



## **ANNOTATED AGENDA**

### **Antioch City Council REGULAR MEETING**

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Date: **Tuesday, August 27, 2019**  
Time: 4:30 P.M. – Special Meeting  
7:00 P.M. – Regular Meeting  
Place: **ANTIOCH COMMUNITY CENTER**  
4703 Lone Tree Way, Community Hall A  
Antioch, CA 94531

**RULES**

**Council Meetings Are Televised Live on Comcast Channel 24**  
*Please Turn Off Cell Phones Before Entering Council Meeting*

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**Sean Wright**, Mayor  
**Joyann Motts**, Mayor Pro Tem  
**Monica E. Wilson**, Council Member  
**Lamar Thorpe**, Council Member  
**Lori Ogorchock**, Council Member

**Arne Simonsen, CMC**, City Clerk  
**James D. Davis**, City Treasurer  
**Ron Bernal**, City Manager  
**Thomas Lloyd Smith**, City Attorney

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**Electronic Agenda Packet:** <https://www.antiochca.gov/government/agendas-and-minutes/city-council/>

**Project Plans:** <https://www.antiochca.gov/fc/community-development/planning/Project-Pipeline.pdf>

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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, 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 near the entrance doors, and place in the Speaker Card Tray near the City Clerk's table. 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.

**4:31 P.M.      ROLL CALL – SPECIAL MEETING – for Council Members – *Council Members Wilson, Motts, Ogorchock and Mayor Wright (Council Member Thorpe arrived at 4:36 p.m.)***

#### **PLEDGE OF ALLEGIANCE**

#### **SPECIAL MEETING**

1. EMERGENCY OPERATIONS – DISASTER PREPAREDNESS TRAINING FOR COUNCIL MEMBERS

*Received*

**PUBLIC COMMENT – *None***

STAFF REPORT

**6:23 P.M.      MOTION TO ADJOURN SPECIAL MEETING**

**5/0**

**7:00 P.M.      ROLL CALL – REGULAR MEETING – for City /City Council Members acting as Housing Successor to the Antioch Development Agency – *All Present***

#### **PLEDGE OF ALLEGIANCE**

#### **CLOSED SESSION REPORT OUT FOR AUGUST 13, 2019:**

**CONFERENCE WITH LEGAL COUNSEL** – Existing Litigation pursuant to California Government Code section 54956.9(d)(1) – Zeka Ranch One, LLC et al. v. City of Antioch et al., Contra Costa Superior Court Case Nos. N18-0228, N18-0229, N18-0231, and N18-0232.

***Authorized City Attorney & Outside Counsel to file an appeal if it is in the best interest of the City – 4/1(Thorpe)***



## ANNOUNCEMENTS OF CIVIC AND COMMUNITY EVENTS

**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/COMMUNICATIONS

## MAYOR'S COMMENTS

**MOTION BY COUNCIL MEMBER THORPE TO SUSPEND THE RULES AND MOVE AGENDA ITEMS 4 & 5 AFTER THE PRESENTATION, SECONDED BY MAYOR PRO TEM MOTTS TO MOVE AGENDA ITEMS 4 & 5 AFTER THE PRESENTATION – COUNCIL APPROVED 5/0**

**PRESENTATION** – *City Branding update by Evviva Brands, LLC, presented by David Kippen*

PRESENTATION

## COUNCIL REGULAR AGENDA

### 4. RELOCATION OF THE VETERANS' MEMORIAL

***Direction to Staff to proceed with design, cost estimate and draft resolution at next regular meeting***

Recommended Action: It is recommended that the City Council review the proposed relocation of the Veterans' Memorial at the Antioch Marina and provide direction to staff.

STAFF REPORT

### 5. HOMELESS ENCAMPMENT AD HOC COMMITTEES UPDATE

***Received and filed; direction to Staff***

Recommended Action: It is recommended that the City Council receive and file an update from the Homeless Encampment Ad Hoc Committee members.

STAFF REPORT

STAFF REPORT

9:31 P.M.

**ADJOURNED TO BREAK**

9:46 P.M.

**RECONVENE. ROLL CALL** for Council Members – **All Present**

### 2. **CONSENT CALENDAR** for City /City Council Members acting as Housing Successor to the Antioch Development Agency

#### A. APPROVAL OF COUNCIL MINUTES FOR AUGUST 13, 2019

Minutes

***Approved, 5/0***

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

**CONSENT CALENDAR for City /City Council Members acting as Housing Successor to the Antioch Development Agency – Continued**

**B. APPROVAL OF COUNCIL WARRANTS**

**Approved, 5/0**

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

STAFF REPORT

**C. APPROVAL OF HOUSING SUCCESSOR WARRANTS**

**Approved, 5/0**

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

STAFF REPORT

**D. APPROVAL OF TREASURER'S REPORT FOR JULY 2019**

**Approved, 5/0**

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

STAFF REPORT

**E. RESOLUTION RE-APPROPRIATING \$41,693 FROM THE FY 2018/19 BUDGET TO THE FY 2019/20 BUDGET FOR CODE ENFORCEMENT NUISANCE ABATEMENT SERVICES**

**Reso No. 2019/133 adopted as amended, 5/0**

Recommended Action: It is recommended that the City Council adopt the resolution re-appropriating \$41,693 from the FY 2018/19 Budget to the FY 2019/20 Budget for Code Enforcement Nuisance Abatement Services.

STAFF REPORT

STAFF REPORT

**F. RESOLUTION APPROVING EXTENSION OF A TENTATIVE PARCEL MAP FOR CONDOMINIUM PURPOSES FOR ALMOND KNOLLS (PW 357-301-17)**

**Reso No. 2019/134 adopted, 5/0**

Recommended Action: It is recommended that the City Council adopt the resolution approving extension of a tentative parcel map for condominium purposes for Almond Knolls (PW 357-301-17).

STAFF REPORT

**G. RESOLUTION APPROVING THE FINAL MAP, IMPROVEMENT PLANS, AND SUBDIVISION IMPROVEMENT AGREEMENT FOR BLACK DIAMOND RANCH UNIT 4 SUBDIVISION 9370 AND ANNEXING TO CITY WIDE LIGHTING AND LANDSCAPING DISTRICT 2-A ZONE 10 (PW 512-4)**

**Reso No. 2019/135 adopted, 5/0**

Recommended Action: It is recommended that the City Council adopt the resolution approving the final map, improvement plans, and Subdivision Improvement Agreement for Black Diamond Ranch Unit 4 Subdivision 9370 and annexing to City Wide Lighting and Landscaping District 2-A Zone 10.

STAFF REPORT

## **PUBLIC HEARING**

### **3. CITY COUNCIL MEMBERS SALARIES**

Recommended Action: It is recommended that the City Council:

**To 09/10/19 for adoption, 4/1 (Ogorchock)**

- 1) Introduce the ordinance by title only.
- 2) Introduce the ordinance amending 2-1.203 and 2-1.206 of the Antioch Municipal Code to increase the salaries for the City Council Members.

STAFF REPORT

## **COUNCIL REGULAR AGENDA**

**COUNCIL MEMBER THORPE MADE A MOTION TO MOVE REGULAR AGENDA ITEMS 4 AND 5 AFTER THE PRESENTATION – COUNCIL APPROVED 5/0**

### **6. RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE THE NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE MEMORANDUM OF UNDERSTANDING AMONG THE COUNTY OF CONTRA COSTA AND THE CITIES OF ANTIOCH, BRENTWOOD, CONCORD, HERCULES, MARTINEZ, OAKLEY, AND PITTSBURG, CALIFORNIA**

**Reso No. 2019/136 adopted, 5/0**

Recommended Action: It is recommended that the City Council adopt a resolution authorizing the City Manager to execute the Northern Waterfront Economic Development Initiative Memorandum of Understanding ("MOU") among the County of Contra Costa and the Cities of Antioch, Brentwood, Concord, Hercules, Martinez, Oakley, and Pittsburg, California.

STAFF REPORT

STAFF REPORT

### **7. UPDATES TO THE CITY OF ANTIOCH MASTER FEE SCHEDULE FOR ANIMAL SERVICES TO ALLOW CERTAIN FEES TO BE WAIVED, DISCOUNTED OR DEFERRED**

**Reso No. 2019/137 adopted, 5/0**

Recommended Action: It is recommended that the City Council adopt the resolution approving updates to the Master Fee Schedule to allow the Chief of Police, or designee, to waive, discount, or defer certain Animal Services Fees, effective October 1, 2019, when such action is deemed to be in the best interest of the animal.

STAFF REPORT

## **COUNCIL REGULAR AGENDA – Continued**

### **8. POLICY FOR NAMING AND RENAMING OF PARKS, RECREATION FEATURES, OR PUBLIC SPACES**

***Approved, 5/0***

Recommended Action: It is recommended that the City Council approve the Policy for Naming and Renaming of Parks, Recreation Features, or Public Spaces.

STAFF REPORT

### **9. THIRD TUESDAY FOR WORK STUDY SESSION**

***Consensus of Council was to only hold Study Sessions as needed***

Recommended Action: It is recommended that the City Council discuss the proposal and direct staff regarding whether or not to schedule the third Tuesday of each month for a work study session.

STAFF REPORT

### **10. AD HOC COMMITTEE DISSOLUTION OR EXTENSION UNTIL A SPECIFIC DATE; UPDATES ON AD HOC COMMITTEE ACTIVITIES**

STAFF REPORT

Recommended Action: It is recommended that the City Council:

1) Provide updates on ad hoc committee activities:

- Waterfront Ad Hoc Committee:  
***Mayor Pro Tem Motts/Council Member Wilson –  
Extend to December 10, 2019***
- City/School Ad Hoc Committee:  
***Mayor Pro Tem Motts/Council Member Ogorchock –  
Disband and Create a Standing Committee***
- Youth Services Task Force Ad Hoc Committee:  
***Mayor Wright/Council Member Thorpe –  
Extend to December 10, 2019***
- Civic/Municipal Center Ad Hoc Committee:  
***Council Member Wilson/Council Member Thorpe –  
Disband***
- Human Trafficking Ad Hoc Committee:  
***Mayor Pro Tem Motts/Council Member Wilson –  
Disband***

- Sesquicentennial Ad Hoc Committee:  
***Mayor Wright/Mayor Pro Tem Motts –  
Extend to December 10, 2019***
  - Homeless Encampment Ad Hoc Committee:  
***Mayor Pro Tem Motts/Council Member Thorpe –  
Extend to January 14, 2020***
  - Senior Ad Hoc Committee:  
***Mayor Wright/Council Member Ogorchock –  
Extend to December 10, 2019***
  - Cannabis Ad Hoc Committee:  
***Council Member Wilson/Council Member Thorpe –  
Continue within current six-month timeframe***
- 2) Determine whether to dissolve or extend the term of the existing ad hoc committees until a specific date;
  - 3) Determine whether to direct staff to create standing committees to replace certain existing ad hoc committees.

**PUBLIC COMMENT – *None***

## **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.*

**MOTION TO ADJOURN** – *After Council Communications and Future Agenda Items, the Mayor will make a motion to adjourn the meeting. A second of the motion is required, and then a majority vote is required to adjourn the meeting.*  
***Motioned to adjourn meeting at 10:46 p.m., 5/0***



# SEMS Executive Course



## Participant Guide



FEMA NEWS PHOTO



California  
Specialized  
Training  
Institute



**Cal OES**  
GOVERNOR'S OFFICE  
OF EMERGENCY SERVICES

#1

08-27-19







## **Standardized Emergency Management System (SEMS) Executive Course (ICS 402)**

**August 27, 2019**

**Sponsored by:  
City of Antioch, CA**

**Antioch Police Department  
200 L Street  
Antioch, CA 94509**

**Presented by:**

**Preparative Consulting  
PO Box 143 Vacaville, CA 95696  
(707) 685-2209  
Preparativeconsulting.com**

**Instructor:**

**Paul J. Bockrath, MPA, MEP  
Partner  
Preparative Consulting  
paul@preparativeconsulting.com  
(707) 685-2209**





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# **UNIT 1**

# **INTRODUCTION & COURSE**

# **OVERVIEW**




# UNIT 1: INTRODUCTION & COURSE OVERVIEW

## Slide 1



# UNIT 1: INTRODUCTION & COURSE OVERVIEW

## Slide 2



### Unit 1

Introduction and Course Overview

## Slide 3




### Welcome to the SEMS Executive Course ICS 402

- Course Manager
- Instructor



# UNIT 1: INTRODUCTION & COURSE OVERVIEW


## Slide 4



# Welcome



- ▶ **Planning** – Authoring of Emergency Operations Plans & Continuity Planning.
- ▶ **Organization** – Identify, apply, and meet the established FEMA and state standards for establishing an emergency management and incident command system structure for their unique operating structure.
- ▶ **Equipping** – Design the layout and identify the equipment, tools, technology, and materials necessary to organize, equip, stock, and prepare their Emergency Operations Center.
- ▶ **Training** – Deliver Federal (FEMA) and State mandated emergency management and incident command system training.
- ▶ **Exercising/ Evaluating** – Design, develop, and deliver discussion or operational based exercises. These exercises are strictly structured by FEMA and follow the Homeland Security Exercise and Evaluation Program (HSEEP). Preparative Consulting has received the highest level of FEMA certification as a Master Exercise Practitioner program.






**UNIT 2**  
**INCIDENT COMMAND SYSTEM**  
**(ICS)**  
**And**  
**Standardized Emergency**  
**Management System**  
**(SEMS)**





## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

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# Unit 2

## Incident Command System (ICS)



## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)




### Slide 6

**History of the  
Incident Command System (ICS)**

**Developed after a devastating 1970s wildfire in California**

One 13 day period, between September 22 – October 4, 1970  
773 different fires  
580,000 acres were burned  
722 structures were destroyed  
16 people were killed

Source: Rowley, Dale D. *The Fires that created an Incident Management System*. Case study.



### Southern California 1970 Fire Season

#### Post-incident Task Force critique

- Lack of a common organization.
- Poor on-scene and inter-agency communications.
- Inadequate coordinated or joint planning.
- Lack of valid and timely intelligence.
- Inadequate resource management.
- Limited prediction capability

#### FIRESCOPE Partner Agencies

- U.S. Forest Service
- California Department of Forestry (Cal Fire)
- California Governor's Office of Emergency Services (Cal OES)
- Los Angeles Fire Department
- Los Angeles County Fire Department
- Santa Barbara County Fire Department
- Ventura County Fire Department






## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

### Slide 7

**History of the  
Incident Command System (ICS)**

Fire After Action Report Showed an Ineffective Response

- Lack of **accountability**
- Poor **communications**
- Lack of orderly, systematic **planning**
- No common, flexible, pre-designated **management structure**
- No predefined methods to integrate **interagency** requirements into the management structure



In the aftermath of a devastating 1970s wildfire in California, where numerous problems were encountered, a post fire Incident After Action Report identified an **Ineffective Response was to blame** for the inability to control and contain the fire, **NOT a lack of resources**.

Response problems included:

- Lack of accountability
- Poor communications
- Lack of orderly, systematic planning
- No common, flexible, pre-designated management structure
- No predefined methods to integrate interagency requirements into the management structure



## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

### Slide 8




**History of the  
Incident Command System (ICS)**

**Firefighting RESources of California Organized for  
Potential Emergencies – FIREScope**

FIREScope Identified a need for:

- Timely commitment of multi-agency resources
- Common procedures and organizational structure

5 year Federally Funded Program.



The U.S Forest Service, Cal Fire and other Southern California fire agencies formed FIREScope – **Firefighting RESources of California Organized for Potential Emergencies**.

5 year Federally Funded Program project to develop a command and control system to deal with Urban - Wildland Interface in California.

FIREScope Partner Agencies:

- U.S. Forest Service
- California Department of Forestry (Cal Fire)
- California Governor's Office of Emergency Services (Cal OES)
- Los Angeles Fire Department
- Los Angeles County Fire Department
- Santa Barbara County Fire Department
- Ventura County Fire Department

**FIREScope Identified a need for:**

- Timely commitment of multi-agency resources
- Common procedures and organizational structure

In **1987** the FIREScope Board of Directors recognizing that the fire problem is not limited to Southern California, strikes the word "Southern" from the acronym FIREScope and a new name is established representative of **all** California. The new name **FIREScope – Firefighting RESources of California Organized for Potential Emergencies**.



## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)




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**History of the  
Incident Command System (ICS)**

**FIRESCOPE to ICS/ MACS**

**Developed two management systems to:**

- Coordinate multi-agency resources during major incidents
- Develop improved methods for forecasting fire behavior
- Develop standard terminology
- Provide multi-agency communications
- Provide multi-agency training



**FIRESCOPE** introduced two concepts:

- The Incident Command System (ICS) and
- The Multi-Agency Coordination System (MACS)

Developed these management systems to:

- Coordinate multi-agency resources during major incidents
- Develop improved methods for forecasting fire behavior
- Develop standard terminology
- Provide multi-agency communications
- Provide multi-agency training





## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

### Slide 10

### The Incident Command System (ICS)

#### ICS Principles

- Flexible structure
- Based on lessons learned
- Apply to All Hazards





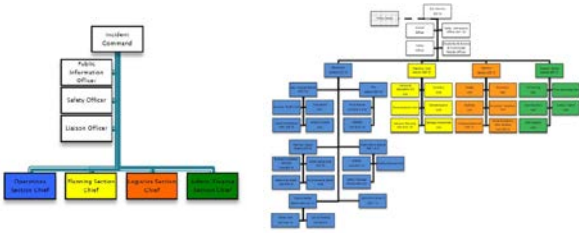
**Flexible structure** – depending on the incident needs. It may expand or contract based on the type, scope, or complexity of the incident.

### Slide 11

### The Incident Command System (ICS)

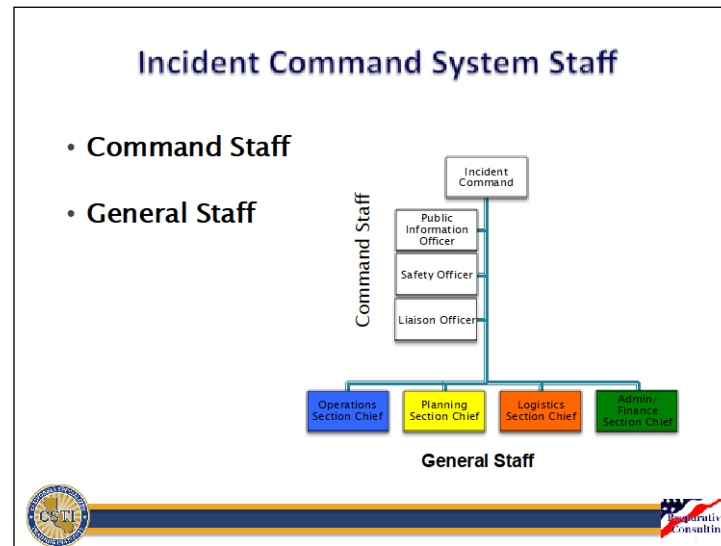
#### ICS Principles

- **Flexible structure** – depending on the incident needs. It may **expand or contract** based on the type, scope, or complexity of the incident.



## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

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**Command Staff** consist of the Public Information Officer (PIO), Safety Officer, and Liaison Officer.

**Public Information Officer** serves as the conduit for information to and from internal and external stakeholders, media and the public. The PIO interfaces with the public, media and other agencies with incident related information requirements. The PIO gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external audiences. The Incident Commander/Unified Command must approve the release of all incident-related information. The PIO should participate in or lead the Joint Information Center (JIC) to ensure consistency with providing information to the public. The JIC is a central location that facilitates operation of the Joint Information System (JIS). The JIC is where PIO staff perform critical emergency information functions and crisis communications. The Joint Information System (JIS) is the framework for organizing, integrating, and coordinating the delivery of public information. The JIS provides a structure for developing and delivering incident-related messages by developing, recommending, and executing public information plans and strategies.

**Safety Officer:** Monitors safety conditions and develops measures to ensure safety of incident personnel. The Safety Officer advises the Incident Commander on all matters relating to operational safety, including the health and safety of personnel assigned to the incident.

**Liaison Officer:** Serves as the primary contact for other governmental and non-governmental agencies and the private sector.

**General Staff** refers to Incident management personnel organized according to function, (Operations Chief, Planning & Intelligence Chief, Logistics Chief, and Finance & Admin Chief) and who report directly to the Incident Commander.






## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

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### The Incident Command System (ICS)

#### ICS Principles

- **Based on lessons learned** - The ICS structure ensures safety of responders, achievement of objectives, and efficient use of resources.
- **Apply to All Hazards** - ICS is a standardized approach to incident management that is applicable for use in **All Hazards** - natural, technological, human-caused hazards and planned events.



**Based on lessons learned** - The ICS structure ensures safety of responders, achievement of objectives, and efficient use of resources.

**Apply to All Hazards** - ICS is a standardized approach to incident management that is applicable for use in All Hazards - natural, technological, human-caused hazards and planned events.

#### What is ICS:

- ICS is a standardized approach to incident management.
- ICS structure is flexible depending on the incident needs. It may expand or contract based on the type, scope, or complexity of the incident.
- The ICS structure is based on lessons learned, ensures safety of responders, achievement of objectives, and efficient use of resources.
- ICS is a standardized approach to incident management that is applicable for use in All Hazards\* - natural, technological, human-caused hazards and planned events.

#### ICS:

Enables coordinated response among various jurisdictions and agencies.

Establishes common processes for planning and managing resources.

Allows integration of facilities, equipment, personnel, procedures and communications.





## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

### Slide 14

**The Incident Command System (ICS)**  
**All Hazards**

- Natural
- Technological
- Human Caused



**Natural Hazards** - Events occurring that are of the physical environment or nature. These hazards cannot be prevented and are often interrelated (earthquake, wildfire, flood, and severe weather).

**Technological Hazards** – Technological or mechanical systems, infrastructure, and materials created by man that may fail or accidentally release, posing a unique hazard to the general public and environment (power grid, dams, and hazardous material releases).

**Human Caused Threats** – Intentional acts carried out by humans intended to cause harm (terrorism, mass shootings, and cyber events).

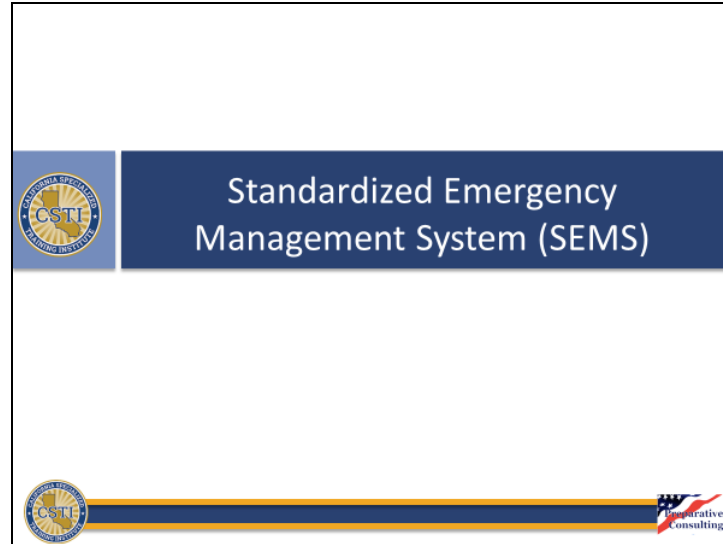
Human Caused Threats are also “**Adaptive**” threats that can change behavior or characteristics. Human Caused threats have adaptive characteristics because the perpetrators can assess previous incidents and response actions and adjust their methods and tactics. Planners should continually evaluate and refine plans to meet the changing threats.

Examples of Non-adaptive risks are natural or technological hazards. The physical characteristics of these threats do not change, and their impact can be estimated. Preventive, protective, or mitigation steps can be taken to reduce the threat’s impact. The emergency planning process should include various scenarios to address types or levels of risk.



## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

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The **Oakland firestorm of 1991** was a large suburban wildland-urban interface conflagration that occurred on the hillsides of northern Oakland, California, and southeastern Berkeley over the weekend of October 19–20, 1991.

The official name of this incident by Cal Fire is the **Tunnel fire**. However, it is also commonly referred to as **Oakland hills firestorm** or the **East Bay Hills Fire**.

The fire ultimately killed 25 people and injured 150 others. The 1,520 acres destroyed included 2,843 single-family dwellings and 437 apartment and condominium units. The economic loss has been estimated at \$1.5 billion. Wikipedia: Oakland Firestorm 1991



## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)


### Slide 17


### History of SEMS

**East Bay/ Oakland Hills Fire 1991**

State Senator Petris introduced SB 1841.

When adopted, January 1993, it directed the development of a standardized Emergency Management System in California which became known as:  
**“Standardized Emergency Management System or SEMS”.**





The **Standardized Emergency Management System (SEMS)** was introduced in 1991 after the East Bay Hills Fire in Oakland Hills. SEMS was adopted in 1993 under Government Code Section 8607. SEMS intent is to improve coordination of Federal, State and local emergency management and response.

On December, 1, 1996, SEMS went into effect and requires all state agencies must use SEMS to be eligible for response related personnel costs. Local jurisdictions must use SEMS to be reimbursed costs. SEMS is an Emergency Response System based on FIREScope ICS and includes a Maintenance System.

California uses SEMS to coordinate and manage emergency response that involve more than one agency or jurisdiction.





## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

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**History of SEMS**

**SEMS**  
Developed to...

- Improve the flow of information and resources
- Provide standard terminology
- Improve coordination between and among responding agencies
  - Tracks resource mobilization and deployment.



The Standardized Emergency Management System (SEMS):

- Improves the flow of information and resources
- Provides standard terminology
- Improves coordination between and among responding agencies
- Tracks resource mobilization and deployment.





## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

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**SEMS Legislation**

**SEMS**

- ▶ SEMS is the system required by Government Code Section 8607(a) for managing emergencies involving multiple jurisdictions and agencies within California.

The **California Emergency Services Act (ESA)** and **California Government Code Section 8607(e)(1)** requires the training in and use of the Standardized Emergency Management System (SEMS) to be eligible for state funding of response-related personnel costs.





## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

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### SEMS Legislation

**Standardized Emergency Management System (SEMS)**

- ▶ **8607 (a) Cal. Government Code**  
Mandates the use of ICS, MACS, MMAA, OA or no reimbursement.
- ▶ **8635 Cal. Government Code**  
Gives the City authority and a mandate to act to protect its citizenry when an emergency exists.





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### SEMS Legislation

**Standardized Emergency Management System (SEMS)**

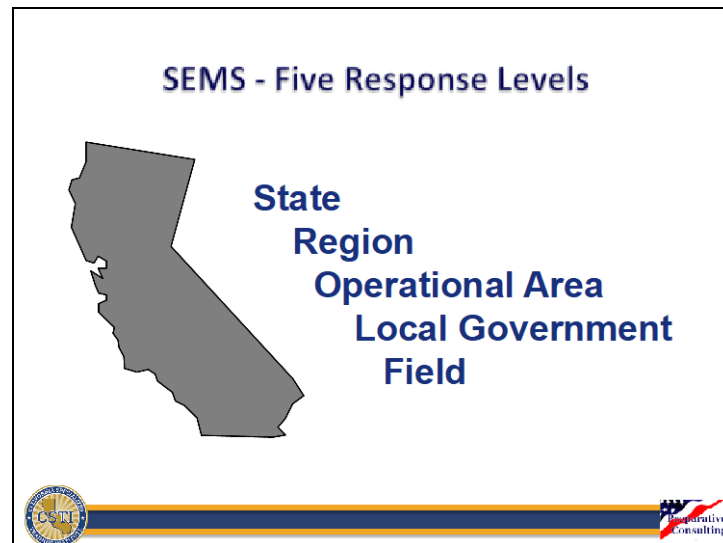
- ▶ **3100 Cal. Government Code**  
Requires City employees to report for duty in the event of an emergency. (Disaster Service Workers)
- ▶ **8642-8643 Cal. Government Code**  
Requires City to meet and report to the State a thorough damage assessment, to include people and property, when an emergency exists.





## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

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#### **SEMS has five levels:**

- 1) Field Level
- 2) Local Government Level
- 3) Operational Area Level
- 4) Regional Level
- 5) State Level

All responses begin at the Field Level. The local government level is a city and the first level to activate an EOC in support of field operations. If additional support is needed the County, also known as the Operational Area (OA), may also activate their EOC. The Operational Area (OA) level is all political subdivisions within the county (city, special districts). The OA can broker resources within the county. The regional level coordinates movement of resources between counties within that region. The State level coordinates and manages state resources in support of local government.

Preparedness Organizations are responsible for establishing/coordinating plans and protocols. All Plans must be in accordance with the State Emergency Plan and Protocols and comply with SEMS. Preparedness Organizations promote interoperability, adopt resource management guidelines, establish response priorities, and establish/maintain multi-agency coordination mechanisms.




## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)



### Slide 23

**SEMS - Four Major Components**

SEMS incorporates the functions and principles of the

- **Incident Command System (ICS)**
- **Multi-Agency Coordination Systems (MACS)**
- **Master Mutual Aid Agreements (MMAA)**
- **Operational Area Concept (OA)**



### SEMS has four components:

- 1) **Incident Command System** – Includes ICS in the field and ICS principles in Emergency Operations Centers (EOCs) and Department Operations Centers (DOCs)
- 2) **Multi-Agency Coordination** – includes Multi Agency Coordination (MAC) groups
- 3) **Mutual Aid** - California Master Mutual Aid Agreement
- 4) **Operational Area concept** – Emergency Management and Mutual Aid coordination begins at the county level.

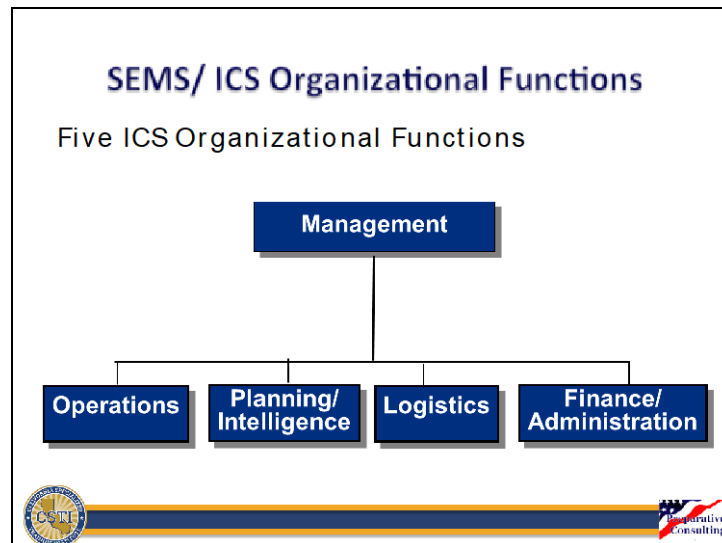
ICS must be used in the field and ICS Principles are used in the EOCs.





## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

### Slide 24



#### **SEMS uses the ICS functions.**

- Command/ Management
- Operations
- Planning/ Intelligence
- Logistics
- Finance/ Administration

#### **SEMS features:**

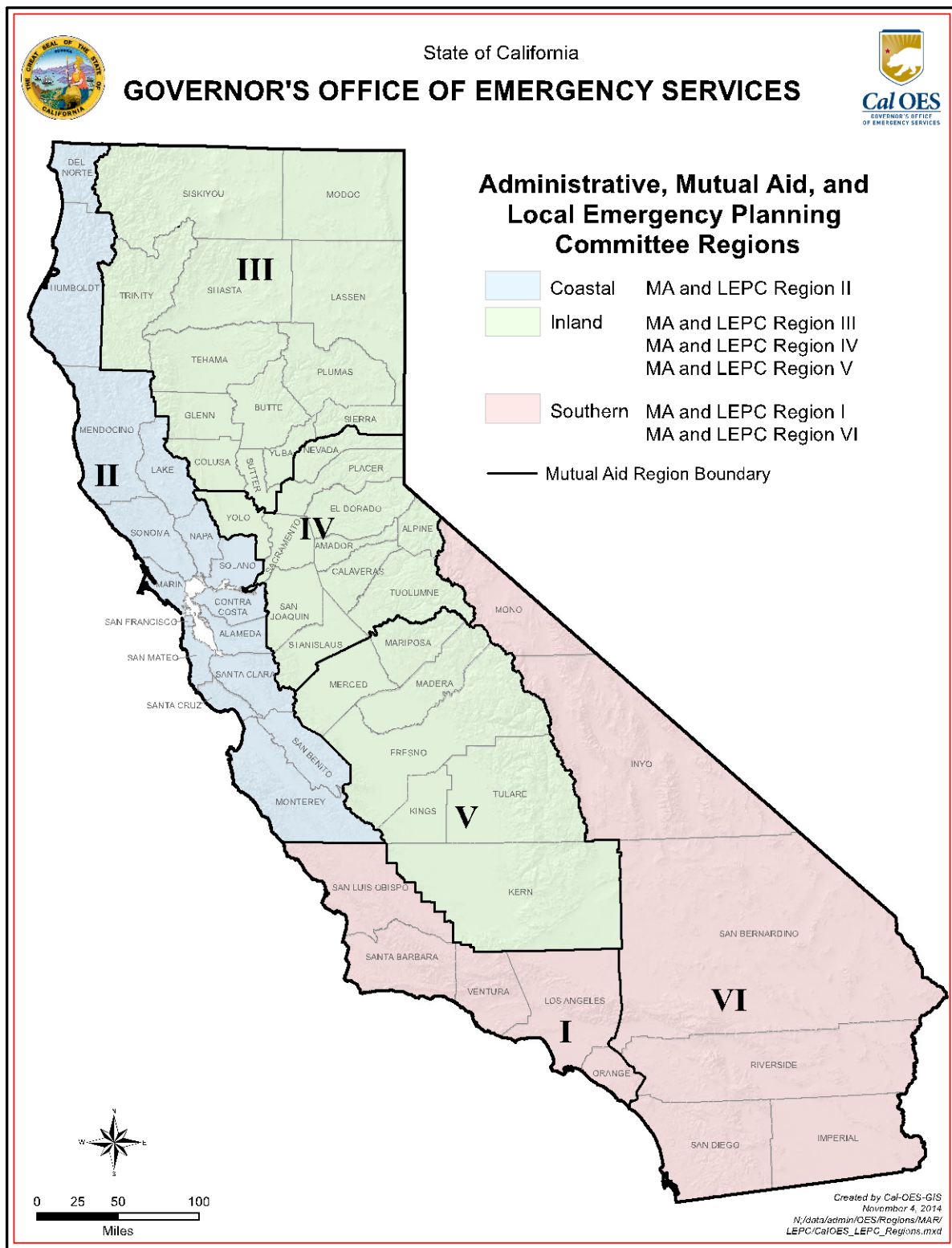
- Common Terminology
- Management By Objectives
- Action Planning



## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

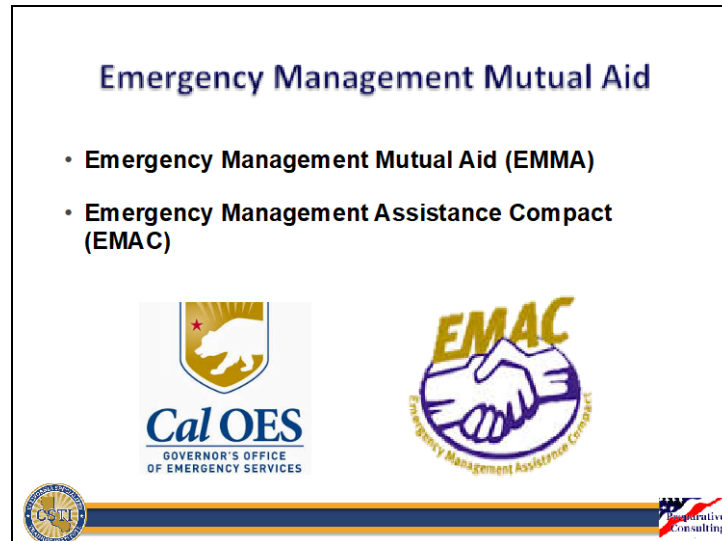
Slide 25

### California Mutual Aid Regions



## UNIT 2: INCIDENT COMMAND SYSTEM (ICS)

### Slide 26



### Emergency Management involves everyone.

- Individuals and households (CERT, preparedness, mitigation).
- Private Sector (Critical infrastructure, provide goods and services critical to response).
- Nongovernmental Organizations (sheltering, food, counseling, recovery assistance).
- Local Governments (Local response resources ensure the safety and welfare of their residents).
- Tribal Governments (Safety of tribes).

EMAC provides State-to-State Assistance and uses interstate mutual aid and assistance agreements.

EMAC is administered by National Emergency Management Association (Ratified by congress).

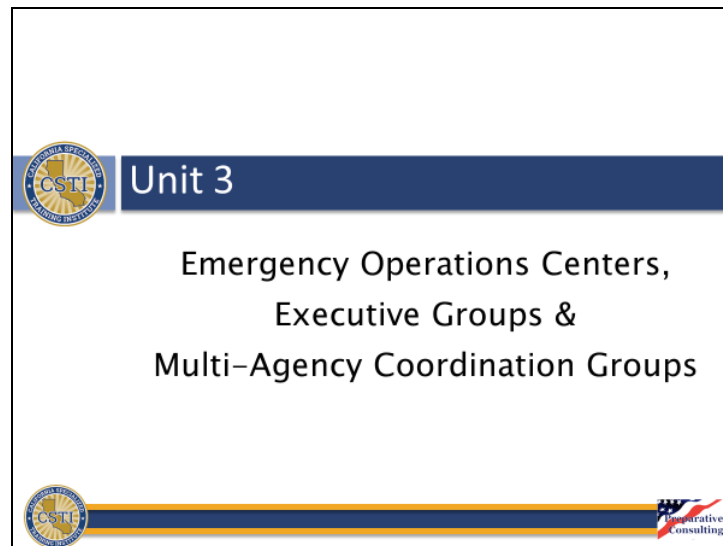


**UNIT 3:  
EMERGENCY  
OPERATIONS CENTERS  
(EOC)  
And  
MULTI-AGENCY COORDINATION  
SYSTEMS (MACS),**




## UNIT 3: EOC and MACS



### Slide 27



The slide features a blue header bar with the text "Unit 3" in white. To the left of the header is a circular logo for the California State Training Institute (CSTI). The main content area contains the text "Emergency Operations Centers, Executive Groups & Multi-Agency Coordination Groups" in black. At the bottom left is another CSTI logo, and at the bottom right is a logo for "Innovative Consulting" featuring a stylized American flag.

