



Council Chambers
200 H Street
Antioch, CA 94509

Study Session/Special Meeting - 5:45 P.M.
Regular Meeting - 7:00 P.M.

ANNOTATED AGENDA

for

NOVEMBER 24, 2015

Antioch City Council

SPECIAL AND REGULAR MEETING

**Including the Antioch City Council
acting as Successor Agency/
Housing Successor to the
Antioch Development Agency**

Wade Harper, Mayor

Lori Ogorchock, Mayor Pro Tem

Mary Helen Rocha, Council Member

Tony Tiscareno, Council Member

Monica E. Wilson, Council Member

Arne Simonsen, City Clerk

Donna Conley, City Treasurer

Steven Duran, City Manager

Derek Cole, Interim City Attorney

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Notice of Availability of Reports

This agenda is a summary of the actions proposed to be taken by the City Council. For almost every agenda item, materials have been prepared by the City staff for the Council's consideration. These materials include staff reports which explain in detail the item before the Council and the reason for the recommendation. The materials may also include resolutions or ordinances which are proposed to be adopted. Other materials, such as maps and diagrams, may also be included. All of these materials are available at the City Clerk's Office, located on the 3rd Floor of City Hall, 200 H Street, Antioch, CA 94509, during normal business hours for inspection and (for a fee) copying. Copies are also made available at the Antioch Public Library for inspection. Questions on these materials may be directed to the staff member who prepared them, or to the City Clerk's Office, who will refer you to the appropriate person.

Notice of Opportunity to Address Council

The public has the opportunity to address the Council on each agenda item. To address the Council, fill out a yellow Speaker Request form, available on each side of the entrance doors, and place in the Speaker Card Tray. See the Speakers' Rules on the inside cover of this Agenda. Comments regarding matters not on this Agenda may be addressed during the "Public Comments" section.

5:45 P.M. ROLL CALL – SPECIAL MEETING – for Council Members/City Council Members acting as Successor Agency/Housing Successor to the Antioch Development Agency – **All Present**

PLEDGE OF ALLEGIANCE

STUDY SESSION – SPECIAL MEETING

1. STRATEGIC PLAN UPDATE AND STATUS REPORT WORKSHOP

Recommended Action: It is recommended that the City Council review the Draft Strategic Plan Update and Status Report, discuss the Draft and provide staff with a check list of possible changes to be brought back to the City Council for consideration.

Council provided input

STAFF REPORT

6:47 P.M. ADJOURNED STUDY SESSION – SPECIAL MEETING

7:02 P.M. OR ROLL CALL – REGULAR MEETING – for Council Members/City Council Members acting as *following the Study Session/Special Meeting whichever is later.* Successor Agency/Housing Successor to the Antioch Development Agency – **All Present**

PLEDGE OF ALLEGIANCE

2. PROCLAMATION

PROCLAMATION

- East County Regional Group and First 5 Contra Costa, November 21, 2015

Approved, 5/0

Recommended Action: It is recommended that the City Council approve the proclamation.

ANNOUNCEMENTS OF CIVIC AND COMMUNITY EVENTS

ANNOUNCEMENTS OF BOARD AND COMMISSION OPENINGS

- *PLANNING COMMISSION: Two Full-Term Vacancies (Deadline date: 12/11/15)*
- *ECONOMIC DEVELOPMENT COMMISSION: One Partial-Term Vac. (Deadline date: 12/11/15)*

PUBLIC COMMENTS – *Members of the public may comment only on unagendized items. The public may comment on agendized items when they come up on this Agenda.*

CITY COUNCIL COMMITTEE REPORTS

MAYOR'S COMMENTS

3. CONSENT CALENDAR for City /City as Successor Agency/Housing Successor to the Antioch Development Agency

A. APPROVAL OF COUNCIL MINUTES FOR NOVEMBER 10, 2015

MINUTES

Approved, 5/0

Recommended Action: It is recommended that the City Council approve the minutes.

B. APPROVAL OF COUNCIL WARRANTS

STAFF REPORT

Approved, 5/0

Recommended Action: It is recommended that the City Council approve the warrants.

C. APPROVAL OF TREASURER'S REPORT FOR OCTOBER 2015

STAFF REPORT

Approved, 5/0

Recommended Action: It is recommended that the City Council approve the report.

D. AUTHORIZATION FOR THE CITY MANAGER TO EXECUTE AN AMENDMENT TO THE LEGAL SERVICES AGREEMENT WITH COTA COLE TO EXTEND THE TERM

Approved, 5/0

Recommended Action: It is recommended that the City Council authorize the City Manager to execute an amendment to the legal services agreement with Cota Cole, extending the term through May 31, 2016.

STAFF REPORT

E. APPROVAL OF AMENDMENT TO AGREEMENT WITH STEVE DURAN FOR CITY MANAGER SERVICES

Approved, 5/0

Recommended Action: It is recommended that the City Council approve an Amendment to the City's Agreement with Steve Duran for City Manager Services.

STAFF REPORT

City of Antioch Acting as Successor Agency/Housing Successor to the Antioch Development Agency

F. APPROVAL OF SUCCESSOR AGENCY WARRANTS

Approved, 5/0

Recommended Action: It is recommended that the City Council approve the warrants.

STAFF REPORT

G. APPROVAL OF HOUSING SUCCESSOR WARRANTS

Approved, 5/0

Recommended Action: It is recommended that the City Council approve the warrants.

STAFF REPORT

COUNCIL REGULAR AGENDA

4. APPOINTMENT TO FILL ONE PARTIAL-TERM VACANCY TO THE SALES TAX CITIZENS' OVERSIGHT COMMITTEE

Appointed Eduardo Cendejas, Term expiring March 2018, 5/0

Recommended Action: It is recommended that the Mayor appoint and City Council approve the appointment of one member to the Sales Tax Citizens' Oversight Committee for a term expiring in March 2018.

STAFF REPORT

5. ALLOCATION OF STATE REIMBURSEMENT OF PRE-2004 UNFUNDED MANDATES

Direction provided to staff on the following:

- 1) ***Use \$229,377 for a Habitat Conservation Plan (HCP), 5/0***
- 2) ***No funding for L Street redesign/ Motion failed to support, 2/3-W, O, T***
- 3) ***Provide \$20,000 for restoration of fire truck sold to Antioch Historical Society, 4/1-W***
- 4) ***Provide \$500 Funding for Sister City Activities, 4/1-W***
- 5) ***Provide \$4,300 Funding to AUSD Deer Valley High School After School Library Program, 3/2-W, O***

ADDED: Set aside remainder for potential lawsuit, 5/0

Recommended Action: It is recommended that the City Council provide direction on use of reimbursement for prior unfunded State mandates and interest received by the City in the amount of \$883,175.

STAFF REPORT

6. DISCUSSION OF POSSIBLE PROHIBITION/REGULATION OF MEDICAL MARIJUANA CULTIVATION

Direction provided to staff to draft Prohibition Ordinance, 5/0

Recommended Action: This agenda item is in the nature of a study session and is intended to inform Council of some options available to the City under a new State Law. At the conclusion of the discussion, City Council should direct staff as to its desired course of action.

STAFF REPORT

PUBLIC COMMENT

STAFF COMMUNICATIONS

COUNCIL COMMUNICATIONS AND FUTURE AGENDA ITEMS – *Council Members report out various activities and any Council Member may place an item for discussion and direction on a future agenda. Timing determined by Mayor and City Manager – no longer than 6 months.*


ADJOURNMENT – 8:54 p.m.



STAFF REPORT TO THE CITY COUNCIL

DATE: Regular Meeting of November 24, 2015

TO: Honorable Mayor and Members of the City Council

SUBMITTED BY: Steve Duran, City Manager 

SUBJECT: Strategic Plan Update and Status Report Workshop

RECOMMENDED ACTION

It is recommended that the City Council review the attached Draft Strategic Plan Update and Status Report, discuss the Draft and provide staff with a check list of possible changes to be brought back to the City Council for consideration.

STRATEGIC PURPOSE

The purpose of this Strategic Management Plan is to help the City realize its Vision and Mission. The Plan serves to guide the City Council and staff in the implementation of the City Government's Priorities. As such, it sets forth Long Term Goals, Strategies, Short Term Objectives, and Measures of Success that support the Vision and Mission of the City. By providing direction and prioritizing goals, this Plan enables the staff to strategically direct resources in accordance with City Council policy and to measure success in a way that is transparent to the community.

The Strategic Plan Update and Status Report accomplished two things: (1) It updates the City Council and Community as to the current status of the Goals and Objectives set forth in the Plan; and (2) It updates the Plan to add or refine priorities and note the completion of some objectives.

This update effort is not intended to initiate a major re-write of the Plan, which was only approved in June of 2014 after a major community outreach. The intention is to inform the Council and the community and to fine tune the Plan.

FISCAL IMPACT

There is no direct fiscal impact to the recommended action. The Plan leads into the mid-term budget review process in which revenues and costs of all City operations are considered.

DISCUSSION

The City Council initiated a Citywide Strategic Planning project in 2013. The Council and staff held five "Community Cafés" and three targeted focus groups, using a professional facilitator, to get input from the community to be used in the development of a Strategic Plan for the City. The focus groups were specific to the business

community, the Spanish speaking community, and our youth. Staff summarized the themes from each of the Café table discussions and staff has gathered additional input from the City Council, the Economic Development Commission, the Chamber of Commerce and a variety of individuals in the community.

Additionally, staff worked through the Economic Development section of the proposed Plan with the Economic Development Commission (EDC) Strategic Plan Sub-committee and representatives from the Chamber of Commerce. The EDC approved the Economic Development section of the Plan for recommendation to the City Council.

The Strategic Management Plan is a high level management tool. It is not designed to address routine activities. Our Department Heads, Managers, and Staff are more than capable of managing day to day issues. The purpose of the Plan is to help the City realize its Vision and Mission, as noted in the Plan. By providing direction and prioritizing goals, the Plan enables staff to strategically direct resources in accordance with City Council policy and to measure success in a way that is transparent to the community. Thus the Plan is formatted to:

- Recognize the significant problems, challenges opportunities.
- Define long term goals and strategies to move the City forward.
- Identify short term objectives and measures of success to chart a course for each area of responsibility in the City.

Each Department head in the City provided draft Goals, Strategies, Objectives, and Measures of Success, all of which had been reviewed by me and all department heads to provide additional input. After receiving final input from the City Council, staff finalized the Plan, which the City Council approved on June 10, 2014.

With these principles in mind, the purpose of this City Council discussion on the attached Draft Strategic Plan Update and Status Report is for the staff to receive input from the Mayor and City Council Members. Staff will then create a check list of potential changes to the draft and bring the check list back to the Council for a vote on each item to ensure clear Council direction to staff.

ATTACHMENTS

Attachment A - Draft Strategic Plan Update and Status Report

- Addendum 1 – Status of Strategic Plan Goals & Objectives
- Addendum 2 – Strategic Management Plan of June 10, 2014

DRAFT

**Strategic Management Plan Update
and Status Report
City of Antioch, California**

November 10, 2015

**DRAFT Strategic Management Plan Update
and Status Report
City of Antioch, California
November 10, 2015**

<u>Contents:</u>	Page
Purpose	1
Vision	1
Mission	2
Strategic Analysis - Internal and External Environment	2
Strengths	2
Weaknesses	3
Opportunities	3
Threats	3
Top Priorities	4
Immediate Challenges	4
Long Term Goals, Strategies and Short Term Objectives	5
A- Crime Reduction	6
B- Emergency Operations	7
C- Animal Control	7
D- Blight Eradication	8
E- Building Safety	10
F- Environmental Enhancement	10
G- Economic Development	12
H- Planning, Entitlements and Permitting	14
I- Community Development Block Grants	16
J- Parks & Recreation	16
K- Public Works & Engineering	19
L- City Administration	21
M- Redevelopment Dissolution	27
N- Legal Services	27
O- Financial Services	28
P- Information Systems Services	30
Conclusion	32

Strategic Management Plan Update and Status Report City of Antioch, California

PURPOSE

The purpose of this Strategic Management Plan Update and Status Report is to update the Strategic Plan approved by the City Council on June 10, 2014 and inform the Council of the status the Plan. The Status Report is Addendum 1 to this updated Plan and provides detail as to the status of each objective in the Plan. The Status Report was separated so that the updated Plan would be a more concise forward looking document.

The Plan is designed to help the City realize its Vision and Mission noted below. It is a business plan comprised of long term goals and strategies, and short term goals with the over-arching goal of making life better for the people of Antioch. It is not a General Plan that documents how the City is to be built out and what it will look like when it is. This Strategic Management Plan Update will serve to guide the City Council and staff in the implementation of the City government's priorities. By updating the status of the City's prioritized goals, this updated Plan will enable the staff to strategically direct resources in accordance with City Council policy and to continue to measure success in a way that is transparent to the community.

VISION

The vision statement for the City of Antioch is well stated on the banner hanging in the City Council Chamber:

"The City of Antioch:

- A community that is proud of it's heritage;
- A community that provides an opportunity to live, learn, work, worship, and play in a safe, stimulating and diverse community;
- A community that is a responsible steward of it's economic and natural resources;
- A community that recognizes its responsibility to the larger Delta Region, and will be a pro-active advocate and a leader in promoting regional cooperation."

MISSION

The City's mission is to lead and unify our diverse community and enhance the quality of life in Antioch by providing effective, efficient, and innovative municipal services with integrity.

STRATEGIC ANALYSIS – INTERNAL AND EXTERNAL ENVIRONMENT

In order to determine our goals and strategies, the City must understand and operate within an environment consisting of internal and external opportunities and constraints. An assessment of this environment is helpful in this effort. The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis has been updated to reflect the current status.

Strengths

- Location of the City: Access to the San Joaquin River, rail transportation, State Highway 4, eBART, and proximity to major employments centers.
- Room to grow: With the annexation of over 500 acres in the northeast and undeveloped land to the south, Antioch has room for businesses and families to grow.
- Affordable real estate: Excellent quality and relatively affordable housing and land make Antioch an attractive alternative for growing businesses and families.
- Positive business environment: The City Council, staff, and the Economic Development Commission continue to work with the Chamber of Commerce and other stakeholders toward a more business friendly environment.
- Strong sense of community: Civic pride and sense of ownership are evident in the civic organizations and the enthusiastic volunteerism in Antioch.
- Excellent City employees: City staff is highly competent, hard-working and dedicated to serving the people of Antioch.
- Measure C and Measure O funding is enabling the City to enhance Police and Code Enforcement with additional staff and reduce the City's projected structural deficit. The passage of these measures demonstrates that the community appreciates the difficult financial position of the City.
- Community participation: The Community Cafés conducted to inform the June 10, 2015 Strategic Plan and the level of volunteer participation in City programs indicates a high level of community caring for the City.
- Water rights: The City's water rights to the San Joaquin River have the potential to contribute to various industrial and technological endeavors.
- Crime has declined over the last couple of years and the Police Department has Measure C funding to hire more officers.

Weaknesses

- The City's finances, while significantly improved, are still not adequate to provide high levels of service to the community and the City's general fund budget is still projected to go negative within a few years.
- The City's revenues are not sufficient to provide the level of services necessary to adequately maintain the City's infrastructure in the long run or to provide the level of responsiveness that all City departments would like to provide to the community.
- Economic development will not significantly increase revenues for at least a few more years.
- The golf course and recreation operations are running significant deficits and draining General Fund reserves.
- Antioch's reputation suffered in recent years due to crime and blighting conditions.
- The City's attributes are not widely known outside of east Contra Costa County.

Opportunities

- Business processes can and are being streamlined.
- The structural deficit can be eliminated through growth of the City's tax base and improved revenues from the golf course and recreation programs, especially the water park.
- Sale or privatization of the golf course, water park and marina could bring in revenue and/or reduce net costs.
- The widening of State Route 4 and the new BART station can be leveraged, along with the Northern Waterfront Economic Development Initiative, to attract residential and commercial development.
- Increases in City revenues can be enhanced by increasing economic development activities and encouraging a business friendly culture at City Hall.
- There is an opportunity to brand Antioch as business friendly and family friendly.
- Downtown "Rivertown" is a local branding opportunity.
- The City's downtown can be revitalized through transit-oriented development, which will bring customers for downtown businesses.
- Increased use of the San Joaquin passenger rail line and bringing ferry service downtown will further enhance downtown vibrancy.
- The City's water rights could be leveraged into economic development opportunities in desalinization, manufacturing, agriculture and/or bio-tech.
- Measure C and Measure O revenues will enhance police and code enforcement capabilities and reduce projected operating budget deficits.
- Improved use of volunteers can enhance blight eradication efforts.

Threats

- Failure to deal with the projected structural deficit in the short term will make things worse in the long term. Measure C will have to be extended in a few years or levels of services will have to be cut through layoffs and other measures.

- Inadequate funding for all community desires can lead to pressure to loosen fiscal restraint or to lose focus on top priorities for the overall community.
- Continued and increasing upstream diversions of water from the Delta are detrimental to the quality of water to which the City of Antioch has rights, adding costs to getting water suitable for drinking and other uses, and threatening our recreational resources and economy.
- Continuing issues with crime, blight, homelessness and feral cats can hinder the City's efforts to emerge from the recent recession as a vibrant and desirable community.

TOP PRIORITIES

The City Council initiated a citywide Strategic Planning project in 2013. The Council and staff held five "Community Cafés" and three targeted focus groups, using a professional facilitator, to get input from the community to be used in the development of a strategic plan for the City. Staff summarized the themes from each of the Café table discussions and staff has gathered additional input from the City Council, the Economic Development Commission, the Chamber of Commerce and a variety of individuals in the community.

The top priorities expressed by the City Council and supported by a consensus of the community were and still are:

- Reduce crime, especially violent crime, through enhanced police services.
- Eliminate blight through enhanced code enforcement activities.
- Improve the business climate and enhance revenues through economic development efforts.

Weaved throughout this Plan are strategies and actions designed to maximize the City's efforts in these areas, while not neglecting other important services.

IMMEDIATE CHALLENGES

- The biggest challenge that the City faces is its finances. Even with Measure C and Measure O funding, the General Fund is still projected to run a structural deficit in a few years and Measure C will expire in 2020, reducing projected General Fund revenues by about \$7 million. In addition, the City has significant unfunded liabilities and needs to start reducing these liabilities systematically over time. Without adequate funding, the City will struggle to effectively deal with other issues.
- The reduction of crime and blight in the short term is essential to the City's well being and image. Key to this includes working with the schools to reduce anti-social behavior, such as drug use, loitering, fighting, graffiti and tagging. There has been

progress in this area, but there is still work to do. Also important will be blight eradication efforts. Success in these areas will enhance economic development efforts and vitality in Antioch.

- The City, as a whole, must strive to be business-friendly which can be defined as follows:

“Explicit attempts to reduce the barriers, costs, risks and uncertainties of all forms of commercial activity to stimulate and support local business growth, local business retention, and the attraction of new business to the local area.” (*G. Clark and J. Huxley, Business Friendly Cities: City Government and the Local Business Growth and Investment Climate, September 2011.*)

The most significant challenge to creating a business-friendly Antioch is reduced staffing, which has created heavy workloads that can lead to process delays and reduce proactive actions by staff. Staff will continue to streamline processes where possible and to provide high quality service in the timeliest manner feasible. In addition, improved communications with the community and beyond can inform residents, businesses and visitors of Antioch’s resources and attributes.

LONG TERM GOALS, STRATEGIES, AND SHORT TERM OBJECTIVES

The following long-term goals, strategies, and short term objectives are not in a prioritized order, but rather start with functions that have the most direct impact on the community and flow to the essential support services that enable all City departments to function.

Based on input from the community gained through a community cafe process, as well as input from the City Council, staff, and community members, the long term goals for the City and the strategies and short term objectives to achieve them are as follows:

The attached Addendum A to this Strategic Plan Update is called “Status of Strategic Plan Goals & Objectives” and provides the status of the City’s efforts under the categories outlined below.

Long Term Goal A: Crime Reduction - Reduce crime and improve public safety throughout the City.

The primary function of the Antioch Police Department (APD) is to protect life and property in the City of Antioch. The APD, along with other City departments, had to do more with less in recent years due to reduced revenues to the City. Even with new funding for the APD through Measure C, APD will have to be as cost efficient as possible in order to maximize effectiveness.

In order for the City of Antioch to significantly improve its police services to the community, it must focus on recruiting/retention of Officers, creating specialized bureaus to proactively address community issues, filling vacant support staff positions, maintaining and increasing our partnership with the public, explore and implement technology when possible, and constantly evaluate the most efficient way to provide services to our community.

Strategy A-1: Rebuild police services. (The short term objectives remain the same and are all in progress)

Short Term Objectives:

- Continue to evaluate the current deployment model of staff.
- Hire, train and equip additional sworn and civilian police personnel.
- Maximize sworn Police Officers deployed in the field.
- Utilize Community Service Officers when possible.
- Continue succession planning based on projected vacancies.
- Recognize and acknowledge high performing staff.
- Adopt Lexipol standard policies.

Measures of Success:

- Reduced response times. (Ongoing)
- Improved customer service - reduced citizen complaints. (Ongoing)
- Reduced "forced" overtime. (Ongoing)
- Increased arrests. (Ongoing)

Strategy A-2: Strategically deploy police resources and implement community policing strategies.

- As staffing increases, deploy additional Officers to higher crime areas based on intelligence based policing.
- Create specialized staff teams that address community issues (Traffic, Gangs, Drugs, Schools, Violent Crime)
- Empower community policing staff to identify, analyze and implement solutions to address criminal behavior and improve quality of life.
- Expand Neighborhood Watch Programs throughout the city.

Measures of Success

- Reduced response times. (Ongoing)
- Reduced Part 1 Crime. (Ongoing)
- Increased traffic citations. (Ongoing)
- Increased drug and weapons seizures. (Ongoing)

- Increased arrests. (Ongoing)

Strategy A-3: Improve public safety using technology

Short Term Objectives:

- Add fingerprint readers to patrol cars. (Completed)
- Add more automated license plate reading (ALPR) cars to patrol fleet.
- Add community cameras to existing program.
- Update wireless technology in patrol vehicles.
- Upgrade 911 dispatch system.
- Continue to provide dispatch services to the City of Brentwood.
- Seek grant funding and, when budget allows, join East Bay Regional Communication System (EBRCS).

Measures of Success:

- Increased recovery of stolen vehicles by ALPR cars. (Ongoing)
- Increased Officer "in-service" time. (Ongoing)
- Increased clearance rates of crimes where cameras are present. (in Progress)
- Interoperability communication with allied police agencies. (Completed)
- Reduced hold time and busy signals for calls received to police dispatch. (Ongoing)

Long Term Goal B: (NEW) Emergency Operations. Ensure that City staff is trained and prepared to effectively manage and respond to disaster incidents in the City and the region.

Strategy B-1: Plan for emergencies, and conduct staff training and exercises to prepare for emergencies.

Short Term Objectives:

- Update the Emergency Operations Plan.
- Update Emergency Operations Center staffing matrix.
- Conduct annual training for all City staff.
- Conduct annual training for Emergency Operations Center staff to include one training session for each individual section, one table top exercise for each team (Primary/Secondary), an annual exercise for each team (Primary/Secondary) and a post annual exercise debriefing for each team (Primary/Secondary).

Long Term Goal C: Animal Control. Protect public health and safety, and animal welfare, through Animal Control Services.

Antioch Animal Control Services is part of the Police Department. Established by voter initiative, this unit is responsible for dealing with all laws, ordinances, safety and health issues related to animals in the City. Of particular concern recently is the proliferation of feral cats and dealing with potentially dangerous and vicious dogs.

Strategy C-1: Deploy limited resources effectively to provide animal control services.

Short Term Objectives:

- Fill all vacant/funded Animal Care Attendant positions
- Enforce applicable laws and ordinances.
- Manage animal control facility.
- Coordinate work with Police Officers, Public Works and Code Enforcement.

Measures of Success:

- Budgeted positions filled. (In Progress)
- Completed deferred maintenance projects on shelter.(In Progress)
- Improved inter-departmental coordination. (Ongoing)

Strategy C-2: Increase animal neutering and adoptions.

Short Term Objectives:

- Continue and increase outreach to rescue groups and adoption groups.
- Develop and implement a plan to increase neutering of feral cats and decrease this population.
- Increase public's awareness regarding spaying and neutering animals.

Measures of Success

- Increased spaying and neutering. (Ongoing)
- Increased adoptions. (Ongoing)
- Increased number of animals delivered to rescues. (Ongoing)
- Decreased euthanasia. (Ongoing)

Long Term Goal D: Blight Eradication. Eradicate blight through code enforcement and blight abatement.

Code Enforcement staff ensures compliance with local and State codes to ensure a safe, healthy, and attractive community through fair and efficient application of the codes. Partnering with the Police and Public Works staff, and with community volunteers, Code Enforcement is the City's key to blight eradication.

Strategy C-1: Improve existing community partnerships and realize new partnerships to help improve neighborhoods and reduce blight.

Short Term Objectives:

- Standardize the communication protocol for reporting violations or concerns to the City including improvements of internal information distribution and staff follow-up.
- Create partnerships with not-for-profit, community, business, and volunteer programs to identify resources to assist with the resolution of code violations.
- Establish and maintain working relationships with neighborhood and civic groups that perform clean ups and other proactive blight fighting activities.

Measures of Success:

- Creation of written and electronic reporting protocols. (In Progress)
- Increase number of groups partnered with the City and an outline of the partnership activities. (Ongoing)

Strategy C-2: Create a multifaceted team of resources that can assemble to address areas that habitually experience any combination of criminal, illegal, blighted, and nuisance activities and/or conditions.

Short Term Objectives:

- Identify geographical areas that have significant criminal, illegal, blighted, and nuisance activities and/or conditions.
- Identify internal resources to help.
- Identify local governmental resources to help.
- Identify non-profit, community groups, or volunteers to help.
- Bring all resources together as an effective working group.
- Create an education component for residential and commercial landlords and property managers.

Measures of Success:

- List of identified areas. (In Progress)
- Establishment of multifaceted team. (Completed)
- Reduction in police calls for service and code violations for a specific period of time measured before and after the area has been addressed. (Ongoing)

Strategy C-4: To grow the Code Enforcement staff in number and efficacy.

Short Term Objectives:

- Provide training and education opportunities for staff in technical aspects of Code Enforcement.
- Provide training in some less-traditional areas such as public relations, workgroup/volunteer management, outreach and trust building with diverse populations.

- Research and implement best practices and stay up to date on newest laws and trends as well as effective programs offered by other jurisdictions.

Measures of Success:

- A well trained staff that can complete technical duties and diplomatically deal sometimes difficult interpersonal encounters. (Ongoing)
- Code Enforcement creating partnerships and collaborations with diverse groups or populations with a common desire to resolve an issue. (In Progress)

Long Term Goal E: Building Safety. Provide uniform enforcement of the Building, Housing, Municipal codes and state laws in the City of Antioch with an emphasis on eliminating illegal or substandard housing conditions.

Strategy E-1: Improve detection of and outreach to problem properties in order to focus limited resources.

Short Term Objectives:

- Create and implement an outreach strategy to residents of illegal or substandard housing.
- Outreach to real estate professionals and property management professionals to educate them on identifying and reporting illegal or substandard housing conditions.
- Create and distribute information pertaining to illegal or sub standard housing in languages other than English to better reach our residents.
- Create partnerships with non-profits and other government agencies to assist residents often displaced by illegal or substandard housing conditions.

Measures of Success:

- Number of meetings and events with real estate and property managers. (In Progress)
- Creation of relevant print and electronic literature in languages other than English. (In Progress)
- Increase of resources and resource material to offer residents of substandard housing. (In Progress)
- Increase in number of cases reported by tenant, real estate professional or property manager. (Ongoing)

Long Term Goal F: Environmental Enhancement. Pollution prevention (NPDES), water conservation, energy and carbon conservation, and waste prevention.

Through Environmental Resources staff, develop and implement programs, policies, outreach and education to create a community of residents, businesses and organizations

that take actions to reduce their environmental impact while creating a vibrant and healthy climate in Antioch.

Strategy F-1: Exceed environmental regulation compliance in all resource areas.

Short Term Objectives:

- Focus limited staff on programs and resource areas where partnerships are available or programs are legislatively required.
- Reduce the incidents of illegal dumping and littering in the city.
- Create a water conservation outreach and education plan to encourage voluntary reductions in response to state-wide drought.
- Finalize the 2010 re-inventory of greenhouse gas emissions and approve the Energy Action Plan.
- Maintain existing programs at previous or higher participation levels.
- Increase commercial recycling participation.
- Install additional full trash capture devices in required areas and reassess trash management areas as necessary.
- Continue administering storm water permit requirements such as:
 - inspections of construction sites, maintenance yard, C.3 facilities, and identified priority businesses.
 - permit coverage of capital improvement projects, City maintenance yard, aquatic pesticide, and city-wide storm water system.
 - Review and inspect development projects subject to C.3 and hydrograph modification management.
 - Annual creek hot spot cleaning.
- Adopt and implement County integrated pest management policy.
 - Provide annual updates, including policies, procedures and best management practices, to City storm water staff.

Measures of Success:

- Increased number of outreach events attended and personal contacts made. (Ongoing)
- Increased number of residential garbage service accounts. (Ongoing)
- Increased commercial diversion rate for materials collected by Republic Services. (Ongoing)
- Increased number of participants in clean up events such as Keep Antioch Beautiful and Coastal Cleanup Days. (Ongoing)
- Decreased monthly water production totals. (Ongoing)
- Increased stormwater permit compliance. (Ongoing)
- Maintenance of good standing with regional Water Board. (Ongoing)
- Accurate tracking of type and volumes of trash collected in trash capture devices and hot spot cleaning. (Ongoing)
- Verification of construction and operation of C.3 facilities. (Ongoing)

Long Term Goal G: Economic Development. Grow the City out of Recession.

In order for the City of Antioch to significantly improve its financial strength, it must take advantage of the current economic upswing and other positive factors. The City must leverage the economic recovery, Highway 4 widening, BART and annexation to grow Antioch's economy in general in order to improve the quality of life in Antioch. The City must grow out of its financial difficulties in order to help local businesses prosper, create more local jobs and increase the City's revenues so that adequate municipal services can be provided on an ongoing basis.

Strategy G-1: Improve the City's Business Processes.

Short Term Objectives:

- Streamline Planning and Building processes.
- Improve customer services.
- Increase Planning/Building counter hours of service.
- Improve telephone and internet customer interfaces.

Measures of Success:

- Reduced number of days for permit processing. (Ongoing)
- Increased number of active business licenses. (Ongoing)
- Increased number of administrative approvals. (Ongoing)
- Reduced time needed for public to get basic information. (Ongoing)

Strategy G-2: Grow Antioch's Economy through Economic Development Activities.

Short Term Objectives:

- Create and implement a plan for outreach to existing business.
- Increase outreach to real estate brokers and developers.
- Increase regional outreach to retailers and other businesses most likely to prosper in Antioch.
- Design economic incentives and criteria for key business ventures on a case by case basis.

Measures of Success:

- Completed business outreach plan. (In Progress)
- Increased number of meetings with existing businesses. (Ongoing)
- Increased number of meetings and events with real estate brokers and developers. (Ongoing)
- Increased development applications and development. (Ongoing)
- Increased new business license applications. (Ongoing)

- Increased sales tax revenue. (Ongoing)
- Decreased commercial and retail vacancy rates. (Ongoing)

Strategy G-3: Grow Antioch's economy through additional annexation, as well as residential and commercial development.

Short Term Objectives:

- Begin work on General Plan Update.
- Determine feasibility for additional annexation.
- Work with developers to create more homes, jobs, stores, services and necessary infrastructure.

Measures of Success:

- Complete Housing Element. (Completed)
- Completion of Land Use Element. (In Progress)
- Completion of Downtown Specific Plan. (In Progress)

Strategy G-4: Determine and Prioritize Geographical Areas of Focus.

Short Term Objectives:

- Focus limited resources on Priority Development Areas and Somersville and L Street corridor areas.
- (New) Complete Downtown Specific Plan.

Measures of Success:

- Identification of key commercial development opportunities. (In Progress)
- Successful solicitation of developers and end users for key commercial opportunities. (Ongoing)
- Implementation of BART Priority Development Area Specific Plan. (Ongoing)
- Updating and implementation of the 2006 Downtown Plan. (In Progress)
- (New) Completion of Downtown Specific Plan.

Strategy G-5: Work with state and regional economic development partners to leverage strengths for the benefit of the City and region.

Short Term Objectives:

- Participate in regional knowledge sharing, strategies, branding and marketing with the East Bay Leadership Council, Contra Costa Economic Partnership, East Bay Economic Development Alliance, EC2, and the Northern Waterfront Economic Development Initiative.
- Participate in regional requests for proposals for development opportunities.
- Work toward implementation of the "TriLink" State Route 239 project to connect State Route 4 to Interstate 580/205 as part of the "Diablo Loop."
- (New) Prioritize Antioch regional transportation priorities.

Measures of Success:

- Increased number of businesses and other resources moving to Antioch and the region. (Ongoing)
- Increased number of businesses and other resources expanding in Antioch and the region. (Ongoing)
- Prioritization of Antioch Transportation priorities. (Completed)

Strategy G-6: Create and Implement a Marketing Campaign for Antioch.

Short Term Objectives:

- Advertise in regional publications.
- Support Antioch Chamber's "Shop Local" campaign.
- Obtain Funding for Downtown Antioch events.

Measures of Success:

- Increased number of advertisements. (In Progress)
- Increased number of calls on advertisements. (Ongoing)
- Increased funding obtained for events. (Ongoing)

Long Term Goal H: Planning, Entitlements and Permitting. Provide consistent and efficient entitlement, permitting, and development services to the public.

Planning and Building staff guide the orderly development and economic revitalization of Antioch through the implementation of adopted codes, policies and plans in the most efficient manner possible. Staff is working toward improving customer service while moving projects forward.

Strategy H-1: Update long range planning documents.

Short Term Objectives:

- Update the Housing Element and complete implementation (state mandate).
- Update the Land Use Element of the General Plan.
- Update the Zoning ordinance to reflect Land Use Element updates.
- Explore feasibility of new annexations.

Measures of Success:

- State certified Housing Element. (Completed)
- Reduced number of General Plan and zoning amendment requests. (In Progress)
- Begin annexation process. (In Progress)

Strategy H-2: Support public/private partnership efforts to implement plans and policies pertaining to key development areas.

Short Term Objectives:

- Support build-out of the East Lone Tree Focus Area (north of Slatten Ranch).
- Support implementation of the Hillcrest Specific Plan and Priority Development Area (BART).
- Support implementation of Rivertown Priority Development Area.

Measures of Success:

- Permits issued for new development in the East Lone Tree Focus Area. (Ongoing)
- Identification of grant funding or approval/permitting of private catalyst project to jump start construction of infrastructure in Hillcrest Specific Plan area. (In Progress)
- Secure grant funding for a Rivertown specific plan. (Completed)
- Approval/permitting of Rivertown catalyst project. (In Progress)

Strategy H-3: Continue to focus on community enhancements, such as Downtown/Rivertown development, Hwy 4 expansion, BART Specific Plan implementation, and possible ferry service.

Short Term Objectives:

- Work with possible developers, particularly for the City/Successor Agency owned parcels downtown, once the Department of Finance approves the Long Range Property Management Plan for the Successor Agency parcels.
- Continue to work with BART, CalTRANS, and the Water Emergency Transportation Authority (WETA).

Measures of Success:

- Appropriate residential and commercial development occurs downtown. (In Progress)
- BART service begins and development in the surrounding area is generated, in accordance with the Hillcrest Station Area Specific Plan. In Progress)
- WETA deems a ferry terminal in Antioch a viable opportunity. (In Progress)

Strategy H-4: Streamline entitlement and permit processes.

Short Term Objectives:

- Update the Zoning ordinance to increase administrative permit authority.
- Transition to an on-line permit system as an optional service for customers.
- Increase staffing in order to increase front-desk hours of operation.
- Enhance internal and external communication efforts.

- Study entitlement fee structure with the goal of providing cost surety to developers and reducing staff time spent tracking and billing hours.
- Study ways to assist small businesses through the entitlement and permitting process.
- Import all resolutions, minutes, and other pertinent documents into Laser fiche data base, reducing time to pull documents from files and archives.

Measures of Success:

- Decreased time to entitle/permit projects. (Ongoing)
- Increased counter hours. (Ongoing)
- Updated and implemented final inspection procedures. (In Progress)
- Revised entitlement fee structure. (In Progress)
- Develop small business start-up checklist, brochure, or other outreach efforts. (Completed)

Long Term Goal I: Community Development Block Grants. Effective administration of Community Development Block Grant (CDBG) programs and funds.

City staff and consultants are charged with using allocated CDBG funds from the U.S. Department of Housing and Urban Development. The use of these funds is highly restricted to serve certain populations and geographical areas of the City.

Strategy I-1: Develop and fulfill 2015-20 CDBG Consolidated Plan.

Short Term Objectives:

- Update the Consolidated Plan.
- Create annual Action Plans for fiscal years 2015-16, 16-17, 17-18, 18-19, and 19-20 to meet objectives of the 5 year strategic Consolidated Plan.
- Create Consolidated Annual Performance Evaluation Reports (CAPERs), reporting on accomplishments.

