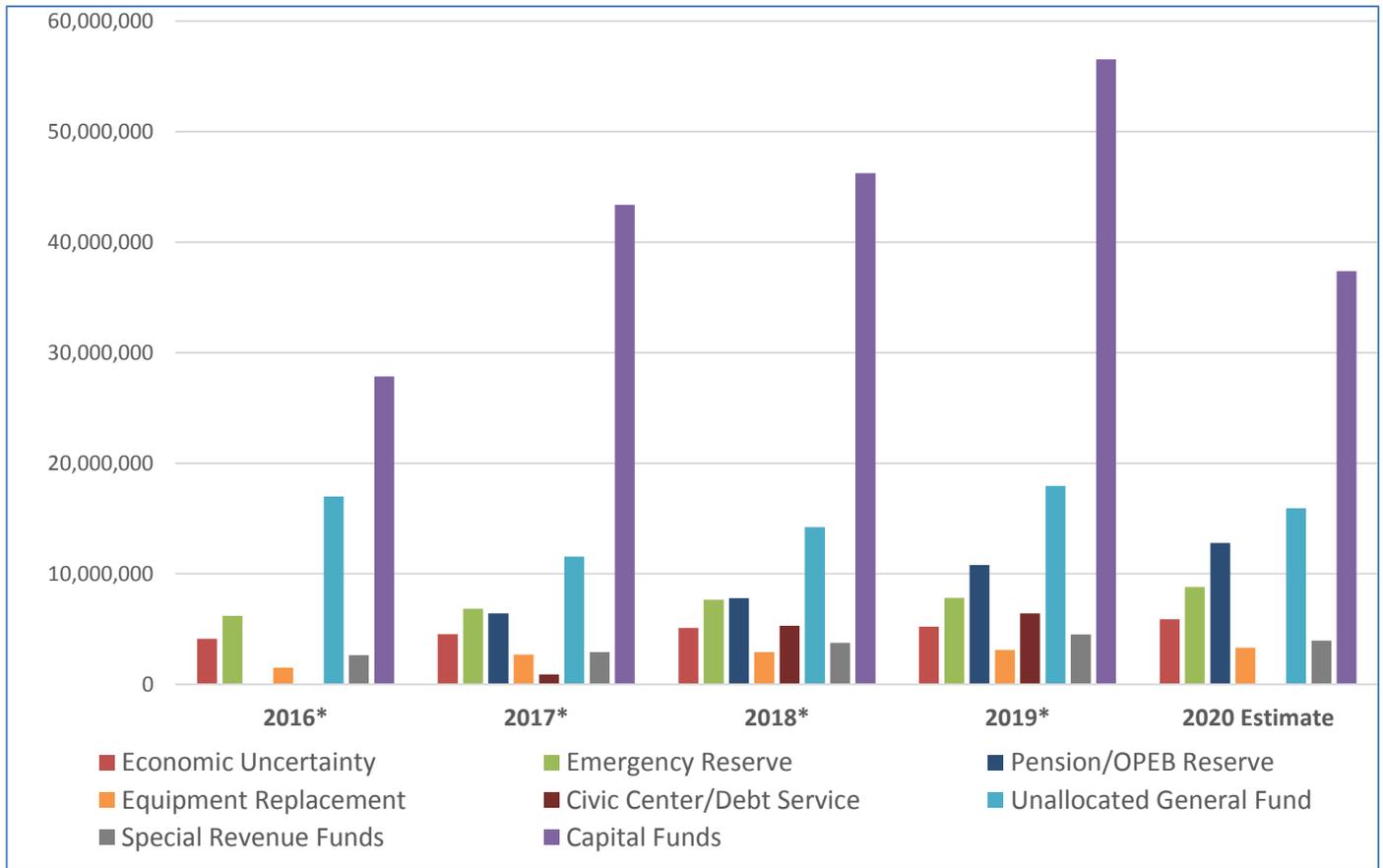
- A. Provide and maintain public facilities as resources allow.
- B. Continue to take actions that promote and enhance long-term fiscal stability and independence.
- C. Continually evaluate the technological needs of the organization and make upgrades where appropriate.
- D. Identify short and long-term 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.



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## HISTORICAL FUND BALANCES



	<u>2016*</u>	<u>2017*</u>	<u>2018*</u>	<u>2019*</u>	<u>2020 Estimate</u>
General Fund					
Economic Uncertainty	4,123,000	4,554,000	5,095,000	5,220,000	5,878,000
Emergency Reserve	6,185,000	6,831,000	7,643,000	7,830,000	8,817,000
Pension/OPEB Reserve	0	6,424,000	7,785,000	10,789,000	12,789,000
Equipment Replacement	1,500,000	2,700,000	2,900,000	3,100,000	3,300,000
Civic Center/Debt Service	0	901,000	5,306,000	6,411,000	0
Unallocated General Fund	16,996,000	11,544,000	14,215,000	17,943,000	15,921,000
Special Revenue Funds	2,632,000	2,923,000	3,753,000	4,507,000	3,956,000
Capital Funds	27,862,000	43,398,000	46,248,000	56,556,000	37,388,000

### Special Revenue Funds

Alameda County Fire Fees  
 Hazardous Materials Program  
 Measure B/BB-Paratransit  
 Paramedic Tax  
 Police Grants  
 Redevelopment Agency  
 Waste Disposal

### Capital Funds

Art In Public Places  
 Capital Improvements  
 Housing Community Development  
 Measure B - Streets/Roads & Bicycles  
 Park Improvement  
 Streets & Roadways Construction & Maintenance  
 Capital - Restricted

\* Amounts from CAFR reports



## SUMMARY OF BUDGETED REVENUES

### Fiscal Years 2018-19, 2019-20, 2020-21 and 2021-22

Code	Revenue by Source	2018-19 Actual	2019-20 Budgeted	2019-20 Estimate	2020-21 Budgeted	2021-22 Budgeted
<b>OPERATING REVENUE</b>						
<b>TAXES-PROPERTY, SALES, OTHER</b>						
3010	Current Secured	19,415,489	15,321,000	15,274,000	15,995,000	16,504,000
VLF	Current Secured	0	5,156,000	5,119,000	5,432,000	5,611,000
3020	Current Unsecured	705,620	616,000	616,000	821,000	847,000
3030	Prior Secured	140,862	247,000	247,000	0	0
3031	Supplemental	455,729	0	100,000	0	0
3040	Prior Unsecured	-3,637	26,000	5,000	0	0
3050	Penalties	48,614	31,000	15,000	0	0
3055	Property - Paramedic Tax	252,262	272,000	232,000	233,000	233,000
3060	Sales & Use Taxes	13,383,082	13,133,000	11,023,000	10,583,000	11,233,000
GG	1/2 Cents Sales Tax	5,657,502	4,631,000	4,242,000	3,980,000	4,204,000
3061	Transient Occupancy Tax	6,717,288	7,914,000	5,057,000	1,679,000	2,477,000
3065	Utility User Tax	3,289,168	3,652,000	2,748,000	2,198,000	0
3080	Documentary Transfer Tax	626,539	510,000	455,000	424,000	432,000
3110	Business License	1,410,934	1,340,000	1,580,000	1,088,000	1,088,000
3111	Business License - Penalties	37,337	0	0	0	0
3112	Business License - Registration	86,973	0	0	0	0
3113	SB1186 \$1 State Fee	10,800	0	0	0	0
	<b>Subtotal</b>	<b>52,234,564</b>	<b>52,849,000</b>	<b>46,713,000</b>	<b>42,433,000</b>	<b>42,629,000</b>
<b>LICENSES &amp; PERMITS</b>						
3070	Franchise Fees	3,970,458	4,010,000	4,105,000	4,233,000	4,382,000
3071	PEG Fees	80,124	0	52,000	50,000	50,000
3120	Animal License	11,045	13,000	6,000	6,000	6,000
3140	Construction Permits	1,942,726	2,799,000	1,922,000	1,720,000	1,650,000
3141	Bldg Plan Review Fees	589,260	0	848,000	840,000	11,000
3142	Strong Motion Fees	32,002	0	0	0	830,000
3143	Building Permit Application	96,836	0	79,000	76,000	0
3144	Home Occupation Fee	22,358	0	19,000	14,000	71,000
3148	Fire Preventive Review Fee	899	0	0	0	0
3149	Review Deposits	-529	0	0	0	0
3150	Encroachment Permits	905,967	721,000	389,000	495,000	465,000
3152	Alarm User Permit	7,180	0	4,000	4,000	4,000
3153	Alarm User Permit - Renewal	6,718	0	2,000	2,000	2,000
3160	Other Licenses & Permits	23,726	7,000	11,000	11,000	11,000
	<b>Subtotal</b>	<b>7,688,768</b>	<b>7,550,000</b>	<b>7,437,000</b>	<b>7,451,000</b>	<b>7,482,000</b>
<b>FINES &amp; FORFEITURES</b>						
3210	Vehicle Code Fines	823,681	815,000	740,000	777,000	815,000
3211	Citation Processing	131,546	0	75,000	50,000	50,000
3220	Other Fines	10,575	50,000	10,000	10,000	10,000
	<b>Subtotal</b>	<b>965,802</b>	<b>865,000</b>	<b>825,000</b>	<b>837,000</b>	<b>875,000</b>
<b>USE OF MONEY &amp; PROPERTY</b>						
3310	Investment Earnings	1,025,937	380,000	1,307,000	1,092,000	1,092,000
3312	Sweep Invest Earnings	32,469	0	0	0	0
3320	Rents & Concessions	3	0	0	0	0
	<b>Subtotal</b>	<b>1,058,408</b>	<b>380,000</b>	<b>1,307,000</b>	<b>1,092,000</b>	<b>1,092,000</b>



## SUMMARY OF BUDGETED REVENUES

### Fiscal Years 2018-19, 2019-20, 2020-21 and 2021-22

Code	Revenue by Source	2018-19 Actual	2019-20 Budgeted	2019-20 Estimate	2020-21 Budgeted	2021-22 Budgeted
<b>REVENUE FROM OTHER AGENCIES</b>						
3420	Vehicle-In-Lieu	22,784	0	39,000	35,000	35,000
3430	State Gasoline Tax	588,749	0	0	0	0
3431	HUTA RMRA SB1	923,988	0	0	0	0
3440	Homeowner Relief	94,774	88,000	96,000	88,000	88,000
3480	Other Agencies	190,959	0	12,000	12,000	12,000
3490	Other State Grants	281,491	1,021,000	1,155,000	123,000	123,000
3500	Federal & County Grants	1,932,597	371,000	286,000	313,000	345,000
3501	County Grants/Reimbursements	0	45,000	34,000	101,000	0
3510	Measure D Revenue	160,538	0	109,000	115,000	125,000
3550	Federal Grants	462,851	0	10,000	10,000	10,000
3980	POST Reimbursement	45,493	30,000	38,000	30,000	30,000
	<b>Subtotal</b>	<b>4,704,225</b>	<b>1,555,000</b>	<b>1,779,000</b>	<b>827,000</b>	<b>768,000</b>
<b>CHARGES FOR SERVICES</b>						
3610	Zoning Fee	182,975	55,000	198,000	45,000	40,000
3630	Sale of Maps & Publications	11,353	5,000	16,000	12,000	12,000
3652	Spec NPD Fees-False Alarms	75,418	145,000	33,000	30,000	30,000
3653	Spec NPD Fees-DUI	486	0	0	0	0
3656	Spec NPD Fees-Towing Administration	60,000	70,000	96,000	50,000	50,000
3658	Spec NPD Fees-Miscellaneous	3,376	0	3,000	0	0
3660	Special Fire Fee	8,051	14,000	8,000	8,000	8,000
3662	Spec FD Fee-Excess False Alarms	5,549	0	0	0	0
3664	Spec FD Fee-Fire Permits	176,064	310,000	145,000	145,000	145,000
3665	Spec FD Fee Miscellaneous	3,750	0	4,000	0	0
3670	Plan Checking Fee	1,028,617	1,065,000	485,000	695,000	679,000
3675	Abandoned Vehicle Abatement	23,763	35,000	5,000	20,000	20,000
3676	Code Enforcement	10,750	30,000	14,000	10,000	10,000
3677	Stormwater Quality Control Plan	12,800	0	6,000	6,000	6,000
3680	Animal Control Fees	1,392	0	1,000	0	0
3720	Weed Abatement Fee	13,076	7,000	7,000	7,000	7,000
3750	Microfiling/Record Automation Fees	6,597	280,000	6,000	0	0
3755	Records Automation fee	180,365	0	145,000	0	0
3756	Building Standards Fee	8,842	0	8,000	0	0
3760	Environmental Protection Fee	471,001	708,000	481,000	495,000	505,000
3790	Art In Public Places	175,264	200,000	98,000	90,000	70,000
3820	General Recreation Services	292,779	439,000	189,000	95,000	287,000
3821	Silliman Activity User Fees	692,178	760,000	459,000	400,000	825,000
3822	Silliman Facility Rentals	154,744	116,000	165,000	52,000	172,000
3823	Silliman General Aquatic Program	601,105	605,000	304,000	390,000	627,000
3824	Silliman Concession Operations	100,864	137,000	62,000	8,000	140,000
3825	Silliman Contract Classes	196,041	150,000	88,000	75,000	170,000
3829	Recreation Processing Fee	6,395	0	2,000	0	0
3831	Community Center Building Rentals	60,268	78,000	36,000	14,000	55,000
3832	Child Care Activity	444,426	750,000	357,000	438,000	540,000
3833	Preschool Activity	93,302	203,000	67,000	135,000	138,000
3841	Senior Center Building Rentals	1	0	0	0	0
3845	Senior Center Contract Classes	26,084	47,000	20,000	0	42,000
	<b>Subtotal</b>	<b>5,127,674</b>	<b>6,209,000</b>	<b>3,508,000</b>	<b>3,220,000</b>	<b>4,578,000</b>



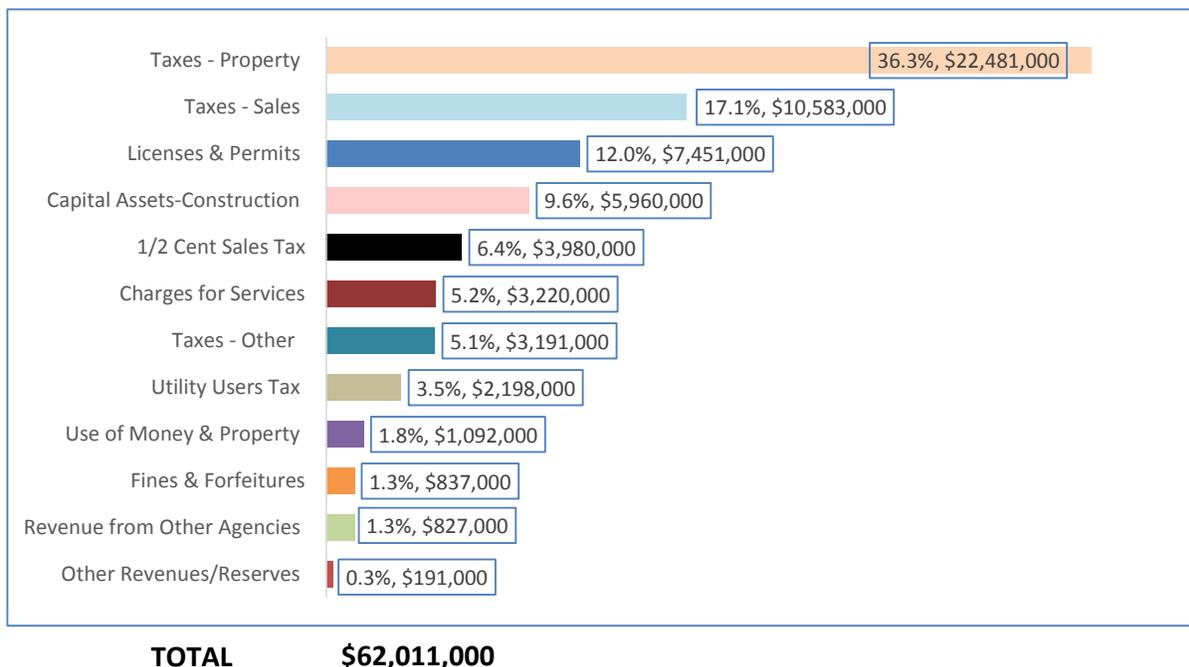
## SUMMARY OF BUDGETED REVENUES

### Fiscal Years 2018-19, 2019-20, 2020-21 and 2021-22

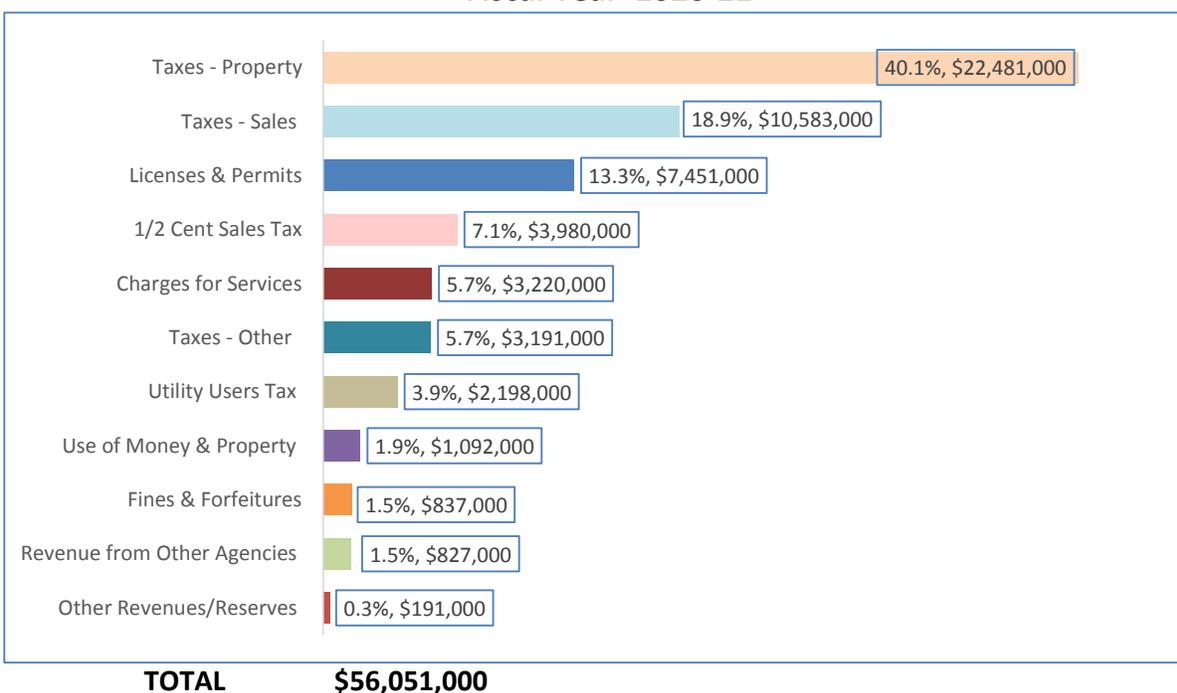
Code	Revenue by Source	2018-19 Actual	2019-20 Budgeted	2019-20 Estimate	2020-21 Budgeted	2021-22 Budgeted
<b>OTHER REVENUES</b>						
3930	Non-Government Contribution	240	0	0	0	0
3970	Donations	2,000	0	0	0	0
3990	Other Revenue	167,834	510,000	120,000	120,000	120,000
3992	Landscape & Lighting Contract Admin Fee	0	0	72,000	71,000	71,000
3994	Settlement-Court Cases	0	0	1,000	0	0
3995	Misc Reimbursement	332,790	0	56,000	0	0
3998	Cash Short/Over	8,200	0	5,000	0	0
	<b>Subtotal</b>	<b>511,063</b>	<b>510,000</b>	<b>254,000</b>	<b>191,000</b>	<b>191,000</b>
	<b>SUBTOTAL OPERATING REVENUE</b>	<b>72,290,505</b>	<b>69,918,000</b>	<b>61,823,000</b>	<b>56,051,000</b>	<b>57,615,000</b>
	<b>TOTAL OPERATING REVENUE</b>	<b>72,290,505</b>	<b>69,918,000</b>	<b>61,823,000</b>	<b>56,051,000</b>	<b>57,615,000</b>
<b>CAPITAL ASSETS-CONSTRUCTION REVENUE</b>						
<b>USE OF MONEY &amp; PROPERTY</b>						
3310	Investment Earnings	908,590	85,000	0	0	0
	<b>Subtotal</b>	<b>908,590</b>	<b>85,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUE FROM OTHER AGENCIES</b>						
3430	State Gasoline Tax	327,524	1,804,000	1,078,000	1,147,000	1,213,000
3431	HUTA RMRA SB1	0	0	811,000	837,000	897,000
3490	Other State Grants	0	160,000	0	0	0
3500	Measure B/BB/F	0	2,139,000	1,305,000	1,413,000	1,515,000
3550	Federal/County Grants	135,317	0	80,000	0	0
	<b>Subtotal</b>	<b>462,841</b>	<b>4,103,000</b>	<b>3,274,000</b>	<b>3,397,000</b>	<b>3,625,000</b>
<b>CHARGES FOR SERVICES</b>						
3850	Park Impact Fees	308,596	2,000,000	622,000	2,000,000	2,000,000
3860	Development Impact Fees	9,528,258	4,500,000	4,650,000	0	0
3865	Community Development Maint. Fees	909,863	1,300,000	963,000	563,000	563,000
	<b>Subtotal</b>	<b>10,746,718</b>	<b>7,800,000</b>	<b>6,235,000</b>	<b>2,563,000</b>	<b>2,563,000</b>
	<b>SUBTOTAL CAPITAL ASSETS REVENUE</b>	<b>12,118,149</b>	<b>11,988,000</b>	<b>9,509,000</b>	<b>5,960,000</b>	<b>6,188,000</b>
	<b>TOTAL CAPITAL ASSETS REVENUE</b>	<b>12,118,149</b>	<b>11,988,000</b>	<b>9,509,000</b>	<b>5,960,000</b>	<b>6,188,000</b>
<b>REVENUE SUMMARY RECAP</b>						
	Operating Revenue	72,290,505	69,918,000	61,823,000	56,051,000	57,615,000
	Capital Assets-Construction Revenue	12,118,149	11,988,000	9,509,000	5,960,000	6,188,000
	<b>TOTAL REVENUE</b>	<b>84,408,653</b>	<b>81,906,000</b>	<b>71,332,000</b>	<b>62,011,000</b>	<b>63,803,000</b>



### Budgeted Revenue by Source Fiscal Year 2020-21

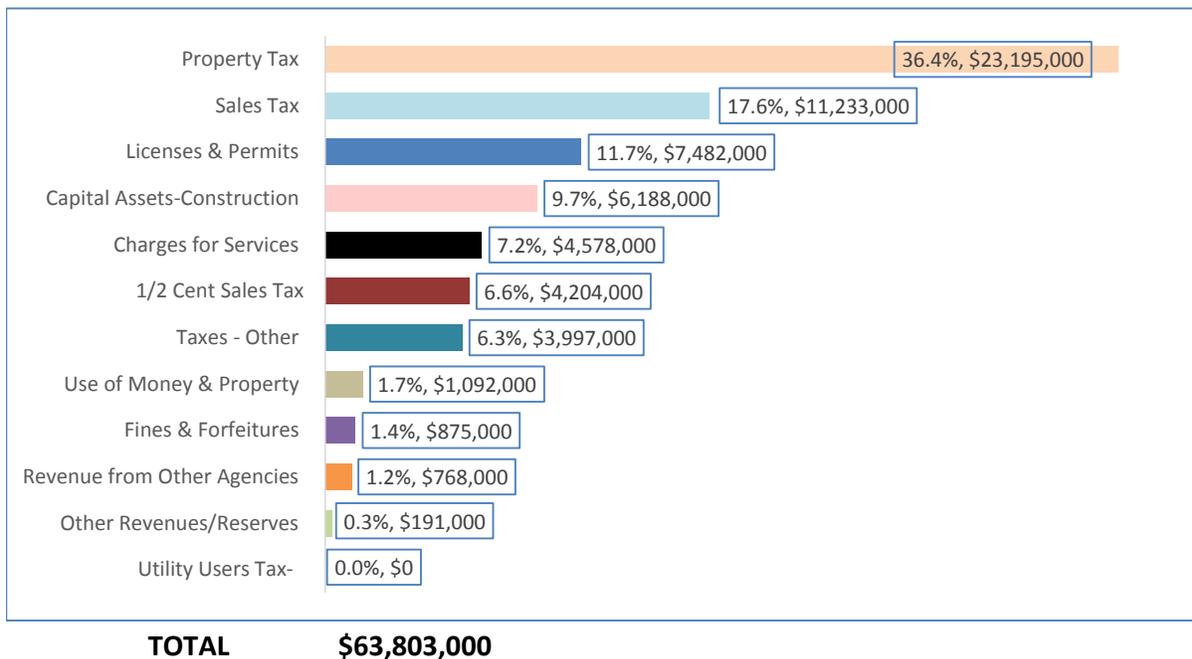


### Budgeted Operating Revenue by Source Fiscal Year 2020-21

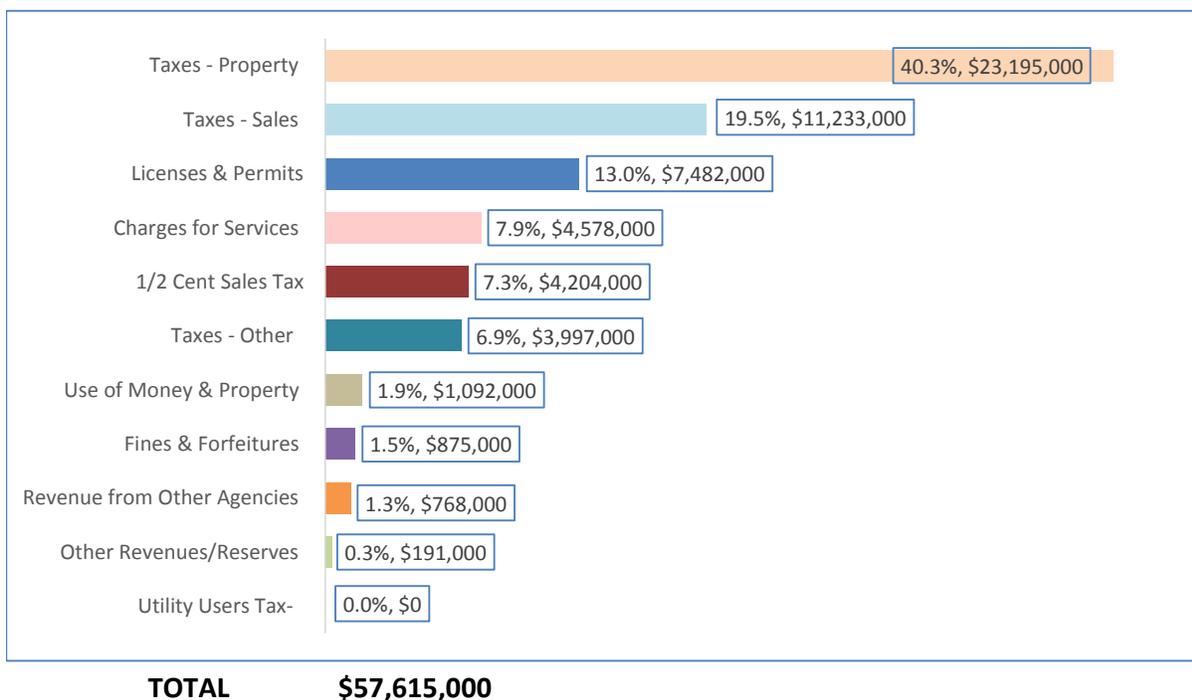




### Budgeted Revenue by Source Fiscal Year 2021-22



### Budgeted Operating Revenue by Source Fiscal Year 2021-22





## SUMMARY OF BUDGETED REVENUES

### General and Cost Center Funds - Fiscal Year 2020-2021

Code	Revenue by Source	General	Development	Recreation	Capital Asset- Maintenance	Total Operating	Capital Asset- Construction
<b>TAXES-PROPERTY, SALES, OTHER</b>							
3010	Current Secured	15,995,000	0	0	0	15,995,000	0
VLF	Current Secured - VLF	5,432,000	0	0	0	5,432,000	0
3020	Current Unsecured	821,000	0	0	0	821,000	0
3055	Property - Paramedic Tax	233,000	0	0	0	233,000	0
3060	Sales & Use Taxes	10,583,000	0	0	0	10,583,000	0
GG	1/2 Cent Sales Tax	3,980,000	0	0	0	3,980,000	0
3061	Transient Occupancy Tax	1,679,000	0	0	0	1,679,000	0
3065	Utility User Tax	2,198,000	0	0	0	2,198,000	0
3080	Documentary Transfer Tax	424,000	0	0	0	424,000	0
3110	Business License	1,088,000	0	0	0	1,088,000	0
	<b>Subtotal</b>	<b>42,433,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,433,000</b>	<b>0</b>
<b>LICENSES &amp; PERMITS</b>							
3070	Franchise Fees	4,233,000	0	0	0	4,233,000	0
3071	PEG Fees	50,000	0	0	0	50,000	0
3120	Animal License	6,000	0	0	0	6,000	0
3140	Construction Permits	0	1,720,000	0	0	1,720,000	0
3141	Bldg Plan Review Fees	0	840,000	0	0	840,000	0
3143	Building Permit Application	0	76,000	0	0	76,000	0
3144	Home Occupation Fee	0	14,000	0	0	14,000	0
3150	Encroachment Permits	0	495,000	0	0	495,000	0
3152	Alarm User Permit	4,000	0	0	0	4,000	0
3153	Alarm Users Permit - Renewal	2,000	0	0	0	2,000	0
3160	Other Licenses & Permits	1,000	10,000	0	0	11,000	0
	<b>Subtotal</b>	<b>4,296,000</b>	<b>3,155,000</b>	<b>0</b>	<b>0</b>	<b>7,451,000</b>	<b>0</b>
<b>FINES &amp; FORFEITURES</b>							
3210	Vehicle Code Fines	777,000	0	0	0	777,000	0
3211	Citation Processing	50,000	0	0	0	50,000	0
3220	Other Fines	10,000	0	0	0	10,000	0
	<b>Subtotal</b>	<b>837,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>837,000</b>	<b>0</b>
<b>USE OF MONEY &amp; PROPERTY</b>							
3310	Investment Earnings	1,007,000	85,000	0	0	1,092,000	0
	<b>Subtotal</b>	<b>1,007,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>	<b>1,092,000</b>	<b>0</b>



## SUMMARY OF BUDGETED REVENUES

### General and Cost Center Funds - Fiscal Year 2020-2021

Code	Revenue by Source	General	Development	Recreation	Capital Asset-Maintenance	Total Operating	Capital Asset-Construction
<b>REVENUE FROM OTHER AGENCIES</b>							
3420	Vehicle In-Lieu	35,000	0	0	0	35,000	0
3430	State Gasoline Tax	0	0	0	0	0	1,147,000
3431	HUTA RMRA SB1	0	0	0	0	0	837,000
3440	Homeowner Relief	88,000	0	0	0	88,000	0
3480	Other Agencies	12,000	0	0	0	12,000	0
3490	Other State Grants	123,000	0	0	0	123,000	0
3500	Measure B/BB/F	0	0	313,000	0	313,000	1,413,000
3501	County Grants/Reimbursements	0	0	101,000	0	101,000	0
3510	Measure D Revenue	115,000	0	0	0	115,000	0
3550	Federal Grants	10,000	0	0	0	10,000	0
3980	POST Reimbursement	30,000	0	0	0	30,000	0
	<b>Subtotal</b>	<b>413,000</b>	<b>0</b>	<b>414,000</b>	<b>0</b>	<b>827,000</b>	<b>3,397,000</b>
<b>CHARGES FOR SERVICES</b>							
3610	Zoning Fee	0	45,000	0	0	45,000	0
3630	Sale of Maps & Publications	10,000	2,000	0	0	12,000	0
3652	Spec NPD Fees-Excess False Alarms	30,000	0	0	0	30,000	0
3656	Spec NPD Fees - Towing Administration Fee	50,000	0	0	0	50,000	0
3660	Special Fire Fee	8,000	0	0	0	8,000	0
3664	Spec FD Fee-Fire Permits	145,000	0	0	0	145,000	0
3670	Plan Checking Fee	0	695,000	0	0	695,000	0
3675	Abandoned Vehicle Abatement	20,000	0	0	0	20,000	0
3676	Code Enforcement	10,000	0	0	0	10,000	0
3677	Stormwater Quality Control Plan	0	6,000	0	0	6,000	0
3720	Weed Abatement Fee	0	0	0	7,000	7,000	0
3760	Environmental Protection Fee	0	0	0	495,000	495,000	0
3790	Art In Public Places	0	90,000	0	0	90,000	0
3820	General Recreation Services	0	0	95,000	0	95,000	0
3821	Silliman Activity User Fees	0	0	400,000	0	400,000	0
3822	Silliman Facility Rentals	0	0	52,000	0	52,000	0
3823	Silliman General Aquatic Program	0	0	390,000	0	390,000	0
3824	Silliman Concession Operations	0	0	8,000	0	8,000	0
3825	Silliman Contract Classes	0	0	75,000	0	75,000	0
3831	Community Center Building Rentals	0	0	14,000	0	14,000	0
3832	Child Care Activity	0	0	438,000	0	438,000	0
3833	Preschool Activity	0	0	135,000	0	135,000	0
3850	Park Impact Fees	0	0	0	0	0	2,000,000
3865	Community Dev. Maint. Fees	0	0	0	0	0	563,000
	<b>Subtotal</b>	<b>273,000</b>	<b>838,000</b>	<b>1,607,000</b>	<b>502,000</b>	<b>3,220,000</b>	<b>2,563,000</b>
<b>OTHER REVENUES</b>							
3990	Other Revenue	120,000	0	0	0	120,000	0
3992	Landscape & Lighting Contract Admin Fee	0	36,000	0	35,000	71,000	0
	<b>Subtotal</b>	<b>120,000</b>	<b>36,000</b>	<b>0</b>	<b>35,000</b>	<b>191,000</b>	<b>0</b>
	<b>TOTAL REVENUE</b>	<b>49,379,000</b>	<b>4,114,000</b>	<b>2,021,000</b>	<b>537,000</b>	<b>56,051,000</b>	<b>5,960,000</b>
	<b>TOTAL</b>	<b>49,379,000</b>	<b>4,114,000</b>	<b>2,021,000</b>	<b>537,000</b>	<b>56,051,000</b>	<b>5,960,000</b>



## SUMMARY OF BUDGETED REVENUES

### General and Cost Center Funds - Fiscal Year 2021-2022

Code	Revenue by Source	General	Development	Recreation	Capital Asset- Maintenance	Total Operating	Capital Asset- Construction
<b>TAXES-PROPERTY, SALES, OTHER</b>							
3010	Current Secured	16,504,000	0	0	0	16,504,000	0
	VLF Current Secured - VLF	5,611,000	0	0	0	5,611,000	0
3020	Current Unsecured	847,000	0	0	0	847,000	0
3055	Property - Paramedic Tax	233,000	0	0	0	233,000	0
3060	Sales & Use Taxes	11,233,000	0	0	0	11,233,000	0
	GG 1/2 Cent Sales Tax	4,204,000	0	0	0	4,204,000	0
3061	Transient Occupancy Tax	2,477,000	0	0	0	2,477,000	0
3080	Documentary Transfer Tax	432,000	0	0	0	432,000	0
3110	Business License	1,088,000	0	0	0	1,088,000	0
	<b>Subtotal</b>	<b>42,629,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,629,000</b>	<b>0</b>
<b>LICENSES &amp; PERMITS</b>							
3070	Franchise Fees	4,382,000	0	0	0	4,382,000	0
3071	PEG Fees	50,000	0	0	0	50,000	0
3120	Animal License	6,000	0	0	0	6,000	0
3140	Construction Permits	0	1,650,000	0	0	1,650,000	0
3141	Bldg Plan Review Fees	0	830,000	0	0	830,000	0
3143	Building Permit Application	0	71,000	0	0	71,000	0
3144	Home Occupation Fee	0	11,000	0	0	11,000	0
3150	Encroachment Permits	0	465,000	0	0	465,000	0
3152	Alarm User Permit	4,000	0	0	0	4,000	0
3153	Alarm Users Permit - Renewal	2,000	0	0	0	2,000	0
3160	Other Licenses & Permits	1,000	10,000	0	0	11,000	0
	<b>Subtotal</b>	<b>4,445,000</b>	<b>3,037,000</b>	<b>0</b>	<b>0</b>	<b>7,482,000</b>	<b>0</b>
<b>FINES &amp; FORFEITURES</b>							
3210	Vehicle Code Fines	815,000	0	0	0	815,000	0
3211	Citation Processing	50,000	0	0	0	50,000	0
3220	Other Fines	10,000	0	0	0	10,000	0
	<b>Subtotal</b>	<b>875,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>875,000</b>	<b>0</b>
<b>USE OF MONEY &amp; PROPERTY</b>							
3310	Investment Earnings	1,007,000	85,000	0	0	1,092,000	0
	<b>Subtotal</b>	<b>1,007,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>	<b>1,092,000</b>	<b>0</b>