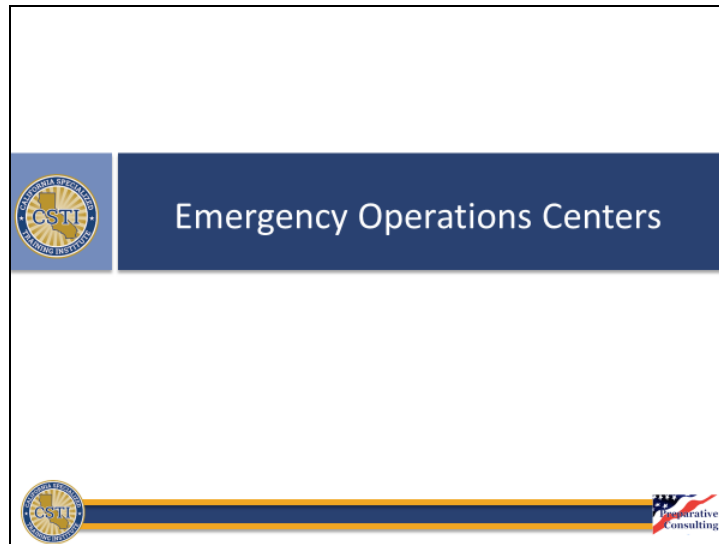
 Unit 3

Emergency Operations Centers,  
Executive Groups &  
Multi-Agency Coordination Groups



### Slide 28



### **EMERGENCY OPERATIONS CENTER (EOC)**

Operations/coordination centers are locations where staff provide centralized and coordinated support to Incident Command, on-scene personnel, and/or other operations/coordination centers beyond what can be provided at the scene, and in many cases, on-scene coordination and/or policy direction. Primary functions of staff in operations/coordination centers include:

- Sharing, collecting, and disseminating information;
- Supporting resource needs and requests, including allocation and tracking; and
- Coordinating plans and determining the current and future needs of the various jurisdictions and organizations involved in an incident.




Additionally, operations/coordination center personnel support public and incident-specific communications, liaise with partners as needed, and support the policy and legal needs of the IC and other decision makers.

### Slide 29

### Emergency Operations Centers (EOC)

Emergency Operations Centers (EOC)

- Most common type of operations/coordination center
- EOC is a facility established by a jurisdiction or organization
- Provides a centralized and coordinated multi-agency support to tactical incident management in the field.



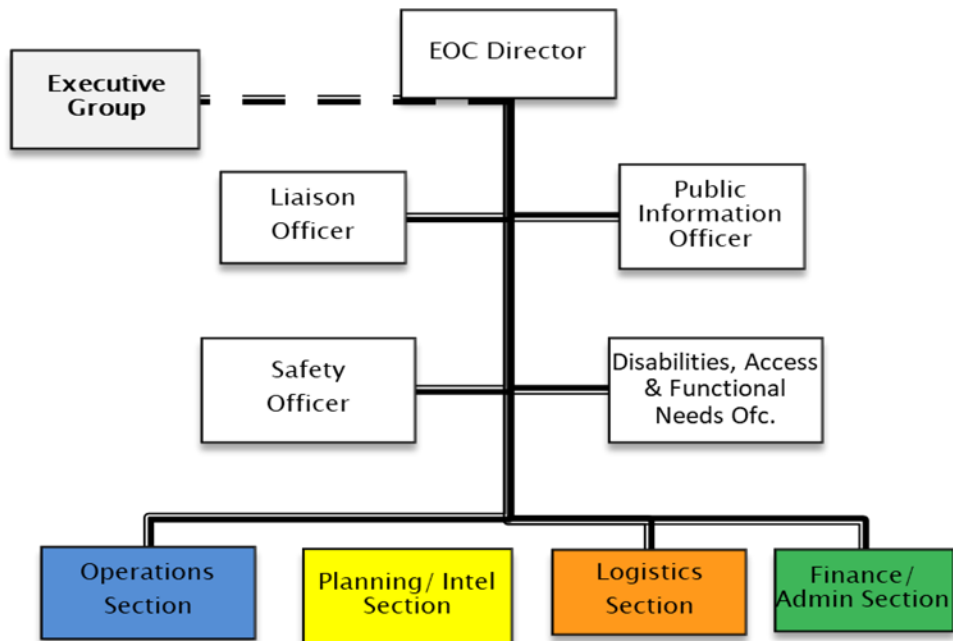
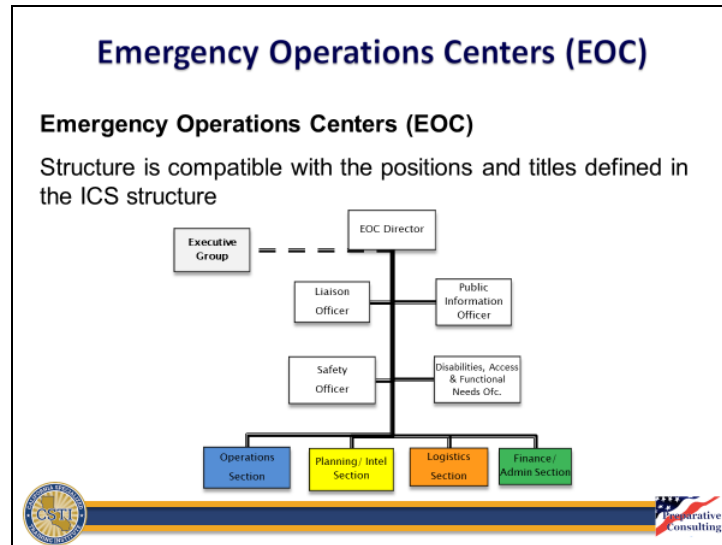
### Common Types of Operations/Coordination Centers:

**Emergency Operations Centers (EOC)** are the most common type of operations/coordination center. An EOC is a facility established by a jurisdiction or organization from which to provide centralized and coordinated multi-agency support to tactical incident management.

The EOC structure is compatible with the positions and titles defined in the ICS structure. The sections and positions outlined in ICS and EOC are carefully designed to enable personnel working within both structures to perform their duties in coordination with one another. However, the sections and positions are distinct in order to reflect the different roles and responsibilities of ICS vs. EOC personnel and prevent redundancies and confusion in training, typing, and qualifications. ICS and EOC personnel coordinate with one another to meet the needs of the incident and fulfill resource and information requests.

## UNIT 3: EOC and MACS

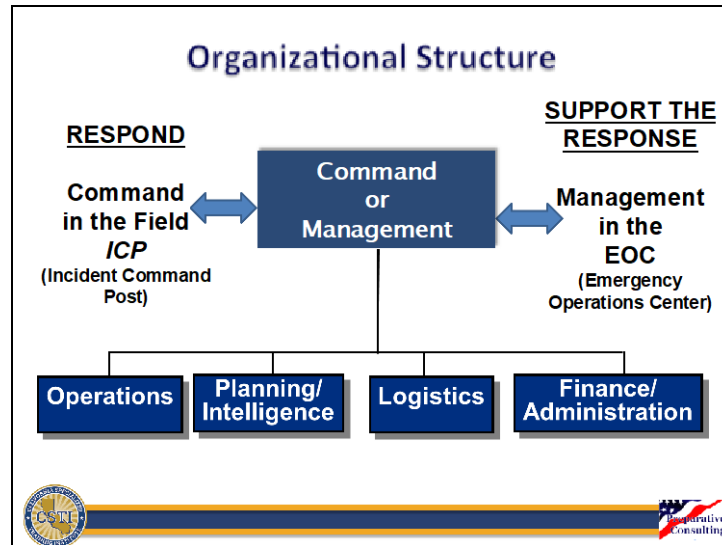
### Slide 30





## UNIT 3: EOC and MACS

### Slide 31



The **EOC** provides a central location from which government at any level can provide interagency **coordination** and executive **decision-making** in support of the incident response.

The **EOC does not command** or control the on-scene response or make incident related tactical decisions.

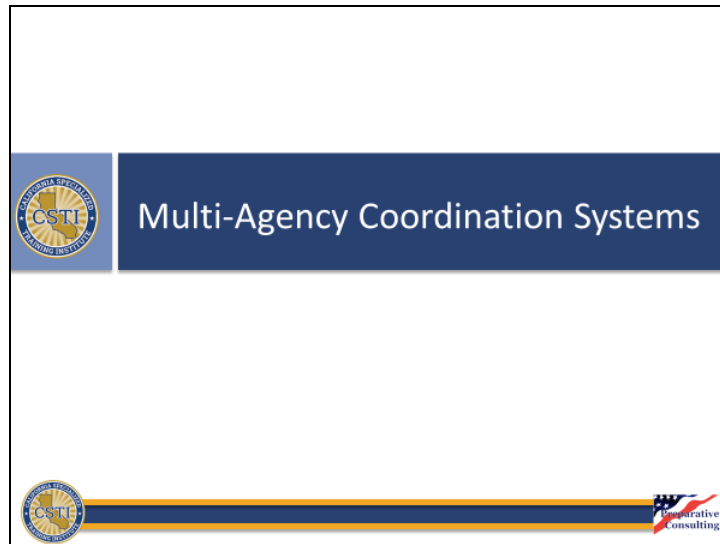
The Incident Commander and the Command Staff at the incident scene will make all field level **tactical** decisions.

However, decision-making at the EOC does affect the overall incident response. The **EOC carries out the management and coordination** function through:

- Information collection and evaluation.
- Priority setting.
- Resource management.
- Policy decisions.

## UNIT 3: EOC and MACS

### Slide 32



## UNIT 3: EOC and MACS

### Slide 33

**Multi-Agency Coordination Group (MAC Group)**

- Multi-Agency Coordination Group
- Executive Group



Multi-Agency Coordination is a process that allows all disciplines to work together more efficiently and effectively.

Multi-Agency Coordination is defined as the architecture to support coordination for:

- Incident prioritization,
- Critical resource allocation,
- Communications systems integration, and
- Public information coordination.

MACS occurs across the various disciplines involved in incident management, jurisdictional lines or levels of government.

MACS can and does occur on a regular basis whenever personnel from different agencies interact in preparedness, prevention, response, recovery, and mitigation activities.

MACS provides support, coordination, and assistance with policy-level decisions to the ICS structure managing an incident.



MACS may be as simple as a teleconference or may require an assembled group and associated support systems.



### Slide 34

### EOC Executive Group

- An Executive Group commonly consists of elected and appointed officials, other senior officials, and subject matter experts.
  - **County Supervisor/ City Manager**
  - **Board of Supervisors/ City Council**
  - **Department Heads**
  - **County Council/ City Attorney**
  - **Subject Matter Experts**





### Executive Group

When statutory or executive guidance includes monetary thresholds, an Executive Group may authorize additional resources and/or provide operational guidance for an EOC staff. An Executive Group commonly consists of elected and appointed officials, other senior officials, and subject matter experts.

### Slide 35

### EOC Executive Group



- **Advisory** position within the ICS and EOC.
- EOC Director does not report to them nor do they report to the EOC Director.
- Located outside the EOC.
- Allows them to be fully accessible to the EOC Director and convenient for the EOC Director or Executive Group Director to consult and brief them regarding emergency operations.
- Works with City Manager to interpret City policy and procedures and provides vital political guidance to the EOC Director.



### Slide 36

### Executive Group Role

- Provides vital political guidance to the EOC Director
- Proclamation and/or ratification of a local emergency
- Approval of emergency orders
- High-level policy decisions
- Fiscal authorizations
- Strategic prioritization
- Strategic policy and direction for recovery and resumption of County operations
- Provides legal advice
- Communications with other elected officials and media when appropriate
- Serving as a City representative to MAC Group



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### Slide 37

### Executive Group Role

In most jurisdictions the Senior Official is responsible for:

- Ensuring the safety of the citizens and protection of property
- Ensuring the continuity of government
- Activating specific legal authorities (disaster declarations, evacuations, state of emergency, or other protective actions)
- Delegating Authority for Incident Command to an IC/ UC
- Coordinating with the PIO to keep the media and public informed
- Requesting assistance from State agencies through the EOC
- Resolving any resource allocation conflicts
- Coordinating with other Sr. Officials & whole community partners
- Participating in a Multiagency Coordination Group (MAC)



### Executive Group Role

In most jurisdictions, responsibility for the protection of the citizens rests with the chief elected official or “Director of Emergency Services”. Along with this responsibility, by virtue of their office, these people have the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the population, stop the spread of damage, and protect the environment.

Having the responsibility does not mean that the Senior Official assumes a command role over the on-scene incident operation. Rather, the Senior Official:

- Provides policy guidance on priorities and objectives based on situational needs and the Emergency Plan.
- Oversees resource coordination and support to the on-scene command through the Emergency Operations Center.
- Delegates authority to an Incident Commander to manage the on-scene tactical operations.

It is possible that there could be more than one Senior Official responsible for a particular incident. This occurs when incidents involve more than one jurisdiction. When an incident requires a multi-agency or multi-jurisdictional approach, each jurisdictions Executive Group will represent their jurisdiction in a Multi-Agency Coordination Group.

### Slide 38

**Multi-Agency Coordination Groups (MAC Groups)**



**Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively.**



### **Multi-Agency Coordination**

Coordination is the analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.


Coordination includes the activities that ensure that the ICS organization(s) receive the resources and support they need when they need them. Coordination takes place in several entities and at all levels of government.

Examples of coordination activities include:

- Adjusting agency budgets, policies, and work priorities to make funds and resources available
- Facilitating interagency decision-making
- Coordinating interagency public information
- Locating and dispatching additional resources


### Slide 39

#### Multi-Agency Coordination Groups (MAC Groups)



During incidents, MAC Groups:

- Act as a policy-level body.
- Support resource prioritization and allocation.
- Make cooperative multi-agency decisions.
- Enable decision making among elected and appointed officials with those managing the incident (IC/UC)



### Multi-Agency Coordination Groups

Multi-agency Coordination Groups (MAC Groups) are part of the off-site incident management structure of NIMS.

MAC Group members are typically agency administrators or executives from stakeholder agencies impacted by and with resources committed to the incident. The MAC Group may also include representatives from non-governmental organizations.

MAC Groups do not perform incident command functions. MAC Groups do not replace the primary functions of operations, coordination, or dispatch organizations.



### Slide 40

### Multi-Agency Coordination Group

**MAC Groups**

- Typically consist of agency administrators, executives, or their designees
- **Authorized to represent or commit agency resources and funds in support of incident activities**
- Policy-level body not part of the ICS/ EOC Structure
- Supporting resource prioritization and allocation, and enabling decision making



### Multi-Agency Coordination (MAC)

**MAC Groups** typically consist of agency administrators, executives, or their designees. It is important that **designees be authorized to represent or commit agency resources and funds** in support of incident activities.

A MAC Group acts as a policy-level body during incidents, supporting resource prioritization and allocation, and enabling decision making among elected and appointed officials and those responsible for managing the incident (e.g., the IC).

Activate a MAC Group:



- When Unified Command is established
- When more than one jurisdiction becomes involved in response
- When incident could expand rapidly
- When similar past events have required multiagency coordination
- When chief executive requests activation of MAC
- **Following every MAC activation, an After-Action Review should be conducted\***

### Slide 41

### Multi-Agency Coordination Group

**MAC Group**

- Established by **organizations** at any level (e.g., local, state, or national) or within any **discipline**. (e.g., emergency management, public health, critical infrastructure, or private sector).
- In many cases, a MAC Group can function virtually to accomplish its assigned tasks.
- MAC Group decisions are typically based on a consensus of the members.



### Multi-Agency Coordination (MAC)

**MAC Groups** typically consist of agency administrators, executives, or their designees. It is important that designees be authorized to represent or commit agency resources and funds in support of incident activities. A MAC Group acts as a policy-level body during incidents, supporting resource prioritization and allocation, and enabling decision making among elected and appointed officials and those responsible for managing the incident (e.g., the IC).

**A MAC Group does not have any direct incident involvement and is often located some distance away from the incident site(s) or may function virtually.**

A MAC Group may be established by organizations at any level (e.g., local, state, or national) or within any discipline (e.g., emergency management, public health, critical infrastructure, or private sector). In many cases, a MAC Group can function virtually to accomplish its assigned tasks. MAC Group decisions are typically based on a consensus of the members.

The composition of MAC Groups is very important. Sometimes membership is obvious. Organizations directly impacted and whose resources are committed to the incident should be represented. Sometimes, however, organizations that should be members of a MAC Group are less obvious. These include business organizations such as local chambers of commerce, volunteer organizations such as the American Red Cross, or other organizations with special expertise or knowledge. While these agencies may not have tangible resources or funds to contribute, their contacts, political influence, or technical expertise can be key to the success of the MAC Group in supporting incident response and recovery.



### Slide 42

**Executive's Role and SEMS**

- Planning
- Training
- Policy Direction



The Executive's Role in planning is to provide support in the form of resources, ensure plans are developed, and prioritize mitigation. Planning for contingencies that affect the organization is crucial. Plans can help define staff roles and responsibilities and emergency procedures. Mitigation plans can formalize time-lines and budgets for improvements to minimize the impact of disasters.

The executive's role in training is to provide budgetary support for training, support and participate in exercises and ensure organizational readiness. Contingency plans have little value if people don't know how to use them. The executive can ensure a higher level of readiness by supporting training and exercises. This means allocating staff time and money for training. Support is achieved when executives participate in training programs.

The executive must ensure clear policy for EOC Managers. This is done through Delegation of Authority and Policy Limitation. Contingency plans must clearly outline policy and procedures for different types or categories of events and disasters. The executive must delegate authority to other executives and management. The scope and limitations of authority must be clear. The executive must ensure established policies and procedures remain appropriate and effective.

### Slide 43

### Executive's Role and SEMS

- Emergency Operations Center (EOC)
- Legal Authority



In support of the EOC, the Executive Group assists with policy direction and effective leadership. Executives should monitor policy during response. Check in with managers periodically to ensure consistency and clarity. Demonstrate effective leadership. Executives should motivate their staff during the crisis and maintain a positive can-do attitude. Executives should do everything possible to support managers and staff. They ensure adequate staffing and resources and effective inter-agency coordination. The executive should keep the public informed and empower their staff to implement their policies.

Policymakers (City Councils, Boards of Supervisors and Directors) may delegate limited powers to a Director of Emergency Services (i.e., City Manager, Chief Administrative Officer, or Chief Executive Officer). These executives may proclaim a state of emergency to enact the emergency plan and activate the emergency organization. The policy body (City Councils or Boards of Supervisors) must ratify this decision within seven (7) days and make periodic determinations as to the duration of emergency proclamations and renew as appropriate every thirty (30) days. Boards and other policy-making authorities are also responsible for issuing or ratifying other critical orders (i.e., evacuations and curfews).

### Slide 44

### Emergency Response Agencies Under SEMS

- Interagency Coordination
- Lead Agency
- Response Options
- Leadership in the Field





Coordination, Communication, and Cooperation are not optional. Interagency Coordination is essential for effective response and recovery. The Lead Agency in a Single Command or Unified Command is usually determined by the following factors

- Type of Incident –Who has expertise?
- Jurisdiction–Who owns the scene?
- Legal Mandates –Responsibility designated by statute
- Degree of Resource Commitment –Who has the majority or resources on scene?

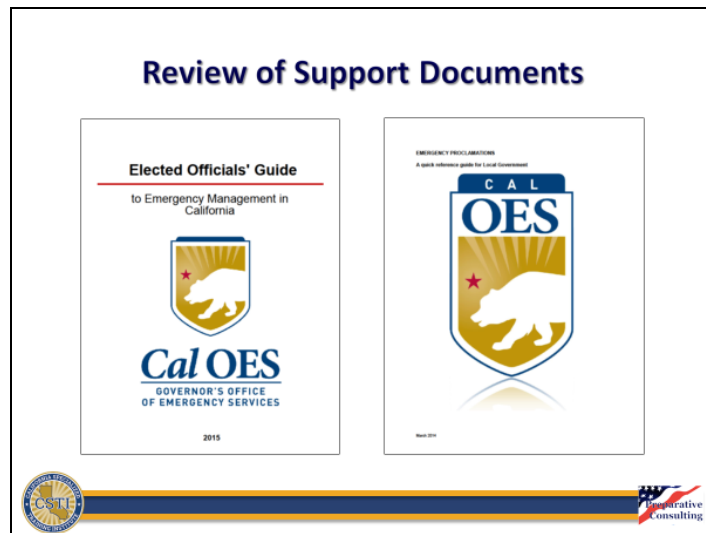
Common sense should dictate the proper designation of a lead agency. Analyzing the determining factors and reaching consensus among agencies on scene usually results in the right decision.

If you are not the lead agency, your resources may be applied in various ways. The ranking executive in the field may become part of a Unified Command and your field staff may assist as part of the Operations, Logistics or Planning and Intelligence Function.

Work together. Executives who designate other executives or managers to field assignments should carefully evaluate leadership abilities and interpersonal skills. The field leaders need to know the limits of their decision range as it relates to organizational or agency policy. Executives should be available to respond when there is potential for significant social, economic, or political impact.

## UNIT 3: EOC and MACS

### Slide 45




### Slide 46



## UNIT 3: EOC and MACS

### Slide 47



Preparation is the key to success

**Preparative Consulting**  
All rights reserved ®

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# **APPENDIX A ELECTED OFFICIALS GUIDE TO EMERGENCY MANAGEMENT**





## APPENDIX A

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# Elected Officials' Guide

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to Emergency Management in  
California



***Cal* OES**

**GOVERNOR'S OFFICE  
OF EMERGENCY SERVICES**



This guide is a condensed summary of emergency management responsibilities in the event of an emergency or disaster. It is designed to provide elected officials with an understanding and overview of emergency management in the state. More detailed information can be found in the California State Emergency Plan at [www.caloes.ca.gov](http://www.caloes.ca.gov), or by calling the California State Warning Center at (916) 845-8911.

# About Cal OES

Cal OES is responsible for the coordination of overall state agency response to major disasters in support of local government and for homeland security activities throughout the state. The responsibility for homeland security and public safety crosses nearly every jurisdictional and geographic line. California remains a high-risk environment for catastrophic events, both natural and intentional. As such, the State's emergency preparedness and homeland security efforts continue to be challenged. The State must continue to leverage existing resources and expertise to ensure our first responders have the best tools and training to prevent, protect, and respond to all events, both natural and intentional.

During emergency events, Cal OES coordinates the integration of federal and state resources into state and local response and recovery operations. Cal OES partners with every level of government, businesses, community-based organizations, and volunteers to maximize the use of all resources during emergencies. Shared responsibility for emergency management, preparedness, and public safety is demonstrated through numerous mutual-aid agreements between federal, state, and local entities with California.

## Cal OES

### Directorates

#### Executive Offices

#### Planning, Preparedness, Prevention

#### Response & Recovery Operations

#### Logistics Management

#### Finance & Administration

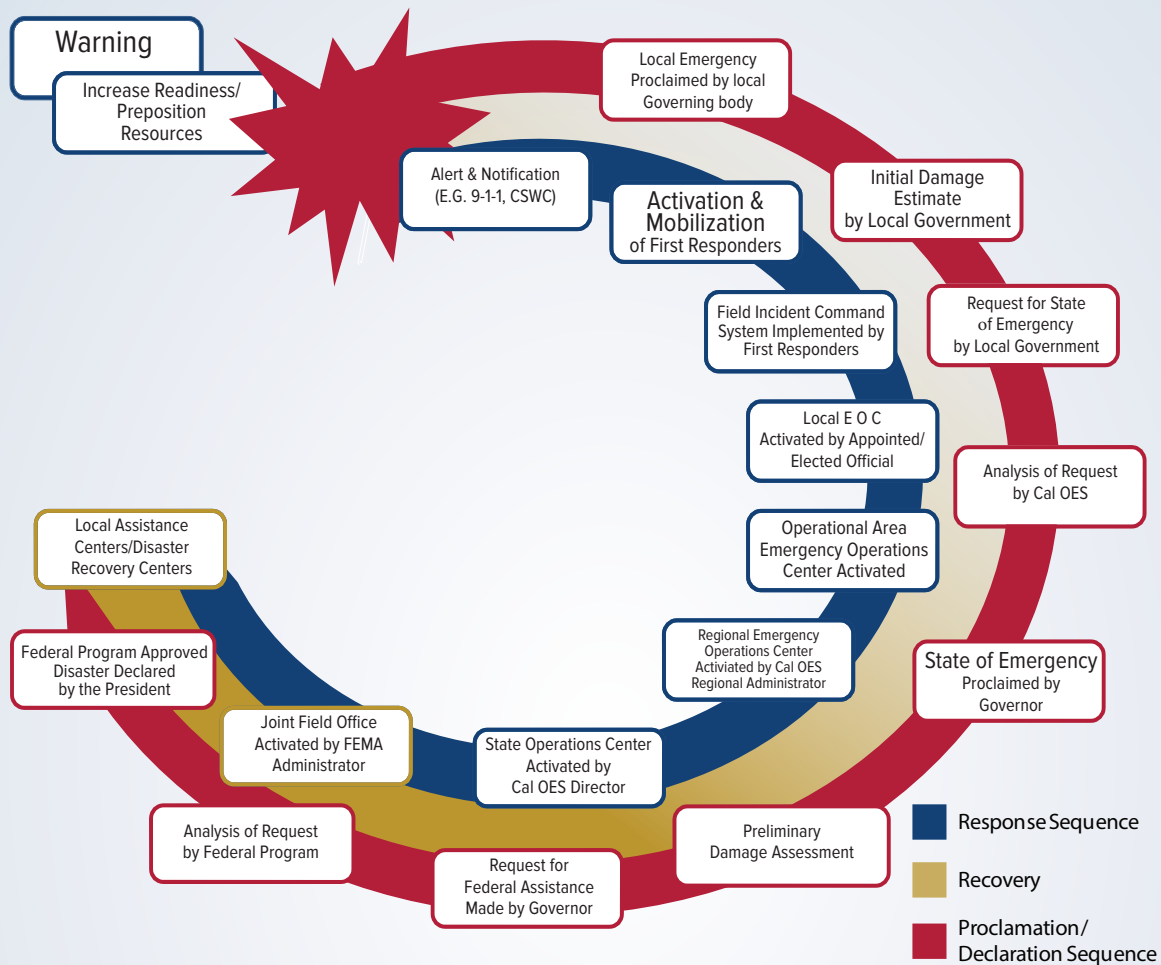
# The Role of Elected Officials

- **You play a crucial role in public safety.** Your understanding and support of emergency management is vital to the safety and well-being of the public and our communities. Emergency management is a critical government function from planning and preparedness through long-term disaster recovery and mitigation efforts.
- **Before a disaster occurs** elected officials are encouraged to meet with their emergency management officials and establish solid relationships, learn about emergency plans and procedures, and visit the emergency operations center and other critical facilities.
- **During times of crisis**, elected officials can be a valuable asset to their communities by having a clear understanding of how government responds to emergencies and disasters, what resources are available, what types of assistance can be provided to citizens, and how much time it may take to deliver the assistance.
- **Policy makers have a responsibility** to make decisions that will ensure the safety of their constituents and communities. Land use and building code decisions that factor in fire potential and other significant disaster hazards can help contribute to increased public safety.
- **Be aware** of hazards in your area. Cal OES's Emergency Notification System helps keep you updated with daily situation reports. Use the process in the back of this guide to receive updates for counties in your district.

## Leadership Before a Disaster Strikes

- Meet with your emergency management team to learn about the hazards that threaten your jurisdiction and what is being done to address those hazards.
- Learn about emergency management, disaster assistance services, as well as limitations.
- Encourage all government agencies and business leaders to coordinate and collaborate with the emergency management agency.
- Visit your jurisdiction's emergency operations center.
- Encourage individuals, families and businesses to develop an emergency plan and be self-sufficient in the immediate aftermath of a disaster.

# Emergency Management Sequence of Key Events



## The State Emergency Plan

In accordance with the California Emergency Services Act, the State Emergency Plan describes:

- Methods for carrying out emergency operations;
- The process for rendering mutual aid;
- Emergency services of governmental agencies;
- How resources are mobilized;
- Emergency public information; and
- Continuity of Government.

## Potential Threats in California:

Civil Unrest  
 Earthquake  
 Energy Disruption  
 Dam & Levee Failure  
 Fire  
 Flood  
 Food and Agriculture Emergency  
 Hazardous Material Emergency  
 Pandemic and Epidemic  
 Severe Weather  
 Terrorist Attack  
 Tsunami

## The Cal OES California State Warning Center (CSWC)

is staffed  
**24** hours  
a day,  
**365** days  
per year.

The CSWC  
monitors disaster  
events worldwide



Last year, staff in the Cal OES California State Warning Center (CSWC) handled 63,000 calls and more than 150,000 actionable incoming emails. The CSWC also received report of about 9,000 hazardous material spills, which resulted in more than 226,000 spill notifications to federal, state and local government agencies. In addition, CSWC staff made over 981,000 notifications due to weather related warnings, fires, seismic events, and other potential events that could have emergency management impacts.

California uses a Standardized Emergency Management System (SEMS) to facilitate communication during an emergency or disaster. This standardized system is the cornerstone of California's emergency response system and was created by a state law enacted after the devastating Oakland Fire Storm in the mid 1990s. Its purpose is to strengthen mutual aid response. The system unifies all elements of California's emergency management community into a single integrated system and standardizes key elements and functions that include management, operations logistics, planning and intelligence, and finance and administration.

SEMS is required by the California Emergency Services Act for managing multi-agency and multi-jurisdictional responses to emergencies in California. The system has been so successful that it serves as the basis of the federal

**California's SEMS is so successful it has become the basis of the National Incident Management System**

National Incident Management System. State agencies are required to use SEMS and local government entities must use SEMS to be eligible for reimbursement of response-related costs under the state's disaster assistance programs.

## Cal OES services begin long before a disaster occurs

When there is an immediate threat or actual emergency, local governments have the primary responsibility to implement emergency plans and take critical actions to mitigate or reduce the emergency threat. Actions include the timely deployment of law enforcement, fire fighting services, and field-level emergency response personnel and the activation of emergency operations centers and issuing orders to protect the public. Cities and counties have ordinances that establish an emergency organization and local disaster council. The ordinances provide for the development of an emergency plan, establishing responsibilities for emergency management operations and specifying the officials authorized to proclaim a local emergency.





# Types of Declarations

Boles Fire, Siskiyou County, town of Weed

There are several types of emergency declarations that can be instituted by various state and federal agencies. Based on factors including location, severity, property and population affected, many types of local, state, and federal assistance programs may be available.

■ **Local Emergency**

Proclaimed by the governing body of a local government, a local emergency occurs when conditions become or are anticipated to exceed the resources of a local jurisdiction.

■ **State of Emergency**

Proclaimed by the Governor when conditions exceed the control of local government and require the combined forces of mutual aid regions.

■ **Fire Management Assistance Declaration**

Declared by FEMA based on a state request for an uncontrolled fire threatening such destruction as would constitute a major disaster.

■ **Presidential Declaration of Emergency**

Declared by the President following the Governor's provision of information that state and local resources have been tasked and specific federal aid is required.

■ **Presidential Declaration of Major Disaster**

Declared by the President at the request of the Governor. California must meet various factors, in accordance with federal regulations.

■ **U.S. SBA Declaration**

Declared by the U.S. Small Business Administration meeting specific criteria and based on a state request.

■ **USDA Disaster Designation**

Designated by the USDA Secretary based on a request from local or state government.

# Types of Recovery Programs

The chart below provides a sample of available programs and indicates local, state and federal proclamation/declaration requirements and program implementation criteria.

Assistance Type	Local	State	Federal	Program Implementation Criteria
Fire Management Assistance Grant (FMAG)	No	No	Yes	Fire suppression - The uncontrolled fire must threaten such destruction as would constitute a major disaster.
State Public Assistance: Director's Concurrence	Yes	No	No	Restoration of public infrastructure only - The event must be beyond the control/capabilities of the local jurisdiction.
State Public Assistance: Governor's Proclamation	Yes	Yes	No	Response and restoration costs - The event must be beyond the control/capabilities of the local jurisdiction.
Federal Public Assistance: Major Disaster	Yes	Yes	Yes	Response and restoration costs - The state must request within 30 days of the occurrence; demonstrate necessary actions are beyond the state's capability; and damages meet the criteria defined in federal regulations.
Federal Public Assistance: Emergency	Yes	Yes	Yes	Response costs only - The state must request assistance within 5 days after the need becomes apparent; must demonstrate effective response is beyond the state's capability; and federal assistance is necessary to save lives and protect health, safety, and property.
Federal Individuals and Households Program (IHP)	Yes	Yes	Yes	Grants to individuals for necessary expenses or serious needs - May be implemented upon a Presidential declaration. There is no set threshold; however, FEMA considers such criteria as concentration of damages, trauma, special populations, etc.
State Supplemental Grant Program (SSGP)	Yes	Yes	Yes	Offers grants to individuals after the maximum IHP grant is met and there are additional unmet needs.
U.S. Small Business Administration (SBA) Economic Injury Disaster Loans	No	No	Yes	Working capital loans for small businesses - May be independently implemented when at least 5 small businesses have suffered economic injury and other assistance is not otherwise available; may be implemented under a USDA designation; and may be implemented under SBA physical declarations.
U.S. SBA Physical Disaster Loan Program	No	No	Yes	Real and personal property loans - May be independently implemented when at least 25 homes and/or businesses have each suffered uninsured losses of 40 percent or more of the fair replacement or predisaster value.
U.S. Department of Agriculture (USDA) Disaster Designation	No	No	Yes	Crop production loss and physical loss loans - May be made available when at least 30 percent crop production loss or a physical loss of livestock products, real estate, or chattel property.
Crisis Counselling Programs	Yes	Yes	Yes	Referral services and short-term counseling - Funded by FEMA and administered by Department of Healthcare Services through the county mental health offices.
Disaster Unemployment Assistance	Yes	Yes	Yes	Funded by FEMA through the Department of Labor - Offers up to 26 weeks of disaster unemployment assistance upon a Presidential Disaster Declaration.



## FREQUENTLY ASKED QUESTIONS

### **Under the California Disaster Assistance Act (CDAA), what benefits are available when conditions of a disaster or extreme peril are beyond the control of a city or county?**

Based on a Local Emergency Proclamation that has been accepted by the Cal OES Director, a local agency may receive reimbursement (up to 75 percent) for permanent repair, replacement, or restoration costs for disaster-damaged facilities. The remaining 25 percent cost-share is the responsibility of local government. When the Governor proclaims an emergency due to conditions of disaster or extreme peril beyond the control of local government and the combined forces of a mutual aid response and authorizes CDAA, the state can fund local agencies for debris removal, emergency activities, infrastructure restoration costs, and certain private non-profits for critical services provided.

### **How is a Local Emergency Proclamation triggered and why is it important?**

A “local emergency” is proclaimed when a disaster or other conditions exist that may cause harm to people and property occurs within the territorial limits of a county, city, and county or city, and those conditions exceed, or have the potential to exceed, local resources and capabilities.

### **What is a Governor’s Proclamation of a State of Emergency and how is it triggered?**

When emergency conditions exceed, or have the potential to exceed, local resources and capabilities, a local jurisdiction may request the Governor proclaim a State of Emergency under the California Emergency Services Act. The Governor can proclaim a State of Emergency if the safety of persons and property in California are threatened by conditions of extreme peril, or if the emergency conditions are beyond the emergency response capacity and capabilities of the local authorities.



Rim Fire, Sierra Nevada

### **Does the Governor have expanded emergency powers during a proclaimed State of Emergency?**

Yes, during a proclaimed State of Emergency the Governor:

- Has the right to exercise police power, as deemed necessary, vested in the State Constitution and the laws of California within the designated area.
- Is vested with the power to use and commandeer public and private property and personnel to ensure all resources within California are available and dedicated to the emergency when requested.
- Can direct all state agencies to utilize and employ personnel, equipment, and facilities for the performance of any and all activities designed to prevent or alleviate actual and threatened damage due to the emergency.
- May make, amend, or rescind orders and regulations during an emergency and temporarily suspend any non-safety related statutes, ordinances, regulations, or rules that impose restrictions on the emergency response activities.

### **What is the purpose of a Presidential Declaration of Emergency or Major Disaster and how is it triggered?**

When it is clear state capabilities will be exceeded, the Governor can request federal assistance, including assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act).

The Stafford Act authorizes the President to provide financial and other assistance to state and local governments, certain private nonprofit organizations, and individuals to support response, recovery, and mitigation efforts following a Presidential Declaration of Emergency or Major Disaster Declaration. The Governor must request a Presidential Declaration of Emergency on behalf of local government within 5 days after the need for federal emergency assistance is apparent and a Major Disaster Declaration within 30 days of the incident.

### **How are requests for Presidential Declarations evaluated and how long does the process take?**

Upon submission of the request, FEMA conducts a Preliminary Damage Assessment with Cal OES to determine if the incident is of sufficient severity to require federal assistance under the Stafford Act and makes a recommendation to the President through the Federal Department of Homeland Security. The decision to approve the request is based on the amount and type of damage, potential needs of the affected jurisdiction(s) and state, availability of state and local government resources, the extent and type of insurance in effect, recent disaster history and the state's hazard mitigation history. This process could take a few days to a few weeks depending on the magnitude of the incident. If the incident is so severe that the damage is overwhelming and immediately apparent, the President may declare a Major Disaster immediately.

### **Who is in charge during an emergency or disaster?**

The Incident Commander sets the objectives and approves the strategy and tactics to be used for the incident. The Incident Commander will be a high ranking official of whichever local agency has the lead role in the incident (Fire, Police, Public Health, etc.).

### **What can my constituents do to be more prepared for an emergency?**

Individuals, families and businesses should develop an emergency plan and be self-sufficient in the immediate aftermath of a disaster. It is important that individuals and families create an emergency supply kit with food, water, and other supplies in

sufficient quantity to last for at least three days, have a plan of action should an emergency occur, and, most importantly, be informed about potential hazards and how to prepare for them. Encourage your constituents to review preparedness tips on the Cal OES website at [www.caloes.ca.gov](http://www.caloes.ca.gov).

