

# City of Guadalupe

## AGENDA

### Special Meeting of the Guadalupe City Council

Tuesday, May 7, 2019

At 6:30 pm

City Hall, 918 Obispo Street, Council Chambers

Please be advised that, pursuant to State Law, any member of the public may address the City Council concerning any item on the Agenda, before or during Council consideration of that item. Please be aware that items on the Consent Calendar are considered to be routine and are normally enacted by one vote of the City Council. If you wish to speak on a Consent Calendar item, please do so during the Community Participation Forum.

The Agenda and related Staff reports are available on the City's website: [www.ci.guadalupe.ca.us](http://www.ci.guadalupe.ca.us) Friday before Council meeting.

Any documents produced by the City and distributed to a majority of the City Council regarding any item on this agenda will be made available the Friday before Council meetings at the Administration Office at City Hall 918 Obispo Street, Monday through Friday between 8:00 am and 4:30 pm, and also posted 72 hours prior to the meeting. The City may charge customary photocopying charges for copies of such documents. Any documents distributed to a majority of the City Council regarding any item on this agenda less than 72 hours before the meeting will be made available for inspection at the meeting and will be posted on the City's website and made available for inspection the day after the meeting at the Administrator Office at City Hall 918 Obispo Street, Monday through Friday between 8:00 am and 4:30 pm.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, including review of the Agenda and related documents, please contact the Administration Office at (805) 356.3891 at least 72 hours prior to the meeting. This will allow time for the City to make reasonable arrangements to ensure accessibility to the meeting.

### ROLL CALL:

Council Member Tony Ramirez  
Council Member Eugene Costa Jr.  
Council Member Liliana Cardenas  
Mayor Pro Tempore Gina Rubalcaba  
Mayor Ariston Julian

### PLEDGE OF ALLEGIANCE

### COMMUNITY PARTICIPATION FORUM

Each person will be limited to a discussion of 3 three minutes or as directed by the Mayor. This time is reserved to accept comments from the public on Consent items. Closed Session items, or matters not otherwise scheduled on this agenda. Pursuant to provisions of the Brown Act, no action may be taken on these matters unless they are listed on the agenda, or unless certain emergency or special circumstances exist. City Council may direct Staff to investigative and/or schedule certain matters for consideration at a future City Council meeting.

## **BUSINESS**

1. **Workshop – Goal Setting for FY 19/20 and 20/21.** It is recommended that the City Council review the information provided and develop Goals that will provide the staff direction in the development of the FY 19/20 and 20/21 Budget.

## **ADJOURNMENT**

*I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the City Hall display case, Water Department bulletin board and website not less than 24 hours prior to the meeting. Dated this 3<sup>rd</sup> day of May 2019.*



Robert Perrault, Interim City Administrator

**REPORT TO THE GUADALUPE CITY COUNCIL**  
**City Council Agenda of May 7, 2019**



**Prepared by:**  
**Robert Perrault, Interim City Administrator**

**SUBJECT: WORKSHOP- GOAL SETTING FOR FY19/20 AND 20/21**

**RECOMMENDATION:** It is recommended the Council review the information provided and develop Goals that will provide the staff direction in the development of the FY 19-20, 20-21 Budget.

**BACKGROUND:**

Council goal setting is an essential and important element of budget development. The objective of this session is to assist the Council in developing goals and priorities Providing direction to staff necessary to complete the development of the Budget. Since the Council will be setting goals for a two- year period; the Council may want to identify a limited number of overarching goals that will assist the City moving forward through the extended period. The overarching goals can then be supported by supplemental goals. This is similar to the process used last year where three overarching goals were established supported by three "high priority" supplemental goals. During a two- year period the budget and the goals should be brought back at regular intervals to check on the progress toward meeting the goals and the progress of the budget itself. Prior to the close of the fiscal year in June of 2020 we will offer the Council an opportunity to modify the goals and budget as may be necessary for the subsequent budget year.

In order to assist the Council, staff is providing the Council with the 2018 Goals setting Workshop Report (please see attachment #1), a brief recap of the goals set last year (outlined below), the materials presented as a part of the Public Safety Workshop (please see attachment #2) and the Financial Overview staff provided to Council on April 23<sup>rd</sup> (please see attachment #3). Staff would suggest the Council review these materials and individually come prepared to discuss at least 3 major goals you would like to propose and at least two supplemental goals you would like to offer. Staff will then facilitate the Council getting to a consensus on the goals to be used in the development of the budget.

## **2018 Goal-Setting Report:**

As noted, The Goal Setting Report for 2018 is attached. Retired Santa Maria City Manager Rick Haydon assisted the Council in developing the goals outlined below. Additionally staff has commented on progress where appropriate: The overarching goals are listed first followed by the “high priority” supplemental goals.

### **Goal- Improve the City’s Financial Stability**

- **Continue to make the budget a top priority**
- **Curb spending and focus on reducing the current debt obligations**
- **Strive to obtain a balanced budget**
- **Ensure the Administrator has oversight and financial control over all departmental budgets, including public safety budget (s)**
- **Analyze revenue generated by the recently approved local tax measures**
- **Provide budget information to Council and the public in advance of budget hearings.**

*Comment- throughout the year the budget has continued to be a top priority. Monthly and quarterly reports are prepared for the Council. The City did see a significant reduction in the General Fund deficit for FY 17-18. Staff expects this trend will continue in FY 18-19. Due in part to revenue generated by the Pasadera Project. Debt payments have been made to Enterprise Funds. In preparation for the FY 19-20, 20-21 budget information is being provided in a timely basis. Staff would recommend the Council consider placing a measure on the ballot for 2020 that would eliminate the sunset date of 2022 found in the current measure and consider increasing the amount of the sales tax adjustment.*

### **Goal- Maintain and improve City- related facilities throughout the Community**

*Comment- the City has been successful in receiving a \$4.5 million grant from the Community Development Block Grant Program (CDBG) that will be used to renovate Leroy Park. The City has completed street maintenance projects with revenues from Measure A and SB1. The City is in the process of completing a series of visioning projects that will lead to the design of improvements for the downtown. The City should undertake the development of a five- year Capital Improvement Program (CIP) as a part of the budget process. The CIP would identify significant capital projects like City Hall and the wastewater treatment plant then identify a plan to ensure the projects are accomplished.*

### **Goal- Re-establish a Recreation Commission**

- **Create a volunteer group and / or coalition to help create and maintain recreational facilities and programs.**

*Comment- Recently, a stakeholders group has been organized in support of the LeRoy Park project. The group’s efforts are being facilitated by the Rural Communities Development Corporation of California. The group known as “The Amigos del LeRoy Park Stakeholders will be*

*forwarding a recommendation to the City Council regarding the re- establishment of a Recreation Commission. The City previously had both a Recreation Commission as well as a Recreation Coordinator.*

The following four goals were deemed a “high priority” by the City Council for staff to address in FY 2018-19 (resources permitting):

**Create a stronger Relationship /Partnership with the School District.**

- **Conduct joint discussions with School Board members and/ or Staff**

*Comment- Most recently, through the City’s Revitalization efforts, the City has reached out and involved school representation in the discussion. Throughout the year communication has continued between the agencies on mostly an informal basis. Staff would suggest the Council discuss the possibility of forming a City Council/ School District Sub Committee. The Committee membership could consist of two members of the Council, two members of the School Board, the School Superintendent and the City Administrator. The Sub- Committee could meet at regular intervals to discuss items of common interest.*

**Improve the quality of life in Guadalupe by way of maintaining health and safety- related services such as public safety services as well as recreational-related services**

*Comment- During the past year the City has completed the process of hiring the Public Safety Chief. Chief Cash has recently proposed a restructuring of the Public Safety Department that would increase efficiency and effectiveness.*