Measures of Success:

- HUD approved Consolidated Plan. (Completed and Ongoing)
- HUD approved annual Action Plans and receipt of CDBG funding. (Completed and Ongoing)
- HUD approved annual Consolidated Annual Performance Evaluation Reports. (In Progress)

Long Term Goal J: Parks & Recreation. Provide outstanding parks and recreation facilities and programs for the community.

Parks and Recreation provides safe, quality parks and recreation services and well managed facilities. Staff is working toward these functions being financially sustainable, providing excellent customer service and meeting the needs of our patrons in order to support a healthy diverse community and strengthen Antioch's community image.

Strategy J-1: Increase the use of the City's recreation facilities and programs.

Short Term Objectives:

- Determine current customer base, participation and attendance levels, and existing barriers to program participation and facility rentals.
- Develop programs to increase participation in targeted areas: 11-16 year olds & 50+ age groups in fitness/wellness.
- Build awareness of programs, services and community events.
- Develop and execute a technology plan to enhance and support marketing, customer service and experience.
- Increase exposure with mobile apps and/or other social media.
- Use demographic and marketing tools of new ActiveNet registration software to grow repeat customers.

Measures of Success:

- Increased communication and collaboration with new and repeat customers. (Ongoing)
- Increased participant enrollment and facility rentals. (Ongoing)

Strategy J-2: Improve Aquatics Program Delivery

Short Term Objectives:

- Continue to make public and staff safety a top priority.
- Solicit alternative activities (e.g., water polo, synchronized swim) to reach a broader audience.
- Develop and implement strategies to deliver effective programs during periods of lower demands.
- Improve marketing of aquatics programs.

Measures of Success:

- Increased program participation. (Ongoing)
- New participants added who have not used City aquatics facilities in prior years. (Ongoing)
- Established year-around programming. (In Progress)
- Established a brand slogan that offers a concise advertising statement. (Completed)

Strategy J-3: Enhance and expand youth and adult athletic programs.

Short Term Objectives:

- Evaluate field allocation policies and other related policies and fees.
- Explore what other athletic programs are being offered by other agencies and are likely to be a draw for our residents.
- Develop and implement a plan to enhance and expand programs.
- Expand Police Activity League (PAL) activities for youth.

Measures of Success:

- Increased use of athletic fields and Antioch Community Center Gymnasium. (Ongoing)
- New and successful programs and sports opportunities. (In Progress)
- Increased participation in PAL. (Ongoing)

Strategy J-4: Use remaining Mello-Roos funds to expand and enhance Prewett Water Park with an all-abilities water attraction.

Short Term Objectives:

- Hire a construction manager to oversee the design and construction of the project.
- Create a preliminary project budget.
- Begin the design and engineering phase of the project.

Measures of Success:

- Contract in place for Construction Manager. (Completed)
- Completed preliminary project budget. (Completed)
- Contract in place with project architect and engineer. (Completed)
- Completed project. (In Progress)

Strategy J-5: Decrease General Fund subsidy to Recreation programs.

Short Term Objectives:

- Hire an experienced Parks & Recreation professional to develop a strategy to increase revenues.
- Analyze fee structure for recreation programs.
- Analyze recreation operations to increase efficiencies.

Measures of Success:

- Parks and Recreation Director hired. (Completed)
- Operational efficiencies are realized. (In Progress)
- Net revenues are increased. (In Progress)

Long Term Goal K: Public Works & Engineering. Designing, building, operating, maintaining, stewarding and enhancing Antioch's assets and resources in partnership with the community.

Together with other City departments and the community, the Department of Public Works will continue to create a safe, beautiful, highly functioning and desirable community. Responsiveness will be improved by incorporating technological advances to better communicate with our customers. Opportunities to increase the number of volunteers will be emphasized so that together, an expectation and culture of cleanliness will be realized. Emphasis on a well trained, safe and engaged workforce will foster increased productivity and reduced liability.

Strategy K-1: Ensure well maintained public facilities, rights-of-way and parks.

Short Term Objectives:

- Develop and implement a park equipment replacement priority plan.
- Develop and implement a more aggressive dead bush/tree identification and removal program.
- Expand program of hard pruning overgrown landscape vegetation.
- Reduce water usage.
- Improve ease of reporting and prompt response to requests for service, such as graffiti and dumping.
- Regularly inspect and service park equipment, restrooms and fields.

Measures of Success:

- Enhanced online applications to improve ease of reporting. (Completed)
- Improved "same or next day" removal of graffiti and illegal dumping. (In Progress)
- Increased use of low-flow water fixtures in all public areas. (In Progress)
- Increased use of stamped concrete in median landscaping. (Ongoing)
- Reduced use of water. (Ongoing)

Strategy K-2: Protect the City's water rights and deliver high quality water to our customers.

Short Term Objectives:

- Protect Antioch's water rights and water quality.
- Pursue industrial uses for Antioch water.
- Explore feasibility of desalinization.
- Continue collaboration with Lawrence Livermore National Lab and Delta Diablo.

Measures of Success:

- Comments are provided on the proposed Bay Delta Conservation Plan. (Ongoing)

- Companies needing a water source for industrial processes move to or expand in Antioch. (In Progress)
- A feasibility study on desalinization is completed. (In Progress)

Strategy K-3: Expand Public Works volunteer opportunities.

Short Term Objectives:

- Improve coordinating and utilizing volunteers to optimize our resources.
- Increase the number of volunteers by better communicating opportunities.
- Work more closely with community stakeholders to facilitate meaningful volunteer efforts.

Measures of Success:

- Create new links on the City website notifying the public of volunteer groups and opportunities. (In Progress)
- Prepare a list of a variety of projects that may be completed by volunteers. (In Progress)
- Maintain well stocked supplies and materials that may be used by volunteers to improve our community. (In Progress)

Strategy K-4: Prioritize infrastructure improvements to coincide with Economic Development goals.

Short Term Objectives:

- Focus resources on Priority Development Areas and key commercial development opportunities.
- Infrastructure improvements for the Northeast Annexation Area.

Measures of Success:

- Work with Economic Development staff to identify key commercial development opportunities. (In Progress)
- Prioritize projects to key development or redevelopment areas. (Ongoing)
- Develop a land based financing mechanism in the East Lone Tree Specific Plan Area to begin design and construction of Slatten Ranch Road. (In Progress)
- Develop and receive Council approval of an FUA 1 Precise Alignment for arterial roads. (In Progress)
- Pursue grant funding to improve infrastructure and traffic circulation. (Ongoing)
- Prioritize CDBG funding for street improvements near the Downtown area. (Completed)
- Develop an infrastructure and financing plan for the Northeast Annexation Area. (In Progress)

Strategy K-5: Reduce City liability from third party claims and workers compensation claims.

Short Term Objectives:

- Continue to comply with regulatory requirements, using best practices.
- Encourage and recognize safe behavior and practices through education, training and recognition.
- Increase and enhance ADA accessibility and reduce trip hazards.
- Expand innovative pavement repair and resurfacing program.

Measures of Success:

- Continue to extend the number of safe working days without a lost time injury. (Completed and Ongoing)
- Reduce number of Sanitary Sewer Overflow to below the three year average. (Ongoing)
- Implement a consistent hydrant flushing and valve turning program. (In Progress)
- Increase cape seal street resurfacing program area by 20%. (In Progress)
- Reduce number of potholes and pothole claims. (Ongoing)

Long Term Goal L: City Administration. Provide exemplary City administration.

City administration is a collaborative effort of several departments working in concert. The City Manager, City Attorney, City Clerk's Office are primarily focused on administering the City's policies and procedures, with Finance, Human Resources, and Information Systems supporting all City departments. These are the support services that are essential to the functionality of the City, including the City Council, various boards, commissions and committees. The goal is to improve communications, responsiveness, and administrative processes to enhance the quality of executive and administrative management.

The City conducted a series of Community Café's and Focus Groups over a number of months to get community input and prioritize the efforts of City government. What was evident throughout the Café's was that, in addition to effective administration, the City needs to improve communications with the community in order to build greater trust.

Strategy L-1: Improve community communications and trust in City government and keep the community well informed as to the activities of the City departments.

Short Term Objectives:

- Assemble and publish weekly and monthly reports to inform the community about the activities of City departments.
- Complete a strategic management plan setting forth the City's strategies, goals and objectives, to be updated annually.

- Make better use of technology to improve communications between the public and the City, including the use of social media, apps, e-mail, and phones.
- Develop a means of tracking public requests for City services and complaints.

Measures of Success:

- Consistent publishing of weekly and monthly reports. (Completed and Ongoing)
- City Council approval of the strategic management plan. (Completed)
- Implementation of various technologies and tracking systems. (In Progress)
- Number of communications transmitted to and from the City through various technological tools. (Ongoing)

Strategy L-2: Enhance Public Access to Documents.

Short Term Objectives:

- Streamline administrative/Council information access by making more documents available electronically. Documents include agendas, staff reports, resolutions, ordinances, and FPPC forms.
- Work with the IS Department to install an electronic kiosk allowing public access at City Hall to City documents, and informational How-To's like obtaining a business license, building permit, water service, etc.

Measures of Success:

- Increase in the number of City documents available to the public without requiring a Public Records Act request. (Completed and Ongoing)
- An electronic kiosk is operational and available to the public at City Hall. (No Progress)

Strategy L-3: Encourage and enhance a culture of cooperation and transparency at City Hall.

Short Term Objectives:

- Clarify staff reporting structures and responsibilities.
- Improve interdepartmental communication and cooperation by establishing working groups for endeavors that require input or actions by multiple departments.
- Streamline City processes and procedures to maximize staff efficiency and effectiveness.
- Reinforce customer service as a priority for every City employee.
- Continue to provide timely responses to Public Records Requests, Grand Jury Reports and other public or community inquiries.

Measures of Success:

- Publishing of a new organizational chart. (Completed)
- Establishment of annual goals and objectives for each City department. (Completed)

- Approval of updated City processes. (In Progress)

Strategy L-4: Implement City Council policies and direction.

Short Term Objectives:

- Review all City Council actions and direction with senior staff for follow through.
- Incorporate Council actions and direction into departmental goals.

Measures of Success:

- City Council policy decisions are implemented effectively. (Ongoing)
- The organization has a clear direction, focus and purposes. (Ongoing)

Strategy L-5: Effectively and efficiently manage City Council agenda preparation, noticing and records.

Short Term Objectives:

- Ensure the City Council agenda packets are prepared, noticed, and distributed in accordance with established timelines.
- Increase efficiencies and reduce costs by moving to primarily an electronic Council Meeting Agenda Packet.
- Ensure that all documents related to Council actions are executed, and distributed as necessary.
- Submit Annotated Agenda for publication on the City website within 24 hours after a City Council meeting.

Measures of Success:

- Reduction in the number of paper Council agenda packets generated. (Completed and Ongoing)
- All Council members using i-pads for Council agenda materials. (In Progress)
- 100% on-time agenda notice, preparation and distribution. (Ongoing)

Strategy L-6: Improve the City's Records Management.

Short Term Objectives:

- Complete computer database of all documents that have been checked out by City Staff from the Records Warehouse.
- Complete an inventory of all documents stored in the Records Warehouse and ensure all boxes are properly labeled at cataloged.
- Determine which documents should be reviewed by the City Attorney for destruction.
- Establish out-processing procedures with the HR Department for all departing City employees who have custody of files/documents from the Records Warehouse to facilitate their return or custody transfer to another City employee.

Measures of Success:

- Completed inventory of all documents at the Records Warehouse. (In Progress)
- Documented, marked and cataloged all files/documents. (In Progress)
- Completed database of documents/files checked out from the Records Warehouse. (In Progress)
- Identified documents for destruction and destroyed identified documents. (In Progress)
- Complete and establish procedures with Human Resources for departing employees. (Completed)

Strategy L-7: Manage the City's Component of Municipal Elections.**Short Term Objectives:**

- Timely and complete election form filings by candidates and committees.
- Coordination with the County Elections Office.
- Publish submitted FPPC & election forms on the City website.

Measures of Success:

- All candidate filings are received on time; and, if required, submitted to the County Elections Office in accordance with election requirements. (Completed and Ongoing)
- Election results certified without issue. (Completed and Ongoing)

Strategy L-8: Coordinate City Boards and Commissions administrative requirements.**Short Term Objectives:**

- Establish procedures for timely filing of FPPC Form 700 Statement of Economic Interests, and tracking of term expirations/vacancies.
- Update descriptions of the role/responsibilities of each Board/Commission.
- Utilize NEOGOV for all Board/Commission recruitment efforts.
- Develop a manual for managing the Board/Commission processes.
- Ensure compliance with the Maddy Act requirements.
- Continue to serve as Secretary to the Board of Administrative Appeals.
- Serve as the Secretary to the Sales Tax Citizens' Oversight Committee.

Measures of Success:

- Form 700 Statements of Economic Interests are submitted annually, and by those assuming or departing a Board/Commission, as required. (Ongoing)

Strategy L-9: Ensure proper filing and receipt of all original City contracts and agreements in the City Clerk's Office.

Short Term Objectives:

- Work with departments to route all executed original contracts/agreements to the City Clerk's Office, including exhibits and insurance documents.
- Scan contracts/agreements into Laserfiche.

Measures of Success:

- All original executed contracts and agreements, including exhibits, are housed in the City Clerk's Office and scanned into Laserfiche. (Ongoing)

Strategy L-10 Effective and efficient management of all aspects of Human Resource Management, including Employer/Employee Relations, labor negotiations, classification and compensation, recruitment and selection, benefits administration, and staff development.

Short Term Objectives:

- Continue to work with employees and managers on Human Resources issues as needed, including implementation of legislative actions/changes.
- Continue to assist supervisors with difficult employer/employee relations issues.
- Continue to serve as lead staff for labor negotiations and MOU implementation.
- Continue to coordinate training opportunities for staff citywide.
- Continue to manage the classification, compensation, performance evaluation and benefit plans fairly and equitably, within our fiscal abilities.
- Continue to build trusting relationships with our employees and our labor partners as part of our employer/employee and labor relations efforts.
- Complete Management unit, Confidential unit, and Operating Engineers Local 3 labor negotiations in 2014.
- Commence and complete labor negotiation with Public Employees Union Local 1 in 2015.

Measures of Success:

- Employer/employee relations issues are resolved efficiently. (Ongoing)
- Labor agreements are negotiated and implemented accordingly. (In Progress and Ongoing)
- Employees receive appropriate training for their job assignments. (Ongoing)
- The City's benefits program is administered in accordance with the policy provisions, and as cost effectively as possible. (Ongoing)
- Job classification updates are completed. (In Progress)
- Management, Confidential, and Local 1 Memorandum of Understanding are completed and approved. (In Progress)

Strategy L-11: Attract and hire highly qualified candidates to fill funded vacant positions.

Short Term Objectives:

- Continue focused, timely, and targeted recruitment efforts specific to the position and department needs, particularly for sworn Police positions.
- Continue to enhance efficiencies and streamline recruiting processes are continued, and implemented as appropriate.
- Establish process timelines at the outset of each recruitment, including deadlines for all phases of the process.

Measures of Success:

- Recruiting departments are provided with an eligibility list of highly qualified candidates within three (3) months of initiating a recruitment. (Ongoing)

Strategy L-12: Update and improve foundational policies, procedures and documents related to Human Resource management.

Short Term Objectives:

- Draft and negotiate new Personnel Rules.
- Review and update Administrative Policies and Procedures, as needed.
- Initiate review of the Employer/Employee Relations Resolution from 1975 and update as necessary.

Measures of Success:

- Updated rules, policies and procedures are adopted and implemented. (In Progress)

Strategy L-13: Enhance the City's Safety and Loss Control Program.

Short Term Objectives:

- Direct more focus on the prevention side of loss control.
- Employees are trained on the Injury and Illness Prevention Plan and other safety topics.
- The citywide Safety Committee meets quarterly.
- Policies and programs recommended by Municipal Pooling Authority are put in place.

Measures of Success:

- The City's experience modification factors for both workers' compensation and liability claims are reduced. (Completed and Ongoing)

Long Term Goal M: Redevelopment Dissolution. Complete Dissolution of Antioch Development Agency.

The Antioch Development Agency (Agency) was officially dissolved by the State of California under AB 1X26. The City of Antioch elected to become the Successor Agency to the Antioch Development Agency and, in that capacity, is tasked with winding down operations of the former Agency until all obligations of the former Agency are satisfied. Obligations are expected to last until 2032.

Strategy M-1: Complete dissolution of Antioch Development Agency by 2032.

Short Term Objectives:

- Complete Long Range Property Management Plan for parcels of the former Antioch Development Agency.
- Work with the State Department of Finance to resolve findings in the Other Funds and Accounts Due Diligence Review.
- Receive a Finding of Completion from the State Department of Finance.
- Evaluate restructuring of Agency debt once a Finding of Completion is obtained.

Measures of Success:

- Receiving a Finding of Completion from State Department of Finance. (in Progress)
- Receiving approval of Long Range Property Management Plan from State Department of Finance. (In Progress)
- Implementing the Long Range Property Management Plan. (On Hold)
- Completing dissolution of redevelopment agency by 2032. (In Progress)

Long Term Goal N: Legal Services. Provide legal counsel to the City Council and staff to enable and support all City policies, procedures and initiatives.

The City Attorney serves as Legal Counsel to the City of Antioch, City of Antioch as Successor Agency to the Antioch Development Agency, and Housing Successor and provides legal services to the City Council, Commissions, Boards and staff on all areas of municipal law; oversees all claims and litigation; and handles all property acquisitions and real property lease issues. The City Attorney also selects and oversees outside legal counsel as necessary to provide legal services necessary due to volume of work or special expertise in particular areas of law.

Strategy N-1: Effectively and efficiently provide legal services in support of the City's policies, procedures and initiatives.

Short Term Objectives:

- Continue to handle matters from Council and Staff in a timely and efficient manner, as resources allow.
- Continue to keep the Council apprised of legal matters.
- Continue to ensure staff compliance with contract policies, procedures and relevant laws.
- Continue overseeing prosecution and defense of claims and litigation involving the City.
- Prepare standardized contracts, forms and policies to assist with the City's administration.

Measures of Success:

- Completion of various negotiated settlements and agreements. (Ongoing)
- City Attorney approval of all contracts and agreements. (Ongoing)
- Annual Comprehensive update of City Council on legal matters. (Completed and Ongoing)
- Successful disposition of various pending legal matters through court or settlement. (In Progress and Ongoing)

Long Term Goal O: Financial Services. Achieve and maintain financial stability and transparency.

In order for the City of Antioch to fully recover from the economic crisis it must balance its budget and put itself in a stable financial position to address current needs, unexpected events and long-term liabilities. The City needs to position itself to handle future economic uncertainties without paralyzing operations. It also needs to be able to fully fund long term obligations for other post employment benefits and supplementary retirement plans so that these staggering unfunded liabilities do not detract from providing municipal services in the future.

Strategy O-1: Improve the City's financial stability by implementing a two year budget cycle and ensuring that each fiscal year's budget is balanced.

Short Term Objectives:

- Starting with 2015-2016, go to a two-year budget approval, to be updated annually.
- Adopt a two-year balanced budget annually and do not rely on potential savings to close the "gap" at year end.
- Do not spend more than is necessary; use budget savings to build up General Fund reserves.
- Continue the "soft" hiring freeze; although positions may be in the budget, senior management will review operations with the City Manager to see if duties can be

assigned to existing staff and demonstrate that position is essential before being authorized to be filled when vacated.

- Continue to evaluate new ways to deliver municipal services in a more cost-effective manner.
- Consider eliminating non-essential community services that run deficits and require use of General Fund resources.
- Consider service-sharing with other communities when mutually beneficial.
- Review and increase as many "Master Fee" revenues as possible annually to ensure maximum cost recovery is being obtained.

Measures of Success:

- Staff presents, and the City Council adopts, a balanced two-year budget each year. (Completed and Ongoing)
- Not exceeding adopted appropriations in any given fiscal year. (Ongoing)
- Increased General Fund reserves. (Ongoing)

Strategy O-2: Ensure the City achieves long-term fiscal sustainability.

Short Term Objectives:

- Consider local tax measures, such as updating the Business License tax to ensure inclusion of residential rental properties and/or raising the minimum Business Licenses tax.
- Continue to work with the City Council and the Executive Management team to determine appropriate staffing models and expenditure plans, based on our recurring revenue projections.
- (New) Implement policies to reduce unfunded pension liabilities.

Measures of Success:

- Council to determine if and when to go to the electorate with any tax measures. (Completed and Future)
- Staff presents, and the City Council adopts, a balanced two-year budget each year. (Completed and Ongoing)
- Unfunded pension liabilities policies implemented. (New)

Strategy O-2: Ensure financial records and reports are accurate, reliable, and timely, including the Comprehensive Annual Financial Report (CAFR) and other financial statements, monthly budget status updates provided electronically to the City Manager and Council, and quarterly budget updates posted to the City's website.

Short Term Objectives:

- Complete all financial statements and audits within six months of fiscal year end.
- Receive unqualified audit opinions on financial reports issued.
- Receive GFOA Certificate of Achievement for Excellence in Financial Reporting.

- Update quarterly budget facts and post to City's website within 30 days of quarter end.
- Provide electronic monthly budget updates to the City Manager and Council.
- Complete all required quarterly grant reporting by due dates as well as any other outside agency financial reports required/requested.
- Adopt City's two-year budget by June 30th each fiscal year.

Measures of Success:

- Meeting all reporting deadlines (both external and internal). (Completed and Ongoing)
- Receiving unqualified audit opinions. (Completed and Ongoing)
- Receiving GFOA award. (Completed and Ongoing)
- Adopting budget by June 30th. (Completed and Ongoing)

Long Term Goal P: Information Systems Services. Provide efficient and reliable Information Systems (IS) support for all City operations and communications.

Information Systems provides the technological backbone for all City operations and communications within the City government, and maintains the City's ability to communicate with the community and the world. IS staff also provides outstanding interactive services that are available to the community, enhanced and supported by efficient and cost effective information technology.

Strategy P-1: Enhance the City's overall data security environment.

Short Term Objectives:

- Complete network security assessment.
- Generate network security assessment report.
- Implement findings from security assessment report.

Measures of Success:

- Improved monitoring of network activity. (In Progress and Ongoing)
- Stopping and/or detecting possible network attacks. (Ongoing)

Strategy P-2: Continue equipment replacement efforts.

Short Term Objectives:

- Replace aging server hardware and software. (In Progress and Ongoing)
- Replace aging desktop hardware and software. (In Progress and Ongoing)

Measures of Success:

- Reduced or eliminated the possibility of catastrophic hardware failure.(In Progress and Ongoing)

- Increased systems uptime. (Completed and Ongoing)

Strategy P-3: Implement organization wide server and desktop virtualization to provide the ability to run multiple servers or desktops on a single piece of hardware and thereby increase efficiencies.

Short Term Objectives:

- Include additional servers.
- Virtualize user desktops.
- (New) Virtualize and upgrade phone system.
- (New) Virtualize and upgrade voice mail system.

Measures of Success:

- Improved disaster recovery. (In Progress and Ongoing)
- More efficient use of Information Systems staff. (Ongoing)
- Efficient use of technology. (Ongoing)

Strategy P-4: Enhance data backup/archive enhancements and efficiencies.

Short Term Objectives:

- Increase the size of the current disk to disk backup system.
- Reduce the number of archive tapes.

Measures of Success:

- Increase the number of days to recover deleted or corrupt files from disk or back-up system. (No Progress)
- Decreased staff time on system back-up functions. (No Progress)

Strategy P-5: Improve support of Public, Education, and Government (PEG) broadcasting.

Short Term Objectives:

- Create a partnership with Contra Costa TV to support the City's PEG initiatives.
- Assist Antioch Unified School District with their PEG initiatives.
- Bring quality local broadcasts to the PEG channel.

Measures of Success:

- Enhanced control over the City's Comcast and AT&T U-verse PEG channels. (Completed)
- Improved programming and public announcements on the City's PEG channels. (No Progress)

Strategy P-6: Increased use of surveillance cameras throughout the City to assist Police, Code Enforcement and Public Works deployment efficacy.

Short Term Objectives:

- Add cameras to key locations throughout the City.

Measures of Success:

- Improved deployment of resources. (In Progress and Ongoing)
- Reduction of illegal activities. (Ongoing)
- Improved public wellbeing. (Ongoing)

Conclusion:

The City of Antioch has weathered a severe financial storm over the last few years. Tough decisions have been made. Severe reductions in revenues to the City necessitated severe cuts to staffing and City service levels. Now that the economy is improving, revenues are increasing and the electorate passed Measure C and Measure O. The Police Department and Code Enforcement are growing to meet critical needs, but the City is still under significant financial stress, as revenues are still not sufficient to provide the level of City services that the people of Antioch should have. As we look a few years ahead, the City is projecting a structural deficit and has unfunded pension liabilities. These issues are being addressed by staff and the City Council to ensure that we do not deplete all general fund reserves a few short years down the road.

In the longer term, Antioch is well positioned to take advantage of improvements in the Bay Area economy, which has generally improved. The completion of the State Route 4 widening and the BART station will help support jobs and housing in Antioch. In addition, the annexation of over 500 acres along the northeast shoreline provides an area where commercial and industrial development can produce local jobs, as well as property and sales tax.

This Strategic Management Plan Update is designed to optimize the City's limited resources to maximize the quality of services to the community, reduce costs where possible and to increase revenues going forward. Implementing the goals, strategies and objectives contained in the Plan will greatly enhance the quality of services to the community, stimulate the local economy and improve the quality of life in Antioch.

Attachments: Addendum 1 – Status of Strategic Plan Goals & Objectives
 Addendum 2 – Current Strategic Management Plan

ADDENDUM 1

CITY OF ANTIOCH STATUS OF STRATEGIC PLAN GOALS & OBJECTIVES OCTOBER 30, 2015

The following Long Term Goals and Short Term Objectives Strategy Letters have been adjusted from the existing Strategic Plan approved in June of 2014 to include Emergency Operations under the Antioch Police Department Goals.

Long Term Goal A: Crime Reduction - Reduce crime and improve public safety throughout the City.

Strategy A-1: Rebuild police services.

Short Term Objectives:

- Evaluate our current deployment model of staff. **Status: Ongoing**. As staffing levels fluctuate, careful consideration is given in how resources are deployed in order to complete necessary tasks. Recognizing the need to better distribute our patrol staff, the APD returned to a 6 Beat patrol deployment protocol in March of 2015.
- Hire, train and equip additional sworn and civilian police personnel. **Status: Ongoing**. We continue to work closely with the Human Resources Department, maintaining continuously open recruitments for sworn personnel. Civilian personnel openings are evaluated for priority based on other openings throughout the City and availability of Human Resources staff. Since November 1, 2013, 28 sworn officers have been hired and 5 Community Service Officers have been hired. Due to attrition, however, our net gain at this point is 6 sworn officers and 3 community service officers. At the City Council Meeting on October 13, 2015, the Council directed staff to hire an additional 3 Community Service Officers.
- Maximize sworn Police Officers deployed in the field. **Status: Completed**. All uniformed specialized assignments have been temporarily suspended. Staff previously working in these assignments was assigned back into the Community Policing Bureau.
- Utilize Community Service Officers when possible. **Status: Ongoing**. With the additional approved Community Service Officer positions, we are in the process of hiring 5 more to reach our newly authorized number of 8. All of our current Community Service Officers have successfully completed training related to their assignments and are working in full-duty capacity.

- Continue succession planning based on projected vacancies. **Status: Ongoing.** Management identified a list of all ancillary duties and reassigned them to recently promoted and tenured supervisors. Additionally, managers have provided opportunities to supervisors interested in future promotions to accompany them to meetings, judicial proceedings, and other functions in order to familiarize them with various management related duties.
- Recognize and acknowledge high performing staff. **Status: Ongoing.** The APD recognizes its exceptional employees in an annual awards ceremony.
- Adopt Lexipol standard policies. **Status: In Progress.** Review of these policies, with special emphasis on ensuring accuracy of applicability, terminology, and department workflow, continues. It is anticipated all work will be completed and the new policy adopted by the end of 2015.

Strategy A-2: Strategically deploy police resources and implement community policing strategies.

Short Term Objectives:

- As staffing increases, deploy additional Officers to higher crime areas based on intelligence based policing. **Status: Ongoing.** Due to medical and service retirements, as well as other voluntary and non-voluntary separations, dedicated deployment of officers to high crime areas has not been feasible. However, various teams of officers have been tasked to conduct weekly proactive crime suppression details on overtime, utilizing information provided by the department Crime Analyst to direct their efforts.
- Create specialized staff teams that address community issues (Traffic, Gangs, Drugs, Schools, Violent Crime) **Status: In Progress.** Due to medical and service retirements, as well as other voluntary and non-voluntary separations, current staffing does not allow for sustained specialized teams. However, details to address these community issues are regularly conducted on an overtime basis. In June of 2015, one officer was assigned to a full-time traffic motor position. His primary duties are to enforce traffic laws in areas which have been identified as having significant traffic issues as well as investigate major traffic related accidents. On several occasions since this transfer, the traffic officer has partnered with CHP and other Antioch officers to conduct directed enforcement in specific traffic problem areas. We continue to conduct proactive details on an overtime basis in areas which have

been identified as having high levels of violent crime. Furthermore, this summer a juvenile curfew operation was conducted in conjunction with REACH.

- Empower community policing staff to identify, analyze and implement solutions to address criminal behavior and improve quality of life. **Status: Ongoing.** Each of our Patrol Teams has Community Policing “Beat Projects” in which they identify troubled areas around the City and work to address those problems through conventional and nonconventional policing methods. APD Patrol Supervisors then present the status of those projects at our Staff Meetings on a bi-monthly basis.
- Expand Neighborhood Watch Programs throughout the city. **Status: Ongoing.** Our Neighborhood Watch Programs have expanded from approximately 400 to almost 500 across the city since 2012. The APD will continue to work with the Crime Commission to solicit support from other areas of the community to carry on the success of this program.

Strategy A-3: Improve public safety using technology

Short Term Objectives:

- Add fingerprint readers to patrol cars. **Status: Completed.** Almost two dozen fingerprint readers have been installed in as many patrol vehicles. These portable, wireless, Bluetooth enabled devices allow officers to quickly identify subjects in the field. Numerous arrests have been, and continue to be, made by identifying subjects who provided false information to officers about their true identity.
- Add more automated license plate reading (ALPR) cars to patrol fleet. **Status: In Progress.** Funding has recently been allocated to purchase two additional mobile ALPR packages. Staff is currently working to select and work with an approved vendor to facilitate installation by the spring of 2016.
- Add community cameras to existing program. **Status: No Progress.** Due to budgetary constraints, this project has been placed on hold until further notice. Staff will continue to monitor and assess grants as they become available for technology such as community cameras.
- Update wireless technology in patrol vehicles. **Status: Completed.** All vehicles equipped with a mobile data computer previously accessed information through outdated 3G modems. In January 2015, these modems were upgraded to new 4G modems which provide faster and more reliable connectivity.
- Upgrade 911 dispatch system. **Status: Completed.** In December 2014, state allocated funding was utilized to purchase and install a new 911

phone system. This new system included an additional 911 line, as well as several additional administrative and business lines.

- Continue to provide dispatch services to the City of Brentwood. **Status: Ongoing**. The APD continues to provide dispatch services for the City of Brentwood. However, the City of Brentwood is moving ahead with starting its own dispatch center with an estimated separation date in the summer of 2017.
- Seek grant funding and, when budget allows, join East Bay Regional Communication System (EBRCS). **Status: Completed**. All Dispatch Consoles, mobile radios, and portable radios have been purchased and received. Mobile radios have been programmed and are installed in vehicles. Microwave communication link has been established and has undergone final testing. Dispatch training was completed in the first week of October. Final transition to the system took place ahead of schedule on October 28, 2015.
- Implement the use of body worn cameras to be used by police officers in the field to record interactions with the public. **Status: In Progress**. Body worn camera (BWC) technology is still in its infancy. As such, many of the legal, technical, and privacy issues surrounding these devices remain unresolved. We are currently researching different BWC systems for potential use with our department. We are also consulting with outside police agencies who are currently developing, using, and even those who have cancelled (or put on hold) BWC programs.

Long Term Goal B: (NEW) Emergency Operations. Ensure that City staff is trained and prepared to effectively manage and respond to disaster incidents in the City and the region.

Strategy B-1: Plan for emergencies, and conduct staff training and exercises to prepare for emergencies.

Short Term Objectives:

- Update the Emergency Operations Plan. **Status: Completed**. The updated plan was presented to and approved by the City Council on September 22, 2015.
- Update Emergency Operations Center staffing matrix. **Status: In Progress**.
- Conduct annual training for all City staff. **Status: Completed and Ongoing**. Conduct annual training for Emergency Operations Center staff to include one training session for each individual section, one table top exercise for each team (Primary/Secondary), an annual exercise for each team (Primary/Secondary) and a post annual exercise debriefing for each team (Primary/Secondary). Completion date estimated to be February 11, 2016.

Long Term Goal C: Animal Control. Protect public health and safety, and animal welfare, through Animal Control Services.

Strategy C-1: Deploy limited resources effectively to provide animal control services.

Short Term Objectives:

- Fill all vacant/funded Animal Care Attendant positions. **Status: In Progress.** Due to fluctuating staffing levels, it has been a challenge to keep positions filled. Animal Services will continue to work on filling positions as funded.
- Enforce applicable laws and ordinances. **Status: Ongoing.** This is done on a daily basis by responding to calls for service from the public as well as in support of Police and Code Enforcement Officers on patrol.
- Manage animal control facility. **Status: Ongoing.** Management of the Animal Control building continues despite growing demand for services and limited available resources.
- Coordinate work with Police Officers, Public Works and Code Enforcement. **Status: Ongoing.** Animal Control routinely assists other departments within the City by providing their specialized services upon request.

Strategy C-2: Increase animal neutering and adoptions.

Short Term Objectives:

- Continue and increase outreach to rescue groups and adoption groups. **Status: Ongoing.** Animal Services has added several different rescue groups to their list of agencies to assist with animal adoptions. Most recently, the Animal Rescue Foundation (ARF) was added to the list of assisting organizations.
- Develop and implement a plan to increase neutering of feral cats and decrease this population. **Status: In Progress.** City Staff has met with various feral advocate groups and developed a draft agreement for Trap Neuter Release (TNR) of feral cat colonies in the downtown and waterfront areas. This agreement has gone through its final review stage and is waiting to be presented to Council.
- Increase public's awareness regarding spaying and neutering animals. **Status: Ongoing.** Animal Services continues to use social media (Facebook, City Web Page, etc.) to increase awareness and educate the public.

Long Term Goal D: Blight Eradication. Eradicate blight through code enforcement and blight abatement.

Strategy D-1: Improve existing community partnerships and realize new partnerships to help improve neighborhoods and reduce blight.

Short Term Objectives:

- Standardize the communication protocol for reporting violations or concerns to the City including improvements of internal information distribution and staff follow-up. **Status: Completed. An internal email address was established to forward emails received by any staff in the City to one reporting point to ensure information was received, retained, and routed to be addressed.**
- Create partnerships with not-for-profit, community, business, and volunteer programs to identify resources to assist with the resolution of code violations. **Status: Completed and Ongoing. Code Enforcement staff is now an active member of the Suburban Poverty Task Force created by the Antioch Chamber of Commerce. This has aided in identifying resources and new partnerships when dealing with homeless issues.**
- Establish and maintain working relationships with neighborhood and civic groups that perform clean ups and other proactive blight fighting activities. **Status: Completed and Ongoing. Code Enforcement staff presented to the Crime Prevention Commission, the Neighborhood Watch Block Captains, and to the Volunteers in Police Services at several different meetings.**
- Improve and increase coordination with volunteer clean-up groups in the City. **Status: Ongoing. With limited staffing, attention has been focused directly on immediate Code Enforcement needs and little attention has been given to coordination of volunteer clean-up groups through the Code Enforcement function. However, the Environmental Services function led and participated in the annual Coastal Clean Up on September 19, 2015 with a very large volunteer turn-out.**

Strategy D-2: Create a multifaceted team of resources that can assemble to address areas that habitually experience any combination of criminal, illegal, blighted, and nuisance activities and/or conditions.

Short Term Objectives:

- Identify geographical areas that have significant criminal, illegal, blighted, and nuisance activities and/or conditions.
 - Identify internal resources to help.
 - Identify local governmental resources to help.
 - Identify non-profit, community groups, or volunteers to help.
 - Bring all resources together as an effective working group.
- Status: In response to the 5 bullet points above: Completed and Ongoing. Code Enforcement staff have become active participants in**

several task forces that involve many county, state, and federal agencies, as well as Antioch Police and Public Works Departments. As a result, of those new relationships we were able to assemble an 8-agency task force to inspect and monitor a major industrial land use that was in violation of many laws, ordinances, and conditions of use. The clean-up of this site continues and is anticipated to take several more months due to its severity. This experience will serve as a model for future multi-agency efforts.

- Create an education component for residential and commercial landlords and property managers. **Status: No Progress. Yet to be created due to staffing levels and funding.**

Strategy D-4: To grow the Code Enforcement staff in number and efficacy.

