PROPOSED BUDGET
Fiscal Year 2021/22
BUDGET FOR FISCAL YEAR 2021/22

Mission Statement
“Preserve and promote the unique quality of life that is Napa”

CITY COUNCIL

Mayor Scott Sedgley
Vice Mayor Liz Alessio

Mary Luros
Bernie Narvaez
Beth Painter
Budget for Fiscal Year 2021/22

City Staff

Steve Potter, City Manager
Michael Barrett, City Attorney
Tiffany Carranza, City Clerk
Bret Prebula, Finance Director
Heather Ruiz, Human Resources Director
Sylvia Moir, Interim Police Chief
Zach Curren, Fire Chief
Vincent Smith, Community Development Director and Interim Parks and Recreation Services Director
Julie Lucido, Public Works Director
Phil Brun, Utilities Director

Budget Prepared By:
The Finance Department
May 2021
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**Additional Information Online**  
  [CIP Project Detail Sheets](#)  
  [2021 Long-Term Financial Forecast](#)  
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Reader's Guide to the Budget
Fiscal Year 2021/22

Reader's Guide to the Budget
The organization, content and presentation of the information in the City of Napa's biennial budget document are designed to satisfy the specific needs of its various users. Citizens, bondholders, public officials, and city employees often require different information and even prefer different levels of detail. This document is organized and structured in such a way as to make it easy to locate the specific content required to meet either external informational or internal managerial needs.

Enterprise funds are budgeted and reported using the full accrual method of accounting. All other funds are budgeted and reported using the modified accrual method of accounting. These are the same standards used in the City's audited financial statements.

This budget document does not include pass-through funds related to the Gasser CFD, or the private purpose trust funds that will be closed out at the end of FY 2020/21.

In general terms of design, the document is presented as follows:

- Background and general budget preparation information and fund summaries are presented in the initial sections:
  - City Manager’s Introduction
  - Council Priorities
  - Budget Overview
- Detailed budget information is presented in the next sections, specifically:
  - Budget by Department / Program
  - Housing Authority of the City of Napa
- The Five Year Capital Improvement Program.
- The Appendices include other important information, specifically:
  - Appendix A: Five-Year Staffing Plan
  - Appendix B: Resolutions Adopting the FY 2021/22 Budget
  - Appendix C: Inter-fund Transfers
  - Appendix D: Proposed Decision Packages for FY 2021/22 Budget
  - Appendix E: Fiscal Policies
  - Appendix F: 2021 Long Term Financial Forecast
  - Appendix G: Revenue Assumptions for the FY 2021/22 Budget
  - Appendix H: FY 2020/21 Appropriations Limit
  - Appendix I: Budget Process
  - Appendix J: Program Budget/Performance Metrics
  - Appendix K: Fleet Replacements and Purchases Schedule
  - Appendix L: Glossary of Terms and Acronyms

City Manager’s Introduction
The City Manager’s Introduction summarizes many of the critical issues addressed in this budget. The transmittal letter speaks to the State of the Economy and the State of the City, and touches on significant challenges that remain in the current economic and political climate.
City Council Priorities
The City Council Priorities section explains the process the City Council and staff use, on an annual basis, to strategically analyze opportunities and solutions to meet the City's needs. Priorities are established and explained, and become the basis for the development of the budget.

Budget Overview
The Budget Overview provides a snapshot of the information contained in the full budget document, focusing on charts that show “big picture” views of revenues and expenditures for the General Fund, Special Revenue Funds, Capital Improvement Funds, and Proprietary Funds. Also included are the economic assumptions used in building the budget, staffing plans, debt summary, and projected fund balance and planned use of/contribution to reserves for the budget period.

Budget by Department / Program
The Budget by Department / Program section presents the City budget on a functional / programmatic basis including program metrics and direct and indirect costs, as well as budgetary appropriations by Department. Information included in this section includes four-year staffing levels by department and revenue and expenditure appropriation details. Major accomplishments for the prior budget cycle as well as key initiatives for the Fiscal Year 2021/22 cycle are presented by program. For more detailed information on the programmatic budget and performance metrics see Appendix J.

Housing Authority of the City of Napa Budget
The Housing Authority of the City of Napa budget section provides the organizational structure, staffing, purpose and source of funding for the Housing Authority for the budget period. In addition, major accomplishments, budget changes and key initiatives are provided to put a story to the numbers.

Five-Year Capital Improvement Program
The Capital Improvement Program section of the budget summarizes the CIP development, prioritization and approval process, provides a summary of CIP projects, and provides a detail page for each new and existing project requesting funding in the current budget cycle.

Appendices
This section includes items such as the current Fiscal Policies, the Long-Term Financial Forecast which serves as the foundation for City Administration and Council to make prudent decisions in this budget cycle, a detailed staffing plan and summary of staffing changes, and a summary of the assumptions used to develop revenue projections.
GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Napa
California

For the Biennium Beginning
July 1, 2019

Christopher P. Morell
Executive Director
City Manager
Introduction

Fiscal Year
2021/22
July 1, 2021

I am pleased to present the City of Napa Budget for Fiscal Year 2021/22. The budget provides an overview of comprehensive city activities as they relate to the City Council’s six core goals. The budget identifies technical pieces of city operations such as the City’s organizational structure, an overview of the City’s financial condition and summarizes budget priorities and issues.

COVID-19 fundamentally changed the way we all lived and how we will live for years to come. Communities both large and small could no longer gather with friends or family, businesses could no longer operate in a normal manner and many could not operate at all. Residence and business owners alike felt the impact financially and emotionally from COVID-19. These hardships were also felt by the Federal, State and local governments. Locally, we experienced the devastation the pandemic caused (and is still causing) to members of our community, but this harsh reality was balanced by the community coming together to support each other, local businesses, and volunteering to support the variety of recovery efforts including the latest vaccine initiatives. The Proposed FY 2021/22 Budget begins the City’s financial and service delivery healing. The financial bridge provided by the American Rescue Plan (ARP) funding is paramount to the City’s beginning of recovery. The ARP funding allows for the major reinstatement of vacant positions and begins the refunding of previously defunded or deferred projects. Without the ARP funding there would not be sufficient resources to reinstate the positions or projects without utilizing a significant amount of General Fund reserves. The recovery outlined in the proposed fiscal year budget is a start, but not the end of the recovery. It will take time for our revenues to recover and our community to heal.

The Proposed Budget for all City funds totals $261.5 million in FY 2021/22. In accordance with the direction of the City Council, this budget represents a spending plan that balances providing services to residents, businesses, and visitors within the limits of available resources. The City Council priorities discussed in the 2021 Workshop were a key consideration during development of this budget. The Proposed Budget reflects the priorities established by the City Council:

- Begin reinstating vacant positions from FY 2020/21
- Begin reinstating defunded and deferred city projects and programs
- Improve the effectiveness and efficiency of city services
- Explore development partnerships such as the Enhanced Infrastructure Financing District (EIFD) among other opportunities as available
- Improve and enhance traffic mitigation
- City of Napa General Plan, Zoning Ordinance, and related updates
- Enhance outcomes of Homeless Services
Create opportunities to improve Equity, Diversity and Inclusion in all city operations

Enhance local housing opportunities

Key Points

- General Fund revenues include $7.4 million in Federal ARP funding (50% of the total the City will receive; other 50% was received in FY 2020/21)
- General Fund operating revenues, not including ARP funding, is projected to be $91.6 million. Total General Fund revenue, including the $7.4 million in ARP funding and $2.3 million in additional Excess ERAF, is projected to total $101.3 million.
- General Fund Transient Occupancy Tax (TOT) revenues are projected to increase by 48% ($5.2 million) in FY 2021/22 compared to the greatly reduced FY 2020/21 budgeted amount of $10.9 million.
- General Fund operating expenditures are projected to increase by 8% ($7.8 million) in FY 2021/22 compared to the FY 2020/21 budget, key areas of operating expense increases include:
  - Salaries and benefit increases of $3.5 million.
  - Restored capital improvement transfers to facility and capital reserve (1% and 2% of General Fund respectively)
  - Increases in non-staff operating expenses of 6% comprised primarily of increased cost of utilities, contracted services, internal service costs, and increases in the City Clerk budget to support the contract management project, and Human Resources to support the increased amount of recruitments in FY 2021/22.
- As outlined to City Council during the April Budget Study Session, the ARP funding, which will act as a multi-year bridge for city budgets, will allow the City to maintain funding at policy levels for General Fund Operating, Emergency, and Contingency Reserves, ensuring this safety net will be at full funding levels as the City recovers or if any additional financial stress occurs.
- There are some staffing changes included in the Proposed Budget, most notably in the City Manager’s Office, Finance, Housing, and Utilities Departments.
- Reinstatement of 62 of the positions that were held vacant in FY 2020/21.

General Fund Operating Budget

The Proposed General Fund operating budget is balanced utilizing the ARP funding as outlined earlier. The largest source of revenue to the General Fund, Property Tax, is projected to increase by 9% in FY 2021/22. These increases are due to assumed increases in property values, as well as shifting additional Excess ERAF revenue from the Non-Recurring General Fund to the regular General Fund. In a typical fiscal year, Excess ERAF would be budgeted at $1.2 million within the regular General Fund. In order to assist with ongoing funding gaps, Excess ERAF is budgeted at $3.5 million within the FY 2021/22 budget, a $2.3 million increase from a typical budget year. Transient Occupancy Tax (TOT), the most impacted revenue source from the COVID-19 pandemic, is projected to increase by 48% as compared to the reduced FY 2020/21 reduced budget total of $10.9 million. TOT is the most elastic revenue source and staff will be monitoring this revenue source closely to ensure that it is meeting projections. This is also an area where the City may see increased recovery as post-pandemic restrictions are
lifted. Sales Tax did not see as large of a magnitude decline as TOT as it was buoyed by a significant increase in online sales, and is projected to increase by 9% in FY 2021/22, bringing it close to pre-pandemic levels.

The Proposed FY 2021/22 budget expenses are budgeted to increase by 8%. These increases reflect ongoing growth in employee costs such as contracted step increases, COLA’s, pension costs, and continued filling of previously vacant positions. Additionally, reinstating capital funding transfers to policy levels along with increases in utility costs, internal services, and contract services, continue to put pressure on the General Fund. Even with a recovery in the next few fiscal years to pre-pandemic levels, it is projected General Fund expenses will outpace revenues in the foreseeable future unless additional revenues sources are identified and come to fruition and/or expenses are controlled.

Other Funds
In addition to the General Fund, the City Budget includes a number of other funding sources including Special Revenue Funds, Capital Project Funds, Proprietary Enterprise Funds and Internal Service Funds. The budget document also includes information on the Housing Authority of the City of Napa.

Capital Improvement Plan
The Proposed Budget includes a Capital Improvement Plan for the next five-year period with capital projects totaling $117.1 million. Of this amount, $19.2 million is budgeted in FY 2021/22. Projects funded from the General Fund CIP Reserves will total $4.7 million. Included among the major capital expenditures requested during this budget cycle from various funding sources is funding for water system improvements ($5.5 million), street improvements ($8.6 million), as well as various facility and park projects.

Fiscal Policies
In an effort to present clear fiscal direction, the City Council has adopted a number of fiscal policies including but not limited to the General Fund Reserve Policy and Capital Project Transfers. In FY 2021/22, staff is proposing some policy changes to continue to enhance the long term financial health of the city. Some of the proposed changes are outlined below.

• Any unassigned fund balance, after the General Fund Reserves are at policy levels, shall be transferred to the CIP Facility Reserve in preparation for the multi-million dollar annual funding gap for aging city facilities
• Any unassigned Non-Reoccurring General Fund fund balance above 2% of total General Fund operating expenses shall be transferred to the CIP Facility Reserve in preparation for the multi-million dollar annual funding gap for aging city facilities
• The General Fund Reserves, if not being utilized to balance the fiscal year budget, shall be transferred to meet policy level as part of the budget, proactively, instead of at the end of the fiscal year which is a reactive approach that can lessen fiscal health.
State of the City
With the ARP funding as the bridge through FY 2022/23 the City’s immediate risk of utilizing almost 70% of its General Fund Reserves has been addressed. That said, the need to use $14.75 million (the ARP funding) between FY 2020/21 and FY 2022/23 reflects the continued increase of expenditures even with improvements in ongoing operational efficiencies. As previously discussed with council during the Long-Term Financial Forecast (LTFF), the City’s trajectory, even after recovery from the COVID-19 pandemic, is not on strong footing. The long term liabilities of increased pension costs, the need to maintain competitive salary and benefit packages for employee recruitment and retention, deteriorating facilities (well past their useful lives), sidewalks/roads/storm drain repairs, coupled with increased service demands for homelessness, affordable housing, and overall community service delivery, the City will need to be conservative on future spending plans and look to additional revenue sources to assist in funding these large annual cost increases.

The FY 2021/22 Proposed Budget addresses City Council priority projects and provides funding for various capital and infrastructure projects while continuing to provide a high level of quality services to the citizens and businesses of Napa. More information on City projects can be found in the City Council Priorities section, as well as individual program sections.

Although COVID-19 has created a delay in the ongoing growth of city resources, prior to the pandemic the City was facing an increase in expenses and slowing of revenue growth, creating an imbalance in the longer-term city financial health. The demand for expanded services, increased cost of doing business, coupled with many major liabilities such as city facilities, public infrastructure, technology, public roads/storm drains, and homeless services, to name a few, will continue to be the challenges facing the City in FY 2021/22 and beyond. It is important that the City remain cautious to not over-obligate our elastic revenue base.

Summary
In spite of the recent improving environment as we move through the COVID-19 pandemic, developing a viable spending plan for the next fiscal year was a challenging task which required planning and cooperation from each City department. As City Manager, I am committed to continuing the management of the economic resources of this City in a conservative and responsive manner. The City Council will be appraised on an ongoing basis of the status of these efforts. I welcome your input, your advice, and your guidance.

Acknowledgments
I would like to express my appreciation to the City Council for their continued leadership and direction. I also want to thank the dedicated City Department Heads, Managers and their key staff members who have worked countless hours to prepare this budget. Lastly, I wish to acknowledge the incredible dedication and hard work of the City’s budget team, lead by Jessie Gooch. Their collective contributions are appreciated, especially during this difficult time of the pandemic, and I extend my sincere thanks for a job well done.

Steve Potter, City Manager
City Council Priorities

Fiscal Year 2021/22
Mayor and Council Priorities

Each year, the Napa City Council meets to discuss the key issues facing the City of Napa and to strategize opportunities and solutions to meet the City’s needs. During this workshop, City departments present to the Council recommended projects and options to help address the various needs of the community. The City Council considers the recommendations and facilitates development of a list that reflects the core strategies and priority activities for the City in the upcoming budget year.

After establishing the core strategies and priority activities, the City Manager and Department Directors begin developing a budget to incorporate the critical priorities into the City’s spending plan. If additional funds or staffing are required to implement a program or projects, a decision package analysis is developed to explain the additional funding request. The City Council then considers the overall budget that includes requests for any necessary funding for implementing the established priorities and ongoing operational needs.

After establishing the core strategies and priority activities and providing funding where necessary, the City Manager and Department Directors establish work plans to implement the approved initiatives. The City Manager then tracks progress of the priorities in the project tracking forms that are presented in the Quarterly Reports to Council throughout the budget year. Overall progress is then assessed at the priority workshop the following year.

The sections below provide information about the City’s established priorities. The first section addresses the priorities for the FY 2021/22 budget cycle, while the second section gives a status of past priority projects.

- Efficient and Stable Organization
- Streets, Sidewalks, and Infrastructure
- Where We Live - Housing and Neighborhoods
- Economic Development
- Community Focused Services
- Diversity, Equity, and Inclusion
City Council Priorities
Fiscal Year 2021/22 Priority Areas

The FY 2021/22 Proposed Budget provides a framework through which the City’s goals and objectives are achieved in line with the Mayor and Council Priorities, including the following:

Efficient and Stable Organization

Priority: Legislative Advocacy
- Develop a comprehensive legislative advocacy to regularly monitor legislative proposals, funding opportunities, and activities at the State and Federal level that may impact the City of Napa.

Priority: Organizational Stability
- Implement a staffing restoration plan to fill positions that were frozen or held vacant due to the COVID-19 pandemic are filled.
- Create a Deferred Compensation Advisory Board.

Priority: Organizational Efficiencies
- Identify opportunities to improve systems, programs and technology. Opportunities include implementation of:
  - An Enterprise Resource Planning (ERP) system including human resources, utility billing, and finance/budgeting modules
  - Asset Management Software
  - Construction Management Software
  - Records Management System in the Police Department
- Streamline the development review process.

Priority: Expand Revenue Opportunities
- Finalize comprehensive user fee study and implement based on Council direction.

Priority: Safety and Regulatory Compliance Programs
- Develop and update safety programs and protocols, including for ongoing COVID-19 management.
- Comply with new State Stormwater Quality Permit.
- Procure Hazardous Materials Storage/Safety Equipment.
- Department of Transportation Policy Update
City Council Priorities
Fiscal Year 2021/22 Priority Areas

Streets, Sidewalks and Infrastructure

**Priority: Construction Management**
- Receive an informational presentation on Project Labor Agreements and Contractor Qualifications.

**Priority: Traffic Safety and Street Maintenance**
- Develop a Local Roadway Safety Plan that will include:
  - Requirements to be eligible for traffic safety grant funding
  - Strategies for traffic calming program
  - Vision Zero Policy Process initiation
- Update Pavement Management Plan.

Where We Live

**Priority: Housing Creation and Reducing Development Barriers**
- Receive an informational update on local housing and worker proximity housing programs.
- Continue to provide support and available resources to the Accessory Dwelling Unit Center.
- Update the General Plan and Housing Element.
- Explore the possible annexation of unincorporated “islands” contiguous to City proper.

**Priority: Homeless Service Resources**
- Consolidate the coordination and provision of homeless services and the management of impacts of homelessness in the community within the City Manager’s Office.

**Priority: Community Services**
- Implement a new contract with the Napa County Ambulance Provider.
- Implement a new dispatch system for fire/ambulance service.

Enhanced Vitality and Economic Development

**Priority: Economic Recovery**
- Review and update parklet and use of city property policies.
- Review parking standards.
- Review development impact fees.
- Participate in the Napa Valley Economic Development Network.

**Priority: Economic Development Partnerships**
- Franklin Station Hotel Project.
- Napa Town Center (Kohl’s property).
- Discuss Cannabis Ordinance and related revenue opportunities.
Community Focused Services

**Priority: Community Engagement**
- Continue to develop a citywide communication and website/social media plan.
- Engage the community in the 2021-2022 Redistricting Process.
- Continue development and implementation of the American with Disabilities Act Transition Plan.
- Update and begin implementation of a Hazard Mitigation Plan.
- Participate in a countywide Climate Action Committee and Joint Powers Agreement.

Diversity, Equity, and Inclusion

**Priority: Diversity, Equity, and Inclusion Actions**
- Initiate development of a Language Equity Plan.
- Provide Diversity, Equity, and Inclusion training to city employees.
- Engage the community in conversations to begin addressing equity and systemic racism.
As part of the Fiscal Year 2019/20 and Fiscal Year 2020/21 budget that was adopted on June 18, 2019, the City Council identified five main goals and various priorities within each goal. The five goals were:

- Efficient and Stable Organization
- Streets, Sidewalks, and Infrastructure
- Where We Live
- Economic Vitality and Economic Development
- Provide Quality Services to the Community

In 2020, the COVID-19 pandemic changed all intended plans, created economic uncertainty, and had a drastic impact on the day-to-day operations of the City of Napa. Since March 2020, the City has held over 80 positions, approximately 16% of the workforce, vacant either formally through defunding of the positions by Council or administratively by not hiring for vacancies. Additionally, there were changes within the City Executive Team with the departure of the Chief of Police, Fire Chief, Director of Human Resources, and holding the Director of Parks and Recreation vacant.

The COVID-19 pandemic was not the only unanticipated change in City priorities in 2020. The community experienced two large wildfires, the creation of district-based elections, and a call for social justice reform.

While this section will highlight what was accomplished within each of the five goal areas as they were established in 2019, it is important to acknowledge that 2020 required the City and its dedicated workforce to adapt and meet the needs of the time by maintain services with a reduced workforce and redesigning the work we do amidst closures and pandemic measures.
City Council Priorities
FY 2019/20 - FY 2020/21 Status on Priority Projects

Efficient and Stable Organization

Priority: Employment and Recruitment Incentives
• The COVID-19 pandemic required staff to adapt to new ways of working and serving the community amidst state-mandated closures. The City developed a telework program and provided flexible schedules for employees with childcare needs related to the pandemic.

Streets, Sidewalks and Infrastructure

Priority: Protect Watersheds and Invest in Water System Infrastructure
• Completed a joint City-County water quality sampling and analysis plan for the Hennessey and Miliken watersheds.
• Continued working with County on water quality sampling and analysis plans for large projects in the watershed.
• Began the Reservoir and Watershed Operations Master Plan.
• Allocated $10.5 million in funding from water rates to the Capital Improvement Program.
• FEMA funded earthquake projects are 75% complete, fire projects will be complete in July 2021.
• Received an award for Hazard Mitigation Grant Funding.
• Over 4,000 feet of water mains were complete.

Priority: Enhance Traffic Mitigation
• Projects to upgrade signal equipment for traffic synchronization is in process.
• Local Roadway Safety Plan in process.
• Received grant to support installation of six pedestrian beacons at Vine Trail Crossings.
• Program to install two pedestrian beacons a year is ongoing.

Where We Live

Priority: Explore regional funding and policy options to support affordable housing
• Continued to provide housing administration services to the Cities of American Canyon, St. Helena, Calistoga, and the Town of Yountville.
• Engaged in Regional Housing Needs Allocation discussions with other jurisdictions and Napa County and the Association of Bay Area Governments.
• Provided funding and staff support to assist the Napa Valley Community Foundation with the launch of a Center to support streamlined development of Accessory Dwelling Units in the community.
City Council Priorities
FY 2019/20 - FY 2020/21 Status on Priority Projects

Enhanced Vitality and Economic Development

Priority: Explore Opportunity Zones
• Due to the COVID-19 pandemic, resources were reprioritized, and the following occurred:
  ◦ Business alliance group created by Economic Development staff.
  ◦ Regular engagement with Workforce Alliance of the North Bay, Business Improvement District, Chamber of Commerce, Downtown Association, Hispanic Chamber of Commerce, Napa Restaurant Coalition, Visit Napa Valley, and the Napa Valley Tourism Improvement District.

Provide Quality Services to the Community

Priority: Enhance outreach to Spanish speaking community members
• Social media posts are now in both English and Spanish.
• Increased Spanish communications including press releases and other materials on the website.
• Added translation tools to City website content.
• Added translation tool for online Council agendas.
City of Napa by the Numbers: Overview and Statistical Information

*Fiscal Year*
*2021/22*
City of Napa by the Numbers

The City of Napa is a vibrant town with a respect for its past. Boasting protected historic districts with some of northern California’s finest Victorian homes alongside contemporary architecture and a bustling downtown, the City offers much more than the vineyards and wineries it’s often known for. Napa is a city with a low crime rate, a high standard of living, clean air and ideal weather. It truly is a California gem.

History of Napa

1847: Townsite Founded on the Napa River by Nathan Coombs and John Grigsby

1872: Incorporated as Napa City

1874: Incorporated as City of Napa

1952: Dedicated 955 School Street as Napa City Hall

DID YOU KNOW?

Napa is the birthplace of the Magnavox Loudspeaker (1915) and the Napa Patent Leather Process (1926).

Napa City Hall

Form of Government: Council-Manager

Operations

12 City Departments

13 City Boards / Commissions

496 Full-Time City Employees (FY 2020/21)

1469 Average number of visits to CityofNapa.org each day

79 Police Officers

135 Planning applications processed annually

General

2 Historic Districts: Napa Abajo/Fuller Park & Calistoga Avenue

2,500 National Register Buildings in City of Napa
City of Napa by the Numbers

**Geography**

City of Napa Covers

18.147 Square Miles

- **20” of rain** per year October - March
- **83°** Average maximum temperature in July
- **39°** Average minimum temperature in January
- **20’** Elevation

**Community Profile**

In addition to the quality of the City and its government, Napa is home to a diverse and engaged community. With an almost even distribution between resident age groups, diverse education levels, a 60/40 split between white collar and blue collar workers, and a mix of homeowners and renters, Napa is a melting pot across the board. You can read even more about the community in our Community Profile.

79,278 Population

- 52.6% White
- 41.3% Hispanic
- 3.0% Asian & Pacific Islander
- 2.0% Multirace & Other
- 0.7% Black
- 0.4% American Indian

Median Age of Residents: 39 years
City of Napa by the Numbers

Life in Napa

31,034 Dwelling Units

43% Renter Occupied Units
57% Owner Occupied Units

62% of residents live in households of 1-2 people
38% of residents live in households of 3+ people

42% Households with an annual income of $100k or more.
30% Households with an annual income of $50k - $100k.
28% Households with an annual income of $50k or less.

Proposed FY 2021/22 Budget
City of Napa by the Numbers

**Work in Napa**

38,102 jobs in the City of Napa

Mean travel time to work: 22 minutes

**Napa’s Top 4 Industries by Number of Jobs**

- Health Care and Social Services (5,342)
- Accommodation & Food Services (5,203)
- Retail (5,164)
- Manufacturing (2,611)

**Educational Attainment**

44% of the population in Napa have an Associate degree or higher.

35% have a Bachelor’s degree or higher.

- <Grade 9: 10%
- Grade 9-12: 5%
- High School: 19%
- Some College: 22%
- Assoc Degree: 9%
- Bach Degree: 23%
- Grad Degree: 12%

- 2 in the community
- 54 within 50 miles

- 1 in the community
- 97 within 50 miles

Colleges

Universities

offer Associate’s Degree or Certificate

offer Bachelor’s Degree or Higher

Adopted June 18, 2019
City of Napa by the Numbers

In the City’s Care

816 Total acres of park land
25,000+ Street trees maintained by city crews
36 Trees designated under Significant Tree Program
55 Neighborhood, community and open space parks in Napa
28 Consecutive years Napa has been awarded ‘Tree City USA’

6,500 Streetlights
53 Signalized intersections
220 Miles of streets maintained by the City
14 Water Storage Tanks
4.7 billion Gallons of drinking water produced annually at 3 water plants
360 Miles of water pipeline

Businesses in Napa

54 Zagat-Rated Restaurants in the City of Napa
47 Wine Bars, Tasting Rooms, and Pubs in Downtown
2,551 Hotel/Timeshare Rooms in the City of Napa

78 Restaurants, Eateries, Dessert Shops in Downtown
5,008 Companies Licensed to do Business in Napa
236 B&B Rooms in the City of Napa
Budget Overview

Fiscal Year
2021/22
All Funds Summary

Fiscal Year
2021/22
All Funds

Revenues by Category

The information provided in the All Funds Summary represents the total revenue and costs to conduct the business of the City. The proposed budget shows anticipated revenues for all funds at $262.2 million for FY 2021/22. These summary figures are rarely used to judge the fiscal health or condition of an organization since transfers, grants or other factors will skew year to year revenue trends without providing an indication of the relative economic condition of the City.

When cities describe their budget they typically are referring to the General Fund. The General Fund is the primary operating fund where the City Council exercises discretion and applies judgment in the distribution of tax revenues and resources in establishing funding and service levels for most non-enterprise (fee based) programs.

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 21/22 Proposed</th>
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</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>42,757</td>
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<tr>
<td>Sales Tax</td>
<td>26,280</td>
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<tr>
<td>Transient Occup Tax</td>
<td>18,053</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>5,852</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
<td>2,397</td>
</tr>
<tr>
<td>Interest &amp; Rents</td>
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</tr>
<tr>
<td>Inter-governmental</td>
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<tr>
<td>Charges for Services</td>
<td>107,472</td>
</tr>
<tr>
<td>Transfers/Other</td>
<td>29,555</td>
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</tbody>
</table>
The proposed budget shows proposed spending for all funds at $261.5 million in FY 2021/22. As previously noted, these summary figures are rarely used to judge the fiscal health or condition of an organization since spending patterns will fluctuate due to major one-time capital projects, transfers, grants, or other factors that will skew year to year revenue and spending trends without providing an indication of the relative economic condition of the City.
## All Funds

### Revenue Comparison

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## All Funds

### Expenditure Comparison

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## All Funds
### Revenues by Fund

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<th>Fund</th>
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<th>2019/20 Actual</th>
<th>2020/21 Adjusted Budget</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed Budget</th>
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<td>General Fund</td>
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<td>Fire Literacy Program</td>
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<td>Golf Course</td>
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<td>40</td>
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<td>Parking Security/Enforcement</td>
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<td>282</td>
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<td><strong>Capital Project Total</strong></td>
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<td><strong>21,064</strong></td>
<td><strong>40,985</strong></td>
<td><strong>10,446</strong></td>
<td><strong>21,132</strong></td>
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## All Funds
### Revenues by Fund

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<tbody>
<tr>
<td><strong>Proprietary Enterprise Funds</strong></td>
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# All Funds

## Expenditures by Fund

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<td>6,825</td>
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<td><strong>Special Revenue Funds</strong></td>
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<tr>
<td>Traffic Fund</td>
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<td>Underground Utility Impact</td>
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<td>67</td>
<td>3,664</td>
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<td>124</td>
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<tr>
<td>Fire/Paramedic Impact</td>
<td>57</td>
<td>56</td>
<td>145</td>
<td>145</td>
<td>145</td>
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## All Funds
### Expenditures by Fund

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# All Funds

## Budget Summary

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**NOTE:** The All Funds Summary includes all funds subject to appropriation. Information on the City's Fiduciary Funds are included in the City's Basic Financial Statement.

[1] Major Fund: Generally defined as having significant activities or balances. The major funds identified in this table are consistent with the major funds in the City of Napa's June 30, 2018 Basic Financial Statements.

[2] General Fund expenditures include budgeted transfers to CIP reserves per fiscal policy.

[3] NOTE: A negative fund balance does not indicate a lack of funds, but rather a commitment of known, future revenues for multi-year projects. Funds will not be overspent, as ongoing projects are scheduled to ensure availability of adequate funding prior to proceeding.
## All Funds

### Budget Summary

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<td>16,742</td>
<td>5,357</td>
</tr>
<tr>
<td><strong>All Funds Summary</strong></td>
<td>125,859</td>
<td>262,183</td>
<td>260,309</td>
<td>127,733</td>
</tr>
</tbody>
</table>

**NOTE:** The All Funds Summary includes all funds subject to appropriation. Information on the City’s Fiduciary Funds are included in the City’s Basic Financial Statement.

[1] Major Fund: Generally defined as having significant activities or balances. The major funds identified in this table are consistent with the major funds in the City of Napa’s June 30, 2018 Basic Financial Statements.

[2] General Fund expenditures include budgeted transfers to CIP reserves per fiscal policy.

[3] NOTE: A negative fund balance does not indicate a lack of funds, but rather a commitment of known, future revenues for multi-year projects. Funds will not be overspent, as ongoing projects are scheduled to ensure availability of adequate funding prior to proceeding.
Under State law, the City has a legal debt limitation not to exceed 15% of the total assessed valuation of taxable property within the City boundaries. In accordance with California Government Code Section 43605, only the City's general obligation bonds are subject to the legal debt limit. With no outstanding debt subject to the legal debt limit and a legal debt limit of $2,091,389,923, the City is not at risk of exceeding its legal debt limit.

**Computation of Legal Debt Margin as of June 30, 2030. Assessed Valuation from Napa County Assessor 2020-2021 Secured and Unsecured Tax Rolls**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessed Valuation (Net)</td>
<td>13,942,599,488</td>
</tr>
<tr>
<td>Debt Limit: 15% of assessed value</td>
<td>2,091,389,923</td>
</tr>
<tr>
<td>Less: Outstanding Debt (Subject to Legal Debt Limitation)</td>
<td>—</td>
</tr>
<tr>
<td><strong>Legal Debt Margin</strong></td>
<td><strong>2,091,389,923</strong></td>
</tr>
</tbody>
</table>

**Assessed Valuation Source:** Napa County Assessor 2020-2021 Secured and Unsecured Tax Rolls

The following table summarizes the City’s long-term debt:

<table>
<thead>
<tr>
<th>Type of Debt / Issue</th>
<th>Original Issue (in $000’s)</th>
<th>Due Date</th>
<th>FY 2021/22 (in $000’s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governmental Activity Other Debt</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>California Energy Commission Loan</td>
<td>1,442</td>
<td>6/22/2027</td>
<td></td>
</tr>
<tr>
<td>Principal</td>
<td></td>
<td></td>
<td>121</td>
</tr>
<tr>
<td>Interest</td>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td><strong>TOTAL Governmental Activity Other Debt</strong></td>
<td></td>
<td></td>
<td>128</td>
</tr>
</tbody>
</table>

| **Business-type Activity Debt - Revenue Bonds** | | |
| 2016 Water Revenue Bonds | 47,350 | 5/1/2035 | |
| Principal | | | 2,140 |
| Interest | | | 1,272 |
| 2016 Solid Waste Revenue Bonds | 12,500 | 8/1/2036 | |
| Principal | | | 565 |
| Interest | | | 301 |
| **TOTAL Business-type Activity Revenue Bonds** | | | 4,278 |

| **Other Notes Payable** | | |
| Housing Fund Note Payable - Seminary Street | 1,244 | 7/31/2027 | |
| Principal | | | 66 |
| Interest | | | 27 |
| Housing Fund Note Payable - Laurel Manor | 700 | 1/1/2034 | |
| Principal | | | 33 |
| Interest | | | 9 |
| **TOTAL Business-type Activity Other Notes Payable** | | | 135 |
General Fund

Fiscal Year
2021/22
General Fund
Revenue Comparison

General Fund Revenues and Year-to-Year Comparison

$101.3 million in total revenues projected for FY 2021/22

General Fund Revenues for FY 2021/22 are projected to be $101.3 million (including one-time revenues), representing a 13% increase compared to FY 2020/21 budgeted revenues of $89.8 million. The City is expected to begin to recover in FY 2021/22 from the economic downturn caused by the COVID-19 pandemic, with significant increases projected to Sales Tax and Transient Occupancy Tax.

Within Napa County, property values continue to increase. The median single family home price rose 22.9% between April 2020 and April 2021, and assessed property values continue to rise. Base revenue from property tax is projected to increase by 7% in FY 2021/22 based on market activity and FY 2020/21 actual revenue coming in higher than originally budgeted. The 9% increase shown for FY 2021/22 in the following tables includes $3.5 million of Excess ERAF reimbursement expected from the County. The Long-Term Financial Forecast has included about $1.2 million of Excess ERAF in the operating budget each fiscal year, with any remaining anticipated dollars budgeted to the Non-Recurring General Fund. As Sales Tax and TOT continue to recover from their COVID-19 pandemic declines, additional funding is needed to balance the budget. For the proposed budget, another $2.3 million was budgeted in the General Fund, rather than the Non-Recurring General Fund, bringing the General Fund total to $3.5 million.

While the COVID-19 pandemic reduced the City’s sales tax revenue, increased online shopping has made those declines less dramatic than originally anticipated. With businesses reopening, an increase of 9% in FY 2021/22 as compared to the FY 2020/21 adjusted budget is forecasted.

The City of Napa is highly dependent on tourism to generate revenue to the General Fund. The City’s Transient Occupancy Tax (TOT) was the second largest source of General Fund revenue prior to the pandemic. Steep declines have been experienced in the past year, but growth is anticipated over the next few fiscal years, with current projections assuming a return to FY 2018/19 levels of activity in FY 2023/24. The FY 2021/22 budget increases by 48%, with the increase due to economic reopening, rising tourism levels, and anticipated new hotel development.

Non-Operating Revenues for FY 2021/22 include the additional $2.3 million of Excess ERAF and $7.4 million of American Rescue Plan dollars (Federal Stimulus), as the second payment of the City’s funding is anticipated to be received in FY 2021/22.
General Fund

Operating Revenue History

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>12/13 Actual</th>
<th>13/14 Actual</th>
<th>14/15 Actual</th>
<th>15/16 Actual</th>
<th>16/17 Actual</th>
<th>17/18 Actual</th>
<th>18/19 Actual</th>
<th>19/20 Actual</th>
<th>20/21 Adj Budget</th>
<th>21/22 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>$22,959</td>
<td>$24,033</td>
<td>$26,190</td>
<td>$27,832</td>
<td>$29,107</td>
<td>$32,133</td>
<td>$34,974</td>
<td>$36,347</td>
<td>$38,725</td>
<td>$42,157</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>14,267</td>
<td>15,150</td>
<td>15,159</td>
<td>16,132</td>
<td>17,159</td>
<td>17,941</td>
<td>19,387</td>
<td>16,956</td>
<td>17,035</td>
<td>18,517</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
<td>13,506</td>
<td>15,170</td>
<td>15,550</td>
<td>18,256</td>
<td>19,469</td>
<td>20,085</td>
<td>22,657</td>
<td>16,750</td>
<td>16,868</td>
<td>16,116</td>
</tr>
<tr>
<td>Other Taxes, Business Licenses</td>
<td>4,928</td>
<td>5,178</td>
<td>5,030</td>
<td>5,791</td>
<td>5,984</td>
<td>6,406</td>
<td>6,435</td>
<td>6,378</td>
<td>6,926</td>
<td>5,852</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
<td>1,179</td>
<td>1,328</td>
<td>1,350</td>
<td>2,455</td>
<td>2,531</td>
<td>2,594</td>
<td>2,330</td>
<td>2,624</td>
<td>2,406</td>
<td>1,997</td>
</tr>
<tr>
<td>Interest &amp; Rents</td>
<td>181</td>
<td>319</td>
<td>369</td>
<td>864</td>
<td>370</td>
<td>162</td>
<td>2,248</td>
<td>1,838</td>
<td>387</td>
<td>361</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>637</td>
<td>927</td>
<td>814</td>
<td>1,247</td>
<td>757</td>
<td>1,196</td>
<td>654</td>
<td>388</td>
<td>1,879</td>
<td>7,906</td>
</tr>
<tr>
<td>Charges for Service</td>
<td>5,062</td>
<td>5,088</td>
<td>4,776</td>
<td>5,390</td>
<td>5,714</td>
<td>6,205</td>
<td>5,936</td>
<td>8,297</td>
<td>5,640</td>
<td>5,344</td>
</tr>
<tr>
<td>Transfers/Other</td>
<td>4,005</td>
<td>4,432</td>
<td>3,356</td>
<td>3,675</td>
<td>3,514</td>
<td>7,312</td>
<td>3,922</td>
<td>7,944</td>
<td>6,332</td>
<td>3,011</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$66,725</strong></td>
<td><strong>$71,624</strong></td>
<td><strong>$73,194</strong></td>
<td><strong>$81,641</strong></td>
<td><strong>$84,604</strong></td>
<td><strong>$94,034</strong></td>
<td><strong>$98,543</strong></td>
<td><strong>$97,521</strong></td>
<td><strong>$89,838</strong></td>
<td><strong>$101,261</strong></td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
## General Fund
### Operating Revenue by Function

<table>
<thead>
<tr>
<th>Category</th>
<th>19/20 Actual</th>
<th>20/21 Adj Budget</th>
<th>20/21 Projections</th>
<th>21/22 Proposed</th>
<th>Dollar Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>36,347</td>
<td>38,725</td>
<td>38,907</td>
<td>42,157</td>
<td>3,432</td>
<td>9%</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>16,956</td>
<td>17,035</td>
<td>17,779</td>
<td>18,517</td>
<td>1,482</td>
<td>9%</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
<td>16,750</td>
<td>10,868</td>
<td>10,219</td>
<td>16,116</td>
<td>5,248</td>
<td>48%</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>6,378</td>
<td>6,926</td>
<td>5,631</td>
<td>5,852</td>
<td>(1,074)</td>
<td>(16)%</td>
</tr>
<tr>
<td>Licenses &amp; Permits</td>
<td>2,624</td>
<td>2,046</td>
<td>2,305</td>
<td>1,997</td>
<td>(49)</td>
<td>(2)%</td>
</tr>
<tr>
<td>Interest &amp; Rents</td>
<td>1,838</td>
<td>387</td>
<td>417</td>
<td>361</td>
<td>(26)</td>
<td>(7)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>388</td>
<td>1,879</td>
<td>1,839</td>
<td>7,906</td>
<td>6,026</td>
<td>321%</td>
</tr>
<tr>
<td>Charges for Service</td>
<td>8,297</td>
<td>5,640</td>
<td>4,915</td>
<td>5,344</td>
<td>(296)</td>
<td>(5)%</td>
</tr>
<tr>
<td>Transfers/Other</td>
<td>7,944</td>
<td>6,332</td>
<td>6,337</td>
<td>3,011</td>
<td>(3,321)</td>
<td>(52)%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>97,521</strong></td>
<td><strong>89,838</strong></td>
<td><strong>88,349</strong></td>
<td><strong>101,261</strong></td>
<td><strong>11,423</strong></td>
<td><strong>13%</strong></td>
</tr>
</tbody>
</table>
## General Fund
### Operating Revenue by Department

<table>
<thead>
<tr>
<th>Departments</th>
<th>19/20 Actual</th>
<th>20/21 Adj Budget</th>
<th>20/21 Projections</th>
<th>21/22 Proposed</th>
<th>Dollar Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>17</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>25%</td>
</tr>
<tr>
<td>CDD</td>
<td>2,884</td>
<td>2,206</td>
<td>2,587</td>
<td>2,039</td>
<td>(167)</td>
<td>(8)%</td>
</tr>
<tr>
<td>Police</td>
<td>4,267</td>
<td>4,038</td>
<td>3,953</td>
<td>4,014</td>
<td>(24)</td>
<td>(1)%</td>
</tr>
<tr>
<td>Fire</td>
<td>4,382</td>
<td>5,707</td>
<td>5,481</td>
<td>4,220</td>
<td>(1,487)</td>
<td>(26)%</td>
</tr>
<tr>
<td>Public Works</td>
<td>879</td>
<td>900</td>
<td>890</td>
<td>868</td>
<td>(33)</td>
<td>(4)%</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>902</td>
<td>904</td>
<td>519</td>
<td>722</td>
<td>(183)</td>
<td>(20)%</td>
</tr>
<tr>
<td>Utilities</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—%</td>
</tr>
<tr>
<td><strong>Department Revenues</strong></td>
<td><strong>13,332</strong></td>
<td><strong>13,757</strong></td>
<td><strong>13,431</strong></td>
<td><strong>11,864</strong></td>
<td><strong>(1,894)</strong></td>
<td><strong>(14)%</strong></td>
</tr>
</tbody>
</table>

*NOTE: General Government revenues are not included in the above chart as they are General Fund revenues not tied to a specific department. They are noted below for completeness.*

<table>
<thead>
<tr>
<th>General Government</th>
<th>84,190</th>
<th>76,081</th>
<th>74,918</th>
<th>89,397</th>
<th>13,316</th>
<th>18%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$97,521</strong></td>
<td><strong>$89,838</strong></td>
<td><strong>$88,349</strong></td>
<td><strong>$101,261</strong></td>
<td><strong>$11,423</strong></td>
<td><strong>13%</strong></td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
General Fund Operating Expenditures and Year-to-Year Comparison

$99.7 million in expenditures projected for FY 2021/22

The total General Fund Operating Budget of $99.7 million (including transfers to reserves) for FY 2021/22 represents a 8% increase in expenditures ($7.8 million) compared to FY 2020/21 budgeted expenditures.

- **Salaries & Wages**, which make up the largest single component of General Fund expenditures, are projected to increase as follows:
  - 1% in FY 2021/22 due to anticipated cost of living adjustments, merit increases, and adding back positions. The size of the increase appears disproportionately small as the FY 2020/21 salaries & wages amount has been inflated by over $1 million in mutual aid reimbursements, which caused overtime budgets to increase by the same amount.
  - The vacancy factor for this budget cycle has been increased from 2.5% to 3.5% to account for time to fill positions.

- The cost of **Employee Benefits** is projected to increase by 13% in FY 2021/22 due to anticipated increases in healthcare, pension and other benefit costs, as well as the increased number of full and part-time employees.

- Expenditures for **Services - External** are projected to increase by 4% in FY 2021/22, due to increasing contract costs and other City needs.

- Expenditures for **Services - Internal** are projected to increase by 13% in FY 2021/22. These increases are primarily driven by increases in the City's self-funded insurance costs.

- Expenditures for **Materials and Supplies** are projected to increase by 22% in FY 2021/22. For this budget cycle, fuel budgets have been pulled out of fleet rates (an internal service charge) and shifted to departments for a direct billing model, increasing the Materials and Supplies budget.

- **Capital Outlay** expenditures are projected to decrease by $56,030 in FY 2021/22.

- **Operating transfers** are projected to increase by 126% in FY 2021/22. Multiple transfers were reduced or eliminated in FY 2020/21 due to the projected General Fund deficit; all transfers have been reinstated to fiscal policy levels in the proposed budget.
## General Fund
### Operating Expenditure History

<table>
<thead>
<tr>
<th>Expenditure Categories</th>
<th>12/13 Actual</th>
<th>13/14 Actual</th>
<th>14/15 Actual</th>
<th>15/16 Actual</th>
<th>16/17 Actual</th>
<th>17/18 Actual</th>
<th>18/19 Actual</th>
<th>19/20 Actual</th>
<th>20/21 Adj Budget</th>
<th>21/22 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$32,377</td>
<td>$32,656</td>
<td>$33,781</td>
<td>$35,671</td>
<td>$38,436</td>
<td>$41,448</td>
<td>$43,372</td>
<td>$44,056</td>
<td>$43,815</td>
<td>$44,056</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>14,501</td>
<td>15,815</td>
<td>17,580</td>
<td>18,735</td>
<td>20,714</td>
<td>23,202</td>
<td>24,045</td>
<td>24,926</td>
<td>25,055</td>
<td>28,294</td>
</tr>
<tr>
<td>Services - External</td>
<td>6,911</td>
<td>6,774</td>
<td>7,036</td>
<td>8,504</td>
<td>9,495</td>
<td>10,539</td>
<td>10,624</td>
<td>11,652</td>
<td>12,141</td>
<td>12,666</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>4,115</td>
<td>4,536</td>
<td>4,678</td>
<td>5,327</td>
<td>5,499</td>
<td>5,665</td>
<td>5,629</td>
<td>6,595</td>
<td>6,395</td>
<td>7,248</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>10</td>
<td>142</td>
<td>3</td>
<td>112</td>
<td>80</td>
<td>68</td>
<td>117</td>
<td>120</td>
<td>111</td>
<td>55</td>
</tr>
<tr>
<td>Interfund Transfers</td>
<td>1,285</td>
<td>2,575</td>
<td>15,132</td>
<td>9,008</td>
<td>4,196</td>
<td>8,992</td>
<td>7,191</td>
<td>6,280</td>
<td>1,890</td>
<td>4,264</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$61,355</strong></td>
<td><strong>$65,073</strong></td>
<td><strong>$80,546</strong></td>
<td><strong>$80,007</strong></td>
<td><strong>$80,921</strong></td>
<td><strong>$92,631</strong></td>
<td><strong>$93,770</strong></td>
<td><strong>$96,645</strong></td>
<td><strong>$91,983</strong></td>
<td><strong>$99,736</strong></td>
</tr>
</tbody>
</table>

**Proposed FY 2021/22 Budget**
## General Fund

### Operating Expenditures by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>19/20 Actual</th>
<th>20/21 Adj Budget</th>
<th>20/21 Projections</th>
<th>21/22 Proposed</th>
<th>Dollar Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>44,607</td>
<td>43,815</td>
<td>43,069</td>
<td>44,056</td>
<td>240</td>
<td>1%</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>24,926</td>
<td>25,055</td>
<td>25,014</td>
<td>28,294</td>
<td>3,239</td>
<td>13%</td>
</tr>
<tr>
<td>Services - External</td>
<td>11,652</td>
<td>12,141</td>
<td>11,462</td>
<td>12,666</td>
<td>525</td>
<td>4%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>6,595</td>
<td>6,395</td>
<td>6,066</td>
<td>7,248</td>
<td>853</td>
<td>13%</td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>2,464</td>
<td>2,576</td>
<td>2,349</td>
<td>3,154</td>
<td>578</td>
<td>22%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>120</td>
<td>111</td>
<td>111</td>
<td>55</td>
<td>(56)</td>
<td>(50)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>6,280</td>
<td>1,890</td>
<td>1,875</td>
<td>4,264</td>
<td>2,374</td>
<td>126%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>96,645</strong></td>
<td><strong>91,983</strong></td>
<td><strong>89,945</strong></td>
<td><strong>99,736</strong></td>
<td><strong>7,753</strong></td>
<td><strong>8%</strong></td>
</tr>
</tbody>
</table>
## General Fund

### Operating Expenditures by Department

<table>
<thead>
<tr>
<th>Departments</th>
<th>19/20 Actual</th>
<th>20/21 Adj Budget</th>
<th>20/21 Projections</th>
<th>21/22 Proposed</th>
<th>Dollar Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Council</td>
<td>375</td>
<td>294</td>
<td>298</td>
<td>347</td>
<td>53</td>
<td>18 %</td>
</tr>
<tr>
<td>City Clerk</td>
<td>887</td>
<td>992</td>
<td>987</td>
<td>1,115</td>
<td>123</td>
<td>12 %</td>
</tr>
<tr>
<td>City Manager</td>
<td>1,650</td>
<td>1,369</td>
<td>1,251</td>
<td>1,495</td>
<td>126</td>
<td>9 %</td>
</tr>
<tr>
<td>City Attorney</td>
<td>1,197</td>
<td>1,102</td>
<td>1,043</td>
<td>1,241</td>
<td>140</td>
<td>13 %</td>
</tr>
<tr>
<td>Finance</td>
<td>6,678</td>
<td>7,005</td>
<td>7,141</td>
<td>7,592</td>
<td>587</td>
<td>8 %</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1,255</td>
<td>1,459</td>
<td>1,384</td>
<td>1,532</td>
<td>73</td>
<td>5 %</td>
</tr>
<tr>
<td>CDD</td>
<td>5,363</td>
<td>5,192</td>
<td>4,669</td>
<td>5,626</td>
<td>433</td>
<td>8 %</td>
</tr>
<tr>
<td>General Government</td>
<td>8,422</td>
<td>3,941</td>
<td>3,777</td>
<td>8,003</td>
<td>4,062</td>
<td>103 %</td>
</tr>
<tr>
<td>Police</td>
<td>31,232</td>
<td>30,280</td>
<td>29,802</td>
<td>32,769</td>
<td>2,489</td>
<td>8 %</td>
</tr>
<tr>
<td>Fire</td>
<td>19,550</td>
<td>21,626</td>
<td>21,151</td>
<td>21,140</td>
<td>(485)</td>
<td>(2) %</td>
</tr>
<tr>
<td>Public Works</td>
<td>11,917</td>
<td>11,759</td>
<td>11,767</td>
<td>11,412</td>
<td>(347)</td>
<td>(3) %</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>8,119</td>
<td>6,966</td>
<td>6,676</td>
<td>7,465</td>
<td>499</td>
<td>7 %</td>
</tr>
<tr>
<td><strong>Department Revenues</strong></td>
<td><strong>96,645</strong></td>
<td><strong>91,983</strong></td>
<td><strong>89,945</strong></td>
<td><strong>99,736</strong></td>
<td><strong>7,753</strong></td>
<td><strong>8 %</strong></td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
Operating position refers to the City’s ability to match General Fund annual revenues to annual expenditures. If revenues exceed expenditures the City will have an operating surplus. The opposite is true if revenues fall below expenditures, then the result is an operating deficit. As indicated in the graph above, the City is anticipating a $1.5 million surplus due to the receipt of American Rescue Plan federal stimulus dollars. At the end of FY 2021/22, any surplus will be transferred into the Emergency Reserve to keep the funds available for the City’s continued economic recovery.
General Fund

Fund Balance / Use of Reserves

The judicious set aside and use of reserve funds is vitally important for consistency in providing local government services. It is anticipated that the fiscal policy funding levels for the operating, emergency and contingency reserves will continue to be funded in this budget cycle.
## General Fund

### Operating Budget Overview

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Tax</td>
<td>34,973,716</td>
<td>36,346,753</td>
<td>37,225,000</td>
<td>37,407,000</td>
<td>39,857,000</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>19,387,409</td>
<td>16,955,821</td>
<td>17,035,000</td>
<td>17,779,000</td>
<td>18,517,000</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
<td>22,656,733</td>
<td>16,749,924</td>
<td>10,868,000</td>
<td>10,219,000</td>
<td>16,116,000</td>
</tr>
<tr>
<td>Business License Taxes</td>
<td>3,863,085</td>
<td>3,877,812</td>
<td>3,881,000</td>
<td>3,156,640</td>
<td>3,477,000</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>2,572,356</td>
<td>2,499,899</td>
<td>3,045,000</td>
<td>2,474,500</td>
<td>2,375,000</td>
</tr>
<tr>
<td>License and Permits</td>
<td>2,330,199</td>
<td>2,624,306</td>
<td>2,045,900</td>
<td>2,304,930</td>
<td>1,997,000</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>654,032</td>
<td>387,744</td>
<td>1,879,374</td>
<td>1,839,210</td>
<td>5,344,000</td>
</tr>
<tr>
<td>Intergovernment</td>
<td>3,863,085</td>
<td>3,877,812</td>
<td>3,881,000</td>
<td>3,156,640</td>
<td>3,477,000</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>1,911,671</td>
<td>1,605,500</td>
<td>162,000</td>
<td>320,000</td>
<td>220,000</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>22,656,733</td>
<td>16,749,924</td>
<td>10,868,000</td>
<td>10,219,000</td>
<td>16,116,000</td>
</tr>
<tr>
<td>Transfers In / Other Financing Sources</td>
<td>3,922,480</td>
<td>3,343,701</td>
<td>2,045,900</td>
<td>2,304,930</td>
<td>1,997,000</td>
</tr>
<tr>
<td>Operating Revenues</td>
<td>98,543,307</td>
<td>90,578,680</td>
<td>85,445,704</td>
<td>83,957,070</td>
<td>91,585,700</td>
</tr>
<tr>
<td><strong>Non-Operating Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PG&amp;E Settlement</td>
<td>—</td>
<td>2,342,463</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Excess ERAF Above Baseline</td>
<td>—</td>
<td>—</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>2,300,000</td>
</tr>
<tr>
<td>Transfers In From Other Funds</td>
<td>—</td>
<td>4,600,000</td>
<td>2,892,300</td>
<td>2,892,300</td>
<td>—</td>
</tr>
<tr>
<td>Federal Stimulus</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Non-Operating Revenues</td>
<td>—</td>
<td>6,942,463</td>
<td>4,392,300</td>
<td>4,392,300</td>
<td>9,675,000</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>43,372,307</td>
<td>44,607,468</td>
<td>43,815,198</td>
<td>43,068,650</td>
<td>44,055,600</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>24,044,937</td>
<td>24,926,078</td>
<td>25,055,074</td>
<td>25,014,330</td>
<td>28,293,000</td>
</tr>
<tr>
<td>Services - External</td>
<td>10,624,279</td>
<td>11,651,956</td>
<td>11,416,660</td>
<td>12,665,600</td>
<td>12,665,600</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>5,629,273</td>
<td>6,595,328</td>
<td>6,065,690</td>
<td>7,247,900</td>
<td>7,247,900</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>2,790,651</td>
<td>2,464,476</td>
<td>2,348,940</td>
<td>2,348,940</td>
<td>3,154,300</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>116,845</td>
<td>119,912</td>
<td>110,890</td>
<td>55,000</td>
<td>55,000</td>
</tr>
<tr>
<td>Operating Transfers Out</td>
<td>1,543,033</td>
<td>2,182,714</td>
<td>8,000</td>
<td>0</td>
<td>1,050,000</td>
</tr>
<tr>
<td>Transfer to CIP Facilities Reserve [1]</td>
<td>1,848,870</td>
<td>1,864,828</td>
<td>891,000</td>
<td>887,450</td>
<td>910,000</td>
</tr>
<tr>
<td>Transfer to CIP General Reserve [1]</td>
<td>924,435</td>
<td>932,414</td>
<td>891,000</td>
<td>887,450</td>
<td>955,000</td>
</tr>
<tr>
<td>Additional Transfers to CIP Reserves [1]</td>
<td>2,875,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>93,769,630</td>
<td>95,445,174</td>
<td>91,983,104</td>
<td>89,945,060</td>
<td>99,736,300</td>
</tr>
<tr>
<td><strong>Year-End Transfers and Contributions to Reserves</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers to Other Funds</td>
<td>3,628,188</td>
<td>1,200,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Transfers to CIP Reserves</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Contributions to General Fund Reserves [3]</td>
<td>893,084</td>
<td>2,342,463</td>
<td>—</td>
<td>—</td>
<td>1,524,400</td>
</tr>
<tr>
<td>Year-End Transfers and Contributions</td>
<td>4,521,272</td>
<td>3,542,463</td>
<td>—</td>
<td>—</td>
<td>1,524,400</td>
</tr>
<tr>
<td><strong>Net Surplus / Deficit</strong></td>
<td>252,405</td>
<td>(1,466,494)</td>
<td>(2,145,100)</td>
<td>(1,595,690)</td>
<td>—</td>
</tr>
</tbody>
</table>

* Transfer to CIP Facilities Reserve and Transfer to CIP General Reserve show the Fiscal Policy transfer amount. Additional Transfers to CIP Reserves includes the annual transfer for the General Plan and Council approved transfers during the fiscal year.