**Revitalize the downtown**

- **Look for ways to make a more vibrant downtown**
- **Revisit the questionnaire results used by the Cal Poly to determine revitalization needs**
- **Work more closely with the Santa Maria Chamber of Commerce to attract more businesses to Guadalupe**

*Comment- the recent effort undertaken to improve mobility and revitalization in the downtown with the support of the Caltrans planning grant will be beneficial. There has been some discussion regarding the formation of a merchants group. Staff would suggest these discussions be formalized with the Council facilitating these efforts. Staff would also recommend that the City use the Revitalize Guadalupe planning effort funded through CDBG to develop a practical Economic Development Strategy. A practical Economic Development Strategy would include the identification of opportunity parcels or project sites as well as the types of businesses the Guadalupe Community is in need of and can support. Staff would also recommend the preparation of an Environmental Impact Report to complete the General Plan Update process with the assistance of Cal Poly.*

**Seek and Develop partnerships with groups and agencies in order to collaborate on projects of mutual interest for the betterment of Guadalupe.**

*Comment- the Police Department has developed a strong relationship with the Santa Maria Police Department. The Relationship has benefitted both communities. Additional work needs to be taken with other agencies to mirror the success the City has had with the City of Santa Maria Partnership.*

**FISCAL IMPACT:**

The setting of goals for the upcoming budget cycle will guide the development of the City's operational plan and as such will have a broad impact on both estimated revenues and expenditures.

**ATTACHED:**

1. The 2018 Goal- Setting Workshop Report
2. Public Safety Workshop Materials
3. The Financial Overview Provided to Council on April 23, 2019



**2018 Goal-Setting  
Workshop Report**

**July 31, 2018**

Facilitated by:



## **Workshop Report**

On Tuesday, July 31, 2018, the City Council conducted a Special Goal-Setting Workshop with retired Santa Maria City Manager Rick Haydon acting as the facilitator. Prior to the workshop, Mr. Haydon sat down with each member of the City Council individually and requested that each Councilmember provide him with three to five City-related goals to help facilitate a goal-setting exercise.

The workshop began with an introductory overview of the intent of the workshop, followed by the public comment portion of the agenda item. Having received no public testimony, the workshop agenda was reviewed, as were proposed ground rules for the event. After reviewing the ground rules, a summary of work-related norms were reviewed (See *Discussion of Work-Related Norms* Section). Following the discussion on the work-related norms, a review of the City's recent accomplishments and challenges were discussed followed by the goal prioritization exercise.

As part of the prioritization exercise, each Councilmember received five green dots and two yellow dots. Each green dot signified a goal that a Councilmember wanted to put forward and deem a major goal to achieve. Each yellow dot signified a goal that, while not a major goal, is a priority that the Councilmember would like staff to address (resources permitting). Those proposed goals receiving three or more green dots (votes) are deemed Major City Goals for 2018-19. Proposed goals that received two green dots and at-least two yellow dots are deemed other important priorities for City staff to address in 2018-19 (again, resources permitting). Photos of the prioritization exercise results can be found on Exhibit "A".

At the conclusion of the workshop, the City Council identified the following three City Goals for 2018-19 (in alphabetical order):

- Improve the City's financial stability
  - Continue to make the budget a top priority
  - Curb spending and focus on reducing the current debt obligations
  - Strive to obtain a balanced budget
  - Ensure the City Administrator has oversight and financial control over all departmental budgets, including public safety budget(s)
  - Analyze the revenue generated by the recently approved tax measures
  - Provide budget information to Council and the public in advance of budget hearings
- Maintain and improve City-related facilities throughout the community
- Re-Establish a Recreation Commission
  - Create a volunteer group and/or coalition to help create and maintain recreational facilities



The following four goals were deemed a “high priority” by the City Council for staff to address in 2018-19 (resources permitting):

- Create a stronger relationship/partnership with the School District
  - Conduct joint discussions with School Board members and/or staff
- Improve the quality of life in Guadalupe by way of maintaining health and safety-related services such as public safety services as well as recreational-related services
- Revitalize the downtown
  - Look for ways to make a more vibrant downtown
  - Revisit the questionnaire results used by Cal Poly to determine revitalization needs
  - Work more closely with the Santa Maria Valley Chamber of Commerce to attract more businesses to Guadalupe
- Seek and develop partnerships with groups and agencies in order to collaborate on projects of mutual interest for the betterment of Guadalupe

### **Discussion of Work-Related Norms**

As part of a goal-setting engagement, retired Santa Maria City Manager Rick Haydon also sat down with individual City Councilmembers and selected City staff (the City Administrator, City Attorney, Director of Public Safety/Chief of Police and the Finance Director) to have a discussion about work-related norms. He also solicited input on what each individual felt were the most important norms in order to have effective working relationships. Those interviewed were very candid in their responses and were not hesitant to express their individual perspectives. Having said that, it should be noted that the consensus of those interviewed expressed that everyone in the City has the best of intentions to do what’s right for the community in which they serve, that staff is doing the best they can with the limited resources they have, and that everyone interviewed truly had a sincere desire to do what’s best for the organization, the City, and the community.

The intent of these interviews were twofold: 1) to solicit feedback on expectations in order to foster better working relationships and 2) to identify work-related norms in which to aid in enhancing existing working relationships. Accordingly, to be an effective City team or working group (City Council), clearly established behavioral norms are essential. In that regard, norms are procedures or conduct that all team members (both Councilmembers and City staff) agreed to comply with in order to have an effective working relationship.

The following pages reflect the summary of all the information that was shared during these one-on-one interviews.

- I. *From Council's perspective, they feel that their primary purpose is:***
- Policy making – Council makes the policy and staff implements it
  - To make informed decisions after receiving input from the public, staff and reviewing all the facts
  - To make decisions on behalf of the residents after seeking consensus
  - To ensure the safety and welfare of the community
  - To move forward and address the City's budgetary and financial issues
  - To know what the community's needs are and to be an advocate for them
- II. *From Council's perspective, the following is what they expect from City staff:***
- No Surprises
    - To let Councilmembers know as soon as possible regarding important matters, controversial or politically sensitive issues once staff becomes aware of them
    - For staff to inform Council whenever there is contact with the news media and to let them know the nature of the contact
    - When advice or direction is given by a Council majority, the expectation is that staff will follow-it
  - Good Communication
    - To answer questions directly, promptly and in a manner that provides Council with as much complete information as possible, based on the question(s) posed
    - To provide the City Council with information (dealing with legal issues and complex matters) well in advance of them having to make decisions
    - With only one Council Meeting a month, Council would like more information sharing and City-related information to be shared with all Councilmembers and not just with the Mayor and Mayor Pro Tem
    - For staff to return phone calls in a reasonable and timely manner
    - Routine/periodic one-on-one meetings with the Councilmembers
    - When recommendations are made or when Council is unable to take an action, please explain the rationale or legal authority prohibiting them from taking such action (i.e. "tell us why we can't do what we want to do")
    - Better strategic public outreach for announcing and noticing meetings in an effort to get more public participation at meetings (water bill stuffers)

- To respect each others' roles in the organization – as policy makers and as administrators
- Ensure good communication and good working relationships between key staff members; namely, the City Administrator and the Director of Public Safety/Chief of Police

### **III. *From staff's perspective, what do they need from the City Council?***

- To work through the City Administrator (or Director of Public Safety/Chief of Police for police-related matters) should Council have operational questions
  - Both the City Administrator and Director of Public Safety/Chief of Police prefer this approach as it makes them aware of Council's concerns and interests
  - Better flow of communication between the City Council, City Administration and the Public Safety Department(s)
- That Council provide staff with questions regarding Council Agenda Items in advance of the City Council Meeting in order to provide staff sufficient time to obtain the appropriate information/answers
  - Acknowledge that the Consent Agenda is designed for routine (non-controversial) administrative items in order to expedite the meeting
- Periodic and/or routine one-on-one monthly meetings with Councilmembers
- That when Council is making decisions that have a financial impact, that they take into consideration: 1) the City's current financial situation before making any decisions and 2) that the City has limited staffing resources
- An understanding that as a full-service City, the City is required to provide a multitude of public services with very limited staffing resources and funding
  - That the workload in all City departments doesn't allow sufficient time for staff to hold two City Council Meetings per month
  - That the City still needs sustainable resources and that we're "not out of the woods yet" in regard to financial challenges