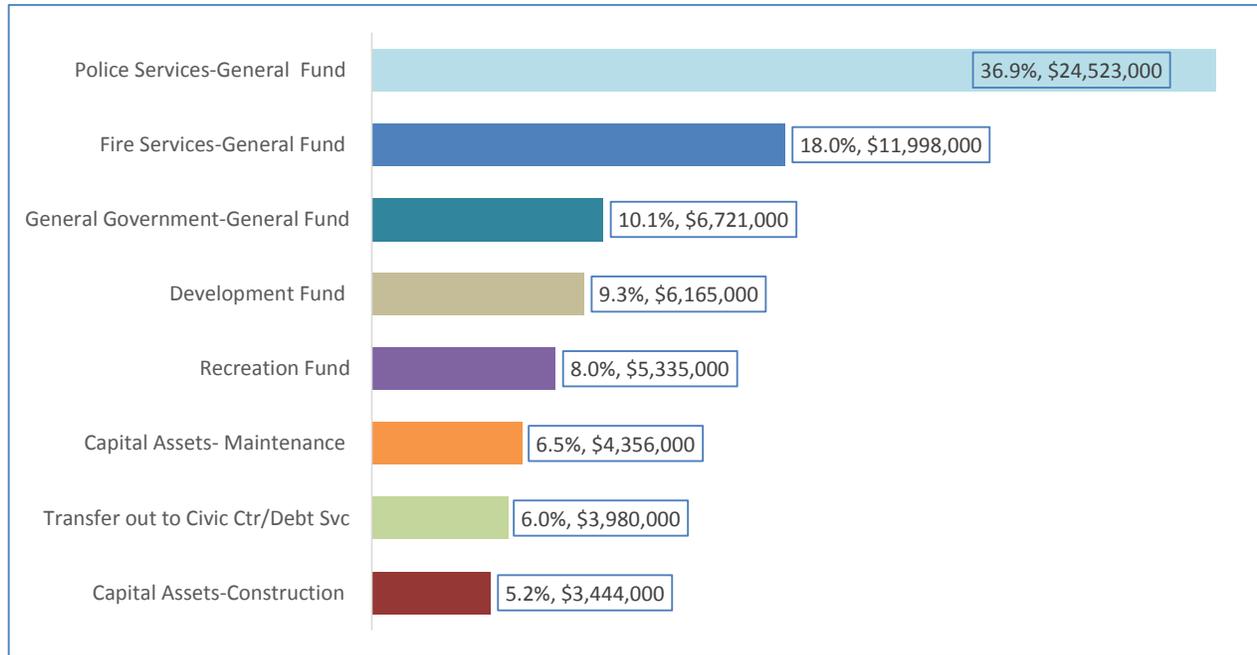
## SUMMARY OF BUDGETED REVENUES

### General and Cost Center Funds - Fiscal Year 2021-2022

Code	Revenue by Source	General	Development	Recreation	Capital Asset-Maintenance	Total Operating	Capital Asset-Construction
<b>REVENUE FROM OTHER AGENCIES</b>							
3420	Vehicle In-Lieu	35,000	0	0	0	35,000	0
3430	State Gasoline Tax	0	0	0	0	0	1,213,000
3431	HUTA RMRA SB1	0	0	0	0	0	897,000
3440	Homeowner Relief	88,000	0	0	0	88,000	0
3480	Other Agencies	12,000	0	0	0	12,000	0
3490	Other State Grants	123,000	0	0	0	123,000	0
3500	Measure B/BB/F	0	0	345,000	0	345,000	1,515,000
3510	Measure D Revenue	125,000	0	0	0	125,000	0
3550	Federal Grants	10,000	0	0	0	10,000	0
3980	POST Reimbursement	30,000	0	0	0	30,000	0
	<b>Subtotal</b>	<b>423,000</b>	<b>0</b>	<b>345,000</b>	<b>0</b>	<b>768,000</b>	<b>3,625,000</b>
<b>CHARGES FOR SERVICES</b>							
3610	Zoning Fee	0	40,000	0	0	40,000	0
3630	Sale of Maps & Publications	10,000	2,000	0	0	12,000	0
3652	Spec NPD Fees-Excess False Alarms	30,000	0	0	0	30,000	0
3656	Spec NPD Fees - Towing Administration Fee	50,000	0	0	0	50,000	0
3660	Special Fire Fee	8,000	0	0	0	8,000	0
3664	Spec FD Fee-Fire Permits	145,000	0	0	0	145,000	0
3670	Plan Checking Fee	0	679,000	0	0	679,000	0
3675	Abandoned Vehicle Abatement	20,000	0	0	0	20,000	0
3676	Code Enforcement	10,000	0	0	0	10,000	0
3677	Stormwater Quality Control Plan	0	6,000	0	0	6,000	0
3720	Weed Abatement Fee	0	0	0	7,000	7,000	0
3760	Environmental Protection Fee	0	0	0	505,000	505,000	0
3790	Art In Public Places	0	70,000	0	0	70,000	0
3820	General Recreation Services	0	0	287,000	0	287,000	0
3821	Silliman Activity User Fees	0	0	825,000	0	825,000	0
3822	Silliman Facility Rentals	0	0	172,000	0	172,000	0
3823	Silliman General Aquatic Program	0	0	627,000	0	627,000	0
3824	Silliman Concession Operations	0	0	140,000	0	140,000	0
3825	Silliman Contract Classes	0	0	170,000	0	170,000	0
3831	Community Center Building Rentals	0	0	55,000	0	55,000	0
3832	Child Care Activity	0	0	540,000	0	540,000	0
3833	Preschool Activity	0	0	138,000	0	138,000	0
3850	Park Impact Fees	0	0	0	0	0	2,000,000
3865	Community Dev. Maint. Fees	0	0	0	0	0	563,000
	<b>Subtotal</b>	<b>273,000</b>	<b>797,000</b>	<b>2,996,000</b>	<b>512,000</b>	<b>4,578,000</b>	<b>2,563,000</b>
<b>OTHER REVENUES</b>							
3990	Other Revenue	120,000	0	0	0	120,000	0
3992	Landscape & Lighting Contract Admin Fee	0	36,000	0	35,000	71,000	0
	<b>Subtotal</b>	<b>120,000</b>	<b>36,000</b>	<b>0</b>	<b>35,000</b>	<b>191,000</b>	<b>0</b>
	<b>TOTAL REVENUE</b>	<b>49,772,000</b>	<b>3,955,000</b>	<b>3,341,000</b>	<b>547,000</b>	<b>57,615,000</b>	<b>6,188,000</b>
	<b>TOTAL</b>	<b>49,772,000</b>	<b>3,955,000</b>	<b>3,341,000</b>	<b>547,000</b>	<b>57,615,000</b>	<b>6,188,000</b>

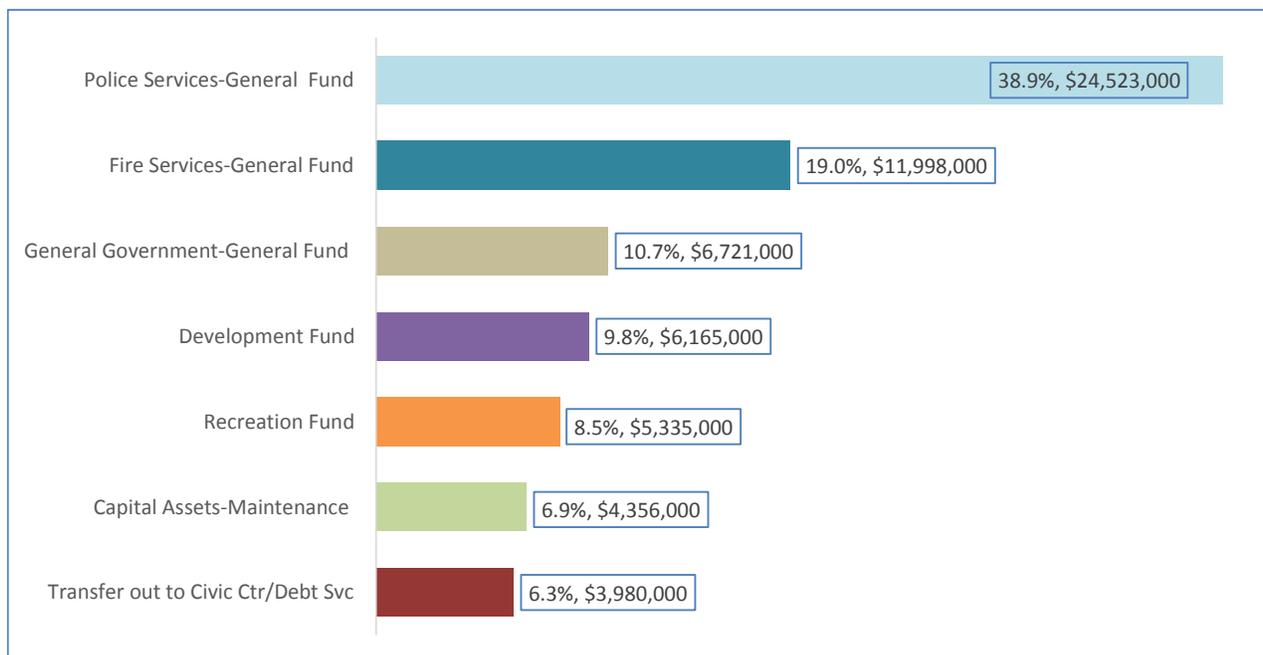


### Budgeted Total Expenditures Fiscal Year 2020-21



**TOTAL \$66,522,000**

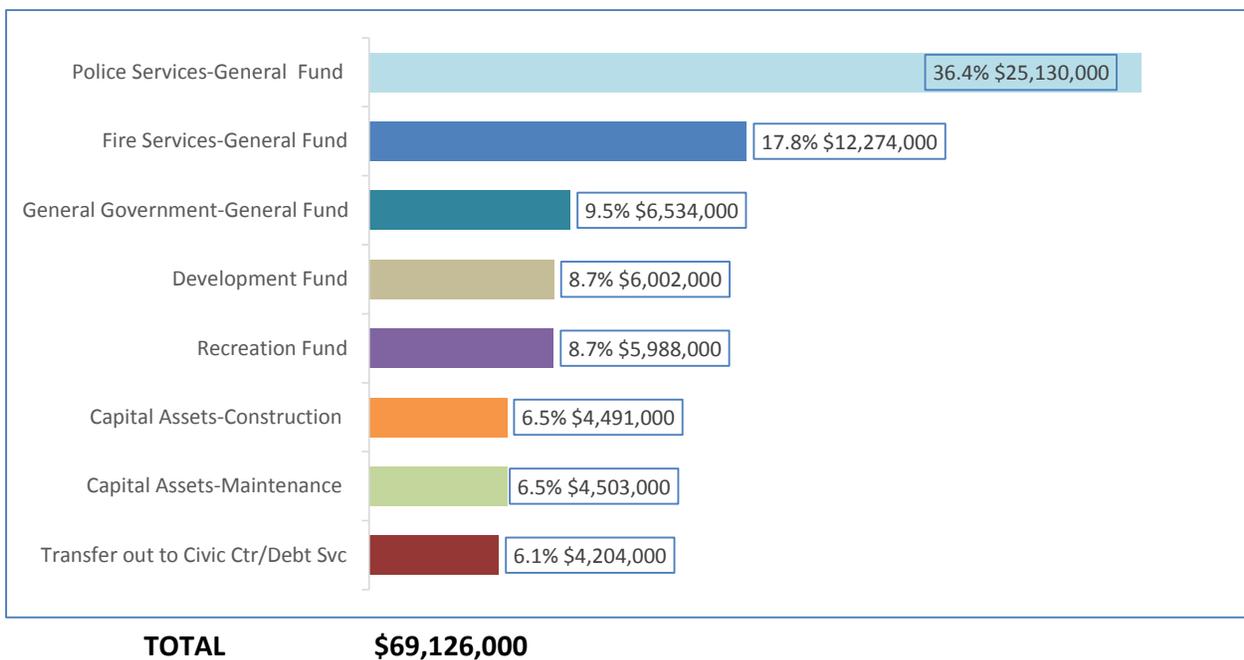
### Budgeted Operating Expenditures Fiscal Year 2020-21



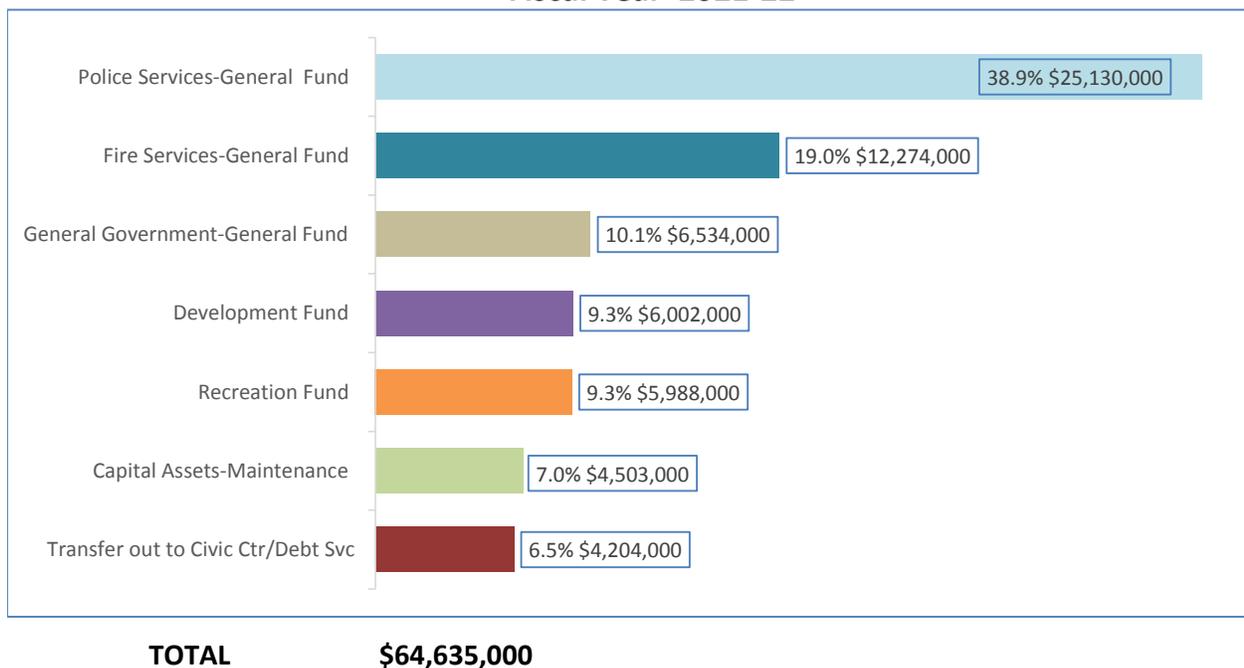
**TOTAL \$63,078,000**



### Budgeted Total Expenditures Fiscal Year 2021-22



### Budgeted Operating Expenditures Fiscal Year 2021-22





## SUMMARY OF BUDGETED EXPENDITURES

### Fiscal Years 2020-21 and 2021-22

Code	Program/Activity	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	% of Total	Personnel	Non Personnel	2021-22 Budgeted	% of Total	Personnel	Non Personnel
<b>GENERAL FUND</b>											
<b>GENERAL GOVERNMENT</b>											
1010	Mayor-Council	310,200	328,200	326,000	0.49	168,000	158,000	326,000	0.47	168,000	158,000
1012	City Attorney	774,500	647,185	684,000	1.03	302,000	382,000	902,000	1.30	600,000	302,000
1013	City Clerk	300,000	324,700	427,000	0.64	242,000	185,000	283,000	0.41	248,000	35,000
	<b>Subtotal</b>	<b>1,384,700</b>	<b>1,300,085</b>	<b>1,437,000</b>	<b>2.16</b>	<b>712,000</b>	<b>725,000</b>	<b>1,511,000</b>	<b>2.19</b>	<b>1,016,000</b>	<b>495,000</b>
<b>MANAGEMENT/SUPPORT SERVICES</b>											
1020	Management Services	976,300	819,415	960,000	1.44	797,000	163,000	864,000	1.25	701,000	163,000
1021	Human Resources Services	1,438,800	1,163,000	709,000	1.07	279,000	430,000	717,000	1.04	287,000	430,000
1024	Information Systems	1,099,000	957,800	1,050,000	1.58	642,000	408,000	1,068,000	1.55	660,000	408,000
1025	Financial Services	1,468,425	1,484,900	1,803,000	2.71	1,426,000	377,000	1,841,000	2.66	1,467,000	374,000
	<b>Subtotal</b>	<b>4,982,525</b>	<b>4,425,115</b>	<b>4,522,000</b>	<b>6.80</b>	<b>3,144,000</b>	<b>1,378,000</b>	<b>4,490,000</b>	<b>6.50</b>	<b>3,115,000</b>	<b>1,375,000</b>
<b>POLICE SERVICES</b>											
1030	Patrol	15,519,000	13,666,000	15,674,000	23.56	13,227,000	2,447,000	16,093,000	23.28	13,646,000	2,447,000
1031	Investigations	3,015,600	2,430,900	2,935,000	4.41	2,581,000	354,000	2,999,000	4.34	2,645,000	354,000
1032	Records & Communications	4,523,300	4,060,700	4,368,000	6.57	3,570,000	798,000	4,454,000	6.44	3,656,000	798,000
1033	Police Reserves	52,700	13,000	18,000	0.03	0	18,000	18,000	0.03	0	18,000
1034	School Crossing Guards	96,768	102,000	119,000	0.18	0	119,000	119,000	0.17	0	119,000
1035	Animal Control	319,600	339,300	337,000	0.51	152,000	185,000	341,000	0.49	156,000	185,000
1036	Police Administration	944,100	874,400	1,072,000	1.61	1,012,000	60,000	1,106,000	1.60	1,046,000	60,000
	<b>Subtotal</b>	<b>24,471,068</b>	<b>21,486,300</b>	<b>24,523,000</b>	<b>36.86</b>	<b>20,542,000</b>	<b>3,981,000</b>	<b>25,130,000</b>	<b>36.35</b>	<b>21,149,000</b>	<b>3,981,000</b>
<b>FIRE SERVICES</b>											
1041	Fire, Life, & Environmental Protection	12,237,516	11,791,000	11,998,000	18.04	0	11,998,000	12,274,000	17.76	0	12,274,000
	<b>Subtotal</b>	<b>12,237,516</b>	<b>11,791,000</b>	<b>11,998,000</b>	<b>18.04</b>	<b>0</b>	<b>11,998,000</b>	<b>12,274,000</b>	<b>17.76</b>	<b>0</b>	<b>12,274,000</b>
<b>COMMUNITY PROMOTION</b>											
1050	Economic Development	570,000	547,100	689,000	1.04	259,000	430,000	460,000	0.67	266,000	194,000
	<b>Subtotal</b>	<b>570,000</b>	<b>547,100</b>	<b>689,000</b>	<b>1.04</b>	<b>259,000</b>	<b>430,000</b>	<b>460,000</b>	<b>0.67</b>	<b>266,000</b>	<b>194,000</b>
<b>LIBRARY</b>											
1071	Library Support	193,000	202,000	73,000	0.11	0	73,000	73,000	0.11	0	73,000
	<b>Subtotal</b>	<b>193,000</b>	<b>202,000</b>	<b>73,000</b>	<b>0.11</b>	<b>0</b>	<b>73,000</b>	<b>73,000</b>	<b>0.11</b>	<b>0</b>	<b>73,000</b>
<b>TOTAL GENERAL FUND</b>		<b>43,838,809</b>	<b>39,751,600</b>	<b>43,242,000</b>	<b>65.00</b>	<b>24,657,000</b>	<b>18,585,000</b>	<b>43,938,000</b>	<b>63.56</b>	<b>25,546,000</b>	<b>18,392,000</b>



## SUMMARY OF BUDGETED EXPENDITURES Fiscal Years 2020-21 and 2021-22

Code	Program/Activity	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	% of Total	Personnel	Non Personnel	2021-22 Budgeted	% of Total	Personnel	Non Personnel
<b>DEVELOPMENT COST CENTER</b>											
<b>PLANNING &amp; DEVELOPMENT</b>											
2010	Planning	1,033,700	482,000	736,000	1.11	410,000	326,000	813,000	1.18	421,000	392,000
2013	Community Preservation	467,000	337,500	414,000	0.62	388,000	26,000	424,000	0.61	398,000	26,000
<b>Subtotal</b>		<b>1,500,700</b>	<b>819,500</b>	<b>1,150,000</b>	<b>1.73</b>	<b>798,000</b>	<b>352,000</b>	<b>1,237,000</b>	<b>1.79</b>	<b>819,000</b>	<b>418,000</b>
<b>WASTE MANAGEMENT</b>											
2011	Waste Management	559,500	148,000	85,000	0.13	0	85,000	85,000	0.12	0	85,000
<b>Subtotal</b>		<b>559,500</b>	<b>148,000</b>	<b>85,000</b>	<b>0.13</b>	<b>0</b>	<b>85,000</b>	<b>85,000</b>	<b>0.12</b>	<b>0</b>	<b>85,000</b>
<b>BUILDING INSPECTION</b>											
2014	Building Inspection	2,178,300	1,826,000	1,987,000	2.99	1,594,000	393,000	2,023,000	2.93	1,630,000	393,000
<b>Subtotal</b>		<b>2,178,300</b>	<b>1,826,000</b>	<b>1,987,000</b>	<b>2.99</b>	<b>1,594,000</b>	<b>393,000</b>	<b>2,023,000</b>	<b>2.93</b>	<b>1,630,000</b>	<b>393,000</b>
<b>ENGINEERING</b>											
2015	Engineering	2,610,100	2,193,800	2,426,000	3.65	1,581,000	845,000	2,373,000	3.43	1,528,000	845,000
<b>Subtotal</b>		<b>2,610,100</b>	<b>2,193,800</b>	<b>2,426,000</b>	<b>3.65</b>	<b>1,581,000</b>	<b>845,000</b>	<b>2,373,000</b>	<b>3.43</b>	<b>1,528,000</b>	<b>845,000</b>
<b>COMMUNITY DEVELOPMENT</b>											
2025	Maintenance	346,700	0	517,000	0.78	277,000	240,000	284,000	0.41	284,000	0
<b>Subtotal</b>		<b>346,700</b>	<b>0</b>	<b>517,000</b>	<b>0.78</b>	<b>277,000</b>	<b>240,000</b>	<b>284,000</b>	<b>0.41</b>	<b>284,000</b>	<b>0</b>
<b>TOTAL DEVELOPMENT FUND</b>		<b>7,195,300</b>	<b>4,987,300</b>	<b>6,165,000</b>	<b>9.27</b>	<b>4,250,000</b>	<b>1,915,000</b>	<b>6,002,000</b>	<b>8.68</b>	<b>4,261,000</b>	<b>1,741,000</b>
<b>RECREATION COST CENTER</b>											
<b>RECREATION</b>											
3030	General Recreation Services	1,164,200	806,800	675,000	1.01	331,000	344,000	819,000	1.18	475,000	344,000
3031	Youth/Adult Sports,Fitness,&Wellness	877,400	862,300	773,000	1.16	225,000	548,000	847,000	1.23	299,000	548,000
3032	Activity & Family Aquatic Center	2,820,400	2,237,700	2,283,000	3.43	1,056,000	1,227,000	2,764,000	4.00	1,537,000	1,227,000
3033	First Five Grant	0	25,000	65,000	0.10	54,000	11,000	0	0.00	0	0
3041	Licensed Child Care	603,600	584,700	683,000	1.03	572,000	111,000	682,000	0.99	571,000	111,000
3042	Senior Services	520,700	470,000	416,000	0.63	358,000	58,000	436,000	0.63	378,000	58,000
3043	Paratransit Services - Measure B	357,592	222,000	440,000	0.66	0	440,000	440,000	0.64	0	440,000
<b>Subtotal</b>		<b>6,343,892</b>	<b>5,208,500</b>	<b>5,335,000</b>	<b>8.02</b>	<b>2,596,000</b>	<b>2,739,000</b>	<b>5,988,000</b>	<b>8.66</b>	<b>3,260,000</b>	<b>2,728,000</b>
<b>TOTAL RECREATION FUND</b>		<b>6,343,892</b>	<b>5,208,500</b>	<b>5,335,000</b>	<b>8.02</b>	<b>2,596,000</b>	<b>2,739,000</b>	<b>5,988,000</b>	<b>8.66</b>	<b>3,260,000</b>	<b>2,728,000</b>



## SUMMARY OF BUDGETED EXPENDITURES Fiscal Years 2020-21 and 2021-22

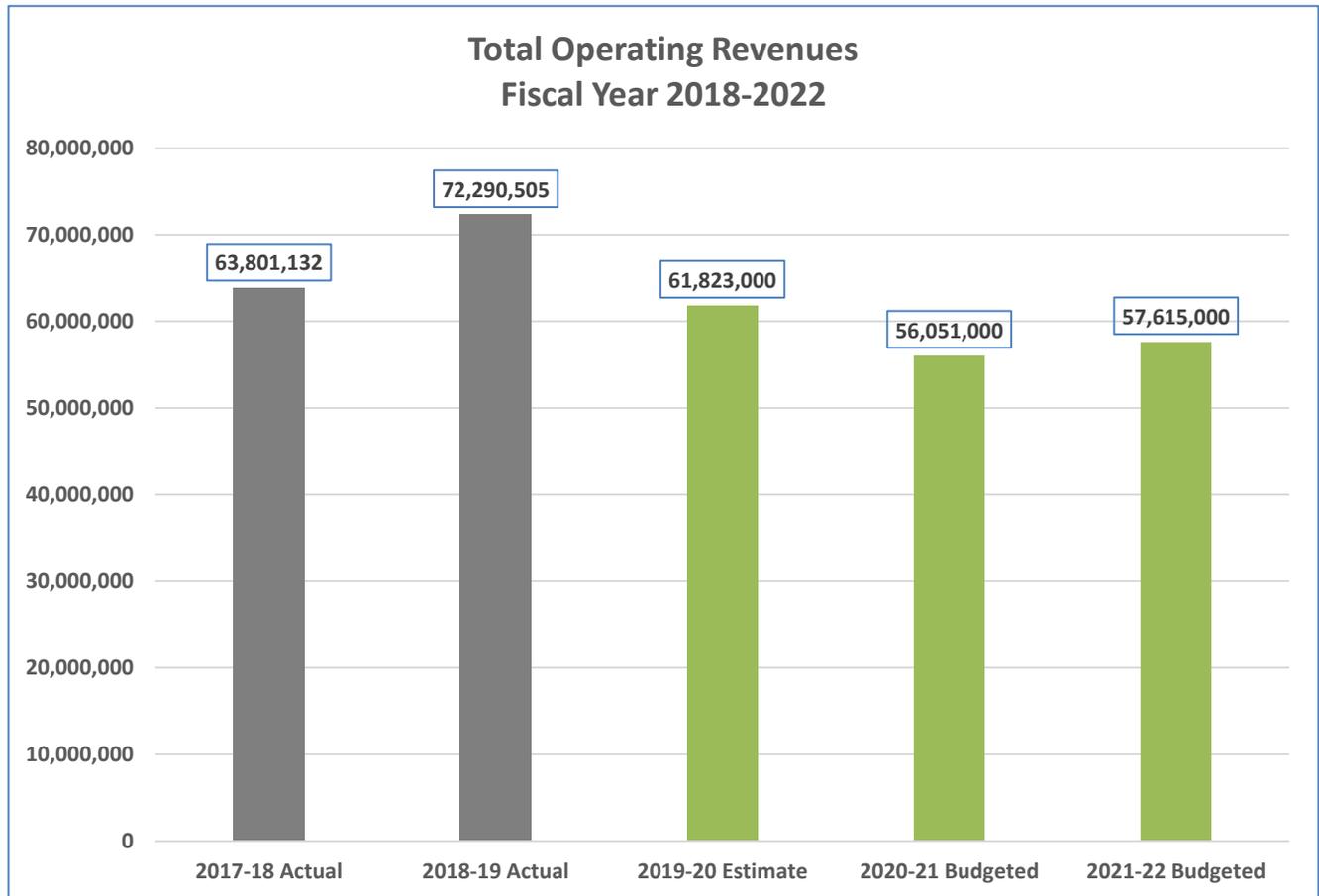
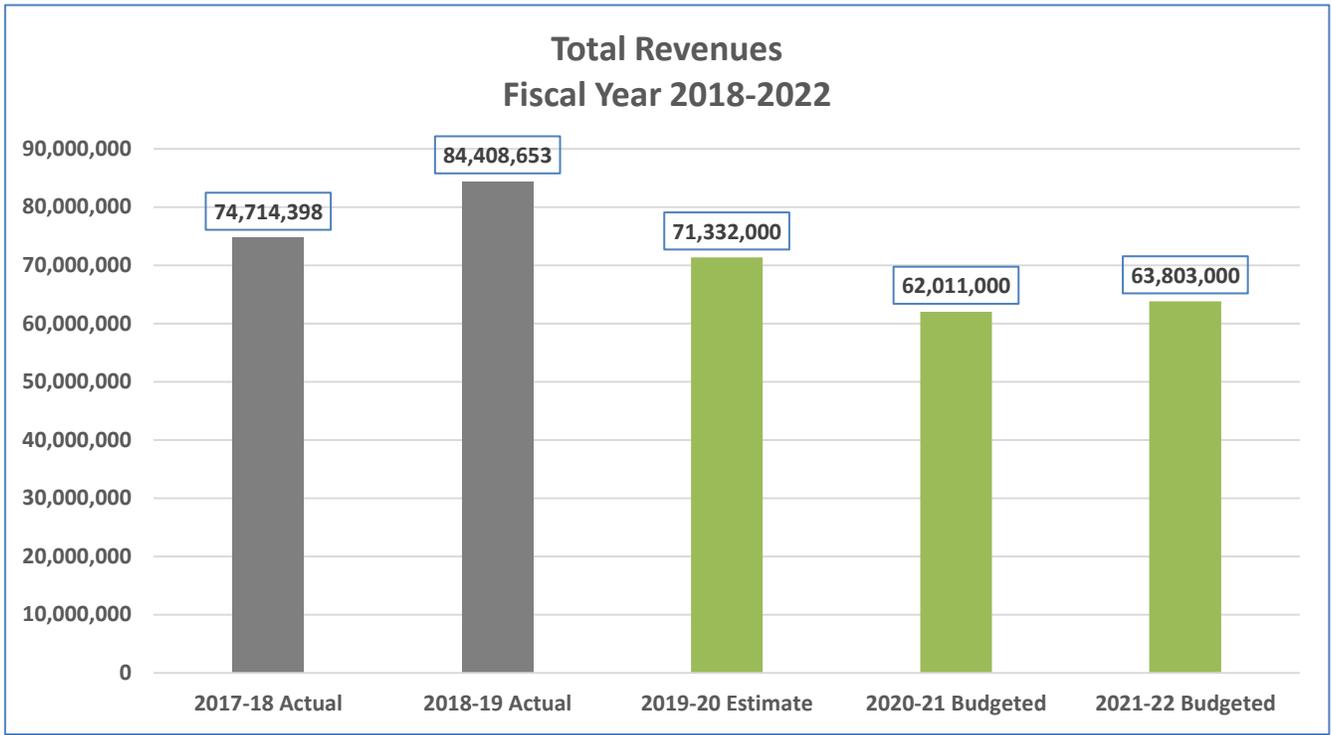
Code	Program/Activity	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	% of Total	Personnel	Non Personnel	2021-22 Budgeted	% of Total	Personnel	Non Personnel
<b>CAPITAL ASSETS - MAINTENANCE COST CENTER</b>											
<b>WEED ABATEMENT</b>											
4010	Weed Abatement	18,000	16,000	13,000	0.02	0	13,000	13,000	0.02	0	13,000
	<b>Subtotal</b>	<b>18,000</b>	<b>16,000</b>	<b>13,000</b>	<b>0.02</b>	<b>0</b>	<b>13,000</b>	<b>13,000</b>	<b>0.02</b>	<b>0</b>	<b>13,000</b>
<b>STREET OPERATIONS &amp; MAINTENANCE</b>											
4011	Street Lighting & Traffic Signals	684,000	709,400	541,000	0.81	45,000	496,000	596,000	0.86	100,000	496,000
4012	Street Repairs	849,100	805,100	976,000	1.47	519,000	457,000	912,000	1.32	455,000	457,000
4013	Environmental Services	1,047,700	884,900	736,000	1.11	343,000	393,000	860,000	1.24	467,000	393,000
	<b>Subtotal</b>	<b>2,580,800</b>	<b>2,399,400</b>	<b>2,253,000</b>	<b>3.39</b>	<b>907,000</b>	<b>1,346,000</b>	<b>2,368,000</b>	<b>3.43</b>	<b>1,022,000</b>	<b>1,346,000</b>
<b>PARK &amp; LANDSCAPE MAINTENANCE</b>											
4014	Park & Landscape Maintenance	2,395,200	2,175,600	2,090,000	3.14	1,179,000	911,000	2,122,000	3.07	1,211,000	911,000
	<b>Subtotal</b>	<b>2,395,200</b>	<b>2,175,600</b>	<b>2,090,000</b>	<b>3.14</b>	<b>1,179,000</b>	<b>911,000</b>	<b>2,122,000</b>	<b>3.07</b>	<b>1,211,000</b>	<b>911,000</b>
<b>TOTAL MAINTENANCE FUND</b>		<b>4,994,000</b>	<b>4,591,000</b>	<b>4,356,000</b>	<b>6.55</b>	<b>2,086,000</b>	<b>2,270,000</b>	<b>4,503,000</b>	<b>6.51</b>	<b>2,233,000</b>	<b>2,270,000</b>
<b>FUND TRANSFERS</b>											
	Transfer Out to Civic Center/Debt Service	4,631,000	4,242,000	3,980,000	5.98	0	0	4,204,000	6.08	0	0
<b>TOTAL OPERATIONS</b>		<b>67,003,001</b>	<b>58,780,400</b>	<b>63,078,000</b>	<b>95</b>	<b>33,589,000</b>	<b>25,509,000</b>	<b>64,635,000</b>	<b>93.50</b>	<b>35,300,000</b>	<b>25,131,000</b>
<b>CAPITAL ASSETS-CONSTRUCTION COST CENTER</b>											
<b>CAPITAL PROJECTS</b>											
5000	Street Construction	5,037,895	2,232,000	2,690,000	4.04	0	2,690,000	3,230,000	4.67	0	3,230,000
5200	Housing Community Development	160,000	94,000	146,000	0.22	0	146,000	146,000	0.21	0	146,000
5400	Park Construction	4,055,600	4,344,000	110,000	0.17	0	110,000	0	0.00	0	0
5600	Capital Improvements	92,151,686	26,005,000	498,000	0.75	0	498,000	1,115,000	1.61	0	1,115,000
	<b>Subtotal</b>	<b>101,405,181</b>	<b>32,675,000</b>	<b>3,444,000</b>	<b>5.18</b>	<b>0</b>	<b>3,444,000</b>	<b>4,491,000</b>	<b>6.50</b>	<b>0</b>	<b>4,491,000</b>
<b>TOTAL CONSTRUCTION FUND</b>		<b>101,405,181</b>	<b>32,675,000</b>	<b>3,444,000</b>	<b>5.18</b>	<b>0</b>	<b>3,444,000</b>	<b>4,491,000</b>	<b>6.50</b>	<b>0</b>	<b>4,491,000</b>
<b>TOTAL OPERATIONS &amp; CAPITAL</b>		<b>168,408,182</b>	<b>91,455,400</b>	<b>66,522,000</b>	<b>100.00</b>	<b>33,589,000</b>	<b>28,953,000</b>	<b>69,126,000</b>	<b>100.00</b>	<b>35,300,000</b>	<b>29,622,000</b>



## SUMMARY OF BUDGETED EXPENDITURES

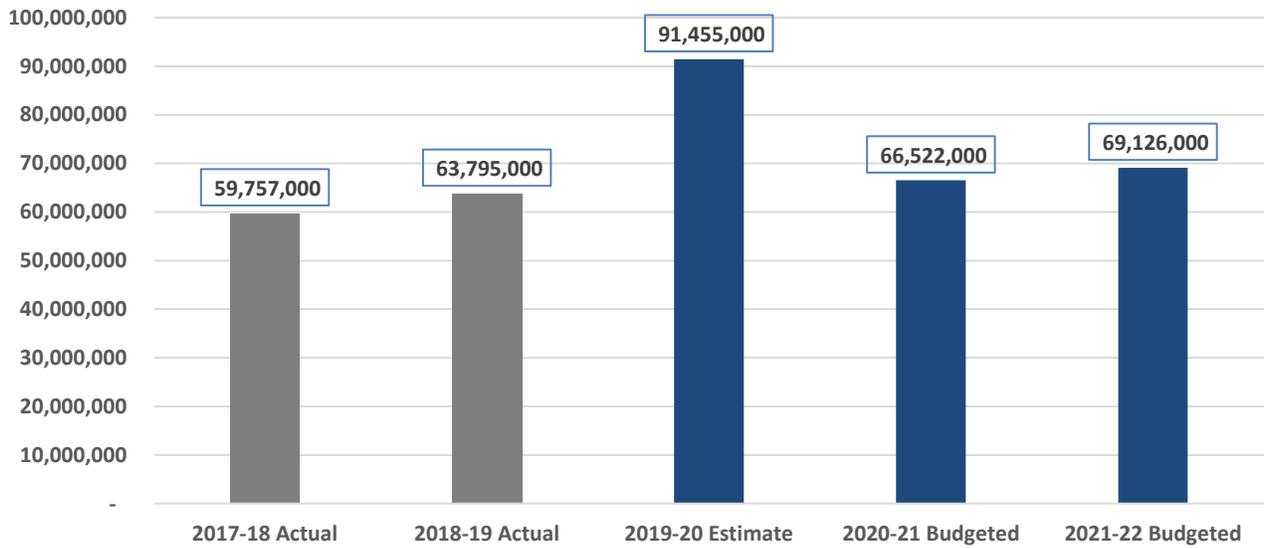
### Fiscal Years 2020-21 and 2021-22

Code	Program/Activity	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	% of Total	Personnel	Non Personnel	2021-22 Budgeted	% of Total	Personnel	Non Personnel
<b>INTERNAL SERVICE FUNDS (ISF)</b>											
<b>GENERAL</b>											
9120	Office Support Services	122,600	142,000	97,000	0.13	0	97,000	97,000	0.13	0	97,000
	<b>Subtotal</b>	<b>122,600</b>	<b>142,000</b>	<b>97,000</b>	<b>0.13</b>	<b>0</b>	<b>97,000</b>	<b>97,000</b>	<b>0.13</b>	<b>0</b>	<b>97,000</b>
<b>SELF-INSURANCE</b>											
9210	Workers' Compensation	1,310,100	782,000	1,085,000	1.50	0	1,085,000	1,085,000	1.44	0	1,085,000
9230	Public Liability	1,022,690	1,065,000	953,000	1.31	16,000	937,000	953,000	1.27	16,000	937,000
	<b>Subtotal</b>	<b>2,332,790</b>	<b>1,847,000</b>	<b>2,038,000</b>	<b>2.81</b>	<b>16,000</b>	<b>2,022,000</b>	<b>2,038,000</b>	<b>2.71</b>	<b>16,000</b>	<b>2,022,000</b>
<b>MAINTENANCE</b>											
9310	Equipment Maintenance	1,068,600	1,073,000	1,000,000	1.38	520,000	480,000	1,013,000	1.35	533,000	480,000
9410	Building Maintenance	1,320,400	1,284,000	1,206,000	1.66	480,000	726,000	1,218,000	1.62	492,000	726,000
9413	Community Activity Center	797,300	832,000	710,000	0.98	110,000	600,000	713,000	0.95	113,000	600,000
	<b>Subtotal</b>	<b>3,186,300</b>	<b>3,189,000</b>	<b>2,916,000</b>	<b>4.02</b>	<b>1,110,000</b>	<b>1,806,000</b>	<b>2,944,000</b>	<b>3.91</b>	<b>1,138,000</b>	<b>1,806,000</b>
<b>CAPITAL OUTLAY</b>											
9710	Equipment	893,800	1,008,000	995,000	1.37	0	995,000	995,000	1.32	0	995,000
	<b>Subtotal</b>	<b>893,800</b>	<b>1,008,000</b>	<b>995,000</b>	<b>1.37</b>	<b>0</b>	<b>995,000</b>	<b>995,000</b>	<b>1.32</b>	<b>0</b>	<b>995,000</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>		<b>6,535,490</b>	<b>6,186,000</b>	<b>6,046,000</b>	<b>8.33</b>	<b>1,126,000</b>	<b>4,920,000</b>	<b>6,074,000</b>	<b>8.08</b>	<b>1,154,000</b>	<b>4,920,000</b>
<b>COMPOSITE TOTAL</b>		<b>174,943,672</b>	<b>97,641,400</b>	<b>72,568,000</b>	<b>100.00</b>	<b>34,715,000</b>	<b>33,873,000</b>	<b>75,200,000</b>	<b>100.00</b>	<b>36,454,000</b>	<b>34,542,000</b>

