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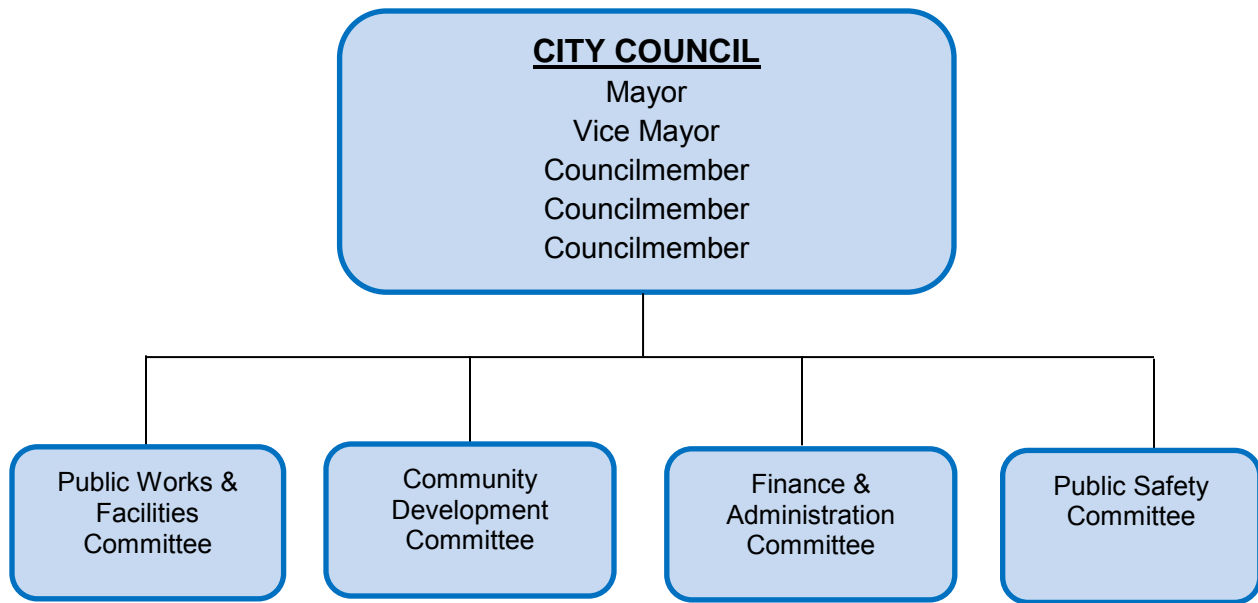
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# CITY COUNCIL



*A five-member elected City Council provides governance over the City of Fort Bragg's services to a population of approximately 7,000 residents. Each Councilmember is elected at-large and serves a four-year term. The Mayor is elected by the members of the City Council and serves a two-year term. The Council convenes in regular session on the 2<sup>nd</sup> and 4<sup>th</sup> Mondays of each month. All regular meetings are held in Fort Bragg Town Hall and are open to the public.*

## SUMMARY OF SERVICES

The Council establishes policies for City operations, approves all budgets, and ensures appropriate representation and responses to community interests. The City Council appoints the City Manager who supports the City Council in its policy development functions and ensures that the City Council's policies, programs, and priorities are addressed through the work of City staff.

## STRATEGIC GOALS AND OBJECTIVES

- Foster a strong, resilient and prosperous local economy.
- Ensure the timely completion of the Mill Site remediation and continue to plan for reuse of the property.
- Maintain and improve City infrastructure, including ongoing maintenance and repair of streets and alleys, increasing water storage capacity, and constructing improvements to the City's water distribution and wastewater treatment facilities.
- Develop long-range financial plans for Capital Improvement Program implementation.
- Focus on activities and programs that maintain and enhance the "quality of life" in Fort Bragg.
- Define solutions to homeless issues.
- Support development of housing.
- Ensure civility and decorum at Council meetings.
- Strengthen neighborhoods and increase public safety on our streets.
- Ensure that City is prepared to respond to natural disasters and emergencies.

**FY 2017/18 TOP ACCOMPLISHMENTS**

- The Council prioritized improvements to the City's water and wastewater infrastructure.
- The Council supported several actions to enhance access to City government including live-streaming all Council Committee meetings (in addition to Council and Planning Commission meetings) as well as the "Monday Meetings with the Mayor".
- The Council continued to make maintenance and improvement of the City's streets and sidewalks a key priority. The Council completed the 2017 Streets & Alleys Rehabilitation project.
- The Council provided strategic vision for numerous parks and recreation projects serving our coastal community including the Fort Bragg Coastal Restoration & Trail Project, the C.V. Starr Community Center and the Bainbridge Park Master Plan.
- The Council continues to place a strong emphasis on community safety and support for the Fort Bragg Police Department's operations. Through the budget process, the Council funded a body worn camera program and funded an officer assigned to the Mendocino County Major Crimes Task Force to help pro-actively address drug and gang-related issues in our community.
- The Council provided leadership on a number of important community issues including: addressing issues related to homelessness; the environmental clean-up of the Georgia Pacific mill site property; day lighting creeks on the mill site; development of EIR for proposed shopping center; establishing regulations for the post-Prop 64 cannabis industry; support for our immigrant community; .

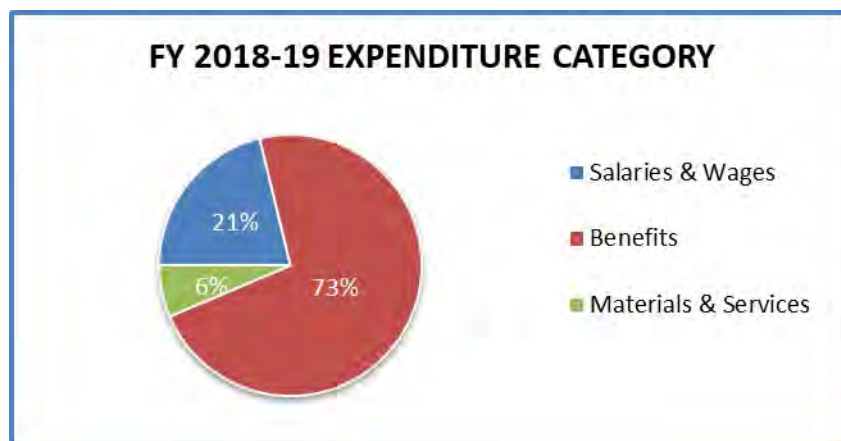
**FY 2018/19 TOP PRIORITIES**

- Through the budget process and the mid-year budget review process, the Council provides strategic vision to guide the City organization and communicates its priorities for each of the City's service areas. The Council's priorities are expressed throughout the FY 2018/19 Budget.

**BUDGET OVERVIEW**

The FY 2018/19 proposed budget for the Council is approximately \$137k, an increase of \$11k from the projected FY 2017/18 year-end total. The increase is due primarily to the scheduled election in FY 2018/19. Decrease in Training/Travel Reimbursements by \$4k has helped to offset the increase in election cost.

Councilmembers are paid a small stipend per meeting attended. The budget for FY 2018/19 is based on the maximum number of meetings anticipated for the year.



## CITY COUNCIL DEPARTMENTAL BUDGET SUMMARY

## FUND 110

DEPARTMENT: 4110

Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
<b>Expenditure:</b>					
Personnel Services	\$ 115,770	\$ 125,067	\$ 118,354	\$ 117,534	-1%
Non-Personnel Services	25,465	10,000	7,500	19,000	61%
<b>Total Departmental Expenditure</b>	<b>141,235</b>	<b>135,067</b>	<b>125,854</b>	<b>136,534</b>	<b>8%</b>
<b>Revenue:</b>					
Miscellaneous Revenue	184	-	-	-	0%
Reimbursements	-	62,534	62,534	58,767	-6%
<b>Total Departmental Revenue</b>	<b>184</b>	<b>62,534</b>	<b>62,534</b>	<b>58,767</b>	<b>-6%</b>
<b>Net Expenditure</b>	<b>\$ (141,051)</b>	<b>\$ (72,534)</b>	<b>\$ (63,320)</b>	<b>\$ (77,767)</b>	<b>19%</b>

## EXPENDITURE BUDGET DETAIL:

Fund #110

Department: 4110

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
0100	Salaries & Wages	\$ 22,588	\$ 26,626	\$ 25,042	\$ 26,626	6%
0200	Employee Benefits	93,182	98,441	93,312	90,908	-3%
	<b>Personnel Services</b>	<b>115,770</b>	<b>125,067</b>	<b>118,354</b>	<b>117,534</b>	<b>-1%</b>
0315	Election Costs	9,839	-	-	10,000	100%
0319	Professional Services	-	-	-	1,000	100%
0366	Training/Travel Reimbursement	10,060	7,500	3,500	4,000	14%
0371	Meetings/City Business	3,207	2,500	4,000	4,000	0%
0619	Miscellaneous	2,360	-	-	-	0%
	<b>Non-Personnel Services</b>	<b>25,465</b>	<b>10,000</b>	<b>7,500</b>	<b>19,000</b>	<b>153%</b>
	<b>Total City Council</b>	<b>\$ 141,235</b>	<b>\$ 135,067</b>	<b>\$ 125,854</b>	<b>\$ 136,534</b>	<b>8%</b>

## REVENUE BUDGET DETAIL:

Fund #110

Department: 4110

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	
<b>Reimbursements</b>						
3499	Overhead/Admin Cost Recovery	-	62,534	62,534	58,767	
	<b>Total Reimbursements</b>	-	62,534	62,534	58,767	-6%
<b>Miscellaneous Revenue</b>						
3998	Miscellaneous Revenue	184		-	-	0%
	<b>Total Miscellaneous Revenue</b>	184	-	-	-	
	<b>Total City Council Revenue</b>	<b>\$ 184</b>	<b>\$ 62,534</b>	<b>\$ 62,534</b>	<b>\$ 58,767</b>	-6%

## Expenditure Line Item Detail

Fund #110	Account Detail	Category Detail	FY 2018/19 Proposed Budget
Department: 4110			

## Personnel Costs

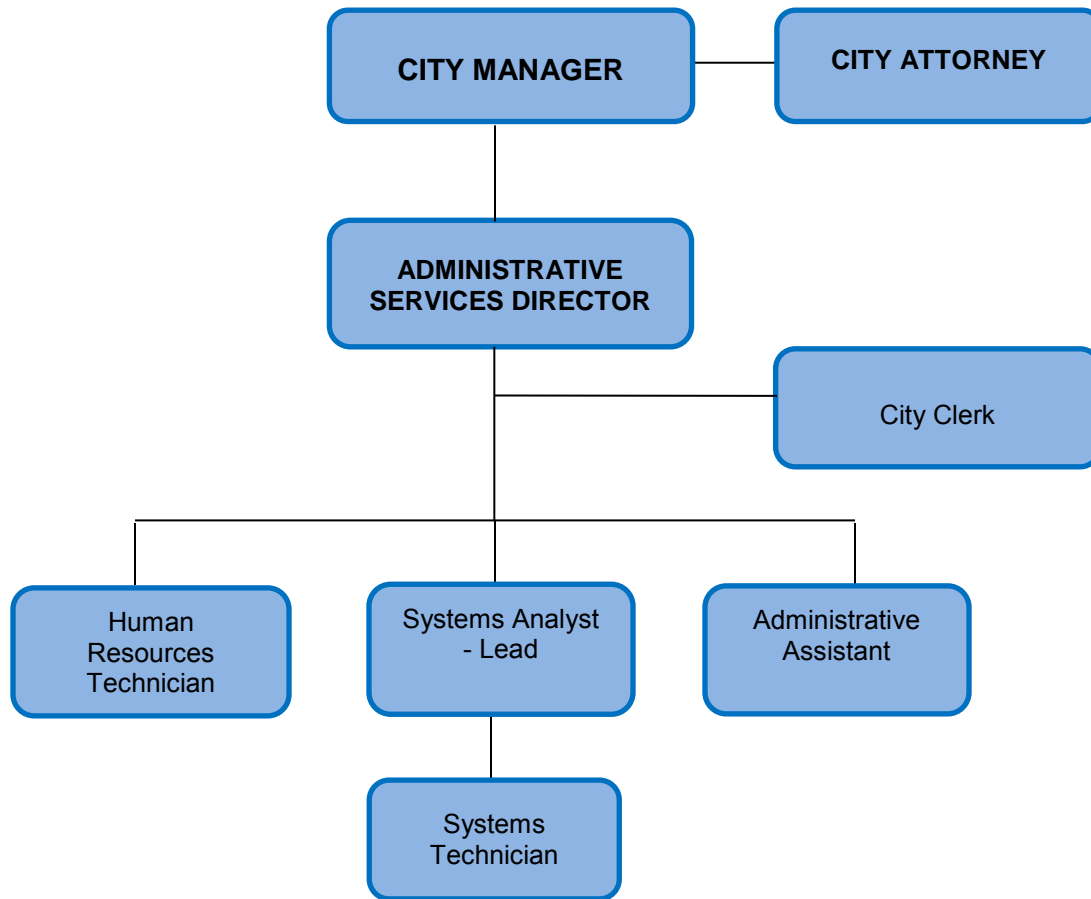
Salaries & Wages, Regular	\$ 26,626	
Employee Benefits	90,908	
<b>Total Personnel Costs</b>		<b>\$ 117,534</b>

## Materials &amp; Services

110-4110-0366	Training/Travel Reimbursement	4,000	
110-4110-0371	Meetings/City Business	4,000	
<b>Total Material &amp; Services</b>			<b>8,000</b>

**Total - City Council** **\$ 135,534**

# ADMINISTRATION DEPARTMENT



AUTHORIZED FTE	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Administration Department	5	4.8	4.8	6	6	6	6.5	7	7

Note: The Technology Support Technician and the part-time Audio-Visual Technician positions are budgeted in Technology Maintenance & Replacement Internal Service Fund.

*The City's Administration includes the City Attorney, City Manager, and the Administrative Services Department. Each entity contributes to the professional leadership of the organization, implementation of City Council policy objectives, and administration of City services and programs. The City's Administration works closely and provides support to other City departments with the goals of ensuring the professional delivery of quality public services; an efficient, responsive, and accountable government; fiscal stability; economic vitality; quality of life; and effective citizen engagement.*

## SUMMARY OF SERVICES

The City's Administration is a General Government support function. In addition to the City Manager and City Attorney, the City's Administration is comprised of the Administrative Services Department which has seven full-time staff members: Administrative Services Director, City Clerk, Human Resources Technician, Administrative Assistant, Systems Analyst - Lead and Systems Technician. The Administration budget includes appropriations for the City Manager, the City Attorney (a contracted position), and the Administrative Services Department. Funding for the Systems Analyst – Lead and the Systems Technician is presented in the City's Technology Maintenance & Replacement Internal Service Fund.

Fort Bragg has a Council-Manager form of government. The Council works collaboratively to set key City policies and priorities, pass ordinances, approve new projects and programs, and adopt the annual budget. The City Manager is responsible for day-to-day administration, including implementing Council policies, advising the Council and making professional recommendations on Council decisions, formulating the budget, and ensuring sound and effective management of City staff and resources.

The City contracts with Jones & Mayer, a firm specializing in municipal law, for City Attorney services. The City Attorney is appointed by the City Council. The City Attorney provides professional legal services to the City Council, the City Manager, the departments of the City, and the Planning Commission. Services include attending public meetings, providing legal opinions, reviewing and drafting legal documents and contracts, providing advice regarding public officials' conflicts of interest, providing advice regarding personnel and labor law issues, leading negotiations on behalf of the City Council with the City's represented employee groups and representing the City in litigation and before courts and administrative agencies. The City Attorney assigns legal work to various specialists in the firm or to outside counsel, as needed.

The Administrative Services Department is responsible for a wide array of administrative services including: technology infrastructure development and management; administration of the Public, Education and Government channel; employee/labor relations; contract negotiations; personnel and administrative policies and regulations; employee benefits administration; personnel recruitment and retention; employee classification, compensation and evaluations; risk management; assistance with budget preparation and monitoring; preparing agenda packets and maintaining official records; responding to public records requests; monitoring compliance with Fair Political Practices Commission requirements; preparing ordinances for codification; maintaining the City's official website and social media pages; maintaining updates to the Fort Bragg Municipal Code; monitoring the City's safety programs and protocols; and assisting the City Manager and other departments on an as-needed basis.

## **STRATEGIC GOALS AND OBJECTIVES**

- Exercise overall responsibility for sound and effective management by City government. Recommend administrative, fiscal and operational policies to the City Council to improve the efficiency and effectiveness of the City's operations.
- Ensure items prepared for placement on the City Council's agenda are complete and sufficient for Council decision-making, and make appropriate recommendations on each item.
- Implement the City Council's goals and objectives by assuring that the actions and programs necessary to achieve the Council's priorities are integrated into the day-to-day work programs of City departments.
- Ensure that sound fiscal management policies are implemented throughout the organization.
- Direct administration of City personnel policies and administrative procedures including employee recruitment, retention, examination, appointment and dismissal.
- Encourage the professional development and training of all employees in order to develop competency to perform in accordance with the values of leadership, performance excellence, team building and customer service.
- Monitor and work with other City Departments to ensure the City's safety programs are deployed and compliant with requirements.
- Provide responsive, forward thinking technology services to the City's departments and secure and stable access to electronic communication, archives and documents.
- Ensure that the City is prepared for natural, civil and other emergencies and disaster by coordinating planning, training and emergency operations drills.



**FY 2017/18 TOP ACCOMPLISHMENTS**

- Monitored the City's financial stability including close monitoring of revenues and expenditures.
- Successfully maintained and expanded a free, reliable public Wi-Fi network in the Central Business District.
- Significantly increased social media and website activity with the goal of increasing overall civic engagement with the City's programs and initiatives.
- Responsible for PEG-TV scheduling, broadcasting and implementation of a PEG Community Advisory Committee.
- Implemented and administered a Tech Committee – an ad hoc committee of the City Council
- Supported the City Council and other City departments in the update of several ordinances including Storm drain fee calculations update; alcoholic beverage in parks policy; building and construction code update; Social Host Ordinance update; utility bill delinquency amendment; electric vehicle charging station parking.
- Conducted recruitments for 11 staff positions, including Engineering Technician, Administrative Assistant – Community Development, Planning Technician, City Manager, Police Officer, Community Service Officer, Finance Technician II, Finance Technician III, Seasonal Maintenance Workers, and Temporary Parking Enforcement Attendant.
- Assisted in City Attorney Request for Proposal, interview process and contract development and approval.
- Hosted NorCal HR Director's conference in Fort Bragg in Fall 2017 thereby promoting Fort Bragg as a destination for both business and pleasure.
- Processed three retirements of long-serving employees in Finance, Community Development and City Manager. Retirements resulted in promotion of Associate Planner to Special Projects Manager and Planning Technician to Assistant Planner.
- Implemented REMIF's employee health benefit program.
- Completed negotiations with both the Fort Bragg Police Association and the Fort Bragg Employee Organization.
- Completed Annual Police Salary Survey.
- Coordinated safety training and compliance process including a full update to the City's Illness and Injury Prevention Program as well as several other required safety policies.
- Continued to update the City's Emergency Operations Plan to ensure both relevancy and accuracy.
- Coordinated various on-site vendor visits to enhance employees' understanding and use of the many benefits and programs available to them.
- Administered and negotiated City's purchase of private water line in Casey subdivision
- Supported the Mayor's "Monday Mornings with the Mayor" meetings by streaming on Facebook Live.
- Continue to provide support in the development of the marketing plan and related activities.
- Helped coordinate installation of four Electric Vehicle Charging Stations in two City parking lots.
- Revised and updated the City's six basic contract templates to be used citywide.
- Assisted the Mendocino Coast Recreation and Park District in oversight of C.V. Starr Center operations.
- Provided staff support to the Bee City USA subcommittee.
- Created new Master File Index system
- Prepared and published 23 regular and 33 special City Council meeting (56 total!) in 2017.
- Participated on REMIF Board and HealthCare Committee
- Assisted in organization of annual Fireworks

**PERFORMANCE/WORKLOAD MEASURES**

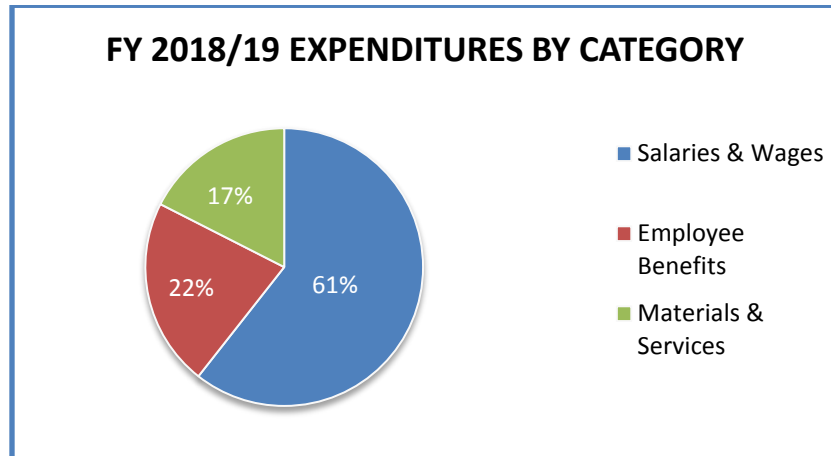
INDICATORS	FY16	FY17
<b>HUMAN RESOURCE</b>		
Number of job posting	18	10
Number of applications received and reviewed	183	110
Open Enrollment compliance and Meetings held	95% - 3	95% - 3
Number of new hires	15	10
Safety Meetings	4	4
<b>CITY CLERK</b>		
Ordinances processed	7	9
Resolutions processed	118	95
Contracts processed	74	91
City council meeting Agenda packets published	46	52
Public Records requests processed	79	145
<b>IT</b>		
Total Help Desk requests received	557	347
Virus Alerts	37	48
Servers supported (Inc. Wi-Fi controllers, Network Security)	18	20
Network Devices supported	234	246
<b>WEBSITE/SOCIAL MEDIA</b>		
Website Visits	-	10,000/month
Social Media Followers (Facebook/Instagram)	2,328/400	3,946/1,857

**FY 2018/19 TOP PRIORITIES**

- Exercise overall responsibility for sound and effective City government. Recommend administrative, fiscal and operational policies to the City Council to improve the efficiency and effectiveness of the City's operations.
- Implement the City Council's goals and objectives by ensuring that actions and programs necessary to achieve the Council's priorities are integrated into the day-to-day work programs of City departments.
- Direct the administration of City personnel policies and procedures including recruitment, examination, appointment and dismissal.
- Monitor the City's safety programs for compliance.
- Encourage the professional development and training of all employees in order to develop competency to perform in accordance with the values of leadership, performance excellence, team building, and customer service.
- Ensure that the City is prepared for potential natural, civil and other emergencies and disasters by coordinating planning, training and emergency operation exercises.
- Expand free, downtown Wi-Fi network in both accessibility and dependency.
- Continue to enhance overall communication channels and effectiveness with the Public including increased social media and website activity.
- Provide support and assistance to Community Development Department for the City's marketing and promotion efforts.
- Be role models for ethical, honest and accountable behavior and practices.
- Increase public participation and overall programming of the PEG-TV channels.
- Redesign of the City's website to enhance public participation in City activities.
- Complete negotiations with the Fort Bragg Police Association, Fort Bragg Employee Organization and unrepresented employees (agreements expire June 30, 2018).
- Organize a citywide "Trail Celebration" on the now complete coastal trail.
- Assist new City Manager with other projects and tasks, as assigned.

## BUDGET OVERVIEW

The FY 2018/19 proposed budget for the Administration department is approximately \$820k, a decrease of \$202k (20%) from the FY 2017/18 projected year-end total. This decrease is attributed to the FY 2017/18 budget amendment severance payout to the former City Manager. Non-Personnel Services also saw a decrease of \$39k owing mostly to reduction in department expenditures for Recruitment and Training/Travel budget. Administration revenue will increase by 1% owing to the increase in Training & Travel Reimbursements the department is expected to receive.