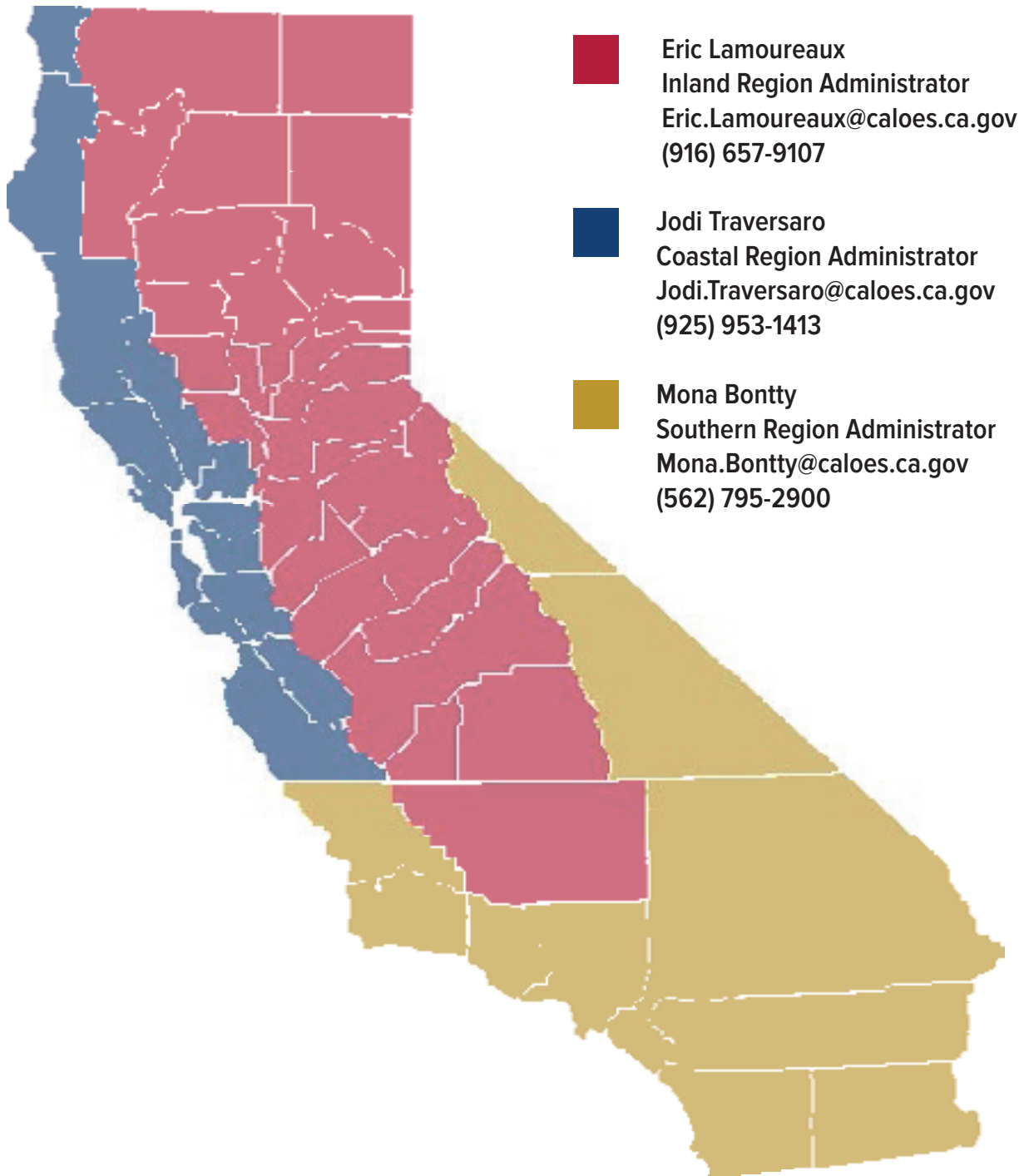
### **What is the process for individuals, households, and businesses to request assistance in the aftermath of a disaster?**

The California Emergency Services Act designates each county as an Operational Area to coordinate the emergency activities and resources of its political subdivisions. Once a local declaration of emergency has been made, damage information should be reported to the local Emergency Services Office. It is the responsibility of the local office to collect and report local disaster damage to Cal OES. Information regarding the recovery process can be found at [www.caloes.ca.gov/For-Individuals-Families](http://www.caloes.ca.gov/For-Individuals-Families).



Napa Earthquake, August 24, 2014

# California Governor's Office of Emergency Services Administrative Regions





**Automated Emergency Notification System**  
**Flash Reports and Daily Situation Reports for Legislative Members**  
**Contact Information Form**

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The California Governor's Office of Emergency Services provides the following two electronic notifications from the California State Warning Center. Each Legislative Member, and up to two staff persons from his/her office, may receive one or both of the notifications. Please indicate the notifications to be received below each contact and make sure your email settings allow alerts from [cswwdialogic@oes.ca.gov](mailto:cswwdialogic@oes.ca.gov).

**Flash Reports**

These are alerts of significant emergency and disaster situations occurring within county boundaries.

*Notifications are made based on verified information only (unless otherwise indicated); therefore, there may be occasions when news media reports precede our notification. Please be aware that during an emergency event or disaster situation, notifications concerning public safety take precedence.*

**Daily Situation Reports**

Cal OES provides Daily Situation Reports 365 days a year. The reports summarize current emergency response activities, including, but not limited to, weather watches and warnings, weather of concern, California fire activities, significant events, and law enforcement mutual aid activities.

---

**What do you want to do?**

Date (MM/DD/YY): \_\_\_\_\_

- ☐ Add an existing contact(s)
- ☐ Change an existing contact(s)

---

District Number: \_\_\_\_\_

Counties you represent (separate by commas): \_\_\_\_\_

Legislative Member's Full Name (including title): \_\_\_\_\_

Legislative Member's Email Address: \_\_\_\_\_

Legislative Member's Phone Number\*: \_\_\_\_\_

- ☐ Flash Reports
- ☐ Daily Situation Reports

Staff/Alternate #1's Full Name: \_\_\_\_\_ Title: \_\_\_\_\_

Staff/Alternate #1 Email Address: \_\_\_\_\_

Staff/Alternate #1 Phone Number\*: \_\_\_\_\_

- ☐ Flash Reports
- ☐ Daily Situation Reports

Staff/Alternate #2's Full Name: \_\_\_\_\_ Title: \_\_\_\_\_

Staff/Alternate #2 Email Address: \_\_\_\_\_

Staff/Alternate #2 Phone Number\*: \_\_\_\_\_

- ☐ Flash Reports
- ☐ Daily Situation Reports

---

*\*Your phone number is needed if we have questions; it will not be used for texting. Cell phone preferred.*

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Submit completed form to  
Office of Legislative & External Affairs  
[LegislativeAffairs@caloes.ca.gov](mailto:LegislativeAffairs@caloes.ca.gov) or  
3650 Schriever Avenue, Mather, CA 95655

Created by the  
California Governor's Office of  
Emergency Services

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# **APPENDIX B**

## **EMERGENCY PROCLAMATIONS**

### **QUICK REFERENCE GUIDE**



## APPENDIX B

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## EMERGENCY PROCLAMATIONS

A quick reference guide for Local Government





## General Information about Local Emergency Proclamations

**Definition of Local Emergency:** “[T]he duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city, caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor’s warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy, which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of other political subdivisions to combat . . .” (California Government Code (Govt. Code) section 8558 (c)).

Issued by (Govt. Code section 8630(a)):

- Governing body of a city, county, or city and county, or
- An official designated by an ordinance adopted by that governing body (e.g., police/fire chief, director of emergency services).

Purpose (Govt. Code sections 8625 and 8634):

- Authorizes the promulgation of orders and regulations necessary to protect life and property (e.g., special purchasing or emergency contracting).
- Describes the circumstances that exist that may support the need for issuance of a State of Emergency Proclamation and/or Executive Order.
- Supports request for a Director’s Concurrence, Governor’s Proclamation of a State of Emergency, Executive Order, California Disaster Assistance Act (CDAA) funding, and/or a Presidential Declaration of an Emergency or Major Disaster.\*

### Deadlines:

- Issuance: Within 10 days after the actual occurrence of a disaster if assistance will be requested through CDAA (Govt. Code section 8685.2).
- Ratification: If issued by official designated by ordinance, must be ratified by governing body within 7 days (Govt. Code section 8630(b)).
- Renewal: Reviewed at least once every 30 days by the governing body until terminated (Govt. Code section 8630(c)).
- Termination: At the earliest possible date that conditions warrant (Govt. Code section 8630(d)).

Notification Process (consistent with the Standardized Emergency Management System (Govt. Code section 8607)):

- Local governments should notify the Operational Area (OA) and provide a copy of the local emergency proclamation as soon as possible.
- OA shall notify Cal OES and provide a copy of the proclamation as soon as possible.
- Cal OES Region will ensure notification to the Cal OES Director and Deputy Directors, and shall be the primary contact between the Cal OES Director, OA, and the local jurisdiction for updates on any requests for assistance.
- Cal OES Director will respond in writing to the local government concerning the status of any requests for assistance included within the local proclamation or accompanying letter.

### \*Please note:

*When a local government requests a Gubernatorial State of Emergency Proclamation, Director’s Concurrence, and/or California Disaster Assistance Act funding, local government should provide information describing local response efforts and identify the specific type and extent of state emergency assistance needed, including regulatory waivers necessary to facilitate the protection of life and property during response efforts.*

*A local emergency proclamation and/or Governor’s proclamation is not a prerequisite for mutual aid assistance, Red Cross assistance, the federal Fire Management Assistance Grant Program, or disaster loan programs designated by the U.S. Small Business Administration or the U.S. Department of Agriculture.*

## **Levels of Disaster Assistance**

### **Director's Concurrence:**

**Purpose:** CDAA authorizes the Cal OES Director, at his or her discretion, to provide financial assistance to repair and restore damaged public facilities and infrastructure.

**Deadline:** Cal OES must receive a request from local government within 10 days after the actual occurrence of a disaster (Govt. Code section 8685.2).

**Supporting Information:** Local Emergency Proclamation, Initial Damage Estimate (IDE) prepared in "CalEOC," and a request from the City Mayor or Administrative Officer, or County Board of Supervisors.

### **Governor's Proclamation of State of Emergency:**

**Purpose:** Provides the Governor with powers authorized by the Emergency Services Act; may authorize the Cal OES Director to provide financial relief under the California Disaster Assistance Act for emergency actions, restoration of public facilities and infrastructure, and hazard mitigation; prerequisite when requesting federal declaration of a major disaster or emergency.

**Deadline:** Cal OES must receive a request from local government within 10 days after the actual occurrence of a disaster (Govt. Code section 8685.2).

**Supporting Information:** Local Emergency Proclamation, IDE prepared in "CalEOC," and a request from the City Mayor or Administrative Officer, or County Board of Supervisors.

### **Presidential Declaration of an Emergency:**

**Purpose:** Supports response activities of the federal, state and local government; authorizes federal agencies to provide "essential" assistance including debris removal, temporary housing and the distribution of medicine, food, and other consumable supplies.

**Deadline:** Governor must request on behalf of local government within 5 days after the need for federal emergency assistance becomes apparent, but no longer than 30 days after the occurrence of the incident (Title 44 of the Code of Federal Regulations (44 CFR) section 206.35(a)).

**Supporting Information:** All of the supporting information required above and a Governor's Proclamation, certification by the Governor that the effective response is beyond the capability of the state, confirmation that the Governor has executed the state's emergency plan, information describing the state and local efforts, and identification of the specific type and extent of federal emergency assistance needed.

### **Presidential Declaration of a Major Disaster:**

**Purpose:** Supports response and recovery activities of the federal, state, and local government and disaster relief organizations; authorizes implementation of some or all federal recovery programs including public assistance, individual assistance and hazard mitigation.

**Deadline:** Governor must request federal declaration of a major disaster within 30 days of the occurrence of the incident (44 CFR section 206.36(a)).

**Supporting Information:** All of the supporting information required above, a Governor's Proclamation, certification by the Governor that the effective response is beyond the capability of the state, confirmation that the Governor has executed the state's emergency plan, and identification of the specific type and extent of federal aid required.

## SAMPLE PROCLAMATION

**WHEREAS**, Ordinance No. \_\_\_\_\_ of the City/County of \_\_\_\_\_ empowers the Director of Emergency Services\* to proclaim the existence or threatened existence of a local emergency when said City/County is affected or likely to be affected by a public calamity and the City Council/County Board of Supervisors is not in session, and;

**WHEREAS**, the Director of Emergency Services\* of the City/County of \_\_\_\_\_ does hereby find; that conditions of extreme peril to the safety of persons and property have arisen within said city/county, caused by \_\_\_\_\_ (fire, flood, storm, mudslides, torrential rain, wind, earthquake, drought, or other causes); which began on the \_\_\_\_\_th day of \_\_\_\_\_, 20\_\_\_\_. and;

That these conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of said City/County, and;

That the City Council/County Board of Supervisors of the City/County of \_\_\_\_\_ is not in session and cannot immediately be called into session;

**NOW, THEREFORE, IT IS HEREBY PROCLAIMED** that a local emergency now exists throughout said City/County, and;

**IT IS FURTHER PROCLAIMED AND ORDERED** that during the existence of said local emergency the powers, functions, and duties of the emergency organization of this City/County shall be those prescribed by state law, by ordinances, and resolutions of this City/County; and that this emergency proclamation shall expire 7 days after issuance unless confirmed and ratified by the governing body of the City/County of \_\_\_\_\_.

Dated: \_\_\_\_\_ By: \_\_\_\_\_  
Director of Emergency Services\*

Print Name \_\_\_\_\_

Address \_\_\_\_\_

*\*Insert appropriate title and governing body*

*Note: Local governments should provide a description of the local efforts and identification of the specific type and extent of state emergency assistance needed.*

*Note: It may not be necessary for a city to proclaim a local emergency if the county has already proclaimed an emergency that applies to the entire geographic county area or for a specific area that includes the impacted city or cities.*

***This guide is not intended to be a legal opinion on the emergency proclamation process and related programs under federal, state, and local law. Local governments should consult their own legal counsel when considering proclaiming a local state of emergency.***

## CITY COUNCIL MEETING

Regular Meeting  
7:00 P.M.

August 13, 2019  
Antioch Community Center

### 5:30 P.M. - CLOSED SESSION

1. **CONFERENCE WITH REAL PROPERTY NEGOTIATORS** pursuant to California Government Code section 54956.8: Property – former Deerfield Fire Station: City Negotiator; City Manager. Document: Draft Purchase and Sale Agreement (PSA).
2. **CONFERENCE WITH LEGAL COUNSEL** – Existing Litigation pursuant to California Government Code section 54956.9(d)(1) – Zeka Ranch One, LLC et al. v. City of Antioch et al., Contra Costa Superior Court Case Nos. N18-0228, N18-0229, N18-0231, and N18-0232.
3. **CONFERENCE WITH LEGAL COUNSEL** – Existing Litigation pursuant to California Government Code section 54956.9(d)(1): Greg & Ramona Mayon vs. Joe Bosman, City of Antioch et al. Contra Costa Superior Court Case Number C18-00168.

Mayor Wright called the meeting to order at 7:00 P.M., and City Clerk Simonsen called the roll.

Present: Council Members Wilson, Motts, Thorpe, Ogorchock and Mayor Wright

### PLEDGE OF ALLEGIANCE

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

City Attorney Smith reported the City Council had been in Closed Session and gave the following report: **#1 CONFERENCE WITH REAL PROPERTY NEGOTIATORS**, no reportable action, **#2 CONFERENCE WITH LEGAL COUNSEL** no reportable action; and, **#3 CONFERENCE WITH LEGAL COUNSEL**, no reportable action.

### ANNOUNCEMENTS OF CIVIC AND COMMUNITY EVENTS

Director of Parks and Recreation Kaiser announced the Summer Concert Series continues with “The Purple Ones” at 6:00 P.M. on August 17, 2019, in Waldie Plaza. She noted the Fall Recreation Guide has been distributed to residents and Pop Up Recreation was occurring afterschool in neighborhood parks.

### ANNOUNCEMENTS OF BOARD AND COMMISSION OPENINGS

City Clerk Simonsen announced the following Board and Commission openings:

- Board of Administrative Appeals: One (1) alternate member vacancy: deadline date is August 23, 2019

- Police Crime Prevention Commission: One (1) vacancy: deadline date is August 16, 2019

He reported applications would be available online at the City's website and at the City Clerk's office.

## **PUBLIC COMMENTS**

J.R. Wilson, Delta Veterans Group, and representatives of VFW, American Legion, DAV and Delta Veterans, presented their proposal for relocating the Antioch Veteran's Memorial. They requested Council agendaize this item for the August 27, 2019 City Council meeting.

Victoria Matthews, Antioch resident, reported she recently encountered a deceased animal and was unsuccessful at finding a location that would accept it. She requested the City Council provide an after hour resource for residents in similar situations.

## **COUNCIL SUBCOMMITTEE REPORTS/COMMUNICATIONS**

Councilmember Wilson reported on her attendance at the Tri Delta Transit subcommittee meeting. She announced Contra Costa Transportation Authority (CCTA) was seeking input for a Measure being placed on the 2020 ballot and the survey was available online.

Councilmember Motts reported on her attendance at the Homeless Encampment Task Force Ad Hoc Committee meeting. She announced that the committee would be making a presentation with recommendations to the City Council at the August 27, 2019 Council meeting.

Councilmember Thorpe reported on his attendance at the Tri Delta Transit meeting, transportation conference in Jacksonville, with Councilmember Wilson and the Homeless Encampment Task Force Ad Hoc committee meeting, with Councilmember Motts.

Mayor Wright reported on his attendance at several transportation meetings and his participation in the CCTA Town Hall meeting, which was conducted by telephone. He encouraged staff to reach out to CCTA to determine how they were able to engage the community.

## **MAYOR'S COMMENTS**

Mayor Wright thanked Council, staff and the Antioch Police Department for participating in National Night Out events throughout Antioch. He noted that each group he had visited spoke highly of their neighborhoods. He encouraged residents to participate in next year's event.

## **PRESENTATION**

Sarah Meacham, Managing Director Public Finance Management (PFM) presented the Portfolio Update Investment Report.

1. **CONSENT CALENDAR**
  - A. **APPROVAL OF COUNCIL MINUTES FOR JUNE 25, 2019**
  - B. **APPROVAL OF COUNCIL WARRANTS**
  - C. **APPROVAL OF TREASURER’S REPORT FOR JUNE 2019**
  - D. **RESOLUTION NO. 2019/119 POLICE COMPUTER AIDED DISPATCH AND RECORDS MANAGEMENT SYSTEM SOFTWARE REPLACEMENT**
  - E. **RESOLUTION NO. 2019/120 POLICE VEHICLE COMPUTER HARDWARE REPLACEMENT**
  - F. **RESOLUTION NO. 2019/121 AMENDING THE CONTRACT WITH TERI HOUSE, CDBG CONSULTANT, INCREASING THE HOURLY RATE FROM \$65 TO \$85 AND OTHER MINOR CHANGES**
  - G. **RESOLUTION NO. 2019/122 APPROVING A PRIVATE STREET/DRIVEWAY NAME CHANGE FROM “ANGELINA ROSE PLACE” TO “TREVISTA PLACE”**
  - H. **RESOLUTION NO. 2019/123 CONSULTANT SERVICE AGREEMENT WITH BROWN AND CALDWELL FOR THE WATER SYSTEM MASTER PLAN UPDATE (P.W. 340-14)**
  - I. **RESOLUTION NO. 2019/124 FIRST AMENDMENT TO THE AGREEMENT WITH SABOO, INC. FOR THE CITY HALL COUNCIL CHAMBERS REMODEL (GENERAL CONSTRUCTION) (P.W. 247-P)**

Councilmember Motts pulled Item D from the Consent Calendar.

On motion by Councilmember Ogorchock, seconded by Councilmember Thorpe, the City Council unanimously approved the Council Consent Calendar with the exception of Item D, which was removed for further discussion.

**Item D** - City Manager Bernal introduced Item 1D. In response to Councilmember Motts, Lieutenant Bittner explained that the Antioch Police Department was unaware of the vendor or costs associated with the project, when Council was holding their initial budget discussions. In response to Councilmember Thorpe, City Manager Bernal commented that Council could wait until mid-year to determine if the budget needed to be amended to cover the costs.

On motion by Councilmember Ogorchock, seconded by Councilmember Wilson, the City Council unanimously approved Item 1D.

## **PUBLIC HEARING**

2. **ALLUVIUM CANNABIS DISPENSARY AND INFUSION (UP-18-21)**

City Manager Bernal introduced Public Hearing Item #2.

Director of Community Development Ebbs presented the staff report dated August 13, 2019 recommending the City Council consider a Use Permit (UP-18-21) for a cannabis business consisting of a dispensary with delivery and Type N infusion license.

Mayor Wright opened the Public Hearing.

Patti O'Brien, CEO of Alluvium gave a brief professional history. She introduced her business partner Nima Gabbay and they gave a PowerPoint presentation of the project which included the following:

- Vision and Mission
- Biographies – Patti O'Brien and Nima Gabbay
- Location, Site Plan and Tenant Improvements
- Security and Surveillance

Dr. Jeffrey Klingler, Antioch resident, encouraged the Council to consider the negative effects of cannabis use. He suggested Council put a hold on future permits until the already approved businesses had demonstrated that they worked, as promised. He questioned if the City had considered how many cannabis businesses were enough.

Partha Chowdhur, Antioch resident, stated he supported business; however, as a registered nurse and former cannabis user, he did not support cannabis businesses.

Derek Baker, Antioch resident, discussed the medicinal benefits of cannabis. He spoke in support of letting the citizens decide on how many businesses would be successful and providing local legal access to cannabis. He commented that citizens approved legalizing cannabis and wanted it in their communities. He noted that it had been proven that cannabis does not attract criminal activity, negatively impact communities or decrease property values.

Mayor Wright closed the Public Hearing.

In response to Councilmember Motts, Ms. O'Brien reviewed their circulation plan, employee benefits and the standard operating procedures for delivery vehicles.

In response to Councilmember Wilson, Director of Community Development Ebbs explained that there may be room for one or two additional cannabis businesses within the Verne Roberts Circle area.

In response to Council, Ms. O'Brien discussed State licensed and non-licensed cannabis facilities and delivery systems. Also discussed was their support of social equity. She encouraged the City to develop a regulatory council for cannabis.

Councilmember Thorpe stated he was concerned for social equity and the opportunities that cannabis businesses could provide.

Ms. O'Brien responded that she had an open door policy for social equity.

Councilmember Ogorchock stated that appreciated the presentation this evening; however, she wanted to see how the already approved businesses vet out prior to considering the approval of additional cannabis businesses in Antioch.

In response to Councilmember Thorpe, Director of Community Development Ebbs clarified that the City had not limited the number of dispensaries.

Discussion ensued regarding security at the site with Planning Manager Morris clarifying that the conditions of approval require no fewer than two uniformed and armed security guards on-site during business operating hours, and one armed security guard shall be onsite even when the facility was closed. She noted that this condition of approval was consistent with the other dispensaries approved by the City Council.

Director of Community Development Ebbs added that if the conditions were not met the Use Permit was revocable by the City Council.

**RESOLUTION NO. 2019/125**

On motion by Councilmember Thorpe, seconded by Councilmember Wilson the City Council approved a Use Permit (UP-18-21) for a cannabis business consisting of a dispensary with delivery and Type N infusion license. The motion carried the following vote:

Ayes: Wilson, Motts, Thorpe, Wright

Noes: Ogorchock

**3. 2019 TRIENNIAL REPORT ON WATER UTILITY PUBLIC HEALTH GOALS**

City Manager Bernal introduced Public Hearing Item #3.

Director of Public Works/City Engineer Blank presented the staff report dated August 13, 2019 recommending the City Council adopt a resolution receiving and accepting public comments on the City of Antioch 2019 Triennial Public Health Goals ("PHG") Report.

Mayor Wright opened and closed the public hearing with no members of the public requesting to speak.

A motion was made by Councilmember Ogorchock, seconded by Councilmember Motts to adopt a resolution receiving and accepting public comments on the City of Antioch 2019 Triennial Public Health Goals ("PHG") Report.

In response to Council, Water Superintendent Coley explaining the City's testing practices and noted that residents experiencing tastes or odors could contact the City's water quality analyst. In addition, he discussed the City's efforts to address unsanitary conditions in areas around the pump stations due to homeless encampments. Also discussed was how the delta tunnels, if approved, would impact the City's water supply. He explained that all surrounding City's had the



same source water; however, they had different techniques to treat the water which resulted in minor differences.

**RESOLUTION NO. 2019/126**

A vote taken on the previous motion to adopt the resolution unanimously passed.

**COUNCIL REGULAR AGENDA**

**4. NEW CLASS SPECIFICATIONS, ASSIGNING SALARY RANGES, ASSIGNING THE CLASSIFICATIONS TO THE BARGAINING UNITS**

City Manager Bernal introduced Regular Agenda Item #4.

Administrative Services Director Mastay presented the staff report dated August 13, 2019 recommending the City Council take the following actions:

- 1) Adopt a Resolution Approving the New Class Specification for Doctor of Veterinary Medicine, Assigning a Salary Range, Assigning the Classification to the Management-Senior Bargaining Unit.
- 2) Adopt a Resolution Approving the New Class Specification for Public Information/Communications Officer, Assigning a Salary Range, Assigning the Classification to the Management-Mid Professional Bargaining Unit.
- 3) Adopt a Resolution Approving the New Class Specification for Assistant/Associate/Senior Community Development Technician, Assigning a Salary Range, Assigning the Classification to the Operating Engineers Local Union No. 3 Bargaining Unit.
- 4) Adopt a Resolution Approving the New Class Specification for Assistant/Associate/Senior Engineering Technician, Assigning a Salary Range, Assigning the Classification to the Operating Engineers Local Union No. 3 Bargaining Unit.
- 5) Adopt a Resolution Approving the New Class Specification for Payroll Specialist II, Assigning a Salary Range, Assigning the Classification to the Confidential Bargaining Unit.
- 6) Adopt a Resolution Approving the New Class Specification for Code Enforcement Maintenance Worker I/II, Assigning a Salary Range, Assigning the Classification to the Antioch Public Works Employees Association (APWEA) Bargaining Unit.

A motion was made by Councilmember Ogorchock, seconded by Councilmember Motts to:

- 1) Adopt a Resolution Approving the New Class Specification for Doctor of Veterinary Medicine, Assigning a Salary Range, Assigning the Classification to the Management-Senior Bargaining Unit.

- 2) Adopt a Resolution Approving the New Class Specification for Public Information/Communications Officer, Assigning a Salary Range, Assigning the Classification to the Management-Mid Professional Bargaining Unit.
- 3) Adopt a Resolution Approving the New Class Specification for Assistant/Associate/Senior Community Development Technician, Assigning a Salary Range, Assigning the Classification to the Operating Engineers Local Union No. 3 Bargaining Unit.
- 4) Adopt a Resolution Approving the New Class Specification for Assistant/Associate/Senior Engineering Technician, Assigning a Salary Range, Assigning the Classification to the Operating Engineers Local Union No. 3 Bargaining Unit.
- 5) Adopt a Resolution Approving the New Class Specification for Payroll Specialist II, Assigning a Salary Range, Assigning the Classification to the Confidential Bargaining Unit.
- 6) Adopt a Resolution Approving the New Class Specification for Code Enforcement Maintenance Worker I/II, Assigning a Salary Range, Assigning the Classification to the Antioch Public Works Employees Association (APWEA) Bargaining Unit.

In response to Councilmember Thorpe, Administrative Services Director Mastay clarified that the Payroll Specialist position would have come back to Council for a budget amendment.

Councilmember Thorpe stated he supported budget amendments coming to Council at midyear budget review so Council would be aware of the overall fiscal impact.

Mayor Wright agreed with Councilmember Thorpe and clarified that the City was not hiring at this time.

**RESOLUTION NO. 2019/127**  
**RESOLUTION NO. 2019/128**  
**RESOLUTION NO. 2019/129**  
**RESOLUTION NO. 2019/130**  
**RESOLUTION NO. 2019/131**  
**RESOLUTION NO. 2019/132**

A vote taken on the previous motion to adopt the resolutions unanimously passed.

**PUBLIC COMMENTS** – None

## **STAFF COMMUNICATIONS**

City Manager Bernal thanked the Director of Parks and Recreation Kaiser and staff for setting up City meetings, at the Community Center. He announced that he, accompanied by Economic Development Director Reed, would be touring downtown Antioch with Senator Glazer at 9:45 A.M. on August 16, 2019.

## COUNCIL COMMUNICATIONS

Councilmember Thorpe requested staff agendize a discussion on Charter Cities

Councilmember Ogorchock requested staff agendize a discussion on the following:

- Ban on plastic bags
- Vaping cigarettes
- Veteran's Memorial Project
- School Crossing Safety Measures

Mayor Wright welcomed everyone back to the meeting following the summer break.

## ADJOURNMENT

On motion by Councilmember Thorpe, seconded by Councilmember Ogorchock, the City Council unanimously adjourned the meeting at 8:51 P.M.

Respectfully submitted:

Kitty Eiden  
KITTY EIDEN, Minutes Clerk



CLAIMS BY FUND REPORT  
FOR THE PERIOD OF  
AUGUST 2 - AUGUST 15, 2019  
FUND/CHECK#

**100 General Fund**

***Non Departmental***

00382789 DELTA DENTAL	PAYROLL DEDUCTIONS	605.90
00382845 SERVICE CHAMPIONS	CBSC FEE REFUND	3.00
00382855 TAYLOR PROPERTIES	RETURN DEPOSIT BALANCE	17,604.94
00382965 HARRIS AND ASSOCIATES INC	PROFESSIONAL SERVICES	24,182.50

***City Council***

00382737 AMERICAN TROPHIES	NAME BADGES	111.44
00382890 BANK OF AMERICA	LOCC CONFERENCE - J MOTTS	550.00
00382890 BANK OF AMERICA	LOCC CONFERENCE - SWRIGHT	550.00
00382890 BANK OF AMERICA	AIRFARE - L OGORCHOCK	214.96

***City Attorney***

00382884 ATKINSON ANDELSON LOYA RUUD	LEGAL SERVICES RENDERED	5,479.95
00382961 GOLDFARB AND LIPMAN LLP	LEGAL SERVICES RENDERED	2,427.53
00383010 TELECOM LAW FIRM PC	LEGAL SERVICES RENDERED	8,978.71

***City Manager***

00382778 CONTRA COSTA TELEVISION	BROADCAST SERVICES	386.40
00382890 BANK OF AMERICA	MEETING EXPENSES	129.27
00382943 CONTRA COSTA TELEVISION	BROADCAST SERVICES	386.40
00382944 COSTCO	SUPPLIES	277.33

***City Clerk***

00382801 EIDEN, KITTY J	MINUTES CLERK	504.00
00382807 GARCIA, CHRISTINA L	MILEAGE REIMBURSEMENT	77.95
00382893 BAY AREA NEWS GROUP	LEGAL PUBLICATIONS	697.50
00382955 EIDEN, KITTY J	MINUTES CLERK	967.50
00383021 WESTAMERICA BANK	COPIER LEASE	270.80

***Human Resources***

00382863 RETIREE	RETIREMENT GIFT	200.00
00383021 WESTAMERICA BANK	COPIER LEASE	270.80

***Economic Development***

00382890 BANK OF AMERICA	ADVERTISEMENT	20.00
00382892 BANK OF AMERICA	CITY BRANDING (VARIOUS)	4,774.21
00382892 BANK OF AMERICA	BUSINESS EXPENSES	278.36
00382892 BANK OF AMERICA	NCIA CANNABIS REGISTRATION	690.00
00382952 DUALHARE INC	COMMUNICATIONS	4,800.00
00382990 MUNICIPAL RESOURCE GROUP	PROFESSIONAL SERVICES	3,807.00
00934819 SAN FRANCISCO CHRONICLE	STORY CITY BRANDING	6,300.00
00934853 ORANGE22 INC	MEDIA PURCHASES	3,050.00

***Finance Administration***

00382992 OFFICE DEPOT INC	OFFICE SUPPLIES	65.98
00383021 WESTAMERICA BANK	COPIER LEASE	342.57



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**Finance Accounting**

00382822	KOA HILLS CONSULTING LLC	AR INTERFACE	612.50
00382978	KOA HILLS CONSULTING LLC	AR INTERFACE	787.50
00382992	OFFICE DEPOT INC	OFFICE SUPPLIES	77.17
00934821	SUPERION LLC	ACCESS FEE	34,152.90

**Finance Operations**

00382891	BANK OF AMERICA	PDF PRO VERSION	1,005.20
00382992	OFFICE DEPOT INC	OFFICE SUPPLIES	15.58

**Non Departmental**

00382919	COMMUNITY FUND LLC	OVERPAYMENT REFUND	700.00
00383019	WAGeworks	ADMIN FEE	230.00

**Public Works Administration**

00382942	CONTRA COSTA FIRE EQUIPMENT	MAINTENANCE SERVICES	322.05
00383021	WESTAMERICA BANK	COPIER LEASE	299.06

**Public Works Street Maintenance**

00382740	ANTIOCH BUILDING MATERIALS	ASPHALT	16,852.40
00382759	C AND J FAVALORA TRUCKING INC	EQUIPMENT RENTAL	1,700.50
00382781	COUNTY ASPHALT	ASPHALT	3,111.88
00382792	DELTA GRINDING CO INC	EQUIPMENT RENTAL	6,050.00
00382820	KENTS OIL SERVICE	SUPPLIES	713.74
00934822	TELFER PAVEMENT TECHNOLOGIES	SUPPLIES	126.18
00934854	RED WING SHOE STORE	SAFETY SHOES - J POWELL	290.48

**Public Works-Signal/Street Lights**

00382852	STATE OF CALIFORNIA	TRAFFIC SIGNAL MAINTENANCE	5,005.22
00382923	CONTRA COSTA COUNTY	TRAFFIC SIGNAL MAINTENANCE	34,500.98
00934815	ICR ELECTRICAL CONTRACTORS	ELECTRICAL SERVICES	7,558.37
00934848	ICR ELECTRICAL CONTRACTORS	ELECTRICAL SERVICES	2,091.68

**Public Works-Striping/Signing**

00382798	EAST BAY WORK WEAR	SAFETY BOOTS - ARREDONDO	415.78
00382825	MANERI SIGN COMPANY	SIGNS	397.25

**Public Works-Facilities Maintenance**

00382756	BRIGHT SECURITY INTEGRATIONS	ALARM SERVICE	358.00
00382798	EAST BAY WORK WEAR	SAFETY BOOTS - MAYORGA	299.02
00382896	BRIGHT SECURITY INTEGRATIONS	MONITORING SERVICES	1,455.00
00382942	CONTRA COSTA FIRE EQUIPMENT	MAINTENANCE SERVICES	405.34
00382988	MSI FUEL MANAGEMENT INC	PROKEE FOR FUEL	115.21
00383000	ROBINS LOCK AND KEY	KEY SERVICES	150.00
00934851	LEES BUILDING MAINTENANCE	JANITORIAL SERVICES	2,900.00

**Public Works-Parks Maint**

00382791	DELTA FENCE CO	REPAIR SERVICES	1,280.00
00382837	OPENING TECHNOLOGIES	REPAIR SERVICES	9,295.09
00382861	UNITED SITE SERVICES OF CA	RESTROOM RENTAL	141.26
00383014	UNITED SITE SERVICES OF CA	RESTROOM RENTAL	141.26



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00934811	DEL CONTES LANDSCAPING INC	LANDSCAPE SERVICES	62,536.58
00934820	SITEONE LANDSCAPE SUPPLY	IRRIGATION PARTS	2,536.54
<b>Public Works-Median/General Land</b>			
00382736	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	10,560.40
00382847	SILVA LANDSCAPE	LANDSCAPE SERVICES	6,776.00
00382872	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	5,200.86
00934820	SITEONE LANDSCAPE SUPPLY	PARTS	6,737.19
<b>Police Administration</b>			
00382757	BROWNELLS INC	RIFLE PARTS	413.95
00382764	CCIAA	TRAINING - V JOHNSON	410.00
00382768	COLLEY, JAMES M	TRAINING PER DIEM	115.00
00382772	CONTRA COSTA COUNTY	TRAINING - B MILNER	248.00
00382773	CONTRA COSTA COUNTY	TRAINING - F BLUMBERG	497.00
00382783	CRITES, BRITTNEY D	TRAINING PER DIEM	34.50
00382785	CSI FORENSIC SUPPLY	EVIDENCE SUPPLIES	538.17
00382800	ED JONES CO INC	UNIFORM BADGES	3,699.65
00382806	GALLS LLC	UNIFORMS	1,567.00
00382808	GREEN, ROBERT A	TRAINING PER DIEM	115.00
00382812	HILTON GARDEN INN	LODGING - J JEONG 8/19/19	510.36
00382818	JEONG, JISEOK	TRAINING PER DIEM	660.00
00382834	NET TRANSCRIPTS	TRANSCRIPTION SERVICE	238.31
00382835	OFFICE DEPOT INC	OFFICE SUPPLIES	1,098.67
00382844	SAFESTORE INC	OFF-SITE EVIDENCE STORAGE	2,427.15
00382848	SSDTTF	TRAINING - F BLUMBER	423.00
00382849	SSDTTF	TRAINING - M TORRES	423.00
00382857	THIRD DEGREE COMMUNICATIONS	TRAINING - J JEONG	525.00
00382864	VANDERPOOL, JASON C	TRAINING PER DIEM	115.00
00382867	HILTON GARDEN INN	LODGING - J JEONG 8/25/19	510.40
00382868	SMITH JR, RICHARD A	EXPENSE REIMBURSEMENT	88.65
00382887	BANK OF AMERICA	BUSINESS EXPENSES	86.98
00382887	BANK OF AMERICA	LODGING - R GRAGG	703.45
00382887	BANK OF AMERICA	LODGING - E ROMBOUGH	494.83
00382887	BANK OF AMERICA	TRAINING - J FORTNER	1,035.00
00382888	BANK OF AMERICA	BUSINESS EXPENSES	316.37
00382888	BANK OF AMERICA	LODGING - C MEALS	1,021.50
00382888	BANK OF AMERICA	TRAINING EXPENSES	2,645.00
00382888	BANK OF AMERICA	BIKES	1,986.52
00382889	BANK OF AMERICA	RECRUITING FAIR	800.00
00382889	BANK OF AMERICA	BUSINESS EXPENSES	360.86
00382889	BANK OF AMERICA	TRAINING EXPENSES	2,767.00
00382889	BANK OF AMERICA	LODGING - R SMITH	310.86
00382889	BANK OF AMERICA	LODGING - M HARGER	266.86
00382898	CALIFORNIA GANG TASK FORCE	TRAINING - E ROMBOUGH	75.00
00382899	CALIFORNIA GANG TASK FORCE	TRAINING - J STENGER	75.00