Short Term Objectives:

- Provide training and education opportunities for staff in technical aspects of Code Enforcement. **Status: Completed and Ongoing. All staff attended a minimum of 30 hours ongoing educational training.**
- Provide training in some less-traditional areas such as public relations, workgroup/volunteer management, outreach and trust building with diverse populations. **Status: Completed and Ongoing**
- Research and implement best practices and stay up to date on newest laws and trends as well as effective programs offered by other jurisdictions. **Status: Completed and Ongoing. This has been accomplished by attending and participating in several inter-agency task forces.**
- Add two staff members to focus on blight elimination such as clean-up projects, graffiti removal, and other “broken window” issues. **Status: Ongoing. The City Council approved the funding for these two positions and the recruitments will begin soon.**

Long Term Goal E: Building Safety. Provide uniform enforcement of the Building, Housing, Municipal codes and state laws in the City of Antioch with an emphasis on eliminating illegal or substandard housing conditions.

Strategy E-1: Improve detection of, and outreach to problem properties in order to focus limited resources.

Short Term Objectives:

- Create and implement an outreach strategy to residents of illegal or substandard housing. **Status: Ongoing. Code Enforcement staff hands out resource sheets to residents of these cases to aid them in improving their living conditions. We also make referrals to housing rights advocates.**
- Outreach to real estate professionals and property management professionals to educate them on identifying and reporting illegal or

substandard housing conditions. **Status: No Progress. Yet to be accomplished due to staffing levels and funding.**

- Create and distribute information pertaining to illegal or sub standard housing in languages other than English to better reach our residents. **Status: In Progress.**
- Create partnerships with non-profits and other government agencies to assist residents often displaced by illegal or substandard housing conditions. **Status: Completed and Ongoing. Code Enforcement staff has established a relationship with several homeless advocates and have utilized their services several times.**

Long Term Goal F: Environmental Enhancement. Pollution prevention (NPDES), water conservation, energy and carbon conservation, and waste prevention.

Strategy F-1: Exceed environmental regulation compliance in all resource areas.

Short Term Objectives:

- Focus limited staff on programs and resource areas where partnerships are available or programs are legislatively required. **Status: Ongoing. Current partnerships include Green Business Program, Spare the Air Resource Team, PACE programs, Contra Costa Water District (CCWD), Sustainable Contra Costa and regional advertising purchases for motor oil recycling through the Mr. Funnelhead Program and Contra Costa County.**
- Reduce the incidents of illegal dumping and littering in the city. **Status: Ongoing. Staff has been working in partnership with Republic Services, Public Works and engaged community members to locate addresses that have had mail found in illegally dumped materials. In areas where there is heavy illegal dumping, street reviews are done to capture all residences that don't have garbage service. In September 2014, single family residential garbage service reached over 27,000 accounts for the first time and has remained over 27,000 since then. Additionally, In November 2014, Republic Services has added the commercial area around Buchanan and Delta Fair to the monthly litter pick up contract with Commercial Support Services.**
- Create a water conservation outreach and education plan to encourage voluntary reductions in response to state-wide drought. **Status: In Progress. Staff is currently gearing up for the 2015 updates to the state-wide drought in coordination with Public Works. Currently we have two workshops planned for outreach: April 25, the City is hosting CCWD's Lose a Lawn, Gain a Garden workshop at the Antioch Community Center; and on May, 17, the city is sponsoring a Laundry to Landscape workshop in partnership with Sustainable Contra Costa.**
- Finalize the 2010 re-inventory of greenhouse gas emissions and approve the Energy Action Plan. **Status: In Progress. Initial review of the EAP has**

been completed. Comments need to be reviewed and forwarded to consultant to be addressed.

- **Maintain existing programs at previous or higher participation levels. Status: Ongoing.**
- **Increase commercial recycling participation. Status: In Progress and Ongoing. Staff has started to address lack of recycling through enforcement of AMC §6-3.02(C) on a site by site basis. We plan to work on a blanket enforcement approach in Summer 2015.**
- **Install additional full trash capture devices in required areas and reassess trash management areas as necessary. Status: In Progress. Staff is currently in discussions with Public Works over the possible locations and funding options for this item.**
- **Continue administering storm water permit requirements such as:**
 - **Inspections of construction sites, maintenance yard, C.3 facilities, and identified priority businesses.**
 - **Permit coverage of capital improvement projects, City maintenance yard, aquatic pesticide, and city-wide storm water system.**
 - **Annual creek hot spot cleaning.**
 - **Review and inspect development projects subject to C.3 and hydrograph modification management. Status: Ongoing. Plans are reviewed as they are submitted.**
- **Adopt and implement County Integrated Pest Management (IPM) policy.**
 - **Provide annual updates, including policies, procedures and best management practices, to City storm water staff. Status: Ongoing. Currently being revised by County IPM.**

Long Term Goal G: Economic Development. Grow the City out of Recession.

Strategy G-1: Improve the City's Business Processes.

Short Term Objectives:

- **Streamline Planning and Building processes. Status: In Progress and Ongoing. Economic Development and Planning staff has been meeting with businesses that need guidance in the building and planning process. The Land Use Element and Zoning Code Update is being designed to ease the entitlement process and provide for more flexible commercial zoning.**
- **Improve customer services. Status: Ongoing. The elimination of Friday furloughs and some process streamlining has increased/improved customer service.**
- **Increase Planning/Building counter hours of service. Status: Completed. Since January 2015 counter hours now include Fridays from 8:30-11:30 a.m. and 1-5pm by appointment only. More staff would be needed to further increase daily counter hours and City Hall.**
- **Improve telephone and internet customer interfaces. Status: In Progress.**

Strategy F-2: Grow Antioch's Economy through Economic Development Activities.

Short Term Objectives:

- Create and implement a plan for outreach to existing business. **Status: Ongoing**. Staff continues to solicit and communicate with new businesses. Having businesses successful is a main priority with, write-ups in the city manager's weekly report, news releases, Twitter, Facebook, and other media pages provides them with successful marketing to a wide audience.
- Increase outreach to real estate brokers and developers. **Status: Completed and ongoing**. Staff continues to host commercial broker and developer luncheons on a quarterly basis. The luncheons have been successful in building relationships between local brokers who have strong knowledge of market trends.
- Increase regional outreach to retailers and other businesses most likely to prosper in Antioch. **Status: Ongoing**. Attending various regional associations and county wide waterfront initiative meetings to develop relations and contacts for regional exposure.
- Design economic incentives and criteria for key business ventures on a case by case basis. **Status: Ongoing**. Engaging businesses early on in the building and planning process to help guide them through any permitting issues. Having businesses meet with staff to answer any questions.

Strategy G-3: Grow Antioch's economy through additional annexation, as well as residential and commercial development.

Short Term Objectives:

- Begin work on General Plan Update. **Status: Ongoing**. Currently the city is working with Loewke and Planning Associates to draft Opportunities & Constraints and Market Analysis were completed. Alternatives for the General Plan Land Use and Zoning update are currently being drafted.
- Determine feasibility for additional annexation. **Status: In Progress**. In initial discussion phase.
- Work with developers to create more homes, jobs, stores, services and necessary infrastructure. **Status: Ongoing**. Staff continues to meet with shopping center owners, developers, and interested companies to provide guidance and information about city opportunities and process. Following through on City and Successor Agency owned Downtown development opportunities.

Strategy G-4: Determine and Prioritize Geographical Areas of Focus.

Short Term Objectives:

- Focus limited resources on Priority Development Areas, which include Downtown and the Hillcrest BART area, and the Somersville and L Street

corridor areas. **Status: Ongoing**. Continue to keep communication with shopping center owners, developers, commercial brokers and companies interested in these areas, which include Downtown (Rivertown) and the Hillcrest BART areas.

Strategy G-5: Work with state and regional economic development partners to leverage strengths for the benefit of the City and region.

Short Term Objectives:

- Participate in regional knowledge sharing, strategies, branding and marketing with the East Bay Leadership Council, Contra Costa Economic Partnership, East Bay Economic Development Alliance, EC₂, and the Northern Waterfront Economic Development Initiative. **Status: Ongoing**. **Staff collaborates with and participates in meetings, events, and updates with various regional agencies.**
- Participate in regional requests for proposals for development opportunities. **Status: Ongoing**.
- Work toward implementation of the “TriLink” State Route 239 project to connect State Route 4 to Interstate 580/205 as part of the “Diablo Loop.” **Status: Ongoing**. **Economic & Planning Systems (EPS) consultants hired by the state conducted a conference call with staff and are working on a feasibility study for the financial phase of the project. More discussion are set with various cities for feedback. Staff is also collaborating with the Contra Costa Transportation Authority and Transplan on this long term project.**

Strategy G-6: Create and Implement a Marketing Campaign for Antioch.

Short Term Objectives:

- Advertise in regional publications. **Status: Ongoing**. **Staff has met with neighboring cities to collaborate on regional marketing efforts. Staff has created and distributed the first annual “City Report” to communicate the status of City activities and promote the City.**
- Support Antioch Chamber’s “Shop Local” campaign. **Status: Ongoing**. **Also, staff continues to announce new and local businesses with City Manger’s weekly reports and Facebook. Continue to connect businesses to events in the city.**
- Obtain Funding for Downtown Antioch events. **Status: Ongoing**. **Staff is working with the Arts and Cultural Foundation to support and organize events. The Antioch Community Foundation and the City provided funds for the 2015 Fourth of July fireworks.**

Long Term Goal H: Planning, Entitlements and Permitting. Provide consistent and efficient entitlement, permitting, and development services to the public.

Strategy H-1: Update long range planning documents.

Short Term Objectives:

- Update the Housing Element and complete implementation (state mandate). **Status: Complete – The City Council approved the Housing Element Update in the spring of 2015 and it was accepted by the California Department of Housing and Community Development in August 2015.**
- Update the Land Use Element of the General Plan. **Status: In Progress – Staff continues to work with the consultant to develop opportunities, constraints and a market analysis as well as develop alternatives.**
- Update the Zoning ordinance to reflect Land Use Element updates. **Status: Future Project – The Zoning ordinance will be updated to implement the General Plan Land Use Element.**
- Explore feasibility of new annexations. **Status: In Progress. Staff continues to monitor Brentwood’s actions regarding the Ginocchio property and discuss an annexation strategy.**

Strategy H-2: Support public/private partnership efforts to implement plans and policies pertaining to key development areas.

Short Term Objectives:

- Support build-out of the East Lone Tree Focus Area (north of Slatten Ranch). **Status: In Progress. Staff continues to process applications for residential development (Laurel Ranch, Park Ridge) that would complete Laurel Road and its connection with Hwy. 4.**
- Support implementation of the Hillcrest Specific Plan and Priority Development Area (e-BART). **Status: In Progress. Staff continues to respond to public inquiries about development potential in the area and provide the public with information from the Specific Plan.**
- Support implementation of Rivertown Priority Development Area revitalization. **Status: In Progress. Consultant and staff are working on Downtown Specific Plan (DTSP) to help position us for improvement grants and spur revitalization of the Downtown. Work is being done on public participation, background information, economic analysis, land use concepts and alternatives, and aesthetic improvement plan concepts for the A and L Street, and Auto Center corridors that link Downtown to Hwy. 4.**

Strategy H-3: Continue to focus on community enhancements, such as Downtown/Rivertown development, Hwy 4 expansion, BART Specific Plan implementation, and possible ferry service.

Short Term Objectives:

- Work with possible developers, particularly for the City/Successor Agency owned parcels downtown, once the Department of Finance approves the Long Range Property Management Plan for the Successor Agency parcels. **Status: Ongoing. Staff is in negotiation with a developer for housing and retail projects in the Downtown Priority Development Area. Also, see status item on DTSP, above.**
- Continue to work with BART, CalTRANS, and the Water Emergency Transportation Authority (WETA). **Status: Ongoing. Staff regularly attends CCTA, Planning Director, Land Use Task Force meetings, etc.**

Strategy H-4: Streamline entitlement and permit processes.

Short Term Objectives:

- Update the Zoning ordinance to increase administrative permit authority. **Status: In Progress. This will be included in the Zoning ordinance update done to implement General Plan Land Use element updates.**
- Transition to an on-line permit system as an optional service for customers. **Status: In Progress. The project budget was approved by the City Council. Staff is continuing to work with the vendor to develop an implementation plan for CRW migration and upgrade to on-line permitting.**
- Increase staffing in order to increase front-desk hours of operation. **Status: In Progress. Staff returned to a five day work week in January.**
- Enhance internal and external communication efforts. **Status: Ongoing. Staff is having formal and informal meetings with in-house staff, developers, residents and business owners on a daily basis.**
- Study entitlement fee structure with the goal of providing cost surety to developers and reducing staff time spent tracking and billing hours. **Status: In Progress. Community Development staff has had initial discussions with Administration and Finance on ideas of how to address the entitlement fee structure.**
- Study ways to assist small businesses through the entitlement and permitting process. **Status: Ongoing. The Community Development Director meets with the Chamber of Commerce periodically to discuss development-related issues.**
- Import all resolutions, minutes, and other pertinent documents into Laser fiche data base, reducing time to pull documents from files and archives. **Status: In Progress. Staff is working with Information Systems to set up Laserfiche for importing documents. Completing this task is dependent on adequate staffing levels.**

Long Term Goal I: Community Development Block Grants. Effective administration of Community Development Block Grant (CDBG) programs and funds.

Strategy I-1: Develop and fulfill 2015-20 CDBG Consolidated Plan.

Short Term Objectives:

- Update the Consolidated Plan. **Status: In Progress.** Draft Consolidated Plan for entire Consortium has expected release date for public comment by 3/30/15. Council Study Session and Public Hearing to review needs and establish funding priorities scheduled for 3/24/15. Council consideration for approval of Con-Plan at Public Hearing on 5/12/15. Submission to HUD on 5/15/15. Approval from HUD by 8/30/15.
- Create annual Action Plans for fiscal years 2015-16, 16-17, 17-18, 18-19, and 19-20 to meet objectives of the 5 year strategic Consolidated Plan. **Status: In Progress.** Applications from agencies submitted December 2014. Council Subcommittee interviewing agencies 4/1 and 4/18/15. Draft Action Plan available for public comment April 10. Council approval of Action Plan at Public Hearing on 5/12/15.
- Create Consolidated Annual Performance Evaluation Reports (CAPERs), reporting on accomplishments. **Status: Completed and Ongoing.** CAPERS due to be submitted to HUD by 9/30 of each year.

Long Term Goal J: Parks & Recreation. Provide outstanding parks and recreation facilities and programs for the community.

Strategy J-1: Increase the use of the City's recreation facilities and programs.

Short Term Objectives:

- Determine current customer base, participation and attendance levels, and existing barriers to program participation and facility rentals. **Status: Ongoing.** Staff is reviewing attendance evaluation reports from more than 30 programs to identify needed changes. Surveys are provided to parents on a regular basis to obtain feedback on the registration process, professionalism of staff, and skills improvement by children. The number of facility rentals has increased since mid-2014; all facilities are booked for the remaining weekends in 2015. Informational brochures and facility rental applications have been updated to provide clear and concise information.
- Develop programs to increase participation in targeted areas: 11-16 year olds & 50+ age groups in fitness/wellness. **Status: Ongoing.** Staff introduced a monthly walking program for seniors; In September 2015 the Senior Center hosted an Open House and a Senior Resource Fair, which attracted maximum attendance at the Center. Drop-in sports and open gym for middle school youth started in the summer of 2015, and these programs are included in the seasonal recreation guides. The City

Council approved a youth engagement program commonly known as A.C.T., Antioch Council of Teens, which will begin late fall 2015.

- Build awareness of programs, services and community events. **Status: Ongoing**. Staff redesigned the seasonal recreation guide and will continue to make improvements with each issue. The guide includes City news and information and events organized by community organizations. Staff has increased the number and type of program announcements posted on the electronic message board and has provided information to current participants about other services and events. The Recreation Department created a new mission, vision and values statement to support outcome measurement and marketing efforts.
- Develop and execute a technology plan to enhance and support marketing, customer service and experience. **Status: Ongoing**. Staff is connecting with groups that communicate by internet such as the “meet up” groups to promote programs. Email blasts and other messages are in progress. A broad based technology plan is being developed to implement in 2016 that includes items like e-signature, as well as a comprehensive review of the ActiveNet registration system.
- Increase exposure with mobile apps and/or other social media. **Status: In Progress**. Staff has increased the number and frequency of social media postings and is developing a conversation element such as “did you know,” to build community relationships. The Recreation page on Facebook has reached over 900 followers; next goal is 1,000.
- Use demographic and marketing tools of new ActiveNet registration software to grow repeat customers. **Status: In Progress**. Staff has participated in webinars to learn how to utilize the marketing tools in ActiveNet and began implementation in summer 2015. Staff created the first program description in ActiveNet for drop-in basketball to assist residents seeking basketball opportunities. Staff improved the process in ActiveNet for families that participate in the recreation scholarship program and implemented the system FY 2015-16.

Strategy J-2: Improve Aquatics Program Delivery

Short Term Objectives:

- Continue to make public and staff safety a top priority. **Status: In Progress**. Staff developed new signage for the 2015 aquatics season to improve public safety and awareness; staff coordinated additional certification programs and training classes for seasonal employees. Maintenance repairs and upgrades to the equipment continue in order to ensure health and safety of staff and public. In June 2015 a chlorine emergency occurred in one pool; staff followed proper procedures, assisted response teams to provide immediate care to guests and worked with regulatory agencies to repair and correct operations while the water park remained open. The result of the incident is an improved

emergency and operations plan that meets the highest industry standards. Cross-training took place late summer 2015 to increase the number of swim instructors.

- Solicit alternative activities (e.g., water polo, synchronized swim) to reach a broader audience. **Status: In Progress**. The department offered non-traditional and alternative aquatics programs during spring and summer 2015 such as splash ball and water polo for teen fitness. Jr. Lifeguards was offered during summer 2015 and 20 youth earned several certificates. More Jr. Lifeguard programs will be offered winter 2016. “Toddler Tuesdays” was introduced summer 2015 for families with young children to enjoy a water experience without the crowds/noise. The program was a success; families requested that the program continue through fall. Program fees were re-organized into a punch card system which generates revenue up front and gives participants more flexibility. This fee approach has increased program revenue. Swimming lessons and education programs are being re-organized to streamline costs. More cross training among staff has decreased costs.
- Develop and implement strategies to deliver effective programs during periods of lower demands. **Status: Ongoing**. Staff installed the pool dome during the winter 2015 season to increase participation and a majority of participants stated the dome was the reason for participating. Lap swimming was introduced for fall 2015; special promotion is underway to increase participation in this healthy fitness program. Specialty swim camps will be offered in winter 2016. Program evaluation is conducted after each program.
- Improve marketing of aquatics programs. **Status: Ongoing**. Staff increased the number and frequency of social media marketing posts for aquatics programs; staff developed postcards about employment opportunities and conducted outreach sessions at Antioch high schools to promote summer employment and connect with teens. Staff developed a summer “tag line” for the water park: *Everyone into the Water!* The 2015 season also promoted the 20th season. More than 800 season passes were purchased for 2015; private park buy-outs continue to the end of September. All forms and informational materials have been updated including the employee re-hire packet, water park “buy outs,” and the group reservation process. Staff is exploring a group ticket package for season pass holders for the 2016 season.

Strategy J-3: Enhance and expand youth and adult athletic programs.

Short Term Objectives:

- Evaluate field allocation policies and other related policies and fees. **Status: In Progress**. Staff is reviewing best practices in field policies, and fees and charges, to identify appropriate modifications and updates for Antioch. New fees were proposed for the 2015-16 Master Fee Schedule.

- Explore what other athletic programs are being offered by other agencies and are likely to be a draw for our residents. **Status: In Progress**. Staff is participating in regional round table discussions to learn about trends and possibilities that will be successful in Antioch. “Pickleball” is a new, popular sport and staff is exploring the feasibility of adding it in the winter 2015 program outline. The Parks and Recreation Commission collaborated with citizens to explore the feasibility of “disc golf” in Antioch and staff will continue studying possibilities during winter 2015.
- Develop and implement a plan to enhance and expand programs. **Status: In Progress**. Participation in winter 2015 Jr. Warriors Basketball increased 10% and staff is planning a summer youth basketball league. Drop-in programs for teens are scheduled for summer 2015. Staff is studying feasibility of new programs for fall 2015; a youth basketball clinic was at maximum participation. Attendance during adult drop-in sports averages 29 participants each session.
- Expand Police Activity League (PAL) activities for youth. **Status: In Progress**. Participation in Jr. Giants Baseball continues to increase-youth and adult participation. Staff added a week-day practice to Jr. Giants; increasing the number of weekly baseball activities for summer 2015. The Water Park hosted an “end of season” family party for the Jr. Giants program.

Strategy J-4: Use remaining Mello-Roos funds to expand and enhance Prewitt Water Park with an all-abilities water attraction.

Short Term Objectives:

- Hire a construction manager to oversee the design and construction of the project. **Status: Completed**. Karste Consulting was hired to serve as project manager to oversee design and construction. Public meetings were held to gather community input, including teens and families with young children. Presentations were made to the Parks and Recreation Commission and City Council.
- Create a preliminary project budget. **Status: Completed**. The preliminary budget was established for the Mello-Roos funding district and the information will be included in the criteria for selecting a project design.
- Begin the design and engineering phase of the project. **Status: In Progress**. The 50% design review has been completed for the spray park and the playground. City Council approved final conceptual plans on September 22, 2015. The design phase will be completed late fall 2015; bidding will take place and construction is on track for winter 2015-2016.

Strategy J-5: Decrease General Fund subsidy to Recreation programs.

Short Term Objectives:

- Hire an experienced Parks & Recreation professional to develop a strategy to increase revenues. **Status: Completed**. The new Parks & Recreation Director joined Antioch mid-October 2014 and has been reviewing and updating planning efforts, marketing strategies, and organizational structure. A new department mission, vision and values statement was created. Staff training and discussion about benefit based marketing and outcome measurement has occurred. A department wide marketing plan is in the development phase. New “staff shirts” were developed and beginning fall 2015 all staff wear attractive polo shirts on Fridays to convey a professional and smart team ready to help customers.
- Analyze fee structure for recreation programs. **Status: In Progress**. Recommendations for change will be incorporated into the Master Fee Schedule process. The program cancellation rate is being analyzed and programs that are cancelled frequently will not be offered in the same manner.
- Analyze recreation operations to increase efficiencies. **Status: In Progress**. Staff is comparing current contractual services and in-house duties to improve efficient operations. Program levels of service, such as introductory classes and elite instruction are being compared especially in the area of youth gymnastics. The youth dance and gymnastics programs were re-organized and beginning fall 2015 the services are provided in collaboration with local service providers instead of staff. This approach will be evaluated in the spring 2016 and new programs will be offered based on revenue generated, customer service, and level of learning. The recreation guide was streamlined in frequency and design to be more efficient (three issues instead of four each year).

Long Term Goal K: Public Works & Engineering. Design, build, operate, maintain, steward, conserve and enhance Antioch’s assets and resources in partnership with the community.

Strategy K-1: Ensure well maintained public facilities, rights-of-way, parks and facilities.

Short Term Objectives:

- Develop and implement a park equipment replacement priority plan. **Status: In Progress**. A priority list is being developed in conjunction with community organizations and the Parks and Recreation Commission. The Mira Vista Park playground was replaced in late 2014 and the Contra Loma Park play structure is scheduled to be replaced by late October 2015. Funds are budgeted to continue replacement of the neediest equipment based on City Council established priorities.

- Develop and implement a more aggressive dead bush/tree identification and removal program. **Status: In Progress. Dead bushes and trees are being removed as identified. Plant replacement is not currently budgeted.**
- Expand program of hard pruning overgrown landscape vegetation. **Status: In Progress. Staff continues to aggressively prune overgrown and unsightly vegetation and trees.**
- Reduce water usage. **Status: In Progress. In response to the drought and State mandates, staff has updated several irrigation controllers and installed two weather stations which result in irrigation being operated when necessary. Damaged and obsolete irrigation systems are being repaired daily. Overall City water use through September has been reduced by 34.5%.**
- Improve ease of reporting and prompt response to requests for service, such as graffiti and dumping. **Status: In Progress. In addition to the City website the City utilizes an online application called Government Outreach where citizens can report requests for service.**
- Regularly inspect and service park equipment, restrooms and fields. **Status: In Progress. In addition to our contractors performing maintenance work in our parks on a regular basis, staff inspects each park at least once every sixty days to identify unsatisfactory conditions and liability issues which are prioritized for repair. Staff is proactively replacing or rehabilitating aging or deteriorating infrastructure, expanding preventative maintenance activities, and actively pursuing grant funding for infrastructure improvements.**

Strategy K-2: Protect the City's water rights and deliver high quality water to our customers.

Short Term Objectives:

- Protect Antioch's water rights and water quality. **Status: In Progress. Staff continues to actively and aggressively participate in the Bay Delta Conservation Plan (BDCP)/ California Water Fix EIR process and other actions being taken by the State which have the potential to negatively impact Antioch's superior pre-1914 adjudicated right to divert water from the San Joaquin River.**
- Pursue industrial uses for Antioch water. **Status: In Progress. Economic efforts continue to pursue industrial uses that can take advantage of Antioch's high quality water and capacity to serve.**
- Explore feasibility of desalination. **Status: In Progress. Staff is in the early stages of a feasibility study to determine the benefits of a desalination/brackish water facility in Antioch.**
- Continue collaboration with Delta Diablo. **Status: In Progress. As opportunities avail themselves, staff will work with Delta Diablo in an effort to produce high quality water for business generation and economic development benefits.**

- Upgrade and improve our water treatment plant facilities and treatment processes. **Status: In Progress. Infrastructure and process improvements are being made to comply with State and Federal regulations ensuring quality water and safe operations to our customers and staff.**
- Pursue expanded use of recycled water. **Status: In Progress. Staff continues to work with Delta Diablo and their Recycled Water Master Plan to determine future projects for recycled water that are cost effective to construct and operate.**

Strategy K-3: Expand Public Works volunteer opportunities.

Short Term Objectives:

- Improve coordinating and utilizing volunteers to optimize our resources. **Status: In Progress. Staff continues to encourage and assist volunteers in the City's efforts maintain and improve our community.**
- Increase the number of volunteers by better communicating opportunities. **Status: In Progress. Staff is available to meet with volunteer groups to determine how they can help our efforts as well as how we can help theirs.**
- Work more closely with community stakeholders to facilitate meaningful volunteer efforts. **Status: In Progress. Staff attends meetings with non profits and other volunteers in an effort to better understand their needs and communicate our ability to offer opportunities to assist or areas where they can help us.**

Strategy K-4: Prioritize infrastructure improvements to coincide with Economic Development goals and enhance energy conservation.

Short Term Objectives:

- Focus resources on Priority Development Areas and key commercial development opportunities. **Status: In Progress. An example is this year's pavement repair and surface treatment program which focused on heavily used arterial streets through business districts and connecting these areas to Highway 4. The CDBG street improvement program for the Rivertown District was been expanded this year as efforts to revitalize this part of town is emphasized.**
- Infrastructure improvements for the Northeast Annexation Area. **Status: In Progress. With funding for this effort beginning to come in, in addition to pursuing grant opportunities, staff is working on the beginning stages of an infrastructure and financing plan for this area.**
- Pursue energy conservation projects that reduce energy consumption and costs. **Status: In Progress. Staff is pursuing potential projects including lower energy use building lighting, variable speed pumps, LED street lights and solar for City owned buildings and facilities.**

Strategy K-5: Reduce City liability from third party claims and workers compensation claims.

Short Term Objectives:

- Continue to comply with regulatory requirements, using best practices. **Status: In Progress.** Continually changing State and Federal requirements for drinking water, sewer collections, clean water in storm drain channels and many other areas are continually monitored and complied with using best and most economical practices.
- Encourage and recognize safe behavior and practices through education, training and recognition. **Status: In Progress.** Public Works can proudly claim the distinction of a record 726 safe working days without a lost time injury or accident. This has been recognized by our risk pooling authority MPA and other agencies as an outstanding and rarely achieved accomplishment.
- Increase and enhance ADA accessibility and reduce trip hazards **Status: In Progress.** Under construction or completed is almost \$1,000,000 in sidewalk construction to repair trip hazards and addition of new curb ramps to meet ADA standards.
- Expand innovative pavement repair and resurfacing program. **Status: In Progress.** Due to the excellent bidding climate, the City made over \$6,000,000 in needed repairs and resurfacing to numerous streets throughout the City. This work has a significant positive impact on reducing the long list of streets requiring repair or replacement, including reducing sanitary sewer blockages and overflows, minimizing water main and infrastructure failures, and lessening and promptly responding to storm water flooding events.
- (NEW) Proactively review traffic control devices and make changes in conformance with the manual of Uniform Traffic Control Devices (MUTCD) and City policy.

Strategy K-6: (NEW) Communicate engineering design standards effectively to developers and contractors, and streamline the development plan review process.

Short Term Objectives:

- (NEW) Update City construction details and contract specifications for improved clarity, constructability, and legal correctness.
- (NEW) Develop a plan check manual that will better communicate City standards and requirements.

Long Term Goal L: City Administration. Provide exemplary City administration.

Strategy L-1: Improve community communications and trust in City government and keep the community well informed as to the activities of the City departments.

Short Term Objectives:

- Assemble and publish weekly and monthly reports, as well as other communication mailers to inform the community about the activities of City departments. **Status: Completed and Ongoing. Weekly and monthly reports are now completed regularly, posted on the City web-site and the newly created City Hall Facebook page, and available by e-mail subscription. We have also used water bills and direct mail to communicate with the community, including a community letter and a Measure C Status Report to every residence in the City. The Measure C Status Report is being sent annually, with the second edition mailed in late October 2015. In addition, Parks and Recreation has expanded City news and communication in the seasonal publications that go to every residence. Finally, the first annual City Report has been prepared and mailed to residents/used for marketing efforts. The City Report is planned to be issued annually as well.**
- Complete a strategic management plan setting forth the City's strategies, goals and objectives, to be updated annually. **Status: Completed. First update scheduled for this fall with recommended two year update cycle.**
- Make better use of technology to improve communications between the public and the City, including the use of social media, apps, e-mail, and phones. **Status: Ongoing. New City Hall Facebook page established; Information Systems is researching the cost of a Downtown "free" public Wi-Fi; Public Works has deployed a Go Request app for the community to report issues.**
- Develop a means of tracking public requests for City services and complaints. **Status: In Progress – Currently individual departments are tracking and responding; but we have not developed a central tracking system yet.**
- (NEW) Respond to routine Grand Jury Reports, and other requests from governmental agencies, in timely fashion.

Strategy L-2: Enhance Public Access to Documents.

Short Term Objectives:

- Streamline administrative/Council information access by making more documents available electronically. Documents include agendas, staff reports, resolutions, ordinances, and FPPC forms. **Status: Completed and Ongoing. Agendas and staff reports are posted on the City's website 72 hours before each Council Meeting. At this time, the executed resolutions, ordinances and FPPC forms are available at the Clerk's Office and not yet posted on the City's website. Staff will be evaluating the City Clerk's recommendation to change vendors for maintenance of the Municipal Code.**
- Work with the IS Department to install an electronic kiosk and modify the workstation on the 1st floor of City Hall to allowing public access at City Hall to view City documents, and informational "How-To's" like obtaining a business

license, building permit, water service, etc. **Status: No Progress. At this time, we do not have the funds for an electronic kiosk.**

Strategy L-3: Encourage and enhance a culture of cooperation and transparency in City Hall operations.

Short Term Objectives:

- Clarify staff reporting structures and responsibilities. **Status: Completed and Ongoing. Changes include the addition of a Parks & Recreation Director and replacing the position of Human Resource Director with Administrative Services Director with added responsibility for administrative management of the Deputy City Clerk, tracking City Council direction to staff, contract process management, as well as existing HR, labor negotiation and risk management responsibilities.**
- Improve interdepartmental communication and cooperation by establishing working groups for endeavors that require input or actions by multiple departments. **Status: Ongoing. Established an ad-hoc blight abatement task force with the collaboration of Code Enforcement, Police, and Public Works. Established working group to update City event policies and develop a budget for events with the collaboration of Economic Development, Parks & Recreation, the Police and Public Works. Established a technical advisory group to work with planning consultant on Downtown Specific Plan and Land Use Element of the General Plan, including Planning, Engineering, MRG consultant and City Manager.**
- Streamline City processes and procedures to maximize staff efficiency and effectiveness. **Status: Ongoing. Community Development (Planning & Building) have streamlined some processes and are in the process of developing new and more business-friendly commercial zoning designations in the updated Zoning Code that will accompany the updated Land Use Element. Parks & Recreation has spearheaded an update of the City's event policies and the coordination of various departments involved in the event approval process.**
- Reinforce customer service as a priority for every City employee. **Status: Completed and Ongoing.**

Strategy L-4: Implement City Council policies and direction.

Short Term Objectives:

- Review all City Council actions and direction with senior staff for follow through. **Status: Ongoing. Administrative Services Director keeps a tracking log of all City Council directions to staff, Council initiated future agenda items and senior staff follow-up responsibilities, which is reviewed weekly with senior staff.**
- Incorporate Council actions and direction into departmental goals. **Status: Complete and ongoing with approval of Strategic Plan, ongoing Council direction and Strategic Plan updates.**

Strategy L-5: Effectively and efficiently manage City Council agenda preparation, noticing and records.

Short Term Objectives:

- Ensure the City Council agenda packets are prepared, noticed, and distributed in accordance with established timelines. **Status: Ongoing. The Council Meeting agendas and staff reports are posted on the City's website 72 hours before each Council Meeting.**
- Increase efficiencies and reduce costs by moving to primarily an electronic Council Meeting Agenda Packet. **Status: In Progress. We currently provide 10 hard copy agenda packets for distribution to some staff and Council Members as well as the Antioch Library and extra public copy at each Council Meeting.**
- Ensure that all documents related to Council actions are executed, and distributed as necessary. **Status: Ongoing. Resolutions, ordinances, publications are finalized and completed accordingly.**
- Submit Annotated Agenda for publication on the City website within 24 hours after a City Council meeting. **Status: Ongoing – Once Annotated Agenda is approved by City Manager/City Attorney, it is posted on the City's website.**

Strategy L-6: Improve the City's Records Management.

Short Term Objectives:

- Complete computer database of all documents that have been checked out by City Staff from the Records Warehouse. **Status: In Progress.**
- Complete an inventory of all documents stored in the Records Warehouse and ensure all boxes are properly labeled and cataloged. **Status: In Progress.**
- Determine which documents should be reviewed by the City Attorney for destruction. Ensure City records are maintained and destroyed in accordance with the Records Retention Policy. **Status: In Progress and Ongoing. Records management systems are being updated and a review of the Retention Schedule will be scheduled. All documents must be reviewed by City Attorney before destruction.**
- Establish out-processing procedures with the HR Department for all departing City employees who have custody of files/documents from the Records Warehouse to facilitate their return or custody transfer to another City employee. **Status: In Progress. Staff needs to determine best method to notify Clerk's Office of upcoming separations.**

Strategy L-7: Manage the City's Component of Municipal Elections.

Short Term Objectives:

- Timely and complete election form filings by candidates and committees. **Status: Ongoing. Completed for each election.**

- Coordination with the County Elections Office. **Status: Ongoing. This task is completed for each election. Clerk's Office participates in Elections Meeting with Elections Division on important dates, procedures, etc.**
- Publish submitted FPPC & election forms on the City website. **Status: Ongoing. This task is completed for each election.**

Strategy L-8: Coordinate City Boards and Commissions administrative requirements.

Short Term Objectives:

- Establish procedures for timely filing of FPPC Form 700 Statement of Economic Interests, and tracking of term expirations/vacancies. **Status: Ongoing. Human Resources added to new hire and separation checklists for follow up of assuming/leaving office forms.**
- Update descriptions of the role/responsibilities of each Board/Commission. **Status: In Progress. Staff is working with Departments to update each Board/Commission.**
- Utilize NEOGOV for all Board/Commission recruitment efforts. **Status: Due to the NEOGOV system requirements, this is not an option at this time.**
- Develop a manual for managing the Board/Commission recruitment processes. **Status: No Progress. On hold due to staffing levels.**
- Ensure compliance with the Maddy Act requirements. **Status: Ongoing. Staff continues to work with each Department with upcoming vacancies.**
- Continue to serve as Secretary to the Board of Administrative Appeals. **Status: Ongoing. The agendas and staff reports are posted on the City's website 72 hours before each Board of Administrative Appeals meeting.**
- Serve as the Secretary to the Sales Tax Citizens' Oversight Committee. **Status: Ongoing. The agendas and staff reports are posted on the City's website 72 hours before each Sales Tax Citizens' Oversight Committee meeting.**

Strategy L-9: Ensure proper filing and receipt of all original City contracts and agreements in the City Clerk's Office.

Short Term Objectives:

- Work with departments to route all executed original contracts/agreements to the City Clerk's Office, including exhibits and insurance documents. **Status: Ongoing. Staff is working with all Departments to implement a process for follow up to ensure Clerk's Office receives all executed original contracts/agreements.**
- Scan contracts/agreements into Laserfiche. **Status: Minimal Progress. This project has been on hold due to staffing levels. Staff has recently begun working on this project.**

Strategy L-10: Effective and efficient management of all aspects of Human Resource Management, including Employer/Employee Relations, labor negotiations, classification and compensation, recruitment and selection, benefits administration, and staff development.