** Prior to FY 2021/22, contributions to General Fund Reserves were unbudgeted, and paid from year-end surplus.

*** For FY 2021/22, any surplus remaining at the end of the Fiscal Year will be transferred into the Emergency Reserve, to keep Federal Stimulus dollars available for potential ongoing revenue shortfalls as the economy recovers.
## General Fund

### Non-Recurring Budget Overview

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Tax</td>
<td>2,394,382</td>
<td>1,715,610</td>
<td>1,200,000</td>
<td>1,310,500</td>
<td>600,000</td>
</tr>
<tr>
<td>License and Permits</td>
<td>156,373</td>
<td>165,076</td>
<td>385,423</td>
<td>300,000</td>
<td>400,000</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>233,555</td>
<td>600,200</td>
<td>1,041,194</td>
<td>608,710</td>
<td>600,000</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>3,913,484</td>
<td>(1,914,234)</td>
<td>4,192,355</td>
<td>2,581,960</td>
<td>115,000</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>116,611</td>
<td>396,096</td>
<td>—</td>
<td>100,000</td>
<td>105,000</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>—</td>
<td>104,000</td>
<td>98,000</td>
<td>103,500</td>
<td>—</td>
</tr>
<tr>
<td>Transfers In / Other Financing Sources</td>
<td>2,145,902</td>
<td>1,848,714</td>
<td>890,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Non-Recurring Revenues</strong></td>
<td>8,960,307</td>
<td>2,915,464</td>
<td>7,806,972</td>
<td>5,004,670</td>
<td>1,820,000</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>320,960</td>
<td>373,115</td>
<td>223,322</td>
<td>211,890</td>
<td>69,800</td>
</tr>
<tr>
<td>Benefits</td>
<td>135,469</td>
<td>160,474</td>
<td>20,980</td>
<td>83,460</td>
<td>33,700</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,689,406</td>
<td>1,866,133</td>
<td>6,979,088</td>
<td>4,497,190</td>
<td>1,207,500</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>—</td>
<td>—</td>
<td>5,580</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>257,556</td>
<td>344,562</td>
<td>751,953</td>
<td>653,530</td>
<td>200</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>66,506</td>
<td>507,016</td>
<td>1,470,078</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>73,259</td>
<td>5,787,856</td>
<td>1,634,385</td>
<td>1,352,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Non-Recurring Expenditures</strong></td>
<td>2,543,156</td>
<td>9,039,157</td>
<td>11,085,386</td>
<td>6,798,070</td>
<td>1,311,200</td>
</tr>
<tr>
<td><strong>Non-Recurring Contribution / (Use)</strong></td>
<td>6,417,151</td>
<td>(6,123,693)</td>
<td>(3,278,414)</td>
<td>(1,793,400)</td>
<td>508,800</td>
</tr>
<tr>
<td><strong>Fund Balance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legally Restricted/Committed</td>
<td>700,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Unassigned Fund Balance</td>
<td>11,427,290</td>
<td>6,003,597</td>
<td>2,725,183</td>
<td>4,210,197</td>
<td>4,718,997</td>
</tr>
<tr>
<td><strong>Total Fund Balance</strong></td>
<td>12,127,290</td>
<td>6,003,597</td>
<td>2,725,183</td>
<td>4,210,197</td>
<td>4,718,997</td>
</tr>
</tbody>
</table>

**Non-Recurring or “One-Time”** Revenues and Expenditures are those that are not ongoing from year to year.

Examples of one-time revenues are Grants or other one-time reimbursements.
Examples of one-time expenditures are Capital Improvement Projects, Studies or Grant related expenditures.

In accordance with City Council approved fiscal policies, non-recurring revenues will be used for non-recurring expenditures only (including capital and reserves).
Economic Assumptions
Fiscal Year 2021/22

Economic Assumptions

An essential element to any budget exercise is the development of economic assumptions. These assumptions are used to forecast changes to baseline revenue and expenditure levels in order to develop the parameters for decision-making. The following assumptions were developed by evaluating input from many sources including internal input from the City’s economic development and planning staff, researching forecasts developed by academic institutions in the area, and soliciting input from consulting experts that monitor labor and benefit cost trends and private sector investment activities. In all cases the goal is to develop conservative, yet realistic assumptions.

<table>
<thead>
<tr>
<th>Budget Item</th>
<th>FY 2021/22 Increase / (Decrease)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>9%</td>
<td>Baseline increase of 7% in FY 2021/22 based on current estimates by the County Assessors office. Additional increases from moving additional $2.3 million of Excess ERAF reimbursement from non-recurring general fund to operating general fund.</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>9%</td>
<td>Increases based on consultant recommendations. Anticipating actual revenue for FY 2020/21 to be higher than budgeted, with FY 2021/22 about 5% higher than FY 2020/21 projections.</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
<td>48%</td>
<td>Anticipating TOT to rebound as the pandemic recedes and vaccination numbers increase. Currently estimating full revenue recovery in FY 2023/24. Includes additional revenue based on planned development and new rooms becoming available.</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>3.52%</td>
<td>Forecast assumed COLA equivalent to Bay Area 10-year average CPI (2.8%) plus step increases of 0.72%.</td>
</tr>
<tr>
<td>Healthcare &amp; Dental Benefits</td>
<td>4.0%</td>
<td>Assumption of annual increase of 4% for both health and dental insurance costs.</td>
</tr>
<tr>
<td>Pension Benefits</td>
<td>6%</td>
<td>PERS UAL payments increased by 6% as compared to FY 2020/21.</td>
</tr>
<tr>
<td>Other benefits</td>
<td>3.9%</td>
<td>Increases in other benefits.</td>
</tr>
<tr>
<td>Inflation</td>
<td>2.0%</td>
<td>Fed targeted inflation rate.</td>
</tr>
<tr>
<td>Vacancy Factor</td>
<td>3.5%</td>
<td>The 2.5% vacancy factor used in the previous budget cycle has been increased to 3.5% for this budget cycle to better reflect the time it will take to fill 60+ vacant positions.</td>
</tr>
</tbody>
</table>
Staffing Summary

Staffing Plan

Staffing is measured in full-time equivalent (FTE) positions. An overall increase of 1 full-time FTE and a decrease of 3 limited-term FTE is included in FY 2021/22.

The graph below provides a summary of full-time and limited-term positions from FY 2017/18 through FY 2021/22, and includes proposed positions from decision packages. Totals shown below are for both full-time and limited-term positions, and includes any budgetarily frozen positions.

![Graph showing staffing positions from FY 2017/18 to FY 2021/22]

<table>
<thead>
<tr>
<th></th>
<th>2017/18 Amended</th>
<th>2018/19 Amended</th>
<th>2019/20 Amended</th>
<th>2020/21 Amended</th>
<th>2021/22 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Positions*</td>
<td>399</td>
<td>408</td>
<td>419</td>
<td>419</td>
<td>418</td>
</tr>
<tr>
<td>Housing Authority Positions</td>
<td>12</td>
<td>12</td>
<td>13</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Enterprise Fund Positions</td>
<td>66</td>
<td>73</td>
<td>75</td>
<td>75</td>
<td>73</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td><strong>477</strong></td>
<td><strong>493</strong></td>
<td><strong>507</strong></td>
<td><strong>508</strong></td>
<td><strong>506</strong></td>
</tr>
</tbody>
</table>

General Fund positions may be partially or fully allocated to other funds, such as Special Revenue Funds or Internal Services Funds, or to capital projects.
Staffing Summary
Reallocations, New FTE, Frozen Positions

Reallocations of Positions

There are a series of existing positions within the city that are being reallocated to new positions which better reflect the job skills and responsibilities needed to address ongoing departmental needs. The following table provides a listing of position reallocations included in the proposed budget. There is no net increase from these reallocations.

### FY 2021/22 Reallocations

<table>
<thead>
<tr>
<th># of FTE</th>
<th>Current Dept</th>
<th>Current Position</th>
<th>Proposed Department</th>
<th>Proposed Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CITY MANAGER</td>
<td>Deputy City Manager</td>
<td>CITY MANAGER</td>
<td>Assistant City Manager</td>
</tr>
<tr>
<td>1</td>
<td>COMMUNITY DEVELOPMENT</td>
<td>Management Analyst I/II</td>
<td>FINANCE</td>
<td>Senior Budget Analyst</td>
</tr>
<tr>
<td>1</td>
<td>PARKS &amp; RECREATION</td>
<td>Maintenance Laborer</td>
<td>PARKS &amp; RECREATION</td>
<td>Park Maintenance Worker I/II</td>
</tr>
<tr>
<td>1</td>
<td>PUBLIC WORKS</td>
<td>Park Maintenance Worker III</td>
<td>PUBLIC WORKS</td>
<td>Street Maintenance Worker III</td>
</tr>
<tr>
<td>4</td>
<td>Planned Reallocations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Changes to Staffing Levels

There are a number of staffing adjustments in the FY 2019/20 proposed budget. These adjustments increase the City’s total FTE by 6 in the General Fund and by 3 in Non-General Funds (e.g. Water, MDF).

### FY 2021/22 Staff Changes

<table>
<thead>
<tr>
<th>Dept</th>
<th>Position</th>
<th>FY 2021/22 New FTE's</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMUNITY DEVELOPMENT</td>
<td>Senior Housing Specialist</td>
<td>1</td>
<td>Add 1 FTE for new classification to be paid out of Section 8 Housing Funds.</td>
</tr>
</tbody>
</table>

| Total New Positions       | 1                         |
Frozen Positions

For FY 2021/22, the City will hold 18 positions vacant for the full fiscal year. The cost of these positions has been excluded from the budget, and they can only be reactivated and filled with Council approval and budget funding.

<table>
<thead>
<tr>
<th>FY 2021/22 Frozen Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dept</strong></td>
</tr>
<tr>
<td>---------------------------</td>
</tr>
<tr>
<td>HUMAN RESOURCES</td>
</tr>
<tr>
<td>FINANCE</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>PARKS &amp; RECREATION</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>COMMUNITY DEVELOPMENT</td>
</tr>
<tr>
<td>PUBLIC WORKS</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>POLICE</td>
</tr>
<tr>
<td>FIRE</td>
</tr>
</tbody>
</table>

Total Frozen Positions 18
Proposed Budget by Department/Program

Fiscal Year
2021/22
Administrative Support Program

Fiscal Year
2021/22
Program Summary
Administrative Support

Program Overview:
The Administrative Support Program is made up of the following Departments:

- City Council
- City Manager
- City Clerk
- City Attorney
- Human Resources
- Finance

Administrative Support is provided to all Departments and Programs to support the carrying out of policy directives of the City Council and delivering excellent public services to the City of Napa. Due to the nature of the Administrative Support function, specific departmental information (including major accomplishments, key initiatives, program metrics, revenue and expenditure detail, and major changes) will be included on the departmental summary sheets.

Each Administrative Support department summary includes the following:

- Departmental Mission Statement
- Organizational Chart
- Four-Year Staffing Trend
- Departmental Overview (Description of services provided)
- Major Accomplishments in Fiscal Years 2019/20 and 2020/21
- Key Initiatives for Fiscal Year 2021/22
- Program Metrics
- Four-Year Revenue and Expenditure Detail
- Major Budget Changes
City Council

Mission Statement:
Preserve and promote the unique quality of life that is Napa.

<table>
<thead>
<tr>
<th>City Council</th>
<th>Actual</th>
<th>Adj Budget</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Council Members</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>Total Elected Officials</strong></td>
<td><strong>5.00</strong></td>
<td><strong>5.00</strong></td>
<td><strong>5.00</strong></td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget

64
Department Overview:
The City Council is the five-member governing body of the City of Napa and consists of a Mayor, elected at-large, and four Council members, elected district-based, who serve staggered four-year terms. The City Council serves as the governing body for the City of Napa, the Successor Agency to the Napa Redevelopment Authority, and the Parking Authority of the City of Napa. The City Council, along with two appointed tenant members, also serves as the governing body of the Housing Authority of the City of Napa. The City Council adopts the City budget, legislation and policies to ensure the health, safety and welfare of the citizens and the efficient delivery of municipal services. The City Council establishes goals, objectives and performance measures for the City and appoints citizen members to its various commissions, committees and boards. The City Council appoints the City Manager, the City Attorney, and the City Clerk.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Provided Leadership through COVID-19 Pandemic - undertook safety precautions to protect public and to protect the health of City employees, established policy to assist community members and local businesses.
• Proactively addressed budget shortfalls due to COVID-19, ensuring continued service delivery to the community.
• Through effective policy options and funding mechanisms, obtained 191 affordable housing units (to include the conversion/rehab of River Park Manor, Manzanita Family Apartments, Redwood Grove (for-sale) and units through the City’s Junior Unit Initiative Program).
• Declared discrimination and systemic racism as a public health crisis.
• Establishing district-based elections for Councilmembers and approved district boundary map.

Council Priorities for Fiscal Year 2021/22:
• Efficient and Stable Organization
• Streets, Sidewalks, and Infrastructure
• Where We Live - Housing and Neighborhoods
• Economic Development
• Community Focused Services
• Diversity, Equity, and Inclusivity
## Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>131,566</td>
<td>135,006</td>
<td>126,100</td>
<td>129,790</td>
<td>131,800</td>
<td>5 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>112,806</td>
<td>127,770</td>
<td>119,400</td>
<td>120,590</td>
<td>140,200</td>
<td>17 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>44,930</td>
<td>94,645</td>
<td>29,000</td>
<td>27,920</td>
<td>49,000</td>
<td>69 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>12,300</td>
<td>9,700</td>
<td>11,400</td>
<td>11,400</td>
<td>15,000</td>
<td>32 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>9,526</td>
<td>7,882</td>
<td>7,800</td>
<td>8,140</td>
<td>11,000</td>
<td>41 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 311,127</strong></td>
<td><strong>$ 375,003</strong></td>
<td><strong>$ 293,700</strong></td>
<td><strong>$ 297,840</strong></td>
<td><strong>$ 347,000</strong></td>
<td><strong>18 %</strong></td>
</tr>
<tr>
<td><strong>Net Contribution / (Use)</strong></td>
<td>(311,127)</td>
<td>(375,003)</td>
<td>(293,700)</td>
<td>(297,840)</td>
<td>(347,000)</td>
<td>18 %</td>
</tr>
</tbody>
</table>

### Source of Funds

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>311,127</td>
<td>375,003</td>
<td>293,700</td>
<td>297,840</td>
<td>347,000</td>
<td>18 %</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td><strong>$ 311,127</strong></td>
<td><strong>$ 375,003</strong></td>
<td><strong>$ 293,700</strong></td>
<td><strong>$ 297,840</strong></td>
<td><strong>$ 347,000</strong></td>
<td><strong>—</strong></td>
</tr>
</tbody>
</table>

### Major Budget Changes in Fiscal Year 2021/22:
- Operating budget increased to pre-pandemic average levels.
**City Manager Department**

**Mission Statement:**
We provide professional leadership, guidance and support to the community, City Council and staff resulting in the management and delivery of outstanding public services.

---

**Full-Time Equivalent (FTE) Employees:**

<table>
<thead>
<tr>
<th>City Manager</th>
<th>Actual 2018/19</th>
<th>Adj Budget 2020/21</th>
<th>Proposed 2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full-Time</strong></td>
<td>6.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>Limited-Term</strong></td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td><strong>6.00</strong></td>
<td><strong>5.00</strong></td>
<td><strong>5.00</strong></td>
</tr>
<tr>
<td><strong>Part-Time Salaries / Temp Help</strong></td>
<td>14,196</td>
<td>3,068</td>
<td>30,000</td>
</tr>
</tbody>
</table>
Department Overview:
The City Manager’s Department provides overall leadership and direction for carrying out the policy directives of the City Council and setting the standards for delivering excellent public services to the Citizens of Napa. It establishes the goals and objectives for operational performance of all City departments and functions including the City’s fiscal policies and establishment of the City’s annual budget. The Department also leads efforts to modernize the City’s organizational structure and develop work force strategies to meet current and future organizational challenges and opportunities. The Manager’s Department provides strategic guidance to the City Council on intergovernmental affairs that affect the region and carries out negotiations and essential communication on important matters affecting fiscal stability, public safety, and securing fundamental public resources such as water for the City.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Served as the Emergency Director and provided leadership to the City organization throughout the COVID-19 response
• Successfully worked with Departments managing the significant fiscal emergency caused by COVID-19 to provide City Council with recommendations to maintain a balanced budget and limiting as much as possible the long-term impacts to the City’s operations
• Ensured compliance with Countywide Public Health Orders related to COVID-19 within the City of Napa
• Claimed $2M upon completion of 31 FEMA projects related to the 2014 Earthquake and 9 FEMA projects related to the 2017 Fires.
• Focused on growing the City’s social media presence, creating over 2,000 posts and counting over 47,000 followers/members across social media platforms; adding a City account to Instagram, in order to adapt our outreach to meet the needs of changing audiences and demographics and expanding our reach on more platforms; and ensuring that 100% of posts are bilingual with all messaging posted in English and Spanish.

Key Initiatives in Fiscal Year 2021/22:
• Continue to lead the City through the COVID-19 Response and Recovery Efforts
• Implement Phase 1 (Human Capital Management) & Phase 2 (Utility Billing/Cashiering) of the new Enterprise Resource Planning (ERP) system; begin Phase 3 (Financials) to be completed by July 1, 2022.
• Catalog various City services related to homelessness (i.e. outreach, housing assistance, clean-up efforts, etc.) and provide coordination for the City’s overall response.
• Create a federal and state legislative platform that includes goals for protecting City of Napa policy interests and revenues, such as State Vehicle License Fee distribution
• Continue to increase the City’s social media presence to improve and ensure language equity in all communications.
• Promote 1 Deputy City Manager to Assistant City Manager to provide additional Executive Team support to the Council and Department Heads.
Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal Health</td>
<td>% fiscal policies in compliance</td>
<td>100%</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td>Website and Social Media</td>
<td>Website hits</td>
<td>Trend</td>
<td>310,503</td>
<td>388,687</td>
</tr>
<tr>
<td></td>
<td>Facebook Page Likes</td>
<td>Trend</td>
<td>489</td>
<td>615</td>
</tr>
<tr>
<td></td>
<td>Average Reach-Facebook</td>
<td>Trend</td>
<td>2,059</td>
<td>1,350</td>
</tr>
<tr>
<td></td>
<td>Twitter Impressions</td>
<td>Trend</td>
<td>355,200</td>
<td>642,500</td>
</tr>
<tr>
<td></td>
<td>New Twitter Followers</td>
<td>Trend</td>
<td>325</td>
<td>523</td>
</tr>
</tbody>
</table>

Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>54</td>
<td>99</td>
<td>—</td>
<td>400</td>
<td>500</td>
<td>100 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 1,229,950</td>
<td>$ 1,650,130</td>
<td>$ 1,368,900</td>
<td>$ 1,250,800</td>
<td>$ 1,495,100</td>
<td>9 %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>637,131</td>
<td>964,374</td>
<td>632,500</td>
<td>505,170</td>
<td>767,000</td>
<td>21 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>267,903</td>
<td>421,244</td>
<td>305,200</td>
<td>262,580</td>
<td>350,100</td>
<td>15 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>305,322</td>
<td>230,502</td>
<td>409,500</td>
<td>467,700</td>
<td>343,000</td>
<td>(16)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>13,400</td>
<td>12,100</td>
<td>13,700</td>
<td>13,700</td>
<td>22,000</td>
<td>61 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>6,193</td>
<td>21,910</td>
<td>8,000</td>
<td>1,650</td>
<td>13,000</td>
<td>63 %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 1,229,950</td>
<td>$ 1,650,130</td>
<td>$ 1,368,900</td>
<td>$ 1,250,800</td>
<td>$ 1,495,100</td>
<td>9 %</td>
</tr>
<tr>
<td>Non-Recurring Revenues</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Non-Recurring Expenses</td>
<td>5,582</td>
<td>94,222</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
<td>— %</td>
</tr>
<tr>
<td>Non-Recurring Net Impact</td>
<td>$(5,582)</td>
<td>$(94,222)</td>
<td>$(200,000)</td>
<td>—</td>
<td>$(200,000)</td>
<td>— %</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>$(1,235,477)</td>
<td>$(1,744,253)</td>
<td>$(1,568,900)</td>
<td>$(1,250,400)</td>
<td>$(1,694,600)</td>
<td>8 %</td>
</tr>
<tr>
<td>Source of Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>1,229,895</td>
<td>1,650,030</td>
<td>1,368,900</td>
<td>1,250,400</td>
<td>1,494,600</td>
<td>9 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>5,582</td>
<td>94,222</td>
<td>200,000</td>
<td>200,000</td>
<td>200,000</td>
<td>— %</td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>$ 1,235,477</td>
<td>$ 1,744,253</td>
<td>$ 1,568,900</td>
<td>$ 1,250,400</td>
<td>$ 1,694,600</td>
<td>8 %</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:
- Staffing plan changes cause payroll costs to increase (replacement of Secretary to the City Manager with Assistant to the City Manager in FY 2020/21, replacement of 1 Deputy City Manager with Assistant City Manager in FY 2021/22).
**Mission Statement:**
The Office of the City Clerk serves both internal and external customers by providing access and management to the City’s information resources, and supporting the leadership of the City of Napa.

---

**Full-Time Equivalent (FTE) Employees:**

<table>
<thead>
<tr>
<th>City Clerk</th>
<th>Actual</th>
<th>Adj Budget</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td><strong>5.00</strong></td>
<td><strong>5.00</strong></td>
<td><strong>5.00</strong></td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$42,098</td>
<td>$11,879</td>
<td>$31,500</td>
</tr>
</tbody>
</table>
Department Overview:
The City Clerk Department is the primary link between City Council, City staff, and the public, and performs municipal clerk functions as mandated by the Federal and State Constitutions, the California Government and Election Codes, and the City Charter. The Department supports the City Council both administratively and by recording and maintaining the official record and legislative history. The City Clerk indexes the Minutes, Resolutions, and Ordinances adopted by the legislative body, and preserves the record to ensure accuracy and accessibility. City Clerk staff is responsible for a wide array of general services to internal staff, City Council, Board and Commission members, and the public at large.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
- Led the process to transition from at-large to district-based elections for Councilmembers - managed an increase of City Council meetings, public hearings, and an extensive community outreach program.
- Conducted the 2020 General Municipal Election which included 9 candidates for 3 open seats, expanded voter outreach via website, social media messaging, and bill insert mailer to reach a wider and more diverse audience, and managed the transition of outgoing/incoming Councilmembers.
- Implemented electronic filing system for Campaign Disclosure Statements allowing Campaign Committees to submit mandated forms and statements online and allows the public immediate, 24/7 access to review the forms.
- Implemented an online Public Records Act (PRA) portal called NextRequest to facilitate public access to public records under the California Records Act (CPRA) allowing the public to submit and view PRA requests, and the City's responses electronically.
- Restructured the Administrative Regulations (AR) Process - created a new filing structure and electronic approval process.

Key Initiatives in Fiscal Year 2021/22:
- Conduct the redistricting process with a robust public messaging program, community outreach plan, and Spanish interpretation.
- Expand the use of electronic signatures.
- Create a streamlined Contract Lifecycle Management Process.
- Continue training for department staff for records management and agenda management.
- Succession Planning and Creation of City Clerk Department Manual

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Records Requests</td>
<td>% of PRAs acknowledged and statused within target</td>
<td>100% within 10 business days</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Meeting Minutes</td>
<td>% of City Council meeting minutes posted and available for review at the next regularly scheduled meeting</td>
<td>100% by next regularly scheduled meeting</td>
<td>48%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
## Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>950</td>
<td>478</td>
<td>2,000</td>
<td>140</td>
<td>2,000</td>
<td>— %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$950</td>
<td>478</td>
<td>2,000</td>
<td>140</td>
<td>2,000</td>
<td>— %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>457,868</td>
<td>467,356</td>
<td>476,300</td>
<td>510,970</td>
<td>502,500</td>
<td>6 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>195,886</td>
<td>226,333</td>
<td>238,400</td>
<td>226,730</td>
<td>240,200</td>
<td>1 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>102,825</td>
<td>111,036</td>
<td>179,200</td>
<td>157,860</td>
<td>281,300</td>
<td>57 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>21,260</td>
<td>21,260</td>
<td>23,000</td>
<td>17,290</td>
<td>21,000</td>
<td>(9)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>66,327</td>
<td>60,897</td>
<td>75,300</td>
<td>73,660</td>
<td>70,000</td>
<td>(7)%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$844,167</td>
<td>886,882</td>
<td>992,200</td>
<td>986,510</td>
<td>1,115,000</td>
<td>12 %</td>
</tr>
<tr>
<td>Non-Recurring Revenues</td>
<td>1,350</td>
<td>146,000</td>
<td>1,000</td>
<td>2,030</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Non-Recurring Expenses</td>
<td>168,305</td>
<td>63,384</td>
<td>180,950</td>
<td>92,750</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Non-Recurring Net Impact</td>
<td>$ (166,955)</td>
<td>82,616</td>
<td>(179,950)</td>
<td>(90,720)</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(1,010,172)</td>
<td>(803,788)</td>
<td>(1,170,150)</td>
<td>(1,077,090)</td>
<td>(1,113,000)</td>
<td>(5)%</td>
</tr>
<tr>
<td>Source of Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>843,217</td>
<td>886,404</td>
<td>990,200</td>
<td>986,370</td>
<td>1,113,000</td>
<td>12 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>166,955</td>
<td>(82,616)</td>
<td>179,950</td>
<td>90,720</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>$ 1,010,172</td>
<td>803,788</td>
<td>1,170,150</td>
<td>1,077,090</td>
<td>1,113,000</td>
<td>(5)%</td>
</tr>
</tbody>
</table>

### Major Budget Changes in Fiscal Year 2021/22:

- Increased Services - External budget to procure and implement a Contract Tracking System.
City Attorney Department

Mission Statement:
The City Attorney's Office provides sound legal advice and support to City officials while working collaboratively to implement the policies set by City Council.

<table>
<thead>
<tr>
<th>City Attorney</th>
<th>Actual</th>
<th>Adj Budget</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
<td><strong>4.00</strong></td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$992</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
Department Overview:
The City Attorney represents and defends the interests of the City and related entities (including the Successor Agency to the Napa Community Redevelopment Agency and the Housing Authority of the City of Napa) in judicial and administrative proceedings; advises the City Council, the boards of related City entities, appointed commissions, and staff regarding actions that are authorized or required to establish, implement, and enforce City laws and policies; and prepares legal documents to implement City laws and policies, including ordinances, resolutions, regulations, and contracts.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Drafted legal documents, provided legal advice, and worked closely with City Manager to implement the following City actions:
  ◦ Converted from At-Large to District-Based Elections for Councilmembers
  ◦ Responded to the COVID-19 pandemic, including revised public meeting protocols, emergency uses of public property, and safety protocols for City employees
  ◦ Entitlements and related City approvals for private development projects including updated Napa Pipe development agreement, Heritage House SRO and Valle Verde apartments, the Braydon apartments, Redwood Grove Duets, Napa Creek Village Apartments, and Polvora Card Room.

Key Initiatives in Fiscal Year 2021/22:
• Work closely with City Manager and staff to implement key Council goals. Those that are anticipated to require significant legal support include:
  ◦ General Plan update
  ◦ Redistrict boundary lines for District-Based Elections for Councilmembers
  ◦ Update City Ordinances regarding cannabis businesses
  ◦ Update parking regulations related to proposed establishment of ongoing use of parking spaces for commercial purposes
## Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>79</td>
<td>79</td>
<td>—</td>
<td>160</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 79</td>
<td>79</td>
<td>—</td>
<td>160</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>648,468</td>
<td>665,621</td>
<td>631,400</td>
<td>628,060</td>
<td>686,100</td>
<td>9 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>293,905</td>
<td>331,082</td>
<td>336,900</td>
<td>291,180</td>
<td>341,500</td>
<td>1 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>58,509</td>
<td>166,162</td>
<td>87,500</td>
<td>85,220</td>
<td>174,500</td>
<td>99 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>11,000</td>
<td>10,400</td>
<td>11,700</td>
<td>11,700</td>
<td>13,700</td>
<td>17 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>25,559</td>
<td>23,536</td>
<td>34,000</td>
<td>26,890</td>
<td>25,500</td>
<td>(25)%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 1,037,441</td>
<td>1,196,801</td>
<td>1,101,500</td>
<td>1,043,050</td>
<td>1,241,300</td>
<td>13 %</td>
</tr>
<tr>
<td>Non-Recurring Revenues</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Non-Recurring Expenses</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Non-Recurring Net Impact</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>$ (1,037,363)</td>
<td>(1,196,723)</td>
<td>(1,101,500)</td>
<td>(1,042,890)</td>
<td>(1,241,300)</td>
<td>13 %</td>
</tr>
</tbody>
</table>

### Source of Funds

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Non-Recurring General Fund</th>
<th>Source of Funds Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,037,363</td>
<td>—</td>
<td>$ 1,037,363</td>
</tr>
<tr>
<td></td>
<td>1,196,723</td>
<td>—</td>
<td>1,196,723</td>
</tr>
<tr>
<td></td>
<td>1,101,500</td>
<td>—</td>
<td>1,101,500</td>
</tr>
<tr>
<td></td>
<td>1,042,890</td>
<td>—</td>
<td>1,042,890</td>
</tr>
<tr>
<td></td>
<td>1,241,300</td>
<td>—</td>
<td>1,241,300</td>
</tr>
<tr>
<td></td>
<td>1,3%</td>
<td>1%</td>
<td>13%</td>
</tr>
</tbody>
</table>

### Major Budget Changes in Fiscal Year 2021/22:
- Increase Services - External budget back to pre-pandemic levels.
Human Resources Department

Mission Statement:
The mission of the Human Resources Department is to provide experienced leadership in the attraction, development, and retention of a diverse, well-qualified and professional workforce, which reflects the high standards of the community we serve, through the development and implementation of sound workforce systems by ensuring human resources services, policies, and systems align with the City’s values.

<table>
<thead>
<tr>
<th>Human Resources</th>
<th>Actual 2018/19</th>
<th>Actual 2019/20</th>
<th>Adj Budget 2020/21</th>
<th>Proposed 2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTE</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$20,062</td>
<td>$110</td>
<td>$20,000</td>
<td>$0</td>
</tr>
</tbody>
</table>

Full Time Equivalent (FTE) Employees:

- HUMAN RESOURCES DIRECTOR
  - Heather Ruiz

- Human Resources Manager (1)
  - Management Analyst I/II (1)
    - Human Resources Coordinator (1)
    - Office Assistant I/II (1)
  - Human Resources Manager (1)
  - Safety Analyst (1)
Human Resources Department

Department Overview:
The Human Resources Department includes five professional staff members and two administrative support staff members. The Department is continuously researching, learning, developing, and delivering innovative results-oriented service, policies, and systems for and with employees, administrators, staff, applicants and external stakeholders. Our values are guided by: integrity in providing service that is trustworthy, reliable and fair; achieving high impact service excellence; diversity to enhance an inclusive and respectful City and community culture; compassion in our support of staff who have committed to serving the public; justice by doing what is right; open and honest collaborations in developing and managing employee accountability systems; optimizing organizational capacity through a talented and diverse workforce; engaged leadership, and continuous learning for the greater good of the City of Napa.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• COVID PRP Creation, Implementation and Employee Training
• Diversity, Equity & Inclusion Program Creation
• NEOGOV eForms & Learn Implementation
• Virtual Hiring Process Adaptation
• Facilitation of recruitments for key positions including HR Director, Fire Chief, Interim Police Chief as well as 21 employee promotions

Key Initiatives in Fiscal Year 2021/22:
• Adapting to post-COVID environment and creating re-opening protocols
• Continue Diversity, Equity & Inclusion Program, roll out training to all Employees
• Performance Development implementation of web-based evaluations
• Employee Engagement Survey implementation
• Develop Management and Supervisor Training
Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worker's Compensation Claims</td>
<td># claims filed</td>
<td>Trend</td>
<td>86</td>
<td>134</td>
</tr>
<tr>
<td></td>
<td># lost days due to on the job injuries</td>
<td>Trend</td>
<td>1,832</td>
<td>1,357</td>
</tr>
<tr>
<td>Safety Inspections</td>
<td># inspections per year</td>
<td>24</td>
<td>27</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td># Hazard Level 1 issues</td>
<td>Trend</td>
<td>27</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td># Hazard Level 2-3 issues</td>
<td>Trend</td>
<td>88</td>
<td>Not Available</td>
</tr>
<tr>
<td></td>
<td>Average # days to correct Level 2-3 safety issues</td>
<td>30</td>
<td>15</td>
<td>Not Available</td>
</tr>
<tr>
<td>New/Changed Class Specs</td>
<td># new class specs</td>
<td>Trend</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>New Hires</td>
<td># new hires (regular)</td>
<td>Trend</td>
<td>43</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td># new hires (part time)</td>
<td>Trend</td>
<td>54</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>% new hires completing probation</td>
<td>Trend</td>
<td>91%</td>
<td>92%</td>
</tr>
<tr>
<td>Recruitments</td>
<td>% completed within agreed upon timeframe</td>
<td></td>
<td>80%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>(7,663)</td>
<td>7,663</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenues</td>
<td>(7,663)</td>
<td>7,663</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>529,635</td>
<td>593,848</td>
<td>494,900</td>
<td>493,200</td>
<td>633,300</td>
<td>28%</td>
</tr>
<tr>
<td>Benefits</td>
<td>236,514</td>
<td>282,140</td>
<td>314,500</td>
<td>252,660</td>
<td>317,500</td>
<td>1%</td>
</tr>
<tr>
<td>Services - External</td>
<td>302,074</td>
<td>343,066</td>
<td>596,700</td>
<td>595,080</td>
<td>532,500</td>
<td>(11)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>20,500</td>
<td>18,700</td>
<td>20,600</td>
<td>20,600</td>
<td>20,200</td>
<td>(2)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>30,637</td>
<td>17,393</td>
<td>32,000</td>
<td>22,500</td>
<td>28,500</td>
<td>(11)%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 1,121,360</td>
<td>1,255,148</td>
<td>1,458,700</td>
<td>1,384,040</td>
<td>1,532,000</td>
<td>5%</td>
</tr>
</tbody>
</table>

Net Contribution / (Use)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Recurring Revenues</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—%</td>
</tr>
<tr>
<td>Non-Recurring Expenses</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—%</td>
</tr>
<tr>
<td>Non-Recurring Net Impact</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(1,129,023)</td>
<td>(1,247,485)</td>
<td>(1,458,700)</td>
<td>(1,384,040)</td>
<td>(1,532,000)</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source of Funds

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>1,129,023</td>
<td>1,247,485</td>
<td>1,458,700</td>
<td>1,384,040</td>
<td>1,532,000</td>
<td>5%</td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>1,129,023</td>
<td>1,247,485</td>
<td>1,458,700</td>
<td>1,384,040</td>
<td>1,532,000</td>
<td>5%</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:

- Budget adjustments during FY 2020/21 shifted salary savings into other expense categories. The FY 2021/22 budget reflects typical budget allocations between expense types.
Mission Statement:
The Finance Department provides sound management of the City’s financial assets and delivers timely, accurate information to our organization and community.

Full-Time Equivalent (FTE) Employees:

<table>
<thead>
<tr>
<th>Finance</th>
<th>Actual 2018/19</th>
<th>Actual 2019/20</th>
<th>Adjusted Budget 2020/21</th>
<th>Proposed 2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>36.00</td>
<td>36.00</td>
<td>36.00</td>
<td>37.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>0.00</td>
<td>3.00</td>
<td>3.00</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td><strong>36.00</strong></td>
<td><strong>39.00</strong></td>
<td><strong>39.00</strong></td>
<td><strong>39.00</strong></td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$16,573</td>
<td>$25,093</td>
<td>$56,100</td>
<td>$26,000</td>
</tr>
</tbody>
</table>
Department Overview:
The Finance Department consists of the Administration, Accounting & Auditing, Revenue, Purchasing and Information Technology divisions. The department is responsible for safeguarding public financial resources, providing prompt and courteous service to citizens and others having financial dealings with the city, providing the City Council with thoughtful policy analysis and development of financially sound funding options, assisting city departments to implement their programs through budget development and management and reporting the city’s financial activity in a clear and understandable manner.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Implemented online portals for Business License application and payment, Water Utility bill payment and eProcurement.
• Conducted a citywide overhead/billable rates/ fee study to be implemented in FY22
• No findings in FY19 and FY20 external audits. All financial reports issued on time including Comprehensive Annual Financial Report, Single Audit and all State Controller Reports.
• COVID-19 response – issued TRAN (Tax and Revenue Anticipation Note), provided flexible work schedules in and out of the office, improved transparency of financial information using OpenGov, worked with GFOA to provide fellowship opportunity for a graduate student to assist in the preparation of our Popular Annual Financial Report, worked with State Department of Finance to manage and track expenditures of over $975K in CARES funding.
• Deployed two Microsoft Remote Desktop Gateway servers in March of 2020 to provide staff remote work capability before the first lockdown was declared and in-turn designed, purchased, and deployed work from anywhere laptops to provide secure, functional remote access to all City of Napa Systems.

Key Initiatives in Fiscal Year 2021/22:
• Transition TOT reporting, audit and tracking to HdL.
• Implement restructure of Finance department to provide for succession planning, centralized budgeting, and staff development.
• Go live with the Tyler ERP utility billing and financial modules, and Mark43 Police records management systems.
Program Metrics

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Close Timeliness</td>
<td>% of months closed within 20 days of month end</td>
<td>80%</td>
<td>83%</td>
<td>75%</td>
</tr>
<tr>
<td>Accounts Payable Timeliness</td>
<td># invoices processed *</td>
<td>Trend</td>
<td>19,741</td>
<td>17,021</td>
</tr>
<tr>
<td>General Fund Budget Accuracy/</td>
<td>% variance original budget to actual revenues</td>
<td>&lt;3%</td>
<td>2%</td>
<td>(2)%</td>
</tr>
<tr>
<td>Performance</td>
<td>% variance original budget to actual expenditures</td>
<td>&lt;3%</td>
<td>2%</td>
<td>(1)%</td>
</tr>
<tr>
<td>Business License Processing</td>
<td># of new license applications processed</td>
<td>Trend</td>
<td>1,048</td>
<td>839</td>
</tr>
<tr>
<td>IT Responsiveness/Performance</td>
<td>% helpdesk tickets closed within 24 hours</td>
<td>70%</td>
<td>66%</td>
<td>69%</td>
</tr>
</tbody>
</table>

Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th>All Funds</th>
<th>2018/19 Actual</th>
<th>2019/20 Actual</th>
<th>2020/21 Adjusted</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>169,535</td>
<td>214,015</td>
<td>205,600</td>
<td>205,760</td>
<td>288,500</td>
<td>40%</td>
</tr>
<tr>
<td>Intergovernment</td>
<td>—</td>
<td>—</td>
<td>370,000</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>1,023</td>
<td>112,827</td>
<td>—</td>
<td>61,000</td>
<td>—</td>
<td>—%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>2,013,500</td>
<td>2,425,000</td>
<td>1,764,000</td>
<td>882,000</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 2,184,057</td>
<td>2,751,842</td>
<td>2,339,600</td>
<td>1,148,760</td>
<td>288,500</td>
<td>(88)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>3,068,803</td>
<td>3,164,806</td>
<td>3,326,900</td>
<td>3,452,620</td>
<td>3,534,100</td>
<td>6%</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,460,454</td>
<td>1,563,958</td>
<td>1,677,400</td>
<td>1,590,670</td>
<td>1,795,900</td>
<td>7%</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,599,604</td>
<td>2,133,170</td>
<td>6,339,658</td>
<td>3,231,780</td>
<td>1,779,400</td>
<td>(72)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>143,695</td>
<td>150,140</td>
<td>162,700</td>
<td>92,700</td>
<td>212,500</td>
<td>31%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>412,302</td>
<td>430,440</td>
<td>478,300</td>
<td>472,450</td>
<td>559,600</td>
<td>17%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>11,976</td>
<td>207,311</td>
<td>—</td>
<td>7,650</td>
<td>—</td>
<td>—%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>8,100</td>
<td>2,432,600</td>
<td>889,800</td>
<td>889,800</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 6,704,934</td>
<td>10,082,425</td>
<td>12,874,758</td>
<td>9,737,670</td>
<td>7,881,500</td>
<td>(39)%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>$(4,520,877)</td>
<td>(7,330,583)</td>
<td>(10,535,158)</td>
<td>(8,588,910)</td>
<td>(7,593,000)</td>
<td>(28)%</td>
</tr>
</tbody>
</table>

Source of Funds

| General Fund                          | 6,464,844       | 6,669,938       | 7,004,600        | 7,140,880         | 7,591,500       | 8%       |
| Non-Recurring General Fund            | 75,455          | 2,947,773       | (642,715)        | 154,870           | —               | —%       |
| Information Technology                | (2,019,422)     | (2,287,129)     | 4,173,273        | 1,293,160         | 1,500           | (100)%   |
| Source of Funds Total                  | $ 4,520,877     | 7,330,583       | 10,535,158       | 8,588,910         | 7,593,000       | (28)%    |
Finance Department

General Funds Only

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>7,135</td>
<td>8,415</td>
<td>—</td>
<td>160</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Transfers In</td>
<td>$ 13,500</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 20,635</td>
<td>8,415</td>
<td>—</td>
<td>160</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>3,068,803</td>
<td>3,160,667</td>
<td>3,197,200</td>
<td>3,252,620</td>
<td>3,534,100</td>
<td>11 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,460,454</td>
<td>1,581,989</td>
<td>1,610,700</td>
<td>1,500,670</td>
<td>1,795,900</td>
<td>11 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,530,336</td>
<td>1,588,242</td>
<td>1,753,500</td>
<td>2,021,320</td>
<td>1,779,400</td>
<td>1 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>143,695</td>
<td>150,140</td>
<td>162,700</td>
<td>92,700</td>
<td>211,000</td>
<td>30 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>282,191</td>
<td>210,072</td>
<td>280,500</td>
<td>273,730</td>
<td>271,100</td>
<td>(3)%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>7,244</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 6,485,478</td>
<td>6,678,353</td>
<td>7,004,600</td>
<td>7,141,040</td>
<td>7,591,500</td>
<td>8 %</td>
</tr>
<tr>
<td>Non-Recurring Revenues</td>
<td>—</td>
<td>—</td>
<td>1,252,000</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Non-Recurring Expenses</td>
<td>75,455</td>
<td>2,947,773</td>
<td>609,285</td>
<td>154,870</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Non-Recurring Net Impact</td>
<td>(75,455)</td>
<td>(2,947,773)</td>
<td>642,715</td>
<td>(154,870)</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>$(6,540,299)</td>
<td>$(9,617,711)</td>
<td>$(6,361,885)</td>
<td>$(7,295,750)</td>
<td>$(7,591,500)</td>
<td>19 %</td>
</tr>
<tr>
<td>Source of Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>6,464,844</td>
<td>6,669,938</td>
<td>7,004,600</td>
<td>7,140,880</td>
<td>7,591,500</td>
<td>8 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>75,455</td>
<td>2,947,773</td>
<td>(642,715)</td>
<td>154,870</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>$ 6,540,299</td>
<td>9,617,711</td>
<td>6,361,885</td>
<td>7,295,750</td>
<td>7,591,500</td>
<td>19 %</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:
- Payroll costs increase due to adding 1 FTE (Senior Budget Analyst).
- Internal Services costs rose for all departments/programs in FY 2021/22, mainly due to increased costs related to City insurances.
- On the All Funds table, the large amount of Services - External budget in FY 2020/21 is for the ERP project in the IT Replacement Fund. Unspent funds will be carried forward into FY 2021/22 as the project continues.
General Services

Fiscal Year
2021/22
Department Overview:
General Services includes those revenue and expenditure items not associated directly with administrative or operating programs. This budget captures several major revenue components such as property taxes, sales taxes, and transient occupancy taxes. Major expenditure components of this department include:

- Payments to the County of Napa for property tax administration.
- Operations related to the public access channel.
- Dues and contributions to Local Agency Formation Commission (LAFCO) and Napa Cities League of Governments (NCLOG).
- Transfers from available General Fund and Non-Recurring General Fund balances to Operating Reserves, Emergency Reserves and Capital Improvement Projects and Reserves.
- General Liability (Self Insurance) for the City.
- Other Post-Employment Benefits for the City.

This category also includes budget for citywide organizational activities such as employee training and meetings, and employee recognition programs.
# General Services

## Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th>All Funds</th>
<th>2018/19 Actual</th>
<th>2019/20 Actual</th>
<th>2020/21 Adjusted</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>34,712,887</td>
<td>35,309,910</td>
<td>37,373,000</td>
<td>37,500,500</td>
<td>39,931,000</td>
<td>7 %</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>18,152,539</td>
<td>15,750,834</td>
<td>15,887,000</td>
<td>16,536,000</td>
<td>17,334,000</td>
<td>9 %</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
<td>22,656,733</td>
<td>16,749,924</td>
<td>10,868,000</td>
<td>10,219,000</td>
<td>16,116,000</td>
<td>48 %</td>
</tr>
<tr>
<td>Business License Taxes</td>
<td>3,816,188</td>
<td>3,839,300</td>
<td>3,824,000</td>
<td>3,120,000</td>
<td>3,420,000</td>
<td>(11)%</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>2,562,142</td>
<td>2,497,101</td>
<td>3,035,000</td>
<td>2,470,000</td>
<td>2,370,000</td>
<td>(22)%</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>9,824,776</td>
<td>12,451,660</td>
<td>9,512,894</td>
<td>9,425,290</td>
<td>11,011,400</td>
<td>16 %</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>3,088,775</td>
<td>(2,471,765)</td>
<td>1,765,036</td>
<td>1,147,700</td>
<td>7,375,000</td>
<td>318 %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>2,738,994</td>
<td>2,791,864</td>
<td>277,000</td>
<td>1,013,230</td>
<td>334,000</td>
<td>21 %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>33,050</td>
<td>59,224</td>
<td>40,000</td>
<td>10,000</td>
<td>15,000</td>
<td>(63)%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>5,192,088</td>
<td>9,746,800</td>
<td>5,847,800</td>
<td>5,858,480</td>
<td>3,161,200</td>
<td>(46)%</td>
</tr>
<tr>
<td>Other Financial Sources</td>
<td>—</td>
<td>90,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$102,778,172</strong></td>
<td><strong>96,814,853</strong></td>
<td><strong>88,429,730</strong></td>
<td><strong>87,300,200</strong></td>
<td><strong>101,067,600</strong></td>
<td><strong>14 %</strong></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>329,211</td>
<td>336,732</td>
<td>380,800</td>
<td>150,100</td>
<td>132,600</td>
<td>(65)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>526,171</td>
<td>(625,749)</td>
<td>164,582</td>
<td>111,080</td>
<td>418,600</td>
<td>154 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>10,498,390</td>
<td>12,780,091</td>
<td>10,688,186</td>
<td>12,513,890</td>
<td>12,850,750</td>
<td>20 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>800</td>
<td>11,300</td>
<td>12,300</td>
<td>1,700</td>
<td>853,000</td>
<td>6,835 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>37,938</td>
<td>87,710</td>
<td>525,600</td>
<td>491,530</td>
<td>47,000</td>
<td>(91)%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>80,660</td>
<td>75,069</td>
<td>1,244,378</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>11,005,221</td>
<td>9,476,800</td>
<td>5,847,800</td>
<td>5,858,480</td>
<td>3,161,200</td>
<td>(46)%</td>
</tr>
<tr>
<td>Transfers to General Fund Reserves</td>
<td>—</td>
<td>90,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$22,478,390</strong></td>
<td><strong>22,364,752</strong></td>
<td><strong>16,942,431</strong></td>
<td><strong>14,536,380</strong></td>
<td><strong>18,565,950</strong></td>
<td><strong>10 %</strong></td>
</tr>
<tr>
<td><strong>Net Contribution / (Use)</strong></td>
<td><strong>$80,299,782</strong></td>
<td><strong>74,450,101</strong></td>
<td><strong>71,487,299</strong></td>
<td><strong>72,763,820</strong></td>
<td><strong>82,501,650</strong></td>
<td><strong>15 %</strong></td>
</tr>
</tbody>
</table>

## Source of Funds

<table>
<thead>
<tr>
<th>All Funds</th>
<th>General Fund</th>
<th>Non-Recurring General Fund</th>
<th>Other Special Revenue</th>
<th>Risk Management</th>
<th>Postemployment Benefits</th>
<th>Equipment Replacement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021/22 Proposed</td>
<td>(71,268,508)</td>
<td>(7,217,778)</td>
<td>44,415</td>
<td>196,488</td>
<td>(1,941,546)</td>
<td>(112,854)</td>
</tr>
<tr>
<td>% Change</td>
<td>(13 %)</td>
<td>(207)%</td>
<td>(102)%</td>
<td>(21)%</td>
<td>(39)%</td>
<td>(107)%</td>
</tr>
</tbody>
</table>

## Source of Funds Total

<table>
<thead>
<tr>
<th>All Funds</th>
<th>General Fund</th>
<th>Non-Recurring General Fund</th>
<th>Other Special Revenue</th>
<th>Risk Management</th>
<th>Postemployment Benefits</th>
<th>Equipment Replacement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021/22 Proposed</td>
<td>(80,299,782)</td>
<td>(74,450,101)</td>
<td>(71,487,299)</td>
<td>(72,763,820)</td>
<td>(82,501,650)</td>
<td>(156,500)</td>
</tr>
<tr>
<td>% Change</td>
<td>15 %</td>
<td>21%</td>
<td>(437)%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### General Funds Only

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>32,318,505</td>
<td>33,594,300</td>
<td>36,173,000</td>
<td>36,190,000</td>
<td>39,331,000</td>
<td>9 %</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>18,152,539</td>
<td>15,750,834</td>
<td>15,887,000</td>
<td>16,536,000</td>
<td>17,334,000</td>
<td>9 %</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
<td>22,656,733</td>
<td>16,749,924</td>
<td>10,868,000</td>
<td>10,219,000</td>
<td>16,116,000</td>
<td>48 %</td>
</tr>
<tr>
<td>Business License Taxes</td>
<td>3,816,188</td>
<td>3,839,300</td>
<td>3,824,000</td>
<td>3,120,000</td>
<td>3,420,000</td>
<td>(11)%</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>2,562,142</td>
<td>2,497,101</td>
<td>3,035,000</td>
<td>2,470,000</td>
<td>2,370,000</td>
<td>(22)%</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>130,168</td>
<td>2,492,580</td>
<td>207,000</td>
<td>191,000</td>
<td>205,000</td>
<td>(1)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>(17,818)</td>
<td>(45,964)</td>
<td>37,000</td>
<td>18,000</td>
<td>7,375,000</td>
<td>19,832%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>1,911,671</td>
<td>1,605,500</td>
<td>162,000</td>
<td>320,000</td>
<td>220,000</td>
<td>36 %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>33,050</td>
<td>59,224</td>
<td>40,000</td>
<td>10,000</td>
<td>15,000</td>
<td>(63)%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>3,013,900</td>
<td>7,646,800</td>
<td>5,847,800</td>
<td>5,844,400</td>
<td>3,011,200</td>
<td>(49)%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$84,577,078</td>
<td>84,189,600</td>
<td>76,080,800</td>
<td>74,918,400</td>
<td>89,397,200</td>
<td>18 %</td>
</tr>
</tbody>
</table>

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>—</td>
<td>—</td>
<td>78,000</td>
<td>—</td>
</tr>
<tr>
<td>Benefits</td>
<td>960,819</td>
<td>124,765</td>
<td>31,582</td>
<td>354,800</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,776,565</td>
<td>2,338,333</td>
<td>1,902,617</td>
<td>2,512,000</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>—</td>
<td>9,600</td>
<td>10,600</td>
<td>852,100</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>14,374</td>
<td>36,643</td>
<td>36,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>10,556,812</td>
<td>5,912,242</td>
<td>1,882,000</td>
<td>4,015,000</td>
</tr>
<tr>
<td>Transfers to General Fund Reserves</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>249,000</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$13,308,569</td>
<td>8,421,583</td>
<td>3,940,799</td>
<td>8,002,900</td>
</tr>
</tbody>
</table>

|                      | 7,556,334      | 1,046,920      | 3,368,230        | 2,980,400        | 705,000        | (79)%    |
| Non-Recurring Revenues | 338,557        | 3,747,060      | 4,021,632        | 2,399,100        | 7,500          | (100)%   |
| Non-Recurring Net Impact | 7,217,778     | (2,700,140)    | (653,402)        | 581,300          | 697,500        | 100%     |

|                      | 78,486,286     | 73,067,876     | 71,486,599       | 71,722,780       | 82,091,800     | 15%      |

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>(71,268,508)</td>
<td>(75,788,016)</td>
<td>(72,140,001)</td>
<td>(71,141,480)</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>(7,217,778)</td>
<td>2,700,140</td>
<td>653,402</td>
<td>(581,300)</td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>(78,486,286)</td>
<td>(73,067,876)</td>
<td>(71,486,599)</td>
<td>(71,722,780)</td>
</tr>
</tbody>
</table>

### Major Budget Changes for Fiscal Year 2021/22:
- Large increase in Property Tax is due to both rising property values and the inclusion of an additional $2.3 million of Excess ERAF revenue.
- The American Rescue Plan federal stimulus dollars are shown in the Intergovernmental revenue line.
- Large increase in Services - Internal due to allocation change shifting responsibility for City infrastructure from Public Works to General Services. Public Works will show a decrease in this category due to the change.
- Increased Transfers Out as all transfers were reinstated to fiscal policy levels after being reduced or eliminated in FY 2020/21.
Parks & Recreation Services

Fiscal Year
2021/22
Mission Statement:
Dedicated to improving the quality of life for the community by providing exceptional programs, facilities, and services.