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00382900	CALIFORNIA GANG TASK FORCE	TRAINING - J WISECARVER	75.00
00382901	CALIFORNIA GANG TASK FORCE	TRAINING - J MAGANA	75.00
00382902	CALIFORNIA GANG TASK FORCE	TRAINING - M AMAIRI	75.00
00382903	CALIFORNIA GANG TASK FORCE	TRAINING - J ADAMS	75.00
00382904	CALIFORNIA GANG TASK FORCE	TRAINING - C BROGDON	75.00
00382905	CALIFORNIA GANG TASK FORCE	TRAINING - J COX	75.00
00382906	CALIFORNIA GANG TASK FORCE	TRAINING - J EVANS	75.00
00382907	CALIFORNIA GANG TASK FORCE	TRAINING - J EWART	75.00
00382908	CALIFORNIA GANG TASK FORCE	TRAINING - R GERBER	75.00
00382909	CALIFORNIA GANG TASK FORCE	TRAINING - D HARRIS	75.00
00382910	CALIFORNIA GANG TASK FORCE	TRAINING - R HOFFMAN	75.00
00382911	CALIFORNIA GANG TASK FORCE	TRAINING - T LENDERMAN	75.00
00382912	CALIFORNIA GANG TASK FORCE	TRAINING - R MCDONALD	75.00
00382913	CALIFORNIA GANG TASK FORCE	TRAINING - J RAMIREZ	75.00
00382921	CONCORD UNIFORMS LLC	EQUIPMENT	2,023.84
00382925	CONTRA COSTA COUNTY	PROSECUTION PROGRAM	4,333.00
00382926	CONTRA COSTA COUNTY	PROSECUTION PROGRAM	14,506.00
00382927	CONTRA COSTA COUNTY	CIC ANNUAL CONTRIBUTION	16,845.13
00382947	CRUMP INVESTIGATIONS	PROFESSIONAL SERVICES	5,721.77
00382948	CSI FORENSIC SUPPLY	EVIDENCE SUPPLIES	304.71
00382953	EAN SERVICES LLC	RENTAL CAR	392.21
00382954	EIDEN, KITTY J	MINUTES CLERK	392.00
00382963	HAMPTON INN	LODGING - M KOCH	280.50
00382973	KEO-VANN, TRAK	MEAL ALLOWANCE	57.50
00382974	KIRBY POLYGRAPH	POLYGRAPHS	5,850.00
00382980	LC ACTION POLICE SUPPLY	EQUIPMENT	3,574.66
00382983	MARTIN, RICHARD B	TRAINING PER DIEM	198.00
00382998	PORAC LEGAL DEFENSE FUND	RESERVE UNIT PORAC DUES	10.00
00382999	PORAC LEGAL DEFENSE FUND	RESERVE UNIT PORAC DUES	13.50
00383004	SIMPSON INVESTIGATIVE SERVICES	PROFESSIONAL SERVICES	1,891.50
00383018	VIGILANT SOLUTIONS	SOFTWARE LICENSES	6,375.00
00934816	IMAGE SALES INC	ID CARDS	42.84
00934817	MOBILE MINI LLC	EVIDENCE STORAGE	384.92
00934850	IMAGE SALES INC	ID CARDS	34.80
<b>Police Reserves</b>			
00382742	ANTIOCH UNIFIED SCHOOL DIST	RENTAL FEE EXPLORER ACADEMY	1,882.25
<b>Police Community Policing</b>			
00382752	BLUE SHIELD LIFE	PAYROLL DEDUCTIONS	21.76
00382815	HUNT AND SONS INC	FUEL	234.99
00382828	MOORE K9 SERVICES	K9 TRAINING	800.00
00382860	ULINE	SUPPLIES	384.09
<b>Police Investigations</b>			
00382733	ADVANTAGE SENTRY AND PROT.	EXTRADITION SERVICES	1,066.25



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00382766	CELLEBRITE USA INC	CELL PHONE ANALYSIS	3,700.00
00382774	CONTRA COSTA COUNTY	LAB ANALYSIS	23,471.50
00382795	DS WATERS OF AMERICA	WATER SERVICES	256.97
00382823	LEXISNEXIS	INVESTIGATIVE DATABASE	252.50
00382865	VERIZON WIRELESS	CELL PHONE ANALYSIS	50.00
00382887	BANK OF AMERICA	CELLPHONE ANALYSIS	350.00
00382889	BANK OF AMERICA	SOFTWARE SUBSCRIPTION	1,144.96
00383012	TRANSUNION RISK & ALTERNATIVE	INVESTIGATIVE DATABASE	71.30
00383025	ORMAN, LEONARD A	MILEAGE REIMBURSEMENT	69.60
<b>Police Special Operations Unit</b>			
00382858	TOYOTA FINANCIAL SERVICES	VEHICLE LEASE	1,159.33
00383006	SPECIAL SERVICES GROUP LLC	TRACKER SERVICE	938.68
<b>Police Communications</b>			
00382734	AFLAC	PAYROLL DEDUCTIONS	130.58
00382754	BMS	SOFTWARE	145,875.85
00382789	DELTA DENTAL	PAYROLL DEDUCTIONS	178.59
00382882	AT AND T MCI	LONG DISTANCE LINES	52.93
00382883	AT AND T MCI	PHONE	497.34
00382918	COMCAST	CABLE	128.90
00382924	CONTRA COSTA COUNTY	TELECOMMUNICATIONS SERVICES	700.58
00382960	GLOBALSTAR	SATELLITE PHONES	640.56
00382995	PACIFIC TELEMAGEMENT SERV.	PAYPHONE	78.00
00934841	AMERICAN TOWER CORPORATION	TOWER FEES	242.30
<b>Office Of Emergency Management</b>			
00382883	AT AND T MCI	PHONE	153.47
<b>Police Community Volunteers</b>			
00382784	CRYSTAL CLEAR LOGOS INC	CRIME COMMISSION UNIFORMS	604.37
00382887	BANK OF AMERICA	CRIME COMMISSION GIFT CARDS	2,500.00
<b>Police Facilities Maintenance</b>			
00382745	AT AND T MOBILITY	CELL PHONES	5,561.98
00382775	CCC FIRE PROTECTION DISTRICT	INSPECTION SERVICES	279.00
00382843	ROGUE FITNESS	EQUIPMENT REPLACEMENT	4,979.54
00382870	AIR SCIENCE USA LLC	BIOHAZARD EVIDENCE CABINET	9,312.48
00382896	BRIGHT SECURITY INTEGRATIONS	ALARM REPAIRS AND SERVICE	4,510.34
00382942	CONTRA COSTA FIRE EQUIPMENT	MAINTENANCE SERVICES	254.25
00383000	ROBINS LOCK AND KEY	REPAIR SERVICES	90.00
00383011	TMC SHOOTING RANGE SPECIALIST	RANGE MAINTENANCE	2,631.00
00934851	LEES BUILDING MAINTENANCE	JANITORIAL SERVICES	3,400.00
<b>Animal Control</b>			
00382814	HONEYWELL INTERNATIONAL INC	HVAC SERVICES	56,334.98
<b>P &amp; R Administration</b>			
00382780	COSTCO	SUPPLIES	1,367.22
00382952	DUALHARE INC	COMMUNICATIONS	600.00





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**Community Development Land Planning Services**

00382753	BMCH CALIFORNIA LLC	CD ADMIN REFUND	2,488.68
00382845	SERVICE CHAMPIONS	GP MAINT FEE REFUND	17.38
00382893	BAY AREA NEWS GROUP	LEGAL PUBLICATIONS	396.00
00382955	EIDEN, KITTY J	MINUTES CLERK	112.00
00382987	MORRIS, ALEXIS S	EXPENSE REIMBURSEMENT	27.30

**CD Code Enforcement**

00382755	BRIDGEHEAD SELF STORAGE	STORAGE	230.00
00382788	DAVID, MARIA E	MILEAGE REIMBURSEMENT	33.30
00382819	K2GC	PROFESSIONAL SERVICES	2,740.96
00382846	SERVICEMASTER RESTORATION	CONSULTING SERVICES	17,145.48

**PW Engineer Land Development**

00382767	COASTLAND CIVIL ENGINEERING	ON-CALL INSPECTION SERVICES	36,115.00
00382787	DAVID TAUSSIG AND ASSOCIATES	CONSULTING SERVICES	3,330.00
00934855	TESTING ENGINEERS INC	PROFESSIONAL SERVICES	9,022.50

**Community Development Building Inspection**

00382845	SERVICE CHAMPIONS	ENERGY INSP FEE REFUND	292.04
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**Capital Imp. Administration**

00382981	LI, JUNMING	PARKING REIMBURSEMENT	33.00
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**Community Development Engineering Services**

00382798	EAST BAY WORK WEAR	SAFETY BOOTS - LI	247.13
00382893	BAY AREA NEWS GROUP	LEGAL PUBLICATIONS	96.30

**212 CDBG Fund**

**CDBG**

00382748	BAY AREA LEGAL AID	CDBG SERVICES	3,645.86
00382769	COMMUNITY VIOLENCE SOLUTIONS	CDBG SERVICES	2,151.16
00382771	CC CHILD CARE COUNCIL	CDBG SERVICES	3,847.26
00382782	COURT APPOINTED SPECIAL ADV.	CDBG SERVICES	1,058.28
00382799	ECHO HOUSING	CDBG SERVICES	4,714.42
00382824	LOAVES AND FISHES OF CCC	CDBG SERVICES	1,249.98
00382826	MEALS ON WHEELS	CDBG SERVICES	4,983.87
00382836	OMBUDSMAN SERVICES OF CCC	CDBG SERVICES	2,913.41
00382838	OPPORTUNITY JUNCTION	CDBG SERVICES	12,499.83
00934846	HOUSE, TERI	CONSULTING SERVICES	14,917.50

**CDBG NSP**

00934846	HOUSE, TERI	CONSULTING SERVICES	260.00
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**213 Gas Tax Fund**

**Streets**

00382735	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	13,220.00
00382859	TREESAP FARMS LLC	PLANTS	1,213.75
00382871	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	6,740.00



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**214 Animal Control Fund**

**Animal Control**

00382770	CONCORD FEED	SUPPLIES	367.00
00382811	HILLS PET NUTRITION	SUPPLIES	1,617.21
00382886	BANK OF AMERICA	TRAINING EXPENSE	1,422.08
00382922	CONCORD UNIFORMS LLC	UNIFORMS	322.61
00383023	ZOETIS LLC	VETERINARY SUPPLIES	186.00
00934849	IDEXX LABORATORIES INC	VETERINARY SUPPLIES	149.28

**215 Civic Arts Fund**

**Civic Arts**

00382794	DPH SOUND	SUMMER CONCERTS	2,462.17
00382951	DPH SOUND	SUMMER CONCERTS	2,612.17

**219 Recreation Fund**

**Non Departmental**

00382751	BLACKMORE, CLARK	DEPOSIT REFUND	500.00
00382761	CANALES, ISaura	SECURITY GUARD REFUND	1,152.00
00382762	CASTRO, YURI	RENTAL DEPOSIT REFUND	1,000.00
00382763	CCC SENIOR NUTRITION PROGRAM	NUTRITION PROGRAM	27,168.45
00382967	HUB INTERNATIONAL OF CA INSUR.	EVENT INSURANCE	640.20
00383002	SHOWER OF BLESSINGS	RENTAL DEPOSIT REFUND	500.00

**Nick Rodriguez Community Center**

00382780	COSTCO	SUPPLIES	67.40
00382896	BRIGHT SECURITY INTEGRATIONS	MONITORING SERVICES	360.00
00382897	BUSCH SYSTEMS INTERNATIONAL	PROFESSIONAL SERVICES	352.46
00383021	WESTAMERICA BANK	COPIER LEASE	270.80
00934851	LEES BUILDING MAINTENANCE	JANITORIAL SERVICES	500.00

**Senior Programs**

00934851	LEES BUILDING MAINTENANCE	JANITORIAL SERVICES	1.00
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**Recreation Sports Programs**

00382749	BIG SKY LOGOS AND EMBROIDERY	ADULT SOFTBALL AWARDS	602.54
00382780	COSTCO	SUPPLIES	478.07
00382920	CONCORD SOFTBALL UMPIRES	SOFTBALL REGISTRATION	140.00

**Recreation-Comm Center**

00382746	BAGNESCHI, ALBERTA	CONTRACTOR PAYMENT	234.00
00382780	COSTCO	EQUIPMENT RENTAL	1,264.96
00382793	DELTA KAYAK ADVENTURES	CONTRACTOR PAYMENT	106.20
00382796	DUGAND, KARINA	CONTRACTOR PAYMENT	705.00
00382869	ACME SECURITY SYSTEMS	ALARM MONITORING	300.00
00382950	DELTA KAYAK ADVENTURES	CONTRACTOR PAYMENT	763.20
00382956	FAST SIGNS	SIGNS	234.56
00382971	JENNIFER LYNN HINES	RECREATION GUIDE DESIGN	5,320.08
00382984	MASSONE MECHANICAL INC	REPAIR SERVICES	612.30
00934811	DEL CONTE LANDSCAPING INC	LANDSCAPE SERVICES	3,821.75



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**Recreation Water Park**

00382741	ANTIOCH HERALD	ADVERTISEMENT	300.00
00382780	COSTCO	SUPPLIES	2,175.89
00382802	FAST SIGNS	SIGNS	1,033.83
00382814	HONEYWELL INTERNATIONAL INC	HVAC SERVICES	856.59
00382816	ICEE COMPANY, THE	CONCESSIONS PRODUCTS	410.61
00382821	KNORR SYSTEMS INC	CHEMICALS	172.44
00382831	NATIONAL AQUATICS INC	PARTS	136.00
00382833	NEOPOST	POSTAGE	37.51
00382840	PEPPER INVESTMENTS INC	PEST CONTROL	342.00
00382842	RESPONSIVE COMMUNICATION	RADIO REPLACEMENTS	993.52
00382862	US FOODSERVICE INC	CONCESSIONS SUPPLIES	4,795.80
00382875	AMERICAN PLUMBING INC	PLUMBING SERVICES	230.00
00382896	BRIGHT SECURITY INTEGRATIONS	MONITORING SERVICES	555.00
00382914	CITY MECHANICAL INC	MAINTENANCE SERVICES	363.79
00382915	COLE SUPPLY CO INC	SUPPLIES	1,002.56
00382916	COLE SUPPLY CO INC	SUPPLIES	130.16
00382918	COMCAST	CONNECTION SERVICES	117.34
00382945	COUNTY CONNECTION EVENTS	SECURITY DEPOSIT REFUND	500.00
00382957	FASTENAL COMPANY	SUPPLIES	4.95
00382966	HONEYWELL INTERNATIONAL INC	HVAC SERVICES	704.75
00382968	ICEE COMPANY, THE	CONCESSION SUPPLIES	1,272.49
00382977	KNORR SYSTEMS INC	CHEMICALS	1,122.56
00382991	NOACK, EDYTH F	EXPENSE REIMBURSEMENT	12.83
00382994	ORIGINAL WATERMAN	UNIFORMS	1,505.69
00382997	PEPSI COLA COMPANY	CONCESSION SUPPLIES	2,531.02
00383015	UNIVAR USA INC	CHEMICALS	730.73
00934811	DEL CONTES LANDSCAPING INC	LANDSCAPE SERVICES	2,649.00
00934845	GRAINGER INC	SUPPLIES	1,926.86
00934848	ICR ELECTRICAL CONTRACTORS	ELECTRICAL SERVICES	745.36
00934851	LEES BUILDING MAINTENANCE	JANITORIAL SERVICES	500.00

**221 Asset Forfeiture Fund**

**Non Departmental**

00382929	CONTRA COSTA COUNTY	ASSET FORFEITURE	1,241.30
00382930	CONTRA COSTA COUNTY	ASSET FORFEITURE	380.40
00382931	CONTRA COSTA COUNTY	ASSET FORFEITURE	2,810.21
00382932	CONTRA COSTA COUNTY	ASSET FORFEITURE	350.27
00382933	CONTRA COSTA COUNTY	ASSET FORFEITURE	2,014.05
00382934	CONTRA COSTA COUNTY	ASSET FORFEITURE	1,598.90
00382935	CONTRA COSTA COUNTY	ASSET FORFEITURE	9,449.43
00382936	CONTRA COSTA COUNTY	ASSET FORFEITURE	408.06
00382937	CONTRA COSTA COUNTY	ASSET FORFEITURE	1,725.61
00382938	CONTRA COSTA COUNTY	ASSET FORFEITURE	801.01



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00382939	CONTRA COSTA COUNTY	ASSET FORFEITURE	612.57
00382940	CONTRA COSTA COUNTY	ASSET FORFEITURE	1,107.54
<b>222</b>	<b>Measure C/J Fund</b>		
	<b>Non Departmental</b>		
	<b>Streets</b>		
00382767	COASTLAND CIVIL ENGINEERING	ON-CALL INSPECTION SERVICES	37,380.00
00382923	CONTRA COSTA COUNTY	TRAFFIC SIGNAL MAINTENANCE	11,488.90
00382965	HARRIS AND ASSOCIATES INC	TRAFFIC ENGINEERING	1,900.00
00382970	INTERMOUNTAIN SLURRY SEAL INC	LONE TREE PAVING PROJECT	296,000.00
00383024	MCK SERVICES INC	PAVEMENT LEVELING PROJECT	1,826,642.34
<b>226</b>	<b>Solid Waste Reduction Fund</b>		
	<b>Solid Waste Used Oil</b>		
00382790	DELTA DIABLO	HHW PROGRAM	2,317.21
00382841	REPUBLIC SERVICES INC	CURBSIDE OIL	1,705.22
	<b>Solid Waste</b>		
00382790	DELTA DIABLO	HHW PROGRAM	9,551.37
00382897	BUSCH SYSTEMS INTERNATIONAL	WASTE CONTAINERS	2,145.00
00382993	OPERATION BASS INC	BROADCAST SERVICES	397.20
<b>229</b>	<b>Pollution Elimination Fund</b>		
	<b>Channel Maintenance Operation</b>		
00382736	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	8,400.00
00382827	MJH EXCAVATING INC	EQUIPMENT RENTAL	3,520.00
00382872	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	4,200.00
00382986	MJH EXCAVATING INC	EQUIPMENT RENTAL	8,045.00
	<b>Storm Drain Administration</b>		
00382810	HAAS-WAJDOWICZ, JULIE A	EXPENSE REIMBURSEMENT	18.58
<b>238</b>	<b>PEG Franchise Fee Fund</b>		
	<b>Non Departmental</b>		
00382760	CALIFORNIA SAFES	MARBLE PEDESTAL MOVING	750.00
00382780	COSTCO	SUPPLIES	160.78
00934848	ICR ELECTRICAL CONTRACTORS	ELECTRICAL SERVICES	19,145.88
<b>251</b>	<b>Lone Tree SLLMD Fund</b>		
	<b>Lonetree Maintenance Zone 1</b>		
00382856	TERRACARE ASSOCIATES	TURF MOWING	136.60
	<b>Lonetree Maintenance Zone 2</b>		
00382847	SILVA LANDSCAPE	LANDSCAPE SERVICES	4,244.00
	<b>Lonetree Maintenance Zone 3</b>		
00382736	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	4,782.40
00382847	SILVA LANDSCAPE	LANDSCAPE SERVICES	8,478.40
00382853	STEWARTS TREE SERVICE INC	LANDSCAPE SERVICES	2,337.50
00383003	SILVA LANDSCAPE	LANDSCAPE SERVICES	4,722.62
	<b>Lonetree Maintenance Zone 4</b>		
00382847	SILVA LANDSCAPE	LANDSCAPE SERVICES	2,752.00



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00382856	TERRACARE ASSOCIATES	TURF MOWING	218.56
00383003	SILVA LANDSCAPE	LANDSCAPE SERVICES	2,412.00
<b>252</b>	<b>Downtown SLLMD Fund</b>		
	<b>Downtown Maintenance</b>		
00382856	TERRACARE ASSOCIATES	TURF MOWING	136.60
<b>253</b>	<b>Almondridge SLLMD Fund</b>		
	<b>Almondridge Maintenance</b>		
00382847	SILVA LANDSCAPE	LANDSCAPE SERVICES	1,496.00
<b>254</b>	<b>Hillcrest SLLMD Fund</b>		
	<b>Hillcrest Maintenance Zone 1</b>		
00382736	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	3,586.80
00382856	TERRACARE ASSOCIATES	TURF MOWING	355.16
	<b>Hillcrest Maintenance Zone 2</b>		
00382736	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	4,782.40
00382856	TERRACARE ASSOCIATES	TURF MOWING	486.30
	<b>Hillcrest Maintenance Zone 4</b>		
00382736	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	3,586.80
00382847	SILVA LANDSCAPE	LANDSCAPE SERVICES	2,412.00
00382853	STEWARTS TREE SERVICE INC	LANDSCAPE SERVICES	250.00
00382856	TERRACARE ASSOCIATES	TURF MOWING	273.20
00382872	AL FRESCO LANDSCAPING INC	LANDSCAPE SERVICES	7,964.59
<b>255</b>	<b>Park 1A Maintenance District Fund</b>		
	<b>Park 1A Maintenance District</b>		
00382756	BRIGHT SECURITY INTEGRATIONS	MONITORING SERVICES	20.00
00382856	TERRACARE ASSOCIATES	TURF MOWING	355.16
00382896	BRIGHT SECURITY INTEGRATIONS	MONITORING SERVICES	140.00
<b>256</b>	<b>Citywide 2A Maintenance District Fund</b>		
	<b>Citywide 2A Maintenance Zone 3</b>		
00382856	TERRACARE ASSOCIATES	TURF MOWING	5.46
	<b>Citywide 2A Maintenance Zone 6</b>		
00382847	SILVA LANDSCAPE	LANDSCAPE SERVICES	2,200.00
00382856	TERRACARE ASSOCIATES	TURF MOWING	327.84
	<b>Citywide 2A Maintenance Zone 8</b>		
00382847	SILVA LANDSCAPE	LANDSCAPE SERVICES	1,496.00
00382856	TERRACARE ASSOCIATES	TURF MOWING	27.32
	<b>Citywide 2A Maintenance Zone 9</b>		
00382856	TERRACARE ASSOCIATES	TURF MOWING	81.96
00383003	SILVA LANDSCAPE	LANDSCAPE SERVICES	1,557.75
	<b>Citywide 2A Maintenance Zone10</b>		
00382847	SILVA LANDSCAPE	LANDSCAPE SERVICES	176.00
<b>257</b>	<b>SLLMD Administration Fund</b>		
	<b>SLLMD Administration</b>		
00382856	TERRACARE ASSOCIATES	TURF MOWING	327.84



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**311 Capital Improvement Fund**

**Non Departmental**

**Streets**

00382877	ANCHOR CONCRETE CONSTRUCT	SIDEWALK REPAIR PROJECT	39,009.88
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**Energy Efficiency**

00382810	HAAS-WAJDOWICZ, JULIE A	EXPENSE REIMBURSEMENT	67.30
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**Northeast Annexation**

00382976	KLEINFELDER INC	PROFESSIONAL SERVICES	2,935.32
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00934823	TESTING ENGINEERS INC	PROFESSIONAL SERVICES	2,659.25
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**321 Development Impact Fee Fund**

**Dev Impact - General Admin**

00382753	BMCH CALIFORNIA LLC	GEN ADMIN REFUND	7,130.00
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**Dev Impact - Public Works**

00382753	BMCH CALIFORNIA LLC	PUBLIC WORKS REFUND	6,882.00
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**Dev Impact - Police**

00382753	BMCH CALIFORNIA LLC	POLICE REFUND	18,414.00
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**Dev Impact - Parks & Rec**

00382753	BMCH CALIFORNIA LLC	PARK & RECREATION REFUND	50,530.00
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**416 Honeywell Capital Lease Fund**

**Non Departmental**

00382885	BANK OF AMERICA	DEBT SERVICE PAYMENT	45,917.90
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**570 Equipment Maintenance Fund**

**Equipment Maintenance**

00382750	BILL BRANDT FORD	AUTO PARTS	1,198.40
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00382797	EAST BAY TIRE CO	TIRE REPAIR	56.16
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00382829	MUNICIPAL MAINT EQUIPMENT INC	SUPPLIES	1,335.66
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00382830	MUNICIPAL POOLING AUTHORITY	SUPPLEMENTAL INSURANCE	1,370.96
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00382839	OREILLY AUTO PARTS	AUTO PARTS	1,733.43
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00382866	WALNUT CREEK FORD	AUTO PARTS	242.64
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00382881	ARROWHEAD 24 HOUR TOWING	TOWING SERVICES	147.50
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00382959	GENOS AUTO BODY	EMERGENCY REPAIRS	10,253.79
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00382964	HARLEY DAVIDSON	AUTO PARTS	783.57
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00382985	MATCO TOOLS	TOOLS	928.63
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00383022	WESTERN TRUCK FAB	AUTO PARTS	146.89
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00934807	A1 TRANSMISSION	REPAIR SERVICES	1,867.23
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00934818	PETERSON TRACTOR CO	AUTO PARTS	5,296.79
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**573 Information Services Fund**

**Non Departmental**

00382891	BANK OF AMERICA	COMPUTER PURCHASE - J BROWN	1,519.04
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**Network Support & PCs**

00382738	AMS DOT NET INC	PROFESSIONAL SERVICES	500.00
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00382874	AMERICAN MESSAGING	PAGING SERVICES	135.35
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00382883	AT AND T MCI	PHONE	171.00
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00382918	COMCAST	CONNECTION SERVICES	1,086.82
00382975	KIS	CONSULTING SERVICES	1,357.50
00934843	DIGITAL SERVICES	SERVER/WEBSITE MAINTENANCE	3,590.00
<b>Telephone System</b>			
00382883	AT AND T MCI	PHONE	1,180.56
<b>Office Equipment Replacement</b>			
00934812	DELL COMPUTER CORP	SOFTWARE MAINTENANCE	833.89
00934842	COMPUTERLAND	TAPE DRIVE	8,322.22
<b>611 Water Fund</b>			
<b>Non Departmental</b>			
00382876	AMERICAN TEXTILE AND SUPPLY	SUPPLIES	278.59
00382969	IDN WILCO	SUPPLIES	793.67
<b>Water Supervision</b>			
00934847	HOYA SAFETY	SAFETY GLASSES - CONNELLY	207.17
<b>Water Production</b>			
00382739	ANIMAL DAMAGE MANAGEMENT	PROFESSIONAL SERVICES	425.00
00382743	APPLIED TECHNOLOGY GROUP	FURNITURE & EQUIPMENT	3,100.18
00382744	ARAMARK UNIFORM SERVICES	PROFESSIONAL SERVICES	99.22
00382747	BARTLE WELLS ASSOCIATES INC	CCWD RATE REVIEW	4,539.00
00382756	BRIGHT SECURITY INTEGRATIONS	MONITORING SERVICES	328.16
00382758	BURLINGAME ENGINEERS INC	EQUIPMENT	3,855.23
00382803	FASTENAL CO	SUPPLIES	90.47
00382804	FISHER SCIENTIFIC COMPANY	SUPPLIES	759.11
00382805	FRANK A OLSEN COMPANY INC	PARTS	1,798.04
00382809	GUALCO GROUP INC, THE	PROFESSIONAL SERVICES	4,001.15
00382873	ALLIED FLUID PRODUCTS CORP	PARTS & SERVICE	2,492.48
00382880	ARAMARK UNIFORM SERVICES	PROFESSIONAL SERVICES	99.22
00382883	AT AND T MCI	PHONE	98.82
00382894	BERENDSEN FLUID POWER	PROFESSIONAL SERVICES	609.16
00382896	BRIGHT SECURITY INTEGRATIONS	ALARM REPAIRS AND SERVICE	3,307.50
00382958	FISHER SCIENTIFIC COMPANY	LAB SUPPLIES	178.84
00382962	HACH CO	LAB SUPPLIES	608.79
00382979	LAW OFFICE OF MATTHEW EMRICK	WATER RIGHTS	13,754.50
00383001	RYAN HERCO FLOW SOLUTIONS	PARTS & SERVICE	922.33
00383005	SOLVAY FLUORIDES LLC	FLUORIDE	6,059.36
00383008	STEWARTS TREE SERVICE INC	LANDSCAPE SERVICES	1,200.00
00383009	T EQUIPMENT	EQUIPMENT	1,654.16
00383016	UNIVAR USA INC	CHEMICALS	11,119.07
00934809	CHEMTRADE CHEMICALS US LLC	ALUM	2,950.28
00934810	CONSOLIDATED ELECTRICAL DIST	PARTS	27.44
00934813	EUROFINS EATON ANALYTICAL INC	TESTING	320.00
00934814	GRAINGER INC	SUPPLIES	24.10
00934844	EUROFINS EATON ANALYTICAL INC	WATER TESTING AND ANALYSIS	1,650.00



CLAIMS BY FUND REPORT  
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00934851	LEES BUILDING MAINTENANCE	JANITORIAL SERVICES	200.00
<b>Water Distribution</b>			
00382740	ANTIOCH BUILDING MATERIALS	BASE ROCK	4,787.23
00382789	DELTA DENTAL	PAYROLL DEDUCTIONS	89.29
00382802	FAST SIGNS	BUSINESS CARDS - WATER	396.08
00382832	NATIONAL METER & AUTOMATION	METERS	42,231.94
00382854	SYAR INDUSTRIES INC	ASPHALT	2,014.80
00382878	ANTIOCH BUILDING MATERIALS	ASHPALT	4,759.98
00382891	BANK OF AMERICA	CASH DRAWERS	1,036.48
00382992	OFFICE DEPOT INC	OFFICE SUPPLIES	96.69
00383013	TYLER TECHNOLOGIES	MONTHLY WEBSITE	680.00
00934848	ICR ELECTRICAL CONTRACTORS	ELECTRICAL SERVICES	210.92
00934854	RED WING SHOE STORE	SAFETY SHOES - L OLSEN	234.61
<b>Public Buildings &amp; Facilities</b>			
00382765	CDM SMITH INC	CONSULTING SERVICES	15,574.60
00382949	DELTA DIABLO	REIMBURSABLE EXPENSES	55,924.01
00934808	CAROLLO ENGINEERS INC	BRACKISH WATER	146,432.72
<b>Warehouse &amp; Central Stores</b>			
00382896	BRIGHT SECURITY INTEGRATIONS	MONITORING SERVICES	97.50
<b>621 Sewer Fund</b>			
<b>Swr-Wastewater Administration</b>			
00382740	ANTIOCH BUILDING MATERIALS	BASE ROCK	4,787.21
00382779	COOK, JEFFREY DON	EXPENSE REIMBURSEMENT	72.97
00382786	CWEA SFBS	COLLECTIONS SEMINAR	300.00
00382854	SYAR INDUSTRIES INC	ASPHALT	2,014.80
00382878	ANTIOCH BUILDING MATERIALS	ASHPALT	4,759.98
00382891	BANK OF AMERICA	CASH DRAWERS	683.68
00382992	OFFICE DEPOT INC	OFFICE SUPPLIES	94.89
00934848	ICR ELECTRICAL CONTRACTORS	ELECTRICAL SERVICES	210.93
<b>Sewer-Wastewater Collection</b>			
00382756	BRIGHT SECURITY INTEGRATIONS	MONITORING SERVICES	328.16
00382790	DELTA DIABLO	HHW PROGRAM	19,131.42
00382798	EAST BAY WORK WEAR	SAFETY BOOTS - SWEET	897.05
00382896	BRIGHT SECURITY INTEGRATIONS	ALARM REPAIRS AND SERVICE	2,256.14
00383013	TYLER TECHNOLOGIES	MONTHLY WEBSITE	680.00
<b>631 Marina Fund</b>			
<b>Non Departmental</b>			
00382851	STATE BOARD OF EQUALIZATION	SALES TAX REMITTANCE	862.00
<b>Marina Administration</b>			
00382756	BRIGHT SECURITY INTEGRATIONS	MONITORING	50.00
00382879	ANTIOCH HERALD	ADVERTISEMENT	162.50
00382895	BRENTWOOD PRESS AND PUBLISH.	ADVERTISEMENT	1,380.00
00382896	BRIGHT SECURITY INTEGRATIONS	MONITORING SERVICES	50.00





CLAIMS BY FUND REPORT  
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00382972	KECO INC	PUMP	12,391.49
00383020	WEST MARINE	PARTS	17.03
<b>Marina Maintenance</b>			
00934851	LEES BUILDING MAINTENANCE	JANITORIAL SERVICES	1,300.00
<b>Marina Boat Launch</b>			
00382803	FASTENAL CO	INDUSTRIAL SUPPLIES	212.84
<b>Major Projects</b>			
00934823	TESTING ENGINEERS INC	PROFESSIONAL SERVICES	1,215.00
<b>721</b>	<b>Employee Benefits Fund</b>		
<b>Non Departmental</b>			
00382734	AFLAC	PAYROLL DEDUCTIONS	5,280.28
00382752	BLUE SHIELD LIFE	PAYROLL DEDUCTIONS	3,464.33
00382789	DELTA DENTAL	PAYROLL DEDUCTIONS	37,809.26
00382917	COLONIAL LIFE	PAYROLL DEDUCTIONS	407.06
00382928	CONTRA COSTA COUNTY	PAYROLL DEDUCTIONS	50.00
00382941	CONTRA COSTA COUNTY	PAYROLL DEDUCTIONS	400.00
00382946	COURT ORDERED DEBT COLLECT	PAYROLL DEDUCTIONS	107.79
00382982	LINA	PAYROLL DEDUCTIONS	3,453.86
00382989	MUNICIPAL POOLING AUTHORITY	PAYROLL DEDUCTIONS	2,073.08
00382996	PARS	PAYROLL DEDUCTIONS	10,754.49
00383007	STATE OF CALIFORNIA	PAYROLL DEDUCTIONS	200.00
00383017	US DEPT OF EDUCATION	PAYROLL DEDUCTIONS	494.44
00934852	NATIONWIDE RETIREMENT SOLUT	PAYROLL DEDUCTIONS	40,974.05
00934856	VANTAGEPOINT TRANSFER AGENTS	PAYROLL DEDUCTIONS	5,284.44



HOUSING SUCCESSOR TO  
THE ANTIOCH DEVELOPMENT AGENCY  
CLAIMS BY FUND REPORT  
FOR THE PERIOD OF  
JUNE 14 - AUGUST 15, 2019  
FUND/CHECK#

**227 Housing Fund**

***Housing - CIP***


00382365	CITY DATA SERVICES LLC	MAINTENANCE SERVICES	1,650.00
00382400	GOLDFARB AND LIPMAN LLP	CONSULTING SERVICES	216.94
00382776	CONTRA COSTA CRISIS CENTER	CDBG SERVICES	2,465.46
00382777	CONTRA COSTA HEALTH SERVICES	CDBG SERVICES	11,806.75
00382817	INTERFAITH COUNCIL OF CCC	CDBG SERVICES	1,041.36
00382850	STAND FOR FAMILIES FREE OF VIOLENCE	CDBG SERVICES	3,178.97
00934410	HOUSE, TERI	CONSULTING SERVICES	4,370.00
00934613	HOUSE, TERI	CONSULTING SERVICES	3,835.00
00934846	HOUSE, TERI	CONSULTING SERVICES	2,632.50

CITY OF  
**ANTIOCH**  
CALIFORNIA

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** James D. Davis, City Treasurer 

**SUBJECT:** Treasurer's Report – July 2019

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**RECOMMENDED ACTION**

It is recommended that the City Council receive and file the July 2019 Treasurer's Report.

**FISCAL IMPACT**

There is no fiscal impact of this action.

**DISCUSSION**

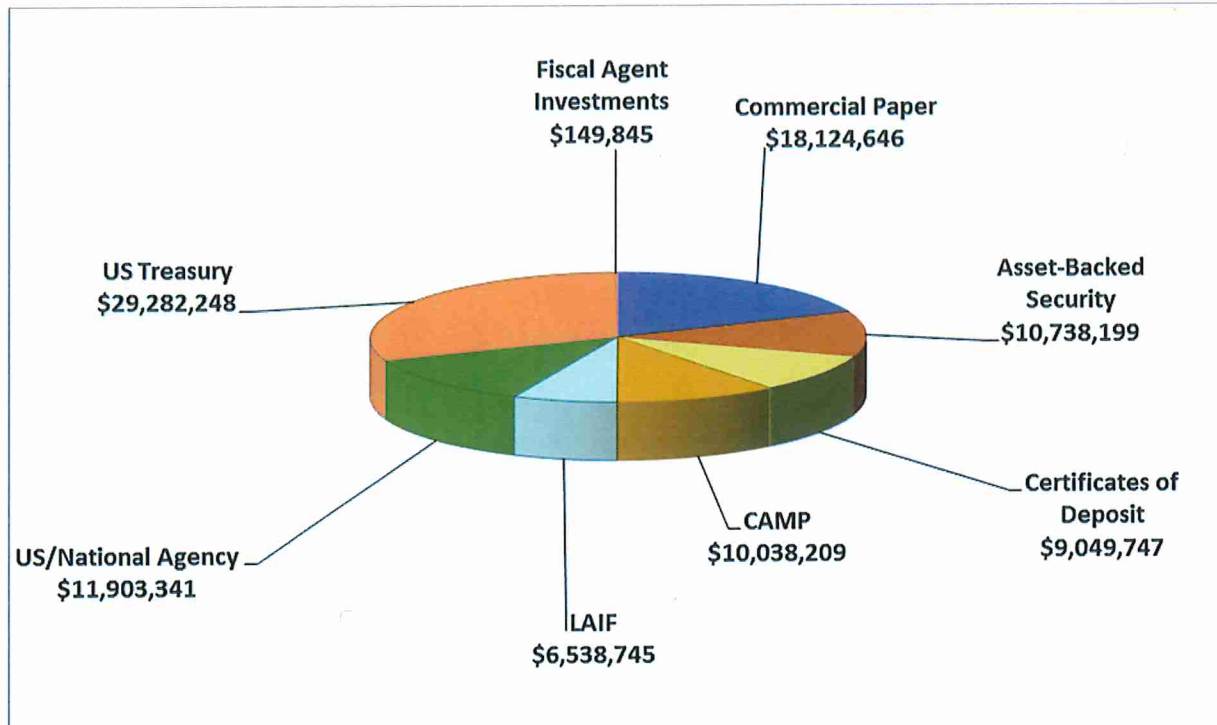
The City's *Statement of Investment Policy* (Policy) requires that the City Treasurer render, at least quarterly, an investment report to the City Council. The Policy also requires a monthly report of investment transactions to City Council. A monthly Treasurer's Report is provided to comply with both reporting provisions of the Policy.

**ATTACHMENT**

A. Treasurer's Report


**CITY OF ANTIOCH  
SUMMARY REPORT ON THE CITY'S INVESTMENTS**

July 31, 2019



**Total of City and Fiscal Agent Investments = \$95,824,980**

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.