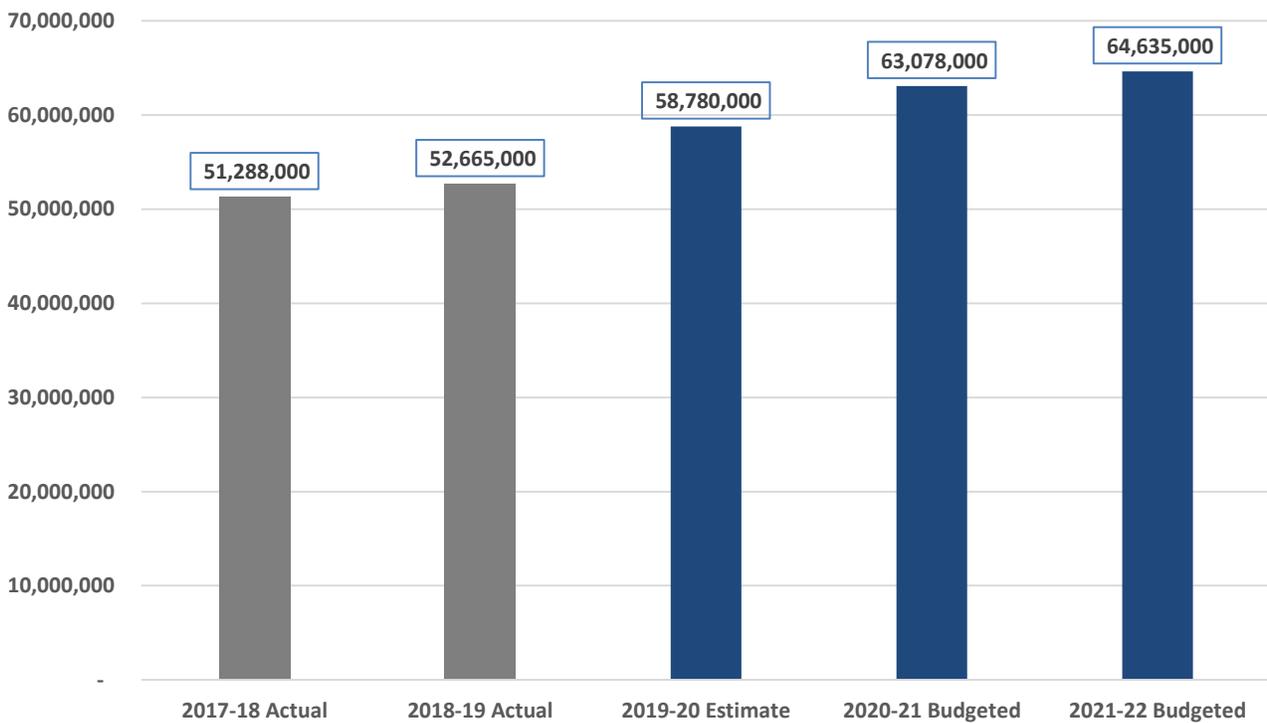




### Total Expenditures Fiscal Year 2018-2022



### Total Operating Expenditures Fiscal Year 2018-2022





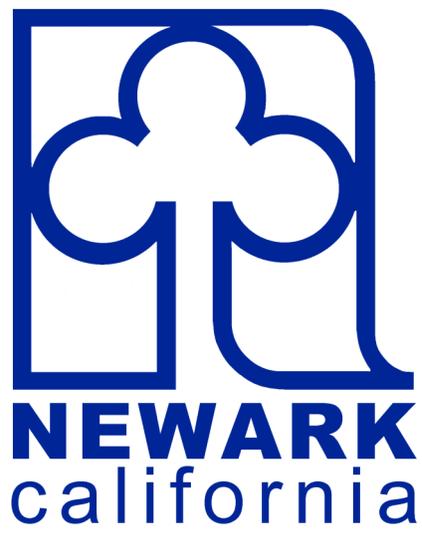
**SUMMARY OF COST CENTER REVENUES & EXPENDITURES - FISCAL YEAR 2020-21**

<b>OPERATING</b>				<b>CAPITAL</b>					
<b>General Fund</b>		<b>Development Cost Center</b>		<b>Recreation Cost Center</b>		<b>Capital Assets-Maintenance</b>		<b>Capital Assets-Construction</b>	
<b>Activities</b>	<b>Expenditures</b>		<b>Expenditures</b>		<b>Expenditures</b>		<b>Expenditures</b>		<b>Expenditures</b>
General Government	1,437,000	Planning	736,000	General Recreation Services	675,000	Weed Abatement	13,000	Street Construction	2,690,000
Management/Support	4,522,000	Community Preservation	414,000	Youth/Adult Sports, Fitness & Wellness	773,000	Street Lighting & Traffic Signals	541,000	Housing Community Development	146,000
Police Services	24,523,000	Waste Management	85,000	Activity & Family Aquatic Center	2,283,000	Street Repairs	976,000	Park Construction	110,000
Fire Services	11,998,000	Building Inspection	1,987,000	First Five Grant	65,000	Environmental Services	736,000	Capital Improvements	498,000
Economic Development	689,000	Engineering	2,426,000	Licensed Child Care	683,000	Park & Landscape Maintenance	2,090,000	Subtotal	3,444,000
Library Support	73,000	Community Development	517,000	Seniors Activity & Services	416,000	<b>Total</b>	<b>4,356,000</b>	Fund Transfer to General Fund	0
<b>Total</b>	<b>43,242,000</b>	<b>Total</b>	<b>6,165,000</b>	Paratransit Services	440,000			<b>Total</b>	<b>3,444,000</b>
				<b>Total</b>	<b>5,335,000</b>				
Transfer Out to Civic Center/Debt Service	3,980,000								
<b>Funding Sources</b>		<b>Revenue</b>		<b>Revenue</b>		<b>Revenue</b>		<b>Revenue</b>	
Property Tax	22,481,000	Construction Permits	1,720,000	Intergovernmental Revenues	414,000	Charges for Services:		Investment Earnings	0
Sales Tax	10,583,000	Street & Curb Permits	495,000	Charges for Services:		Weed Abatement	7,000	State Gasoline Tax	1,147,000
1/2 Cent Sales Tax	3,980,000	Other Permits & Licenses	940,000	Senior Transportation	0	Environmental Services	495,000	Other Agencies	0
Transient Occupancy Tax	1,679,000	Use of Money & Property	85,000	General Recreation Services	95,000	Other Revenues	35,000	Federal Grants	2,250,000
Utility Users Tax	2,198,000	Charges for Services:		Activity Users Fee	400,000	<b>General Fund Contribution</b>	<b>3,819,000</b> 88%	Park Impact Fees	2,000,000
Franchise Fee	4,233,000	Zoning Fee	47,000	Silliman Facility Rentals	52,000	<b>Total</b>	<b>4,356,000</b>	Development Impact Fees	0
PEG Fees	50,000	Plan Checking Fee	695,000	General Aquatic Programs	390,000			Community Dev. Maint. Fees	563,000
Documentary Transfer Tax	424,000	Miscellaneous	96,000	Concession Operations	8,000			<b>Subtotal</b>	<b>5,960,000</b>
Business License	1,088,000	Microfilm./Records Auto Fees	0	General Community & Human Services	75,000			Fund Appropriation:	
Other Permits & Licenses	13,000	Intergovernmental Revenues	0	Community Center Rentals	14,000			Street Construction	0
Fines & Forfeitures	837,000	Other Revenues	36,000	Child Care Activity	438,000			<b>Total</b>	<b>5,960,000</b>
Use of Money & Property	1,007,000	<b>General Fund Contribution</b>	<b>2,051,000</b> 33%	Preschool Activity	135,000				
Vehicle In Lieu	35,000	<b>Total</b>	<b>6,165,000</b>	Senior Center Activity	0				
Homeowners Relief	88,000			Other Revenues	0				
Intergovernmental Revenues	290,000			<b>General Fund Contribution</b>	<b>3,314,000</b> 62%				
Charges for Services:				<b>Total</b>	<b>5,335,000</b>				
Public Safety	263,000								
Miscellaneous	10,000								
Other Revenues	120,000								
<b>Subtotal</b>	<b>49,379,000</b>								
Transfer from Reserve	7,027,000								
<b>Cost Center Contributions</b>									
Development Cost Center	(2,051,000)								
Recreation Cost Center	(3,314,000)								
Capital Assets-Maintenance	(3,819,000)								
<b>Total</b>	<b>47,222,000</b>								
<b>Surplus/(Deficit)</b>	<b>-</b>								<b>2,516,000</b>



## SUMMARY OF COST CENTER REVENUES & EXPENDITURES - FISCAL YEAR 2021-22

OPERATING						CAPITAL			
General Fund		Development Cost Center		Recreation Cost Center		Capital Assets-Maintenance		Capital Assets-Construction	
Activities	Expenditures		Expenditures		Expenditures		Expenditures		Expenditures
General Government	1,511,000	Planning	813,000	General Recreation Services	819,000	Weed Abatement	13,000	Street Construction	3,230,000
Management/Support	4,490,000	Community Preservation	424,000	Youth/Adult Sports, Fitness & Wellness	847,000	Street Lighting & Traffic Signals	596,000	Housing Community Development	146,000
Police Services	25,130,000	Waste Management	85,000	Activity & Family Aquatic Center	2,764,000	Street Repairs	912,000	Park Construction	0
Fire Services	12,274,000	Building Inspection	2,023,000	First Five Grant	0	Environmental Services	860,000	Capital Improvements	1,115,000
Economic Development	460,000	Engineering	2,373,000	Licensed Child Care	682,000	Park & Landscape Maintenance	2,122,000	Subtotal	4,491,000
Library Support	73,000	Community Development	284,000	Seniors Activity & Services	436,000	<b>Total</b>	<b>4,503,000</b>	Fund Transfer to General Fund	0
<b>Total</b>	<b>43,938,000</b>	<b>Total</b>	<b>6,002,000</b>	Paratransit Services	440,000			<b>Total</b>	<b>4,491,000</b>
				<b>Total</b>	<b>5,988,000</b>				
Transfer Out to Civic Center/Debt Service	4,204,000								
Funding Sources	Revenue		Revenue		Revenue		Revenue		Revenue
Property Tax	23,195,000	Construction Permits	1,650,000	Intergovernmental Revenues	0	Charges for Services:		Investment Earnings	0
Sales Tax	11,233,000	Street & Curb Permits	465,000	Charges for Services:		Weed Abatement	7,000	State Gasoline Tax	1,213,000
1/2 Cent Sales Tax	4,204,000	Other Permits & Licenses	922,000	Senior Transportation	345,000	Environmental Services	505,000	Federal Grants	2,412,000
Transient Occupancy Tax	2,477,000	Use of Money & Property	85,000	General Recreation Services	287,000	Other Revenues	35,000	Other Agencies	0
Utility Users Tax	0	Charges for Services:		Activity Users Fee	825,000	<i>General Fund Contribution</i>	3,956,000 88%	Park Impact Fees	2,000,000
Franchise Fee	4,382,000	Zoning Fee	42,000	Silliman Facility Rentals	172,000	<b>Total</b>	<b>4,503,000</b>	Development Impact Fees	0
PEG Fees	50,000	Plan Checking Fee	679,000	General Aquatic Programs	627,000			Community Dev. Maint. Fees	563,000
Documentary Transfer Tax	432,000	Miscellaneous	76,000	Concession Operations	140,000			<b>Subtotal</b>	<b>6,188,000</b>
Business License	1,088,000	Microfilm./Records Auto Fees	0	General Community & Human Services	212,000			Fund Appropriation:	
Other Permits & Licenses	13,000	Intergovernmental Revenues	0	Community Center Rentals	55,000			Street Construction	0
Fines & Forfeitures	875,000	Other Revenue	36,000	Child Care Activity	540,000			<b>Total</b>	<b>6,188,000</b>
Use of Money & Property	1,007,000	<i>General Fund Contribution</i>	2,047,000 34%	Preschool Activity	138,000				
Vehicle In Lieu	35,000	<b>Total</b>	<b>6,002,000</b>	Senior Center Activity					
Homeowners Relief	88,000			Other Revenues	0				
Intergovernmental Revenues	300,000			<i>General Fund Contribution</i>	2,647,000 44%				
Charges for Services:				<b>Total</b>	<b>5,988,000</b>				
Public Safety	263,000								
Miscellaneous	10,000								
Other Revenue	120,000								
<b>Subtotal</b>	<b>49,772,000</b>								
Transfer from Reserve	7,020,000								
<b>Cost Center Contributions</b>									
Development Cost Center	(2,047,000)								
Recreation Cost Center	(2,647,000)								
Capital Assets-Maintenance	(3,956,000)								
<b>Total</b>	<b>48,142,000</b>								
<b>Surplus/(Deficit)</b>	<b>-</b>								<b>1,697,000</b>



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**AUTHORIZED & FUNDED REGULAR FULL-TIME & REGULAR PART-TIME POSITIONS  
FULL-TIME EQUIVALENTS**

	2018-2020 Adopted Budget	2020-21 Budgeted	2021-22 Budgeted	1012 City Attorney	1013 City Clerk	1020 Management Services	1021 Human Resources	1024 Information Systems	1025 Financial Services	1030 Patrol	1031 Investigations	1032 Records & Communications	1035 Animal Control	1036 Police Administration	1050 Economic Development	2010 Planning	2013 Community Preservation	2014 Building Inspection	2015 Engineering	2025 Comm Development-Maintenance	3030 General Recreation Services	3031 Youth/Adult Sports, Fitness	3032 G.M. Silliman - Aquatics	3041 Childcare	3042 Senior Services	4010 Weed Abatement	4011 Street Lighting & Signals	4012 Street Repairs	4013 Environmental Services	4014 Park & Landscape Maintenance	9120 Office Support	9210 Workers' Compensation	9230 Public Liability Self-Insurance	9310 Equipment Maintenance	9410 Building Maintenance	9413 G M Silliman - Maintenance	Total				
<b>GENERAL GOVERNMENT &amp; MANAGEMENT</b>																																									
Accountant	1	1	1						100																															100	
Accounting Assistant	0	1	1						100																																100
Accounting Manager	1	1	1						100																																100
Accounting Technician I	0	1	1						100																																100
Accounting Technician II	1	0	0																																					0	
Administrative Analyst	0.75	1	1				90																									10								100	
Administrative Services Director	1	0	0																																					0	
Assistant City Manager	1	1	1	20	20	30	30																																	100	
Assistant to the City Manager	1	1	1		100																																			100	
Cashier	1	1	1						90																						10								100		
City Attorney	1	0.5	1	75																													25						100		
City Clerk	1	1	1		100																																		100		
City Manager	1	1	1			100																																	100		
Collection Assistant	1	1	1						100																															100	
Executive Assistant	1	1	1	5	85																												10						100		
Finance Director	0	1	1						100																															100	
Finance Technician	1	0	0																																					0	
Human Resources Director	1	0	0																																					0	
Human Resources Technician	2	1	1			100																																		100	
Information Systems Manager	0	1	1					100																																100	
Information Systems Specialist	1	1	1					100																																100	
Information Systems Technician - RPT	0.85	0.85	0.85					100																																100	
Legal Assistant	1	0.75	0.75	100																																				100	
Recycling Assistant	1	0	0																																					0	
Senior Accountant	0	1	1						100																															100	
Senior Administrative Analyst	1	0	0																																					0	
Senior Information Systems Manager	1	0	0																																					0	
Subtotal	22.60	19.10	19.60																																						





**AUTHORIZED & FUNDED REGULAR FULL-TIME & REGULAR PART-TIME POSITIONS  
FULL-TIME EQUIVALENTS**

	2018-2020 Adopted Budget	2020-21 Budgeted	2021-22 Budgeted	1012 City Attorney	1013 City Clerk	1020 Management Services	1021 Human Resources	1024 Information Systems	1025 Financial Services	1030 Patrol	1031 Investigations	1032 Records & Communications	1035 Animal Control	1036 Police Administration	1050 Economic Development	2010 Planning	2013 Community Preservation	2014 Building Inspection	2015 Engineering	2025 Comm Development-Maintenance	3030 General Recreation Services	3031 Youth/Adult Sports, Fitness	3032 G.M. Silliman - Aquatics	3041 Childcare	3042 Senior Services	4010 Weed Abatement	4011 Street Lighting & Signals	4012 Street Repairs	4013 Environmental Services	4014 Park & Landscape Maintenance	9120 Office Support	9210 Workers' Compensation	9230 Public Liability Self-Insurance	9310 Equipment Maintenance	9410 Building Maintenance	9413 G M Silliman - Maintenance	Total			
<b>COMMUNITY DEVELOPMENT</b>																																								
Administrative Support Specialist II	1	1	1												40	60																								100
Assistant Planner	1	0	0																																					0
Associate Planner	1	1	1													70				30																				100
Community Development Director	0	1	1													30	20			50																				100
Community Preservation Specialist	2	2	2														100																							100
Deputy Community Development Director	1	1	1												30	20				50																				100
Economic Development Manager	1	1	1												100																									100
Subtotal	7.0	7.0	7.0																																					



**AUTHORIZED & FUNDED REGULAR FULL-TIME & REGULAR PART-TIME POSITIONS  
FULL-TIME EQUIVALENTS**

	2018-2020 Adopted Budget	2020-21 Budgeted	2021-22 Budgeted	1012 City Attorney	1013 City Clerk	1020 Management Services	1021 Human Resources	1024 Information Systems	1025 Financial Services	1030 Patrol	1031 Investigations	1032 Records & Communications	1035 Animal Control	1036 Police Administration	1050 Economic Development	2010 Planning	2013 Community Preservation	2014 Building Inspection	2015 Engineering	2025 Comm Development-Maintenance	3030 General Recreation Services	3031 Youth/Adult Sports, Fitness	3032 G.M. Silliman - Aquatics	3041 Childcare	3042 Senior Services	4010 Weed Abatement	4011 Street Lighting & Signals	4012 Street Repairs	4013 Environmental Services	4014 Park & Landscape Maintenance	9120 Office Support	9210 Workers' Compensation	9230 Public Liability Self-Insurance	9310 Equipment Maintenance	9410 Building Maintenance	9413 G M Silliman - Maintenance	2020-2022 Budgeted							
<b>RECREATION &amp; COMMUNITY SERVICES</b>																																												
Aquatics Coordinator	2	1	1																			100																				100		
Administrative Assistant	0.5	0.5	0.5																		80	10			10																		100	
Administrative Support Specialist II	1	1	1																		25	25	35	15																			100	
Administrative Support Specialist II - RPT	0	0.75	0.75																					25	75																		100	
Childcare Instructor	5	4	4																					100																				100
Lead Childcare Instructor	0	1	1																					100																				100
Recreation & Community Services Director	1	1	1																		25	25	25	5	20																		100	
Recreation Coordinator	1	1	1																			100																						100
Recreation Coordinator	1	1	1																		30	35	35																				100	
Recreation Coordinator	1	1	1																					100																				100
Recreation Supervisor	0	1	1																		20			10	70																		100	
Senior Admin Support Specialist II - RPT	0.75	0	0																																								0	
Senior Recreation Supervisor	1	1	1																		10	10	80																					100
Senior Recreation Supervisor	1	0	0																																								0	
Subtotal	15.25	14.25	14.25																																									



**AUTHORIZED & FUNDED REGULAR FULL-TIME & REGULAR PART-TIME POSITIONS  
FULL-TIME EQUIVALENTS**

	2018-2020 Adopted Budget	2020-21 Budgeted	2021-22 Budgeted	1012 City Attorney	1013 City Clerk	1020 Management Services	1021 Human Resources	1024 Information Systems	1025 Financial Services	1030 Patrol	1031 Investigations	1032 Records & Communications	1035 Animal Control	1036 Police Administration	1050 Economic Development	2010 Planning	2013 Community Preservation	2014 Building Inspection	2015 Engineering	2025 Comm Development-Maintenance	3030 General Recreation Services	3031 Youth/Adult Sports, Fitness	3032 G.M. Silliman - Aquatics	3041 Childcare	3042 Senior Services	4010 Weed Abatement	4011 Street Lighting & Signals	4012 Street Repairs	4013 Environmental Services	4014 Park & Landscape Maintenance	9120 Office Support	9210 Workers' Compensation	9230 Public Liability Self-Insurance	9310 Equipment Maintenance	9410 Building Maintenance	9413 G M Silliman - Maintenance	2020-2022 Budgeted					
<b>PUBLIC WORKS</b>																																										
Administrative Analyst	0	1	1														10	45								10	25									10				100		
Administrative Assistant	1	0	0														100																									100
Administrative Support Specialist II	1	0	0															100																								100
Assistant Building Official	1	0	0														100																									100
Assistant City Engineer	1	1	1															60								10	30															100
Assistant Engineer - Civil	1	1	1															75										25													100	
Assistant/Junior Engineer	1	1	1															100																							100	
Assistant Maintenance Superintendent	0	1	1																						10	50	40															100
Building Inspector	1	0	0																																						0	
Building Inspector I	0	2	2														100																								100	
Building Inspector II	0	1	1														100																								100	
Building Mechanic I	1	0	0																																						0	
Building Mechanic II	1	1	1																																	65	35				100	
Building Mechanic II	1	1	1																																100						100	
Chief Building Official/City Architect	1	1	1														100																									100
Engineering Technician I	1	1	1															40								35	25															100
Equipment Mechanic I	1	0	0																																						100	
Equipment Mechanic II	1	2	2																																						100	
General Laborer	5	1	1																																						100	
Landscape Inspector	1	0	0																																						0	
Landscape & Park - Maintenance Worker I	1	2	2																																						100	
Landscape & Park - Maintenance Worker II	2	2	2																																						100	



**AUTHORIZED & FUNDED REGULAR FULL-TIME & REGULAR PART-TIME POSITIONS  
FULL-TIME EQUIVALENTS**

	2018-2020 Adopted Budget	2020-21 Budgeted	2021-22 Budgeted	1012 City Attorney	1013 City Clerk	1020 Management Services	1021 Human Resources	1024 Information Systems	1025 Financial Services	1030 Patrol	1031 Investigations	1032 Records & Communications	1035 Animal Control	1036 Police Administration	1050 Economic Development	2010 Planning	2013 Community Preservation	2014 Building Inspection	2015 Engineering	2025 Comm Development-Maintenance	3030 General Recreation Services	3031 Youth/Adult Sports, Fitness	3032 G.M. Silliman - Aquatics	3041 Childcare	3042 Senior Services	4010 Weed Abatement	4011 Street Lighting & Signals	4012 Street Repairs	4013 Environmental Services	4014 Park & Landscape Maintenance	9120 Office Support	9210 Workers' Compensation	9230 Public Liability Self-Insurance	9310 Equipment Maintenance	9410 Building Maintenance	9413 G M Silliman - Maintenance	2020-2022 Budgeted				
<b>PUBLIC WORKS, Continued</b>																																									
Maintenance Superintendent	1	1	1																								30	15	20					10	20	5				100	
Maintenance Supervisor	1	0	0																																						0
Permit Technician	0	1	1															100																							100
Project/Administrative Assistant	0	1	1															100																							100
Public Works Director	1	1	1																10	50							10	10						10	10					100	
Public Works Inspector	1	1	1																90									10												100	
Senior Administrative Analyst	1	0	0																																					0	
Senior Administrative Support Specialist	0	1	1															100																							100
Senior Administrative Support Specialist	0.88	0.88	0.88																								20	10	20					20	30					100	
Senior Building Inspector	1	1	1															100																						100	
Senior Building Mechanic	1	1	1																																	70	30			100	
Senior Civil Engineer	2	2	2															100																						100	
Senior Equipment Mechanic	1	1	1																															100						100	
Senior Landscape & Park Maintenance Worker	2	2	2																																						100
Senior Landscape Inspector	0	1	1																																					100	
Street Maintenance I	0	2	2																								50	50													100
Street Maintenance II	2	1	1																																					100	
Subtotal	37.88	36.88	36.88																																						

Total Full-time Equivalents 162.73 162.23 162.73

Fire Services are provided by contract with the Alameda County Fire Department



## BREAKDOWN OF FULL-TIME EQUIVALENTS FOR 2020-21 (Part-time Seasonal & Temporary)

Activity	Description	FTE	Activity	Description	FTE
1030	<u>Patrol</u>		3031	<u>Youth/Adult Sports, Fitness, &amp; Wellness</u>	
	Police Officer Trainee	3.00		Activity Coordinator	0.08
	Special Assistant	1.00		Special Assistant	0.02
	<i>Total</i>	<u>4.00</u>		Dance Instructor	0.64
1032	<u>Records &amp; Communications</u>			Sports Official	0.05
	Police Services Aide I	1.00		Recreation Leader (varied)	0.88
	Police Services Aide II	1.50		<i>Total</i>	<u>1.67</u>
	Special Assistant	0.25	3032	<u>Family Aquatic Center</u>	
	<i>Total</i>	<u>2.75</u>		Customer Service Rep (varied)	2.84
2014	<u>Building Inspection</u>			Lifeguard I & II	8.00
	Admin. Support Specialist II (PST-X)	1.00		Pool Technician	0.41
	Office Assistant I (PST-X)	1.00		Recreation Leader II	0.35
	<i>Total</i>	<u>2.00</u>		Program Coordinator	0.09
2015	<u>Engineering</u>			Senior Lifeguard	1.37
	Special Assistant	0.25		Café Worker I & II	0.58
	<i>Total</i>	<u>0.25</u>		<i>Total</i>	<u>13.64</u>
3030	<u>General Recreation Services</u>		3041	<u>Licensed Childcare</u>	
	Activity Coordinator	0.10		Preschool Instructor	0.75
	Customer Service Rep	0.20		<i>Total</i>	<u>0.75</u>
	Preschool Instructor	1.60	3042	<u>Senior Services</u>	
	Recreation Instructor	0.03		Recreation Leader	0.05
	Recreation Leader I	1.75		<i>Total</i>	<u>0.05</u>
	Teen Activity Coordinator	0.43	9120	<u>Office Support</u>	
	<i>Total</i>	<u>4.11</u>		Office Assistant	0.50
				<i>Total</i>	<u>0.50</u>

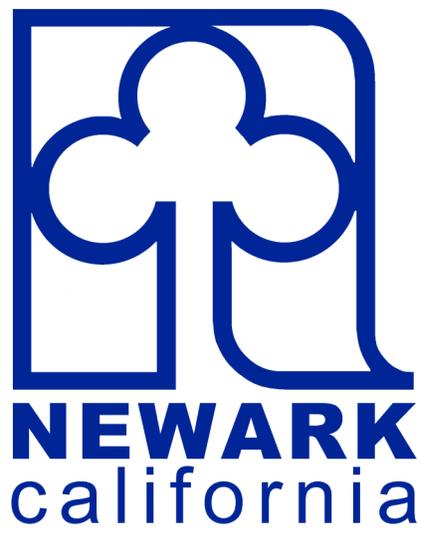
*Grand Total*      29.72



## BREAKDOWN OF FULL-TIME EQUIVALENTS FOR 2021-22 (Part-time Seasonal & Temporary)

Activity	Description	FTE	Activity	Description	FTE
1030	<u>Patrol</u>		3031	<u>Youth/Adult Sports, Fitness, &amp; Wellness</u>	
	Police Officer Trainee	3.00		Activity Coordinator	0.16
	Special Assistant	1.00		Special Assistant	0.05
	<i>Total</i>	<u>4.00</u>		Sports Official	0.09
1032	<u>Records &amp; Communications</u>			Dance Instructor	0.64
	Police Services Aide I	1.00		Recreation Leader (varied)	<u>1.26</u>
	Police Services Aide II	1.50		<i>Total</i>	<u>2.20</u>
	Special Assistant	0.25	3032	<u>Family Aquatic Center</u>	
	<i>Total</i>	<u>2.75</u>		Customer Service Rep	5.69
2014	<u>Building Inspection</u>			Lifeguard I & II	16.07
	Admin. Support Specialist II (PST-X)	1.00		Pool Technician	0.82
	Office Assistant I (PST-X)	1.00		Aquatics Instructors	5.20
	<i>Total</i>	<u>2.00</u>		Recreation Leader II	0.71
2015	<u>Engineering</u>			Program Coordinator	0.18
	Special Assistant	0.25		Senior Lifeguard	2.75
	<i>Total</i>	<u>0.25</u>		Café Worker I & II	<u>1.17</u>
				<i>Total</i>	<u>32.59</u>
3030	<u>General Recreation Services</u>		3041	<u>Licensed Childcare</u>	
	Activity Coordinator	0.23		Preschool Instructor	<u>0.75</u>
	Customer Service Rep	0.40		<i>Total</i>	<u>0.75</u>
	Preschool Instructor	1.60	3042	<u>Senior Services</u>	
	Recreation Instructor	0.08		Recreation Leader	<u>0.10</u>
	Recreation Leader I	3.50		<i>Total</i>	<u>0.10</u>
	Teen Activity Coordinator	0.43	9120	<u>Office Support</u>	
	<i>Total</i>	<u>6.24</u>		Office Assistant	<u>0.50</u>
				<i>Total</i>	<u>0.50</u>

*Grand Total* 51.38

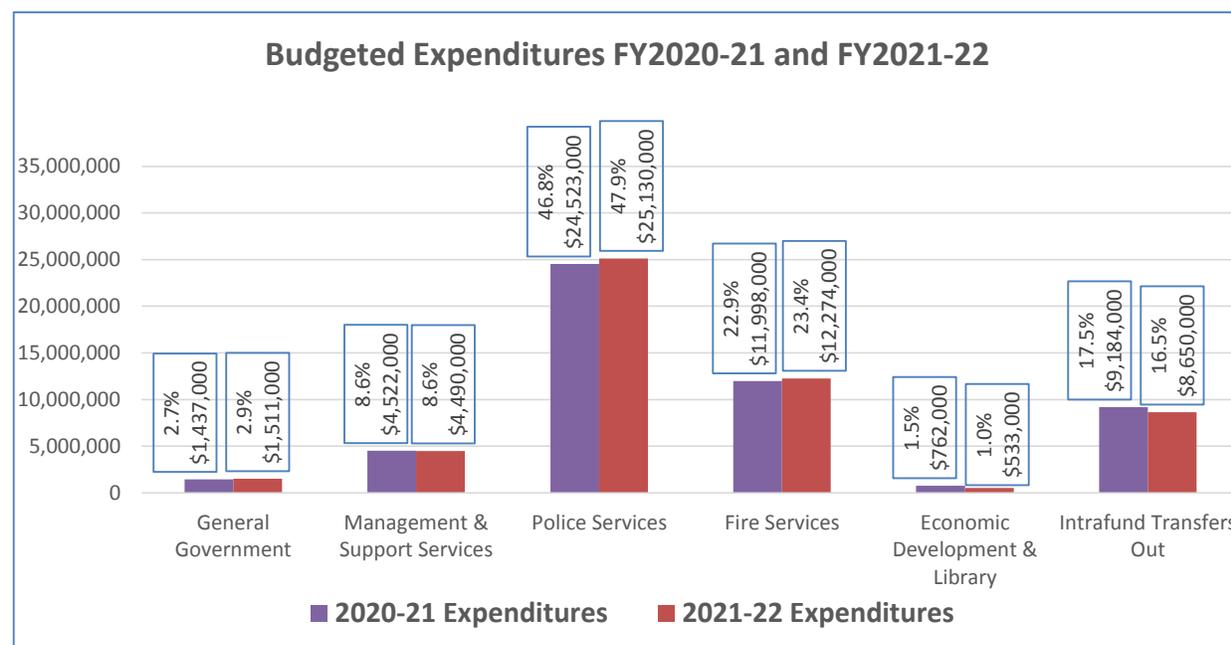
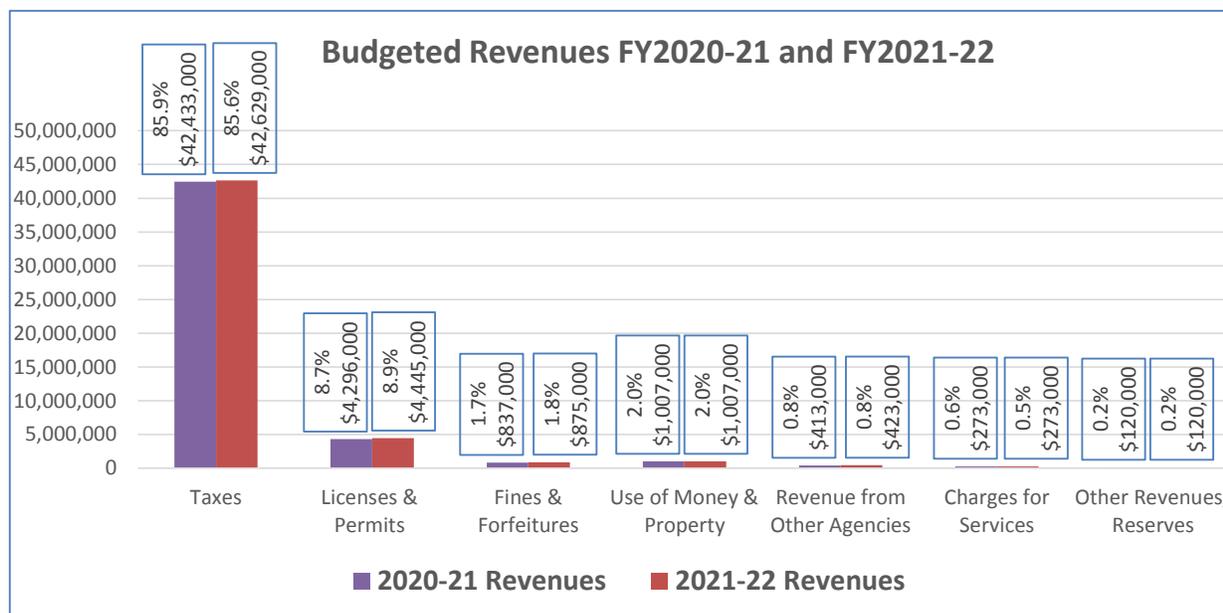


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## GENERAL FUND

The General Fund consists of activities which benefit the general public. It includes Mayor-Council, City Attorney, City Clerk, Management, Financial Services, Human Resources, Police, Fire, Community Development, and some Library support. General Fund revenues also supplement the Development, Recreation, Capital Asset and Enterprise Funds.