## ADMINISTRATION - DEPARTMENTAL BUDGET SUMMARY

### FUND 110

### DEPARTMENT: 4130

Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
<b>Expenditure:</b>					
Personnel Services	\$ 625,308	\$ 810,299	\$ 804,315	\$ 640,596	-20%
Non-Personnel Services	167,485	231,158	217,908	179,310	-18%
<b>Total Departmental Expenditure</b>	<b>792,793</b>	<b>1,041,457</b>	<b>1,022,223</b>	<b>819,906</b>	<b>-20%</b>
<b>Revenue:</b>					
Charges for services	-	-	782	700	-10%
Miscellaneous Revenue	76,570	-	12,488	12,300	-2%
Reimbursements	683	-	224,949	227,319	1%
<b>Total Departmental Revenue</b>	<b>77,252</b>	<b>-</b>	<b>238,219</b>	<b>240,319</b>	<b>1%</b>
<b>Net Expenditure</b>	<b>(715,541)</b>	<b>(1,041,457)</b>	<b>(784,004)</b>	<b>(579,587)</b>	<b>-26%</b>

**BUDGET EXPENDITURE DETAIL:****Fund #110****Department: 4130**

Object	ACC #	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
0100		Salaries & Wages	\$ 441,903	\$ 621,549	\$ 620,788	\$ 470,627	-24%
0200		Employee Benefits	183,405	188,751	183,526	169,969	-7%
		<b>Personnel Services</b>	<b>625,308</b>	<b>810,299</b>	<b>804,315</b>	<b>640,596</b>	-20%
0311		Legal	111,375	150,000	137,000	135,000	-1%
0316	110-4130-0316	Pre-Employment Costs	13,359	12,000	9,000	9,000	0%
0317	110-4130-0317	Recruitment Costs	11,520	42,000	42,000	7,000	-83%
0319		Professional Services	1,100	-	-	5,000	100%
0320		Dues & Memberships	2,775	3,768	3,768	3,510	-7%
0363	110-4130-0363	Advertising & Publishing	117	-	-	-	0%
0364	110-4130-0364	Legal Notices	2,576	3,000	3,000	3,000	0%
0366		Training/Travel Reimbursement	23,305	18,640	20,640	14,950	-28%
0375	110-4130-0375	General Supplies	36	-	-	-	0%
0371	110-4130-0371	Meetings/City Business	668	750	750	600	-20%
0741	110-4130-0741	Machinery & Equipment	470	-	-	-	0%
0376	110-4130-0376	Medical/Safety Supplies	23	-	-	-	0%
0381	110-4130-0381	Small Tools & Equipment	-	750	1,500	1,000	100%
0384		Books & Subscriptions	162	250	250	250	0%
		<b>Non-Personnel Services</b>	<b>167,485</b>	<b>231,158</b>	<b>217,908</b>	<b>179,310</b>	-18%
<b>Total - Administration Expenditure</b>			<b>\$ 792,793</b>	<b>\$ 1,041,457</b>	<b>\$ 1,022,223</b>	<b>\$ 819,906</b>	-20%

**BUDGET REVENUE DETAIL:****Fund #110****Department: 4130**

Object	ACC #	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
Charges for Services							
3419	110-4130-3419	Document Copies	-	-	782	700	-10%
		<b>Total Charges for Services</b>	<b>-</b>	<b>-</b>	<b>782</b>	<b>700</b>	-10%
Reimbursements							
3201	110-4130-3201	Training Reimbursements	683	-	5,073	9,500	87%
3499	110-4130-3499	Overhead/Admin Cost Recovery	-	-	219,876	217,819	-1%
		<b>Total Reimbursements</b>	<b>683</b>	<b>-</b>	<b>224,949</b>	<b>227,319</b>	1%
Miscellaneous Revenue							
3998	110-4130-3998	Miscellaneous Fines	76,570	-	3,288	2,300	-30%
3905	110-4130-3905	Rents & Concession	-	-	9,200	10,000	9%
		<b>Total Miscellaneous Revenues</b>	<b>76,570</b>	<b>-</b>	<b>12,488</b>	<b>12,300</b>	-2%
<b>Total - Administration Revenue</b>			<b>\$ 77,252</b>	<b>\$ -</b>	<b>\$ 238,219</b>	<b>\$ 240,319</b>	1%

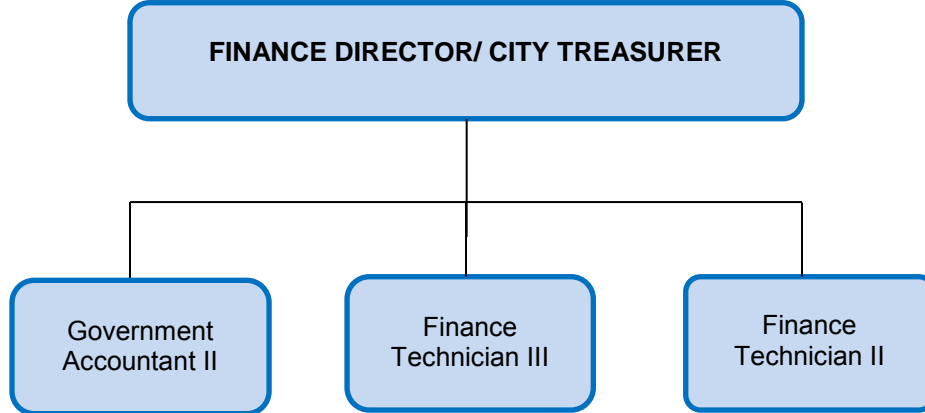
**DEPARTMENT DETAILS – ADMINISTRATION**

Line Item Detail			FY 2018/19
Fund #110			Proposed
Department: 4130			Budget
	Account Detail	Category Detail	
<b>Personnel Costs</b>			
	Salaries & Wages, Regular	\$ 470,627	
	Employee Benefits	169,969	
	<b>Total Personnel Costs</b>		<b>\$ 640,596</b>
<b>Materials &amp; Services</b>			
110-4130-0311	City Attorney Services	135,000	
110-4130-0316	Pre-Employment Costs	9,000	
	Live Scan	\$ 500	
	Occu-Med	7,500	
	Polygraph & Background	1,000	
		9,000	
110-4130-0317	Recruitment Costs	7,000	
110-4130-0319	Professional Services	5,000	
110-4130-0320	Dues & Memberships	3,510	
	CCAC (CC)	90	
	CalPELRA (HR)	700	
	CMF (CM)	400	
	CPA (CM)	75	
	ICMA (CM)	1,200	
	IIMC (CC)	600	
	IPMA-HR (HR)	325	
	Notary Public (CC)	120	
		3,510	
110-4130-0364	Legal Notices	3,000	
110-4130-0366	Training/Travel Reimbursement	14,950	
	CAJPA (ASD) (REMIF reimburses)	3,200	
	CalPELRA (ASD, HR) (REMIF reimburses)	3,500	
	CCAC New Laws & Elections (CC)	1,600	
	CMF New City Manager Seminar (CM)	1,500	
	LOCC Conferences (CM)	1,800	
	NCCIPMA-HR (HR)	750	
	NORCAL Consortium (ASD)	800	
	PARMA (ASD) (REMIF reimburses)	1,800	
		14,950	
110-4130-0371	Meetings/City Business	600	
110-4130-0381	Small Tools & Equipment	1,000	
110-4130-0384	Books & Subscriptions	250	
	<b>Total Material &amp; Services</b>		<b>179,310</b>
<b>Total - Administration Expenditure</b>			<b>\$ 819,906</b>





# FINANCE DEPARTMENT



AUTHORIZED FTE	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Finance Department	5	4	4	4	4	4	4	4	4

*The Finance Department is responsible for maintaining the financial integrity of the City by providing oversight to the City's fiscal management; maintaining accurate fiscal records and reports; and providing advice regarding fiscal policies and transactions.*

## SUMMARY OF SERVICES

The Finance Department is a General Government support function. The Department has four full-time staff members: the Finance Director, one Government Accountant, and two Finance Technicians.

The Finance Department coordinates and directs all fiscal operations of the City. This includes directing, monitoring and controlling all assets and financial operations and providing a framework for financial planning and analysis to support the operation and management of City departments. The functions of the Finance Department include utility billing, business licensing, transient occupancy tax collections, accounts payable, accounts receivable, payroll, purchase orders, financial reporting to federal, state and other outside agencies, treasury and cash management, budget preparation, budgetary control, audit liaison and oversight of other fiscal activities of the City, Municipal Improvement District #1, and the Successor Agency to the Fort Bragg Redevelopment Agency.

## STRATEGIC GOALS AND OBJECTIVES

- Maintain the City's fiscal health and ensure the provision of adequate resources to fund City services for the community.
- Perform financial responsibilities in accordance with statutory regulations and standards required by State and federal regulatory agencies as well as with the Government Finance Officers Association Code of Professional Ethics.
- Account for the City's fiscal activities in an accurate and timely manner within generally accepted accounting principles (GAAP) and other legal requirements.
- Ensure completion of the City's financial statements in a timely manner.
- Assist the City Manager in preparation of a balanced budget and implementation of fiscal and budget policies established by the City Council.
- Safeguard the City's assets and invest available cash in accordance with the City Council's adopted investment policy.
- Provide financial services such as accounts payable, payroll, cash receipting.
- Accurately bill utility customers and provide friendly and helpful customer service

**FY 2017/18 TOP ACCOMPLISHMENTS**

- Accurately bill utility customers and provide friendly and helpful customer service.
- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the FY2017/18 budget.
- Produced Comprehensive Annual Financial Report (CAFR) in-house.
- No Audit findings on internal control weaknesses. Audit findings are auditor observations during internal control testing that do not entirely conform to best practices for internal controls.
- Develop & Coordinate the review of the City's Fee Schedule-FY18
- Worked closely with Public Works and Administrative Services to improve the City's long term capital, maintenance and related financial planning.
- Cross-training for staff to improve work flow and ensure staff coverage across all departmental functions.
- Improved the City budget by accounting for and presenting revenues generated by each department in the departmental summaries, expanded CIP Presentation, developed Budget in Brief summary.
- Successfully implemented Utility Billing Due date change from the end of the month to the 3<sup>rd</sup> of the following month as directed by Council.
- Made Improvements to Business Licenses renewals process.
- Develop and implement continuing education plan for Finance staff.
- Achieved processing of accounts payable consistently every Friday (excluding holiday weeks). Enforced weekly cutoff of invoice submission to Finance (Wednesdays at noon).

**PERFORMANCE/WORKLOAD MEASURES**

INDICATORS	FY16	FY17
<b>BUDGET/CAFR/AUDIT</b>		
Receive GFOA Distinguished Budget award	Yes	Yes
Receive GFOA Award for Excellence in Financial Reporting	Yes	Yes
CAFR prepared in-house	No	Yes
Audit Findings	Nil	Nil

<b>REVENUE COLLECTION &amp; UTILITY BILLING</b>		
Water/Sewer Accounts	2,806/3,135	2,824/3,271
Total Amount Billed(Water/Sewer)	\$2.5m/\$3.3m	\$2.6m/\$3.3m
% of Utility payments processed through external automated/electronic process (Ebox,lockbox,ACH/CC)	-	63%
Business licenses renewals issued	868	883
% of business licenses processed within 30 days	100%	100%
Avg. Monthly Counter Payments received	-	750
Avg. Monthly Water Delinquent Notices	480	509
Avg. Monthly Number of Turn Off's – Non Payment	45	34

<b>ACCOUNTS PAYABLE/PAYROLL</b>		
Average days for Invoices to be Paid (turned into Finance)	3 days	2 days
% of Staff cross-trained in Payroll process	25%	75%
% of Staff cross-trained in AP process	50%	100%
% of employees signed up for direct deposit	98%	94%



**FY 2018/19 TOP PRIORITIES**

- Complete Comprehensive Annual Financial Report in-house by December 31, 2018.
- Assist City Manager and City Council in the establishment of new and/or enhanced revenue sources.
- Develop new Cost Allocation Plan to be implemented with the FY19-20 budget.
- Continue developing annual long term planning and forecasting document and presentation.
- Implement IVR pay by phone system for the convenience of the City's utility customers as well as increased efficiency for the department.
- Implement Fiscal Policy aimed at reducing the City's unfunded pension liability.
- Maintain continuing education plan for Finance staff.
- Train and mentor staff to support professional advancement.
- Increase departmental meetings and team-building activities.

**BUDGET OVERVIEW**

The FY 2018/19 proposed budget for the Finance Department is \$472k, a decrease of \$21k or 4% over the projected year-end total for FY 2017/18. The departmental budget decrease is due to the Govt Accountant I retiree payout costs incurred in FY 2017/18.

In FY 2018/19, a \$10k cost has been proposed for the review the City's Cost Allocation Plan by a Consultant.

**FINANCE DEPARTMENTAL BUDGET SUMMARY****FUND 110****DEPARTMENT: 4150**

Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
<b>Expenditure</b>					
Personnel Services	\$ 392,817	\$ 459,570	\$ 456,726	\$ 421,360	-8%
Non-Personnel Services	41,665	40,564	36,866	51,072	39%
<b>Total Departmental Expenditure</b>	<b>434,482</b>	<b>500,134</b>	<b>493,592</b>	<b>472,432</b>	<b>-4%</b>
<b>Revenue</b>					
Charges for services	-	1,600	1,877	1,600	-15%
Reimbursements	-	303,912	303,912	276,441	-9%
Licenses & Permits	-	65,679	65,679	70,933	8%
Fines & Forfeitures	(940)	1,000	500	1,000	100%
<b>Total Departmental Revenue</b>	<b>(940)</b>	<b>372,191</b>	<b>371,968</b>	<b>349,973</b>	<b>-6%</b>
<b>Net Expenditure</b>	<b>\$ (435,422)</b>	<b>\$ (127,944)</b>	<b>\$ (121,624)</b>	<b>\$ (122,459)</b>	<b>1%</b>

**BUDGET EXPENDITURE DETAIL:**

Fund #110

Department: 4150

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
0100	Salaries & Wages	\$ 280,593	\$ 331,175	\$ 331,439	\$ 300,710	-9.3%
0200	Employee Benefits	112,224	128,395	125,287	120,651	-4%
	<b>Personnel Services</b>	<b>392,817</b>	<b>459,570</b>	<b>456,726</b>	<b>421,360</b>	<b>-8%</b>
0312	Auditing & Accounting	26,328	24,714	23,660	13,282	-44%
0319	Professional Services	8,558	8,200	7,765	31,400	304%
0320	Dues & Memberships	825	600	825	600	-27%
0364	Legal Notices	268	800	442	600	36%
0366	Training/Travel Reimbursement	4,983	6,000	4,000	5,000	25%
0381	Small Tools & Equipment	703	150	173	190	10%
	<b>Non-Personnel Services</b>	<b>41,665</b>	<b>40,564</b>	<b>36,866</b>	<b>51,072</b>	<b>39%</b>
	<b>Total Finance Expenditure</b>	<b>\$ 434,482</b>	<b>\$ 500,134</b>	<b>\$ 493,592</b>	<b>\$ 472,432</b>	<b>-4%</b>

**BUDGET REVENUE DETAIL:**

Fund #110

Department: 4150

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
	<b>Charges for Services</b>					
3711	Return Check Fee	\$ -	\$ 1,600	\$ 1,877	\$ 1,600	
	<b>Total Charges for Services</b>	-	1,600	1,877	1,600	-15%
	<b>Reimbursements</b>					
3499	Overhead/Admin Cost Recovery	-	303,912	303,912	276,441	
	<b>Total Reimbursements</b>	-	303,912	303,912	276,441	100%
	<b>Licenses &amp; Permits</b>					
3701	Business License Fee	-	65,679	65,679	70,933	
	<b>Total Licenses &amp; Permits</b>	-	65,679	65,679	70,933	8%
	<b>Fines &amp; Forfeitures</b>					
3519	Miscellaneous Fines	(940)	1,000	500	1,000	
	<b>Total Fines &amp; Forfeitures</b>	(940)	1,000	500	1,000	100%
	<b>Total Finance Revenue</b>	<b>\$ (940)</b>	<b>\$ 372,191</b>	<b>\$ 371,968</b>	<b>\$ 349,973</b>	<b>-6%</b>

## Line Item Detail

Fund #110	Account Detail	Category Detail	FY 2018/19 Proposed Budget
Department: 4150			

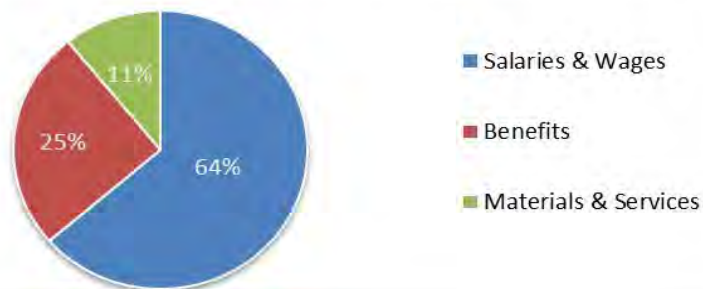
## Personnel Costs

Salaries & Wages	\$	300,710	
Employee Benefits		120,651	
<b>Total Personnel Costs</b>			<b>\$ 421,360</b>

## Materials &amp; Services

110-4150-0312	Auditing & Accounting		13,282	
110-4150-0319	Professional Services		31,400	
	Consultant for Cost Allocation Plan	\$	10,000	
	Banking Fees		12,000	
	Sales tax audit and analysis		2,500	
	Statistics for CAFR (MuniServices)		2,500	
	State Controllers Office - street repor		2,000	
	Filing For SB90 claims		2,400	
			31,400	
110-4150-0320	Dues & Memberships		600	
	GFOA		350	
	CSMFO		250	
			600	
110-4150-0364	Legal Notices		600	
110-4150-0366	Training/Travel Reimbursement		5,000	
110-4150-0381	Small Tools & Equipment		190	
	<b>Total Material &amp; Services</b>			<b>51,072</b>

## Total - Finance Department

**\$ 472,432****FY 2018-19 EXPENDITURES BY CATEGORY**



## NON-DEPARTMENTAL

*The purpose of the Non-Departmental budget category is to record expenditures not associated with a specific department of the City.*

### SUMMARY OF SERVICES

The following expenses are included in the Non-Departmental budget: costs associated with the City's support of two Community Organizations: Public Education and Government (PEG) television services; Caspar Landfill closure and Caspar Transfer Station costs; retiree health benefits; liability and property insurance premiums; and materials and services procured for the benefit of all City departments. Beginning with the financial close of FY 2017/18, a true up of budgeted vs. actual costs in Non-Departmental will be undertaken and budgeted cost allocations will be adjusted accordingly.

### BUDGET OVERVIEW

The FY 2018/19 proposed budget for City-Wide Non-Departmental (excluding transfers out) is \$1.3M, a decrease of \$126k or 9% compared to the FY 2017/18 projected total.

The decrease is attributed to the "Other Post-Employment Benefits" (OPEB). In FY2017/18 the recommended prefunding payment was \$215k while in FY2018/19 the recommended prefunding payment is \$83k. Furthermore, the City's Finance and Administration Committee has recommended making OPEB prefunding payments from realized year-end surpluses rather than budgeting for them. Therefore, the FY2018/19 budget amount for prefunding the City's OPEB unfunded liability is \$5k, which is the trust fund required minimum

This cost decrease is offset by an Increase in Liability Premium (\$37k) and the School Playing Fields rehabilitation project in connection with Measure AA and Measure AB (\$109k).

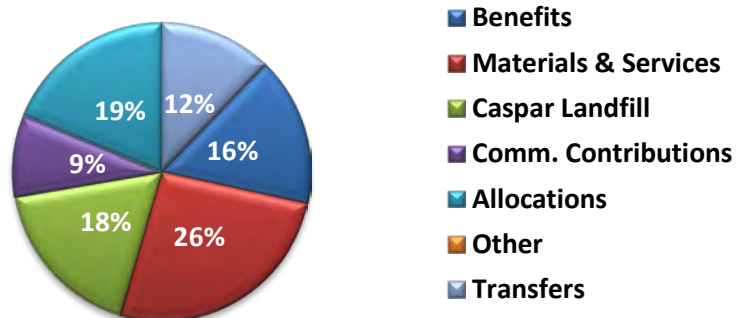
## NON-DEPARTMENTAL BUDGET SUMMARY

## FUND 110

DEPARTMENT: 4190, 4390, 4391, 4915

Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
Intergovernmental	\$ -	\$ 27,500	\$ 30,000	\$ 30,000	0%
Rents and Concessions	-	-	300	600	100%
<b>Total Departmental Revenue</b>	-	27,500	30,300	30,600	1%
Personnel Services	451,664	439,403	436,453	233,393	-47%
Non-Personnel Services	802,987	1,010,147	954,038	1,030,800	8%
Transfers	830,049	136,013	189,696	175,461	-8%
<b>Total Departmental Expenditure</b>	2,084,699	1,585,563	1,580,186	1,439,654	-9%
<b>Net Expenditure</b>	\$ (2,084,699)	\$ (1,558,063)	\$ (1,549,886)	\$ (1,409,054)	-9%

FY 2018/19 EXPENDITURES BY CATEGORY



## BUDGET EXPENDITURE DETAIL:

Fund #110

Department: 4190, 4390, 4391, 4915

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
0200	Employee Benefits	\$ 451,664	\$ 439,403	\$ 436,453	\$ 233,393	-47%
	<b>Personnel Services</b>	<b>451,664</b>	<b>439,403</b>	<b>436,453</b>	<b>233,393</b>	<b>-47%</b>
	<b>Caspar Landfill &amp; Transfer Station</b>					
0319	Professional Services	23,321	70,000	70,000	70,000	0%
0607	Caspar Landfill Property Tax	207	210	218	225	3%
0911	Principal	126,509	168,825	168,825	174,556	3%
0912	Interest	21,060	16,708	16,708	10,977	-34%
	<b>Total Caspar Landfill &amp; Transfer Station</b>	<b>171,098</b>	<b>255,743</b>	<b>255,751</b>	<b>255,758</b>	<b>0%</b>
	<b>Community Organization Contributions</b>					
0621	Chamber of Commerce	9,268	9,739	-	-	0%
0619	Miscellaneous	17,686	135,013	81,552	121,826	49%
0623	PEG TV	30,908	6,115	6,115	6,643	9%
0319	Promotion Committee	81,423	-	-	-	0%
	<b>Total Community Organizations</b>	<b>139,285</b>	<b>150,867</b>	<b>87,667</b>	<b>128,469</b>	<b>47%</b>
	<b>City-Wide Costs</b>					
0319	Professional Services	64,244	74,126	75,000	37,192	-50%
0322	Allocation to Fleet Int Serv Fund	-	17,872	17,872	19,600	10%
0320	Dues & Memberships	12,455	12,450	13,258	13,150	-1%
0355	Equipment Leases	25,001	28,000	29,295	28,000	-4%
0356	Rentals - Equipment & Vehicles	2,156	2,130	3,590	2,500	-30%
0358	Liability Premium	128,589	128,284	128,589	166,175	29%
0359	Liability Deductible	5,050	5,000	2,550	5,000	96%
0360	Property Premium	22,835	24,000	26,971	28,400	5%
0362	Telephone & Communication	14,198	14,500	13,890	14,500	4%
0365	Copying/Printing Bid Docs	3,566	2,000	2,224	3,100	39%
0371	Meetings/City Business	6,826	5,500	4,893	5,500	12%
0372	Postage	5,761	6,400	7,494	7,000	-7%
0375	General Supplies	12,384	16,200	12,447	13,000	4%
0380	Finance Charges	196	-	225	-	-100%
0383	Utilities	50,860	47,000	52,237	52,000	0%
0384	Books & Subscriptions	299	200	186	200	8%
0396	Allocation to IT Int Serv Fund	137,309	219,125	219,126	250,506	14%
0601	Direct Liability Claims	500	-	-	-	0%
0619	Other Expenditures	375	750	773	750	-3%
	<b>Total City-Wide Costs</b>	<b>492,604</b>	<b>603,537</b>	<b>610,619</b>	<b>646,573</b>	<b>6%</b>
	<b>Non-Personnel Services</b>	<b>802,987</b>	<b>1,010,147</b>	<b>954,038</b>	<b>1,030,800</b>	<b>8%</b>
	<b>Total Non-Departmental before Transfers</b>	<b>1,254,651</b>	<b>1,449,550</b>	<b>1,390,490</b>	<b>1,264,193</b>	<b>-9%</b>
0799	Transfers to Other Funds	830,049	136,013	189,696	175,461	-8%
	<b>Total Non-Departmental</b>	<b>\$ 2,084,699</b>	<b>\$ 1,585,563</b>	<b>\$ 1,580,186</b>	<b>\$ 1,439,654</b>	<b>-9%</b>