  
James Davis  
Treasurer

  
Dawn Merchant  
Finance Director

**Summary of Fiscal Agent Balances by  
Debt Issue**

	<u>Amount</u>
Antioch Public Financing Authority 2015 Bonds	1
Antioch Development Agency 2009 Tax Allocation Bonds	149,844
	<u><u>\$149,845</u></u>



## Managed Account Issuer Summary

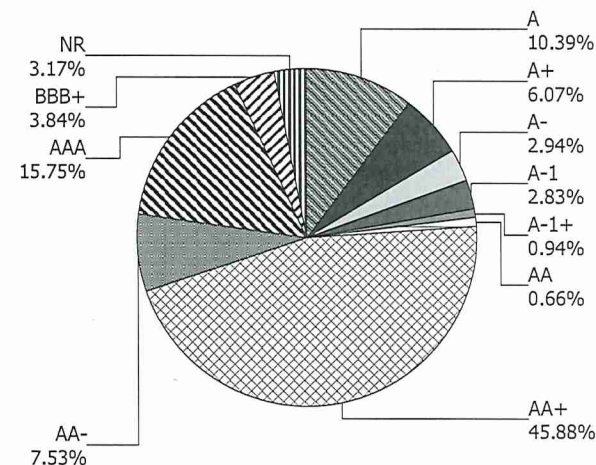
For the Month Ending **July 31, 2019**

CITY OF ANTIOCH, CA - 04380500

### Issuer Summary

Issuer	Market Value of Holdings	Percent
3M COMPANY	431,063.25	0.54
ABBOTT LABORATORIES	379,757.63	0.48
ALLY AUTO RECEIVABLES TRUST	386,311.37	0.48
AMERICAN EXPRESS CO	778,992.68	0.98
AMERICAN HONDA FINANCE	804,902.20	1.01
APPLE INC	406,273.20	0.51
BANK OF AMERICA CO	1,257,222.80	1.57
BANK OF MONTREAL	731,011.70	0.92
BANK OF NOVA SCOTIA	756,904.50	0.95
BB&T CORPORATION	814,483.20	1.02
BOEING COMPANY	625,620.40	0.78
CALIFORNIA ST	856,280.75	1.07
CANADIAN IMPERIAL BANK OF COMMERCE	751,741.50	0.94
CAPITAL ONE PRIME AUTO REC TRUST	231,943.41	0.29
CARMAX AUTO OWNER TRUST	902,928.41	1.13
CATERPILLAR INC	752,118.14	0.94
CHARLES SCHWAB	356,321.00	0.45
CITIGROUP INC	780,053.28	0.98
CREDIT AGRICOLE SA	780,769.10	0.98
DEERE & COMPANY	798,406.00	1.00
EXXON MOBIL CORP	377,503.13	0.47
FANNIE MAE	3,591,482.82	4.50
FEDERAL HOME LOAN BANKS	1,611,387.23	2.02
FIFTH THIRD AUTO TRUST	287,149.70	0.36
FORD CREDIT AUTO LEASE TRUST	650,429.41	0.81
FORD CREDIT AUTO OWNER TRUST	636,999.74	0.80
FREDDIE MAC	1,073,263.54	1.34
GENERAL DYNAMICS CORP	437,451.23	0.55
GM FINANCIAL AUTO LEASING TRUST	504,238.89	0.63
GM FINANCIAL SECURITIZED TERM	904,956.96	1.13
GOLDMAN SACHS GROUP INC	403,204.40	0.50
HARLEY-DAVIDSON MOTORCYCLE TRUST	399,822.56	0.50

### Credit Quality (S&P Ratings)





## Managed Account Issuer Summary

For the Month Ending **July 31, 2019**

CITY OF ANTIOCH, CA - 04380500

<b>Issuer</b>	<b>Market Value of Holdings</b>	<b>Percent</b>
HERSHEY COMPANY	284,505.48	0.36
HOME DEPOT INC	575,538.81	0.72
HONDA AUTO RECEIVABLES	873,132.97	1.09
HONEYWELL INTERNATIONAL	164,856.62	0.21
HYUNDAI AUTO RECEIVABLES	764,355.32	0.96
IBM CORP	125,579.75	0.16
INTEL CORPORATION	473,611.10	0.59
INTER-AMERICAN DEVELOPMENT BANK	1,574,109.39	1.97
INTERNATIONAL FINANCE CORPORATION	728,182.03	0.91
INTL BANK OF RECONSTRUCTION AND DEV	1,802,407.82	2.26
JOHNSON & JOHNSON	154,983.73	0.19
JP MORGAN CHASE & CO	813,926.40	1.02
MERCEDES-BENZ AUTO LEASE TRUST	766,673.03	0.96
MITSUBISHI UFJ FINANCIAL GROUP INC	785,098.72	0.98
MORGAN STANLEY	728,386.60	0.91
NATIONAL RURAL UTILITIES CO FINANCE CORP	303,489.00	0.38
NISSAN AUTO LEASE TRUST	294,421.86	0.37
NISSAN AUTO RECEIVABLES	1,311,718.03	1.64
NORDEA BANK AB	753,060.75	0.94
PACCAR FINANCIAL CORP	818,517.63	1.02
PFIZER INC	691,293.44	0.87
ROYAL BANK OF CANADA	970,429.75	1.21
STATE OF CONNECTICUT	794,674.05	0.99
SUMITOMO MITSUI FINANCIAL GROUP INC	762,378.75	0.95
SWEDBANK AB	749,586.75	0.94
THE BANK OF NEW YORK MELLON CORPORATION	702,521.48	0.88
THE WALT DISNEY CORPORATION	463,127.45	0.58
TOYOTA MOTOR CORP	1,604,252.26	2.01
UBS AG	753,720.75	0.94
UNILEVER PLC	753,664.38	0.94
UNITED PARCEL SERVICE INC	438,804.52	0.55
UNITED STATES TREASURY	29,583,499.98	37.04
US BANCORP	412,065.23	0.52



## Managed Account Issuer Summary

For the Month Ending **July 31, 2019**

CITY OF ANTIOCH, CA - 04380500

<b>Issuer</b>	<b>Market Value of Holdings</b>	<b>Percent</b>
VISA INC	200,193.80	0.25
VOLKSWAGEN OF AMERICA	593,619.57	0.74
WAL-MART STORES INC	530,450.44	0.66
WESTPAC BANKING CORP	1,325,809.58	1.66
<b>Total</b>	<b>\$79,887,641.35</b>	<b>100.00%</b>





## Managed Account Detail of Securities Held

For the Month Ending **July 31, 2019**

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
<b>U.S. Treasury Bond / Note</b>											
US TREASURY NOTES DTD 10/31/2015 1.375% 10/31/2020	912828L99	200,000.00	AA+	Aaa	10/17/17	10/17/17	198,031.25	1.71	694.97	199,179.91	198,421.80
US TREASURY NOTES DTD 11/30/2015 1.625% 11/30/2020	912828M98	860,000.00	AA+	Aaa	11/01/17	11/03/17	856,271.09	1.77	2,367.35	858,363.27	855,767.08
US TREASURY NOTES DTD 12/31/2015 1.750% 12/31/2020	912828N48	750,000.00	AA+	Aaa	12/04/17	12/06/17	745,253.91	1.96	1,141.30	747,780.97	747,392.25
US TREASURY NOTES DTD 12/31/2015 1.750% 12/31/2020	912828N48	1,700,000.00	AA+	Aaa	12/01/17	12/05/17	1,691,898.44	1.91	2,586.96	1,696,217.98	1,694,089.10
US TREASURY NOTES DTD 01/31/2016 1.375% 01/31/2021	912828N89	1,500,000.00	AA+	Aaa	01/02/18	01/04/18	1,470,000.00	2.05	56.05	1,485,153.11	1,486,699.50
US TREASURY NOTES DTD 05/15/2018 2.625% 05/15/2021	9128284P2	875,000.00	AA+	Aaa	02/08/19	02/11/19	878,383.79	2.45	4,868.38	877,708.82	885,424.75
US TREASURY NOTES DTD 06/02/2014 2.000% 05/31/2021	912828WN6	2,900,000.00	AA+	Aaa	06/04/18	06/06/18	2,848,457.03	2.62	9,825.14	2,867,918.20	2,903,059.50
US TREASURY NOTES DTD 06/30/2014 2.125% 06/30/2021	912828WR7	1,300,000.00	AA+	Aaa	07/03/18	07/06/18	1,280,093.75	2.66	2,402.17	1,287,061.82	1,305,027.10
US TREASURY NOTES DTD 08/15/2018 2.750% 08/15/2021	9128284W7	550,000.00	AA+	Aaa	10/02/18	10/04/18	547,916.02	2.89	6,977.56	548,507.08	559,216.90
US TREASURY NOTES DTD 08/15/2018 2.750% 08/15/2021	9128284W7	725,000.00	AA+	Aaa	09/12/18	09/14/18	723,838.87	2.81	9,197.69	724,185.80	737,149.55
US TREASURY NOTES DTD 08/15/2018 2.750% 08/15/2021	9128284W7	2,550,000.00	AA+	Aaa	09/05/18	09/07/18	2,552,091.80	2.72	32,350.48	2,551,487.26	2,592,732.90
US TREASURY NOTES DTD 10/31/2014 2.000% 10/31/2021	912828F96	1,600,000.00	AA+	Aaa	11/02/18	11/02/18	1,556,375.00	2.96	8,086.96	1,566,918.02	1,603,875.20
US TREASURY NOTES DTD 01/15/2019 2.500% 01/15/2022	9128285V8	2,300,000.00	AA+	Aaa	01/29/19	01/31/19	2,296,675.78	2.55	2,656.25	2,297,235.47	2,333,872.10
US TREASURY NOTES DTD 01/31/2017 1.875% 01/31/2022	912828V72	3,600,000.00	AA+	Aaa	01/07/19	01/09/19	3,534,468.75	2.50	183.42	3,546,164.09	3,599,578.80



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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
<b>U.S. Treasury Bond / Note</b>											
US TREASURY NOTES DTD 02/15/2019 2.500% 02/15/2022	9128286C9	2,800,000.00	AA+	Aaa	03/01/19	03/05/19	2,796,937.50	2.54	32,292.82	2,797,366.77	2,843,531.60
UNITED STATES TREASURY NOTES DTD 04/15/2019 2.250% 04/15/2022	9128286M7	1,050,000.00	AA+	Aaa	05/01/19	05/03/19	1,050,738.28	2.23	6,971.31	1,050,681.14	1,060,540.95
US TREASURY NOTES DTD 07/31/2017 1.875% 07/31/2022	9128282P4	800,000.00	AA+	Aaa	07/01/19	07/03/19	802,718.75	1.76	40.76	802,654.04	800,406.40
US TREASURY NOTES DTD 07/31/2017 1.875% 07/31/2022	9128282P4	3,375,000.00	AA+	Aaa	06/03/19	06/05/19	3,377,768.55	1.85	171.96	3,377,663.75	3,376,714.50
<b>Security Type Sub-Total</b>		<b>29,435,000.00</b>					<b>29,207,918.56</b>	<b>2.38</b>	<b>122,871.53</b>	<b>29,282,247.50</b>	<b>29,583,499.98</b>
<b>Supra-National Agency Bond / Note</b>											
INTL BANK OF RECONSTRUCTION AND DEV NOTE DTD 09/19/2017 1.561% 09/12/2020	45905UP32	725,000.00	AAA	Aaa	09/12/17	09/19/17	723,260.00	1.64	4,369.72	724,339.66	720,411.48
INTER-AMERICAN DEVELOPMENT BANK DTD 11/08/2013 2.125% 11/09/2020	4581X0CD8	720,000.00	AAA	Aaa	10/02/17	10/10/17	726,673.75	1.81	3,485.00	722,801.97	720,275.76
INTERNATIONAL FINANCE CORPORATION NOTE DTD 03/16/2018 2.635% 03/09/2021	45950VLQ7	725,000.00	AAA	Aaa	03/09/18	03/16/18	724,456.25	2.66	7,535.37	724,700.60	728,182.03
INTER-AMERICAN DEVELOPMENT BANK NOTE DTD 04/19/2018 2.625% 04/19/2021	4581X0DB1	845,000.00	AAA	Aaa	04/12/18	04/19/18	843,141.00	2.70	6,284.69	843,918.47	853,833.63
INTL BANK OF RECONSTRUCTION AND DEV NOTE DTD 07/25/2018 2.750% 07/23/2021	459058GH0	1,065,000.00	AAA	Aaa	07/18/18	07/25/18	1,062,507.90	2.83	650.83	1,063,329.96	1,081,996.34
<b>Security Type Sub-Total</b>		<b>4,080,000.00</b>					<b>4,080,038.90</b>	<b>2.39</b>	<b>22,325.61</b>	<b>4,079,090.66</b>	<b>4,104,699.24</b>
<b>Municipal Bond / Note</b>											



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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
<b>Municipal Bond / Note</b>											
CT ST TXBL GO BONDS DTD 08/17/2016 1.300% 08/15/2019	20772J3D2	795,000.00	A	A1	08/03/16	08/17/16	796,717.20	1.23	4,765.58	795,022.64	794,674.05
CA ST TXBL GO BONDS DTD 04/25/2018 2.800% 04/01/2021	13063DGA0	845,000.00	AA-	Aa3	04/18/18	04/25/18	845,033.80	2.80	7,886.67	845,014.10	856,280.75
<b>Security Type Sub-Total</b>		<b>1,640,000.00</b>					<b>1,641,751.00</b>	<b>2.04</b>	<b>12,652.25</b>	<b>1,640,036.74</b>	<b>1,650,954.80</b>
<b>Federal Agency Collateralized Mortgage Obligation</b>											
FNA 2018-M5 A2 DTD 04/01/2018 3.560% 09/25/2021	3136B1XP4	368,959.80	AA+	Aaa	04/11/18	04/30/18	376,298.78	2.27	1,094.58	373,531.87	374,830.17
FHLMC MULTIFAMILY STRUCTURED P DTD 11/01/2015 2.716% 06/25/2022	3137BLUR7	375,000.00	AA+	Aaa	03/13/19	03/18/19	374,533.45	2.68	848.75	374,533.45	379,663.69
FHLMC MULTIFAMILY STRUCTURED P DTD 12/01/2012 2.355% 07/25/2022	3137AVXN2	360,000.00	AA+	Aaa	06/12/19	06/17/19	361,321.88	2.03	706.50	361,276.56	361,622.95
FHMS KP05 A DTD 12/01/2018 3.203% 07/01/2023	3137FKK39	327,481.50	AA+	Aaa	12/07/18	12/17/18	327,480.52	3.11	874.10	327,480.52	331,976.90
<b>Security Type Sub-Total</b>		<b>1,431,441.30</b>					<b>1,439,634.63</b>	<b>2.51</b>	<b>3,523.93</b>	<b>1,436,822.40</b>	<b>1,448,093.71</b>
<b>Federal Agency Bond / Note</b>											
FANNIE MAE NOTES DTD 11/01/2018 2.875% 10/30/2020	3135G0U84	1,575,000.00	AA+	Aaa	11/02/18	11/02/18	1,572,669.00	2.95	11,446.09	1,573,527.47	1,591,339.05
FEDERAL HOME LOAN BANKS NOTES DTD 10/12/2018 3.000% 10/12/2021	3130AF5B9	1,575,000.00	AA+	Aaa	11/02/18	11/02/18	1,573,866.00	3.03	14,306.25	1,574,157.88	1,611,387.23
FANNIE MAE NOTES DTD 01/11/2019 2.625% 01/11/2022	3135G0U92	800,000.00	AA+	Aaa	01/09/19	01/11/19	799,424.00	2.65	1,166.67	799,527.33	812,656.80
FANNIE MAE NOTES DTD 01/11/2019 2.625% 01/11/2022	3135G0U92	800,000.00	AA+	Aaa	01/29/19	01/31/19	800,208.00	2.62	1,166.67	800,179.39	812,656.80
<b>Security Type Sub-Total</b>		<b>4,750,000.00</b>					<b>4,746,167.00</b>	<b>2.87</b>	<b>28,085.68</b>	<b>4,747,392.07</b>	<b>4,828,039.88</b>





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<b>Corporate Note</b>											
UNILEVER CAPITAL CORP BONDS DTD 05/05/2017 1.800% 05/05/2020	904764AV9	175,000.00	A+	A1	05/02/17	05/05/17	174,441.75	1.91	752.50	174,855.45	174,248.38
GENERAL DYNAMICS CORP DTD 05/11/2018 2.875% 05/11/2020	369550BA5	435,000.00	A+	A2	05/08/18	05/11/18	433,460.10	3.06	2,779.17	434,390.74	437,451.23
INTEL CORP NOTES DTD 05/11/2017 1.850% 05/11/2020	458140AZ3	475,000.00	A+	A1	05/08/17	05/11/17	474,819.50	1.86	1,952.78	474,952.27	473,611.10
HOME DEPOT INC CORP NOTES DTD 06/05/2017 1.800% 06/05/2020	437076BO4	345,000.00	A	A2	05/24/17	06/05/17	344,799.90	1.82	966.00	344,942.61	343,736.61
WALT DISNEY COMPANY CORP NOTES DTD 06/06/2017 1.800% 06/05/2020	25468PDU7	465,000.00	A	A2	06/01/17	06/06/17	464,460.60	1.84	1,302.00	464,845.08	463,127.45
BNY MELLON CORP NOTE (CALLABLE) DTD 08/17/2015 2.600% 08/17/2020	06406HDD8	325,000.00	A	A1	02/16/18	02/21/18	323,404.25	2.81	3,849.44	324,317.31	326,133.60
CATERPILLAR FINL SERVICE NOTE DTD 09/07/2017 1.850% 09/04/2020	14913Q2A6	545,000.00	A	A3	09/05/17	09/07/17	544,542.20	1.88	4,117.02	544,829.88	542,962.79
CITIGROUP INC CORP NOTES DTD 10/26/2015 2.650% 10/26/2020	172967KB6	425,000.00	BBB+	A3	09/22/17	09/26/17	429,726.00	2.27	2,972.05	426,935.04	426,104.58
AMERICAN EXPRESS CO CORP (CALLABLE) NOTE DTD 10/30/2017 2.200% 10/30/2020	025816BP3	325,000.00	BBB+	A3	10/23/17	10/30/17	324,577.50	2.25	1,807.36	324,821.01	324,387.38
JOHNSON & JOHNSON CORP NOTE DTD 11/10/2017 1.950% 11/10/2020	478160CH5	155,000.00	AAA	Aaa	11/08/17	11/10/17	154,834.15	1.99	680.06	154,928.34	154,983.73
VISA INC (CALLABLE) CORP NOTES DTD 12/14/2015 2.200% 12/14/2020	92826CAB8	200,000.00	AA-	Aa3	08/25/17	08/30/17	202,200.00	1.85	574.44	200,899.78	200,193.80
JOHN DEERE CAPITAL CORP NOTES DTD 01/08/2018 2.350% 01/08/2021	24422ETZ2	140,000.00	A	A2	01/03/18	01/08/18	139,927.20	2.37	210.19	139,964.52	140,451.64
IBM CORP CORP NOTES DTD 02/06/2018 2.650% 02/05/2021	44932HAG8	125,000.00	A	A2	02/01/18	02/06/18	124,938.75	2.67	1,619.44	124,968.48	125,579.75
AMERICAN EXPRESS CO CORP NOTES DTD 02/22/2019 3.000% 02/22/2021	025816CB3	450,000.00	BBB+	A3	02/19/19	02/22/19	449,550.00	3.05	5,962.50	449,647.13	454,605.30



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<b>Corporate Note</b>											
PACCAR FINANCIAL CORP NOTES DTD 02/27/2018 2.800% 03/01/2021	69371RN93	240,000.00	A+	A1	02/22/18	02/27/18	239,882.40	2.82	2,800.00	239,936.67	241,874.16
JOHN DEERE CAPITAL CORP NOTES DTD 03/13/2018 2.875% 03/12/2021	24422EUD9	375,000.00	A	A2	03/08/18	03/13/18	374,745.00	2.90	4,162.76	374,859.90	378,480.38
NATIONAL RURAL UTIL COOP NOTE DTD 02/26/2018 2.900% 03/15/2021	63743HER9	300,000.00	A	A2	02/21/18	02/26/18	299,667.00	2.94	3,286.67	299,817.81	303,489.00
UNILEVER CAPITAL CORP NOTES DTD 03/22/2018 2.750% 03/22/2021	904764AZ0	575,000.00	A+	A1	03/19/18	03/22/18	572,061.75	2.93	5,666.15	573,361.14	579,416.00
UNITED PARCEL SERVICE CORPORATE BOND DTD 11/14/2017 2.050% 04/01/2021	911312BP0	440,000.00	A+	A1	11/09/17	11/14/17	439,304.80	2.10	3,006.67	439,649.11	438,804.52
TOYOTA MOTOR CREDIT CORP NOTES DTD 04/13/2018 2.950% 04/13/2021	89236TEU5	440,000.00	AA-	Aa3	04/10/18	04/13/18	439,824.00	2.96	3,894.00	439,898.41	445,447.64
BANK OF NEW YORK MELLON CORP (CALLABLE) DTD 02/19/2016 2.500% 04/15/2021	06406FAA1	375,000.00	A	A1	02/16/18	02/21/18	370,128.75	2.93	2,760.42	372,312.40	376,387.88
MORGAN STANLEY CORP NOTES DTD 04/21/2016 2.500% 04/21/2021	61746BEA0	350,000.00	BBB+	A3	02/13/18	02/15/18	344,120.00	3.06	2,430.56	346,754.43	350,667.10
HERSHEY COMPANY CORP NOTES DTD 05/10/2018 3.100% 05/15/2021	427866BA5	280,000.00	A	A1	05/03/18	05/10/18	279,806.80	3.12	1,832.44	279,882.67	284,505.48
CHARLES SCHWAB CORP NOTES DTD 05/22/2018 3.250% 05/21/2021	808513AW5	350,000.00	A	A2	05/17/18	05/22/18	349,989.50	3.25	2,211.81	349,993.40	356,321.00
WAL-MART STORES INC CORP NOTES DTD 06/27/2018 3.125% 06/23/2021	931142EJ8	520,000.00	AA	Aa2	06/20/18	06/27/18	519,974.00	3.13	1,715.28	519,982.38	530,450.44
BOEING CO DTD 07/31/2019 2.300% 08/01/2021	097023CL7	130,000.00	A	A2	07/29/19	07/31/19	129,994.80	2.30	8.31	129,994.81	129,886.12
CATERPILLAR FINANCIAL SERVICES CORP CORP DTD 09/07/2018 3.150% 09/07/2021	14913Q2N8	205,000.00	A	A3	09/04/18	09/07/18	204,842.15	3.18	2,583.00	204,887.98	209,155.35



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<b>Corporate Note</b>											
3M COMPANY DTD 09/14/2018 3.000% 09/14/2021	88579YBA8	175,000.00	AA-	A1	09/11/18	09/14/18	174,641.25	3.07	1,997.92	174,743.25	177,745.75
PFIZER INC CORP NOTE DTD 09/07/2018 3.000% 09/15/2021	717081EM1	450,000.00	AA-	A1	09/04/18	09/07/18	449,392.50	3.05	5,100.00	449,566.24	457,287.30
BANK OF AMERICA CORP (CALLABLE) DTD 09/18/2017 2.328% 10/01/2021	06051GGS2	275,000.00	A-	A2	09/22/17	09/26/17	274,560.00	2.37	2,134.00	274,757.15	274,525.63
BANK OF AMERICA CORP (CALLABLE) DTD 09/18/2017 2.328% 10/01/2021	06051GGS2	450,000.00	A-	A2	09/13/17	09/18/17	450,000.00	2.33	3,492.00	450,000.00	449,223.75
BOEING COMPANY NOTE DTD 10/31/2014 2.350% 10/30/2021	097023BG9	375,000.00	A	A2	05/21/19	05/23/19	371,152.50	2.79	2,227.60	371,443.84	374,682.00
ABBOTT LABORATORIES CORP NOTES DTD 11/22/2016 2.900% 11/30/2021	002824BD1	375,000.00	BBB+	A3	05/10/19	05/14/19	377,025.00	2.68	1,842.71	376,862.12	379,757.63
CITIGROUP INC CORP (CALLABLE) NOTE DTD 12/08/2016 2.900% 12/08/2021	172967LC3	350,000.00	BBB+	A3	01/15/19	01/17/19	343,633.50	3.57	1,494.31	344,779.35	353,948.70
AMERICAN HONDA FINANCE CORP NOTES DTD 10/10/2018 3.375% 12/10/2021	02665WCP4	250,000.00	A	A2	10/03/18	10/10/18	249,880.00	3.39	1,195.31	249,903.55	256,088.00
TOYOTA MOTOR CREDIT CORP BONDS DTD 01/09/2017 2.600% 01/11/2022	89236TDP7	345,000.00	AA-	Aa3	12/28/18	12/31/18	339,172.95	3.19	498.33	340,254.86	348,165.03
PACCAR FINANCIAL CORP NOTE DTD 03/01/2019 2.850% 03/01/2022	69371RP75	170,000.00	A+	A1	02/22/19	03/01/19	169,850.40	2.88	2,018.75	169,870.44	172,436.27
HOME DEPOT INC DTD 12/06/2018 3.250% 03/01/2022	437076BV3	225,000.00	A	A2	11/27/18	12/06/18	224,383.50	3.34	3,046.88	224,496.66	231,802.20
3M COMPANY BONDS DTD 02/22/2019 2.750% 03/01/2022	88579YBF7	250,000.00	AA-	A1	02/12/19	02/22/19	249,882.50	2.77	3,036.46	249,899.93	253,317.50
EXXON MOBIL CORP (CALLABLE) NOTE DTD 03/06/2015 2.397% 03/06/2022	30231GAJ1	375,000.00	AA+	Aaa	11/26/18	11/28/18	363,615.00	3.38	3,620.47	365,872.00	377,503.13
PFIZER INC CORP BONDS DTD 03/11/2019 2.800% 03/11/2022	717081ER0	230,000.00	AA-	A1	03/04/19	03/11/19	229,986.20	2.80	2,504.44	229,987.93	234,006.14





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<b>Corporate Note</b>											
US BANCORP (CALLABLE) NOTE DTD 03/02/2012 3.000% 03/15/2022	91159HHC7	105,000.00	A+	A1	07/24/19	07/26/19	107,086.35	2.22	1,190.00	107,075.47	106,831.73
US BANCORP (CALLABLE) NOTE DTD 03/02/2012 3.000% 03/15/2022	91159HHC7	300,000.00	A+	A1	07/24/19	07/26/19	305,925.00	2.22	3,400.00	305,894.10	305,233.50
JOHN DEERE CAPITAL CORP DTD 03/07/2019 2.950% 04/01/2022	24422EUT4	275,000.00	A	A2	03/04/19	03/07/19	274,868.00	2.97	3,245.00	274,887.17	279,473.98
GOLDMAN SACHS GROUP INC (CALLABLE) NOTE DTD 01/26/2017 3.000% 04/26/2022	38141GWC4	400,000.00	BBB+	A3	02/13/19	02/15/19	395,608.00	3.36	3,166.67	396,224.57	403,204.40
BOEING CO CORP NOTE DTD 05/02/2019 2.700% 05/01/2022	097023CG8	120,000.00	A	A2	04/30/19	05/02/19	119,787.60	2.76	801.00	119,804.50	121,052.28
PACCAR FINANCIAL CORP CORP NOTES DTD 05/10/2019 2.650% 05/10/2022	69371RP83	400,000.00	A+	A1	05/03/19	05/10/19	399,784.00	2.67	2,385.00	399,799.67	404,207.20
APPLE INC CORP NOTES DTD 05/13/2015 2.700% 05/13/2022	037833BF6	400,000.00	AA+	Aa1	06/12/19	06/14/19	405,032.00	2.25	2,340.00	404,813.97	406,273.20
MORGAN STANLEY CORP NOTES DTD 05/19/2017 2.750% 05/19/2022	61744YAH1	375,000.00	BBB+	A3	04/05/19	04/09/19	372,513.75	2.97	2,062.50	372,758.86	377,719.50
BRANCH BANKING & TRUST CORP NOTES DTD 03/18/2019 3.050% 06/20/2022	05531FBG7	800,000.00	A-	A2	03/11/19	03/18/19	799,976.00	3.05	2,778.89	799,978.74	814,483.20
AMERICAN HONDA FINANCE DTD 06/27/2019 2.200% 06/27/2022	02665WCY5	550,000.00	A	A2	06/24/19	06/27/19	549,494.00	2.23	1,142.78	549,509.49	548,814.20
<b>HONEYWELL INTERNATIONAL CORPORATE NOTE DTD 08/08/2019 2.150% 08/08/2022</b>	<b>438516BT2</b>	<b>165,000.00</b>	<b>A</b>	<b>A2</b>	<b>07/30/19</b>	<b>08/08/19</b>	<b>164,833.35</b>	<b>2.19</b>	<b>0.00</b>	<b>164,833.35</b>	<b>164,856.62</b>
JPMORGAN CHASE & CO BONDS DTD 03/22/2019 3.207% 04/01/2023	46647PBB1	800,000.00	A-	A2	03/15/19	03/22/19	800,000.00	3.21	9,193.40	800,000.00	813,926.40
<b>Security Type Sub-Total</b>		<b>18,150,000.00</b>					<b>18,112,106.20</b>	<b>2.73</b>	<b>131,817.44</b>	<b>18,124,645.96</b>	<b>18,299,027.65</b>
<b>Certificate of Deposit</b>											



## Managed Account Detail of Securities Held

For the Month Ending **July 31, 2019**

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
<b>Certificate of Deposit</b>											
NORDEA BANK AB NY CD DTD 02/22/2018 2.720% 02/20/2020	65590ASN7	750,000.00	A-1+	P-1	02/20/18	02/22/18	750,000.00	2.72	9,123.33	750,000.00	753,060.75
UBS AG STAMFORD CT LT CD DTD 03/06/2018 2.900% 03/02/2020	90275DHG8	750,000.00	A-1	P-1	03/02/18	03/06/18	750,000.00	2.93	9,062.50	750,000.00	753,720.75
CANADIAN IMP BK COMM NY FLT CERT DEPOS DTD 04/10/2018 2.738% 04/10/2020	13606BVF0	750,000.00	A-1	P-1	04/06/18	04/10/18	750,000.00	2.78	1,254.80	750,000.00	751,741.50
BANK OF NOVA SCOTIA HOUSTON CD DTD 06/07/2018 3.080% 06/05/2020	06417GU22	750,000.00	A-1	P-1	06/05/18	06/07/18	749,715.00	3.10	3,593.33	749,876.90	756,904.50
BANK OF MONTREAL CHICAGO CERT DEPOS DTD 08/03/2018 3.190% 08/03/2020	06370REU9	725,000.00	A+	Aa2	08/01/18	08/03/18	725,000.00	3.23	23,320.23	725,000.00	731,011.70
WESTPAC BANKING CORP NY CD DTD 08/07/2017 2.050% 08/03/2020	96121T4A3	1,325,000.00	AA-	Aa3	08/03/17	08/07/17	1,325,000.00	2.05	13,128.54	1,325,000.00	1,325,809.58
SUMITOMO MITSUI BANK NY CERT DEPOS DTD 10/18/2018 3.390% 10/16/2020	86565BPC9	750,000.00	A	A1	10/16/18	10/18/18	748,980.00	3.46	7,556.88	749,870.45	762,378.75
SWEDBANK (NEW YORK) CERT DEPOS DTD 11/17/2017 2.270% 11/16/2020	87019U6D6	750,000.00	AA-	Aa2	11/16/17	11/17/17	750,000.00	2.30	3,641.46	750,000.00	749,586.75
MUFG BANK LTD/NY CERT DEPOS DTD 02/28/2019 2.970% 02/26/2021	55379WZT6	775,000.00	A	A1	02/27/19	02/28/19	775,000.00	2.99	9,846.38	775,000.00	785,098.72
CREDIT AGRICOLE CIB NY CERT DEPOS DTD 04/04/2019 2.830% 04/02/2021	22535CDU2	775,000.00	A+	A1	04/03/19	04/04/19	775,000.00	2.85	7,249.91	775,000.00	780,769.10
ROYAL BANK OF CANADA NY CD DTD 06/08/2018 3.240% 06/07/2021	78012UEE1	950,000.00	AA-	Aa2	06/07/18	06/08/18	950,000.00	3.24	4,617.00	950,000.00	970,429.75
<b>Security Type Sub-Total</b>		<b>9,050,000.00</b>					<b>9,048,695.00</b>	<b>2.83</b>	<b>92,394.36</b>	<b>9,049,747.35</b>	<b>9,120,511.85</b>
<b>Asset-Backed Security</b>											
HYUNDAI ABS 2016-A A3 DTD 03/30/2016 1.560% 09/15/2020	44930UAD8	1,134.61	AAA	Aaa	03/22/16	03/30/16	1,134.39	1.57	0.79	1,134.57	1,134.17





## Managed Account Detail of Securities Held

For the Month Ending **July 31, 2019**

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
<b>Asset-Backed Security</b>											
GMALT 2018-3 A3 DTD 09/26/2018 3.180% 06/20/2021	36256GAD1	230,000.00	AAA	Aaa	09/18/18	09/26/18	229,981.83	3.19	223.48	229,987.26	231,642.11
TOYOTA ABS 2017-B A3 DTD 05/17/2017 1.760% 07/15/2021	89190BAD0	486,746.33	AAA	Aaa	05/09/17	05/17/17	486,709.00	1.76	380.74	486,728.27	485,473.73
ALLY ABS 2017-3 A3 DTD 05/24/2017 1.740% 09/15/2021	02007EAE8	103,462.59	AAA	Aaa	05/16/17	05/24/17	103,451.80	1.96	80.01	103,457.58	103,147.09
MBALT 2018-B A3 DTD 11/20/2018 3.210% 09/15/2021	58769LAC6	760,000.00	AAA	NR	11/15/18	11/20/18	759,982.98	3.51	1,084.27	759,982.98	766,673.03
FORDL 2018-B A3 DTD 09/21/2018 3.190% 12/15/2021	34531LAD2	315,000.00	NR	Aaa	09/18/18	09/21/18	314,973.38	3.41	446.60	314,980.24	317,944.31
GMALT 2019-1 A3 DTD 02/21/2019 2.980% 12/20/2021	36256UAD0	270,000.00	AAA	Aaa	02/13/19	02/21/19	269,957.61	2.99	245.85	269,963.98	272,596.78
FORDL 2019-A A3 DTD 02/25/2019 2.900% 05/15/2022	34532FAD4	330,000.00	AAA	Aaa	02/20/19	02/25/19	329,974.19	2.90	425.33	329,978.07	332,485.10
HART 2018-A A3 DTD 04/18/2018 2.790% 07/15/2022	44891KAD7	120,000.00	AAA	Aaa	04/10/18	04/18/18	119,981.93	2.80	148.80	119,987.22	120,712.69
NALT 2019-B A3 DTD 07/24/2019 2.270% 07/15/2022	65478LAD1	295,000.00	AAA	Aaa	07/16/19	07/24/19	294,983.24	2.27	130.21	294,983.34	294,421.86
BANK OF AMERICA ABS 2017-A1 A1 DTD 03/30/2017 1.950% 08/15/2022	05522RCW6	375,000.00	NR	Aaa	06/11/18	06/13/18	369,052.73	2.73	325.00	370,529.28	374,139.98
HART 2018-B A3 DTD 12/12/2018 3.200% 12/15/2022	44933AAC1	300,000.00	AAA	Aaa	12/04/18	12/12/18	299,996.40	3.48	426.67	299,997.04	304,824.84
BANK OF AMERICA ABS 2017-A2 A2 DTD 08/24/2017 1.840% 01/15/2023	05522RCX4	160,000.00	AAA	NR	12/19/18	12/21/18	156,868.75	2.81	130.84	157,309.23	159,333.44
HAROT 2018-4 A3 DTD 11/28/2018 3.160% 01/15/2023	43815AAC6	740,000.00	AAA	Aaa	11/20/18	11/28/18	739,889.37	3.17	1,039.29	739,906.54	751,553.25
TOYOTA AUTO RECEIVABLES OWNER DTD 11/07/2018 3.180% 03/15/2023	89231PAD0	320,000.00	AAA	Aaa	10/31/18	11/07/18	319,930.78	3.19	452.27	319,942.44	325,165.86



## Managed Account Detail of Securities Held

For the Month Ending **July 31, 2019**

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
<b>Asset-Backed Security</b>											
HAROT 2019-1 A3 DTD 02/27/2019 2.830% 03/20/2023	43814WAC9	120,000.00	AAA	NR	02/19/19	02/27/19	119,996.78	2.83	122.63	119,997.16	121,579.72
VALET 2018-2 A3 DTD 11/21/2018 3.250% 04/20/2023	92869BAD4	585,000.00	AAA	Aaa	11/15/18	11/21/18	584,975.43	3.25	580.94	584,979.19	593,619.57
HYUNDAI AUTO RECEIVABLES TRUST DTD 04/10/2019 2.660% 06/15/2023	44932NAD2	335,000.00	AAA	NR	04/03/19	04/10/19	334,955.91	2.67	396.04	334,959.28	337,683.62
CARMAX AUTO OWNER TRUST DTD 07/25/2018 3.130% 06/15/2023	14313FAD1	340,000.00	AAA	NR	07/18/18	07/25/18	339,953.66	3.36	472.98	339,962.95	344,767.28
NAROT 2018-C A3 DTD 12/12/2018 3.220% 06/15/2023	65478NAD7	775,000.00	AAA	Aaa	12/04/18	12/12/18	774,851.51	3.53	1,109.11	774,872.06	789,666.80
ALLYA 2019-1 A3 DTD 02/13/2019 2.910% 09/15/2023	02004WAC5	280,000.00	NR	Aaa	02/05/19	02/13/19	279,966.18	3.13	362.13	279,969.57	283,164.28
CARMAX AUTO OWNER TRUST DTD 10/24/2018 3.360% 09/15/2023	14315EAC4	285,000.00	AAA	NR	10/17/18	10/24/18	284,997.38	3.36	425.60	284,997.96	290,607.75
FORDO 2019-A A3 DTD 03/22/2019 2.780% 09/15/2023	34533FAD3	630,000.00	NR	Aaa	03/19/19	03/22/19	629,893.97	2.79	778.40	629,902.02	636,999.74
NAROT 2019-A A3 DTD 02/13/2019 2.900% 10/15/2023	65479KAD2	515,000.00	NR	Aaa	02/05/19	02/13/19	514,921.98	2.91	663.78	514,929.63	522,051.23
COPAR 2019-1 A3 DTD 05/30/2019 2.510% 11/15/2023	14042WAC4	230,000.00	AAA	Aaa	05/21/19	05/30/19	229,953.40	2.52	256.58	229,954.84	231,943.41
GMCAR 2019-1 A3 DTD 01/16/2019 2.970% 11/16/2023	36256XAD4	445,000.00	AAA	Aaa	01/08/19	01/16/19	444,950.74	2.97	550.69	444,956.05	450,507.63
FIFTH THIRD AUTO TRUST DTD 05/08/2019 2.640% 12/15/2023	31680YAD9	285,000.00	AAA	Aaa	04/30/19	05/08/19	284,937.36	2.72	334.40	284,940.73	287,149.70
HDMOT 2019-A A3 DTD 06/26/2019 2.340% 02/15/2024	41284WAC4	400,000.00	NR	Aaa	06/19/19	06/26/19	399,969.04	2.95	416.00	399,969.66	399,822.56
GMCAR 2019-2 A3 DTD 04/17/2019 2.650% 02/16/2024	36257FAD2	450,000.00	AAA	Aaa	04/09/19	04/17/19	449,963.37	3.13	496.88	449,965.49	454,449.33



## Managed Account Detail of Securities Held

For the Month Ending **July 31, 2019**

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
<b>Asset-Backed Security</b>											
CARMX 2019-2 A3 DTD 04/17/2019 2.680% 03/15/2024	14316LAC7	265,000.00	AAA	NR	04/09/19	04/17/19	264,972.92	2.90	315.64	264,974.46	267,553.38
<b>Security Type Sub-Total</b>		<b>10,746,343.53</b>					<b>10,736,128.01</b>	<b>3.01</b>	<b>12,821.95</b>	<b>10,738,199.09</b>	<b>10,852,814.24</b>
<b>Managed Account Sub-Total</b>		<b>79,282,784.83</b>					<b>79,012,439.30</b>	<b>2.62</b>	<b>426,492.75</b>	<b>79,098,181.77</b>	<b>79,887,641.35</b>
<b>Securities Sub-Total</b>		<b>\$79,282,784.83</b>					<b>\$79,012,439.30</b>	<b>2.62%</b>	<b>\$426,492.75</b>	<b>\$79,098,181.77</b>	<b>\$79,887,641.35</b>
<b>Accrued Interest</b>											<b>\$426,492.75</b>
<b>Total Investments</b>											<b>\$80,314,134.10</b>

Bolded items are forward settling trades.