- That the majority of staffs' current workload deals with operational deficiencies that, in order to be properly addressed, requires a significant amount of staff time
- Because of Brown Act concerns, when Councilmembers receive emails from staff, that they do not “reply to all”, but rather reply only back to the City Administrator or City Attorney (or if applicable, Director of Public Safety/Chief of Police)
- That Councilmembers should not engage or have a dialog with members of the public during the Public Comment portion of City Council Meetings
  - Should Council desire to address comments from the public, further assistance maybe provided by staff

#### ***IV. What do Councilmembers need from each other?***

- To be respectful and professional to one another (and to staff), and know that it's okay to agree to disagree as long as it is done professionally
- When listening to someone, listen to understand rather than to respond
- Come to Council Meetings with an open mind (wait until after public testimony before you state your position on an item)
- When coming to Council Meetings, try to leave political agendas “at the door” and don't personalize things while you are sitting on the dais
- Base decisions on business related facts rather than emotions
- Realize that changes in the economy requires Councilmembers to think out-of-the box and be flexible and open to changes
- Be mindful that the Mayor has to run an orderly meeting, and in the interest of decorum, don't interrupt others or speak until recognized by the Mayor
- For Councilmembers to respond back, in a timely manner, to their fellow Councilmember(s) when they leave an email or phone message
- Do not engage members of the public in a dialog during the Public Comment Section, and when members of the public are before the City Council, to remember to show empathy (i.e. “put yourself in their shoes”)

- Be consistent in providing all members of the public with the same amount of time to make their comments
- To engage and communicate with each other at community events or functions other than just at the Council Meetings – in an effort to get to know each other better
- In the spirit of transparency, have more open dialog at Council Meetings in an effort to understand where everyone stands on certain City-related issues –especially when someone disagrees on an item
- Once a decision has been made by Council, support that decision and move on to the next item
- Realize that the City can not do everything for everyone and that the City has limited staffing and financial resources
- To remind ourselves of our role and mission as a Councilmember and to conduct ourselves professionally while on the dais (rules of decorum)
- At the end of each City Council Meeting, that Councilmembers provide brief report(s) on information pertaining to their respective Board and/or Commission assignments as well as upcoming community events

**V. *What are some challenges and/or areas of concern facing the City?***

- Addressing the General Fund budget deficit and the lack of sufficient reserves
- Sales tax leakage and the need for a more sustainable revenue stream (now)
- The need to have a strategic plan to prioritize how to address the deficit
- Deferred maintenance at WWTP & Tognazzini Well
- Ability to purchase new (public safety) equipment and vehicles
- Lack of a City Mission Statement
- Need to payback enterprise funds
- Prior planning snafus with some of the larger construction projects
- Appeal of the Olivera Street Apartment Project Decision
- Upcoming (CalPERS) pension-related expenses
- Hiring a new Director of Public Safety (Chief of Police)
- Lack of recreational opportunities and a Recreation Commission
- Workload challenge – having to deal with numerous completing projects and a high workload with very limited staffing resources
- Because of limited staffing and resources, staff is stretched thin and we (the City) can't do everything
- Training for Councilmembers and City staff
- Lack of engagement of the Millennial and Generation Z population in community affairs

## **VI. *What are some of the City's recent accomplishments?***

- The new Pasadera residential subdivision – will help with the tax base
- Well attended community workshops - designed to keep everyone informed
- The hiring of good City staff – limited personnel means we need good staff
- Community support - helped pass the revenue measures
- Addressed financial challenges – reduced the general fund deficit and agreeing on cost-cutting measures
- Low crime rate in Santa Barbara County - better community image
- Guadalupe Hall of Fame - community pride
- Activities at O'Connell Park – more recreational activities
- Grant Awards – receipt of additional revenue
- Transitioned fund balances into interest bearing accounts
- Increased training in the Police Department
- Created the seasonal fire-fighter position for mutual aid events
- Guadalupe Court Project (PSHH) – received more revenue
- General Plan Update – Cal Poly helping to moving this project forward
- Completion of CDBG applications – ability to complete on such short notice
- Bond refinancing – saving taxpayers money
- Partnerships with community groups – ability to leverage resources
- Coastal Conservancy – Supervisor Hartmann provided funding for the beach trail study
- Coastal Conservancy Visitors Committee – approved upgrades to the Guadalupe Dunes entry and bathrooms
- Designated a Federal Opportunity Zone
- Being able to operate the City with limited staffing and financial resources
- In light of limited resources, retention of City staff
- Partnerships with neighboring agencies
- The ability of staff to wear “different hats” in order to run City operations

## **VII. *Interests of Council Members - that staff should be made aware of.....***

- Balancing the City's General Fund Budget and increasing reserves
- Educating the public on the City's financial constraints
- Making the City more sustainable and attractive to young adults
- Working more closely with the local school district
- Enhance Public Safety (gun control and firearm restrictions)
- Redevelopment of the downtown and infill projects
- More recreational programs and opportunities for the community

- Move forward on the General Plan Update
- Improve City facilities
- Attract more retail establishments
- Be business friendly so as to create more local jobs
- A desire to work with organizations willing to help our youth
- Create a larger variety of housing options for residents
- The need to live within our means

### **Summary**

The workshop was very successful and Council was able to prioritize the City's Goals for 2018-19 as well as address what work-related norms are essential for establishing good working-relationships amongst Councilmembers, and with City staff.

Respectfully Submitted:



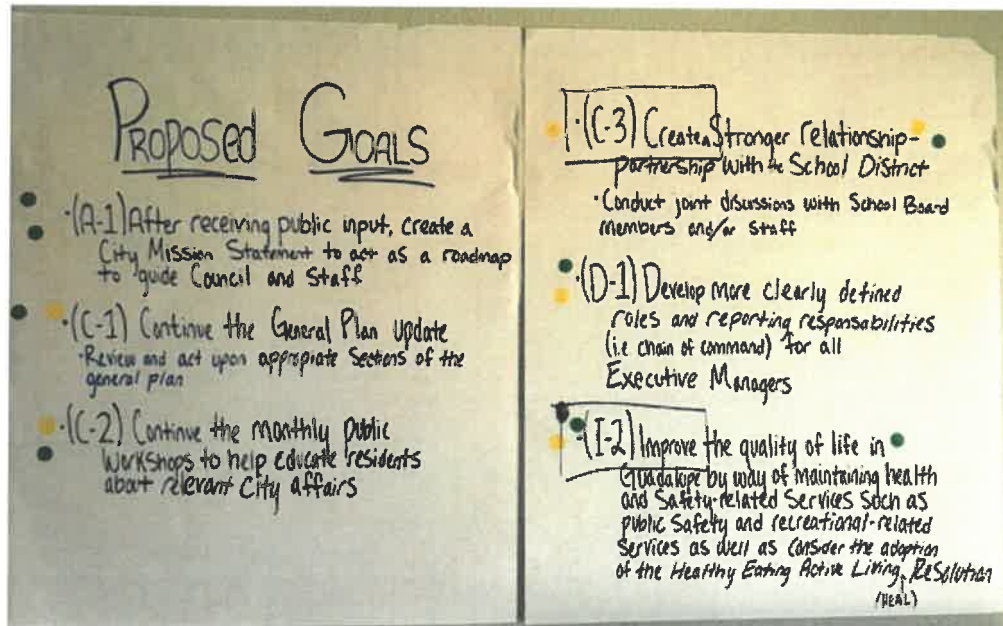
**RICHARD J. HAYDON**  
Principal



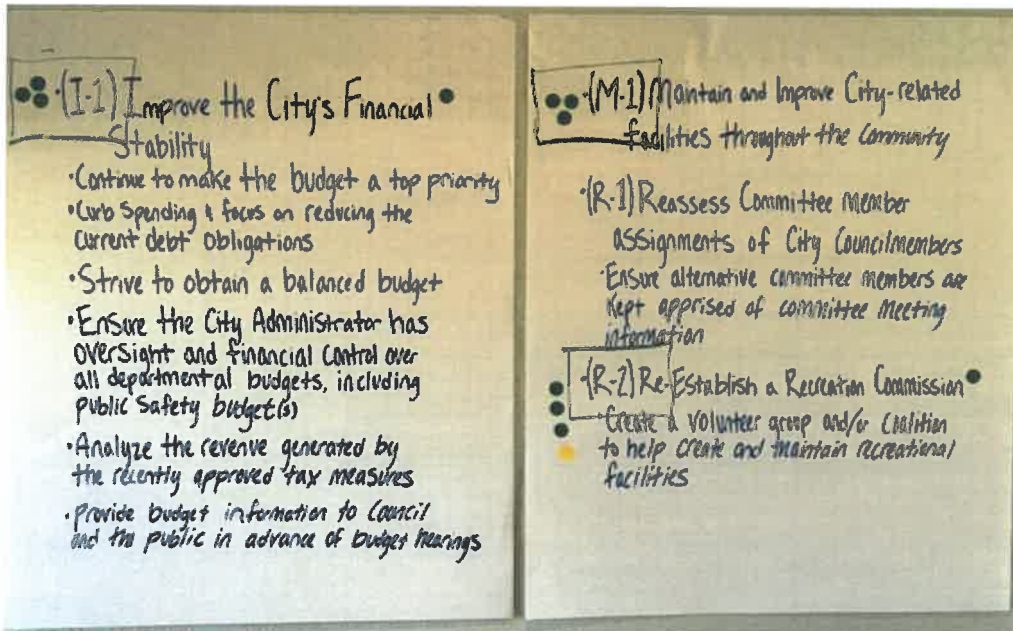
## EXHIBIT "A"



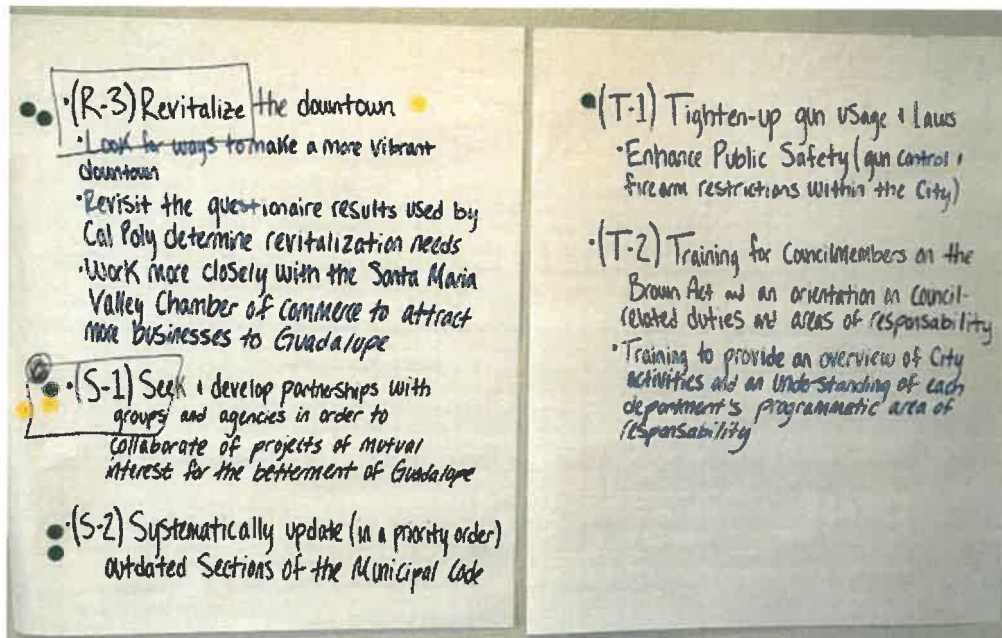
Councilmembers engaged in the goal prioritization exercise







The above sheets reflect the consensus of the Council on the three major goals for 2018-19





Attachment 2



## **GUADALUPE DEPARTMENT OF PUBLIC SAFETY**

### **Restructure and Reorganization Project**

## **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

The mission of the Guadalupe Department of Public Safety is to "Protect and Serve" the community of Guadalupe through Community Engagement and enforcement of Quality of Life issues.

# GUADALUPE POLICE DEPARTMENT

The (3) three most important things (we do and would like to do) as a police department:

**Crime Detection and Suppression**  
Patrol, Vehicle and Walking  
Gang and Narcotics Enforcement  
Special Enforcement Units (Canine, Bicycles)  
Juvenile Intervention (School Resource Officer)

**Traffic Enforcement & Public Safety**  
Commercial Vehicle Enforcement  
Motorcycle Enforcement  
Emergency Preparedness

**Public Service Programs**  
Volunteer Program (Explorers, Senior Volunteers)  
Crime Prevention  
Community and Public Relations

# GUADALUPE FIRE DEPARTMENT

The (3) three most important things (we do and would like to do) as a fire department:

**Fire Response and Suppression**  
Fire Fighting and Suppression  
Emergency and Non-Emergency Medical Response  
Fire Apparatus and Fire Safety Equipment Inspections

**Fire Mitigation and Prevention**  
Home and Business Fire Inspections  
Weed and Rubbish Abatement  
Code Compliance Enforcement and Inspections

**Public Service Programs**  
Volunteer Program (Explorers, Senior Volunteers)  
Fire Prevention and School Safety Training  
Community and Public Education and Relations

# GUADALUPE DEPARTMENT of PUBLIC SAFETY

## SWOT Analysis

Use SWOT (Strength, Weakness, Opportunities, Threats) to identify internal and external factors influencing and affecting performance. SWOT may be used as an analysis tool to help explore areas for change and growth, which can help with goal setting and / or strategic planning.

# GUADALUPE DEPARTMENT of PUBLIC SAFETY

## POLICE SWOT SUMMARY

### Key Points

#### Strengths

\* We are close with the community and the community supports us. We are a small department and work in a small town.

#### Weakness

\* We are a small department with internal communication, organizational and command structure problems.

#### Opportunities

\* Accepting criticism, open to change. Promote what we have and promote the safety of Guadalupe. Work together and support youth programs and seniors. Have specialized units.

#### Threats

\* Budget, lack of internal communication, lack of training, lack of knowledge, lack of pay increases and improvement in supervision

## **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

In 2015 and 2016, the Department of Justice's Office of Community Oriented Policing Services and the Police Executive Research Forum conducted an assessment of a couple of California police department's policies and practices related to preventing and detecting misconduct, lack of supervision, accountability and transparency.

The reports key findings:

- Department's leaders did not "adequately address smaller problems," which led to much larger issues.
- Officer misconduct cases were often the result of a "lack of consistent supervision at many levels."
- A failure to hold personnel accountable that would allow misconduct to occur and go undetected for some time.

## **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

- Budget cuts made it more difficult for managers to monitor officers behavior.
- Communication between supervision and employees is inconsistent and unclear.
- Address acute staffing and organization issues
- Strengthen supervision, communication, and leadership training
- Develop a strategic plan

## **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

The federal probes parallels other reviews of troubled police departments around the country, including those of San Diego, Calexico, Baltimore, Philadelphia and St. Louis County, Missouri

## **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

To make the Guadalupe Department of Public Safety more ***Efficient, Effective, Fiscally Sound, and Responsive to Community Needs***, the Department needs to restructure its supervisory and organizational structure.