Short Term Objectives:

- Continue to work with employees and managers on Human Resources issues as needed, including implementation of legislative actions/changes. **Status: Ongoing.**
- Continue to assist supervisors with difficult employer/employee relations issues. **Status: Ongoing.**
- Continue to serve as lead staff for labor negotiations and MOU implementation. **Status: Ongoing.**
- Continue to coordinate training opportunities for staff citywide. **Status: Ongoing.**
- Continue to manage the classification, compensation, performance evaluation and benefit plans fairly and equitably, within our fiscal abilities. **Status: Ongoing. Updates to the classification and compensation plans are brought to Council on an as needed basis, now that all of the comprehensive classification updates Citywide are complete.**
- Continue to build trusting relationships with our employees and our labor partners as part of our employer/employee and labor relations efforts. **Status: Ongoing.**
- Complete Management unit, Confidential unit, and Operating Engineers Local 3 labor negotiations in 2014. **Status: In Progress. Management and Confidential complete; OE3 is still in negotiations.**
- Commence and complete labor negotiations with Operating Engineers Local 3 and Public Employees Union Local 1 in 2015. **Status: In Progress. Negotiations were commenced with Local 1 in December 2014 and are ongoing at this time. A successor MOU has been negotiated with OE3. Negotiations continue with Local 1.**

Strategy L-11: Attract and hire highly qualified candidates to fill funded vacant positions.

Short Term Objectives:

- Continue focused, timely, and targeted recruitment efforts specific to the position and department needs, particularly for sworn Police positions. **Status: Ongoing. Police Officer recruitments continue as the top priority. Lateral applications are checked every 1-2 days and candidates are usually scheduled for an Oral Board interview within 10 days of application.**
- Continue to enhance efficiencies and streamline recruiting processes are continued, and implemented as appropriate. **Status: Ongoing.**
- Establish process timelines at the outset of each recruitment, including deadlines for all phases of the process. **Status: Ongoing. A Recruitment**

Timeline Form is completed with Departments to outline the steps (written exam, Oral Board, etc) and anticipated dates for each phase of the recruitment.

Strategy L-12: Update and improve foundational policies, procedures and documents related to City Administration and Human Resource management.

Short Term Objectives:

- Identify administrative functions that can be improved through new or improved policies, procedures or documents. **Status: Ongoing. Slight modifications/enhancements have been made to the Council agenda format. A new Council staff report template was developed and implemented. New Proclamation and Public Records Act Request forms were developed and implemented.**
- Draft and negotiate new Personnel Rules. **Status: Ongoing. A contract has been executed with the law firm of Jackson Lewis to draft the new Rules. The drafting is underway and we are awaiting a first review copy. Staff has also received reimbursement from Municipal Pooling Authority for the costs to date. The total reimbursement from MPA will be \$11,500, which covers most of the project costs.**
- Review and update Administrative Policies and Procedures, as needed. **Status: In Progress. The employment related policies and procedures are being updated with the Rules drafting. Other policies and procedures will need to be reviewed once the Rules project is complete.**
- Initiate review of the Employer/Employee Relations Resolution from 1975 and update as necessary. **Status: In Progress. A draft EERR has been prepared. It needs to be negotiated with the bargaining unit representatives. We are awaiting completion of labor negotiations before providing the EERR, to keep the discussions separate.**

Strategy L-13: Enhance the City's Safety and Loss Control Program.

Short Term Objectives:

- Direct more focus on the prevention side of loss control. **Status: In Progress. The Admin Services Director serves on the MPA Executive Committee as well as the Board of Directors. Chief Cantando has agreed to serve on the Executive Loss Control Committee at MPA. Quarterly workers' compensation claim review meetings are held with MPA staff, HR staff and PD Admin staff. At our request, we were one of the first agencies to have the new Risk Assessment completed by MPA to determine if/where any improvements to the Loss Control Program can be made. Staff is recommended a budget allocation in FY 15/16 for a consultant to assist us in addressing the items identified in the Risk Assessment and an RFP for these consulting services is being drafted.**
- Employees are trained on the Injury and Illness Prevention Plan and other safety topics. **Status: Ongoing. Employees are provided the IIPP at the**

time of hire and periodically as it is updated. A full training program will need to be developed.

- The citywide Safety Committee meets quarterly. **Status: No Progress. Regular meetings have not been scheduled due to staffing shortages.**
- Policies and programs recommended by Municipal Pooling Authority are put in place. **Status: Ongoing. As policies and programs are recommended they are evaluated for implementation.**

Long Term Goal M: Redevelopment Dissolution. Complete Dissolution of Antioch Development Agency.

Strategy M-1: Complete dissolution of Antioch Development Agency by 2032.

Short Term Objectives:

- Complete Long Range Property Management Plan for parcels of the former Antioch Development Agency. **Status: Completed. State approval is pending.**
- Work with the State Department of Finance to resolve findings in the Other Funds and Accounts Due Diligence Review. **Status: In Progress. The City has filed suit regarding the disputed Department of Boating & Waterways loan amendment; however, a payment plan is being prepared for Agency Board approval, which will ensure a Finding of Completion even as the suit progresses to trial or settlement.**
- Receive a Finding of Completion from the State Department of Finance. **Status: In Progress. See above. A Finding of Completion is expected before December 31, 2015.**
- Evaluate restructuring of Agency debt once a Finding of Completion is obtained. **Status: Completed. Staff was able to get State approval for restructuring the Agency debt through a bond issuance that saved all taxing entities approximately \$6.3 million from 2015 through 2032, the City's share of which will be approximately \$630,000,**

Long Term Goal N: Legal Services. Provide legal counsel to the City Council and staff to enable and support all City policies, procedures and initiatives.

Strategy N-1: Effectively and efficiently provide legal services in support of the City's policies, procedures and initiatives.

Short Term Objectives:

- Continue to handle matters from Council and Staff in a timely and efficient manner, as resources allow. Continue to keep the Council apprised of legal matters. **Status: Ongoing. Provided the City Council with an annual comprehensive update on all legal issues in January 2015 and provided updates as needed since on individual items.**

- Continue to ensure staff compliance with contract policies, procedures and relevant laws. **Status: Ongoing. Continue to review and approve all contracts as to form.**
- Continue overseeing prosecution and defense of claims and litigation involving the City. **Status: Ongoing.**
- Prepare standardized contracts, forms and policies to assist with the City's administration. **Status: Ongoing. Completed new standard form contract templates for contractors and consultants. Completed a Public Records Act Request Form and internal controls.**

Long Term Goal O: Financial Services. Achieve and maintain financial stability and transparency.

Strategy O-1: Improve the City's financial stability by implementing a two year budget cycle and ensuring that each fiscal year's budget is balanced.

Short Term Objectives:

- Starting with 2015-2016, go to a two-year budget approval, to be updated annually. **Status: Completed. A two-year budget was adopted on June 23, 2015.** Adopt a two-year balanced budget bi-annually with a mid-year review and do not rely on potential savings to close the "gap" at year end. **Status: Completed and Ongoing. A two-year budget was adopted on June 23, 2015. A mid-year review will be done next year. Do not spend more than is necessary; use budget savings to build up General Fund reserves. Status: Completed. Fiscal Year 2015 is projected close with budget savings to build reserves and meet the City's reserve policy.**
- Continue the "soft" hiring freeze; although positions may be in the budget, senior management will review operations with the City Manager to see if duties can be assigned to existing staff and demonstrate that position is essential before being authorized to be filled when vacated. **Status: Ongoing. This policy continues to be implemented for all positions.**
- Continue to evaluate new ways to deliver municipal services in a more cost-effective manner. **Status: Ongoing. Departments continue to evaluate new ways to deliver services.**
- Consider eliminating non-essential community services that run deficits and require use of General Fund resources. **Status: Ongoing. Staff continues to make recommendations to City Council regarding non-essential community services in order to ensure essential functions have adequate funding.**
- Consider service-sharing with other communities when mutually beneficial. **Status: Ongoing. Staff is currently reviewing the possibility of providing dispatch service to other entities.**
- Review and increase as many "Master Fee" revenues as possible annually to ensure maximum cost recovery is being obtained. **Status: Completed and**

Ongoing. The Master Fee schedule is brought to City Council annually for consideration and includes increases to revenues annually to ensure maximum cost recovery.

Strategy O-2: Ensure the City achieves long-term fiscal sustainability.

Short Term Objectives:

- Consider local tax measures, such as updating the Business License tax to ensure inclusion of residential rental properties and/or raising the minimum Business Licenses tax. **Status: Completed. The City successfully passed Measure O in November 2014 which raised the minimum business license tax to \$100 and subjects the business of renting residential rental properties to a business license tax based on the number of rental units.**
- Continue to work with the City Council and the Executive Management team to determine appropriate staffing models and expenditure plans, based on our recurring revenue projections. **Status: Ongoing. This occurs as part of the budget cycle.**
- Evaluate unfunded liabilities with each budget cycle and implement a plan to pay down.

Strategy O-3: Ensure financial records and reports are accurate, reliable, and timely, including the Comprehensive Annual Financial Report (CAFR) and other financial statements, monthly budget status updates provided electronically to the City Manager and Council, and quarterly budget updates posted to the City's website.

Short Term Objectives:

- Complete all financial statements and audits within six months of fiscal year end. **Status: Completed and Ongoing. All financial statements were issued by December 31, 2014 and this will be a continued objective each fiscal year.**
- Receive unqualified audit opinions on financial reports issued. **Status: Completed and Ongoing. All financial reports received unqualified audit opinions for the fiscal year ended June 30, 2014 and this will be a continued objective each fiscal year.**
- Receive GFOA Certificate of Achievement for Excellence in Financial Reporting. **Status: Completed and Ongoing. The City was notified it received the award for the fiscal year ended June 30, 2014 in mid 2015. Update quarterly budget facts and post to City's website within 30 days of quarter end. Status: Completed and Ongoing. Quarterly budget facts have been updated and posted timely. This will be a continued objective.**
- Provide electronic monthly budget updates to the City Manager and Council. **Status: Completed and Ongoing. Finance provides a monthly report to Council once the monthly books are closed. Finance will continue to provide this report monthly.**

- Complete all required quarterly grant reporting by due dates as well as any other outside agency financial reports required/requested. **Status: Completed and Ongoing. All quarterly and other agency reports have been completed timely. Staff will continue to complete reports as required.**
- Adopt City's two-year budget by June 30th of each bi-annual fiscal year of the cycle. **Status: Completed and Ongoing. A two year budget was adopted on June 23, 2015. A mid-year review will occur in 2016 with a new budget cycle beginning in early 2017 for consideration in June 2017.**

Long Term Goal P: Information Systems Services. Provide efficient and reliable Information Systems (IS) support for all City operations and communications.

Strategy P-1: Enhance the City's overall data security environment.

Short Term Objectives:

- Implement findings from security assessment report. **Status: In Progress and Ongoing. Findings from security assessment report are being implemented. Network monitoring and detection utility has been acquired and installed.**

Strategy P-2: Continue equipment replacement efforts.

Short Term Objectives:

- Replace aging server hardware and software. **Status: In Progress and Ongoing. This is an ongoing objective, for this period Information Systems has replaced 3 servers.**
- Replace aging desktop hardware and software. **Status: In Progress and Ongoing. This is an ongoing objective, for this period Information Systems has replaced 26 desktops.**
- Replace core network switches at City Hall and Police Department. **Status: In Progress. Purchase order has been cut, network switches are on order.**

Strategy P-3: Implement organization wide server and desktop virtualization to provide the ability to run multiple servers or desktops on a single piece of hardware and thereby increase efficiencies.

Short Term Objectives:

- Include additional servers. **Status: Ongoing. 4 servers have been successfully virtualized.**
- Virtualize user's desktops. **Status: No current progress**
- Virtualize and upgrade phone system
- Virtualize and upgrade voicemail system

Strategy P-4: Enhance data backup/archive enhancements and efficiencies.

Short Term Objectives:

- Reduce the number of archive tapes. **Status: No Progress. This has been on the back burner due to staffing capacity.**

Strategy P-5: Improve support of Public, Education, and Government (PEG) broadcasting.

Short Term Objectives:

- Create a partnership with Contra Costa TV to support the City's PEG initiatives. **Status: Complete. Council approved a Memorandum of Understanding with CCTV on 9/22/15.**
- Assist Antioch Unified School District with their PEG initiatives. **Status: No Progress. This item has been delayed, waiting for agreement with CCTV to be finalized.**
- Bring quality local broadcasts to the PEG channel. **Status: No Progress. This item has been delayed, waiting for agreement with CCTV to be finalized.**

Strategy P-6: Increased use of surveillance cameras throughout the City to assist Police, Code Enforcement and Public Works deployment efficacy.

Short Term Objectives:

- Add cameras to key locations throughout the City. **Status: 22 cameras have been added to Prewett Water Park and Community Center parking and outside areas.**

Strategy P-7: City wide departmental projects and system enhancements.

Short Term Objectives:

- Finance, Upgrade system. **Status: In Progress. Training PC's have been configure and installed, worked with SunGard to establish a link to our network.**
- Finance, Upgrade Utility Billing system. **Status: In Progress. Working with vendor to determine technical requirements, configuring new server.**
- Police Department Dispatch center remodel. **Status: In Progress. Working with PD to determine install schedule.**
- Police Department's transition to county wide EBRICS radio system. **Status: In Progress. Radios are being installed, and dispatch recording system is being configured for the system.**
- Community Development, upgrade and/or Replace building permit software. **Status: In Progress. Working with CDD and vendor to determine best approach for upgrade.**
- Domain name change. **Status: In Progress. Working with vendors to determine best method for name change.**

**Strategic Management Plan
City of Antioch, California**

June 10, 2014

Strategic Management Plan
City of Antioch, California
June 10, 2014

<u>Contents:</u>	Page
Purpose	1
Vision	1
Mission	1
Strategic Analysis - Internal and External Environment	2
Strengths	2
Weaknesses	2
Opportunities	3
Threats	3
Top Priorities	3
Immediate Challenges	4
Long Term Goals, Strategies and Short Term Objectives	5
A- Crime Reduction	5
B- Animal Control	7
C- Blight Eradication	8
D- Building Safety	9
E- Environmental Enhancement	10
F- Economic Development	11
G- Planning, Entitlements and Permitting	13
H- Redevelopment Dissolution	15
I- Community Development Block Grants	16
J- Parks & Recreation	16
K- Public Works & Engineering	18
L- City Administration	20
M- Legal Services	26
N- Financial Services	26
O- Information Systems Services	28
Conclusion	30

Strategic Management Plan City of Antioch, California

PURPOSE

The purpose of this Strategic Management Plan is to help the City realize its Vision and Mission noted below. In short, this Plan is a business plan with the over-arching goal of making life better for the people of Antioch. It is not a General Plan that documents how the City is to be built out and what it will look like when it is. This Plan will rather serve to guide the City Council and staff in the implementation of the City government's priorities. As such, it sets forth long term goals, strategies, short term objectives, and measures of success that support the Vision and Mission of the City. By providing direction and prioritizing goals, this Plan will enable the staff to strategically direct resources in accordance with City Council policy and to measure success in a way that is transparent to the community.

VISION

The vision statement for the City of Antioch is well stated on the banner hanging in the City Council Chamber:

"The City of Antioch:

- A community that is proud of it's heritage;
- A community that provides an opportunity to live, learn, work, worship, and play in a safe, stimulating and diverse community;
- A community that is a responsible steward of it's economic and natural resources;
- A community that recognizes its responsibility to the larger Delta Region, and will be a pro-active advocate and a leader in promoting regional cooperation."

MISSION

The City's mission is to lead and unify our diverse community and enhance the quality of life in Antioch by providing effective, efficient, and innovative municipal services with integrity.

STRATEGIC ANALYSIS – INTERNAL AND EXTERNAL ENVIRONMENT

In order to determine our goals and strategies, the City must understand and operate within an environment consisting of internal and external opportunities and constraints. An assessment of this environment is helpful in this effort. One tool for this analysis is a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. Much of what follows is supported by a summary of the Community Cafés, which is an attachment to this Plan. Looking at the City in its present state, the SWOT analysis is set forth below:

Strengths

- Location of the City: Access to the San Joaquin River, rail transportation, State Highway 4, eBART, and proximity to major employments centers.
- Room to grow: With the annexation of over 500 acres in the northeast and undeveloped land to the south, Antioch has room for businesses and families to grow.
- Affordable real estate: Excellent quality and relatively affordable housing and land make Antioch an attractive alternative for growing businesses and families.
- Positive business environment: The City Council, staff, and the Economic Development Commission are working with the Chamber of Commerce and other stakeholders toward a more business friendly environment.
- Strong sense of community: Civic pride and sense of ownership are evident in the civic organizations and the enthusiastic volunteerism in Antioch.
- Excellent City employees: City staff is highly competent, hard-working and dedicated to serving the people of Antioch.
- Measure C funding for Code Enforcement and Police Services: The passage of Measure C demonstrates that the community appreciates the difficult financial position of the City.
- Community participation: The recent Community Cafés provided excellent input on City operations from various community stakeholders.
- Water rights: The City's water rights to the San Joaquin River have the potential to contribute to various industrial and technological endeavors.

Weaknesses

- The City is operating with an unsustainable structural deficit.
- Economic development will not significantly increase revenues for at least three years.
- The City is under-staffed.
- The City's revenues are not sufficient to provide the level of services necessary to adequately maintain the City's infrastructure in the long run or to provide the level of responsiveness that all City departments would like to provide to the community.
- The golf course and recreation operations are running significant deficits and draining General Fund reserves.
- Antioch's reputation has suffered in recent years due to increases in crime and blighting conditions.

- The City is not considered business friendly due to past practices that created obstacles for business and development.
- The City's attributes are not widely known outside of east Contra Costa County.
- The recent Community Cafés demonstrated a need to improve City communications with the community.

Opportunities

- Business processes can be streamlined, some quickly under authority of the City Manager, and others in the coming months.
- The structural deficit can be eliminated through growth of the City's tax base and improved revenues from the golf course and recreation programs, especially the water park.
- The widening of State Route 4 and the new eBART station can be leveraged, along with the Northern Waterfront Economic Development Initiative, to attract residential and commercial development.
- Increases in City revenues can be enhanced by increasing economic development activities and encouraging a business friendly culture at City Hall.
- There is an opportunity to brand Antioch as business friendly and family friendly.
- The City's downtown can be revitalized through transit-oriented development.
- Ferry service downtown will further enhance downtown vibrancy.
- The City's water rights could be leveraged into economic development opportunities in desalinization, manufacturing, agriculture and/or bio-tech.
- Measure C revenues will enhance police and code enforcement capabilities.
- Improved use of volunteers can enhance blight eradication efforts.
- Potential for new desalinization technology to increase the value of Antioch water rights.

Threats

- Failure to deal with the structural deficit in the short term will make things worse in the long term.
- Lack of funding for all community desires can lead to pressure to loosen fiscal restraint or to lose focus on top priorities for the overall community.
- Continued and increasing upstream diversions of water from the Delta are detrimental to the quality of water to which the City of Antioch has rights, adding costs to getting water suitable for drinking and other uses, and threatening our recreational resources and economy.
- Continuing issues with crime, blight, homelessness and feral cats hinder the City's efforts to emerge from the recent recession as a vibrant and desirable community.

TOP PRIORITIES

The City Council initiated a citywide Strategic Planning project in 2013. The Council and staff held five "Community Cafés" and three targeted focus groups, using a professional

facilitator, to get input from the community to be used in the development of a strategic plan for the City. Staff summarized the themes from each of the Café table discussions and staff has gathered additional input from the City Council, the Economic Development Commission, the Chamber of Commerce and a variety of individuals in the community.

The top priorities expressed by the City Council and supported by a consensus of the community are:

- Reduce crime, especially violent crime, through enhanced police services.
- Eliminate blight through enhanced code enforcement activities.
- Improve the business climate and enhance revenues through economic development efforts.

Weaved throughout this Plan are strategies and actions designed to maximize the City's efforts in these areas, while not neglecting other important services.

IMMEDIATE CHALLENGES

- The biggest challenge that the City faces is its finances. Even with Measure C revenues and furlough Fridays continuing, the General Fund is still projected to run a structural deficit over the next three years combined. Without adequate funding, the City will struggle to effectively deal with other issues.
- The reduction of crime and blight in the short term is essential to the City's well being and image. Key to this includes working with the schools to reduce anti-social behavior, such as drug use, loitering, fighting, graffiti and tagging. Also important will be blight eradication efforts. Success in these areas will enhance economic development efforts and vitality in Antioch.
- As noted in the SWOT analysis, trust and communications between the City and the community needs improvement. Communication has been poor in terms of quantity in that the City, given significant staff reductions, simply has not kept the community as informed as it should in recent years. Communication has also fallen short in terms of quality in that basic facts about policies and finances have not been made consistently clear. These shortfalls in communication have led to misunderstanding and mistrust.
- The City, as a whole, must strive to be business-friendly which can be defined as follows:

“Explicit attempts to reduce the barriers, costs, risks and uncertainties of all forms of commercial activity to stimulate and support local business growth, local business

retention, and the attraction of new business to the local area.” (G. Clark and J. Huxley, *Business Friendly Cities: City Government and the Local Business Growth and Investment Climate*, September 2011.)

The most significant challenges to creating a business-friendly Antioch are reduced staffing and furloughs, which create heavy workloads that in turn can lead to process delays and reduce proactive actions by staff. Staff will continue to streamline processes where possible and to provide high quality service in the timeliest manner feasible.

LONG TERM GOALS, STRATEGIES, AND SHORT TERM OBJECTIVES

The following long-term goals, strategies, and short term objectives are not in a prioritized order, but rather start with functions that have the most direct impact on the community and flow to the essential support services that enable all City departments to function.

Based on input from the community gained through a community cafe process, as well as input from the City Council, staff, and community members, the long term goals for the City and the strategies and short term objectives to achieve them are as follows:

Long Term Goal A: Crime Reduction - Reduce crime and improve public safety throughout the City.

The primary function of the Antioch Police Department (APD) is to protect life and property in the City of Antioch. The APD, along with other City departments, had to do more with less in recent years due to reduced revenues to the City. Even with new funding for the APD through Measure C, APD will have to be as cost efficient as possible in order to maximize effectiveness.

In order for the City of Antioch to significantly improve its police services to the community, it must focus on recruiting/retention of Officers, creating specialized bureaus to proactively address community issues, filling vacant support staff positions, maintaining and increasing our partnership with the public, explore and implement technology when possible, and constantly evaluate the most efficient way to provide services to our community.

Strategy A-1: Rebuild police services.

Short Term Objectives:

- Evaluate our current deployment model of staff.
- Hire, train and equip additional sworn and civilian police personnel.
- Maximize sworn Police Officers deployed in the field.

- Utilize Community Service Officers when possible.
- Continue succession planning based on projected vacancies.
- Recognize and acknowledge high performing staff.
- Adopt Lexipol standard policies.

Measures of Success:

- Reduced response times.
- Improved customer service (reduced citizen complaints)
- Reduced “forced” overtime.
- Increased arrests.

Strategy A-2: Strategically deploy police resources and implement community policing strategies.

- As staffing increases, deploy additional Officers to higher crime areas based on intelligence based policing.
- Create specialized staff teams that address community issues (Traffic, Gangs, Drugs, Schools, Violent Crime)
- Empower community policing staff to identify, analyze and implement solutions to address criminal behavior and improve quality of life.
- Expand Neighborhood Watch Programs throughout the city.

Measures of Success

- Reduced response times.
- Reduced Part 1 Crime.
- Increased traffic citations.
- Increased drug and weapons seizures.
- Increased arrests.

Strategy A-3: Improve public safety using technology

Short Term Objectives:

- Add fingerprint readers to patrol cars.
- Add more automated license plate reading (ALPR) cars to patrol fleet.
- Add community cameras to existing program.
- Update wireless technology in patrol vehicles.
- Upgrade 911 dispatch system.
- Continue to provide dispatch services to the City of Brentwood.
- Seek grant funding and, when budget allows, join East Bay Regional Communication System (EBRCS).

Measures of Success:

- Increased recovery of stolen vehicles by ALPR cars.
- Increased Officer “in-service” time.
- Increased clearance rates of crimes where cameras are present.
- Interoperability communication with allied police agencies.
- Reduced hold time and busy signals for calls received to police dispatch.

Long Term Goal B: Animal Control. Protect public health and safety, and animal welfare, through Animal Control Services.

Antioch Animal Control Services is part of the Police Department. Established by voter initiative, this unit is responsible for dealing with all laws, ordinances, safety and health issues related to animals in the City. Of particular concern recently is the proliferation of feral cats and dealing with potentially dangerous and vicious dogs.

Strategy B-1: Deploy limited resources effectively to provide animal control services.

Short Term Objectives:

- Fill all vacant/funded Animal Care Attendant positions
- Enforce applicable laws and ordinances.
- Manage animal control facility.
- Coordinate work with Police Officers, Public Works and Code Enforcement.

Measures of Success:

- Budgeted positions filled.
- Completed deferred maintenance projects on shelter.
- Improved inter-departmental coordination.

Strategy B-2: Increase animal neutering and adoptions.

Short Term Objectives:

- Continue and increase outreach to rescue groups and adoption groups.
- Develop and implement a plan to increase neutering of feral cats and decrease this population.
- Increase public’s awareness regarding spaying and neutering animals.

Measures of Success

- Increased spaying and neutering.
- Increased adoptions.
- Increased number of animals delivered to rescues.
- Decreased euthanasia.

Long Term Goal C: Blight Eradication. Eradicate blight through code enforcement and blight abatement.

Code Enforcement staff ensures compliance with local and State codes to ensure a safe, healthy, and attractive community through fair and efficient application of the codes. Partnering with the Police and Public Works staff, and with community volunteers, Code Enforcement is the City's key to blight eradication.

Strategy C-1: Improve existing community partnerships and realize new partnerships to help improve neighborhoods and reduce blight.

Short Term Objectives:

- Standardize the communication protocol for reporting violations or concerns to the City including improvements of internal information distribution and staff follow-up.
- Create partnerships with not-for-profit, community, business, and volunteer programs to identify resources to assist with the resolution of code violations.
- Establish and maintain working relationships with neighborhood and civic groups that perform clean ups and other proactive blight fighting activities.

Measures of Success:

- Creation of written and electronic reporting protocols.
- Increase number of groups partnered with the City and an outline of the partnership activities.

Strategy C-2: Create a multifaceted team of resources that can assemble to address areas that habitually experience any combination of criminal, illegal, blighted, and nuisance activities and/or conditions.

Short Term Objectives:

- Identify geographical areas that have significant criminal, illegal, blighted, and nuisance activities and/or conditions.
- Identify internal resources to help.
- Identify local governmental resources to help.
- Identify non-profit, community groups, or volunteers to help.
- Bring all resources together as an effective working group.
- Create an education component for residential and commercial landlords and property managers.

Measures of Success:

- List of identified areas.
- Establishment of multifaceted team.

- Reduction in police calls for service and code violations for a specific period of time measured before and after the area has been addressed.

Strategy C-3: To grow the Code Enforcement staff in number and efficacy.

Short Term Objectives:

- Provide training and education opportunities for staff in technical aspects of Code Enforcement.
- Provide training in some less-traditional areas such as public relations, workgroup/volunteer management, outreach and trust building with diverse populations.
- Research and implement best practices and stay up to date on newest laws and trends as well as effective programs offered by other jurisdictions.

Measures of Success:

- A well trained staff that can complete technical duties and diplomatically deal sometimes difficult interpersonal encounters.
- Code Enforcement creating partnerships and collaborations with diverse groups or populations with a common desire to resolve an issue.

Long Term Goal D: Building Safety. Provide uniform enforcement of the Building, Housing, Municipal codes and state laws in the City of Antioch with an emphasis on eliminating illegal or substandard housing conditions.

Strategy D-1: Improve detection of and outreach to problem properties in order to focus limited resources.

Short Term Objectives:

- Create and implement an outreach strategy to residents of illegal or substandard housing.
- Outreach to real estate professionals and property management professionals to educate them on identifying and reporting illegal or substandard housing conditions.
- Create and distribute information pertaining to illegal or sub standard housing in languages other than English to better reach our residents.
- Create partnerships with non-profits and other government agencies to assist residents often displaced by illegal or substandard housing conditions.

Measures of Success:

- Number of meetings and events with real estate and property managers.
- Creation of relevant print and electronic literature in languages other than English.
- Increase of resources and resource material to offer residents of substandard housing.

- Increase in number of cases reported by tenant, real estate professional or property manager.

Long Term Goal E: Environmental Enhancement. Pollution prevention (NPDES), water conservation, energy and carbon conservation, and waste prevention.

Through Environmental Resources staff, develop and implement programs, policies, outreach and education to create a community of residents, businesses and organizations that take actions to reduce their environmental impact while creating a vibrant and healthy climate in Antioch.

Strategy E-1: Exceed environmental regulation compliance in all resource areas.

Short Term Objectives:

- Focus limited staff on programs and resource areas where partnerships are available or programs are legislatively required.
- Reduce the incidents of illegal dumping and littering in the city.
- Create a water conservation outreach and education plan to encourage voluntary reductions in response to state-wide drought.
- Finalize the 2010 re-inventory of greenhouse gas emissions and approve the Energy Action Plan.
- Maintain existing programs at previous or higher participation levels.
- Increase commercial recycling participation.
- Install additional full trash capture devices in required areas and reassess trash management areas as necessary.
- Continue administering storm water permit requirements such as:
 - inspections of construction sites, maintenance yard, C.3 facilities, and identified priority businesses.
 - permit coverage of capital improvement projects, City maintenance yard, aquatic pesticide, and city-wide storm water system.
 - Review and inspect development projects subject to C.3 and hydrograph modification management.
 - Annual creek hot spot cleaning.
- Adopt and implement County integrated pest management policy.
 - Provide annual updates, including policies, procedures and best management practices, to City storm water staff.

Measures of Success:

- Increased number of outreach events attended and personal contacts made.
- Increased number of residential garbage service accounts.
- Increased commercial diversion rate for materials collected by Republic Services.

- Increased number of participants in clean up events such as Keep Antioch Beautiful and Coastal Cleanup Days.
- Decreased monthly water production totals.
- Increased stormwater permit compliance.
- Maintenance of good standing with regional Water Board.
- Accurate tracking of type and volumes of trash collected in trash capture devices and hot spot cleaning.
- Verification of construction and operation of C.3 facilities.

Long Term Goal F: Economic Development. Grow the City out of Recession.

In order for the City of Antioch to significantly improve its financial strength, it must take advantage of the current economic upswing and other positive factors. The City must leverage the economic recovery, Highway 4 widening, eBART and annexation to grow Antioch's economy in general in order to improve the quality of life in Antioch. The City must grow out of its financial difficulties in order to help local businesses prosper, create more local jobs and increase the City's revenues so that adequate municipal services can be provided on an ongoing basis.

Strategy F-1: Improve the City's Business Processes.

Short Term Objectives:

- Streamline Planning and Building processes.
- Improve customer services.
- Increase Planning/Building counter hours of service.
- Improve telephone and internet customer interfaces.

Measures of Success:

- Reduced number of days for permit processing.
- Increased number of active business licenses.
- Increased number of administrative approvals.
- Reduced time needed for public to get basic information.

Strategy F-2: Grow Antioch's Economy through Economic Development Activities.

Short Term Objectives:

- Create and implement a plan for outreach to existing business.
- Increase outreach to real estate brokers and developers.
- Increase regional outreach to retailers and other businesses most likely to prosper in Antioch.
- Design economic incentives and criteria for key business ventures on a case by case basis.

Measures of Success:

- Completed business outreach plan.
- Increased number of meetings with existing businesses.
- Increased number of meetings and events with real estate brokers and developers.
- Increased development applications and development.
- Increased new business license applications.
- Increased sales tax revenue.
- Decreased commercial and retail vacancy rates.

Strategy F-3: Grow Antioch’s economy through additional annexation, as well as residential and commercial development.

Short Term Objectives:

- Begin work on General Plan Update.
- Determine feasibility for additional annexation.
- Work with developers to create more homes, jobs, stores, services and necessary infrastructure.

Measures of Success:

- Complete Housing Element.
- Complete Land Use Element.

Strategy F-4: Determine and Prioritize Geographical Areas of Focus.

Short Term Objectives:

- Focus limited resources on Priority Development Areas and Somersville and L Street corridor areas.

Measures of Success:

- Identification of key commercial development opportunities.
- Successful solicitation of developers and end users for key commercial opportunities.
- Implementation of eBART Priority Development Area Specific Plan.
- Updating and implementation of the 2006 Downtown Plan.

Strategy F-5: Work with state and regional economic development partners to leverage strengths for the benefit of the City and region.

Short Term Objectives:

- Participate in regional knowledge sharing, strategies, branding and marketing with the East Bay Leadership Council, Contra Costa Economic Partnership, East Bay Economic Development Alliance, EC2, and the Northern Waterfront Economic Development Initiative.

- Participate in regional requests for proposals for development opportunities.
- Work toward implementation of the “TriLink” State Route 239 project to connect State Route 4 to Interstate 580/205 as part of the “Diablo Loop.”

Measures of Success:

- Increased number of businesses and other resources moving to Antioch and the region.
- Increased number of businesses and other resources expanding in Antioch and the region.

Strategy F-6: Create and Implement a Marketing Campaign for Antioch.

Short Term Objectives:

- Advertise in regional publications.
- Support Antioch Chamber’s “Shop Local” campaign.
- Obtain Funding for Downtown Antioch events.

Measures of Success:

- Increased number of advertisements.
- Increased number of calls on advertisements.
- Increased funding obtained for events.

Long Term Goal G: Planning, Entitlements and Permitting. Provide consistent and efficient entitlement, permitting, and development services to the public.

Planning and Building staff guide the orderly development and economic revitalization of Antioch through the implementation of adopted codes, policies and plans in the most efficient manner possible. Staff is working toward improving customer service while moving projects forward.

Strategy G-1: Update long range planning documents.

Short Term Objectives:

- Update the Housing Element and complete implementation (state mandate).
- Update the Land Use Element of the General Plan.
- Update the Zoning ordinance to reflect Land Use Element updates.
- Explore feasibility of new annexations.

Measures of Success:

- State certified Housing Element.
- Reduced number of General Plan and zoning amendment requests.
- Begin annexation process.

Strategy G-2: Support public/private partnership efforts to implement plans and policies pertaining to key development areas.

Short Term Objectives:

- Support build-out of the East Lone Tree Focus Area (north of Slatten Ranch).
- Support implementation of the Hillcrest Specific Plan and Priority Development Area (e-BART).
- Support implementation of Rivertown Priority Development Area.

Measures of Success:

- Permits issued for new development in the East Lone Tree Focus Area.
- Identification of grant funding or approval/permitting of private catalyst project to jump start construction of infrastructure in Hillcrest Specific Plan area.
- Secure grant funding for a Rivertown specific plan.
- Approval/permitting of Rivertown catalyst project.

Strategy G-3: Continue to focus on community enhancements, such as Downtown/Rivertown development, Hwy 4 expansion, e-BART Specific Plan implementation, and possible ferry service.

Short Term Objectives:

- Work with possible developers, particularly for the City/Successor Agency owned parcels downtown, once the Department of Finance approves the Long Range Property Management Plan for the Successor Agency parcels.
- Continue to work with BART, CalTRANS, and the Water Emergency Transportation Authority (WETA).

Measures of Success:

- Appropriate residential and commercial development occurs downtown.
- e-BART service begins and development in the surrounding area is generated, in accordance with the Hillcrest Station Area Specific Plan.
- WETA deems a ferry terminal in Antioch a viable opportunity.

Strategy G-4: Streamline entitlement and permit processes.

Short Term Objectives:

- Update the Zoning ordinance to increase administrative permit authority.
- Transition to an on-line permit system as an optional service for customers.
- Increase staffing in order to increase front-desk hours of operation.
- Enhance internal and external communication efforts.
- Study entitlement fee structure with the goal of providing cost surety to developers and reducing staff time spent tracking and billing hours.
- Study ways to assist small businesses through the entitlement and permitting process.

- Import all resolutions, minutes, and other pertinent documents into Laser fiche data base, reducing time to pull documents from files and archives.

Measures of Success:

- Decreased time to entitle/permit projects.
- Increased counter hours.
- Updated and implemented final inspection procedures.
- Revised entitlement fee structure.
- Developed small business start-up checklist, brochure, or other outreach efforts found to be most effective.

Long Term Goal H: Redevelopment Dissolution. Complete Dissolution of Antioch Development Agency.

The Antioch Development Agency (Agency) was officially dissolved by the State of California under AB 1X26. The City of Antioch elected to become the Successor Agency to the Antioch Development Agency and, in that capacity, is tasked with winding down operations of the former Agency until all obligations of the former Agency are satisfied. Obligations are expected to last until 2032.

Strategy H-1: Complete dissolution of Antioch Development Agency by 2032.

Short Term Objectives:

- Complete Long Range Property Management Plan for parcels of the former Antioch Development Agency.
- Work with the State Department of Finance to resolve findings in the Other Funds and Accounts Due Diligence Review.
- Receive a Finding of Completion from the State Department of Finance.
- Evaluate restructuring of Agency debt once a Finding of Completion is obtained.

Measures of Success:

- Receiving a Finding of Completion from State Department of Finance.
- Receiving approval of Long Range Property Management Plan from State Department of Finance.
- Implementing the Long Range Property Management Plan.
- Completing dissolution of redevelopment agency by 2032.