## GENERAL GOVERNMENT/MANAGEMENT & SUPPORT SERVICES SUMMARY

Program/Activity	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
<u>GENERAL GOVERNMENT</u>					
1010 Mayor-Council	304,200	310,200	328,200	326,000	326,000
1012 City Attorney	774,500	774,500	647,185	684,000	902,000
1013 City Clerk	299,500	300,000	324,700	427,000	283,000
<b>Subtotal</b>	<b>1,378,200</b>	<b>1,384,700</b>	<b>1,300,085</b>	<b>1,437,000</b>	<b>1,511,000</b>
<u>MANAGEMENT &amp; SUPPORT SERVICES</u>					
1020 Management Services	976,300	976,300	819,415	960,000	864,000
1021 Human Resources Services	1,438,800	1,438,800	1,163,000	709,000	717,000
1024 Information Technology Systems	1,099,000	1,099,000	957,800	1,050,000	1,068,000
1025 Financial Services	1,386,600	1,468,425	1,484,900	1,803,000	1,841,000
<b>Subtotal</b>	<b>4,900,700</b>	<b>4,982,525</b>	<b>4,425,115</b>	<b>4,522,000</b>	<b>4,490,000</b>
<b>TOTAL</b>	<b>6,278,900</b>	<b>6,367,225</b>	<b>5,725,200</b>	<b>5,959,000</b>	<b>6,001,000</b>



## 1010 MAYOR-COUNCIL

## General Government

The City Council is the legislative and policy-making body of the City. There are five members of the Newark City Council, elected at large on a non-partisan ballot. The Mayor is directly elected to serve a two-year term; Council Members are elected to four-year overlapping terms. The City Council appoints a City Manager and a City Attorney. The City Council also creates and abolishes advisory committees and commissions and appoints citizens to serve as members of these advisory committees and commissions.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4300	Seasonal/Temporary Employees	148,000	148,000	166,000	168,000	168,000
	<b>Subtotal</b>	<b>148,000</b>	<b>148,000</b>	<b>166,000</b>	<b>168,000</b>	<b>168,000</b>
5100	Supplies	5,500	11,500	10,000	5,000	5,000
5200	Contractual Services	91,000	91,000	106,000	97,000	97,000
5300	Membership, Travel, Training	56,500	56,500	43,000	52,000	52,000
8500	Internal Service Charges	3,200	3,200	3,200	4,000	4,000
	<b>Subtotal</b>	<b>156,200</b>	<b>162,200</b>	<b>162,200</b>	<b>158,000</b>	<b>158,000</b>
	<b>TOTAL</b>	<b>304,200</b>	<b>310,200</b>	<b>328,200</b>	<b>326,000</b>	<b>326,000</b>



## 1012 CITY ATTORNEY

## General Government

The City Attorney is appointed by the City Council to serve as the legal representative of the City Council, City Manager, City departments, and City commissions. The City Attorney is responsible for representing the City in all lawsuits filed by or against the City. The City Attorney is also responsible for preparing and approving the legality of all proposed contracts, ordinances, and other documents.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	392,000	392,000	176,585	302,000	600,000
4300	Seasonal/Temporary Employees	0	0	29,000	0	0
	<b>Subtotal</b>	<b>392,000</b>	<b>392,000</b>	<b>205,585</b>	<b>302,000</b>	<b>600,000</b>
5100	Supplies	9,400	9,400	1,000	8,000	8,000
5200	Contractual Services	352,000	352,000	424,000	352,000	272,000
5300	Membership, Travel, Training	5,500	5,500	1,000	6,000	6,000
8500	Internal Service Charges	15,600	15,600	15,600	16,000	16,000
	<b>Subtotal</b>	<b>382,500</b>	<b>382,500</b>	<b>441,600</b>	<b>382,000</b>	<b>302,000</b>
	<b>TOTAL</b>	<b>774,500</b>	<b>774,500</b>	<b>647,185</b>	<b>684,000</b>	<b>902,000</b>



## 1013 CITY CLERK

## General Government

The City Clerk is responsible for support functions to the City Council, as well as for the performance of Government Code and Municipal Code mandated services. These services include: preparation of agenda and agenda materials for City Council consideration; records management; municipal code codification; conducting Municipal Elections in coordination with the Alameda County Registrar of Voters; and administration of compliance with the Political Reform Act, Public Records Act, Maddy Act, and the Brown Act.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	222,400	222,400	221,000	242,000	248,000
4300	Seasonal/Temporary Employees	0	0	4,000	0	0
	<b>Subtotal</b>	<b>222,400</b>	<b>222,400</b>	<b>225,000</b>	<b>242,000</b>	<b>248,000</b>
5100	Supplies	2,300	2,300	1,000	1,000	1,000
5200	Contractual Services	57,600	57,600	84,000	169,000	19,000
5300	Membership, Travel, Training	5,500	5,500	3,000	2,000	2,000
8500	Internal Service Charges	11,700	11,700	11,700	13,000	13,000
	<b>Subtotal</b>	<b>77,100</b>	<b>77,100</b>	<b>99,700</b>	<b>185,000</b>	<b>35,000</b>
	<b>TOTAL</b>	<b>299,500</b>	<b>299,500</b>	<b>324,700</b>	<b>427,000</b>	<b>283,000</b>

*\*Increased FY 2020-21 contractual services for November election*



## 1020 CITY MANAGER'S OFFICE

## Management Services

The Management Services activity is responsible for planning, organizing, staffing, and directing all City programs to implement the policy of the City Council. Management Services also serves as staff to the City Council. Management Services is involved in public information programs and intergovernmental relations necessary to accomplish liaison work with state, regional, county, and other local agencies.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	786,300	786,300	492,415	797,000	701,000
4300	Seasonal/Temporary Employees	47,000	47,000	3,000	0	0
	<b>Subtotal</b>	<b>833,300</b>	<b>833,300</b>	<b>495,415</b>	<b>797,000</b>	<b>701,000</b>
5100	Supplies	22,600	22,600	13,000	19,000	19,000
5200	Contractual Services	43,000	43,000	46,000	43,000	43,000
5300	Membership, Travel, Training	6,400	6,400	7,000	6,000	6,000
5400	Other Charges	27,000	27,000	214,000	50,000	50,000
8500	Internal Service Charges	44,000	44,000	44,000	45,000	45,000
	<b>Subtotal</b>	<b>143,000</b>	<b>143,000</b>	<b>324,000</b>	<b>163,000</b>	<b>163,000</b>
	<b>TOTAL</b>	<b>976,300</b>	<b>976,300</b>	<b>819,415</b>	<b>960,000</b>	<b>864,000</b>

*\*Reduction in supplies, membership, travel and training*



## 1021 HUMAN RESOURCES SERVICES

### *Management & Support Services*

Human Resources provides specialized and strategic administration to all employees in the following areas: employee and labor relations; negotiations with labor associations and employee groups; recruitment and selection; equal employment opportunity; classification and compensation; employee development and training; employee recognition; benefits administration; workers' compensation; state unemployment insurance; employee safety; and confidential records management. Human Resources is the resource point for employees ensuring compliance with federal and state employment laws.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	788,200	788,200	353,000	279,000	287,000
4300	Seasonal/Temporary Employees	8,600	8,600	147,000	0	0
	<b>Subtotal</b>	<b>796,800</b>	<b>796,800</b>	<b>500,000</b>	<b>279,000</b>	<b>287,000</b>
5100	Supplies	28,200	28,200	18,000	17,000	17,000
5200	Contractual Services	489,000	489,000	579,000	297,000	297,000
5300	Membership, Travel, Training	70,800	70,800	12,000	60,000	60,000
8500	Internal Service Charges	54,000	54,000	54,000	56,000	56,000
	<b>Subtotal</b>	<b>642,000</b>	<b>642,000</b>	<b>663,000</b>	<b>430,000</b>	<b>430,000</b>
	<b>TOTAL</b>	<b>1,438,800</b>	<b>1,438,800</b>	<b>1,163,000</b>	<b>709,000</b>	<b>717,000</b>

*\*Unfunded Human Resources Technician position*

*\*Reduction in supplies, contractual services and training*



## 1024 INFORMATION SYSTEMS

## Management & Support Services

The Information Technology Systems activity administers all of the City’s computer and telecommunications technologies. These technologies allow staff to provide more efficient and effective customer service, more accessible and reliable government information, and share resources and communicate more efficiently through tools such as file sharing, electronic document processing, and electronic mail.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	674,300	674,300	332,000	642,000	660,000
4300	Seasonal/Temporary Employees	0	0	187,000	0	0
	<b>Subtotal</b>	<b>674,300</b>	<b>674,300</b>	<b>519,000</b>	<b>642,000</b>	<b>660,000</b>
5100	Supplies	47,000	47,000	38,000	40,000	40,000
5200	Contractual Services	308,900	308,900	339,000	304,000	304,000
5300	Membership, Travel, Training	10,000	10,000	3,000	3,000	3,000
8500	Internal Service Charges	58,800	58,800	58,800	61,000	61,000
	<b>Subtotal</b>	<b>424,700</b>	<b>424,700</b>	<b>438,800</b>	<b>408,000</b>	<b>408,000</b>
	<b>TOTAL</b>	<b>1,099,000</b>	<b>1,099,000</b>	<b>957,800</b>	<b>1,050,000</b>	<b>1,068,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



## 1025 FINANCIAL SERVICES

## Management & Support Services

The Financial Services activity provides accounting and financial reporting services to City management and staff, City Council, and regulatory agencies. It assists City departments in developing and submitting a budget to City Council. Financial Services includes administration of the City payroll and overseeing purchase and payments of all goods and services required to support City-wide operations. It also provides cash management and billing/collection services, and initiates and performs various audits to ensure prudent management of City funds.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	1,122,000	1,122,000	895,000	1,426,000	1,467,000
4200	Overtime	0	0	3,000	0	0
4300	Seasonal/Temporary Employees	0	0	173,000	0	0
	<b>Subtotal</b>	<b>1,122,000</b>	<b>1,122,000</b>	<b>1,071,000</b>	<b>1,426,000</b>	<b>1,467,000</b>
5100	Supplies	4,500	4,500	5,000	5,000	5,000
5200	Contractual Services	172,200	246,025	318,000	277,000	277,000
5300	Membership, Travel, Training	5,000	13,000	8,000	10,000	7,000
8500	Internal Service Charges	82,900	82,900	82,900	85,000	85,000
	<b>Subtotal</b>	<b>264,600</b>	<b>346,425</b>	<b>413,900</b>	<b>377,000</b>	<b>374,000</b>
	<b>TOTAL</b>	<b>1,386,600</b>	<b>1,468,425</b>	<b>1,484,900</b>	<b>1,803,000</b>	<b>1,841,000</b>

*\*Unfunded an Accountant position*

*\*Unfunded various Part-Time, Seasonal and Temporary positions*

*\*Increased contractual services for Citywide Compliance audits*



## POLICE SUMMARY

<b>Program/Activity</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
<b>POLICE SERVICES</b>					
1030 Patrol	14,430,600	15,518,962	13,666,000	15,674,000	16,093,000
1031 Investigations	3,015,600	3,015,600	2,430,900	2,935,000	2,999,000
1032 Records & Communication	4,523,300	4,523,300	4,060,700	4,368,000	4,454,000
1033 Police Reserves	64,700	52,700	13,000	18,000	18,000
1034 School Crossing Guards	80,000	96,768	102,000	119,000	119,000
1035 Animal Control	299,600	319,600	339,300	337,000	341,000
1036 Police Administration	944,100	944,100	874,400	1,072,000	1,106,000
<b>TOTAL</b>	<b>23,357,900</b>	<b>24,471,030</b>	<b>21,486,300</b>	<b>24,523,000</b>	<b>25,130,000</b>



## 1030 PATROL

## Police Department

The Patrol activity is administered by one Patrol Captain and two Patrol Lieutenants who are responsible for the day and night Patrol Operations. In addition, this activity coordinates the Traffic Unit, Community Service Officers, K-9s, School Resource Officer, SWAT/Crisis Negotiations Team, Honor Guard Team, UAV (Unmanned Aerial Vehicle), Crowd Management Team, Employee Wellness Unit, and Computer Forensics functions. Officers patrol the streets of the City; preserve the peace; protect life and property; enforce laws and prevent crime; arrest offenders; and receive and resolve complaints from the public. The Traffic Division enforces traffic regulations in conjunction with patrol functions; investigates traffic hazards; analyzes collision reports; participates in regional commercial enforcement activities; and provides traffic safety education. Community Service Officers enforces selected state, county, and city statutes; assists with investigations; and issues citations. Police canines are used primarily to search for and apprehend criminal suspects, detect and locate narcotics, and perform building and area searches to include looking for missing persons. The School Resource Officer (SRO) assigned to Newark Memorial High School interacts closely with students, teachers, school staff, and parents to ensure a safe learning environment for our youth. The SRO also monitors activity, as well as investigates criminal incidents, on and around campus. The SWAT team provides tactical response during high-risk situations where the community and/or officers' safety is high risk and beyond the capabilities of patrol officers. The Crisis Negotiations Team provides specialized support in handling critical field operations where intense negotiations may be required. Our Honor Guard Team coordinate and perform the intricate details to honor a fallen peace officers and his or her family. The UAV unit leverage drone technology to help find missing people and other life-saving and critical missions. The fundamental role for the Crowd Management Team is the protection of the rights all people have to peacefully assemble, demonstrate, protest, or rally by ensuring public safety and the protection of life and property. The Employee Wellness Unit is to help personnel cope with the physical, mental and emotional challenges of their duties. Our participation in the Regional Computer Forensics Laboratory (RCFL) program allows us to access specialized expertise and equipment to assist us in solving computer/technology-related crimes.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	11,283,200	11,382,665	9,952,000	12,483,000	12,902,000
4200	Overtime	462,000	463,300	863,000	500,000	500,000
4300	Seasonal/Temporary Employees	402,900	402,900	390,000	244,000	244,000
	<b>Subtotal</b>	<b>12,148,100</b>	<b>12,248,865</b>	<b>11,205,000</b>	<b>13,227,000</b>	<b>13,646,000</b>
5100	Supplies	142,200	154,800	123,000	147,000	147,000
5200	Contractual Services	398,800	1,148,800	398,000	615,000	615,000
5300	Membership, Travel, Training	58,500	58,500	9,000	4,000	4,000
5400	Other Charges	10,000	10,000	3,000	13,000	13,000
7000	Departmental Equipment	23,000	247,997	278,000	14,000	14,000
8500	Internal Service Charges	1,650,000	1,650,000	1,650,000	1,654,000	1,654,000
	<b>Subtotal</b>	<b>2,282,500</b>	<b>3,270,097</b>	<b>2,461,000</b>	<b>2,447,000</b>	<b>2,447,000</b>
	<b>TOTAL</b>	<b>14,430,600</b>	<b>15,518,962</b>	<b>13,666,000</b>	<b>15,674,000</b>	<b>16,093,000</b>

*\*Reduction in hotel expenses for trainees*

*\*Reduction in recruiting incentives*



## 1031 INVESTIGATIONS

## Police Department

The Investigations activity is administered by the Patrol Captain and one Patrol Lieutenant. This activity coordinates the Detectives Division and Major Crimes Task Force Detective assigned to the Southern Alameda County Major Crimes Task Force (SACMCTF). The detective division responds to and investigates homicides, sexual assaults, robberies, and other complex investigations; recovers stolen property; inspects pawn shops and second-hand stores; tracks sex, arson, and narcotic registrants in the community; investigates and arrests persons wanted for crimes by other jurisdictions; and maintains an investigative liaison with outside agencies. The Captain and Lieutenant also provide oversight for the detective assigned to SACMCTF. Our participation in the SACMCTF allows us to enforce laws and investigate incidents related to narcotics trafficking, street games, and major crimes within the tri-city area.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	2,593,400	2,593,400	1,941,000	2,511,000	2,575,000
4200	Overtime	70,000	70,000	150,000	70,000	70,000
4300	Seasonal/Temporary Employees	0	0	8,000	0	0
	<b>Subtotal</b>	<b>2,663,400</b>	<b>2,663,400</b>	<b>2,099,000</b>	<b>2,581,000</b>	<b>2,645,000</b>
5100	Supplies	1,000	1,000	1,000	1,000	1,000
5200	Contractual Services	168,800	168,800	149,000	169,000	169,000
5300	Membership, Travel, Training	1,500	1,500	1,000	1,000	1,000
8500	Internal Service Charges	180,900	180,900	180,900	183,000	183,000
	<b>Subtotal</b>	<b>352,200</b>	<b>352,200</b>	<b>331,900</b>	<b>354,000</b>	<b>354,000</b>
	<b>TOTAL</b>	<b>3,015,600</b>	<b>3,015,600</b>	<b>2,430,900</b>	<b>2,935,000</b>	<b>2,999,000</b>



## 1032 RECORDS & COMMUNICATIONS

## Police Department

The Records & Communications activity is administered by the Patrol Captain and one Patrol Lieutenant. This activity administers the records, communications, evidence control, and personnel/training functions. The Records Division maintains and distributes police reports and other police files. The communications center accepts citizens' calls for public safety services and coordinates movements of field units. The evidence control function maintains evidence and property in police custody. The Personnel/Training Division is administered by the Administrative Captain and a Sergeant who coordinates, delivers, and tracks department and Peace Officers Standards and Training (POST) approved training, assists in the recruitment and background of potential employees, investigates internal affairs matters, and coordinates the testing process for the hiring of new employees and the internal promotional testing process. The Administrative Captain also oversees the Community Engagement Program which encompasses volunteers for Graffiti Abatement, Newark Police Volunteers, Neighborhood Watch programs, as well as the Citizen Police Academy and social media.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	3,450,500	3,450,500	2,968,000	3,294,000	3,380,000
4200	Overtime	191,000	191,000	186,000	165,000	165,000
4300	Seasonal/Temporary Employees	76,100	76,100	105,000	111,000	111,000
	<b>Subtotal</b>	<b>3,717,600</b>	<b>3,717,600</b>	<b>3,259,000</b>	<b>3,570,000</b>	<b>3,656,000</b>
5100	Supplies	40,100	40,100	22,000	31,000	31,000
5200	Contractual Services	332,200	332,200	321,000	338,000	338,000
5300	Membership, Travel, Training	124,700	124,700	150,000	118,000	118,000
8500	Internal Service Charges	308,700	308,700	308,700	311,000	311,000
	<b>Subtotal</b>	<b>805,700</b>	<b>805,700</b>	<b>801,700</b>	<b>798,000</b>	<b>798,000</b>
	<b>TOTAL</b>	<b>4,523,300</b>	<b>4,523,300</b>	<b>4,060,700</b>	<b>4,368,000</b>	<b>4,454,000</b>

*\*Reduction in supplies, training and equipment leases*



## 1033 POLICE RESERVES

## Police Department

The Police Reserves activity is administered by the Patrol Captain. The Reserve Officer program recruits, trains, and equips civilian volunteers to assist sworn police personnel during the course of their duties, as well as in times of disaster when the need for police services exceeds available resources. The Captain also provide oversight for the volunteer-based Police Explorer program which provides police experience and training to youth interested in a career in law enforcement.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4300	Seasonal/Temporary Employees	30,000	30,000	0	0	0
	<b>Subtotal</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
5100	Supplies	27,300	15,300	6,000	10,000	10,000
5300	Membership, Travel, Training	7,400	7,400	7,000	8,000	8,000
	<b>Subtotal</b>	<b>34,700</b>	<b>22,700</b>	<b>13,000</b>	<b>18,000</b>	<b>18,000</b>
	<b>TOTAL</b>	<b>64,700</b>	<b>52,700</b>	<b>13,000</b>	<b>18,000</b>	<b>18,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



## 1034 SCHOOL CROSSING GUARDS

*Police Department*

The School Crossing Guards activity is administered by the Patrol Captain and one Patrol Lieutenant. This program provides pedestrian traffic control and safety at specified school locations within the City.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
5200	Contractual Services	80,000	96,768	102,000	119,000	119,000
	<b>Subtotal</b>	<b>80,000</b>	<b>96,768</b>	<b>102,000</b>	<b>119,000</b>	<b>119,000</b>
	<b>TOTAL</b>	<b>80,000</b>	<b>96,768</b>	<b>102,000</b>	<b>119,000</b>	<b>119,000</b>



## 1035 ANIMAL CONTROL

## Police Department

The Animal Control activity is administered by the Patrol Captain. The Animal Control Unit provides preventative patrol service related to state and local animal control statutes; investigates citizen complaints and violations; impounds stray animals; properly disposes of deceased animals; secures medical treatment for injured or sick animals; and assists with rabies control and the enforcement of City licensing ordinances.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	136,500	136,500	140,000	152,000	156,000
4300	Seasonal/Temporary Employees	0	0	1,000	0	0
	<b>Subtotal</b>	<b>136,500</b>	<b>136,500</b>	<b>141,000</b>	<b>152,000</b>	<b>156,000</b>
5100	Supplies	500	500	1,000	0	0
5200	Contractual Services	130,300	150,300	165,000	150,000	150,000
8500	Internal Service Charges	32,300	32,300	32,300	35,000	35,000
	<b>Subtotal</b>	<b>163,100</b>	<b>183,100</b>	<b>198,300</b>	<b>185,000</b>	<b>185,000</b>
	<b>TOTAL</b>	<b>299,600</b>	<b>319,600</b>	<b>339,300</b>	<b>337,000</b>	<b>341,000</b>



## 1036 POLICE ADMINISTRATION

## Police Department

The Police Chief has oversight of all of the police department functions and responsibilities. The Chief guides and leads the department by ensuring that staff abides by its mission, vision, and values; providing long and short-term goals and objectives for the department; adopting department rules and regulations; preparing and administering the department budget; providing for staffing and equipping of the department; reviewing and recommending the hiring and promotion of personnel; and receiving and investigating complaints of police misconduct.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	883,800	883,800	816,000	1,012,000	1,046,000
4300	Seasonal/Temporary Employees	0	0	12,000	0	0
	<b>Subtotal</b>	<b>883,800</b>	<b>883,800</b>	<b>828,000</b>	<b>1,012,000</b>	<b>1,046,000</b>
5100	Supplies	6,300	6,300	3,000	5,000	5,000
5300	Membership, Travel, Training	20,600	20,600	10,000	19,000	19,000
8500	Internal Service Charges	33,400	33,400	33,400	36,000	36,000
	<b>Subtotal</b>	<b>60,300</b>	<b>60,300</b>	<b>46,400</b>	<b>60,000</b>	<b>60,000</b>
	<b>TOTAL</b>	<b>944,100</b>	<b>944,100</b>	<b>874,400</b>	<b>1,072,000</b>	<b>1,106,000</b>



## FIRE SUMMARY

<b>Program/Activity</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
<b>FIRE SERVICES</b>					
1041 Fire, Life, and Environmental Protection	12,224,900	12,237,516	11,790,600	11,998,000	12,274,000
<b>TOTAL</b>	<b>12,224,900</b>	<b>12,237,516</b>	<b>11,790,600</b>	<b>11,998,000</b>	<b>12,274,000</b>



**1041 EMERGENCY SERVICES and  
FIRE, LIFE, and ENVIRONMENTAL PROTECTION**

***Fire Department***

Emergency Services are included in the contract for fire services with the Alameda County Fire Department. These services include training fire department personnel; response to emergency and non-emergency incidents; fire code inspections; coordinated and provided basic life support (BLS) and advanced life support (ALS) emergency medical services; response to hazardous materials related incidents; performing extrications; and maintaining fire hydrants. The Alameda County Fire Department also provided public education in fire safety, injury prevention, disaster preparedness; and responded to public service requests such as station tours and school presentations. They worked cooperatively through an Auto Aid agreement to respond to emergencies in Union City, and participated in Alameda County's Mutual Aid Plan, under which cities assist one another when in need of additional firefighting resources.

Emergency Preparedness activity, under the Alameda County Fire Department, coordinated the City's emergency response to natural and man-made disasters, industrial and transportation emergencies, and domestic terrorism situations. This activity included emergency planning, preparedness training, public awareness and education, Community Emergency Response Team (CERT) organization and training, Personal Emergency Preparedness (PEP) training, and disaster response and coordination.

Emergency Medical Services provided for advanced life support services by paramedics on fire engines, purchase of medical equipment and medications, emergency medical training, and other projects that enhanced the quality of emergency medical services to the community.

Fire, Life, and Environmental Protection Services includes conducted fire code and hazardous materials inspections, and code enforcement. The Alameda County Fire Department also made public education presentations to the community to expand awareness on fire and life safety hazards and environmental protection issues. Activities included plan review and inspection of all new fire protection system installations; fire code compliance inspections; fire investigation; regulation of hazardous materials facilities; and the distribution of public information on a wide range of fire safety and environmental protection subjects. The actual budget from Alameda County Fire Department is included in this document as Exhibit A.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
5100	Supplies	3,000	3,000	0	0	0
5200	Contractual Services	10,205,600	10,865,716	10,855,100	11,061,000	11,337,000
5300	Membership, Travel, Training	2,000	2,000	0	0	0
6000	Debt Service Payments	346,300	346,300	0	0	0
7000	Equipment	85,000	85,000	0	0	0
8500	Internal Service Charges	935,500	935,500	935,500	937,000	937,000
5200	Side Fund-OPEB	647,500	0	0	0	0
	<b>Subtotal</b>	<b>12,224,900</b>	<b>12,237,516</b>	<b>11,790,600</b>	<b>11,998,000</b>	<b>12,274,000</b>
	<b>TOTAL</b>	<b>12,224,900</b>	<b>12,237,516</b>	<b>11,790,600</b>	<b>11,998,000</b>	<b>12,274,000</b>

\*Fire services are provided by contract with the Alameda County Fire Department.



## COMMUNITY PROMOTION / MISCELLANEOUS SUMMARY

Program/Activity		2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
<u>COMMUNITY PROMOTION</u>						
1050	Economic Development	563,300	570,000	547,100	689,000	460,000
	<b>Subtotal</b>	<b>563,300</b>	<b>570,000</b>	<b>547,100</b>	<b>689,000</b>	<b>460,000</b>
<u>LIBRARY</u>						
1071	Library Support	193,000	193,000	202,000	73,000	73,000
	<b>Subtotal</b>	<b>193,000</b>	<b>193,000</b>	<b>202,000</b>	<b>73,000</b>	<b>73,000</b>
	<b>TOTAL</b>	<b>756,300</b>	<b>763,000</b>	<b>749,100</b>	<b>762,000</b>	<b>533,000</b>



## 1050 ECONOMIC DEVELOPMENT

## Community Promotion

The Economic Development activity includes all public information and business promotion functions. Also included in this activity are work with the Chamber of Commerce, publication of the City newsletter, and economic development promotion efforts.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	302,800	302,800	257,000	259,000	266,000
4300	Seasonal/Temporary Employees	0	0	59,000	0	0
	<b>Subtotal</b>	<b>302,800</b>	<b>302,800</b>	<b>316,000</b>	<b>259,000</b>	<b>266,000</b>
5100	Supplies	4,500	4,500	3,000	4,000	4,000
5200	Contractual Services	218,500	225,200	205,000	392,000	156,000
5300	Membership, Travel, Training	18,600	18,600	7,000	18,000	18,000
5400	Other Charges	3,800	3,800	1,000	0	0
8500	Internal Service Charges	15,100	15,100	15,100	16,000	16,000
	<b>Subtotal</b>	<b>260,500</b>	<b>267,200</b>	<b>231,100</b>	<b>430,000</b>	<b>194,000</b>
	<b>TOTAL</b>	<b>563,300</b>	<b>570,000</b>	<b>547,100</b>	<b>689,000</b>	<b>460,000</b>

*\*Increased specialized economic development services to assist with economic recovery from pandemic*



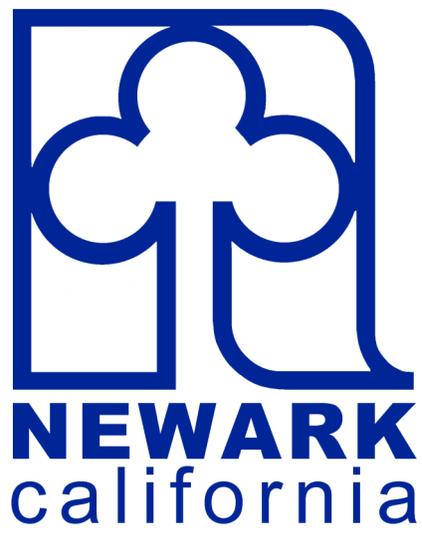
## 1071 LIBRARY SUPPORT

*Library*

The Library Support activity provides for the maintenance of the City's Library building, grounds, and parking lot. The Library is located at 6300 Civic Terrace Avenue and is operated by Alameda County.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
5200	Contractual Services	120,000	120,000	129,000	0	0
8500	Internal Service Charges	73,000	73,000	73,000	73,000	73,000
	<b>Subtotal</b>	<b>193,000</b>	<b>193,000</b>	<b>202,000</b>	<b>73,000</b>	<b>73,000</b>
	<b>TOTAL</b>	<b>193,000</b>	<b>193,000</b>	<b>202,000</b>	<b>73,000</b>	<b>73,000</b>

*\*Elimination of Sunday hours*

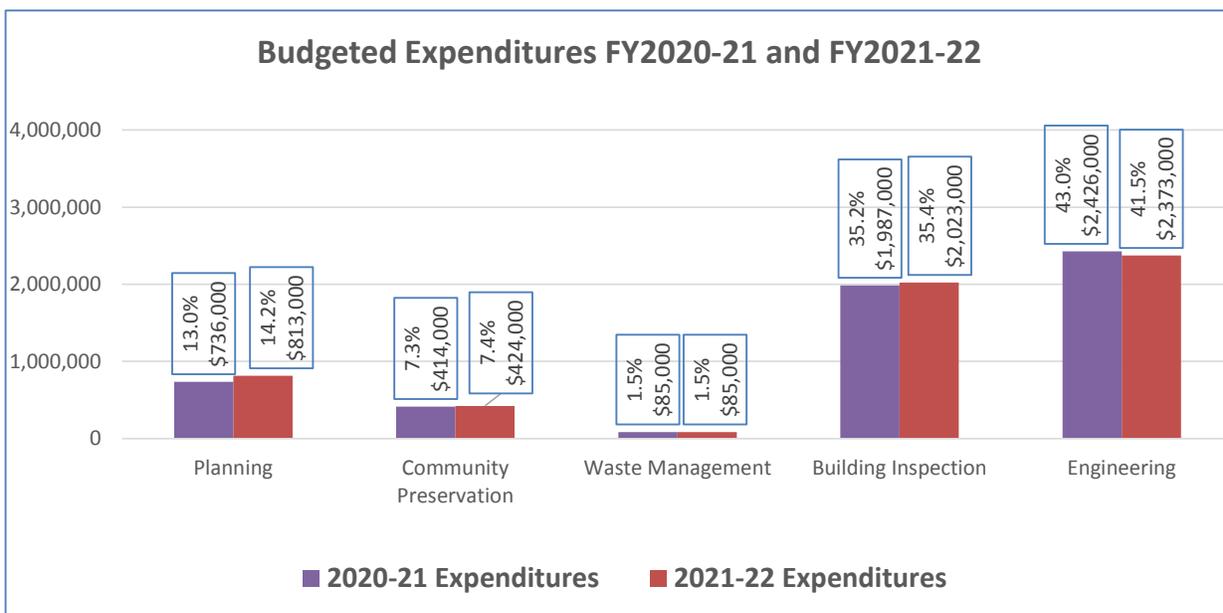
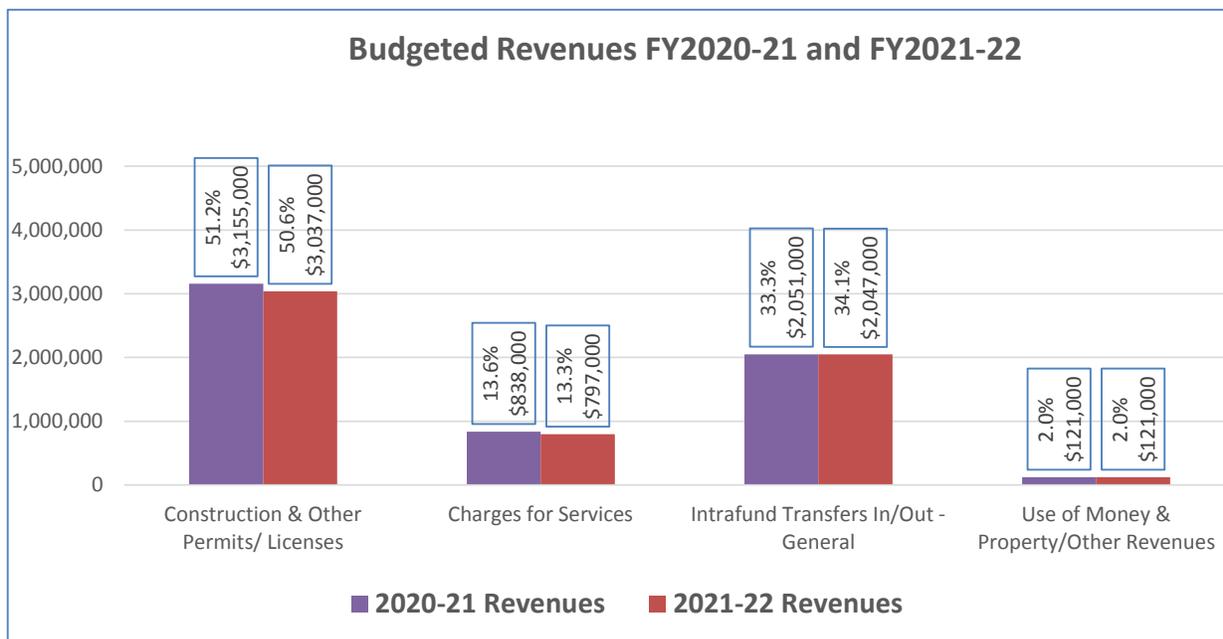


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## DEVELOPMENT COST CENTER

The Development Cost Center contains Planning, Community Preservation, Engineering, and Building Inspection. These are services primarily provided to the development community and are supported primarily by development fees. The fund also includes Waste Management.





## DEVELOPMENT COST CENTER SUMMARY

Program/Activity		2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
<u>PLANNING and DEVELOPMENT</u>						
2010	Planning	1,005,100	1,033,700	482,000	736,000	813,000
2013	Community Preservation	467,000	467,000	337,500	414,000	424,000
	<b>Subtotal</b>	<b>1,472,100</b>	<b>1,500,700</b>	<b>819,500</b>	<b>1,150,000</b>	<b>1,237,000</b>
<u>WASTE MANAGEMENT</u>						
2011	Waste Management	126,000	559,500	148,000	85,000	85,000
	<b>Subtotal</b>	<b>126,000</b>	<b>559,500</b>	<b>148,000</b>	<b>85,000</b>	<b>85,000</b>
<u>BUILDING INSPECTION</u>						
2014	Building Inspection	2,166,700	2,178,300	1,826,000	1,987,000	2,023,000
	<b>Subtotal</b>	<b>2,166,700</b>	<b>2,178,300</b>	<b>1,826,000</b>	<b>1,987,000</b>	<b>2,023,000</b>
<u>ENGINEERING</u>						
2015	Engineering	2,198,400	2,610,100	2,193,800	2,426,000	2,373,000
	<b>Subtotal</b>	<b>2,198,400</b>	<b>2,610,100</b>	<b>2,193,800</b>	<b>2,426,000</b>	<b>2,373,000</b>
<u>COMMUNITY DEVELOPMENT</u>						
2025	Maintenance	346,700	359,100	226,000	517,000	284,000
	<b>Subtotal</b>	<b>346,700</b>	<b>359,100</b>	<b>226,000</b>	<b>517,000</b>	<b>284,000</b>
	<b>TOTAL</b>	<b>6,309,900</b>	<b>7,207,700</b>	<b>5,213,300</b>	<b>6,165,000</b>	<b>6,002,000</b>



## 2010 PLANNING

## Community Development

The Planning activity oversees the orderly physical development of the community. The update and administration of the City's General Plan, administration of the Zoning Ordinance, coordination of development with the business and development community, and work with the Planning Commission are covered under this activity.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	442,300	470,900	352,000	410,000	421,000
4300	Seasonal/Temporary Employees	8,500	8,500	79,000	0	0
	<b>Subtotal</b>	<b>450,800</b>	<b>479,400</b>	<b>431,000</b>	<b>410,000</b>	<b>421,000</b>
5100	Supplies	2,000	2,000	4,000	2,000	2,000
5200	Contractual Services	506,000	506,000	2,000	280,000	346,000
5300	Membership, Travel, Training	11,300	11,300	10,000	7,000	7,000
8500	Internal Service Charges	35,000	35,000	35,000	37,000	37,000
	<b>Subtotal</b>	<b>554,300</b>	<b>554,300</b>	<b>51,000</b>	<b>326,000</b>	<b>392,000</b>
	<b>TOTAL</b>	<b>1,005,100</b>	<b>1,033,700</b>	<b>482,000</b>	<b>736,000</b>	<b>813,000</b>

*\*Unfunded Senior Planner position*

*\*Reduction in contractual services, travel and training*



## 2011 WASTE MANAGEMENT

## Public Works

The Waste Management activity oversees solid waste and recycling activities for the City. Administration of the contract with the current solid waste and recycling hauler, along with other City recycling activities, are included under this activity.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	0	66,000	0	0	0
4300	Seasonal/Temporary Employees	26,000	0	0	0	0
	<b>Subtotal</b>	<b>26,000</b>	<b>66,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
5200	Contractual Services	100,000	493,000	148,000	85,000	85,000
5300	Membership, Travel, Training	0	500	0	0	0
	<b>Subtotal</b>	<b>100,000</b>	<b>493,500</b>	<b>148,000</b>	<b>85,000</b>	<b>85,000</b>
	<b>TOTAL</b>	<b>126,000</b>	<b>559,500</b>	<b>148,000</b>	<b>85,000</b>	<b>85,000</b>

*\*Reduction in contractual services, travel and training*



## 2013 COMMUNITY PRESERVATION

## *Community Development*

The Community Preservation Division is comprised of one full-time and one part-time Community Preservation Specialists who is responsible for enforcing the provisions of the Newark Municipal Code and various other related codes and policies. To meet this obligation, we obtain compliance through intervention, education, and enforcement. We strive to partner with the community in enforcing neighborhood property maintenance standards, as it is our goal to help maintain property values and create a healthy, aesthetically pleasing community in which to live, work, and play.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	442,300	442,300	267,000	388,000	398,000
4200	Overtime	0	0	2,000	0	0
4300	Seasonal/Temporary Employees	0	0	44,000	0	0
	<b>Subtotal</b>	<b>442,300</b>	<b>442,300</b>	<b>313,000</b>	<b>388,000</b>	<b>398,000</b>
5100	Supplies	2,300	2,300	3,000	2,000	2,000
5200	Contractual Services	900	900	0	1,000	1,000
5300	Membership, Travel, Training	2,000	2,000	2,000	2,000	2,000
8500	Internal Service Charges	19,500	19,500	19,500	21,000	21,000
	<b>Subtotal</b>	<b>24,700</b>	<b>24,700</b>	<b>24,500</b>	<b>26,000</b>	<b>26,000</b>
	<b>TOTAL</b>	<b>467,000</b>	<b>467,000</b>	<b>337,500</b>	<b>414,000</b>	<b>424,000</b>



## 2014 BUILDING INSPECTION

## Public Works

The Building Inspection activity is a program to ensure that building design and construction are performed in agreement with the most modern materials, techniques, and engineering in order to protect the health and safety of the occupants and to preserve the building stock. This is accomplished by adopting the latest building codes, providing regular training to staff, providing advice and instructional materials to inexperienced builders, and adhering to a process that involves a thorough plan check system followed up by rigorous field inspections.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	1,132,500	1,144,100	1,175,000	1,394,000	1,430,000
4200	Overtime	2,000	2,000	2,000	0	0
4300	Seasonal/Temporary Employees	570,100	570,100	183,000	200,000	200,000
	<b>Subtotal</b>	<b>1,704,600</b>	<b>1,716,200</b>	<b>1,360,000</b>	<b>1,594,000</b>	<b>1,630,000</b>
5100	Supplies	6,500	6,500	6,000	5,000	5,000
5200	Contractual Services	368,800	368,800	373,000	296,000	296,000
5300	Membership, Travel, Training	7,800	7,800	8,000	11,000	11,000
8500	Internal Service Charges	79,000	79,000	79,000	81,000	81,000
	<b>Subtotal</b>	<b>462,100</b>	<b>462,100</b>	<b>466,000</b>	<b>393,000</b>	<b>393,000</b>
	<b>TOTAL</b>	<b>2,166,700</b>	<b>2,178,300</b>	<b>1,826,000</b>	<b>1,987,000</b>	<b>2,023,000</b>