**DEPARTMENT DETAILS – NON-DEPARTMENTAL**

**Line Item Detail**

Fund #110		Account	Category	FY 2018/19
Department: 4190		Detail	Detail	Proposed Budget
<b>Personnel Costs</b>				
110-4190-0224	Retiree Medical Benefits		\$ 218,393	
110-4190-0225	OPEB Funding		5,000	
110-4190-0251	Unemployment Insurance		10,000	
<b>Total Employee Benefits</b>				<b>\$ 233,393</b>
<b>Materials &amp; Services</b>				
110-4190-0319	Professional Services		37,192	
	Alarm monitoring	\$ 18,000		
	City Hall janitorial	1,500		
	Property tax	4,700		
	Document shredding	672		
	OPEB GASB 75 reporting	2,500		
	REMIF safety program	5,020		
	Safety training/Table Top Exercise	4,000		
	GFOA CAFR and Budget Awards	800		
		37,192		
110-4190-0320	Dues & Memberships		13,150	
	Bee City USA	150		
	Chamber of Commerce	150		
	California Chamber of Commerce	150		
	LAFCO	7,800		
	League of CA Cities	4,900		
		13,150		
110-4190-0355	Equipment Leases		28,000	
110-4190-0358	Liability Premium		166,175	
110-4190-0356	Rentals - Equipment & Vehicles		2,500	
110-4190-0359	Liability Deductible		5,000	
110-4190-0360	Property Premium		28,400	
110-4190-0362	Telephone & Communication		14,500	
110-4190-0365	Copying/Printing Bid Docs		3,100	
110-4190-0371	Meetings/City Business		5,500	
	Employee recognition	5,500		
		5,500		
110-4190-0372	Postage		7,000	
110-4190-0375	General Supplies		13,000	
110-4190-0383	Utilities		52,000	
110-4190-0384	Books & Subscriptions		200	
<b>Total Material &amp; Services</b>				<b>\$ 375,717</b>
<b>Other Expenditures</b>				
110-4190-0619	Other Expenditures		750	
	Graffiti removal	\$ 750		
		750		
<b>Total Other Expenditures</b>				<b>\$ 750</b>

(continued, next page)

**DEPARTMENT DETAILS – NON-DEPARTMENTAL**

**Line Item Detail**

Fund #110	Account	Category	FY 2018/19
Department: 4190 - Continued	Detail	Detail	Proposed Budget

**Allocations**

110-4190-0322	Fleet Internal Service Fund	\$	19,600
110-4190-0396	IT Internal Service Fund		250,506
<b>Total Allocations</b>			<b>\$ 270,106</b>

**Transfers to Other Funds**

110-7999-0799	Transfers to Other Funds		175,461
<b>Total Transfers to Other Funds</b>			<b>175,461</b>

<b>Total - Non-Departmental</b>	<b>\$ 1,055,427</b>
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**Line Item Detail**

Fund #110	Account	Category	FY 2018/19
Department: 4915 & 4916	Detail	Detail	Proposed Budget

**Other Expenditures**

110-4915-0319	Professional Services	\$	70,000
110-4915-0607	Caspar Landfill Property Tax		225
<b>Total Other Expenditures</b>			<b>\$ 70,225</b>

**Debt Service**

**External Debt: Caspar Closure**

110-4915-0911	Principal		137,341
110-4915-0912	Interest		10,228
<b>Interfund Loan (WW)</b>			
110-4916-0911	Principal		37,215
110-4916-0912	Interest		749
<b>Total Debt Service</b>			<b>185,533</b>

<b>Total - Caspar Closure and Transfer Station</b>	<b>\$ 255,758</b>
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## Line Item Detail

Fund #110	Account	Category	FY 2018/19
Department: 4390 & 4391	Detail	Detail	Proposed Budget

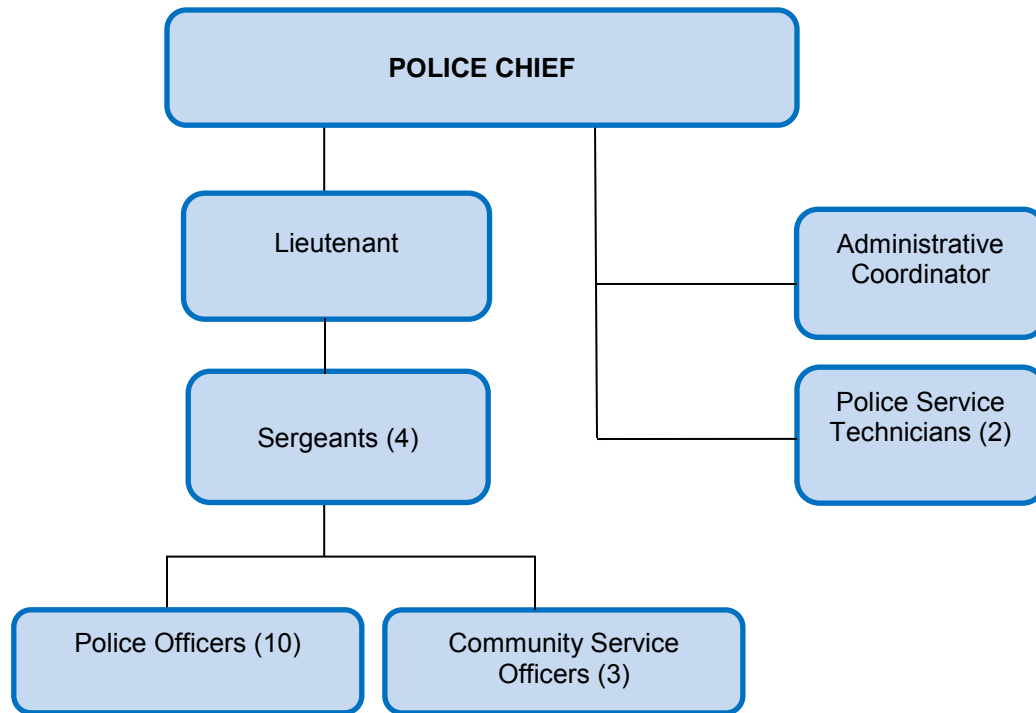
## Community Organizations

110-4390-0623	PEG TV*		6,643
110-4390-0619	Community Contributions		121,826
	EDFC	5,000	
	Leadership Mendocino Scholarship	500	
	Otsuchi	1,500	
	<u>Measure: AA Funds</u>		
	Noyo Center Contribution	57,413	
	School Playing Fields Contribution	57,413	
		<u>114,826</u>	

**Total - Community Organization Support****\$ 128,469**

\*Annual Contribution =50% of Cable Franchise Fees from City (\$17,500) plus \$30,000 from the County of Mendocino less \$40,857 personnel costs

# **PUBLIC SAFETY – POLICE DEPARTMENT**



Note: One Police Officer is assigned to serve on the Mendocino County Major Crimes Task Force.

<b>AUTHORIZED FTE</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Police Department	23	21	21	21	22	22	22	22	22

*The Police Department renders front line emergency and non-emergency police services to the community through uniformed police officers and community service officers who provide public safety, investigate crimes and traffic accidents, arrest law violators, enforce traffic and parking regulations and provide a variety of other community-oriented policing services. The Department also provides customer service to the community and supports police operations through the administrative and business offices of the Police Department. These tasks include executive leadership, management and supervision, management of reports, telephone inquiries, statistics, employee training, property and evidence management, fingerprinting and court coordination.*

## **DEPARTMENTAL DESCRIPTION**

The Police Department currently functions with five administrative staff consisting of the Chief of Police, Administrative Coordinator and two Police Service Technicians. The operations staff is comprised of a Police Lieutenant, four Sergeants, 10 Police Officers, and three Community Service Officers. One Police Officer is assigned to work with the Mendocino County Major Crimes Task Force.

The Chief and Lieutenant, with the support of the Administrative Coordinator, provide Department personnel with strategic goals and objectives, ensuring adequate staffing and equipment, ensuring training and certification in accordance with California Peace Officers Standards and Training regulations (POST), managing the Department's budget, and providing leadership direction. They also serve as liaisons between the Police Department and other City departments and with community members.

The Police Service Technicians (PSTs) ensure that all police records are kept, filed, released and purged in accordance with applicable laws. They are responsible for numerous State reports and validations; provide Live Scan fingerprinting services to the public; process and forward criminal reports to appropriate agencies; and provide information to the public. They assist the public with a wide variety of inquiries, both over the phone and

in person. One PST is the Department's Property and Evidence Technician who assists with the intake of property for safe-keeping and property held as evidence and oversees the release and purging/destruction of Department property. She is the Department's subpoena clerk and is responsible for all criminal and civil subpoenas received by the Department. The Department's other PST is the Records Supervisor and is responsible for overseeing all records-related activities.

The Department provides public safety services on a 24-hour a day, seven-day a week basis. The Police Officers and Community Service Officers, under the day-to-day supervision of the Sergeants, respond to calls for service, conduct investigations, and write police reports relating to those calls. They also respond to traffic accidents, traffic/parking complaints and animal control issues. They deliver a variety of prevention and awareness information to community members, service organizations and schools.

### **STRATEGIC GOALS AND OBJECTIVES**

- Provide excellent public safety services, education and collaborative partnerships to safeguard both citizens and property.
- Maintain and enhance current service levels while providing continuing attention to employee and organizational development and community problem solving.
- Reach out to local youth through school presentations and youth programs.
- Continue to work with Neighborhood Watch to enhance communication and address needs in our community.
- Continue to educate the public on gang-related and criminal activity and prevention and provide support for CGAP (Coalition for Gang Awareness and Prevention).
- Provide mandated services for general law enforcement, code administration and emergency response.



## FY 2017/18 TOP ACCOMPLISHMENTS

- One of our Sergeants successfully completed the distinguished Supervisory Leadership Institute course given by POST.
- One of our Officers completed the Mendocino Leadership Development Course for Senior officers within the County.
- Piloted the use of new technology that monitors speeds on streets throughout the City to better focus traffic enforcement efforts.
- Increased our presence in the Central Business District by use of Foot Patrols and Bike Patrols.
- Utilized our Cadets for numerous community events and throughout the City representing the Department. Three Cadets received their Cadet Badges and official Department Call Sign Designations.
- Provided training necessary to certify the Community Emergency Response Team (CERT) in Fort Bragg.
- Continued to increase community awareness on a variety of issues including traffic safety and traffic enforcement in and around our schools. Identified patterns of crimes and worked with community partnerships for prevention through informational pamphlets and probation/parole gang compliance checks on local offenders.
- Continued to collaborate with Community Based Organizations and other City Departments to define effective ways to address issues related to the local homeless population which impact public safety, emergency services, personal well-being and the quality of life in our community.
- Continued to foster a strong relationship with the Mendocino County District Attorney's Office which, in turn, has committed time and resources to assist the Department with criminal prosecutions.
- Provided successful operational oversight of a multitude of specialty events including the Fourth of July Fireworks, the Holiday Lights Parade, Paul Bunyan Days weekend and the Whale Festival.
- Continued to work with local school district and the Coalition for Gang Awareness and Prevention (CGAP) on creative ways to prevent alcohol and drug use from impacting youth and young adults in our community.
- Partnered with CGAP and the Mendocino County Youth Project on anti-gang efforts such as Day in the Park events.
- Revamped the Police Officer Recruitment pamphlet used by the City to attract candidates.



Police K9 Maverick



Sergeant Kendl and Chief Lizarraga  
Supervisory Leadership Institute Graduation

**PERFORMANCE/WORKLOAD MEASURES**

INDICATORS	FY16	FY17
<b>PUBLIC SAFETY</b>		
Calls for Service	14,731	14,494
Crime Reports	1,487	1,534
Parking Citations	813	918
Bookings	587	732
DUI	42	39
Field Interviews	259	346
Traffic Accidents	183	147
Number of Community Interaction events	11	11
Leadership Team development	1	1
# of Cadets	-	9

**FY 2018/19 TOP PRIORITIES**

- Obtain the use of pole cameras to monitor both, homeless issues and gang activity within City boundaries.
- Establish a “rest stop” at the Mendocino Coast Hospitality Center on Franklin Street to increase officer interactions with homeless people.
- Find “housing” for OHV’s and E-Motorcycles to protect them from the elements.
- Consider establishing a Detective position for more timely and thorough felony investigations.
- Partner with Fort Bragg Unified School District to seek grant funding for re-establishing a School Resource Officer (SRO) position.
- Continue to develop the skills of support staff, officers, and supervisors through training, employee development, coaching and mentoring and continue to train Department supervisors and line officers to be future leaders within the Police Department.
- Continue proactive enforcement efforts on drug and gang-related criminal activity and continue the Department’s involvement in and support of CGAP (Coalition for Gang Awareness and Prevention).
- Continue to be proactive in addressing issues relating to transients in commercial districts and City parks.
- Continue to assign a full time officer to the Mendocino County Major Crimes Task Force to assist with narcotics investigations and major crime cases.
- Continue to work collaboratively with the schools and service agencies to address crime prevention and public safety issues such as Active Shooter training.
- Implement full and regular use of Body Worn Cameras by all field personnel.
- Continue to proactively address public safety issues on the new Coastal Trail and coordinate with other City departments on adaptive management strategies.
- Update the Department Policy Manual, Training Plan and General Orders.
- Continue to explore prisoner transport service options such as contract, retired officers, reserve officers and working with MCSO.
- Continue to work collaboratively with county-wide law enforcement agencies.

**Officer Breyer**



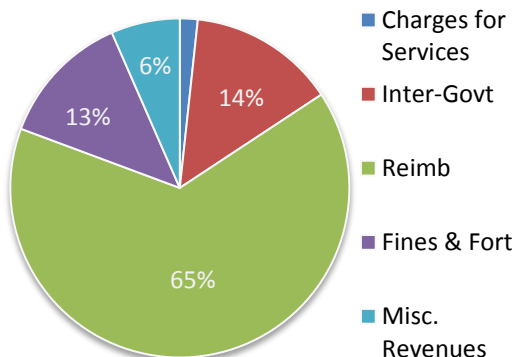
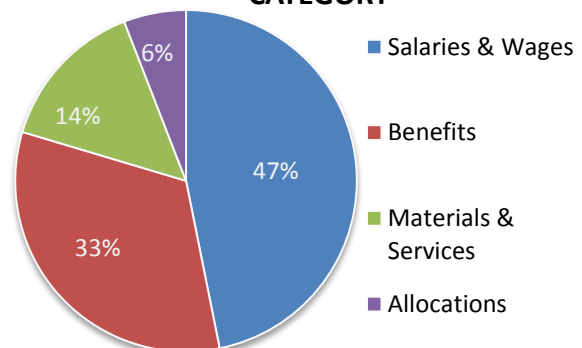
**BUDGET OVERVIEW**

The FY 2018/19 proposed budget for the Police Department is \$3.8M, a 2% increase from the projected FY 2017/18 total of \$3.7M primarily due to merit increase for department personnel. Additionally, \$26k have been budgeted for the K9 Program which cannot be funded by the discretionary Asset Forfeiture Funds any longer. These cost have been offset by reduction in department budget expenditures for Training/Travel and small tools and equipment.

Department Revenues are estimated to increase by 49% due to the increase in Staff Time Reimbursements (\$47k) and Fines & Forfeitures due to rate increases.

**POLICE DEPARTMENTAL BUDGET SUMMARY****FUND 110****DEPARTMENT: 4200**

Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
<b>Revenue</b>					
Charges for services	\$ 36,783	\$ 30,000	\$ 2,972	\$ 5,000	68%
Intergovernmental	-	17,000	15,719	41,200	100%
Reimbursements	-	230,000	144,442	190,850	32%
Fines & Forfeitures	-	-	18,972	37,500	98%
Miscellaneous Revenue	42,642	11,000	14,477	19,300	33%
<b>Total Departmental Revenue</b>	<b>79,426</b>	<b>288,000</b>	<b>196,583</b>	<b>293,850</b>	<b>49%</b>
<b>Expenditure</b>					
Personnel Services	2,825,497	2,865,158	2,887,322	2,977,206	3%
Non-Personnel Services	652,981	818,753	788,452	788,061	0%
<b>Total Departmental Expenditure</b>	<b>3,478,478</b>	<b>3,683,911</b>	<b>3,675,774</b>	<b>3,765,267</b>	<b>2%</b>
<b>Net Expenditure</b>	<b>\$ (3,399,052)</b>	<b>\$ (3,395,911)</b>	<b>\$ (3,479,191)</b>	<b>\$ (3,471,417)</b>	<b>0%</b>

**FY 2018/19 REVENUE BY CATEGORY****FY 2018/19 EXPENDITURES BY CATEGORY**



## BUDGET EXPENDITURE DETAIL:

Fund #110

Department: 4200

Object	Description	FY 2016/17		FY 2017/18		FY 2018/19		% + /-	
		Audited		Amended Budget	17/18 FYE Projected	Proposed Budget			
0100	Salaries & Wages	\$	1,723,858	\$	1,734,939	\$	1,751,634	-0.3%	
0200	Employee Benefits		1,101,640		1,130,219		1,130,023	8%	
	Personnel Services		2,825,497		2,865,158		2,887,322	3%	
0313	Laboratory		1,511		2,000		1,800	-17%	
0314	Animal Care & Control		28,875		58,500		31,500	0%	
0318	Investigative Medical Serv		-		5,000		12	24390%	
0319	Professional Services		360,902		379,260		377,395	-2%	
0320	Dues & Memberships		676		1,000		600	67%	
0322	Fleet Services		81,326		181,599		181,599	21%	
0351	Equipment Repair & Maint		23,405		26,875		5,400	48%	
0356	Rental-Equip & Vehicles		1,876		1,800		2,126	0%	
0357	Rentals - Space		4,862		4,900		4,674	20%	
0362	Telephone & Communication		26,620		25,000		24,862	1%	
0363	Advertising & Publishing		60		-		-	0%	
0365	Copying/Printing		3,563		3,000		2,816	7%	
0366	Training/Travel Reimbursement		37,191		35,000		45,000	-22%	
0367	PD Recruit Training		(101)		20,000		21,708	-	100%
0371	Meetings/City Business		242		800		685	800	17%
0372	Postage		1,711		2,000		2,000	1,800	-10%
0374	Evidence Supplies		1,500		1,200		1,025	1,200	17%
0375	General Supplies		10,144		11,000		12,600	12,000	-5%
0376	Medical/Safety Supplies		4,963		4,000		6,200	5,000	-19%
0381	Small Tools & Equipment		20,318		50,819		61,749	30,000	-51%
0383	Utilities		3,721		4,000		3,700	4,000	8%
0384	Books & Subscriptions		842		1,000		1,000	1,000	0%
0385	Outreach		31,974		-		-	-	0%
0619	Miscellaneous		2		-		-	26,000	100%
0741	PD Equipment		6,798		-		-	-	0%
	Non-Personnel Services		652,981		818,753		788,452	788,061	0%
	Total Police Department	\$	3,478,478	\$	3,683,911	\$	3,675,774	\$ 3,765,267	2%

Line Item Detail

Fund #110 Department: 4200		Account Detail	Category Account Detail	FY 2018/19 Proposed Budget
<b>Personnel Costs:</b>				
	Salaries & Wages		\$	1,751,634
	Employee Benefits			<u>1,225,572</u>
<b>Total Personnel Costs</b>				<b>\$ 2,977,206</b>
<b>Materials &amp; Services</b>				
110-4200-0313	Laboratory			1,500
110-4200-0314	Animal Care & Control			31,500
110-4200-0318	Investigative Medical Service			3,000
110-4200-0319	Professional Services			28,461
	Car washing	\$	300	
	DOJ Livescan		15,601	
	Evidence towing		500	
	Integrity Shred		700	
	Investigative services		1,000	
	MMCTF Annual donation		4,500	
	Parking administration		3,660	
	Reporting subscriptions		1,700	
	Whispering Pines Water		<u>500</u>	
			28,461	
110-4200-0320	Dues & Memberships			1,000
110-4200-0351	Equipment Repair & Maintenance			8,000
110-4200-0356	Rentals - Equipment			2,127
110-4200-0357	Rentals - Off Site Storage			5,600
110-4200-0362	Telephone & Communication			25,000
110-4200-0365	Copying/Printing			3,000
110-4200-0366	Training/Travel Reimbursement			35,000
110-4200-0371	Meetings/City Business			800
110-4200-0372	Postage			1,800
110-4200-0374	Evidence Supplies			1,200
110-4200-0375	General Supplies			12,000
110-4200-0376	Medical/Safety Supplies			5,000
110-4200-0381	Small Tools & Equipment			30,000
110-4200-0383	Utilities			4,000
110-4200-0384	Books & Subscriptions			1,000
110-4200-0386	Dispatch services			341,539
110-4200-0619	Miscellaneous			26,000
<b>Total Material &amp; Services</b>				<b>567,527</b>
<b>Allocations</b>				
110-4200-0322	Fleet Services			<u>220,534</u>
<b>Total Allocations</b>				<b>220,534</b>
<b>Total - Police Department</b>				<b><u>\$ 3,765,267</u></b>

## BUDGET REVENUE DETAIL:

Fund #110

Department: 4200

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% +/-
<b>Charges for Services</b>						
3419	Police Copies	\$ -	\$ -	\$ 2,422	\$ 4,000	0%
3422	Police Fingerprints	36,783	30,000	-	-	0%
3718	Police Witness Fee	-	-	550	1,000	82%
<b>Total Charges for Services</b>		36,783	30,000	2,972	5,000	68%
<b>Intergovernmental</b>						
3200	DNA Reimbursements	-	-	-	4,200	100%
3719	Booking Fee Reimbursement	-	-	13,750	17,000	24%
3201	Training Reimbursement	-	17,000	1,969	20,000	100%
<b>Total Intergovernmental</b>		-	17,000	15,719	41,200	162%
<b>Reimbursements</b>						
3497	Int Fund Reimb - Public Safety	-	230,000	144,442	190,850	32%
<b>Total Reimbursements</b>		-	230,000	144,442	190,850	32%
<b>Fines &amp; Forfeitures</b>						
3511	Parking Fines	-	-	14,644	33,500	129%
3513	DUI Cost Recovery	-	-	4,328	4,000	-8%
<b>Total Fines &amp; Forfeitures</b>		-	-	18,972	37,500	98%
<b>Miscellaneous</b>						
3998	Miscellaneous revenues	42,642	11,000	14,477	19,300	100%
<b>Total Miscellaneous</b>		42,642	11,000	14,477	19,300	100%
<b>Total Police Dept. Revenue</b>		\$ 79,426	\$ 288,000	\$ 196,583	\$ 293,850	49%



## PUBLIC SAFETY - FIRE

### PURPOSE

The City of Fort Bragg and the Fort Bragg Rural Fire Protection District (Rural Fire District) jointly provide fire services within their respective boundaries under a Joint Powers Agency (JPA) known as the Fort Bragg Fire Protection Authority (FBFPA). The JPA was formed in FY 1989/90. The FBFPA is a public entity that is separate and apart from both the City and the Rural Fire District. FBFPA has all of the powers relating to fire protection, fire suppression and emergency rescue authorized by law and has the power to contract for the purchase, lease, or rental of whatever services or equipment it deems appropriate for its mission. Debts, liabilities or other obligations of the FBFPA do not accrue to the two agencies that entered into the JPA.

The FBFPA's budget is approved by the FBFPA Board of Directors, the Fort Bragg City Council, and the Rural Fire District Board of Directors. Funding responsibility is shared by the City and the Rural Fire District with the breakdown of operating costs based on a three-year average call ratio. Typically, the City averages a higher percentage of calls and therefore pays a higher percentage of the FBFPA's budget.

The paid staff of the FBFPA is comprised of a Fire Chief, Fire Prevention Officer, Maintenance Engineer and Office Manager. The FBFPA has 37 volunteer firefighters who are also considered employees. Neither the Rural Fire District nor the City has employees whose job responsibilities include the provision of fire services.



## PERFORMANCE/WORKLOAD MEASURES

INDICATORS	FY16	FY17
<b>PUBLIC SAFETY - FIRE</b>		
Total Number of Calls	579	665
Structure Fires	29	38
Vehicle Fires	3	16
Vegetation Fires	31	33
Medical Aid	150	199
Rescue	22	16
Traffic Accidents	133	98
Service Calls	91	80
Mutual Aid/Agency assist	12	18

## BUDGET OVERVIEW

The FY 2018/19 proposed budget for the Fire Department is \$415k, an increase of \$12k, or 3% compared to the FY 2017/18 projected total.