# Managed Account Security Transactions & Interest

For the Month Ending July 31, 2019

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									
<b>BUY</b>										
07/01/19	07/03/19	US TREASURY NOTES DTD 07/31/2017 1.875% 07/31/2022	9128282P4	800,000.00	(802,718.75)	(6,339.78)	(809,058.53)			
07/16/19	07/24/19	NALT 2019-B A3 DTD 07/24/2019 2.270% 07/15/2022	65478LAD1	295,000.00	(294,983.24)	0.00	(294,983.24)			
07/24/19	07/26/19	US BANCORP (CALLABLE) NOTE DTD 03/02/2012 3.000% 03/15/2022	91159HHC7	300,000.00	(305,925.00)	(3,275.00)	(309,200.00)			
07/24/19	07/26/19	US BANCORP (CALLABLE) NOTE DTD 03/02/2012 3.000% 03/15/2022	91159HHC7	105,000.00	(107,086.35)	(1,146.25)	(108,232.60)			
07/29/19	07/31/19	BOEING CO DTD 07/31/2019 2.300% 08/01/2021	097023CL7	130,000.00	(129,994.80)	0.00	(129,994.80)			
07/30/19	08/08/19	HONEYWELL INTERNATIONAL CORPORATE NOTE DTD 08/08/2019 2.150% 08/08/2022	438516BT2	165,000.00	(164,833.35)	0.00	(164,833.35)			

Transaction Type Sub-Total 1,795,000.00 (1,805,541.49) (10,761.03) (1,816,302.52)

<b>INTEREST</b>										
07/01/19	07/25/19	FHMS KP05 A DTD 12/01/2018 3.203% 07/01/2023	3137FKK39	340,684.64	0.00	909.34	909.34			
07/01/19	07/25/19	FNA 2018-M5 A2 DTD 04/01/2018 3.560% 09/25/2021	3136B1XP4	369,685.08	0.00	1,096.80	1,096.80			
07/01/19	07/25/19	FHLMC MULTIFAMILY STRUCTURED P DTD 12/01/2012 2.355% 07/25/2022	3137AVXN2	360,000.00	0.00	706.50	706.50			
07/01/19	07/25/19	FHLMC MULTIFAMILY STRUCTURED P DTD 11/01/2015 2.716% 06/25/2022	3137BLUR7	375,000.00	0.00	848.75	848.75			
07/01/19	07/25/19	FANNIE MAE SERIES 2015-M13 ASQ2 DTD 10/01/2015 1.646% 09/01/2019	3136AQDO0	1,160.11	0.00	1.59	1.59			
07/08/19	07/08/19	JOHN DEERE CAPITAL CORP NOTES DTD 01/08/2018 2.350% 01/08/2021	24422ETZ2	140,000.00	0.00	1,645.00	1,645.00			
07/10/19	07/10/19	CANADIAN IMP BK COMM NY FLT CERT DEPOS DTD 04/10/2018 2.738% 04/10/2020	13606BVF0	750,000.00	0.00	5,657.17	5,657.17			
07/11/19	07/11/19	FANNIE MAE NOTES DTD 01/11/2019 2.625% 01/11/2022	3135G0U92	800,000.00	0.00	10,500.00	10,500.00			



## Managed Account Security Transactions & Interest

For the Month Ending **July 31, 2019**

CITY OF ANTIOCH, CA - 04380500

Transaction Type		Security Description	CUSIP	Par	Principal	Accrued	Total	Realized G/L	Realized G/L	Sale	
Trade	Settle				Proceeds	Interest		Cost	Amort Cost		Method
INTEREST											
07/11/19	07/11/19	FANNIE MAE NOTES	3135G0U92	800,000.00	0.00	10,500.00	10,500.00				
		DTD 01/11/2019 2.625% 01/11/2022									
07/11/19	07/11/19	TOYOTA MOTOR CREDIT CORP BONDS	89236TDP7	345,000.00	0.00	4,485.00	4,485.00				
		DTD 01/09/2017 2.600% 01/11/2022									
07/15/19	07/15/19	TOYOTA ABS 2017-B A3	89190BAD0	528,692.06	0.00	775.42	775.42				
		DTD 05/17/2017 1.760% 07/15/2021									
07/15/19	07/15/19	FORDL 2018-B A3	34531LAD2	315,000.00	0.00	837.38	837.38				
		DTD 09/21/2018 3.190% 12/15/2021									
07/15/19	07/15/19	HDMOT 2019-A A3	41284WAC4	400,000.00	0.00	494.00	494.00				
		DTD 06/26/2019 2.340% 02/15/2024									
07/15/19	07/15/19	HART 2018-B A3	44933AAC1	300,000.00	0.00	800.00	800.00				
		DTD 12/12/2018 3.200% 12/15/2022									
07/15/19	07/15/19	ALLY ABS 2017-3 A3	02007EAE8	113,905.34	0.00	165.16	165.16				
		DTD 05/24/2017 1.740% 09/15/2021									
07/15/19	07/15/19	ALLYA 2019-1 A3	02004WAC5	280,000.00	0.00	679.00	679.00				
		DTD 02/13/2019 2.910% 09/15/2023									
07/15/19	07/15/19	FORDL 2019-A A3	34532FAD4	330,000.00	0.00	797.50	797.50				
		DTD 02/25/2019 2.900% 05/15/2022									
07/15/19	07/15/19	CARMX 2019-2 A3	14316LAC7	265,000.00	0.00	591.83	591.83				
		DTD 04/17/2019 2.680% 03/15/2024									
07/15/19	07/15/19	COPAR 2019-1 A3	14042WAC4	230,000.00	0.00	481.08	481.08				
		DTD 05/30/2019 2.510% 11/15/2023									
07/15/19	07/15/19	HYUNDAI AUTO RECEIVABLES TRUST	44932NAD2	335,000.00	0.00	742.58	742.58				
		DTD 04/10/2019 2.660% 06/15/2023									
07/15/19	07/15/19	HAROT 2018-4 A3	43815AAC6	740,000.00	0.00	1,948.67	1,948.67				
		DTD 11/28/2018 3.160% 01/15/2023									
07/15/19	07/15/19	MBALT 2018-B A3	58769LAC6	760,000.00	0.00	2,033.00	2,033.00				
		DTD 11/20/2018 3.210% 09/15/2021									
07/15/19	07/15/19	FORDO 2019-A A3	34533FAD3	630,000.00	0.00	1,459.50	1,459.50				
		DTD 03/22/2019 2.780% 09/15/2023									
07/15/19	07/15/19	CARMAX AUTO OWNER TRUST	14313FAD1	340,000.00	0.00	886.83	886.83				
		DTD 07/25/2018 3.130% 06/15/2023									
07/15/19	07/15/19	CARMAX AUTO OWNER TRUST	14315EAC4	285,000.00	0.00	798.00	798.00				
		DTD 10/24/2018 3.360% 09/15/2023									



## Managed Account Security Transactions & Interest

For the Month Ending July 31, 2019

CITY OF ANTIOCH, CA - 04380500

Transaction Type		Security Description	CUSIP	Par	Principal	Accrued	Total	Realized G/L	Realized G/L	Sale
Trade	Settle				Proceeds	Interest		Cost	Amort Cost	Method
INTEREST										
07/15/19	07/15/19	US TREASURY NOTES DTD 01/15/2019 2.500% 01/15/2022	9128285V8	2,300,000.00	0.00	28,750.00	28,750.00			
07/15/19	07/15/19	HART 2018-A A3 DTD 04/18/2018 2.790% 07/15/2022	44891KAD7	120,000.00	0.00	279.00	279.00			
07/15/19	07/15/19	BANK OF AMERICA ABS 2017-A1 A1 DTD 03/30/2017 1.950% 08/15/2022	05522RCW6	375,000.00	0.00	609.38	609.38			
07/15/19	07/15/19	NAROT 2019-A A3 DTD 02/13/2019 2.900% 10/15/2023	65479KAD2	515,000.00	0.00	1,244.58	1,244.58			
07/15/19	07/15/19	BANK OF AMERICA ABS 2017-A2 A2 DTD 08/24/2017 1.840% 01/15/2023	05522RCX4	160,000.00	0.00	245.33	245.33			
07/15/19	07/15/19	FIFTH THIRD AUTO TRUST DTD 05/08/2019 2.640% 12/15/2023	31680YAD9	285,000.00	0.00	627.00	627.00			
07/15/19	07/15/19	TOYOTA AUTO RECEIVABLES OWNER DTD 11/07/2018 3.180% 03/15/2023	89231PAD0	320,000.00	0.00	848.00	848.00			
07/15/19	07/15/19	HYUNDAI ABS 2016-A A3 DTD 03/30/2016 1.560% 09/15/2020	44930UAD8	8,035.81	0.00	10.45	10.45			
07/15/19	07/15/19	NAROT 2018-C A3 DTD 12/12/2018 3.220% 06/15/2023	65478NAD7	775,000.00	0.00	2,079.58	2,079.58			
07/16/19	07/16/19	GMCAR 2019-1 A3 DTD 01/16/2019 2.970% 11/16/2023	36256XAD4	445,000.00	0.00	1,101.38	1,101.38			
07/16/19	07/16/19	GMCAR 2019-2 A3 DTD 04/17/2019 2.650% 02/16/2024	36257FAD2	450,000.00	0.00	993.75	993.75			
07/18/19	07/18/19	HAROT 2019-1 A3 DTD 02/27/2019 2.830% 03/20/2023	43814WAC9	120,000.00	0.00	283.00	283.00			
07/20/19	07/20/19	VALET 2018-2 A3 DTD 11/21/2018 3.250% 04/20/2023	92869BAD4	585,000.00	0.00	1,584.38	1,584.38			
07/20/19	07/20/19	GMALT 2019-1 A3 DTD 02/21/2019 2.980% 12/20/2021	36256UAD0	270,000.00	0.00	670.50	670.50			
07/20/19	07/20/19	GMALT 2018-3 A3 DTD 09/26/2018 3.180% 06/20/2021	36256GAD1	230,000.00	0.00	609.50	609.50			
07/23/19	07/23/19	INTL BANK OF RECONSTRUCTION AND DEV NOTE DTD 07/25/2018 2.750% 07/23/2021	459058GH0	1,065,000.00	0.00	14,643.75	14,643.75			





## Managed Account Security Transactions & Interest

For the Month Ending **July 31, 2019**

CITY OF ANTIOCH, CA - 04380500

Transaction Type		Security Description	CUSIP	Par	Principal	Accrued	Total	Realized G/L	Realized G/L	Sale	
Trade	Settle				Proceeds	Interest		Cost	Amort Cost		Method
INTEREST											
07/31/19	07/31/19	US TREASURY NOTES DTD 07/31/2017 1.875% 07/31/2022	9128282P4	3,375,000.00	0.00	31,640.63	31,640.63				
07/31/19	07/31/19	US TREASURY NOTES DTD 07/31/2017 1.875% 07/31/2022	9128282P4	800,000.00	0.00	7,500.00	7,500.00				
07/31/19	07/31/19	US TREASURY NOTES DTD 01/31/2017 1.875% 01/31/2022	912828V72	3,600,000.00	0.00	33,750.00	33,750.00				
07/31/19	07/31/19	US TREASURY NOTES DTD 01/31/2016 1.375% 01/31/2021	912828N89	1,500,000.00	0.00	10,312.50	10,312.50				
Transaction Type Sub-Total				27,432,163.04	0.00	187,622.81	187,622.81				
PAYDOWNS											
07/01/19	07/25/19	FNA 2018-M5 A2 DTD 04/01/2018 3.560% 09/25/2021	3136B1XP4	725.28	725.28	0.00	725.28	(14.43)	0.00		
07/01/19	07/25/19	FHMS KP05 A DTD 12/01/2018 3.203% 07/01/2023	3137FKK39	13,203.14	13,203.14	0.00	13,203.14	0.04	0.00		
07/01/19	07/25/19	FANNIE MAE SERIES 2015-M13 ASQ2 DTD 10/01/2015 1.646% 09/01/2019	3136AODQ0	1,160.11	1,160.11	0.00	1,160.11	(11.62)	0.00		
07/15/19	07/15/19	ALLY ABS 2017-3 A3 DTD 05/24/2017 1.740% 09/15/2021	02007EAE8	10,442.75	10,442.75	0.00	10,442.75	1.09	0.00		
07/15/19	07/15/19	TOYOTA ABS 2017-B A3 DTD 05/17/2017 1.760% 07/15/2021	89190BAD0	41,945.73	41,945.73	0.00	41,945.73	3.22	0.00		
07/15/19	07/15/19	HYUNDAI ABS 2016-A A3 DTD 03/30/2016 1.560% 09/15/2020	44930UAD8	6,901.20	6,901.20	0.00	6,901.20	1.34	0.00		
Transaction Type Sub-Total				74,378.21	74,378.21	0.00	74,378.21	(20.36)	0.00		
SELL											
07/01/19	07/03/19	CREDIT SUISSE NEW YORK CERT DEPOS DTD 02/08/2018 2.670% 02/07/2020	22549LFR1	750,000.00	751,470.75	28,090.63	779,561.38	1,470.75	1,470.75	FIFO	
07/16/19	07/18/19	HSBC USA INC NOTES DTD 03/05/2015 2.350% 03/05/2020	40428HPR7	245,000.00	244,889.75	2,127.08	247,016.83	3,011.05	925.78	FIFO	
07/24/19	07/26/19	WALT DISNEY COMPANY CORP NOTES DTD 06/06/2017 1.800% 06/05/2020	25468PDU7	260,000.00	259,103.00	663.00	259,766.00	(595.40)	(808.96)	FIFO	



## Managed Account Security Transactions & Interest

For the Month Ending **July 31, 2019**

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									
<b>SELL</b>										
07/25/19	07/26/19	WALT DISNEY COMPANY CORP NOTES DTD 03/06/2017 1.950% 03/04/2020	25468PDP8	140,000.00	139,757.66	1,076.83	140,834.49	(205.94)	(234.80)	FIFO
07/26/19	07/30/19	CITIBANK ABS 2017-A3 A3 DTD 04/11/2017 1.920% 04/07/2022	17305EGB5	375,000.00	374,121.09	2,260.00	376,381.09	(1,880.16)	(1,491.53)	FIFO
<b>Transaction Type Sub-Total</b>				<b>1,770,000.00</b>	<b>1,769,342.25</b>	<b>34,217.54</b>	<b>1,803,559.79</b>	<b>1,800.30</b>	<b>(138.76)</b>	
<b>Managed Account Sub-Total</b>					<b>38,178.97</b>	<b>211,079.32</b>	<b>249,258.29</b>	<b>1,779.94</b>	<b>(138.76)</b>	
<b>Total Security Transactions</b>					<b>\$38,178.97</b>	<b>\$211,079.32</b>	<b>\$249,258.29</b>	<b>\$1,779.94</b>	<b>(\$138.76)</b>	

Bolded items are forward settling trades.



CITY OF  
**ANTIOCH**  
CALIFORNIA

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Forrest Ebbs, Community Development Director *FE*

**SUBJECT:** Resolution Rolling Forward \$41,693 from the FY 18/19 Budget to the FY 19/20 Budget for Code Enforcement Nuisance Abatement Services.

---

**RECOMMENDED ACTION**

It is recommended that the City Council adopt the resolution rolling forward \$41,693 from the FY 18/19 Budget to the FY 19/20 Budget for Code Enforcement Nuisance Abatement Services.

**FISCAL IMPACT**

The proposed action would roll \$41,693 from the FY 18/19 Budget to the FY 19/20 Budget to support Code Enforcement Services.

**DISCUSSION**

The Code Enforcement Division of the Community Development Department currently houses the Abatement Team, which presently consists of four budgeted General Laborers. The Abatement Team is responsible for addressing immediate issues related to illegal dumping and blight, including the clean-up of illegal dump sites, painting over graffiti, removing abandoned shopping carts, and the removal of garbage and debris from homeless encampments.

As the homeless issue has grown in the City of Antioch, the Abatement Team has taken on the primary responsibility for the cleanup of these encampments, especially on City-owned property. Over the spring and summer of 2019, a large homeless encampment formed in the bed of Antioch Creek, adjacent to Sycamore Drive, and another encampment formed directly behind the Tri Delta Transit facility on Wilbur Avenue. With increased pressures, homeless encampments are now being formed in more discrete, inaccessible areas and, as a result, are much harder to abate and clean up.

Further, the cleanup of homeless encampments is being recognized throughout California as a more complicated exercise due to the abundance of discarded needles, human feces, and other very hazardous conditions. These conditions are complicated by sites with limited accessibility and steep slopes. As such, the common practice for these types

of cleanups now involves puncture-resistant Tyvek suits and other specialized hazardous material equipment.

At the time of the cleanup, the Abatement Team had just two budgeted positions and one was vacant. Because the Abatement Team was understaffed and not equipped or trained for such an undertaking, the Code Enforcement Division contracted with ServiceMaster Restoration Services for the cleanup of these two sites. The cost of this specialized cleanup was \$62,309.19. Since these encampments were creating an immediate nuisance for adjacent property owners and were growing in size, immediate action was taken.

The budget for FY 19/20 for nuisance abatement services for the Code Enforcement Division was \$75,000. This money is typically used for smaller abatement actions, such as boarding up a vacant house, addressing immediate hazards, or eliminating attractive nuisances. Through this fund, the Code Enforcement Division also manages the contract for late-night call-outs from the Antioch Police Department to secure or board-up buildings. In nearly all cases, the money is expended, but the charges are then invoiced to the property owner. In the end, the abatement fund is kept whole as invoices are paid or liens are recorded. Due to the expense of these two encampment abatements, the fund has been significantly depleted and will not be adequate for the normal use through the fiscal year. As of August 15, 2019, the fund balance is approximately \$6,000. In addition to the ServiceMaster Restoration Services invoice, \$7,000 is encumbered with K2GC, the city's abatement contractor, for typical abatement services.

As such, staff is recommending that \$41,693 be allocated to the Code Enforcement Division to replenish the abatement fund. The source of the funding would be the unused funds from the FY 18/19 Budget.

## **ATTACHMENTS**

### **A. Resolution**

# **ATTACHMENT "A"**

## **RESOLUTION NO. 2019/\*\***

### **RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ANTIOCH ROLLING FORWARD \$41,693 FROM THE FY 18/19 BUDGET TO THE FY 19/20 BUDGET FOR THE NUISANCE ABATEMENT FUND IN THE CODE ENFORCEMENT DIVISION OF THE COMMUNITY DEVELOPMENT DEPARTMENT**

**WHEREAS**, the provision of abatement services on public and certain private property has been the responsibility of the Abatement Team, which is housed in the Code Enforcement Division of the Community Development Department;

**WHEREAS**, the FY 2019/2010 Budget for the abatement fund was \$75,000;

**WHEREAS**, two significant homeless encampments warranted the contracting of private services for their abatement at a combined expense of \$62,309.19; and

**WHEREAS**, the City desires to maintain ordinary abatement services to board up vacant buildings and eliminate other attractive nuisances.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Antioch rolls forward \$41,693 from the FY 2018/2019 Budget to the FY 2019/2020 Budget for the nuisance abatement fund.

\* \* \* \* \*

**I HEREBY CERTIFY** that the foregoing resolution was passed and adopted by the City Council of the City of Antioch, at a regular meeting thereof, held on the 27<sup>th</sup> day of August 2019 by following vote:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

---


**ARNE SIMONSEN, CMC  
CITY CLERK OF THE CITY OF ANTIOCH**


CITY OF  
**ANTIOCH**  
CALIFORNIA

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Ken R. Warren, Project Manager 

**APPROVED BY:** Jon Blank, Public Works Director/City Engineer 

**SUBJECT:** Resolution Approving Extension of a Tentative Parcel Map for Condominium Purposes for Almond Knolls (PW 357-301-17)

---

**RECOMMENDED ACTION**

It is recommended that the City Council adopt the attached resolution approving extension of a tentative parcel map for condominium purposes for Almond Knolls (PW 357-301-17).

**FISCAL IMPACT**

The applicant is paying all costs associated with processing this request.

**DISCUSSION**

The Grupe Company requests approval of a one-year time extension of the tentative parcel map for condominium purposes for Almond Knolls (PW 357-301-17). The project includes construction of a gated residential community comprised of five multistory apartment buildings with 58 units organized around a looped private drive aisle, with two gated access points along Worrell Road. The project site is located on a 2.9-acre property southeast of the intersection of Worrell Road and Lone Tree Way and approximately 0.3 miles south of State Route (SR) 4 (APN 071-072-015).

On June 7, 2017, the Planning Commission approved Resolution No. 2017/17 recommending that the tentative parcel map for condominium purposes be approved by the City Council. On July 25, 2017, the City Council adopted Resolution No. 2017/93 approving the tentative parcel map for condominium purposes.

An approved or conditionally approved tentative map shall expire 24 months after its approval or conditional approval. Upon an application by the sub-divider filed prior to the expiration of the tentative parcel map, and following recommendation by the Planning Commission, the time at which a tentative parcel map expires may be extended by the Council for a period of one additional year (Antioch Municipal Code § 9-4.314). A public hearing is not required. The applicant filed for a tentative parcel map extension in compliance with City code requirements.

On August 21, 2019, the Planning Commission approved a resolution recommending that the City Council extend the tentative parcel map for condominium purposes for Almond Knolls (PW 357-301-17).

**ATTACHMENTS**

- A. Resolution
- B. Vicinity Map



**ATTACHMENT "A"**

**RESOLUTION NO. 2019/\*\***

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ANTIOCH  
APPROVING OF AN EXTENSION OF THE TENTATIVE PARCEL MAP FOR  
CONDOMINIUM PURPOSES FOR ALMOND KNOLLS (PW 357-301-17)**

**WHEREAS**, the City received a request from the applicant, The Grupe Company for approval of a one-year time extension of the tentative parcel map for condominium purposes for Almond Knolls (PW 357-301-17);

**WHEREAS**, upon an application by the sub-divider filed prior to the expiration of the tentative parcel map, and following recommendation by the Planning Commission, the time at which a tentative parcel map expires may be extended by the Council for a period of one additional year (Antioch Municipal Code § 9-4.314);

**WHEREAS**, the applicant filed for a tentative parcel map extension in compliance with City code requirements; and

**WHEREAS**, on August 21, 2019, the Planning Commission approved a resolution recommending that the City Council extend the tentative parcel map for condominium purposes for Almond Knolls (PW 357-301-17).

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Antioch does hereby approve a one-year extension of the existing tentative parcel map for condominium purposes for Almond Knolls (PW 357-301-17), which will expire on July 25, 2020, if not acted upon.

\* \* \* \* \*

**I HEREBY CERTIFY** that the foregoing resolution was passed and adopted by the City Council of the City of Antioch at a regular meeting thereof, held on the 27<sup>th</sup> day of August, 2019 by the following vote:

**AYES:**

**NOES:**

**ABSTAIN:**

**ABSENT:**

---

**ARNE SIMONSEN, CMC  
CITY CLERK OF THE CITY OF ANTIOCH**



Figure 2  
Project Vicinity Map



ATTACHMENT "B"



CITY OF  
**ANTIOCH**  
CALIFORNIA

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Vicky Lau, Junior Engineer VL

**APPROVED BY:** Jon Blank, Public Works Director/City Engineer YB

**SUBJECT:** Resolution Approving the Final Map, Improvement Plans, and Subdivision Improvement Agreement for Black Diamond Ranch Unit 4 Subdivision 9370 and Annexing to City Wide Lighting and Landscaping District 2-A Zone 10 (PW 512-4)

---

**RECOMMENDED ACTION**

It is recommended that the City Council adopt the attached resolution approving the final map, improvement plans, and Subdivision Improvement Agreement for Black Diamond Ranch Unit 4 Subdivision 9370 and annexing to City Wide Lighting and Landscaping District 2-A Zone 10.

**FISCAL IMPACT**

There is no projected financial impact. The developer has paid all required fees and is responsible for all costs of construction and maintenance until the City Council accepts the improvements.

**DISCUSSION**

On July 24, 2018 the City Council adopted Resolution No. 2018/91 approving a Vesting Tentative Map and Final Development Plan to subdivide an approximately 21.07-acre undeveloped parcel into a development of 9 single-family homes and 19.11 acres of open space for the Black Diamond Ranch Unit 4 subdivision project.

The subject final map for the fourth phase of the project creates 9 single-family lots along the boundaries of the project. The subject final map is in substantial conformance with the Vesting Tentative Map and is consistent with the Antioch General Plan.

**ATTACHMENTS**

- A. Resolution
- B. Vicinity Map



**ATTACHMENT "A"**

**RESOLUTION NO. 2019/\*\***

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ANTIOCH  
APPROVING THE FINAL MAP, IMPROVEMENT PLANS, AND SUBDIVISION  
IMPROVEMENT AGREEMENT FOR BLACK DIAMOND RANCH UNIT 4  
SUBDIVISION 9370 AND ANNEXING TO CITY WIDE LIGHTING AND  
LANDSCAPING DISTRICT 2-A ZONE 10 (PW 512-4)**

**WHEREAS**, Discovery Builders has filed with the City Engineer a final map entitled "Subdivision 9370 Black Diamond Ranch Unit 4" and has requested approval of said final map;

**WHEREAS**, on July 24, 2018 the City Council adopted Resolution No. 2018/91 approving a Final Development Plan and Vesting Tentative Map for the Black Diamond Ranch Unit 4 subdivision project;

**WHEREAS**, this City Council has specifically found that the final map is in complete compliance with the provisions of the Antioch General Plan;

**WHEREAS**, this City Council has specifically found that the site of this final map is specifically suitable for the type of development proposed;

**WHEREAS**, this City Council has specifically found that the design of this subdivision will not likely cause substantial environmental damage and is not likely to substantially and avoidably injure fish or wildlife or their habitats;

**WHEREAS**, this City Council has specifically found that the design of this subdivision will not likely cause serious public health problems;

**WHEREAS**, this City Council has specifically found that the design of the subdivision will not conflict with easements acquired by the public at large for access through or use of property within this proposed subdivision;

**WHEREAS**, the Subdivider has paid all the necessary fees, made all deposits required to date, and submitted a Subdivision Improvement Agreement and the required bonds;

**WHEREAS**, the City of Antioch has formed the City Wide Lighting and Landscaping District 2-A Zone 10 pursuant to Streets and Highways Code §225000 et seq.;

**WHEREAS**, Discovery Builders has given its written consent to have Black Diamond Ranch Unit 4 Subdivision 9370 annexed into the City Wide Lighting and Landscaping District 2-A Zone 10; and

A1

**RESOLUTION NO. 2019/\*\***

August 27, 2019

Page 2

**WHEREAS**, Streets and Highways Code §22608.1 allows a territory to be annexed to an existing assessment district without notice or hearing, or the filing of an engineer's report, if the owners give written permission to such annexation.

**NOW, THEREFORE, BE IT RESOLVED** that the final map for Black Diamond Ranch Unit 4 Subdivision 9370, and improvement plans relating thereto, are hereby approved;

**BE IT FURTHER RESOLVED** by the City Council of the City of Antioch that Black Diamond Ranch Unit 4 Subdivision 9370 is annexed into the City Wide Lighting and Landscaping District 2-A Zone 10;

**BE IT FURTHER RESOLVED** that all street and other easements offered for dedication on said final map are hereby accepted; and

**BE IT FURTHER RESOLVED** that the City Manager of the City of Antioch is hereby authorized to sign the Subdivision Improvement Agreement.

\* \* \* \* \*

**I HEREBY CERTIFY** that the foregoing resolution was passed and adopted by the City Council of the City of Antioch at a regular meeting thereof, held on the 27<sup>th</sup> day of August 2019, by the following vote:

**AYES:**

**ABSENT:**

**ABSTAIN:**

**NOES:**

---

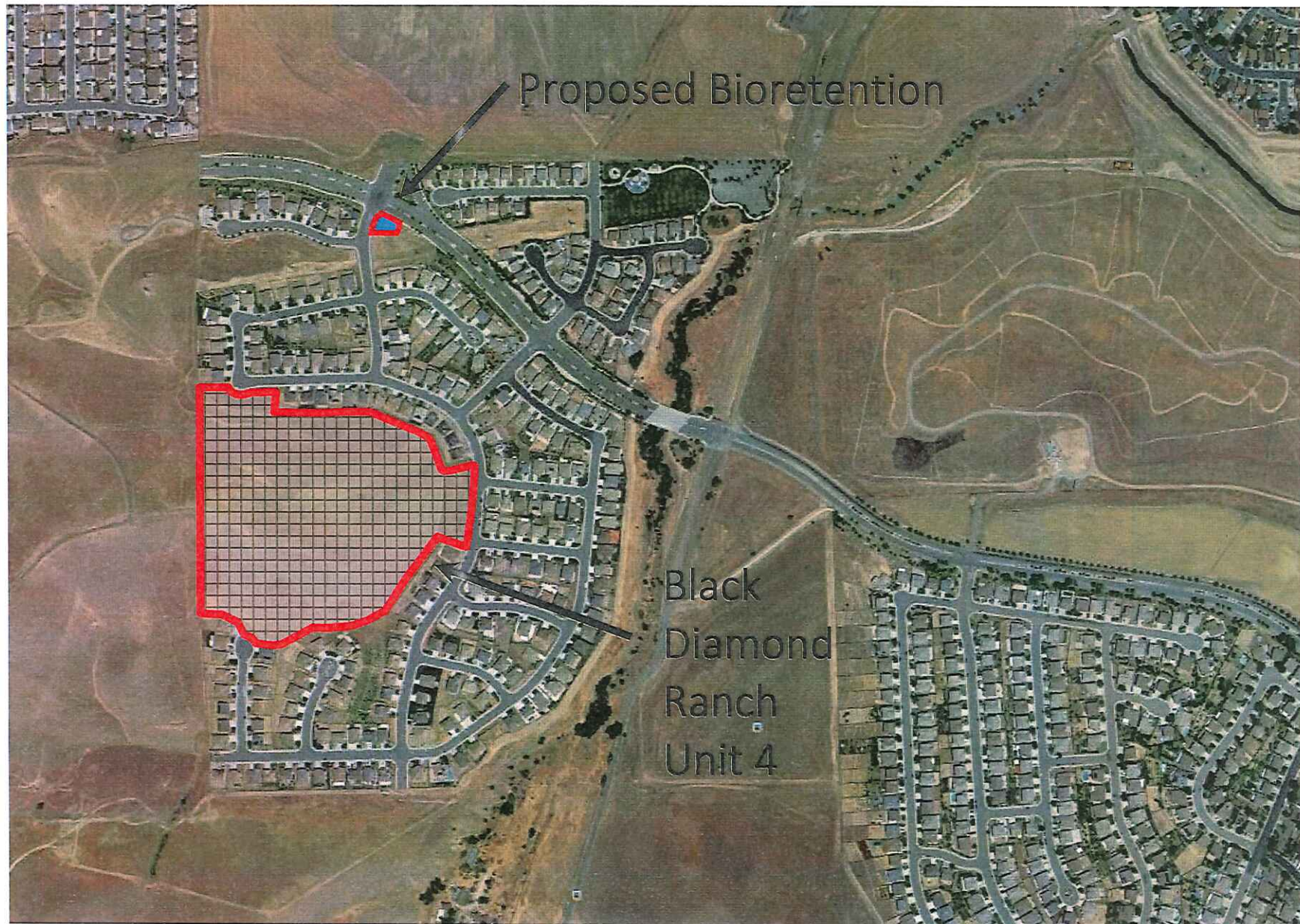
**ARNE SIMONSEN, CMC**  
**CITY CLERK OF THE CITY OF ANTIOCH**

A2



## ATTACHMENT "B"

### Black Diamond Ranch Unit 4





## STAFF REPORT TO THE CITY COUNCIL

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Thomas Lloyd Smith, City Attorney *TL*

**SUBJECT:** City Council Members Salaries

---

### **RECOMMENDED ACTION**

It is recommended that the City Council:

1. Introduce the ordinance by title only.
2. Introduce the ordinance amending 2-1.203 and 2-1.206 of the Antioch Municipal Code to increase the salaries for the City Council Members.

### **FISCAL IMPACT**

A mid-year budget amendment may be necessary for the FY19-21 Budget. The budget amendment would be for six months for the timeframe of January 1, 2021 through June 30, 2021.

### **DISCUSSION**

The City of Antioch is a general law City that may adopt an ordinance providing for salaries to the council members. (Cal. Gov't Code section 36516) The maximum salary can be determined by a statutory formula based on population or by increases of no more than five percent for each calendar year from when the last salary adjustment was adopted pursuant to an ordinance. The California Attorney General's Office has opined that this calculation is on a simple, non-compounded basis (Cal. Att'y Gen. Opinion No. 06-504). State law does not allow automatic future increases in salary. An ordinance amending council members' salaries does not become effective until after the next municipal election.

The salaries for the Antioch City Council Members were last increased in 2006. Pursuant to Ordinance No. 1076-C-S adopted on September 12, 2006, the salary for a Council Member was set at \$941.20 per month.

Applying the allowed five percent increase for fourteen years (on a simple, non-compounded basis) to the \$941.20 amount effective January 1, 2007, state law would permit an increase to \$1,600.04 per month effective January 1, 2021.

City Council may consider the following options:

- No increase in salaries
- Increase salaries to an amount less than \$1,600.04
- Increase salaries to \$1,600.04

**ATTACHMENTS**

1. Ordinance amending Antioch Municipal Code sections 2-1.203 and 2-1.206 to increase the salaries of the City Council Members



**ORDINANCE NO. [\_\_\_\_\_]**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF ANTIOCH  
AMENDING SECTIONS 2-1.203 AND 2-1.206 OF THE ANTIOCH MUNICIPAL CODE  
RELATING TO CITY COUNCIL SALARIES**

The City Council of the City of Antioch does ordain as follows:

**Section 1: Amending Antioch Municipal Code § 2-1.203**

Antioch Municipal Code Section 2-1.203 is hereby amended to read as follows:

**§ 2-1.203 SETTING AND PAYMENT OF SALARY.**

Each member of the Council shall receive as salary the sum of money as prescribed in Cal. Gov't Code § 36516 for cities of more than 75,000 in population and up to and including 150,000 in population, which salary shall be payable from and after the operative date of this article at the same time and in the same manner as salaries are paid to other officers and employees of the city.

**Section 2: Amending Antioch Municipal Code § 2-1.206**

Antioch Municipal Code Section 2-1.206 is hereby amended to read as follows:

**§ 2-1.206 COUNCIL MEMBER SALARY; OPERATIVE DATE.**

Pursuant to Cal. Gov't Code § 36516, the salary for each member of the City Council is hereby set at \$1,600.04 per month. The provisions of this section shall become operative on January 1, 2021.

**Section 3: Severability.**

If any section, subsection, clause or phrase of this Ordinance is for any reason declared invalid, such declaration shall not affect the validity of the remaining portion or sections of the Ordinance. The City Council hereby declares that it should have adopted the Ordinance and each section, subsection, sentence, clause or phrase thereof irrespective of the fact that any one or more sections, subsections, sentences, clauses or phrases be declared invalid.

**Section 4: Publication and Effective Date of Ordinance**

This ordinance shall take effect and be enforced thirty (30) days from and after the date of its adoption and shall be published once within fifteen (15) days upon passage and adoption in a newspaper of general circulation printed and published in the City of Antioch.

**I HEREBY CERTIFY** that the foregoing ordinance was introduced a regular meeting of the City Council of the City of Antioch, held on the 27 day of August 2019, and passed and adopted at a regular meeting held on the \_\_\_ day of September 2019.

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

---

**MAYOR OF THE CITY OF ANTIOCH**

**ATTEST:**

---


**CITY CLERK OF THE CITY OF ANTIOCH**


CITY OF  
**ANTIOCH**  
CALIFORNIA

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Scott Buenting, Project Manager 

**APPROVED BY:** Jon Blank, Public Works Director/City Engineer 

**SUBJECT:** Relocation of the Veterans' Memorial

---

**RECOMMENDED ACTION**

It is recommended that the City Council review the proposed relocation of the Veterans' Memorial at the Antioch Marina and provide direction to staff.

**FISCAL IMPACT**

There currently is no funding source identified for the relocation of the Veterans' Memorial and associated improvements. A construction cost estimate for this work will be developed based on the direction Staff receives from the City Council.

**DISCUSSION**

The Veterans' Memorial was temporarily relocated to its current location approximately 20 years ago. On August 29, 2007, City Council approved the construction of restrooms adjacent to the Veterans' Memorial. Various veteran organizations have requested that the City move the memorial further away from the restrooms. Staff has discussed this issue with various concerned parties and prepared the attached Relocation Exhibit for City Council review and to provide direction to staff.