*\*Reduction in contractual services*



## 2015 ENGINEERING

## Public Works

The Engineering activity is responsible for the physical improvements to the community from both public and private projects. Design and construction functions for City-funded projects include project development and design; funding and grant applications; preparation of plans, specifications, and estimates; bidding and award of contracts; surveying, construction inspection, material testing, and contract administration; and inspection of privately funded subdivision improvements, encroachment permits, and utility work. Private projects involve the review and approval of subdivision maps, street improvement plans, grading and drainage plans, erosion control and other storm water pollution prevention work, access and traffic circulation, and assessment diagrams and encroachment permit applications.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	1,354,000	1,354,000	1,221,000	1,531,000	1,478,000
4300	Seasonal/Temporary Employees	67,900	67,900	68,000	50,000	50,000
	<b>Subtotal</b>	<b>1,421,900</b>	<b>1,421,900</b>	<b>1,289,000</b>	<b>1,581,000</b>	<b>1,528,000</b>
5100	Supplies	4,000	4,000	3,000	4,000	4,000
5200	Contractual Services	574,700	986,400	707,000	644,000	644,000
5300	Membership, Travel, Training	7,000	7,000	4,000	4,000	4,000
8500	Internal Service Charges	190,800	190,800	190,800	193,000	193,000
	<b>Subtotal</b>	<b>776,500</b>	<b>1,188,200</b>	<b>904,800</b>	<b>845,000</b>	<b>845,000</b>
	<b>TOTAL</b>	<b>2,198,400</b>	<b>2,610,100</b>	<b>2,193,800</b>	<b>2,426,000</b>	<b>2,373,000</b>

*\*Unfunded Community Preservation Manager position*

*\*Unfunded Plan Check Engineer position*

*\*Reduction in contractual services (traffic engineering, geotechnical engineering, materials testing specialist, traffic signal and street light services)*



## 2025 COMMUNITY DEVELOPMENT - MAINTENANCE

## *Community Development*

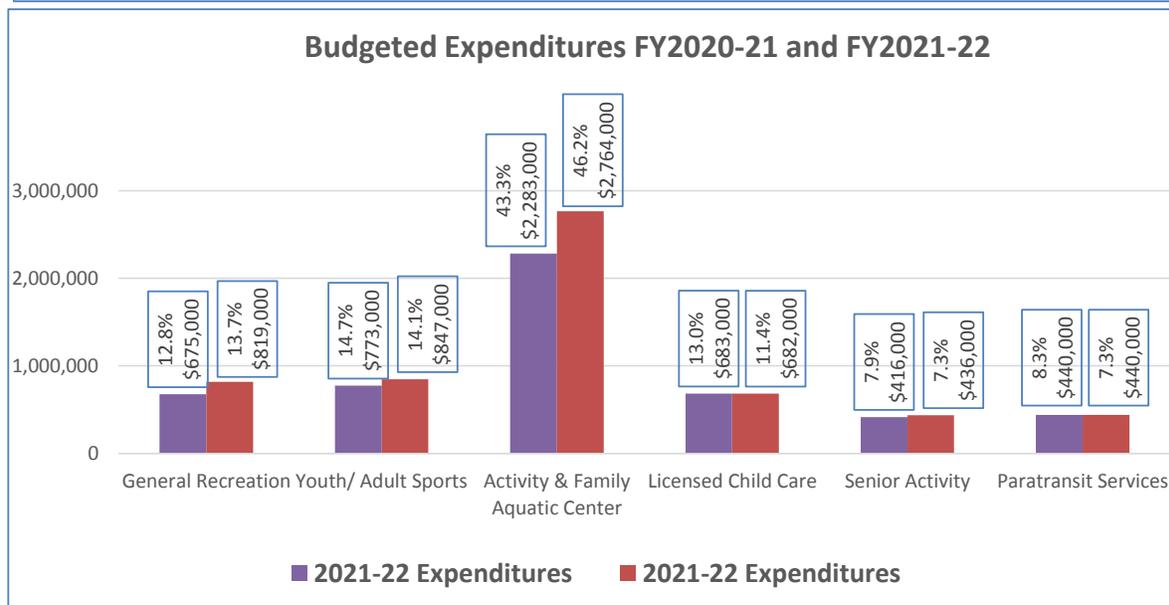
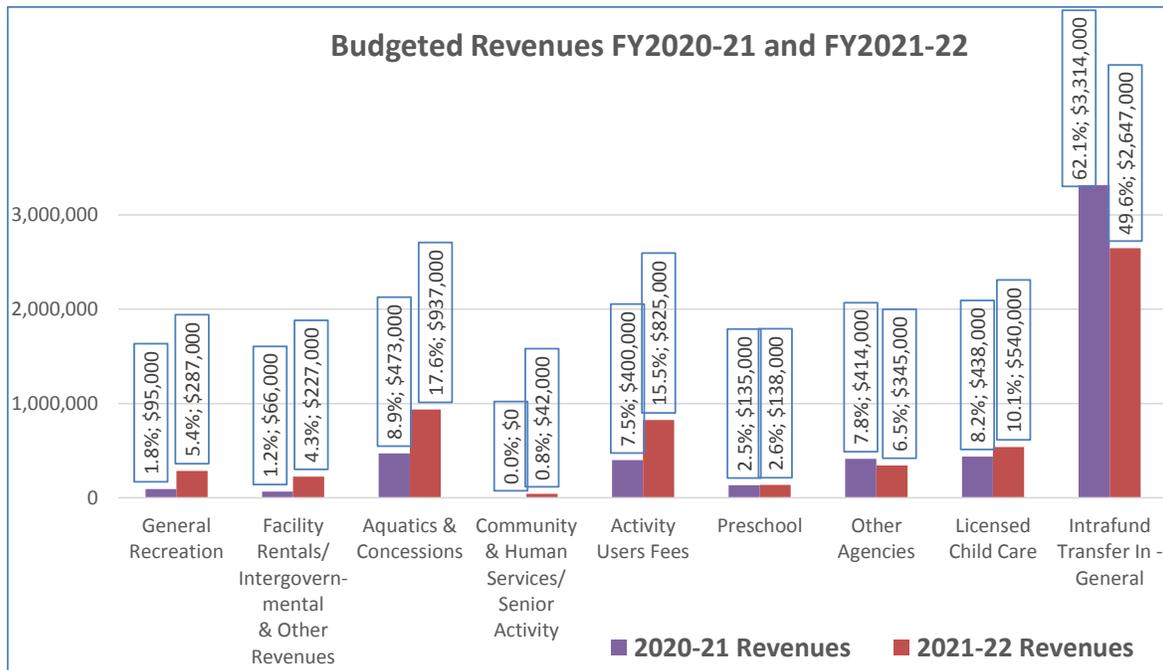
The Community Development Maintenance activity oversees the implementation, the update and administration of the City's General Plan. This activity is fully funded by the Community Development Maintenance Fee.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	346,700	359,100	191,000	277,000	284,000
4300	Seasonal/Temporary Employees	0	0	35,000	0	0
	<b>Subtotal</b>	<b>346,700</b>	<b>359,100</b>	<b>226,000</b>	<b>277,000</b>	<b>284,000</b>
5200	Contractual Services	0	0	0	240,000	0
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240,000</b>	<b>0</b>
	<b>TOTAL</b>	<b>346,700</b>	<b>359,100</b>	<b>226,000</b>	<b>517,000</b>	<b>284,000</b>



## RECREATION & COMMUNITY SERVICES COST CENTER

The Recreation & Community Services Cost Center provides for the City's recreation and community programs. Some of these services are paid for by users when they register for classes or other activities. Specific General Recreation activities include Youth/Adult Sports, Fitness & Wellness; George M. Silliman Activity & Family Aquatic Center; Community Center Licensed Child Care; Senior Services; and Paratransit Services.





## RECREATION & COMMUNITY SERVICES SUMMARY

<b>Program/Activity</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
<b>RECREATION &amp; COMMUNITY SERVICES</b>					
3030 General Recreation Services	1,164,200	1,164,200	806,800	675,000	819,000
3031 Youth/Adult Sports, Fitness & Wellness	877,400	877,400	862,300	773,000	847,000
3032 Activity & Family Aquatic Center	2,820,400	2,820,400	2,237,700	2,283,000	2,764,000
3033 First Five Grant	0	45,000	25,000	65,000	0
3041 Licensed Child Care	603,600	603,600	584,700	683,000	682,000
3042 Senior Services	520,700	520,700	470,000	416,000	436,000
3043 Paratransit Services-Measure B	247,000	357,592	222,000	440,000	440,000
<b>TOTAL</b>	<b>6,233,300</b>	<b>6,388,892</b>	<b>5,208,500</b>	<b>5,335,000</b>	<b>5,988,000</b>



### 3030 GENERAL RECREATION SERVICES

### Recreation & Community Services

The General Recreation Services activity provides direct management of the City's Recreation and Community Services Department. Programs within this activity include Preschool classes, Summer Day Care, Teen Area drop-in supervision and special events, as well as the Community Center rental program. Management of this activity involves the planning, scheduling, coordination, and supervision of recreation service programs held at City and Newark Unified School District facilities.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	281,400	281,400	216,000	292,000	301,000
4200	Overtime	0	0	1,000	0	0
4300	Seasonal/Temporary Employees	212,000	212,000	180,000	39,000	174,000
	<b>Subtotal</b>	<b>493,400</b>	<b>493,400</b>	<b>397,000</b>	<b>331,000</b>	<b>475,000</b>
5100	Supplies	80,200	80,200	102,000	52,000	52,000
5200	Contractual Services	65,600	65,600	70,000	59,000	59,000
5300	Membership, Travel, Training	12,600	12,600	12,000	5,000	5,000
6000	Debt Service Payments	286,600	286,600	0	0	0
8500	Internal Service Charges	225,800	225,800	225,800	228,000	228,000
	<b>Subtotal</b>	<b>670,800</b>	<b>670,800</b>	<b>409,800</b>	<b>344,000</b>	<b>344,000</b>
	<b>TOTAL</b>	<b>1,164,200</b>	<b>1,164,200</b>	<b>806,800</b>	<b>675,000</b>	<b>819,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



### 3031 YOUTH/ADULT SPORTS, FITNESS & WELLNESS

### Recreation & Community Services

The Youth/Adult Sports, Fitness & Wellness activity provides opportunities for youth, adults, and seniors to participate in a variety of sports leagues, camps, dance classes, martial arts, and fitness-related activities. This activity includes program planning, league formation and scheduling, marketing, staff training, maintenance of facilities, contract service administration, risk management, public information, and publicity.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	241,000	241,000	276,000	187,000	195,000
4200	Overtime	0	0	2,000	0	0
4300	Seasonal/Temporary Employees	63,400	63,400	69,000	38,000	104,000
	<b>Subtotal</b>	<b>304,400</b>	<b>304,400</b>	<b>347,000</b>	<b>225,000</b>	<b>299,000</b>
5100	Supplies	38,900	38,900	31,000	41,000	41,000
5200	Contractual Services	140,200	140,200	88,000	112,000	112,000
5300	Membership, Travel, Training	1,600	1,600	4,000	0	0
8500	Internal Service Charges	392,300	392,300	392,300	395,000	395,000
	<b>Subtotal</b>	<b>573,000</b>	<b>573,000</b>	<b>515,300</b>	<b>548,000</b>	<b>548,000</b>
	<b>TOTAL</b>	<b>877,400</b>	<b>877,400</b>	<b>862,300</b>	<b>773,000</b>	<b>847,000</b>

\*Unfunded an Aquatics Coordinator position

\*Unfunded various Part-Time, Seasonal and Temporary positions



**3032 GEORGE M. SILLIMAN  
ACTIVITY & FAMILY AQUATIC CENTER**

***Recreation & Community Services***

The George M. Silliman Activity & Family Aquatic Center activity provides direct management of all general recreation and aquatic program and services including swim lessons, aquatic exercise classes, recreation and lap swim, summer and holiday camps, special events, pool safety presentations, café operations, birthday parties, and fitness center. Management of this activity involves staff training, front office and program registration services, lifeguard training and certification programs, facility rental program, risk management, scheduling of multiple classes and activities, maintenance of facilities, building supervision, recruitment and training of part-time staff, program registration, daily cash handling and reporting, retail sales, inventory control, and general customer service. The George M. Silliman Activity & Family Aquatic Center also functions as a public information outlet for local and regional resource programs, as well as community events.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	540,200	540,200	426,000	557,000	572,000
4200	Overtime	0	0	1,000	0	0
4300	Seasonal/Temporary Employees	853,200	853,200	651,000	499,000	965,000
	<b>Subtotal</b>	<b>1,393,400</b>	<b>1,393,400</b>	<b>1,078,000</b>	<b>1,056,000</b>	<b>1,537,000</b>
5100	Supplies	142,100	142,100	76,000	128,000	128,000
5200	Contractual Services	24,800	24,800	15,000	27,000	27,000
5300	Membership, Travel, Training	9,800	9,800	7,000	8,000	8,000
6000	Debt Service Payments	188,600	188,600	0	0	0
8500	Internal Service Charges	1,061,700	1,061,700	1,061,700	1,064,000	1,064,000
	<b>Subtotal</b>	<b>1,427,000</b>	<b>1,427,000</b>	<b>1,159,700</b>	<b>1,227,000</b>	<b>1,227,000</b>
	<b>TOTAL</b>	<b>2,820,400</b>	<b>2,820,400</b>	<b>2,237,700</b>	<b>2,283,000</b>	<b>2,764,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



### 3033 First Five Grant

### Recreation & Community Services

The First 5 Grant provides for an initial 18-month Early Learning Action Plan which includes support of a Promotoras program for Latina parents and implementing the Abriendo Puertas parent engagement and leadership program. Grant funding provides for a Core Team of City staff in partnership with Newark Library and Promotoras Leadership to enact much-needed social services, training and support to Spanish-speaking families with young children ages 0 to 5 years.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4300	Seasonal/Temporary Employees	0	45,000	19,000	54,000	0
	<b>Subtotal</b>	<b>0</b>	<b>45,000</b>	<b>19,000</b>	<b>54,000</b>	<b>0</b>
5100	Supplies	0	0	1,000	5,000	0
5200	Contractual Services	0	0	0	6,000	0
5300	Membership, Travel, Training	0	0	5,000	0	0
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>11,000</b>	<b>0</b>
	<b>TOTAL</b>	<b>0</b>	<b>45,000</b>	<b>25,000</b>	<b>65,000</b>	<b>0</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



**3041 COMMUNITY CENTER  
LICENSED CHILD CARE**

***Recreation & Community Services***

The Community Center Licensed Child Care activity provides for the direct supervision of the State of California licensed child care program for children ages 3 – 5 years. Management of this activity involves supervision of staff, state licensing compliance, daily program planning, ordering of supplies, processing of payments, maintenance of facilities and equipment, snack provision, holiday-themed special events, and communication with participant parents/legal guardians.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	518,700	518,700	452,000	558,000	571,000
4300	Seasonal/Temporary Employees	7,000	7,000	45,000	14,000	0
	<b>Subtotal</b>	<b>525,700</b>	<b>525,700</b>	<b>497,000</b>	<b>572,000</b>	<b>571,000</b>
5100	Supplies	9,100	9,100	17,000	8,000	8,000
5200	Contractual Services	1,900	1,900	4,000	35,000	35,000
5300	Membership, Travel, Training	1,200	1,200	1,000	0	0
8500	Internal Service Charges	65,700	65,700	65,700	68,000	68,000
	<b>Subtotal</b>	<b>77,900</b>	<b>77,900</b>	<b>87,700</b>	<b>111,000</b>	<b>111,000</b>
	<b>TOTAL</b>	<b>603,600</b>	<b>603,600</b>	<b>584,700</b>	<b>683,000</b>	<b>682,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



### 3042 SENIOR SERVICES

### *Recreation & Community Services*

The Senior Services activity includes all senior specific activities held at the Senior Center. Management of this activity includes daily supervision of the drop-in program, bingo games, daily congregate meal program, case management services, exercise classes, special events, trips and tours, senior enrichment classes, supply ordering, and maintenance of facility and equipment.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	422,600	422,600	347,000	358,000	368,000
4200	Overtime	0	0	1,000	0	0
4300	Seasonal/Temporary Employees	8,000	8,000	25,000	0	10,000
	<b>Subtotal</b>	<b>430,600</b>	<b>430,600</b>	<b>373,000</b>	<b>358,000</b>	<b>378,000</b>
5100	Supplies	12,500	12,500	15,000	7,000	7,000
5200	Contractual Services	33,000	33,000	37,000	5,000	5,000
5300	Membership, Travel, Training	600	600	1,000	0	0
8500	Internal Service Charges	44,000	44,000	44,000	46,000	46,000
	<b>Subtotal</b>	<b>90,100</b>	<b>90,100</b>	<b>97,000</b>	<b>58,000</b>	<b>58,000</b>
	<b>TOTAL</b>	<b>520,700</b>	<b>520,700</b>	<b>470,000</b>	<b>416,000</b>	<b>436,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



### 3043 PARATRANSIT SERVICES - MEASURE B

### *Recreation & Community Services*

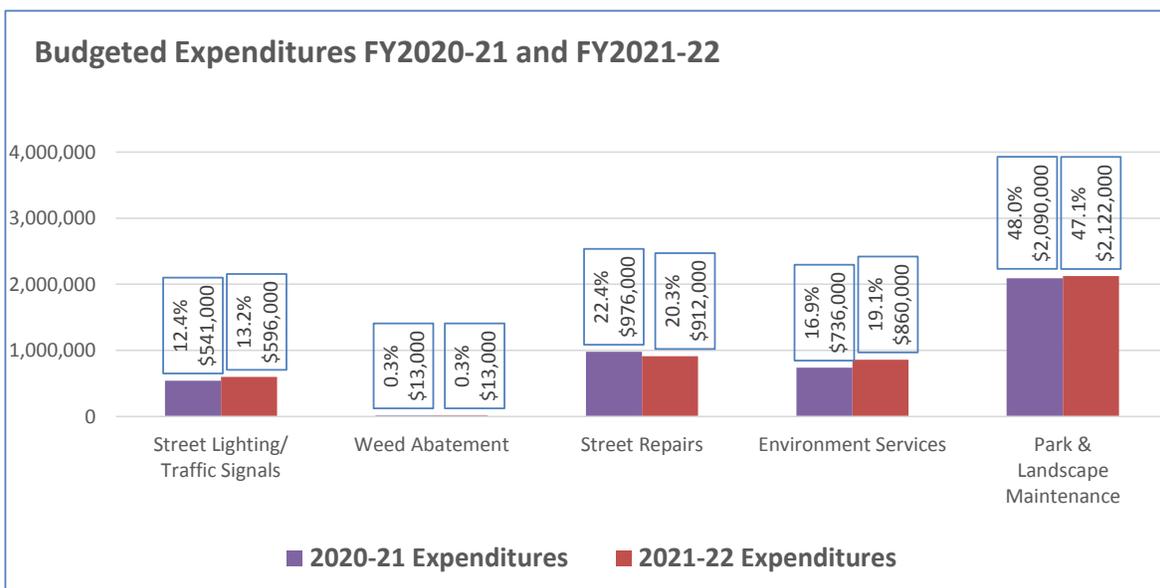
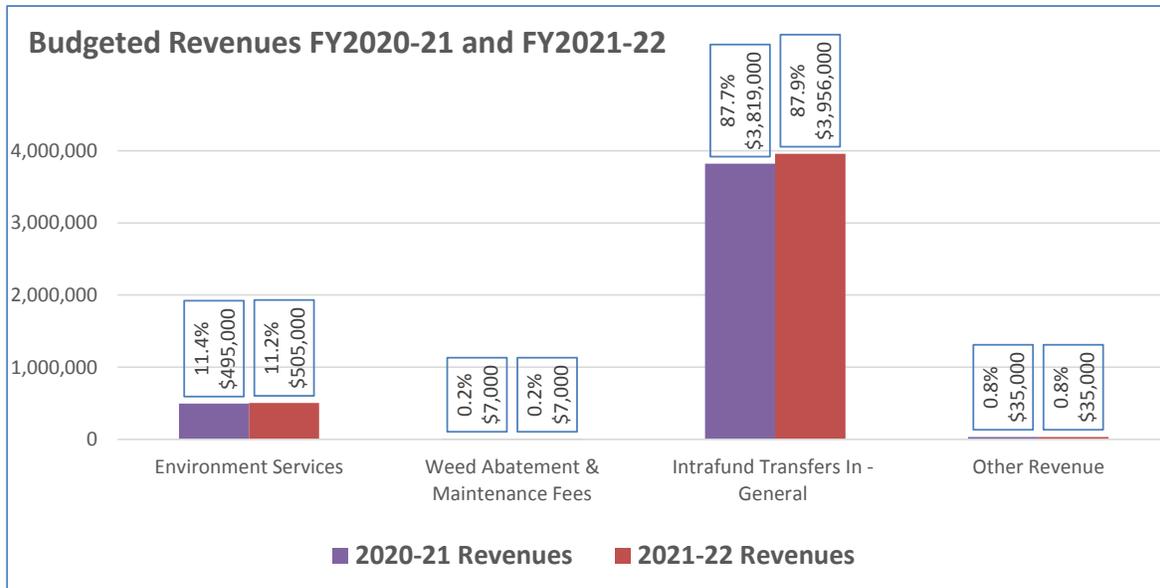
The Paratransit Services – Measure B activity provides door-to-door transportation to Newark seniors ages 65 and older and disabled adults ages 18 and over. Measure B is the half-cent sales tax revenue that was approved by voters in November 2000. Satellite Housing, Inc. contracts with the City to offer weekday services per a determined scheduled based on Measure B funding levels as set forth by the Metropolitan Transportation Authority. The service delivery area includes Newark, Union City, and some areas of Fremont.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
5200	Contractual Services	247,000	357,592	222,000	440,000	440,000
	<b>Subtotal</b>	<b>247,000</b>	<b>357,592</b>	<b>222,000</b>	<b>440,000</b>	<b>440,000</b>
	<b>TOTAL</b>	<b>247,000</b>	<b>357,592</b>	<b>222,000</b>	<b>440,000</b>	<b>440,000</b>



## CAPITAL ASSETS - MAINTENANCE COST CENTER

The Capital Assets - Maintenance Cost Center provides for the maintenance of existing assets. Since preservation of infrastructure is a high priority, this fund receives significant contribution from the General Fund. Specific activities include Weed Abatement, Street Lighting & Traffic Signals, Street Repairs, Environmental Services, and Park & Landscape Maintenance.





## CAPITAL ASSETS - MAINTENANCE SUMMARY

<b>Program/Activity</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
<b>WEED ABATEMENT</b>					
4010 Weed Abatement	18,000	18,000	16,000	13,000	13,000
<b>Subtotal</b>	<b>18,000</b>	<b>18,000</b>	<b>16,000</b>	<b>13,000</b>	<b>13,000</b>
<b>STREET OPERATIONS &amp; MAINTENANCE</b>					
4011 Street Lighting & Traffic Signals	564,000	684,000	709,400	541,000	596,000
4012 Street Repairs	834,700	849,100	805,100	976,000	912,000
4013 Environmental Services	1,045,300	1,047,700	884,900	736,000	860,000
<b>Subtotal</b>	<b>2,444,000</b>	<b>2,580,800</b>	<b>2,399,400</b>	<b>2,253,000</b>	<b>2,368,000</b>
<b>PARK &amp; LANDSCAPE MAINTENANCE</b>					
4014 Park & Landscape	2,236,800	2,395,200	2,175,600	2,090,000	2,122,000
<b>Subtotal</b>	<b>2,236,800</b>	<b>2,395,200</b>	<b>2,175,600</b>	<b>2,090,000</b>	<b>2,122,000</b>
<b>TOTAL</b>	<b>4,698,800</b>	<b>4,994,000</b>	<b>4,591,000</b>	<b>4,356,000</b>	<b>4,503,000</b>



## 4010 WEED ABATEMENT

## Public Works

The Weed Abatement activity is an operating system to remove weeds on vacant parcels in developed areas. The process includes notification of property owners, preparation and award of contracts, administration of the abatement work, and execution of the lien procedure to guarantee reimbursement of costs incurred by the City.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
5200	Contractual Services	17,700	17,700	15,000	13,000	13,000
5400	Other Charges	300	300	1,000	0	0
	<b>Subtotal</b>	<b>18,000</b>	<b>18,000</b>	<b>16,000</b>	<b>13,000</b>	<b>13,000</b>
	<b>TOTAL</b>	<b>18,000</b>	<b>18,000</b>	<b>16,000</b>	<b>13,000</b>	<b>13,000</b>



## 4011 STREET LIGHTING & TRAFFIC SIGNALS

## Public Works

The Street Lighting & Traffic Signals activity is an operating account to provide energy and maintenance for the operation of approximately 2,850 street lights and 45 traffic signals. The City contracts for the majority of street lighting and traffic signal maintenance.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	101,600	101,600	92,000	45,000	100,000
4300	Seasonal/Temporary Employees	0	0	2,000	0	0
	<b>Subtotal</b>	<b>101,600</b>	<b>101,600</b>	<b>94,000</b>	<b>45,000</b>	<b>100,000</b>
5200	Contractual Services	443,000	563,000	596,000	475,000	475,000
8500	Internal Service Charges	19,400	19,400	19,400	21,000	21,000
	<b>Subtotal</b>	<b>462,400</b>	<b>582,400</b>	<b>615,400</b>	<b>496,000</b>	<b>496,000</b>
	<b>TOTAL</b>	<b>564,000</b>	<b>684,000</b>	<b>709,400</b>	<b>541,000</b>	<b>596,000</b>



## 4012 STREET REPAIRS

## Public Works

The Street Repairs activity is an operating system to repair and maintain approximately 100 miles of City streets. The Street Repair Program uses the data derived from the Pavement Management System to help identify needs and develop strategies to perform the required work. Street repairs include maintaining regulatory and informational signing and pavement markings.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	356,100	370,500	322,000	519,000	455,000
4300	Seasonal/Temporary Employees	0	0	54,000	0	0
	<b>Subtotal</b>	<b>356,100</b>	<b>370,500</b>	<b>376,000</b>	<b>519,000</b>	<b>455,000</b>
5100	Supplies	41,700	51,700	44,000	48,000	48,000
5200	Contractual Services	64,000	54,000	13,000	34,000	34,000
5300	Membership, Travel, Training	3,800	3,800	3,000	4,000	4,000
8500	Internal Service Charges	369,100	369,100	369,100	371,000	371,000
	<b>Subtotal</b>	<b>478,600</b>	<b>478,600</b>	<b>429,100</b>	<b>457,000</b>	<b>457,000</b>
	<b>TOTAL</b>	<b>834,700</b>	<b>849,100</b>	<b>805,100</b>	<b>976,000</b>	<b>912,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



## 4013 ENVIRONMENTAL SERVICES

## Public Works

The Environmental Services activity ensures City streets are cleaned on a scheduled basis through the street sweeping program, storm drainage facilities are adequately cleaned and maintained, local businesses and residents are aware of and are conducting effective stormwater pollution prevention practices, and necessary funding for this work is provided for these functions as mandated under the Municipal Regional Stormwater National Pollutant Discharge Elimination System permit requirements which authorize and regulate discharges from the City's storm drain system to San Francisco Bay.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	634,600	637,000	435,000	343,000	467,000
4300	Seasonal/Temporary Employees	0	0	26,000	0	0
	<b>Subtotal</b>	<b>634,600</b>	<b>637,000</b>	<b>461,000</b>	<b>343,000</b>	<b>467,000</b>
5100	Supplies	7,700	7,700	10,000	6,000	6,000
5200	Contractual Services	157,500	157,500	160,000	138,000	138,000
5300	Membership, Travel, Training	600	600	0	1,000	1,000
5400	Other Charges	0	0	9,000	0	0
8500	Internal Service Charges	244,900	244,900	244,900	248,000	248,000
	<b>Subtotal</b>	<b>410,700</b>	<b>410,700</b>	<b>423,900</b>	<b>393,000</b>	<b>393,000</b>
	<b>TOTAL</b>	<b>1,045,300</b>	<b>1,047,700</b>	<b>884,900</b>	<b>736,000</b>	<b>860,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



## 4014 PARK & LANDSCAPE MAINTENANCE

## Public Works

The Park & Landscape Maintenance activity is an operating program maintaining approximately 18,000 trees located within 156 acres of City parks and street landscaping, including street rights-of-way, cul-de-sacs, and medians.

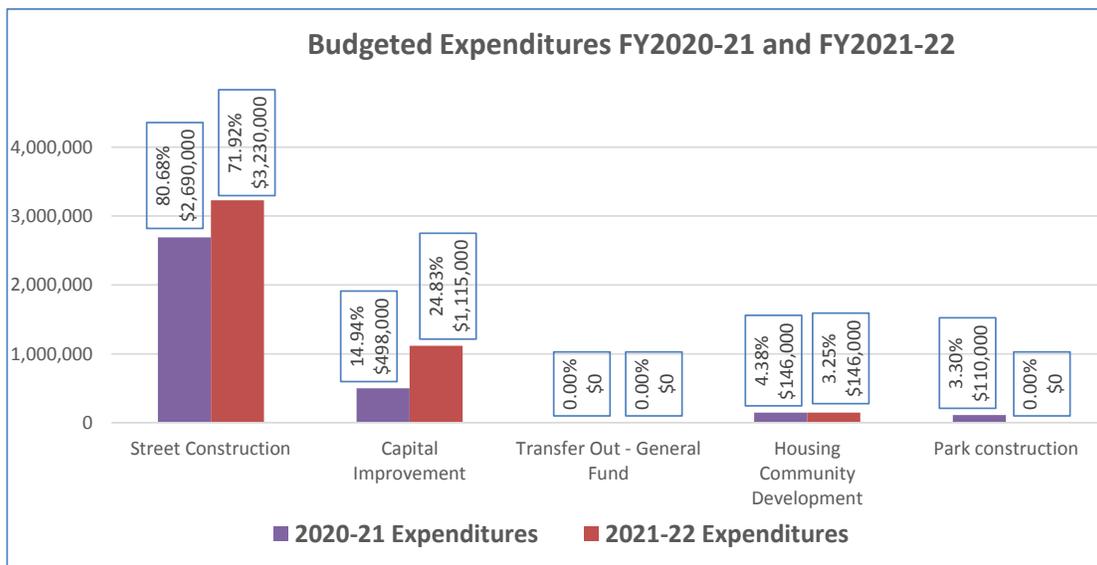
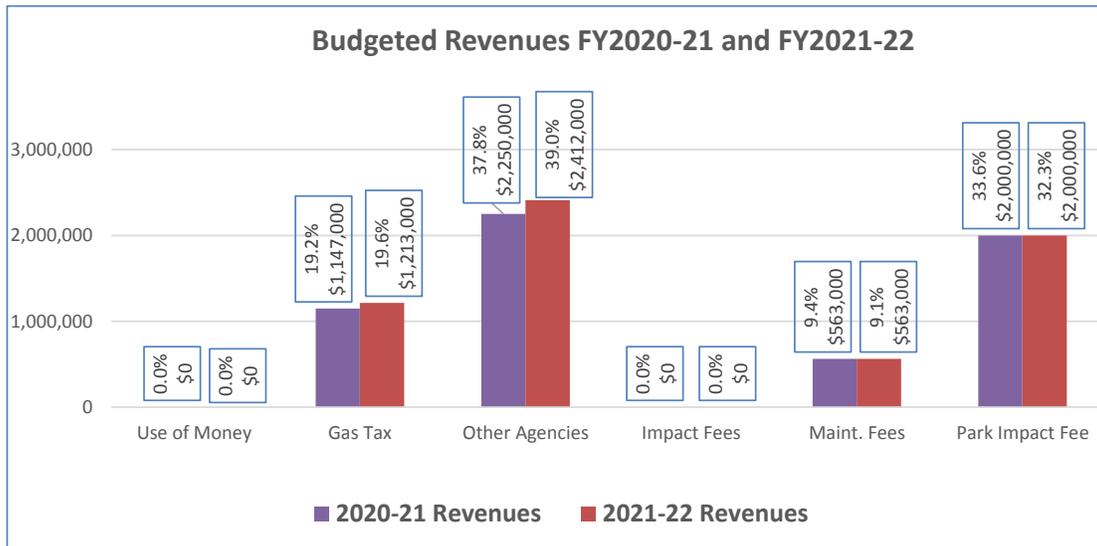
Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	1,155,400	1,313,800	991,000	1,179,000	1,211,000
4200	Overtime	6,000	6,000	8,000	0	0
4300	Seasonal/Temporary Employees	0	0	146,000	0	0
	<b>Subtotal</b>	<b>1,161,400</b>	<b>1,319,800</b>	<b>1,145,000</b>	<b>1,179,000</b>	<b>1,211,000</b>
5100	Supplies	107,000	107,000	72,000	67,000	67,000
5200	Contractual Services	605,900	605,900	597,000	478,000	478,000
5300	Membership, Travel, Training	8,900	8,900	8,000	9,000	9,000
8500	Internal Service Charges	353,600	353,600	353,600	357,000	357,000
	<b>Subtotal</b>	<b>1,075,400</b>	<b>1,075,400</b>	<b>1,030,600</b>	<b>911,000</b>	<b>911,000</b>
	<b>TOTAL</b>	<b>2,236,800</b>	<b>2,395,200</b>	<b>2,175,600</b>	<b>2,090,000</b>	<b>2,122,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



## CAPITAL ASSETS - CONSTRUCTION COST CENTER

The Capital Assets - Construction Enterprise Fund consists of the City's capital projects and the funds used in financing these projects. Activities include Street Construction, Housing Community Development (HCD), Park Construction, Capital Improvements, and Art in Public Places. Revenues available to support this fund include State Gasoline Tax, Measure B Sales Tax, Community Development Block Grant, development impact fees, and other grants. General Fund contributions to this fund is variable from year to year, depending on capital construction needs and any operating surplus generated by the General Fund.





## CAPITAL ASSETS - CONSTRUCTION SUMMARY

<b>Program/Activity</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
<b>CAPITAL PROJECTS</b>					
5000 Street Construction	6,139,000	5,037,895	2,232,000	2,690,000	3,230,000
5200 Housing Community Development	117,000	160,000	94,000	146,000	146,000
5400 Park Construction	0	4,055,600	4,344,000	110,000	0
5600 Capital Improvements	265,000	92,151,686	26,005,000	498,000	1,115,000
<b>TOTAL</b>	<b>6,521,000</b>	<b>101,405,181</b>	<b>32,675,000</b>	<b>3,444,000</b>	<b>4,491,000</b>



## 5000 STREET CONSTRUCTION

## Public Works

The Street Construction activity is a capital program that provides funding for public works projects within the public right-of-way. This year's program includes grant projects, Gas Tax-funded construction and maintenance projects, and miscellaneous appropriations to support this activity, such as professional consulting services and departmental supplies.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
5200	Contractual Services	6,139,000	5,037,895	2,232,000	2,690,000	3,230,000
	<b>Subtotal</b>	<b>6,139,000</b>	<b>5,037,895</b>	<b>2,232,000</b>	<b>2,690,000</b>	<b>3,230,000</b>
	<b>TOTAL</b>	<b>6,139,000</b>	<b>5,037,895</b>	<b>2,232,000</b>	<b>2,690,000</b>	<b>3,230,000</b>

### Projects 2020-21:

Arterial Bicycle Lanes	150,000
Citywide Accessible Pedestrian Ramps	50,000
Crosswalk Evaluation & Modifications	150,000
Curb, Gutter & Sidewalk Replacement	300,000
Old Town PDA Streetscape - Design	500,000
Street Asphalt Concrete Overlay Program	1,200,000
Street Tree Maintenance	220,000
Thermoplastic Street Striping	15,000
Traffic Calming Measures	80,000
Traffic Signals - LED Lamps & Accessories	25,000
<b>Total Projects</b>	<b>2,690,000</b>
<b>Professional Services</b>	<b>24,000</b>
<b>Grand Total 2020-21</b>	<b>2,714,000</b>

### Projects 2021-22:

Citywide Accessible Pedestrian Ramps	60,000
Crosswalk Evaluation & Modifications	150,000
Curb, Gutter & Sidewalk Replacement	350,000
Safe Routes to School Improvements	250,000
Street Asphalt Concrete Overlay Program	1,350,000
Street Tree Maintenance	250,000
Thermoplastic Street Striping	15,000
Thornton Avenue Complete Streets - Design	700,000
Traffic Calming Measures	80,000
Traffic Signals - LED Lamps & Accessories	25,000
<b>Total Projects</b>	<b>3,230,000</b>
<b>Professional Services</b>	<b>24,000</b>
<b>Grand Total 2021-22</b>	<b>3,254,000</b>



**5201 HOUSING COMMUNITY  
DEVELOPMENT (HCD)**

***Community Development***

The HCD activity administers the Community Development Block Grant (CDBG). The City is a subgrantee of this federal grant which is directly awarded to the County of Alameda. This activity provides funding of programs and projects related to low-income housing and neighborhood improvements.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
5200	Contractual Services	117,000	160,000	94,000	146,000	146,000
	<b>Subtotal</b>	<b>117,000</b>	<b>160,000</b>	<b>94,000</b>	<b>146,000</b>	<b>146,000</b>
	<b>Total</b>	<b>117,000</b>	<b>160,000</b>	<b>94,000</b>	<b>146,000</b>	<b>146,000</b>



## 5400 PARK CONSTRUCTION

## Public Works

The Park Construction activity administers contracts for the installation and construction of new park facilities, including play apparatus, sportsfields, and landscaping and irrigation systems to ensure a safe and enjoyable recreation environment for the City's residents. A Citywide Parks Master Plan was adopted in 2018 to help guide and prioritize these improvements.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
5200	Contractual Services	0	4,055,600	4,344,000	110,000	0
	<b>Subtotal</b>	<b>0</b>	<b>4,055,600</b>	<b>4,344,000</b>	<b>110,000</b>	<b>0</b>
	<b>Total Capital Outlay</b>	<b>0</b>	<b>4,055,600</b>	<b>4,344,000</b>	<b>110,000</b>	<b>0</b>



## 5600 CAPITAL IMPROVEMENTS

## Public Works

The Capital Improvements activity provides for the funding of non-gas tax funded capital projects. Funds for this account are provided from a number of sources, including capital funds and grants.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
5200	Contractual Services	265,000	92,151,686	26,005,000	498,000	1,115,000
	<b>Subtotal</b>	<b>265,000</b>	<b>92,151,686</b>	<b>26,005,000</b>	<b>498,000</b>	<b>1,115,000</b>
	<b>TOTAL</b>	<b>265,000</b>	<b>92,151,686</b>	<b>26,005,000</b>	<b>498,000</b>	<b>1,115,000</b>

### Projects 2020-21:

Fire Station No. 27 Fencing	20,000
Fire Station No. 29 Fencing	8,000
Public Works Maintenance Vehicle	60,000
Police Department - Bar Car Patrol Vehicle	80,000
Police Department - Patrol Vehicle	80,000
Police Department - Replace Scheduling & Workforce Management Software	75,000
Senior Center Flooring Replacement	75,000
Silliman Aquatic Center Water Tanks/Heater Replacement	100,000
<b>Total Projects 2020-21</b>	<b>498,000</b>

### Projects 2021-22:

Public Works Maintenance Truck	80,000
Public Works Maintenance Vehicle	60,000
Silliman Aquatic Center Air Handler #2 Replacement	350,000
Silliman Aquatic Center Hot Tub Replacement	300,000
Silliman Aquatic Center Partial Roof Replacement	325,000
<b>Total Projects 2021-22</b>	<b>1,115,000</b>



## **INTERNAL SERVICE FUNDS**

Internal Service Funds are used to account for the financing of equipment and services provided internally to other City departments. Examples include maintenance and replacement of departmental equipment, maintenance of City-owned buildings, the administration of workers' compensation and public liability insurance, and general office equipment lease agreements.