## BUDGET DETAIL:

Fund #110

Department: 4220

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
0220	Pers	\$ 3,820	\$ 4,890	\$ 4,890	\$ 6,119	25%
0319	Professional Services	384,098	410,000	399,388	407,724	2%
<b>Total Fire Department</b>		<b>\$ 387,918</b>	<b>\$ 414,890</b>	<b>\$ 404,278</b>	<b>\$ 413,843</b>	<b>2%</b>

## Line Item Detail

Fund #110	Account Detail	Category Detail	FY 2018/19 Proposed Budget
Department: 4220			

## Personnel Costs

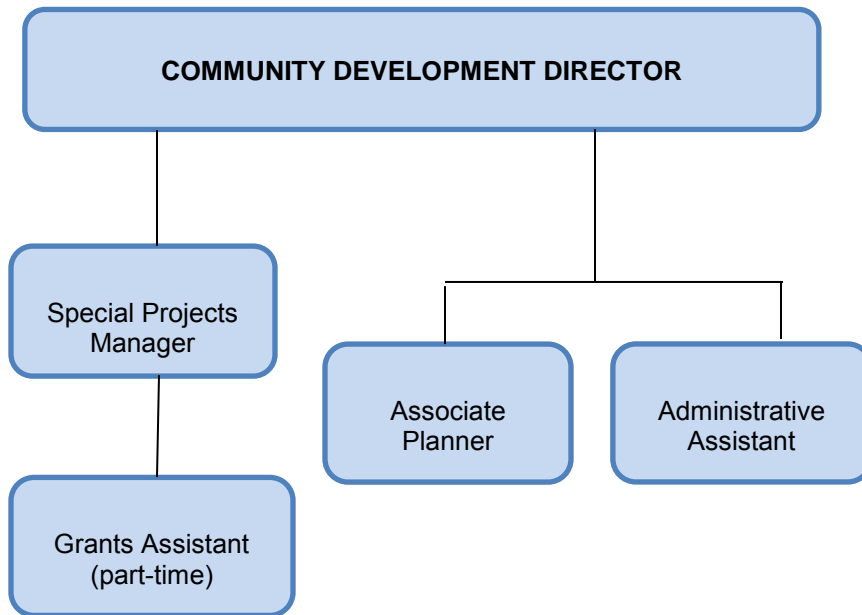
110-4220-0220	Pers	\$ 6,119	
<b>Total Employee Benefits</b>			<b>\$ 6,119</b>

## Materials &amp; Services

110-4220-0319	Professional Services	407,724	
Contribution to the Fire Protection District			
<b>Total Material &amp; Services</b>			<b>407,724</b>

<b>Total - Fort Bragg Fire Protection District</b>	<b>\$ 413,843</b>
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# COMMUNITY DEVELOPMENT DEPARTMENT



AUTHORIZED FTE	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
CDD Department	4.75	3.8	3.8	3.8	4.3	4	4.3	4.3	4.8

*Support the sustainable development of a vibrant economy, an attractive and functional built environment, and top-notch public and private development projects by providing exemplary:*

- (i) Citywide marketing & promotions;*
- (ii) Economic development, business assistance, attraction, and retention;*
- (iii) Long-range planning & current project permitting;*
- (iv) Code enforcement;*
- (v) Grant writing and administration.*

## SUMMARY OF SERVICES

The Community Development Department is comprised of five staff, including: the Community Development Director, Special Projects Manager, Associate Planner, Planning Tech and Grants Assistant. The Community Development Department serves the community by planning for Fort Bragg's future, facilitating economic development and tourism promotions, guiding and regulating development, and helping to plan and implement City projects. The Department's work spans a wide range of activities, including:

- **Long-Range Planning:** The Department engages the community and Council to prepare and implement long-range planning projects such as: the Mill Site Reuse Rezoning and LCP Amendment, the Fort Bragg Street Safety Plan, Cannabis regulations and other projects.
- **Tourism Support:** The Department hires and manages the contractors and consultants who work on the City's TOT funded Visit Fort Bragg Action Plan. The Department also manages the Visit Fort Bragg Committee and relationships with the larger tourism sector in Fort Bragg.
- **Economic Development:** The Department has primary responsibility for implementation of the City's Economic Development Strategy (which is focused on jobs, tourism, arts and quality of life). This work includes providing larger Business Loans as well as funding West Company's loan portfolio in Fort Bragg.



- **Community Development:** CDC raises and manages millions of dollars in grants for community-based non-profit's capital projects. This effort also includes improving our local stock of housing through the Housing Rehabilitation Low Interest Loan Program (a grant funded project).
- **Special Projects:** The Department seeks funding for, and oversees the planning and design process, permitting and environmental review, and engineering and construction management for special projects in our community including: the Fort Bragg Coastal Trail, the Bainbridge Park upgrade, and other projects.
- **Current Planning:** The Department works with developers, business owners, and property owners to ensure that new development proposals comply with the City's planning and zoning regulations, through our permitting process.
- **Permitting:** CDD takes in, processes and approves for final all building permits, sign permits and Limited Term Permit.
- **Code Enforcement:** The Department investigates and initiates code compliance letters, these are followed with fees and follow up enforcement activities, which can include taking cases to Small Claims Court and Superior Court.

## **2018 STRATEGIC GOALS AND OBJECTIVES**

- Complete the Mill Site Reuse Planning Project.
- Manage the City's Marketing & Promotion activities.
- Implement the City's Economic Development Strategy.
- Complete the Fort Bragg Coastal Trail Project.
- Process new development, building and sign permits in a timely manner and with exceptional customer service.
- Oversee the City's Community Development Block Grant (CDBG) program.
- Seek grants for priority City projects and activities.
- Continue to undertake and implement new City projects.

## **FY 2017/18 TOP ACCOMPLISHMENTS**

### **Long Range Planning**

- Completed Fort Bragg Municipal Code regulations regarding Cannabis Manufacturing; and
- Completed about 50 percent of the GP Mill Site Reuse LCP Amendment; and
- Engaged regulatory agencies regarding Mill Pond remediation.

### **Current Planning**

- Staff completed a wide variety of current planning projects, which included: preparation of staff reports for CDPs, Use Permits, Design Review and Subdivision and preparation of required MNDs and Negative Declarations;
- Staff provides effective and correct customer service at the counter and over the phone; and
- Processed and reviewed more than 223 building permits, 46 development permits, 25 sign permits and 96 code enforcement cases.

### **Economic Development**

- Hired a branding consulting firm and managed the branding process; hired an outside Project Manager to implement the Visit Fort Bragg Action Plan; transitioned the Visit for Bragg committee to its advisory role as a Brown Act committee.
- Initiated business retention and attraction visits to identify and resolve barriers to business success and economic development.
- Followed up on Over-the-Counter CDBG loan projects;
- Managed CDBG Microenterprise Assistance program for West Company.



### Grants

- Undertook grant close-out process for various grants; providing on-going supervision of grant activities funded by prior CDBG grants; tracked Program Income and implemented annual loan servicing requirements for CDBG-funded housing and business loans; and
- Applied for and was awarded a \$3.5 million capital grant for the Parents and Friends Project.

### Housing

- Managed the HOME Owner Occupied Rehabilitation Program; and
- Completed permitting and assisted in grant submission for Danco's South Street senior and market rate housing project.

### Special Projects

- Coastal Trail 2.0: Co-managed bidding and construction; managed mural and benches for the project; completed all grant billing and reporting for the Coastal Trail.
- Assisted with oversight of the GP Mill Site Remediation project including review and comments on the Feasibility Study.
- Managed the \$1.3 million CDBG grant for new Water Tank project; completed labor standards/wage compliance; finished quarterly and semi-annual grant reports.



Coastal Trail

## FY 2018/19 TOP PRIORITIES

- Engage the City Council and implement the Council's vision for Community Development.
- Complete the Community-Based Mill Site Reuse Rezoning project (Local Coastal Amendment).
- Continue to implement the City's Economic Development Strategy.
- Implement and manage the implementation of the Visit Fort Bragg Action Plan.
- Complete Fort Bragg Coastal Trail 3.0 downtown access – property acquisition, acquire grant funding, complete design, undertake permitting & environmental review, bid project and construction management. Continue to engage in the restoration of the entire Coastal Trail.
- Provide exceptional customer service in the processing of all new development applications, planning permits, CEQA review, building permits and sign permits. Significant new development projects may include: Danco residential development, Hare Creek Center, Avalon Hotel, Mill Pond Remediation, and other assorted projects.
- Complete development of new cannabis regulations, Housing Element update, and the Residential Street Safety Plan.
- Implement the new HOME Housing Rehabilitation Loan Program.
- Implement CDBG Parents and Friends Project.
- Continue implementation of 2016 CDBG grant-funded projects and apply for 2018 CDBG grant.
- Seek funding for other City Council priorities.



**PERFORMANCE/WORKLOAD MEASURES**

INDICATORS	FY16	FY17
Development Permits (Coastal Development Permits, Use Permits, Design Review, Subdivisions, Limited Term Permits, etc.)	40	46
CEQA Documents (Environmental Impact Reports, Mitigated Negative Declarations, Negative Declarations)	3 MNDs, 2 NDs	1 EIR, 2 MNDs, 3 NDs
Building Permits	141	223
Code Enforcement Cases	75	96
Ordinance Amendments	4	3
Grants Awarded	\$2,041,963	\$1,434,978
Limited Term Permits	19	27
Sign Permits	23	25
Number of Planning Commission Staff Reports	14	25
Number of Community Development Committee Staff Reports	14	18
Number of City Council Staff Reports	31	55

**BUDGET OVERVIEW**

The FY 2018/19 proposed budget for the Community Development Department is \$522k, an increase of \$29k over the FY 2017/18 projected total of \$494k. The difference is related to personnel costs which increased by 5%. The department was not at full staff for the entire FY 2017/18 which will cause a year over year variance since the expectation is to be fully staffed for the entirety of FY 2018/19. Additionally, merit increases are expected for newer staff in the department.

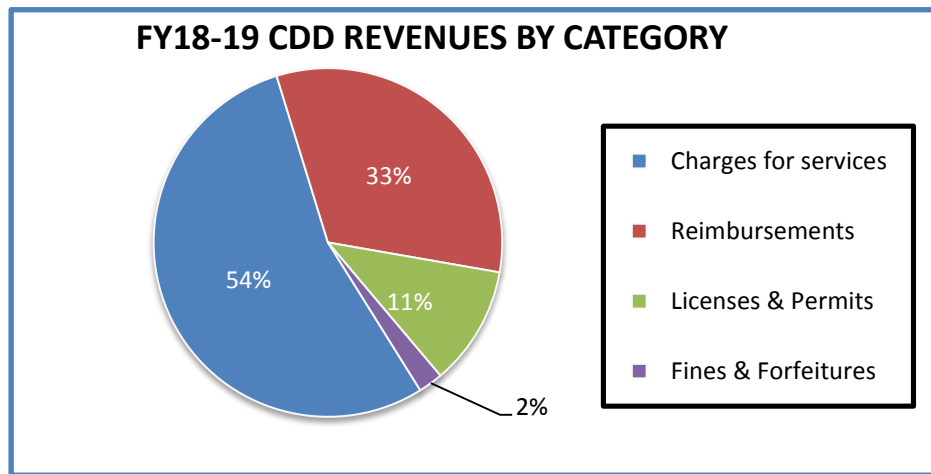
Department Revenues are forecasted to increase by \$108k or 44% relating to increase in Staff Time reimbursements from Grants and Fines Forfeitures/Licenses & Permits are also expected to increase as well.

**COMMUNITY DEVELOPMENT DEPARTMENTAL BUDGET SUMMARY****FUND 110****DEPARTMENT: 4320**

Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
Charges for services	\$ 131,610	\$ 182,300	\$ 120,250	\$ 190,400	58%
Reimbursements	72,240	97,912	84,534	114,361	35%
Licenses & Permits	21,837	25,300	34,957	39,000	12%
Fines & Forfeitures	3,190	2,500	4,095	8,000	95%
Intergovernmental	4,376	4,201	1,000	1,000	0%
<b>Total Departmental Revenue</b>	<b>233,252</b>	<b>312,213</b>	<b>244,836</b>	<b>352,761</b>	<b>44%</b>
Personnel Services	437,895	515,632	484,783	509,331	5%
Non-Personnel Services	15,010	10,550	9,076	12,900	42%
<b>Total Departmental Expenditure</b>	<b>452,905</b>	<b>526,182</b>	<b>493,859</b>	<b>522,231</b>	<b>6%</b>
<b>Net Expenditure</b>	<b>\$ (219,653)</b>	<b>\$ (213,970)</b>	<b>\$ (249,023)</b>	<b>\$ (169,470)</b>	<b>-32%</b>

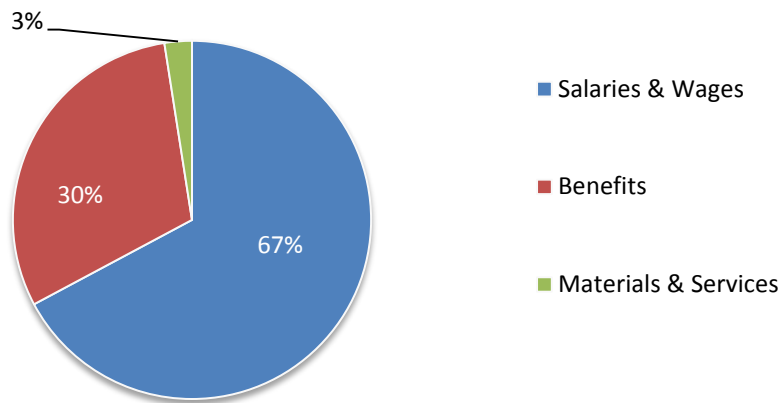
**BUDGET REVENUE DETAIL:****Fund #110****Department: 4320**

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
<b>Charges for Services</b>						
3318	Grant Staff Time Reimb	\$ 107,372	\$ 160,000	\$ 100,000	\$ 162,000	62%
3415	City Exp Reimb - Developers	24,023	22,000	20,000	28,000	40%
3424	Ordinance Fees	215	300	250	400	60%
<b>Total Charges for Services</b>		131,610	182,300	120,250	190,400	58%
<b>Reimbursements</b>						
3497	Interfund Reimb - CDD	51,810	40,000	36,208	50,000	38%
3734	Community Dev Fees	20,430	22,000	17,414	18,000	3%
3201	Training Reimbursements	-	10,000	5,000	5,000	0%
3499	Overhead/Admin Cost Recovery	-	25,912	25,912	41,361	60%
<b>Total Reimbursements</b>		72,240	97,912	84,534	114,361	35%
<b>Licenses &amp; Permits</b>						
3715	Sign Application	765	1,500	1,535	1,500	-2%
3732	Grading Permits	1,960	800	1,300	1,500	15%
3733	Building Permit Surcharge	19,112	22,000	30,866	35,000	13%
3702	Business License Surcharge	-	1,000	1,256	1,000	-20%
<b>Total Licenses &amp; Permits</b>		21,837	25,300	34,957	39,000	12%
<b>Fines &amp; Forfeitures</b>						
3735	Code Enforcement Fees	3,190	2,500	4,095	8,000	95%
<b>Total Fines &amp; Forfeitures</b>		3,190	2,500	4,095	8,000	95%
<b>Intergovernmental</b>						
3205	Intergovernmental	4,376	4,201	1,000	1,000	0%
<b>Total Intergovernmental</b>		4,376	4,201	1,000	1,000	0%
<b>Total CDD Revenue</b>		<b>\$ 233,252</b>	<b>\$ 312,213</b>	<b>\$ 244,836</b>	<b>\$ 352,761</b>	<b>44%</b>



**BUDGET EXPENDITURE DETAIL:****Fund #110****Department: 4320**

Object	Description	FY 2016/17		FY 2017/18		FY 2018/19		% + /-		
		Audited		Amended Budget	17/18 FYE Projected	Proposed Budget				
0100	Salaries & Wages	\$	319,564	\$	364,679	\$	335,715	\$	350,900	5%
0200	Employee Benefits		118,332		150,953		149,068		158,431	6%
	Personnel Services		437,895		515,632		484,783		509,331	5%
0320	Dues & Memberships		225		200		200		200	0%
0364	Legal Notices		2,985		3,000		4,000		3,500	-13%
0366	Training/Travel Reimbursement		9,042		4,500		2,676		6,500	143%
0371	Meetings/City Business		1,476		2,000		1,500		2,000	33%
0381	Small Tools & Equipment		1,183		500		500		500	0%
0384	Books & Subscriptions		99		350		200		200	0%
	Non-Personnel Services		15,010		10,550		9,076		12,900	42%
	Total CDD Expenditure	\$	452,905	\$	526,182	\$	493,859	\$	522,231	6%

**FY 2018/19 EXPENDITURES BY CATEGORY**

**DEPARTMENT DETAILS – COMMUNITY DEVELOPMENT**

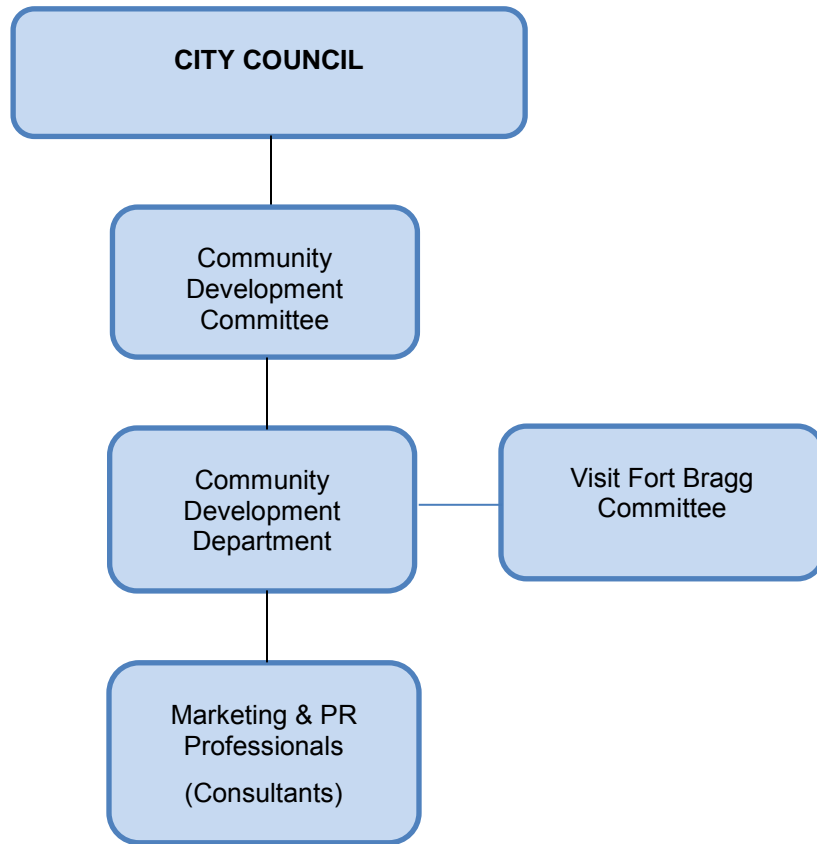
<b>Line Item Detail</b>			<b>FY 2018/19</b>
<b>Fund #110</b>	<b>Account</b>	<b>Category</b>	<b>Proposed</b>
<b>Department: 4320</b>	<b>Detail</b>	<b>Detail</b>	<b>Budget</b>
<b>Personnel Costs</b>			
	Salaries & Wages	\$ 350,900	
	Employee Benefits	158,431	
	<b>Total Personnel Costs</b>		<b>\$ 509,331</b>
<b>Materials &amp; Services</b>			
110-4320-0320	Dues & Memberships	200	
110-4320-0364	Legal Notices	3,500	
110-4320-0366	Training/Travel Reimbursement	6,500	
110-4320-0371	Meetings/City Business	2,000	
110-4320-0381	Small Tools & Equipment	500	
110-4320-0384	Books & Subscriptions	200	
		12,900	
	<b>Total Material &amp; Services</b>		<b>12,900</b>
<b>Total - Community Development Department</b>			<b>\$ 522,231</b>







## Fort Bragg Tourism Marketing & Promotions



Note: In the 4<sup>th</sup> quarter of FY 2016/17, a 2% increase in the City's Transient Occupancy Tax (TOT) was implemented in accordance with the voter-approved Measure AA. Consistent with the companion advisory measure (Measure AB), one-half of the new proceeds are dedicated to marketing Fort Bragg as a visitor destination.

## Fort Bragg Tourism Marketing & Promotion

*Promote Fort Bragg's vibrant tourism economy; strengthen the Fort Bragg tourism experience; and Increase Transient Occupancy Tax and sales tax revenues.*

The Community Development Department will oversee implementation of Fort Bragg's new Visit Fort Bragg/Marketing & Promotion Plan which will substantially increase the City's marketing and promotions efforts with funding from increased Transient Occupancy Tax (TOT) revenues per the recently-approved Measures AA and AB. The draft Marketing & Promotion Plan includes the following primary tasks which will be undertaken through contracts with consultants and partner agencies:

- Branding
- Advertising
- Public Relations & Media Outreach
- Website Development
- Interactive & Social Media Marketing
- Collateral & Visitor Information
- Content Development (word/photo/video)
- Special Events

Community Development Department staff will take the lead in implementing the following components of the Plan:

- Project & Contract Management
- Coordinate the Visit Fort Bragg Committee
- Tourism Industry Communication
- Leisure Sales & Trade Shows
- Strategic Alliances
- Performance Evaluation & Measurement





**BUDGET OVERVIEW**

The FY 2018/19 proposed budget for the Tourism Marketing & Promotion effort is \$274k. In November 2016, the citizens of Fort Bragg passed Measure AA which increased the City's TOT rate from 10% to 12%. The citizens advised the City Council through passage of Measure AB that half of the new revenues should be earmarked for increased marketing and promotion of Fort Bragg as a visitor destination.

**VISIT FORT BRAGG MARKETING & PROMOTIONS BUDGET SUMMARY****FUND 110****DEPARTMENT: 4321**

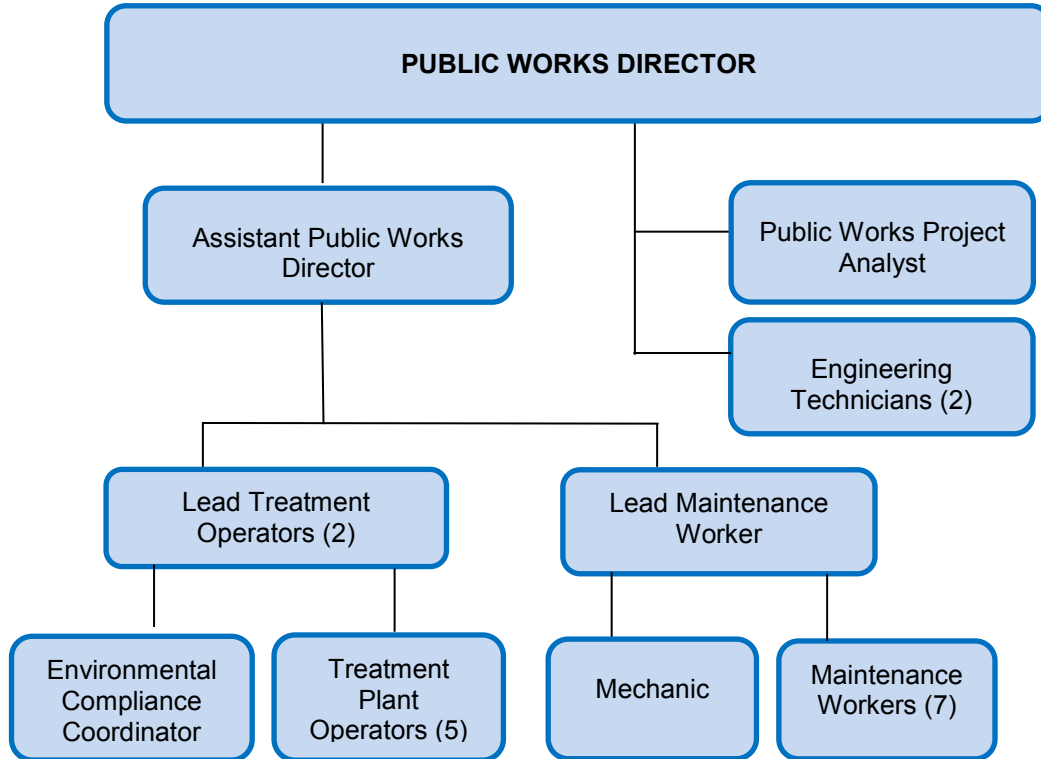
Description	FY 2016/17 Audited	FY 2016/17 Audited	FY 2017/18 Amended Budget	FY 2018/19 Proposed Budget	% + /-
<b>Expenditure:</b>					
Material and Services	\$ 550	\$ 244,500	\$ 86,525	\$ 274,737	218%
<b>Total Departmental Expenditure</b>	<b>550</b>	<b>244,500</b>	<b>86,525</b>	<b>274,737</b>	<b>218%</b>

**BUDGET EXPENDITURE DETAIL:****Fund #110****Department: 4321**

Object	Description	FY 2016/17 Audited	FY 2016/17 Audited	FY 2017/18 Amended Budget	FY 2018/19 Proposed Budget	% + /-
0319	Professional Services	\$ 550	\$ 226,500	\$ 80,000	\$ 258,437	223%
0320	Dues & Memberships	-	500	-	400	100%
0364	Legal Notices	-	500	-	400	100%
0365	Copying/Printing	-	10,000	5,000	5,000	0%
0366	Training/Travel Reimbursement	-	3,000	-	2,500	100%
0371	Meetings/City Business	-	1,500	750	1,500	100%
0381	Small Tools & Equipment	-	2,300	575	6,000	943%
0384	Books & Subscription	-	200	200	500	150%
0619	Miscellaneous	-	-	-	5,000	100%
<b>Total Marketing &amp; Promotion Budget</b>		<b>\$ 550</b>	<b>\$ 244,500</b>	<b>\$ 86,525</b>	<b>\$ 274,737</b>	<b>218%</b>



# PUBLIC WORKS DEPARTMENT



AUTHORIZED FTE	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Public Works Department	14.50	12.60	12.60	12.60	13.60	12	12.60	12.80	14
Enterprise Department	8	7	8	8	8	8	8	8	8

*Provide, operate and maintain essential public infrastructure, facilities and services to make everyday life as safe and convenient as possible for Fort Bragg residents, businesses, and visitors. The basic services provided by the Public Works Department include surveying, mapping, drafting, capital project inspection and management, City-owned facility and park maintenance, infrastructure and street maintenance and repair, traffic signage, water intake, treatment and distribution, storm water runoff management, and wastewater collection, treatment and discharge.*

## DEPARTMENTAL DESCRIPTION

The Public Works Department is organized in six divisions - Administration/Engineering, Parks & Facilities, Corporation Yard & Fleet, Street Maintenance, Water Enterprise, and Wastewater Enterprise. The Administration/Engineering Division provides administrative support, fiscal management and engineering services to the entire Public Works Department. It also is responsible for implementation of the City's Capital Improvement Program and works closely with various regulatory agencies to maintain permit compliance. The Parks & Facilities Division provides maintenance and repairs for City facilities and grounds, parks and street trees and also assists with capital projects, as needed. The Corp Yard & Fleet Division is responsible for maintenance of city streets, including painted curbs, crosswalks, and signage; maintenance and repairs of the City's wastewater collection lines, storm drains, water distribution system, utility meters, and fire hydrants. The Public Works crew also responds to sewage spills and water service line leaks. Fleet is responsible for the maintenance of all City vehicles, heavy equipment, and other large pieces of equipment owned by the City. The Public Works crew also provides support for many civic and community events. The Water and Wastewater Enterprises are operated as separate enterprises and are presented in separate sections of this budget.