<table>
<thead>
<tr>
<th>Parks &amp; Recreation</th>
<th>Actual 2018/19</th>
<th>Actual 2019/20</th>
<th>Adj Budget 2020/21</th>
<th>Proposed 2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>38.00</td>
<td>40.00</td>
<td>42.00</td>
<td>42.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>0.00</td>
<td>0.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td><strong>38.00</strong></td>
<td><strong>40.00</strong></td>
<td><strong>43.00</strong></td>
<td><strong>43.00</strong></td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$874,669</td>
<td>$772,802</td>
<td>$548,039</td>
<td>$603,500</td>
</tr>
</tbody>
</table>
**Department Overview:**
The Parks and Recreation Services Department provides quality services to the community by offering recreational opportunities in a variety of forms, including enrichment classes, day camps, swimming lessons, sports programs, free community events, and by providing free access to parks, trails, downtown plazas and open spaces. The Department is responsible for maintenance and care of all City parks, trails and open spaces as well as the Urban Forestry program that includes management of both public and private trees. The department also maintains recreational facilities in parks and landscaping in the downtown. Other responsibilities include the maintenance of public rights of way and landscaping in specific neighborhoods identified by assessment districts.

**Revenue / Expenditure Detail:**

### Department Expenditures by Program

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citywide Support</td>
<td>11,016</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Department Admin Support</td>
<td>1,793,241</td>
<td>1,592,147</td>
<td>1,368,853</td>
<td>1,304,720</td>
<td>1,335,200</td>
<td>(2)%</td>
</tr>
<tr>
<td>Capital Funding</td>
<td>1,244,702</td>
<td>207,924</td>
<td>106,060</td>
<td>68,972</td>
<td>55,770</td>
<td>(47)%</td>
</tr>
<tr>
<td><strong>Total General Expenditures</strong></td>
<td>$ 3,048,959</td>
<td>$1,800,072</td>
<td>$1,474,913</td>
<td>$1,373,692</td>
<td>$1,390,970</td>
<td>(6)%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parks Program</td>
<td>2,958,129</td>
<td>3,077,514</td>
<td>3,060,640</td>
<td>3,040,500</td>
<td>3,554,700</td>
<td>16 %</td>
</tr>
<tr>
<td>Recreation Services Program</td>
<td>1,941,051</td>
<td>2,124,443</td>
<td>1,444,400</td>
<td>1,257,660</td>
<td>1,476,100</td>
<td>2 %</td>
</tr>
<tr>
<td>Special Events Program</td>
<td>474,229</td>
<td>325,097</td>
<td>176,900</td>
<td>127,160</td>
<td>162,000</td>
<td>(8)%</td>
</tr>
<tr>
<td>Trees and Rights-of-Way Program</td>
<td>1,246,196</td>
<td>1,286,048</td>
<td>1,396,925</td>
<td>972,190</td>
<td>1,067,810</td>
<td>(24)%</td>
</tr>
<tr>
<td>Public Art</td>
<td>5,129</td>
<td>39,393</td>
<td>776,500</td>
<td>76,000</td>
<td>364,600</td>
<td>(53)%</td>
</tr>
<tr>
<td><strong>Total Program Exp</strong></td>
<td>$ 6,624,734</td>
<td>$6,552,495</td>
<td>$6,555,365</td>
<td>$5,473,510</td>
<td>$6,625,210</td>
<td>(3)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 9,927,099</td>
<td>$8,727,042</td>
<td>$8,400,778</td>
<td>$6,900,152</td>
<td>$8,053,180</td>
<td>(4)%</td>
</tr>
</tbody>
</table>

### Department Expenditures by Fund

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td>8,315,753</td>
<td>8,118,483</td>
<td>6,965,962</td>
<td>6,676,340</td>
<td>7,465,100</td>
<td>7 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>73,480</td>
<td>287,801</td>
<td>402,885</td>
<td>32,500</td>
<td>103,700</td>
<td>(74)%</td>
</tr>
<tr>
<td>Development Impact</td>
<td>41</td>
<td>39</td>
<td>8,000</td>
<td>—</td>
<td>48,030</td>
<td>500 %</td>
</tr>
<tr>
<td>Park Acquisition and Dev</td>
<td>1,244,661</td>
<td>207,885</td>
<td>98,060</td>
<td>68,972</td>
<td>7,740</td>
<td>(92)%</td>
</tr>
<tr>
<td>Public Art Fund</td>
<td>5,129</td>
<td>1,637</td>
<td>738,500</td>
<td>41,250</td>
<td>311,700</td>
<td>(58)%</td>
</tr>
<tr>
<td>Assessment Districts</td>
<td>98,373</td>
<td>89,529</td>
<td>114,040</td>
<td>24,650</td>
<td>97,010</td>
<td>(15)%</td>
</tr>
<tr>
<td>Alston Park Trust</td>
<td>49</td>
<td>62</td>
<td>42,931</td>
<td>40,040</td>
<td>19,900</td>
<td>(54)%</td>
</tr>
<tr>
<td>Golf Course</td>
<td>23,442</td>
<td>21,245</td>
<td>30,400</td>
<td>16,400</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Parking Maintenance</td>
<td>166,172</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 9,927,100</td>
<td>$8,727,041</td>
<td>$8,400,778</td>
<td>$6,900,152</td>
<td>$8,053,180</td>
<td>(4)%</td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
## Department Expenditures by Category - All Funds

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>3,760,115</td>
<td>3,679,817</td>
<td>3,360,849</td>
<td>3,242,050</td>
<td>3,493,400</td>
<td>4 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,678,555</td>
<td>1,779,785</td>
<td>1,642,630</td>
<td>1,620,370</td>
<td>1,801,600</td>
<td>10 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,594,611</td>
<td>1,762,331</td>
<td>1,418,888</td>
<td>905,480</td>
<td>1,060,980</td>
<td>(25)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>834,471</td>
<td>660,158</td>
<td>670,200</td>
<td>663,670</td>
<td>896,400</td>
<td>34 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>567,907</td>
<td>467,874</td>
<td>481,651</td>
<td>347,510</td>
<td>441,200</td>
<td>(8)%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>23,421</td>
<td>21,794</td>
<td>27,000</td>
<td>28,000</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>1,468,017</td>
<td>155,283</td>
<td>799,560</td>
<td>93,072</td>
<td>359,600</td>
<td>(55)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$9,927,099</td>
<td>$8,727,042</td>
<td>$8,400,778</td>
<td>$6,900,152</td>
<td>$8,053,180</td>
<td>(4)%</td>
</tr>
</tbody>
</table>

## Department General Fund Revenues and Expenditures

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Business License Taxes</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td>250</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>1,202,289</td>
<td>728,619</td>
<td>709,000</td>
<td>427,150</td>
<td>515,000</td>
<td>(27)%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>295,417</td>
<td>173,183</td>
<td>151,500</td>
<td>60,500</td>
<td>118,500</td>
<td>(22)%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>170,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$1,667,956</td>
<td>$901,801</td>
<td>$904,309</td>
<td>$509,910</td>
<td>$721,500</td>
<td>(20)%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>3,723,635</td>
<td>3,844,081</td>
<td>3,271,189</td>
<td>3,239,550</td>
<td>3,378,000</td>
<td>3 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,656,489</td>
<td>1,763,314</td>
<td>1,604,890</td>
<td>1,620,370</td>
<td>1,749,500</td>
<td>9 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,411,072</td>
<td>1,406,805</td>
<td>1,050,253</td>
<td>849,480</td>
<td>1,027,000</td>
<td>(2)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>825,831</td>
<td>660,158</td>
<td>664,620</td>
<td>663,670</td>
<td>896,400</td>
<td>35 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>503,726</td>
<td>443,340</td>
<td>375,010</td>
<td>303,270</td>
<td>414,200</td>
<td>10 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>1,145</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>195,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$8,315,753</td>
<td>$8,118,843</td>
<td>$6,965,962</td>
<td>$6,676,340</td>
<td>$7,465,100</td>
<td>7 %</td>
</tr>
</tbody>
</table>

## Net General Fund Contribution / (Use)

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net General Fund Contribution / (Use)</td>
<td>$(6,647,797)</td>
<td>$(7,217,042)</td>
<td>$(6,061,653)</td>
<td>$(6,166,430)</td>
<td>$(6,743,600)</td>
<td>11 %</td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
Program Overview:
The Parks Program is responsible for the planning, operations and maintenance of over 820 acres of parks, trails and open space areas that contribute to enhanced vitality for the community. Responsibilities include:

- Maintains 55 City parks, that includes downtown area landscapes, ½ mile of river front promenade, 2 boat docks, 2 boat launches, and 32 miles of public trails.
- Maintains a wide variety of recreational amenities, including sports fields, picnic areas, play areas, a BMX track, 2 amphitheaters for special events, a skate park, and dedicated off-leash dog areas.
- Manages an inspection program for 33 playgrounds to ensure community safety.
- Maintains landscaping along 140 miles of public rights-of-ways and street medians.
- Manages the maintenance of 17 landscape assessment and 3 special tax districts including detention basins.
- Oversees integrated pest management and weed abatement programs.
- Manages the volunteer and Park Ranger programs.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
- Fully renovated and replaced the Playgrounds and park amenities at Playground Fantastico
- Completed the Senior Center Renovation Project Phase I
- Replaced the Field Lighting with energy efficient LED lights at Kiwanis Park
- Implemented the Park Ranger Program during peak times to educate park patrons, monitor public use and provide safe and enjoyable park experiences.
- Provided open access to City Parks and continuous service through the 2020 COVID-19 Shelter-At-Home Health Orders

Key Initiatives for Fiscal Year 2021/22:
- Develop a deferred maintenance plan
- Update park fixtures, furniture and equipment
- Implement and operationalize new Park Maintenance Management Software
- Renovate Las Flores parking lot and Kennedy Park pathways
- Continue playground equipment replacements across 33 playgrounds

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park Maintenance</td>
<td>Cost per acre (Industry standard operating expenditure per National Recreation and Park Association)</td>
<td>$5,866</td>
<td>$4,712</td>
<td>$4,425</td>
</tr>
</tbody>
</table>
# PRS Program Summary
## Parks

### Program Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>300,000</td>
<td>100,000</td>
<td>150,000</td>
<td>187,500</td>
<td>125,000</td>
<td>(17)%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>2,354</td>
<td>3,382</td>
<td>500</td>
<td>1,600</td>
<td>1,500</td>
<td>200%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>70,426</td>
<td>71,660</td>
<td>44,500</td>
<td>52,200</td>
<td>55,000</td>
<td>24%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$369,976</td>
<td>$175,042</td>
<td>$336,309</td>
<td>$272,260</td>
<td>$384,500</td>
<td>14%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>1,478,188</td>
<td>1,567,701</td>
<td>1,480,759</td>
<td>1,578,550</td>
<td>1,778,500</td>
<td>20%</td>
</tr>
<tr>
<td>Benefits</td>
<td>796,553</td>
<td>852,957</td>
<td>840,470</td>
<td>892,740</td>
<td>1,099,800</td>
<td>31%</td>
</tr>
<tr>
<td>Services - External</td>
<td>180,545</td>
<td>205,157</td>
<td>182,400</td>
<td>122,830</td>
<td>131,100</td>
<td>(28)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>433,735</td>
<td>401,084</td>
<td>383,800</td>
<td>403,800</td>
<td></td>
<td>5%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>245,247</td>
<td>223,820</td>
<td>266,011</td>
<td>240,830</td>
<td>254,900</td>
<td>(4)%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>23,421</td>
<td>20,649</td>
<td>27,000</td>
<td>13,000</td>
<td></td>
<td>(100)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>—</td>
<td>—</td>
<td>30,400</td>
<td>30,400</td>
<td></td>
<td>(100)%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$3,157,688</td>
<td>$3,271,367</td>
<td>$3,210,840</td>
<td>$3,256,870</td>
<td>$3,668,100</td>
<td>14%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(2,787,712)</td>
<td>(3,096,325)</td>
<td>(2,874,531)</td>
<td>(2,984,610)</td>
<td>(3,283,600)</td>
<td>14%</td>
</tr>
</tbody>
</table>

### Source of Funds

<table>
<thead>
<tr>
<th></th>
<th>2018/19 Actual</th>
<th>2019/20 Actual</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>3,134,197</td>
<td>3,250,061</td>
<td>2,965,009</td>
<td>3,173,430</td>
<td>3,544,500</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>—</td>
<td>—</td>
<td>172,500</td>
<td>27,000</td>
<td>103,700</td>
</tr>
<tr>
<td>Alston Park Trust</td>
<td>49</td>
<td>62</td>
<td>42,931</td>
<td>40,040</td>
<td>19,900</td>
</tr>
<tr>
<td>Golf Course</td>
<td>23,442</td>
<td>21,245</td>
<td>30,400</td>
<td>16,400</td>
<td></td>
</tr>
<tr>
<td>Total Source of Funds</td>
<td>$3,157,688</td>
<td>$3,271,367</td>
<td>$3,210,840</td>
<td>$3,256,870</td>
<td>$3,668,100</td>
</tr>
</tbody>
</table>

### Major Budget Changes for Fiscal Year 2021/22:

- Returned hanging basket program to Downtown Napa
- Entered into funding agreement with the County of Napa to hire a limited-term Homeless Outreach Park Ranger
- Entered into funding agreement with the Napa Valley Vine Trail Coalition and Napa County to hire a Park Maintenance Worker I
- Received grant for 20 solar-powered trash collection containers to increase recycling at City Parks
Program Overview:
The Recreation Program enhances community vitality by providing a diverse selection of quality recreational programming for every age group. Recreation services include aquatic programs, day camps, youth and adult sports, senior services, preschool programs, enrichment classes, community facility rentals and community events. Responsibilities include:

- Managing twelve program areas that change seasonally depending on the needs of the community.
- Managing a vital Senior Activity Center that provides social, intellectual, and recreational activities.
- Coordinating with Napa Valley Unified School District on shared use of school and City facilities per the joint use agreement.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
- Developed Rec@Home webpage to provide family-friendly virtual activities and ideas during Shelter-At-Home health orders
- Provided safe outdoor and online programs, as well as flexible programs, based on Shelter-At-Home Health Orders and current industry guidelines
- Completed the implementation of a new registration software (Civic Rec), developed a new monthly e-Newsletter and expanded social media marketing
- Completed the Kennedy Park BMX track lease with North Bay BMX
- Supported continued activation and expanded commercial operations of the Main Street Boat Dock

Key Initiatives for Fiscal Year 2021/22:
- Implement COVID-19 recovery plan for programs, services and community rentals at the Las Flores Community Center, Pelusi Building and Senior Center to return to pre-COVID-19 utilization and meet evolving community needs
- Continue to partner with Napa Valley Unified School District to support the community needs for access to sports fields and other recreation facilities
- Expand the scholarship program for both youth and seniors in partnership with the Napa Parks & Recreation Foundation
- Complete the Garfield Park lease with Napa Little League
- Complete cost of service analysis and update cost recovery policy for Recreation Programs and Services

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation Program</td>
<td>Class Participation %</td>
<td>75%</td>
<td>68%</td>
<td>72%</td>
</tr>
<tr>
<td>Performance</td>
<td>% direct cost recovered</td>
<td>50%</td>
<td>50%</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td># of participant visits</td>
<td>Trend</td>
<td>142,682</td>
<td>118,627</td>
</tr>
</tbody>
</table>
## PRS Program Summary
### Recreation Programs

### Program Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>854,590</td>
<td>591,176</td>
<td>516,500</td>
<td>243,300</td>
<td>375,500</td>
<td>(27)%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>5,925</td>
<td>165,204</td>
<td>76,500</td>
<td>13,500</td>
<td>38,500</td>
<td>(50)%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 1,030,516</strong></td>
<td><strong>756,381</strong></td>
<td><strong>593,000</strong></td>
<td><strong>256,800</strong></td>
<td><strong>414,000</strong></td>
<td><strong>(30)%</strong></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>1,067,935</td>
<td>1,048,886</td>
<td>829,500</td>
<td>817,600</td>
<td>917,900</td>
<td>11%</td>
</tr>
<tr>
<td>Benefits</td>
<td>347,613</td>
<td>343,395</td>
<td>289,300</td>
<td>295,210</td>
<td>307,700</td>
<td>6%</td>
</tr>
<tr>
<td>Services - External</td>
<td>386,744</td>
<td>599,646</td>
<td>254,000</td>
<td>93,000</td>
<td>176,000</td>
<td>(31)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>22,000</td>
<td>13,100</td>
<td>13,100</td>
<td>12,350</td>
<td>9,000</td>
<td>(31)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>116,758</td>
<td>119,417</td>
<td>58,500</td>
<td>39,500</td>
<td>65,500</td>
<td>12%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 1,941,051</strong></td>
<td><strong>2,124,443</strong></td>
<td><strong>1,444,400</strong></td>
<td><strong>1,257,660</strong></td>
<td><strong>1,476,100</strong></td>
<td><strong>2%</strong></td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(910,535)</td>
<td>(1,368,062)</td>
<td>(851,400)</td>
<td>(1,000,860)</td>
<td>(1,062,100)</td>
<td>25%</td>
</tr>
</tbody>
</table>

### Source of Funds

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>1,917,686</td>
<td>1,985,443</td>
<td>1,444,400</td>
<td>1,252,160</td>
<td>1,476,100</td>
<td>2%</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>23,365</td>
<td>139,000</td>
<td>—</td>
<td>5,500</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td><strong>$ 1,941,051</strong></td>
<td><strong>2,124,443</strong></td>
<td><strong>1,444,400</strong></td>
<td><strong>1,257,660</strong></td>
<td><strong>1,476,100</strong></td>
<td><strong>2%</strong></td>
</tr>
</tbody>
</table>

### Major Budget Changes for Fiscal Year 2021/22:
- Reduce funding across several of the Recreation Programs as the recovery from COVID-19 continues and health orders change
- Returned seasonal aquatics program to offer life-saving and learn to swim programs
PRS Program Summary
Special Events Program

Program Overview:
The Special Events Program provides opportunities for the community to experience many different activities through partnerships with other community groups, non-profits, and the Downtown Association. Through these partnerships the City is able to leverage combined resources to provide greater numbers of events at a higher quality. The collaboration includes City sponsored events at Veterans Park, co-sponsored events, and privately produced events using City parks and facilities.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
- Executed a successful 2020 Napa Lighted Art Festival with over 35,000 attendees
- Received the League of California Cities Helen Putman Award for Economic Development through the Arts for the Napa Lighted Art Festival
- Continued expansion of special events at Oxbow Commons with the Oxbow Riverstage concert series in FY20
- Created new events to support the community during COVID-19 including house decorating contests and drive-thru Trick-or-Treating at Halloween, city-wide Truck Parade, and holiday drive-thru luncheons at the Senior Center

Key Initiatives for Fiscal Year 2021/22:
- Expand and return traditional community events as Napa County health orders and industry guidelines allow
- Continue to design and offer socially-distant, creative-ideas for the community events

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Event</td>
<td># of attendees (private special events)</td>
<td>Trend</td>
<td>145,425</td>
<td>95,250</td>
</tr>
<tr>
<td>Attendance</td>
<td># of attendees (City-sponsored special events)</td>
<td>Trend</td>
<td>41,450</td>
<td>42,650</td>
</tr>
</tbody>
</table>
PRS Program Summary
Special Events Program

Program Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Business License Taxes</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td>250</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>37,987</td>
<td>26,543</td>
<td>35,000</td>
<td>(3,650)</td>
<td>10,000</td>
<td>(71)%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>136,748</td>
<td>5,372</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$174,985</td>
<td>$31,915</td>
<td>$35,000</td>
<td>($3,650)</td>
<td>$10,000</td>
<td>(71)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>80,141</td>
<td>165,673</td>
<td>123,400</td>
<td>77,400</td>
<td>93,800</td>
<td>(24)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>11,099</td>
<td>49,832</td>
<td>39,100</td>
<td>37,360</td>
<td>23,200</td>
<td>(41)%</td>
</tr>
<tr>
<td>Services - External</td>
<td>346,844</td>
<td>90,022</td>
<td>7,000</td>
<td>3,000</td>
<td>34,000</td>
<td>386 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>—</td>
<td>1,400</td>
<td>1,400</td>
<td>1,400</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>36,145</td>
<td>18,169</td>
<td>6,000</td>
<td>8,000</td>
<td>11,000</td>
<td>83 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$474,229</td>
<td>$325,097</td>
<td>$176,900</td>
<td>$127,160</td>
<td>$162,000</td>
<td>(8)%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(299,244)</td>
<td>(293,182)</td>
<td>(141,900)</td>
<td>(130,810)</td>
<td>(152,000)</td>
<td>7 %</td>
</tr>
</tbody>
</table>

Source of Funds

General Fund

|                                | 474,229       | 325,097       | 176,900          | 127,160           | 162,000         | (8)%     |
| Source of Funds Total          | $474,229      | $325,097      | $176,900         | $127,160          | $162,000        | (8)%     |

Major Budget Changes for Fiscal Year 2021/22:

- Reduction in funding for 2021 July 4th Fireworks and Celebration, with the event returning in July 2022
- Reduction in funding from community partners for the 2022 Napa Lighted Art Festival, to result in a scaled-down event program
- Reduction in co-sponsorship funding from community groups applying for Special Event Permits, to result in higher fees for city services or changes to event formats to reduce event expenses
Program Overview:
The Urban Forestry Program (formerly the Trees & Rights-of-Way Program) provides quality services to the community by managing the community urban forest, maintaining trees in the public rights-of-way, in parks and on private property. Responsibilities include:

- Maintains and manages over 30,000 street trees in the public rights-of-way and 25,000 public trees in City parks, plazas and open spaces.
- Manages a Significant Tree Program and a Protected Native Tree Program for trees on private property.
- Manages street tree permits and reforestation programs for public trees.
- Coordinates with other City Departments on sidewalk improvement and transportation projects to reduce impacts on the Urban Forest.
- Works with Public Utilities and other agencies for programs that involve the urban forest and the maintenance and management of trees.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
- Completed tree maintenance as part of Public Works sidewalk replacement program and roadway improvements
- Pruned 1,576 trees
- Removed 206 diseased, decayed and hazardous trees
- Planted 172 new trees
- Held 2020 Arbor Day Celebration at Lake Park in compliance with 2020 Shelter-At-Home Health Orders

Key Initiatives for Fiscal Year 2021/22:
- Complete map inventory of City Street and Park Trees using Geographic Information Systems
- Develop an Urban Forestry Maintenance and Master Plan
- Continue to support tree-related maintenance as part of the Napa neighborhood street and sidewalk program
- Host 2021 Arbor Day Celebration and volunteer tree planting events
- Remove, prune and plant trees as needed to maintain a viable urban forest

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tree Planting (planned vs actual)</td>
<td>% actual to target</td>
<td>500 (100%)</td>
<td>172 (34%)</td>
<td>158 (32%)</td>
</tr>
<tr>
<td>Tree Pruning (planned vs actual)</td>
<td>% actual to target</td>
<td>2000 (100%)</td>
<td>1576 (79%)</td>
<td>2753 (138%)</td>
</tr>
<tr>
<td>Tree Replacement</td>
<td>% replacement trees planted within 30 days</td>
<td>100%</td>
<td>80%</td>
<td>100%</td>
</tr>
</tbody>
</table>
### PRS Program Summary

#### Urban Forestry Program

**Program Detail:**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>95,323</td>
<td>98,558</td>
<td>95,000</td>
<td>90,430</td>
<td>95,000</td>
<td>— %</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>46,687</td>
<td>45,331</td>
<td>11,500</td>
<td>17,805</td>
<td>13,000</td>
<td>13 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$142,010</td>
<td>$143,889</td>
<td>$106,500</td>
<td>$108,235</td>
<td>$108,000</td>
<td>1 %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>507,590</td>
<td>527,729</td>
<td>492,790</td>
<td>406,510</td>
<td>392,300</td>
<td>(20)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>277,101</td>
<td>264,008</td>
<td>256,360</td>
<td>230,010</td>
<td>216,600</td>
<td>(16)%</td>
</tr>
<tr>
<td>Services - External</td>
<td>226,663</td>
<td>263,517</td>
<td>367,135</td>
<td>138,500</td>
<td>204,010</td>
<td>(44)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>184,058</td>
<td>173,120</td>
<td>175,900</td>
<td>175,900</td>
<td>183,700</td>
<td>4 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>40,824</td>
<td>49,174</td>
<td>96,140</td>
<td>21,270</td>
<td>71,200</td>
<td>(26)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>9,960</td>
<td>8,500</td>
<td>8,600</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$1,246,196</td>
<td>$1,286,048</td>
<td>$1,396,925</td>
<td>$972,190</td>
<td>$1,067,810</td>
<td>(24)%</td>
</tr>
<tr>
<td><strong>Net Contribution / (Use)</strong></td>
<td>$(1,104,186)</td>
<td>$(1,142,159)</td>
<td>$(1,290,425)</td>
<td>$(863,955)</td>
<td>$(959,810)</td>
<td>(26)%</td>
</tr>
</tbody>
</table>

**Source of Funds**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>1,102,565</td>
<td>1,127,718</td>
<td>1,052,500</td>
<td>947,540</td>
<td>970,800</td>
<td>(8)%</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>45,259</td>
<td>68,801</td>
<td>230,385</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Assessment Districts</td>
<td>98,373</td>
<td>89,529</td>
<td>114,040</td>
<td>24,650</td>
<td>97,010</td>
<td>(15)%</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td>$1,246,196</td>
<td>$1,286,048</td>
<td>$1,396,925</td>
<td>$972,190</td>
<td>$1,067,810</td>
<td>(24)%</td>
</tr>
</tbody>
</table>

**Major Budget Changes for Fiscal Year 2021/22:**

- One FTE moved from Urban Forestry to Parks in FY 2020/21; reduction in Salaries & Wages and Benefits budgets for FY 2021/22.
- Reduction in Services - External budget reflects Non-Recurring General Fund budget present in FY 2020/21; any unspent budget will be carried forward into FY 2021/22.
Community Development

Fiscal Year
2021/22
Mission Statement:
Deliver professional and responsive services to enhance the community's quality of life.

<table>
<thead>
<tr>
<th>Community Development</th>
<th>Actual 2018/19</th>
<th>2019/20</th>
<th>Adj Budget 2020/21</th>
<th>Proposed 2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>37.00</td>
<td>39.00</td>
<td>42.00</td>
<td>42.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Total FTE</td>
<td>39.00</td>
<td>41.00</td>
<td>44.00</td>
<td>44.00</td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$131,393</td>
<td>$125,906</td>
<td>$111,392</td>
<td>$81,000</td>
</tr>
</tbody>
</table>
Department Overview:
The Community Development Department provides community planning and development review, business retention and new business recruitment, wind down of redevelopment programs, building permitting and inspection, safe and clean neighborhoods, downtown parking system management, affordable housing programs and Section 8 housing services to the citizens of Napa. These services are provided by the Planning, Economic Development, Housing, Building, Parking Management and Code Enforcement Divisions. The Department provides significant coordination between property owners, developers and businesses, and other City departments and outside agencies to ensure successful projects and programs. The Department manages the Successor Agency to the Napa Community Redevelopment Agency, and also administers and maintains the General Plan and Zoning Ordinance, and prepares studies and documentation to address future planning needs.

Revenues / Expenditures Detail:

<table>
<thead>
<tr>
<th>Department Expenditures by Program</th>
<th>2018/19 Actual</th>
<th>2019/20 Actual</th>
<th>2020/21 Adjusted</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dept Admin/Overhead</td>
<td>839,757</td>
<td>715,819</td>
<td>741,581</td>
<td>639,980</td>
<td>547,400</td>
<td>(26)%</td>
</tr>
<tr>
<td>Capital Funding Source</td>
<td>2,196</td>
<td>2,097</td>
<td>1,000</td>
<td>1,970</td>
<td>2,100</td>
<td>110%</td>
</tr>
<tr>
<td>Total General Expenditures</td>
<td>$841,953</td>
<td>717,916</td>
<td>742,581</td>
<td>641,950</td>
<td>549,500</td>
<td>(26)%</td>
</tr>
<tr>
<td>Expenditures for Programs Detailed in Other Department Sections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sidewalk Improvement</td>
<td>103,195</td>
<td>—</td>
<td>25,805</td>
<td>25,000</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Successor Agency</td>
<td>186,905</td>
<td>227,693</td>
<td>226,600</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Total Other Expenditures</td>
<td>$290,100</td>
<td>227,693</td>
<td>252,405</td>
<td>25,000</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Program Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affordable Housing</td>
<td>17,419,864</td>
<td>20,549,358</td>
<td>29,516,973</td>
<td>22,383,024</td>
<td>22,032,240</td>
<td>(25)%</td>
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<tr>
<td>Building Inspection</td>
<td>1,782,455</td>
<td>1,656,165</td>
<td>1,504,601</td>
<td>1,261,220</td>
<td>1,805,300</td>
<td>20%</td>
</tr>
<tr>
<td>Code Enforcement</td>
<td>294,099</td>
<td>304,635</td>
<td>330,186</td>
<td>340,680</td>
<td>332,200</td>
<td>1%</td>
</tr>
<tr>
<td>Economic Development</td>
<td>2,131,836</td>
<td>1,620,477</td>
<td>1,778,753</td>
<td>1,603,200</td>
<td>2,206,700</td>
<td>24%</td>
</tr>
<tr>
<td>Planning</td>
<td>1,594,362</td>
<td>1,571,098</td>
<td>1,948,223</td>
<td>1,721,330</td>
<td>1,608,300</td>
<td>(17)%</td>
</tr>
<tr>
<td>Parking</td>
<td>244,755</td>
<td>1,375,259</td>
<td>1,652,453</td>
<td>1,029,520</td>
<td>829,300</td>
<td>(50)%</td>
</tr>
<tr>
<td>Total Program Exp</td>
<td>$23,467,371</td>
<td>27,076,991</td>
<td>36,731,189</td>
<td>28,338,974</td>
<td>28,814,040</td>
<td>(22)%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$24,599,423</td>
<td>28,022,600</td>
<td>37,726,174</td>
<td>29,005,924</td>
<td>29,363,540</td>
<td>(22)%</td>
</tr>
</tbody>
</table>
## Department Expenditures by Fund

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>5,360,475</td>
<td>5,362,670</td>
<td>5,192,210</td>
<td>4,669,050</td>
<td>5,625,500</td>
<td>8 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>792,840</td>
<td>472,823</td>
<td>2,004,097</td>
<td>1,737,280</td>
<td>300,000</td>
<td>(85)%</td>
</tr>
<tr>
<td>Tourism Improvement District Fund</td>
<td>823,562</td>
<td>496,277</td>
<td>758,400</td>
<td>642,280</td>
<td>923,900</td>
<td>22 %</td>
</tr>
<tr>
<td>Public Art Fund</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Parking Impact</td>
<td>2,196</td>
<td>2,097</td>
<td>1,000</td>
<td>1,970</td>
<td>2,100</td>
<td>110 %</td>
</tr>
<tr>
<td>Housing Impact Fee</td>
<td>1,337,365</td>
<td>3,412,819</td>
<td>356,500</td>
<td>250,890</td>
<td>2,544,600</td>
<td>614 %</td>
</tr>
<tr>
<td>Perm Local Housing Allocation</td>
<td>—</td>
<td>—</td>
<td>318,210</td>
<td>318,210</td>
<td>318,400</td>
<td>— %</td>
</tr>
<tr>
<td>Measure F Fund</td>
<td>146</td>
<td>21,324</td>
<td>84,300</td>
<td>37,880</td>
<td>39,800</td>
<td>(53)%</td>
</tr>
<tr>
<td>CDBG Program</td>
<td>494,681</td>
<td>400,312</td>
<td>4,499,775</td>
<td>1,390,294</td>
<td>495,900</td>
<td>(89)%</td>
</tr>
<tr>
<td>CDBG Rehab Revolving Loan</td>
<td>363,854</td>
<td>210,850</td>
<td>531,752</td>
<td>250,000</td>
<td>526,420</td>
<td>(1)%</td>
</tr>
<tr>
<td>HOME Program</td>
<td>347,186</td>
<td>606,655</td>
<td>2,345,749</td>
<td>2,078,200</td>
<td>350,200</td>
<td>(85)%</td>
</tr>
<tr>
<td>CalHome Program</td>
<td>138,850</td>
<td>44,500</td>
<td>2,382,745</td>
<td>285,400</td>
<td>244,000</td>
<td>(90)%</td>
</tr>
<tr>
<td>Low/Mod Set Aside</td>
<td>18,513</td>
<td>37,017</td>
<td>685,400</td>
<td>675,930</td>
<td>394,700</td>
<td>(42)%</td>
</tr>
<tr>
<td>Downtown Business District</td>
<td>142,230</td>
<td>138,130</td>
<td>110,000</td>
<td>73,730</td>
<td>122,100</td>
<td>11 %</td>
</tr>
<tr>
<td>Oxbow Business District</td>
<td>34,345</td>
<td>30,000</td>
<td>511,100</td>
<td>478,000</td>
<td>59 %</td>
<td></td>
</tr>
<tr>
<td>Property &amp; Bus Impr District</td>
<td>443,726</td>
<td>434,205</td>
<td>300,000</td>
<td>250,000</td>
<td>201,000</td>
<td>(73)%</td>
</tr>
<tr>
<td>Parking Security</td>
<td>—</td>
<td>—</td>
<td>685,400</td>
<td>675,930</td>
<td>394,700</td>
<td>(42)%</td>
</tr>
<tr>
<td>Parking Maintenance</td>
<td>77,371</td>
<td>1,193,145</td>
<td>151,730</td>
<td>201,000</td>
<td>73 %</td>
<td></td>
</tr>
<tr>
<td>Section 8</td>
<td>12,680,530</td>
<td>13,744,372</td>
<td>15,596,026</td>
<td>14,564,750</td>
<td>15,128,800</td>
<td>(3)%</td>
</tr>
<tr>
<td>Laurel Manor</td>
<td>345,676</td>
<td>344,354</td>
<td>397,530</td>
<td>460,100</td>
<td>5 %</td>
<td></td>
</tr>
<tr>
<td>Seminary Street</td>
<td>166,248</td>
<td>234,615</td>
<td>220,360</td>
<td>253,500</td>
<td>3 %</td>
<td></td>
</tr>
<tr>
<td>20% Low/Mod Income</td>
<td>272,807</td>
<td>135,893</td>
<td>139,140</td>
<td>190,500</td>
<td>(12)%</td>
<td></td>
</tr>
<tr>
<td>Local Housing Fund</td>
<td>466,084</td>
<td>357,420</td>
<td>447,430</td>
<td>573,100</td>
<td>14 %</td>
<td></td>
</tr>
<tr>
<td>Operating Reserve</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Continuum of Care Program</td>
<td>103,754</td>
<td>107,889</td>
<td>130,530</td>
<td>135,400</td>
<td>8 %</td>
<td></td>
</tr>
<tr>
<td>Housing 5% RDA Supplemental</td>
<td>80</td>
<td>76</td>
<td>2,024</td>
<td>150</td>
<td>1,000</td>
<td>(51)%</td>
</tr>
<tr>
<td>Homelessness Prevention</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 24,412,518</td>
<td>27,794,907</td>
<td>37,499,574</td>
<td>29,005,924</td>
<td>29,363,540</td>
<td>(22)%</td>
</tr>
</tbody>
</table>

## Department Expenditures by Category - All Funds

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>3,631,189</td>
<td>3,627,669</td>
<td>3,929,846</td>
<td>3,862,080</td>
<td>4,325,300</td>
<td>10 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,624,967</td>
<td>1,754,359</td>
<td>2,021,680</td>
<td>1,939,680</td>
<td>2,208,400</td>
<td>9 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>18,358,410</td>
<td>20,761,365</td>
<td>29,898,491</td>
<td>22,019,274</td>
<td>21,849,840</td>
<td>(27)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>253,000</td>
<td>167,333</td>
<td>244,400</td>
<td>244,340</td>
<td>245,900</td>
<td>1 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>89,984</td>
<td>116,615</td>
<td>141,400</td>
<td>104,910</td>
<td>145,300</td>
<td>3 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>(95,504)</td>
<td>603</td>
<td>5,500</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>737,378</td>
<td>1,594,655</td>
<td>1,484,858</td>
<td>835,640</td>
<td>588,800</td>
<td>(60)%</td>
</tr>
<tr>
<td>Other Financing Uses</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 24,599,423</td>
<td>28,022,600</td>
<td>37,726,174</td>
<td>29,005,924</td>
<td>29,363,540</td>
<td>(22)%</td>
</tr>
</tbody>
</table>
### Department General Fund Revenues and Expenditures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Business License Taxes</td>
<td>39,401</td>
<td>32,387</td>
<td>49,000</td>
<td>29,640</td>
<td>49,000</td>
<td>— %</td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td>1,983,712</td>
<td>2,341,068</td>
<td>1,853,400</td>
<td>2,012,880</td>
<td>1,670,000</td>
<td>1 %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>483,992</td>
<td>510,672</td>
<td>317,100</td>
<td>358,360</td>
<td>319,500</td>
<td>1 %</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 2,507,106</td>
<td>$ 2,884,126</td>
<td>$ 2,205,500</td>
<td>$ 2,586,880</td>
<td>$ 2,038,500</td>
<td>(8) %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>2,559,555</td>
<td>2,468,572</td>
<td>2,313,254</td>
<td>2,229,900</td>
<td>2,600,300</td>
<td>12 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,112,144</td>
<td>1,170,686</td>
<td>1,192,480</td>
<td>1,137,290</td>
<td>1,313,600</td>
<td>10 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,409,513</td>
<td>1,588,636</td>
<td>1,545,376</td>
<td>1,170,230</td>
<td>1,534,900</td>
<td>(1)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>228,000</td>
<td>110,800</td>
<td>120,200</td>
<td>120,000</td>
<td>147,800</td>
<td>23 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>41,668</td>
<td>23,977</td>
<td>15,400</td>
<td>11,630</td>
<td>28,900</td>
<td>88 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>9,595</td>
<td>—</td>
<td>5,500</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 5,360,475</td>
<td>$ 5,362,670</td>
<td>$ 5,192,210</td>
<td>$ 4,669,050</td>
<td>$ 5,625,500</td>
<td>8 %</td>
</tr>
<tr>
<td>Net General Fund Contribution / (Use)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$ (2,853,369)</td>
<td></td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
CDD Program Summary
Affordable Housing

Program Overview:
The Affordable Housing Program includes a variety of programs to provide decent, safe, affordable housing to qualified residents working in partnership with City departments and outside government agencies, community organizations and the private sector. These programs are divided into two categories: those funds that are generated by or directly granted to the City of Napa and those funds that are generated by or directly granted to the Housing Authority. All Affordable Housing Program costs are funded by designated federal, state and local funds except for a contribution from the General Fund for the operation of the homeless shelter and fair housing counseling.

Housing programs include the federally funded Community Development Block Grant (CDBG) and HOME programs as well as the state funded CalHome program. They also include the City’s Affordable Housing Impact Fund, which is locally funded from affordable housing impact fees on both residential and non-residential (e.g., office, hotel, retail, industrial, etc.) development. The programs utilizing these funds include affordable housing development, acquisition, rehabilitation, assistance to first-time homebuyers, and other community development activities. The Housing Authority Programs include federally funded Section 8 Housing Vouchers, Mainstream Vouchers and Continuum of Care Funds as well as the ownership and operation of Laurel Manor, a 50-unit senior apartment complex.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Construction completed on 68 units of affordable rental housing and construction started on 34 units of affordable ownership housing and 50 units of rental housing. Allocated 61 project-based vouchers to three new rental developments.
• Awarded over $1M in CDBG CARES assistance for response to the pandemic including providing emergency food, rental assistance, small business assistance, and child care assistance to the community.
• Awarded 45 new Section 8 Mainstream vouchers for non-elderly disabled persons, including 15 dedicated for homeless or at-risk of homeless.
• Awarded over $2.8M in State CDBG Disaster Recovery funding and $2.2M in Cal Home Disaster Assistance funding due to the 2017 wildfires. Funding will be used to create new affordable rental housing and provide first time homebuyer assistance.
• Launched tenant-based rental assistance program to assist approximately 40 low-income households in response to the economic impacts of COVID

Key Initiatives for Fiscal Year 2021/22:
• Continue to allocate project-based vouchers to affordable housing developments.
• Continue to apply for new federal voucher allocations as the U.S. Department of HUD makes them available and continue to assist with other jurisdictions in Napa County to apply for additional State housing grants when funding is available.
• Continue Junior Unit Initiative Program to create affordable rental ADUs
• Provide housing funding to affordable housing developments to increase affordable housing units in Napa
### CDD Program Summary

#### Affordable Housing

#### Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td># of affordable housing unit building permits issued</td>
<td>Trend</td>
<td>0</td>
<td>191</td>
</tr>
<tr>
<td>Housing Rehab Program</td>
<td># households assisted annually</td>
<td>40 households per year</td>
<td>16</td>
<td>65</td>
</tr>
<tr>
<td>Family Self Sufficiency</td>
<td># FSS graduates</td>
<td>4 per year</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>
# CDD Program Summary

## Affordable Housing

### Program Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transient Occupancy Tax</strong></td>
<td>885,043</td>
<td>1,379,419</td>
<td>905,000</td>
<td>834,000</td>
<td>1,301,000</td>
<td>44 %</td>
</tr>
<tr>
<td><strong>Charges for Services</strong></td>
<td>1,638,252</td>
<td>2,548,557</td>
<td>1,895,000</td>
<td>2,257,450</td>
<td>4,511,200</td>
<td>138 %</td>
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<tr>
<td><strong>Intergovernmental</strong></td>
<td>13,502,047</td>
<td>13,973,714</td>
<td>23,051,608</td>
<td>18,938,640</td>
<td>15,652,220</td>
<td>(32)%</td>
</tr>
<tr>
<td><strong>Investment Earnings</strong></td>
<td>467,950</td>
<td>603,325</td>
<td>112,500</td>
<td>(65,105)</td>
<td>120,300</td>
<td>7 %</td>
</tr>
<tr>
<td><strong>Miscellaneous Revenues</strong></td>
<td>659,670</td>
<td>710,851</td>
<td>655,000</td>
<td>635,310</td>
<td>661,500</td>
<td>1 %</td>
</tr>
<tr>
<td><strong>Transfers In</strong></td>
<td>19,318</td>
<td>62,136</td>
<td>51,500</td>
<td>51,250</td>
<td>68,800</td>
<td>34 %</td>
</tr>
<tr>
<td><strong>Other Financial Sources</strong></td>
<td>$ -</td>
<td>2,392,000</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 17,172,281</td>
<td>21,670,002</td>
<td>26,670,608</td>
<td>22,651,545</td>
<td>22,315,020</td>
<td>(16)%</td>
</tr>
<tr>
<td><strong>Salaries &amp; Wages</strong></td>
<td>1,051,307</td>
<td>1,137,617</td>
<td>1,496,992</td>
<td>1,539,700</td>
<td>1,539,700</td>
<td>3 %</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>505,969</td>
<td>575,792</td>
<td>760,500</td>
<td>731,210</td>
<td>804,400</td>
<td>6 %</td>
</tr>
<tr>
<td><strong>Services - External</strong></td>
<td>15,501,154</td>
<td>18,324,865</td>
<td>26,728,781</td>
<td>19,086,440</td>
<td>19,086,440</td>
<td>(29)%</td>
</tr>
<tr>
<td><strong>Services - Internal</strong></td>
<td>25,000</td>
<td>30,700</td>
<td>36,000</td>
<td>35,500</td>
<td>51,500</td>
<td>43 %</td>
</tr>
<tr>
<td><strong>Materials and Supplies</strong></td>
<td>48,316</td>
<td>44,448</td>
<td>58,000</td>
<td>39,070</td>
<td>57,800</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Capital Outlay</strong></td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>%</td>
</tr>
<tr>
<td><strong>Transfers Out</strong></td>
<td>288,118</td>
<td>435,936</td>
<td>436,700</td>
<td>447,790</td>
<td>492,400</td>
<td>13 %</td>
</tr>
<tr>
<td><strong>Other Financial Uses</strong></td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 17,419,864</td>
<td>20,549,358</td>
<td>29,516,973</td>
<td>22,383,024</td>
<td>22,032,240</td>
<td>(25)%</td>
</tr>
</tbody>
</table>

### Net Contribution / (Use)

|                                | (247,583)     | 1,120,644     | (2,846,365)      | 268,521           | 282,780          | (110)%   |

### Source of Funds

|                                | 680,931       | 755,123       | 750,000          | 750,000           | 750,000          | — %      |
| Non-Recurring General Fund     | 106,354       | 136,139       | 1,128,683        | 1,128,750         | —                | (100)%   |
| Housing Impact Fee             | 1,337,365     | 3,412,819     | 356,500          | 250,890           | 2,544,600        | 614 %    |
| Measure F Fund                 | 146           | 21,324        | 84,300           | 37,880            | 39,800           | (53)%    |
| CDBG Program                   | 391,486       | 400,312       | 4,473,970        | 1,365,294         | 495,900          | (89)%    |
| CDBG Rehab Revolving Loan      | 363,854       | 210,850       | 531,752          | 250,000           | 526,420          | (1)%     |
| HOME Program                   | 347,186       | 606,655       | 2,345,749        | 2,078,200         | 350,200          | (85)%    |
| CalHome Program                | 138,850       | 44,500        | 2,382,745        | 285,400           | 244,000          | (90)%    |
| Low/Mod Set Aside              | 18,513        | 37,017        | 18,500           | 18,510            | 20,520           | 11 %     |
| Laurel Manor                   | 345,676       | 344,354       | 438,200          | 397,530           | 460,100          | 5 %      |
| Seminary Street                | 166,248       | 234,815       | 245,200          | 220,360           | 253,500          | 3 %      |
| Section 8                      | 12,680,530    | 13,744,372    | 15,596,026       | 14,564,750        | 15,128,800       | (3)%     |
| 20% Low/Mod Income             | 272,807       | 135,893       | 215,706          | 139,140           | 190,500          | (12)%    |
| Local Housing Fund             | 466,084       | 357,420       | 504,328          | 447,430           | 573,100          | 14 %     |
| Continuum of Care Program      | 103,754       | 107,889       | 125,100          | 130,530           | 135,400          | 8 %      |
| Housing 5% RDA Supplemental    | 80            | 76            | 2,024            | 150               | 1,000            | (51)%    |

### Source of Funds Total

|                                | $ 17,419,864  | 20,549,358    | 29,516,973       | 22,383,024        | 22,032,240       | (25)%    |

**Major Budget Changes for Fiscal Year 2021/22:**

- Decrease in Salaries and Benefits due to reallocation of staff costs as a result of changes in anticipated assignments.
- Increase in External Services due to budgeting for loan approved by Council for Heritage House.
Program Overview:
The Building Program is part of the Community Development Department and is responsible for regulating the construction and use of buildings and structures through the application of adopted codes and ordinances. The purpose of codes and ordinances is to provide minimum standards to safeguard life or limb, health, property and public welfare by regulating the design, construction, quality of materials, use and occupancy, location and maintenance of all buildings and structures in Napa. The Division reviews construction plans, issues permits, and performs inspections to ensure building projects are built safely and in compliance with state and local codes and regulations helping to create a vibrant, livable, and safe-built community. The Division works closely with other City departments and county-wide agencies, including Public Works, Fire Prevention, Environmental Health, and helps investigate complaints of illegal construction or use of structures in conjunction with the Code Enforcement and Planning Programs. A vital part of the services provided by the Building Division staff is to assist business and homeowners, construction professionals and the general public by explaining requirements and provisions governing development regulations and construction methods.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
- Provided uninterrupted service of the Building Division through the pandemic, devised modified operating procedures.
- Performed $114,551 of in-house plan reviews that would have otherwise gone out to a consultant for review.
- Caught up on records management that had been delinquent to the year 2015.
- Electric Vehicle Charging Station Streamlining Ordinance/ this identifies the City of Napa in green on the EVCS Streamlining Map.
- Developed ADU Guide, participated in multiple webinars to advise the citizens in regard to ADU construction and permitting.

Key Initiatives for Fiscal Year 2021/22:
- Implementation of a new and improved development platform.
- Implement electronic plan submittal, review, and permitting.
- Implement site accessibility inspections for potential business locations.
- Continue development review process improvements.
- Implement pre-approved ADU plan review services.