## **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

The supervisory and organizational restructure would be accomplished in three (3) phases over a three year period.

- ▶ Phase 1 (Year 1) – Organizational Restructure of Personnel and Duties
- ▶ Phase 2 (Year 2) – Program Deployment and Staffing
- ▶ Phase 3 (Year 3)– Office Restructuring & Fiscal Sustainability

## **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

### Phase 1

#### ***Organizational Restructure of Personnel and Duties***

#### Current Budgeted Staffing

- 1 Police Sergeant
- 11 Police Officers (included 2 officers assigned to airport)
- 3 Fire Captains
- 2 Civilian Personnel



# GUADALUPE DEPARTMENT of PUBLIC SAFETY

## Phase 1

### ***Organizational Restructure of Personnel and Duties***

#### Proposed Budgeted Staffing

- 1 Police Sergeant
- 10 Police Officers
- 2 Airport Police Officers (added to fulfill airport contract)
- 3 Fire Captain
- 2 Fire Engineer / Code Compliance Officers

# GUADALUPE DEPARTMENT of PUBLIC SAFETY

## Phase 2

### ***Program Deployment and Staffing***

Police Department – Programs (we have) and (ones we would add)

- Commercial Vehicle Safety & Enforcement Program
- Police Explorer Program
- C.E.R.T. (Community Emergency Response Team) Program – (addition)

## GUADALUPE DEPARTMENT of PUBLIC SAFETY

Phase 2 cont:

### *Program Deployment and Staffing*

Police Department – Programs (we have) and (ones we would add)

- Senior Volunteer Patrol Program (Fire & Police) (**addition**)
- School Safety Patrol Program (Elementary and Middle School) (**addition**)
- Traffic Safety & Enforcement Program
- Emergency Preparedness Program – (**addition**)

## GUADALUPE DEPARTMENT of PUBLIC SAFETY

Phase 2 cont:

### *Program Deployment and Staffing*

Fire Department – Programs (we have) and (ones we would add)

- Code Compliance Program
- Fire Explorer Program – (**addition**)
- Citizen's Academy Program – (**addition**)

## **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

### Phase 2 cont:

#### ***Program Deployment and Staffing***

#### Proposed

##### Personnel Staffing

- 1 Police Sergeant
- 1 Fire Engineer
- 1 Emergency Preparedness Coordinator

## **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

### Phase 3

#### ***Office Restructuring & Fiscal Sustainability***

- Code Compliance Fines and Administrative Fees
- Airport Contract "Administrative Fees" (to support Police & Fire personnel position)
- Police & Fire "Building & Planning Impact Fees"
- Police and Fire "Cost Recovery Fees"
- Fire Mutual Aid "Strike Team" cost recovery

# **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

Phase 3 cont:

## ***Office Restructuring & Fiscal Sustainability***

- Traffic Safety & Enforcement Citation Fines Recovery Program
- Commercial Vehicle Safety & Enforcement Inspection and Citation Fines
- Parking Enforcement Fines Recovery Program
- State and Federal Grants

# **GUADALUPE DEPARTMENT of PUBLIC SAFETY**

**END  
PRESENTATION**

**GUADALUPE  
DEPARTMENT of PUBLIC SAFETY  
Reorganization and Restructure**

**Phase I (YEAR 1)**

**Personnel**

To be more effective and efficient, the Department will properly staff its Police Department and Fire Department.

The Police Department will be staffed by (1) police sergeant and (10) police officers. An additional (2) contract police officers assigned to the Santa Maria Airport will also be deployed. The Fire Department will be staffed by (3) fire captains and (2) fire engineers. This will begin to meet the industries “best practices” minimum staffing level to safely complete their assigned duties.

The contract Airport Police Officers will be paid entirely by the Santa Maria Airport Authority. A 22% “Administrative Overhead Fee” is include above the cost of the officers.

**CURRENT:**

Personnel Staffing

- 1 Police Chief / Director of Public Safety
- 1 Police Sergeant
- 11 Police Officers (includes 2 officers assigned to airport)
- 3 Fire Captains

Personnel Budget

Police	\$1,526,529
Fire	\$513,483
Airport	\$253,319

**Total     \$2,293,331**

**PROPOSED:**

Personnel Staffing

- 1 Police Chief / Director of Public Safety
- 1 Police Sergeant
- 10 Police Officers
- 2 Airport Police Officers (*added to fulfill contract with airport*)
- 3 Fire Captains
- 2 Fire Engineers (*shift one police officer position to fire make one fire engineer*)

Personnel Budget

Police \$1,593,345

Fire \$580,299

Airport \$253,319

**Total \$2,426,963**

**Estimated Cost Budget Impact - \$133,632**

*The personnel cost increases would be partially off set by the estimated 22%, in “administrative fee” cost from the airport contract, \$55,660.*

**TOTAL COST – (1) Additional Police Officers - \$66,816 (1) Fire Engineers - \$63,162  
\$129,978 (Including 45% for benefits)**

**Total Cost Budget Impact - \$77,972 (including 45% for benefits)**

## **Phase II (YEAR 2)**

### **Programs & Staffing**

Specific police and fire programs addressing seniors, juveniles, fiscal sustainability, and traffic related enforcement would be enacted and deployed throughout the community. Fire and police personnel would supervise and monitor the programs.

A third fire engineer would be added to the department to meet the minimum and acceptable staffing levels. A second police supervisor would be added to the department to assist with supervision and monitoring of personnel and programs.

#### **PROGRAMS: (ones we have / ones we would start)**

Commercial Vehicle Safety & Enforcement Program

Police Explorer Program

C.E.R.T. (Community Emergency Response Team) Program

Senior Volunteer Patrol Program (Fire & Police)

School Safety Patrol Program (Elementary and Middle School Aged Children)

Traffic Safety & Enforcement Program

Emergency Preparedness Program

Code Compliance Program

Fire Explorer Program

Citizen's Academy Program

#### **PROPOSED**

Personnel Staffing

1 Police Sergeant

1 Fire Engineer

1 Emergency Preparedness Coordinator

TOTAL COST - (1) Police Sergeant (promotion) - \$97,811 (1) Fire Engineer - \$63,162

(1) Emergency Preparedness Coordinator - \$55,680

**Total Cost Budget Impact - \$216,653 (Including 45% for benefits)**

## **Phase III (YEAR 3)**

### **Office and Building Restructuring / Fiscal Sustainability**

#### **Office & Building**

The police headquarters building would be expanded and redesigned to maximize the usage of space. A female locker room would be added to address the buildings deficiencies.

The fire department sleeping quarters would be moved and upgraded to be placed within the fire department service area for efficiency and expediting of emergency response to critical incidents. A female locker room and sleeping area would also be added.

#### **Fiscal Sustainability**

Code Compliance Fines and Administrative Fees

Airport Contract "Administrative Fees" (to support Police & Fire personnel position)

Police & Fire "Building & Planning Impact Fees"

Police and Fire "Cost Recovery Fees"

Fire Mutual Aid "Strike Team" cost recovery

Traffic Safety & Enforcement Citation Fines Recovery Program

Commercial Vehicle Safety & Enforcement Inspection and Citation Fines

Parking Enforcement Fines Recovery Program

State and Federal Grants



**REPORT TO THE GUADALUPE CITY COUNCIL**  
**City Council Agenda of April 23, 2019**



**Prepared by:**  
**Robert Perrault, Interim City Administrator**

**SUBJECT: FINANCIAL OVERVIEW**

**RECOMMENDATION:**

The purpose of this report and the attached report from Ms. Cooper is to provide the Council with pertinent financial information regarding the City. Staff is recommending the Council receive and file this report.