**STRATEGIC GOALS AND OBJECTIVES**

- Provide coordinated oversight and management of six divisions within the Public Works Department.
- Ensure that employees are given essential safety training and job-skills training. Provide employees with adequate resources to safely and effectively complete their work. Implement employee policies and procedures in accordance with all federal, State, and local rules and regulations.
- Perform necessary physical and operational activities at each City-owned facility and for the City's infrastructure to stay current with constantly evolving regulatory requirements.
- Directly or through the use of consultants manage and inspect the City's capital projects to ensure quality of workmanship, timeliness, and conformance with plans and technical specifications and budgetary constraints.
- Pursue additional revenue sources, strive for cost-efficiencies, and reduce costs to the General Fund and Enterprise Funds.
- Strive for energy-efficiency in the operation of all City-owned facilities and continue innovating sustainability measures.
- Enhance public travel by providing a safe, durable, multi-modal road network that fully includes pedestrian, bicycling, transit, rail and other modes of transportation. Provide for a smooth flow of traffic throughout the City.
- Maintain customer satisfaction and continue to be responsive to citizen inquiries and concerns.

**FY 2017/18 MAJOR ACCOMPLISHMENTS**

- Ongoing maintenance and repair of the City's, facilities, parks, fleet, storm drain, and street infrastructure
- Revise all standard construction contracts in close coordination with the City Clerk
- Staff support for the Public Works & Facilities Committee
- Summers Lane Reservoir grant close out and site restoration
- Guest House Roof Rehabilitation project
- Guest House/City Hall Painting project
- Coastal Trail, Phase 2 construction in close coordination with the Community Development Department, including: design oversight, grant support, construction oversight, labor compliance, SWPPP support, and fence installation
- Construction of the Streets & Alleys Rehabilitation Project
- Engineering support (including utilities analysis), including: Alternate Dwelling Units (ADUs), GP mill site re-use, and Overtime Brewery
- Development review and plan checking
  - Building permits and development entitlements
  - 22 storm-water permits
  - 8 grading permits
  - Predevelopment meetings and questions
- 52 Encroachment Permits issued
- 22 Traffic Committee requests processed
- Emergency Operations Plan update in close coordination with the Police Department and Administrative Services
- Oversight of CV Starr floor drain project
- Assist CV Starr with their CIP program and asset management program
- Rehabilitate a new room for the City Hall generator
- Old gym roof repair project
- Securing a less costly propane supply
- Fleet inventory efficiencies: sold 9 vehicles/pieces of equipment, purchased 5 new vehicles
- Partner with Mendocino Land Trust to install two Electric Vehicle Charging Stations
- Bainbridge Park Upgrade Project, partnered with Community Development, construction oversight, and landscaping
- Noyo Headlands and Pomo Bluffs Parks, usage guidelines & fees
- Harbor Lite coastal access trail rehabilitation

- Replace Downtown trash/recycling cans
- MS 4 Permit compliance
- Coordination with Mendocino County Water Agency for Storm Water Resource Planning
- Preliminary research for increased storm water management funding
- On-going work with Mendocino Council of Governments (MCOG) Technical Advisory Committee (TAC)

## PERFORMANCE/WORKLOAD MEASURES

INDICATORS	FY16	FY17
<b>PUBLIC WORKS</b>		
# of Projects budgeted - CIP	\$5.5m	\$4.8m
Grading Permits	-	8
Storm Water Permits	-	22
Encroachment Permits issued	-	52
Traffic Committee requests processed	-	22
<b>MAINTENANCE</b>		
Streets (miles)	26.4	27.5
Alleys (miles)	19	19
Storm drains (miles)	10	10
Street lights	592	592

## FY 2018/19 TOP PRIORITIES

- Permitting, environmental review and engineering for repair/replacement of the City's raw water lines.
- Continue coordination with Community Development to provide timely processing of development applications.
- Award construction contract for the Wastewater Treatment Facility Upgrade Project.
- Complete engineering and construction of a new 1.5 million gallon finished water tank.
- Replace four vehicles and one generator within the fleet.
- Construct necessary improvements to stabilize City Hall East.
- Continue pothole repair and alley maintenance as part of a focused street maintenance program.
- Continue minor storm drainage repairs/improvement program.
- Continue to provide assistance for C.V. Starr Center for maintenance and capital projects.
- Assist the CV Starr Center with their LED lighting replacement project.
- Guest House, foundation and stained glass window rehabilitation (incl. park signs & walkway)
- City Hall, roofing and generator.
- City Hall East, gym lighting.
- City Hall East structural stabilization.
- Town Hall bathrooms: flooring, fixtures, & misc.
- Pomo Bluffs Park, bathroom roof.
- Glass Beach Stairway.
- Pudding Creek water main relocation, engineering, other pre-construction and construction. Construction may extend into following fiscal year.

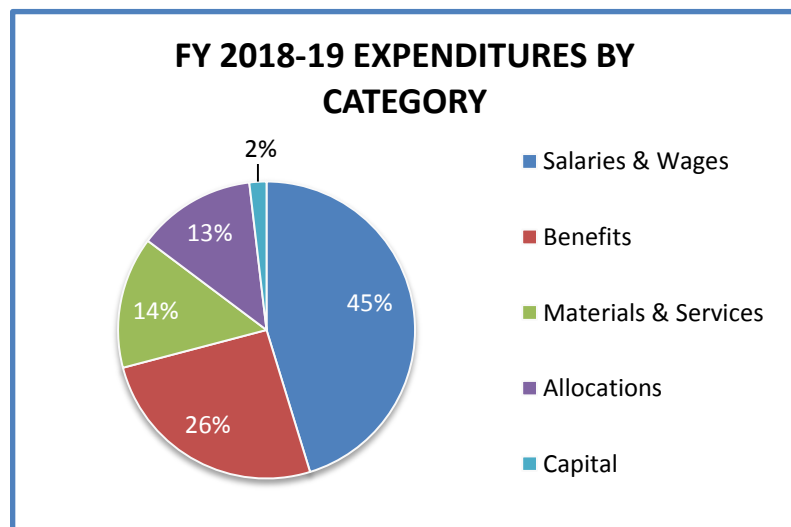
**BUDGET OVERVIEW**

The Public Works Department budget for FY 2018/19 totals \$1.9M which is an increase of 12% over the FY 2017/18 projected total of \$1.7M. Personnel costs are expected to increase by \$55k.

The \$112k increase in personnel costs is a result of COLA's and increased benefits costs. Additionally, Facilities allocation per the Facilities long-term plan also increased by \$44k and Storm drain project work not undertaken in FY2017/18 is rebudgeted in FY 2018/19.

**PUBLIC WORKS DEPARTMENTAL BUDGET SUMMARY****FUND 110****DEPARTMENT: 4330, 4392, 4520, 4522, 4570, 4840**

<b>Description</b>	<b>FY 2016/17 Audited</b>	<b>FY 2017/18 Amended Budget</b>	<b>17/18 FYE Projected</b>	<b>FY 2018/19 Proposed Budget</b>	<b>% + /-</b>
<b>Expenditure</b>					
Personnel Services	\$ 1,098,993	\$ 1,243,848	\$ 1,223,944	\$ 1,335,934	9%
Non-Personnel Services	522,069	466,287	449,095	532,379	19%
<b>Total Departmental Expenditure</b>	<b>1,621,062</b>	<b>1,710,135</b>	<b>1,673,039</b>	<b>1,868,313</b>	<b>12%</b>
<b>Revenue</b>					
Charges for services	3,598	41,398	39,698	39,500	0%
Licenses and Permits	-	8,500	3,675	4,000	9%
Reimbursements	-	1,076,008	1,076,007	1,144,787	6%
<b>Total Departmental Revenue</b>	<b>3,598</b>	<b>1,125,905</b>	<b>1,119,380</b>	<b>1,188,287</b>	<b>6%</b>
<b>Net Expenditure</b>	<b>\$ (1,617,464)</b>	<b>\$ (584,229)</b>	<b>\$ (553,659)</b>	<b>\$ (680,026)</b>	<b>23%</b>



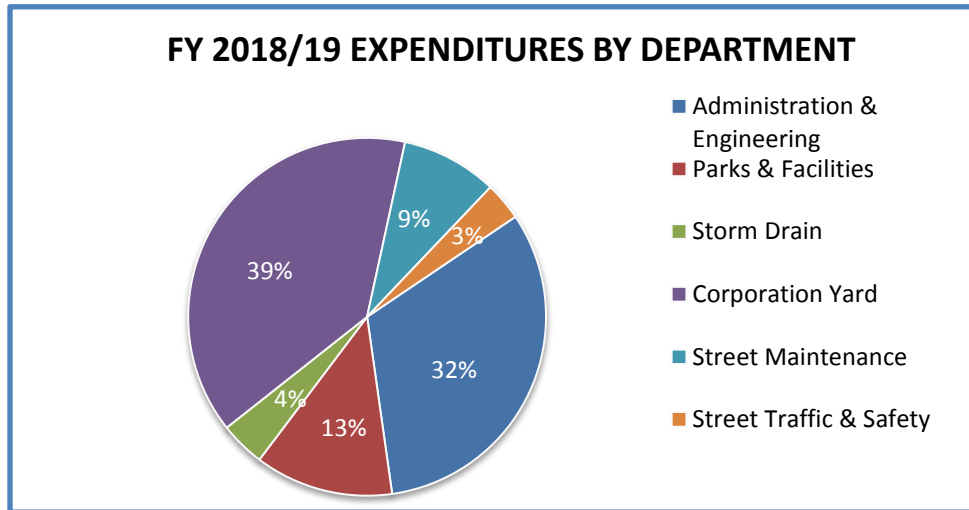
**BUDGET REVENUE DETAIL:****Fund #110****Department: 4520,4330,4570,4840**

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + / -
<b>Charges for Services</b>						
3418	Bid Documents	1,700	1,700	198	2,500	100%
3318	Grant: Staff Time Reimb	-	-	-	37,000	100%
<b>Total Charges for Services</b>		3,598	41,398	39,698	39,500	0%
<b>Licenses and Permits</b>						
3731	Encroachment Permit	-	8,500	3,675	4,000	9%
<b>Total Licenses &amp; Permits</b>		-	8,500	3,675	4,000	9%
<b>Reimbursements</b>						
3499	Overhead/Admin Cost Recovery-Admin & Engin	-	401,314	401,314	454,955	13%
3499	Overhead/Admin Cost Recovery-Corp Yard	-	453,604	453,604	470,428	4%
3497	Interfund Reimbursements	-	221,089	221,089	219,404	-1%
<b>Total Reimbursements</b>		-	1,076,008	1,076,007	1,144,787	6%
<b>Total Public Work Dept. Revenue</b>		\$ 3,598	\$ 1,125,905	\$ 1,119,380	\$ 1,188,287	6%



**BUDGET EXPENDITURE DETAIL:****Fund #110****Department: 4330, 4392, 4520, 4522, 4570, 4840**

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + / -
0100	Salaries & Wages	\$ 756,497	\$ 834,097	\$ 815,029	\$ 852,803	5%
0200	Employee Benefits	342,496	409,751	408,915	483,132	18%
	<b>Personnel Services</b>	<b>1,098,993</b>	<b>1,243,848</b>	<b>1,223,944</b>	<b>1,335,934</b>	<b>9%</b>
<b>Administration, Engineering, Corp Yard</b>						
0319	Professional Services	5,607	6,300	6,300	6,700	6%
0320	Dues & Memberships	214	350	350	300	-14%
0322	Fleet Services	9,414	-	-	-	0%
0366	Training/Travel Reimbursement	5,521	6,500	6,500	5,500	-15%
0373	Licenses & Permits	1,162	1,600	1,600	1,700	6%
0375	General Supplies	7,367	6,000	6,000	6,000	0%
0376	Medical/Safety Supplies	1,421	1,500	1,500	1,500	0%
0377	Boot Expense	1,542	2,200	2,200	2,100	-5%
0381	Small Tools & Equipment	1,915	2,000	2,000	2,000	0%
0384	Books & Subscriptions	246	400	400	200	-50%
	<b>Total Administration, Engineering, Corp Yard</b>	<b>34,409</b>	<b>26,850</b>	<b>26,850</b>	<b>26,000</b>	<b>-3%</b>
<b>Parks &amp; Facilities</b>						
0319	Professional Services	17,398	8,600	8,600	8,000	-7%
0322	Fleet Services	21,394	18,396	18,396	33,197	80%
0353	Park Maintenance	-	4,000	4,000	4,000	0%
0366	Training/Travel Reimbursement	1,460	1,500	1,500	1,500	0%
0375	General Supplies	32,783	31,700	31,700	22,000	-31%
0381	Small Tools & Equipment	4,006	1,700	1,700	1,500	-12%
0397	Alloc to Facilities Maint	207,460	119,623	119,623	163,749	37%
	<b>Total Parks &amp; Facilities</b>	<b>284,500</b>	<b>185,519</b>	<b>185,519</b>	<b>233,946</b>	<b>26%</b>
<b>Street Maintenance</b>						
0319	Professional Services	7,776	29,500	29,500	20,000	-32%
0322	Fleet Services	5,507	22,721	22,721	14,419	-37%
0375	General Supplies	17,597	10,000	10,000	13,000	30%
0383	Utilities	101,966	115,000	115,000	115,000	0%
	<b>Total Street Maintenance</b>	<b>132,845</b>	<b>177,221</b>	<b>177,221</b>	<b>162,419</b>	<b>-8%</b>
<b>Storm Drains</b>						
0319	Professional Services	968	22,000	4,000	22,000	450%
0322	Fleet Services	5,862	15,648	15,648	8,188	-48%
0373	Licenses & Permits	5,986	7,500	7,500	7,000	-7%
0375	General Supplies	3,526	4,000	4,000	4,000	0%
0751	Infrastructure	10,270	-	808	35,000	4233%
	<b>Total Storm Drains</b>	<b>26,612</b>	<b>49,148</b>	<b>31,956</b>	<b>76,188</b>	<b>138%</b>
<b>Traffic &amp; Safety</b>						
0319	Professional Services	1,224	1,000	1,000	1,000	0%
0322	Fleet Services	1,777	6,349	6,349	7,525	19%
0375	General Supplies	35,571	15,000	15,000	20,000	33%
0383	Utilities	5,131	5,200	5,200	5,300	2%
	<b>Total Traffic &amp; Safety</b>	<b>43,703</b>	<b>27,549</b>	<b>27,549</b>	<b>33,825</b>	<b>23%</b>
	<b>Non-Personnel Services</b>	<b>522,069</b>	<b>466,287</b>	<b>449,095</b>	<b>532,379</b>	<b>19%</b>
	<b>Total Public Works Department</b>	<b>\$ 1,621,062</b>	<b>\$ 1,710,135</b>	<b>\$ 1,673,039</b>	<b>\$ 1,868,313</b>	<b>12%</b>



**Administration & Engineering Department Expenditure**  
Line Item Detail

Fund #110 Department: 4330		Account Detail	Category Detail	FY 2018/19 Proposed Budget
<b>Personnel Costs</b>				
	Salaries & Wages		\$	408,405
	Employee Benefits			182,593
				<u>590,998</u>
	<b>Total Personnel Costs</b>			<b>\$ 590,998</b>
<b>Materials &amp; Services</b>				
110-4330-0310	Engineering			5,000
110-4330-0366	Training/Travel Reimbursement			4,000
110-4330-0373	Licenses & Permits			500
110-4330-0377	Boot Expense			500
110-4330-0381	Small Tools & Equipment			500
110-4330-0384	Books & Subscriptions			200
				<u>10,700</u>
	<b>Total Material &amp; Services</b>			<b>\$ 10,700</b>
<b>Total - Admin. &amp; Engineering Department Expenditure</b>				<b><u>\$ 601,698</u></b>

## Parks & Facilities Department Expenditure

### Line Item Detail

Fund #110 Department: 4392	Account Detail	Category Detail	FY 2018/19 Proposed Budget
<b>Materials &amp; Services</b>			
110-4392-0319 Professional Services		\$ 8,000	
	Fire extinguisher maintenance	\$ 600	
	Parlin Fork work crew	2,000	
	Porta- potty maintenance	2,000	
	Tree maintenance	4,000	
		<u>8,600</u>	
110-4392-0353 Park Maintenance		4,000	
110-4392-0366 Training/Travel Reimbursement		1,500	
110-4392-0375 General Supplies		22,000	
110-4392-0381 Small Tools & Equipment		1,500	
<b>Total Material &amp; Services</b>			<b>\$ 37,000</b>
<b>Allocations</b>			
110-4392-0322 Fleet Services		33,197	
110-4392-0397 Facilities Maintenance & Repair		<u>163,749</u>	
		196,946	
<b>Total Allocations</b>			<b>196,946</b>
<b>Total - Parks &amp; Facilities Department Expenditure</b>			<b><u>\$ 233,946</u></b>

## Street Maintenance Department Expenditure

### Line Item Detail

Fund #110 Department: 4520	Account Detail	Category Detail	FY 2018/19 Proposed Budget
<b>Materials &amp; Services</b>			
110-4520-0319 Professional Services		\$ 20,000	
	Material disposal	\$ 10,000	
	Street structural repairs	10,000	
		<u>20,000</u>	
110-4520-0375 General Supplies		13,000	
110-4520-0383 Utilities		115,000	
<b>Total Material &amp; Services</b>			<b>\$ 148,000</b>
<b>Allocations</b>			
110-4520-0322 Fleet Services			14,419
<b>Total - Street Maintenance Department Expenditure</b>			<b><u>\$ 162,419</u></b>

**Storm Drain Department**  
**Line Item Detail**

Fund #110 Department: 4522		Account Detail	Category Detail	FY 2018/19 Proposed Budget
<b>Materials &amp; Services</b>				
110-4522-0319	Professional Services		\$ 22,000	
	Engineering	\$ 2,500		
	Outreach	1,500		
	Rate Study	18,000		
		22,000		
110-4522-0373	Licenses & Permits		7,000	
	NPDES permit	7,000		
110-4522-0375	General Supplies		4,000	
	<b>Total Materials &amp; Services</b>			\$ 33,000
<b>Capital</b>				
110-4522-0751	Infrastructure			35,000
	Storm Drain Repairs			
<b>Allocations</b>				
110-4522-0322	Fleet Services			8,188
<b>Total - Storm Drain Department</b>				<b>\$ 76,188</b>



**Corporation Yard Department**  
**Line Item Detail**

Fund #110		Account	Category	FY 2018/19
Department: 4570		Detail	Detail	Proposed Budget
<b>Personnel Costs</b>				
	Salaries & Wages		\$	416,398
	Employee Benefits			297,904
				<u>297,904</u>
	<b>Total Personnel Costs</b>			<b>\$ 714,302</b>
<b>Materials &amp; Services</b>				
110-4570-0319	Professional Services			1,700
	DMV Tests	\$	500	
	Fire extinguisher maintenance		500	
	Material disposal		<u>800</u>	
			1,800	
110-4570-0320	Dues & Memberships			300
	USA (Underground Service Alert)		<u>350</u>	
			350	
110-4570-0366	Training/Travel Reimbursement			1,500
110-4570-0373	Licenses & Permits			1,200
110-4570-0375	General Supplies			6,000
110-4570-0376	Medical/Safety Supplies			1,500
110-4570-0377	Boot Expense			1,600
110-4570-0381	Small Tools & Equipment			1,500
110-4570-0384	Books & Subscriptions			-
	<b>Total Material &amp; Services</b>			<b>\$ 15,300</b>
	<b>Total - Corporation Yard Department</b>			<b><u>\$ 729,602</u></b>

## Street Traffic & Safety Department

### Line Item Detail

Fund #110		Account	Category	FY 2018/19
Department: 4840		Detail	Detail	Proposed Budget
<b>Personnel Costs</b>				
	Salaries & Wages		\$ 28,000	
	Employee Benefits		<u>2,635</u>	
	<b>Total Personnel Costs</b>			<b>\$ 30,635</b>
<b>Materials &amp; Services</b>				
110-4840-0319	Professional Services		1,000	
110-4840-0375	General Supplies		20,000	
110-4840-0383	Utilities		<u>5,300</u>	
	<b>Total Material &amp; Services</b>			<b>\$ 26,300</b>
<b>Allocations</b>				
110-4840-0322	Fleet Services			<b>\$ 7,525</b>
<b>Total - Street Traffic &amp; Safety Department</b>				<b><u>\$ 64,460</u></b>



# FACILITIES REPAIR & MAINTENANCE

## INTERNAL SERVICE FUND

*The Facilities Repair & Maintenance Internal Service Fund accounts for all costs associated with the maintenance of public buildings, including preventative maintenance and on-going maintenance. These services are primarily performed by the City's Public Works staff.*

### DEPARTMENTAL DESCRIPTION

The Public Works Department serves City staff and the community through the maintenance and repair of public facilities. Examples of tasks include repair and maintenance of heating and ventilation systems, repair and maintenance of plumbing systems; upgrades to ensure reliable electrical power, replacement of plumbing fixtures, light fixtures, carpentry, roofing, flooring and painting.

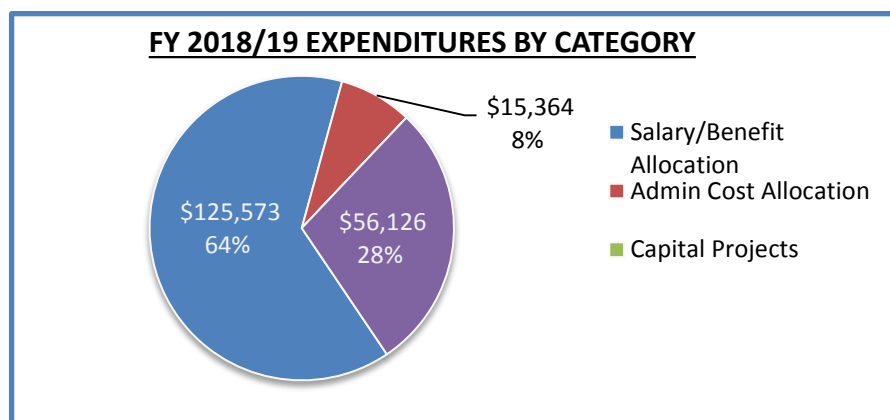
### STRATEGIC GOALS AND OBJECTIVES

- The primary goal of the Public Works Department's Facilities Repair & Maintenance Internal Service Fund is to provide quality and efficient maintenance that fosters a safe and positive atmosphere for our employees and the citizens of Fort Bragg.
- Procure products and equipment that are safe to use and provide for a long-term investment at a reasonable cost.
- Identify future needs and prioritize according to safety and available funding.
- Improve internal and external communications.
- Stay current with trends in technology.