Long Term Goal I: Community Development Block Grants. Effective administration of Community Development Block Grant (CDBG) programs and funds.

City staff and consultants are charged with using allocated CDBG funds from the U.S. Department of Housing and Urban Development. The use of these funds is highly restricted to serve certain populations and geographical areas of the City.

Strategy I-1: Develop and fulfill 2015-20 CDBG Consolidated Plan.

Short Term Objectives:

- Update the Consolidated Plan.
- Create annual Action Plans for fiscal years 2015-16, 16-17, 17-18, 18-19, and 19-20 to meet objectives of the 5 year strategic Consolidated Plan.
- Create Consolidated Annual Performance Evaluation Reports (CAPERs), reporting on accomplishments.

Measures of Success:

- HUD approved Consolidated Plan.
- HUD approved annual Action Plans and receipt of CDBG funding.
- HUD approved annual Consolidated Annual Performance Evaluation Reports.

Long Term Goal J: Parks & Recreation. Provide outstanding parks and recreation facilities and programs for the community.

Parks and Recreation provides safe, quality parks and recreation services and well managed facilities. Staff is working toward these functions being financially sustainable, providing excellent customer service and meeting the needs of our patrons in order to support a healthy diverse community and strengthen Antioch's community image.

Strategy J-1: Increase the use of the City's recreation facilities and programs.

Short Term Objectives:

- Determine current customer base, participation and attendance levels, and existing barriers to program participation and facility rentals.
- Develop programs to increase participation in targeted areas: 11-16 year olds & 50+ age groups in fitness/wellness.
- Build awareness of programs, services and community events.
- Develop and execute a technology plan to enhance and support marketing, customer service and experience.
- Increase exposure with mobile apps and/or other social media.
- Use demographic and marketing tools of new ActiveNet registration software to grow repeat customers.

Measures of Success:

- Increased communication and collaboration with new and repeat customers.
- Increased participant enrollment and facility rentals.
- Growth of programs and services.

Strategy J-2: Improve Aquatics Program Delivery**Short Term Objectives:**

- Continue to make public and staff safety a top priority.
- Solicit alternative activities (e.g., water polo, synchronized swim) to reach a broader audience.
- Develop and implement strategies to deliver effective programs during periods of lower demands.
- Improve marketing of aquatics programs.

Measures of Success:

- Increased program participation.
- New participants added who have not used City aquatics facilities in prior years.
- Established year-around programming.
- Established a brand slogan that offers a concise advertising statement.

Strategy J-3: Enhance and expand youth and adult athletic programs.**Short Term Objectives:**

- Evaluate field allocation policies and other related policies and fees.
- Explore what other athletic programs are being offered by other agencies and are likely to be a draw for our residents.
- Develop and implement a plan to enhance and expand programs.
- Expand Police Activity League (PAL) activities for youth.

Measures of Success:

- Increased use of athletic fields and Antioch Community Center Gymnasium.
- New and successful programs and sports opportunities.
- Increased participation in PAL.

Strategy J-4: Use remaining Mello-Roos funds to expand and enhance Prewitt Water Park with an all-abilities water attraction.**Short Term Objectives:**

- Hire a construction manager to oversee the design and construction of the project.
- Create a preliminary project budget.
- Begin the design and engineering phase of the project.

Measures of Success:

- Contract in place for Construction Manager.
- Completed preliminary project budget.
- Contract in place with project architect and engineer.
- Completed project.

Strategy J-5: Decrease General Fund subsidy to Recreation programs.

Short Term Objectives:

- Hire an experienced Parks & Recreation professional to develop a strategy to increase revenues.
- Analyze fee structure for recreation programs.
- Analyze recreation operations to increase efficiencies.

Measures of Success:

- Parks and Recreation Director hired.
- Operational efficiencies are realized.
- Net revenues are increased.

Long Term Goal K: Public Works & Engineering. Designing, building, operating, maintaining, stewarding and enhancing Antioch's assets and resources in partnership with the community.

Together with other City departments and the community, the Department of Public Works will continue to create a safe, beautiful, highly functioning and desirable community. Responsiveness will be improved by incorporating technological advances to better communicate with our customers. Opportunities to increase the number of volunteers will be emphasized so that together, an expectation and culture of cleanliness will be realized. Emphasis on a well trained, safe and engaged workforce will foster increased productivity and reduced liability.

Strategy K-1: Ensure well maintained public facilities, rights-of-way and parks.

Short Term Objectives:

- Develop and implement a park equipment replacement priority plan.
- Develop and implement a more aggressive dead bush/tree identification and removal program.
- Expand program of hard pruning overgrown landscape vegetation.
- Reduce water usage.
- Improve ease of reporting and prompt response to requests for service, such as graffiti and dumping.
- Regularly inspect and service park equipment, restrooms and fields.

Measures of Success:

- Enhanced online applications to improve ease of reporting.
- Improved “same or next day” removal of graffiti and illegal dumping.
- Increased use of low-flow water fixtures in all public areas.
- Increased use of stamped concrete in median landscaping.
- Reduced use of water.

Strategy K-2: Protect the City’s water rights and deliver high quality water to our customers.

Short Term Objectives:

- Protect Antioch’s water rights and water quality.
- Pursue industrial uses for Antioch water.
- Explore feasibility of desalinization.
- Continue collaboration with Lawrence Livermore National Lab and Delta Diablo.

Measures of Success:

- Comments are provided on the proposed Bay Delta Conservation Plan.
- Companies needing a water source for industrial processes move to or expand in Antioch.
- A feasibility study on desalinization is completed.

Strategy K-3: Expand Public Works volunteer opportunities.

Short Term Objectives:

- Improve coordinating and utilizing volunteers to optimize our resources.
- Increase the number of volunteers by better communicating opportunities.
- Work more closely with community stakeholders to facilitate meaningful volunteer efforts.

Measures of Success:

- Create new links on the City website notifying the public of volunteer groups and opportunities.
- Prepare a list of a variety of projects that may be completed by volunteers.
- Maintain well stocked supplies and materials that may be used by volunteers to improve our community.

Strategy K-4: Prioritize infrastructure improvements to coincide with Economic Development goals.

Short Term Objectives:

- Focus resources on Priority Development Areas and key commercial development opportunities.

- Infrastructure improvements for the Northeast Annexation Area.

Measures of Success:

- Work with Economic Development staff to identify key commercial development opportunities.
- Prioritize projects to key development or redevelopment areas.
- Develop a land based financing mechanism in the East Lone Tree Specific Plan Area to begin design and construction of Slatten Ranch Road.
- Develop and receive Council approval of an FUA 1 Precise Alignment for arterial roads.
- Pursue grant funding to improve infrastructure and traffic circulation.
- Prioritize CDBG funding for street improvements near the Downtown area.
- Develop an infrastructure and financing plan for the Northeast Annexation Area.

Strategy K-5: Reduce City liability from third party claims and workers compensation claims.

Short Term Objectives:

- Continue to comply with regulatory requirements, using best practices.
- Encourage and recognize safe behavior and practices through education, training and recognition.
- Increase and enhance ADA accessibility and reduce trip hazards.
- Expand innovative pavement repair and resurfacing program.

Measures of Success:

- Continue to extend the number of safe working days without a lost time injury.
- Reduce number of Sanitary Sewer Overflow to below the three year average.
- Implement a consistent hydrant flushing and valve turning program.
- Increase cape seal street resurfacing program area by 20%.
- Reduce number of potholes and pothole claims.

Long Term Goal L: City Administration. Provide exemplary City administration.

City administration is a collaborative effort of several departments working in concert. The City Manager, City Attorney, City Clerk's Office are primarily focused on administering the City's policies and procedures, with Finance, Human Resources, and Information Systems supporting all City departments. These are the support services that are essential to the functionality of the City, including the City Council, various boards, commissions and committees. The goal is to improve communications, responsiveness, and administrative processes to enhance the quality of executive and administrative management.

The City conducted a series of Community Café's and Focus Groups over a number of months to get community input and prioritize the efforts of City government. What was

evident throughout the Café's was that, in addition to effective administration, the City needs to improve communications with the community in order to build greater trust.

Strategy L-1: Improve community communications and trust in City government and keep the community well informed as to the activities of the City departments.

Short Term Objectives:

- Assemble and publish weekly and monthly reports to inform the community about the activities of City departments.
- Complete a strategic management plan setting forth the City's strategies, goals and objectives, to be updated annually.
- Make better use of technology to improve communications between the public and the City, including the use of social media, apps, e-mail, and phones.
- Develop a means of tracking public requests for City services and complaints.

Measures of Success:

- Consistent publishing of weekly and monthly reports.
- City Council approval of the strategic management plan.
- Implementation of various technologies and tracking systems.
- Number of communications transmitted to and from the City through various technological tools.

Strategy L-2: Enhance Public Access to Documents.

Short Term Objectives:

- Streamline administrative/Council information access by making more documents available electronically. Documents include agendas, staff reports, resolutions, ordinances, and FPPC forms.
- Work with the IS Department to install an electronic kiosk allowing public access at City Hall to City documents, and informational How-To's like obtaining a business license, building permit, water service, etc.

Measures of Success:

- Increase in the number of City documents available to the public without requiring a Public Records Act request.
- An electronic kiosk is operational and available to the public at City Hall.

Strategy L-3: Encourage and enhance a culture of cooperation and transparency at City Hall.

Short Term Objectives:

- Clarify staff reporting structures and responsibilities.
- Improve interdepartmental communication and cooperation by establishing working groups for endeavors that require input or actions by multiple departments.

- Streamline City processes and procedures to maximize staff efficiency and effectiveness.
- Reinforce customer service as a priority for every City employee.

Measures of Success:

- Publishing of a new organizational chart.
- Establishment of annual goals and objectives for each City department.
- Approval of updated City processes.

Strategy L-4: Implement City Council policies and direction.

Short Term Objectives:

- Review all City Council actions and direction with senior staff for follow through.
- Incorporate Council actions and direction into departmental goals.

Measures of Success:

- City Council policy decisions are implemented effectively.
- The organization has a clear direction, focus and purposes.

Strategy L-5: Effectively and efficiently manage City Council agenda preparation, noticing and records.

Short Term Objectives:

- Ensure the City Council agenda packets are prepared, noticed, and distributed in accordance with established timelines.
- Increase efficiencies and reduce costs by moving to primarily an electronic Council Meeting Agenda Packet.
- Ensure that all documents related to Council actions are executed, and distributed as necessary.
- Submit Annotated Agenda for publication on the City website within 24 hours after a City Council meeting.

Measures of Success:

- Reduction in the number of paper Council agenda packets generated.
- All Council members using i-pads for Council agenda materials.
- 100% on-time agenda notice, preparation and distribution.

Strategy L-6: Improve the City's Records Management.

Short Term Objectives:

- Complete computer database of all documents that have been checked out by City Staff from the Records Warehouse.
- Complete an inventory of all documents stored in the Records Warehouse and ensure all boxes are properly labeled at cataloged.

- Determine which documents should be reviewed by the City Attorney for destruction.
- Establish out-processing procedures with the HR Department for all departing City employees who have custody of files/documents from the Records Warehouse to facilitate their return or custody transfer to another City employee.

Measures of Success:

- Completed inventory of all documents at the Records Warehouse.
- Documented, marked and cataloged all files/documents.
- Completed database of documents/files checked out from the Records Warehouse.
- Identified documents for destruction and destroyed identified documents.
- Completed and established procedures with Human Resources for departing employees.

Strategy L-7: Manage the City's Component of Municipal Elections.

Short Term Objectives:

- Timely and complete election form filings by candidates and committees.
- Coordination with the County Elections Office.
- Publish submitted FPPC & election forms on the City website.

Measures of Success:

- All candidate filings are received on time; and, if required, submitted to the County Elections Office in accordance with election requirements.
- Election results certified without issue.

Strategy L-7: Coordinate City Boards and Commissions administrative requirements.

Short Term Objectives:

- Establish procedures for timely filing of FPPC Form 700 Statement of Economic Interests, and tracking of term expirations/vacancies.
- Update descriptions of the role/responsibilities of each Board/Commission.
- Utilize NEOGOV for all Board/Commission recruitment efforts.
- Develop a manual for managing the Board/Commission processes.
- Ensure compliance with the Maddy Act requirements.
- Continue to serve as Secretary to the Board of Administrative Appeals.
- Serve as the Secretary to the Sales Tax Citizens' Oversight Committee.

Measures of Success:

- Form 700 Statements of Economic Interests are submitted annually, and by those assuming or departing a Board/Commission, as required.

Strategy L-8: Ensure proper filing and receipt of all original City contracts and agreements in the City Clerk's Office.

Short Term Objectives:

- Work with departments to route all executed original contracts/agreements to the City Clerk's Office, including exhibits and insurance documents.
- Scan contracts/agreements into Laserfiche.

Measures of Success:

- All original executed contracts and agreements, including exhibits, are housed in the City Clerk's Office and scanned into Laserfiche.

Strategy L-8: Effective and efficient management of all aspects of Human Resource Management, including Employer/Employee Relations, labor negotiations, classification and compensation, recruitment and selection, benefits administration, and staff development.

Short Term Objectives:

- Continue to work with employees and managers on Human Resources issues as needed, including implementation of legislative actions/changes.
- Continue to assist supervisors with difficult employer/employee relations issues.
- Continue to serve as lead staff for labor negotiations and MOU implementation.
- Continue to coordinate training opportunities for staff citywide.
- Continue to manage the classification, compensation, performance evaluation and benefit plans fairly and equitably, within our fiscal abilities.
- Continue to build trusting relationships with our employees and our labor partners as part of our employer/employee and labor relations efforts.
- Complete Management unit, Confidential unit, and Operating Engineers Local 3 labor negotiations in 2014.
- Commence and complete labor negotiation with Public Employees Union Local 1 in 2015.

Measures of Success:

- Employer/employee relations issues are resolved efficiently.
- Labor agreements are negotiated and implemented accordingly.
- Employees receive appropriate training for their job assignments.
- The City's benefits program is administered in accordance with the policy provisions, and as cost effectively as possible.
- Job classification updates are completed.
- Management, Confidential, and Local 1 Memorandum of Understanding are completed and approved.

Strategy L-9: Attract and hire highly qualified candidates to fill funded vacant positions.

Short Term Objectives:

- Continue focused, timely, and targeted recruitment efforts specific to the position and department needs, particularly for sworn Police positions.
- Continue to enhance efficiencies and streamline recruiting processes are continued, and implemented as appropriate.
- Establish process timelines at the outset of each recruitment, including deadlines for all phases of the process.

Measures of Success:

- Recruiting departments are provided with an eligibility list of highly qualified candidates within three (3) months of initiating a recruitment.

Strategy L-10: Update and improve foundational policies, procedures and documents related to Human Resource management.

Short Term Objectives:

- Draft and negotiate new Personnel Rules.
- Review and update Administrative Policies and Procedures, as needed.
- Initiate review of the Employer/Employee Relations Resolution from 1975 and update as necessary.

Measures of Success:

- Updated rules, policies and procedures are adopted and implemented.

Strategy L-11: Enhance the City's Safety and Loss Control Program.

Short Term Objectives:

- Direct more focus on the prevention side of loss control.
- Employees are trained on the Injury and Illness Prevention Plan and other safety topics.
- The citywide Safety Committee meets quarterly.
- Policies and programs recommended by Municipal Pooling Authority are put in place.

Measures of Success:

- The City's experience modification factors for both workers' compensation and liability claims are reduced.

Long Term Goal M: Legal Services. Provide legal counsel to the City Council and staff to enable and support all City policies, procedures and initiatives.

The City Attorney serves as Legal Counsel to the City of Antioch, City of Antioch as Successor Agency to the Antioch Development Agency, and Housing Successor and provides legal services to the City Council, Commissions, Boards and staff on all areas of municipal law; oversees all claims and litigation; and handles all property acquisitions and real property lease issues. The City Attorney also selects and oversees outside legal counsel as necessary to provide legal services necessary due to volume of work or special expertise in particular areas of law.

Strategy M-1: Effectively and efficiently provide legal services in support of the City's policies, procedures and initiatives.

Short Term Objectives:

- Continue to handle matters from Council and Staff in a timely and efficient manner, as resources allow.
- Continue to keep the Council apprised of legal matters.
- Continue to ensure staff compliance with contract policies, procedures and relevant laws.
- Continue overseeing prosecution and defense of claims and litigation involving the City.
- Prepare standardized contracts, forms and policies to assist with the City's administration.

Measures of Success:

- Completion of various negotiated settlements and agreements.
- City Attorney approval of all contracts and agreements.
- Annual Comprehensive update of City Council on legal matters.
- Successful disposition of various pending legal matters through court or settlement.

Long Term Goal N: Financial Services. Achieve and maintain financial stability and transparency.

In order for the City of Antioch to fully recover from the economic crisis it must balance its budget and put itself in a stable financial position to address current needs, unexpected events and long-term liabilities. The City needs to position itself to handle future economic uncertainties without paralyzing operations. It also needs to be able to fully fund long term obligations for other post employment benefits and supplementary retirement plans so that these staggering unfunded liabilities do not detract from providing municipal services in the future.

Strategy N-1: Improve the City's financial stability by implementing a two year budget cycle and ensuring that each fiscal year's budget is balanced.

Short Term Objectives:

- Starting with 2015-2016, go to a two-year budget approval, to be updated annually.
- Adopt a two-year balanced budget annually and do not rely on potential savings to close the "gap" at year end.
- Do not spend more than is necessary; use budget savings to build up General Fund reserves.
- Continue the "soft" hiring freeze; although positions may be in the budget, senior management will review operations with the City Manager to see if duties can be assigned to existing staff and demonstrate that position is essential before being authorized to be filled when vacated.
- Continue to evaluate new ways to deliver municipal services in a more cost-effective manner.
- Consider eliminating non-essential community services that run deficits and require use of General Fund resources.
- Consider service-sharing with other communities when mutually beneficial.
- Review and increase as many "Master Fee" revenues as possible annually to ensure maximum cost recovery is being obtained.

Measures of Success:

- Staff presents, and the City Council adopts, a balanced two-year budget each year.
- Not exceeding adopted appropriations in any given fiscal year.
- Increased General Fund reserves.

Strategy N-2: Ensure the City achieves long-term fiscal sustainability.

Short Term Objectives:

- Consider local tax measures, such as updating the Business License tax to ensure inclusion of residential rental properties and/or raising the minimum Business Licenses tax.
- Continue to work with the City Council and the Executive Management team to determine appropriate staffing models and expenditure plans, based on our recurring revenue projections.

Measures of Success:

- Council to determine if and when to go to the electorate with any tax measures.
- Staff presents, and the City Council adopts, a balanced two-year budget each year.

Strategy N-2: Ensure financial records and reports are accurate, reliable, and timely, including the Comprehensive Annual Financial Report (CAFR) and other financial statements, monthly budget status updates provided electronically to the City Manager and Council, and quarterly budget updates posted to the City's website.

Short Term Objectives:

- Complete all financial statements and audits within six months of fiscal year end.
- Receive unqualified audit opinions on financial reports issued.
- Receive GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Update quarterly budget facts and post to City's website within 30 days of quarter end.
- Provide electronic monthly budget updates to the City Manager and Council.
- Complete all required quarterly grant reporting by due dates as well as any other outside agency financial reports required/requested.
- Adopt City's two-year budget by June 30th each fiscal year.

Measures of Success:

- Meeting all reporting deadlines (both external and internal).
- Receiving unqualified audit opinions.
- Receiving GFOA award.
- Adopting budget by June 30th.

Long Term Goal O: Information Systems Services. Provide efficient and reliable Information Systems (IS) support for all City operations and communications.

Information Systems provides the technological backbone for all City operations and communications within the City government, and maintains the City's ability to communicate with the community and the world. IS staff also provides outstanding interactive services that are available to the community, enhanced and supported by efficient and cost effective information technology.

Strategy O-1: Enhance the City's overall data security environment.

Short Term Objectives:

- Complete network security assessment.
- Generate network security assessment report.
- Implement findings from security assessment report.

Measures of Success:

- Improved monitoring of network activity.
- Stopping and/or detecting possible network attacks.

Strategy O-2: Continue equipment replacement efforts.

Short Term Objectives:

- Replace aging server hardware and software.
- Replace aging desktop hardware and software.

Measures of Success:

- Reduced or eliminated the possibility of catastrophic hardware failure.
- Increased systems uptime.

Strategy O-3: Implement organization wide server and desktop virtualization to provide the ability to run multiple servers or desktops on a single piece of hardware and thereby increase efficiencies.

Short Term Objectives:

- Include additional servers.
- Virtualize users desktops.

Measures of Success:

- Improved disaster recovery.
- More efficient use of Information Systems staff.
- Efficient use of technology.

Strategy O-4: Enhance data backup/archive enhancements and efficiencies.

Short Term Objectives:

- Increase the size of the current disk to disk backup system.
- Reduce the number of archive tapes.

Measures of Success:

- Increase the number of days to recover deleted or corrupt files from disk or back-up system.
- Decreased staff time on system back-up functions.

Strategy O-5: Improve support of Public, Education, and Government (PEG) broadcasting.

Short Term Objectives:

- Create a partnership with Contra Costa TV to support the City's PEG initiatives.
- Assist Antioch Unified School District with their PEG initiatives.
- Bring quality local broadcasts to the PEG channel.

Measures of Success:

- Enhanced control over the City's Comcast and AT&T U-verse PEG channels.
- Improved programming and public announcements on the City's PEG channels.

Strategy O-6: Increased use of surveillance cameras throughout the City to assist Police, Code Enforcement and Public Works deployment efficacy.

Short Term Objectives:

- Add cameras to key locations throughout the City.

Measures of Success:

- Improved deployment of resources.
- Reduction of illegal activities.
- Improved public wellbeing.

Conclusion:

The City of Antioch has weathered a severe financial storm over the last few years. Tough decisions have been made. Severe reductions in revenues to the City necessitated severe cuts to staffing and City service levels. Now that the economy is improving, revenues are increasing and the electorate passed Measure C with over 68% of the vote. The Police Department and Code Enforcement are growing to meet critical needs, but the City is still under significant financial distress, as revenues are still not sufficient to provide the level of City services that the people of Antioch should have. As we look a few years ahead, the City is projecting a structural deficit of about \$2.7 million in fiscal year 2016-2017. This level of deficit spending is not sustainable. This issue must be addressed or the City will deplete all general fund reserves within a few short years.

In the longer term, Antioch is well positioned to take advantage of improvements in the Bay Area economy, which has generally improved. The completion of the State Route 4 widening and the e-BART station will help support jobs and housing in Antioch. In addition, the annexation of over 500 acres along the northeast shoreline provides an area where commercial and industrial development can produce local jobs, as well as property and sales tax.

This Strategic Management Plan is designed to optimize the City's limited resources to maximize the quality of services to the community, reduce costs where possible and to increase revenues going forward. Implementing the goals, strategies and objectives contained in the plan will greatly enhance the quality of services to the community, stimulate the local economy and improve the quality of life in Antioch.



**EAST COUNTY REGIONAL GROUP
FIRST 5 CONTRA COSTA
NOVEMBER 21, 2015**

WHEREAS, The East County Regional Group, sponsored by First 5 Contra Costa, is a volunteer group of community members who advocate for healthy, safe, and family friendly communities; and

WHEREAS, For the past 7 years, the East County Regional Group and First 5 Contra Costa have been fundamental partners in providing low-cost sports classes to over 750 low-income Antioch children; and

WHEREAS, In the past 2 years, the East County Regional Group, First 5 Contra Costa, and Healthy & Active Before 5 conducted a citywide parks assessment to understand the suitability of Antioch parks for young children; and

WHEREAS, The East County Regional Group is part of an advocacy team to improve Antioch parks and increase park use by low-income children and their families; and

WHEREAS, Having access to safe, usable parks and playgrounds is important to children's health and development; and

WHEREAS, The East County Regional Group helped inform and advocate for a new all-abilities playground structure at Contra Loma Estates park; and

WHEREAS, The East County Regional Group and First 5 Contra Costa are an important voice for optimal childhood development, equity, and resident leadership.

NOW, THEREFORE, I, WADE HARPER, Mayor of the City of Antioch, do hereby congratulate and thank the EAST COUNTY REGIONAL GROUP, FIRST 5 CONTRA COSTA, and their partners for their unwavering commitment to the Antioch community and I call upon all citizens and civic organizations to recognize and thank the East County Regional Group and First 5 Contra Costa for all they have provided to children in Antioch for the past fifteen years.

NOVEMBER 24, 2015

WADE HARPER, Mayor

CITY COUNCIL MEETING

Regular Meeting
7:00 P.M.

November 10, 2015
Council Chambers

6:15 P.M. - CLOSED SESSION

- 1. CONFERENCE WITH LABOR NEGOTIATORS** – This Closed Session with the City's Labor Negotiators is authorized by California Government Code section 54957.6; City designated representatives: Michelle Fitzer, Denise Haskett and Glenn Berkheimer; Employee organization: Public Employees Union Local 1.

Interim City Attorney Cole reported the City Council had been in Closed Session and gave the following report: **#1 CONFERENCE WITH LABOR NEGOTIATORS**, Direction was given to the Labor Negotiators.

Mayor Harper called the meeting to order at 7:08 P.M., and City Clerk Simonsen called the roll.

Present: Council Members Wilson, Ogorchock, Tiscareno, Rocha and Mayor Harper

PLEDGE OF ALLEGIANCE

Mayor Harper led the Council and audience in the Pledge of Allegiance.

Mayor Harper announced the City Council was wearing purple in recognition of Alzheimer's Awareness Month.

1. PROCLAMATION

50th Anniversary of the First Baptist Head Start Program, November 19, 2015

On motion by Councilmember Rocha, seconded by Councilmember Tiscareno, the Council unanimously approved the Proclamation.

Councilmember Rocha presented the *First Baptist Head Start Program* proclamation to Ken Grey who invited the community to the 50th Anniversary Celebration of First Baptist Head Start from 5:30 P.M. to 7:30 P.M. on November 19, 2015, at the First Baptist Head Start Administrative Offices in Pittsburg.

ANNOUNCEMENTS OF CIVIC AND COMMUNITY EVENTS

William Dee, representing Antioch Police Officer Association (APOA), announced in cooperation with the Antioch Police Department, they were hosting a Holiday Food Drive for families in need. Contact information was provided for anyone wishing to make a monetary donation.

Nancy Kaiser announced the Antioch Recreation Department had organized a series of workshops and seminars at the Antioch Senior Center throughout November 2015 about

Alzheimer's awareness. She stated the next workshop would be held November 12, 2015 and the entire schedule was available on the City's website. In cooperation with Janet Costa and the East Bay Regional Group, they announced the Contra Loma Estates Park ribbon-cutting event would take place from 10:00 A.M. – 12:00 P.M. on November 21, 2015. Ms. Costa thanked staff for participating in the park improvements and encouraged residents to join their efforts to continue to improve the area.

Tim Becker, Antioch resident and volunteer on the Contra Costa County Council of Homelessness, announced the Landlord Engagement Access and Placement Program (LEAP) helped landlords house homeless Veterans and he requested the City Council support their efforts to provide the public with information on the program.

Mayor Harper thanked Mr. Becker for providing outreach to homeless Veterans.

Martha Parsons and Joy Motts announced the Veteran's Day ceremonies and parade would begin at 9:30 A.M. on November 11, 2015 at the Antioch Marina. They recognized sponsors and thanked staff for their assistance in coordinating the event.

Mayor Harper thanked Martha Parsons and Joy Motts for organizing the Veteran's Day event. He announced the Antioch High School Panther's undefeated football team would be participating in the parade.

Councilmember Ogorchock invited the community to a presentation by BART Director Joel Keller at 7:00 P.M. on Dec 1, 2015 at the Antioch Community Center.

Mayor Harper stated Councilmember Tiscareno represented the City on various transportation committees and he could be contacted regarding transportation questions.

Councilmember Rocha announced Golden Hills Church was hosting a free Thanksgiving dinner from 10:30 A.M. – 2:00 P.M. on November 26, 2015 at the Veterans Memorial Hall.

PUBLIC COMMENTS

Bob Brown, Antioch resident, stated his company provided fire protection services to many public entities and informed Council his costs for services were increasing as much as 30% due to the current prevailing wage structure. He expressed concern that some school districts would not be able to afford to make necessary upgrades and requested Council be the voice of small business regarding how the current pay grade was affecting safety in the community.

ANNOUNCEMENTS OF BOARD AND COMMISSION OPENINGS

City Clerk Simonsen announced the following Board and Commission openings:

- *Economic Development Commission: One (1) vacancy*
- *Planning Commission: Two (2) vacancies*

He noted those who applied in the past would need to reapply. He reported applications would be available in Council Chambers, online at the City's website and at the City Clerk's and Deputy City Clerks offices.

COUNCIL SUBCOMMITTEE REPORTS

Councilmember Ogorchock reported on her attendance at the East County Water Management Association meeting.

Councilmember Tiscareno announced the ECCRFFA and State Route 4 meeting would be held on November 12, 2015.

Councilmember Rocha reported on her attendance at the Tri-Delta Transit meeting and announced the Pittsburg BART station ribbon-cutting ceremony would be held at 2:30 P.M. on November 12, 2015.

MAYOR'S COMMENTS

Mayor Harper invited the community to attend the Veteran's Day event and announced the next Antioch High School Panthers football game would be on November 20, 2015 at Antioch High School.

2. COUNCIL CONSENT CALENDAR

A. APPROVAL OF COUNCIL MINUTES FOR OCTOBER 27, 2015

B. APPROVAL OF COUNCIL WARRANTS

C. REJECTION OF CLAIM

1. Robert Vaughn

D. APPROVAL OF TREASURER'S REPORT FOR SEPTEMBER 2015

E. APPROVAL OF AN AMENDMENT TO THE CONSULTING SERVICES AGREEMENT WITH PECKHAM AND MCKENNEY FOR THE CITY ATTORNEY RECRUITMENT, AND AUTHORIZING THE CITY MANAGER TO EXECUTE THE AMENDMENT

F. RESOLUTION NO. 2015/83 FINAL ACCEPTANCE OF 2015 PAVEMENT MAINTENANCE, RUBBERIZED CAPE SEAL PROJECT (P.W. 328-8)

G. CONSULTANT SERVICE AGREEMENT FOR THE CATHODIC PROTECTION ASSESSMENT (P.W. 321-1)

On motion by Councilmember Ogorchock, seconded by Councilmember Tiscareno, the City Council unanimously approved the Council Consent Calendar.

PUBLIC HEARING

3. BLACK DIAMOND RANCH UNIT 4 – PRELIMINARY DEVELOPMENT PLAN

Director of Community Development Ebbs introduced the item and Project Planner Paul Junker presented the staff report dated November 10, 2015 recommending the City Council provide feedback to the applicant, Discovery Builders, and staff regarding the proposal for Black Diamond Ranch Unit 4 and provide direction to the applicant for the Final Development Plan submittal.

In response to Council, Director of Community Development Ebbs stated as conditioned this project was close to meeting the City's hillside development guidelines and it would offer a minor precedents; however, this situation could not be replicated elsewhere in the City.

Mayor Harper opened the public hearing.

Louis Parsons, representing Discovery Builders, thanked staff for the thorough report. He gave an overview of the site plan and explained the access proposed for the hillside development offered the least amount of grading. He stated the lots on the knoll would be consistent with the guidelines as far as customizing them to be sensitive to the topography. He noted they were in agreement with the staff report recommendations and were looking for an opportunity to move forward with a formal application. He stated he would appreciate the City Council's consideration of their preliminary development plan.

In response to Council, Mr. Parsons stated they had disclosed the potential for hilltop development to residents in the adjacent residential development. He noted they had conducted a community meeting on this proposal and based on Council's direction, would do so again through the final development process.

In response to Mayor Harper, Director of Community Development Ebbs clarified when the subdivision was approved it required the hillside be dedicated to the City as open space; however, in 2005, Council approved the property owner's request for relief from that requirement and as a result, it opened the door for potential applications.

Darcy Johnson, speaking on behalf of the residents of Torgensen Court, provided photos of the area to the City Council. She stated they were opposed to accessing hilltop homes from Torgensen Court noting available space for a private road insufficient. She informed Council she had purchased premium lot, in a cul-de-sac and not on a through street. She stated she could support 1-2 houses at the end of the cul-de-sac and the infill development on Countryside Road. She stated she did not believe the plan, as presented, was a viable option.

City Clerk Simonsen announced on the dais and in Council Chambers were copies of an email with an attachment received from Mark Gallagher.

Juan Pablo Galvan, representing Save Mount Diablo, stated he opposed this project as it was intended to be dedicated open space. He believed there was a City resolution stating that it should revert to open space should the first development proposal for this site, be denied by the

City. He stated there were potential houses in south Antioch that would have a precedent set for them depending on decisions to support this project. He encouraged the City to adhere to hillside development ordinance and stated if anything were built on the land, there should be a specific public benefit component in place prior to the residential portion of the project being built.

Mark Gallagher, Antioch resident, stated he had presented his comments in writing and gave a brief overview of his concerns regarding the preliminary development plan. He reported he was not on the distribution list for notification regarding this project and suggested residents of Torgensen Court be kept informed.

Keith Johnson, Antioch resident, stated when he purchased his home, he was informed of the potential for development on the hill; however, he was told there would be a wide buffer. He noted hillside access through the cul-de-sac would produce a considerable increase in the impacts to his neighborhood. He stated he hoped the hillside was developed with a reasonable approach and suggested possible access through the City of Pittsburg.

In response to Councilmember Tiscareno, Mr. Parsons stated from an access and engineering standpoint, it would be possible to bring a roadway in from Pittsburg; however, the matter of providing utilities to the area would need to be discussed with engineering staff. He concurred with the residents regarding the limitation of space for the access road and explained feasibility would be worked out with the final development plan. He mentioned pedestrian access to the private drive could be considered; however, it would be challenging due to the steepness of the hill.

Mayor Harper closed the public hearing.

Councilmember Ogorchock stated she was opposed to grading and houses on the hillside. She emphasized residents purchased homes on premium lots in the cul-de-sac; therefore, no homes should be placed behind them. She mentioned she had received several emails expressing concerns regarding the preliminary development plan and she did not believe adequate community outreach had been conducted.

In response to Councilmember Wilson, Director of Community Development Ebbs stated he would research whether this property was required to revert back to open space when the initial proposal was denied.

Councilmember Rocha stated she was not opposed to housing along the perimeter; however, she could not support the hillside development.

Councilmember Tiscareno stated he would be willing to listen to a proposal that addressed the residents' concerns.

Mayor Harper thanked the community for coming forward and the developer for the proposal. He suggested, in the future, developers present projects that conformed to the City's General Plan. He stated he did not support converting the cul-de-sac into a through street; however, he could

support 1-2 homes on Torgensen Court. He suggested the developer approach the City of Pittsburg regarding access to the hillside.

Mayor Harper declared a recess at 8:39 P.M. The meeting reconvened at 8:48 P.M. with all Councilmembers present.

COUNCIL REGULAR AGENDA

4. APPROVAL OF A TRAP NEUTER RETURN (TNR) PROGRAM FOR DOWNTOWN ANTIOCH

City Manager Duran presented the staff report dated November 10, 2015 recommending the City Council adopt a resolution approving the Rivertown Community Cats Managed Colony Program Agreement (Agreement) with the Homeless Animal Response Program (HARP) for the purpose of implementing a Trap Neuter Return (TNR) Program for Downtown Antioch.

Susan Smith and Karen Kops, representing HARP, thanked staff for working with them to develop the TNR program and urged the City Council to adopt the resolution approving the agreement.

Chief Cantando stated the appeal process was at the discretion of the City Council.

Following discussion, Councilmember Tiscareno suggested striking the appeal process and the stipulation that HARP would not be responsible for abandoned cats, from the agreement.

Mayor Harper commented Antioch was the only City in the County with an Animal Shelter dedicated to helping the animals. He thanked HARP for partnering with the City and for the services they provided in the community.

Holly Cuciz, reported she participated in meetings with City Manager Duran and spoke in support of approving the TNR agreement.

A motion was made by Councilmember Ogorchock, seconded by Councilmember Rocha, to adopt the resolution with the following change: Amending the last sentence on page 2, paragraph 7 to read: "If no group is recruited, HARP will continue to manage the colonies during the appeal period." Following discussion, the maker of the motion and second amended the motion as follows:

RESOLUTION NO. 2015/84

On motion by Councilmember Ogorchock, seconded by Councilmember Rocha, the City Council unanimously adopted a resolution approving the Rivertown Community Cats Managed Colony Program Agreement (Agreement) with the Homeless Animal Response Program (HARP) for the purpose of implementing a Trap Neuter Return (TNR) Program for Downtown Antioch with the following revisions:

- Striking from the agreement page 1, paragraph 5 - ~~"HARP will not be responsible for abandoned cats in Rivertown unless resources are available."~~

- Striking from the agreement page 2, paragraph 7 Compliance - ~~“This cancellation can be appealed with a neutral party as determined by the city. During this appeal the city will recruit another rescue group. If not group is recruited, HARP will continue to manage the colonies during the appeal period.”~~

5. STRATEGIC PLAN UPDATE AND STATUS REPORT

City Manager Duran presented the staff report dated November 10, 2015, recommending the City Council review the Draft Strategic Plan Update and Status Report, discuss the Draft, and provide staff with a check list of possible changes to be brought back to the City Council for consideration.