**BACKGROUND:**

As indicated in the Budget Schedule previously distributed, the purpose of this report was to provide the Council with pertinent budget financial information. This information is intended to initiate the discussions regarding the development of the FY 19-20 and 20-21 Budgets. Also attached is the third quarter report for FY18- 19 which should provide the Council with the most recent information regarding revenues and expenditures available for the current Fiscal Year.

**Status of the FY 17-18**

Staff had hoped that this discussion would have been initiated with the formal review of the FY 17-18 Audit. Unfortunately the completion of the Audit is taking longer than anticipated. The City did receive a draft of the Audit on Monday April 8<sup>th</sup>. The draft is being reviewed by staff. Staff will have an opportunity to supply staff's comments to the Auditor regarding the draft. It remains staff's responsibility to prepare the management letter that will be incorporated into the final document. This process will most likely take an additional 30 days to complete. Consequently, staff is now anticipating the final Audit document will be available for Council review in May. I have completed a preliminary review of the draft Audit and together with Ms. Cooper's review of the third quarter the combined information should provide the Council sufficient information to begin the budget discussions. As the City continues to progress

through the budget development process we will update the Council on year-end projections for revenues and expenditures as well as an update on what to expect in the future.

### General Fund

According to preliminary Audit figures the City began the fiscal year on July 1st with a General Fund Balance of (\$167,872). Please keep in mind that Fund Balance is a measurement of a Fund's health and includes its revenues, expenditures, the value of its assets and its liabilities. It is not a measure of how much cash is in the bank account. It is important to note that the negative fund balance has improved significantly from the previous year. This improvement is due to several factors. Revenues were up approximately \$428,000 over the original budgeted amount in FY 17-18 and expenditures were down by approximately \$158,000. The funds transferred into the General Fund as a result of the cost allocation process were on target at \$510,000.

While this improvement in the General Fund is significant, it is important to recognize the General Fund is still in a negative position. The negative position is cumulative over several years and represents the fact that in several of those years expenditures exceeded revenues. Several inter-fund loans were used to provide operational funds that are still in the process of being repaid. In addition to the current negative balance there are no funds available to cover shortfalls or to assist in covering the costs of unforeseen event. Typically cities should by policy maintain approximately 20% of the City's General Fund in reserves or at a minimum about \$85,000. Consequently, the budget will remain constrained over the next two years. The City will need to find ways to nurture revenue growth as well as prudently hold the line on expenditures.

In Ms. Cooper's report, she notes that the General Fund Balance is at (\$442,153). This deficit position will largely correct itself by the end of the year. The City will receive a significant contribution of property tax in the fourth quarter and the Franchise Fee revenue line item which appears low at this time, is also expected to largely correct itself in the last quarter of the fiscal year. Staff is expecting that year-end figures will reflect revenues will slightly exceed expenditures as was also true in FY 17-18. Staff would anticipate that the General Fund negative balance of (\$167,872) should be improved by June 30<sup>th</sup>. It should also be noted that the cash fund balance within the General Fund is \$290,539 through March 31<sup>st</sup>. this figure is also expected to improve as the City nears year end

Looking ahead to the coming budget cycle: Building Permit revenues which make up approximately 25% of the budget or approximately \$580,000 per year are expected to continue at about the same level. Pasadera has indicated it will be construction approximately 75 homes in the coming budget year. It should be kept in mind that these are one-time revenues and will not necessarily be re-occurring. Additionally the local sales-tax revenue will be sun setting at the end of 2020. The estimated sales tax revenue in FY 17-18 is \$144,000. The Council may want to begin thinking about placing a measure on the ballot in 2020 to ensure that the local tax is continued or possibly increased.

### **Enterprise Funds: Water, Wastewater, and Solid Waste**

According to the draft Audit the combined net position for both Water and Wastewater remain solidly positive at the end of FY 17-18. The combined net position is based on the calculation of revenues, expenditures, assets and liabilities for both the operation and capital funds for the respective enterprises. As of June 30<sup>th</sup> 2018 the net position for Water was a positive \$3,638,949. In Wastewater the net position was a positive \$4,833,129. As noted in Ms. Cooper's report both Water and Wastewater budgets are expected to remain balanced for the remainder of the year. In Solid Waste a deficit of \$(89,457) is noted. This negative balance will be greatly reduced this year and will likely be eliminated in FY 19-20.

### **Capital Facilities Fund**

In FY 13-14 and again in FY 14- 15 the Capital Facilities Fund received a total of \$300,000 from the Pasadera Project. In accordance with the Development agreement this advance was a portion of a total fee of \$2, 250,000 to be used by the City for City Hall/ Facilities. The remainder of the Fee is to be paid at the time a tentative map is finalized for the portion of the project to the south of the railroad. This initial advance was reduced as a result of a number of expenditures to a cash balance of \$238, 622. (Please see the attachment) Expenditures included: Library rent, City Hall roof, gym floor, police station flooring among others.

During this Fiscal Year the cash balance in this fund has risen sharply and as of March 31, 2019, the balance was: \$1,053,168. The most significant contribution to this fund is the \$ 694,655 received from the Peoples Self Help Housing project. The remainder of the increase is due to ongoing impact fee deposits made by the Pasadera Project. According to the agreement with Peoples Self Help Housing \$515,118 is to be used for City Facilities and Public Safety Equipment. The remaining \$179,537 for the construction of sidewalk for the project. Additional receipts to this fund can be expected from the ongoing construction at the Pasadera Project.

### **Library Fund:**

As noted in the report submitted to the Council during the last meeting approximately \$72,000 was advanced to the Library Fund from the Capital Facilities Fund. This advance will be reduced over time as homes are completed in the Pasadera Project in the amount of \$200,000. The advance has been reduced but will require a number of years to fully eliminate based on the construction of homes.

### **Parks and Recreation Fund:**

As of March 31, 2019 the Parks and Recreation Fund had a cash balance of \$10,563.00. It is estimated that this balance will increase significantly with the contribution that will result from the sale of property the City received from the Pasadera Project to the School District. This property was dedicated to the City for recreation facilities. The sale of this property will amount

to \$695,455 in proceeds. It is anticipated the sale will be completed by the end of the fiscal year. The proceeds will need to be sent for recreational facility use only.

**FISCAL IMPACT:**

There is no fiscal impact resulting from the reception of this report. The intent of the report is to provide the Council with pertinent information regarding the financial health of the City.