### BUDGET OVERVIEW

The FY 2018/19 proposed budget for the Facilities Repair & Maintenance Internal Service Fund (including transfers from the reserve to fund capital projects) is \$197k. In FY 2015/16, a 10-Year Financial Plan was developed which informs the annual funding requirement. FY 2018/19 includes Maintenance of City hall East (\$24k) and replacement of Town Hall doors (\$10k). No Capital Projects are being financed by the Facilities Repair & Maintenance Internal Service.

Pursuant to the City's Fund Balance and Reserve Policy, the unrestricted fund balance is intended to help pre-fund large purchases and repairs and avoid big annual swings in funding needs. In FY 2018/19, the ISF- Fund balance will increase from \$244k to \$346k based on the Fund's 10-Year Financial Plan.





**FACILITIES REPAIR & MAINTENANCE DEPARTMENTAL BUDGET SUMMARY****FUND 520****DEPARTMENT: 4393**

Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
<b>Expenditure:</b>					
Personnel Services	\$ 104,365	\$ 114,014	\$ 114,014	\$ 125,573	10%
Non-Personnel Services	35,323	71,490	106,397	71,490	-33%
<b>Total Departmental Expenditure</b>	139,688	185,504	220,411	197,064	-11%
<b>Revenue:</b>					
Charges for services - Allocation ISF	324,101	215,189	215,189	299,062	39%
<b>Total Departmental Revenue</b>	324,101	215,189	215,189	299,062	39%
Net Expenditure	\$ 184,413	\$ 29,685	\$ (5,222)	\$ 101,999	-2053%

**BUDGET DETAIL:****Fund #520****Department: 4393**

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
0801	Salary/Benefit Allocation	\$ 104,365	\$ 114,014	\$ 114,014	\$ 125,573	10%
	<b>Personnel Services</b>	<b>104,365</b>	<b>114,014</b>	<b>114,014</b>	<b>125,573</b>	10%
0353	Facilities Maint & Repair	18,288	56,126	88,912	56,126	-37%
0399	Admin Allocation	17,036	15,364	17,485	15,364	-12%
	<b>Non-Personnel Services</b>	<b>35,323</b>	<b>71,490</b>	<b>106,397</b>	<b>71,490</b>	-33%
	<b>Total - Facilities Maintenance</b>	<b>\$ 139,688</b>	<b>\$ 185,504</b>	<b>\$ 220,411</b>	<b>\$ 197,064</b>	-11%

**ISF- FACILITIES REPAIR & MAINTENANCE**

Facility & Equipment Internal Service Fund - 10 Year Program

MAJOR PROJECTS/REPLACEMENTS	17/18	18/19	19/20	2021	21/22	22/23	23/24	24/25	25/26	26/27	27/28	Annual Average	General Fund	Water Enterprise	Wastewater Enterprise
City Hall	\$7,000	\$0	\$73,500	\$25,000	\$5,000	\$10,000	\$0	\$0	\$0	\$65,000	\$0	\$17,850	\$8,925	\$4,463	\$4,463
City Hall East	\$6,000	\$24,500	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,450	\$3,450	\$0	\$0
Town Building	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$0	\$0
Town Hall	\$0	\$10,000	\$20,000	\$10,000	\$60,000	\$0	\$0	\$0	\$3,000	\$0	\$0	\$10,300	\$5,150	\$2,575	\$2,575
Fire Station, Main St	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Station, Hwy 20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Guest House	\$70,000	\$0	\$80,000	\$45,000	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$17,500	\$17,500	\$0	\$0
Police Department	\$8,000	\$0	\$0	\$0	\$0	\$8,000	\$0	\$70,000	\$0	\$0	\$0	\$7,800	\$7,800	\$0	\$0
Noyo Headlands Park	\$2,500	\$0	\$0	\$16,000	\$0	\$0	\$4,500	\$0	\$14,000	\$5,000	\$0	\$3,950	\$3,950	\$0	\$0
Pomo Bluffs Park	\$0	\$0	\$3,500	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$4,350	\$4,350	\$0	\$0
Noyo Beach	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Corp Yard	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Harbor Lite Trail	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL major projects	\$99,500	\$34,500	\$187,000	\$96,000	\$65,000	\$68,000	\$4,500	\$70,000	\$17,000	\$120,000	\$0	\$66,200	\$52,125	\$7,038	\$7,038
General Repairs/Facilities	\$21,412	\$21,626	\$21,842	\$22,061	\$22,281	\$22,504	\$22,729	\$22,957	\$23,186	\$23,418	\$23,652	\$22,626	\$11,313	\$5,656	\$5,656
TOTAL preventative maintenance	\$21,412	\$21,626	\$21,842	\$22,061	\$22,281	\$22,504	\$22,729	\$22,957	\$23,186	\$23,418	\$23,652	\$22,626	\$11,313	\$5,656	\$5,656
TOTAL PROJECT FUNDING NEED:	\$120,912	\$56,126	\$208,842	\$118,061	\$87,281	\$90,504	\$27,229	\$92,957	\$40,186	\$143,418	\$23,652	\$88,826	\$63,438	\$12,694	\$12,694

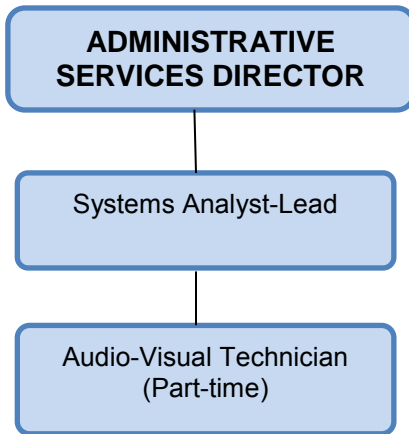
Note: CIP projects that are designated in the "Beyond CIP" category have all been placed in 6th year of the ISF, FY 2023/24

## FUNDING REQUIREMENTS AND CONTRIBUTIONS

<b>Reserve</b>	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
ISF project work - projected	88,912	56,126	208,842	118,061	87,281	90,504	27,229	92,957	40,186	143,418	23,652
Overhead Allocation	17,485	15,364	15,518	15,673	15,829	15,988	16,148	16,309	16,472	16,637	16,803
Sal/Benefits Allocation	114,014	125,573	143,154	163,195	186,043	212,089	241,781	253,870	266,564	279,892	293,886
Projected Total Cost	220,411	197,064	367,514	296,929	289,154	318,581	285,158	363,136	323,222	439,947	334,342
Required Funds contribution	215,189	299,062	299,062	299,062	299,062	299,062	299,062	299,062	299,062	299,062	299,062
Beginning Reserve Balance	249,645	244,423	346,421	277,970	280,103	290,012	270,493	284,397	220,324	196,164	55,279
Reserve - Increase (decrease)	(5,222)	101,999	(68,452)	2,133	9,909	(19,518)	13,904	(64,074)	(24,160)	(140,885)	(35,280)
Ending Reserve Balance	244,423	346,421	277,970	280,103	290,012	270,493	284,397	220,324	196,164	55,279	20,000
<b>Contributed Funds:</b>											
General Fund	119,623	163,749	163,749	163,749	163,749	163,749	163,749	163,749	163,749	163,749	163,749
Water	47,783	67,656	67,656	67,656	67,656	67,656	67,656	67,656	67,656	67,656	67,656
Wastewater	47,783	67,656	67,656	67,656	67,656	67,656	67,656	67,656	67,656	67,656	67,656

# TECHNOLOGY MAINTENANCE & REPLACEMENT

## INTERNAL SERVICE FUND



*The Technology Maintenance & Replacement Internal Service Fund accounts for all costs associated with the internal computing and technological resources for all departments throughout the City.*

### INTERNAL SERVICE FUND DESCRIPTION

The Technology Maintenance & Replacement Internal Service Fund's costs include hardware, software and service contracts associated with the City's computers and information technology infrastructure as well as personnel costs for the City's Information Technology division which resides in the Administrative Services Department. The Information Technology division is responsible for the following:

- Workstation administration
- Server administration
- Network infrastructure administration
- Telecommunication administration and installations
- Cloud services support
- Software and database maintenance and backup
- Asset tracking for IT equipment
- Social media and website maintenance
- Live streaming and AV production of City meetings
- Technical support for City/PD users and presenters at public meetings
- Public Wi-Fi administration and support
- Digital file archiving and distribution
- Public Access TV hardware allocation and administration

### FY 2017/18 TOP ACCOMPLISHMENTS

- Migration of Bainbridge Park security system server to City Hall with a Bridge Connection to park cameras.
- Installed security cameras at Town Hall.
- Provided Public Works and Police Department staff with new smart phones.
- Rolled out 4G connected iPads to Water Department for remote equipment monitoring.
- Deployed new SCADA Workstation at Water Treatment.
- Built new SCADA computer for Waste Water Treatment Facility.
- Began Email Server upgrade and virtualization.

- Configured and installed new Bridge for City Hall to Police Department data communications.
- Upgraded City's GIS system with a cloud component
- Began implementation of Adobe software as a service.
- Managed and maintained public Wi-Fi in the downtown area.
- Provided IT support to all City staff.
- Live-streamed City Council and Planning Commission meetings.
- Live-streamed Council Committee meetings.
- Set up Facebook Live for Monday Morning Meetings with the Mayor and archive on City's YouTube channel.
- Created GovDeals surplus auction account.
- Enhanced City's website by continuously updating content and overall relevancy of the site.
- Enhanced social media presence including increased Facebook activity and implementation of Instagram and Twitter as active social media channels for the public to engage with the City.
- Updated the City's servers and overall network speed and reliability to help ensure a highly productive and effective City staff.
- Implemented numerous upgrades to software and hardware to enhance staff productivity.



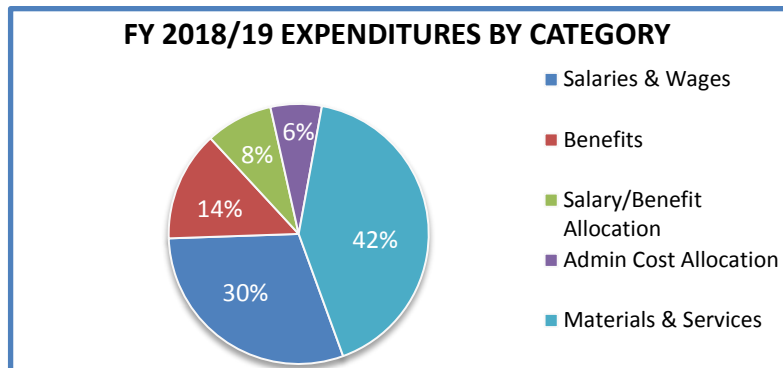
### FY 2017/18 TOP PRIORITIES

- Continue to expand Downtown Wi-Fi.
- Support the PEG Channel and increase number of meetings streamed live on the website.
- Complete re-design of the City's website.
- Further enhance the City's website features and relevance to the public including continued improvement across the City's social media channels.
- Upgrade Office Productivity suite to Version 2016.
- Begin attrition based upgrade to Windows 10 Professional.
- Increase City Hall and Town Hall Internet/Cloud access speed.
- Update and enhance the City's back-up procedures for all digital information and systems ensuring secure and reliable continuity of operations in the event of a system-wide crash and/or natural disaster/emergency.
- Provide professional and dependable IT support to all City departments, personnel, initiatives and programs.

### BUDGET OVERVIEW

The FY 2018/19 proposed budget for the Technology Maintenance & Replacement Internal Service Fund before transfers is \$424k, an increase of \$18k or 4% compared to the FY 2017/18 projected balance. The increase is primarily due to increase in personnel costs by \$15k resulting from COLA's and increased benefit costs.

Pursuant to the City's Fund Balance and Reserve Policy, the unrestricted fund balance in the Technology Maintenance & Replacement Internal Service Fund is intended to help pre-fund large purchases and repairs and avoid big annual swings in funding needs. In FY 2018/19 the fund balance will increase to \$126k based on the Fund's 5-Year financial plan.



**IT DEPARTMENTAL BUDGET SUMMARY****FUND 521****DEPARTMENT: 4394**

Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
<b>Expenditure:</b>					
Personnel Services	\$ 166,275	\$ 213,576	\$ 205,712	\$ 220,587	7%
Non-Personnel Services	149,964	201,531	199,835	203,154	2%
<b>Total Departmental Expenditure</b>	316,240	415,106	405,547	423,741	4%
<b>Revenue:</b>					
Charges for services - Allocation ISF	274,619	399,366	399,366	460,155	15%
<b>Total Departmental Revenue</b>	274,619	399,366	399,366	460,155	15%
Net Expenditure	\$ (41,621)	\$ (15,741)	\$ (6,181)	\$ 36,414	-689%

**BUDGET DETAIL:****Fund #521****Department: 4394**

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + /-
0100	Salaries & Wages	94,034	125,679	119,955	127,169	6%
0200	Employee Benefits	41,095	52,565	50,426	57,980	15%
0801	Salary/Benefit Allocation	31,146	35,331	35,331	35,438	0%
	<b>Personnel Services</b>	<b>166,275</b>	<b>213,576</b>	<b>205,712</b>	<b>220,587</b>	<b>7%</b>
0319	Professional Services	111,289	-	189	-	-100%
0351	Equipment Repair & Maint	27,766	-	-	600	100%
0366	Training/Travel Reimbursement	108	4,102	4,102	4,352	6%
0381	Small Tools & Equipment	4,226	2,500	3,000	3,000	0%
0382	Hardware	-	34,850	34,000	51,600	52%
0383	Software	-	26,710	26,710	26,200	-2%
0384	Hardware/Software Support	(21,320)	99,119	99,119	90,413	-9%
0741	Machinery & Equipment	754	1,550	16	-	-100%
0399	Admin Cost Allocation	27,142	32,700	32,700	26,989	-17%
	<b>Non-Personnel Services</b>	<b>149,964</b>	<b>201,531</b>	<b>199,835</b>	<b>203,154</b>	<b>2%</b>
<b>Total Information Technology Services</b>		<b>\$ 316,240</b>	<b>\$ 415,106</b>	<b>\$ 405,547</b>	<b>\$ 423,741</b>	<b>4%</b>

Information Technology Maintenance & Repair Internal Service Fund Detail						
	FY 2017-18 Projected	FY 2018-19 Requested	FY 2019-20 Projected	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected
<b>521-4394-0384</b>						
<b>Software/Hardware Support</b>						
Springbrook Maintenance Contract Due July 1		-	-	-	-	-
Auto CAD Subscription Due in October		\$ 3,053	\$ 3,053	\$ 3,053	\$ 3,053	\$ 3,053
Parcel Quest		3,000	3,000	3,000	3,500	3,700
PD IBM Maintenance TracNet		13,500	13,500	13,500	13,750	13,750
DLB Associates - IBM Server Maintenance		2,724	2,724	2,724	2,724	2,724
Spam Filter		1,300	1,300	1,400	1,500	1,600
Granicus/Legistar Annual Maintenance - \$700/ Month		8,700	8,700	9,000	9,600	9,600
Granicus Encoder Maintenance - Current Analog		2,640	-	-	-	-
Granicus Encoder Maintenance - Addition for new HD			1,800			
Granicus Remote Configuration of new appliance			875			
Granicus Encoder New Monthly			2,640	2,640	2,640	2,640
Schedule Anywhere - PD Maintenance		565	565	575	575	575
APBnet-TRAK-CriticalReach-Crime Bulliten Software		560	560	560	600	600
Adobe Enterprise agreement		2,742	2,742	2,742	2,742	3,000
PD - Training TMS Annual Fees		2,400	2,400	2,400	2,400	2,400
HWA UPS Maintenance and Warranty (four years)					4,000	4,000
CivicPlus Annual Web Site Fee		13,000	13,000	14,000	15,000	15,000
Muni Code		3,500	2,000	2,000	2,500	2,500
ESRI - ARC GIS 2 concurrent 1 online (5 user)		9,345	9,345	9,345	9,345	9,345
Accela IVR for Utility Billing		2,310	2,310	2,350	2,350	2,350
Anti-virus Software Maintenance Due in May Yearly		2,300	2,300	2,300	2,500	2,700
Munimetrix Maintenance Due annually on July 28		1,625	1,625	1,625	1,750	1,750
Comcast For City at PD MDF		1,704	1,704	1,704	1,704	1,704
Comcast Town Hall		1,704	1,704	1,704	1,704	1,704
Comcast for City Hall (Internet Pipe for CH and TH)		1,704	1,704	1,704	1,704	1,704
Corp Yard T1 Monthly Contract		2,160	2,160	2,160	2,160	2,160
MCN - Fortbragg.com registration		240	240	240	250	240
Cisco Smart Net Contract		203	203	203	225	225
Read Center support (Water billing software) Paid in May		3,810	3,810	3,810	4,200	4,200
SOLUS Software - fleet maintenance		850				
CLIPs Annual Maintenance		774	774	774	774	774
Secure Certificate for Email and WWW (GoDaddy)		-	600	-	-	-
Nor-Cal Telephone Repair Service		4,000	4,000	4,000	4,000	4,000
<b>Sub-Total - Software/Hardware Support Maintenance</b>	<b>\$ 99,119</b>	<b>\$ 90,413</b>	<b>\$ 91,338</b>	<b>\$ 89,513</b>	<b>\$ 97,250</b>	<b>\$ 97,998</b>
<b>521-4394-0381</b>						
<b>Small Tools &amp; Equipment</b>						
Miscellaneous Small Tools - Cables, batteries, tools, ect.)	\$ -	\$ 3,000	\$ 2,600	\$ 2,600	\$ 3,000	\$ 3,500
<b>Sub-Total - Small tools and Equipment</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 2,600</b>	<b>\$ 2,600</b>	<b>\$ 3,000</b>	<b>\$ 3,500</b>
<b>521-4394-0382</b>						
<b>Hardware-Upgrades/Infrastructure Improvements</b>						
<b>Hardware</b>						
User WorkStation Replacement 11 units @900 each		\$ 9,000	\$ 12,000	\$ 12,000	\$ 13,000	\$ 16,000
Managers Laptop and dock		3,600				
Shared Laptops 2 units		2,000				
IT Department Workstations/laptops		1,500				1,900
User Monitor Replacements		600	800	1,400	1,400	-
Plotters/Printers		400	1,000	10,000	1,000	-
iPads for Council/Management 3 @ 410		1,500		1,500		1,230
Large Screen TV for Downstairs Conference room 48" Smart TV		-	-	-	-	
Granicus HD Encoder upgrade		-	3,625			
HD Encoder Cables		-	200			
WFB Check Scanner		900	-	-	-	900
Tablet Computers for Public Works		-	-	-	-	3,600
55 Inch Monitor for WWTF SCADA						
Laptop/Docking for Water Plant Manager		-	-	-	1,500	-
Security Cameras		-	6,000	1,000		1,000
Laptops for Toughbook replacement				2,500	-	
SCADA Computer with Video Cards		-	-	-	2,000	
Security Camera Monitoring for PD		500	500	-	1,000	4,000
GIS Enabled GPS						



Information Technology Maintenance & Repair Internal Service Fund Detail						
		FY 18-19 Proposed Budget	FY 19-20 Proposed Budget	FY 20-21 Proposed Budget	FY 21-22 Proposed Budget	FY 2016-17 Budget
<b>521-4394-0382 CONT'D</b>						
<b>Hardware-Upgrades/Infrastructure Improvements</b>						
Public Use Kiosk PC		\$ -	\$ 800	\$ -	\$ -	\$ 800
Wireless Access Points Internal Network		400	400	400	400	600
Network Cabling		1,000	350	1,500	500	200
Mixing board Town Hall		-	-	-	1,000	800
Microphone Equipment		700	750	750	2,000	700
Environmental Controls and Racking		300	300	300	300	300
Replacement Server		9,700		9,700		
Email Server Dell R730 Hyper V						10,000
IBM Server for Tracnet		15,000				
UPS for PD			20,000			
PD Contingency		4,000	4,000	4,000	4,000	4,000
Replacement Firewall				5,000		
New Backup Harddrives		500				500
Smart/Cell Phone update			500			1,500
<b>Sub-Total - Hardware</b>	<b>\$ 34,000</b>	<b>\$ 51,600</b>	<b>\$ 51,225</b>	<b>\$ 50,050</b>	<b>\$ 28,100</b>	<b>\$ 48,030</b>
<b>521-4394-0383</b>						
<b>Software- Upgrades/infrastructure improvements</b>						
<b>Software</b>						
Additional AV Licenses 10 @ 25		\$ -	\$ 100	\$ 100	\$ 100	\$ 250
Project 2016 Std 4 Licenses @ \$371						-
Microsoft Visio 2016						
NovaStor Backup Client		1,700	1,000	1,000	1,200	1,200
Exchange Server 2016 STD						-
Office 2016 Pro 10 at 327		3,500				
Office 2016 Standard 80 @ 239		21,000	-	-	-	
<b>Sub Total Software</b>	<b>\$ 26,710</b>	<b>\$ 26,200</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>	<b>\$ 1,300</b>	<b>\$ 1,450</b>
<b>521-4394-0366</b>						
<b>Training &amp; Conferences</b>						
<b>Training Budget</b>						
Storm Wind Distance Learning Server 2012	\$ 1,250	\$ 2,500	\$ 2,500	\$ 2,500	\$ 3,000	\$ 3,000
Training/Travel	2,500	1,500	3,000	3,000	3,500	2,000
MISAC Fee	160	160	160	160	175	175
Experts Exchange	192	192	192	192	192	192
<b>Sub Total Training and Conferences</b>	<b>\$ 4,102</b>	<b>\$ 4,352</b>	<b>\$ 5,852</b>	<b>\$ 5,852</b>	<b>\$ 6,867</b>	<b>\$ 5,367</b>
<b>521-4390-0741</b>						
<b>Public Wi-Fi Upgrades &amp; Maintenance</b>						
13DB Antenna			\$ 300		\$ 300	
Wireless station			200		200	1,000
Cables and other hardware		50	500	50	300	
Equipment repair		300	300	300	300	300
Mesh Radio		250	250	250	250	
<b>Sub Total Public WiFi</b>	<b>\$ -</b>	<b>\$ 600</b>	<b>\$ 1,550</b>	<b>\$ 600</b>	<b>\$ 1,350</b>	<b>\$ 1,300</b>
<b>Total Information Technology</b>	<b>\$ 166,931</b>	<b>\$ 176,165</b>	<b>\$ 153,665</b>	<b>\$ 149,715</b>	<b>\$ 137,867</b>	<b>\$ 157,645</b>

**FUNDING REQUIREMENTS AND CONTRIBUTIONS**

<b><u>Reserve</u></b>	<b>FY 2017-18 Projected</b>	<b>FY 2018-19 Requested</b>	<b>FY 2019-20 Projected</b>	<b>FY 2020-21 Projected</b>	<b>FY 2021-22 Projected</b>	<b>FY 2022-23 Projected</b>
Non-Personnel Costs	167,135	176,165	153,665	149,715	137,867	157,645
Sal/Benefits	170,381	185,149	211,070	240,620	274,307	312,710
Sal/Benefits Allocation	35,331	35,438	40,399	46,055	52,503	59,854
Overhead Allocation	32,700	26,989	27,259	27,531	27,807	28,085
Projected Total Cost	(405,547)	(423,741)	(432,393)	(463,922)	(492,483)	(558,293)
Required Funds contribution	399,365	460,155	460,155	460,155	460,155	460,155
Beginning Reserve Balance	96,238	90,056	126,470	154,232	150,466	118,138
Reserve - increase (decrease)	(6,182)	36,414	27,762	(3,766)	(32,328)	(98,138)
Ending Reserve Balance	90,056	126,470	154,232	150,466	118,138	20,000
<b><u>Contributed Funds:</u></b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>
General Fund - 50%	180,240	209,649	209,649	209,649	209,649	209,649
Water - 25%	90,120	104,825	104,825	104,825	104,825	104,825
Wastewater - 25%	90,120	104,825	104,825	104,825	104,825	104,825
General Fund - PEG Personnel Funding	38,885	40,857	40,857	40,857	40,857	40,857

**Notes:**

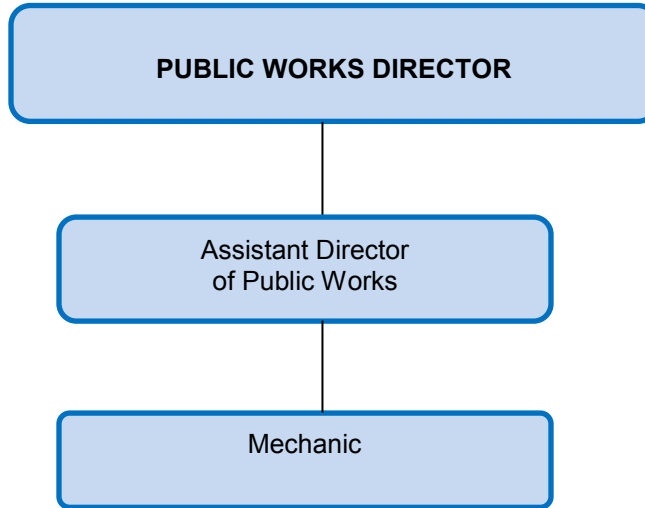
\*Overhead allocations assume a 1% increase annually.