Following discussion, the Council agreed that it would be beneficial to bring this item back in a Study Session/Workshop format.

City Manager Duran suggested Council members with input for possible changes provide that information to him via email so that it could be included as part of the discussion.

Councilmember Rocha explained the importance of the public providing input into transportation priorities particularly with regards to ferry service for East County.

Council continued this item to the next City Council meeting, to be brought back as a workshop item.

6. POLICY DISCUSSION ON USE OF ONE-TIME REVENUES AND ANNUAL SALARY SAVINGS

City Manager Duran presented the staff report dated November 10, 2015, recommending the City Council discuss and direct staff regarding the use of “one-time” revenues and annual salary savings.

Ralph Hernandez, Antioch resident, supported the City Council utilizing one-time funds to pay down the City’s unfunded liabilities. He suggested part of those funds be used to hire additional sworn police officers and background investigators.

Councilmember Wilson suggested a portion of one-time funds be placed into an interest bearing account.

Finance Director Merchant provided an overview of the City’s unfunded liabilities.

Following discussion, the City Council supported a policy directing a minimum 50% of one-time revenues going toward the City’s unfunded liabilities and maintaining the General Fund Reserve at a minimum of 15%.

Mayor Harper commented Council supported aggressive recruitment efforts for the Antioch Police Department and the City budgeted for those positions.

A motion was made by Councilmember Rocha, seconded by Councilmember Tiscareno, to approve a policy whereby a minimum of 50% of “one-time” revenues and annual salary savings be allocated to pay the City’s unfunded liability. Following discussion, the motion was amended as follows:

On motion by Councilmember Rocha, seconded by Councilmember Tiscareno, the City Council unanimously approved a policy whereby a minimum of 50% of “one-time” revenues and annual salary savings be allocated to pay the City’s unfunded liability with the priority being police supplementary retirement plan.

PUBLIC COMMENTS

Ralph Hernandez, Antioch resident, expressed concern for the crime rate in Antioch and the shortage of Antioch Police Department personnel.

STAFF COMMUNICATIONS

City Manager Duran reported on his attendance at the Mayor’s Conference.

COUNCIL COMMUNICATIONS

Councilmember Tiscareno reported on his attendance at a Golf Disc presentation in Walnut Creek and suggested Antioch could consider installing a course in the future.

Councilmember Ogorchock reported on her attendance at the Eagle Scout Court of Honor, Mayor’s Conference, Town Hall meeting with Congressman DeSaulnier and Alzheimer’s event. She recognized Gina Gravert and Director of Park and Recreation Kaiser for organizing the Alzheimer’s events at the Senior Center.

Councilmember Wilson reported on her attendance at the Youth Ecology Corps Regional Meeting, Kimball Elementary Pumpkin Run, Dallas Ranch Middle School Haunted House, Veteran’s Event at Holy Rosary, Neighborhood Cleanup, and the Health Wealth Initiative Stakeholder Meeting.

Mayor Harper reported on his attendance at the Mayor’s conference. He commented the Council cared about the safety of the community and was aggressively hiring police officers. He encouraged everyone to participate in honoring Veteran’s on Veteran’s Day.

ADJOURNMENT

With no further business, Mayor Harper adjourned the meeting at 9:56 P.M. to the next regular Council meeting on November 24, 2015.

Respectfully submitted:

Kitty Eiden
KITTY EIDEN, Minutes Clerk

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

100 General Fund

Non Departmental

359437 DELTA DENTAL	PAYROLL DEDUCTIONS	365.22
359439 DIVISION OF STATE ARCHITECT	SB1186 REMITTANCE	581.70
359490 PMC	CONSULTANT SERVICES	2,475.00
359504 SST HOSPITALITY	DEPOSIT REFUND	307.38
359556 DEPT OF CONSERVATION	QTR3 2015 REMITTANCE	4,812.99
359607 SUNRUN INC	CBSC FEE REFUND	11.70

City Attorney

359493 RAY MORGAN COMPANY	COPIER USAGE	135.00
359616 WESTAMERICA BANK	COPIER USAGE	78.95
925585 SHRED IT INC	SHRED SERVICES	47.25

City Manager

359423 CA SHOPPING CART RETRIEVAL CORP	SHOPPING CART RETRIEVAL	426.00
359478 NATURES BOUNTY	MEETING EXPENSE	103.67
359493 RAY MORGAN COMPANY	COPIER USAGE	135.00
359616 WESTAMERICA BANK	COPIER USAGE	78.95
925600 KARSTE CONSULTING INC	PROFESSIONAL SERVICES	2,310.00

City Clerk

359493 RAY MORGAN COMPANY	COPIER USAGE	135.00
359553 COUNTRY INN AND SUITES	LODGING-GARCIA	361.68
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	612.26
359561 EIDEN, KITTY J	MINUTES CLERK	1,008.00
359616 WESTAMERICA BANK	COPIER USAGE	78.95

City Treasurer

359565 GARDA CL WEST INC	ARMORED CAR PICK UP	246.66
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Human Resources

359446 FEDEX	SHIPPING	44.32
359493 RAY MORGAN COMPANY	COPIER USAGE	410.56
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	612.26
359577 JACKSON LEWIS LLP	PROFESSIONAL SERVICES	236.00
359590 OFFICE MAX INC	OFFICE SUPPLIES	41.80
359616 WESTAMERICA BANK	COPIER USAGE	250.02
925585 SHRED IT INC	SHRED SERVICES	47.27

Economic Development

359475 MUNICIPAL RESOURCE GROUP LLC	PROFESSIONAL SERVICES	2,718.80
359493 RAY MORGAN COMPANY	COPIER USAGE	135.00
359616 WESTAMERICA BANK	COPIER USAGE	78.95

Finance Administration

359493 RAY MORGAN COMPANY	COPIER USAGE	301.62
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	612.26
359590 OFFICE MAX INC	OFFICE SUPPLIES	9.27
359616 WESTAMERICA BANK	COPIER USAGE	250.02

Finance Accounting

359604 STATE OF CALIFORNIA	FINGERPRINTING	64.00
925585 SHRED IT INC	SHRED SERVICES	47.27

Prepared by: Georgina Meek
 Finance Accounting

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

925587 SUNGARD PUBLIC SECTOR INC	ASP SERVICE	20,856.25
Finance Operations		
359493 RAY MORGAN COMPANY	COPIER USAGE	389.98
359494 RED LION HOTEL	LODGING-JOHNSEN	219.85
359514 UNITED PARCEL SERVICE	WEEKLY PRINTER SERVICE FEE	4.00
359515 UNITED STATES POSTAL SERVICE	PO BOX SERVICE FEES	666.00
359616 WESTAMERICA BANK	COPIER USAGE	350.36
Non Departmental		
359421 BRISBIN TRUSTEE, MICHAEL	BUS LIC OVERPAYMENT REFUND	100.00
359476 MUNISERVICES LLC	SUTA AUDIT SERVICES	16,887.49
359487 PAMS PHOTOGAMIS	BUS LIC OVERPAYMENT REFUND	100.00
359491 PERS	PAYROLL DEDUCTIONS	559.37
359518 WAGeworks	PAYROLL DEDUCTIONS	108.00
359545 COMPASS CAREER COUNSELING	BUS LIC HOUP FEE REFUND	112.50
925588 RETIREE	MEDICAL AFTER RETIREMENT	1,685.66
Public Works Maintenance Administration		
359480 NEXTEL SPRINT	CELL PHONE	58.56
359493 RAY MORGAN COMPANY	COPIER USAGE	65.96
359590 OFFICE MAX INC	OFFICE SUPPLIES	142.73
359616 WESTAMERICA BANK	COPIER USAGE	22.50
Public Works General Maintenance Services		
359493 RAY MORGAN COMPANY	COPIER USAGE	175.89
359616 WESTAMERICA BANK	COPIER USAGE	60.00
Public Works Street Maintenance		
359445 FASTENAL CO	SUPPLIES	251.63
359480 NEXTEL SPRINT	CELL PHONE	57.57
359483 OMEGA INDUSTRIAL SUPPLY	SUPPLIES	2,180.57
359491 PERS	PAYROLL DEDUCTIONS	2,143.35
359614 VERIZON WIRELESS	DATA USAGE	38.01
Public Works-Signal/Street Lights		
359431 CONTRA COSTA COUNTY	TRAFFIC SIGNAL MAINTENANCE	45,340.82
359486 PACIFIC GAS AND ELECTRIC CO	ELECTRIC	511.35
925580 ICR ELECTRICAL CONTRACTORS	ELECTRICAL SERVICES	11,562.00
925598 ICR ELECTRICAL CONTRACTORS	ELECTRICAL SERVICES	1,313.95
Public Works-Striping/Signing		
204287 STAPLES	SUPPLIES	40.61
359402 ACE HARDWARE, ANTIOCH	CONCRETE SCREWS	32.34
359466 MANERI SIGN COMPANY	PARK SIGNS	2,930.59
359480 NEXTEL SPRINT	CELL PHONE	57.57
359496 RIGEL PRODUCTS AND SERVICE	REPAIR PARTS	350.29
359547 CONTRA COSTA COUNTY	RADIO PROGRAMMING	240.00
359599 PRINT CLUB	MAGNETIC SIGNS	308.47
359614 VERIZON WIRELESS	DATA USAGE	38.01
Public Works-Facilities Maintenance		
359519 WESCO RECEIVABLES CORP	SUPPLIES	212.75
359527 AMERICAN PLUMBING INC	PLUMBING SERVICES	155.89

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CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

359530	ANTIOCH GLASS	WINDOW REPLACEMENT	4,999.83
359536	BAY CITIES PYROTECTOR	ALARM SERVICES	555.00
359614	VERIZON WIRELESS	DATA USAGE	38.01
925578	GRAINGER INC	SUPPLIES	87.00
Public Works-Parks Maint			
204288	FURBER SAW INC	SUPPLIES	58.56
359408	AMERICAN PLUMBING INC	PLUMBING SERVICES	509.65
359411	ANCHOR CONCRETE CONSTRUCTION	CONCRETE REPAIR	3,600.00
359469	MIRACLE PLAY SYSTEMS INC	PLAYGROUND EQUIPMENT	752.24
359508	STEWARTS TREE SERVICE INC	TREE SERVICES	2,025.00
Public Works-Median/General Land			
359434	CROP PRODUCTION SERVICES INC	CHEMICALS	4,079.60
359452	HORIZON	IRRIGATION SUPPLIES	648.36
359501	SILVA LANDSCAPE	LANDSCAPE SERVICES	3,420.00
359521	EDD	UNEMPLOYMENT CLAIMS	138.00
925582	JOHN DEERE LANDSCAPES PACHECO	SPRINKLER/CONNECTORS	644.35
Public Works-Work Alternative			
359480	NEXTEL SPRINT	CELL PHONE	50.77
Police Administration			
204482	STAPLES	SUPPLIES	27.24
359405	ACOSTA, ARTHUR J	EXPENSE REIMBURSEMENT	89.41
359407	ALL PRO PRINTING SOLUTIONS	FORMS	270.21
359413	ARROWHEAD 24 HOUR TOWING INC	TOWING SERVICES	180.00
359415	ASR - BRICKER MINCOLA	UNIFORMS	4,819.99
359424	CANTANDO, ALLAN J	TRAINING PER DIEM	155.00
359428	CLEMENTI, MARK A	PROFESSIONAL SERVICES	1,250.00
359432	CCC POLICE CHIEFS ASSOC	WORKSHOP-CANTANDO	231.03
359443	ED JONES CO INC	BADGES	1,867.35
359446	FEDEX	SHIPPING	29.17
359448	FUHRMANN, THOMAS J	EXPENSE REIMBURSEMENT	27.24
359451	HILTON	LODGING-PERKINSON	715.95
359456	INN AT THE TIDES, THE	LODGING-CANTANDO	680.43
359458	KETCHUM JR, HAROLD	REPORT FEE REFUND	22.00
359462	LC ACTION POLICE SUPPLY	SUPPLIES	4,127.80
359463	LEADERSHIP PERSPECTIVES	TUITION-MCDONALD	400.00
359465	MALSOM, STACEY K	EXPENSE REIMBURSEMENT	158.51
359472	MOREFIELD, ANTHONY W	EXPENSE REIMBURSEMENT	161.52
359479	NET TRANSCRIPTS	TRANSCRIPTION SERVICES	1,915.31
359482	OFFICE MAX INC	OFFICE SUPPLIES	3,324.49
359489	PITNEY BOWES INC	POSTAGE MACHINE RENTAL	331.35
359493	RAY MORGAN COMPANY	COPIER USAGE	2,099.06
359514	UNITED PARCEL SERVICE	SHIPPING	10.84
359525	ALL PRO PRINTING SOLUTIONS	CITATION FORMS	2,777.87
359532	ASR - BRICKER MINCOLA	UNIFORM	492.66
359543	COMCAST	CABLE SERVICES	45.54
359546	CONTRA COSTA COUNTY	ACADEMY TRAINING	8,770.00

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CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

359552 COSTCO	SUPPLIES	169.50
359554 CSI FORENSIC SUPPLY	SUPPLIES	606.14
359557 DIABLO VALLEY EMBOSSING INC	BUSINESS CARDS	1,131.83
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	612.26
359567 GONZALEZ, ADRIAN E	EXPENSE REIMBURSEMENT	36.85
359586 NISSEN, TARRA L	EXPENSE REIMBURSEMENT	104.40
359603 SMITH, RICHARD A	EXPENSE REIMBURSEMENT	22.50
359609 THIRD DEGREE COMMUNICATIONS	TUITION-SMITH	225.00
359616 WESTAMERICA BANK	COPIER USAGE	1,642.05
925581 IMAGE SALES INC	ID CARD	17.86
925583 MOBILE MINI LLC	PORTABLE STORAGE CONTAINERS	358.30
925585 SHRED IT INC	SHRED SERVICES	316.04
925599 IMAGE SALES INC	ID CARD	31.22
Police Prisoner Custody		
359493 RAY MORGAN COMPANY	COPIER USAGE	31.59
359616 WESTAMERICA BANK	COPIER USAGE	151.33
Police Community Policing		
204479 CITY OF ANTIOCH	EXPENSE REIMBURSEMENT	35.50
204480 CITY OF ANTIOCH	EXPENSE REIMBURSEMENT	62.25
359467 MEADS, ROBERT P	MEAL/MILEAGE REIMBURSEMENT	30.50
359471 MOORE K9 SERVICES	K9 TRAINING	800.00
359521 EDD	UNEMPLOYMENT CLAIMS	600.00
359573 HYNES, MARTIN P	MILEAGE REIMBURSEMENT	46.00
359588 OCCUPATIONAL HEALTH CENTERS	EXAM SERVICES	1,985.00
925578 GRAINGER INC	SUPPLIES	402.96
Police Investigations		
204479 CITY OF ANTIOCH	EXPENSE REIMBURSEMENT	60.00
204480 CITY OF ANTIOCH	EXPENSE REIMBURSEMENT	30.00
359454 IN CUSTODY TRANSPORTATION INC	PRISONER TRANSPORT	298.00
359493 RAY MORGAN COMPANY	COPIER USAGE	798.90
359616 WESTAMERICA BANK	COPIER USAGE	607.78
Police Special Operations Unit		
359511 TOYOTA FINANCIAL SERVICES	2015 TOYOTA SIENNA	887.98
Police Communications		
359544 COMCAST	CONNECTION SERVICE	334.93
359547 CONTRA COSTA COUNTY	RADIO SERVICES	7,500.00
359566 GLOBALSTAR	SATELITE PHONE	89.27
359596 PACIFIC TELEMAGEMENT SERVICES	LOBBY PAY PHONE	78.00
Police Facilities Maintenance		
359403 ACME SECURITY SYSTEMS	DOOR READER REPAIR	427.50
359481 NEXTEL SPRINT	CELL PHONE	3,341.73
Community Development Administration		
359493 RAY MORGAN COMPANY	COPIER USAGE	428.14
359616 WESTAMERICA BANK	COPIER USAGE	227.38
Community Development Land Planning Services		
359417 BAY AREA NEWS GROUP	LEGAL AD	198.00

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 Finance Accounting

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

359474 MUNICIPAL POOLING AUTHORITY	TESTING PROGRAM	467.57
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	1,012.26
359561 EIDEN, KITTY J	MINUTES CLERK	84.00
CD Code Enforcement		
359480 NEXTEL SPRINT	CELL PHONE	129.18
359493 RAY MORGAN COMPANY	COPIER USAGE	112.05
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	1,012.26
359568 GRAHAM, RYAN M	EXPENSE REIMBURSEMENT	65.37
359576 INTERWEST CONSULTING GROUP INC	PROFESSIONAL SERVICES	720.00
359616 WESTAMERICA BANK	COPIER USAGE	175.26
PW Engineer Land Development		
359480 NEXTEL SPRINT	CELL PHONE	171.64
359493 RAY MORGAN COMPANY	COPIER USAGE	292.42
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	1,012.26
359614 VERIZON WIRELESS	DATA USAGE	76.02
359616 WESTAMERICA BANK	COPIER USAGE	686.14
Community Development Building Inspection		
359480 NEXTEL SPRINT	CELL PHONE	62.96
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	1,012.25
359590 OFFICE MAX INC	OFFICE SUPPLIES	149.26
359607 SUNRUN INC	TECH FEE REFUND	234.38
Capital Imp. Administration		
204395 ISINGS CULLIGAN	WATER DISPENSER	42.00
359493 RAY MORGAN COMPANY	COPIER USAGE	129.74
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	612.26
359614 VERIZON WIRELESS	DATA USAGE	38.01
359616 WESTAMERICA BANK	COPIER USAGE	108.50
Community Development Engineering Services		
204396 WINCO	SUPPLIES	11.06
359480 NEXTEL SPRINT	CELL PHONE	58.56
359493 RAY MORGAN COMPANY	COPIER USAGE	125.92
359616 WESTAMERICA BANK	COPIER USAGE	105.31
212 CDBG Fund		
CDBG		
359417 BAY AREA NEWS GROUP	LEGAL AD	126.90
359535 BAY AREA LEGAL AID	CDBG SERVICES	5,494.57
359541 CITY DATA SERVICES LLC	CDBG SERVICES	1,050.00
359551 CCC SENIOR LEGAL SERVICES	CDBG SERVICES	2,642.70
359576 INTERWEST CONSULTING GROUP INC	PROFESSIONAL SERVICES	5,040.00
359591 OMBUDSMAN SERVICES OF CCC	CDBG SERVICES	892.91
359594 OPPORTUNITY JUNCTION	CDBG SERVICES	12,499.94
925597 HOUSE, TERI	CONSULTING SERVICES	8,417.50
213 Gas Tax Fund		
Streets		
359431 CONTRA COSTA COUNTY	TRAFFIC SIGNAL MAINTENANCE	48,757.94
359486 PACIFIC GAS AND ELECTRIC CO	ELECTRIC	190.08

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CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

214 Animal Control Fund

Animal Control

359441 EAST BAY VETERINARY EMERGENCY	VETERINARY SERVICES	880.62
359442 EAST HILLS VETERINARY HOSPITAL	VETERINARY SERVICES	833.49
359477 MWI VETERINARY SUPPLY CO	VETERINARY SUPPLIES	879.51
359481 NEXTEL SPRINT	CELL PHONE	303.92
359482 OFFICE MAX INC	OFFICE SUPPLIES	84.07
359493 RAY MORGAN COMPANY	COPIER USAGE	138.34
359503 SPECTRUM CONCEPTS	T SHIRTS	303.62
359559 EAST HILLS VETERINARY HOSPITAL	VETERINARY SERVICES	639.29
359590 OFFICE MAX INC	OFFICE SUPPLIES	151.90
359616 WESTAMERICA BANK	COPIER USAGE	151.33

Maddie's Fund Grant

359559 EAST HILLS VETERINARY HOSPITAL	VETERINARY SERVICES	7,413.12
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215 Civic Arts Fund

Civic Arts

359414 ARTS AND CULTURAL FOUNDATION	CIVIC ARTS FUNDING	5,000.00
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219 Recreation Fund

Non Departmental

359427 CLAY, VIRGINIA	DEPOSIT REFUND	500.00
359488 PANIS, JOHN	DEPOSIT REFUND	1,000.00
359502 SOLORIO, FIDELIA	DEPOSIT REFUND	1,000.00
359571 HUB INTERNATIONAL OF CA INSURANCE	FACILITY INSURANCE	629.90

Recreation Admin

359527 AMERICAN PLUMBING INC	PLUMBING SERVICES	469.91
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Recreation Sports Programs

925574 A AND B CREATIVE TROPHIES	LEAGUE AWARDS	348.36
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Recreation-New Comm Cntr

204265 BENSON, KATHY	CLASS REFUND	72.00
359418 BAY BUILDING MAINTENANCE INC	JANITORIAL SERVICES	995.00
359493 RAY MORGAN COMPANY	COPIER USAGE	383.61
359542 COLE SUPPLY CO INC	SUPPLIES	132.30
359544 COMCAST	CONNECTION SERVICE	1,587.42
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	612.26
359570 HONEYWELL INTERNATIONAL INC	HVAC SERVICE	599.70
359580 LSA ASSOCIATES INC	MONITORING SERVICES	5,466.93
359616 WESTAMERICA BANK	COPIER USAGE	300.62
925579 HAMMONS SUPPLY COMPANY	SUPPLIES	401.99

222 Measure C/J Fund

Streets

359431 CONTRA COSTA COUNTY	TRAFFIC SIGNAL MAINTENANCE	2,971.84
359564 FEDERAL ADVOCATES INC	ADVOCACY SERVICES	5,000.00

226 Solid Waste Reduction Fund

Solid Waste Used Oil

359495 REPUBLIC SERVICES INC	OIL COLLECTION REIMBURSEMENT	1,680.57
359555 DELTA DIABLO	HOUSEHOLD HAZARDOUS WASTE	1,689.61

Prepared by: Georgina Meek
 Finance Accounting

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

Solid Waste

359404 ACORN MEDIA	WATER BOTTLE FILL STATION	1,227.90
359406 ALAMEDA WASTE MANAGEMENT	2016 CAMPAIGN	1,000.00
359409 AMERICAN TEXTILE AND SUPPLY INC	RAGS	741.20
359555 DELTA DIABLO	HOUSEHOLD HAZARDOUS WASTE	9,760.36

229 Pollution Elimination Fund

Channel Maintenance Operation

359430 CONTRA COSTA COUNTY	INSPECTION FEE	261.00
359480 NEXTEL SPRINT	CELL PHONE	50.77
359508 STEWARTS TREE SERVICE INC	TREE REMOVAL	350.00
359520 EDD	UNEMPLOYMENT CLAIMS	1,952.57
359521 EDD	UNEMPLOYMENT CLAIMS	631.00
925590 ANKA BEHAVIORAL HEALTH INC	LANDSCAPE SERVICES	13,846.00

251 Lone Tree SLLMD Fund

Lonetree Maintenance Zone 1

359485 PACIFIC COAST LANDSCAPE MGMT INC	LANDSCAPE SERVICES	5,391.00
359508 STEWARTS TREE SERVICE INC	TREE REMOVAL	800.00
359510 TERRACARE ASSOCIATES	TURF MOWING	273.20

Lonetree Maintenance Zone 2

359485 PACIFIC COAST LANDSCAPE MGMT INC	LANDSCAPE SERVICES	2,420.00
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Lonetree Maintenance Zone 3

359485 PACIFIC COAST LANDSCAPE MGMT INC	LANDSCAPE SERVICES	2,420.00
359508 STEWARTS TREE SERVICE INC	TREE REMOVAL	450.00
359595 PACIFIC COAST LANDSCAPE MGMT INC	LANDSCAPE SERVICES	2,420.00

Lonetree Maintenance Zone 4

359510 TERRACARE ASSOCIATES	TURF MOWING	437.12
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252 Downtown SLLMD Fund

Downtown Maintenance

359457 IRRIGATION SYSTEM SERVICE	VALVE REPAIR	250.00
359510 TERRACARE ASSOCIATES	TURF MOWING	273.20

254 Hillcrest SLLMD Fund

Hillcrest Maintenance Zone 1

359485 PACIFIC COAST LANDSCAPE MGMT INC	LANDSCAPE SERVICES	8,570.00
359510 TERRACARE ASSOCIATES	TURF MOWING	710.32
359595 PACIFIC COAST LANDSCAPE MGMT INC	LANDSCAPE SERVICES	4,285.00
359602 SILVA LANDSCAPE	LANDSCAPE SERVICES	3,420.00

Hillcrest Maintenance Zone 2

359510 TERRACARE ASSOCIATES	TURF MOWING	972.60
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Hillcrest Maintenance Zone 4

359508 STEWARTS TREE SERVICE INC	TREE REMOVAL	450.00
359510 TERRACARE ASSOCIATES	TURF MOWING	546.40

255 Park 1A Maintenance District Fund

Park 1A Maintenance District

359486 PACIFIC GAS AND ELECTRIC CO	GAS	31.51
359510 TERRACARE ASSOCIATES	TURF MOWING	710.32

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

256 Citywide 2A Maintenance District Fund

Citywide 2A Maintenance Zone 3

359510 TERRACARE ASSOCIATES TURF MOWING 10.92

Citywide 2A Maintenance Zone 6

359510 TERRACARE ASSOCIATES TURF MOWING 655.68

Citywide 2A Maintenance Zone 8

359510 TERRACARE ASSOCIATES TURF MOWING 54.64

Citywide 2A Maintenance Zone 9

359510 TERRACARE ASSOCIATES TURF MOWING 163.92

257 SLLMD Administration Fund

SLLMD Administration

359480 NEXTEL SPRINT CELL PHONE 207.43

359510 TERRACARE ASSOCIATES TURF MOWING 655.68

359575 SOCIETY OF ABORICULTURE 2016 MEMBERSHIP DUES 170.00

359614 VERIZON WIRELESS DATA USAGE 76.02

312 Prewett Family Park Fund

Parks & Open Space

359499 ROYSTON HANAMOTO ALLEY & ABEY CONSULTING SERVICES 17,078.16

925600 KARSTE CONSULTING INC PROFESSIONAL SERVICES 7,800.00

376 Lone Diamond Fund

Assessment District

359426 CENTRAL SELF STORAGE ANTIOCH STORAGE FEES 177.00

569 Vehicle Replacement Fund

Equipment Maintenance

359492 PURSUIT NORTH LIGHT EQUIPMENT 7,343.22

359610 TOYOTA MATERIAL HANDLING UTILITY CART 8,829.00

570 Equipment Maintenance Fund

Non Departmental

359453 HUNT AND SONS INC FUEL 7,319.78

Equipment Maintenance

359412 ANTIOCH AUTO PARTS AC COMPRESSOR 1,328.92

359468 MICHAEL STEAD WALNUT CREEK DOOR ACTUATOR 245.03

359493 RAY MORGAN COMPANY COPIER USAGE 80.62

359498 ROYAL BRASS INC HOSE 98.19

359512 TRED SHED, THE TIRES 2,502.43

359529 ANTIOCH AUTO PARTS CAB LIGHT 90.72

359530 ANTIOCH GLASS WINDOW 174.19

359534 BANK OF AMERICA RECRUITMENT EXPENSES 100.00

359537 BILL BRANDT FORD SEALS 352.48

359540 CHUCKS BRAKE & WHEEL SERVICE JACK 157.67

359558 EAST BAY TIRE CO TIRE REPAIR 227.09

359590 OFFICE MAX INC TONER 295.02

359592 ONE 800 RADIATOR RADIATOR 122.08

359598 PETERSON CYLINDER 1,290.43

359611 TRED SHED, THE TIRES 368.68

359614 VERIZON WIRELESS DATA USAGE 38.01

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CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

359616 WESTAMERICA BANK	COPIER USAGE	27.50
925578 GRAINGER INC	SUPPLIES	1,444.80
573 Information Services Fund		
Non Departmental		
359533 BANK OF AMERICA	EE COMPUTER PURCHASE	2,056.96
Information Services		
359517 VERIZON WIRELESS	AIR CARD	221.29
Network Support & PCs		
359460 KIS	THREAT DETECTOR SOFTWARE	7,000.00
359480 NEXTEL SPRINT	CELL PHONE	65.51
359493 RAY MORGAN COMPANY	COPIER USAGE	12.19
359544 COMCAST	CONNECTION SERVICE	1,035.71
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	1,450.00
359616 WESTAMERICA BANK	COPIER USAGE	102.03
925594 DIGITAL SERVICES	WEBSITE MAINTENANCE	3,355.00
Telephone System		
204097 AMERICAN MESSAGING	PAGER	37.37
Office Equipment Replacement		
359450 HEWLETT PACKARD COMPANY	COMPUTER EQUIPMENT	11,282.74
359514 UNITED PARCEL SERVICE	SHIPPING	111.82
925592 COMPUTERLAND	BACKUP TAPES	487.08
577 Post Retirement Medical-Police Fund		
Non Departmental		
359366 RETIREE	MEDICAL AFTER RETIREMENT	1,170.00
359367 RETIREE	MEDICAL AFTER RETIREMENT	714.45
359375 RETIREE	MEDICAL AFTER RETIREMENT	871.40
359381 RETIREE	MEDICAL AFTER RETIREMENT	887.96
359383 RETIREE	MEDICAL AFTER RETIREMENT	129.00
359384 RETIREE	MEDICAL AFTER RETIREMENT	1,199.92
359392 RETIREE	MEDICAL AFTER RETIREMENT	235.23
359394 RETIREE	MEDICAL AFTER RETIREMENT	89.00
359396 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
359399 RETIREE	MEDICAL AFTER RETIREMENT	663.90
359400 RETIREE	MEDICAL AFTER RETIREMENT	469.02
359491 PERS	MEDICAL AFTER RETIREMENT	6,222.00
925425 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925426 RETIREE	MEDICAL AFTER RETIREMENT	235.23
925430 RETIREE	MEDICAL AFTER RETIREMENT	887.96
925431 RETIREE	MEDICAL AFTER RETIREMENT	270.95
925433 RETIREE	MEDICAL AFTER RETIREMENT	1,199.92
925436 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925437 RETIREE	MEDICAL AFTER RETIREMENT	1,199.92
925445 RETIREE	MEDICAL AFTER RETIREMENT	887.96
925446 RETIREE	MEDICAL AFTER RETIREMENT	897.00
925449 RETIREE	MEDICAL AFTER RETIREMENT	556.94
925452 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90

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 Finance Accounting

11/19/2015

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

925462 RETIREE	MEDICAL AFTER RETIREMENT	1,428.90
925467 RETIREE	MEDICAL AFTER RETIREMENT	1,190.16
925468 RETIREE	MEDICAL AFTER RETIREMENT	680.00
925469 RETIREE	MEDICAL AFTER RETIREMENT	317.93
925470 RETIREE	MEDICAL AFTER RETIREMENT	152.53
925482 RETIREE	MEDICAL AFTER RETIREMENT	173.51
925485 RETIREE	MEDICAL AFTER RETIREMENT	235.23
925487 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925488 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925489 RETIREE	MEDICAL AFTER RETIREMENT	262.28
925495 RETIREE	MEDICAL AFTER RETIREMENT	173.51
925511 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925513 RETIREE	MEDICAL AFTER RETIREMENT	592.45
925514 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925525 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925526 RETIREE	MEDICAL AFTER RETIREMENT	811.87
925527 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925529 RETIREE	MEDICAL AFTER RETIREMENT	949.68
925539 RETIREE	MEDICAL AFTER RETIREMENT	592.45
925549 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925554 RETIREE	MEDICAL AFTER RETIREMENT	469.02
925559 RETIREE	MEDICAL AFTER RETIREMENT	592.45
925569 RETIREE	MEDICAL AFTER RETIREMENT	592.45
925571 RETIREE	MEDICAL AFTER RETIREMENT	239.43
925572 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90

578 Post Retirement Medical-Misc Fund

Non Departmental

359365 RETIREE	MEDICAL AFTER RETIREMENT	232.69
359368 RETIREE	MEDICAL AFTER RETIREMENT	449.11
359371 RETIREE	MEDICAL AFTER RETIREMENT	232.69
359372 RETIREE	MEDICAL AFTER RETIREMENT	114.69
359373 RETIREE	MEDICAL AFTER RETIREMENT	285.44
359377 RETIREE	MEDICAL AFTER RETIREMENT	118.65
359380 RETIREE	MEDICAL AFTER RETIREMENT	232.69
359385 RETIREE	MEDICAL AFTER RETIREMENT	232.69
359389 RETIREE	MEDICAL AFTER RETIREMENT	114.69
359390 RETIREE	MEDICAL AFTER RETIREMENT	587.38
359391 RETIREE	MEDICAL AFTER RETIREMENT	114.69
359393 RETIREE	MEDICAL AFTER RETIREMENT	114.69
359398 RETIREE	MEDICAL AFTER RETIREMENT	114.69
359491 PERS	MEDICAL AFTER RETIREMENT	9,150.00
359569 RETIREE	MEDICAL AFTER RETIREMENT	468.73
925427 RETIREE	MEDICAL AFTER RETIREMENT	246.76
925428 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925429 RETIREE	MEDICAL AFTER RETIREMENT	230.63
925432 RETIREE	MEDICAL AFTER RETIREMENT	258.90

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 Finance Accounting

11/19/2015

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

925435 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925440 RETIREE	MEDICAL AFTER RETIREMENT	232.69
925443 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925451 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925453 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925456 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925458 RETIREE	MEDICAL AFTER RETIREMENT	232.69
925461 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925464 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925465 RETIREE	MEDICAL AFTER RETIREMENT	173.51
925466 RETIREE	MEDICAL AFTER RETIREMENT	250.00
925474 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925475 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925477 RETIREE	MEDICAL AFTER RETIREMENT	59.75
925478 RETIREE	MEDICAL AFTER RETIREMENT	177.41
925484 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925486 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925491 RETIREE	MEDICAL AFTER RETIREMENT	232.69
925494 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925497 RETIREE	MEDICAL AFTER RETIREMENT	232.69
925499 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925502 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925505 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925507 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925510 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925520 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925521 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925522 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925531 RETIREE	MEDICAL AFTER RETIREMENT	232.69
925534 RETIREE	MEDICAL AFTER RETIREMENT	232.69
925538 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925544 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925553 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925555 RETIREE	MEDICAL AFTER RETIREMENT	246.76
925557 RETIREE	MEDICAL AFTER RETIREMENT	131.94
925558 RETIREE	MEDICAL AFTER RETIREMENT	173.51
925560 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925562 RETIREE	MEDICAL AFTER RETIREMENT	709.38
925568 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925570 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925573 RETIREE	MEDICAL AFTER RETIREMENT	114.69

579 Post Retirement Medical-Mgmt Fund

Non Departmental

359369 RETIREE	MEDICAL AFTER RETIREMENT	891.90
359370 RETIREE	MEDICAL AFTER RETIREMENT	172.69
359374 RETIREE	MEDICAL AFTER RETIREMENT	114.69

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 Finance Accounting

11/19/2015

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

359376	RETIREE	MEDICAL AFTER RETIREMENT	232.69
359378	RETIREE	MEDICAL AFTER RETIREMENT	400.00
359379	RETIREE	MEDICAL AFTER RETIREMENT	587.38
359382	RETIREE	MEDICAL AFTER RETIREMENT	351.38
359386	RETIREE	MEDICAL AFTER RETIREMENT	752.38
359387	RETIREE	MEDICAL AFTER RETIREMENT	1,735.57
359388	RETIREE	MEDICAL AFTER RETIREMENT	114.69
359395	RETIREE	MEDICAL AFTER RETIREMENT	232.69
359397	RETIREE	MEDICAL AFTER RETIREMENT	1,735.57
359491	PERS	MEDICAL AFTER RETIREMENT	6,588.00
925434	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925438	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925439	RETIREE	MEDICAL AFTER RETIREMENT	269.65
925441	RETIREE	MEDICAL AFTER RETIREMENT	172.70
925442	RETIREE	MEDICAL AFTER RETIREMENT	114.69
925444	RETIREE	MEDICAL AFTER RETIREMENT	891.90
925447	RETIREE	MEDICAL AFTER RETIREMENT	592.45
925448	RETIREE	MEDICAL AFTER RETIREMENT	587.38
925450	RETIREE	MEDICAL AFTER RETIREMENT	709.38
925454	RETIREE	MEDICAL AFTER RETIREMENT	615.52
925455	RETIREE	MEDICAL AFTER RETIREMENT	114.69
925457	RETIREE	MEDICAL AFTER RETIREMENT	587.38
925459	RETIREE	MEDICAL AFTER RETIREMENT	467.38
925460	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925463	RETIREE	MEDICAL AFTER RETIREMENT	246.76
925471	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925472	RETIREE	MEDICAL AFTER RETIREMENT	891.90
925473	RETIREE	MEDICAL AFTER RETIREMENT	114.69
925476	RETIREE	MEDICAL AFTER RETIREMENT	873.55
925479	RETIREE	MEDICAL AFTER RETIREMENT	578.29
925480	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925481	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925483	RETIREE	MEDICAL AFTER RETIREMENT	469.02
925490	RETIREE	MEDICAL AFTER RETIREMENT	322.37
925492	RETIREE	MEDICAL AFTER RETIREMENT	717.38
925493	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925496	RETIREE	MEDICAL AFTER RETIREMENT	246.76
925498	RETIREE	MEDICAL AFTER RETIREMENT	587.38
925500	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925501	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925503	RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925504	RETIREE	MEDICAL AFTER RETIREMENT	232.69
925506	RETIREE	MEDICAL AFTER RETIREMENT	232.69
925508	RETIREE	MEDICAL AFTER RETIREMENT	172.38
925509	RETIREE	MEDICAL AFTER RETIREMENT	351.38
925512	RETIREE	MEDICAL AFTER RETIREMENT	531.58