**ATTACHED:**

1. **Third Quarter Report**
2. **Capital Fund 76 Summary**



# City of Guadalupe Financial Report Fiscal Year to Date through March 31, 2019

## Overview

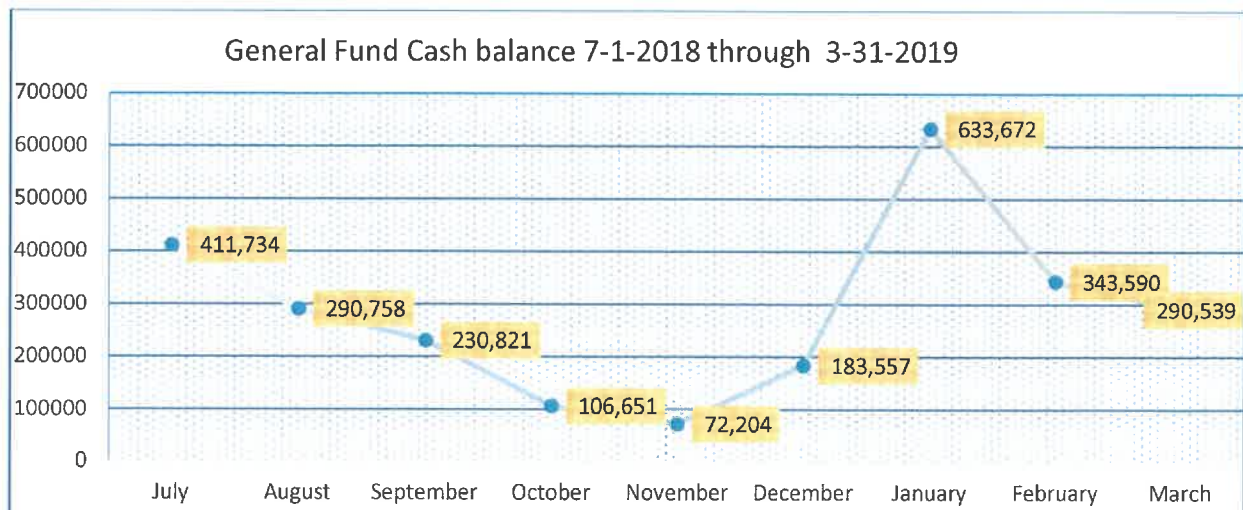
The financial report concentrates on the General Fund and Water/Wastewater Enterprise Funds as of March 31, 2019, or 75 percent of the year expended. The purpose of the report is to provide a status of cash, fund balance and budgeted Revenue and Expenditures versus actual at 75 percent of the fiscal year expended.

## Fund Balance

The term fund balance is used to describe the net position of governmental funds calculated in accordance with generally accepted accounting principles (GAAP). It is intended to serve as a measure of the financial resources available to the fund. There are constraints in spending fund balance depending on the type of resources (nonspendable, restricted, committed and assigned). Fund balance represents the total amount accumulated in the fund from prior years at a point in time. The fund balance in the General Fund as of March 31, 2019 is negative \$442,153 and will improve by fiscal year end once all financial activity is complete. Payoff of outstanding interfund loans will improve the deficit over time, as well.

## General Fund Cash

The monthly cash balance below shows positive cash balances through March 2019 and total cash at the end of March is \$290,539.

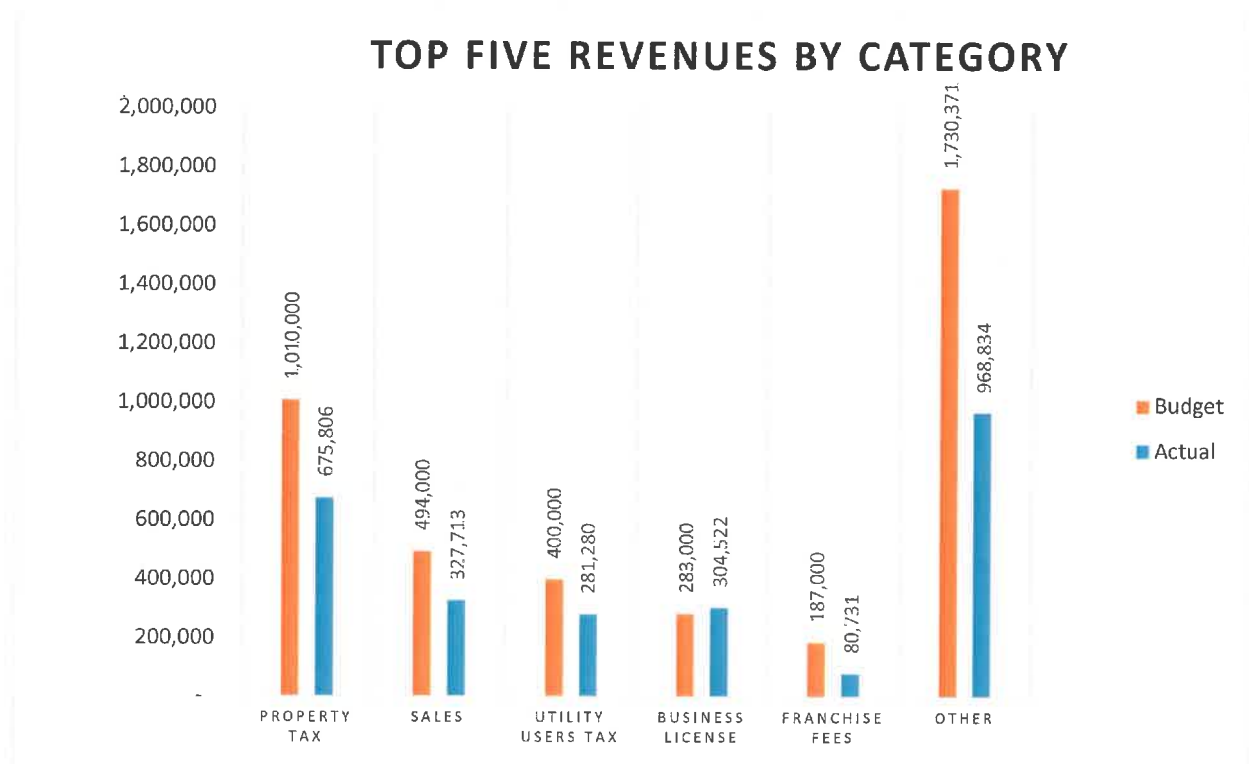


**General Fund Revenue**

Budgeted revenues versus actual revenue received through March 31, 2019 shows the General Fund slightly below target at 64 percent of expected revenues.

The table and chart below show the Top Five revenue categories for the City with Business License revenue exceeding budget. All categories are expected to meet budget by year-end as revenue timing delays catch up.

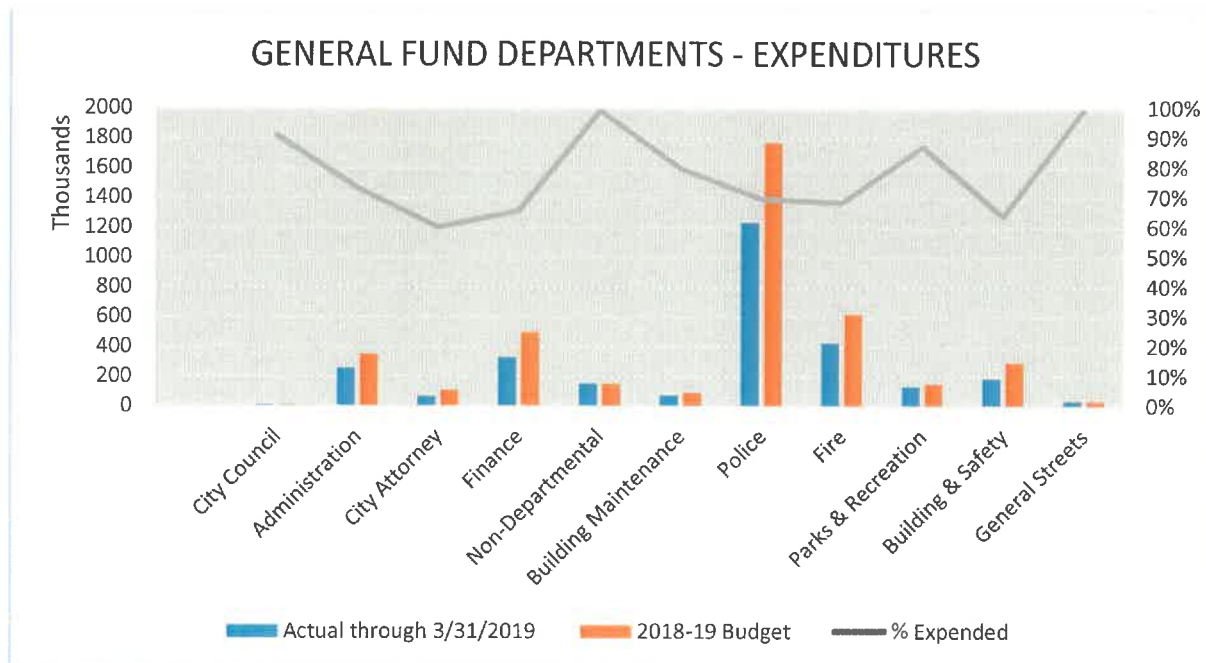
Top Five Revenues by Category			
Category	Budget	Actual	%
Property Tax	1,010,000	675,806	67%
Sales	494,000	327,713	66%
Utility Users Tax	400,000	281,280	70%
Business License	283,000	304,522	108%
Franchise Fees	187,000	80,731	43%
Other	1,730,371	968,834	56%
<b>Total Revenue</b>	<b>4,104,371</b>	<b>2,638,886</b>	<b>64%</b>



## General Fund Expenditures

Expenditures are just under budget at 71 percent expended. The Table and Chart below shows all General Fund Departments and spending trends as of March 31, 2019.