Activities that support these types of functions are classified as Internal Service Funds (ISF). The cost of these funds are allocated to all departments through allocation formulas. These formulas distribute the financial burden a given service places on the ISF activity. The final allocations for all ISFs become the Internal Service Fund Cost Allocation Plan.



## INTERNAL SERVICE FUNDS SUMMARY

Program/Activity	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
<u>GENERAL</u>					
9120 Office Support Services	122,600	122,600	142,000	97,000	97,000
<b>Subtotal</b>	<b>122,600</b>	<b>122,600</b>	<b>142,000</b>	<b>97,000</b>	<b>97,000</b>
<u>SELF-INSURANCE</u>					
9210 Workers' Compensation	1,310,100	1,310,100	782,000	1,085,000	1,085,000
9230 Public Liability	841,100	1,022,690	1,065,000	953,000	953,000
<b>Subtotal</b>	<b>2,151,200</b>	<b>2,332,790</b>	<b>1,847,000</b>	<b>2,038,000</b>	<b>2,038,000</b>
<u>MAINTENANCE</u>					
9310 Equipment Maintenance	1,157,400	1,068,600	1,073,000	1,000,000	1,013,000
9410 Building Maintenance	1,351,200	1,320,400	1,284,000	1,206,000	1,218,000
9413 Community Activity Center	790,900	797,300	832,000	710,000	713,000
<b>Subtotal</b>	<b>3,299,500</b>	<b>3,186,300</b>	<b>3,189,000</b>	<b>2,916,000</b>	<b>2,944,000</b>
<u>CAPITAL OUTLAY</u>					
9710 Equipment	800,000	893,800	1,008,000	995,000	995,000
<b>Subtotal</b>	<b>800,000</b>	<b>893,800</b>	<b>1,008,000</b>	<b>995,000</b>	<b>995,000</b>
<b>TOTAL</b>	<b>6,373,300</b>	<b>6,535,490</b>	<b>6,186,000</b>	<b>6,046,000</b>	<b>6,074,000</b>



## 9120 OFFICE SUPPORT SERVICES

## Internal Service Funds

Office Support Services facilitates the City's mailroom operations and purchase of Citywide stationary, envelopes, and other related mailing supplies. This activity also manages the lease of the City's photocopy and postage equipment.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	12,100	12,100	32,000	0	0
4200	Overtime	0	0	1,000	0	0
4300	Seasonal/Temporary Employees	14,000	14,000	11,000	0	0
	<b>Subtotal</b>	<b>26,100</b>	<b>26,100</b>	<b>44,000</b>	<b>0</b>	<b>0</b>
5100	Supplies	26,000	26,000	26,000	26,000	26,000
5200	Contractual Services	70,000	70,000	69,000	70,000	70,000
5300	Membership, Travel, Training	500	500	3,000	1,000	1,000
	<b>Subtotal</b>	<b>96,500</b>	<b>96,500</b>	<b>98,000</b>	<b>97,000</b>	<b>97,000</b>
	<b>TOTAL</b>	<b>122,600</b>	<b>122,600</b>	<b>142,000</b>	<b>97,000</b>	<b>97,000</b>



## 9210 WORKERS' COMPENSATION SELF-INSURANCE

### *Internal Service Funds*

The Workers' Compensation Self-Insurance program administers benefits in accordance with State and Federal laws. The City is self-insured for Workers' Compensation benefits, a mandated benefit to protect employees who incur industrial injuries. The Workers' Compensation program includes the processing of claims, the determination and evaluation of compensability, the selection and monitoring of medical and legal consultants, the settlement and litigations of claims, and the preparation of reports to other governmental agencies. In addition, the program includes risk and claims analysis, training, education, and prevention. The City utilizes JT2 Integrated Resources as the Third Party Administrator and LAWCX as the excess insurance carrier for the Workers' Compensation program.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	33,200	33,200	16,000	0	0
4300	Seasonal/Temporary Employees	0	0	1,000	0	0
	<b>Subtotal</b>	<b>33,200</b>	<b>33,200</b>	<b>17,000</b>	<b>0</b>	<b>0</b>
5100	Supplies	1,700	1,700	0	0	0
5200	Contractual Services	1,273,200	1,273,200	765,000	1,085,000	1,085,000
5300	Membership, Travel, Training	2,000	2,000	0	0	0
	<b>Subtotal</b>	<b>1,276,900</b>	<b>1,276,900</b>	<b>765,000</b>	<b>1,085,000</b>	<b>1,085,000</b>
	<b>TOTAL</b>	<b>1,310,100</b>	<b>1,310,100</b>	<b>782,000</b>	<b>1,085,000</b>	<b>1,085,000</b>



## 9230 PUBLIC LIABILITY SELF-INSURANCE

## *Internal Service Funds*

The Public Liability Self-Insurance activity accounts for the expenses required to administer the public liability, fidelity bond, and property/casualty insurance policies. These services include the purchase of insurance and administration of claims, the periodic analysis of losses and loss prevention measures, and the coordination of legal and adjusting information.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	85,100	85,100	109,000	16,000	16,000
4300	Seasonal/Temporary Employees	0	0	1,000	0	0
	<b>Subtotal</b>	<b>85,100</b>	<b>85,100</b>	<b>110,000</b>	<b>16,000</b>	<b>16,000</b>
5100	Supplies	6,000	10,198	11,000	10,000	10,000
5200	Contractual Services	720,000	897,392	943,000	897,000	897,000
5400	Other Charges	30,000	30,000	1,000	30,000	30,000
	<b>Subtotal</b>	<b>756,000</b>	<b>937,590</b>	<b>955,000</b>	<b>937,000</b>	<b>937,000</b>
	<b>TOTAL</b>	<b>841,100</b>	<b>1,022,690</b>	<b>1,065,000</b>	<b>953,000</b>	<b>953,000</b>



## 9310 EQUIPMENT MAINTENANCE

## Internal Service Funds

The Equipment Maintenance activity supports the repair and maintenance of the City's fleet, including cruisers, sedans, pickups, vans, fire equipment, heavy construction equipment, and miscellaneous (mowers, edgers, sprayers, etc.) equipment. Each piece of equipment is set up on a preventive maintenance program.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
4100	Regular Employees	605,500	516,700	450,000	520,000	533,000
4200	Overtime	0	0	2,000	0	0
4300	Seasonal/Temporary Employees	0	0	47,000	0	0
	<b>Subtotal</b>	<b>605,500</b>	<b>516,700</b>	<b>499,000</b>	<b>520,000</b>	<b>533,000</b>
5100	Supplies	330,000	330,000	375,000	298,000	298,000
5200	Contractual Services	217,000	217,000	193,000	178,000	178,000
5300	Membership, Travel, Training	4,900	4,900	6,000	4,000	4,000
	<b>Subtotal</b>	<b>551,900</b>	<b>551,900</b>	<b>574,000</b>	<b>480,000</b>	<b>480,000</b>
	<b>TOTAL</b>	<b>1,157,400</b>	<b>1,068,600</b>	<b>1,073,000</b>	<b>1,000,000</b>	<b>1,013,000</b>

*\*Unfunded various Part-Time, Seasonal and Temporary positions*



## 9410 BUILDING MAINTENANCE

## *Internal Service Funds*

The Building Maintenance activity supports the operation and maintenance of City facilities, including the City Administration Building, Library, Community Center, Fire Stations (3), Service Center, Senior Center, Ash Street Buildings, Second Chance, security and ball field lights, and other miscellaneous buildings.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	541,900	465,100	394,000	480,000	492,000
4200	Overtime	0	0	1,000	0	0
4300	Seasonal/Temporary Employees	0	0	53,000	0	0
	<b>Subtotal</b>	<b>541,900</b>	<b>465,100</b>	<b>448,000</b>	<b>480,000</b>	<b>492,000</b>
5100	Supplies	34,500	34,500	40,000	34,500	34,500
5200	Contractual Services	769,300	815,300	795,000	686,000	686,000
5300	Membership, Travel, Training	5,500	5,500	1,000	5,500	5,500
	<b>Subtotal</b>	<b>809,300</b>	<b>855,300</b>	<b>836,000</b>	<b>726,000</b>	<b>726,000</b>
	<b>TOTAL</b>	<b>1,351,200</b>	<b>1,320,400</b>	<b>1,284,000</b>	<b>1,206,000</b>	<b>1,218,000</b>



## 9413 COMMUNITY ACTIVITY & FAMILY AQUATIC CENTER MAINTENANCE

### *Internal Service Funds*

The George M. Silliman Community Activity & Family Aquatic Center activity supports the maintenance of this building located at 6800 Mowry Avenue.

<b>Account Code</b>	<b>Description</b>	<b>2019-20 Adopted</b>	<b>2019-20 Amended</b>	<b>2019-20 Estimated</b>	<b>2020-21 Budgeted</b>	<b>2021-22 Budgeted</b>
4100	Regular Employees	117,100	107,500	106,000	110,000	113,000
4200	Overtime	0	0	1,000	0	0
4300	Seasonal/Temporary Employees	0	0	2,000	0	0
	<b>Subtotal</b>	<b>117,100</b>	<b>107,500</b>	<b>109,000</b>	<b>110,000</b>	<b>113,000</b>
5100	Supplies	17,500	27,500	53,000	24,000	24,000
5200	Contractual Services	656,300	662,300	670,000	576,000	576,000
	<b>Subtotal</b>	<b>673,800</b>	<b>689,800</b>	<b>723,000</b>	<b>600,000</b>	<b>600,000</b>
	<b>TOTAL</b>	<b>790,900</b>	<b>797,300</b>	<b>832,000</b>	<b>710,000</b>	<b>713,000</b>

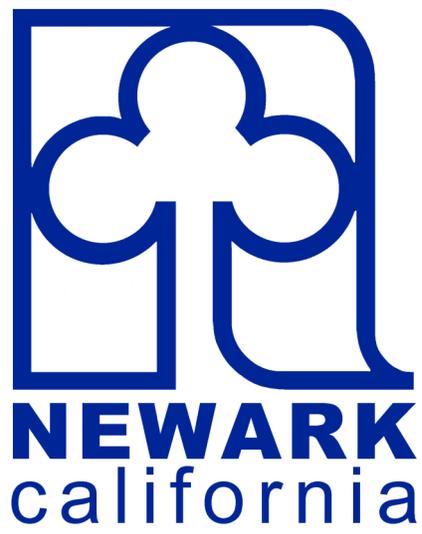


## 9710 EQUIPMENT

## Internal Service Funds

The Equipment activity monitors the replacement and funding of equipment and machinery that the City uses to provide services to the community. A required annual contribution is charged to the user department, which is accumulated to fund future replacement of the equipment. An equipment replacement schedule provides the timeline of the replacement based on estimated useful life and/or obsolescence. Due to limited funds, equipment replacement requires prioritization that places emphasis on safety issues and necessity of the equipment to City operations.

Account Code	Description	2019-20 Adopted	2019-20 Amended	2019-20 Estimated	2020-21 Budgeted	2021-22 Budgeted
6000	Debt Service Payments	0	2,800	96,000	195,000	195,000
	<b>Subtotal</b>	<b>0</b>	<b>2,800</b>	<b>96,000</b>	<b>195,000</b>	<b>195,000</b>
	<b>Total Operations</b>	<b>0</b>	<b>2,800</b>	<b>96,000</b>	<b>195,000</b>	<b>195,000</b>
7000	Capital Outlay	800,000	891,000	912,000	800,000	800,000
	<b>TOTAL</b>	<b>800,000</b>	<b>893,800</b>	<b>1,008,000</b>	<b>995,000</b>	<b>995,000</b>



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# CAPITAL IMPROVEMENT PLAN

## OVERVIEW

The City of Newark's two-year budget is comprised of the Biennial Budget, the Capital Improvement Plan (CIP), and the Five-Year Forecast. In preparing the CIP, the Five-Year Forecast provides significant guidance by establishing priorities for the City, identifying special needs, and establishing the future direction of the City. Preparation of the CIP for the 2020-2022 fiscal years, much like the overall operating budget, has been complicated by the COVID-19 health crisis and accompanying difficulty in projecting available revenues. The investments in transportation projects through the use of State and local "gas tax" funding, in particular, relies on projections that will be evolving over time and may require future adjustments to the project funding amounts identified at the time of publication of this document.

The purpose of the Biennial Capital Improvement Plan is to identify and prioritize capital improvement projects for funding. Capital improvement projects include street and park construction and rehabilitation projects, construction and/or repairs to City facilities, acquisitions of new equipment that are not part of a department's operating budget, feasibility studies to identify and quantify future projects, and some major equipment replacement purchases. By their nature, capital improvement projects generally tend to be special, one-time "events" designed to address a significant community need. Major capital projects can often take several years to complete, with both funding and construction planned in several specific phases.

Some CIP projects result in additional operating and maintenance costs after

completion of the project, while others may result in reduced maintenance costs. For example, a street construction project can reduce future street maintenance costs for a period of time after completion of the project. On the other hand, construction of a new recreational facility will result in additional maintenance and operating costs. Some of these costs may be offset by new revenues from the facility. All these factors must be carefully considered when prioritizing projects for funding.

## CIP PROJECTS

Generally, all projects as defined above, which involve expenditures of \$5,000 or more, are included in the CIP. There are some special types of projects or purchases costing more than \$5,000 that are not included in the CIP. Such projects include equipment normally replaced through the Equipment Replacement fund, such as the routine vehicle replacement program, and leasing of property or vehicles.

## THE CIP PROCESS

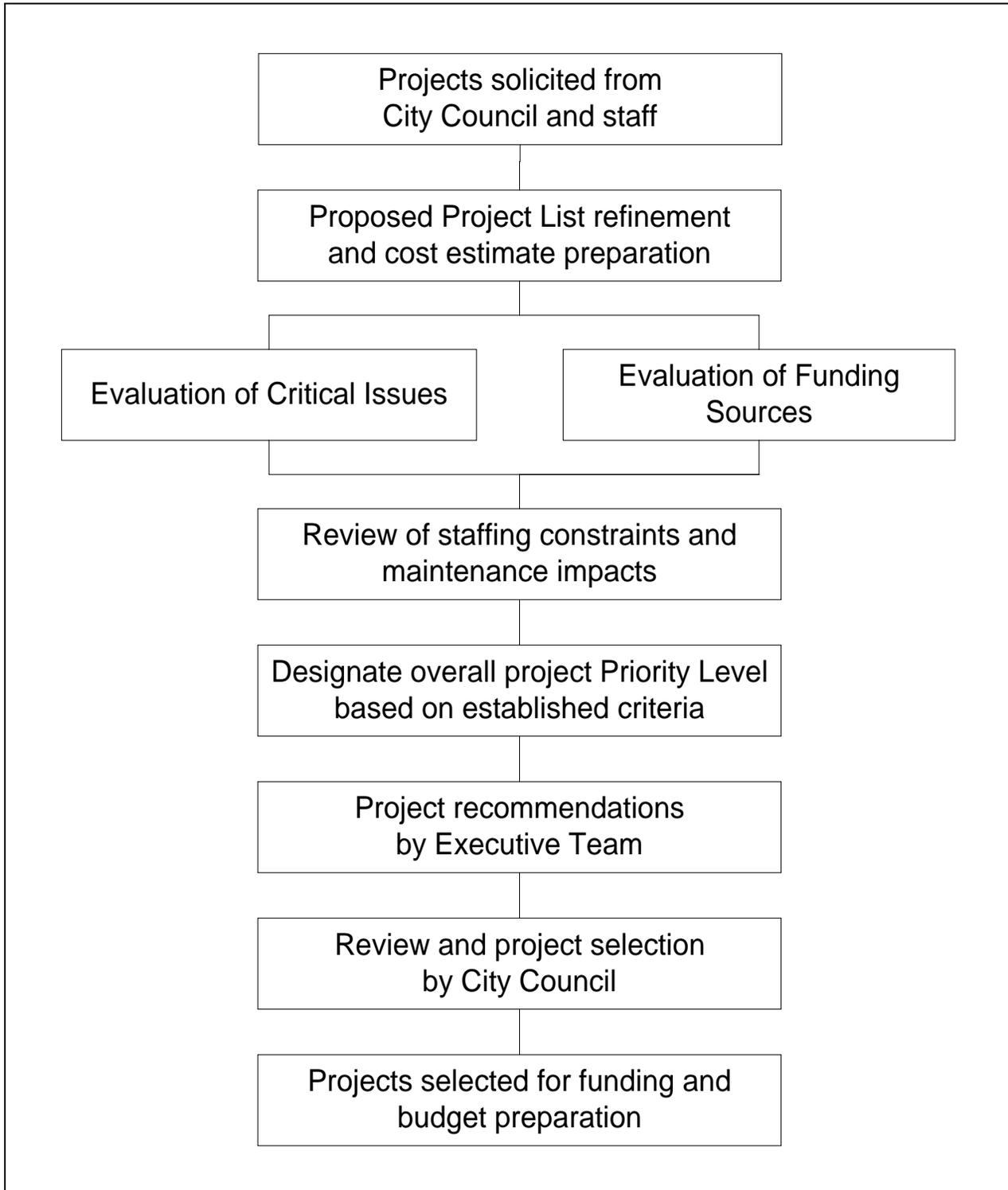
As part of the 2020-2022 Biennial Budget and Capital Improvement Plan preparation, the Public Works Department coordinates the development of the CIP budget component. The process of developing the CIP begins with the preparation of a list of potential projects. These projects are generally submitted by the City Council and staff, as the result of a call for projects request. In some instances residents have also made requests for desired projects.

After an initial review by the Executive Team, detailed descriptions and cost estimates are prepared for each project chosen for further consideration. Possible funding sources are also identified. This information is then synthesized into an initial comprehensive listing of all projects -

new proposed projects, previously approved and funded projects, and unfunded projects. After this information has been quantified, all projects are

reviewed and prioritized by the Executive Team and then provided as recommendations to the City Council.

## PROJECT SELECTION PROCESS



Several major factors were considered while selecting projects for the 2020-2021 and 2021-2022 budget years: (1) evaluation of Critical Issues previously identified by the Executive Team; (2) available funding sources and the need for maintaining sufficient unallocated reserves, especially in light of the COVID-19 health crisis and uncertainty of near-term economic forecasts; (3) staffing constraints and maintenance impacts; and (4) project priority level criteria.

**(1) Evaluation of Critical Issues previously identified by the Executive Team**

A number of Critical Issues are used to help guide the selection of projects, including Public Safety Services, Education, Quality of Life, Community Development and City Government Operations. These Critical Issues are summarized below:

**Critical Issues**

**Public Safety Services** - Provide a level of public safety services that will protect our citizens, property, and community assets.

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

**Quality of Life** - Provide programs, services, and facilities that make Newark a desirable and healthy place to live.

**Community Development** - Make development decisions that maintain a vibrant, balanced, quality community.

**City Government Operations** - Operate a City government that enables the organization to meet service demands of the community.

**(2) Available funding sources and the need for maintaining sufficient unallocated reserves**

All potential projects were evaluated based on the availability of funding sources. Gas tax revenues are the primary source of funds for street maintenance and improvement projects. The major source for most other capital projects is the Capital Improvement Fund. Development Impact Fees, which are assessed to new private developments, are a component of Capital Funds but can only be used on specific projects where a nexus is established between development and the individual project. The majority of the funds for capital projects are derived from unallocated General Funds. These are discretionary funds that may be used on any project. A complete list of funding sources is provided on the following pages and a revenue estimate summary is provided on page 164.

The COVID-19 health crisis has created an unprecedented disruption to life on a global scale. One component of this disruption is the resulting economic uncertainty at State and local levels, and with that, the ability to forecast future revenues from the City's operating budget and CIP budget sources.

Based on direction from the City Council, this CIP budget and the project recommendations herein represent a very cautious approach to near-term Capital project investment. For example, ongoing transportation maintenance projects have been significantly scaled back to correspond with lower gas tax revenue projections. For projects typically funded through the City's Capital Fund, the recommended investment has been kept to a minimum and, in fact, some previously funded projects have been listed for *defunding* in order to allow the City to re-establish a reserve of unallocated and unrestricted Capital Funds.

### **(3) Staffing constraints and maintenance impacts**

Regardless of funding availability, there is a limit to the number of projects which can be designed and/or constructed in a single year due to staffing constraints in the Engineering and Maintenance Divisions of the Public Works Department. Projects also must be evaluated based on the resulting long-term maintenance needs following completion. A project should not be built (or equipment purchased) if there is inadequate resources for operation and maintenance.

### **(4) Priority Level Criteria**

Three priority levels are defined to assist with project prioritization and include Level One, Level Two, and Level Three.

Priority Level One projects are of the highest priority and are considered mandatory. Level One projects are those being driven by a legal or regulatory requirement, are needed to meet a safety obligation or minimize a liability risk, or serve to preserve the City's existing assets and infrastructure.

Priority Level Two projects are considered necessary projects, but do not satisfy Level One criteria. A project could be ranked at Level Two if there is a consensus by the City Council that it should be funded. Other Level Two criteria includes: projects that demand local funding in order to obtain an outside funding source; projects that provide a needed service level increase; projects for completion of a feasibility study or master plan that would assist with defining and prioritizing one or more projects or other community needs; and projects that are needed to complete a final phase of a multi-phased project.

Priority Level Three projects are those that are considered desirable, but do not fully satisfy Level One or Level Two criteria at the time of evaluation.

### **PLANNING COMMISSION REVIEW**

State law requires that the Planning Commission review the CIP projects for conformance with the General Plan. This review is completed prior to formal City Council adoption of the CIP.

### **MULTI-YEAR PROJECT FUNDING**

Unlike some communities, Newark does not normally budget funds over multiple years toward the future construction of specific projects. Instead, unbudgeted Capital Funds are held in reserve and applied toward a project upon accumulation of sufficient funds to complete a project or phase. Still, there are projects which are phased over a number of years to accommodate design and construction requirements and other factors.

### **ONGOING MAINTENANCE PROJECTS PREVIOUSLY MOVED BACK TO OPERATING BUDGET**

For many budget cycles up through the 2016-18 CIP, ongoing general maintenance needs were funded through the CIP budget as projects in order to minimize impacts on the operating budget. These projects did not have a specific scope of work identified, but were necessary to ensure that there was a minimum amount of funding to maintain the City's infrastructure. Ongoing projects were funded on a yearly basis, which became cumbersome due to the number of project listings that accumulated over time.

Maintenance Division ongoing CIP projects were incorporated back into the Maintenance Division operating budget for the 2018-20 Biennial Budget and CIP. As a

result, all CIP maintenance projects will continue to have an identified scope of work to address a specific street, building, or park need. The only exceptions to this will be ongoing street maintenance, curb, gutter and sidewalk repair, and street tree maintenance projects (which will remain in the CIP as ongoing projects due to the fact that they are funded by outside Gas Tax funds).

## FINANCING SOURCES AND ALTERNATIVES

Capital funds, Gas Tax funds, and Park Impact funds all represent “pay-as-you-go” financing. Generally, this type of financing is used to minimize interest and financing costs. However, for some projects, long-term financing is either necessary or preferred.

<b>SUMMARY OF FINANCING SOURCES</b>	
<b>ACCUMULATED FEES</b>	Accumulated Fees can only be used for the specific purpose provided for in the Fee Schedule.
<b>CAPITAL FUNDS</b>	Capital funds can be used to fund any capital project. However, since Capital funds are derived from the General Fund, their use is discouraged if other fund sources are available.
<b>DEVELOPMENT IMPACT FEES</b>	Development Impact Fees can only be used for specific capital projects. There is a maximum allocation per project based on the type of capital project.
<b>GAS TAX FUNDS</b>	Gas Tax funds can only be used for expenses related to street construction, maintenance, or design. This funding category includes state gas tax subventions, Measure B and Measure BB revenues, Traffic Congestion Relief Funds (Proposition 42), Alameda County Vehicle Registration Fee funds, and Road Maintenance and Rehabilitation Account (RMRA/SB1) Funds.
<b>GRANTS</b>	
CDBG*	Community Development Block Grants (CDBG) funds can only be used for projects within the designated CDBG Target Area. They can be used for street construction, community centers, etc.
Federal Transportation Act*	Funding from the Federal Transportation Act reauthorization (previously the Safe, Accountable, Flexible, Efficient Transportation Equity Act: a Legacy for Users, “SAFETEA-LU,” and the Transportation Efficiency Act for the 21 <sup>st</sup> Century, “TEA 21”) can only be used for construction projects on eligible streets.
HSIP*	The Federally funded Highway Safety Improvement Program (HSIP) is for specific traffic safety projects.
HWY-RR Grade Separation Program*	State Highway-Railroad Grade Separation Program funds can be used for grade separation projects.

## SUMMARY OF FINANCING SOURCES

SRTS/SR2S*	State (SRTS) and Federal (SR2S) Safe Routes to School funds can be used to correct identified safety hazards on school routes to promote walking/biking to schools.
Stimulus Programs*	Federal economic stimulus funds have uses and constraints specific to each individual program. Transportation-related stimulus funding typically has constraints similar to the current Federal Transportation Act.
STIP*	State Transportation Improvement Program (STIP) funds can be used for capital projects that improve transportation. Funding is split 75%/25% between the Interregional Transportation Improvement Program (ITIP) and Regional Transportation Improvement Program (RTIP).
TDA*	Transportation Development Act (TDA), Article 3 funds can only be used to construct bike and pedestrian projects.

## SUMMARY OF FINANCING SOURCES (continued)

PARK IMPROVEMENTS	
Park Impact Fees	Park Impact Fees are collected with each new residential single- or multi-family development. Local Park Impact Fee funds can be used for park construction projects for a neighborhood park within the area where the development responsible for the funds is located or for community parks.
Regional Open Space, Wildlife, Shoreline, and Parks Bond Extension*	Funding through the Regional Open Space, Wildlife, Shoreline, and Parks Bond Extension (Measure WW) must be used on park construction projects.

*\*Allocated to agencies on a competitive process or on the basis of population.*

## ORGANIZATION OF INFORMATION

An alphabetical arrangement by project title has been used as the organizational basis for project lists and descriptions in the CIP. Project descriptions include important data, including:

**Critical Issue** - Each CIP project has been evaluated against the Critical Issues previously identified by the Executive Team. The Critical Issue addressed by a project (if any) is listed.

**Funding Source** - This entry indicates the general funding source which can or will be used to fund this particular project.

**Estimated Cost** - This figure is the estimated cost for completing the project or this phase of the project, including contingencies. In some cases, design costs are included in this figure if outside consultants will be used for preparing plans and specifications. This estimate does not include ongoing maintenance and/or operating expenses. Cost estimates are adjusted over time to reflect inflation when required. If the project scope changes after adoption of the CIP, the project budget may also need to be adjusted.

**Operating Impact** - Certain projects can result in an operational savings over time, while other projects may result in additional operating costs, such as additional staffing and/or maintenance. This section provides a general indication of the range of additional anticipated operating costs. Possible entries for this field include: *Cost Savings; No Significant Impact; Minor Impact; Moderate Impact; Significant Permanent Impact; and To be Determined.* These

categories are not precisely defined. A "Moderate Impact" may involve additional maintenance or operational costs, while a "Significant Permanent Impact" normally involves additional staffing, together with increased maintenance/operational costs.

**Priority Level** - This entry indicates Level One (Mandatory), Level Two (Necessary), or Level Three (Desirable) priority level as defined previously.

**Implementing Department** - This entry indicates the department responsible for implementing the project once funded.

**Contact** - This entry lists the individual responsible for implementing the project once funded.

**Year First Proposed** - This entry will indicate the year each project first appeared in the CIP.

**Year Funded** - This entry will indicate which year, if any, funding was approved.

## PROJECT LISTS FOR 2020-2021 AND 2021-2022

As noted in the Estimate of Future Funding Needs beginning on Page 165, there are 71 unfunded projects with a combined estimate cost of \$98,473,000. It should be noted that the estimated costs of some unfunded projects have not yet been determined due to some undefined project constraints.

Based on the major factors and constraints listed above, 38 projects were selected for funding this biennial budget cycle at a total estimated cost of \$7,883,000.

## 2020-2021 SUMMARY OF FUNDED PROJECTS

PROJECT TITLE	FUNDING SOURCE	PROJECT COST
Arterial Bicycle Lanes	Gas Tax	\$150,000
Citywide Accessible Pedestrian Ramps	Gas Tax	\$50,000
Citywide Crosswalk Evaluation and Modifications	Gas Tax	\$150,000
Curb, Gutter, and Sidewalk Replacement	Gas Tax	\$300,000
Old Town PDA Streetscape Improvements - Design	Gas Tax	\$500,000
Street Asphalt Concrete Overlay Program	Gas Tax	\$1,200,000
Street Tree Maintenance	Gas Tax	\$220,000
Thermoplastic Street Striping	Gas Tax	\$15,000
Traffic Calming Measures	Gas Tax	\$80,000
Traffic Signals - LED Lamp/Accessory Replacement	Gas Tax	\$25,000
Fire Station No. 27 Cherry Street - Fencing	Capital Funds	\$8,000
Fire Station No. 29 Ruschin Drive - Fencing	Capital Funds	\$20,000
Police Department Barn Car Patrol Vehicle	Capital Funds	\$80,000
Police Department Patrol Vehicle	Capital Funds	\$80,000
Police Department Replacement Scheduling and Workforce Management Software	Capital Funds	\$75,000
Public Works Maintenance Vehicle	Capital Funds	\$60,000
Senior Center Flooring Replacement	Capital Funds	\$75,000
Silliman Center - Water Tanks/Heater Replacement	Capital Funds	\$100,000
Citywide Parks Signage Program - Phase 1	Park Impact Fees	\$80,000
Mel Nunes Sportsfield Park Softball Outfield Net Replacement	Park Impact Fees	\$30,000
Citywide Building Needs Assessment	Community Development Maintenance	\$100,000
Citywide Rail Station Alternatives Study	Community Development Maintenance	\$80,000
Railroad Quiet Zone Study	Community Development Maintenance	\$60,000
<b>TOTAL</b>		<b>\$3,538,000</b>

## 2021-2022 SUMMARY OF FUNDED PROJECTS

PROJECT TITLE	FUNDING SOURCE	PROJECT COST
Citywide Accessible Pedestrian Ramps	Gas Tax	\$60,000
Citywide Crosswalk Evaluation and Modifications	Gas Tax	\$150,000
Curb, Gutter, and Sidewalk Replacement	Gas Tax	\$350,000
Safe Route to Schools Improvements - Various Locations	Gas Tax	\$250,000
Street Asphalt Concrete Overlay Program	Gas Tax	\$1,350,000
Street Tree Maintenance	Gas Tax	\$250,000
Thermoplastic Street Striping	Gas Tax	\$15,000
Thornton Avenue Complete Streets - Design	Gas Tax	\$700,000
Traffic Calming Measures	Gas Tax	\$80,000
Traffic Signals - LED Lamp/ Accessory Replacement	Gas Tax	\$25,000
Public Works Maintenance Spray Truck	Capital Funds	\$80,000
Public Works Maintenance Vehicle	Capital Funds	\$60,000
Silliman Center - Air Handler #2 Replacement	Capital Funds	\$350,000
Silliman Aquatic Center - Hot Tub Replacement	Capital Funds	\$300,000
Silliman Aquatic Center - Partial Roof Replacement	Capital Funds	\$325,000
<b>TOTAL</b>		<b>\$4,345,000</b>

## A LOOK FORWARD

Forecasting future funding availability and needs is an inexact science at best and this challenge has been exacerbated greatly by the COVID-19 health crisis. The conservative approach to forecasting future funding availability assumes significant changes to projected revenue levels for both outside gas tax revenue, Capital Fund revenue and other sources. Staff is continuously monitoring evolving projections for State and local gas tax revenues. Given the overall fiscal uncertainty, there are no assumed additions to Capital Funds that would result from operating budget surpluses. These projections are reflected in the table entitled *Revenue Estimate Summary* on the following page.

Although future funding needs can be predicted by roughly prioritizing unfunded projects already in the CIP, such forecasting is often later upset by changing priorities and unexpected needs. The cost of certain identified projects is often unknown prior to the completion of a needs study or preliminary design. Even so, it is still important to develop a general plan for implementing major capital projects.

During the 2018-2020 strategic planning sessions, the City identified a number of major, long-range capital projects and investment in those projects has been made. In order to continue to prioritize future funding of the City's project needs, the same prioritization factors should be considered:

**Need Driven** - The target date for some projects is driven by an identified need. For example, the replacement of the City Administration Building was driven by the need to replace an aging facility to accommodate employees and related City activities. A specific target date might be

set based on anticipated future space needs or elimination of increasing and excessive building maintenance costs.

**Regulation/Law Driven** - Some projects, such as wheelchair ramp modifications, are required as a result of changes in standards or regulations or as the result of new Federal or State laws.

**Opportunity Driven** - The target date for the construction of some projects is driven by an associated opportunity. The availability of a State park grant might allow completion of desired park improvements.

**Funding Driven** - The target date for construction of other projects may be governed by available funding or funding factors. For example, the target date for construction of a particular project might be tied to accumulation of the capital costs or the ability to fund future operating costs.

**Funding Source Driven** - The construction of specific projects which are eligible for grant funds will be dictated by the availability of those grant funds. For example, Community Development Block Grant (CDBG) funds can be used for capital projects in the Target Area. The timing for their use will be governed by the availability of those funds.

**Relationship Driven** - There are certain types of projects which are dependent on the timing of other related projects. For example, the construction of a new library could allow the Senior Center to be moved into larger quarters, using the current library building.

**Community Driven** - Certain projects are desired to improve the quality of life of Newark residents and are not necessarily tied to external factors. An example is the

Family Aquatic Center. The target for construction of such projects is thus driven by a desire to improve the quality of life of our residents and the City Council's priorities rather than outside influences.

**Phasing Opportunities** - Certain projects, such as street maintenance projects, can sometimes be completed in phases.

<b>REVENUE ESTIMATE SUMMARY</b>						
<i>Funding Source</i>	<i>Dollars</i>					
	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Capital Funds (1)	0	0	TBD	TBD	TBD	TBD
Gas Tax Funds	2,780,000	3,140,000	3,300,000	3,400,000	3,500,000	16,120,000
CDBG (2)	117,000	117,000	117,000	117,000	117,000	585,000
TDA	40,000	40,000	40,000	40,000	40,000	200,000
Federal Grants	As Avail.	As Avail.	As Avail.	As Avail.	As Avail.	As Avail.
Park Impact (3)	2,000,000	2,000,000	2,000,000	1,500,000	1,000,000	7,500,000

Notes:

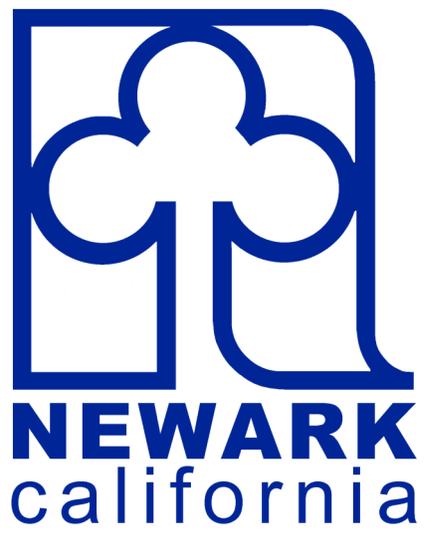
1. This entry indicates allocations in surplus General Funds towards Capital projects each year. Future year allocations are To Be Determined.
2. This entry assumes that the Federal government does not cut or reduce funding for this program.
3. Park Impact Fee funds are dependent on the level of residential development which takes place.