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Permit Processing</td>
<td>% of permits processed within target goal (21 days for single plan check, 14 additional days for additional plan checks)</td>
<td>95% within timeframes</td>
<td>85%</td>
<td>90%</td>
</tr>
</tbody>
</table>
## CDD Program Summary
### Building Plan Check and Inspection

#### Program Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Business License Taxes</td>
<td>22,152</td>
<td>18,309</td>
<td>26,000</td>
<td>17,970</td>
<td>26,000</td>
<td>— %</td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td>1,983,712</td>
<td>2,341,068</td>
<td>1,653,400</td>
<td>2,012,880</td>
<td>1,670,000</td>
<td>1 %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>667</td>
<td>1,329</td>
<td>500</td>
<td>670</td>
<td>500</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$2,006,531</strong></td>
<td><strong>2,360,705</strong></td>
<td><strong>1,679,900</strong></td>
<td><strong>2,031,520</strong></td>
<td><strong>1,696,500</strong></td>
<td><strong>1 %</strong></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>883,543</td>
<td>759,918</td>
<td>732,200</td>
<td>673,890</td>
<td>932,600</td>
<td>27 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>392,818</td>
<td>384,675</td>
<td>385,480</td>
<td>352,440</td>
<td>500,800</td>
<td>30 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>426,167</td>
<td>469,006</td>
<td>346,021</td>
<td>196,230</td>
<td>328,400</td>
<td>(5)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>52,660</td>
<td>34,420</td>
<td>34,600</td>
<td>34,420</td>
<td>31,700</td>
<td>(8)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>17,671</td>
<td>8,145</td>
<td>6,300</td>
<td>4,240</td>
<td>11,800</td>
<td>87 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>9,595</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,782,455</strong></td>
<td><strong>1,656,165</strong></td>
<td><strong>1,504,601</strong></td>
<td><strong>1,261,220</strong></td>
<td><strong>1,805,300</strong></td>
<td><strong>20 %</strong></td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td><strong>224,076</strong></td>
<td><strong>704,540</strong></td>
<td><strong>175,299</strong></td>
<td><strong>770,300</strong></td>
<td><strong>(108,800)</strong></td>
<td><strong>(162)%</strong></td>
</tr>
</tbody>
</table>

#### Source of Funds

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>1,782,455</td>
<td>1,656,165</td>
<td>1,504,601</td>
<td>1,261,220</td>
<td>1,805,300</td>
<td>20 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td><strong>$1,782,455</strong></td>
<td><strong>1,656,165</strong></td>
<td><strong>1,504,601</strong></td>
<td><strong>1,261,220</strong></td>
<td><strong>1,805,300</strong></td>
<td><strong>— %</strong></td>
</tr>
</tbody>
</table>

**Major Budget Changes for Fiscal Year 2021/22:**

- Increase in Salaries and Benefits as a result of budget for Deputy Building Official and Plans Examiner positions that were "frozen" in FY2020/21.
CDD Program Summary
Code Enforcement Program

Program Overview:
The Code Enforcement Program is responsible for enforcing the City's Municipal Code, including the Zoning Ordinance and the California Building and Safety Codes. Program staff responds to complaints filed by the community, City departments and outside agencies, and addresses media inquiries. Code Enforcement officers receive and respond to approximately 1,000 requests for service per year. Complaints range from safety issues to neighborhood quality of life issues. Common complaints include public nuisances such as abandoned buildings and hazardous conditions, zoning and land use violations such as parking on lawns or constructing accessory structures that do not meet code requirements, solid waste accumulation visible from the public street or creating unsafe conditions inside homes, unsafe living conditions, property maintenance, derelict buildings, illegal vacation rentals, unpermitted signs, and construction without a permit.

The program implements an "education first" approach, where the Division seeks voluntary compliance through courteous outreach to affected parties with the goal of explaining the City's requirements and providing guidance on how to resolve the issue. In addition to working with members of the public to resolve issues of concern, Code Enforcement Program staff work collaboratively with other City departments, County agencies, and non-profits to address situations or issues that overlap multiple departments or agencies, including the Police Department, Fire Department, Public Works, and Fair Housing Napa Valley.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Responded to approximately 1,000 new code enforcement cases per year.
• Responded to COVID-19 related complaints by reaching out to businesses and educating them about operating parameters based on the Health Order in effect at the time.
• Proactively contacted all vacation rental permit holders with information about vacation rental operations during the COVID-19 pandemic.
• Monitored permitted and unpermitted vacation rentals in Napa for compliance.

Key Initiatives for Fiscal Year 2021/22:
• Continue to provide immediate response to complaints regarding health and safety code violations to protect human life.
• Continue to actively monitor unpermitted vacation rentals in an effort to address impacts on the existing housing stock.
• Work with the City Attorney's office to improve the tools that support progressive enforcement actions that ultimately help gain compliance for routine and difficult cases.
• Address unpermitted signage including portable advertisements such as A-frames, banners and similar signs.
CDD Program Summary
Code Enforcement Program

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code Enforcement</td>
<td>Average number of days to first contact with reporting party</td>
<td>Trend</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Average number of days to first contact with violating party</td>
<td>Trend</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>% of cases resolved through voluntary compliance</td>
<td>60%</td>
<td>98%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Program Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>32,632</td>
<td>20,403</td>
<td>9,400</td>
<td>2,820</td>
<td>5,000</td>
<td>(47)%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 32,632</td>
<td>20,403</td>
<td>9,400</td>
<td>2,820</td>
<td>5,000</td>
<td>(47)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>174,380</td>
<td>185,758</td>
<td>187,400</td>
<td>189,410</td>
<td>183,700</td>
<td>(2)%</td>
</tr>
<tr>
<td></td>
<td>71,935</td>
<td>91,447</td>
<td>88,400</td>
<td>97,650</td>
<td>97,100</td>
<td>10%</td>
</tr>
<tr>
<td>Benefits</td>
<td>26,679</td>
<td>12,180</td>
<td>43,786</td>
<td>38,700</td>
<td>34,800</td>
<td>(21)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>19,940</td>
<td>14,080</td>
<td>14,100</td>
<td>14,080</td>
<td>14,500</td>
<td>3%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>1,164</td>
<td>1,170</td>
<td>(3,500)</td>
<td>840</td>
<td>2,100</td>
<td>100%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 294,099</td>
<td>304,635</td>
<td>330,186</td>
<td>340,680</td>
<td>332,200</td>
<td>1%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>$ (261,467)</td>
<td>(284,232)</td>
<td>(320,786)</td>
<td>(337,860)</td>
<td>(327,200)</td>
<td>2%</td>
</tr>
<tr>
<td>Source of Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>294,099</td>
<td>304,635</td>
<td>330,186</td>
<td>340,680</td>
<td>332,200</td>
<td>1%</td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>$ 294,099</td>
<td>304,635</td>
<td>330,186</td>
<td>340,680</td>
<td>332,200</td>
<td>—%</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:

- None.
CDD Program Summary
Economic Development

Program Overview:
The Economic Development Division provides a full range of economic development services, with a focus on business development, attraction, retention and expansion. The Division coordinates between property owners, developers and business owners, and other City departments and outside agencies to ensure successful projects and new investment in the community. As the City's designated Business Liaison, the Economic Development Division works closely with developers, new businesses, and existing businesses to provide location and permitting assistance, referrals to outside resources, economic data resources, and economic development market support. Additionally, the Economic Development Division is responsible for creating and implementing new program initiatives, and overseeing applicable incentive programs. The Division provides administrative support to the Tourism Improvement District local governing committee, and serves on the Property and Business Improvement District committee, and the Workforce Alliance of the North Bay's Napa Advisory Subcommittee. The Division facilitates public-private partnerships to further community goals, and collaborates with anchor institutions, community business organizations and other governmental agencies to foster a healthy local economy, and prepares economic trend data for use by other City departments and the public.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Established curbside pickup and parklets in response to COVID-19.
• Received approximately $250,000 in CARES Act and CDBG funds for small business grants.
• Receipt of $140,000 in Economic Development Administration Grant for a Local Manufacturing Action Plan.

Key Initiatives for Fiscal Year 2021/22:
• Develop the Local Manufacturing Action Plan for EDA Grant and begin implementing recommendations to support these sectors.
• Investigation into formation of an Enhanced Financing Infrastructure District for infrastructure improvements.
• Business support through our Business Alliance Program.
• Business attraction and marketing Napa through upgraded website.

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Investment</td>
<td>Annual Private Real Estate $</td>
<td>Trend</td>
<td>$8,275,000</td>
<td>$7,933,500</td>
</tr>
<tr>
<td></td>
<td>Annual Private Construction $</td>
<td>Trend</td>
<td>$5,279,137.41</td>
<td>$8,938,514.84</td>
</tr>
<tr>
<td></td>
<td>Vacancy Rate</td>
<td>Trend</td>
<td>10.00%</td>
<td>10.22%</td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
## CDD Program Summary
### Economic Development

**Program Detail:**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transient Occupancy Tax</td>
<td>907,193</td>
<td>668,798</td>
<td>438,600</td>
<td>310,100</td>
<td>636,000</td>
<td>45 %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>617,950</td>
<td>608,137</td>
<td>478,000</td>
<td>598,390</td>
<td>633,000</td>
<td>32 %</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>—</td>
<td>—</td>
<td>144,153</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>24,537</td>
<td>36,310</td>
<td>5,600</td>
<td>(2,680)</td>
<td>6,600</td>
<td>18 %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 1,549,680</strong></td>
<td><strong>1,313,246</strong></td>
<td><strong>1,066,353</strong></td>
<td><strong>905,810</strong></td>
<td><strong>1,275,600</strong></td>
<td><strong>20 %</strong></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>362,413</td>
<td>264,972</td>
<td>228,000</td>
<td>229,790</td>
<td>387,200</td>
<td>70 %</td>
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<tr>
<td>Benefits</td>
<td>143,718</td>
<td>100,579</td>
<td>118,700</td>
<td>102,700</td>
<td>172,600</td>
<td>45 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,427,783</td>
<td>1,243,254</td>
<td>1,414,353</td>
<td>1,260,610</td>
<td>1,639,300</td>
<td>16 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>10,600</td>
<td>1,900</td>
<td>2,000</td>
<td>2,000</td>
<td>3,000</td>
<td>50 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>5,222</td>
<td>2,371</td>
<td>8,100</td>
<td>500</td>
<td>4,600</td>
<td>(43)%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>182,100</td>
<td>7,400</td>
<td>7,600</td>
<td>7,600</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 2,131,836</strong></td>
<td><strong>1,620,477</strong></td>
<td><strong>1,778,753</strong></td>
<td><strong>1,603,200</strong></td>
<td><strong>2,206,700</strong></td>
<td><strong>24 %</strong></td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(582,156)</td>
<td>(307,231)</td>
<td>(712,400)</td>
<td>(697,390)</td>
<td>(931,100)</td>
<td>31 %</td>
</tr>
</tbody>
</table>

**Source of Funds**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>622,912</td>
<td>514,401</td>
<td>436,200</td>
<td>362,510</td>
<td>648,700</td>
<td>49 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>65,061</td>
<td>—</td>
<td>144,153</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Tourism Improvement District Fund</td>
<td>823,562</td>
<td>496,277</td>
<td>758,400</td>
<td>642,280</td>
<td>923,900</td>
<td>22 %</td>
</tr>
<tr>
<td>Downtown Business District</td>
<td>142,230</td>
<td>138,130</td>
<td>110,000</td>
<td>73,730</td>
<td>122,100</td>
<td>11 %</td>
</tr>
<tr>
<td>Oxbow Business District</td>
<td>34,345</td>
<td>37,464</td>
<td>30,000</td>
<td>13,580</td>
<td>34,000</td>
<td>13 %</td>
</tr>
<tr>
<td>Property &amp; Bus Impr District</td>
<td>443,726</td>
<td>434,205</td>
<td>300,000</td>
<td>511,100</td>
<td>478,000</td>
<td>59 %</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td><strong>$ 2,131,836</strong></td>
<td><strong>1,620,477</strong></td>
<td><strong>1,778,753</strong></td>
<td><strong>1,603,200</strong></td>
<td><strong>2,206,700</strong></td>
<td><strong>24 %</strong></td>
</tr>
</tbody>
</table>

**Major Budget Changes for Fiscal Year 2021/22:**

- Increased revenue and spending due to the City's anticipated economic recovery.
- 1 formerly frozen position added back to budget.
Program Overview:
The Parking Program is responsible for the development of a self-sustained parking operation. Recently, the Parking Program absorbed the Parking Enforcement operation and has been assisting the Police Department with abandoned vehicle reports and vehicle tows throughout the City. The Parking Program aims to meet the City's parking needs as the City continues to grow. License plate reading cameras affixed to parking enforcement vehicles allow the Parking Program to run reports on violations and parking space utilization. Data acquired through these solutions will be essential in determining future needs for parking garages, transportation demand management strategies, and other related parking programs.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Absorbed the Parking Ambassador team under Community Development management.
• Developed a stronger relationship between parking enforcement operations and homeless outreach.
• Created a system on Teams for the Parking Ambassadors to manage all City parking complaints. System functions similar to a CRM program.
• Creation of Food Pickup priority zones.
• Using LPR data to measure and report utilization in all parking lots, garages, and on-street parking spaces.

Key Initiatives for Fiscal Year 2021/22:
• Further explore revenue generating opportunities.
• Continue to improve parking enforcement efficiencies.
• Study the relationship between parking, TDM, and other multi-modal transportation options and how they impact the parking supply in the City.
• Explore funding sources for parking lot maintenance program.
• Explore funding sources for Wayfinding project.

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking Maintenance</td>
<td>Cleaning Frequency</td>
<td>7 days / week</td>
<td>5 days / week</td>
<td>5 days / week</td>
</tr>
<tr>
<td></td>
<td>Sweeping Frequency</td>
<td>5 days / week</td>
<td>1 days / week</td>
<td>1 days / week</td>
</tr>
</tbody>
</table>
### CDD Program Summary

#### Parking

**Program Details:**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>239,370</td>
<td>240,784</td>
<td>617,500</td>
<td>373,670</td>
<td>630,000</td>
<td>2 %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>304,018</td>
<td>296,473</td>
<td>89,000</td>
<td>(37,490)</td>
<td>91,500</td>
<td>3 %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>—</td>
<td>35,000</td>
<td>349,000</td>
<td>349,000</td>
<td>44,000</td>
<td>(87) %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$543,387</td>
<td>572,257</td>
<td>1,055,500</td>
<td>685,180</td>
<td>765,500</td>
<td>(27) %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>112,587</td>
<td>122,126</td>
<td>213,900</td>
<td>288,570</td>
<td>306,800</td>
<td>43 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>40,167</td>
<td>47,076</td>
<td>106,400</td>
<td>127,370</td>
<td>139,500</td>
<td>31 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>96,724</td>
<td>72,251</td>
<td>252,400</td>
<td>114,980</td>
<td>178,800</td>
<td>(29) %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>8,640</td>
<td>25,933</td>
<td>88,200</td>
<td>88,840</td>
<td>47,100</td>
<td>(47) %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>48,681</td>
<td>49,390</td>
<td>64,300</td>
<td>54,510</td>
<td>60,700</td>
<td>(6) %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>104,128</td>
<td>1,058,483</td>
<td>921,753</td>
<td>355,250</td>
<td>96,400</td>
<td>(90) %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$410,927</td>
<td>1,375,259</td>
<td>1,652,453</td>
<td>1,029,520</td>
<td>829,300</td>
<td>(50) %</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>132,460</td>
<td>(803,002)</td>
<td>(596,953)</td>
<td>(344,340)</td>
<td>(63,800)</td>
<td>(89) %</td>
</tr>
</tbody>
</table>

**Source of Funds**

<table>
<thead>
<tr>
<th></th>
<th>2018/19 Actual</th>
<th>2019/20 Actual</th>
<th>2020/21 Actual</th>
<th>2021/22 Actual</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>167,384</td>
<td>182,114</td>
<td>212,700</td>
<td>201,860</td>
<td>233,600</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Parking Maintenance</td>
<td>243,543</td>
<td>1,193,145</td>
<td>754,353</td>
<td>151,730</td>
<td>201,000</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td>$410,927</td>
<td>1,375,259</td>
<td>967,053</td>
<td>353,590</td>
<td>434,600</td>
</tr>
</tbody>
</table>

### Major Budget Changes for Fiscal Year 2021/22:

- Increase in Salaries and Benefits transfer of budget for one Community Services Officer. Position already existed in staffing plan, no authorized FTE was added.
- Overall decrease in Materials and Supplies to offset increase in Salaries and Benefits.
- Decrease in External Services resulting from economy of scale benefit from procuring City-wide contract for fire alarm and fire sprinkler system inspections and maintenance & repairs. Additional decrease to offset increase in Salaries and Benefits.
- Decrease in Internal Services from reduction in fleet replacement costs.
Program Overview:
The Planning Program provides a full range of planning services to the community. Its primary function is to guide private development in accordance with state law and the City's adopted land use and physical development policies, regulations and guidelines. Major tasks include implementation and administration of land use and development policies and regulations; assisting residents, developers and real estate professionals with land use questions and procedures; and conducting environmental review.

The Program also participates in county-wide and regional planning efforts relating to land use, housing and transportation. The Long Range section implements policy direction by preparing land use studies and revising or develop ordinances.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
- Continued work on the General Plan Update process with significant community participation including 16 General Plan Advisory Committee (GPAC) meetings, multiple community workshops, outreach in Spanish, and multiple Council and Planning Commission meetings to review progress.
- Supported the launch and implementation of the Napa Sonoma ADU Center to assist Napa residents with building Accessory Dwelling Units (ADUs).
- Approval of the Heritage House/ Valle Verde project, which will provide 90 deed-restricted affordable housing units.
- Creation and implementation of the Napa al Fresco program, which provides an expedited, free permit process for businesses to operate on City-owned land including sidewalks, plazas, parks, streets, and parking lots to help businesses stay active during the pandemic.
- Completion of the Napa Pipe Development Agreement and associated agreements, approval of the Development Plan and Design Guidelines, and ongoing work to support construction of project infrastructure and other pre-development activities.

Key Initiatives for Fiscal Year 2021/22:
- Continue to support Downtown development including key downtown projects such as First Street Napa II, Wine Train Hotel Project, Franklin Station Hotel, and other infill development projects.
- Continue to make progress on the comprehensive update to the General Plan and associated Environmental Impact Report, with the goal of completion in 2022.
- Launch the Housing Element by hiring a consultant and commencing with data analysis and community engagement, with support from the Napa Sonoma Planning Collaborative.
- Continue work on the Development Review Process Improvements by further developing the Planning Division's web site to provide a broader array of information about pending development, City policies and regulations, etc. Improve the development review process with a focus on improving application forms and other public-facing information, finding internal efficiencies in the review process, and communicating the Division's activities to the public and the development community.
- Continue to support Napa Pipe's development by expediting review of residential projects that are consistent with the approved Development Plan to facilitate housing and Costco construction as part of the first phase of the Napa Pipe project.
CDD Program Summary
Planning

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entitlement Applications by Type</td>
<td># processed (Administrative Permit)</td>
<td>Trend</td>
<td>41</td>
<td>122</td>
</tr>
<tr>
<td></td>
<td># processed (Discretionary Reviews)</td>
<td>Trend</td>
<td>158</td>
<td>78</td>
</tr>
<tr>
<td>Determination of Application Completeness</td>
<td>% of applications reviewed for completeness within 30 days</td>
<td>100%</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td>Final Application Approval</td>
<td>% of final determinations made for applications requiring environmental determination pursuant to CEQA that are reviewed</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>% of final determinations made for applications requiring an environmental impact report (EIR) that are reviewed</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Approved Residential Development</td>
<td># of single-family units</td>
<td>Trend</td>
<td>34</td>
<td>89</td>
</tr>
<tr>
<td></td>
<td># of multi-family units</td>
<td>Trend</td>
<td>70</td>
<td>218</td>
</tr>
<tr>
<td></td>
<td># of second units</td>
<td>Trend</td>
<td>34</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td># of group bed units</td>
<td>Trend</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Approved Non-Residential Development</td>
<td># commercial square feet</td>
<td>Trend</td>
<td>68,070</td>
<td>229,371</td>
</tr>
<tr>
<td></td>
<td># office square feet</td>
<td>Trend</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td># industrial square feet</td>
<td>Trend</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td># hotel rooms</td>
<td>Trend</td>
<td>12</td>
<td>156</td>
</tr>
</tbody>
</table>

Program Detail:

<table>
<thead>
<tr>
<th></th>
<th>2018/19 Actual</th>
<th>2019/20 Actual</th>
<th>2020/20 Adjusted</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business License Taxes</td>
<td>17,249</td>
<td>14,078</td>
<td>23,000</td>
<td>11,670</td>
<td>23,000</td>
<td>— %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>714,529</td>
<td>668,772</td>
<td>607,200</td>
<td>361,500</td>
<td>614,000</td>
<td>1 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 731,778</strong></td>
<td><strong>682,850</strong></td>
<td><strong>940,200</strong></td>
<td><strong>683,170</strong></td>
<td><strong>637,000</strong></td>
<td><strong>(32)%</strong></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>699,370</td>
<td>818,842</td>
<td>754,700</td>
<td>681,110</td>
<td>731,300</td>
<td><strong>(3)%</strong></td>
</tr>
<tr>
<td>Benefits</td>
<td>306,212</td>
<td>387,636</td>
<td>383,300</td>
<td>373,020</td>
<td>364,700</td>
<td><strong>(5)%</strong></td>
</tr>
<tr>
<td>Services - External</td>
<td>552,759</td>
<td>351,780</td>
<td>797,023</td>
<td>656,450</td>
<td>494,500</td>
<td><strong>(38)%</strong></td>
</tr>
<tr>
<td>Services - Internal</td>
<td>19,600</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>9,500</td>
<td><strong>90 %</strong></td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>14,421</td>
<td>7,841</td>
<td>8,200</td>
<td>5,750</td>
<td>8,300</td>
<td><strong>1 %</strong></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 1,594,362</strong></td>
<td><strong>1,571,098</strong></td>
<td><strong>1,948,223</strong></td>
<td><strong>1,721,330</strong></td>
<td><strong>1,608,300</strong></td>
<td><strong>(17)%</strong></td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(862,584)</td>
<td>(888,248)</td>
<td>(1,008,023)</td>
<td>(1,038,160)</td>
<td>(971,300)</td>
<td><strong>(4)%</strong></td>
</tr>
<tr>
<td><strong>Source of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>1,117,847</td>
<td>1,341,178</td>
<td>1,338,223</td>
<td>1,135,730</td>
<td>1,308,300</td>
<td><strong>(2)%</strong></td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>476,515</td>
<td>229,920</td>
<td>610,000</td>
<td>585,600</td>
<td>300,000</td>
<td><strong>(51)%</strong></td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td><strong>$ 1,594,362</strong></td>
<td><strong>1,571,098</strong></td>
<td><strong>1,948,223</strong></td>
<td><strong>1,721,330</strong></td>
<td><strong>1,608,300</strong></td>
<td><strong>(17)%</strong></td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:
- Decrease in External Services as a result of one-time costs in FY2020/21 from receiving SB2 grant.

Proposed FY 2021/22 Budget
Public Works

Fiscal Year
2021/22
Mission Statement:
Public Works provides professional, cost-effective and efficient services that support and enhance our community’s quality of life.

Full-Time Equivalent (FTE) Employees:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>83.00</td>
<td>83.00</td>
<td>83.00</td>
<td>83.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td><strong>83.00</strong></td>
<td><strong>83.00</strong></td>
<td><strong>83.00</strong></td>
<td><strong>83.00</strong></td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$318,532</td>
<td>$271,899</td>
<td>$68,000</td>
<td>$68,000</td>
</tr>
</tbody>
</table>
Department Overview:
The Public Works Department's core objectives are to design, construct, operate and maintain the City’s public infrastructure generally consisting of Streets, Sidewalks, Drainage and Stormwater Quality, Bridges, Street Lights, Traffic Signals, and Electrical. The department also manages essential roles within the City’s Development Review Process and Construction Inspection Program, Traffic Safety, Transportation and Bike Trails, and Right-of-way management. Public Works oversees and manages the 5-year Capital Improvement Program (CIP) - including project management, scoping, design, and construction management - for a variety of general and restricted funding sources (ex. General Fund projects, Facilities, assessment districts, grants, utility undergrounding, Measure T, Gas Tax). Public Works oversees and manages internal city-wide services for Fleet Management and for City Facilities Maintenance and Capital Program Management.

Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th>Department Expenditures by Program</th>
<th>2018/19 Actual</th>
<th>2019/20 Actual</th>
<th>2020/21 Adjusted</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citywide Admin/Overhead</td>
<td>129,436</td>
<td>144,133</td>
<td>115,600</td>
<td>147,000</td>
<td>18,300</td>
<td>(84)%</td>
</tr>
<tr>
<td>Dept Admin/Overhead</td>
<td>1,460,626</td>
<td>2,669,703</td>
<td>2,788,500</td>
<td>2,790,760</td>
<td>2,105,900</td>
<td>(24)%</td>
</tr>
<tr>
<td>Capital Funding Source</td>
<td>7,799,318</td>
<td>9,580,388</td>
<td>23,696,225</td>
<td>6,807,770</td>
<td>11,155,900</td>
<td>(53)%</td>
</tr>
<tr>
<td>Total General Expenditures</td>
<td>$ 9,389,381</td>
<td>$ 12,394,223</td>
<td>$ 26,600,325</td>
<td>$ 9,745,530</td>
<td>$ 13,280,100</td>
<td>(50)%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures for Programs Detailed in Other Department Sections</th>
<th>2018/19 Actual</th>
<th>2019/20 Actual</th>
<th>2020/21 Adjusted</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster Prep/Recovery</td>
<td>38,594</td>
<td>10,181</td>
<td>—</td>
<td>720</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Traffic Safety</td>
<td>403,927</td>
<td>388,008</td>
<td>635,241</td>
<td>382,740</td>
<td>349,000</td>
<td>(45)%</td>
</tr>
<tr>
<td>Parks</td>
<td>199,560</td>
<td>193,853</td>
<td>150,200</td>
<td>216,370</td>
<td>113,400</td>
<td>(25)%</td>
</tr>
<tr>
<td>Total Other Expenditures</td>
<td>$ 642,081</td>
<td>$ 592,042</td>
<td>$ 785,441</td>
<td>$ 599,830</td>
<td>$ 462,400</td>
<td>(41)%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Improvement</td>
<td>19,760,737</td>
<td>20,624,797</td>
<td>46,560,109</td>
<td>—</td>
<td>18,104,400</td>
<td>(61)%</td>
</tr>
<tr>
<td>Engineering Services</td>
<td>2,681,823</td>
<td>2,696,756</td>
<td>2,727,456</td>
<td>2,843,320</td>
<td>3,075,300</td>
<td>13 %</td>
</tr>
<tr>
<td>Fleet</td>
<td>4,157,821</td>
<td>3,949,507</td>
<td>4,192,725</td>
<td>3,746,470</td>
<td>5,812,000</td>
<td>39 %</td>
</tr>
<tr>
<td>Public Facility Maintenance</td>
<td>1,488,134</td>
<td>1,625,045</td>
<td>1,758,100</td>
<td>1,743,640</td>
<td>1,832,400</td>
<td>4 %</td>
</tr>
<tr>
<td>Sidewalk Improvement</td>
<td>1,354,332</td>
<td>1,657,479</td>
<td>3,040,173</td>
<td>1,805,300</td>
<td>2,557,800</td>
<td>(16)%</td>
</tr>
<tr>
<td>Stormwater/Drainage</td>
<td>5,271,563</td>
<td>5,598,480</td>
<td>5,579,349</td>
<td>5,174,400</td>
<td>6,539,900</td>
<td>17 %</td>
</tr>
<tr>
<td>Total Program Exp</td>
<td>$ 35,749,094</td>
<td>$ 37,430,803</td>
<td>$ 65,682,742</td>
<td>$ 16,680,760</td>
<td>$ 39,206,100</td>
<td>(40)%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 45,780,556</td>
<td>$ 50,417,069</td>
<td>$ 93,068,508</td>
<td>$ 27,026,120</td>
<td>$ 52,948,600</td>
<td>(43)%</td>
</tr>
</tbody>
</table>
## Department Expenditures by Fund

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>10,969,070</td>
<td>11,916,966</td>
<td>11,758,849</td>
<td>11,766,510</td>
<td>11,411,800</td>
<td>(3)%</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>380,258</td>
<td>371,548</td>
<td>1,243,496</td>
<td>817,640</td>
<td>700,000</td>
<td>(44)%</td>
</tr>
<tr>
<td>Traffic Fund</td>
<td>1,617,468</td>
<td>1,946,760</td>
<td>924,215</td>
<td>604,460</td>
<td>694,300</td>
<td>(25)%</td>
</tr>
<tr>
<td>RMRA Fund</td>
<td>876,881</td>
<td>23,673</td>
<td>2,674,475</td>
<td>2,075,770</td>
<td>2,002,000</td>
<td>(25)%</td>
</tr>
<tr>
<td>Measure T Fund</td>
<td>5,189,073</td>
<td>5,058,109</td>
<td>10,392,824</td>
<td>3,538,030</td>
<td>7,503,500</td>
<td>(28)%</td>
</tr>
<tr>
<td>Underground Utility Impact</td>
<td>16,843</td>
<td>67,278</td>
<td>3,664,267</td>
<td>163,390</td>
<td>123,500</td>
<td>(97)%</td>
</tr>
<tr>
<td>Street Improvement Impact</td>
<td>4,192</td>
<td>2,436,383</td>
<td>507,213</td>
<td>122,980</td>
<td>1,500</td>
<td>(100)%</td>
</tr>
<tr>
<td>Development Impact</td>
<td>74,126</td>
<td>30,987</td>
<td>5,346,631</td>
<td>118,560</td>
<td>806,500</td>
<td>(85)%</td>
</tr>
<tr>
<td>Assessment Districts</td>
<td>38,703</td>
<td>21,139</td>
<td>390,929</td>
<td>191,210</td>
<td>25,300</td>
<td>(94)%</td>
</tr>
<tr>
<td>Land Development Tax</td>
<td>147</td>
<td>213</td>
<td>500</td>
<td>180</td>
<td>500</td>
<td>— %</td>
</tr>
<tr>
<td>Public Infrastructure In Lieu</td>
<td>147</td>
<td>144</td>
<td>600</td>
<td>140</td>
<td>500</td>
<td>(17)%</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>22,455,796</td>
<td>24,594,392</td>
<td>51,971,782</td>
<td>3,880,780</td>
<td>23,867,200</td>
<td>(54)%</td>
</tr>
<tr>
<td>Fleet Management</td>
<td>4,156,884</td>
<td>3,853,629</td>
<td>4,360,332</td>
<td>3,595,650</td>
<td>4,160,500</td>
<td>(1)%</td>
</tr>
<tr>
<td>Fleet Fire Apparatus</td>
<td>937</td>
<td>96,878</td>
<td>600</td>
<td>1,000</td>
<td>1,651,500</td>
<td>165,050%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 45,780,556</strong></td>
<td><strong>50,417,069</strong></td>
<td><strong>93,068,508</strong></td>
<td><strong>27,026,120</strong></td>
<td><strong>52,948,600</strong></td>
<td><strong>(43)%</strong></td>
</tr>
</tbody>
</table>

## Department Expenditures by Category - All Funds

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>6,744,247</td>
<td>6,940,984</td>
<td>6,209,930</td>
<td>5,889,830</td>
<td>6,281,600</td>
<td>1%</td>
</tr>
<tr>
<td>Benefits</td>
<td>3,463,738</td>
<td>3,721,531</td>
<td>3,461,434</td>
<td>3,529,660</td>
<td>3,812,300</td>
<td>10%</td>
</tr>
<tr>
<td>Services - External</td>
<td>2,921,643</td>
<td>2,706,863</td>
<td>4,360,332</td>
<td>3,595,650</td>
<td>4,142,500</td>
<td>(5)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,978,838</td>
<td>2,764,484</td>
<td>2,924,600</td>
<td>2,954,770</td>
<td>2,456,300</td>
<td>(16)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>2,506,564</td>
<td>2,964,962</td>
<td>2,746,000</td>
<td>2,669,920</td>
<td>3,102,600</td>
<td>13%</td>
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<tr>
<td>Capital Outlay</td>
<td>15,507,524</td>
<td>14,622,082</td>
<td>37,421,870</td>
<td>1,462,650</td>
<td>17,329,900</td>
<td>(54)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>12,658,002</td>
<td>16,756,163</td>
<td>35,944,342</td>
<td>6,923,640</td>
<td>15,823,400</td>
<td>(56)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 45,780,556</strong></td>
<td><strong>50,417,069</strong></td>
<td><strong>93,068,508</strong></td>
<td><strong>27,026,120</strong></td>
<td><strong>52,948,600</strong></td>
<td><strong>(43)%</strong></td>
</tr>
</tbody>
</table>

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**Public Works Department**

Proposed FY 2021/22 Budget 120
### Department General Fund Revenues and Expenditures

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Business License Taxes</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td>89,563</td>
<td>101,823</td>
<td>101,000</td>
<td>109,050</td>
<td>102,000</td>
<td>1 %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>544,433</td>
<td>702,882</td>
<td>716,000</td>
<td>675,630</td>
<td>743,000</td>
<td>4 %</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>27,164</td>
<td>15,000</td>
<td>15,000</td>
<td>44,610</td>
<td>15,000</td>
<td>— %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>7,500</td>
<td>—</td>
<td>7,500</td>
<td>—</td>
<td>7,500</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>50,000</td>
<td>59,400</td>
<td>60,800</td>
<td>60,800</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 718,660</td>
<td>$ 879,105</td>
<td>$ 900,300</td>
<td>$ 890,090</td>
<td>$ 867,500</td>
<td>(4)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>4,550,927</td>
<td>4,677,672</td>
<td>4,155,190</td>
<td>4,237,520</td>
<td>4,151,800</td>
<td>— %</td>
</tr>
<tr>
<td>Benefits</td>
<td>2,187,947</td>
<td>2,391,168</td>
<td>2,284,804</td>
<td>2,493,080</td>
<td>2,491,400</td>
<td>9 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,434,118</td>
<td>1,162,651</td>
<td>1,641,455</td>
<td>1,419,310</td>
<td>1,640,500</td>
<td>— %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,487,390</td>
<td>2,290,101</td>
<td>2,457,400</td>
<td>2,442,330</td>
<td>1,758,000</td>
<td>(28)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>1,231,184</td>
<td>1,045,956</td>
<td>1,212,000</td>
<td>1,168,680</td>
<td>1,370,100</td>
<td>13 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>77,504</td>
<td>49,419</td>
<td>—</td>
<td>5,590</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>—</td>
<td>300,000</td>
<td>8,000</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 10,969,070</td>
<td>$ 11,916,966</td>
<td>$ 11,758,849</td>
<td>$ 11,766,510</td>
<td>$ 11,411,800</td>
<td>(3)%</td>
</tr>
<tr>
<td><strong>Net General Fund Contribution / (Use)</strong></td>
<td>(10,250,410)</td>
<td>(11,037,862)</td>
<td>(10,858,549)</td>
<td>(10,876,420)</td>
<td>(10,544,300)</td>
<td>(3)%</td>
</tr>
</tbody>
</table>
Program Overview:
The Capital Improvement Program includes the acquisition, design and/or construction of Capital Improvements meaning major, physical expenditures such as land, buildings, public infrastructure and equipment. The Capital Improvement Program is used to guide capital investments, optimizing available resources to maintain and construct infrastructure with an emphasis on public health, safety and quality of life that is Napa.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
- Three roundabouts and the First & Second Streets one-way couplet flip were completed in partnership with Caltrans. This was a $13 million project. Design began in 2013 and construction completed in 2020.
- Trancas Avenue Rehabilitation repaired Trancas Avenue between SR 29 and Jefferson Street. This was a $2.8 million Measure T project completed in January 2020.
- Two new flagpoles were installed directly in front of the City Hall building. This was a $22,000 locally funded project.
- Maintenance work on six bridges was completed through Federal Highway Administration (FHWA) funding. The project was completed in July 2020.
- Third Street Parking Lot project improved an undeveloped lot into a paved and landscaped parking lot. This was a $1.2 million project completed in April 2020.

Key Initiatives for Fiscal Year 2021/22:
- Vine Trail Gap Closure project will construct a Class 1 bike facility on the west side of Soscol Avenue connecting the existing trail segments at Third Street and Vallejo Street.
- Main Street at Lincoln Avenue traffic signal upgrade will replace the out of date signal poles and signal system at Main Street and Lincoln Avenue.
- Automated Traffic Management System (ATMS), a Measure T program funded project, will update signal components along various corridors within the City to better synchronize the signal timing coordination. Jefferson Avenue between Third street to Trancas Avenue will be the first corridor completed.
- Soscol Avenue Rehabilitation project, a Measure T program funded project, will repair the street and storm drain, install traffic signal interconnectivity, and replace striping on Soscol Avenue from Central Avenue to La Homa Street.
- Soscol Avenue at Old Soscol Way traffic signal construction and pedestrian improvements along at the Vine Trail street crossing will be completed as part of a grant to the City.

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Project Performance</td>
<td>% projects completed on time</td>
<td>70%</td>
<td>30%</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>% projects completed within budget</td>
<td>70%</td>
<td>60%</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>% of non-owner initiated change order costs</td>
<td>&lt;10%</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
Public Works Program Summary
Capital Improvement Program

Program Detail:

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>830,950</td>
<td>1,374,695</td>
<td>450,000</td>
<td>1,153,800</td>
<td>1,000,000</td>
<td>122%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>132,654</td>
<td>368,611</td>
<td>3,625,434</td>
<td>665,500</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>213,839</td>
<td>230,838</td>
<td>—</td>
<td>76,870</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>12,879</td>
<td>512,994</td>
<td>419,621</td>
<td>209,620</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>17,415,272</td>
<td>16,780,927</td>
<td>33,018,472</td>
<td>6,746,940</td>
<td>21,368,500</td>
<td>(35)%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 18,605,593</td>
<td>19,268,065</td>
<td>37,513,526</td>
<td>8,852,730</td>
<td>22,368,500</td>
<td>(40)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>936,075</td>
<td>648,170</td>
<td>—</td>
<td>56,560</td>
<td>7,000</td>
<td>100 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>382,555</td>
<td>306,010</td>
<td>—</td>
<td>17,870</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Services - External</td>
<td>118,855</td>
<td>104,006</td>
<td>264,081</td>
<td>126,980</td>
<td>181,000</td>
<td>(31)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>(379)</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>14,622,718</td>
<td>13,757,936</td>
<td>52,391,843</td>
<td>17,207,300</td>
<td>19,257,400</td>
<td>(63)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>5,087,073</td>
<td>6,715,525</td>
<td>11,870,287</td>
<td>6,600</td>
<td>4,716,600</td>
<td>(60)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 21,146,896</td>
<td>21,531,646</td>
<td>64,526,211</td>
<td>17,415,310</td>
<td>24,162,000</td>
<td>(63)%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(2,541,303)</td>
<td>(2,263,581)</td>
<td>(27,012,685)</td>
<td>(8,562,580)</td>
<td>(1,793,500)</td>
<td>(93)%</td>
</tr>
</tbody>
</table>

**Source of Funds**

- **Capital Projects**
  - 19,760,737
  - 20,624,797
  - 46,560,109
  - 18,104,400 (61)%

- **Solid Waste & Recycling**
  - 765,434
  - 874,366
  - 1,018,850
  - 488,000 (52)%

- **Water Capital Projects**
  - 620,725
  - 32,483
  - 16,947,251
  - 17,018,460
  - 5,569,600 (67)%

**Source of Funds Total**

- $ 21,146,897
- 21,531,646
- 64,526,211
- 17,415,310
- 24,162,000 (200)%

**Major Budget Changes for Fiscal Year 2021/22:**

- The Capital Improvement Program budget fluctuates from year to year based on planned projects. Any budget unspent in FY 2020/21 will be carried forward into FY 2021/22 for multi-year projects.
Program Overview:
The Engineering Services program includes the services provided by the Engineering Division, Development Engineering Division, and Construction Division. Together, these divisions provide a full range of engineering support services, including design and management of a variety of engineering related capital projects and special projects, sustainability program management, transportation planning, severe weather monitoring, general engineering support to field operations, review of private development project plans and establish project conditions, drainage concerns and flood project management, stormwater program oversight, construction management, encroachment permits and inspection services. These divisions also directly support the Capital Improvement Program (CIP) Program, Traffic Safety, Streets and Sidewalk Improvement Programs. Portions of their responsibilities related to these programs are included in those program descriptions.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Conducted preliminary bridge assessments on various bridges and identified any required additional assessments or improvements.
• Completed the first update to the Sidewalk Cost Share Program in the last 30 years. The changes increase the unit costs for construction and reimbursement allowances, resulting in property owners receiving more financial assistance.
• Updated and began standardizing encroachment permits procedures for improved coordination between staff and clients.
• Updated and expanded our on-call consultant list for use on project design. Allowing for streamlined project design services with pre-qualified consultants.
• City Standard Plans and Specifications update to correct discrepancies in standards resulting in efficiencies in plan preparation, assistance to construction inspectors, and provide clear direction for private development.

Key Initiatives for Fiscal Year 2021/22:
• Oversee design/construction of various capital improvement projects.
• Continue Traffic Operation improvements with Automated Traffic Signal Management Systems (ATMS) installation along major corridors including Soscol Avenue, Trancas Street, Lincoln Avenue and Jefferson Street.
• Continue to improve internal coordination for project handoffs from design to construction.
• Continue to evolve encroachment permit process to provide better coordination between City staff, residents, utility agencies and contractors.
• Assign new manager for Facilities Capital/Maintenance Program to begin to address deferred maintenance and repairs to existing city buildings.
Public Works Program Summary

Engineering Services

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering Services</td>
<td># IDR Referrals</td>
<td>Trend</td>
<td>183</td>
<td>119</td>
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<tr>
<td></td>
<td># Building Referrals</td>
<td>Trend</td>
<td>242</td>
<td>216</td>
</tr>
<tr>
<td></td>
<td>Plan Check (Engineering): Use Permits</td>
<td>Trend</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Plan Check (Engineering): Single Family Dwellings</td>
<td>Trend</td>
<td>33</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Plan Check (Engineering): Subdivisions</td>
<td>Trend</td>
<td>11</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Lot Line Adjustments</td>
<td>Trend</td>
<td>5</td>
<td>7</td>
</tr>
</tbody>
</table>

Program Detail:

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Licenses and Permits</td>
<td>199,315</td>
<td>206,118</td>
<td>433,423</td>
<td>349,050</td>
<td>448,500</td>
<td>3 %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>627,732</td>
<td>838,792</td>
<td>1,007,000</td>
<td>741,480</td>
<td>1,021,000</td>
<td>1 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 827,047</td>
<td>1,044,911</td>
<td>1,440,423</td>
<td>1,090,530</td>
<td>1,469,500</td>
<td>2 %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>1,498,525</td>
<td>1,428,072</td>
<td>1,151,822</td>
<td>1,396,360</td>
<td>1,292,500</td>
<td>12 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>681,586</td>
<td>722,081</td>
<td>598,300</td>
<td>878,130</td>
<td>879,800</td>
<td>47 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>388,746</td>
<td>476,253</td>
<td>897,934</td>
<td>500,980</td>
<td>827,000</td>
<td>(8)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>103,200</td>
<td>63,248</td>
<td>61,400</td>
<td>61,400</td>
<td>55,900</td>
<td>(9)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>9,767</td>
<td>7,102</td>
<td>18,000</td>
<td>5,230</td>
<td>20,100</td>
<td>12 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>—</td>
<td>1,220</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 2,681,823</td>
<td>2,696,756</td>
<td>2,727,456</td>
<td>2,843,320</td>
<td>3,075,300</td>
<td>13 %</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(1,854,776)</td>
<td>(1,651,845)</td>
<td>(1,287,033)</td>
<td>(1,752,790)</td>
<td>(1,605,800)</td>
<td>25 %</td>
</tr>
</tbody>
</table>

Source of Funds

- General Fund
  - 2,457,297
  - 2,348,950
  - 1,981,600
  - 2,443,320
  - 2,375,300
  - 20 %

- Non-Recurring General Fund
  - 224,526
  - 347,807
  - 745,856
  - 400,000
  - 700,000
  - (6)%

Source of Funds Total

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>$ 2,681,823</td>
<td>2,696,756</td>
<td>2,727,456</td>
<td>2,843,320</td>
<td>3,075,300</td>
<td>13 %</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:
- 1 formerly frozen position added back to budget.
**Public Works Program Summary**

**Fleet Management**

**Program Overview:**
The Fleet Management Division provides full-service, "cradle-to-grave" management of the vehicles and equipment used by all City operations. This process begins with specification development, establishing appropriate rental rates and replacement scheduling; including outright purchases, as well as leases. Fleet also provides in-service preparation and up-fitting coordination. Fleet's in-house technicians perform regular repairs, scheduled maintenance, mobile maintenance and inspections.

**Major Accomplishments in Fiscal Years 2019/20 and 2020/21:**
- Reviewed and adjusted tracking of Vehicle Replacement Fund (VRF) by division, update VRF for Fleet assets, and updated shop labor rates to be more consistent with vehicle repair industry standards and repair market in the Bay Area.
- Completed Fleet Operation and Fleet Utilization Assessment.
- Upgraded specialized fleet management software, AssetWorks, including thousands of data points.
- Updated office/reception area, replaced most overhead doors with new doors and installed first ever electric actuated operators, and replaced all indoor vehicle lifts in Fleet Maintenance Shop.
- Implemented a new online customer portal for Service Requests and Vehicle Control Officers (VCOs) to use, improving Fleet asset information quality and Work Order processing.

**Key Initiatives for Fiscal Year 2021/22:**
- Continue to gather, validate and update AssetWorks data to inform future Fleet Management Program decisions.
- Further the Green Fleet initiatives through purchase of hybrid and all electric vehicles/equipment.
- Implement Fuel Usage Direct Billing to individual departments.
- Implement new Telematics Program and finalize Anti-Idle Policy.
- Continue to upgrade and replace outdated fleet repair equipment with modern equipment.
Public Works Program Summary
Fleet Management

Program Detail:

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>4,978,992</td>
<td>5,144,049</td>
<td>4,627,700</td>
<td>4,587,000</td>
<td>4,638,200</td>
<td>— %</td>
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<tr>
<td>Intergovernment</td>
<td>5,210</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>224,933</td>
<td>305,433</td>
<td>49,000</td>
<td>168,200</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>152,505</td>
<td>38,923</td>
<td>27,000</td>
<td>27,000</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Other Financing Sources</td>
<td>61,095</td>
<td>(6,182)</td>
<td>67,000</td>
<td>250,000</td>
<td>149,000</td>
<td>122 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 5,422,734</td>
<td>5,482,223</td>
<td>4,770,700</td>
<td>5,032,200</td>
<td>4,787,200</td>
<td>— %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>569,791</td>
<td>655,313</td>
<td>590,140</td>
<td>547,220</td>
<td>614,300</td>
<td>4 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>479,813</td>
<td>470,864</td>
<td>314,530</td>
<td>301,410</td>
<td>366,100</td>
<td>16 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>568,732</td>
<td>486,445</td>
<td>734,200</td>
<td>591,510</td>
<td>727,000</td>
<td>(1)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>59,180</td>
<td>83,434</td>
<td>86,700</td>
<td>100,600</td>
<td>83,800</td>
<td>(3)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>724,638</td>
<td>651,771</td>
<td>668,000</td>
<td>611,270</td>
<td>98,300</td>
<td>(85)%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>1,505,533</td>
<td>1,468,280</td>
<td>1,661,755</td>
<td>1,457,060</td>
<td>3,922,500</td>
<td>136 %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>250,135</td>
<td>133,400</td>
<td>137,400</td>
<td>137,400</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 4,157,821</td>
<td>3,949,507</td>
<td>4,192,725</td>
<td>3,746,470</td>
<td>5,812,000</td>
<td>39 %</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>1,264,913</td>
<td>1,532,716</td>
<td>1,285,730</td>
<td>(1,024,800)</td>
<td>(277)%</td>
<td></td>
</tr>
</tbody>
</table>

Source of Funds

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet Management</td>
<td>4,156,884</td>
<td>3,853,629</td>
<td>4,191,725</td>
<td>3,649,970</td>
<td>4,160,500</td>
<td>(1)%</td>
</tr>
<tr>
<td>Fleet Fire Apparatus</td>
<td>937</td>
<td>95,878</td>
<td>1,000</td>
<td>96,500</td>
<td>1,651,500</td>
<td>165,050 %</td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>$ 4,157,821</td>
<td>3,949,507</td>
<td>4,192,725</td>
<td>3,746,470</td>
<td>5,812,000</td>
<td>39 %</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:

• Increased vehicle/equipment replacement budget to cover updated costs for future replacements.
• Increase operations and maintenance budget to cover updated Fleet costs and ongoing capital improvements in Fleet.
• Restored annual contribution to Fleet Fire Apparatus fund that was suspended in FY 2020/21 due to the General Fund deficit.
Public Works Program Summary
Public Facility Maintenance

Program Overview:
The Public Facility Maintenance Program is responsible for the management and maintenance of City owned buildings both used by the public and that provide support infrastructure for services, such as the City’s Corporation Yard, Fire Stations, the Police Building, Community Services Building and facilities leased to the community for enhancement programs, such as the Goodman Library and the Child Start building in Fuller Park. This program also provides maintenance and building management to three recreational facilities: Senior Activity Center, Las Flores Community Center and the Pelusi Building.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
- Corporation Yard Gate Project completed improving security and access at the City’s Corporation Yard.
- Completed Facilities Condition Assessment Study, ADA Assessment Study and began implementation of ADA upgrades at the Senior Center.
- Lucity Work Order and Preventive Maintenance system was completed for the Electrical Division work. Started Lucity Work Order and Preventative Maintenance (PM) System for the Facilities Group.
- Replaced several failed Fire Alarm and Fire Suppression components/systems and completed preventative maintenance code upgrades to fire systems for all City owned buildings.
- Provided ongoing and additional facility maintenance and cleaning throughout the COVID-19 pandemic. Supplied departments with additional surface disinfection services and sanitizing supplies.

Key Initiatives for Fiscal Year 2021/22:
- Complete Lucity Work Order and Preventive Maintenance setup for Facilities.
- Perform Critical Facility Repairs identified within the Facilities Condition Assessment and through working with new Program Manager/Engineer.
- Police and Fire Administration Facility HVAC system replacement/repair.
- Begin data gathering to develop future Facilities Internal Service Fund (ISF) in FY2023 and develop updated program guidelines.
- Continue to address major Facilities issues such as Roofs, Electrical, and Mechanical issues.

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventative Maintenance</td>
<td>% of total maintenance time classified as &quot;preventative maintenance&quot;</td>
<td>70%</td>
<td>Not Available</td>
<td>Not Available</td>
</tr>
<tr>
<td>Graffiti</td>
<td># of graffiti related work orders completed</td>
<td>Trend</td>
<td>24</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td># of graffiti related work orders completed within 2 business days</td>
<td>Trend</td>
<td>24</td>
<td>31</td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
**Public Works Program Summary**

**Public Facility Maintenance**

**Program Detail:**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>2,982</td>
<td>3,740</td>
<td>1,000</td>
<td>—</td>
<td>1,000</td>
<td>— %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>139,236</td>
<td>93,546</td>
<td>72,500</td>
<td>35,000</td>
<td>72,500</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$142,218</td>
<td>$97,286</td>
<td>$73,500</td>
<td>$35,000</td>
<td>$73,500</td>
<td>— %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>491,371</td>
<td>560,903</td>
<td>570,000</td>
<td>545,660</td>
<td>559,500</td>
<td>(2)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>251,501</td>
<td>300,071</td>
<td>334,900</td>
<td>329,250</td>
<td>364,300</td>
<td>9 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>213,683</td>
<td>180,322</td>
<td>269,000</td>
<td>217,850</td>
<td>291,500</td>
<td>8 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>150,394</td>
<td>140,767</td>
<td>155,700</td>
<td>158,700</td>
<td>86,300</td>
<td>(45)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>468,419</td>
<td>488,765</td>
<td>499,000</td>
<td>545,130</td>
<td>567,800</td>
<td>14 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$1,575,368</td>
<td>$1,699,521</td>
<td>$1,828,600</td>
<td>$1,796,590</td>
<td>$1,869,400</td>
<td>2 %</td>
</tr>
<tr>
<td><strong>Net Contribution / (Use)</strong></td>
<td>(1,433,150)</td>
<td>(1,602,235)</td>
<td>(1,755,100)</td>
<td>(1,761,590)</td>
<td>(1,795,900)</td>
<td>2 %</td>
</tr>
<tr>
<td><strong>Source of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>$1,575,368</td>
<td>1,699,521</td>
<td>1,828,600</td>
<td>1,796,590</td>
<td>1,869,400</td>
<td>2 %</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td>$1,575,368</td>
<td>1,699,521</td>
<td>1,828,600</td>
<td>1,796,590</td>
<td>1,869,400</td>
<td>2 %</td>
</tr>
</tbody>
</table>

**Major Budget Changes for Fiscal Year 2021/22:**

- Increase Facilities budget to capture increases in service or frequency of repairs to HVAC and Fire Alarm/Suppression systems.
Public Works Program Summary
Sidewalk Improvement Program

Program Overview:
The Sidewalk Improvement Program utilizes City crews to remove, replace, install and maintain curb, gutter, sidewalk, driveway approaches, valley gutters, ADA ramps and other concrete infrastructure using a variety of funding sources. The program aims to install 1,200 cubic yards of concrete every year. The program typically completes work as an integral part of the Napa Neighborhoods Streets and Sidewalks Program (NNSSP) neighborhoods prior to the streets being re-paved. In addition, crews also work in other areas to address priority sidewalk displacements, drainage and other sidewalk issues and to assist in installing pedestrian Rectangular Rapid Flashing Beacons (RRFB's).