\*Salary Benefits allocation assumes a 5% increase annually.



# FLEET & EQUIPMENT SERVICES

## INTERNAL SERVICE FUND



*The Fleet & Equipment Services Internal Service Fund is responsible for acquisition, maintenance and repair of the City's fleet vehicles and equipment. Services include scheduled preventive maintenance, welding and fabrication, diagnostic and emissions testing, auto parts warehouse and inventory functions. These services are performed by the City's Mechanic.*

### DEPARTMENTAL DESCRIPTION

Fleet & Equipment Services is responsible for ensuring functional, reliable and economical vehicles and equipment necessary for the conduct of City operations; providing vehicle and equipment specifications for bidding purposes, assisting with vehicle and equipment auctions, and preparing and administering the annual fleet budget. In addition Fleet & Equipment Services coordinates the following external services: paint and body repair, engine and transmission repair/rebuild, heavy duty suspension service, air conditioning service, and glass replacement.

### STRATEGIC GOALS AND OBJECTIVES

- Provide necessary maintenance and repair to City's fleet vehicles and equipment, including: electrical repairs, engine tune-up, tire replacements, brake replacements and adjustments and other general maintenance work.
- Account for and track all costs and assist Finance Department with preparation of year-end cost allocations.
- Provide recommendations to reduce vehicle miles traveled, fleet vehicle emissions, use of petroleum-based fuels, including the purchase of alternative fuel vehicles and hybrids whenever possible.
- Provide regular inspection and maintenance of the City's fleet and equipment. City staff maintained 30 public work vehicles, 26 police vehicles, three city hall vehicles and eight trailers. Vehicles include forklifts, backhoes, a dump truck, mobile generators, and a street sweeper. Small equipment is also included in the maintenance program such as small generators, mobile pumps, mowers and 30 small engines on equipment to name a few.

**FY 2017/18 TOP ACCOMPLISHMENTS**

- Ten vehicles and two small generators were sold.
- Six vehicles were purchased
  - One pool car for City Hall
  - Four Public Works
  - One Police vehicle
- Acquired small vehicle storage.
- One Police vehicle was purchased.

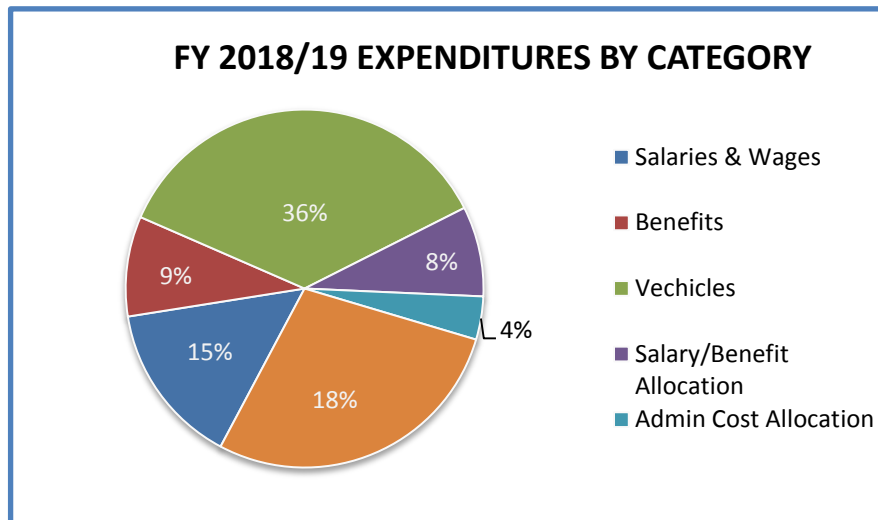
**FY 2018/19 TOP PRIORITIES**

- Reduce maintenance costs by removing lightly used vehicles from the fleet.
- Research alternative fuel vehicles and hybrids when replacement is necessary.
- Provide continued preventive maintenance for the fleet to facilitate timely emergency response.

**BUDGET OVERVIEW**

The FY 2018/19 proposed budget for the Fleet & Equipment Services is \$414k, a decrease of \$57k or 12%, compared to the FY 2017/18 projected year end. The decrease is attributable largely to the decline in Vehicles purchased compared to last FY. According to the Fleet long term plan, year to year swings in expenditures are to be expected. In FY 2015/16 a three-year plan was developed which informed the annual funding requirement. In FY 2017/18, the long-term plan was increased to 10 years to provide better long term financial planning.

Pursuant to the City's Fund Balance and Reserve Policy, the unrestricted fund balance in Fleet & Equipment is intended to help pre-fund large purchases and repairs and avoid big annual swings in funding needs. In FY 2018/19, the fund balance will be increase to \$93k based on the Fund's 10-Year financial plan.



**FLEET & EQUIPMENT SERVICES DEPARTMENTAL BUDGET SUMMARY****FUND 522****DEPARTMENT: 4550**

Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + / -
<b>Expenditure:</b>					
Personnel Services	\$ 113,060	\$ 118,068	\$ 117,794	\$ 131,916	12%
Non-Personnel Services	247,809	354,424	353,424	281,640	-20%
<b>Total Departmental Expenditure</b>	<b>360,869</b>	<b>472,492</b>	<b>471,219</b>	<b>413,556</b>	<b>-12%</b>
<b>Revenue:</b>					
Charges for services - Allocation ISF	210,142	427,238	427,238	477,151	12%
Transfers	518,025	6,937	16,744	25,850	100%
<b>Total Departmental Revenue</b>	<b>728,167</b>	<b>434,175</b>	<b>443,982</b>	<b>503,001</b>	<b>13%</b>
 Net Expenditure	 367,298	 (38,317)	 (27,237)	 89,444	 -428%

**BUDGET DETAIL:****Fund #522****Department: 4550**

Object	Description	FY 2016/17 Audited	FY 2017/18 Amended Budget	17/18 FYE Projected	FY 2018/19 Proposed Budget	% + / -
0100	Salaries & Wages	\$ 57,887	\$ 58,521	\$ 58,823	\$ 60,856	3%
0200	Employee Benefits	30,960	32,904	32,328	37,391	16%
0801	Salary/Benefit Allocation	24,213	26,643	26,643	33,670	26%
	<b>Personnel Services</b>	<b>113,060</b>	<b>118,068</b>	<b>117,794</b>	<b>131,916</b>	<b>12%</b>
0319	Professional Services	1,295	2,000	1,000	1,500	50%
0351	Equipment Repair & Maint	11,282	6,500	6,500	6,500	0%
0352	Vehicle Repair & Maint	34,939	34,000	34,000	35,000	3%
0366	Travel/Training Reimbursement	814	700	700	800	14%
0375	General Supplies	1,317	2,000	2,000	1,800	-10%
0381	Small Tools & Equipment	1,091	800	800	900	13%
0382	Fuel & Lubricants	66,550	70,000	70,000	70,000	0%
0399	Admin Cost Allocation	18,455	18,107	18,107	16,140	-11%
0499	Depreciation Exp	110,245	-	-	-	0%
0742	Vehicles	1,823	220,317	220,317	149,000	-32%
	<b>Non-Personnel Services</b>	<b>247,809</b>	<b>354,424</b>	<b>353,424</b>	<b>281,640</b>	<b>-20%</b>
	<b>Total Fleet Services</b>	<b>\$ 360,869</b>	<b>\$ 472,492</b>	<b>\$ 471,219</b>	<b>\$ 413,556</b>	<b>-12%</b>

Vehicle Replacement Plan															
Unit No.	Make	Yr.	Model	Hours/Miles	FY 17/18 Estimated	FY 18/19 Proposed	FY 19/20 Projected	FY 20/21 Projected	FY 21/22 Projected	FY 22/23 Projected	FY 23/24 Projected	FY 24/25 Projected	FY 25/26 Projected	FY 26/27 Projected	FY 27/28 Projected
Public Works Vehicles															
WW14	Dodge	2002	1500 PIU	67,402	\$40,000										
WW130	NISSAN	2007	FRONTIER	19,676	\$28,000										
WW135	Generac	1986	GEN. SET	Generator	\$42,000										
CH716	TOY	2004	PRUIS	96,000	\$27,000										
Jetter/Vactor Trailer	HONDA		JETTER TRAILER			\$75,000									
WW131	NISSAN	2007	FRONTIER	64,414		\$27,000									
PW48	FORD	2008	RANGER	70,033			\$35,000								
WW115	TMC	86	LIFT TRUCK	737hrs				\$15,000							
WT1	Dodge	2005	1500 Q. CAB	46,383					\$30,000						
PW8	JOHNDE	85	BACKHOE	5,516					\$50,000						
PW16	FORD	2006	F-150 X-TRA	59,826					\$30,000						
PW46	STERLING	2001	CAMEL	14,215					\$400,000						
CHE121	FORD	2006	ESCAPE	52,091						\$36,000					
PW1	CHEV.	2000	3500 Flatbed	46,383						\$50,000					
PW5	FORD	2006	F-250 SERV.	59,713							\$37,000				
Public Works Sub-Total					\$137,000	\$102,000	\$35,000	\$15,000	\$80,000	\$430,000	\$86,000	\$37,000	\$0	\$0	\$0
Police Vehicles															
PD746	Dodge	2007	DURANGO	88,720	\$46,000										
PD731	FORD	2005	CROWN VIC	88,759		\$47,000									
PD735	FORD	2005	CROWN VIC	89,424			\$47,000								
PD743	FORD	2007	CRN VIC. (K-9)	115,117			\$55,000								
PD747	FORD	2009	ESCAPE	101,872				\$35,000							
PD1301	FORD	2011	CROWN VIC	62,090					\$47,000						
PD1302	FORD	2011	CROWN VIC	62,005						\$47,000					
PD744	FORD	2008	RANGER	45,682					\$30,000						
PD1403	FORD	2014	INTERCEPTOR	48,856							\$47,000				
PD501	FORD	2015	INTERCEPTOR	32,134								\$48,000			
PD500	FORD	2015	INTERCEPTOR	34,682								\$48,000			
PD503	FORD	2015	INTERCEPTOR	16,626									\$48,000		
PD502	FORD	2015	INTERCEPTOR	17,545									\$48,000		
PD507	FORD	2016	INTERCEPTOR	15,970										\$48,000	
PD508	FORD	2016	INTERCEPTOR	9,023										\$48,000	
PD513	FORD	2018	INTERCEPTOR	100											\$48,000
Police Sub-Total					\$46,000	\$47,000	\$102,000	\$35,000	\$77,000	\$47,000	\$47,000	\$96,000	\$96,000	\$96,000	\$48,000
Total Replacement Costs					\$183,000	\$149,000	\$137,000	\$50,000	\$157,000	\$477,000	\$133,000	\$133,000	\$96,000	\$96,000	\$48,000

**VEHICLE ALLOCATION:**

Vehicle Replacement Plan				Percentage of Fleet Usage							
Unit No.	Make	Yr.	Model	110 POLICE LAW	110 CH NON Depart	110 PARKS	110 DRAINS	221 GAS TAX	230 TRAFFIC	610	710
<b>Public Works Vehicles</b>											
WWT4	Dodge	2002	1500 P/U	0	0	0	0	0	0	0	100
WWT30	NISSAN	2007	FRONTIER	0	0	0	0	0	0	0	100
WWT35	Generac	1986	GEN. SET	0	0	0	0	0	0	0	100
CH716	TOY	2004	PRIUS	0	100	0	0	0	0	0	0
Jetter/Vactor Trailer	HONDA		JETTER TRAILER	0	0	0	0	0	0	50	50
WWT31	NISSAN	2007	FRONTIER	0	0	0	0	0	0	15	85
PW48	FORD	2008	RANGER	10	20	5	5	0	0	50	10
WWT15	TMC	86	LIFT TRUCK	0	0	0	0	0	0	0	100
WT1	Dodge	2005	1500 Q. CAB	10	10	10	10	15	5	20	20
PW8	JOHNDE	85	BACKHOE	0	0	0	0	0	0	0	100
PW16	FORD	2006	F-150 X-TRA	0	0	20	20	10	10	20	20
PW46	STERLING	2001	CAMEL	0	0	0	10	0	0	45	45
CHE121	FORD	2006	ESCAPE	0	100	0	0	0	0	0	0
PW1	CHEV.	2000	3500 Flatbed	0	0	0	0	30	0	35	35
PW5	FORD	2006	F-250 SERV.	0	0	0	0	0	0	40	60

<b>Police Vehicles</b>											
PD746	Dodge	2007	DURANGO	100	0	0	0	0	0	0	0
PD731	FORD	2005	CROWN VIC	100	0	0	0	0	0	0	0
PD735	FORD	2005	CROWN VIC	100	0	0	0	0	0	0	0
PD743	FORD	2007	CRN VIC. (K-9)	100	0	0	0	0	0	0	0
PD747	FORD	2009	ESCAPE	100	0	0	0	0	0	0	0
PD1301	FORD	2011	CROWN VIC	100	0	0	0	0	0	0	0
PD1302	FORD	2011	CROWN VIC	100	0	0	0	0	0	0	0
PD744	FORD	2008	RANGER	100	0	0	0	0	0	0	0
PD1403	FORD	2014	INTERCEPTOR	100	0	0	0	0	0	0	0
PD501	FORD	2015	INTERCEPTOR	100	0	0	0	0	0	0	0
PD500	FORD	2015	INTERCEPTOR	100	0	0	0	0	0	0	0
PD503	FORD	2015	INTERCEPTOR	100	0	0	0	0	0	0	0
PD502	FORD	2015	INTERCEPTOR	100	0	0	0	0	0	0	0
PD507	FORD	2016	INTERCEPTOR	100	0	0	0	0	0	0	0
PD508	FORD	2016	INTERCEPTOR	100	0	0	0	0	0	0	0
PD513	FORD	2018	INTERCEPTOR	100	0	0	0	0	0	0	0

Vehicle purchase prices are allocated to individual departments according to the allocation chart above. All other Fleet costs are allocated according to each department's percentage of the total fleet.



**FUNDING REQUIREMENTS AND  
CONTRIBUTIONS**

Maintenance & Purchases	FY 17/18 Estimated	FY 18/19 Proposed	FY 19/20 Projected	FY 20/21 Projected	FY 21/22 Projected	FY 22/23 Projected	FY 23/24 Projected	FY 24/25 Projected	FY 25/26 Projected	FY 26/27 Projected	FY 27/28 Projected
Sal/Benefits	\$ 91,151	\$ 98,247	\$ 112,001	\$ 127,681	\$ 145,557	\$ 165,935	\$ 189,166	\$ 198,624	\$ 208,555	\$ 218,983	\$ 229,932
Sal/Benefits Allocation	26,643	33,670	38,383	43,757	49,883	56,867	64,828	68,069	71,473	75,046	78,799
Non-Personnel Costs	115,000	116,500	117,665	118,842	120,030	121,230	122,443	123,667	124,904	126,153	127,414
Overhead Allocation	18,107	16,140	16,301	16,464	16,629	16,795	16,963	17,133	17,304	17,477	17,652
Vehicle Purchases	220,317	149,000	137,000	50,000	157,000	477,000	133,000	133,000	96,000	96,000	48,000
Projected Total Cost	471,219	413,556	421,351	356,744	489,099	837,827	526,399	540,493	518,236	533,659	501,797
Required Funds contribution	443,982	503,001	535,176	496,401	521,151	503,001	503,001	529,951	529,951	529,951	503,551
Beginning Reserve Balance	31,268	4,031	93,475	207,300	346,956	379,008	44,182	20,783	10,240	21,955	18,246
Reserve - increase (decrease)	(27,237)	89,444	113,825	139,656	32,052	(334,826)	(23,399)	(10,543)	11,715	(3,709)	1,754
Ending Reserve Balance	\$ 4,031	\$ 93,475	\$ 207,300	\$ 346,956	\$ 379,008	\$ 44,182	\$ 20,783	\$ 10,240	\$ 21,955	\$ 18,246	\$ 20,000

**FY 2018/19 FLEET FUNDING  
DETAIL OF CONTRIBUTIONS BY DEPARTMENT**

FY 16-17 Contributed Funds Vehicle Maintenance and Purchases:	FY 18/19 Proposed	FY 19/20 Projected	FY 20/21 Projected	FY 21/22 Projected	FY 22/23 Projected	FY 23/24 Projected	FY 24/25 Projected	FY 25/26 Projected	FY 26/27 Projected	FY 27/28 Projected	% of Fleet
Non Departmental Maintenance	\$ 14,934	\$ 14,934	\$ 14,934	\$ 14,934	\$ 14,934	\$ 14,934	\$ 14,934	\$ 14,934	\$ 14,934	\$ 14,934	4%
Non Departmental Purchases	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	
Reserve Funding	65	65	65	65	65	65	65	65	65	65	
<b>Sub Total</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>	44%
Police Department Maintenance	162,588	162,588	162,588	162,588	162,588	162,588	162,588	162,588	162,588	162,588	
Police Department Purchases	31,388	31,388	31,388	31,388	31,388	31,388	31,388	31,388	31,388	31,388	
Reserve Funding	709	709	709	709	709	709	709	709	709	709	
<b>Sub Total</b>	<b>194,684</b>	<b>194,684</b>	<b>194,684</b>	<b>194,684</b>	<b>194,684</b>	<b>194,684</b>	<b>194,684</b>	<b>194,684</b>	<b>194,684</b>	<b>194,684</b>	
USDA Grant for Police Department Purchases	25,850	58,025	19,250	44,000	25,850	25,850	52,800	52,800	52,800	26,400	
<b>Sub Total</b>	<b>25,850</b>	<b>58,025</b>	<b>19,250</b>	<b>44,000</b>	<b>25,850</b>	<b>25,850</b>	<b>52,800</b>	<b>52,800</b>	<b>52,800</b>	<b>26,400</b>	
Public Works: Parks Maintenance	31,982	31,982	31,982	31,982	31,982	31,982	31,982	31,982	31,982	31,982	9%
Public Works: Parks Purchases	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	
Reserve Funding	139	139	139	139	139	139	139	139	139	139	
<b>Sub Total</b>	<b>33,197</b>	<b>33,197</b>	<b>33,197</b>	<b>33,197</b>	<b>33,197</b>	<b>33,197</b>	<b>33,197</b>	<b>33,197</b>	<b>33,197</b>	<b>33,197</b>	3%
Public Works: Streets Maintenance	12,117	12,117	12,117	12,117	12,117	12,117	12,117	12,117	12,117	12,117	
Public Works: Streets Purchases	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	
Reserve Funding	53	53	53	53	53	53	53	53	53	53	
<b>Sub Total</b>	<b>14,419</b>	<b>14,419</b>	<b>14,419</b>	<b>14,419</b>	<b>14,419</b>	<b>14,419</b>	<b>14,419</b>	<b>14,419</b>	<b>14,419</b>	<b>14,419</b>	1%
Public Works: Storm Drains Maintenance	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	
Public Works: Storm Drains Purchases	5,075	5,075	5,075	5,075	5,075	5,075	5,075	5,075	5,075	5,075	
Reserve Funding	14	14	14	14	14	14	14	14	14	14	
<b>Sub Total</b>	<b>8,188</b>	<b>8,188</b>	<b>8,188</b>	<b>8,188</b>	<b>8,188</b>	<b>8,188</b>	<b>8,188</b>	<b>8,188</b>	<b>8,188</b>	<b>8,188</b>	2%
Public Works: Traffic Safety Maintenance	7,045	7,045	7,045	7,045	7,045	7,045	7,045	7,045	7,045	7,045	
Public Works: Traffic Safety Purchases	450	450	450	450	450	450	450	450	450	450	
Reserve Funding	31	31	31	31	31	31	31	31	31	31	
<b>Sub Total</b>	<b>7,525</b>	<b>7,525</b>	<b>7,525</b>	<b>7,525</b>	<b>7,525</b>	<b>7,525</b>	<b>7,525</b>	<b>7,525</b>	<b>7,525</b>	<b>7,525</b>	10%
Water Maintenance	36,491	36,491	36,491	36,491	36,491	36,491	36,491	36,491	36,491	36,491	
Water Purchases	28,335	28,335	28,335	28,335	28,335	28,335	28,335	28,335	28,335	28,335	
Reserve Funding	159	159	159	159	159	159	159	159	159	159	
<b>Sub Total</b>	<b>64,985</b>	<b>64,985</b>	<b>64,985</b>	<b>64,985</b>	<b>64,985</b>	<b>64,985</b>	<b>64,985</b>	<b>64,985</b>	<b>64,985</b>	<b>64,985</b>	27%
Wastewater	98,060	98,060	98,060	98,060	98,060	98,060	98,060	98,060	98,060	98,060	
Wastewater Purchases	36,065	36,065	36,065	36,065	36,065	36,065	36,065	36,065	36,065	36,065	
Reserve Funding	427	427	427	427	427	427	427	427	427	427	
<b>Sub Total</b>	<b>134,553</b>	<b>134,553</b>	<b>134,553</b>	<b>134,553</b>	<b>134,553</b>	<b>134,553</b>	<b>134,553</b>	<b>134,553</b>	<b>134,553</b>	<b>134,553</b>	100%
<b>Total Cost</b>	<b>\$ 503,001</b>	<b>\$ 535,176</b>	<b>\$ 496,401</b>	<b>\$ 521,151</b>	<b>\$ 503,001</b>	<b>\$ 503,001</b>	<b>\$ 529,951</b>	<b>\$ 529,951</b>	<b>\$ 529,951</b>	<b>\$ 503,551</b>	



## CITY OF FORT BRAGG

# DEBT MANAGEMENT POLICY

### ***Introduction***

The City of Fort Bragg and the Fort Bragg Municipal Improvement District No. 1 (collectively referred to as the “City”) have adopted the following “Debt Management Policy” which is intended to guide decisions related to debt issued by the City. Debt issuance should be evaluated on a case-by-case basis as well as within the context of the City’s overall capital structure and policy objectives. Adherence to the Debt Management Policy is necessary to ensure that the City maintains a sound debt position and that it protects the credit quality of its debt obligations.

### ***Goals and Objectives***

The Debt Management Policy formally establishes parameters for issuing debt and managing a debt portfolio which recognizes the City’s specific capital improvement needs, ability to repay financial obligations, and legal, economic, financial and capital market conditions. Specifically, the Debt Management Policy is intended to assist the City in the following:

- Promoting sound financial management through accurate and timely information on financial conditions,
- Evaluating critical debt issuance options,
- Protecting and enhancing the City’s credit rating.

The policies outlined in the Debt Management Policy are a tool to help ensure that adequate financial resources are available to support the City’s long-term capital needs.

### ***Principles of Debt Management and Debt Issuance***

Factors to be considered when evaluating issuance or refunding of debt will include:

- Intergenerational equity,
  - Compliance with the City’s reserve policies,
  - Cost of on-going maintenance of new projects,
  - Forgone interest earnings from the use of cash reserves or investments,
  - Debt service requirements and affordability.
- The City will manage its debt to ensure high credit quality, access to capital markets, and financial flexibility.
  - The City will seek to fund a portion of its overall capital program from current resources (pay-as-you-go) and reserves, depending upon the specific projects, annual budgetary constraints and availability and rate of investment earnings.
  - The City will consider the use of debt in those cases where public policy, equity, and economic efficiency favor debt over cash (pay-as-you-go) financing.
  - The City will not construct or acquire a facility or capital improvement if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility.
  - The City will not fund working capital (general fund) reserves, or operating and maintenance costs through the issuance of debt.
  - The City will utilize a multi-year capital financing plan to determine the affordability of debt. The capital financing plan will provide a multi-year forecast which shall include, but not be limited to; description of sources of funds; availability of current revenues, timing of capital projects, and debt service requirements.

### ***Standards for Use of Debt Financing***

*City Council Consideration.* The City Council shall endeavor to receive sufficient information about debt financing to understand the short- and long-term ramifications of each debt issuance. The Council shall meet as necessary with the City Manager, Finance Director and other appropriate advisors, if deemed necessary, for the purpose of reviewing and making a final determination related to each debt issuance.