**ATTACHMENTS**

- A. Vicinity Map
- B. Site Plan
- C. Proposed Veterans' Memorial Site
- D. New Restroom Facility



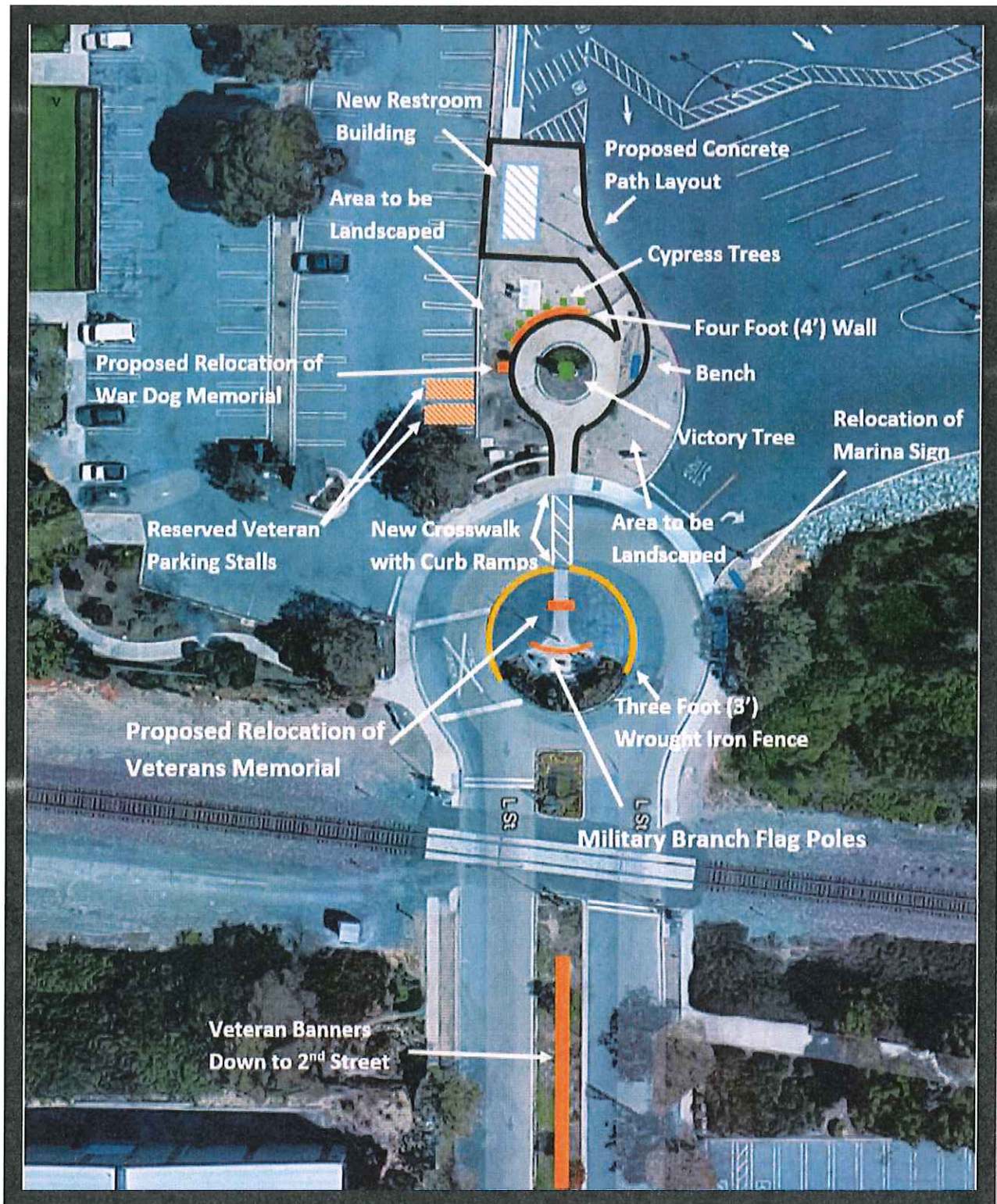
## Attachment A

### Vicinity Map





## Attachment B Site Plan





## Attachment C

### Proposed Veterans Memorial Site





## Attachment D

### New Restroom Facility



CITY OF  
**ANTIOCH**  
CALIFORNIA

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Ron Bernal, City Manager *REB*

**SUBJECT:** Homeless Encampment Ad Hoc Committees Update

---

**RECOMMENDED ACTION**

It is recommended that the City Council receive and file an update from the Homeless Encampment Ad Hoc Committee members.

**FISCAL IMPACT**

This recommended action has no direct fiscal impact.

**DISCUSSION**

This is an opportunity for the Homeless Encampment Ad Hoc Committee members to update the City Council and receive input for next steps.

**ATTACHMENTS**

None



## STAFF REPORT TO THE CITY COUNCIL

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Kwame P. Reed, Economic Development Director *KPR*

**APPROVED BY:** Ron Bernal, City Manager

**SUBJECT:** Resolution Authorizing the City Manager to Execute the Northern Waterfront Economic Development Initiative Memorandum of Understanding among the County of Contra Costa and the Cities of Antioch, Brentwood, Concord, Hercules, Martinez, Oakley, and Pittsburg, California

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### **RECOMMENDED ACTION**

It is recommended that the City Council adopt a resolution authorizing the City Manager to execute the Northern Waterfront Economic Development Initiative Memorandum of Understanding ("MOU") among the County of Contra Costa and the City of Antioch, the City of Brentwood, the City of Concord, the City of Hercules, the City of Martinez, the City of Oakley, and the City of Pittsburg.

### **FISCAL IMPACT**

This action does not have a fiscal impact.

### **BACKGROUND**

The County of Contra Costa launched the Northern Waterfront Economic Development Initiative as a means to revitalize the northern waterfront of Contra Costa County stretching along San Pablo Bay, the Carquinez Strait, and into the Delta, from Hercules to Brentwood.

The Northern Waterfront Economic Development Initiative is a regional cluster-based economic development strategy with a goal of creating 18,000 new jobs by 2035. The Initiative leverages existing competitive advantages and assets by focusing on advanced manufacturing sub-sectors in five targeted clusters (advanced transportation fuels, bio-tech/bio-medical, diverse manufacturing, food processing, and clean tech). There is also a related component focusing on the human capital framework to benefit the residents of the Northern Waterfront. The initiative is a collaboration between the County and seven partner cities, who work together on diverse actions to enhance the economic vitality of the region. A variety of other stakeholders have also been engaged



in the effort to date.

The City Council previously approved Resolution 2014/32 supporting continued collaboration efforts on the Northern Waterfront Economic Development Initiative on April 8, 2014. Since then, staff from all partnering jurisdictions have worked together in reviewing and providing input towards the final plans. In January 2019, the Strategic Action Plan for the Northern Waterfront was approved by the County Board of Supervisors. The Strategic Action Plan was developed with the input and guidance of a staff level working group from the participating cities. In order to give life to the Initiative and the Strategic Action Plan, with the County taking the lead, a MOU has been prepared which would serve as the framework for the on-going participation by the participating entities. As the MOU is in final review by each of the member participating cities, it is recommended that it be approved subject to non- substantive changes that may be made as it moves through the final approval process by all agencies.

The NWEDI is a collaborative effort between the participating jurisdictions to leverage the waterfront as an economic development asset. Contra Costa County has led the NWEDI effort since its inception. The proposed MOU clearly defines the roles and responsibilities of the member cities as the NWEDI efforts progress.

The MOU term runs until September 30, 2024, and each city may terminate its participation in the MOU by a simple majority vote of its City Council at any time.

Other key provisions of the MOU include that each member city:

- Commits staff time towards collaboratively evaluating economic development programs and projects such as those identified in the NWEDI Strategic Action Plan (Attachment C);
- Reserves the right to limit staff time to an amount the city deems appropriate;
- Identifies staff member(s) responsible for coordinating with other jurisdictions;
- Promptly schedules related matters before its City Council

Additionally, the MOU does not bind any member city to participation in any program or project without approval by its City Council, nor does it bind any member city to an expenditure of public funds without approval by its City Council.

## **ATTACHMENTS**

- A. Resolution
- B. NWEDI MOU
- C. NWEDI Strategic Plan
- D. NWEDI CHC Conceptual Framework
- E. Antioch Economic Development Commission Statement of Support

**ATTACHMENT A**

**RESOLUTION NO. 2019/XX**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ANTIOCH AUTHORIZING THE CITY MANAGER TO EXECUTE THE NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE MEMORANDUM OF UNDERSTANDING AMONG THE COUNTY OF CONTRA COSTA AND THE CITIES OF ANTIOCH, BRENTWOOD, CONCORD, HERCULES, MARTINEZ, OAKLEY, AND PITTSBURG, CALIFORNIA**

**WHEREAS**, the County of Contra Costa launched the Northern Waterfront Economic Development Initiative as a means to revitalize the northern waterfront of Contra Costa County stretching along San Pablo Bay, the Carquinez Strait, and into the Delta, from Hercules to Brentwood;

**WHEREAS**, the Northern Waterfront Economic Development Initiative is a regional cluster-based economic development strategy with a goal of creating 18,000 new jobs by 2035;

**WHEREAS**, in April 2014, the City of Antioch adopted Resolution 2014/32 to support the regional collaboration efforts of the Northern Waterfront Initiative;

**WHEREAS**, in January 2019, a Strategic Action Plan for the Northern Waterfront was approved by the County Board of Supervisors;

**WHEREAS**, the County has prepared, and the City wishes to enter into a Memorandum of Understanding to serve as the framework for the on-going participation by the participating entities;

**WHEREAS**, the MOU term runs until September 30, 2024, and each city may terminate its participation in the MOU by a simple majority vote of its City Council at any time;

**WHEREAS**, other key provisions of the MOU provide that each member city: commit staff time towards collaboratively evaluating economic development programs and projects such as those identified in the NWEDI Strategic Action Plan, reserve the right to limit staff time to an amount the city deems appropriate, identifies staff member(s) responsible for coordinating with other jurisdictions, and promptly schedule related matters before its City Council;

**WHEREAS**, the MOU does not bind any member city to participation in any program or project without approval by its City Council, nor does it bind any member city to an expenditure of public funds without approval by its City Council.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Antioch hereby authorizes the City Manager to execute the Northern Waterfront Economic Development Initiative Memorandum of Understanding ("MOU") among the County of Contra Costa and the Cities of Antioch, Brentwood, Concord, Hercules, Martinez, Oakley, and Pittsburg, California.

\* \* \* \* \*

**I HEREBY CERTIFY** that the foregoing resolution was passed and adopted by the City

Council of the City of Antioch at a regular meeting thereof, held on the 27<sup>th</sup> day of August, 2019  
by the following vote:

**AYES:**

**NOES:**

**ABSTENTIONS:**

---

**ARNE SIMONSEN, CMC**  
**CITY CLERK OF THE CITY OF ANTIOCH**

## **ATTACHMENT B**

### **NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE MEMORANDUM OF UNDERSTANDING**

This Northern Waterfront Economic Development Initiative Memorandum of Understanding (“MOU”) is dated \_\_\_\_\_, and is by and among the COUNTY OF CONTRA COSTA (the “County”), the CITY OF ANTIOCH, the CITY OF BRENTWOOD, the CITY OF CONCORD, the CITY OF HERCULES, the CITY OF MARTINEZ, the CITY OF OAKLEY, AND The CITY OF PITTSBURG, (each a “Jurisdiction”), together, the “Jurisdictions”.

#### **RECITALS**

- A. Each Jurisdiction shares a commitment to environmentally sustainable economic development and job growth in the Northern Waterfront region of Contra Costa County.
- B. Each Jurisdiction has previously passed a resolution indicating support for the Northern Waterfront Economic Development Initiative (NWEDI), a regional jobs strategy for the area roughly between Highway 4 and the San Joaquin River or San Pablo Bay.
- C. The NWEDI guiding principles are economic opportunity, environmental sustainability, supporting the local resident workforce, enhanced tax base, and regional collaboration.
- D. In recognition that the responsibilities and benefits of the NWEDI cross jurisdictional boundaries, the Jurisdictions desire to collaboratively evaluate and pursue the NWEDI programs and projects as a complement to each jurisdiction’s individual economic development strategies. Collaborative efforts, subject to approval by the participating jurisdictions’ governing bodies, may include joint cost-shares for projects or the pooling of staff resources to maximize cost efficiencies of scarce resources in an effort to maximize community benefits for residents of today and in the future.

The parties therefore agree as follows:

#### **AGREEMENT**

1. **Responsibilities of Each Jurisdiction.** Each Jurisdiction will:
  - a. Commit staff time towards collaboratively evaluating economic development programs and projects (collectively, Projects) such as those identified in the NWEDI Strategic Action Plan (Craft Consulting, 2019). The collaborative evaluation of a Project may include: identifying beneficiaries and participants; identifying potential principal Jurisdiction for the purposes of Project administration; considering consultant needs; developing proposals for distribution of responsibilities; developing proposals for a Project cost-share amongst beneficiaries; and developing recommendations to individual

Jurisdiction governing bodies. Each Jurisdiction reserves the right to limit staff time to an amount the Jurisdiction deems appropriate.

- b. Identify staff member(s) responsible for coordinating with the other Jurisdictions.
  - c. Promptly schedule related matters before its governing body.
2. Joint Projects. Through the collaborative efforts described herein, two or more Jurisdictions may elect to undertake a joint Project involving all or a subset of the Jurisdictions. Examples of potential joint Projects include cooperative marketing campaigns, grant submittals and grant administration for Projects that cross jurisdictional borders, industry cluster meetings, goods movement studies, mapping, and a joint business development website for the region.
  3. Project Approval. Notwithstanding the provisions of this MOU, nothing herein shall bind any Jurisdiction with respect to participation in any Project or joint Project without approval by the Jurisdiction's governing body.
  4. Funding. Notwithstanding the provisions of this MOU, nothing herein shall bind the parties with respect to the expenditure of public funds.
  5. Amendment. This Agreement may not be amended, supplemented or otherwise modified except by a written instrument specifically referring to this Agreement and approved by each Jurisdiction at properly noticed meetings of their governing bodies.
  6. Term. This MOU will remain in effect until September 30, 2024.
  7. Termination. Any Jurisdiction may terminate its participation in this MOU by a majority vote of its governing body.
  8. Counterparts. This Agreement may be executed in counterparts, each of which will be deemed to be an original, and each of which, together, constitute one instrument.
  9. No Third Party Beneficiaries. Except as expressly set forth in this Agreement, nothing contained in this Agreement is intended to confer, or does confer, any rights or remedies upon any person, other than the parties.

SIGNATURE PAGES FOLLOW

COUNTY OF CONTRA COSTA, a political subdivision of the State of California

By: \_\_\_\_\_  
John Kopchik, Director  
Department of Conservation and Development

Date: \_\_\_\_\_

APPROVED AS TO FORM:  
Sharon Anderson, County Counsel

By: \_\_\_\_\_  
Deputy County Counsel



CITY OF ANTIOCH, a Municipal Corporation

By: \_\_\_\_\_  
Ron Bernal, City Manager

Date: \_\_\_\_\_

APPROVED AS TO FORM:

By: \_\_\_\_\_  
Assistant City Attorney

CITY OF CONCORD, a Municipal Corporation

By: \_\_\_\_\_  
Valerie Barone  
City Manager

APPROVED AS TO FORM:

By: \_\_\_\_\_  
Susanne Meyer Brown  
City Attorney

ATTEST:

By: \_\_\_\_\_  
Joelle Fockler  
City Clerk

CITY OF PITTSBURG, a Municipal Corporation

By: \_\_\_\_\_  
Garrett Evans, City Manager

Date: \_\_\_\_\_

APPROVED AS TO FORM:

By: \_\_\_\_\_  
City Attorney

CITY OF HERCULES, a Municipal Corporation

By: \_\_\_\_\_  
David Biggs, City Manager

Date: \_\_\_\_\_

APPROVED AS TO FORM:

By: \_\_\_\_\_  
City Attorney

CITY OF MARTINEZ, a Municipal Corporation

By: \_\_\_\_\_  
Eric Figueroa, City Manager

Date: \_\_\_\_\_

APPROVED AS TO FORM:

By: \_\_\_\_\_  
City Attorney

CITY OF BRENTWOOD, a Municipal Corporation

By: \_\_\_\_\_  
Gustavo Vina, City Manager

Date: \_\_\_\_\_

APPROVED AS TO FORM:

By: \_\_\_\_\_



CITY OF OAKLEY, a Municipal Corporation

By: \_\_\_\_\_  
Bryan Montgomery, City Manager

Date: \_\_\_\_\_

APPROVED AS TO FORM:

By: \_\_\_\_\_



# **Northern Waterfront Economic Development Initiative Strategic Action Plan**



January 8, 2019

## ACKNOWLEDGEMENTS

This strategic action plan was produced under the direction of the Northern Waterfront Economic Development Ad Hoc Committee of the Contra Costa County Board of Supervisors and the **Contra Costa County Department of Conservation and Development**. We would like to thank the present and former County staff for their time, guidance and contributions to this report. We would also like to acknowledge the contributions of the Cities of Hercules, Martinez, Concord, Pittsburg, Antioch, Oakley, and Brentwood; Workforce Development Board of Contra Costa County; and the East Bay Leadership Council. These agencies and organizations provided valuable input and facilitation of business engagement throughout the process.

### **Contra Costa County Board of Supervisors Northern Waterfront Ad Hoc Committee**

Federal Glover, District 5 Supervisor  
Diane Burgis, District 3 Supervisor  
Mary Piepho, former District 3 Supervisor & Ad Hoc Committee member

### **Craft Consulting Group**

Gary W. Craft, Managing Principal  
Kevin Stichter, Economic Analyst

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# INTRODUCTION

## Historical Context

Contra Costa's Northern Waterfront extends 55-miles along the shoreline of the Carquinez Straits and Suisun Bay to the confluence of the Sacramento-San Joaquin Rivers, parallel to SR 4. The cities of Hercules, Martinez, Concord, Pittsburg, Antioch, and Oakley are located along the Northern Waterfront, as are the unincorporated communities of Rodeo, Crockett, Port Costa, Clyde, Pacheco, and Bay Point. This region originally served as a shipping point for wheat and other agricultural products grown in Contra Costa County. Fruit, nuts and vegetables were also processed, packed, and shipped to market.

While California grew rapidly following the discovery of gold in the Sierra foothills, the *"true wealth in California was often found in the goods and food produced in Contra Costa"* - primarily by industries located along its northern shoreline.<sup>1</sup> Initially, agriculture related jobs were the primary source of employment, but industrial development came early, beginning in the late 1800s, attracted by access to water transportation, inexpensive land, and cheap power.<sup>2</sup> Companies such as Redwood Manufacturing, Selby Smelting & Lead, Union Oil, Mountain Copper, Hercules Powder Works, California Fruit Packers, C&H Sugar, and Columbia Steel built processing facilities along the shoreline that produced explosives, chemicals, petroleum, sugar, cement, lumber, silver, lead, and steel products. These resource-based industries formed the basis of the Northern Waterfront's economy during the late-19<sup>th</sup> and early-20<sup>th</sup> centuries. Manufacturing grew to become the dominant employment sector in the early 1900s. By 1962, almost 40% of the county's workforce was employed in manufacturing. Today less than 6% of the workforce is employed in the manufacturing sector.

Contra Costa's economy has undergone several transformations over the years, moving from its initial agriculture base to manufacturing then suburban development with residential subdivisions, retail shopping centers, and office parks.<sup>3</sup> As manufacturing employment declined, the Northern Waterfront was left with an older built environment, aging infrastructure, and pockets of poverty with above-average unemployment. Over the past several decades manufacturing employment has continued to decline. Between 2001 and 2011 approximately 45 establishments, mostly small businesses with less than 50 employees, closed their doors or moved out of the area. In the post-recession period, the Northern Waterfront has seen a net gain in new businesses.

## Purpose

Although the Northern Waterfront has attracted new business investment, transitioning from an economy based on heavy industry to **a sustainable economy based on advanced manufacturing, innovation, and new technologies** remains a work in progress. While traditional manufacturing employment has been declining, new opportunities are emerging. The Northern Waterfront is uniquely positioned to take advantage of emerging trends in the advanced manufacturing sector, attracting job growth based on 21<sup>st</sup> century occupations and technologies. Local governments recognize the need to expand and diversify their economic base, increase employment opportunities for local residents, strengthen their tax base, and improve the quality of life for residents. In positioning the region to attract new business investment a number of challenges exist, including aging infrastructure, a complex regulatory environment, and a lack of modern manufacturing facilities. The NWEDI provides a vehicle for residents, community organizations, local governments, educational institutions, workforce training providers, and private industry to engage in a meaningful dialogue about the issues, goals, actions, and capacity building that would best serve economic development objectives for the region. To address specific opportunities and challenges, this Strategic Action Plan (SAP) proposes to build upon the region's assets and competitive advantages to create long-term prosperity. The SAP is intended to complement the county and cities' Climate Action Plans and Housing Elements. By working together, local policy makers can position the Northern Waterfront as a competitive 21<sup>st</sup> century economic asset that attracts innovative companies creating advanced manufacturing jobs for local residents in new emerging growth industries.

## Evolution of the Initiative

On February 26, 2013, the Contra Costa County Board of Supervisors authorized the Department of Conservation and Development (DCD) to begin working on an initiative to promote economic development along the Northern Waterfront by collaborating with a broad spectrum of stakeholders to understand the current and emerging trends and issues affecting economic development in the region. At a Board meeting on April 4, 2013, DCD staff recommended that the Board of Supervisors approve a map establishing the boundaries for a Northern Waterfront study area and a proposed work program and timeline. The Northern Waterfront study area included several unincorporated communities (Rodeo, Crockett, Port Costa, Pacheco, and Bay Point) and six cities (Hercules, Martinez, Concord, Pittsburg, Antioch, and Oakley). To provide oversight for the Northern Waterfront Economic Development Initiative (NWEDI) the Board of Supervisors established an ad hoc committee composed of two Board members whose districts constituted the Northern Waterfront study area. The ad hoc committee has met on a periodic basis to receive updates about the project's status and obtain public input.<sup>4</sup> The overall effort was supported and managed by DCD staff. A Work Group was formed, which was comprised of staff from the six cities and the county to guide the technical analysis. The Work Group met regularly over a period of nine months, leading up to a Public Forum held on January 10, 2014 with over 400 individuals in attendance representing business, labor, environmental, public safety, economic and workforce development, education, and community based organizations.

Following the Public Forum, the Work Group continued to meet periodically to receive input, exchange ideas, and provide guidance regarding the NWEDI. The county and cities, with the goal of developing a strategic action plan for the Northern Waterfront economy, adopted resolutions supporting regional collaboration efforts. The DCD, East Bay Leadership Council, and Workforce Development Board of Contra Costa County held meetings over a 12-month period where interested parties were able to attend and participate in discussions focused around eight policy areas, which included regulatory environment, infrastructure investment, quality of life, workforce development, small business assistance, financial incentives, regional branding & marketing, and cluster development and innovation. In addition, meetings were held over a three-year period with various community and business groups, environmental organizations, local residents, technical experts, Municipal Advisory Council's (MAC's), economic and workforce development organizations, and regional planning agencies to raise awareness about the NWEDI and to solicit input for the development of a strategic action plan (SAP). DCD staff met with various regional agencies regarding the NWEDI, including the Metropolitan Transportation Commission (MTC), Association of Bay Area Governments (ABAG), Contra Costa Transportation Authority (CCTA), Bay Conservation and Development Commission (BCDC), U.S. Environmental Protection Agency (EPA), and the U.S. Economic Development Administration (EDA). These community outreach efforts have served as an important tool to identify issues and concerns, establish goals and objectives, and discuss a common vision for economic development along the Northern Waterfront.

On July 18, 2017, the County Board of Supervisors unanimously approved a scope of work and budget for Phase 2 of the NWEDI, including the development of a strategic action plan. On-going community outreach efforts have provided additional opportunities for local residents and stakeholders to engage in meaningful conversations about the goals and actions that would best serve economic development objectives for the Northern Waterfront. In early 2018 the City of Brentwood joined the NWEDI and meetings were held with city and county economic development staffs and city managers within the Northern Waterfront to move the Initiative forward with preparation of an economic development strategic action plan.

## Community Development and Human Capital

Social, community, and human capital development must be a core part of any economic development strategy. Investing in human capital is the most effective way of promoting economic growth and distributing its benefits more broadly and equitably. Improving worker's skills enhances labor market outcomes in the form of higher employment rates and earnings and in promoting social mobility. In the long run, investing in worker's skills is far less costly than paying the price of poorer health, lower incomes, unemployment and social exclusion – all of which are closely tied to lower skills. Promoting high quality, affordable education and workforce development plays a crucial role in expanding access to economic opportunity and social mobility for lower-income individuals. Although economic development and community development start from different perspectives, they share a common goal: to strengthen communities by improving the opportunities for all people to productively engage in the regional economy. The hallmark of a truly prosperous regional economy is one where the benefits and opportunities of that prosperity are broadly available to many of those within it.<sup>5</sup> While human capital elements are woven in throughout this SAP's goals and objectives, it receives the spotlight in a companion report, commissioned as part of the NWEDI work program in 2017-18.<sup>6</sup> The *Northern Waterfront Economic Development Initiative Conceptual Framework – Community and Human Capital Development Strategy* complements NWEDI efforts by supporting human capital and community development through the expansion of existing small businesses and investment in small business incubation, resident workforce training and job placement, and strategic regional partnerships to reach hard to serve populations and increase equitable access to employment opportunities and participation in the local economy.

## Transitioning to Advanced Manufacturing

The future of the Northern Waterfront lies not in the low skilled, labor-intensive, mature industries of the past, but in transitioning to new emerging industries where the region can capitalize on advanced manufacturing processes, product innovation, and a highly skilled workforce that will enable local firms to thrive in a new era of global competition. *"No region in decline has ever reversed its fortunes without growth in the advanced manufacturing sector."*<sup>7</sup> In *Retooling for Growth*, national experts present a new framework and innovative policy solutions to sculpt a sustainable and supportable economy for older industrial areas.<sup>8</sup> The convergence of market forces, new technologies, and public policies presents a unique opportunity for the Northern Waterfront to diversify its manufacturing base by attracting new emerging industries (see Target Industries in the Appendix) in clean technology, advanced vehicle technologies, aerospace, and biomedical/life sciences, creating quality jobs for local residents and building a stronger more robust economy.

## Challenges

While the Northern Waterfront offers a number of competitive advantages for advanced manufacturing, there are also some challenges. A 2013 survey of local manufacturers identified several constraints: 1) most small manufacturing firms are in need of financing and marketing assistance, 2) the lack of trained workers limits their ability to expand, 3) high utility costs, rental rates, and land and building costs increase operating cost, and 4) the regulatory environment increases the time, cost, and uncertainty associated with development approvals. In addition, pressure from residential developers for the conversion of industrial zoned land to residential uses increases land prices and makes it difficult for manufacturers to find locations that are buffered from nearby residential areas. When residential land and public facilities such as schools and hospitals are located adjacent to or in proximity to manufacturing facilities conflicts arise such as truck traffic, noise, glare, noxious odors, and other environmental issues. Challenges also include the lack of an efficient regional transportation network that is connected to the Interstate highway system to facilitate goods movement. In order to be competitive, manufacturers along the Northern Waterfront must be able to move raw materials and finished products in and out of the region without delays due to congestion and construction. These constraints must be addressed in order for the Northern Waterfront to truly become a 21<sup>st</sup> century economic asset.



# ECONOMIC DEVELOPMENT STRATEGY

## An Industry Cluster Approach

In order to enhance the region's competitiveness, an industry cluster-based strategy focused on enhancing the competitiveness of existing businesses, facilitating new business formation, and attracting new businesses in target industry clusters is proposed. Communities that invest in improving their existing assets and industry clusters tend to have stronger more resilient economies.<sup>9</sup>

## Guiding Principles

The Economic Development Strategy is built on five guiding principles to create a more prosperous future for residents, businesses, and communities along the Northern Waterfront. The guiding principles include:

### 1. Economic Opportunity for Business, Individuals, and Communities

- a. Create local job opportunities for all residents with career pathways leading to jobs paying livable wages
- b. Attract clean and green 21<sup>st</sup> century jobs
- c. Encourage the development of jobs paying livable wages
- d. Promote the growth of emerging 21<sup>st</sup> century industry clusters that are the engines of sustainable economic growth

### 2. Environmentally Sustainable with the Goal of GHG Reduction

- a. Respect the environment and improve the quality of life for local residents
- b. Improve public access to the waterfront
- c. Adopt placemaking principles that incorporate local community plans and improves the quality of the physical environment

### 3. Talent Driven

- a. Develop training programs to improve access to advanced manufacturing jobs
- b. Develop a pipeline of skilled workers

### 4. Enhanced Tax Base

- a. Increase tax revenues and the capacity of local governments to fund public services and infrastructure improvements

### 5. Collaborative

- a. Engage in regional collaboration and community partnerships to advance the region's economic prosperity
- b. Work with local and regional partners on economic development efforts to create an environment that supports regional job creation

## Strategic Direction

The Strategic Action Plan sets out a shared vision, realistic goals, and specific strategies that can be implemented over the next 10 years and beyond to grow the regional economy. The Plan serves as a roadmap to guide regional economic development policy, programs, and investment. Ultimately, its success depends on the level of engagement from the county and cities to work together and with their partners in executing the strategies laid out in the Plan.

The goals and objectives in the Plan have the potential to move the Northern Waterfront closer to becoming a location of choice for agile, innovative manufacturing companies and regional living wage jobs. Adoption of the Plan's recommendations will demonstrate the commitment by local governments to revitalize the Northern Waterfront into an environmentally sustainable 21<sup>st</sup> century economic asset. This in turn will attract private sector investment and encourage manufacturing firms to locate and expand within the region. The Plan is not a substitute for a local agency's normal master plan process or capital improvement program, but rather fulfills the purpose of coordinating collective action focused on economic development issues of a regional or multi-jurisdictional nature. The Northern Waterfront Economic Development Strategic Action Plan is intended to complement each jurisdiction's Climate Action Plans and Housing Elements, not supplement or replace them.

### Vision

To build an environmentally sustainable regional economy and communities with equitable access to quality job opportunities and economic participation for all residents.

### Mission Statement

The NWEDI endeavors through collective action to improve the economic prosperity and quality of life for local residents by building and maintaining an environmentally sustainable regional economy that enhances the health and prosperity of local communities, strengthens local tax bases, and supports the growth of 21<sup>st</sup> century advanced manufacturing firms.

### Goals & Objectives

Five Goals are identified in the Plan, which address: 1) the Business Environment & Competitiveness, 2) Talent Development, 3) Business Vitality/Cluster Development, 4) Entrepreneurship & Innovation, and 5) Target Industry Attraction. The goals are supported by objectives and specific actions that when implemented will help achieve the vision of revitalizing the Northern Waterfront as a vibrant 21<sup>st</sup> century regional economy.

## GOAL #1: DEVELOP A SUSTAINABLE INCLUSIVE REGIONAL ECONOMY

**Description:** The overarching goal of economic development is to create and maintain a strong, vibrant environmentally sustainable economy that improves the overall prosperity of the community by creating equitable access to employment opportunities for all residents, improving the standard of living, and expanding the local tax base.<sup>10, 11, 12</sup> Smart economic development strategies also recognize the value of a high quality of life and a strong sense of place in attracting business investment and a skilled workforce.<sup>13</sup> Economic prosperity is also *“linked to a region’s ability to prevent, withstand, and quickly recover from major disruptions (i.e., shocks) to its economic base.”*<sup>14</sup> By helping existing businesses stay competitive, they are more likely to remain in the community and expand.<sup>15, 16</sup> Industry Cluster-based strategies are another important tool for strengthening a local economy.<sup>17</sup> *“Smart, place-based strategies focus not just on producing (or attracting) any job, but generating good-paying jobs in durable industries and ensuring those jobs are directly accessible by workers in adjacent communities.”*<sup>18</sup>

### Objective 1.1: Promote a business environment that allows the advanced manufacturing sector to flourish and expand

**Action 1.1.1:** Support the retention and expansion of existing small and medium-sized producers.

#### POTENTIAL ACTION STEPS

- Develop a ***Coordinated Regional Business Retention and Expansion Program*** to support the growth and expansion of small and medium-sized firms in the manufacturing sector by providing business and technical assistance in the areas of management assistance, marketing, financing, process improvements, supply chain development and management, strategic planning, product design, green manufacturing, export assistance, and workforce training.
- Expand the ***Made in Contra Costa Initiative*** with a focus on assisting small producers in the Northern Waterfront with business development, marketing, distribution, financing, product improvements, job training, and introductions to subject matter experts and resources to improve their workforce, manufacturing processes, marketing, and performance.
- Encourage development of ***Makerspaces*** that combine shared facilities and equipment with business assistance and subject matter experts where entrepreneurs can work on product ideas, receive expert advice, build prototypes, and manufacture products on a small scale. The Makers Movement<sup>19</sup> allows entrepreneurs to network and market their products through “maker-fairs”<sup>20</sup> and get-togethers. Cities, such as San Leandro, support the Makers Movement in order to attract manufacturers and entrepreneurs to their community.

**Action 1.1.2:** Launch a cluster initiative focused on industries with the greatest potential for expanding the regional economy.

#### POTENTIAL ACTION STEPS

- ***Facilitate Cluster Development*** by identifying core companies for each target industry, engaging key stakeholders, holding industry meet-ups, supporting industry-led actions, engaging in cluster branding & promotion, providing workforce training, making strategic infrastructure investments, providing business support services, and attracting suppliers, vendors, and service providers in the cluster supply chains.
- ***Encourage Sustainable Industries*** that emphasize resource efficiency, environmental responsibility, and the reduction and prevention of pollution and waste.

- Actively **Recruit New Startups** by partnering with local universities and research labs to recruit companies acquiring technology and intellectual property for commercialization from 1) UC Berkeley Haas School of Business<sup>21</sup> 2) local accelerators & incubators such as Cyclotron Road, and 3) research labs (LBNL, LLNL, and Sandia National Laboratories).
- **Leverage Existing Assets** such as the **GOMENTUM STATION** autonomous-vehicle test bed facility in Concord to attract advanced transportation technology companies.

**Action 1.1.3:** Foster an environment that is business friendly and customer service oriented.

#### **POTENTIAL ACTION STEPS**

- **Adopt Business Friendly Policies** that support business retention and attraction based on best practices.<sup>22</sup>
- **Offer Concierge Services**<sup>23</sup> to assist existing and new businesses with the permitting and regulatory process, including assistance with other agencies such as the county health department, fire district, utility districts, and other regulatory bodies.<sup>24</sup>
- **Develop Permitting Guides** for the county/cities to clearly communicate their regulatory and permitting processes, and requirements.

### **Objective 1.2: Develop Healthy Vibrant Communities that are Safe, Environmentally Sustainable, and Distinctive**

**Action 1.2.1:** Expand access to local employment opportunities for all residents.

#### **POTENTIAL ACTION STEPS**

- Consider adopting a uniform **First Source Local Hire Policy** to encourage the hiring of local residents by new and existing businesses.
- **Locate Businesses in Industrial Parks** that are easily accessible to workers in nearby communities to improve the job/housing balance.

**Action 1.2.2:** Enhance the quality of life of local communities through Placemaking, which contributes to the region's desirability as a place to live, work, play, learn, and conduct business.

#### **POTENTIAL ACTION STEPS**

- Foster **Distinctive Communities with a Strong Sense of Place** by identifying and investing in assets and amenities unique to each community.
- Protect and **Restore Sensitive Wildlife Habitat and Wetlands** along the shoreline and major creeks, creating additional wetlands and riparian habitat, improved access, and recreation opportunities.
- Develop a **Network of Interconnected Trail Systems and Bicycle Routes** along the Northern Waterfront to serve the recreational and commute needs of local residents, workers, and visitors.
- Increase funding for **Code Enforcement Efforts** to clean-up and avoid the appearance of blight.

**Action 1.2.3:** Collaborate with local partners and regional agencies to develop a balanced economic base and regional economy.

#### **POTENTIAL ACTION STEPS**

- Develop and implement a **Regional Plan for Business Resiliency** by working with local and regional agencies and other stakeholders to create a stronger region that is able to withstand and recover quickly from economic dislocations and natural disasters.

## GOAL #2: CREATE A GLOBALLY COMPETITIVE WORKFORCE THAT MEETS INDUSTRY NEEDS AND SUPPORTS THE EXPANSION OF THE ADVANCED MANUFACTURING SECTOR

**Description:** Today's manufacturing jobs require a workforce with different skill sets than those of past eras. Attracting a new generation of skilled, technology savvy workers to the manufacturing sector has become increasingly important with the adoption of advanced manufacturing processes. Over the next decade there will be a loss of skilled workers due to retiring baby boomers. Attracting a new generation with the necessary skills required by employers is a challenge. Local economic development entities, workforce training providers, educators, and industry should collaborate on improving the competency and skill level of the resident workforce, including historically underserved communities and preparing them for in-demand occupations that meet the needs of employers in target industries. Having a robust training program and a pipeline of new entrants will be an important factor in attracting and retaining manufacturing firms and the reduction of poverty and unemployment.<sup>25</sup>

### Objective 2.1: Align Workforce Training with Industry Needs

**Action 2.1.1:** Develop a robust pipeline of qualified workers with the knowledge and skills for jobs in target industries.

#### POTENTIAL ACTION STEPS

- **Survey Advanced Manufacturing Firms** along the Northern Waterfront to identify workforce needs, skill gaps, and training requirements.
- **Form industry Partnerships** that include private sector companies, the Contra Costa County Workforce Development Board, community colleges, the East Bay Advanced Manufacturing Partnership, the East Bay Biomedical Manufacturing Network, and community based organizations to develop training programs for careers in the advanced manufacturing sector.
- **Design & Implement a Workforce Recruitment/Job Placement Program** to assist businesses with employee recruitment, job placement, and workforce training with a focus on priority hiring of local residents and historically underserved communities.
- Expand training opportunities for **Up-skilling the Incumbent Workforce**, leading to sustainable jobs, higher wages, career advancement, and increased productivity.<sup>26</sup>

**Action 2.1.2:** Assist residents and historically underserved communities with employment barriers secure jobs leading to sustainable wages and benefits.

#### POTENTIAL ACTION STEPS

- Create **Occupational and Soft Skills Training Programs** to assist residents with employment barriers acquire the necessary skills leading to middle income careers by providing soft skills training, social services, workforce training, and job placement services needed to connect unemployed and underemployed residents in the region with job opportunities in the manufacturing sector.
- Target **Job/Skills Training** for unemployed and underemployed local residents and young adults with supportive services as needed.