## ESTIMATE OF FUTURE FUNDING NEEDS (unfunded projects)

<u>UNFUNDED PROJECT</u> (Projects in bold are new for 2020-2022)	<u>ESTIMATE</u>
Articulated Aerial Lift Truck (35')	140,000
Bayshore Park (Design and Construction – Developer funded)	3,310,000
Bayside TOD Transit Station and Overcrossing (Construction)	11,500,000
Birch Grove Park Completion (including dog park)	3,380,000
Birch Grove Park Softball Field Night Lighting	300,000
Birch Grove Park Tennis Court Area Re-landscaping	125,000
Byington Park Completion	950,000
Cedar Boulevard Linear Parks 1, 3, 4	2,870,000
Cedar Boulevard Linear Park 2	850,000
Cedar Boulevard Median Renovation - Phase 3	135,000
Cherry Street Median Landscape Upgrade	160,000
Citywide Bus Shelters	2,400,000
<b>Citywide Document Scanning Services</b>	<b>150,000</b>
Citywide Geographic Information System (GIS) - Phase 2	150,000
Citywide Storage Facility at Service Center	400,000
<b>Citywide Street Light LED Conversion</b>	<b>1,150,000</b>
Civic Center Park Completion	1,160,000
Community Alerting and Warning System (Sirens)	75,000
Community Center Fireplaces Study	8,000
Community Center Parking Lot Planter Upgrades	20,000
Community Center Patio Resurfacing/Replacement	150,000
Community Center Social Hall and Patio Room Floor Replacement	65,000
Cultural Arts Center	9,000,000
Document Conversion	45,000
Fire Station No. 27 Energy Efficient Windows	30,000
Fire Station No. 27 Training Tower – New	2,000,000
Fuel Management System Replacement	75,000
History Museum – Phase 2B (Restoration and Construction)	3,000,000
History Museum – Phase 3 (Exhibits)	750,000
Jerry Raber Ash Street Park Completion	1,010,000
Lakeshore Park Completion	1,750,000
<b>Lakeshore Park Restroom</b>	<b>350,000</b>
Mayhews Landing Park Completion	1,090,000
Mirabeau Park Completion	680,000
Mowry Avenue Backup Wall and Landscape Improvements	900,000
Musick Park Completion	720,000
Newark Boulevard Backup Wall and Landscape Improvements	1,200,000
Newark Community Park Completion	3,860,000
<b>Old Town PDA Streetscape Improvements - Construction</b>	<b>6,500,000</b>
<b>Park Grid Tree Project</b>	<b>120,000</b>
Second Chance Homeless Shelter Repairs	60,000
Security Camera Systems - City Facilities	200,000

## ESTIMATE OF FUTURE FUNDING NEEDS *continued*

<u>UNFUNDED PROJECT</u> (projects in <b>bold</b> are new for 2020-2022)	<u>ESTIMATE</u>
Senior Center HVAC Replacement	50,000
Senior Center – New Construction	8,000,000
Senior Center Room Divider	60,000
Service Center Fuel Pump Island Drainage System	80,000
Service Center Fuel Tank Canopy	140,000
Service Center Remote Control Gates	20,000
Service Center Waste Disposal Upgrades	275,000
Shirley Sisk Grove Completion	2,080,000
Silliman Activity Center Energy Conservation Measures	200,000
Silliman Aquatic Center – Pool Deck Replacement	300,000
Sportsfield Park Completion	4,120,000
St. Isabel Avenue Street Improvements Completion	285,000
Stevenson Gateway Feature Renovation	90,000
Susan Johnson Bridgepoint Park Completion	920,000
<b>Thornton Avenue Complete Streets Improvements - Construction</b>	<b>14,000,000</b>
Thornton Avenue Pavement Overlay (I-880 to Olive Street)	2,000,000
Thornton Avenue Streetscape Improvements (Elm Street to Willow Street)	1,200,000
Traffic Signal at Central Avenue and Filbert Street	180,000
Traffic Signal at Central Avenue and Sycamore Street	180,000
Traffic Signal at Cherry Street and Robertson Avenue	200,000
Traffic Signal at Jarvis Avenue and Haley Street	180,000
Traffic Signal at Jarvis Avenue and Spruce Street	180,000
Traffic Signal at Newark Boulevard and Ruschin Drive/Brittany Avenue	200,000
Traffic Signal Interconnect - Cherry Street from Thornton Avenue to Stevenson Boulevard	125,000
Traffic Signal Interconnect - Newark Boulevard from Civic Terrace Avenue to SR-84	175,000
Traffic Signal Interconnect - Thornton Avenue from Sycamore Street to Cedar Boulevard	150,000
Traffic Signal Preemption – Phase 2	200,000
Turf Median Replacement - Phase 1 (Thornton Avenue)	55,000
Turf Median Replacement - Phase 2 (Central Avenue)	40,000
<b>TOTAL</b>	<b>\$ 98,473,000</b>



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# **CAPITAL IMPROVEMENT PLAN**

## **PROJECT DESCRIPTIONS**

**PROJECT****PAGE**

(projects in **bold** are new for 2020 – 2022; **shaded** projects are funded in 2020-2022)

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**Arterial Bicycle Lanes****NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$150,000
<i>Operating Impact</i>	Minor Impact
<i>Implementing Department</i>	Public Works – Engineering
<i>Priority Level</i>	Level Three
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-21

The City’s *Pedestrian & Bicycle Master Plan* identifies various bicycle improvements needed throughout the City and ranks them in terms of priority. This project would be used to implement some of the highest priority projects along the City’s major arterial roadways.

**Articulated Aerial Lift Truck (35’)**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$140,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	1997
<i>Year Funded</i>	Not Funded

The City is responsible for the maintenance of approximately 18,000 trees, including approximately 13,000 street trees. The majority of street trees (9,600) are nearing maturity and are over 15 feet tall. This proposed capital purchase includes a truck equipped with utility boxes and a hydraulically-actuated aerial lift. This equipment will enable the City to respond to residents in a more timely manner and save money by removing unsafe hanging branches within one working day, removing unsafe trees, pruning street trees to facilitate street maintenance activities such as street sweeping and respond to other pruning requests such as street light, traffic signal and/or sign clearances. Other uses for this equipment could include low-level park lighting maintenance, installation of Christmas lights and, if appropriate, emergency traffic signal maintenance. Currently, the City is spending in excess of \$20,000 for emergency contract services. The life expectancy for this equipment is 15-20 years.

## **Bayshore Park – Design and Construction**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Developer Funded
<i>Estimated Cost</i>	\$3,310,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Implementing Department</i>	Public Works – Engineering
<i>Priority Level</i>	Level Three
<i>Contact</i>	Turner/Imai
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

The proposed Bayshore Park, located at the western edge of the City, is envisioned as a community park for Newark. The currently undeveloped open space is cited in the 2010 Dumbarton TOD Specific Plan as a site for one of three proposed parks in the planned Dumbarton transit oriented development, serving the area west of the proposed transit center while providing a connection to the existing Bay Trail along Willow Street. According to the Dumbarton TOD plan, the three proposed parks may include restroom facilities, a dog park, and/or an outdoor amphitheater.

The *Newark Citywide Parks Master Plan* envisions Bayshore Park to be a community recreation facility serving the proposed TOD development with a dog park, restroom, and group picnic areas and associated amenities such as play areas. Additionally, due to the site's unique location and relationship to Bay wetlands, the Bayshore Park may include environmentally complementary features such as vegetated water treatment swales. This project will be funded by project developers.

## **Bayside TOD Transit Station and Overcrossing – Design**

<i>Critical Issue</i>	Community Development
<i>Funding Source</i>	Impact Fees
<i>Estimated Cost</i>	\$700,000
<i>Operating Impact</i>	No Significant Impact
<i>Implementing Department</i>	Public Works – Engineering
<i>Priority Level</i>	Level Three
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	Prior to 1995
<i>Year Funded</i>	2018-2019

The Dumbarton (now known as "Bayside") Transit Oriented Development (TOD) Specific Plan identified the location for a transit station. This project would be the eventual Train Station for Dumbarton Rail; until the rail line is operational it would serve as a hub for bus transit, including Dumbarton Express, AC Transit, and private employer shuttles. The Transit Station, under its present preliminary scope, would include 500 parking spaces, shelters, bus bays and a train platform including a grade separated Pedestrian overcrossing of the train tracks. The ultimate design, however, will be significantly influenced by the needs of the Dumbarton Rail Corridor as defined by the studies under way by Cross Bay Transit Partners (SAMTrans and Facebook) as part of the current public-private partnership exploration. This project will fund the design portion of the transit station and overcrossing.

## **Bayside TOD Transit Station and Overcrossing – Construction**

<i>Critical Issue</i>	Community Development
<i>Funding Source</i>	Measure BB Discretionary Funds/Other Transportation Grant Funds
<i>Estimated Cost</i>	\$11,500,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Implementing Department</i>	Public Works – Engineering
<i>Priority Level</i>	Level Three
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	Prior to 1995
<i>Year Funded</i>	Not Funded

The Dumbarton (now known as "Bayside") Transit Oriented Development (TOD) Specific Plan identified the location for a transit station. This project would be the eventual Train Station for Dumbarton Rail; until the rail line is operational it would serve as a hub for bus transit, including Dumbarton Express, AC Transit, and private employer shuttles. The Transit Station would include 500 parking spaces, shelters, bus bays and a train platform including a grade separated Pedestrian overcrossing of the train tracks. The ultimate design, however, will be significantly influenced by the needs of the Dumbarton Rail Corridor as defined by the studies under way by Cross Bay Transit Partners (SAMTrans and Facebook) as part of the current public-private partnership exploration. This project would fund the construction phase of the transit station and overcrossing.

## **Birch Grove Park Completion**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$3,380,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Implementing Department</i>	Public Works – Engineering
<i>Priority Level</i>	Level Three
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

Birch Grove Park is a community park in eastern Newark with a variety of existing amenities including grass fields, pedestrian pathways, playgrounds, restroom, group picnic areas, half-court basketball, softball field, and tennis courts. The *Newark Citywide Parks Master Plan* envisions Birch Grove Park to remain a community recreation facility while enhancing the site's capacity to meet the identified recreational needs of the Newark community. The *Master Plan* proposes Birch Grove Park to have a community dog park, dedicated bike skills park, and two turf multi-sport fields as major community-serving projects. Additionally, the *Master Plan* proposes the creation of a reservable group picnic area and associated amenities such as volleyball and bocce ball courts. The site's existing playgrounds and water play feature should additionally be updated to best meet the City's recreation standards.

### **Birch Grove Park Softball Field Night Lighting**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$300,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2002
<i>Year Funded</i>	Not Funded

The softball field at Birch Grove Park is currently night-lighted via relatively short floodlights. This project would replace those lights with new, taller and more efficient lighting standards.

### **Birch Grove Park Tennis Court Area Re-landscaping**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$125,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	Not Funded

The planned greenbelt area includes the non-turf planting areas adjacent to the tennis courts, and the tennis courts' parking lot's adjacent planters and median. This project would identify and correct soil and irrigation deficiencies, and install new landscape plantings that will enhance the aesthetic appearance of the southern edge of the park.

### **Birch Grove Park Tennis Court Resurfacing**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$95,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2018-2019

These courts receive a fair amount of use and are in need of repair. This project would repair a significant amount of surface cracks, re-surface 4 tennis courts, and re-stripe all boundary and court lines (approximately 26,000 square feet of area). Additionally, the project would replace approximately 850 linear feet of 10-ft windscreen. The windscreen is in poor condition and requires several repairs throughout the year.

## Byington Park Completion

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$950,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Public Works – Engineering
<i>Implementing Department</i>	Level Three
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

Byington Park is a designated neighborhood park that was planned as a component of the adjacent housing development. The site contains existing park amenities including a group picnic area, grass field, half-court basketball, school-age play area, and splash pad. To enhance the site as a component of Newark’s park system, the *Newark Citywide Parks Master Plan* proposes the update of Byington Park’s existing playground and adjacent water play area. An additional project was previously identified to add minimum energy efficient security lighting at the park.

## Cast Iron Stormwater Inlet Grate Replacement Program Phase I

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$15,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Streets Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	1998
<i>Year Funded</i>	2008-09

The current standard for storm water inlets (or catch basins) includes a fabricated steel grate design to allow as much water as possible into the inlet and yet prevent bike tires from dropping through. Older inlets in the City typically have a cast iron grate, which have smaller openings and tend to clog. Also, removal of these heavy cast iron grates for both routine and emergency cleaning generally requires at least two maintenance workers. The City has a total of 91 cast iron inlet grates.

This project is part of the phased program to replace the cast iron grates with the steel grates. This first phase will replace approximately 15-25 catch basins.

## Cedar Boulevard Landscape Improvements

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$120,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2018-2019

This project would provide for landscaping and irrigation on the west side of Cedar Boulevard between Central Avenue and Smith Avenue adjacent to the developer-installed backup wall. The scope of work would include new trees in existing empty tree wells and wall-climbing ivy behind the sidewalk along with an irrigation system.

## Cedar Boulevard Linear Park – Areas 1, 3, 4

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fee
<i>Estimated Cost</i>	\$2,870,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

The *Citywide Parks Master Plan* identifies a total of 4 linear parks to be developed on the unimproved portion of Cedar Boulevard between Haley Street and Willow Street. A phased approach to development of the complete area is one possible approach.

The *Newark Citywide Parks Master Plan* sees the development of the Cedar Boulevard Linear Park as an opportunity to provide additional park facilities to the City. The *Master Plan* envisions Cedar Boulevard Linear Park to be a neighborhood-serving community park, divided into four segments of recreational open space connected through continuous pedestrian circulation. Amid the four segments of the linear park, the *Master Plan* proposes that Cedar Boulevard Linear Park include a community garden, dedicated bicycle and pedestrian pathways, and outdoor fitness areas as major community-serving features. Additionally, the *Master Plan* proposes three play areas to serve adjacent neighborhoods, and two decorative gardens for unique and local planting opportunities. A bike and pedestrian bridge over the Union Pacific Railroad will be necessary to complete the extension between Willow Street and Haley Street.

## **Cedar Boulevard Linear Park – Area 2**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fee
<i>Estimated Cost</i>	\$850,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

The *Citywide Parks Master Plan* identifies a total of 4 linear parks to be developed on the unimproved portion of Cedar Boulevard between Haley Street and Willow Street. A phased approach to development of the complete area is one possible approach. Linear Park 2 is the section of Cedar Boulevard between Bettencourt Street and Spruce Street. Improvements in this segment as identified in the *Master Plan* could include pedestrian and bicycle paths, a tot-age play area, a decorative garden and outdoor fitness equipment.

## **Cedar Boulevard Median Renovation – Phase 3**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$135,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2000
<i>Year Funded</i>	Not Funded

This is the third phase of the project to upgrade existing street medians along Cedar Boulevard with bay-friendly plantings. This project will renovate the existing medians on Cedar Boulevard from Dupont Avenue to the Home Depot driveway.

### **Central Avenue Overpass Phase 1 - Project Development**

<i>Critical Issue</i>	Quality of Life/Public Safety Services
<i>Funding Source</i>	2000 Measure B Funds
<i>Estimated Cost</i>	\$2,765,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	1999
<i>Year Funded</i>	2012-13

This project will fund the project development phases of a four lane grade separation structure (bridge overpass) at the railroad crossing on Central Avenue, between Sycamore Street and Filbert Street. Completion of the design will allow the City to compete for funding for subsequent phases. The overpass will result in relief of traffic congestion at the tracks, providing enhanced vehicular, bicycle and pedestrian safety, and improved emergency response times.

### **Central Avenue Overpass Phase 2 - R/W and Construction**

<i>Critical Issue</i>	Quality of Life/Public Safety Services
<i>Funding Source</i>	2000 Measure B/Discretionary Measure BB Funds/Impact Fees
<i>Estimated Cost</i>	\$29,300,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	1999
<i>Year Funded</i>	2018-19

This project will fund the right of way and construction of a four lane grade separation structure (bridge overpass) at the railroad crossing on Central Avenue, between Sycamore Street and Filbert Street. The overpass will result in relief of traffic congestion at the tracks, providing enhanced vehicular, bicycle and pedestrian safety, improved emergency response times, and elimination of the potential for at-grade accidents. The project will involve significant utility relocations.

This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding).

### **Cherry Street Median Landscape Upgrade**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$160,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2002
<i>Year Funded</i>	Not Funded

A previous project removed and replaced the existing median curbs on Cherry Street from Thornton Avenue to the railroad tracks as part of an asphalt concrete overlay project but did not include funding for any median landscaping. This project would install new landscaping in accordance with previously adopted median landscaping standards and Bay Friendly Landscaping practices.

### **Citywide Accessible Pedestrian Ramps (Ongoing)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax / TDA Grant Funds
<i>Estimated Cost</i>	\$50,000 (2020-2021); \$60,000 (2021-2022)
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Legal/Regulatory Requirement; Safety Obligation
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Tran
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2020-2021 and 2021-2022

These projects will be part of an ongoing effort to retrofit existing handicap ramps at street intersections with detectable warning surfaces for conformance with current ADA requirements.

### **Citywide Building Floor Covering Replacement**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$20,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

These projects provide for the routine replacement of floor covering (vinyl, carpeting or tile) as part of normal maintenance work. These projects have phased out of the CIP budget and incorporated as part of the operating budget, but some prior funding remains in the CIP.

## Citywide Building Needs Assessment

NEW

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Community Development Maintenance Funds
<i>Estimated Cost</i>	\$100,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Two – Assessment Study
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-2021

The purpose of this assessment study would be to identify the long term needs of the community regarding programs and the facilities needed to house those program; assess the feasibility and capacity of all existing City buildings to serve those functions long term; and evaluate what could potentially be the best use for each of the City’s existing buildings.

## Citywide Building Painting

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$15,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

These projects provide for routine building painting as part of normal building maintenance. These projects have been phased out of the CIP budget and added to operating budget, but some project funding remains.

## Citywide Building Roof Repairs

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$20,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

These projects will provide for the routine repair of building roofing as part of normal maintenance work. These projects have been phased out of the CIP budget and added to operating budget, but some project funding remains.

## Citywide Building Upgrades

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$50,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

These projects will provide for routine repair or replacement of miscellaneous building items as part of normal maintenance work. These projects have been phased out of the CIP budget and added to operating budget, but some project funding remains.

## Citywide Bus Shelters

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$2,400,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Community Development/Public Works
<i>Contact</i>	Turner/Fajean
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	Not Funded

This project would install additional bus shelters within the public right-of-way along AC Transit bus routes. Identification of priority locations and potential outside funding sources needs to be coordinated with AC Transit. There are currently only 13 bus shelters in the City that were installed with a prior advertising contract through AC Transit. There are approximately an additional 100 bus stops without shelters or benches in the City. A phased installation program is a potential option. However, given the uncertainty of current and future AC Transit services, this project is unfunded.

**Citywide Crosswalk Evaluation and Modifications****NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Community Development Maintenance Funds
<i>Estimated Cost</i>	\$150,000 (2020-2021); \$150,000 (2021-2022)
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Two – Assessment Study
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-2021 and 2021-2022

This project will evaluate specific crosswalk locations in the City for potential safety enhancements and install recommended modifications. These locations would be those with a known or elevated pedestrian incident history. Modifications could include bulb-outs, enhanced crosswalk striping, signing or rapid-fire flashing beacons.

**Citywide Document Scanning Services****NEW**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$150,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	City Manager’s Office
<i>Contact</i>	Hovorka
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	Not Funded

This project would provide funding to scan and assign meta-tag data to paper documents into a searchable, electronic database. This service need is an important task in preparation for relocating city functions to the new civic center.

## Citywide Geographic Information System (GIS) – Phase 1

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$300,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	Prior to 1995
<i>Year Funded</i>	1997-98

A GIS system is a computerized graphical mapping system which allows geographic information to be tied to a digital map and retrieved via specialized software. This geographic information can include site addresses, ownership, utilities, zoning boundaries, streetlights, etc. Newark is a member of the Southern Alameda County Geographic Information System Authority with Fremont, Union Sanitary District and the Alameda County Water District. This project is continuing to be utilized to fund hardware and software purchases and professional services associated with enhancing the GIS data and user interface.

## Citywide Geographic Information System (GIS) – Phase 2

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$150,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works – Engineering /Information Systems
<i>Contact</i>	Fajeau/Hovorka
<i>Year First Proposed</i>	2002
<i>Year Funded</i>	Not Funded

A GIS system is a computerized graphical mapping system which allows geographic information to be tied to a digital map and retrieved via specialized software. This geographic information can include site addresses, ownership information, City-owned utilities, zoning boundaries, aerial photography, etc. This project would provide for necessary hardware and software upgrades, specialized training for employees, expanded software licensing, and other data additions to the GIS to meet current needs.

## Citywide HVAC Replacements

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$150,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2016-17

This project will provide a for multi-load HVAC replacement units at various buildings. Baseline or average cost of a unit ranges from \$6,000 to \$20,000, depending on the unit size. This will reduce the need for major component replacements due to ongoing failures.

## Citywide Park Signage Program – Phase 1

**NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$80,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works - Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-2021

Phase 1 of the program would develop a new standard design for all park identification signs throughout the City. The project could also potentially fund the installation of a first phase of new signs at parks with an identified need.

## Citywide Parking Lot Repair and Resealing

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$50,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Hornbeck/Tran
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

The City owns over 250,000 square feet of parking lots. Several parking lots are in a state of pavement failure and are in need of repair. Others are newer and need preventative maintenance to achieve the most cost effective life. These projects will repair deteriorated parking lots and apply proven preventative treatments to extend the life of the pavement. The projects will be combined with other asphalt projects to achieve economy of scale benefits in the bidding process. These projects have been phased out of the CIP budget and incorporated as part of the operating budget, but some project funding remains.

### **Citywide Parks/City Facilities Fence Repairs**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$5,000/year
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

There are a number of fences along parks and roadways in the City for which the City is either responsible or for which responsibility is shared with adjacent property owners. These projects will provide for routine repairs or replacement of such fences as part of normal maintenance work and will be phased out of the CIP budget and incorporated as part of the operating budget beginning in FY 2018-19.

### **Citywide Parks Furniture Installation/Replacement**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$5,000/ fiscal cycle
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2017-18

Park use demands have increased since the installation of the City’s park system over 30 years ago. This project will replace vandalized and deteriorating benches, picnic tables, barbecue pits, and trash containers; as well as install new furniture to provide additional seating and amenities to address the increased public demand. These projects have been phased out of the CIP budget and incorporated as part of the operating budget, but some project funding remains.

## Citywide Parks Irrigation Systems Upgrade/Modification

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$50,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

The irrigation systems and components in nine of the City parks are over 30 years old and three others were built in the 1980s. This project will take advantage of new technologies that will enable the City to better manage labor, parts, and material costs by renovating the existing irrigation systems and its components. These projects have been phased out of the CIP budget and incorporated as part of the operating budget, but some project funding remains.

## Citywide Playground Surfacing

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$15,000/year
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

Playground surfacing must be maintained to reduce the risk of severe head injury per the federal regulations set forth in American Society for Testing and Materials (ASTM) F1292 Specification for Impact Attenuation of Surfacing Material Within the Use Zone of Playground Equipment and F2223 ASTM Standards on Playground Surfacing. Newark playgrounds use engineered wood fiber as a surfacing material; this material breaks down and must be replaced annually. These projects have been phased out of the CIP budget and incorporated as part of the operating budget, but some project funding remains.

**Citywide Rail Station Alternatives Study****NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Community Development Maintenance Funds
<i>Estimated Cost</i>	\$80,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Two – Alternatives Study
<i>Implementing Department</i>	Public Works - Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-2021

This study will evaluate the desire and need for potential passenger rail transfer stations within the City. Although the General Plan is silent on potential for rail stations within the City, several passenger rail lines pass through Newark, including Capital Corridor, Amtrak, ACE and the potential Dumbarton Rail line. The study will analyze alternatives for potential locations and configurations of passenger rail transfer stations and will be performed in conjunction with Alameda County Transportation Commission’s Southern Alameda County Rail Study and the Dumbarton Rail Corridor Study by the San Mateo County Transit District and Cross Bay Transit Partners.

**Citywide Storage Facility at Service Center**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$400,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	1996
<i>Year Funded</i>	Not Funded

The Service Center is used for a large variety of continuing storage needs, ranging from crime evidence in long-term storage, files awaiting disposal, furniture waiting for sale or disposal, new vehicles slated for later service and emergency disaster supplies. This continually growing need for storage indicates the need for construction of an additional storage facility for this purpose.

This project is a listed Community Service and Facilities project in the Impact Fee nexus analysis (17.7% maximum funding).

## Citywide Street Light LED Conversion

NEW

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Community Development Maintenance Funds
<i>Estimated Cost</i>	\$1,150,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	Not Funded

This project will convert all of the City's street lights from High Pressure Sodium lights to LED lights. The conversion would ultimately result in a cost savings to the City in both electricity and equipment replacement costs.

## Citywide Street Signs

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$20,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Legal/Regulatory Requirement
<i>Implementing Department</i>	Public Works – Street Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

Regulatory Requirement: As required by the California Manual on Uniform Traffic Control Devices (MUTCD), street name sign lettering has increased in size depending on speed limit. Also, the MUTCD requires that street name signs be retroreflective to read the same at night as during the day. Funding will allow staff to replace and maintain street name signs and other street signs as needed. These projects have been phased out of the CIP budget and incorporated as part of the operating budget but some project funding remains.

## Citywide Traffic Signal Street Name Signs

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax Funds
<i>Estimated Cost</i>	\$75,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Legal/Regulatory Requirement
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Chou
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2018-2019

The existing street name signs at most of the City's signalized intersections are in need of replacement. This project would upgrade all signs with new retroreflective signs to meet current requirements. Regulatory: State of California Manual on Uniform Traffic Control Devices.

## Citywide Trash Capture Devices (formerly Citywide Storm Water Treatment Devices) – Phase 2

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$160,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level One – Legal/Regulatory Requirement
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2015
<i>Year Funded</i>	2014-2015

This project involves the installation of additional full trash capture devices in storm drain inlets for the purpose of reducing trash in the municipal separate storm sewer system. Regulatory: Installation of these devices will contribute to meeting trash reduction requirements under the Municipal Regional Storm Water Permit issued to the City by the Regional Water Quality Control Board.

### Citywide Trash Capture Devices – Phase 3

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$230,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level One – Legal/Regulatory Requirement
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2018-2019

This project involves the installation of additional full trash capture devices in storm drain inlets for the purpose of reducing trash in the municipal separate storm sewer system. Regulatory: Installation of these devices will contribute to meeting trash reduction requirements under the Municipal Regional Storm Water Permit issued to the City by the Regional Water Quality Control Board.

### Citywide Work Station Replacement

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$20,000 (every 2 years)
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets/Safety Obligations
<i>Implementing Department</i>	Public Works - Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	Biennial
<i>Year Funded</i>	2018-2019

The City is continuing to upgrade work stations to ensure proper ergonomics for employees' comfort and safety. Annual funding allows for the systematic replacement of old and inefficient furniture with new ergonomic work stations.

## Civic Center Park Completion

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$1,160,000
<i>Operating Impact</i>	Permanent Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

Civic Center Park is a 5-acre neighborhood park in central Newark, adjacent to the City’s administration building and public library. The park currently has grass lawn, a perimeter path, two group picnic areas, a full court basketball, and a playground. The Newark *Citywide Parks Master Plan* envisions Civic Center Park to remain neighborhood oriented while improving the site as a civic destination through the addition of additional public gathering space. The *Master Plan* proposes Civic Center Park to include a small turf multi-sport field and a sheltered group picnic area as major community-serving projects. As amenities associated with the group picnic area, the *Master Plan* also proposes the addition of a volleyball court and an updated school-age play area. If the Newark Library is to be moved per future planning, Civic Center Park may also have a restroom added.

## Community Alerting and Warning System (Sirens)

<i>Critical Issue</i>	Public Safety Services
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$75,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works - Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	Not Funded

This project would provide for a disaster/terrorism alert system utilizing outdoor sirens. This project is a listed Public Safety project in the Impact Fee nexus analysis (17.7% maximum funding).

**Community Center Annex HVAC System** **NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$232,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	Not Funded

The original HVAC system at the Community Center is in need of replacement to ensure continued use of this building for child care activities. This project was defunded with the 2020-2022 CIP and should instead be deferred until the Citywide Building Needs Assessment study has been completed.

**Community Center Annex Roof Replacement** **NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$1,660,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	Not Funded

The roofs at the Community Center main building and the annex are both in need of replacement in order to preserve these facilities. Water intrusion has been an issue at both buildings. This project was defunded with the 2020-2022 CIP and should instead be deferred until the Citywide Building Needs Assessment study has been completed.

**Community Center Fireplaces Study**

<i>Critical Issue</i>	Not Applicable
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$8,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	1998
<i>Year Funded</i>	Not Funded

There are two fireplaces in the Community Center - one in the main lobby and one in the Social Hall. These existing fireplaces are not usable. This project will investigate options for their removal or renovation. This project should be deferred until the Citywide Building Needs Assessment study has been completed.

## Community Center HVAC System Overhaul

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$800,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	Not Funded

The original HVAC system at the Community Center is over 40 years old and uses a 60-ton chiller unit with a condenser. In 2010, package units were installed for the two large banquet rooms, providing energy savings and increased efficiency by creating zones to program off areas not in use. This project provides for the purchase and installation of package units throughout the remainder of the building to achieve similar energy efficiency and savings. An option to overhauling the entire system at once is to split this project into five phases. This project was defunded with the 2020-2022 CIP and should instead be deferred until the Citywide Building Needs Assessment study has been completed.

## Community Center Parking Lot Planter Upgrades

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$20,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2002
<i>Year Funded</i>	Not Funded

This project would upgrade and replant the planters in the Community Center parking lot. This project should be deferred until the Citywide Building Needs Assessment study has been completed.

### **Community Center Patio Resurfacing/Replacement**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$150,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

This project would replace the aging patio surface and incorporate new design features to eliminate the elevated brick pad which formerly housed the large fire pit. The scope of work would also include resurfacing or replacement of the patio with updated materials such as pavers, flagstone or a colored concrete surface. This project should be deferred until the Citywide Building Needs Assessment study has been completed.

### **Community Center Social Hall and Patio Room Floor Replacement**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$65,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

This project would replace the existing Social Hall and Patio Room cement floors with a sprung wood or laminate flooring system. A sprung wood or laminate flooring system would cover cracks in concrete surfaces and allow for additional fitness related activities and enhance rental opportunities. This project should be deferred until the Citywide Building Needs Assessment study has been completed.

### **Crystal Springs Storm Drain Pump Repairs**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$25,000
<i>Operating Impact</i>	No Significant Impact
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	2009-10

Tract 6671 installed two pumps to carry storm drain water to the outflow. The pumps do not function properly. The power source and the pumps need repair to work as designed.

## Cultural Arts Center

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$9,000,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	Prior to 1995
<i>Year Funded</i>	Not Funded

This project would provide for land acquisition and construction of a 25,000 square-foot cultural arts center with seating for 600. The overall concept is based on the cultural arts center in Rohnert Park. Elements to be included are a main stage, supplemental stage, box office, control booth, dressing room, lobby/lounge, scenery workshop, office space and storage. There is no location currently identified for this future facility. This project is a listed Community Service and Facilities project in the Impact Fee nexus analysis (17.7% maximum funding). This project will be deferred until the Citywide Building Needs Assessment study has been completed.

## Curb, Gutter, and Sidewalk Replacement (Ongoing)

<i>Critical Issue</i>	Public Safety Services
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$300,000 (2020-21); \$350,000 (2021-22)
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservations of Existing Assets/Safety Obligations
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Tran
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2020-21 and 2021-22

These projects provide for Citywide curb, gutter, and sidewalk replacement, as well as needed sidewalk grinding. Sites are prioritized and selected based on safety issues and functionality.

## Disaster Recovery Infrastructure

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$100,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Administrative Services - Information Systems
<i>Contact</i>	Kezar
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	2004-05

This project provides for the purchase of hardware, software and professional services to establish a comprehensive disaster recovery methodology and requisite equipment for the City's mission-critical systems.

## Document Conversion

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$45,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	City Manager's Office
<i>Contact</i>	Hovorka
<i>Year First Proposed</i>	2014
<i>Year Funded</i>	Not Funded

This project would continue the ongoing effort to convert paper documents into electronic format.

## Email Message Archiving

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$15,000
<i>Operating Impact</i>	Minimum Impact
<i>Priority Level</i>	Level One – Legal/Regulatory Obligations
<i>Implementing Department</i>	Administrative Services
<i>Contact</i>	Kezar
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2016-2017

This project would provide an Email message archiving solution to fulfill legal requirements – e.g., public records requests. Ongoing costs are estimated at \$3,000 annually.

## Finance System Replacement

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$1,250,000
<i>Operating Impact</i>	Cost Savings – Increased Efficiency
<i>Implementing Department</i>	Finance
<i>Contact</i>	Lee
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	2014-15 (\$200,000) and 2015-16 (\$1,050,000)

This project provides for the purchase of hardware, software and professional services to replace the City's existing financial system and companion modules.

### **Fire Station No. 27 Cherry Street - Energy Efficient Windows**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$30,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	Not Funded

This project provides for the replacement of single pane and low-performing dual pane windows at Fire Station No. 27. This would improve energy efficiency and also reduce traffic noise in the building from trucks on Cherry Street.

### **Fire Station No. 27 Cherry Street – Fencing**

<i>Critical Issue</i>	City Government Operations/Public Safety Services
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$8,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2020-21

Installation of a manual swing gate at the Mowry Avenue entrance to Fire Station No. 27. With increased activity at Sportsfield Park and the Silliman Activity and Family Aquatic Center due to the new skate parks and synthetic turf fields, the Alameda County Fire Department needs additional security as drivers sometime use the Mowry Avenue driveway as a cut through to Cherry Street which could potentially conflict with emergency vehicles returning from field

### **Fire Station No. 27 Cherry Street – Painting**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$32,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2019-20

Fire Station No. 27 has not been painted in over 15 years and is in need of new paint (pricing includes tower).

### **Fire Station No. 27 Cherry Street – Roofing**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$55,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2019-20

Fire Station No. 27's roof replacement (spray foam) has several leaks over the living quarters and equipment bay. The two roofs currently have different applications of roofing (spray foam and shingle). This project proposes spraying over all roofing for consistency. Pricing includes permanent ladders (one from ground to roof and one from roof 1 to roof 2).

### **Fire Station No. 27 Cherry St. Training Tower – New Construction**

<i>Critical Issue</i>	Public Safety Services
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$2,000,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works - Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	Not Funded

While a training tower currently exists at Fire Station No. 27, this tower is not usable for live fire training. This long-term project would provide the improvements necessary to allow live fire training.

### **Fire Station No. 29 Ruschin Drive – Fencing**

<i>Critical Issue</i>	City Government Operations/Public Safety Services
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$20,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2020-21

This project provides for the installation of fencing along the Newark Boulevard frontage of Fire Station No. 29, including one sliding gate with emergency battery backup. Pedestrians utilize the open property as a cut-through between Newark Boulevard to Ruschin Drive, which sometimes impedes entry of emergency vehicles upon return to the station.

### **Fire Station No. 29 Ruschin Drive – Painting**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$23,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2019-20

Fire Station No. 29 has not been painted in over 15 years and is in need of new paint.

### **Fuel Management System Replacement**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$75,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Equipment Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2014
<i>Year Funded</i>	Not Funded

The fuel management system is used to control access and track usage of fuel supplied by the Service Center pump station for City vehicles. The current system is over 15 years old and no longer supported by the manufacturer.

### **Gas Tax Project Administration (Ongoing)**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$24,000/year
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preserve Existing Assets
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2020-21 (\$24,000) and 2021-22 (\$24,000)

This project provides funding for fees and costs associated with administering street and transportation related projects funded by gas taxes.

### **History Museum – Phase 2B (Restoration and Construction)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$3,000,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2000
<i>Year Funded</i>	Not Funded

This project includes the restoration of Watkins Hall, construction of a support structure and site improvements. Development of displays for the museum would be a separate phase of this project. This does not include the ongoing operation and maintenance of the facility.

This project is a listed Community Service and Facility project in the Impact Fee nexus analysis (17.7% maximum funding). This project should be deferred until the Citywide Building Needs Assessment study has been completed.

### **History Museum – Phase 3 (Exhibits)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$750,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2000
<i>Year Funded</i>	Not Funded

This project would develop the exhibits and displays for the museum. This project includes displays in the main exhibit hall, entry area and second floor. The work includes preparing an acquisition policy, research, interpretation, cataloging the collection and developing a database of the acquisitions, building the exhibit cases and preparing the artifacts for exhibition. This does not include the ongoing operation and maintenance of the exhibits.

This project should be deferred until the Citywide Building Needs Assessment study has been completed.

### **Irrigation Mainline Partial Replacement at Community Park**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$200,000
<i>Operating Impact</i>	Cost Savings
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	2014-15

The main irrigation line at Community Park is over 40 years old and is made of Asbestos Composite Pipe. Repairs are limited to attaching a coupling to seal leaks due to stringent Hazardous Material Safety Guidelines. This project would replace the segment of mainline that runs along the section of the park nearest the tennis courts with a new alignment.

### **Jerry Raber Ash Street Park Basketball Court Resurfacing**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$40,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Hornbeck/Tran
<i>Year First Proposed</i>	2018-19
<i>Year Funded</i>	2018-19

This court is heavily used during the week by local business employees, after school/work by residents, and on the weekends by residents and is a very important recreational feature of the park and surrounding neighborhood. This project would repair asphalt cracks and resurface approximately 7500 square feet of court area due to degradation of the surface and many years of heavy use. The boundary lines associated with the basketball court would also be re-stripped. This is the same process as a tennis court resurfacing. This sport court is heavily used and in need of improvement. Recommend, as an add-alt line item, is the replacement of the basketball standards (an additional \$12,000).

## Jerry Raber Ash Street Park Completion

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$1,010,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2016-2017
<i>Year Funded</i>	Not Funded

Jerry Raber Ash Street Park is a community-serving neighborhood park in western Newark. The park is a well-used and active recreation facility with existing amenities including sheltered group picnic areas, playgrounds, full court basketball, grass lawn, pedestrian paths, two softball fields, and a restroom. The site additionally includes the privately operated Viola Blythe Community Service Center of Newark, a Head Start preschool facility, and a segment of the Hetch Hetchy right-of-way under the jurisdiction of the San Francisco Public Utilities Commission.

The *Newark Citywide Parks Master Plan* envisions Jerry Raber Ash Street Park to remain a neighborhood park while enhancing the site's recreational capacity to meet the active needs of the park's existing users and the community of Newark. The *Newark Parks Master Plan* proposes several projects to strengthen the site's capacity as a recreational facility. These projects include the creation of a natural turf multi-sport field, an additional group picnic site, a volleyball court, and updated playgrounds. Additionally, a decorative garden and several bocce ball courts are proposed.

## Lakeshore Park Completion

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$1,750,000
<i>Operating Impact</i>	Permanent Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

Lakeshore Park is a neighborhood park located in northwest Newark. The park is comprised of a man made body of water surrounded by a perimeter network of pedestrian pathways and grass lawn. The *Newark Citywide Parks Master Plan* envisions the activation of Lakeshore Park through an updated par course fitness trail and improved recreation amenities for community gathering. The *Master Plan* recommends the creation of a new school-age play area, and associated seating, as well as four new outdoor fitness areas to create an active pedestrian and fitness circuit along the perimeter of the park. Additionally, an update to the site's existing boathouse is recommended to better serve user needs.