*Long-Term Capital Projects.* The City Council will consider the use of debt to finance long-term capital projects only when paying for the facilities or equipment over their useful life and concurrent with the benefits derived from the use of such facilities, and when project revenues or specific resources will be sufficient to service the long-term debt. The final maturity of the bonds shall not exceed the expected useful life of each project.

*Special Circumstances for Debt Issuance.* Debt may be used in special circumstances for projects other than long-term capital projects (as an example, for pension obligations) only after careful policy evaluation by the City.

*Debt Financing Mechanisms.* The City will seek to utilize the most cost advantageous financing alternative available, taking into consideration policy objectives. The Finance Director shall evaluate the use of all financial alternatives available, including, but not limited to long-term debt, pay-as-you-go, joint financing, reserve fund releases, lease-purchase, special districts, special assessments, state and federal aid, tax-exempt leasing, public/private partnerships, and State revolving loan programs. The recommendation of the Finance Director shall be submitted to the City Manager and a staff recommendation shall be submitted to the Council.

*Methods of Issuance.* The City will determine, on a case-by-case basis, whether to sell its bonds competitively or through negotiation.

*Credit Quality.* All City debt management activities will be conducted to receive the highest credit ratings possible, consistent with the City's financing objectives and, at a minimum, to maintain current credit ratings assigned to the City's debt by the major credit rating agencies.

*Debt Capacity.* The City will carefully monitor its level of general purpose debt. Because the City's general purpose debt capacity is limited, it is important that the City only use general purpose debt financing for high-priority projects where other financing methods cannot be used. In evaluating debt capacity, general purpose annual debt service payments shall not exceed 10% of General Fund revenues. The City's Enterprise Fund debt capacity will be evaluated as an integral part of the City's rate review and setting process. The City will set Enterprise Fund service rates at levels needed to fully cover debt service, operations, maintenance, administration and capital improvement requirements.

### ***Financing Criteria***

When the City determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued:

*Pay-As-You-Go Financing.* The City will consider Pay-As-You-Go Financing if current revenues and adequate fund balances are available or project phasing can be accomplished. Other factors to be considered include: current debt levels, the effect of additional debt on the City's credit rating, anticipated difficulties in marketing debt, and stability of market conditions.

*Long-Term Debt.* The City may issue long-term debt, when required capital improvements cannot be financed from current revenues or reserves without having an impact on the City's financial stability and/or operating flexibility. Long-term borrowing should not be used to finance current operations or normal maintenance and repairs.

*Variable Rate Debt.* To maintain a predictable debt service burden and rate structure, the City may give preference to debt that carries a fixed interest rate. The City, however, may consider variable rate debt, especially in periods of high interest rates, or when the revenue stream for repayment is variable.

*Interfund or Short-Term Debt.* Interfund or short-term borrowing may be utilized for temporary funding of operational cash flow deficits or anticipated revenues. Short-term debt may be used when it provides an interest rate advantage or as interim financing until market conditions are more favorable.

### ***Terms and Conditions of Bonds***

The City shall establish all terms and conditions relating to the issuance of bonds, and will control, manage, and invest all bond proceeds. Unless otherwise authorized by the City Council, the following shall serve as bond requirements.

*Maturity/Term.* All capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful life of the improvements, but in no event will the term exceed 40 years.

*Debt Service Structure.* Debt issuance shall be planned to achieve relatively rapid repayment of debt while still matching debt service to the useful life of facilities. The City shall avoid the use of bullet or balloon maturities

except in those instances where these maturities serve to meet aggregate debt service structuring objectives. Debt service should be structured primarily on an aggregate level annual basis, as opposed to on an escalating or deferred basis.

*Coupon Structure.* Debt may include par, discount, premium and capital appreciation bonds. Discount, premium, and capital appreciation bonds must be demonstrated to be advantageous relative to par bond structures.

*Call Provisions.* The City's securities should include an optional call feature, which typically is no later than 10 years from the date of delivery of the bonds. The City will avoid the sale of non-callable bonds absent careful evaluation by the City and its financial advisor with respect to the value of the call option.

*Bond Insurance / Credit Enhancement.* The City shall have the authority to purchase bond insurance or credit enhancement when such purchase is deemed prudent and advantageous. The determination shall be based on the net present value debt service cost comparison of insured/enhanced bonds versus uninsured/unenhanced bonds.

*Debt Service Reserves.* A reserve fund shall be funded from the proceeds of each series of bonds, subject to federal tax regulations and in accordance with the requirements of credit enhancement providers, rating agencies, and investor demands. The reserve fund shall be treated as a Restricted Reserve as defined in the City Reserve Policy. The City shall have the authority to purchase reserve equivalents (i.e., the use of a reserve fund surety) when such purchase is deemed prudent and advantageous. Such equivalents shall be evaluated in comparison to cash funding of reserves on a net present value basis, taking into account the impact of investments and arbitrage rebate considerations.

#### ***Refinancing Outstanding Debt***

The Finance Director shall analyze outstanding bond issues for refunding opportunities that may be presented by underwriting firms. The City will consider the following issues when analyzing possible refunding opportunities:

*Debt Service Savings.* The City will refund debt when it is in the best financial interest of the City to do so. The City shall evaluate each refunding opportunity based on net present value savings, which shall take into account foregone interest earnings, all costs related to the refinancing, and arbitrage implications (i.e., net-to-net savings).

*Restructuring.* The City will only consider restructuring when it can be demonstrated that a proposed structure will assist the City in meeting at least one of several goals, including: meeting unanticipated revenue expectations, achieving cost savings, mitigating irregular debt service payments, releasing reserve funds or removing restrictive bond covenants.

*Term of Refunding Issues.* The City will refund bonds within the term of the originally issued debt. However, the City may consider maturity extension when necessary to achieve a desired outcome, provided that such extension is legally permissible. The City may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of intergenerational equity should guide this decision.

*Escrow Structuring.* The City shall utilize the least costly securities available in structuring refunding escrows.

*Arbitrage.* The City shall take all necessary steps to optimize escrows and to minimize negative arbitrage in a refunding escrow, including evaluating the risks and benefits of an economic versus legal defeasance.

#### ***Market Relationships***

*Rating Agencies and Investors.* The Finance Director shall be responsible for maintaining the City's relationships with rating agencies (i.e., Moody's Investors Service, Standard & Poor's and Fitch).

*Continuing Disclosure.* The City shall remain in compliance with Securities Exchange Commission (SEC) Rule 15c2-12 by filing its annual financial statements and other financial and operating data for the benefit of its bondholders within the deadlines imposed by Rule 15c2-12. The City shall provide this information to the Municipal Securities Rulemaking Council (MSRB) Electronic Municipal Market Access Website ([www.emma.msrb.org](http://www.emma.msrb.org)). The City will make this information available on its website.

*Record Keeping/Reporting.* The City shall maintain a repository for all debt-related records, which includes: all official statements, ordinances, indentures, trustee reports, leases, etc. for all City debt in electronic format. To the extent that official transcripts incorporate these documents, possession of a transcript will suffice.

*Arbitrage Rebate.* The City will account for all interest earnings in debt-related funds. The use of bond proceeds and their investments shall be monitored to ensure compliance with all debt covenants, legal requirements, and IRS arbitrage regulations. The City will endeavor to make investments that maximize the amount of the interest earnings it can retain (under IRS regulations) for all bond funds. The Finance Director shall ensure that proceeds and investments are tracked in a manner which facilitates accurate calculation and timely payment of rebates, if applicable.

***Procurement and Selection of Financing Team***

The City shall procure professional services as required to execute financing transactions and to provide advice on non-transaction related work. The City shall establish selection criteria for selecting its financing team members, which include financial advisor, bond counsel, and underwriter. The criteria may include, but are not limited to:

- Professional excellence,
- Demonstrated competence,
- Specialized experience performing similar services for California agencies,
- Education and experience of key personnel to be assigned,
- Geographic proximity,
- Staff capability,
- Ability to meet schedules,
- Nature and quality of similar completed work of the firm or individual,
- Reliability and continuity of the firm or individual.

Note: Definitions to financial terms used in this policy are found in the Glossary section of the budget.



## DEBT SERVICE SUMMARY

Funding Source	Issue Date	Maturity Date	Interest Rate	Balance 06/30/18	Principal Payment FY18/19	Interest Expense FY18/19	Fees FY18/19	Total Due FY18/19	Debt Balance 06/30/19
<b><u>GENERAL FUND</u></b>									
Caspar Landfill Post:	2005	2020	4.15%	\$ 264,686	\$ 137,341	\$ 10,228	\$ -	\$ 147,569	\$ 117,117
<b><u>INTERFUND LOAN</u></b>									
WasteWater to General Fund	2017	2022	0.55%	149,142	37,215	749	-	37,964	111,178
<b>Total General Fund Debt</b>				264,686	137,341	10,228	-	185,533	117,117
<b><u>WATER ENTERPRISE</u></b>									
2014 Water Revenue Refunding Bond	2014	2023	3.06%	1,793,800	290,000	52,418	3,000	345,418	1,451,382
California Department of Water Resources	2007	2027	0%	926,824	72,849	32,929	600	106,378	821,046
<b>Total Water Enterprise Fund Debt</b>				2,720,624	362,849	85,347	3,600	451,796	2,272,428
<b><u>WASTEWATER ENTERPRISE</u></b>									
1998-WW Revenue Bonds	1998	2018	3 - 5%	56,458	55,000	1,458	2,200	58,658	-
2018-Certificates of Participation	2018	2057	2%	7,274,111	-	76,111	3,000	79,111	7,198,000
<b>Total WasteWater Enterprise Debt</b>				7,330,569	55,000	77,569	5,200	137,769	7,198,000
<b>Total Debt</b>				10,315,879	555,190	173,144	8,800	775,098	9,587,545

Required for Debt Payments:	FY17-18	FY18-19
	\$ 724,024	\$ 775,098

7%

# GENERAL FUND: 2005 REFUNDING & LANDFILL CLOSURE

**\$1,655,035**  
**City of Fort Bragg**  
**2005 Certificates of Participation**  
**110-4915**

**Date:** September 1, 2005  
**Interest:** Semiannual each December and June, commencing December 1, 2005. Interest accrues at 4.15%.  
**Maturity:** June 1, 2020  
**Rating:** Standard and Poor's Not Rated  
**Purpose:** To refund the 1989 Certificates of Participation for Oceanview Drive, and to fund the Police Building construction and the Caspar Landfill closure costs.  
**Security:** The Certificates of Participation are secured by a ground lease and refinancing lease/purchase agreement between the City and the City of Fort Bragg Joint Powers Financing Authority which covers Town Hall (363 N. Main Street) and the Corporation Yard (831 Cedar Street).  
**Covenants\*:** If 45 days before the end of the then current Fiscal Year, the Rent Payments for the next Fiscal Year have not been appropriated, the Lessee, within 5 business days, shall notify in writing the Lessor of such event.  
**Debt Service:**

	Principal	Interest	Total	Fees	Total Payment
<b>FY 2018/19 Requirements</b>	<b>\$ 137,341</b>	<b>\$ 10,228</b>	<b>\$ 147,569</b>	<b>\$ -</b>	<b>\$ 147,569</b>

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
FY 05-06	\$ 99,957	\$ 47,612	\$ 147,569
FY 06-07	83,895	63,674	147,569
FY 07-08	87,413	60,156	147,569
FY 08-09	91,078	56,491	147,569
FY 09-10	94,897	52,672	147,569
FY 10-11	98,876	48,693	147,569
FY 11-12	103,022	44,547	147,569
FY 12-13	107,341	40,228	147,569
FY 13-14	111,842	35,727	147,569
FY 14-15	116,532	31,037	147,569
FY 15-16	121,418	26,151	147,569
FY 16-17	126,509	21,060	147,569
FY 17-18	131,814	15,755	147,569
<b>FY 18-19</b>	<b>137,341</b>	<b>10,228</b>	<b>147,569</b>
FY 19-20	143,100	4,469	147,569
	<u>\$ 1,655,035</u>	<u>\$ 558,501</u>	<u>\$ 2,213,535</u>

\*Additional Covenants may apply. Please contact the City Finance Department for more information.

# WATER ENTERPRISE : 2014 REVENUE REFUNDING BOND

**\$2,962,000**

**City of Fort Bragg Water Enterprise  
2014 Water Revenue Refunding Bond  
610-4612**

**Date:** June 5, 2014

**Interest:** Semiannual each April and October, commencing October 1, 2014. Interest rate is 3.060% per annum.

**Maturity:** October 1, 2023

**Rating:** Not available at this time.

**Purpose:** To refund the 2003 California Statewide Communities Development Authority Water (CSCDA) and Wastewater Revenue Bonds. The CSCDA bonds were issued to refund the 1993 Water System Certificates of Participation which were issued to fund improvements to the City's water system.

**Security:** The Bond is secured by revenues from the Water Enterprise Fund.

**Required Coverage Ratio:** 1.20

**Disclosures:** Upon request the City shall provide (i) Audited Financial Statements with (240) days of the end of the Fiscal Year, (ii) annual certification that the City has satisfied the 1.20x coverage ratio, (iii) the approved annual budget of the City within (30) days of the end of the Fiscal Year and (iv) any other financial or operational reports as may reasonably requested and as soon as available.

## Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
FY 14-15	\$ 276,000	\$ 70,301	\$ 346,301
FY 15-16	268,000	78,091	346,091
FY 16-17	276,000	69,768	345,768
FY 17-18	284,000	61,200	345,200
<b>FY 18-19</b>	<b>290,000</b>	<b>52,418</b>	<b>342,418</b>
FY 19-20	300,000	43,391	343,391
FY 20-21	304,000	34,150	338,150
FY 21-22	312,000	24,725	336,725
FY 22-23	320,000	15,055	335,055
FY 23-24	332,000	5,080	337,080
<b>Total</b>	<b>\$ 2,962,000</b>	<b>\$ 454,179</b>	<b>\$ 3,416,179</b>

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Fees</u>	<u>Total Payment</u>
<b>FY 2018/19 Requirements</b>	<b>\$ 290,000</b>	<b>\$ 52,418</b>	<b>\$ 342,418</b>	<b>\$ 3,000</b>	<b>\$ 345,418</b>

**WATER ENTERPRISE : DEPT OF WATER RESOURCE 0% LOAN****\$1,382,784****State of California Department of Water Resources  
610-4612**

**Date:** January 1, 2007  
**Interest:** Semiannual each July and January, commencing July 1, 2007. This is an interest free loan.  
**Maturity:** January 1, 2027  
**Rating:** Standard and & Poor's Not rated.  
**Purpose:** To finance the construction of a project to meet safe drinking water standards.  
**Security:** The loan is secured by revenues from the Water Enterprise Fund.  
**Fiscal Agent:** US Bank Corporate Trust Services  
**Covenants\*:** A reserve fund equal to two semiannual payments must be maintained with the Fiscal Agent.  
**Disclosures:** While there are no specific reporting requirements, the Fiscal Agent does request and the City does provide Financial Statements on an annual basis.  
**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Imputed Interest*</u>	<u>Total</u>
FY 06-07	\$ 21,745	\$ 31,793	\$ 53,538
FY 07-08	45,350	61,727	107,077
FY 08-09	47,447	59,630	107,077
FY 09-10	49,642	57,435	107,077
FY 10-11	51,938	55,139	107,077
FY 11-12	54,340	52,737	107,077
FY 12-13	55,540	50,238	105,778
FY 13-14	58,108	47,670	105,778
FY 14-15	60,796	44,982	105,778
FY 15-16	63,608	42,170	105,778
FY 16-17	66,550	39,228	105,778
FY 17-18	69,628	36,150	105,778
<b>FY 18-19</b>	<b>72,849</b>	<b>32,929</b>	<b>105,778</b>
FY 19-20	76,218	29,560	105,778
FY 20-21	79,743	26,035	105,778
FY 21-22	83,432	22,346	105,778
FY 22-23	87,291	18,487	105,778
FY 23-24	91,328	14,450	105,778
FY 24-25	95,552	10,226	105,778
FY 25-26	99,972	5,806	105,778
FY 26-27	51,707	1,182	52,889
	<b>\$ 1,382,784</b>	<b>\$ 739,920</b>	<b>\$ 2,122,704</b>

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Fees</u>	<u>Total Payment</u>
<b>FY 2018/19 Requirements</b>	<b>\$ 72,849</b>	<b>\$ 32,929</b>	<b>\$ 105,778</b>	<b>\$ 600</b>	<b>\$ 106,378</b>

\*Additional Covenants may apply. Please contact the City's Finance Department for more information.

# **WASTEWATER ENTERPRISE: 1998 REVENUE BONDS**

**\$770,000**

**1998 Wastewater Revenue Bonds**

**710-4712**

**Date:** April 13, 1998  
**Interest:** Semiannual each October and April, commencing October 1, 1998. Interest rates range from 3.75% to 5.30%.  
**Maturity:** October 1, 2018  
**Rating:** Standard and & Poor's AAA/Negative  
**Purpose:** To acquire and construct capital improvements to the District's wastewater system.  
**Security:** The Bonds were issued by the Association of Bay Area Governments (ABAG) whereby ABAG issued revenue bonds on behalf of the City. The Bonds are an obligation of ABAG and payable solely from and secured by revenues that consist primarily of payments on an installment obligation of the City.  
**Fiscal Agent:** Union Bank of California, N.A.  
**Disclosures:** The City's Annual Financial Report is due no later than 210 day after the end of the City's Fiscal Year. Additionally, ABAG requests and the City provide reporting on the following; Number of connections, outstanding program obligations, maximum annual installment payments and coverage of net revenues to parity debt.

## **Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
FY 98-99	\$ 25,000	\$ 37,730	\$ 62,730
FY 99-00	25,000	36,758	61,758
FY 00-01	25,000	35,298	60,298
FY 01-02	25,000	34,304	59,304
FY 02-03	25,000	33,279	58,279
FY 03-04	30,000	32,130	62,130
FY 04-05	30,000	30,855	60,855
FY 05-06	30,000	29,550	59,550
FY 06-07	30,000	28,140	58,140
FY 07-08	35,000	26,515	61,515
FY 08-09	35,000	24,765	59,765
FY 09-10	35,000	23,015	58,015
FY 10-11	40,000	21,140	61,140
FY 11-12	40,000	19,080	59,080
FY 12-13	40,000	16,960	56,960
FY 13-14	45,000	14,708	59,708
FY 14-15	45,000	12,322	57,322
FY 15-16	50,000	9,805	59,805
FY 16-17	50,000	7,155	57,155
FY 17-18	55,000	4,373	59,373
<b>FY 18-19</b>	<b>55,000</b>	<b>1,458</b>	<b>56,458</b>
	<u>\$ 770,000</u>	<u>\$ 479,337</u>	<u>\$ 1,249,337</u>

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Fees</u>	<u>Total Payment</u>
<b>FY 2018/19 Requirements</b>	<b>\$ 55,000</b>	<b>\$ 1,458</b>	<b>\$ 56,458</b>	<b>\$ 2,200</b>	<b>\$ 58,658</b>

**WASTEWATER ENTERPRISE: TREATMENT FACILITY****\$5,000,000****2018 Wastewater Certificates of Participation  
717-4712**

**Date:** October, 2018  
**Interest:** Semiannual each October and April, commencing October 1, 1998. Interest rate is 2.00% per annum.  
**Maturity:** 2058  
**Rating:** TBD  
**Purpose:** To acquire and construct the District's Wastewater Treatment Facility.  
**Security:** The Certificates of Participation are secured by an Installment Sale agreement between the City and the City of Fort Bragg Joint Powers Financing Authority with the JPFA as Seller and the City as Purchaser. The obligation is secured and payable from net revenues of the Wastewater Enterprise.

**Fiscal Agent:** US Bank Corporate Trust Services  
**Disclosures:** TBD

**Debt Service:** *\*Preliminary schedule as follows, Schedule will be updated next budget cycle once finalized.*

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
FY 18-19	\$ -	\$ 76,111	\$ 76,111
FY 19-20	86,000	99,140	185,140
FY 20-21	87,000	97,410	184,410
FY 21-22	89,000	95,650	184,650
FY 22-23	91,000	93,850	184,850
FY 23-24	93,000	92,010	185,010
FY 24-25	95,000	90,130	185,130
FY 25-26	97,000	88,210	185,210
FY 26-27	99,000	86,250	185,250
FY 27-28	101,000	84,250	185,250
FY 28-29	103,000	82,210	185,210
FY 29-30	105,000	80,130	185,130
FY 30-31	107,000	78,010	185,010
FY 31-32	109,000	75,850	184,850
FY 32-33	111,000	73,650	184,650
FY 33-34	113,000	71,410	184,410
FY 34-35	115,000	69,130	184,130
FY 35-36	118,000	66,800	184,800
FY 36-37	120,000	64,420	184,420
FY 37-38	123,000	61,990	184,990
FY 38-39	125,000	59,510	184,510
FY39-58	2,913,000	587,990	3,500,990
	<u>\$ 5,000,000</u>	<u>\$ 2,274,111</u>	<u>\$ 7,274,111</u>

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Fees</u>	<u>Total Payment</u>
<b>FY 2018/19 Requirements</b>	<b>\$ -</b>	<b>\$ 76,111</b>	<b>\$ 76,111</b>	<b>\$ 3,000</b>	<b>\$ 79,111</b>

## **CITY OF FORT BRAGG INTERFUND LOAN POLICY**

The purpose of the City's Interfund Loan Policy is to specify the principles under which interfund loans may be considered and approved. The policy specifies the terms and conditions, it summarizes the due diligence necessary prior to the loan and provides guidance as to the repayment and accounting for these loans. This policy was designed to avoid the problems in interfund loans experienced in the past, facilitate future loans in a structured manner and set clear accounting rules for these loans. The principles of City's Interfund Loan Policy are as follows:

- a. The City Council shall act by resolution to approve any proposed interfund loan. All interfund loans must be documented by formal agreements that specify the terms and conditions. The loan amount shall be approved at the amount minimally necessary to ensure the completion of the project for which the funding is required.
- b. All interfund loans shall be interest bearing and the amount of interest to be paid on the loan must be at least equal to the investment earnings the fund making the loan would have received had the loan not occurred.
- c. The term of an interfund loan shall be established by the City Council and typically shall not exceed five years.
- d. All interfund loan proposals require a feasibility analysis demonstrating that:
  - The borrowing fund has the capacity to repay the debt;
  - The lending fund has the capacity to lend the funds, beyond its own operating and capital needs; and
  - The loan does not violate any debt covenants or other provisions of the borrowing and lending funds.
- e. As part of the due diligence, each loan proposal must demonstrate that the loan can be repaid. It is important to avoid masking an operating deficiency in one fund with an interfund loan from another fund. This is the centerpiece of the policy, which seeks to avoid loans that fail the fundamental test of performance (repayment) under the contract.
  - If a feasibility analysis does not show that the loan can be safely repaid, the appropriate recommendation may be a revenue enhancement or another correction of the underlying reason for the funding deficiency. An alternative financing recommendation may be a fund balance donation. This requirement is also intended to identify conflicts with specific restrictions or requirements pertaining to certain funds. Such conflicts may arise from applicable debt covenants, fiduciary requirements on funds held by the City or legal hurdles that the funding needs to overcome.
- f. There is to be no prepayment penalty, the interest is to be paid quarterly, and principle payments are subject to the feasibility analysis cash projections.
- g. The interest expense from interfund loans is to be treated as user fund expense, while the interest income is to be treated as interest revenue to the loaning fund.



**GENERAL FUND: INTERFUND LOAN**

WW Fund to General Fund  
710→110

<b>Date:</b>	July 1, 2017
<b>Loan Amount:</b>	\$187,105
<b>Interest Rate:</b>	Quarterly Payments commencing September 30th 2017 Interest accrues at 0.55%
<b>Maturity:</b>	June 30th, 2022
<b>Purpose:</b>	Repayment of Prior Year Over Allocations of Overhead Costs
<b>Resolution:</b>	3962-2016

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
FY 17-18	\$ 37,011	\$ 953	\$ 37,964
<b>FY 18-19</b>	<b>37,215</b>	<b>749</b>	<b>37,964</b>
FY 19-20	37,420	544	37,964
FY 20-21	37,626	338	37,964
FY 21-22	37,834	130	37,964
	<u>\$ 187,106</u>	<u>\$ 2,714</u>	<u>\$ 189,820</u>

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Fees</u>	<u>Total Payment</u>
<b>FY18/19 Requirements</b>	<b>\$ 37,215</b>	<b>\$ 749</b>	<b>\$ 37,964</b>	<b>\$ -</b>	<b>\$ 37,964</b>