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Completed sidewalk, curb, and gutter repairs in the following neighborhoods as part of the NNSSP areas: Hospital, Greenbach, Grandview Foster and Monarch Paulson. Work in the South Franklin NNSSP area has also started.
• Developed Plans, Specifications, and Estimates for the Pinot (NNSSP) area Capital Improvement Project (Vineyard Park). The project was delayed due to the COVID-19 Pandemic, but was awarded in March 2021.
• Assisted with the three pedestrian Rectangular Rapid Flashing Beacon's (RRFB) installations in highly traveled areas.
• Completed 124 priority sidewalk displacement repairs.

Key Initiatives for Fiscal Year 2021/22:
• Complete the sidewalk, curb and gutter repairs in the South Franklin NNSSP area and start the Stonehouse area.
• Assist in the installation of two Rectangular Rapid Flashing Beacon's (RRFB) in high use areas.
• Complete a minimum of 50 Priority sidewalk displacements annually.

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalk Repairs</td>
<td># of priority sidewalk repairs completed</td>
<td>50 per year</td>
<td>31</td>
<td>36</td>
</tr>
<tr>
<td>Sidewalk Installation</td>
<td># cubic yards of concrete installed</td>
<td>1,200 cubic yards per year</td>
<td>870</td>
<td>720</td>
</tr>
</tbody>
</table>
# Public Works Program Summary

## Sidewalk Improvement Program

### Program Detail:

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>103,195</td>
<td>125,000</td>
<td>25,000</td>
<td></td>
<td></td>
<td>(100)%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>1,018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers In</td>
<td>1,853,947</td>
<td>2,203,500</td>
<td>2,227,773</td>
<td>1,130,000</td>
<td>2,150,000</td>
<td>(3)%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$1,958,160</td>
<td>2,203,500</td>
<td>2,352,773</td>
<td>1,155,000</td>
<td>2,150,000</td>
<td>(9)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>392,457</td>
<td>600,009</td>
<td>698,100</td>
<td>569,940</td>
<td>790,800</td>
<td>13%</td>
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<tr>
<td>Benefits</td>
<td>230,872</td>
<td>359,827</td>
<td>428,100</td>
<td>378,800</td>
<td>525,800</td>
<td>23%</td>
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<tr>
<td>Services - External</td>
<td>208,726</td>
<td>348,659</td>
<td>499,500</td>
<td>458,650</td>
<td>712,500</td>
<td>43%</td>
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<tr>
<td>Services - Internal</td>
<td>250,066</td>
<td>126,483</td>
<td>125,800</td>
<td>154,540</td>
<td>231,300</td>
<td>84%</td>
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<tr>
<td>Materials and Supplies</td>
<td>127,441</td>
<td>192,802</td>
<td>160,500</td>
<td>212,970</td>
<td>297,400</td>
<td>85%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td></td>
<td></td>
<td>1,097,773</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers Out</td>
<td>247,965</td>
<td>29,700</td>
<td>56,205</td>
<td>55,400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$1,457,527</td>
<td>1,657,479</td>
<td>3,065,978</td>
<td>1,830,300</td>
<td>2,557,800</td>
<td>(17)%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>500,633</td>
<td>546,021</td>
<td>(713,205)</td>
<td>(675,300)</td>
<td>(407,800)</td>
<td>(43)%</td>
</tr>
<tr>
<td>Source of Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>101,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CDBG Program</td>
<td>103,195</td>
<td></td>
<td>25,805</td>
<td>25,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Projects</td>
<td>1,252,832</td>
<td>1,657,479</td>
<td>3,040,173</td>
<td>1,805,300</td>
<td>2,557,800</td>
<td>(16)%</td>
</tr>
<tr>
<td>Sidewalk Improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>$1,457,527</td>
<td>1,657,479</td>
<td>3,065,978</td>
<td>1,830,300</td>
<td>2,557,800</td>
<td>(17)%</td>
</tr>
</tbody>
</table>

### Major Budget Changes for Fiscal Year 2021/22:
- The Sidewalk Improvement budget fluctuates from year to year based on planned paving projects.
Program Overview:
The Street Infrastructure program provides for a wide range of services to maintain and operate City facilities within the public right-of-way including: Streets, Concrete facilities (Curb, Gutter and Sidewalks), Storm Drain System (pipe, curb inlets, debris traps), Street Signs and Roadway Striping, Traffic Signals, and Streetlights. The Street Infrastructure program is a combination of maintenance activities by the Street and Electrical Divisions, along with the Napa Neighborhood Street and Sidewalk Program (NNSSP) which resurfaces residential streets, and repairs sidewalks and drainage systems.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Assisted Engineering in the First St/California Blvd. RoundaboutsCouplet Flip Capital Improvement Project by removing the median islands on Jefferson at Clay, First, Second and Third Streets.
• Completed NNSSP paving in the Butte, Hospital, Greenbach and Grandview Foster areas. Started paving the Monarch Paulson NNSSP area. Paved Stanley Lane bike path and priority locations at Clairmont Way and Third St downtown.
• Coordinated with five Departments/Agencies to address the issue of damage to bridges and critical infrastructure by homeless camps. Developed a program to install signage at bridges to provide notice of critical infrastructure and prohibit camping.
• Upgraded and installed new battery back up systems at traffic signals to improve safety during power outages at all City intersections.
• Started set up of the Lucity work order and preventative maintenance modules for Streets, Sidewalk and Sign Shop to improve tracking and scheduling work.

Key Initiatives for Fiscal Year 2021/22:
• Complete NNSSP Paving in the Pinot and Monarch Paulson areas. Start paving in the South Franklin area.
• Continue to repair street paving along priority sidewalk displacement work areas to complete the repair work.
• Coordinate with Engineering to identify the most cost effective street surface treatments for the specific locations and conditions of planned street rehabilitation project.
• Complete set up and implementation of Lucity work order and preventative maintenance modules for Streets, Sidewalk and Sign Shop.
Public Works Program Summary

Street Infrastructure Program

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potholes</td>
<td># pothole service order requests completed (all complaints are addressed within 3 business days)</td>
<td>&lt;300</td>
<td>2,348</td>
<td>2421 (97)*</td>
</tr>
<tr>
<td>Street Conditions</td>
<td>PCI</td>
<td>80% PCI by 2023 &gt;2% pts annually</td>
<td>72*</td>
<td>72*</td>
</tr>
<tr>
<td>Pavement Markings</td>
<td>% of pavement markings and signage in school zones (in need of repair) addressed</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Program Detail:

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>32,418</td>
<td>132,535</td>
<td>—</td>
<td>12,000</td>
<td>5,000</td>
<td>100 %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>5,224</td>
<td>7,562</td>
<td>500</td>
<td>(700)</td>
<td>500</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>2,711,372</td>
<td>1,759,500</td>
<td>2,434,400</td>
<td>2,434,400</td>
<td>2,613,600</td>
<td>7 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 2,749,014</td>
<td>1,899,598</td>
<td>2,434,900</td>
<td>2,475,310</td>
<td>2,619,100</td>
<td>8 %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>1,705,617</td>
<td>1,814,788</td>
<td>1,907,746</td>
<td>1,677,690</td>
<td>1,928,100</td>
<td>1 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>918,116</td>
<td>937,135</td>
<td>1,079,904</td>
<td>1,011,970</td>
<td>1,119,300</td>
<td>4 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>509,303</td>
<td>594,166</td>
<td>564,099</td>
<td>559,380</td>
<td>587,500</td>
<td>22 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,007,973</td>
<td>683,607</td>
<td>685,200</td>
<td>666,190</td>
<td>794,400</td>
<td>16 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>1,120,048</td>
<td>1,518,358</td>
<td>1,312,000</td>
<td>1,224,460</td>
<td>2,010,600</td>
<td>53 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>10,506</td>
<td>20,726</td>
<td>—</td>
<td>4,310</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>—</td>
<td>29,700</td>
<td>30,400</td>
<td>30,400</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 5,271,563</td>
<td>5,598,480</td>
<td>5,579,349</td>
<td>5,174,400</td>
<td>6,539,900</td>
<td>17 %</td>
</tr>
</tbody>
</table>

Net Contribution / (Use)  
- (2,522,549)  
- (3,698,882)  
- (3,144,449)  
- (2,699,090)  
- (3,920,800)  
42 %

Source of Funds:

- General Fund  
  - 3,829,190  
  - 3,286,219  
  - 3,207,249  
  - 3,096,780  
  - 3,334,400  
  - 4 %

- Public Infrastructure In Lieu  
  - 147  
  - 144  
  - 600  
  - 140  
  - 500  
  - (17)%

- Capital Projects  
  - 1,442,226  
  - 2,312,116  
  - 2,371,500  
  - 2,075,480  
  - 3,205,000  
  - 35 %

- Street Resurfacing Program  
  - —  
  - —  
  - —  
  - —  
  - —  
  —

Source of Funds Total  
- 5,271,563  
- 5,598,480  
- 5,579,349  
- 5,174,400  
- 6,539,900  
- 17 %

Major Budget Changes for Fiscal Year 2021/22:
- The Street Infrastructure program budget fluctuates from year to year based on planned paving projects.
Public Works Program Summary
Stormwater / Drainage

Program Overview:
The City of Napa Storm Water Program is responsible for implementing the State Water Resources Control Board Water Quality General Permit for Storm Water Discharges from Small Municipal Separate Storm Sewer Systems (MS4). The City has successfully navigated through its five-year permit term and entering the seventh year, working with the Regional Waterboard on the re-issuance of the next permit. The MS4 permit requires the City to implement sixteen storm water provisions in an effort to improve the overall quality of storm water runoff. These provisions are comprised of program management, public education, public outreach participation and involvement, illicit discharge detection and elimination, construction site storm water runoff control, pollution prevention, municipal operations good housekeeping, post-construction storm water management program, water quality monitoring, program effectiveness and assessment, total maximum daily loads and annual reporting. In FY 18/19 new Full Trash Capture Implementation requirements were added by the Regional Waterboard. The City’s storm water program implements these requirements in partnership with the Napa County-wide Storm Water Pollution Prevention Program (NCSPPP) comprised of Napa County, American Canyon, Yountville, St Helena and Calistoga. In addition to implementing the MS4 permit, the storm water program assists with public drainage questions and complaints, and works with the development community providing information on the City’s drainage and storm water quality requirements.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Continued to implement O&M best management practices implementation field manuals and inspection reports for staff.
• Conducted municipal facility assessments for 90+ City owned and operated facilities to determine potential threat to water quality.
• Annually maintain 165 storm drain inlets by implementing the City’s storm drain maintenance prioritization program through NCSPPP.
• Responded to over 140 illicit discharge issues, managed 160 post-construction storm water treatment facilities, and responded to over 20 citizen drainage issues. Conducted municipal facility construction site storm water inspections.
• Began Storm Drain Condition Assessment work. Assessed pipeline and structures, located assets with GIS, and began prioritizing list of needed repairs.

Key Initiatives for Fiscal Year 2021/22:
• Continue to maintain and implement MS4 Permit requirements until issuance of the renewal of the new MS4 permit (new MS4 permits anticipated in FY 21/22).
• Installation of trash capture devices per the City’s Full Trash Capture Equivalency Implementation Plan.
• Continue work on the City’s SD Condition Assessment Project which includes mapping of all public storm drain assets with incorporation into Lucity and developing a long-range forecast for future storm drain maintenance projects.
• Implementation of the new Phase II NPDES permit requirements once issued by the State Water Resources Control Board.
## Public Works Program Summary
### Stormwater / Drainage

#### Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stormwater Quality</td>
<td># of illicit discharges reported</td>
<td>Trend</td>
<td>82</td>
<td>73</td>
</tr>
<tr>
<td>Catch Basin Cleaning</td>
<td>% of high priority catch basins (CB's) cleaned per year</td>
<td><em>Clean 114 High Priority CB's per year (new target established in FY 16/17)</em></td>
<td>114 CB's=100%</td>
<td>164 CB's = 144%</td>
</tr>
</tbody>
</table>

#### Program Detail:

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Licenses and Permits</strong></td>
<td>46,621</td>
<td>60,781</td>
<td>53,000</td>
<td>60,000</td>
<td>53,500</td>
<td>1 %</td>
</tr>
<tr>
<td><strong>Charges for Services</strong></td>
<td>5,031</td>
<td>6,406</td>
<td>6,000</td>
<td>2,210</td>
<td>6,000</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Intergovernmental</strong></td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Investment Earnings</strong></td>
<td>12,886</td>
<td>10,329</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Transfers In</strong></td>
<td>50,000</td>
<td>300,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$114,539</td>
<td>$377,516</td>
<td>$59,000</td>
<td>$62,210</td>
<td>$59,500</td>
<td>1 %</td>
</tr>
<tr>
<td><strong>Salaries &amp; Wages</strong></td>
<td>226,257</td>
<td>253,537</td>
<td>307,700</td>
<td>187,090</td>
<td>264,800</td>
<td>(14)%</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>98,644</td>
<td>137,641</td>
<td>150,800</td>
<td>131,980</td>
<td>138,000</td>
<td>(8)%</td>
</tr>
<tr>
<td><strong>Services - External</strong></td>
<td>541,785</td>
<td>491,207</td>
<td>1,036,500</td>
<td>945,870</td>
<td>750,500</td>
<td>(28)%</td>
</tr>
<tr>
<td><strong>Services - Internal</strong></td>
<td>125,826</td>
<td>91,080</td>
<td>91,500</td>
<td>91,500</td>
<td>104,500</td>
<td>14 %</td>
</tr>
<tr>
<td><strong>Materials and Supplies</strong></td>
<td>6,066</td>
<td>1,352</td>
<td>34,000</td>
<td>4,590</td>
<td>25,800</td>
<td>(24)%</td>
</tr>
<tr>
<td><strong>Capital Outlay</strong></td>
<td>18,178</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Transfers Out</strong></td>
<td>17,926</td>
<td>303,922</td>
<td>204,329</td>
<td>6,600</td>
<td>700</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$1,034,683</td>
<td>$1,278,739</td>
<td>$1,824,829</td>
<td>$1,367,630</td>
<td>$1,284,300</td>
<td>(30)%</td>
</tr>
<tr>
<td><strong>Net Contribution / (Use)</strong></td>
<td>(920,144)</td>
<td>(901,223)</td>
<td>(1,765,829)</td>
<td>(1,305,420)</td>
<td>(1,224,800)</td>
<td>(31)%</td>
</tr>
</tbody>
</table>

#### Source of Funds

<table>
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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td>1,016,538</td>
<td>1,274,617</td>
<td>1,320,000</td>
<td>1,060,820</td>
<td>1,283,100</td>
<td>(3)%</td>
</tr>
<tr>
<td><strong>Non-Recurring General Fund</strong></td>
<td>—</td>
<td>—</td>
<td>300,000</td>
<td>300,000</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Assessment Districts</strong></td>
<td>18,146</td>
<td>4,123</td>
<td>204,829</td>
<td>6,810</td>
<td>1,200</td>
<td>(99)%</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td>$1,034,683</td>
<td>$1,278,739</td>
<td>$1,824,829</td>
<td>$1,367,630</td>
<td>$1,284,300</td>
<td>(30)%</td>
</tr>
</tbody>
</table>

#### Major Budget Changes for Fiscal Year 2021/22:
- Storm Drain Condition Assessment required transfer of funds from the General Fund to the Non-Recurring General Fund; any unspent budget in the Non-Recurring General Fund will be carried forward from FY 2020/21 into FY 2021/22 to complete the assessment.
Utilities

Fiscal Year
2021/22
Mission Statement:
The Utilities Department provides high quality, reliable and sustainable water and solid waste/recycling services to the community at a reasonable cost to ratepayers.

Full-Time Equivalent (FTE) Employees:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>71.00</td>
<td>73.00</td>
<td>73.00</td>
<td>73.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTE</td>
<td>73.00</td>
<td>75.00</td>
<td>75.00</td>
<td>73.00</td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$ 177,305</td>
<td>$ 83,167</td>
<td>$ 180,500</td>
<td>$ 188,000</td>
</tr>
</tbody>
</table>
Utilities Department

Department Overview:
The Utilities Department is responsible for delivering the core services of drinking water and solid waste/recycling to residents, business and visitors. Both Water and Solid Waste/Recycling (SWR) are Enterprise Funds and rely primarily on customer rates and specific facility fees for funding rather than taxes. On the Water side, the Utilities Department ensures safe, clean, and reliable water is available at all times. Supply management, capital improvements, investment in infrastructure replacement, watershed management, treatment optimization, long term planning and excellent customer service are key deliverables. SWR is responsible for managing the contract with Napa Recycling and Waste Services and managing the City-owned recycling and composting facility to meet or exceed the goal of 75% diversion from landfill disposal. Sustainability, food waste capture, advanced recycling processing to generate the highest return on material sales and excellent customer service are key deliverables.

Revenue / Expenditure Detail:

### Department Expenditures by Program

<table>
<thead>
<tr>
<th>Expenditures for Programs Detailed in Other Department Sections</th>
<th>2018/19 Actual</th>
<th>2019/20 Actual</th>
<th>2020/21 Adjusted</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Improvement</td>
<td>1,386,159</td>
<td>906,849</td>
<td>17,966,101</td>
<td>17,415,310</td>
<td>6,057,600</td>
<td>(66)%</td>
</tr>
<tr>
<td>Disaster Prep/Recovery</td>
<td>706,802</td>
<td>3,657,636</td>
<td>6,644,986</td>
<td>5,536,510</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Total Other Expenditures</td>
<td>$ 2,092,961</td>
<td>4,564,485</td>
<td>24,611,087</td>
<td>22,951,820</td>
<td>6,057,600</td>
<td>(75)%</td>
</tr>
</tbody>
</table>

### Program Expenditures

- **Solid Waste & Materials Divers**
  - 2018/19: 31,989,245
  - 2019/20: 34,979,313
  - 2020/21: 36,958,287
  - 2020/21 Projected: 35,838,550
  - 2021/22: 40,163,100
  - 2021/22 Proposed: 40,163,100
  - % Change: 9%

- **Water Utility**
  - 2018/19: 30,577,375
  - 2019/20: 34,408,167
  - 2020/21: 31,049,350
  - 2020/21 Projected: 28,031,390
  - 2021/22: 37,141,150
  - 2021/22 Proposed: 37,141,150
  - % Change: 20%

**Total Program Exp**: $62,566,620

**Total Expenditures**: $64,659,581

### Department Expenditures by Fund

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Solid Waste &amp; Recycling</td>
<td>32,698,985</td>
<td>35,584,620</td>
<td>37,310,637</td>
<td>35,598,900</td>
<td>40,098,000</td>
<td>7%</td>
</tr>
<tr>
<td>Recycling</td>
<td>55,694</td>
<td>269,060</td>
<td>666,500</td>
<td>636,500</td>
<td>553,100</td>
<td>(17)%</td>
</tr>
<tr>
<td>Water</td>
<td>29,378,001</td>
<td>34,080,676</td>
<td>29,376,350</td>
<td>26,982,170</td>
<td>36,268,150</td>
<td>23%</td>
</tr>
<tr>
<td>Water Capital Projects</td>
<td>620,725</td>
<td>32,483</td>
<td>16,947,251</td>
<td>17,018,460</td>
<td>5,569,600</td>
<td>(67)%</td>
</tr>
<tr>
<td>Non-Recurring Water</td>
<td>1,906,176</td>
<td>3,985,127</td>
<td>8,317,986</td>
<td>6,585,730</td>
<td>873,000</td>
<td>(90)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$64,659,581</td>
<td>73,951,965</td>
<td>92,618,724</td>
<td>86,821,760</td>
<td>83,361,850</td>
<td>(10)%</td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
### Department Expenditures by Category - All Funds

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>6,368,159</td>
<td>6,886,297</td>
<td>7,563,300</td>
<td>6,439,400</td>
<td>7,888,800</td>
<td>4%</td>
</tr>
<tr>
<td>Benefits</td>
<td>4,921,024</td>
<td>5,182,127</td>
<td>4,058,200</td>
<td>3,458,590</td>
<td>4,510,900</td>
<td>11%</td>
</tr>
<tr>
<td>Services - External</td>
<td>5,765,377</td>
<td>5,851,954</td>
<td>11,101,612</td>
<td>8,792,230</td>
<td>11,762,450</td>
<td>6%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,043,533</td>
<td>1,700,396</td>
<td>1,757,500</td>
<td>1,730,350</td>
<td>1,869,500</td>
<td>6%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>34,778,154</td>
<td>38,749,611</td>
<td>40,883,825</td>
<td>39,619,560</td>
<td>42,197,500</td>
<td>4%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>5,659,151</td>
<td>8,295,586</td>
<td>24,440,987</td>
<td>22,768,330</td>
<td>5,993,500</td>
<td>(75)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>6,124,184</td>
<td>7,285,993</td>
<td>3,013,300</td>
<td>4,013,300</td>
<td>8,623,200</td>
<td>186%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 64,659,581</strong></td>
<td><strong>73,951,965</strong></td>
<td><strong>92,618,724</strong></td>
<td><strong>86,821,760</strong></td>
<td><strong>83,361,850</strong></td>
<td><strong>(10)%</strong></td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
Utilities Program Summary
Solid Waste & Recycling Program

Program Overview:
The Solid Waste and Recycling (SWR) Enterprise Fund is responsible for the collection, processing, public education and long-term planning related to solid waste materials generated in the City of Napa. Beyond the safe and cost-effective handling of solid waste materials, the SWR Fund’s primary mission is to maximize the diversion of solid waste materials from landfill disposal in order to meet or exceed City goals and State mandates. To this end, the City owns the Napa Materials Diversion Facility (MDF).

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Completed $10 million Covered Aerated Static Pile (CASP) composting system and Stormwater System Upgrades, both made operational in early CY2020.
• Achieved and maintained a 68% landfill diversion rate as of Calendar Year (CY) 2019. Although a 1% drop from CY2018, the City has maintained much higher levels of diversion compared to other jurisdictions in the state.
• Multi-year collection services rates were adjusted beginning August 2019. These adjustments covered increased costs associated with 14-year NRWS contact extension, bond debt service and declines in material sales revenue.
• Comprehensive Construction & Demolition Debris (C&DD) Recycling Ordinance continues to improve recovery of heavy C&DD materials (NRWS C&DD recovery rate = 72%; overall City C&DD projects recovery rate = 66%).
• Expanded commercial food composting program with 200+ participating businesses/institutions as of December 2020. Residential food composting has reduced landfill disposal by approximately 9% (approx. 1,300 tons per year).

Key Initiatives for Fiscal Year 2021/22:
• Preparation for impacts of SB 1383 Mandatory Organics Recovery (MOR) State law, including adoption of MOR-compliant ordinance by the end of CY2021; greatly expanded education, monitoring and reporting requirements.
• Review of BioEnergy (i.e., Biomass Gasification) Technology for City MDF; Potential for a 3 MW facility that would utilize approx. 24,000 tons of wood waste and covert to electricity for MDF and sale back to PG&E power grid.
• Update of now 10 year old Construction & Demolition Debris Recycling Ordinance to become compliant with CalGreen standards and utilize what City has learned during 10+ years of implementation.
• Adopt updated Solid Waste, Recycling and Composting Enclosure Standards (current formal standards are from 2008). Updated standards will properly allow for commercial composting (including food) and cart-only collection.
• Develop a new neighborhood residential recycling/composting educational program. Program title and specifics still TBD, but the idea would be to educate volunteers to champion/encourage participation in curbside programs.
Utilities Program Summary
Solid Waste & Recycling Program

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials Diversion</td>
<td>diverted v. total tons generated</td>
<td>70% by 2018</td>
<td>75% by 2020</td>
<td>68%</td>
</tr>
</tbody>
</table>

Program Detail:

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>28,540,202</td>
<td>34,428,235</td>
<td>37,395,710</td>
<td>39,136,123</td>
<td>41,404,000</td>
<td>11%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>62,423</td>
<td>41,150</td>
<td>45,000</td>
<td>29,000</td>
<td>29,000</td>
<td>(36)%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>461,511</td>
<td>196,417</td>
<td>108,500</td>
<td>8,885</td>
<td>68,500</td>
<td>(37)%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>43,668</td>
<td>43,668</td>
<td>53,000</td>
<td>48,500</td>
<td>54,500</td>
<td>3%</td>
</tr>
<tr>
<td>Transfers In</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$29,107,804</td>
<td>34,669,470</td>
<td>37,602,210</td>
<td>39,222,481</td>
<td>41,556,000</td>
<td>11%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>835,422</td>
<td>848,301</td>
<td>824,600</td>
<td>812,320</td>
<td>906,900</td>
<td>10%</td>
</tr>
<tr>
<td>Benefits</td>
<td>598,578</td>
<td>631,019</td>
<td>440,600</td>
<td>451,810</td>
<td>460,200</td>
<td>4%</td>
</tr>
<tr>
<td>Services - External</td>
<td>2,163,761</td>
<td>2,186,926</td>
<td>3,798,187</td>
<td>3,353,660</td>
<td>3,712,900</td>
<td>(2)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>46,600</td>
<td>478,620</td>
<td>487,000</td>
<td>485,960</td>
<td>554,500</td>
<td>14%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>26,061,795</td>
<td>29,351,598</td>
<td>30,994,500</td>
<td>30,321,400</td>
<td>32,236,000</td>
<td>4%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>3,740</td>
<td>(32,150)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers Out</td>
<td>2,279,350</td>
<td>1,515,000</td>
<td>413,400</td>
<td>413,400</td>
<td>1,756,600</td>
<td>325%</td>
</tr>
<tr>
<td>Other Financial Uses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>536,000</td>
<td>100%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$31,989,245</td>
<td>34,979,313</td>
<td>36,958,287</td>
<td>35,838,550</td>
<td>40,163,100</td>
<td>9%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(2,881,441)</td>
<td>(309,843)</td>
<td>643,923</td>
<td>3,383,931</td>
<td>1,392,900</td>
<td>116%</td>
</tr>
</tbody>
</table>

Source of Funds

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Solid Waste &amp; Recycling</td>
<td>31,933,551</td>
<td>34,710,253</td>
<td>36,291,787</td>
<td>35,202,050</td>
<td>39,610,000</td>
<td>9%</td>
</tr>
<tr>
<td>Non-Recurring Solid Waste &amp;</td>
<td>55,694</td>
<td>269,060</td>
<td>666,500</td>
<td>636,500</td>
<td>553,100</td>
<td>(17)%</td>
</tr>
<tr>
<td>Recycling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Source of Funds</td>
<td>$31,989,245</td>
<td>34,979,313</td>
<td>36,958,287</td>
<td>35,838,550</td>
<td>40,163,100</td>
<td>9%</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:

- Charges for Services revenue increase reflects approved rate adjustments effective Jan 2021 and Jan 2022. Budget also includes revenue for MDF Gate Fees and Material Sales based on recent history and known increases.
- Intergovernmental Services revenue decline is primarily due to less grant funding from the State for our Used Motor Oil Program
- Investment Earnings revenue decline compared to previous year as the bond fund balance has been spent out and there are less funds on hand earning interest
- Transfers Out expenditure increase restores pre-COVID $1.1M annual contribution to street resurfacing (mitigate impacts of refuse/recycling fleet); Cost Allocation Plan (CAP) increase and $536k/yr to MDF CIP reserve.
Program Overview:
The Water Enterprise Fund is responsible for the operation, maintenance and improvement of the municipal water system serving the City and adjacent areas. The Fund’s mission is essential and provides an uninterrupted supply of high quality and reasonably priced water to the community for consumption and fire protection. The Water Fund’s Administration and Engineering, Treatment, and Distribution sections accomplish this mission by delivering approximately 12,000 acre-feet (3.9-billion gallons) of water meeting State and Federal drinking water regulations, investing in capital improvements, managing current drought conditions, planning for future water supply needs, responding to emergency repairs, and maintaining a proactive water conservation program. In concert with Council priorities staff has prioritized monitoring and analyses of local source waters and is interested in maintaining the quality of our drinking water watersheds.

Major Accomplishments for Fiscal Years 2019/20 and 2020/21:
• Maintained 24/7 safe operation of the water system through the pandemic with no transmitted cases of Covid-19 in the workplace.
• Completed construction of three water transmission pipelines that were directionally drilled under Highway 29 using FEMA/OES funds available as a result of damage from the 2014 earthquake.
• Completed construction of 2,600 linear feet of 12-inch water main on Jefferson Street.
• Ongoing implementation and deployment of distribution and treatment modules of our Work Order Asset Management System and GIS mapping.
• Construction of two replacement pump stations in the Silverado Area while maintaining uninterrupted service to all customers with temporary pump stations.

Key Initiatives for Fiscal Year 2021/22:
• Manage State Water Project and local water supplies along with customer demands in a critically dry year.
• Complete temporary repairs to the Milliken raw water pipeline and bring the Milliken Water Treatment Plant online summer 2021.
• Complete construction and prove-out of two replacement pump stations in the Silverado Area.
• Design and install an aeration system in Lake Hennessey to temper taste and odor events in our drought-challenged local water supply.
• Clear defensible space for fire protection and implement corrosion control coating of the above ground Conn Transmission Main near Lake Hennessey.
Utilities Program Summary
Water Utility Program

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Quality</td>
<td>% compliance with state water quality standards</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Water Conservation - reduce overall water usage by 20% by 2020</td>
<td>actual v. target</td>
<td>CY 2015 Interim Target: 149 gallons/person/day; CY 2020 Target: 132 gallons/person/day</td>
<td>124 gpcd</td>
<td>134 gpcd</td>
</tr>
</tbody>
</table>

Program Detail:

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>33,078,382</td>
<td>40,006,063</td>
<td>37,139,000</td>
<td>37,690,020</td>
<td>35,708,500</td>
<td>(4)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>—</td>
<td>60,578</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>1,199,943</td>
<td>1,546,369</td>
<td>320,000</td>
<td>537,200</td>
<td>512,000</td>
<td>60%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>176,958</td>
<td>163,318</td>
<td>162,000</td>
<td>166,000</td>
<td>136,500</td>
<td>(16)%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>1,068,000</td>
<td>613,863</td>
<td>—</td>
<td>570</td>
<td>—</td>
<td>%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 35,563,283</td>
<td>42,390,191</td>
<td>37,621,000</td>
<td>38,393,790</td>
<td>36,357,000</td>
<td>(3)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>5,449,586</td>
<td>5,906,669</td>
<td>6,738,700</td>
<td>5,522,060</td>
<td>6,954,900</td>
<td>3%</td>
</tr>
<tr>
<td>Benefits</td>
<td>4,279,007</td>
<td>4,486,983</td>
<td>3,617,600</td>
<td>2,972,680</td>
<td>4,050,700</td>
<td>12%</td>
</tr>
<tr>
<td>Services - External</td>
<td>3,421,177</td>
<td>3,534,282</td>
<td>7,073,425</td>
<td>5,305,590</td>
<td>7,868,550</td>
<td>11%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>996,933</td>
<td>1,221,776</td>
<td>1,270,500</td>
<td>1,244,390</td>
<td>1,315,000</td>
<td>4%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>8,714,950</td>
<td>9,397,877</td>
<td>9,689,325</td>
<td>9,297,840</td>
<td>9,961,500</td>
<td>3%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>4,490,322</td>
<td>4,709,850</td>
<td>66,500</td>
<td>95,530</td>
<td>143,500</td>
<td>116%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>3,225,400</td>
<td>5,150,730</td>
<td>2,593,300</td>
<td>3,593,300</td>
<td>6,847,000</td>
<td>164%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 30,577,375</td>
<td>34,408,167</td>
<td>31,049,350</td>
<td>28,031,390</td>
<td>37,141,150</td>
<td>20%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>4,985,908</td>
<td>7,982,024</td>
<td>6,571,650</td>
<td>10,362,400</td>
<td>(784,150)</td>
<td>(112)%</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:
- Water Sales are projected to be 15% lower than FY21 actuals due to conservation and messaging to preserve supplies in this critically dry year.
Public Safety
Police

Fiscal Year
2021/22
**Mission Statement:**
The mission of the Napa Police Department, in partnership with the community, is to promote and maintain a peaceful, safe, and secure environment.

### Full Time Equivalent (FTE) Employees:

<table>
<thead>
<tr>
<th></th>
<th>Actual 2018/19</th>
<th>Actual 2019/20</th>
<th>Adj Budget 2020/21</th>
<th>Proposed 2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Police</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>130.50</td>
<td>131.50</td>
<td>129.00</td>
<td>129.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td>130.50</td>
<td>131.50</td>
<td>129.00</td>
<td>129.00</td>
</tr>
<tr>
<td><strong>Part-Time Salaries / Temp Help</strong></td>
<td><strong>$ 279,905</strong></td>
<td><strong>$ 176,089</strong></td>
<td><strong>$ 132,500</strong></td>
<td><strong>$ 122,500</strong></td>
</tr>
</tbody>
</table>
Department Overview:
The Police Department provides policing services to the residents and visitors of Napa by providing contemporary law enforcement services and by addressing quality of life issues. The Department also provides a variety of youth programs, provides dispatch services for City and County law enforcement, City of Napa Fire, American Canyon Fire Protection District and emergency ambulance calls, handles various City governed permits, and works with a wide spectrum of agencies to address quality of life and criminal issues.

Revenue / Expenditure Detail:

### Department Expenditures by Program

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dept Admin/Overhead</td>
<td>1,090,168</td>
<td>2,122,086</td>
<td>2,304,700</td>
<td>1,989,820</td>
<td>2,304,100</td>
<td>— %</td>
</tr>
<tr>
<td>Total General Expenditures</td>
<td>$ 1,090,168</td>
<td>2,122,086</td>
<td>2,304,700</td>
<td>1,989,820</td>
<td>2,304,100</td>
<td>— %</td>
</tr>
<tr>
<td>Program Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dispatch</td>
<td>4,671,523</td>
<td>4,967,142</td>
<td>5,278,502</td>
<td>4,902,060</td>
<td>5,079,100</td>
<td>(4)%</td>
</tr>
<tr>
<td>Patrol</td>
<td>13,931,316</td>
<td>14,528,044</td>
<td>13,653,464</td>
<td>13,503,490</td>
<td>14,802,500</td>
<td>8 %</td>
</tr>
<tr>
<td>Property &amp; Records</td>
<td>1,332,752</td>
<td>1,363,879</td>
<td>2,082,069</td>
<td>2,698,530</td>
<td>1,327,400</td>
<td>(36)%</td>
</tr>
<tr>
<td>Special Police Operations</td>
<td>7,743,786</td>
<td>8,338,630</td>
<td>7,962,356</td>
<td>7,051,170</td>
<td>8,256,950</td>
<td>4 %</td>
</tr>
<tr>
<td>Traffic Safety</td>
<td>1,445,407</td>
<td>1,302,158</td>
<td>1,209,000</td>
<td>1,035,630</td>
<td>1,144,200</td>
<td>(5)%</td>
</tr>
<tr>
<td>Total Program Exp</td>
<td>$ 29,124,783</td>
<td>30,499,853</td>
<td>30,185,391</td>
<td>29,190,880</td>
<td>30,610,150</td>
<td>1 %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 30,214,951</td>
<td>32,621,938</td>
<td>32,490,091</td>
<td>31,180,700</td>
<td>32,914,250</td>
<td>1 %</td>
</tr>
</tbody>
</table>

### Department Expenditures by Fund

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>29,136,367</td>
<td>31,232,386</td>
<td>30,280,020</td>
<td>29,801,560</td>
<td>32,768,700</td>
<td>8 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>693,693</td>
<td>1,052,781</td>
<td>2,167,571</td>
<td>1,378,690</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Traffic Fund</td>
<td>13,126</td>
<td>668</td>
<td>37,500</td>
<td>400</td>
<td>140,500</td>
<td>275 %</td>
</tr>
<tr>
<td>Public Safety Programs</td>
<td>7,224</td>
<td>55</td>
<td>5,000</td>
<td>50</td>
<td>5,050</td>
<td>1 %</td>
</tr>
<tr>
<td>Parking Security</td>
<td>364,541</td>
<td>336,048</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 30,214,951</td>
<td>32,621,938</td>
<td>32,490,091</td>
<td>31,180,700</td>
<td>32,914,250</td>
<td>1 %</td>
</tr>
</tbody>
</table>
# Police Department

## Department Expenditures by Category - All Funds

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>16,234,210</td>
<td>16,853,910</td>
<td>15,569,413</td>
<td>15,392,620</td>
<td>16,058,500</td>
<td>3 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>9,215,465</td>
<td>9,686,366</td>
<td>9,535,600</td>
<td>9,774,890</td>
<td>11,318,500</td>
<td>19 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>2,360,547</td>
<td>2,707,867</td>
<td>4,271,600</td>
<td>2,102,950</td>
<td>2,182,200</td>
<td>(5)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,798,600</td>
<td>2,386,051</td>
<td>2,287,400</td>
<td>5,500</td>
<td>2,615,550</td>
<td>(39)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>502,789</td>
<td>609,888</td>
<td>557,378</td>
<td>434,970</td>
<td>594,000</td>
<td>7 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>17,226</td>
<td>297,042</td>
<td>268,700</td>
<td>5,500</td>
<td>145,500</td>
<td>(46)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>86,114</td>
<td>80,814</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 30,214,951</strong></td>
<td><strong>32,621,938</strong></td>
<td><strong>32,490,091</strong></td>
<td><strong>31,180,700</strong></td>
<td><strong>32,914,250</strong></td>
<td><strong>1 %</strong></td>
</tr>
</tbody>
</table>

## Department General Fund Revenues and Expenditures

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>617,435</td>
<td>602,494</td>
<td>453,500</td>
<td>621,500</td>
<td>591,500</td>
<td>30 %</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Business License Taxes</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>10,214</td>
<td>2,789</td>
<td>10,000</td>
<td>4,500</td>
<td>5,000</td>
<td>(50)%</td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td>24,449</td>
<td>25,047</td>
<td>30,000</td>
<td>24,000</td>
<td>25,000</td>
<td>(17)%</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>3,398,828</td>
<td>3,543,588</td>
<td>3,391,000</td>
<td>3,075,080</td>
<td>3,295,500</td>
<td>(3)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>10,453</td>
<td>93,420</td>
<td>153,461</td>
<td>228,400</td>
<td>96,500</td>
<td>(37)%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 4,061,378</strong></td>
<td><strong>4,267,336</strong></td>
<td><strong>4,037,961</strong></td>
<td><strong>3,953,480</strong></td>
<td><strong>4,013,500</strong></td>
<td><strong>(1)%</strong></td>
</tr>
</tbody>
</table>

## Net General Fund Contribution / (Use)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>15,950,168</td>
<td>16,530,173</td>
<td>15,475,861</td>
<td>15,223,160</td>
<td>16,058,500</td>
<td>4 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>9,036,058</td>
<td>9,509,067</td>
<td>9,535,600</td>
<td>9,705,630</td>
<td>11,318,500</td>
<td>19 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>2,065,602</td>
<td>2,453,771</td>
<td>2,707,659</td>
<td>2,563,880</td>
<td>2,615,000</td>
<td>(3)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,722,460</td>
<td>2,337,911</td>
<td>2,287,400</td>
<td>2,102,950</td>
<td>2,182,200</td>
<td>(5)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>269,324</td>
<td>328,203</td>
<td>268,000</td>
<td>200,440</td>
<td>589,000</td>
<td>(120)%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>5,041</td>
<td>5,548</td>
<td>5,500</td>
<td>5,500</td>
<td>5,500</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>67,714</td>
<td>67,714</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 29,136,367</strong></td>
<td><strong>31,232,386</strong></td>
<td><strong>30,280,020</strong></td>
<td><strong>29,801,560</strong></td>
<td><strong>32,768,700</strong></td>
<td><strong>8 %</strong></td>
</tr>
</tbody>
</table>

## Net General Fund Contribution / (Use)

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(25,074,989)</td>
<td>(26,965,050)</td>
<td>(26,242,059)</td>
<td>(25,848,080)</td>
<td>(28,755,200)</td>
<td>—</td>
<td>— %</td>
</tr>
</tbody>
</table>
Program Overview:
The Dispatch program is the primary 911 answering point (PSAP) for Napa County and provides 24/7 emergency dispatch services for Napa City Police, Napa City Fire, American Canyon Fire Protection District, Napa County Sheriff, Yountville Police, American Canyon Police, American Canyon Fire, American Medical Response (AMR), Animal Services as well as after-hours dispatch services for Napa City and Napa County Public Works divisions. Approximately 50% of the Dispatch operating budget is attributable to the external agencies.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Implemented new 911 phone system, expanding to 11 workstations at our main site and 8 workstations at an alternate site.
• Answered 911 calls within 15 seconds 96% of the time. (State goal is 90% of the time)
• Implemented improved cell phone location accuracy technology from RapidDeploy.
• Implemented new Communications Recorder System covering main and alternate answer site providing 100% recording of all operations regardless of facility used.
• Survived COVID-19. Avoided a COVID-19 outbreak in the Dispatch Center by maintaining rigorous safety protocols. Stood up and maintained in full readiness the alternate answer facility as an isolation work site to increase “social distancing” capabilities.

Key Initiatives for Fiscal Year 2021/22:
• Staff retention became a challenge in FY 2020/21 due to retirements and lack of qualified new hires. In FY 2021/22 additional retirement(s) are anticipated. In collaboration with Human Resources to improve hiring process, goal is to end the year budget with at least 95% fully trained staffing level.
• Complete implementation of Priority Dispatch ProQA EMD/EFD system. Full implementation in FY 20/21 delayed due to COVID-19 budget impacts.
• In cooperation with California Office of Emergency Services, implement new network technology delivering 911 calls via the Emergency Services Internet Network (ESINet).

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dispatch Calls</td>
<td># calls to dispatch</td>
<td>Trend</td>
<td>48,889</td>
<td>48,079</td>
</tr>
<tr>
<td></td>
<td>% answered within 10 seconds * State of CA goal is now 15 seconds, measure used is 15 seconds beginning CY2016</td>
<td>90%</td>
<td>95%</td>
<td>96%</td>
</tr>
<tr>
<td></td>
<td>General time for call received to event created for Priority 1 - Priority 4 calls for Napa PD</td>
<td>30 seconds</td>
<td>26 seconds</td>
<td>27 seconds</td>
</tr>
<tr>
<td></td>
<td>Response time from event created to arrival time for Priority 1 - Priority 4 calls for Napa PD</td>
<td>1 minute, 45 seconds</td>
<td>1 minute, 52 seconds</td>
<td>1 minute, 24 seconds</td>
</tr>
</tbody>
</table>
Police Program Summary
Dispatch

Program Detail:

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>2,427,456</td>
<td>2,695,380</td>
<td>2,487,000</td>
<td>2,650,000</td>
<td>2,561,000</td>
<td>3 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$2,429,349</td>
<td>2,695,380</td>
<td>2,487,000</td>
<td>2,650,000</td>
<td>2,561,000</td>
<td>3 %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>3,067,853</td>
<td>3,273,472</td>
<td>3,245,700</td>
<td>3,087,100</td>
<td>3,232,200</td>
<td>— %</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,157,131</td>
<td>1,182,639</td>
<td>1,298,200</td>
<td>1,294,900</td>
<td>1,412,800</td>
<td>9 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>354,172</td>
<td>379,878</td>
<td>471,802</td>
<td>476,590</td>
<td>392,500</td>
<td>(17)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>75,400</td>
<td>9,600</td>
<td>9,600</td>
<td>9,600</td>
<td>14,100</td>
<td>47 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>16,968</td>
<td>121,553</td>
<td>27,500</td>
<td>33,870</td>
<td>27,500</td>
<td>— %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>—</td>
<td>225,700</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$4,671,523</td>
<td>4,967,142</td>
<td>5,278,502</td>
<td>4,902,060</td>
<td>5,079,100</td>
<td>(4)%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(2,242,174)</td>
<td>(2,271,762)</td>
<td>(2,791,502)</td>
<td>(2,252,060)</td>
<td>(2,518,100)</td>
<td>(10)%</td>
</tr>
</tbody>
</table>

Source of Funds

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>4,671,523</td>
<td>4,967,142</td>
<td>4,977,802</td>
<td>4,838,340</td>
<td>5,079,100</td>
<td>2 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>—</td>
<td>—</td>
<td>300,700</td>
<td>63,720</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>$4,671,523</td>
<td>4,967,142</td>
<td>5,278,502</td>
<td>4,902,060</td>
<td>5,079,100</td>
<td>(100)%</td>
</tr>
</tbody>
</table>

Major Budget Changes in Fiscal Year 2021/22:
- Capital Outlay budget is in Non-Recurring General Fund for Medical Priority Dispatch update and will be carried forward in FY 2021/22 if unspent.
Police Program Summary
Police Patrol Program

Program Overview:
The Police Patrol program is the primary service delivery unit of the Police Department. The Patrol program is also responsible for deployment of the K-9 Program, Field Training Officer Program, Traffic Bureau, Homeless Outreach and providing alternative means of service delivery.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Maintained service delivery during the COVID-19 pandemic.

Key Initiatives for Fiscal Year 2021/22:
• Re-staff specialty assignments that have been reassigned to patrol as vacancies are filled.
• Identifying relevant crime trends, crime reductions strategies, and response tactics to ensure our staff receives effective training.
• Maintain the Outreach Unit. This unit will continue to collaborate with Abode Services, manage homeless camps and provide services and resources to our homeless community.
• Maintain community participation in the Volunteer Program.

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer committed time vs non-committed time</td>
<td>Hours committed v Non-Committed</td>
<td>Trend</td>
<td>Not Available</td>
<td>Not Available</td>
</tr>
<tr>
<td>UCR Part 1</td>
<td># crimes</td>
<td>Trend</td>
<td>2,125</td>
<td>2,181</td>
</tr>
<tr>
<td>Larceny Offenses</td>
<td># crimes</td>
<td>Trend</td>
<td>848</td>
<td>887</td>
</tr>
</tbody>
</table>

Proposed FY 2021/22 Budget
Police Program Summary

Police Patrol Program

Program Detail:

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>155,988</td>
<td>185,530</td>
<td>131,500</td>
<td>169,960</td>
<td>105,000</td>
<td>(20)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>213,066</td>
<td>289,477</td>
<td>331,315</td>
<td>340,250</td>
<td>29,000</td>
<td>(91)%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>—</td>
<td>—</td>
<td>98,000</td>
<td>98,000</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Other Financing Sources</td>
<td>—</td>
<td>1</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 369,054</strong></td>
<td><strong>475,008</strong></td>
<td><strong>560,815</strong></td>
<td><strong>608,210</strong></td>
<td><strong>134,000</strong></td>
<td><strong>(76)%</strong></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>7,400,003</td>
<td>7,628,833</td>
<td>6,867,556</td>
<td>7,102,500</td>
<td>7,450,500</td>
<td>8 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>4,636,278</td>
<td>4,850,551</td>
<td>4,631,000</td>
<td>4,979,060</td>
<td>5,845,900</td>
<td>26 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>247,929</td>
<td>285,597</td>
<td>802,660</td>
<td>385,480</td>
<td>295,000</td>
<td>(63)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,243,551</td>
<td>997,714</td>
<td>946,100</td>
<td>713,790</td>
<td>778,000</td>
<td>(18)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>335,841</td>
<td>406,142</td>
<td>406,148</td>
<td>322,660</td>
<td>433,100</td>
<td>7 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>291,494</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>67,714</td>
<td>67,714</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 13,931,316</strong></td>
<td><strong>14,528,044</strong></td>
<td><strong>13,653,464</strong></td>
<td><strong>13,503,490</strong></td>
<td><strong>14,802,500</strong></td>
<td><strong>8 %</strong></td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(13,562,262)</td>
<td>(14,053,036)</td>
<td>(13,092,649)</td>
<td>(12,895,280)</td>
<td>(14,668,500)</td>
<td>12 %</td>
</tr>
<tr>
<td>Source of Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>13,647,185</td>
<td>13,889,031</td>
<td>12,916,804</td>
<td>13,176,240</td>
<td>14,802,500</td>
<td>15 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>284,131</td>
<td>639,013</td>
<td>736,660</td>
<td>327,250</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Major Budget Changes in Fiscal Year 2021/22:

- Increase to Material and Supplies for the Body Worn Camera Project.
- Decrease in Special Police Services revenue due to COVID-19
Police Program Summary
Property & Records

Program Overview:
The Property & Records program provides customer services to citizens who come to or call the Police Department; maintains police records; provides support services for officers and the Communications Center; fingerprints new City employees, sex registrants; processes citations, reports and subpoenas for court purposes; processes taxi, massage, concealed weapon and vendor permit applicants; reports crime statistics to the Department of Justice; and maintains statistics for department use. Additionally, the Property & Records program is responsible for the storage, maintenance and release of evidence, found property and property held for safe keeping.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Procured and began implementation of new Records Management System (RMS).
• Completed Property Room inventory.
• Provided continuous service during COVID-19.

Key Initiatives for Fiscal Year 2021/22:
• Go live with RMS July 2021.
• Start NIBRS certification process with CADOJ and FBI.
• Prepare for implementation of RIPA/STOP data collection software.
• Migrate Legacy RMS system to new RMS.

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property &amp; Records</td>
<td># of processed reports</td>
<td>Trend</td>
<td>7,040</td>
<td>6,207</td>
</tr>
<tr>
<td></td>
<td># of front counter assistance</td>
<td>Trend</td>
<td>12,134</td>
<td>2,557</td>
</tr>
<tr>
<td></td>
<td># permits processed</td>
<td>Trend</td>
<td>726</td>
<td>776</td>
</tr>
<tr>
<td></td>
<td># background requests processed</td>
<td>Trend</td>
<td>799</td>
<td>754</td>
</tr>
<tr>
<td></td>
<td># subpoenas processed</td>
<td>Trend</td>
<td>3,988</td>
<td>3,348</td>
</tr>
</tbody>
</table>
## Police Program Summary

### Property & Records

### Program Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>52,823</td>
<td>40,734</td>
<td>58,000</td>
<td>45,320</td>
<td>45,000</td>
<td>(22)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>61,016</td>
<td>61,016</td>
<td>885,969</td>
<td>488,270</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$113,838</td>
<td>101,749</td>
<td>943,969</td>
<td>533,590</td>
<td>45,000</td>
<td>(95)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>749,700</td>
<td>778,854</td>
<td>673,400</td>
<td>663,300</td>
<td>744,300</td>
<td>11%</td>
</tr>
<tr>
<td>Benefits</td>
<td>407,680</td>
<td>450,261</td>
<td>400,000</td>
<td>402,200</td>
<td>456,900</td>
<td>14%</td>
</tr>
<tr>
<td>Services - External</td>
<td>115,098</td>
<td>102,388</td>
<td>961,969</td>
<td>1,590,880</td>
<td>82,000</td>
<td>(91)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>27,000</td>
<td>6,700</td>
<td>6,700</td>
<td>6,700</td>
<td>12,200</td>
<td>82%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>28,233</td>
<td>20,127</td>
<td>34,500</td>
<td>29,950</td>
<td>26,500</td>
<td>(23)%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>5,041</td>
<td>5,548</td>
<td>5,500</td>
<td>5,500</td>
<td>5,500</td>
<td>— %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$1,332,752</td>
<td>1,363,879</td>
<td>2,082,069</td>
<td>2,698,530</td>
<td>1,327,400</td>
<td>(36)%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(1,218,814)</td>
<td>(1,262,130)</td>
<td>(1,138,100)</td>
<td>(2,164,940)</td>
<td>(1,282,400)</td>
<td>13%</td>
</tr>
</tbody>
</table>

### Source of Funds

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>1,271,736</td>
<td>1,302,864</td>
<td>1,196,100</td>
<td>2,093,390</td>
<td>1,327,400</td>
<td>11%</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>61,016</td>
<td>61,016</td>
<td>885,969</td>
<td>605,140</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Source of Funds Total</td>
<td>$1,332,752</td>
<td>1,363,879</td>
<td>2,082,069</td>
<td>2,698,530</td>
<td>1,327,400</td>
<td>(36)%</td>
</tr>
</tbody>
</table>

### Major Budget Changes in Fiscal Year 2021/22:

- Decrease in Service Charges revenue due to COVID-19.
Police Program Summary
Special Police Operations Program

Program Overview:
The Special Police Operations program includes Investigations, Crime Prevention, Youth Services Bureaus, SWAT Crisis Negotiations, Special Enforcement Unit and Napa Special Investigations Bureau (NSIB).

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Domestic Violence Grant Officer led to an increase in Domestic Violence prosecutions, outreach and training.
• Youth Services Bureau, Special Enforcement Unit, NSIB personnel were redeployed to Patrol for staffing shortages and COVID-19 and Civil Unrest related impacts.
• Investigations Unit arrests and requests for criminal complaints to the Napa County District Attorney's Office increased.
• Tobacco Grant Officer added to assist School Resource Officers and Youth Diversion Unit.
• Crime and Intelligence Analyst added to support local agencies.

Key Initiatives for Fiscal Year 2021/22:
• Re-staff vacant units to include: Investigations Unit (1 unfilled); Special Enforcement Unit (1 unfilled); NSIB (2 unfilled).