Department	Actual through 3/31/2019	2018-19 Budget	% Expended
City Council	10,219	11,217	91%
Administration	259,008	352,291	74%
City Attorney	66,256	110,000	60%
Finance	328,157	498,718	66%
Non-Departmental	153,425	154,195	100%
Building Maintenance	75,335	94,309	80%
Police	1,236,981	1,773,159	70%
Fire	426,624	622,158	69%
Parks & Recreation	133,665	153,239	87%
Building & Safety	187,585	293,889	64%
General Streets	36,200	36,200	100%
<b>Total</b>	<b>2,913,455</b>	<b>4,099,375</b>	<b>71%</b>



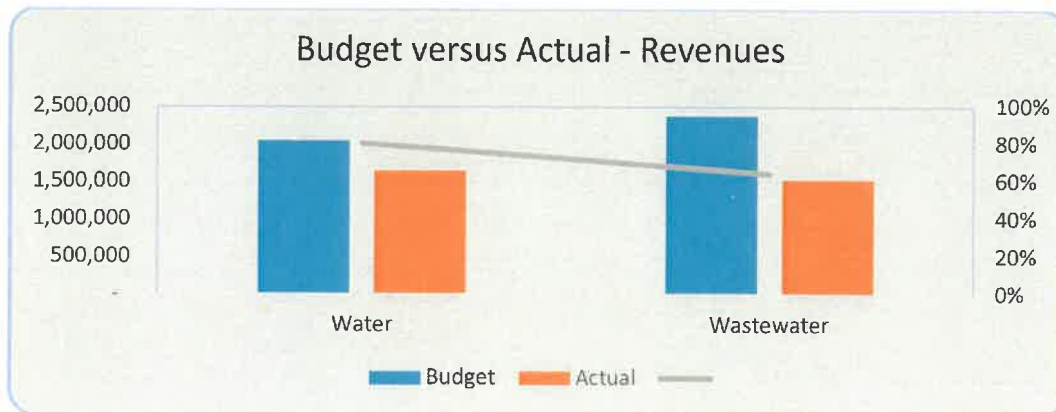
**ENTERPRISE FUNDS – WATER AND WASTEWATER**

The Statement of Revenues and Expenditures for the fiscal year to date through March 31, 2019 is shown in the Table below.

<b>Actuals Through March 31, 2019</b>	<b>Water</b>	<b>Wastewater</b>
<b><u>REVENUES</u></b>		
Charges for Services	1,489,964	1,375,110
Interest	19,641	10,301
Other	24,773	
Developer Fees	117,192	146,250
<b>Total</b>	<b>1,651,570</b>	<b>1,531,661</b>
<b><u>EXPENSES</u></b>		
Operating	641,033	816,979
Capital	17,306	29,593
State Water	731,656	-
Debt Service	147,360	-
<b>Total</b>	<b>1,537,355</b>	<b>846,572</b>

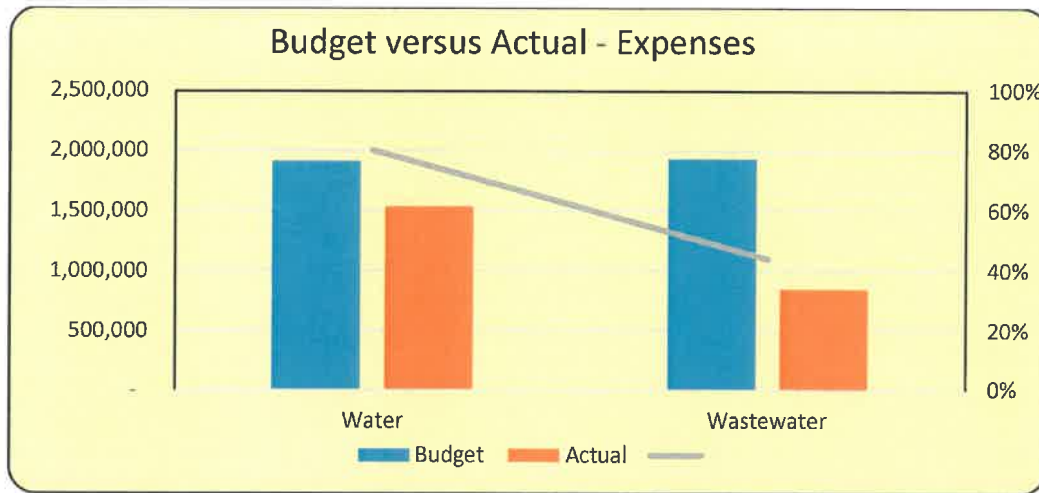
The following charts compare budget to actual Revenue and Expense:

The Enterprise funds experienced revenue at 81 percent of budget for Water. Wastewater was slightly below budget at 64 percent of revenue expected for the period.





Expenses for Water exceeded budget at 81 percent and Wastewater was below budget at 44 percent.



### **CONCLUSION**

The funds analyzed in this report generally in line with budget. Overall Revenue exceeded Expenditures in the Enterprise Funds. Although overall General Fund Revenue fell short of expenditures, there were no significant budget fluctuations at the third quarter point.

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*Information in this report is unaudited.*

**Capital Facilities Fund 76  
Pasadera Advance Payments Summary**

Fiscal Yr	Date	Description	Activity
<b>13-14</b>	11/18/13	Advance Payment	150,000.00
	11/18/13	City Hall Study	30,000.00
	11/18/13	Water Master Plan	50,000.00
	Expended	Water Master Plan	(50,000.00)
	Expended	Library Rent	(20,000.00)
			<b>Fund 76 Fund Balance at 6/30/14</b>
<b>14-15</b>	12/16/14	Advance Payment	150,000.00
	Expended	City Hall Roof Repair	(21,360.00)
	Expended	Library Rent	(20,000.00)
	Expended	Gym floor	(15,650.00)
			<b>Fund 76 Fund Balance at 6/30/15</b>
<b>15-16</b>	6/30/16	Interest	67.50
	6/30/16	Loan to Library	60,000.00
	Expended	Police parking lot	(42,667.75)
	Expended	Library Rent	(20,000.00)
	Expended	Police Station flooring	(4,861.00)
	Expended	Police Station mold abatement	(4,025.00)
		<b>Fund 76 Fund Balance at 6/30/16</b>	<b>241,503.75</b>
<b>16-17</b>	6/30/17	Interest	589.32
	6/30/17	Library fees earned (see below)*	(14,200.00)
		<b>Fund 76 Fund Balance at 6/30/17</b>	<b>227,893.07</b>
<b>17-18</b>		Interest	1,217.41
		Developer Fees	16,312.50
		Library fees earned (see below)**	(6,800.00)
		<b>Fund 76 Fund Balance at 4/30/18</b>	<b>238,622.98</b>

\* FY 14-15 (5 lots x \$200)            = \$ 1,000  
 FY 15-16 (16 lots x \$200)           = \$ 3,200  
 FY 16-17 (50 lots x \$200)          = \$10,000  
 Total \$14,200

\*\* FY 17-18 (34 lots x \$200)        = \$6,800