Prepared by: Georgina Meek
 Finance Accounting

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

925515 RETIREE	MEDICAL AFTER RETIREMENT	173.51
925516 RETIREE	MEDICAL AFTER RETIREMENT	246.76
925517 RETIREE	MEDICAL AFTER RETIREMENT	172.69
925518 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925519 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925523 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925524 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925528 RETIREE	MEDICAL AFTER RETIREMENT	1,306.90
925530 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925532 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925533 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925535 RETIREE	MEDICAL AFTER RETIREMENT	232.69
925536 RETIREE	MEDICAL AFTER RETIREMENT	172.70
925537 RETIREE	MEDICAL AFTER RETIREMENT	372.69
925540 RETIREE	MEDICAL AFTER RETIREMENT	891.90
925541 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925542 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925543 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925545 RETIREE	MEDICAL AFTER RETIREMENT	246.76
925546 RETIREE	MEDICAL AFTER RETIREMENT	615.52
925547 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925548 RETIREE	MEDICAL AFTER RETIREMENT	587.38
925550 RETIREE	MEDICAL AFTER RETIREMENT	752.38
925551 RETIREE	MEDICAL AFTER RETIREMENT	185.67
925552 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925556 RETIREE	MEDICAL AFTER RETIREMENT	590.55
925561 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925563 RETIREE	MEDICAL AFTER RETIREMENT	351.38
925564 RETIREE	MEDICAL AFTER RETIREMENT	1,596.50
925565 RETIREE	MEDICAL AFTER RETIREMENT	114.69
925566 RETIREE	MEDICAL AFTER RETIREMENT	1,520.00
925567 RETIREE	MEDICAL AFTER RETIREMENT	246.76

580 Loss Control Fund

Human Resources

359583 MUNICIPAL POOLING AUTHORITY	15/16 WORK COMP	457,963.00
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611 Water Fund

Non Departmental

359416 BAY AREA BARRICADE	SUPPLIES	4,460.83
359445 FASTENAL CO	SUPPLIES	2,882.06
359497 ROBERTS AND BRUNE CO	SUPPLIES	9,101.89
359563 FASTENAL CO	SUPPLIES	323.73
925577 CRYSTAL CLEAR LOGOS INC	SUPPLIES	2,358.35
925578 GRAINGER INC	SUPPLIES	6,235.76
925579 HAMMONS SUPPLY COMPANY	SUPPLIES	4,555.76

Water Supervision

359410 AWWA	MEMBER DUES	5,854.00
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 Finance Accounting

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

359419 BELL, MICHELLE	SAME DAY FEE REFUND	192.00
359480 NEXTEL SPRINT	CELL PHONE	115.14
359562 EVANS, JOSEPHINE COTARELO	CHECK REPLACEMENT	31.63
359614 VERIZON WIRELESS	DATA USAGE	76.02

Water Production

359401 ACCELERATED CONCRETE CUTTING	CONCRETE CUTTING	475.00
359402 ACE HARDWARE, ANTIOCH	FLAT STOCK	75.64
359420 BIGGE CRANE AND RIGGING CO INC	CRANE SERVICES	1,605.00
359444 EXPONENT INC	PROFESSIONAL SERVICES	12,077.30
359445 FASTENAL CO	BOLTS	42.90
359447 FRIGARD CHIROPRACTIC	DMV PHYSICALS	75.00
359461 KRUGER INC	ACTI-FLOW REPAIR PARTS	6,281.74
359464 LEIGHTON STONE CORP	VALVES	2,032.79
359466 MANERI SIGN COMPANY	BASE PLATE	938.53
359480 NEXTEL SPRINT	CELL PHONE	106.18
359484 ORATECH CONTROLS INC	SHUTTLE CONVERTER	598.32
359493 RAY MORGAN COMPANY	COPIER USAGE	47.33
359497 ROBERTS AND BRUNE CO	PIPE FITTINGS	5,534.88
359498 ROYAL BRASS INC	CLAMPS	35.38
359506 STATE WATER RESOURCES CONTROL	PERMIT FEES	7,509.38
359516 UNIVAR USA INC	CAUSTIC	5,076.82
359526 ALLIED FLUID PRODUCTS CORP	FLEX HOSE	2,041.40
359528 ANIMAL DAMAGE MANAGEMENT	ANIMAL CONTROL	125.00
359531 APPLIED TECHNOLOGY GROUP INC	CONNECTORS	136.26
359578 LENHART ALARM AND SECURITY	ALARM SERVICE	469.53
359581 METTLER TOLEDO INC	EQUIPMENT SERVICES	336.75
359582 MITCHELL LEWIS & STAVER CO	PUMPS	3,775.80
359590 OFFICE MAX INC	OFFICE SUPPLIES	162.35
359608 T AND T PAVEMENT MARKINGS	SURFACE MOUNT BASE	378.23
359614 VERIZON WIRELESS	DATA USAGE	38.01
359616 WESTAMERICA BANK	COPIER USAGE	51.42
925575 CHEMTRADE CHEMICALS US LLC	ALUM	5,240.33
925576 CONSOLIDATED ELECTRICAL DIST	LIGHTS	4,087.50
925584 QUENVOLDS	SAFTEY SHOES	250.00
925586 SIERRA CHEMICAL CO	CHLORINE	4,252.47
925591 CHEMTRADE CHEMICALS US LLC	ALUM	5,323.29
925593 CRYSTAL CLEAR LOGOS INC	CLOTHING SUPPLY	452.87
925595 EUROFINs EATON ANALYTICAL INC	MONITORING	100.00

Water Distribution

359429 CONNELLY, SHAUN P	RENEWAL FEE REIMBURSEMENT	130.00
359433 COUNTY ASPHALT	ASPHALT	569.60
359436 CWEA SFBS	RENEWAL-CELONI	164.00
359445 FASTENAL CO	SUPPLIES	726.04
359455 INFOSEND INC	POSTAGE TO MAIL BILLS	1,336.18
359473 MT DIABLO LANDSCAPE CENTERS INC	CONCRETE MIX	338.23
359480 NEXTEL SPRINT	CELL PHONE	400.35

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 Finance Accounting

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

359493 RAY MORGAN COMPANY	COPIER USAGE	205.21
359497 ROBERTS AND BRUNE CO	PIPE & FITTINGS	27,698.63
359498 ROYAL BRASS INC	HOSE & FITTINGS	219.98
359500 RT LAWRENCE CORP	LOCKBOX PROCESSING FEE	584.13
359507 STATE WATER RESOURCES CONTROL	CERTIFICATE RENEWAL-OLSON	80.00
359514 UNITED PARCEL SERVICE	SHIPPING	101.52
359544 COMCAST	CONNECTION SERVICE	334.93
359579 LIEBERT CASSIDY WHITMORE	PROFESSIONAL SERVICES	735.00
359584 NCBPA	MEMBERSHIP RENEWAL	270.00
359585 NCBPA	EDUCATION TRAINING	240.00
359590 OFFICE MAX INC	OFFICE SUPPLIES	2,684.71
359600 RED WING SHOE STORE	SAFETY SHOES	217.69
359605 STATE WATER RESOURCES CONTROL	RENEWAL-CORDAWAY	80.00
359613 TYLER TECHNOLOGIES	FORM CHANGE	750.00
359614 VERIZON WIRELESS	DATA USAGE	380.10
359616 WESTAMERICA BANK	COPIER USAGE	70.01
925600 KARSTE CONSULTING INC	PROFESSIONAL SERVICES	2,310.00
Water Meter Reading		
359438 DICKSON	MEMORY CARD	38.00
359480 NEXTEL SPRINT	CELL PHONE	52.04
359560 ECS IMAGING INC	ANNUAL SUPPORT MAINTENANCE	2,240.41
359614 VERIZON WIRELESS	DATA USAGE	38.01
Public Buildings & Facilities		
359422 BROWN AND CALDWELL INC	PROFESSIONAL SERVICES	2,913.13
359425 CAROLLO ENGINEERS INC	CONSULTING SERVICES	2,547.15
359459 KIMLEY HORN AND ASSOCIATES INC	PROFESSIONAL SERVICES	2,658.89
359539 BROWN AND CALDWELL INC	PROFESSIONAL SERVICES	2,650.45
Warehouse & Central Stores		
359480 NEXTEL SPRINT	CELL PHONE	70.51
359493 RAY MORGAN COMPANY	COPIER USAGE	28.13
359514 UNITED PARCEL SERVICE	WEEKLY PRINTER SERVICE FEE	4.00
359616 WESTAMERICA BANK	COPIER USAGE	151.33
621 Sewer Fund		
Sewer-Wastewater Supervision		
359435 CWEA SFBS	MEMBER DUES-CHALK	260.00
359493 RAY MORGAN COMPANY	COPIER USAGE	254.80
359500 RT LAWRENCE CORP	LOCKBOX PROCESSING FEE	584.14
359614 VERIZON WIRELESS	DATA USAGE	114.03
359616 WESTAMERICA BANK	COPIER USAGE	212.85
Sewer-Wastewater Collection		
359412 ANTIOCH AUTO PARTS	SUPPLIES	434.91
359433 COUNTY ASPHALT	ASPHALT	569.62
359440 DUKES ROOT CONTROL INC	SEWER PIPE ROOT CONTROL	4,935.00
359455 INFOSEND INC	POSTAGE TO MAIL BILLS	1,336.16
359470 MJH EXCAVATING INC	OPERATED EQUIPMENT RENTAL	3,620.00
359480 NEXTEL SPRINT	CELL PHONE	315.33

Prepared by: Georgina Meek
 Finance Accounting

CITY OF ANTIOCH
 CLAIMS BY FUND REPORT
 FOR THE PERIOD OF
 OCTOBER 30 - NOVEMBER 12, 2015
 FUND/CHECK#

359491 PERS	PAYROLL DEDUCTIONS	928.78
359497 ROBERTS AND BRUNE CO	PIPE & FITTINGS	155.59
359513 TRENCH PLATE RENTAL CO INC	SHORING REPAIR	45.00
359522 A1 JANITORIAL SUPPLY	PUMP STATION DEGREASER	131.94
359523 ACE HARDWARE, ANTIOCH	SUPPLIES	12.71
359544 COMCAST	CONNECTION SERVICE	334.93
359555 DELTA DIABLO	HOUSEHOLD HAZARDOUS WASTE	19,550.03
359572 HUGHES, DECLAN M	RENEWAL REIMBURSEMENT	70.00
359579 LIEBERT CASSIDY WHITMORE	PROFESSIONAL SERVICES	735.00
359590 OFFICE MAX INC	OFFICE SUPPLIES	1,139.32
359613 TYLER TECHNOLOGIES	FORM CHANGE	750.00
359614 VERIZON WIRELESS	DATA USAGE	228.06
359615 WECO INDUSTRIES INC	TOOLS	3,446.60
925578 GRAINGER INC	SMALL TOOL	188.68
925589 SCOTTO, CHARLES W AND DONNA F	PROPERTY RENT	4,500.00

631 Marina Fund

Non Departmental

359505 STATE BOARD OF EQUALIZATION	SALES TAX REMITTANCE	525.34
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Marina Administration

359480 NEXTEL SPRINT	CELL PHONE	57.57
359493 RAY MORGAN COMPANY	COPIER USAGE	55.18
359527 AMERICAN PLUMBING INC	PLUMBING SERVICES	155.00
359616 WESTAMERICA BANK	COPIER USAGE	51.42

641 Prewett Water Park Fund

Non Departmental

359449 GARY, JERRELL	DEPOSIT REFUND	500.00
359571 HUB INTERNATIONAL OF CA INSURANCE	FACILITY INSURANCE	856.06

Recreation Water Park

359493 RAY MORGAN COMPANY	COPIER USAGE	538.84
359520 EDD	UNEMPLOYMENT CLAIMS	91.51
359521 EDD	UNEMPLOYMENT CLAIMS	188.00
359527 AMERICAN PLUMBING INC	PLUMBING SERVICES	195.00
359587 OAKLEYS PEST CONTROL	PEST CONTROL SERVICE	150.00
359616 WESTAMERICA BANK	COPIER USAGE	250.02
925596 GRAINGER INC	SUPPLIES	66.74
925598 ICR ELECTRICAL CONTRACTORS	ELECTRICAL SERVICES	7,060.23

721 Employee Benefits Fund

Non Departmental

359437 DELTA DENTAL	PAYROLL DEDUCTIONS	32,680.53
359491 PERS	PAYROLL DEDUCTIONS	314,133.78
359524 AFLAC	PAYROLL DEDUCTIONS	7,368.65
359538 BLUE SHIELD OF CALIFORNIA	PAYROLL DEDUCTIONS	2,460.44
359548 CONTRA COSTA COUNTY	PAYROLL DEDUCTIONS	400.00
359549 CONTRA COSTA COUNTY	PAYROLL DEDUCTIONS	347.02
359550 CONTRA COSTA COUNTY	PAYROLL DEDUCTIONS	50.00
359574 INTERNAL REVENUE SERVICE	PAYROLL DEDUCTIONS	60.00

Prepared by: Georgina Meek
 Finance Accounting

CITY OF ANTIOCH
CLAIMS BY FUND REPORT
FOR THE PERIOD OF
OCTOBER 30 - NOVEMBER 12, 2015
FUND/CHECK#

359593 OPERATING ENGINEERS TRUST FUND	PAYROLL DEDUCTIONS	10,204.04
359597 PARS	PAYROLL DEDUCTIONS	2,757.75
359612 RECIPIENT	PAYROLL DEDUCTIONS	112.15
359617 EMPLOYEE	PY CHECK REPLACEMENT	5,406.06
925601 NATIONWIDE RETIREMENT SOLUTIONS	PAYROLL DEDUCTIONS	25,244.83
925602 VANTAGEPOINT TRANSFER AGENTS	PAYROLL DEDUCTIONS	3,787.28



STAFF REPORT TO THE CITY COUNCIL
FOR CONSIDERATION AT THE COUNCIL MEETING OF NOVEMBER 24, 2015

SUBMITTED BY: Donna Conley, City Treasurer *DC*

DATE November 18, 2015

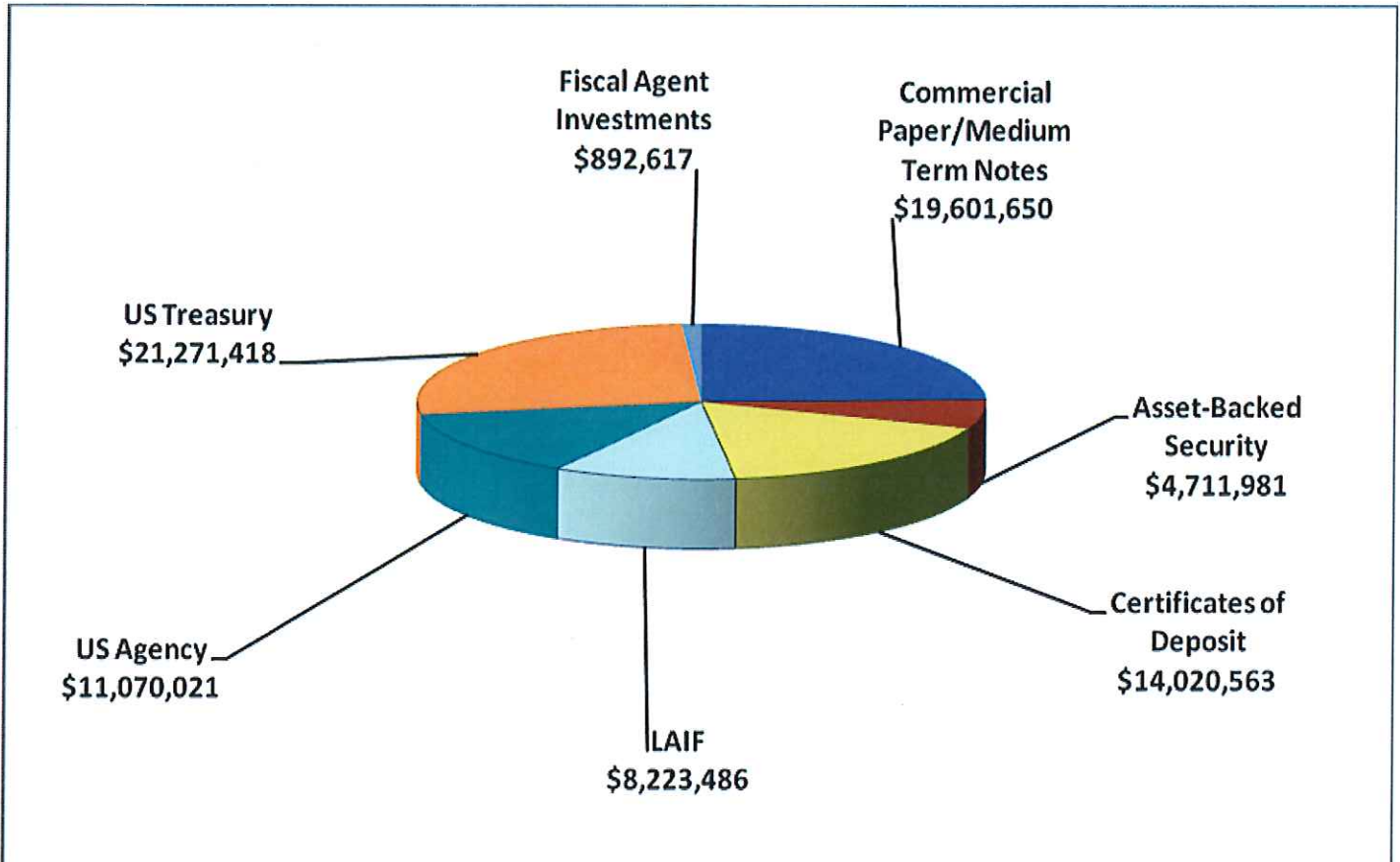
SUBJECT: Treasurer's Report – OCTOBER 2015

RECOMMENDATION: Review and file.

C
11-24-2015

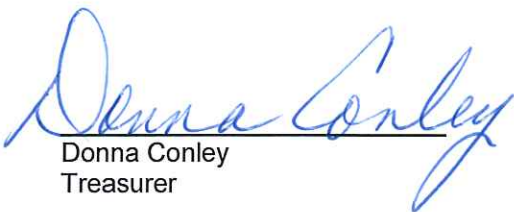
CITY OF ANTIOCH
SUMMARY REPORT ON THE CITY'S INVESTMENTS

OCTOBER 31, 2015



Total of City and Fiscal Agent Investments = \$79,791,736

All City investments are shown above and conform to the City Investment Policy. All investment transactions during this period are included in this report. As Treasurer of the City of Antioch and Finance Director of the City of Antioch, we hereby certify that sufficient investment liquidity and anticipated revenue are available to meet the next six (6) months' estimated expenditures.


Donna Conley
Treasurer


Dawn Merchant
Finance Director

**Summary of Fiscal Agent Balances by
Debt Issue**

	<u>Amount</u>
Antioch Public Financing Authority 2015 Bonds	746,531
Antioch Development Agency 2000 Tax Allocation Bonds	6
Antioch Development Agency 2009 Tax Allocation Bonds	146,080
	<u><u>\$892,617</u></u>



Managed Account Issuer Summary

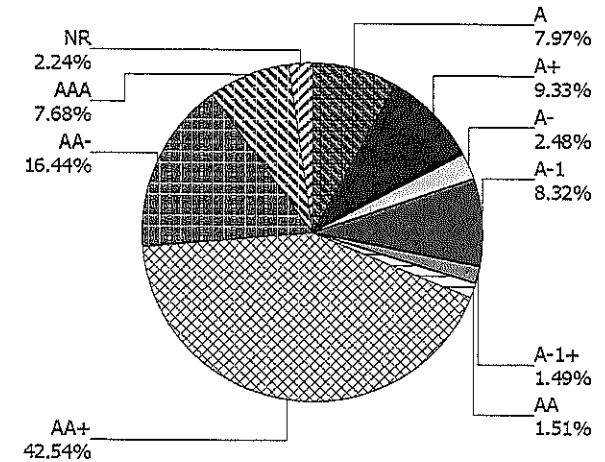
For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Issuer Summary

Issuer	Market Value of Holdings	Percent
AMERICAN EXPRESS CO	1,072,229.79	1.52
AMERICAN HONDA FINANCE	1,336,126.77	1.89
APPLE INC	1,003,283.00	1.42
BANK OF AMERICA CORP	699,181.00	0.99
BANK OF AMERICA CREDIT CARD TRUST	494,463.77	0.70
BANK OF MONTREAL	1,399,780.20	1.98
BANK OF NEW YORK CO INC	1,401,849.40	1.99
BANK OF NOVA SCOTIA	1,349,805.60	1.91
BERKSHIRE HATHAWAY INC	932,733.27	1.32
CA EARTHQUAKE AUTH TXBL REV BOND	376,500.75	0.53
CA ST DEPT OF WATER REV BONDS	500,140.00	0.71
CANADIAN IMPERIAL BANK OF COMMERCE	1,396,451.00	1.98
CATERPILLAR INC	769,889.89	1.09
CISCO SYSTEMS INC	1,214,732.79	1.72
CITIBANK CREDIT CARD ISSUANCE TRUST	524,904.14	0.74
CONOCOPHILLIPS	239,809.68	0.34
DEERE & COMPANY	1,065,174.66	1.51
EXXON MOBIL CORP	1,407,467.60	2.00
FANNIE MAE	3,234,190.16	4.60
FEDERAL HOME LOAN BANKS	2,279,192.26	3.24
FORD CREDIT AUTO OWNER TRUST	1,102,600.29	1.56
FREDDIE MAC	2,184,063.23	3.11
GLAXOSMITHKLINE PLC	580,294.58	0.82
GOLDMAN SACHS GROUP INC	1,376,168.75	1.95
HONDA AUTO RECEIVABLES	777,746.66	1.10
HSBC HOLDINGS PLC	1,615,743.18	2.29
IBM CORP	1,745,831.50	2.48
JP MORGAN CHASE & CO	1,001,732.00	1.42
MCDONALD'S CORPORATION	678,241.88	0.96
NISSAN AUTO RECEIVABLES	853,261.59	1.21
NORDEA BANK AB	1,397,711.00	1.98
ORANGE COUNTY, CA	876,400.00	1.24

Credit Quality (S&P Ratings)





Managed Account Issuer Summary

For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Issuer	Market Value of Holdings	Percent
PEPSICO, INC	1,279,347.88	1.81
RABOBANK NEDERLAND	1,697,059.00	2.41
STATE OF CALIFORNIA	1,504,662.00	2.13
TEXAS INSTRUMENTS INCORPORATED	881,431.08	1.25
TORONTO-DOMINION BANK	1,402,030.00	1.99
TOYOTA AUTO RECEIVABLES	955,469.64	1.35
TOYOTA MOTOR CORP	728,400.98	1.03
UNITED STATES TREASURY	21,305,806.10	30.22
UNIVERSITY OF CALIFORNIA	135,361.80	0.19
US BANCORP	1,374,356.50	1.95
WELLS FARGO & COMPANY	1,029,450.55	1.46
WESTPAC BANKING CORP NY	1,350,214.65	1.91
Total	\$70,531,290.57	100.00%





Managed Account Detail of Securities Held

For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
U.S. Treasury Bond / Note											
US TREASURY NOTES DTD 11/30/2011 0.875% 11/30/2016	912828RU6	1,475,000.00	AA+	Aaa	11/27/13	12/03/13	1,487,675.78	0.58	5,430.50	1,479,597.81	1,481,261.38
US TREASURY NOTES DTD 01/03/2012 0.875% 12/31/2016	912828RX0	1,650,000.00	AA+	Aaa	12/05/14	12/09/14	1,656,187.50	0.69	4,864.81	1,653,504.72	1,657,132.95
US TREASURY NOTES DTD 05/31/2012 0.625% 05/31/2017	912828SY7	1,120,000.00	AA+	Aaa	06/02/14	06/03/14	1,113,787.50	0.81	2,945.36	1,116,702.26	1,119,665.12
US TREASURY NOTES DTD 07/02/2012 0.750% 06/30/2017	912828TB6	1,775,000.00	AA+	Aaa	10/30/14	11/03/14	1,773,197.27	0.79	4,485.73	1,773,869.41	1,777,611.03
US TREASURY NOTES DTD 07/31/2012 0.500% 07/31/2017	912828TG5	285,000.00	AA+	Aaa	07/01/14	07/07/14	281,047.85	0.96	360.12	282,734.21	284,142.72
US TREASURY NOTES DTD 07/31/2012 0.500% 07/31/2017	912828TG5	2,035,000.00	AA+	Aaa	02/06/15	02/10/15	2,017,988.67	0.84	2,571.40	2,022,943.34	2,028,878.72
US TREASURY NOTES DTD 07/31/2012 0.500% 07/31/2017	912828TG5	2,350,000.00	AA+	Aaa	02/02/15	02/04/15	2,342,564.45	0.63	2,969.43	2,344,768.71	2,342,931.20
US TREASURY NOTES DTD 09/30/2010 1.875% 09/30/2017	912828PA2	960,000.00	AA+	Aaa	09/02/14	09/04/14	984,075.00	1.04	1,573.77	975,083.88	980,649.60
US TREASURY NOTES DTD 04/01/2013 0.750% 03/31/2018	912828UU2	1,325,000.00	AA+	Aaa	03/25/15	03/26/15	1,316,667.00	0.96	868.85	1,318,310.76	1,320,237.95
US TREASURY NOTES DTD 04/01/2013 0.750% 03/31/2018	912828UU2	1,325,000.00	AA+	Aaa	03/26/15	03/27/15	1,315,424.80	0.99	868.85	1,317,305.91	1,320,237.95
US TREASURY NOTES DTD 04/01/2013 0.750% 03/31/2018	912828UU2	2,250,000.00	AA+	Aaa	03/26/15	03/27/15	2,233,652.34	1.00	1,475.41	2,236,863.89	2,241,913.50
US TREASURY NOTES DTD 04/30/2013 0.625% 04/30/2018	912828UZ1	1,250,000.00	AA+	Aaa	04/28/15	04/30/15	1,239,941.41	0.90	21.46	1,241,608.29	1,240,365.00
US TREASURY NOTES DTD 07/31/2013 1.375% 07/31/2018	912828VO0	250,000.00	AA+	Aaa	07/01/15	07/01/15	252,080.08	1.10	868.72	251,857.40	252,630.25
US TREASURY NOTES DTD 07/31/2013 1.375% 07/31/2018	912828VO0	1,725,000.00	AA+	Aaa	07/01/15	07/06/15	1,738,880.86	1.11	5,994.14	1,737,449.45	1,743,148.73



Managed Account Detail of Securities Held

For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
U.S. Treasury Bond / Note											
US TREASURY NOTES DTD 09/30/2011 1.375% 09/30/2018	912828RH5	1,500,000.00	AA+	Aaa	10/08/15	10/09/15	1,519,218.75	0.94	1,803.28	1,518,817.70	1,515,000.00
Security Type Sub-Total		21,275,000.00					21,272,389.26	0.86	37,101.83	21,271,417.74	21,305,806.10
Municipal Bond / Note											
CA ST DEPT OF WATER TXBL REV BONDS DTD 09/27/2012 0.650% 12/01/2015	13066KX87	500,000.00	AAA	Aa1	09/19/12	09/27/12	500,000.00	0.65	1,354.17	500,000.00	500,140.00
CA ST TXBL GO BONDS DTD 03/27/2013 1.050% 02/01/2016	13063BN73	550,000.00	AA-	Aa3	03/13/13	03/27/13	551,859.00	0.93	1,443.75	550,165.04	550,957.00
ORANGE CNTY, CA TXBL REV PO BONDS DTD 01/13/2015 0.780% 05/02/2016	68428LDJ0	875,000.00	AA-	NR	01/09/15	01/13/15	875,000.00	0.78	1,668.33	875,000.00	876,400.00
UNIV OF CAL TXBL REV BONDS DTD 10/02/2013 0.907% 05/15/2016	91412GSX4	135,000.00	AA	Aa2	09/26/13	10/02/13	135,000.00	0.91	564.61	135,000.00	135,361.80
CA EARTHQUAKE AUTH TXBL REV BONDS DTD 11/06/2014 1.194% 07/01/2016	13017HAC0	225,000.00	NR	A3	10/29/14	11/06/14	225,000.00	1.19	895.50	225,000.00	225,609.75
CA ST TAXABLE GO BONDS DTD 11/05/2013 1.250% 11/01/2016	13063CFD7	950,000.00	AA-	Aa3	10/22/13	11/05/13	954,455.50	1.09	5,937.50	951,506.71	953,705.00
CA EARTHQUAKE AUTH TXBL REV BONDS DTD 11/06/2014 1.824% 07/01/2017	13017HAD8	150,000.00	NR	A3	10/29/14	11/06/14	150,000.00	1.82	912.00	150,000.00	150,891.00
Security Type Sub-Total		3,385,000.00					3,391,314.50	0.95	12,775.86	3,386,671.75	3,393,064.55
Federal Agency Collateralized Mortgage Obligation											
FNMA SERIES 2015-M1 ASQ2 DTD 01/15/2015 1.626% 02/01/2018	3136AMKW8	380,000.00	AA+	Aaa	01/15/15	01/30/15	383,797.15	1.26	514.90	382,693.01	383,453.67
FNMA SERIES 2015-M7 ASQ2 DTD 04/01/2015 1.550% 04/01/2018	3136ANJY4	325,000.00	AA+	Aaa	04/15/15	04/30/15	328,248.83	0.83	419.79	327,602.48	327,117.51
FNMA SERIES 2015-M3 FA DTD 02/01/2015 0.424% 06/01/2018	3136AMMC0	241,105.22	AA+	Aaa	02/12/15	02/27/15	241,042.22	0.39	85.43	241,046.10	240,991.08





Managed Account Detail of Securities Held

For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Federal Agency Collateralized Mortgage Obligation											
FANNIE MAE SERIES 2015-M13 ASQ2 DTD 10/01/2015 1.646% 09/01/2019	3136AQDO0	640,000.00	AA+	Aaa	10/07/15	10/30/15	646,408.90	1.08	877.87	646,404.44	646,408.90
Security Type Sub-Total		1,586,105.22					1,599,497.10	0.97	1,897.99	1,597,746.03	1,597,971.16
Federal Agency Bond / Note											
FNMA NOTES DTD 08/19/2011 1.250% 09/28/2016	3135G0CM3	655,000.00	AA+	Aaa	10/01/13	10/03/13	664,674.35	0.75	750.52	657,965.30	659,522.12
FHLB NOTES DTD 08/07/2014 0.500% 09/28/2016	3130A2T97	860,000.00	AA+	Aaa	08/06/14	08/07/14	858,065.00	0.61	394.17	859,176.08	860,514.28
FNMA NOTES DTD 08/19/2011 1.250% 09/28/2016	3135G0CM3	970,000.00	AA+	Aaa	10/01/13	10/03/13	984,555.92	0.74	1,111.46	974,461.19	976,696.88
FHLB GLOBAL NOTES DTD 05/15/2015 0.625% 05/30/2017	3130ASEP0	1,420,000.00	AA+	Aaa	05/14/15	05/15/15	1,418,821.40	0.67	3,722.57	1,419,085.82	1,418,677.98
FREDDIE MAC GLOBAL NOTES DTD 06/25/2012 1.000% 07/28/2017	3137EADJ5	2,175,000.00	AA+	Aaa	08/12/14	08/14/14	2,174,854.27	1.00	5,618.75	2,174,914.94	2,184,063.23
Security Type Sub-Total		6,080,000.00					6,100,970.94	0.80	11,597.47	6,085,603.33	6,099,474.49
Corporate Note											
WELLS FARGO & COMPANY DTD 07/29/2013 1.250% 07/20/2016	94974BFL9	1,025,000.00	A+	A2	07/22/13	07/29/13	1,024,016.00	1.28	3,594.62	1,024,758.49	1,029,450.55
BERKSHIRE HATHAWAY FIN GLOBAL NOTES DTD 08/15/2013 0.950% 08/15/2016	084664BX8	930,000.00	AA	Aa2	08/06/13	08/15/13	929,507.10	0.97	1,865.17	929,869.05	932,733.27
AMERICAN HONDA FINANCE GLOBAL NOTES DTD 10/10/2013 1.125% 10/07/2016	02665WAB7	585,000.00	A+	A1	10/03/13	10/10/13	582,964.20	1.24	438.75	584,356.82	587,727.27
JPMORGAN CHASE & CO DTD 02/18/2014 1.350% 02/15/2017	46623EJY6	1,000,000.00	A	A3	02/12/14	02/18/14	999,500.00	1.37	2,850.00	999,781.99	1,001,732.00
APPLE INC CORP NOTE DTD 05/06/2014 1.050% 05/05/2017	037833AM2	1,000,000.00	AA+	Aa1	04/29/14	05/06/14	999,470.00	1.07	5,104.17	999,730.72	1,003,283.00





Managed Account Detail of Securities Held

For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Corporate Note											
JOHN DEERE CAPITAL CORP NOTES DTD 06/12/2014 1.125% 06/12/2017	24422ESN0	1,065,000.00	A	A2	06/09/14	06/12/14	1,064,499.45	1.14	4,626.09	1,064,728.64	1,065,174.66
HSBC USA INC DTD 06/23/2014 1.300% 06/23/2017	40434CAA3	565,000.00	A	A2	06/16/14	06/23/14	564,141.20	1.35	2,611.56	564,525.06	564,262.68
PEPSICO, INC DTD 07/17/2015 1.125% 07/17/2017	713448CW6	1,000,000.00	A	A1	07/14/15	07/17/15	999,680.00	1.14	3,250.00	999,725.83	1,004,330.00
CATERPILLAR FINANCIAL SE DTD 08/20/2014 1.250% 08/18/2017	14912L6D8	770,000.00	A	A2	08/13/14	08/20/14	769,615.00	1.27	1,951.74	769,767.13	769,889.89
AMERICAN EXPRESS CREDIT CORP NOTES DTD 09/23/2014 1.550% 09/22/2017	0258M0DR7	370,000.00	A-	A2	09/18/14	09/23/14	369,504.20	1.60	621.29	369,684.35	370,620.49
IBM CORP NOTES DTD 02/06/2015 1.125% 02/06/2018	459200HZ7	1,750,000.00	AA-	Aa3	02/03/15	02/06/15	1,744,662.50	1.23	4,648.44	1,745,954.74	1,745,831.50
MCDONALDS CORP NOTES DTD 02/29/2008 5.350% 03/01/2018	58013MEE0	625,000.00	A-	A3	04/01/15	04/07/15	697,331.25	1.27	5,572.92	683,404.02	678,241.88
EXXON MOBIL CORP NOTES DTD 03/06/2015 1.305% 03/06/2018	30231GAL6	1,400,000.00	AAA	Aaa	03/04/15	03/06/15	1,400,000.00	1.31	2,791.25	1,400,000.00	1,407,467.60
AMERICAN HONDA FINANCE CORP NOTES DTD 03/13/2015 1.500% 03/13/2018	02665WAT8	750,000.00	A+	A1	03/10/15	03/13/15	748,995.00	1.55	1,500.00	749,203.44	748,399.50
PEPSICO, INC CORP NOTES DTD 04/30/2015 1.250% 04/30/2018	713448CR7	275,000.00	A	A1	04/27/15	04/30/15	274,967.00	1.25	9.55	274,972.45	275,017.88
TEXAS INSTRUMENTS CORP NOTE DTD 05/08/2013 1.000% 05/01/2018	882508AV6	890,000.00	A+	A1	04/02/15	04/08/15	885,202.90	1.18	4,450.00	886,074.04	881,431.08
CONOCOPHILLIPS COMPANY CORP NOTE DTD 05/18/2015 1.500% 05/15/2018	20826FAL0	240,000.00	A	A2	05/13/15	05/18/15	239,971.20	1.50	1,630.00	239,975.40	239,809.68
GLAXOSMITHKLINE CAP INC NOTES DTD 05/13/2008 5.650% 05/15/2018	377372AD9	525,000.00	A+	A2	04/01/15	04/07/15	594,368.25	1.30	13,677.71	581,921.24	580,294.58
BANK OF NEW YORK MELLON CORP (CALLABLE) DTD 05/29/2015 1.600% 05/22/2018	06406HDB2	1,400,000.00	A+	A1	05/22/15	05/29/15	1,399,874.00	1.60	9,457.78	1,399,890.27	1,401,849.40