## Lakeshore Park Lake Dredging Needs Scoping Analysis

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$25,000
<i>Operating Impact</i>	No Significant Impact
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	2009-10

The summer months bring an algae bloom to the Lake due to the rise in water temperature. The depth of the water has decreased from sediment deposits which allow the water to more easily heat. The Lake deposits consist mainly of street storm drain runoff sediment, decomposed plant material and waterfowl feces deposits. Before the scope of a dredging project can be determined, an analysis is needed to (1) determine the make-up and extent of the material on the bottom of the Lake; (2) determine the requirements for removing the material; and (3) determine the disposal requirements. Recommendations for clean-up of the three large islands at the park would also be incorporated into this analysis.

## Lakeshore Park Landscape Restoration

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$326,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Two – Final Project Phase
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2016-17

This project provides for the restoration of targeted areas impacted by the Lakeshore Park Seawall Installation project, pending the resolution of current drought conditions. The project would conform to requirements under the California Model Water Efficient Landscape Ordinance and Bay Friendly Landscape Guidelines and was combined with the previously funded Geese Deterrent Landscaping project.

## Lakeshore Park Restrooms

NEW

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$350,000
<i>Operating Impact</i>	Permanent Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	Not Funded

The installation of a restroom at Lakeshore Park is included in the *Citywide Parks Master Plan*; however, it was assigned a “Priority Level” of 6, with “Priority Level 1” projects identified as those with the highest priority in the master plan document. Due to concerns regarding vandalism and crime prevention, use of prefabricated single-occupancy restroom units in lieu of more traditional restroom facilities will be evaluated by staff.

## Lakeshore Park Tree Project

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$50,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One - Safety
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2018-19

This project will include the removal of several very large Eucalyptus trees, Willow trees, Myoporum trees and Pine trees and installation of at least 15 new trees throughout the park.

## Large Computer Monitors for Plan Review

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$6,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Collier
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2016-17

The Building Inspection Division provides plan checking services. With the digitalization of documents, staff need larger screens (30” monitors) to review plans. The requested funding will provide two (2) workstations with two (2) large monitors each, for a total of four (4) large monitors.

## **Lindsay Tract Storm Drainage Study**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$75,000
<i>Operating Impact</i>	No Significant Impact
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	2005-06

The Lindsay Tract includes the streets in the area of George Avenue and Magnolia Street. These streets have sidewalks and full street paving, but do not have curbs and gutters. Instead, the streets have "rolled" asphalt gutters. Due to the lack of adequate slopes on the streets, water tends to pond along the gutters during the rainy season. It is not practical to install curbs and gutters along these streets since the existing sidewalks are directly adjacent to the asphalt gutters, and the grade of the sidewalks cannot be changed without causing a major grade problem. This project would fund the preliminary engineering necessary to develop a detailed project scope, estimate and phasing for installation of the final street improvements.

## **Lindsay Tract Street and Storm Drainage Improvements**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax/Area Improvement District
<i>Estimated Cost</i>	\$3,500,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Two – Consensus Priority
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	2019-20

The Lindsay Tract includes streets in the area of George Avenue and Magnolia Street. These streets have sidewalks and full street paving, but do not have vertical curbs and gutters. Due to the lack of adequate slopes on the streets, water ponds along the gutters during the rainy season. This has resulted in significant and ongoing deterioration of the rolled asphalt gutters, driveways and the street paving. A complete reconstruction of the roadway is necessary. Given the extent of front yard encroachments, the effective street width is limited to 42 feet. The project would include the replacement of existing sidewalks with reinforced concrete, replacement of rolled asphalt concrete curbs with rolled concrete curbs slot drains. This project should also include street construction on the segment of Birch Street between Thornton Avenue and Baine Avenue where there is no existing curb, gutter, and sidewalk. An Area Improvement District would be proposed for a portion of the project funding.

## Mayhews Landing Park and Bridgepoint Park Tree Project

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$50,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One - Safety
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2018-19
<i>Year Funded</i>	2018-19

This project would remove several diseased or damaged trees at Mayhews Landing Park and Bridgepoint Park. The project would also fund the pruning of all trees with DBH of 6-inches or greater, and install 10 trees at Mayhews Landing Park and 8 trees at Bridgepoint Park.

## Mayhews Landing Park Completion

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fee
<i>Estimated Cost</i>	\$1,090,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

Mayhews Landing Park is a designated neighborhood park near central Newark with existing recreational amenities that include grass lawn, a perimeter path, playgrounds, an un-sheltered group picnic site, and full court basketball. To enhance the site as a part of Newark’s park system, the *Newark Citywide Parks Master Plan* proposes the update of Mayhews Landing Park’s existing playgrounds and the addition of a volleyball court as an amenity associated with the existing group picnic area.

**Mel Nunes Sportsfield Park Softball Outfield Net Replacement** **NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$30,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-21

This project will replace the safety netting that runs along the softball field outfield fence that protects the Silliman Center parking lot from potential home run balls.

**Mirabeau Park Completion**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fee
<i>Estimated Cost</i>	\$680,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

Mirabeau Park is designated a neighborhood park located in northwest Newark. The site’s existing recreation amenities include grass lawn, pedestrian paths, and a playground. To enhance the site as a component of Newark’s park system, the *Newark Citywide Parks Master Plan* proposes the update of the existing playground and the addition of a volleyball court and half-court basketball to activate the site for enhanced recreational use. A prior identified need was energy-efficient park security lighting for \$40,000. This is included in the total estimated cost.

**Mowry Avenue Backup Wall and Landscape Improvements**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$900,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	Not Funded

This project would include installation of a precast concrete backup wall along westbound Mowry Avenue and improve both median and backup landscaping on Mowry Avenue between I-880 and Cherry Street. This would be a future phase of the City's Arterial Beautification Program and could be broken down into two or three smaller projects.

## **Mowry Avenue Median Landscaping**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$260,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Costa
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2019-20

This project would enhance the existing landscaped medians on Mowry Avenue between I-880 and Cherry Street with irrigation improvements, tree removal and replacement, new shrubs, and other improvements.

## **Musick Park Completion**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fee
<i>Estimated Cost</i>	\$720,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

Musick Park is a 1-acre neighborhood park located in northeast Newark. The park's existing amenities include grass lawn, a playground, and a pedestrian path utilized for passive recreation. The *Newark Citywide Parks Master Plan* recommends the update of the existing playground and the addition of seating as well as a perimeter fence. Fencing is recommended due to the high traffic volume on Cedar Boulevard. These features will improve user comfort and safety and enhance the site as a component of the City's larger park network.

## **New Civic Center**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Measure GG
<i>Estimated Cost</i>	\$74,000,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Collier
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2018-2019

This project will provide for the replacement of the existing Civic Center with a seismically resilient, state of the art Police Facility, a 21<sup>st</sup> Century Expanded Library, and a new City Administration Building.

## **Newark Boulevard Backup Wall and Landscape Improvements**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$1,200,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	Not Funded

This project would include installation of a precast concrete backup wall where needed and improve both median and backup landscaping on Newark Boulevard between Civic Terrace Avenue and Ruschin Drive. This project is identified as phase five of the City's Arterial Beautification Program.

## Newark Community Park Completion

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fee
<i>Estimated Cost</i>	\$3,860,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

Newark Community Park is one of the City’s largest and most active community parks. Located in northern Newark, the park contains grass lawn, pedestrian pathways, playgrounds, picnic areas, full court basketball, wall ball, tennis courts, and a restroom. The park is adjacent to the City’s Community Center.

The *Newark Citywide Parks Master Plan* envisions Newark Community Park to be a community open space with destination recreation features that will increase the site’s capacity to meet the City’s identified recreational needs. The *Master Plan* proposes the park to have a community dog park (see separate “Dog Park at Newark Community Park” project), accessible multi-age playgrounds, and reservable picnic sites. It is also recommended that the proposed picnic sites provide associated recreation features including volleyball courts, basketball, and an updated (replacement) restroom. The addition of the proposed updates and recreation projects will enhance the park’s ability to meet the community’s current and future recreational needs.

## Newark Community Park Restroom Restoration

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$60,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	2018-2019

The Newark Community Park Completion plan includes a component for complete replacement of the existing restroom. A complete replacement is currently unfunded. As an interim measure, the existing restroom can be restored with new fixtures, painting, and other interior and exterior improvements to extend the life of the facility and provide a more pleasant environment for park users.

## Old Town PDA Specific Plan & Development Strategy

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Community Development Maintenance Fees/Capital Funds
<i>Estimated Cost</i>	\$192,000/\$160,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Two – Feasibility Studies and Master Plans
<i>Implementing Department</i>	Community Development
<i>Contact</i>	Turner
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2016-17

This project would develop a Specific Plan to guide the transformation of the Old Town area into a vibrant mixed use area with attractive ground floor retail with quality residential above. The plan would address unique development challenges of fragmented ownership and the need to blend with surrounding Single family Neighborhoods. Development standards and a specialized form based code to guide development. Preliminary designs for the “Old Town PDA Streetscape Improvements” would be included. This project replaces the unfunded “Old town Area Plan” and is eligible for Community Development Maintenance Fee revenue.

## Old Town PDA Streetscape Improvements (Design)

**NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$500,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Community Development/Public Works - Engineering
<i>Contact</i>	Turner/Imai
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2020-2021

This project would fund the design phase of the streetscape improvements within the Old Town Priority Development Area (PDA) as identified in the Old Town PDA Specific Plan. Improvements would include street lights and pedestrian scale lighting, benches, trash receptacles, public art, gateway features and could include sidewalk widening, pedestrian blub-outs, traffic calming, pavement resurfacing, bike lanes and street parking reconfiguration.

<b>Old Town PDA Streetscape Improvements (Construction)</b>	<b>NEW</b>
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<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$6,500,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Community Development/Public Works - Engineering
<i>Contact</i>	Turner/Imai
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	Not Funded

This project fund the construction phase of the streetscape improvements within the Old Town Priority Development Area as identified in the Old Town PDA Specific Plan. Improvements would include street lights and pedestrian scale lighting, benches, trash receptacles, public art, gateway features and could include sidewalk widening, pedestrian blub-outs, traffic calming, pavement resurfacing, bike lanes and street parking reconfiguration.

<b>Park Grid Tree Work Project</b>	<b>NEW</b>
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<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$120,000/year
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	Not Funded

This project would help standardize the level of tree maintenance across all City parks. All City park trees would be placed on a schedule for pruning every four years; hazardous trees and tree species would be identified and removed; and new trees would be planted on an annual basis.

<b>Park Pathways Repair and Resealing</b>	
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<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$30,000/year
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck/Tran
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

These projects will provide for the routine repair of damaged pavement on pathways located at all City parks. These projects have been phased out of the CIP budget and incorporated as part of the operating budget, but some project funding remains.

## Park Renovation

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$15,000/year
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

These projects will provide for the routine repair/replacement of damaged sod, irrigation, lights, tennis courts or landscaping in all City parks, groves and sports fields. These projects have been phased out of the CIP budget and incorporated as part of the operating budget, but some project funding remains.

## Park Tree Pruning

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$25,000/year
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Safety Obligations
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2016-17 and 2017-18

There is an ongoing need to keep City trees pruned to reduce the risk of potential limb failures. City park trees cannot be pruned in the Street Tree Maintenance program, which is funded by Gas Tax Funds. This project funds annual pruning of over 500 City-owned park trees. These projects have been phased out of the CIP budget and incorporated as part of the operating budget, but some project funding remains.

## Police Department Barn Car Patrol Vehicle

**NEW**

<i>Critical Issue</i>	Public Safety Services
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$80,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-21

The City had one “barn” (reserve) patrol car that was deployed for the replacement of another patrol unit; upon deployment, another patrol unit was taken out of service. This project would purchase of a second fully equipped barn car to ensure no shortage of patrol units.

**Police Department Patrol Vehicle****NEW**

<i>Critical Issue</i>	Public Safety Services
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$80,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-21

This project funds the addition to fleet of one new patrol vehicle build due to overlapping in shifts, during which there is a need for additional units. The addition of one Dodge Charger is proposed to ensure there are sufficient vehicles during those overlap periods.

**Police Department Replacement Scheduling and Workforce Management Software****NEW**

<i>Critical Issue</i>	Public Safety Services
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$75,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Police
<i>Contact</i>	Arguello
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-21

This project provides for the purchase of software and professional services to replace the Police Department’s existing scheduling and workforce management system. The project requires coordination with the Finance Department and the Human Resources Department.

**Public Works Maintenance Spray Truck****NEW**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$80,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2021-22

The Service Center previously utilized a spray truck; however, it was deemed non-operational due to failure to meet emissions standards. In its place, a portable water trailer is currently used, but it does not hold the same capacity and thus, requires more labor to operate. This project will purchase a Ford chassis and install a pre-fabricated water tank to ensure more efficient operations

**Public Works Maintenance Vehicles (2)****NEW**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$60,000 (2020-21); \$60,000 (2021-22)
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-21 and 2021-22

Maintenance staff have historically doubled-up in work vehicles due to a shortage of available maintenance vehicles. This have been impactful during peak work periods. This project provides for the purchase and outfitting of two new Ford F-250s maintenance personnel.

**Railroad Quiet Zone Study**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$100,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	2020-21

This project would fund a consultant study to analyze Newark’s ten at grade roadway-rail crossings for potential eligibility for establishing Quiet Zones (i.e. elimination of train whistles at the crossings). For safety, Federal and State laws currently require trains sound their whistles in a certain pattern and loudness as the trains approach crossings with roadways. The law does make provisions for the establishment of Quiet Zone(s) under certain circumstances to either eliminate or modify the hours when train horns will be sounded at these crossings. A substantial amount of data must be gathered and authorized measures evaluated as to physical feasibility, cost of implementation, and associated risk or liability prior to requesting establishment of quiet zones.

**Safe Routes to Schools Improvements – Various Locations** **NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$250,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works - Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2021-22

This project will install pedestrian and bicycle improvements adjacent to Newark schools. These improvements have been identified through Alameda County Transportation Commission’s Safe Routes to School Program. The program sponsors School Safety Assessments at schools throughout the County to identify and recommend pedestrian and bicycle safety improvements. This project would fund the construction of some of the recommended improvements.

**Second Chance Homeless Shelter Repairs**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Potential CDBG Project
<i>Estimated Cost</i>	\$60,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2012
<i>Year Funded</i>	Not Funded

This project would provide much needed repairs to various areas in the Second Chance Homeless Shelter, including retrofit of the foundation and partial replacement of or repairs to the sewer system. Other repairs include replacement of the flooring in the hallway, kitchen, and pantry.

**Security Camera Systems – City Facilities**

<i>Critical Issue</i>	Quality of Life/Public Safety Services
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$200,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering /Police Department
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

This project will install exterior security camera systems to help reduce victim and property crimes at City facilities. The full scope of the project still needs to be determined.

## Senior Center Flooring Replacement

NEW

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$75,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-21

This project would replace the vinyl composition tile (VCT) flooring in the Senior Center. The existing flooring tiles are continually raising at the corners due to the moisture level in the concrete sub-flooring, causing trip hazards. The existing VCT flooring would be replaced with a water tight floated flooring system.

## Senior Center HVAC Replacement

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Potential CDBG Project
<i>Estimated Cost</i>	\$50,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2012
<i>Year Funded</i>	Not Funded

This project would replace the HVAC units that service Phase II of the Senior Center building. These units are 21 years old and no longer function well. The newer system will increase energy efficiency and lower utility costs.

## Senior Center – New Construction

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$8,000,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

Although the Senior Center building on Enterprise Drive was expanded in 2007, a new Senior Center building will eventually need to be built in order to meet future anticipated needs.

This project is a listed Community Service and Facility project in the Impact Fee nexus analysis (13.7% maximum funding). This project will be deferred until the Citywide Building Needs Assessment study has been completed.

### Senior Center Room Divider

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$60,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Recreation and Community Services
<i>Contact</i>	Zehnder
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

The current room divider in the Senior Center building dining room is not designed to reduce acoustical noise. This is a significant problem during concurrent use times. A divider with acoustic properties would reduce noise when the room is separated, thereby increasing the programmability of each room.

### Service Center Buildings – Painting

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$80,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2018-19

Facilities have not been painted for over 15 years, are sun damaged, and are in need of new paint.

### **Service Center Clean Water Requirements**

<i>Critical Issue</i>	Not Applicable
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$95,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	2013-14

Trash, asphalt, and other waste should be placed on impermeable surfaces. Maintenance operations transport trash and other waste products from parks and the right-of-way in pick-up trucks. The pick-ups are emptied onto the ground and then a loader scoops up the debris and places it in dumpsters to be hauled to the disposal site. The Service Center needs impermeable surfaces installed in the dump areas to ensure liquids from the waste products do not leach into the ground. Street crews use the vac-on unit to remove debris from storm drain inlets. The contents in the vac-on should be placed into a settlement pond where the debris removed from the inlets can settle to the bottom and the water can be drained into a sewer connection. This project is driven by the Clean Water Act.

### **Service Center Fuel Pump Island Drainage System**

<i>Critical Issue</i>	Not Applicable
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$80,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	Not Funded

This project would install a drainage system that allows any spilled hydrocarbons to be diverted into the existing oil separation tank. The Clean Water Act prohibits any type of hydrocarbons from being introduced into the storm drain system.

### **Service Center Fuel Tank Canopy**

<i>Critical Issue</i>	Not Applicable
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$140,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2000
<i>Year Funded</i>	Not Funded

This project would construct a canopy over the existing fuel pumps at the Service Center. The primary purpose of the installation is to prevent rain water from washing spilled fuel into the storm drain system. This project is a listed Community Service and Facilities project in the Impact Fee nexus analysis (17.7% maximum funding).

### **Service Center – Rear Garage Overhang Repairs**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$75,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Building Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2018-19

The roofing plywood underneath the shingles around the perimeter was incorrectly installed and is rotting along with the fascia; the side wall is deteriorated and needs total replacement. The overall cost estimate includes painting.

### **Service Center Remote Control Gates**

<i>Critical Issue</i>	Not Applicable
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$20,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	Not Funded

There are currently five gated access points into the Service Center property. Three of these typically remain open during the course of regular business hours. To provide better security and to control who may enter the facility, the installation of remote operation control systems on four of these gates is necessary.

## Service Center Waste Disposal Upgrades

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$275,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Maintenance
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2012
<i>Year Funded</i>	Not Funded

This project includes the construction of truck ramps and placement of containers for dumping of solid and green waste at the Service Center, with connection to the existing sanitary sewer line.

## Shirley Sisk Grove Completion

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fee
<i>Estimated Cost</i>	\$2,080,000
<i>Operating Impact</i>	Significant Permanent Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2017
<i>Year Funded</i>	Not Funded

Shirley Sisk Grove is designated as a special use park located in southwest Newark. The Grove has been host to the City's summer concert for nearly thirty years, despite the site's lack of permanent recreation facilities, utilities, or on-site parking. The *Newark Citywide Parks Master Plan* envisions Shirley Sisk Grove as a permanent, outdoor performance space for Newark's community. The suggested improvements include the placement of a permanent outdoor stage and stage shelter, a permanent restroom, storage for event materials, and planting and irrigation for outdoor seating. To further improve the Grove the *Master Plan* also proposes the creation of a play area and an on-site parking lot to improve site accessibility.

## Silliman Activity Center – Carpet Replacement

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$45,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2018-19

The carpet in the Meeting Room, Child Care area, Activity Room, and Hallway is showing significant signs of wear. Replacement of the carpet in these high traffic areas is needed.

## **Silliman Activity Center Energy Conservation Measures**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$200,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	Not Funded

The Silliman Activity and Family Aquatic Center continues to account for a large portion of the City's energy costs and greenhouse gas emissions. As such, the center is also a source of potential financial savings through energy conservation measures such as lighting retrofits and lighting sensors and controls. Staff will coordinate with Pacific Gas & Electric Company regarding available incentive programs.

## **Silliman Activity Center – Light Control Board Replacement**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$50,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2016-17

The light board, which controls interior and exterior lights at Silliman, is approximately 15 years of age. The unit controls are faded (cannot be seen to easily program the unit) and there is limited control to program the unit for special events or daylight savings time. Replacement of the unit and a link to the controls (Alerton) program is necessary to maximize programming capability and minimize our electrical consumption.

**Silliman Activity Center – Partial Roof Replacement****NEW**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$325,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2021-22

The original translucent panel roofing system installed in Phase I at Silliman is currently leaking on the sun facing side of the facility. Given the construction of the roofing with the slate system, several vendors have surmised that it cannot be repaired. This project will install a more robust roofing system with a warranty that will last more than 15 years.

**Silliman Aquatic Center – Air Handler #2 Replacement****NEW**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$350,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2021-22

Air Handler #2, originally installed in 2004, is showing signs of wear and increased metal fatigue. The nature of repairs and increased maintenance costs indicate that it is nearing the end of its useful life. Based on the replacement of Air Handler #1 in December 2019 it is anticipated that Air Handler 2 will need to be replaced in about a year.

**Silliman Aquatic Center – Hot Tub Replacement****NEW**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$300,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2021-22

The hot tub was losing water at a rapid rate and was shut down for a month to address repairs. Upon inspection, one of the wells and a section of tile was found as the source of the water loss. Previous repairs have held; however, the hot tub is still losing water, but at a much slower rate. The project will replace the hot tub utilizing the existing plumbing run from the mechanical room to the spa, and install all new mechanical equipment.

**Silliman Aquatic Center – Pool Deck Replacement**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$300,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	Not Funded

Due to surface irregularities and deterioration in some areas, replacement of the original pool deck from tile to brushed concrete is desirable.

**Silliman Aquatic Center – Variable Frequency Drive Unit**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$45,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Two – Service Level Increase
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2016
<i>Year Funded</i>	2016-17

A variable frequency drive (VFD) is a motor controller which strategically powers down equipment at non-peak hours. Installation of a VFD would reduce the mechanical failures resulting from constant usage and extend the lifetime of the pool equipment at the Silliman Aquatic Center. The estimated payback of this expenditure is less than 9 months due to electrical cost savings.

<b>Silliman Aquatic Center – Water Tanks/Heater Replacement</b>	<b>NEW</b>
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<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$100,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Connolly
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2020-21

This project will replace water heater and water tanks in Phase I and Phase II of the Silliman Center. One of the two A.O. Smith tanks in Phase II failed in 2018 and due to the positioning and age of the functional tank, it is prudent to replace both tanks simultaneously. Plumbing components will be replaced and brought up to current code requirements. Phase I has dual A.O. Smith tanks and one is currently not functioning and in need of replacement to ensure consistent water temperature.

<b>Sportsfield Park Completion</b>	
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<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fee
<i>Estimated Cost</i>	\$4,120,000
<i>Operating Impact</i>	Permanent Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2016-2017
<i>Year Funded</i>	Not Funded

Sportsfield Park is the City’s largest dedicated sport facility, regularly hosting soccer, baseball and softball events throughout the year. Sportsfield Park is currently home to grass lawn for recreation and competitive field sports, a youth baseball and softball field, a pedestrian paths, and restroom.

The *Newark Citywide Parks Master Plan* envisions Sportsfield Park as a destination sport and recreation facility for the City of Newark. In addition to the recently completed all-weather artificial turf fields and community skate park, the *Master Plan* proposes that the park provide several updated natural turf fields as a major community-serving project. Additional proposed facilities include group picnic areas, playgrounds that incorporate traditional and water play features, a concession stand with restroom, updated pedestrian pathways, and an extended parking lot to serve additional demand.

### **St. Isabel Avenue Street Improvements Completion**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$285,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	Prior to 1995
<i>Year Funded</i>	Not Funded

Over the past several years, Community Preservation staff has been working actively with property owners of the multifamily apartments backing onto St. Isabel Avenue to correct zoning infractions and clean up these properties. During discussions, these property owners have asked that the City improve St. Isabel Avenue with curb and gutter on the south side of the street (which will require that the existing paving be replaced due to grades), and also install a fence along the south side of St. Isabel Avenue to help control the dumping of trash and other problems associated with open access to the railroad right-of-way.

### **Stevenson Boulevard Gateway Feature Renovation**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds/Art in Public Places
<i>Estimated Cost</i>	\$90,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Community Development
<i>Contact</i>	Turner
<i>Year First Proposed</i>	2014
<i>Year Funded</i>	Not Funded

This project would redesign and/or renovate the existing gateway feature at Stevenson Boulevard and Balentine Drive.

### **Street Asphalt Concrete Overlay Program (Pavement Maintenance) (Ongoing)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$1,200,000 (2020-21); \$1,350,000 (2021-22)
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Tran
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2020-21 and 2021-22

These projects provide for annual patch paving, slurry seal applications, and asphalt concrete overlays for City streets. The current overall Pavement Condition Index (PCI) for Newark is 75.

### **Street Tree Maintenance (Ongoing)**

<i>Critical Issue</i>	Public Safety Services
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$220,000 (2020-21); \$250,000 (2021-22)
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Safety Obligations
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2020-21 and 2021-22

This project provides for ongoing street tree pruning, removal, and replacement.

### **Surplus Property Disposal – Old Fire Station No. 1**

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$20,000
<i>Operating Impact</i>	Cost Savings
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	2006-07

The old Fire Station No. 1 building on Elm Street requires substantial improvements and modifications to be used. The current identified needs of the City do not include use of a building or site of this size (the building is 4,852 sf and the site is 14,220 sf). This project would include appraisals and professional right of way services in order to dispose of the property, as well as a Phase 1 environmental study. Revenue generated from the sale would offset costs of the project and other Citywide needs.

### **Susan Johnson Bridgepointe Park Completion**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Park Impact Fees
<i>Estimated Cost</i>	\$920,000
<i>Operating Impact</i>	Permanent Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2016-2017
<i>Year Funded</i>	Not Funded

Susan Johnson Bridgepointe Park is a neighborhood park located along the northwest edge of Newark. Currently the park has grass lawn, a playground, and two group picnic areas. To activate the site, while better meeting the identified recreation need in the City, the *Newark Citywide Parks Master Plan* proposes the creation of half-court basketball and a volleyball court as well as an update to the existing playground.

### **Thermoplastic Street Striping (Ongoing)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$15,000/year
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Preservation of Existing Assets/Safety Obligations
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Tran
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2020-21 and 2021-22

This project would continue the installation of thermoplastic striping at various locations as needed.

### **Thornton Avenue Complete Streets Improvements (Design)**

**NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$700,000
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	2021-22

This project would complete the design phase of the installation of bicycle and sidewalk improvements on Thornton Avenue between Gateway Boulevard and Hickory Street, improving bicycle and pedestrian access to the Don Edwards Wildlife Refuge, the Bay Trail and the Dumbarton Bridge. This project has replaced the Thornton Avenue Widening (Environmental and Design) Project previously listed in the CIP.

### **Thornton Avenue Complete Streets Improvements (Construction)**

**NEW**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax/Grant Funding
<i>Estimated Cost</i>	\$14,000,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2020
<i>Year Funded</i>	Not Funded

This project would complete the construction phase of the installation of bicycle and sidewalk improvements on Thornton Avenue between Gateway Boulevard and Hickory Street, improving bicycle and pedestrian access to the Don Edwards Wildlife Refuge, the Bay Trail and the Dumbarton Bridge. This project has replaced the Thornton Avenue Widening (R/W and Construction) Project previously listed in the CIP, but unfunded.

### **Thornton Avenue Pavement Overlay (I-880 to Olive Street)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$2,000,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One- Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	Not Funded

The pavement on Thornton Avenue is in need of repair, with an average Pavement Condition Index (PCI) of 60 on a scale of 1-100. This segment of the Thornton Avenue Overlay Project would include grinding and repaving of the existing roadway surface, localized patch paving, upgrading or installation of new curb ramps, curb and gutter repair and installation of new bike lanes between Interstate 880 and Olive Street. This project is a good candidate for State or Federal discretionary funding.

### **Thornton Avenue Pavement Overlay (Spruce St. to Hickory St.)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax/Federal Funds
<i>Estimated Cost</i>	\$308,000/\$591,700
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level One- Preservation of Existing Assets
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2018-19

Alameda CTC's 2018 Comprehensive Investment Plan allocates \$591,700 of OBAG2 Local Streets & Roads funds to the City of Newark. The funds will be used toward a pavement maintenance project on Thornton Avenue, between Spruce Street and Hickory Street. The pavement on Thornton Avenue is in need of repair, with an average Pavement Condition Index (PCI) of 60 on a scale of 1-100. The Thornton Avenue Overlay Project would include grinding and repaving of the existing roadway surface, localized patch paving, upgrading or installation of new curb ramps, curb and gutter repair and installation of new bike lanes. OBAG2 funds for the Thornton Avenue Overlay project are programmed for Fiscal Year 2019-20.

### **Thornton Avenue Streetscape Improvements (Elm Street to Willow Street)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds/Gas Tax
<i>Estimated Cost</i>	\$1,200,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	Not Funded

This project would provide streetscape improvements and a landscaped median installation on Thornton Avenue between Elm Street and Willow Street. This roadway was once the state highway and remains a stark environment. The surrounding residential area is impacted by the wide, unattractive roadway that gives a commercial feel to this primarily residential area. The streetscape improvements will enhance safety by slowing traffic and improve neighborhood quality. Pavement resurfacing between Spruce Street and Willow Street is planned in FY19-20 with the “Thornton Avenue Pavement Overlay (Spruce Street to Hickory Street)” within this project segment. The scope for this project would include pavement resurfacing between Elm Street and Spruce Street up to the westerly limit of the Old Town PDA Streetscape Improvements project.

This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding).

### **Traffic Calming Measures (Ongoing)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$80,000/year
<i>Operating Impact</i>	No Significant Impact
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Carmen
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2020-21 and 2021-22

This project provides funding for traffic investigations, traffic counts and design and construction of possible traffic calming measures in residential neighborhoods. While specific locations are not identified, this funding allows City staff to address traffic calming requests as they arise.

### **Traffic Signal at Central Avenue and Sycamore Street**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$180,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2010
<i>Year Funded</i>	Not Funded

A temporary traffic signal at the Central Avenue and Sycamore Street intersection is under construction. A permanent traffic signal will be incorporated into the Central Avenue Railroad Overpass project. This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding).

### **Traffic Signal at Cherry Street and Robertson Avenue**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$200,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding). The intersection currently does not meet traffic signal warrants.

### **Traffic Signal at Jarvis Avenue and Haley Street**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$180,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding). The intersection currently does not meet traffic signal warrants.

### **Traffic Signal at Jarvis Avenue and Spruce Street**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$180,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding). The intersection currently does not meet traffic signal warrants.

### **Traffic Signal at Newark Boulevard and Ruschin Drive/Brittany Avenue**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$200,000
<i>Operating Impact</i>	Moderate Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding). The intersection currently does not meet traffic signal warrants.

### **Traffic Signal Interconnect – Cherry St. from Thornton Ave. to Stevenson Blvd.**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$125,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

Existing conduit is in place between Mowry Avenue and Stevenson Boulevard and on Stevenson Boulevard between Interstate-880 and Cherry Street. Coordination with the City of Fremont will be necessary for all Stevenson Boulevard traffic signals. This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding).

### **Traffic Signal Interconnect – Newark Blvd. from Civic Terrace Ave. to SR-84**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$175,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding).

### **Traffic Signal Interconnect – Thornton Ave. from Sycamore St. to Cedar Blvd.**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$150,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2006
<i>Year Funded</i>	Not Funded

This project is a listed Transportation project in the Impact Fee nexus analysis (19.3% maximum funding).

## Traffic Signals – LED Lamp and Accessory Replacement (Ongoing)

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Gas Tax
<i>Estimated Cost</i>	\$25,000/year
<i>Operating Impact</i>	No Significant Impact
<i>Priority Level</i>	Level One – Safety Obligations
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Imai
<i>Year First Proposed</i>	Annual
<i>Year Funded</i>	2020-21 and 2021-22

Traffic signal LED lamps have an expected lifespan of 10 years. This project will fund the labor and materials for the replacement of the lamps, as necessary, as well as other accessory replacement needs on the traffic signals and/or street light systems.

## Traffic Signal Preemption – Phase 2

<i>Critical Issue</i>	Public Safety Services
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$200,000
<i>Operating Impact</i>	Minor Impact
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Engineering
<i>Contact</i>	Fajeau
<i>Year First Proposed</i>	2004
<i>Year Funded</i>	Not Funded

This project would complete the installation of signal preemption devices at remaining intersections Citywide to improve emergency response. The use of newer technology on a Citywide basis, including the replacement of existing preemption infrastructure also needs to be evaluated. This project is a listed Public Safety project in the Impact Fees nexus analysis (17.7% maximum funding).

## Transition to Paperless Documents

<i>Critical Issue</i>	City Government Operations
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$13,000
<i>Operating Impact</i>	Minor Impact
<i>Implementing Department</i>	City Manager's Office
<i>Contact</i>	Hovorka
<i>Year First Proposed</i>	2014
<i>Year Funded</i>	2014-15

Tablets for City Council, City Manager, City Clerk, City Attorney and possibly, Assistant City Manager. Council has indicated the desire to increase efficiency by transitioning to paperless documentation for the Council Agenda Packets. This item would purchase the tablets and other accessories necessary to provide agenda packets to Council Members electronically.

### **Turf Median Replacement – Phase 1 (Thornton Avenue)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$55,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	Not Funded

This project would replace the turf and irrigation on Thornton Avenue medians with a low maintenance, drought tolerant grass type groundcover. This type of landscaping is consistent with emission reduction plans and water conservation efforts, and maintenance demands would also be reduced. The cost of this project would be recovered in savings in about 10 years.

### **Turf Median Replacement – Phase 2 (Central Avenue)**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$40,000
<i>Operating Impact</i>	Cost Savings
<i>Priority Level</i>	Level Three
<i>Implementing Department</i>	Public Works – Landscape Parks Maintenance
<i>Contact</i>	Hornbeck
<i>Year First Proposed</i>	2008
<i>Year Funded</i>	Not Funded

This project would replace the turf and irrigation on Central Avenue medians with a low maintenance, drought tolerant grass type groundcover. This type of landscaping is consistent with emission reduction plans and water conservation efforts as well as it would reduce the hours required to maintain the landscape. The cost of this project would be recovered in savings in about 10 years. The total need for the project is \$80,000; however, \$40,000 from Lighting and Landscape District #1 could be used for this project.

### **Virtual History Museum**

<i>Critical Issue</i>	Quality of Life
<i>Funding Source</i>	Capital Funds
<i>Estimated Cost</i>	\$60,000
<i>Operating Impact</i>	No significant impact
<i>Implementing Department</i>	City Manager's Office
<i>Contact</i>	Gebhard
<i>Year First Proposed</i>	2018
<i>Year Funded</i>	2018-19

This project would provide for the development of a virtual history museum dedicated to providing access to Newark's rich history through a web-based platform.



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## Revenue Source Definitions

These revenue sources are broken into seven categories. Below are brief explanations of each category and revenue source.

### 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.

**Code Enforcement Fee.** Charged on an hourly basis for staff time expended on the abatement of zoning and building code violations.

**Community Development Maintenance Fee.** Charged on building permits (based on 0.5 percent of construction valuation) for the purpose of implementation and maintenance of the General Plan and Zoning Ordinance.

**Development Impact Fees.** Fees assessed to new residential, commercial, and industrial developers to be used for specific public safety, transportation, community development, park, 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 Francisco 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 signs.

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

**Recreation – Child Care Activity.** Revenue generated from Licensed Child Care Program fees in order to recover cost of providing specific services provided at the Community Center.

**Recreation – Community Center Building Rentals.** Revenue generated from 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 programs and activity fees in order to recover the cost of providing the 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 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 Concession Operations.** This revenue is generated by food and beverage sales for the convenience of customers while utilizing the amenities, programs, and services available at the Silliman Activity Center.

**Recreation - Silliman General Aquatic 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.

**Senior Transportation Fee.** Charged for the cost of providing transit services to seniors. The fee is subsidized by Measure B sales tax revenue.

**Special Fire Fee.** Charges for hazardous materials permits, hazardous materials responses, fire permits, etc.

**Special Police Fee.** Charges for responding to excessive false alarms, expenses related to cases involving driving under the influence, towing administration, etc.

**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.

**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 maintaining the City's regulations.

**Animal Licenses.** Ownership or possession of a dog requires the purchase of a dog license. A certification of an anti-rabies vaccination is required to obtain 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 fees are based on the 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.

## **OTHER REVENUES**

**Donations.** Funds provided to the City by a private party to be used for a specific purpose.

**Newark Unified School District.** Reimbursement for contracted police and recreational services provided by the City to the school district.

**Non-Government Contribution.** Reimbursement of staff costs for the administration of project consultants.

**Other Revenue.** Other fees, charges, and/or reimbursements that are one-time or general in nature and do not fit into a specific revenue category. Included in this category is Waste Management's annual reimbursement of debt service payments.

**POST Reimbursement.** Funds provided by the Peace Officer Standards and Training (POST) program for education and training of police officers.

## **REVENUE FROM OTHER AGENCIES**

The Federal Government, State of California, County of Alameda, and other public agencies provide funding to the City for specific programs.

**County, Federal, and State Grants.** Funding or contributions by the County or Federal and State agencies 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. This category also includes the State apportionment of motor vehicle license fees.

## **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 and California Asset Management Program (CAMP).

**Rents and Concessions.** Revenue derived from the rental of City property.

## **PROPERTY, SALES, & OTHER TAXES**

Taxes are economically sensitive and this category is the major source of revenues used to support basic City services.

**Franchise Fees.** 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 Waste Management of Alameda County, Inc. (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.

**Paramedic Tax.** This special tax was approved as a ballot measure in June 1997 to provide funding for the City's firefighter/paramedic program. The paramedic tax is assessed per benefit unit which is based upon land use and is determined by a countywide survey of the demand for service generated by the land use.

**Property Tax.** 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.

## **Property tax revenues of the City 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.

**Property Transfer Tax.** This tax is levied at a rate of \$1.10 per \$1,000 of equity value transferred. 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 is levied on every person in the City using telecommunication services (including landline telephone and cell phone services), video services (including cable television), electricity and gas consumption. The tax rate for these services is 3.25% and expires on December 31, 2020.