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigations</td>
<td># cases assigned</td>
<td>Trend</td>
<td>1,287</td>
<td>986</td>
</tr>
<tr>
<td></td>
<td>% Cleared by arrest or charges filed</td>
<td>Trend</td>
<td>0.33</td>
<td>0.46</td>
</tr>
<tr>
<td>Napa Special Investigations Bureau</td>
<td># cases assigned</td>
<td>Trend</td>
<td>155</td>
<td>116</td>
</tr>
<tr>
<td></td>
<td>% Cleared by arrest or charges filed</td>
<td>Trend</td>
<td>55%</td>
<td>44%</td>
</tr>
<tr>
<td></td>
<td>Value of substances seized</td>
<td>Trend</td>
<td>$257,987</td>
<td>$15,560</td>
</tr>
<tr>
<td>Homeless Program</td>
<td># homeless persons served</td>
<td>Trend</td>
<td>1,315</td>
<td>823</td>
</tr>
<tr>
<td></td>
<td># homeless persons placed in housing or shelter</td>
<td>Trend</td>
<td>138 individuals / 3 families</td>
<td>29 individuals / 5 families</td>
</tr>
<tr>
<td></td>
<td># homeless veterans served</td>
<td>Trend</td>
<td>38</td>
<td>57</td>
</tr>
<tr>
<td>School Resource Officers</td>
<td># cases investigated</td>
<td>Trend</td>
<td>270</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>% of cases cleared</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Diversion</td>
<td># youth referred to program</td>
<td>Trend</td>
<td>3,232</td>
<td>1,933</td>
</tr>
<tr>
<td></td>
<td>% completing program</td>
<td>Trend</td>
<td>94%</td>
<td>92%</td>
</tr>
</tbody>
</table>
## Police Program Summary

**Special Police Operations Program**

### Program Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>766,478</td>
<td>592,626</td>
<td>414,500</td>
<td>96,500</td>
<td>414,500</td>
<td>— %</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>269,890</td>
<td>199,435</td>
<td>273,203</td>
<td>342,500</td>
<td>57,500</td>
<td>(79) %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>33,364</td>
<td>27,805</td>
<td>500</td>
<td>620</td>
<td>500</td>
<td>— %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>67,714</td>
<td>67,714</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$1,137,446</td>
<td>887,579</td>
<td>688,203</td>
<td>441,620</td>
<td>472,500</td>
<td>(31) %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>3,661,898</td>
<td>3,851,785</td>
<td>3,538,157</td>
<td>3,523,220</td>
<td>3,627,500</td>
<td>3 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>2,220,607</td>
<td>2,416,031</td>
<td>2,328,600</td>
<td>2,435,610</td>
<td>2,843,000</td>
<td>22 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>1,464,095</td>
<td>1,707,225</td>
<td>1,816,669</td>
<td>806,780</td>
<td>1,649,550</td>
<td>(9) %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>306,122</td>
<td>313,082</td>
<td>216,200</td>
<td>257,080</td>
<td>67,100</td>
<td>(69) %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>72,663</td>
<td>37,405</td>
<td>62,730</td>
<td>28,480</td>
<td>69,800</td>
<td>11 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>18,400</td>
<td>13,100</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$7,743,786</td>
<td>8,338,630</td>
<td>7,962,356</td>
<td>7,051,170</td>
<td>8,256,950</td>
<td>4 %</td>
</tr>
<tr>
<td><strong>Net Contribution / (Use)</strong></td>
<td>(6,606,340)</td>
<td>(7,451,051)</td>
<td>(7,274,153)</td>
<td>(6,609,550)</td>
<td>(7,784,450)</td>
<td>7 %</td>
</tr>
</tbody>
</table>

### Source of Funds

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>7,098,467</td>
<td>7,688,062</td>
<td>7,713,114</td>
<td>6,668,540</td>
<td>8,251,900</td>
<td>7 %</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>273,554</td>
<td>314,464</td>
<td>244,242</td>
<td>382,580</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Public Safety Programs</td>
<td>7,224</td>
<td>55</td>
<td>5,000</td>
<td>50</td>
<td>5,050</td>
<td>1 %</td>
</tr>
<tr>
<td>Parking Security</td>
<td>364,541</td>
<td>336,048</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td>$7,743,786</td>
<td>8,338,630</td>
<td>7,962,356</td>
<td>7,051,170</td>
<td>8,256,950</td>
<td>4 %</td>
</tr>
</tbody>
</table>

### Major Budget Changes in Fiscal Year 2021/22:

- No major budget changes.
Police Program Summary
Traffic Safety Program

Program Overview:
The Traffic Safety program provides equipment, engineering, enforcement and educational enhancements to improve the overall traffic flow and safety for Napa's walking, bicycling and motoring public.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Traffic personnel were redeployed to Patrol for staffing shortages and COVID-19 and Civil Unrest related impacts.
• One Motor Officer was deployed when Patrol staffing allowed.

Key Initiatives for Fiscal Year 2021/22:
• Re-staff vacant motor officer positions

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic Safety</td>
<td># fatal collisions</td>
<td>Trend</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td># injury collisions</td>
<td>Trend</td>
<td>328</td>
<td>497</td>
</tr>
<tr>
<td></td>
<td># DUI related collisions</td>
<td>Trend</td>
<td>89</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td># DUI arrests</td>
<td>Trend</td>
<td>122</td>
<td>132</td>
</tr>
<tr>
<td></td>
<td># education presentations</td>
<td>Trend</td>
<td>4</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td># engineering change recommendations made</td>
<td>Trend</td>
<td>4</td>
<td>29</td>
</tr>
<tr>
<td>Traffic Counts</td>
<td>% traffic counts on major streets completed and published annually by February 15</td>
<td>100%</td>
<td>98%</td>
<td>Not Available</td>
</tr>
<tr>
<td>Speed Surveys</td>
<td># of expiring speed surveys completed</td>
<td>Trend</td>
<td>17</td>
<td>Not Available</td>
</tr>
<tr>
<td></td>
<td>% of expiring speed surveys completed</td>
<td>100%</td>
<td>88%</td>
<td>Not Available</td>
</tr>
</tbody>
</table>
### Police Program Summary

#### Traffic Safety Program

**Program Detail:**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Taxes</td>
<td>10,214</td>
<td>2,789</td>
<td>10,000</td>
<td>4,500</td>
<td>5,000</td>
<td>(50)%</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>221,662</td>
<td>181,261</td>
<td>230,000</td>
<td>138,800</td>
<td>125,000</td>
<td>(46)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>205,769</td>
<td>59,190</td>
<td>72,000</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>35,581</td>
<td>34,598</td>
<td>10,000</td>
<td>10,400</td>
<td>10,400</td>
<td>4%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>—</td>
<td>—</td>
<td>8,000</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 473,225</td>
<td>$ 277,839</td>
<td>$ 330,000</td>
<td>$ 153,700</td>
<td>$ 140,400</td>
<td>(57)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>942,270</td>
<td>943,312</td>
<td>837,100</td>
<td>627,330</td>
<td>637,100</td>
<td>(24)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>530,901</td>
<td>527,513</td>
<td>557,500</td>
<td>475,020</td>
<td>488,300</td>
<td>(12)%</td>
</tr>
<tr>
<td>Services - External</td>
<td>215,093</td>
<td>73,603</td>
<td>262,641</td>
<td>168,140</td>
<td>73,500</td>
<td>(72)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>121,487</td>
<td>135,600</td>
<td>129,000</td>
<td>139,240</td>
<td>131,600</td>
<td>2%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>16,623</td>
<td>10,138</td>
<td>12,500</td>
<td>8,640</td>
<td>22,700</td>
<td>82%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>22,960</td>
<td>—</td>
<td>37,500</td>
<td>—</td>
<td>140,000</td>
<td>273%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 1,849,334</td>
<td>$ 1,690,166</td>
<td>$ 1,844,241</td>
<td>$ 1,418,370</td>
<td>$ 1,493,200</td>
<td>(19)%</td>
</tr>
<tr>
<td><strong>Net Contribution / (Use)</strong></td>
<td>(1,376,109)</td>
<td>(1,412,327)</td>
<td>(1,514,241)</td>
<td>(1,264,670)</td>
<td>(1,352,800)</td>
<td>(11)%</td>
</tr>
</tbody>
</table>

**Source of Funds**

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Non-Recurring General Fund</th>
<th>Traffic Fund</th>
<th>Source of Funds Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018/19</td>
<td>1,605,484</td>
<td>230,724</td>
<td>13,126</td>
<td>$ 1,849,334</td>
</tr>
<tr>
<td>2019/20</td>
<td>1,627,469</td>
<td>62,029</td>
<td>668</td>
<td>$ 1,690,166</td>
</tr>
<tr>
<td>2020/21</td>
<td>1,609,100</td>
<td>197,641</td>
<td>37,500</td>
<td>$ 1,844,241</td>
</tr>
<tr>
<td>Adjusted</td>
<td>1,300,330</td>
<td>117,640</td>
<td>400</td>
<td>$ 1,418,370</td>
</tr>
<tr>
<td>Projected</td>
<td>1,352,700</td>
<td>—</td>
<td>140,500</td>
<td>$ 1,493,200</td>
</tr>
<tr>
<td>% Change</td>
<td>(16)%</td>
<td>(100)%</td>
<td>275%</td>
<td>(19)%</td>
</tr>
</tbody>
</table>

**Major Budget Changes in Fiscal Year 2021/22:**

- Revenue and expenditures adjusted to reflect current operations.
Public Safety
Fire

Fiscal Year
2021/22
Fire Department

Mission Statement:
Always Here, Always Ready, Serving You with Pride and Excellence.

<table>
<thead>
<tr>
<th>Fire</th>
<th>Actual</th>
<th>Adj Budget</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>72.50</td>
<td>73.50</td>
<td>74.00</td>
</tr>
<tr>
<td>Limited-Term</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td><strong>72.50</strong></td>
<td><strong>73.50</strong></td>
<td><strong>74.00</strong></td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
<td>$ 88,060</td>
<td>$ 32,654</td>
<td>$ 9,500</td>
</tr>
</tbody>
</table>
Fire Department

**Department Overview:**
The Fire Department is a multi-hazard, all risk response agency that provides emergency service to the citizens and visitors of the community. Its primary responsibility is to provide an effective and efficient means of protecting life, property and the environment while being a productive member of the municipal team and contributing to the realization of the City’s overall goals. The department is divided into three functional divisions: Administration, Operations, and Prevention.

Revenue / Expenditure Detail:

### Department Expenditures by Program

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dept Admin/Overhead</td>
<td>591,873</td>
<td>863,989</td>
<td>1,000,389</td>
<td>987,800</td>
<td>1,044,800</td>
<td>4 %</td>
</tr>
<tr>
<td>Capital Funding Source</td>
<td>56,766</td>
<td>56,415</td>
<td>145,000</td>
<td>145,080</td>
<td>145,100</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total General Expenditures</strong></td>
<td>$ 648,639</td>
<td>$ 920,404</td>
<td>$ 1,145,389</td>
<td>$ 1,132,880</td>
<td>$ 1,189,900</td>
<td>4 %</td>
</tr>
</tbody>
</table>

| **Program Expenditures** |                |                |                  |                   |                  |          |
| Disaster Prep/Recovery  | 4,100          | 4,460          | 4,400            | 5,010             | 4,300            | (2)%     |
| Fire Prevention         | 830,150        | 857,556        | 1,070,164        | 823,790           | 949,200          | (11)%    |
| Fire Suppression & Operations | 17,868,438 | 17,826,780     | 19,808,181       | 19,547,050        | 19,146,170       | (3)%     |
| **Total Program Exp**   | $ 18,702,688   | $ 18,688,797   | $ 20,882,745     | $ 20,375,850      | $ 20,099,670     | (4)%     |
| **Total Expenditures**  | $ 19,351,326   | $ 19,609,201   | $ 22,028,134     | $ 21,508,730      | $ 21,289,570     | (3)%     |

### Department Expenditures by Fund

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td>19,278,060</td>
<td>19,550,407</td>
<td>21,625,664</td>
<td>21,151,400</td>
<td>21,140,400</td>
<td>(2)%</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>14,987</td>
<td>1,765</td>
<td>255,470</td>
<td>212,240</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Fire Impact</td>
<td>56,766</td>
<td>56,415</td>
<td>145,000</td>
<td>145,080</td>
<td>145,100</td>
<td>— %</td>
</tr>
<tr>
<td>Fire Programs</td>
<td>1,513</td>
<td>614</td>
<td>2,000</td>
<td>10</td>
<td>4,070</td>
<td>104 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 27,108,114</td>
<td>$ 28,820,505</td>
<td>$ 33,190,388</td>
<td>$ 31,465,930</td>
<td>$ 31,846,100</td>
<td>(4)%</td>
</tr>
</tbody>
</table>

### Department Expenditures by Category - All Funds

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries &amp; Wages</strong></td>
<td>11,114,550</td>
<td>11,100,100</td>
<td>12,963,304</td>
<td>12,618,710</td>
<td>11,612,200</td>
<td>(10)%</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>6,522,013</td>
<td>7,016,520</td>
<td>7,480,618</td>
<td>7,403,550</td>
<td>7,880,700</td>
<td>5 %</td>
</tr>
<tr>
<td><strong>Services - External</strong></td>
<td>220,181</td>
<td>226,289</td>
<td>601,278</td>
<td>548,880</td>
<td>321,610</td>
<td>(47)%</td>
</tr>
<tr>
<td><strong>Services - Internal</strong></td>
<td>1,143,438</td>
<td>964,458</td>
<td>611,700</td>
<td>569,350</td>
<td>1,108,500</td>
<td>81 %</td>
</tr>
<tr>
<td><strong>Materials and Supplies</strong></td>
<td>326,440</td>
<td>245,278</td>
<td>271,204</td>
<td>268,440</td>
<td>317,060</td>
<td>17 %</td>
</tr>
<tr>
<td><strong>Capital Outlay</strong></td>
<td>24,705</td>
<td>56,556</td>
<td>100,030</td>
<td>99,800</td>
<td>49,500</td>
<td>(51)%</td>
</tr>
<tr>
<td><strong>Transfers Out</strong></td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 19,351,326</td>
<td>$ 19,609,201</td>
<td>$ 22,028,134</td>
<td>$ 21,508,730</td>
<td>$ 21,289,570</td>
<td>(3)%</td>
</tr>
</tbody>
</table>
## Fire Department

### Department General Fund Revenues and Expenditures

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>2,655,211</td>
<td>2,752,453</td>
<td>2,552,000</td>
<td>2,717,000</td>
<td>2,826,000</td>
<td>11 %</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>617,435</td>
<td>602,494</td>
<td>694,500</td>
<td>621,500</td>
<td>591,500</td>
<td>(15)%</td>
</tr>
<tr>
<td>Business License Taxes</td>
<td>7,496</td>
<td>6,126</td>
<td>8,000</td>
<td>7,000</td>
<td>8,000</td>
<td>— %</td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td>232,225</td>
<td>156,368</td>
<td>261,500</td>
<td>159,000</td>
<td>200,000</td>
<td>(24)%</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>175,396</td>
<td>302,211</td>
<td>297,430</td>
<td>187,010</td>
<td>263,500</td>
<td>(11)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>634,232</td>
<td>325,288</td>
<td>1,630,104</td>
<td>1,525,940</td>
<td>331,000</td>
<td>(80)%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>675,080</td>
<td>237,500</td>
<td>237,500</td>
<td>237,500</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 4,997,075</strong></td>
<td><strong>$ 4,382,439</strong></td>
<td><strong>$ 5,707,134</strong></td>
<td><strong>$ 5,481,050</strong></td>
<td><strong>$ 4,220,000</strong></td>
<td><strong>(26)%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>11,114,550</td>
<td>11,100,100</td>
<td>12,963,304</td>
<td>12,618,710</td>
<td>11,612,200</td>
<td>(10)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>6,522,013</td>
<td>7,016,520</td>
<td>7,480,618</td>
<td>7,403,550</td>
<td>7,880,700</td>
<td>5 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>163,413</td>
<td>168,107</td>
<td>237,993</td>
<td>228,740</td>
<td>176,500</td>
<td>(26)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,143,438</td>
<td>964,458</td>
<td>611,700</td>
<td>569,350</td>
<td>1,108,500</td>
<td>81 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>309,942</td>
<td>244,667</td>
<td>232,019</td>
<td>231,250</td>
<td>313,000</td>
<td>35 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>24,705</td>
<td>56,556</td>
<td>100,030</td>
<td>99,800</td>
<td>49,500</td>
<td>(51)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$19,278,060</strong></td>
<td><strong>$19,550,407</strong></td>
<td><strong>$21,625,664</strong></td>
<td><strong>$21,151,400</strong></td>
<td><strong>$21,140,400</strong></td>
<td><strong>(2)%</strong></td>
</tr>
</tbody>
</table>

|                        | (14,280,985)   | (15,167,968)   | (15,918,530)      | (15,670,350)      | (16,920,400)    | — %      |

### Net General Fund Contribution / (Use)

- Proposed FY 2021/22 Budget
Program Overview:
The Disaster Preparedness and Recovery program is composed of two distinct areas of responsibility. The first area is preparedness, where we ensure all City employees receive the appropriate level of training to function effectively during a disaster. The second area is recovery, where various City departments help provide direction and assistance to community members and business owners so they can mitigate damages. Additionally, City departments work collectively with the County, State and Federal governments to assist with the recovery efforts.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Completed draft Continuity of Operations Plan.
• Secured Grant to update Local Hazard Mitigation Plan (LHMP).
• Activated EOC for COVID-19 and coordinated with county response.
• Lead initial citywide COVID-19 preparedness and response until citywide plan implementation.
• Hosted city/county EOC disaster preparedness and response training.

Key Initiatives for Fiscal Year 2021/22:
• In Progress: Update Local Hazard Mitigation Plan (LHMP) to ensure compliance with State and Federal regulations.
• Seek grant opportunities and find applications for training of City staff with our EOC and department inter-operability.
• Approve and adopt Continuity of Operations Plan.
• Establish training plan to rollout new FEMA training requirements to city personnel for up-to-date NIMS/ICS compliance.
• As part of the Napa County Wildfire Protection Plan; Seek opportunities to conduct fuel reduction and improve access in target wildfire areas of the city.

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee ICS/NIMS Training</td>
<td>% compliance</td>
<td>100%</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
</table>
# Fire Program Summary
## Disaster Preparedness & Recovery Program

## Program Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>(407,195)</td>
<td>935,821</td>
<td>440,194</td>
<td>440,200</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>6,271,319</td>
<td>(1,251,016)</td>
<td>4,154,905</td>
<td>5,979,200</td>
<td>15,000</td>
<td>(100)%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>605,384</td>
<td>3,450,407</td>
<td>1,000,000</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$6,469,508</td>
<td>3,135,212</td>
<td>4,595,099</td>
<td>7,419,400</td>
<td>15,000</td>
<td>(100)%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>88,820</td>
<td>153,987</td>
<td>100,000</td>
<td>49,310</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>34,529</td>
<td>38,951</td>
<td>16,300</td>
<td>16,300</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Services - External</td>
<td>180,540</td>
<td>34,350</td>
<td>503,500</td>
<td>641,200</td>
<td>3,500</td>
<td>(99)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>600</td>
<td>960</td>
<td>900</td>
<td>1,510</td>
<td>700</td>
<td>(22)%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>9,620</td>
<td>249</td>
<td>375,000</td>
<td>375,320</td>
<td>100</td>
<td>(100)%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>533,365</td>
<td>3,002,227</td>
<td>7,889,364</td>
<td>5,465,500</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$847,473</td>
<td>3,844,587</td>
<td>8,868,764</td>
<td>6,549,140</td>
<td>4,300</td>
<td>(100)%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Source of Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>42,694</td>
<td>14,641</td>
<td>4,400</td>
<td>5,730</td>
<td>4,300</td>
<td>(2)%</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>97,977</td>
<td>172,310</td>
<td>2,219,378</td>
<td>1,006,900</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td>Non-Recurring Water</td>
<td>706,802</td>
<td>3,657,636</td>
<td>6,644,986</td>
<td>5,536,510</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td>$847,473</td>
<td>3,844,587</td>
<td>8,868,764</td>
<td>6,549,140</td>
<td>4,300</td>
<td>(200)%</td>
</tr>
</tbody>
</table>

**Major Budget Changes in Fiscal Year 2021/22:**

- Increase to Internal Services due to budgeting change for General Liability payments.
Program Overview:
The Fire Prevention program includes the review and approval of planned unit development projects and new construction activities. Additionally, The Fire Prevention Division program is also responsible for conducting inspection of all state mandated and other elective occupancies, testing and acceptance of fire protection systems, fire investigations, review, adoption and amendments of local codes and standards, weed abatement, internal training and education, public education and responding to internal referrals and external citizen complaints are also covered under the Fire Prevention program.

The primary goal is to prevent fires from starting and minimize the potential for loss of life, property and damage to the environment. This is accomplished by requiring built-in fire protection. The department reaches out to the community and educates targeted at-risk population of children and elderly. An example of these services has been teaching all elementary schools “Student Awareness of Fire Education” (SAFE).

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Built out properties and inspections module including needed code language in ESO.
• Launched mobile inspection program using iPads and ESO platform.
• Designed and implemented a self-inspection program in response to the Covid-19 pandemic.
• Completed major updates, added user content, resources and created online inspection module in which all development related inspections are now scheduled online through the FPD Webpage.
• Completed tri-annual code adoption process including needed local amendments.

Key Initiatives for Fiscal Year 2021/22:
• Continue strategic planning to transition the FPD program / budget to a self funded and sustainable module.
• Continue training workforce to ensure workforce development and succession is in place.
• Continue developing FPD Webpage to enhance user experience and create internal and external efficiencies.
• Continue ESO build out to include Engine Company inspections and continuing refining mobile inspection program.
• Continue work with groups responsible for determining the replacement of Trakit data management system as well as review of city-wide development review processes that will include updating of Divisional Website / Webpages.
Fire Program Summary
Fire Prevention Program

Program Metrics:

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Outreach</td>
<td># of events</td>
<td>100</td>
<td>130</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td># of participants in SAFE program</td>
<td>6,000</td>
<td>5,750</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td># of participants taught Hands Only CPR</td>
<td>2,000</td>
<td>2,523</td>
<td>56</td>
</tr>
<tr>
<td>Fire is Everyone’s Fight</td>
<td># smoke alarms installed</td>
<td>40</td>
<td>143</td>
<td>20</td>
</tr>
<tr>
<td>Fire Prevention Inspections (includes American Canyon)</td>
<td># construction inspections Trend</td>
<td>688</td>
<td>646</td>
<td></td>
</tr>
<tr>
<td></td>
<td># plan checks Trend</td>
<td>1,309</td>
<td>1,103</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of mandatory inspections completed (schools, institutions, hotels, motels, multifamily residential properties)</td>
<td>100%</td>
<td>91.0%</td>
<td>99.9%</td>
</tr>
<tr>
<td>Weed Abatement</td>
<td># notices sent Trend</td>
<td>206</td>
<td>181</td>
<td></td>
</tr>
<tr>
<td></td>
<td># properties inspected Trend</td>
<td>219</td>
<td>237</td>
<td></td>
</tr>
<tr>
<td></td>
<td># citations issued Trend</td>
<td>26</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td></td>
<td># parcels cleared by City Trend</td>
<td>2</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

Program Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Business License Taxes</td>
<td>7,496</td>
<td>6,126</td>
<td>8,000</td>
<td>7,000</td>
<td>8,000</td>
<td>— %</td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td>232,225</td>
<td>156,368</td>
<td>261,500</td>
<td>159,000</td>
<td>200,000</td>
<td>(24)%</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>141,345</td>
<td>237,657</td>
<td>229,000</td>
<td>137,240</td>
<td>219,500</td>
<td>(4)%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>117,465</td>
<td>121,401</td>
<td>150,000</td>
<td>—</td>
<td>—</td>
<td>(100)%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 498,531</strong></td>
<td><strong>521,551</strong></td>
<td>648,500</td>
<td>303,240</td>
<td>427,500</td>
<td>(34)%</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>470,736</td>
<td>484,480</td>
<td>619,100</td>
<td>486,000</td>
<td>531,100</td>
<td>(14)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>249,911</td>
<td>283,874</td>
<td>360,500</td>
<td>250,590</td>
<td>325,800</td>
<td>(10)%</td>
</tr>
<tr>
<td>Services - External</td>
<td>42,624</td>
<td>31,883</td>
<td>48,805</td>
<td>43,730</td>
<td>38,700</td>
<td>(21)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>49,560</td>
<td>39,050</td>
<td>34,300</td>
<td>34,300</td>
<td>34,800</td>
<td>1%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>17,320</td>
<td>18,269</td>
<td>7,459</td>
<td>9,170</td>
<td>18,800</td>
<td>152%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 830,150</strong></td>
<td><strong>857,556</strong></td>
<td><strong>1,070,164</strong></td>
<td><strong>823,790</strong></td>
<td><strong>949,200</strong></td>
<td>(11)%</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(331,619)</td>
<td>(336,005)</td>
<td>(421,664)</td>
<td>(520,550)</td>
<td>(521,700)</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Source of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>830,150</td>
<td>857,556</td>
<td>1,070,164</td>
<td>823,790</td>
<td>949,200</td>
<td>(11)%</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td><strong>$ 830,150</strong></td>
<td><strong>857,556</strong></td>
<td><strong>1,070,164</strong></td>
<td><strong>823,790</strong></td>
<td><strong>949,200</strong></td>
<td>(11)%</td>
</tr>
</tbody>
</table>

Major Budget Changes in Fiscal Year 2021/22:
- Decrease in Licenses and Permits revenue due to anticipated decrease in development activity.
- Increase in Part Time Salaries and Wages for Seasonal Weed Abatement Officer Position.
- Reduction in External Services due to movement of service funds to Materials and Supplies.
**Fire Program Summary**

**Fire Suppression and Operations Program**

**Program Overview:**
The Fire Suppression and Operations program is responsible for the delivery of both emergency and non-emergency services to the citizens of Napa. The types of incidents we primarily respond to include medical emergencies, all types of fire related calls, hazardous materials incidents, vehicle accidents, specialized rescues (trench, confined space, water), and a variety of other emergency and service calls. Our personnel are well trained and equipped to handle incidents in a safe and efficient manner. Other programs under the Operations Division include Emergency Medical Dispatch; Apparatus and Equipment Program; Fire Reserve and Fire Explorer Programs; and OES Mutual Aid Response.

**Major Accomplishments in Fiscal Years 2019/20 and 2020/21:**
- New Wildland PPE for all Line Personnel through an Awarded Grant.
- Public Outreach; Installed/Maintained 176 Smoke Alarms. Taught Hands-Only CPR to Approximately 2,500 people. SAFE presentations to 13 Schools, Approximately 6,000 students.
- 14 Office of Emergency Services responses; including resources to assist with Covid-19 hospital surge in Southern California.
- Assisted Napa County with mobile clinics administering over 1,000 Covid-19 vaccines.
- Updated Auto Aid agreement with Napa County Fire.

**Key Initiatives for Fiscal Year 2021/22:**
- Complete Deployment Analysis to include; policies and procedures that determine the distribution, concentration and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other forces of technical response.
- Establish planning team and organize update to Strategic Plan for 2022-2027.
- Establish new contract with selected county Ambulance provider.
- Purchase and place into service 2 replacement Fire Engines.
- Implement updated Controlled Substances Program.

**Program Metrics:**

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Response Time</td>
<td>% calls responded to within target</td>
<td>90% response within 7 minutes</td>
<td>90%</td>
<td>85%</td>
</tr>
<tr>
<td>CPR Survival Rate (Napa compared to national average)</td>
<td>% Napa Average</td>
<td>Comparison</td>
<td>Not Available</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>% US Average</td>
<td>Comparison</td>
<td>Not Available</td>
<td>28%</td>
</tr>
<tr>
<td>Certification in Specialized Disciplines</td>
<td>% certification</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
## Fire Program Summary

### Program Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>2,655,211</td>
<td>2,752,453</td>
<td>2,552,000</td>
<td>2,717,000</td>
<td>2,826,000</td>
<td>11 %</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>33,477</td>
<td>138,742</td>
<td>67,430</td>
<td>49,300</td>
<td>43,000</td>
<td>(36) %</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>532,841</td>
<td>181,592</td>
<td>1,555,141</td>
<td>1,600,980</td>
<td>331,000</td>
<td>(79) %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>90</td>
<td>129</td>
<td>—</td>
<td>80</td>
<td>50</td>
<td>100 %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>—</td>
<td>3,050</td>
<td>28,100</td>
<td>26,930</td>
<td>—</td>
<td>(100) %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>675,080</td>
<td>282,500</td>
<td>237,500</td>
<td>237,500</td>
<td>—</td>
<td>(100) %</td>
</tr>
<tr>
<td>Other Financing Sources</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 3,896,699</td>
<td>3,358,466</td>
<td>4,440,171</td>
<td>4,631,790</td>
<td>3,200,050</td>
<td>(28) %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>10,283,595</td>
<td>10,189,793</td>
<td>11,898,104</td>
<td>11,663,320</td>
<td>10,606,100</td>
<td>(11) %</td>
</tr>
<tr>
<td>Benefits</td>
<td>6,053,859</td>
<td>6,465,825</td>
<td>6,796,518</td>
<td>6,864,300</td>
<td>7,235,900</td>
<td>6 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>116,423</td>
<td>129,840</td>
<td>368,684</td>
<td>322,220</td>
<td>133,610</td>
<td>(64) %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,086,178</td>
<td>760,447</td>
<td>383,600</td>
<td>340,640</td>
<td>825,400</td>
<td>115 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>303,678</td>
<td>224,319</td>
<td>261,245</td>
<td>256,770</td>
<td>295,660</td>
<td>13 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>24,705</td>
<td>56,556</td>
<td>100,030</td>
<td>99,800</td>
<td>49,500</td>
<td>(51) %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 17,868,438</td>
<td>17,826,780</td>
<td>19,808,181</td>
<td>19,547,050</td>
<td>19,146,170</td>
<td>(3) %</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(13,971,739)</td>
<td>(14,468,314)</td>
<td>(15,368,010)</td>
<td>(14,915,260)</td>
<td>(15,946,120)</td>
<td>4 %</td>
</tr>
</tbody>
</table>

### Source of Funds

<table>
<thead>
<tr>
<th></th>
<th>2020/21 Adjusted</th>
<th>2020/21 Projected</th>
<th>2021/22 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>17,851,938</td>
<td>17,824,401</td>
<td>19,550,711</td>
<td>19,334,800</td>
</tr>
<tr>
<td>Non-Recurring General Fund</td>
<td>14,987</td>
<td>1,785</td>
<td>255,470</td>
<td>212,240</td>
</tr>
<tr>
<td>Fire Programs</td>
<td>1,513</td>
<td>614</td>
<td>2,000</td>
<td>10</td>
</tr>
<tr>
<td><strong>Source of Funds Total</strong></td>
<td>$ 17,868,438</td>
<td>17,826,780</td>
<td>19,808,181</td>
<td>19,547,050</td>
</tr>
</tbody>
</table>

### Major Budget Changes in Fiscal Year 2021/22:

- Decrease in Transfers In, funds originally set aside in prior years to offset the staffing costs of Fire Station 5 have been fully depleted.
- Increase in Salaries and Wages due to staffing costs related to FLSA pay.
- Increase in Internal Service Budget to allocate funds to the Department’s Fleet Fire Apparatus Replacement Fund. Regular annual contribution was suspended in FY 20/21 to help reduce the General Fund deficit.
Housing Authority of the City of Napa

Fiscal Year
2021/22
Agency Objectives:
The Housing Authority of the City of Napa (the Housing Authority) was established on May 8, 1942. On July 7, 1969, the City Council of the City of Napa declared itself to be the Board of Commissioners of the Housing Authority. The commission now includes the five City Council members and two resident commissioners. The primary purpose of the Housing Authority is to assist low-income families in obtaining decent, safe and sanitary housing.

The mission of the Housing Authority is to provide and administer affordable housing programs and services to qualified residents. The Housing Authority administers federal funds including Section 8 Housing Choice Vouchers countywide, Mainstream vouchers countywide; and Continuum of Care funds within Napa. It also administers the Housing Set-Aside Fund and the Local Housing Fund and manages Housing Authority owned properties. These properties include Laurel Manor, a 50-unit affordable senior apartment project and the office building on Seminary Street. The City’s Housing Division provides staff to the Housing Authority.

<table>
<thead>
<tr>
<th>Full-Time Equivalent (FTE) Employees (also included in CDD totals):</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Housing Division</strong></td>
</tr>
<tr>
<td>Full-Time</td>
</tr>
<tr>
<td>Limited-Term</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
</tr>
<tr>
<td>Part-Time Salaries / Temp Help</td>
</tr>
</tbody>
</table>
**Housing Authority of the City of Napa**

**Section 8 Housing Fund**

**Fund Purpose:**
The Housing Choice Voucher Program provides rental assistance to approximately eleven hundred households in the Napa Valley. This program is a federally funded program and is required to meet the rigorous standards set by HUD. The Fund also includes the Mainstream Program which currently includes 41 rental assistance subsidies specifically designated for the disabled.

**Major Accomplishments in Fiscal Years 2019/20 and 2020/21:**
- Maintained landlord mitigation and incentive program to encourage landlord participation in Section 8 program.
- Received grants in 2020 and 2021 of approximately $78,000 per year for one Family Self Sufficiency coordinator.
- Awarded 45 new Mainstream vouchers (for non-elderly disabled persons), including 15 dedicated to homeless or at-risk of homeless persons.
- Entered into agreements to project-based 28 vouchers in a new construction affordable housing project and made reservation for 33 project-based vouchers for a new construction/re-use affordable housing project.

**Key Initiatives for Fiscal Year 2021/22:**
- Maintain program quality and obtain a SEMAP performance rating of high performer.
- Continue to assist the maximum number of households possible while dealing with limited federal resources in a market experiencing escalating rents.
- Explore additional project-based voucher opportunities to expand affordable housing options for voucher holders.
Housing Authority of the City of Napa
Section 8 Housing Fund

Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>97,588</td>
<td>101,698</td>
<td>104,500</td>
<td>43,150</td>
<td>49,000</td>
<td>(1)</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>12,635,267</td>
<td>13,579,455</td>
<td>14,906,000</td>
<td>14,662,710</td>
<td>14,670,000</td>
<td>—</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>13,606</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Transfers In</td>
<td>759</td>
<td>23,921</td>
<td>33,000</td>
<td>32,650</td>
<td>48,300</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 12,747,220</strong></td>
<td><strong>$ 13,705,074</strong></td>
<td><strong>$ 15,043,500</strong></td>
<td><strong>$ 14,738,510</strong></td>
<td><strong>$ 14,767,300</strong></td>
<td>—</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>525,790</td>
<td>583,398</td>
<td>739,582</td>
<td>706,630</td>
<td>739,500</td>
<td>—</td>
</tr>
<tr>
<td>Benefits</td>
<td>288,631</td>
<td>324,771</td>
<td>414,000</td>
<td>359,020</td>
<td>399,900</td>
<td>—</td>
</tr>
<tr>
<td>Services - External</td>
<td>11,676,337</td>
<td>12,713,697</td>
<td>14,303,544</td>
<td>13,353,620</td>
<td>13,823,900</td>
<td>—</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>14,000</td>
<td>14,200</td>
<td>16,800</td>
<td>16,300</td>
<td>21,300</td>
<td>—</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>16,213</td>
<td>13,885</td>
<td>16,500</td>
<td>12,490</td>
<td>16,000</td>
<td>—</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>159,559</td>
<td>94,421</td>
<td>105,600</td>
<td>116,690</td>
<td>128,200</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 12,680,530</strong></td>
<td><strong>$ 13,744,372</strong></td>
<td><strong>$ 15,596,026</strong></td>
<td><strong>$ 14,564,750</strong></td>
<td><strong>$ 15,128,800</strong></td>
<td>—</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>66,690</td>
<td>(39,298)</td>
<td>(552,526)</td>
<td>173,760</td>
<td>(361,500)</td>
<td>—</td>
</tr>
<tr>
<td><strong>Projected Fund Balance at June 30</strong></td>
<td><strong>1,026,079</strong></td>
<td><strong>986,781</strong></td>
<td><strong>434,255</strong></td>
<td><strong>1,160,541</strong></td>
<td><strong>799,041</strong></td>
<td>1</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:

- Decrease in Salaries and Benefits is primarily due to staff turnover with newer staff being hired at entry levels.
- Increase in External Services is due to award of 45 new Mainstream vouchers by HUD.
Housing Authority of the City of Napa
Laurel Manor Fund

Fund Purpose:
This fund accounts for the operation and management of Laurel Manor, a 50-unit senior housing development owned by the Housing Authority of the City of Napa.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Continued to operate at full occupancy.
• Continued to provide 12 units through a below-market rate program for low-income seniors without Section 8 vouchers where the rent charged is equal to 30% of the household’s income.

Key Initiatives for Fiscal Year 2021/22:
• Continue to provide well maintained and affordable housing to low-income seniors.
• Continue to provide 12 affordable units to low-income seniors through the below-market rate rent program.

Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>3,117</td>
<td>38,706</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>— %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>50,757</td>
<td>74,348</td>
<td>16,500</td>
<td>(5,920)</td>
<td>17,000</td>
<td>3 %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>407,933</td>
<td>413,247</td>
<td>408,500</td>
<td>391,360</td>
<td>413,000</td>
<td>1 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 461,807</strong></td>
<td><strong>$ 526,300</strong></td>
<td><strong>$ 428,000</strong></td>
<td><strong>$ 388,440</strong></td>
<td><strong>$ 433,000</strong></td>
<td>1 %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>50,275</td>
<td>42,061</td>
<td>72,400</td>
<td>40,970</td>
<td>70,500</td>
<td>(3)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>21,025</td>
<td>18,744</td>
<td>36,100</td>
<td>27,670</td>
<td>36,400</td>
<td>1 %</td>
</tr>
<tr>
<td>Services - External</td>
<td>250,405</td>
<td>213,107</td>
<td>251,800</td>
<td>254,990</td>
<td>268,000</td>
<td>6 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>1,500</td>
<td>6,000</td>
<td>7,100</td>
<td>7,100</td>
<td>8,500</td>
<td>20 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>7,871</td>
<td>7,442</td>
<td>12,000</td>
<td>8,000</td>
<td>12,000</td>
<td>— %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>14,600</td>
<td>57,000</td>
<td>58,800</td>
<td>58,800</td>
<td>64,700</td>
<td>10 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 345,676</strong></td>
<td><strong>$ 344,354</strong></td>
<td><strong>$ 438,200</strong></td>
<td><strong>$ 397,530</strong></td>
<td><strong>$ 460,100</strong></td>
<td>5 %</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>116,132</td>
<td>181,946</td>
<td>(10,200)</td>
<td>(9,090)</td>
<td>(27,100)</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Projected Fund Balance at June 30</strong></td>
<td><strong>1,787,426</strong></td>
<td><strong>1,969,371</strong></td>
<td><strong>1,959,171</strong></td>
<td><strong>1,960,281</strong></td>
<td><strong>1,933,181</strong></td>
<td>(1)%</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:
• No major budget changes.
**Fund Purpose:**
This fund accounts for the operation and management of a commercial office building owned by the Housing Authority of the City of Napa. The Authority’s offices are located in part of the building, and the rest is leased to other City agencies and departments.

**Major Accomplishments in Fiscal Years 2019/20 and 2020/21:**
- Maintained full occupancy of the building to assure financial stability.

**Key Initiatives for Fiscal Year 2021/22:**
- Maintain full occupancy to insure financial stability.

**Revenue / Expenditure Detail:**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Earnings</td>
<td>21,745</td>
<td>31,946</td>
<td>6,500</td>
<td>(830)</td>
<td>6,500</td>
<td>— %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>225,833</td>
<td>220,178</td>
<td>237,500</td>
<td>236,780</td>
<td>241,500</td>
<td>2 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 247,578</strong></td>
<td><strong>$ 252,123</strong></td>
<td><strong>$ 244,000</strong></td>
<td><strong>$ 235,950</strong></td>
<td><strong>$ 248,000</strong></td>
<td><strong>2 %</strong></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>18,954</td>
<td>21,429</td>
<td>21,400</td>
<td>9,200</td>
<td>18,400</td>
<td>(14)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>9,370</td>
<td>10,900</td>
<td>12,000</td>
<td>7,020</td>
<td>10,800</td>
<td>(10)%</td>
</tr>
<tr>
<td>Services - External</td>
<td>100,668</td>
<td>100,121</td>
<td>106,000</td>
<td>101,710</td>
<td>110,100</td>
<td>4 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>—</td>
<td>2,200</td>
<td>2,500</td>
<td>2,500</td>
<td>2,800</td>
<td>12 %</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>13,806</td>
<td>16,165</td>
<td>17,000</td>
<td>13,630</td>
<td>16,500</td>
<td>(3)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>23,450</td>
<td>83,800</td>
<td>86,300</td>
<td>86,300</td>
<td>94,900</td>
<td>10 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 166,248</strong></td>
<td><strong>$ 234,615</strong></td>
<td><strong>$ 245,200</strong></td>
<td><strong>$ 220,360</strong></td>
<td><strong>$ 253,500</strong></td>
<td><strong>3 %</strong></td>
</tr>
<tr>
<td><strong>Net Contribution / (Use)</strong></td>
<td><strong>81,330</strong></td>
<td><strong>17,509</strong></td>
<td><strong>(1,200)</strong></td>
<td><strong>15,590</strong></td>
<td><strong>(5,500)</strong></td>
<td>— %</td>
</tr>
</tbody>
</table>

**Projected Fund Balance at June 30**
- 2018/19: 803,570
- 2019/20: 821,078
- 2020/21: 819,878
- 2020/21 Adjusted: 836,668
- 2021/22: 831,168
- % Change: 1%

**Major Budget Changes for Fiscal Year 2021/22:**
- No major budget changes.
**Housing Authority of the City of Napa**  
*20% Low/Mod Income Fund*

**Fund Purpose:**  
This fund was previously funded by revenues received by the Housing Authority under contract with the former Napa Community Redevelopment Agency. Due to the dissolution of redevelopment, revenues are now limited to affordable housing loan repayments. A variety of affordable housing activities can be funded with this fund although funding is limited.

**Major Accomplishments in Fiscal Years 2019/20 and 2020/21:**  
- Continued monitoring of projects previously assisted and loan servicing of existing loans to ensure continued affordability of assisted units and to maintain a funding source for future needs.

**Key Initiatives for Fiscal Year 2021/22:**  
- Continue to monitor and administer loans and projects.  
- Continue to fund home sharing program.  
- Continue to fund landlord mitigation and incentive program.

**Revenue / Expenditure Detail:**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>250,726</td>
<td>115,743</td>
<td>1,500</td>
<td>67,840</td>
<td>1,500</td>
<td>— %</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>40,996</td>
<td>58,330</td>
<td>10,000</td>
<td>(6,770)</td>
<td>11,000</td>
<td>10 %</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>1,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 291,723</strong></td>
<td><strong>$ 174,074</strong></td>
<td><strong>$11,500</strong></td>
<td><strong>$ 61,070</strong></td>
<td><strong>$ 12,500</strong></td>
<td><strong>9 %</strong></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>6,822</td>
<td>5,005</td>
<td>12,000</td>
<td>3,530</td>
<td>8,500</td>
<td>(29)%</td>
</tr>
<tr>
<td>Benefits</td>
<td>3,162</td>
<td>2,244</td>
<td>6,000</td>
<td>3,580</td>
<td>4,500</td>
<td>(25)%</td>
</tr>
<tr>
<td>Services - External</td>
<td>243,572</td>
<td>118,543</td>
<td>187,306</td>
<td>121,630</td>
<td>166,000</td>
<td>(11)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>—</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>300</td>
<td>50 %</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>19,250</td>
<td>9,900</td>
<td>10,200</td>
<td>10,200</td>
<td>11,200</td>
<td>10 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 272,807</strong></td>
<td><strong>$ 135,893</strong></td>
<td><strong>$215,706</strong></td>
<td><strong>$ 139,140</strong></td>
<td><strong>$ 190,500</strong></td>
<td><strong>(12)%</strong></td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>18,916</td>
<td>38,181</td>
<td>(204,206)</td>
<td>(78,070)</td>
<td>(178,000)</td>
<td>— %</td>
</tr>
<tr>
<td><strong>Projected Fund Balance at June 30</strong></td>
<td><strong>$ 1,448,471</strong></td>
<td><strong>$ 1,486,653</strong></td>
<td><strong>$ 1,282,447</strong></td>
<td><strong>$ 1,408,583</strong></td>
<td><strong>$ 1,230,583</strong></td>
<td><strong>(4)%</strong></td>
</tr>
</tbody>
</table>

**Major Budget Changes for Fiscal Year 2021/22:**  
- Decrease in External Services primarily due to one-time software implementation costs in FY2020/21.
Housing Authority of the City of Napa
Local Housing Fund

Fund Purpose:
This fund accounts for unrestricted revenues received, fees charged for services rendered and general administration activities of the Housing Authority that cannot be allocated to restricted funds.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Provided housing and monitoring services to the Cities of American Canyon, Calistoga and St. Helena and the Town of Yountville.
• Assisted the Cities of American Canyon, St. Helena, and Calistoga and the Town of Yountville in expending more than $1.94 million for infrastructure and homeowner rehabilitation loans through State funding from Cal Home, HOME and CDBG.

Key Initiatives for Fiscal Year 2021/22:
• Administer owner occupied rehabilitation loan programs for American Canyon, Calistoga, St. Helena, and the Town of Yountville as grant funding is available.
• Continue to support homeless programs and the Continuum of Care grant program.
• Continue to provide housing services and monitoring for American Canyon, Calistoga, St. Helena and Yountville.

Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Services</td>
<td>271,247</td>
<td>351,251</td>
<td>290,500</td>
<td>426,060</td>
<td>476,700</td>
<td>64%</td>
</tr>
<tr>
<td>Investment Earnings</td>
<td>13,686</td>
<td>17,909</td>
<td>5,000</td>
<td>(1,770)</td>
<td>4,300</td>
<td>(14)%</td>
</tr>
<tr>
<td>Miscellaneous Revenues</td>
<td>12,297</td>
<td>77,426</td>
<td>9,000</td>
<td>7,170</td>
<td>7,000</td>
<td>(22)%</td>
</tr>
<tr>
<td>Transfers In</td>
<td>18,498</td>
<td>37,000</td>
<td>18,500</td>
<td>16,600</td>
<td>18,500</td>
<td>11%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$315,728</td>
<td>$485,620</td>
<td>$323,000</td>
<td>$450,060</td>
<td>$508,500</td>
<td>57%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>199,286</td>
<td>180,201</td>
<td>220,100</td>
<td>184,770</td>
<td>258,800</td>
<td>18%</td>
</tr>
<tr>
<td>Benefits</td>
<td>85,879</td>
<td>82,090</td>
<td>99,200</td>
<td>97,680</td>
<td>129,700</td>
<td>31%</td>
</tr>
<tr>
<td>Services - External</td>
<td>134,840</td>
<td>54,713</td>
<td>142,428</td>
<td>128,350</td>
<td>138,800</td>
<td>(3)%</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>9,500</td>
<td>3,700</td>
<td>4,300</td>
<td>4,300</td>
<td>6,900</td>
<td>60%</td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>8,619</td>
<td>5,202</td>
<td>7,000</td>
<td>1,030</td>
<td>4,500</td>
<td>(36)%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>27,961</td>
<td>31,515</td>
<td>31,300</td>
<td>31,300</td>
<td>34,400</td>
<td>10%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$466,084</td>
<td>$357,420</td>
<td>$504,328</td>
<td>$447,430</td>
<td>$573,100</td>
<td>14%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Contribution / (Use)</td>
<td>(150,357)</td>
<td>128,199</td>
<td>(181,328)</td>
<td>2,630</td>
<td>(64,600)</td>
<td>—%</td>
</tr>
<tr>
<td>Projected Fund Balance at June 30</td>
<td>390,869</td>
<td>518,869</td>
<td>337,541</td>
<td>521,499</td>
<td>456,899</td>
<td>35%</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:
• Increase in Salaries & Benefits reflects full program year of PLHA grant activity and reallocation of staff costs due to changes in anticipated assignments.

Proposed FY 2021/22 Budget
Housing Authority of the City of Napa
Homeless Continuum of Care Fund

Fund Purpose:
This fund accounts for federal Department of Housing and Urban Development (HUD) funds specific to the McKinney Vento Act for Homeless Continuum of Care. The grant provides resources for various activities related to housing and services for the homeless. The activities funded in this budget include rental assistance for special needs populations administered by the Housing Authority.

Major Accomplishments in Fiscal Years 2019/20 and 2020/21:
• Received Shelter Plus Care grant renewal funding from HUD each fiscal year.
• Actively participated in the Napa County Continuum of Care to help obtain federal and State funding for housing and services for homeless community members.

Key Initiatives for Fiscal Year 2021/22:
• Continue to work in partnership with the Continuum of Care to apply for renewal of grant funding and administer rent subsidies for at least eight disabled and chronically homeless households.
• Continue to actively participate in the Napa County Continuum of Care Homeless Collaborative.

Revenue / Expenditure Detail:

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Intergovernmental</td>
<td>103,692</td>
<td>106,675</td>
<td>125,100</td>
<td>130,530</td>
<td>135,400</td>
<td>8 %</td>
</tr>
<tr>
<td>Transfers In</td>
<td>61</td>
<td>1,215</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$ 103,753</td>
<td>$ 107,890</td>
<td>$ 125,100</td>
<td>$ 130,530</td>
<td>$ 135,400</td>
<td>8 %</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>4,162</td>
<td>1,702</td>
<td>6,200</td>
<td>4,510</td>
<td>7,300</td>
<td>18 %</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,935</td>
<td>801</td>
<td>3,900</td>
<td>2,270</td>
<td>3,900</td>
<td>— %</td>
</tr>
<tr>
<td>Services - External</td>
<td>97,656</td>
<td>105,386</td>
<td>115,000</td>
<td>123,750</td>
<td>124,000</td>
<td>8 %</td>
</tr>
<tr>
<td>Services - Internal</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>200</td>
<td>100 %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 103,754</td>
<td>$ 107,889</td>
<td>$ 125,100</td>
<td>$ 130,530</td>
<td>$ 135,400</td>
<td>8 %</td>
</tr>
<tr>
<td>Net Contribution / (Use)</td>
<td>(1)</td>
<td>1</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>— %</td>
</tr>
</tbody>
</table>

Projected Fund Balance at June 30

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>—</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>— %</td>
</tr>
</tbody>
</table>

Major Budget Changes for Fiscal Year 2021/22:
• No major budget changes.
Capital Improvement Program

Fiscal Year
2021/22
Capital Improvement Program Overview:
The Capital Improvement Program involves fiscal oversight of various City financial resources to be used for the acquisition, design and/or construction of major capital facilities within the City. This section of the budget document provides a spending management plan for major capital projects that are needed to meet City needs and City Council priorities. The program reflects long-range capital planning efforts by identifying specific projects, the timing of expenditures and the estimated impact on operating budgets for those projects needed to service infrastructure over a considerable period of time.

A capital project is usually considered a one-time expenditure, but may be funded over several years. The City adopts a five-year Capital Improvement Program with a two year budget to identify funding for multi-year projects and to provide budget forecasting for capital projects according to priority and available funding. By providing the budget in this format, the City Council provides staff with appropriations and an expectation of when projects are to be completed. It also provides staff with a planning tool to help arrange and procure resources necessary to meet City Council and the public's expectations.

There are several different funding sources that support the Capital Improvement Program:

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Source of Revenue</th>
<th>Project Types</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIP General Fund Reserve</td>
<td>General Fund contribution (1%)</td>
<td>Parks, playgrounds, city infrastructure</td>
</tr>
<tr>
<td>CIP General Fund Building Reserve</td>
<td>General Fund contribution (2%)</td>
<td>Government buildings</td>
</tr>
<tr>
<td>Gas Tax</td>
<td>State Gasoline Tax</td>
<td>Transportation</td>
</tr>
<tr>
<td>Measure T</td>
<td>Sales Tax</td>
<td>Street maintenance and rehab</td>
</tr>
<tr>
<td>Underground Utility</td>
<td>User fees</td>
<td>Utility infrastructure</td>
</tr>
<tr>
<td>Street Improvement Fee</td>
<td>User fees</td>
<td>Streets</td>
</tr>
<tr>
<td>Development Impact Fees</td>
<td>Impact fees</td>
<td>City Infrastructure</td>
</tr>
<tr>
<td>Quadrant Fees</td>
<td>Subdivision developer impact fees</td>
<td>Parks, playgrounds, community centers</td>
</tr>
<tr>
<td>Parking Fees</td>
<td>Impact fees, parking agreements</td>
<td>Parking facilities, including parking lots and structures</td>
</tr>
<tr>
<td>Community Development Block Grant</td>
<td>Grants</td>
<td>Housing, community development and new sidewalks</td>
</tr>
<tr>
<td>Assessment Districts</td>
<td>Property Tax, business license tax</td>
<td>Maintenance of existing facilities</td>
</tr>
<tr>
<td>ATP (Active Transportation Program)</td>
<td>Federal/State</td>
<td>Bicycle, pedestrian and non-motorized facilities</td>
</tr>
<tr>
<td>TFCA (Transportation Funds for Clean Air)</td>
<td>State</td>
<td>Air quality, public transit, bicycle and pedestrian facilities</td>
</tr>
<tr>
<td>CMAQ (Congestion Mitigation and Air Quality)</td>
<td>Federal</td>
<td>Transportation, alternative fuel vehicles, emission reduction, bicycle and pedestrian facilities</td>
</tr>
<tr>
<td>Highway Bridge Program</td>
<td>Federal Maintenance Money</td>
<td>Bridge replacement, rehabilitation and preventative maintenance</td>
</tr>
<tr>
<td>STIP (State Transportation Improvement Program)</td>
<td>State</td>
<td>Transportation infrastructure</td>
</tr>
<tr>
<td>Materials Diversion Enterprise Fund</td>
<td>User fees</td>
<td>Materials Diversion Facility infrastructure</td>
</tr>
<tr>
<td>Water Enterprise Fund</td>
<td>User fees</td>
<td>Water System infrastructure</td>
</tr>
<tr>
<td>Grants</td>
<td>Miscellaneous Funding Sources</td>
<td>Specific to the type of grant</td>
</tr>
<tr>
<td>Other Agencies</td>
<td>Project Specific</td>
<td>Impact to City infrastructure</td>
</tr>
<tr>
<td>Developer Contributions</td>
<td>Project Specific</td>
<td>Mitigation for impact by private developments</td>
</tr>
</tbody>
</table>
Overall program management has been tasked to the Public Works Department due to its extensive knowledge and experience in the areas of project development, design and construction management. A project review team, made up of representatives from all city departments, screened new project requests from the various departments. The goal of this team was to review each project request and weigh the need versus available funding. A list of projects was developed and has been presented in the five-year capital program. Individual project detail sheets that provide general project descriptions, project locations (including maps), and financial information were also developed and included in this budget document. Project tracking numbers were assigned to these projects to help identify the type of project, year developed and the initiating department.