Managed Account Detail of Securities Held

For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Security Type/Description	Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Corporate Note												
BANK OF AMERICA BANK NOTES DTD 06/05/2015 1.750% 06/05/2018		06050TMC3	700,000.00	A	A1	10/06/15	10/09/15	701,442.00	1.67	4,968.06	701,411.52	699,181.00
CISCO SYSTEMS INC CORP NOTE DTD 06/17/2015 1.650% 06/15/2018		17275RAU6	1,205,000.00	AA-	A1	06/10/15	06/17/15	1,204,795.15	1.66	7,400.71	1,204,819.80	1,214,732.79
TOYOTA MOTOR CREDIT CORP DTD 07/13/2015 1.550% 07/13/2018		89236TCP8	725,000.00	AA-	Aa3	07/08/15	07/13/15	724,383.75	1.58	3,371.25	724,444.17	728,400.98
AMERICAN EXPRESS CRD CRP NT (CALLABLE) DTD 07/31/2015 1.800% 07/31/2018		0258M0DV8	700,000.00	A-	A2	10/05/15	10/08/15	702,709.00	1.66	3,185.00	702,650.34	701,609.30
Security Type Sub-Total			19,495,000.00					19,621,599.15	1.34	89,576.06	19,601,649.51	19,631,470.98
Certificate of Deposit												
WESTPAC BANKING CORP NY LT FLOAT CD DTD 04/17/2014 0.501% 04/15/2016		96121TWF1	1,350,000.00	AA-	Aa2	04/16/14	04/17/14	1,350,000.00	0.41	319.07	1,350,000.00	1,350,214.65
BANK OF NOVA SCOTIA HOUS CD FLOAT DTD 06/13/2014 0.512% 06/10/2016		06417HMU7	1,350,000.00	A+	Aa2	06/11/14	06/13/14	1,349,184.60	0.28	998.40	1,349,751.34	1,349,805.60
GOLDMAN SACHS BANK USA CD DTD 08/19/2014 0.900% 08/12/2016		38147J2L5	1,375,000.00	A-1	P-1	08/14/14	08/19/14	1,375,000.00	0.90	2,508.90	1,375,000.00	1,376,168.75
HSBC BANK USA NA CD DTD 02/13/2015 0.880% 08/15/2016		40428AC54	1,050,000.00	A-1+	P-1	02/11/15	02/13/15	1,050,000.00	0.88	1,950.67	1,050,000.00	1,051,480.50
CANADIAN IMPERIAL BANK NY YCD DTD 04/10/2015 1.010% 04/06/2017		13606JYY9	1,400,000.00	A-1	P-1	04/06/15	04/10/15	1,400,000.00	1.01	981.94	1,400,000.00	1,396,451.00
RABOBANK NEDERLAND NV CERT DEPOS DTD 04/27/2015 1.070% 04/21/2017		21684BXH2	1,700,000.00	A-1	P-1	04/22/15	04/27/15	1,700,000.00	1.07	505.28	1,700,000.00	1,697,059.00
BMO HARRIS BANK NA CD DTD 10/23/2015 1.000% 04/24/2017		05574BFW5	1,400,000.00	A-1	Aa3	10/22/15	10/23/15	1,400,000.00	1.01	350.00	1,400,000.00	1,399,780.20
NORDEA BANK FINLAND NY CD DTD 05/29/2015 1.150% 05/26/2017		65558LFA5	1,400,000.00	AA-	Aa3	05/27/15	05/29/15	1,400,000.00	1.15	6,976.67	1,400,000.00	1,397,711.00



Managed Account Detail of Securities Held

For the Month Ending October 31, 2015

CITY OF ANTIOCH, CA - 04380500

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Certificate of Deposit											
TORONTO DOMINION BANK NY YCD DTD 06/19/2015 1.240% 06/16/2017	89113ESN7	1,400,000.00	AA-	Aa1	06/16/15	06/19/15	1,400,000.00	1.25	6,461.78	1,400,000.00	1,402,030.00
US BANK NA CINCINNATI (CALLABLE) CD DTD 09/11/2014 1.375% 09/11/2017	90333VPF1	1,375,000.00	AA-	A1	09/09/14	09/11/14	1,372,786.25	1.41	2,625.87	1,373,626.50	1,374,356.50
Security Type Sub-Total		13,800,000.00					13,796,970.85	0.94	23,678.58	13,798,377.84	13,795,057.20
Asset-Backed Security / Collateralized Mortgage Obligation											
HONDA ABS 2015-1 A2 DTD 01/28/2015 0.700% 06/15/2017	43814KAB7	284,184.11	AAA	Aaa	01/21/15	01/28/15	284,169.28	0.70	88.41	284,174.69	284,180.87
TOYOTA ABS 2015-A A2 DTD 03/04/2015 0.710% 07/15/2017	89236WAB4	275,000.00	AAA	Aaa	02/24/15	03/04/15	274,997.39	0.71	86.78	274,998.24	275,001.73
FORD ABS 2014-C A2 DTD 11/25/2014 0.610% 08/15/2017	34530PAC6	393,043.70	AAA	NR	11/18/14	11/25/14	393,030.50	0.61	106.56	393,035.58	393,005.54
HONDA ABS 2015-2 A3 DTD 05/20/2015 1.040% 02/21/2019	43813NAC0	495,000.00	AAA	NR	05/13/15	05/20/15	494,924.02	1.05	143.00	494,934.75	493,565.79
CITIBANK ABS 2014-A2 A2 DTD 03/05/2014 1.020% 02/22/2019	17305EFN0	525,000.00	AAA	Aaa	03/17/15	03/20/15	524,282.23	1.08	1,026.38	524,371.18	524,904.14
TOYOTA ABS 2015-B A3 DTD 06/17/2015 1.270% 05/15/2019	89237CAD3	680,000.00	AAA	Aaa	06/10/15	06/17/15	679,963.21	1.27	383.82	679,967.35	680,467.91
NISSAN ABS 2015-A A3 DTD 04/14/2015 1.050% 10/15/2019	65477UAC4	515,000.00	NR	Aaa	04/07/15	04/14/15	514,891.75	1.06	240.33	514,906.57	513,235.82
FORD ABS 2015-B A3 DTD 05/26/2015 1.160% 11/15/2019	34530VAD1	350,000.00	NR	Aaa	05/19/15	05/26/15	349,967.63	1.16	180.44	349,971.02	349,112.75
FORD ABS 2015-C A3 DTD 09/22/2015 1.410% 02/15/2020	34530YAD5	360,000.00	AAA	Aaa	09/15/15	09/22/15	359,929.94	1.42	225.60	359,931.87	360,482.00
NISSAN ABS 2015-B A3 DTD 07/22/2015 1.340% 03/15/2020	65475WAD0	340,000.00	NR	Aaa	07/15/15	07/22/15	339,972.97	1.34	202.49	339,974.91	340,025.77
BANK OF AMER CREDIT CARD TR 2015-A2 DTD 04/29/2015 1.360% 09/15/2020	05522RCU0	495,000.00	AAA	Aaa	10/28/15	10/29/15	495,715.43	1.30	299.20	495,715.32	494,463.77





Managed Account Detail of Securities Held

For the Month Ending October 31, 2015

CITY OF ANTIOCH, CA - 04380500												
Security Type/Description	Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Asset-Backed Security / Collateralized Mortgage Obligation												
Security Type Sub-Total			4,712,227.81					4,711,844.35	1.09	2,983.01	4,711,981.48	4,708,446.09
Managed Account Sub-Total			70,333,333.03					70,494,586.15	1.03	179,610.80	70,453,447.68	70,531,290.57
Securities Sub-Total			\$70,333,333.03					\$70,494,586.15	1.03%	\$179,610.80	\$70,453,447.68	\$70,531,290.57
Accrued Interest												\$179,610.80
Total Investments												\$70,710,901.37



Managed Account Security Transactions & Interest

For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Transaction Type		Security Description	CUSIP	Par	Principal Proceeds	Accrued Interest	Total	Realized G/L Cost	Realized G/L Amort Cost	Sale Method
Trade	Settle									
BUY										
10/05/15	10/08/15	AMERICAN EXPRESS CRD CRP NT (CALLABLE) DTD 07/31/2015 1.800% 07/31/2018	0258M0DV8	700,000.00	(702,709.00)	(2,380.00)	(705,089.00)			
10/06/15	10/09/15	BANK OF AMERICA BANK NOTES DTD 06/05/2015 1.750% 06/05/2018	06050TMC3	700,000.00	(701,442.00)	(4,219.44)	(705,661.44)			
10/07/15	10/30/15	FANNIE MAE SERIES 2015-M13 ASQ2 DTD 10/01/2015 1.646% 09/01/2019	3136AODQ0	640,000.00	(646,408.90)	(848.60)	(647,257.50)			
10/08/15	10/09/15	US TREASURY NOTES DTD 09/30/2011 1.375% 09/30/2018	912828RH5	1,500,000.00	(1,519,218.75)	(507.17)	(1,519,725.92)			
10/22/15	10/23/15	BMO HARRIS BANK NA CD DTD 10/23/2015 1.000% 04/24/2017	05574BFW5	1,400,000.00	(1,400,000.00)	0.00	(1,400,000.00)			
10/28/15	10/29/15	BANK OF AMER CREDIT CARD TR 2015-A2 DTD 04/29/2015 1.360% 09/15/2020	05522RCU0	495,000.00	(495,715.43)	(261.80)	(495,977.23)			

Transaction Type Sub-Total **5,435,000.00** **(5,465,494.08)** **(8,217.01)** **(5,473,711.09)**

INTEREST										
10/01/15	10/25/15	FNMA SERIES 2015-M1 ASQ2 DTD 01/15/2015 1.626% 02/01/2018	3136AMKW8	380,000.00	0.00	514.90	514.90			
10/01/15	10/25/15	FNMA SERIES 2015-M7 ASQ2 DTD 04/01/2015 1.550% 04/01/2018	3136ANJY4	325,000.00	0.00	419.79	419.79			
10/01/15	10/25/15	FNMA SERIES 2015-M3 FA DTD 02/01/2015 0.424% 06/01/2018	3136AMMC0	241,399.80	0.00	85.33	85.33			
10/06/15	10/06/15	CANADIAN IMPERIAL BANK NY YCD DTD 04/10/2015 1.010% 04/06/2017	13606JYY9	1,400,000.00	0.00	6,912.89	6,912.89			
10/07/15	10/07/15	AMERICAN HONDA FINANCE GLOBAL NOTES DTD 10/10/2013 1.125% 10/07/2016	02665WAB7	585,000.00	0.00	3,290.63	3,290.63			
10/15/15	10/15/15	NISSAN ABS 2015-A A3 DTD 04/14/2015 1.050% 10/15/2019	65477UAC4	515,000.00	0.00	450.63	450.63			
10/15/15	10/15/15	WESTPAC BANKING CORP NY LT FLOAT CD DTD 04/17/2014 0.501% 04/15/2016	96121TWF1	1,350,000.00	0.00	1,617.36	1,617.36			





Managed Account Security Transactions & Interest

For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Transaction Type					Principal	Accrued		Realized G/L	Realized G/L	Sale
Trade	Settle	Security Description	CUSIP	Par	Proceeds	Interest	Total	Cost	Amort Cost	Method
INTEREST										
10/15/15	10/15/15	FORD ABS 2015-C A3 DTD 09/22/2015 1.410% 02/15/2020	34530YAD5	360,000.00	0.00	324.30	324.30			
10/15/15	10/15/15	TOYOTA ABS 2015-B A3 DTD 06/17/2015 1.270% 05/15/2019	89237CAD3	680,000.00	0.00	719.67	719.67			
10/15/15	10/15/15	FORD ABS 2015-B A3 DTD 05/26/2015 1.160% 11/15/2019	34530VAD1	350,000.00	0.00	338.33	338.33			
10/15/15	10/15/15	TOYOTA ABS 2015-A A2 DTD 03/04/2015 0.710% 07/15/2017	89236WAB4	275,000.00	0.00	162.71	162.71			
10/15/15	10/15/15	FORD ABS 2014-C A2 DTD 11/25/2014 0.610% 08/15/2017	34530PAC6	455,170.91	0.00	231.38	231.38			
10/15/15	10/15/15	NISSAN ABS 2015-B A3 DTD 07/22/2015 1.340% 03/15/2020	65475WAD0	340,000.00	0.00	379.67	379.67			
10/15/15	10/15/15	HONDA ABS 2015-1 A2 DTD 01/28/2015 0.700% 06/15/2017	43814KAB7	300,000.00	0.00	175.00	175.00			
10/21/15	10/21/15	RABOBANK NEDERLAND NV CERT DEPOS DTD 04/27/2015 1.070% 04/21/2017	21684BXH2	1,700,000.00	0.00	8,791.83	8,791.83			
10/21/15	10/21/15	HONDA ABS 2015-2 A3 DTD 05/20/2015 1.040% 02/21/2019	43813NAC0	495,000.00	0.00	429.00	429.00			
10/30/15	10/30/15	PEPSICO, INC CORP NOTES DTD 04/30/2015 1.250% 04/30/2018	713448CR7	275,000.00	0.00	1,718.75	1,718.75			
10/31/15	10/31/15	US TREASURY NOTES DTD 04/30/2013 0.625% 04/30/2018	912828UZ1	1,250,000.00	0.00	3,906.25	3,906.25			
Transaction Type Sub-Total				11,276,570.71	0.00	30,468.42	30,468.42			
PAYDOWNS										
10/01/15	10/25/15	FNMA SERIES 2015-M3 FA DTD 02/01/2015 0.424% 06/01/2018	3136AMMC0	294.58	294.58	0.00	294.58	0.08	0.00	
10/15/15	10/15/15	FORD ABS 2014-C A2 DTD 11/25/2014 0.610% 08/15/2017	34530PAC6	62,127.21	62,127.21	0.00	62,127.21	2.09	0.00	
10/15/15	10/15/15	HONDA ABS 2015-1 A2 DTD 01/28/2015 0.700% 06/15/2017	43814KAB7	15,815.89	15,815.89	0.00	15,815.89	0.83	0.00	
Transaction Type Sub-Total				78,237.68	78,237.68	0.00	78,237.68	3.00	0.00	



Managed Account Security Transactions & Interest

For the Month Ending **October 31, 2015**

CITY OF ANTIOCH, CA - 04380500

Transaction Type		Security Description	CUSIP	Par	Principal Proceeds	Accrued Interest	Total	Realized G/L Cost	Realized G/L Amort Cost	Sale Method
Trade	Settle									
SELL										
10/05/15	10/08/15	JPMORGAN CHASE & CO GLOBAL NOTES DTD 10/18/2012 1.100% 10/15/2015	46623EJR1	650,000.00	650,084.50	3,435.97	653,520.47	351.00	86.25	SPEC LOT
10/06/15	10/09/15	APPLE INC CORP NOTE DTD 05/06/2014 1.050% 05/05/2017	037833AM2	700,000.00	703,353.00	3,123.75	706,476.75	3,724.00	3,549.04	SPEC LOT
10/08/15	10/09/15	FHLB NOTES DTD 08/07/2014 0.500% 09/28/2016	3130A2T97	1,000,000.00	1,000,950.00	152.78	1,001,102.78	3,200.00	1,972.40	SPEC LOT
10/08/15	10/09/15	US TREASURY NOTES DTD 08/31/2011 1.000% 08/31/2016	912828RF9	485,000.00	487,879.69	519.64	488,399.33	(3,239.64)	678.72	SPEC LOT
10/22/15	10/23/15	US TREASURY NOTES DTD 11/30/2011 0.875% 11/30/2016	912828RU6	1,385,000.00	1,392,357.81	4,801.14	1,397,158.95	(3,354.30)	3,494.26	SPEC LOT
10/22/15	10/23/15	US TREASURY NOTES DTD 11/30/2011 0.875% 11/30/2016	912828RU6	15,000.00	15,079.69	52.00	15,131.69	(49.22)	31.87	SPEC LOT
10/26/15	10/30/15	US TREASURY NOTES DTD 11/30/2011 0.875% 11/30/2016	912828RU6	645,000.00	648,250.20	2,343.85	650,594.05	(2,292.77)	1,229.49	SPEC LOT
10/28/15	10/29/15	US TREASURY NOTES DTD 11/30/2011 0.875% 11/30/2016	912828RU6	500,000.00	502,539.06	1,804.99	504,344.05	(1,757.81)	968.69	SPEC LOT
Transaction Type Sub-Total				5,380,000.00	5,400,493.95	16,234.12	5,416,728.07	(3,418.74)	12,010.72	
Managed Account Sub-Total					13,237.55	38,485.53	51,723.08	(3,415.74)	12,010.72	
Total Security Transactions					\$13,237.55	\$38,485.53	\$51,723.08	(\$3,415.74)	\$12,010.72	





STAFF REPORT TO THE CITY COUNCIL

DATE: Regular Meeting of November 24, 2015

TO: Honorable Mayor and Members of the City Council

SUBMITTED BY: Michelle Fitzer, Administrative Services Director

SUBJECT: Authorization for the City Manager to Execute an Amendment to the Legal Services Agreement with Cota Cole to Extend the Term

RECOMMENDED ACTION

It is recommended that the City Council authorize the City Manager to execute an amendment to the legal services agreement with Cota Cole, extending the term through May 31, 2016.

STRATEGIC PURPOSE

The proposed action is consistent with Strategy M: Legal Services – Provide legal counsel to the City Council and staff to enable and support all City policies, procedures and initiatives.

FISCAL IMPACT

There is no additional fiscal impact. The agreed upon service fees will continue, which are being paid in lieu of the salary and benefits for the full-time regular City Attorney position.

DISCUSSION

At the April 28, 2015, meeting Council authorized the City Manager to execute a Consulting Services Agreement with Peckham and McKenney to conduct a City Attorney recruitment. Unfortunately, the initial recruitment was not successful in placing a candidate. At the November 10, 2015, meeting the Council authorized the City Manager to execute an amendment to the Agreement with Peckham and McKenney to conduct a second City Attorney recruitment.

The City desires to maintain the legal services of the interim City Attorney staff while continuing to recruit for a full-time regular employee. Therefore, the term of the Agreement with Cota Cole needs to be extended.

ATTACHMENTS

A. Amendment to Legal Services Agreement Between the City of Antioch and Cota Cole LLP

**AMENDMENT TO LEGAL SERVICES AGREEMENT
BETWEEN THE CITY OF ANTIOCH AND COTA COLE LLP**

This Amendment to the Legal Services Agreement between the City of Antioch and Cota Cole LLP ("Counsel") effective May 16, 2015 ("Agreement"), is entered into and effective as of November 17, 2015. The Agreement shall be amended as set forth below. All other terms of the Agreement not amended by this Amendment shall remain the same.

1. Paragraph 1.1 of the Agreement is amended to provide that the term of the Agreement shall be extended to May 31, 2016, subject to the City's right to terminate the Agreement sooner under Section 8 of the Agreement or upon the start date of the new City Attorney.

Executed on this ____ day of November, 2015.

Derek P. Cole
Partner

Wade Harper
Mayor



STAFF REPORT TO THE CITY COUNCIL

DATE: Regular Meeting of November 24, 2015

TO: Honorable Mayor and Members of the City Council

SUBMITTED BY: Derek Cole, Interim City Attorney *DC / [signature]*

SUBJECT: Approval of Amendment to Agreement with Steve Duran for City Manager Services

RECOMMENDED ACTION

It is recommended that the City Council approve an Amendment to the City's Agreement with Steve Duran for City Manager Services to clarify the process concerning the handling of disciplinary and separation matters.

STRATEGIC PURPOSE

The proposed action is consistent with Strategy L-5 ("Effectively and efficiently manage City Council agenda preparation, notice and records"), and Strategy L-10 ("Update and approve foundational policies, procedures and documents related to Human Resource management").

FISCAL IMPACT

This action would not have any fiscal impact.

DISCUSSION

In drafting the contract the City will use for the new City Attorney, our office reviewed the City's existing agreement with the City Manager as a starting point and template. Through that review, we believe a small modification should be made to the manner in which "for cause" employment terminations should be handled. We do so to ensure the process for termination is consistent with a provision of the Brown Act concerning complaints made against employees. That provision, Government Code section 54957(b)(2), states:

"As a condition to holding a closed session on specific complaints or charges brought against an employee by another person or employee, the employee shall be given written notice of his or her right to have the complaints or charges heard in an open session rather than a closed session, which notice shall be delivered to the employee personally or by mail at least 24 hours before the time for holding the session. If notice is not given, any disciplinary or other action taken by the legislative body against the employee based on the specific complaints or charges in the closed session shall be null and void."

On some occasions, charges that can lead to an employee's termination involve complaints made by other persons or employees (such as charges of harassment or mistreatment). In these situations, it is important for the City to ensure the employee who faces discipline or termination receive his or her right to have the charges heard in an open session, as the quoted language allows. In the City Attorney's experience, most employees elect to not exercise this right, and to have complaints against them considered in closed session. But because it is not inconceivable an employee would want to exercise his or her right to have the issues aired in an open meeting, the City's contract language should be changed to accommodate such requests if and when made. Note that the quoted language provides that if the employee does not receive this right, any disciplinary action or termination "shall be null and void." As we trust the Council would want to avoid such a potential consequence, we believe the change we propose is important.

To conform to the above section of the Brown Act, the new contract language we propose—which would first be incorporated into the current City Manager's Employment Agreement—clarifies that an employee facing discipline or termination shall: (1) receive his or her right to notification concerning the right to have complaints heard in open session; (2) the employee must thereafter elect to have an open session if allowed; and (3) if the employee does not so elect, he or she will be deemed to effectively consent to having his or her disciplinary or separation matter heard in closed session. The language we propose makes clear that the right to an open-session meeting shall apply only "if applicable." Because it is possible for an employee to be disciplined or terminated based on grounds that do not involve complaints by other employees or third parties, the employee may have no right to have his or her matter heard in open session.

ATTACHMENTS

A. Amendment to Agreement with City Manager Steve Duran

**CITY OF ANTIOCH
AGREEMENT WITH STEVE DURAN FOR
CITY MANAGER SERVICES**

The Agreement ("Agreement"), dated December 10, 2013, by and between the City of Antioch, California ("City") and Steven Duran ("Duran") is amended as follows:

Section 6 – Termination by City.

- A. Termination for Good Cause. The City Manager may be discharged for good cause. Good cause includes, without limitation, and as determined in the reasonable discretions of the City, any of the following: (1) insubordination, (2) dishonesty, (3) embezzlement, (4) violation of Federal, State or local requirements pertaining to conflict of interest, (5) conviction of a criminal act, (6) involvement in any act involving moral turpitude that would compromise Duran's effective performance as City Manager, (7) taking a position adverse to the interests of the City without the City's prior written consent, (8) violation of any fiduciary duty owed to the City, (9) failure to abide by the employment restrictions under this Agreement, (10) failure to observe or perform any of his duties and obligations under this Agreement, if that failure continues for a period of thirty (30) days after Duran receives written notice from the City Council specifying the acts or omissions deemed to constitute that failure.

If the City elects to terminate this Agreement for good cause, it will pay Duran for all earned pay and accrued, unused vacation leave at the time it notifies Duran of the termination decision, less legally required withholdings. Duran will be entitled to no pay or benefits after the date that the City notifies him that this Agreement and his employment by the City are being terminated for good cause. If the City Council intends to terminate this Agreement for good cause, it will provide notice of its intention to Duran with a written explanation of the basis for that decision, sent to Duran's last known home address at least 10 days prior to the City Council meeting in which the termination will be considered. Duran will have the right to meet with the City Council for the purposes of discussing the basis for his proposed termination for good cause prior to a final vote on his termination, which will take place in closed session unless Duran timely exercises any right he possesses under Government Code section 54957(b)(1)-(2), if applicable. In order to exercise his right to meet with the Council, Duran must provide a written request to meet to the Mayor of the City and the City Manager within five days of the date of the meeting in which termination of employment will be considered. Failure to timely provide such written notice shall constitute a waiver of the right to be heard. Unless he timely exercises his right under Government Code section 54957(b)(1)-(2), to the extent those provisions are applicable, Duran shall have no right to be heard publicly by the City Council prior or subsequent to a

final vote on his termination and hereby waives any right to be heard publicly under the Antioch Municipal Code; provided however that no provision of this Agreement shall constitute a waiver of Duran's rights in law or equity to recover damages caused by an abuse of this provision by the City.

All other terms and conditions outlined in the original Agreement of December 10, 2013, shall remain unchanged and in full force and effect.

City of Antioch

By: _____
Wade Harper, Mayor

Approved as to form:

Derek Cole, Interim City Attorney

By: _____
Steven Duran

CITY OF ANTIOCH AS SUCCESSOR AGENCY TO
THE ANTIOCH DEVELOPMENT AGENCY
CLAIMS BY FUND REPORT
FOR THE PERIODS OF
OCTOBER 16 - NOVEMBER 12, 2015
FUND/CHECK #

239 Redevelopment Obligation Retirement Fund			
359288	BEST BEST AND KRIEGER LLP	SUCCESSOR AGENCY SERVICES	1,034.80
359475	MUNICIPAL RESOURCE GROUP LLC	CONSULTING SERVICES	4,290.00
359509	STRATEGIC THREAT MANAGEMENT INC	SECURITY SERVICES	8,944.00
359606	STRATEGIC THREAT MANAGEMENT INC	SECURITY SERVICES	2,859.50

CITY OF ANTIOCH AS HOUSING SUCCESSOR TO
THE ANTIOCH DEVELOPMENT AGENCY
CLAIMS BY FUND REPORT
FOR THE PERIOD OF
OCTOBER 16 - NOVEMBER 12, 2015
FUND/CHECK#

227 Housing Fund

Housing - CIP

359541 CITY DATA SERVICES LLC	CDBG SERVICES	11,400.00
359601 SIERRA CORPORATE MANAGEMENT	CDBG SERVICES	1,621.24
925597 HOUSE, TERI	CONSULTING SERVICES	32.50



STAFF REPORT TO THE CITY COUNCIL

DATE: Regular Meeting of November 24, 2015

TO: Honorable Mayor and Members of the City Council

SUBMITTED BY: Dawn Merchant, Finance Director

SUBJECT: Appointment to the Sales Tax Citizens' Oversight Committee

RECOMMENDED ACTION

It is recommended that the Mayor appoint and City Council approve the appointment of one member to the Sales Tax Citizens' Oversight Committee for a term expiring in March 2018.

STRATEGIC PURPOSE

This action falls under Strategic Plan Long Term Goal N: Achieve and maintain financial stability and transparency. The Sales Tax Citizens' Oversight Committee reviews receipts and expenditures of Measure C funds and annually reports out to City Council.

FISCAL IMPACT

There is no fiscal impact from this appointment as positions are voluntary.

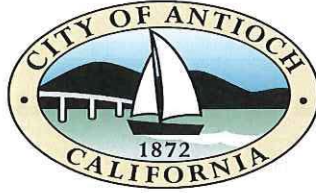
DISCUSSION

Ordinance 2068-C-S for Measure C, Restoring Antioch Services Sales Tax, requires the establishment of a seven member citizens' oversight committee. In March 2014, seven members were appointed for staggering terms. One of the members serving a four year term resigned in August 2015 creating a vacancy for the remainder of the term. One application was received for this opening and an interview was conducted on October 21st by Mayor Harper with the Finance Director in attendance.

Eduardo Cendejas is the nominated applicant to fill the remaining vacant term until it expires in March 2018.

ATTACHMENT

- A. Application of applicant



RECEIVED

OCT 09 2015

CITY OF ANTIOCH
CITY CLERK

APPLICATION EXTENDED DEADLINE: 4:30 p.m. (October 9, 2015)

APPLICATION FOR COMMUNITY SERVICE

SALES TAX CITIZENS' OVERSIGHT COMMITTEE

Print Your Name EDUARDO CENACJAS

Address _____ City ANTIOCH

ZIP Code 94531 Phone (H) _____ (W) _____ (C) _____

E-mail address _____

Employer ALL PRO DELTA BAY Inspections

Address _____ City ANTIOCH

Occupation HOME INSPECTOR

Years lived in the City of Antioch 2

List the three (3) main reasons for your interest in this appointment:

SERVE THE COMMUNITY

IMPROVE ANTIOCH

SAFETY

Have you had any previous appointments to other city commissions or boards? (If yes, please explain) PLANNING COMMISSIONER FRANKLIN PARK, ILLINOIS

What skills/knowledge do you have that would be helpful in serving on the Sales Tax Citizens' Oversight Committee? - PARTICIPATED IN CITY GOVERNMENT IN THE PAST. - KNOWLEDGE OF THE COMMUNITY (ANTIOCH) - ABILITY TO WORK WITH OTHERS TO ACHIEVE A COMMON GOAL.

Please indicate any further information or comments you wish to make that would be helpful in reviewing your application.

BEING THAT I LIVE IN THE COMMUNITY, I
WANT TO DO WHATEVER I CAN TO IMPROVE
OUR COMMUNITY AND TO HELP REACH ANTIOCH'S
ENDLESS POTENTIAL

Can you attend meetings at the designated days and time? YES

Please attach your resume to provide additional information or your application will not be deemed complete and will not be considered.

PLEASE NOTE THIS COMPLETED APPLICATION IS AVAILABLE FOR PUBLIC REVIEW.

Committee Members are required to file a FPPC Form 700 (Statement of Economic Interests) disclosing their property, business and investment interests, with the City Clerk.

DELIVER OR MAIL TO: Antioch City Clerk
200 "H" Street
P.O. Box 5007
Antioch, CA 94531-5007



Signature

10/9/15

Date



STAFF REPORT TO THE CITY COUNCIL

DATE: Regular Meeting of November 24, 2015

TO: Honorable Mayor and Members of the City Council

SUBMITTED BY: Dawn Merchant, Finance Director

REVIEWED BY: Steve Duran, City Manager

SUBJECT: Allocation of State Reimbursement of Pre-2004 Unfunded Mandates

RECOMMENDED ACTION

It is recommended that the City Council provide direction on use of reimbursement for prior unfunded State mandates and interest received by the City in the amount of \$883,175.

STRATEGIC PURPOSE

This action falls under Strategic Plan Long Term Goal N: Achieve and maintain financial stability and transparency.

FISCAL IMPACT

The City received \$793,767 in unbudgeted State mandated reimbursements in June 2015. This money was placed in the General Fund and resulted in \$793,767 more revenues than anticipated in fiscal year 2014-15. An additional \$89,408 in interest on the funds was received in fiscal year 2015-16.

DISCUSSION

Pursuant to the State Budget Act of 2014, the State of California released \$765 million to local agencies for reimbursement of mandate-related costs incurred prior to 2004. The City of Antioch received \$793,767 that was not budgeted for as the funds were received after budget adoption on June 23, 2015. The City received interest earnings on these funds from the State totaling \$89,408 in the current fiscal year, bringing the total of one-time monies received to \$883,175.

Staff brought this item to Council on July 28th along with several suggestions for use of the one-time monies. Council requested to temporarily hold the money in General Fund reserves and bring the item back after a solar discussion was presented to Council. As a solar project is still under review and Council provided direction on a policy for use of one-time monies, staff is bringing back this item now for discussion and direction.

Council directed that a minimum of 50% of one-time monies be applied to the unfunded liability for the Police Supplementary Retirement Plan. This means a minimum of

\$441,588 of the state mandated funds and interest must be used for this obligation. This leaves a remaining balance of \$441,587 that the Council has discretion on use of the funds. The following are staff recommendations:

1. Use \$229,377 for a Habitat Conservation Plan (HCP). The City of Antioch was offered the opportunity to participate in a Section 6 Grant from the United States Fish and Wildlife Service. The Section 6 Grant would pay for the production of a HCP that would allow for local mitigation of habitat impacts. The remainder of East Contra Costa County already participates in their own HCP, which is preferred by developers, Cities, and the State and federal agencies. In short, the HCP establishes upfront requirements for development projects that convert natural habitat to urban uses. The HCP replaces the lengthy and frustrating process of mitigating each project on its own. The Section 6 Grant is \$688,131 and the City of Antioch would need to provide a \$229,377 local match. This local match could be recouped from development projects that participate in the HCP in the future.
2. Use \$75,000 of the monies for consulting services for L Street redesign.
3. Provide funding for restoration of the fire truck recently sold to the Antioch Historical Society (this item was brought forth by the Mayor).
4. Provide funding for Sister City activities.
5. Provide \$4,300 in funding to Antioch Unified School District for the Deer Valley High School after school library program for either enhancing the program or staffing and snacks for the program. The City has provided funding in the past utilizing Residential Development Allocation funds and Child Care Funds.

In lieu of the staff recommendations, the Council could of course: apply more than 50% to the unfunded liability; keep the money in General Fund reserves and do not spend towards a one-time purpose to allow for the City to build up General Fund reserves and offset future deficit spending, which is projected to begin in fiscal year 2016-17; discuss other uses of the funds not outlined in this report. The monies received will not be recurring funds to be received annually, thus staff is not recommending that the funds be applied to recurring expenditures, such as staffing.



STAFF REPORT TO THE CITY COUNCIL

DATE: Regular Meeting of November 24, 2015

TO: Honorable Mayor and Members of the City Council

SUBMITTED BY: William R. Galstan, Interim Asst. City Attorney *WRG*

SUBJECT: Discussion of possible Prohibition/Regulation of Medical Marijuana Cultivation

RECOMMENDED ACTION

This agenda item is in the nature of a Study Session and is intended to inform Council of some options available to the City under a new State Law. At the conclusion of the discussion, City Council should direct staff as to its desired course of action.

STRATEGIC PURPOSE

This discussion is relevant to our Strategic Plan Section A, Crime Reduction, and C, Elimination of Blight.

FISCAL IMPACT

No impact from this discussion *per se*. Depending on policy directives from the Council, there may be some modest revenues from permit application fees.

DISCUSSION

There is a window of opportunity for cities under a new state law to adopt local ordinances on the subject of medical marijuana cultivation. If a city has not adopted an ordinance prior to March 1, 2016, then local prohibition/regulation will be precluded, and the State will have exclusive jurisdiction.

The State has adopted AB 266, the "Medical Cannabis Regulation and Control Act", which comprehensively addresses several aspects of the medical use of marijuana, including its cultivation. The measure has been signed into law by Governor Brown. The State has not yet formulated rules pertaining to cultivation of medical marijuana, leaving that chore to further efforts by State agencies. However, the law does provide that the State will not issue a license for the cultivation of medical marijuana if a local agency has prohibited cultivation, or adopted regulations, prior to March 1, 2016. Thus, the extent of any possible State regulations are unknown at this time.

It may be prudent for cities to adopt their own ordinances. If, after the adoption of the new State rules, a city finds those rules to be acceptable, it could rescind its ordinance and then merely rely on State oversight and regulation.

The cultivation and use of medical marijuana raises many issues. Some concerns involve moral issues and the half-century of the “War on Drugs” from the Federal Government. There are also societal issues of how the widespread use of drugs will affect society in general.

Aside from those concerns, there are direct problems that may be of concern to cities. One such issue is the fact that marijuana plants emit an odor while growing that neighbors may find offensive, with subsequent complaints to the city to deal with the problem. Another concern is that marijuana plants under cultivation may be attractive to burglars wishing to steal them, possibly leading to violence between the burglar and the owner.

It must be remembered that, in this context, we are discussing relatively small numbers of plants intended for personal use. Cultivation for sale is, and continues to be, illegal under state law.

Given the issues of odor nuisance and possible criminal activity, cities may wish to consider prohibiting the outdoor cultivation of marijuana, or of limiting the number and location of plantings and require secured areas for cultivation.

Prohibiting cultivation would be relatively straightforward but may raise substantial objection from some members of the community. Prohibition may also be somewhat difficult on individuals using marijuana for medical purposes, but the law presently does allow cities to make that choice.

The remainder of this report discusses possible regulations for cultivation if Antioch were to choose regulation rather than prohibition. Our neighboring City of Oakley is currently considering a regulation ordinance.

- **Number of plants.** Proposition 215 established guidelines for the number of plants that it would be reasonable for a user of medical marijuana to have. That number is six mature plants or 12 immature (those without buds) plants. (*California Norml Website, “Patient’s Guide to Medical Marijuana in California.”*)
- **Property line setbacks.** It would appear to be reasonable, for odor control purposes, to establish a minimum setback from all property lines for plantings. A 10-foot setback would be feasible for many typical lots, although not a guarantee to resolve odor complaints.
- **Security.** It would also appear to be reasonable to require six-foot high fencing around the yards where cultivation occurs, along with locking gates.
- **Private enforcement.** Allowing private individuals to seek judicial remedies against cultivators who are creating odor nuisances would relieve the City of becoming involved in such subjective issues.

- **Permit requirement.** A simple permit process which outlines the regulations could be adopted. If complaints were received by the City regarding numbers of plants or violation of setback, inspections could occur. If the cultivator refused to allow an inspection, then the permit could be revoked.

When the issue of prohibition is under consideration, objections have been heard that prohibiting cultivation when “plants are already in the ground” would be an unconstitutional taking of property. However, cannabis is an annual plant, going through its entire life cycle within a year. Most plants go through their entire life cycle in 4 – 10 months (*The Daily Smoker*, Aug. 3, 2015). Thus if an ordinance were adopted in December or January, that would be before the normal planting season and would not trigger the “plants in the ground” objection.

OPTIONS

The City Council appears to have the following options:

1. *Do Nothing.* If the City Council does not adopt an ordinance prior to March 1, 2016, Antioch will have no jurisdiction over medical marijuana cultivation and the State will simply enforce its own regulations in our City.
2. *Adopt a prohibition ordinance.* The City Council could adopt an ordinance prohibiting the cultivation of marijuana.
3. *Adopt a regulation ordinance.* The City Council could adopt an ordinance regulating the cultivation of medical marijuana. The types of regulations that could be included in such an ordinance have been discussed above.

Staff requests that the Council discuss this matter and provide direction to staff so that if an ordinance is desired, one can be drafted to suit the policy directives of the Council.

ATTACHMENTS

None.