The following pages list all current and planned 5-year CIP projects, sorted by project category. Available budget as of April 30, 2021 is shown, as is the current project phase. Project phases are listed below:

<table>
<thead>
<tr>
<th>Project Phase</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>Project is completed and will be removed from CIP.</td>
</tr>
<tr>
<td>Construction</td>
<td>Project is currently in construction or beginning construction in FY 2022.</td>
</tr>
<tr>
<td>Delayed</td>
<td>Project is not active due to insufficient funding and/or staffing.</td>
</tr>
<tr>
<td>Design</td>
<td>Project is in development stage (planning, environmental review, engineering, and/or property acquisition phase).</td>
</tr>
<tr>
<td>Monitoring / Mitigation</td>
<td>Project construction is completed and environmental monitoring phase active per permit requirements.</td>
</tr>
<tr>
<td>New</td>
<td>Future project added in FY 2022 Budget Adoption / 5-Year CIP.</td>
</tr>
<tr>
<td>Not Moving Forward</td>
<td>Project is cancelled and will be removed from CIP.</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Project is continuing to move forward and does not fit in other categories.</td>
</tr>
</tbody>
</table>

More detail can be found within the [CIP Project Detail Sheets](#).
## Capital Improvement Program
### All Projects

<table>
<thead>
<tr>
<th>Project Category</th>
<th>Project #</th>
<th>Project Name</th>
<th>Total Budget as of 4/30/2021</th>
<th>Unobligated Budget as of 4/30/2021</th>
<th>Project Phase</th>
<th>Funding Source(s)</th>
<th>Additional Funding in Proposed FY22 Budget</th>
<th>Additional Funding in FY23 - FY26 CIP Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bike/Pedestrian Facility</td>
<td>BP12PW01</td>
<td>SR 29 Undercrossing</td>
<td>1,823,269.57</td>
<td>1,063,506.94</td>
<td>Design</td>
<td>ATP, BTC, General Fund, MTC, TFCA</td>
<td>200,000</td>
<td>550,000</td>
</tr>
<tr>
<td>Bridge</td>
<td>BR05PW01</td>
<td>Trancas Bridge Scour</td>
<td>928,631.45</td>
<td>—</td>
<td>Monitoring / Mitigation</td>
<td>County of Napa, HBRR, Gas Tax, General Fund</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Bridge</td>
<td>BR12PW02</td>
<td>Federal Bridge Preventative Maintenance Plan</td>
<td>647,082.00</td>
<td>102,223.01</td>
<td>Completed</td>
<td>Fire &amp; Paramedic Development Fee, General Fund</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC09FD01</td>
<td>Fire Station #5</td>
<td>6,756,647.00</td>
<td>722.66</td>
<td>Completed</td>
<td>General Fund, Other Agencies</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC13PD01</td>
<td>Police Range Improvements</td>
<td>203,000.00</td>
<td>18,219.87</td>
<td>Design</td>
<td>GF - Building Reserve</td>
<td>200,000</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC13PR01</td>
<td>Second Street Garage Elevator Modernization</td>
<td>520,000.00</td>
<td>108,698.87</td>
<td>Design</td>
<td>GF - Building Reserve</td>
<td>200,000</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC15PW01</td>
<td>City Hall Consolidation</td>
<td>8,591,924.00</td>
<td>13,392.76</td>
<td>Not Moving Forward</td>
<td>General Fund, GF - Building Reserve</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC16PR01</td>
<td>Senior Center Renovations</td>
<td>2,613,500.00</td>
<td>25,800.23</td>
<td>Construction</td>
<td>CDBG, General Fund, Other Agencies, Quadrant Funds</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC20FD01</td>
<td>Classroom/Secondary EOC - Fire Station 2</td>
<td>50,000.00</td>
<td>23,727.13</td>
<td>Not Moving Forward</td>
<td>GF - Building Reserve</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC20PW01</td>
<td>Facility Condition Assessment Study</td>
<td>100,000.00</td>
<td>—</td>
<td>Ongoing</td>
<td>GF - Building Reserve</td>
<td>200,000</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC20PW02</td>
<td>Corp Yard Gate &amp; Cameras</td>
<td>100,000.00</td>
<td>44,005.98</td>
<td>Ongoing</td>
<td>GF - Building Reserve</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC20PW03</td>
<td>Police &amp; Fire Admin Building HVAC Chiller</td>
<td>250,000.00</td>
<td>189,203.73</td>
<td>Design</td>
<td>GF - Building Reserve</td>
<td>750,000</td>
<td>—</td>
</tr>
<tr>
<td>Facilities</td>
<td>FC21PW01</td>
<td>City Hall Office Space Modification</td>
<td>100,000.00</td>
<td>99,020.18</td>
<td>Design</td>
<td>GF - Building Reserve</td>
<td>150,000</td>
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</tr>
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## Capital Improvement Program
### All Projects

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Proposed FY 2021/22 Budget
## Capital Improvement Program
### All Projects

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<tr>
<th>Project Category</th>
<th>Project #</th>
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<th>Total Budget as of 4/30/2021</th>
<th>Unobligated Budget as of 4/30/2021</th>
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**Proposed FY 2021/22 Budget**

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## Capital Improvement Program

### All Projects

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Proposed FY 2021/22 Budget
## Capital Improvement Program
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# Capital Improvement Program
## All Projects

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## Capital Improvement Program
### All Projects

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<th>Unobligated Budget as of 4/30/2021</th>
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# Capital Improvement Program
## All Projects

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## Capital Improvement Program
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## Capital Improvement Program

### All Projects

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Proposed FY 2021/22 Budget
Capital Improvement Program
Five-Year CIP Plan by Project Type

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**Water Transmission Total**

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### Linda Vista Improvement Fee

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### Materials Diversion Enterprise Fund

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**Water Enterprise Fund Total**

|                | 5,550,000 | 14,790,000 | 7,670,000 | 9,050,000 | 7,050,000 | 44,110,000 |

**GRAND TOTAL**

|                | 19,207,400 | 24,190,000 | 26,862,535 | 19,797,183 | 26,993,282 | 117,050,400 |
Appendices

Fiscal Year
2021/22
Appendix A

Five-Year Staffing Plan

Fiscal Year
2021/22
# Five-Year Staffing Plan

## Appendix A

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# Five-Year Staffing Plan

## Appendix A

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## Five-Year Staffing Plan

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Proposed FY 2021/22 Budget
## Five-Year Staffing Plan

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Proposed FY 2021/22 Budget
## Five-Year Staffing Plan

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<td></td>
<td>Police Lieutenant</td>
<td>1.00</td>
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<td>Police Sergeant</td>
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<tr>
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<td>Police Officer/Police Officer Trainee</td>
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<td>Police Officer Trainee - FY22 Vacancy Freeze</td>
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<td>Community Service Officer I/II [B]</td>
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<td><strong>Operations Total</strong></td>
<td>62.00</td>
<td>63.00</td>
<td>63.00</td>
<td>61.00</td>
<td>61.00</td>
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<tr>
<td><strong>Support Services</strong></td>
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<td>Communications Manager</td>
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<tr>
<td></td>
<td>Police Records Bureau Administrator</td>
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<td>Public Safety Dispatcher I/II</td>
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<td></td>
<td>Public Safety Call Taker</td>
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</tr>
<tr>
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<td>Senior Police Records Specialist</td>
<td>—</td>
<td>—</td>
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<td>1.00</td>
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</tr>
<tr>
<td></td>
<td>Senior Police Records Assistant</td>
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<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td>Police Records Specialist I/II</td>
<td>—</td>
<td>—</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
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<tr>
<td></td>
<td>Police Records Assistant I/II</td>
<td>6.00</td>
<td>6.00</td>
<td>—</td>
<td>—</td>
<td>—</td>
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<tr>
<td></td>
<td>Police Property Technician</td>
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<td><strong>Support Services Total</strong></td>
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<tr>
<td><strong>Total</strong></td>
<td>Total budgeted full time positions</td>
<td>128.50</td>
<td>130.50</td>
<td>131.50</td>
<td>129.00</td>
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<tr>
<td></td>
<td>Total FY22 unbudgeted full time positions</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**Total Police** 128.50 130.50 131.50 129.00 129.00
## Five-Year Staffing Plan

### Department/Division  | Position Title  | 2017/18 Amended | 2018/19 Amended | 2019/20 Amended | 2020/21 Amended | 2021/22 Proposed
---|---|---|---|---|---|---
**Fire**  |  |  |
  **Administration**  | Fire Chief  | 1.00  | 1.00  | 1.00  | 1.00  | 1.00  
    | Administrative Services Manager  | 0.50  | 0.50  | 0.50  | ---  | ---  
    | Management Analyst I/II  | ---  | ---  | ---  | 1.00  | 1.00  
    | Administrative Secretary  | ---  | 1.00  | 1.00  | 1.00  | 1.00  
    | Office Assistant I/II  | ---  | 1.00  | 1.00  | 1.00  | 1.00  
    | Secretary  | 1.00  | ---  | ---  | ---  | ---  
  **Administration Total**  | 2.50  | 3.50  | 3.50  | 4.00  | 4.00  
  **Prevention**  | Fire Marshal  | 1.00  | 1.00  | 1.00  | 1.00  | 1.00  
    | Fire Division Chief  | ---  | ---  | ---  | ---  | ---  
    | Fire Prevention Inspector III - FY22 Vacancy Freeze  | 1.00  | 1.00  | 1.00  | 1.00  | 1.00  
    | Fire Prevention Inspector I/II  | 3.00  | 3.00  | 3.00  | 3.00  | 3.00  
    | Secretary  | 1.00  | 1.00  | 1.00  | 1.00  | 1.00  
  **Prevention Total**  | 6.00  | 6.00  | 6.00  | 6.00  | 6.00  
  **Operations**  | Fire Division Chief  | 1.00  | 1.00  | 1.00  | 1.00  | 1.00  
    | Fire Battalion Chief  | 4.00  | 4.00  | 4.00  | 4.00  | 4.00  
    | Fire Captain  | 16.00  | 16.00  | 17.00  | 17.00  | 17.00  
    | Firefighter/Paramedic  | 27.00  | 29.00  | 29.00  | 29.00  | 29.00  
    | Firefighter  | 12.00  | 12.00  | 13.00  | 13.00  | 13.00  
    | Emergency Medical Services Specialist  | 1.00  | 1.00  | ---  | ---  | ---  
  **Operations Total**  | 61.00  | 63.00  | 64.00  | 64.00  | 64.00  
  **Total budgeted full time positions**  | 69.50  | 72.50  | 73.50  | 74.00  | 74.00  
  **Total FY22 unbudgeted full time positions**  | 1.00  |
  **Total Fire**  | 69.50  | 72.50  | 73.50  | 74.00  | 74.00  

### Five-Year Staffing Plan (continued)

<table>
<thead>
<tr>
<th>Department/Division</th>
<th>2017/18 Amended</th>
<th>2018/19 Amended</th>
<th>2019/20 Amended</th>
<th>2020/21 Amended</th>
<th>2021/22 Proposed</th>
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</thead>
<tbody>
<tr>
<td><strong>Total budgeted limited term positions</strong></td>
<td>1.00</td>
<td>4.00</td>
<td>9.00</td>
<td>8.00</td>
<td>5.00</td>
</tr>
<tr>
<td><strong>Total City Staff</strong></td>
<td><strong>477.00</strong></td>
<td><strong>493.00</strong></td>
<td><strong>507.00</strong></td>
<td><strong>508.00</strong></td>
<td><strong>506.00</strong></td>
</tr>
</tbody>
</table>

---

Proposed FY 2021/22 Budget
## Five-Year Staffing Plan

**END NOTES**

All Decision Packages are dependent upon full review by City of Napa Human Resources and are subject to change.

**FY22 Vacancy Freeze** - position will be held vacant in FY 2021/22. All related salaries and benefit budget amounts for these positions have been removed from department budgets.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>[A]</td>
<td>R2020-090 deleted 2 Limited-Term Management Fellow positions.</td>
</tr>
<tr>
<td>[B]</td>
<td>DP-656 approved with the FY21 Budget Update moved management of the Parking Security Fund from the Police Department to Community Development. This also caused the movement of 2 Community Service Officer I/II positions from Police to CDD (Parking Programs).</td>
</tr>
<tr>
<td>[C]</td>
<td>R2020-089 extended the Limited-Term Housing Specialist position through 12/31/21, and added back one regular full-time Housing Specialist position (was previously underfilled with LT Housing Specialist).</td>
</tr>
<tr>
<td>[D]</td>
<td>R2020-093 deleted 2 Water Treatment Facility Operator Trainee positions and added 2 Water Treatment Facility Operator positions. The resolution also deleted 1 Purchasing and Inventory Specialist and added 1 Buyer.</td>
</tr>
<tr>
<td>[F]</td>
<td>R2020-138 deleted 1 Park Maintenance Worker I/II position and added 1 Maintenance Craftworker position.</td>
</tr>
<tr>
<td>[G]</td>
<td>R2020-149 added 1 Park Maintenance Worker I/II position.</td>
</tr>
<tr>
<td>[H]</td>
<td>R2020-150 added 1 Limited-Term Park Ranger I/II position.</td>
</tr>
<tr>
<td>[I]</td>
<td>R2021-001 deleted 1 Code Enforcement Officer position and added 1 Utilities Program Compliance Coordinator position.</td>
</tr>
<tr>
<td>[J]</td>
<td>R2021-002 deleted 1 Legal Secretary to the City Attorney position and added 1 Legal Analyst position.</td>
</tr>
<tr>
<td>[L]</td>
<td>R2021-014 changed the Assistant and Associate Planner classifications to make them flexibly staffed.</td>
</tr>
<tr>
<td>[M]</td>
<td>Internal reorganization by the Public Works Department. Move 1 Engineering Aide / Senior Engineering Aide from Development Engineering to Engineering. Move 1 Management Analyst I/II, 1 Senior Office Assistant, and 1 Office Assistant I/II from Maintenance to Administration.</td>
</tr>
<tr>
<td>[N]</td>
<td>R2021-016 unfroze 1 Associate Civil Engineer position.</td>
</tr>
<tr>
<td>[O]</td>
<td>R2021-022 deleted 1 Secretary to the City Manager position and added 1 Assistant to the City Manager position.</td>
</tr>
<tr>
<td>[P]</td>
<td>R2021-023 unfroze 1 Construction Manager / Construction Manager - Professional Engineer position.</td>
</tr>
<tr>
<td>[1]</td>
<td>DP-683 adds 1 Assistant City Manager position effective 1/1/2022, and deletes 1 Deputy City Manager position after promotion into the Assistant City Manager position.</td>
</tr>
<tr>
<td>[2]</td>
<td>DP-682 contains the following reclasses: Finance Manager to Deputy Finance Director, Finance Analyst to Budget Officer, Management Analyst I/II to Budget Analyst I/II, and Accountant to Accountant I/II. It also moves 1 vacant Management Analyst I/II position from CDD to Finance, and reclasses it to a Senior Budget Analyst. All new classifications will need final Council approval before the staffing plan is updated.</td>
</tr>
<tr>
<td>[5]</td>
<td>DP-677 deletes 1 Park Maintenance Worker III position and adds 1 Street Maintenance Worker III position.</td>
</tr>
</tbody>
</table>
Appendix C

Interfund Transfers

Fiscal Year
2021/22
## Schedule of Proposed Interfund/Interagency Transfers

### Fiscal Year 2021/22

<table>
<thead>
<tr>
<th>From</th>
<th>Purpose</th>
<th>To</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>201  Traffic Fund</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>12,800</td>
</tr>
<tr>
<td>217  Public Art Fund</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>200</td>
</tr>
<tr>
<td>222  Housing Impact Fee</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>115,400</td>
</tr>
<tr>
<td>225  Measure F Fund</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>5,900</td>
</tr>
<tr>
<td>231  CDBG Program</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>2,400</td>
</tr>
<tr>
<td>233  HOME Program</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>14,800</td>
</tr>
<tr>
<td>241  Assessment Districts</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>12,600</td>
</tr>
<tr>
<td>291  Parking Security</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>32,200</td>
</tr>
<tr>
<td>293  Parking Special Revenue Fund</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>20,200</td>
</tr>
<tr>
<td>510  Solid Waste &amp; Recycling Non-Recurring Solid Waste &amp; Recycling</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>3,100</td>
</tr>
<tr>
<td>530  Water</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>1,839,000</td>
</tr>
<tr>
<td>531  Water Capital Projects</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>19,600</td>
</tr>
<tr>
<td>539  Non-Recurring Water</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>8,000</td>
</tr>
<tr>
<td>841  Laurel Manor</td>
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<td>100 General Fund</td>
<td>64,700</td>
</tr>
<tr>
<td>842  Seminary Street</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>94,900</td>
</tr>
<tr>
<td>843  Section 8</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>79,900</td>
</tr>
<tr>
<td>844  20% Low/Mod Income</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>11,200</td>
</tr>
<tr>
<td>846  Local Housing Fund</td>
<td>City Admin</td>
<td>100 General Fund</td>
<td>34,400</td>
</tr>
</tbody>
</table>

**Citywide Administration** 3,011,200
- 100 General Fund 900,000
- 100 General Fund 2,961,100
- 100 General Fund 150,000

**General Fund Transfers Out** 4,011,100
- 291 Parking Security 44,000
- 237 Low/Mod Set Aside 20,500
- 510 Solid Waste & Recycling 1,113,600
- 201 Traffic Fund 250,000
- 203 Measure T Fund 1,250,000
- 201 Traffic Fund 250,000
- 202 RMRA Fund 1,000,000
- 201 Traffic Fund 181,000
- 202 RMRA Fund 1,000,000
- 203 Measure T Fund 6,250,000
- 211 Underground Utility Impact 120,000
- 214 Development Impact 847,960
- 215 Park Acquisition and Dev 1,440
- 217 Public Art Fund 310,000
- 530 Water 5,000,000

**Other Transfers** 17,638,500

**Total Transfers Out** 24,660,800

**Citywide Administration** 3,011,200

**General Fund Transfers Out** 4,011,100

**Other Transfers** 17,638,500

**Total Transfers In** 24,660,800

---

Proposed FY 2021/22 Budget

215
Appendix D

Proposed Decision Packages

Fiscal Year
2021/22
**Budget Decision Package**

**Water CIP Master Plan/ LT Financing Plan/ CEQA**

**Dept:** Utilities - Water  
**Contact:** Joy Eldredge  
**Key Title:** NR Water Engineering  
**FundKey:** 53904

---

**Section 1: General Information**

**Summary of Costs**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>GF Expenditures</th>
<th>NGF Expenditures</th>
<th>Revenues</th>
<th>Net Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY21/22</td>
<td>$0</td>
<td>$400,000</td>
<td>$0</td>
<td>$400,000</td>
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<tr>
<td>FY22/23</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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</tbody>
</table>

**Description:**

The Utilities Water System is composed of 3 treatment plants, 350 miles of pipe, 9 pump stations, 10 pressure regulating stations, 13 storage tanks and over 25,500 meters. All aspects of this infrastructure are required to ensure water service to customers in the City of Napa and surrounding unincorporated County areas. Consistent investment in Capital Improvements is required to provide reliable high quality water 24/7 for the long term at a low cost. A Master Plan will be created to identify, prioritize, and estimate the cost of capital improvement investments over the next 20 years.

Water infrastructure requires long term planning and this effort will lay out a long term financing plan for the aforementioned Master Plan of Capital Improvements. Financing the major investments commonly relies on a bond issuance whereby the debt service is paid over future decades by rate payers who benefit from the projects. A programmatic Environmental Impact Report will be assessed to ensure CEQA clearance and prepare for construction.

**New Program or Significant Increase?**  
- [ ] New Program  
- [ ] Change to Existing Program

Long term planning for existing programs.

---

**Section 2: Cost of Request**

**One-Time Funding or Recurring Need?**  
- [x] One-Time  
- [ ] Recurring

Professional Services to complete the Water Capital Improvement Master Plan, associated Long Term Capital Financing Plan and Environmental Impact Report (EIR.)

- [ ] New/Eliminated Personnel?  
- [ ] Grant Funds?

- [ ] Are the proposed services, programs or activities mandated?

**Expenditures**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY1 GF</th>
<th>FY1 NGF</th>
<th>FY2 GF</th>
<th>FY2 NGF</th>
</tr>
</thead>
<tbody>
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<td>Salary &amp; Benefits</td>
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<td>$0.00</td>
<td>$0.00</td>
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<tr>
<td>Services</td>
<td>$0.00</td>
<td>$400,000.00</td>
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<tr>
<td>Materials &amp; Supplies</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Transfers</td>
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<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

**Total**

| $0.00 | $400,000.00 | $0.00 | $0.00 |

To complete this project another $150,000 of funding will need to be approved in FY 22/23.

**Funding**

<table>
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<th>Key</th>
<th>Key Title</th>
<th>Object</th>
<th>Object Title</th>
<th>FY 1 Amount</th>
<th>FY 2 Amount</th>
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</thead>
</table>

**Total**

| $0.00 | $0.00 |

5/17/2021 9:57:15 AM  
Proposed FY 2021/22 Budget
Budget Decision Package
Restore Part-Time Staffing Budget

Dept: Utilities - MDF
Key Title: MDF - Noncntrct City Recycling
Contact: Chris Shoop
FundKey: 51007

Section 1: General Information

Summary of Costs

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>GF Expenditures</th>
<th>NGF Expenditures</th>
<th>Revenues</th>
<th>Net Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY21/22</td>
<td>$0</td>
<td>$52,000</td>
<td>$0</td>
<td>$52,000</td>
</tr>
<tr>
<td>FY22/23</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
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</table>

Description:
Due to expected revenue loss when the COVID-19 situation started to unfold, the Solid Waste/Recycling Division took numerous steps to reduce expenses. The part-time staffing budget was one area where costs were cut aggressively. The then $72,000 budget was cut by $52,000, giving the Solid Waste and Recycling (SWR) Enterprise Fund a part-time labor budget of only $20,000 for FY20/21. The significant cutback has hindered the ability of SWR to fully and effectively carry out its waste reduction programs and services. With the State of California placing even more requirements on SWR in FY21/22 through the passage of SB1383, SWR needs to restore its part-time funding in order to keep up with the new requirements and also not lose ground on the progress that was being made implementing the existing requirements and programs.

New Program or Significant Increase?  □ New Program  ☑ Change to Existing Program

This request would restore the part-time budget to the level it was at prior to cuts made in response to the COVID-19 crisis. This would allow SWR to resume key program work and begin efforts to ensure the City of Napa fulfill requirements under the new SB1383 legislation (mandatory organics).

Section 2: Cost of Request

One-Time Funding or Recurring Need?  □ One-Time  ☑ Recurring

The part-time staff funding would be a recurring need in order to implement and continue existing and new programs.

□ New/Eliminated Personnel?  Proposed Net Impact on FTEs:  0

This would not affect any full-time staff, but would allow SWR to bring back part-time staff that remain furloughed and increase the hours of the two that have returned on a limited basis.

□ Grant Funds?
N/A

☑ Are the proposed services, programs or activities mandated?

The State of California has numerous requirements that fall on the City as it pertains to waste reduction/recycling/composting. Part-time staff assist the division with meeting the responsibilities associated with legislation such as AB939, AB341, SB1826, and SB1383. In addition, the City of Napa has its own waste reduction policy (R2012-100) with the goal of achieving 75% waste diversion, and these staff members play an important role in that effort.

Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>FY1 GF</th>
<th>FY1 NGF</th>
<th>FY2 GF</th>
<th>FY2 NGF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary &amp; Benefits</td>
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<td>$52,000.00</td>
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<td>$0.00</td>
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<tr>
<td>Services</td>
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<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Transfers</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$0.00</td>
<td>$52,000.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>
Budget Decision Package
Water Operations Class/Comp Adjustments

Dept: Utilities - Water
Contact: Phil Brun
Key Title: Water Admin
FundKey: 53001

Section 1: General Information

Summary of Costs

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>GF Expenditures</th>
<th>NGF Expenditures</th>
<th>Revenues</th>
<th>Net Costs</th>
</tr>
</thead>
<tbody>
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Description:
Comprehensive classification and compensation adjustments to all Water Operations positions to reflect revised class specifications and associated salary surveys, retitled positions and reclassified positions. Class specification work and salary surveys are being done to match current business practices and needs, reflect necessary State certification for Treatment and Distribution Operators, reorganize some operations, develop broader series for succession planning and coverage for vacancies and establish appropriate salary differentials between positions.

New Program or Significant Increase?  □ New Program  ✓ Change to Existing Program

Work is being done on the following positions:
1. Treatment Operator Series
2. Distribution Operator Series
3. Plant Maintenance Mechanic Series
4. Plant Maintenance Electrician
5. Laboratory Positions
6. Storeskeeper
7. Water Quality Manager
8. Water Treatment Manager
9. Control Systems Administrator
10. Instrument Technician/Control Specialist
11. Plant Maintenance Supervisor
12. Junior Engineer/Systems Analyst

Section 2: Cost of Request

One-Time Funding or Recurring Need?  □ One-Time  ✓ Recurring

Changes to Salaries and Benefits

✓ New/Eliminated Personnel?  Proposed Net Impact on FTEs: 0

No change in FTE's.
Retitle and Reclass of some positions.

Grant Funds?

☐ Are the proposed services, programs or activities mandated?

Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>FY1 GF</th>
<th>FY1 NGF</th>
<th>FY2 GF</th>
<th>FY2 NGF</th>
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Total

$0.00  $410,000.00  $0.00  $0.00

Estimated additional salary and benefit costs due to class specification changes and associated salary surveys. Assumes changes will take effect October 1, 2021.
Budget Decision Package
Street Maintenance Worker III (Reclass vacant PMWIII)

Dept: PW - General  Contact: Heather Maloney/Mike Berger
Key Title: PW Street Administration  FundKey: 43111

Section 1: General Information

Summary of Costs

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>GF Expenditures</th>
<th>NGF Expenditures</th>
<th>Revenues</th>
<th>Net Costs</th>
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<td>FY22/23</td>
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Description:
In FY 19, the Public Works and Parks Maintenance Services were reorganized to transfer the Downtown Maintenance and Facilities Maintenance programs to the Public Works Department. An incumbent in the Parks Maintenance Worker III classification was included as part of the transfer.

However, the PMW III classification is not consistent with other Public Works classifications, is specific to "parks, trees and facility maintenance work," and does not match the duties performed by the previous incumbent.

The position is currently vacant, and the department would like to replace the PMWIII with a SMWIII to match the duties required of the position. This will also support the department's sustainable staffing and cross training goals, allowing flexibility to cover season demand or crew coverage throughout the Maintenance division.

This position serves as the leadworker for the DT Maintenance Crew and Sign Shop (including, but not limited to signing, striping and sign manufacturing, standard plans work, sidewalk barricades, computer work, formatting, designing, printing signs, etc.) This position will be required to run heavy equipment and may also be assigned as needed to fill-in on Paving and/or Concrete crews.

Streets Maintenance Worker III (see job specification):
https://www.governmentjobs.com/careers/napacity/classspecs/56611

New Program or Significant Increase?  ☐ New Program  ☐ Change to Existing Program

Continuation of existing program.
Realignment of the classification with job duties appropriate to the position will support ongoing Street and Downtown Maintenance programs.

Section 2: Cost of Request

One-Time Funding or Recurring Need?  ☑ One-Time  ☐ Recurring

The PMWIII and SMWIII are assigned the same salary scale. There is no fiscal impact anticipated for this change.

☐ New/Eliminated Personnel?  Proposed Net Impact on FTEs: 0

The position is currently vacant.

☐ Grant Funds?

☑ Are the proposed services, programs or activities mandated?

This position serves as the leadworker for the DT Maintenance Crew and Sign Shop. The Downtown Maintenance Program is funded under an agreement with PBID. Other Sign Shop, Paving and/or Concrete work supports various local, State and Federal programs.

Expenditures

<table>
<thead>
<tr>
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Budget Decision Package
Street Maintenance Worker III (Reclass vacant PMWIII)

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</table>

The PMWIII and SMWIII are assigned the same salary scale. There is no fiscal impact.
Budget Decision Package
Senior Housing Specialist

Dept: Housing Authority
Contact: Lark Ferrell
Key Title: SB Hsg Sec 8 Vouchers Admin
FundKey: 84301

Section 1: General Information

Summary of Costs

<table>
<thead>
<tr>
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Description:
This would create a Senior Housing Specialist position within the Housing Division's Rental Program section.

New Program or Significant Increase?  ☑ New Program  ☐ Change to Existing Program

This would create a new classification within the Housing Division. This position would be expected to maintain a full Section 8 case load while also performing more complex tasks for the Division as assigned. The position would provide critical back-up to the Rental Programs Supervisor in the case of absence. This would also allow the Housing Division to launch some currently unstaffed initiatives, such as a formal landlord recruitment program and the expansion of community partnerships.

Section 2: Cost of Request

One-Time Funding or Recurring Need?  ☑ Recurring  ☐ One-Time

This would be a recurring need. The current estimated cost of a Senior Housing Specialist is approximately $114,000, which is $9,000 more per year than the cost of a Housing Specialist.

☐ New/Eliminated Personnel?
Proposed Net Impact on FTEs: 0

This position would be filled through an internal recruitment which would result in no net impact on FTE’s.

☑ Grant Funds?
This would be funded with Section 8 administrative funds.

☐ Are the proposed services, programs or activities mandated?

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</table>

Senior Housing Specialist costed at $114K (compared to $105K for Housing Specialist)
Budget Decision Package
Senior Permit Technician

Dept: Community Developme                 Contact: Jason Williams
Key Title: CDD Bldg Inspect and Plan Chk       FundKey: 41721

Section 1: General Information

Summary of Costs

<table>
<thead>
<tr>
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</table>

Description:
This would remove a Deputy Chief Building Official position from the staffing plan in exchange for adding a Senior Permit Technician position within the Building Division.

New Program or Significant Increase?  □ New Program   Change to Existing Program
This would create a new classification and replace an existing authorized position within the Building Division. The new position would be expected to provide critical support the building permit team including supervisory leadership. This would also allow the Building Division to launch some currently unstaffed initiatives.

Section 2: Cost of Request

One-Time Funding or Recurring Need?  □ One-Time   Recurring
This would be a recurring need. The current estimated cost of a Senior Permit Technician is approximately $113,000, which is $67,000 less than the cost of a Deputy Chief Building Official.

□ New/Eliminated Personnel?  Proposed Net Impact on FTEs: 0
This position would be filled through an internal recruitment which would result in no net impact on FTE’s.

□ Grant Funds?

□ Are the proposed services, programs or activities mandated?

Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>FY1 GF</th>
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<td><strong>Total</strong></td>
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<td><strong>0</strong></td>
<td><strong>$119,000</strong></td>
<td><strong>0</strong></td>
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</table>

Costing for a Senior Permit Technician at $113,000 compared to a Deputy Chief Building Official at $180,000 results in a GF savings of $67,000 in year 1. Assuming a 5% increase in year two, the cost for a Senior Permit Technician at $119,000 compared to the Deputy Chief Building Official at $189,000 results in a GF savings of $70,000.
Budget Decision Package
Finance Dept Re-Organization

Dept: Finance  Contact: Bret Prebula
Key Title: Finance Admin  FundKey: 41510

Section 1: General Information

Summary of Costs

<table>
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<tr>
<th>Fiscal Year</th>
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Description:
The City contracted with Bryce Consulting to review the Finance Department organizational structure and the structure of the City budget function. The summary version of this report was that the following changes are recommended and agreed upon by the Finance Director and City Manager to improve the efficiency, budget management, employee development, career enhancement opportunities, cross-training for the department above and generally improve the financial oversight of the City.

The recommended changes are as follows:

- Reclassify the Finance Manager to Deputy Finance Director
- Reclassify the Finance Analyst to Budget Officer
- Add a Senior Budget Analyst
- Reclassify the Management Analyst I/II to Budget Analyst I/II
- Reclassify Accountant classification to a flexibly staffed Accountant I/II
- Adjust the salary of the Senior Accountant to address any compaction issues with the flexibly staffed Accountant I/II

The above recommended changes will result in no new FTE and will create a net cost savings. Specifically, the budget changes (adding the Senior Budget Analyst) will continue the efforts to centralize the City’s budget process, enhancing oversight and consistency citywide. The Senior Budget Analyst will take over the budget responsibilities for the Community Development Department, Parks and Recreation Department, Human Resources, and potentially additional departments in the future. This position will also take over the various cost allocation models and user fee studies as well as other citywide comprehensive budget assignments. This is in addition to the current Management Analyst in the Finance Department (will be reclassified to Budget Analyst I/II) who is already centralizing the budget function for Finance, City Manager, City Clerk, and City Attorney. This will allow approximately 50% of the City's budget responsibilities to be centralized. This team, now led by the newly reclassified Budget Officer, will work on citywide budget training, reporting, analysis techniques, and enhanced city financial oversight, which will assist these departments and those other departments that remain decentralized for the time being.

The addition of the Senior Budget Analyst will be offset by the deletion of the vacant Management Analyst I/II within the Community Development Department, thus not increasing the total FTE count for the City. Additionally, two positions in the Finance Department will remain vacant, they have been vacant for over a year, to offset the small increase in reclassification costs, with the net result being a annual cost savings.

New Program or Significant Increase?  ☑ New Program  ❏ Change to Existing Program

This Decision Package will move 1 FTE from CDD to Finance.

Section 2: Cost of Request

One-Time Funding or Recurring Need?  ☑ One-Time  ❏ Recurring

These changes to positions and salary ranges will create increased ongoing costs in the Finance Department.

New/Eliminated Personnel?  Proposed Net Impact on FTEs: 0

Grant Funds?
Budget Decision Package
Finance Dept Re-Organization

Dept: Finance
Key Title: Finance Admin
Contact: Bret Prebula
FundKey: 41510

☐ Are the proposed services, programs or activities mandated?

Expenditures

<table>
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<tr>
<th>Description</th>
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</table>

The net impact of the reclassed positions to the General Fund is an increase of $53,500.
Budget Decision Package
City Manager Office Staffing Plan

Dept: City Manager
Contact: Steve Potter
Key Title: City Manager Admin Services
FundKey: 41321

Section 1: General Information
Summary of Costs

<table>
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<tr>
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<td>FY22/23</td>
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</table>

Description:
The City Manager's office is proposing to add back the Assistant City Manager position. This addition will come with a deletion of one of the Deputy City Manager positions. Therefore, the addition is not a net increase in FTEs in the City Manager’s Office. The Fiscal increase is the difference between the Deputy CM and the Assistant CM. The need for this position is the fact that the City Manager needs a clear second in command for the organization. Given the complexities of the organization, and the 24 hour nature of running a City, the demands on the City Manager in terms of time and oversight are significant. With an Assistant CM this load can be spread across two leadership positions. This will also allow the City Manager to delegate authority in instances when they will be away, and have the Assistant City Manager be in an acting capacity. To reduce costs in the FY 2021/22 fiscal year, the Assistant City Manager position would not be filled until halfway through the fiscal year.

New Program or Significant Increase? ☑️ New Program ☐ Change to Existing Program

The Assistant City Manager was deleted from the City Manager's Office staffing plan for budget reasons in the FY 2020/21 budget.

Section 2: Cost of Request
One-Time Funding or Recurring Need? ☐ One-Time ☑️ Recurring

The addition would be a permanent position with ongoing salary/benefit costs.

☑️ New/Eliminated Personnel? Proposed Net Impact on FTEs: 0

Addition of 1 FTE Assistant City Manager, Reduction of 1 FTE Deputy City Manager

☐ Grant Funds?

☐ Are the proposed services, programs or activities mandated?

Expenditures

<table>
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Total: $28,000.00

Cost differential for 6 months between Deputy City Manager and Assistant City Manager

5/17/2021 9:57:16 AM
Proposed FY 2021/22 Budget
Section 1: General Information

Summary of Costs

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Description:
To reallocate a vacant Maintenance Laborer position to a Parks Maintenance Worker I/II (PMW I/II). The Maintenance Laborer position became vacant due to an internal promotion. The current operational needs of the division require a higher class position, and reclassing the vacant position to a PMW I/II will better support the department.

One-Time Funding or Recurring Need?  [ ] One-Time  [x] Recurring

New Program or Significant Increase?  [ ] New Program  [ ] Change to Existing Program

No impact on FTE; 1 Maintenance Laborer position will be deleted and 1 PMW I/II position will be added

Section 2: Cost of Request

Expenditures

<table>
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No additional funding requested. Reclass would cost about $10k more than currently budgeted; department has elected to absorb costs within operating budget.
Appendix G

Revenue Assumptions

Fiscal Year
2021/22
**General Fund:**
Revenue projections are based on a combination of factors including analysis of historical revenue receipts, anticipated changes in the local economic environment, projected City growth through development and anticipated changes in revenue receipts.

General Fund revenues are anticipated to be $101.3 million for FY 2021/22. The assumptions used to project major General Fund revenues are explained below.

**Property Tax Revenues**
Property taxes are the City's largest source of revenue (43.5% of FY 2021/22 operating revenues) and are relatively inelastic in that they should remain constant as the economy changes. By State law (Proposition 13), the County levies property taxes at one percent of full market value at the time of purchase. Assessed values can be increased by no more than two percent per year until resold. The City also has the authority to impose an excess property tax levy to pay debt service on voter-approved debt. Currently, no such debt exists. Within Napa County, property values continue to increase. The median single family home price rose 22.9% between April 2020 and April 2021. Assessed property values rose by 5.3% from June 2019 to June 2020, are the property anticipated an increase of 4.83% from June 2020 to June 20201. Additionally, $3.5 million of Excess ERAF funds has been budgeted in the FY 2021/22 budget to support the General Fund while TOT revenues recover.

**Sales Tax Revenues**
Sales tax revenue is a strong indicator of the City's economic health. Sales tax revenues are currently the City's second largest source of revenue while Transient Occupancy Tax recovers (20.2% of FY 2021/22 operating revenues) and are somewhat elastic in nature, varying with changes in the economy. The California Department of Tax and Fee Administration levies the sales tax on most retail sales with principal exemptions applying to sales of food for home consumption and prescription drugs. The overall Napa County sales tax rate is 7.75%, of which the City receives the 1% local portion. The City also receives a portion of the 0.5% earmarked for public safety as mandated by the State, as well as a portion of the 0.5% earmarked for street maintenance per local Measure T (Measure T revenues are recorded in their own fund). Napa's sales tax revenue is heavily dependent on the tourism industry and therefore tends to follow economic cycles. This revenue source was impacted by the pandemic, although increased online sales and the resultant increase in county pool sales tax revenues helped this revenue stream from dropping as low as originally anticipated. Steady growth is anticipated in FY 2021/22, with sales tax revenues expected to fully recover in FY 2022/23.

**Transient Occupancy Tax Revenues**
Transient occupancy tax revenue (TOT) is also a strong indicator of the city's economic health. This revenue source is currently the City's third largest source of revenue (17.6% of FY 2021/22 operating revenues) and is elastic in nature, varying with changes in the economy. The City of Napa levies the tax on rooms at hotels, motels, bed and breakfasts and vacation rentals within the City. The TOT rate is 12%, of which the City receives 100%. In addition, effective July 1, 2010, the city began collecting an additional 2% assessment on behalf of the newly established Napa Valley Tourism Improvement District (NVTID). Local Measure F added
another 1% tax to go towards affordable housing, bringing the total amount levied on rooms to 15%. Transient occupancy tax revenue is heavily dependent on the tourism industry and therefore tends to follow economic cycles. This revenue source was heavily impacted by the COVID-19 pandemic, and is not expected to fully recover until FY 2023/24. Growth of 48% over the FY 2020/21 adjusted budget is anticipated, with revenues buoyed by increased tourism and new properties opening.

**Special Revenue Funds:**
The major sources of revenue received in Special Revenue Funds include Federal and State grants, shared revenues from the State of California or County of Napa, developer impact fees, and special assessments. The assumptions used for the FY 2021/22 major revenues are described below:

*State Gas Tax (Highway Users Tax) Allocations (Sections 2105, 2106, 2107, 2107.5 and 2103 of Streets and Highways Code)* – The State of California Highway Users Tax is a $0.36 per gallon tax on fuel. Taxes are allocated to the City based on population. For FY 2021/22, the City anticipates gas tax allocations of $457,500 (2105), $215,500 (2106), $582,5000 (2107), $7,500 (2107.1), and $702,000 (2103: Prop 42 replacement). Road Maintenance and Rehabilitation Account funds in the amount of $1,553,500 for FY 2021/22 are also anticipated.

*Community Development Block Grant (CDBG)* – Housing and Urban Development (HUD) awards grants to entitlement community grantees to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. The City of Napa is an entitlement community and anticipates receiving $0.49 million in grant income for FY 2021/22.

*HOME Grant* - The HOME Fund accounts for federal HOME funds provided to the City of Napa through the State of California Department of Housing and Community Development. Funds from this award are used for down payment assistance for low-income first-time homebuyers. It is anticipated the City of Napa will receive $0.27 million, however this estimate may be modified as future grant awards are confirmed.

*CalHome Grant* – The CalHome Fund accounts for funding received by the City of Napa from the California Department of Housing and Community Development CalHome grant program. Funds from this award are Proposition 1C funds and are restricted to down payment assistance for low-income first-time homebuyers. It is anticipated that the City of Napa will receive $65,500 in FY 2021/22.

*Assessment District Revenues* – These revenues come from assessments for lighting and landscaping of various site-specific locations around the City. These sites are located within established boundaries that make up the funding districts and zones. It is anticipated the City will receive $0.50 million in assessment and investment income.

*Parking Maintenance & Security* – These revenues are derived from special assessments of downtown Napa businesses within specified boundaries, parking fines and permits and General Fund contributions. It is anticipated that the City of Napa will receive $0.34 million in FY 2021/22.
Revenue Assumptions

Enterprise Funds:
The revenues received in Enterprise Funds are from user fees. The fees are based upon the cost to provide the goods and services used by customers. The assumptions used for FY 2021/22 revenues are described below:

Water Fund
A total of $38.4 million in revenue is projected for the Water Fund for FY 2020/21 from metered water sales, service connection fees, and interest income. With over 95% of its revenue coming from variable water sales, the Fund has been affected by reduced water usage from water conservation efforts in response to the state-wide drought. For FY 2021/22, revenues are projected to decrease to $36.4 million based on current drought conditions. Connection fees are based on the size of the water meter installed. Metered water charges are based upon actual uniform volumetric consumption for commercial, irrigation and multi-family services. The single family residential rate structure includes a nominal bimonthly fixed charge that includes 3 units of water and four tiers of progressive unit price increases for escalated levels of consumption. One billing unit is 1,000 gallons.

Solid Waste and Recycling Fund
A total of $39.2 million in revenue is anticipated in the Solid Waste Fund in FY 2020/21. This fund has three major categories of revenue: 1) collection service fees, 2) materials sales and 3) gate fees at the City’s Materials Diversion Facility (MDF). For FY 2021/22, approximately $28.1 million is anticipated for solid waste and recycling collection service fees for residential, commercial, multi-family, schools and roll-off (drop box) services. All of these service charges are based on rates approved by the Napa City Council and depend on equipment size and frequency of service. Gross revenue from materials sales (e.g. direct sales of compost, topsoil and gravel; and secondary market bulk sales of paper, metal, plastics, chipped wood, etc.) for FY 2020/21 is anticipated at $8.1 million, increasing to $8.2 million in FY 2021/22. MDF gate fees (processing fees charged to the self-haul public or other contracted users of the MDF) are also projected to bring in $5.1 million in each year.

Internal Service Funds:
Internal Service Funds receive revenues from City departments for goods and services provided by another City department on a cost reimbursement basis. Charges are established annually. The assumptions used for the FY 2021/22 major revenues are described below:

Fleet Management Fund
The Fleet Management Division uses a five component rental rate system. The five components are the sole funding source of the Fleet Management Fund and include operations and maintenance costs, a vehicle replacement value, department overhead, fuel costs and accident repair costs. In addition to the revenue from these fixed, annual rental rates, Fleet also receives revenue from City Motor Pool transactions, O&M costs of ‘direct bill’ classified equipment, reimbursements for services provided to AMR, and from actual costs billed for user-requested modifications and additions that were not budgeted. Anticipated revenues are $4.8 million for FY 2021/22.
Revenue Assumptions

Risk Management Fund
The Risk Management Fund is an internal service fund established to account for resources required to fund the City’s self-insured programs. Funds are collected through charges to the various City departments. Anticipated revenues for FY 2021/22 are $9.5 million. Worker’s compensation and general liability insurance rates were calculated at the 80% confidence level. Unemployment charges were determined by historical analysis of actual unemployment charges as compared to salaries and wages.

Post Employment Benefits Fund
This fund was established to collect contributions from the General Fund and proprietary funds to cover the cost of retiree benefits for current and past employees. A contribution rate of 2.7% of payroll for both budget years is factored into labor costs and determined the revenue projections. This amounts to $1.2 million in FY 2021/22.

Housing Authority Section 8 Fund
The federally funded Housing Choice Voucher Program administers rental assistance to approximately twelve hundred households throughout the County of Napa. The fund also supports 30 rental assistance subsidies for the disabled. This fund expects to receive revenues of $14.8 million in FY 2021/22.
Appendix I

Budget Process

Fiscal Year
2021/22
Budget Process

The budget process begins with the distribution of the budget instructions in January at the Budget Kick-Off meeting. Intended to set the tone for the budget preparation cycle, the budget instructions detail the City’s economic outlook for the upcoming fiscal years including specific instructions for addressing budget constraints, additions and deadlines.

All staff are invited to attend the Budget Kick-Off meeting. It is especially important for Department Heads and Budget contacts to attend. The meeting provides a forum in which staff can ask questions of the Budget Team about the process.

Departments are typically given about six weeks to develop their budgets. The exact deadlines and due dates are included in the budget calendar.

Budget Timeline

<table>
<thead>
<tr>
<th>MONTH</th>
<th>BUDGET ITEM</th>
</tr>
</thead>
<tbody>
<tr>
<td>JANUARY</td>
<td>Operating Budget Kick-Off&lt;br&gt;Operating Budget Information to Departments</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>City Council Workshop - Set Priorities&lt;br&gt;Department Decision Packages and Revenue Budgets due to Finance&lt;br&gt;CIP Budget Kick-Off</td>
</tr>
<tr>
<td>MARCH</td>
<td>Expenditure Budgets, Year-End Projections, Narratives due to Finance&lt;br&gt;Department meetings with City Manager and Finance</td>
</tr>
<tr>
<td>APRIL</td>
<td>City Council Operating Budget and CIP Budget Workshops</td>
</tr>
<tr>
<td>MAY</td>
<td>Creation of Budget Book by Finance&lt;br&gt;Department review of Budget Book</td>
</tr>
<tr>
<td>JUNE</td>
<td>City Council Review and Public Hearings&lt;br&gt;City Council Adopts Budget (Operating and CIP)&lt;br&gt;Budget Published</td>
</tr>
</tbody>
</table>

Budget Approval Process

Each department is responsible for consulting with and seeking input regarding their budget requests from the City Manager and respective commissions or committees (as applicable) prior to submittal.

**Recommendation and Department Presentations to City Manager**

Upon submission of departmental budget requests, the City Manager reviews and evaluates all budget requests, decision packages, new personnel requests, and other submitted budget materials to determine whether they fulfill City Council goals and objectives, improve management effectiveness and service delivery, or increase productivity. The Deputy City Manager, Finance Director and Finance Analyst typically assist the City Manager in this review process, focusing on:
Appendix I

Budget Process

- Review of line items for any significant changes from the previous year adopted budget or the previous two fiscal year actual amounts.
- Review of existing programs provided in the current level of service.
- Review of summary decision packages to determine which proposals will move forward in the process.

Each department meets with the City Manager to discuss their department’s requests. Departments may be asked to submit additional information in writing or adjust certain budget requests. A deadline will accompany all such requests.

Once the City Manager has met with all departments, he meets with the Assistant City Manager and, with assistance from the Finance Director, determines final recommendations.

**Presentation of Budget to City Council**

After the departmental meetings, the City Manager’s Office, in conjunction with the Finance Department, develops a balanced budget proposal for submission to the City Council. Copies of the City Manager’s Proposed Budget are distributed to all City Departments for review prior to presenting to City Council.

The City Council typically holds a series of meetings to discuss the proposed budget, including a budget workshop and a formal public hearing. After receiving comments from the public hearing and directives from the City Council, the City Manager and Finance Director make appropriate changes to the budget. City Council adopts the budget in early to mid June.

**Adjusting the Budget**

It is the primary responsibility of the City Manager to control and manage the budget. However, the City Manager delegates certain aspects of this responsibility to departments. In most departments, it is the Department Director who is responsible for budget management, although that responsibility may be delegated.

Because the budget is a planning document, it is understood that actual line-item expenditures may not always match the budget, and that as a result, some line-item objects may be over or under expended. Technically, as long as the group of objects for a department within a particular fund is whole, it is not necessary for the department to initiate a budget transfer. However, individual departments may wish to extend that level of control to the division level.

Throughout the fiscal year, departments may find that it is necessary to modify their budget in order to transfer funds, purchase an unbudgeted capital outlay item, or address an unexpected opportunity or cost. The City Council has adopted a policy specifying the conditions under which budgets may be modified (see section 5 of Appendix E, Fiscal Policy).

All transfers of appropriations require a completed Budget Adjustment Request Form.

A budget adjustment must be made from an object where the savings are located, to the object that requires additional funds. The following bullet points illustrate the approval necessary for certain types of budget adjustments:
Appendix I

Budget Process

- Any budget transfer for a capital project account identified in the CIP program, involving a reservation of fund reserves, or to transfer between funds requires Council approval;

- Any budget transfer involving salaries and benefits accounts or a transfer between departments (same fund) requires City Manager approval;

- Additional budget appropriations may be approved by the City Manager when the increased expenditure is offset by new revenues;

- A department head may transfer appropriations between accounts not restricted above within the department as necessary to meet department objectives.
Appendix J

Program Budget Metrics

Fiscal Year
2021/22
Appendix J

Program Budget Metrics

In FY 2015/16, the City began the implementation of program-based budgeting and the identification, tracking and use of program performance metrics for enhancing the financial management, effectiveness, accountability and transparency of its operations and administration.

A program budget is a form of budget presentation that displays a series of “mini-budgets” showing the full cost of all City service delivery and administrative overhead. Program budgeting enables the City Council, City Manager and Executive Staff to identify the total cost of each municipal service and set spending levels and priorities accordingly.

Program budgeting differs from the traditional departmental line-item approach to preparing, reviewing and presenting budgets. Rather than focusing on the individual elements – or line items of what a community buys (personnel, commodities, etc.) a program budget focuses on the expected results of services and activities that the City carries out, and tracks and reports on the consolidated costs, revenues and metrics aligned with those functions.

The program budget classifies all activities in a municipal government according to their major purpose and role in supporting overall community goals and objectives. All municipal functions are organized into a hierarchy of service delivery or administrative categories. By then grouping all of the elements necessary to provide a particular service into a program, policy makers, City staff and stakeholders are given insight into the cost and effort of providing that service.

In addition, by reporting budget and actual activity on a program basis and then measuring performance, it provides both a quantitative and qualitative understanding of the program.

Programs may cut across organizational lines and be a function of multiple departments, or they may be a function of a single department. Programs may be funded by a single funding source (ie: General Fund), or multiple funding sources (ie: Gas Tax, Water Enterprise, General Fund, Grants).

Ideally, a program should be clearly delineated, have minimum overlap with other programs, be results oriented, and lend itself to quantification.

A Program Budget structure provides benefits including:

• Visibility into the true, full cost of discrete City services
• Clear linkage between investments and results
• A complete financial picture for setting priorities and spending levels

The administrative departments (ie: City Manager, City Clerk, Finance, Human Resources, etc.) do not have any programs as they are internal service driven and exist to provide support to the operating departments and programs in the City. For that reason, those departments do not show any programs, but instead include a chart to show how the costs are allocated among the various programs based on the most recent cost allocation plan. By allocating the administrative support (overhead) to the programs, we can show the full cost of the program and understand all of the various pieces that support the program.
Appendix J

Program Budget Metrics

The following programs are presented in the budget document:

<table>
<thead>
<tr>
<th>Program</th>
<th>Lead Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>Community Development</td>
</tr>
<tr>
<td>Building Plan Check &amp; Inspection</td>
<td>Community Development</td>
</tr>
<tr>
<td>Capital Improvement Program</td>
<td>Public Works</td>
</tr>
<tr>
<td>Code Enforcement</td>
<td>Community Development</td>
</tr>
<tr>
<td>Disaster Prep/Recovery</td>
<td>Fire Department</td>
</tr>
<tr>
<td>Dispatch</td>
<td>Police Department</td>
</tr>
<tr>
<td>Economic Development</td>
<td>Community Development</td>
</tr>
<tr>
<td>Engineering Services</td>
<td>Public Works</td>
</tr>
<tr>
<td>Fire Prevention</td>
<td>Fire Department</td>
</tr>
<tr>
<td>Fire Suppression and Operations</td>
<td>Utilities Department</td>
</tr>
<tr>
<td>Solid Waste &amp; Recycling</td>
<td>Community Development</td>
</tr>
<tr>
<td>Parking</td>
<td>Parks &amp; Recreation Services</td>
</tr>
<tr>
<td>Parks</td>
<td>Police Department</td>
</tr>
<tr>
<td>Patrol</td>
<td>Community Development</td>
</tr>
<tr>
<td>Planning</td>
<td>Police Department</td>
</tr>
<tr>
<td>Property &amp; Records</td>
<td>Community Development</td>
</tr>
<tr>
<td>Public Art</td>
<td>Public Works</td>
</tr>
<tr>
<td>Public Facility Maintenance</td>
<td>Parks &amp; Recreation Services</td>
</tr>
<tr>
<td>Recreation Programs</td>
<td>Public Works</td>
</tr>
<tr>
<td>Sidewalk Improvement Program</td>
<td>Parks &amp; Recreation Services</td>
</tr>
<tr>
<td>Special Events</td>
<td>Police Department</td>
</tr>
<tr>
<td>Special Police Operations</td>
<td>Public Works</td>
</tr>
<tr>
<td>Stormwater/Drainage</td>
<td>Police Department</td>
</tr>
<tr>
<td>Street Infrastructure Program</td>
<td>Public Works</td>
</tr>
<tr>
<td>Traffic Safety</td>
<td>Police Department</td>
</tr>
<tr>
<td>Urban Forestry</td>
<td>Parks &amp; Recreation Services</td>
</tr>
<tr>
<td>Water Utility</td>
<td>Utilities Department</td>
</tr>
</tbody>
</table>

The details of each program are displayed in the *Budget by Department* section of the budget document behind the overview for the lead department. The program pages include a description of the program, the program's significant accomplishments for the prior budget cycle, program metrics, and budget details by expenditure category along with program revenues to show whether the program is self-supporting or receives a subsidy, and funding sources to show how the program is funded overall. In addition, each program narrative includes a description of significant budget changes for the program in this budget cycle as well as the program's key initiatives.
## Program Budget Metrics

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2016/17 Actual</th>
<th>FY 2017/18 Actual</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City Clerk</strong></td>
<td>Public Records Requests</td>
<td>% of PRAs acknowledged and statused within target</td>
<td>100% within 10 business days</td>
<td>100%</td>
<td>95%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Meeting Minutes</td>
<td>% of City Council meeting minutes posted and available for review at the next regularly scheduled meeting</td>
<td>100% by next regularly scheduled meeting</td>
<td>100%</td>
<td>85%</td>
<td>48%</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Fiscal Health</strong></td>
<td></td>
<td>% fiscal policies in compliance</td>
<td>100%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td><strong>Website and Social Media</strong></td>
<td>Website hits</td>
<td>Trend</td>
<td>Not Available</td>
<td>Not Available</td>
<td>310,503</td>
<td>388,687</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facebook Page Likes</td>
<td>Trend</td>
<td>441</td>
<td>4,545</td>
<td>489</td>
<td>615</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average Reach-Facebook</td>
<td>Trend</td>
<td>687</td>
<td>2,684</td>
<td>2,059</td>
<td>1,350</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Twitter Impressions</td>
<td>Trend</td>
<td>166,917</td>
<td>933,680</td>
<td>355,200</td>
<td>642,500</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New Twitter Followers</td>
<td>Trend</td>
<td>3,158</td>
<td>1,948</td>
<td>325</td>
<td>523</td>
<td></td>
</tr>
<tr>
<td><strong>Affordable Housing</strong></td>
<td># of affordable housing unit building permits issued</td>
<td>Trend</td>
<td>8</td>
<td>69</td>
<td>—</td>
<td>191</td>
<td></td>
</tr>
<tr>
<td></td>
<td># households assisted annually</td>
<td>40 households per year</td>
<td>18</td>
<td>35</td>
<td>16</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td></td>
<td># FSS graduates</td>
<td>4 per year</td>
<td>12</td>
<td>9</td>
<td>6</td>
<td>7</td>
<td></td>
</tr>
</tbody>
</table>

Appendix J

Proposed FY 2021/22 Budget
## Program Budget Metrics

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2016/17 Actual</th>
<th>FY 2017/18 Actual</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finance</strong></td>
<td>Monthly Close Timeliness</td>
<td>% of months closed within 20 days of month end</td>
<td>80%</td>
<td>33%</td>
<td>75%</td>
<td>83%</td>
</tr>
<tr>
<td></td>
<td>Accounts Payable Timeliness</td>
<td># invoices processed *</td>
<td>Trend</td>
<td>18,473</td>
<td>59,356</td>
<td>19,741</td>
</tr>
<tr>
<td></td>
<td>% of invoices paid within 30 days of invoice date</td>
<td>90%</td>
<td>Not Available</td>
<td>Not Available</td>
<td>Not Available</td>
<td>Not Available</td>
</tr>
<tr>
<td></td>
<td>General Fund Budget Accuracy/ Performance</td>
<td>% variance original budget to actual revenues</td>
<td>&lt;3%</td>
<td>0.5%</td>
<td>4.0%</td>
<td>1.6%</td>
</tr>
<tr>
<td></td>
<td>% variance original budget to actual expenditures</td>
<td>&lt;3%</td>
<td>(2.6)%</td>
<td>(0.9)%</td>
<td>1.5%</td>
<td>(1.3)%</td>
</tr>
<tr>
<td></td>
<td>Business License Processing</td>
<td># of new license applications processed</td>
<td>Trend</td>
<td>1,114</td>
<td>1,067</td>
<td>1,048</td>
</tr>
<tr>
<td></td>
<td>% Business license applications processed within 30 days</td>
<td>85%</td>
<td>96.678635547</td>
<td>84%</td>
<td>67%</td>
<td>67%</td>
</tr>
<tr>
<td><strong>IT Responsiveness/Performance</strong></td>
<td>% helpdesk tickets closed within 24 hours</td>
<td>70%</td>
<td>71%</td>
<td>63%</td>
<td>66%</td>
<td>69%</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td>Worker’s Compensation Claims</td>
<td># claims filed</td>
<td>Trend</td>
<td>83</td>
<td>77</td>
<td>86</td>
</tr>
<tr>
<td></td>
<td># lost days due to on the job injuries</td>
<td>Trend</td>
<td>1,868</td>
<td>1,741</td>
<td>1,832</td>
<td>1,357</td>
</tr>
<tr>
<td></td>
<td># inspections per year</td>
<td>24 Project Site inspections per year</td>
<td>Not Available</td>
<td>2</td>
<td>27</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td># Hazard Level 1 issues</td>
<td>Trend</td>
<td>Not Available</td>
<td>22</td>
<td>27</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td># Hazard Level 2-3 issues</td>
<td>Trend</td>
<td>Not Available</td>
<td>53</td>
<td>88</td>
<td>Not Available</td>
</tr>
<tr>
<td></td>
<td>Average # days to correct Level 2-3 safety issues</td>
<td>30 days</td>
<td>Not Available</td>
<td>7</td>
<td>15</td>
<td>Not Available</td>
</tr>
<tr>
<td><strong>New/Changed Class Specs</strong></td>
<td># new class specs</td>
<td>Trend</td>
<td>15</td>
<td>20</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td><strong>New Hires</strong></td>
<td># new hires (regular)</td>
<td>Trend</td>
<td>59</td>
<td>58</td>
<td>43</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td># new hires (part time)</td>
<td>Trend</td>
<td>83</td>
<td>66</td>
<td>54</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>% new hires completing probation</td>
<td>Trend</td>
<td>89%</td>
<td>99%</td>
<td>91%</td>
<td>92%</td>
</tr>
<tr>
<td><strong>Recruitments</strong></td>
<td>% completed within agreed upon timeframe</td>
<td>80%</td>
<td>92%</td>
<td>90%</td>
<td>90%</td>
<td>92%</td>
</tr>
<tr>
<td>Program</td>
<td>Program Metric</td>
<td>Indicator</td>
<td>Target</td>
<td>FY 2016/17 Actual</td>
<td>FY 2017/18 Actual</td>
<td>FY 2018/19 Actual</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------------</td>
<td>-------------------</td>
<td>-------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Public Facility</td>
<td>Preventative Maintenance</td>
<td>% of total maintenance time classified as &quot;preventative maintenance&quot;</td>
<td>70%</td>
<td>72%</td>
<td>67%</td>
<td>Not Available</td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Graffiti Abatement</td>
<td># of graffiti related work orders completed</td>
<td>Trend</td>
<td>165</td>
<td>95</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td># of graffiti related work orders completed within 2 business days</td>
<td>Trend</td>
<td>105</td>
<td>75</td>
<td>24</td>
</tr>
<tr>
<td>Parks</td>
<td>Park Maintenance</td>
<td>Cost per acre (Industry standard operating expenditure per National Recreation and Park Association)</td>
<td>$5,866</td>
<td>$4,605</td>
<td>$4,649</td>
<td>$4,712</td>
</tr>
<tr>
<td>Recreation Programs</td>
<td>Recreation Program Performance</td>
<td>Class Participation %</td>
<td>75%</td>
<td>77%</td>
<td>76%</td>
<td>68%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>% direct cost recovered</td>
<td>50%</td>
<td>51%</td>
<td>52%</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td># of participant visits</td>
<td>Trend</td>
<td>152,608</td>
<td>149,216</td>
<td>142,682</td>
</tr>
<tr>
<td>Special Events</td>
<td>Special Event Attendance</td>
<td># of attendees (private special events)</td>
<td>Trend</td>
<td>125,375</td>
<td>123,750</td>
<td>145,425</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td># of attendees (City-sponsored special events)</td>
<td>Trend</td>
<td>16,300</td>
<td>26,200</td>
<td>41,450</td>
</tr>
<tr>
<td>Trees/Rights of Way</td>
<td>Tree Planting (planned vs actual)</td>
<td>% actual to target</td>
<td>500 (100%)</td>
<td>129 (26%)</td>
<td>329 (65%)</td>
<td>172 (34%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tree Pruning (planned vs actual)</td>
<td>% actual to target</td>
<td>2000 (100%)</td>
<td>1,444 (72%)</td>
<td>1,645 (82%)</td>
<td>1576 (79%)</td>
</tr>
<tr>
<td>Parking Maintenance</td>
<td>Cleaning Frequency</td>
<td></td>
<td>7 days / week</td>
<td>5 days / week</td>
<td>5 days / week</td>
<td>5 days / week</td>
</tr>
<tr>
<td></td>
<td>Sweeping Frequency</td>
<td></td>
<td>5 days / week</td>
<td>2 days / week</td>
<td>1 days / week</td>
<td>1 days / week</td>
</tr>
<tr>
<td>Capital Improvement Program</td>
<td>Capital Project Performance</td>
<td>% projects completed on time</td>
<td>70%</td>
<td>0.4</td>
<td>0.92</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>% projects completed within budget</td>
<td>70%</td>
<td>0.63</td>
<td>92%</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of non-owner initiated change order costs</td>
<td>&lt;10%</td>
<td>0.007</td>
<td>3%</td>
<td>4%</td>
</tr>
</tbody>
</table>
## Program Budget Metrics

<table>
<thead>
<tr>
<th>Program Metric</th>
<th>Indicator</th>
<th>Target</th>
<th>FY 2016/17 Actual</th>
<th>FY 2017/18 Actual</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td># IDR Referrals</td>
<td>Trend</td>
<td>282</td>
<td>182</td>
<td>183</td>
<td>119</td>
<td></td>
</tr>
<tr>
<td># Building Referrals</td>
<td>Trend</td>
<td>105</td>
<td>265</td>
<td>242</td>
<td>216</td>
<td></td>
</tr>
<tr>
<td>Plan Check (Engineering): Use Permits</td>
<td>Trend</td>
<td>16</td>
<td>14</td>
<td>7</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Plan Check (Engineering): Single Family Dwellings</td>
<td>Trend</td>
<td>50</td>
<td>300</td>
<td>33</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Plan Check (Engineering): Subdivisions</td>
<td>Trend</td>
<td>9</td>
<td>22</td>
<td>11</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Lot Line Adjustments</td>
<td>Trend</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Sidewalk Repairs</td>
<td># of priority sidewalk repairs completed</td>
<td>50 per year</td>
<td>77</td>
<td>100</td>
<td>31</td>
<td>36</td>
</tr>
<tr>
<td>Sidewalk Installation</td>
<td># cubic yards of concrete installed</td>
<td>1,200 cubic yards per year</td>
<td>1546.5</td>
<td>1202</td>
<td>870</td>
<td>720</td>
</tr>
<tr>
<td>Materials Diversion</td>
<td>diverted v. total tons generated</td>
<td>70% by 2018 75% by 2020</td>
<td>69%</td>
<td>69%</td>
<td>68%</td>
<td>68%</td>
</tr>
<tr>
<td>Potholes</td>
<td># pothole service order requests completed (all complaints are addressed within 3 business days)</td>
<td>&lt;300</td>
<td>413</td>
<td>343</td>
<td>2,348</td>
<td>2421 (97)*</td>
</tr>
<tr>
<td>Street Conditions (Pavement Condition Index)</td>
<td>PCI</td>
<td>80% PCI by 2023 &gt;2% pts annually</td>
<td>70</td>
<td>72</td>
<td>72*</td>
<td>72*</td>
</tr>
<tr>
<td>Pavement Markings</td>
<td>% of pavement markings and signage in school zones (in need of repair) addressed</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
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<th>FY 2019/20 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water Utility</strong></td>
<td>Water Quality</td>
<td>% compliance with state water quality standards</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Water Conservation - reduce overall water usage by 20% by 2020</td>
<td>actual v. target</td>
<td>CY 2015 Interim Target: 149 gallons/ person/day; CY 2020 Target: 132 gallons/ person/day</td>
<td>115 gpcd</td>
<td>123 gpcd</td>
<td>124 gpcd</td>
<td>134 gpcd</td>
</tr>
<tr>
<td><strong>Storm Drainage</strong></td>
<td>Stormwater Quality</td>
<td># of illicit discharges reported</td>
<td>Trend</td>
<td>60</td>
<td>80</td>
<td>82</td>
<td>73</td>
</tr>
<tr>
<td>**</td>
<td>Catch Basin Cleaning</td>
<td>% of high priority catch basins (CB’s) cleaned per year</td>
<td>*Clean 114 High Priority CB’s per year (new target established in FY 16/17)</td>
<td>114 CB’s=100%</td>
<td>114 CB’s=100%</td>
<td>114 CB’s=100%</td>
<td>164 CB’s = 144%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>CY 2018 Actual</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Permit &amp; Inspection</td>
<td>Building Permit Processing</td>
<td>% of permits processed within target goal (21 days for single plan check, 14 additional days for additional plan checks)</td>
<td>95% within timeframes</td>
<td>85%</td>
<td>96%</td>
<td>85%</td>
<td>90%</td>
</tr>
<tr>
<td>Code Enforcement</td>
<td>Code Enforcement</td>
<td>Average number of days to first contact with reporting party</td>
<td>Trend</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average number of days to first contact with violating party</td>
<td>Trend</td>
<td>$7</td>
<td>$7</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of cases resolved through voluntary compliance</td>
<td>60%</td>
<td>95%</td>
<td>95%</td>
<td>98%</td>
<td>95%</td>
</tr>
<tr>
<td>Economic Development</td>
<td>Downtown Investment</td>
<td>Annual Private Real Estate $</td>
<td>Trend</td>
<td>$43,000,000</td>
<td>$40,000</td>
<td>$8,275,000</td>
<td>$7,933,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annual Private Construction $</td>
<td>Trend</td>
<td>$55,235,000</td>
<td>$56,000</td>
<td>$5,279,137</td>
<td>$8,938,515</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vacancy Rate</td>
<td>Trend</td>
<td>9%</td>
<td>14%</td>
<td>10%</td>
<td>10.22%</td>
</tr>
</tbody>
</table>
### Program Budget Metrics

<table>
<thead>
<tr>
<th>Program</th>
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<th>CY 2018 Actual</th>
<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Entitlement Applications by Type</td>
<td># processed (Administrative Permit)</td>
<td>Trend</td>
<td>58</td>
<td>64</td>
<td>41</td>
<td>122</td>
</tr>
<tr>
<td></td>
<td></td>
<td># processed (Discretionary Reviews)</td>
<td>Trend</td>
<td>316</td>
<td>283</td>
<td>158</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td>Determination of Application Completeness</td>
<td>% of applications reviewed for completeness within 30 days</td>
<td></td>
<td>100%</td>
<td>99%</td>
<td>99%</td>
<td>99%</td>
</tr>
<tr>
<td></td>
<td>Final Application Approval</td>
<td>% of final determinations made for applications requiring environmental determination pursuant to CEQA that are reviewed within 180 days</td>
<td></td>
<td>95%</td>
<td>89%</td>
<td>78%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of final determinations made for applications requiring an environmental impact report (EIR) that are reviewed within one year</td>
<td></td>
<td>95%</td>
<td>Not Applicable</td>
<td>Not Applicable</td>
<td>100%</td>
</tr>
<tr>
<td>Approved Residential Development</td>
<td># of single-family units</td>
<td>Trend</td>
<td>19</td>
<td>79</td>
<td>34</td>
<td>89</td>
<td></td>
</tr>
<tr>
<td></td>
<td># of multi-family units</td>
<td>Trend</td>
<td>117</td>
<td>392</td>
<td>70</td>
<td>218</td>
<td></td>
</tr>
<tr>
<td></td>
<td># of second units</td>
<td>Trend</td>
<td>33</td>
<td>44</td>
<td>34</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td></td>
<td># of group bed units</td>
<td>Trend</td>
<td>0</td>
<td>173</td>
<td>—</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Approved Non-Residential Development</td>
<td># commercial square feet</td>
<td>Trend</td>
<td>13,777</td>
<td>16,476</td>
<td>68,070</td>
<td>229,371</td>
<td></td>
</tr>
<tr>
<td></td>
<td># office square feet</td>
<td>Trend</td>
<td>16,067</td>
<td>N/A</td>
<td>—</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td></td>
<td># industrial square feet</td>
<td>Trend</td>
<td>44,598</td>
<td>390</td>
<td>—</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td></td>
<td># hotel rooms</td>
<td>Trend</td>
<td>28</td>
<td>N/A</td>
<td>12</td>
<td>156</td>
<td></td>
</tr>
<tr>
<td>Disaster Prep/ Recovery Employee ICS/NIMS Training</td>
<td>% compliance</td>
<td></td>
<td></td>
<td>100%</td>
<td>98%</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
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<th>CY 2019 Actual</th>
<th>CY 2020 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Prevention</td>
<td>Community Outreach</td>
<td># of events</td>
<td>100</td>
<td>98</td>
<td>120</td>
<td>130</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of participants in SAFE program</td>
<td>6,000</td>
<td>5,950</td>
<td>5,800</td>
<td>5,750</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of participants taught Hands Only CPR</td>
<td>2,000</td>
<td>2,632</td>
<td>1,342</td>
<td>2,523</td>
<td>56</td>
</tr>
<tr>
<td>Fire is Everyone’s Fight</td>
<td></td>
<td># smoke alarms installed</td>
<td>40</td>
<td>109</td>
<td>253</td>
<td>143</td>
<td>20</td>
</tr>
<tr>
<td>Fire Prevention Inspections</td>
<td></td>
<td># construction inspections</td>
<td>Trend</td>
<td>651</td>
<td>782</td>
<td>688</td>
<td>646</td>
</tr>
<tr>
<td>(includes American Canyon)</td>
<td></td>
<td># plan checks</td>
<td>Trend</td>
<td>1,248</td>
<td>1,139</td>
<td>1,309</td>
<td>1,103</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of mandatory inspections completed (schools, institutions, hotels, motels, multifamily residential properties)</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>91%</td>
<td>100%</td>
</tr>
<tr>
<td>Weed Abatement</td>
<td></td>
<td># notices sent</td>
<td>Trend</td>
<td>275</td>
<td>204</td>
<td>206</td>
<td>181</td>
</tr>
<tr>
<td></td>
<td></td>
<td># properties inspected</td>
<td>Trend</td>
<td>115</td>
<td>284</td>
<td>219</td>
<td>237</td>
</tr>
<tr>
<td></td>
<td></td>
<td># citations issued</td>
<td>Trend</td>
<td>7</td>
<td>26</td>
<td>26</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td></td>
<td># parcels cleared by City</td>
<td>Trend</td>
<td>300%</td>
<td>900%</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Fire Suppression &amp; Operations</td>
<td>Emergency Response Time</td>
<td>% calls responded to within target</td>
<td>90%</td>
<td>92%</td>
<td>90%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CPR Survival Rate (Napa compared to national average)</td>
<td>% Napa Average</td>
<td>Comparison</td>
<td>66.7%</td>
<td>29%</td>
<td>Not Available</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% US Average</td>
<td>Comparison</td>
<td>32.6%</td>
<td>29%</td>
<td>Not Available</td>
<td>28%</td>
</tr>
<tr>
<td></td>
<td>Certification in Specialized Disciplines</td>
<td>% certification</td>
<td>100%</td>
<td>100%</td>
<td>92%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Dispatch</td>
<td>Dispatch Calls</td>
<td># calls to dispatch</td>
<td>Trend</td>
<td>49,498</td>
<td>47,822</td>
<td>48,889</td>
<td>48,079</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% answered within 10 seconds * State of CA goal is now 15 seconds, measure used is 15 seconds beginning CY2016</td>
<td>90%</td>
<td>93%</td>
<td>96%</td>
<td>95%</td>
<td>96%</td>
</tr>
<tr>
<td></td>
<td>General time for call received to event created for Priority 1 - Priority 4 calls for Napa PD</td>
<td>30 seconds</td>
<td>27 seconds</td>
<td>26 seconds</td>
<td>26 seconds</td>
<td>27 seconds</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Response time from event created to arrival time for Priority 1 - Priority 4 calls for Napa PD</td>
<td>1 minute, 45 seconds</td>
<td>Not Available</td>
<td>1 minute, 37 seconds</td>
<td>1 minute, 52 seconds</td>
<td>1 minute, 24 seconds</td>
<td></td>
</tr>
<tr>
<td>Patrol</td>
<td>Officer committed time vs non-committed time</td>
<td>Hours committed v Non-Committed</td>
<td>Trend</td>
<td>Not Available</td>
<td>Not Available</td>
<td>Not Available</td>
<td>Not Available</td>
</tr>
<tr>
<td></td>
<td>UCR Part 1</td>
<td># crimes</td>
<td>Trend</td>
<td>2,259</td>
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## Program Budget Metrics

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<td># cases assigned</td>
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<td>14%</td>
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<td># cases assigned</td>
<td>Trend</td>
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<td># homeless persons placed in housing or shelter</td>
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<td>126 individuals / 18 families</td>
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<td>138 individuals / 3 families</td>
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<tr>
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<td></td>
<td># homeless veterans served</td>
<td>Trend</td>
<td>14</td>
<td>13</td>
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<td>57</td>
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<td></td>
<td></td>
<td>% of cases cleared</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
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<td></td>
<td>% youth referred to program</td>
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<td>2</td>
<td>3</td>
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<td># injury collisions</td>
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<td>11</td>
<td>4</td>
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<td># engineering change recommendations made</td>
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Appendix K

Fleet Replacements

Fiscal Year
2021/22
# Fleet Replacements

## Fiscal Year 2021/22

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<th>YEAR</th>
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<th>MODEL</th>
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<th>DEPT</th>
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<td>POLARIS GEM EL XD ELE FLAT BED UTILITY</td>
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Appendix K

Proposed FY 2021/22 Budget
# Fleet Replacements

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<th>MAKE</th>
<th>MODEL</th>
<th>TYPE</th>
<th>DEPT</th>
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**TOTAL GENERAL FUND REPLACEMENTS** $1,720,000

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**TOTAL FLEET FUND REPLACEMENTS** $45,000

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**TOTAL SIDEWALK PROGRAM REPLACEMENTS** $40,500

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**TOTAL LOCAL STREETS PAVING PROGRAM REPLACEMENTS** $74,500

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Proposed FY 2021/22 Budget
## Fleet Replacements

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<th>MODEL</th>
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<td>2007</td>
<td>MAGNUM</td>
<td>MLT3060MM H</td>
<td>TOWABLE LIGHT TOWER-GENERATOR</td>
<td>UTILITIES</td>
<td>$ 15,000</td>
<td>LED LIGHT CART W/ GEN</td>
<td>1288</td>
</tr>
<tr>
<td>1276</td>
<td>1987</td>
<td>TATE/ NEWAGE</td>
<td>TT913E-16A 2</td>
<td>TRASH PUMP MOBILE</td>
<td>UTILITIES</td>
<td>$ 62,000</td>
<td>6&quot; TRASH PUMP</td>
<td>1271</td>
</tr>
</tbody>
</table>

**TOTAL WATER FUND REPLACEMENTS** $ 392,500

<table>
<thead>
<tr>
<th>UNIT</th>
<th>YEAR</th>
<th>MAKE</th>
<th>MODEL</th>
<th>TYPE</th>
<th>DEPT</th>
<th>ESTIMATED COST</th>
<th>PLANNED REPLACEMENT</th>
<th>NEW UNIT #</th>
</tr>
</thead>
<tbody>
<tr>
<td>3218</td>
<td>2001</td>
<td>PIERCE</td>
<td>DASH 1500 GPM</td>
<td>ENGINE 7 - 1500 GPM PUMPER</td>
<td>FIRE</td>
<td>$ 825,000</td>
<td>PIERCE DASH 1500 GPM</td>
<td>3225</td>
</tr>
<tr>
<td>3219</td>
<td>2001</td>
<td>PIERCE</td>
<td>DASH 1500 GPM</td>
<td>ENGINE E5- 1500 GPM PUMPER</td>
<td>FIRE</td>
<td>$ 825,000</td>
<td>PIERCE DASH 1500 GPM</td>
<td>3226</td>
</tr>
</tbody>
</table>

**TOTAL FIRE APPARATUS FUND REPLACEMENTS** $ 1,650,000

**TOTAL FLEET REPLACEMENTS - ALL FUNDS** $ 3,922,500
Appendix L

Glossary of Terms and Acronyms

Fiscal Year
2021/22
## Glossary of Terms and Acronyms

### Acronyms Used in This Manual:

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AD</td>
<td>Anaerobic Digestion</td>
</tr>
<tr>
<td>ADU</td>
<td>Accessory Dwelling Unit</td>
</tr>
<tr>
<td>AMR</td>
<td>American Medical Response</td>
</tr>
<tr>
<td>BASMAA</td>
<td>Bay Area Stormwater Management Agencies Association</td>
</tr>
<tr>
<td>BID</td>
<td>Budget Item Details</td>
</tr>
<tr>
<td>C&amp;DD</td>
<td>Construction and Demolition Debris Recycling</td>
</tr>
<tr>
<td>CAFR</td>
<td>Comprehensive Annual Financial Report</td>
</tr>
<tr>
<td>CalOES</td>
<td>California Office of Emergency Services</td>
</tr>
<tr>
<td>CalPERS / PERS</td>
<td>Public Employees Retirement System provided for public employees by the State of California.</td>
</tr>
<tr>
<td>CB</td>
<td>Catch Basin</td>
</tr>
<tr>
<td>CDBG</td>
<td>Community Development Block Grant</td>
</tr>
<tr>
<td>CERBT</td>
<td>California Employer’s Retirement Benefit Trust</td>
</tr>
<tr>
<td>CERT</td>
<td>Community Emergency Response Teams</td>
</tr>
<tr>
<td>CIP</td>
<td>Capital Improvement Program</td>
</tr>
<tr>
<td>COLA</td>
<td>Cost of Living Allowance</td>
</tr>
<tr>
<td>CRF</td>
<td>Contingency Reserve Fund</td>
</tr>
<tr>
<td>CY</td>
<td>Calendar Year</td>
</tr>
<tr>
<td>DOJ</td>
<td>Department of Justice</td>
</tr>
<tr>
<td>DUI</td>
<td>Driving Under the Influence</td>
</tr>
<tr>
<td>ELAP</td>
<td>Environmental Laboratory Accreditation Program</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>EPA</td>
<td>Environmental Protection Agency</td>
</tr>
<tr>
<td>ERAF</td>
<td>Educational Revenue Augmentation Fund</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>FF</td>
<td>Firefighter</td>
</tr>
<tr>
<td>FF/PM</td>
<td>Firefighter/Paramedic</td>
</tr>
<tr>
<td>FLSA</td>
<td>Fair Labor Standards Act</td>
</tr>
<tr>
<td>FTE</td>
<td>Full Time Equivalent</td>
</tr>
<tr>
<td>FY</td>
<td>Fiscal Year</td>
</tr>
<tr>
<td>GAAP</td>
<td>Generally Accepted Accounting Principles</td>
</tr>
<tr>
<td>GASB</td>
<td>Governmental Accounting Standards Board</td>
</tr>
<tr>
<td>GPAC</td>
<td>General Plan Advisory Committee</td>
</tr>
<tr>
<td>HACN</td>
<td>Housing Authority of the City of Napa</td>
</tr>
<tr>
<td>HCD</td>
<td>California Department of Housing and Community Development</td>
</tr>
<tr>
<td>HMGP</td>
<td>Hazard Mitigation Grant Program</td>
</tr>
<tr>
<td>HOME</td>
<td>Home Investment Partnerships Program</td>
</tr>
<tr>
<td>HUD</td>
<td>Housing and Urban Development</td>
</tr>
<tr>
<td>IFAS</td>
<td>Integrated Financial and Administrative Solution (the City’s Accounting System)</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>JADU</td>
<td>Junior Accessory Dwelling Unit</td>
</tr>
</tbody>
</table>
## Glossary of Terms and Acronyms

**Acronyms Used in This Manual:**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>JPA</td>
<td>Joint Powers Agreement</td>
</tr>
<tr>
<td>JUA</td>
<td>Joint Use Agreement</td>
</tr>
<tr>
<td>LAFCO</td>
<td>Local Agency Formation Commission</td>
</tr>
<tr>
<td>LHMP</td>
<td>Local Hazard Mitigation Plan</td>
</tr>
<tr>
<td>LTFF</td>
<td>Long-Term Financial Forecast</td>
</tr>
<tr>
<td>MDF</td>
<td>Napa Materials Diversion Facility</td>
</tr>
<tr>
<td>MS4</td>
<td>Small Municipal Separate Storm Sewer Systems</td>
</tr>
<tr>
<td>MW</td>
<td>Megawatt</td>
</tr>
<tr>
<td>NCLOG</td>
<td>Napa Cities League of Governments</td>
</tr>
<tr>
<td>NCSPPP</td>
<td>Napa County-wide Storm Water Pollution Prevention Program</td>
</tr>
<tr>
<td>NIBRS</td>
<td>National Incident Based Reporting System</td>
</tr>
<tr>
<td>NOFA</td>
<td>Notice of Funding Availability</td>
</tr>
<tr>
<td>NPDES</td>
<td>National Pollution Discharge Elimination System</td>
</tr>
<tr>
<td>NRRP</td>
<td>Napa Renewable Resources Project</td>
</tr>
<tr>
<td>NRWS</td>
<td>Napa Recycling and Waste Services</td>
</tr>
<tr>
<td>NSIB</td>
<td>Napa Special Investigations Bureau</td>
</tr>
<tr>
<td>NVTID</td>
<td>Napa Valley Tourism Improvement District</td>
</tr>
<tr>
<td>NVUSD</td>
<td>Napa Valley Unified School District</td>
</tr>
<tr>
<td>O&amp;M</td>
<td>Operation &amp; Maintenance</td>
</tr>
<tr>
<td>OES</td>
<td>Office of Emergency Services</td>
</tr>
<tr>
<td>OPEB</td>
<td>Other (than pensions) Post Employment Benefits</td>
</tr>
<tr>
<td>PBID</td>
<td>Property and Business Improvement District</td>
</tr>
<tr>
<td>POP</td>
<td>Problem Oriented Policing</td>
</tr>
<tr>
<td>PRA</td>
<td>Public Records Act</td>
</tr>
<tr>
<td>RHNA</td>
<td>Regional Housing Need Allocation</td>
</tr>
<tr>
<td>ROPS</td>
<td>Recognized Obligation Payment Schedules</td>
</tr>
<tr>
<td>SCADA</td>
<td>Supervisory Control and Data Acquisition</td>
</tr>
<tr>
<td>SEMAP</td>
<td>Section 8 Management Assessment Program</td>
</tr>
<tr>
<td>SWPPP</td>
<td>Stormwater Pollution Prevention Plan</td>
</tr>
<tr>
<td>TMDL</td>
<td>Total Maximum Daily Load</td>
</tr>
<tr>
<td>TOT</td>
<td>Transient Occupancy Tax</td>
</tr>
<tr>
<td>VASH</td>
<td>Veterans Affairs Supportive Housing</td>
</tr>
<tr>
<td>VLF</td>
<td>Vehicle License Fees</td>
</tr>
<tr>
<td>WAM</td>
<td>Work Order Asset Management</td>
</tr>
<tr>
<td>WARMF</td>
<td>Watershed Assessment Risk Management Framework</td>
</tr>
</tbody>
</table>
Accounting System:
The set of records and procedures which are used to record, classify, and report information on the financial status and operations of the City. The City's current system is IFAS.

Accrual Basis Accounting:
Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements. All proprietary and fiduciary funds are accounted for using the accrual basis of accounting.

Appropriation:
An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are typically granted for a one-year period.

Assessed Valuation:
The estimated value of real and personal property used by the Napa County Assessor as the basis for levying property taxes.

Balanced Budget:
In each fund budgeted revenues plus unreserved/undesignated fund balance are greater than budgeted expenditures.

Basic Financial Statements:
The minimum combination of financial statements and note disclosures required for fair presentation of the City’s fiscal activities & position in conformity with Generally Accepted Accounting Principals (GAAP) and includes an audit opinion.

Benefits:
Indirect and non-cash compensation paid by the City as conditions of employment, such as medical insurance and retirement contributions.

Bond (Debt Instrument):
A written promise to pay a specific sum of money at a specified future date, at a specified interest rate. Bonds are typically used to finance capital facilities.

Bond Rating:
An “issuer bond rating” awarded by a rating firm measuring an entity’s capacity to meet its financial commitments on a debt obligation.

Budget:
A financial plan, including proposed expenditures and estimated revenues, for a period in the future.

Budget Document:
The official financial spending and resource plan submitted by the City Manager and adopted by the City Council explaining the approved budget to the public and City Council.
Appendix L

Glossary of Terms and Acronyms

**Budget Message:**
A written explanation by the City Manager of the approved budget. The budget message explains principal budget and policy issues and presents an overview of the City Manager’s budget recommendations.

**Budget Overview:**
This section provides an overview of the changes adopted in the budget. Additionally, the significant impacts of budgetary changes are outlined along with dollar amounts (Increase/Decrease).

**Budget Resolution:**
The official legal document approved by the City Council authorizing city officials to obligate and expend resources.

**Capital Assets:**
Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Improvements:**
Buildings, structures, or attachments to land such as sidewalks, trees, drives, tunnels, drains, water lines & plants.

**Capital Improvement Program (CIP) / Capital Improvement Project (CIP) Budget:**
A plan over a period of five years setting forth each capital project, the amount to be expended in each year and the method of financing capital expenditures.

**Capital Projects Fund:**
In governmental accounting, a fund that accounts for financial resources to be used for the acquisition or construction of capital improvements. The total cost of a capital project is accumulated in a single expenditure account which accumulates until the project is completed, at which time the account ceases to exist.

**Capital Outlay:**
Expenditures which result in the acquisition of or additions to fixed assets. Examples include land, buildings, machinery and equipment, and construction projects.

**CDBG (Community Development Block Grant):**
Federal grant funds distributed from the U.S. Department of Housing and Urban Development. The City primarily uses these funds for housing rehabilitation, public improvements, and local social programs.

**Carry Forward Projects:**
Capital improvement projects approved in prior fiscal years which have been brought forward into the new fiscal year budget.
**City Charge:**
Any tax, assessment, fee, or fine imposed by the City, in accordance with the policies established by City Council pursuant to Napa Municipal Code Section 3.04.040, and the “Policies and Procedures for the Establishment, Implementation, and Enforcement of City Fees, Fines, and Charges” (Resolution Nos. R2018-046 and R2018-047, as they may be updated by City Council).

**Comprehensive Annual Financial Report (CAFR):**
A CAFR includes an audit opinion as well as basic financial statements and supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions.

**Contingency:**
A budgetary set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contingent Liabilities:**
Items which may become liabilities of the City but are undetermined at a given date, such as pending lawsuits, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

**Contract Services:**
Services provided to the City from the private sector or other public agencies.

**Contributed Capital:**
Resources which are externally restricted for the acquisition or construction of capital assets. This category includes, but is not limited to, capital grants, residual equity transfers in and contributions from developers.

**Cost Allocation:**
A fair and equitable methodology for identifying and distributing direct and indirect cost, from a service provider to the service consumer.

**Council Priorities:**
The key issues facing the City which are prioritized by the City Council. These priorities are then used in preparing and approving the City budget.

**Debt Service:**
Payment of interest and repayment of principal to holders of the City’s debt instruments.

**Debt Service Fund:**
A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Decision Package:**
A standardized format where departments may request budget consideration for new or revised programs, positions, and capital equipment.
Appendix L

Glossary of Terms and Acronyms

**Deficit:**
The excess of liabilities over assets.

**Department:**
As defined in the budget resolution.

**Department Director:**
The chief executive appointive officer (as defined by City Charter Section 75 and Napa Municipal Code Title 2) of each Department identified in the Budget, or the authorized designee of the Department Director or City Manager.

**Developer Fees and Permits:**
Fees that are charged for specific services provided by the City to applicants for private development projects.

**Division:**
An organized unit within a Department that has unique or specific responsibilities and focus.

**Encumbrance:**
An amount of money committed for the payment of goods and services not yet received or paid for.

**Enterprise Fund:**
In governmental accounting, a fund that provides goods or services to the public for a fee that makes the entity self-supporting. It basically follows GAAP as does a commercial enterprise.

**Excess ERAF:**
If Educational Revenue Augmentation Fund (ERAF) accounts have more revenue than needed to offset state aid to school districts, some of the funds may be returned to the City as "Excess ERAF".

**Expenditures:**
Where accounts are kept on the accrual or modified accrual basis of accounting, expenditures are recognized when goods are received or services rendered.

**Fiscal Policies:**
A set of policy statements that have been adopted to address General Financial Goals; Operating Budget Policies; Revenue Policies; Expenditures Policies; Utility Rate and Fees Policies; Capital Improvement Budget Policies; Debt Policies; Reserve Policies; Investment Policies; Accounting, Auditing & Financial Reporting Policies.

**Fiscal Year:**
A 12-month period to which the annual operating budget applies and at the end of which the City determines its financial position and results of its operations. Napa’s fiscal year runs from July 1 - June 30.
Fixed Assets:
Assets which are intended to be held or used for a long term, such as land, buildings, improvements other than buildings, machinery and equipment.

Fleet Replacement Reserve:
The Fleet Replacement Reserve accounts for funds set aside for replacement of Fleet vehicles and equipment.

FLSA (Fair Labor Standards Act):
The Fair Labor Standards Act sets minimum wage, overtime pay, equal pay and Child Labor Standards for private and public sector employees. Enforcement of the FLSA is assigned to the Department of Labor, Wage and Hour Division.

Full Time Equivalents (FTE):
A measure of the total quantity of all employees. The FTE converts all employee work activity into a number equivalent to work activity hours performed by full-time employees. For example, a full-time employee (1 FTE) is paid for 2,080 hours per year, while a 0.5 FTE would work 1,040 hours per year.

Fund:
An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities. See list of each fund in the budget resolution.

Fund Accounting:
System used by nonprofit organizations, particularly governments. Since there is no profit motive, accountability is measured instead of profitability. The main purpose is stewardship of financial resources received and expended in compliance with legal requirements.

Fund Balance:
The difference between assets and liabilities reported in a governmental fund, also known as Fund Equity. A portion of Fund Equity (Balance) may be reserved or designated; the remainder is available for appropriation and is referred to as the unassigned fund balance.

Fund Balance Categories per current governmental accounting standards (GASB 54):

“Non-Spendable”: Cannot be readily converted to cash or cannot legally be spent
“Restricted”: External imposed (by granting agencies, governmental entities, etc.) restrictions on spending
“Committed”: City Council formally-imposed (by resolution or other action) restrictions on spending
“Assigned”: Funds reserved by Council direction or City Manager for designated purposes
“Unassigned”: Residual balance not classified in any of the above categories
Glossary of Terms and Acronyms

**General Fund:**
In governmental accounting, the fund used to account for all assets and liabilities of a nonprofit entity, except those particularly assigned for other purposes in another more specialized fund. It is the primary operating fund of the City of Napa.

**General Services:**
General Services includes those revenue and expenditure items not associated directly with administrative or operating programs.

**General Obligation Bonds:**
Bonds for which the full faith and credit of the City is pledged for payment.

**Generally Accepted Accounting Principals (GAAP):**
Uniform minimum standards for financial accounting and reporting. They govern the form and content of the basic financial statements of the City.

**Government Accounting Standards Board (GASB):**
An organization created to provide comparability and consistency between different government agencies. GASB issues statements regarding various accounting issues and provides guidelines on how accounting transactions should be recorded.

**GASB Statement No. 34:**
GASB 34 requires state and local governments to produce financial statements on an accrual basis, in much the same manner as private sector businesses. The objective is to enhance the understandability and usefulness of the financial reports of state and local governments to the public, legislative and oversight bodies, and investors and creditors.

**GASB Statement No. 45:**
GASB 45 requires the measurement and recognition criteria for other Post Employment Benefits (OPEB) for reporting purposes. The objective is to recognize the cost of benefits, provide information on related liabilities and provide information for assessing fiscal health for future periods.

**GASB Statement No. 54:**
GASB 54 established fund balance classifications and clarified governmental fund type definitions. See the Fund Balance Categories definition for further details.

**Grant:**
A grant is contributions or gifts of cash or other assets from another organization or governmental entity for use in a specific purpose, activity, or facility.

**Improvements:**
Buildings, structures, or attachments to land such as sidewalks, trees, drives, tunnels, drains, water lines and plants.
**Infrastructure:**
The physical assets or foundation of the City, including buildings, parks, streets, and water and sewer systems.

**Interest and Rentals:**
Revenue derived from the use of property or money.

**Interfund Advance:**
Amounts provided between funds and blended component units of the primary government with a requirement for repayment.

**Interfund Transfers:**
Flows of assets (such as cash or goods) without a requirement for repayment.

**Intergovernmental Revenue:**
Revenue received from other governmental agencies and municipalities, such as grants from the State or Federal government.

**Internal Service Fund:**
Funds used to account for the financing of goods or services provided by one department to other departments of the City.

**Lease-Purchase Agreements:**
Contractual agreements which are termed “leases” but which in substance amount to purchase contracts.

**Levy:**
(Verb): To impose taxes, special assessments or service charges for the support of governmental activities.
(Noun): The total amount of taxes, special assessments or service charges imposed by Napa County levying property taxes

**Licenses and Permits:**
Revenues earned by the issuance of licenses or permits levied in accordance with the benefits conferred by the license or permit.

**Limited Term (LT) Position:**
Limited Term jobs are temporary and do not require a civil service examination. Limited Term positions may not last longer than three (3) years.

**LISTOS:**
Emergency and disaster readiness public education program for Spanish-speaking populations, developed by the Fire Services Training Institute (FSTI).

**Long-Term External Debt:**
Debt borrowed from a source outside the City with a maturity of more than one year after the date of issuance.
Appendix L

Glossary of Terms and Acronyms

*Long-Term Financial Forecast (LTFF):*
A forecast which identifies fiscal issues and opportunities, examines fiscal trends, and produces a six-year financial forecast.

*Maintenance:*
Expenditures made to keep an asset in proper condition or to keep an asset in working order to operate within its original capacity.

*Materials and Supplies:*
An expenditure classification for articles and commodities purchased for consumption or resale. Examples include office and operating supplies, fuel, power, water, gas, inventory or resale items and small tools and equipment.

*Measure F:*
At the General Election held on November 6, 2018, the voters of the City of Napa approved a 1% transient occupancy tax increase known as Measure F, Hotel Tax for Housing. Identical measures were brought forth to all cities and towns in Napa County and to County voters, and all passed with the exception of American Canyon. The 1% transient occupancy tax derived from Measure F is recorded in a separate fund and can be spent on providing programs and services for affordable and workforce housing.

*Measure T:*
At the General Election held on November 6, 2012, the voters of Napa County approved a ½-cent sales tax increase known as Measure T, the Napa Countywide Road Maintenance Act of 2012. The Measure T County-wide sales tax was implemented July 1, 2018, immediately following the sunset of the County-wide flood improvement ½-cent sales tax increase known as Measure A. The sales tax is implemented by the Napa Valley Transportation Authority – Taxing Authority (“NVTA-TA”), and the tax proceeds are allocated among all local agencies within the County. The ½-cent sales tax derived from Measure T is recorded in a separate fund and can be spent on street maintenance and rehabilitation.

*Miscellaneous:*
Revenues from sources other than those specifically identified that are too immaterial in amount to justify the creation of new revenue account line items.

*Modified Accrual Basis:*
Under this accounting method, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures for the most part are recognized when the related fund liability is incurred except for prepayments accumulated employee leave and long term debt. All governmental funds are accounted for using the modified accrual basis of accounting.

*NPDES (National Pollution Discharge Elimination System):*
Permit system established by the U. S. Environmental Protection Agency to regulate discharge of treated sewage storm water and urban runoff.
Glossary of Terms and Acronyms

**Non-Recurring:**
Revenues or expenditures not expected to recur on a regular basis; not to be included in the regular operating budget.

**Object:**
The object code is the component of the chart of accounts that facilitates reporting of outflows (expenses) and inflows (revenues) as well as asset and liability balances. The object code defines the transaction, for example recording the type of item that was purchased (services vs supplies) or the type of revenue received.

**One-Time Revenues:**
By definition, one-time revenues cannot be relied on in future budget periods. One-Time Revenues may include: sales of government assets, bond refunding savings, salary savings from vacant positions over and above the vacancy factor.

**Operating Budget:**
The operating budget is the primary means by which most of the financing of acquisition, spending and service delivery activities of a government are controlled.

**Operating Funds:**
Funds which are utilized to account for the day- to-day activities of the fund. Examples of this type of fund would be Central Stores and the General Fund.

**Operating Position:**
The projected operating position is the net of forecasted operating revenues and expenditures.

**Operating Revenues/Expenditures:**
Operating revenues and expenditures are the normal ongoing financial activities of the City, and exclude significant one-time items.

**Operating Transfer:**
Routine or recurring transfer of assets between funds.

**Other (than pensions) Post Employment Benefits (OPEB):**
Other Post Employment Benefits refer to benefits other than pensions paid by the employer for retired employees. This refers to retiree medical, dental, prescription drug, vision, life insurance, group legal and long-term care benefits.

**Overhead Charges:**
General Fund Overhead (Cost Allocation Program) charges are the recapturing of the cost of services provided to the other funds from the General Fund. These costs would include City Clerk, City Manager, City Attorney, Finance, and Human Resources costs, among others.

**Park Acquisition and Development Funds:**
The Park Acquisition and Development Funds are used to account for the revenues received from developer fees and the expenditures for the acquisition, construction, improvement or renovation of City owned parks.
Projected Surplus/Deficit:
The projected surplus/deficit is the net of forecasted receipts and forecasted disbursements. A surplus is the result of receipts exceeding disbursements, and a deficit is the result of disbursements exceeding receipts.

Projections:
A forecast of the revenues expected to be received and/or the expenditures expected to be incurred up to and including the end of the fiscal year.

Project Manager:
A project manager is the person accountable for accomplishing the stated project objectives.

Proposition 13:
Limits the local property tax rate to a maximum of 1% of a property’s assessed value, rolled back assessments to 1975 values and unless a property was sold, capped the increase in assessed values at 2%. New taxes imposed by a city, such as a parcel tax, must be approved by the voters.

Proposition 26:
Proposition 26 was approved by the voters in November 2010, and it establishes additional substantive requirements to ensure that any fee charged by a local agency is set in an amount that is no more than necessary to cover the local agency’s reasonable costs of providing the service, product, or benefit that is the subject of the fee.

Proposition 57:
Proposition 57, the Governor’s Economic Recovery Bond bill, was approved by the voters in March 2004. This bill authorized the State to sell $15 billion of deficit financing bonds to put the budget back in balance. Proposition 57 includes a proposed “triple flip” by which the State shifted one-quarter percent of sales tax revenues from local agencies to repay the bonds, and the State used property tax revenues to pay an "in-lieu" sales tax to local agencies equal to the lost sales taxes.

Proposition 58:
Passed in March 2004, this proposition changed the State Constitution and mandates the passage of a balanced budget. If the Legislature and Governor do not pass a balanced budget by July 1, the appropriation level from the previous year’s budget will remain in effect. Constitutional changes were enacted upon which set up a special reserve account that would reach $8 billion or 5% of the General Fund. This legislation also restricts the use of certain types of borrowing to cover state deficits.

Proposition 218:
A statewide initiative passed by the voters of California on November 5, 1996. The initiative establishes additional substantive and procedural requirements for any local agency before imposing any special tax, assessment, or property related fee.
Glossary of Terms and Acronyms

**Proprietary Funds:**
Proprietary Funds focus on the determination of operating income and expenses, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**Reserve:**
An account used to indicate that a portion of fund equity is restricted for a specific purpose.

**Resources:**
Total dollars available for appropriations including estimated revenues, fund transfers and beginning fund balances.

**Revenue Bonds:**
Bonds issued pledging future revenues, usually water or sewer charges to cover debt payments.

**Salary & Wages:**
Salaries paid to City employees. Included are items such as regular full time, regular part time, premium overtime and special duty pay.

**Services - External:**
An expenditure classification for work performed by others.

**Services - Internal:**
An expenditure classification for payments to the City’s Internal Service Funds for services provided during the fiscal year.

**Service Charges:**
Charges for specific services rendered.

**Service Description:**
A description of the services or functions provided by each department or division.

**Single Audit:**
All non-Federal entities that expend $500,000 or more of Federal awards in a year ($300,000 for fiscal year ending on or before December 30, 2003) are required to obtain an annual audit in accordance with the Single Audit Act Amendments of 1996, OMB Circular A-133, the OMB Circular Compliance Supplement and Government Auditing Standards. A single audit is intended to provide a cost-effective audit for non-Federal entities in that one audit is conducted in lieu of multiple audits of individual programs.

**Special Revenue Fund:**
In governmental accounting, fund used to account for the proceeds of special revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specified purposes.
Subventions:
Revenues collected by the State which are allocated to the City on a formula basis. For example, motor vehicle and gasoline taxes.

Supplemental Appropriation:
An appropriation approved by the Council after the initial budget is adopted.

Supplies:
An expenditure classification for articles and commodities purchased for consumption or resale. Examples include office and operating supplies, fuel, power, water, gas, inventory or resale items and small tools and equipment.

Surplus:
The excess of fund revenues over fund expenses at the close of a fiscal year.

Taxes:
Compulsory charges levied by the City, County & State for the purpose of financing services performed for the common benefit.

Triple Flip:
The “triple flip” swapped one-quarter of the City’s local sales taxes to secure $15 billion in deficit financing bonds approved through the passage of Proposition 57 (flip #1). The State replaced this revenue with Educational Revenue Augmentation Fund (ERAF) property tax money that was taken from cities and counties in the early ‘90’s (flip #2). Using ERAF money to backfill the sales tax taken from cities increase the States obligation to fund schools from other general fund resources (flip #3).

Useful Life:
The length of time that a depreciable asset is expected to be usable.

Vehicle License Fees (VLF):
An annual fee on the ownership of a registered vehicle in California paid to the Department of Motor Vehicles (DMV). The state retains authority over both the amount of revenues that are collected and the method of their distribution to local governments and the Legislature holds the authority to alter the level of VLF revenues.

Working Capital:
Working Capital is a common accounting formula used for financial analysis. It is defined as current assets minus current liabilities. Usually simply called working capital and used in lieu of fund balance for proprietary funds.
PROPOSED BUDGET

Fiscal Year
2021/22