## **Objective 2.2: Attract and Train the Next Generation of Workers for the Advanced Manufacturing Sector**

**Action 2.2.1:** Raise awareness of manufacturing as a viable career choice with emphasis on advanced technologies and career pathways to middle wage jobs.

### **POTENTIAL ACTION STEPS**

- Develop ***Manufacturing Career Outreach Programs***, such as career expos and informational seminars to expose local residents and young adults at local high schools and community colleges to career opportunities in the advanced manufacturing sector.
- Create a ***Manufacturing Apprenticeship Program***, such as a manufacturing institute, internship, or other work-based learning program for high school and college students focused on careers in advanced manufacturing.
- Expand ***Career Technical Education Programs*** in the manufacturing sector at the secondary and postsecondary levels through regional partnerships and industry associations.
- Partner with local community colleges to ***Establish an Advanced Manufacturing Training Institute***.
- Expand workforce training programs for local residents and historically underserved communities to help alleviate relatively high rates (compared to Bay Area region averages) of poverty and unemployment along the Northern Waterfront.



## GOAL #3: ENHANCE REGIONAL COMPETITIVENESS

**Description:** Having development ready sites with basic infrastructure is the foundation of a competitive regional economy. Infrastructure improvements are needed to support the expansion of the manufacturing sector, including local and regional truck routes, rail access, maritime shipping, broadband internet capacity, electrical power, and sewer/water infrastructure. *“The quality of a [community's] infrastructure has a profound effect on its ability to attract development and the success of companies that choose to locate there.”<sup>27</sup>*

### Objective 3.1: Strengthen the Northern Waterfront as a Premier Location for Advanced Manufacturing

**Action 3.1.1:** Maintain an adequate supply of industrial zoned land to support employment growth and business expansion and attraction.

#### POTENTIAL ACTION STEPS

- Develop an **Online Searchable Database** and maintain an inventory of industrial zoned land within the Northern Waterfront that includes parcel information, zoning, utilities, and other information required by site selectors, such as demographic, income, and labor force data. The database would include the number and size of parcels, vacant and underutilized sites, zoning, infrastructure capacity, rail service, and deep-water access.
- **Cleanup & Redevelop Brownfield Sites** utilizing U.S. EPA Grant Programs as seed capital. The U.S. EPA Small Business Liability Relief and Brownfield's Revitalization Act provides grant funding, including revolving loan funds, to inventory, assess, conduct reuse planning studies, and clean-up brownfield sites.
- Identify and **Designate Prime Industrial Sites As Priority Production Areas** for manufacturing and related activities.
- Explore the establishment of an **Advanced Manufacturing Innovation District** <sup>28,29,30</sup>

### Objective 3.2: Invest in Regional Transportation Infrastructure to Improve Accessibility and Goods Movement

**Action 3.2.1:** Develop a regional multi-modal goods movement system that increases capacity and enhances connectivity in order to move raw materials and finished goods efficiently.

#### POTENTIAL ACTION STEPS

- Develop a **Multi-modal Goods Movement Plan** that outlines a long-range strategy and prioritizes transportation infrastructure improvements for moving goods efficiently, safely, and sustainably within and through the Northern Waterfront.
- Secure **Funding for Priority Goods Movement Infrastructure Projects**<sup>31</sup> by collaborating with key transportation agencies (CCTA, MTC, Caltrans, and others) on the inclusion of regional transportation projects in planning and funding documents.
- Align **Northern Waterfront Economic Development Priorities with Regional Transportation Plans and Funding Programs**, including MTC's Bay Area Goods Movement Plan and Caltrans' Goods Movement Action Plan and Freight Mobility Plan.

- Improve **Regional Arterials and Goods Movement Networks** including Pacheco Blvd., San Pablo Ave., Cummings Skyway, Port Chicago Hwy, Loveridge Road, and Pittsburg-Antioch Hwy to improve access and circulation between employment centers and highway networks to eliminate truck traffic through residential neighborhoods.
- **Conduct a Short Line Rail Road Feasibility Study** that identifies opportunities for improved access to Class I rail lines, facilitates goods movement, eases traffic congestion on regional highways, reduces green house gas emissions, and attracts manufacturers due to the reduced cost and convenience of shipment by rail.
- **Support the U.S. Army Corps of Engineers (USACE) Dredging Plan** and improvements to the Baldwin Shipping Channel. Annual maintenance dredging is required to maintain a channel 300 feet wide and 35 feet deep. Encourage the USACE to complete the necessary feasibility, environmental, and technical studies for deepening the channel to accommodate current and future ships.
- Support **Investment in Transportation Projects** which enhance connectivity, reduce Green House Gasses, and provide alternate commute modes, including access to rail and ferry services such as the Hercules Regional Intermodal Transportation Center (which also has goods movement benefits), and other projects of regional benefit.

### **Objective 3.3: Expand & Upgrade Utility Infrastructure to Support Business Growth**

**Action 3.3.1:** Work with utility service providers to improve regional utility infrastructure.

#### **POTENTIAL ACTION STEPS**

- Identify and **Prioritize Water and Sewer Infrastructure Projects** to support business growth and expansion, including treated water distribution and storage, untreated water supply and transport, water treatment facilities, and water quality and reliability.
- Increase the **Supply of Advanced Treated Recycled Water** available for manufacturing applications.
- **Upgrade Broadband Infrastructure** to improve capacity within the Northern Waterfront.
- Explore **Funding Mechanisms for Infrastructure Improvements**, including the establishment of a Tax Increment Financing District.

### **Objective 3.4: Ensure that the Northern Waterfront Remains Competitive with Other Locations**

**Action 3.4.1:** Utilize targeted incentives to support business retention, expansion, and attraction.

#### **POTENTIAL ACTION STEPS**

- Establish a **Competitive Economic Development Incentive Program** that includes utility rebate/rate reduction programs from PG&E, sales and use tax exclusions, hiring credits, workforce training and job placement programs, FAR bonuses, deferral or waiver of fees, expedited permitting, and business tax exemptions. A variety of incentive programs used by local governments (such as the one offered by the City of Vacaville)<sup>32</sup> are available through PG&E, local service districts, the Contra Costa Workforce Development Board, and the Governor's Office of Business and Economic Development (GO-Biz)<sup>33</sup>, which can be used to retain and attract manufacturing firms.
- Establish and implement an **Industrial Development Bond Program** by leveraging existing programs offered by the East Bay EDA, CALED, California Infrastructure and Economic Development Bank, and other entities.
- Actively market the Contra Costa County **Recycling Market Development Zone** low interest loan program.

## GOAL #4: FACILITATE NEW BUSINESS FORMATION AND ENTREPRENEURSHIP

**Description:** The role of entrepreneurs in creating new businesses is critical to local economic development success.<sup>34</sup> Census Bureau data shows that the bulk of net new jobs are created by early-stage companies with fewer than 20 employees. Entrepreneurs face many challenges in launching and growing new businesses and need access to managerial, technical, and financial assistance and resources to support them in their endeavors. Creating a nurturing environment that cultivates and supports entrepreneurs is a key factor in promoting new business formation.<sup>35</sup>

### Objective 4.1: Cultivate an entrepreneurial environment that fosters innovation and new business formation

**Action 4.1.1:** Assist entrepreneurs in launching new businesses.

#### POTENTIAL ACTION STEPS

- Create affordable and flexible **Shared Co-Workspaces** with access to training and mentoring programs.
- Investigate the feasibility of establishing an **Advanced Manufacturing Incubator/Accelerator** for start-up manufacturing firms that provides low-cost space, support services, business assistance, and networking opportunities.
- Explore the opportunity for development of a **Commercial Kitchen/Food Business Incubator** like Kitchen@812 in Pinole.
- Investigate the feasibility of **Launching a Non-profit Cleantech Accelerator** like the Cleantech Open's startup accelerator, LA Cleantech Incubator<sup>36</sup>, or the North Carolina Clean Energy Technology Center.
- Actively participate in the East Bay EDA's **Annual Entrepreneurship and Innovation Awards Program**.

**Action 4.1.2:** Recruit new startup companies acquiring intellectual property developed by local research institutions.

#### POTENTIAL ACTION STEPS

- Proactively work with local university and research lab technology transfer offices in the early stages of a company's due diligence process to encourage companies and entrepreneurs acquiring locally developed technologies to locate in the Northern Waterfront.
- **Investigate Opportunities in Emerging Industries** such as Unmanned Aerial Vehicles (UAV) and Systems (UAS) manufacturing by leveraging the proximity of county-owned Buchanan and Byron airports, agricultural areas, and construction projects.

## Goal #5: ESTABLISH A REGIONAL BRAND IDENTITY TO ATTRACT NEW BUSINESS INVESTMENT

**Description:** Business recruitment/attraction programs communicate a community's location advantages and help focus economic development efforts on companies in target industries. Place branding highlights the distinctive attributes of a place as a business location based on its assets, location, and characteristics. Successful branding puts a region's specific attributes and competitive advantages in the context of key site location requirements to attract business and industry that fit into the local economy thereby strengthening existing sectors/clusters rather than attempting to attract businesses that are not complementary.<sup>37,38</sup> Place marketing helps to promote "the place's values and image so that potential users are fully aware of the place's distinctive advantages."<sup>39</sup>

### Objective 5.1: Promote the Northern Waterfront as a Premier Location for Advanced Manufacturing

**Action 5.1.1:** Create a Globally Recognized Brand Identity.

#### POTENTIAL ACTION STEPS

- Embark upon a **Unified Branding Campaign** that capitalizes on the Northern Waterfront's strategic location, proximity to major markets, transportation infrastructure, skilled workforce, industrial zoned land, and other key assets.

**Action 5.1.2:** Increase the external visibility and awareness of the Northern Waterfront.

#### POTENTIAL ACTION STEPS

- Develop & implement a **Regional Marketing Program** aimed at site selectors and corporate executives, to communicate the Northern Waterfront's strategic advantages and key assets.
- Develop **Marketing Materials and Tools** that include collateral marketing materials focused on target industries.
- Create a **Regional Economic Development Website** with links to individual city/county economic development websites that provides demographic, economic, real estate and other relevant site selection information for businesses.

**Action 5.1.3:** Actively Recruit Advanced Manufacturing Firms in Target Industry Clusters.

#### POTENTIAL ACTION STEPS

- Start a **Lead Generation Program** working with GO-Biz, Industrial Real Estate Brokers, and regional economic development organizations to identify and recruit advanced manufacturing firms in target industries.
- **Strategically Recruit Businesses in Target Clusters** including core companies, supply chain vendors, related and supporting businesses, and specialized service providers to enhance and strengthen existing clusters.
- Jointly **Participate in Selected Trade Shows and Industry Sponsored Events** focused on target industries.
- Investigate and pursue opportunities to **Attract Foreign Direct Investment** by manufacturing firms looking to establish business operations in the Bay Area/California.

## Implementation Plan

The following Implementation Plan highlights the key activities over the next 10 years that are considered important to the success of the NWEDI. Some actions will take longer to accomplish, but need to be started within the initial term of the SAP. The Implementation Plan includes three major elements: (1) Specific Tasks: what will be done and by whom. (2) Time Horizon: when will it be done, and (3) Resource Allocation and Potential Funding Sources: (i.e., money, staff) needed to carry out the specified tasks and activities. The Implementation Plan also includes expected outcomes that address:

1. Diversification of the regional economy;
2. Providing a foundation that promotes economic prosperity and a good quality of life for local residents;
3. Creating desirable places and economic opportunity;
4. Partnering for success

### Timeframe

Anticipated timeframes required to complete the proposed actions include:

- **Short Term:** tasks that can be accomplished within 12-36 months.
- **Medium Term:** tasks that can be accomplished within a 4-10 year period.
- **Long Term:** tasks that can be accomplished within a 10-20 year period.
- **Ongoing:** activities which are continuous over the term of the Initiative.

# IMPLEMENTATION PLAN

GOAL #1: DEVELOP A SUSTAINABLE, INCLUSIVE REGIONAL ECONOMY						
Objectives/Actions	Action Steps	Budget Estimate	Potential Funding Sources	Responsible Parties	Timeframe for Completion	Expected Outcome(s)
<i>Where we want to be?</i>	<i>What steps must be taken to implement each action?</i>	<i>Resources needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is responsible for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when all action steps are completed?</i>
<b>Objective 1.1: Promote a Business Environment that Allows the Advanced Manufacturing Sector to Flourish and Expand</b>						
Action 1.1.1:	<ul style="list-style-type: none"> <li>&gt; Develop a Coordinated Regional BRE Program</li> <li>&gt; Expand Made in Contra Costa Initiative</li> <li>&gt; Encourage development of Makerspaces</li> </ul>	Staff and partner time	County/Cities SBDC Contra Costa County WDB	<b>Lead Agency:</b> County/Cities <b>Supporting Partners:</b> Contra Costa SBDC, Contra Costa County WDB, Manex	Short Term Time Line: FY 2019-21	Business growth and an increase in job opportunities Space for local entrepreneurs to prototype and/or build their products
Action 1.1.2	<ul style="list-style-type: none"> <li>&gt; Facilitate Cluster Development</li> <li>&gt; Encourage Sustainable Industries</li> <li>&gt; Actively Recruit Startups from labs</li> <li>&gt; Leverage GoMomentum Station</li> </ul>	Staff and partner time	County/Cities	<b>Lead Agency:</b> County/Cities <b>Supporting Partners:</b> Manufacturers, CCTA Local university/research labs	Ongoing Time Line: FY 2019+	Cluster awareness, collaboration, and growth New early stage companies
Action 1.1.3	<ul style="list-style-type: none"> <li>&gt; Adopt Business Friendly Policies</li> <li>&gt; Offer Concierge Services</li> <li>&gt; Develop Permitting Guides</li> </ul>	Staff and partner time	County/Cities	<b>Lead Agency:</b> County/Cities <b>Supporting Partners:</b> County Health Department Fire Districts/Utility Districts	Short Term Time Line: FY 2019-20	Business retention, expansion, and attraction
<b>Objective 1.2: Develop Healthy Vibrant Communities that are Safe, Sustainable and Distinctive</b>						
Action 1.2.1	<ul style="list-style-type: none"> <li>&gt; Adopt First Source Local Hire Policy</li> <li>&gt; Design &amp; Develop Job Centers</li> </ul>	Staff Time	County/Cities	<b>Lead Agency:</b> County/Cities <b>Supporting Partners:</b> Contra Costa County WDB	Medium Term Time Line: FY 2019-25	Reduced commuting Increased business investment improved job/housing balance
Action 1.2.2	<ul style="list-style-type: none"> <li>&gt; Foster Distinctive Communities</li> <li>&gt; Protect &amp; Restore Sensitive Habitats</li> <li>&gt; Develop Network of Interconnected Trails</li> <li>&gt; Increase code enforcement efforts</li> </ul>	Staff and partner time TBD until specific projects are determined	County/Cities Regional, State, and Federal Grants	<b>Lead Agency:</b> County/Cities <b>Supporting Partners:</b> Public Works Departments, Local environmental groups	Ongoing Time Line: FY 2019+	Jobs Increased business investment Improved access and recreation opportunities
Action 1.2.3	<ul style="list-style-type: none"> <li>&gt; Develop Plan for Economic Resiliency</li> </ul>	Staff and partner time	County/Cities Federal EDA Grants	<b>Lead Agency:</b> County/Cities <b>Supporting Partners:</b> Regional Planning Agencies	Short Term Time Line: FY 2020-21	Ability to recover quickly from economic dislocations



## GOAL #2: CREATE A GLOBALLY COMPETITIVE WORKFORCE TO MEET INDUSTRY NEEDS AND SUPPORT THE EXPANSION OF THE ADVANCED MANUFACTURING SECTOR

Objectives/Actions	Action Steps	Estimated Cost	Potential Funding Sources	Responsible Parties	Timeframe for Completion	Expected Outcome(s)
<i>Where we want to be?</i>	<i>What steps must be taken to implement each action?</i>	<i>Resources needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is responsible for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when all action steps are completed?</i>
<b>Objective 2.1: Align Workforce Training with Industry Needs</b>						
Action 2.1.1:	<ul style="list-style-type: none"> <li>&gt; Survey Advanced Manufacturing Firms</li> <li>&gt; Form Industry Partnerships</li> <li>&gt; Design &amp; Implement a Workforce Training/Job Placement Program</li> <li>&gt; Provide Skills Training for Incumbent Workers</li> </ul>	Staff and partner time Survey: \$18,000	Contra Costa County WDB WIOA Funds	<b>Lead Agency:</b> Contra Costa County WDB  <b>Supporting Partners:</b> Cities/County, Community Colleges, EB Advanced Mfg Partnership, EB Biomedical Mfg Network, Manufacturers	Ongoing Timeline: FY 2019+	Skilled workforce meeting industry needs  Higher wages and increased productivity
Action 2.1.2	<ul style="list-style-type: none"> <li>&gt; Reduce Employment Barriers</li> <li>&gt; Job/Skills Training for Unemployed &amp; Underemployed Young Adults</li> </ul>	Staff and partner time	Contra Costa County WDB WIOA Funds	<b>Lead Agency:</b> Contra Costa County WDB  <b>Supporting Partners:</b> Community Colleges, Community organizations	Ongoing Timeline: FY 2019+	Increased job opportunities for young adults
<b>Objective 2.2: Attract and Train the Next Generation of Workers for the Advanced Manufacturing Sector</b>						
Action 2.2.1	<ul style="list-style-type: none"> <li>&gt; Develop Manufacturing Outreach Programs</li> <li>&gt; Create a Manufacturing Apprenticeship Program</li> <li>&gt; Expand Career/Technical Ed Programs</li> <li>&gt; Establish an Advanced Mfg Training Institute</li> </ul>	Staff and partner time	Contra Costa County WDB WIOA Funds	<b>Lead Agency:</b> Contra Costa County WDB  <b>Supporting Partners:</b> Community Colleges, High Schools, ROP, Industry Associations, Manufacturers	Variable Timelines	Pipeline of young workers

### GOAL #3: CREATE A BUSINESS ENVIRONMENT THAT ALLOWS MANUFACTURING FIRMS TO FLOURISH AND EXPAND

Objectives/Actions	Action Steps	Estimated Cost	Potential Funding Sources	Responsible Parties	Timeframe for Completion	Expected Outcome(s)
<i>Where we want to be?</i>	<i>What steps must be taken to implement each action?</i>	<i>Resources needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is responsible for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when all action steps are completed?</i>
<b>Objective 3.1: Strengthen the Northern Waterfront as a Premier Location for Advanced Manufacturing</b>						
Action 3.1.1:	<ul style="list-style-type: none"> <li>&gt; Create Online Searchable Database</li> <li>&gt; Cleanup &amp; Redevelop Brownfield Sites</li> <li>&gt; Designate Priority Production Areas</li> <li>&gt; Explore creation of a Manufacturing Innovation District</li> </ul>	Staff and partner time	County/Cities U.S. EPA Brownfields Grant Programs	<b>Lead Agency:</b> County/Cities  <b>Supporting Partners:</b> EB Biomedical Manufacturing Network, EB Advanced Manufacturing Partnership	Variable timelines	New business investment and jobs
<b>Objective 3.2: Invest in Regional Transportation Infrastructure to Improve Accessibility and Goods Movement</b>						
Action 3.2.1	<ul style="list-style-type: none"> <li>&gt; Multi-modal Goods Movement Plan</li> <li>&gt; Secure Funding for Priority Goods Movement Infrastructure</li> <li>&gt; Align NWEDI Priorities with Regional Transportation Plans &amp; Funding</li> <li>&gt; Improve Regional Arterials &amp; Goods Movement Networks</li> <li>&gt; Short Line Rail Road Feasibility Study</li> <li>&gt; Support the USACE Dredging Plan</li> </ul>	Staff and partner time TBD until specific projects are determined	County/Cities CCTA MTC Federal/State Grants	<b>Lead Agency:</b> County/Cities  <b>Supporting Partners:</b> CCTA, MTC, Caltrans, USACE	Variable timelines	Growth of existing businesses New business investment and jobs
<b>Objective 3.3: Expand &amp; Upgrade Utility Infrastructure to Support Business Growth</b>						
Action 3.3.1	<ul style="list-style-type: none"> <li>&gt; Identify &amp; Prioritize Water &amp; Sewer Infrastructure Projects</li> <li>&gt; Increase Supply of Advanced Treated Recycled Water</li> <li>&gt; Upgrade Broadband Infrastructure</li> <li>&gt; Investigate Financing Alternatives</li> </ul>	Staff and partner time TBD until specific projects are determined	County/Cities Special Districts Utility Companies	<b>Lead Agency:</b> Water/Wastewater Districts, County/Cities  <b>Supporting Partners:</b> CCTA, PG&E, Water/Wastewater Districts, ISPs	Variable timelines	Business growth & expansion
<b>Objective 3.4: Ensure that the Northern Waterfront Remains Competitive with Other Locations</b>						
Action 3.4.1	<ul style="list-style-type: none"> <li>&gt; Establish an Incentive Program</li> <li>&gt; Establish &amp; Implement an Industrial Development Bond Program</li> <li>&gt; Promote RMDZ Financing Program</li> </ul>	Staff and partner time TBD	County/Cities East Bay EDA	<b>Lead Agency:</b> County/Cities  <b>Supporting Partners:</b> East Bay EDA	Variable timelines	New business investment and jobs

#### GOAL #4: FACILITATE NEW BUSINESS FORMATION AND ENTREPRENEURSHIP IN THE MANUFACTURING SECTOR

Objectives/Actions	Action Steps	Estimated Cost	Potential Funding Sources	Responsible Parties	Timeframe for Completion	Expected Outcome(s)
<i>Where we want to be?</i>	<i>What steps must be taken to implement each action?</i>	<i>Resources needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is responsible for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when all action steps are completed?</i>
<b>Objective 4.1: Cultivate an Entrepreneurial Environment that Fosters Innovation and New Business Formation</b>						
Action 4.1.1:	<ul style="list-style-type: none"> <li>&gt; Create Shared Co-Workspaces</li> <li>&gt; Investigate Feasibility of an Advanced Manufacturing Incubator/Accelerator</li> <li>&gt; Explore Development of a Commercial Kitchen/Food Business Incubator</li> <li>&gt; Investigate Feasibility of a Non-profit Cleantech Accelerator</li> <li>&gt; Participate in Annual Entrepreneurship &amp; Innovation Awards Program</li> </ul>	Staff and partner time TBD		<b>Lead Agency:</b> County/Cities  <b>Supporting Partners:</b> EBEDA, WDB, SBDC	Variable Timelines	Increase in entrepreneurial activity, business start-ups, and jobs  Advancement of target industries
Action 4.1.2	<ul style="list-style-type: none"> <li>&gt; Work with Local University &amp; Research Lab Technology Transfer Offices</li> <li>&gt; Investigate Opportunities in Emerging Industries</li> </ul>	Staff and partner time		<b>Lead Agency:</b> County/Cities  <b>Supporting Partners:</b> UCB, LBNL, LLNL, Sandia	Ongoing  Timeline: FY 2019+	Attraction of entrepreneurs, new business start-ups, and new technologies

## GOAL #5: ESTABLISH A REGIONAL BRAND IDENTITY TO ATTRACT NEW BUSINESS INVESTMENT

Objectives/Actions	Action Steps	Estimated Cost	Potential Funding Sources	Responsible Parties	Timeframe for Completion	Expected Outcome(s)
<i>Where we want to be?</i>	<i>What steps must be taken to implement each action?</i>	<i>Resources needed to implement this action?</i>	<i>How are we going to pay for this action?</i>	<i>Who is responsible for taking each action?</i>	<i>By when will the action be completed?</i>	<i>What can be expected when all action steps are completed?</i>
<b>Objective 5.1: Promote the Northern Waterfront as a Competitive Location for Advanced Manufacturing</b>						
Action 5.1.1:	> Embark Upon a Unified Branding Campaign	Staff and partner time	County/Cities	<b>Lead Agency:</b> County/Cities <b>Supporting Partners:</b>	Ongoing Timeline: FY 2019+	Globally recognized brand identity for the Northern Waterfront
Action 5.1.2	> Develop & implement a Regional Marketing Program > Develop Marketing Materials & Tools > Create a Regional Economic Development Website	Staff time	County/Cities	<b>Lead Agency:</b> County/Cities	Ongoing Timeline: FY 2019+	Awareness of the Northern Waterfront as a competitive location for advanced mfg New Businesses
Action 5.1.3	> Start a Lead Generation Program > Strategically Recruit Businesses in Target Clusters > Participate in Selected Trade Shows & Industry Sponsored Events > Attract Foreign Direct Investment	Staff and partner time	County/Cities	<b>Lead Agency:</b> County/Cities <b>Supporting Partners:</b> East Bay EDA, GO-Biz, Industrial RE Brokers	Ongoing Timeline: FY 2019+	New Business Investment Increase in jobs

## MONITORING SUCCESS

Metrics are critical to the successful outcome of establishing the Northern Waterfront as a competitive location for advanced manufacturing jobs. Therefore, performance measures should be adopted to monitor the progress being made toward achieving the identified goals and objectives.

### Performance Measures

There are a number of indicators that can be used to measure the Northern Waterfront's progress in achieving its economic development goals. Tracking these indicators on a regular basis will provide insight into the progress of the regional economy. The following economic indicators can be used as a yardstick for evaluating progress:

**Economic Indicators Report** – baseline economic indicators to monitor the performance of the regional economy include:

- **Employment growth by industry.** This information can be obtained from the California Employment Development Department's Labor Market Information Division (see [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov)).
- **Office and industrial space availability & cost.** Office and industrial space vacancy and lease rates can be obtained from local commercial and industrial real estate brokers. The Building Department can provide information about building permits.

**Implementation Status & Outcomes Report** – expected outcomes identified in the Plan should be monitored on a periodic basis to ensure that the goals and objectives are being accomplished. Indicators include:

- **Businesses Assisted,** including the number of businesses visited and assisted, as part of the BRE Program.
- **New Business Formations and Attraction.** The county/city clerk's office can provide information on the number of new business licenses added, fictitious business name certificates filed, and types of businesses.
- **Business Dynamics Indicators** that show business formation rates, growth, survival, and competitiveness. Measures include counts and trends in the number of small businesses, new business starts, number of employees, and business survival rates.

**Socio-Economic/Quality of Life Indicators** – GIS mapping is critical for visualizing data spatially.

- Changes in the number/percentage of households living in poverty
- Percentage of unemployed
- Income levels
- For the metrics above, changes affecting disadvantaged or historically underserved communities relative to the population as a whole.

## **Re-Evaluating Priorities over Time**

Progress in completing actions should be evaluated on an annual basis. An annual report provides a mechanism for making modifications, if necessary, to the Plan. Within the next five years, economic conditions will likely change and new opportunities may arise. While the overall objectives of the economic development strategy may not change over the next five years, the county/cities should reassess their priorities in light of changing conditions and emerging opportunities.



## APPENDIX

## MANUFACTURING BASE

### Historical Legacy

The Northern Waterfront's industrial heritage extends back more than 100 years. The industrial belt appeared along the banks of the Sacramento River beginning in the 1870s. Resource-based industries dominated the region during the late-19<sup>th</sup> century and early-20<sup>th</sup> century with the processing of agriculture products, metal ores, crude oil, sugar, cement, chemicals, lumber, and other natural resources. By 1906, some forty factories had opened along the river's shoreline, including more than a half-dozen of the largest factories of their kind in the country at that time. By 1920 the docks along the Northern Waterfront carried over half the tonnage on San Francisco Bay. Edged out by Alameda County in the 1920s in the value of its output, Contra Costa did much better than its Bay Area rivals during the Great Depression and by 1940 was the second county in the state in value of industrial output.<sup>40</sup> Waterfront industries grew to become the dominant employment sector in Contra Costa County through the early 1960's. Over the past 50-plus years, manufacturing employment has declined as the county's traditional industries matured and the economy transitioned to become more service sector oriented. As manufacturing firms closed, industrial land was repurposed for residential, commercial, and other uses.

## REGIONAL CHALLENGES & OPPORTUNITIES

A comprehensive economic base analysis was conducted of the manufacturing sector to evaluate its composition, size, growth rate, specialization, and emerging trends. A detailed SWOT analysis was also conducted to identify key assets, strengths, weaknesses, opportunities, and challenges.<sup>41</sup> These earlier background studies have been updated to reflect current conditions.

### Assets and Competitive Advantages

The Northern Waterfront has a number of important assets that speak to the region's unique assets and competitive advantages<sup>42,43</sup> including a deep-water shipping channel, marine terminals, two Class 1 railroad lines, freeway access, proximity to workforce housing, electric power generating capacity, industrial zoned land, a skilled workforce, an existing base of manufacturing companies, and proximity to growing markets in the Bay Area and Northern California. An East Bay innovation eco-system that includes research labs such as Lawrence Livermore National Laboratory, Sandia National Labs, Lawrence Berkeley National Laboratory, Joint BioEnergy Institute, Energy Biosciences Institute, and Cyclotron Road supports the manufacturing sector.

### Emerging Opportunities

In recent years, new opportunities for manufacturing employment have risen as global trends, market forces, and new technologies converge, presenting a unique opportunity for the Northern Waterfront to become a 21<sup>st</sup> century economic asset. Manufacturing is being reshaped by the adoption of advanced manufacturing processes and shifting global value chains.<sup>44</sup>

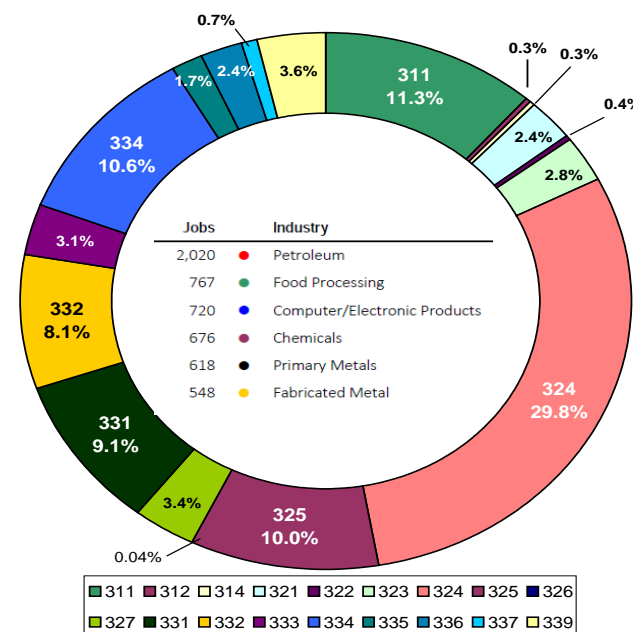
## Economic Significance of the Manufacturing Sector

The manufacturing sector is important to the Northern Waterfront regional economy. It is the sixth largest employment sector with over 6,680 workers and average wages well above the county's median household income. In 2017, the Northern Waterfront accounted for 44.8% of the county's manufacturing jobs and 35.4% of the county's gross regional product (GRP). While industrial land uses constitute a small percentage of the total number of taxable parcels, their assessed value makes up a significant portion of the local tax base. In addition, local spending by the manufacturing sector generates additional demand for goods and services, thereby creating employment in other sectors of the economy. Annual capital spending on repairs and upgrades provides on-going jobs in the construction and maintenance sectors. When an enterprise purchases goods and services from other businesses, it generates an indirect jobs impact, or multiplier effect. According to the National Association of Manufacturers, the job multiplier for the manufacturing sector nationally is 1.58. The local job multiplier for the Northern Waterfront's manufacturing sector is 1.37. That means a typical manufacturing facility that employs 100 people actually supports 137 jobs, 100 direct jobs and another 37 indirect jobs in other sectors, including professional services, utilities, transportation, financial services, wholesale and retail suppliers, and construction. Although the number of direct manufacturing jobs may be declining, the number of indirect jobs necessary to supply, support, and serve the manufacturing sector is expected to increase as factories become more advanced.<sup>45</sup>

The Northern Waterfront has a diversified manufacturing base with firms spread across 18 subsectors.

The six largest subsectors (petroleum refining, food processing, primary metals, computers & electronic products, chemicals, and fabricated metal products) account for almost 70% of the total manufacturing jobs (see Figure 1) and 96% of the region's \$6.044B in manufacturing output. The Northern Waterfront's traditional manufacturing base has been concentrated in large-scale heavy industries (petroleum refining, chemicals, steel, sugar processing, and electric power generation). These legacy industries represent the largest share of employment, but are mature industries with little or no job growth. Over the past several decades many manufacturing subsectors lost employment, especially during the 2007-09 Recession. Since 2010, employment has declined in petroleum refining, computers & electronic products, chemicals, and primary metals, while net new job growth has occurred in transportation equipment, fabricated metal products, machinery, electrical equipment, and food processing. Between 2001 and 2011 approximately 45 manufacturing firms closed their doors or moved out of the area according to Census Bureau data. Most of these firms were small businesses with less than 50 employees. The surviving companies have become more competitive, increasing their output with fewer workers. While the number of manufacturing firms declined during the Great Recession, the manufacturing sector has recovered in recent years with the net addition of new firms. New industries are beginning to emerge in the region, such as biomedical/life sciences and cleantech, but have yet to become major employers.

**Figure 1:**  
Industry Subsectors by NAICS Code



Source: Emsi 2018.1 QCEW Employees

Small- and medium-sized business enterprises (SMEs) comprise almost 97% of the total manufacturing establishments, and account for over 82% of all manufacturing employment. Small manufacturing firms often lack sufficient financing, manufacturing capacity, capital equipment, expertise, and experience—especially compared to large manufacturers—to improve their competitiveness in areas ranging from innovation and product improvement, to business development and modernization.

## Regional Specialization

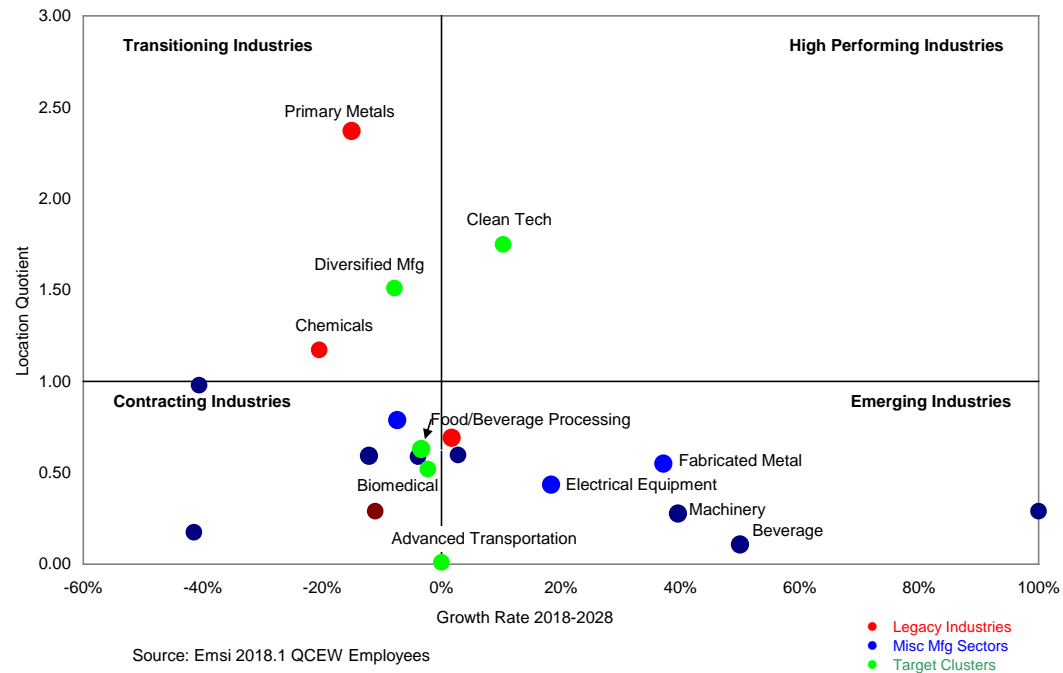
The Northern Waterfront's core strengths include older legacy industries, which represent the past, as well as new emerging industries that represent the region's future. By building on its competitive advantages the Northern Waterfront can develop a strong vibrant economy that creates middle wage job opportunities for local residents.

Regional specialization is traditionally identified by measuring the region's employment concentration in an industry compared to its concentration nationwide. This measure is commonly referred to as a location quotient (LQ) and is measured on a scale where zero indicates no employment for that industry in the region, and an LQ of 1.0 indicates that the region's employment concentration is similar to the national average. When the proportion of regional employment in an industry exceeds the national average it indicates regional specialization and is considered to be an economic strength. LQs of 1.25 or higher are indicators of traded industries that sell to larger markets outside the region bringing new dollars into the local economy. Thirteen manufacturing subsectors in the Northern Waterfront have LQs above 1.0 (see Table 1).

Another factor in determining an industry's importance to the region is its relative size compared to other sectors. Industries with high employment represent industries that are important to a region and may have a competitive advantage over other locations. Nine of the thirteen industries with high LQs also have relatively high employment levels. These nine industries include food processing, diversified manufacturing sectors such as building materials, industrial machinery, and instruments, and legacy industries (petroleum refining, chemicals, steel fabrication). Most of the industries in the Northern Waterfront with high LQs and high employment represent mature legacy industries that while important to the local economy are not expected to generate significant, if any, employment growth.

A third criteria includes emerging new industries with high employment growth, which represent the region's future. Industries with low LQs but high employment growth may be indicators of emerging new growth industries. These industries could form the core industries of several industry clusters that will drive future job growth in the manufacturing sector along the Northern Waterfront. Six industries have low LQs, but high employment growth, including HVAC equipment, electronic components, electrical equipment, motor vehicles, and aerospace parts. Other new emerging industries in the East Bay, such as autonomous vehicles, cleantech, and electric cars, are also potential target industries for the Northern Waterfront. These industries represent potential growth sectors for the Northern Waterfront that if properly supported could be future drivers of the regional economy. Potential target industries for the Northern Waterfront are identified in Figure 2. These emerging sectors could form the core of several industry clusters.

**Figure 2: Manufacturing Employment Concentration**



## Advanced Manufacturing

Review of national studies on advanced manufacturing found that advanced manufacturing is defined by the type of product or process by which products are made. Other definitions include the use of new or improved materials or the use of a specialized skilled workforce required to make the product. While it is possible for a manufacturing firm to be advanced by performing well on any one of the four indicators, the more advanced firms are those that employ all four characteristics. The most advanced manufacturing firms make “extensive use of computer, high-precision, and information technologies integrated with a high-performance workforce in a production system capable of furnishing a heterogeneous mix of products in small or large volumes with both the efficiency of mass production and the flexibility of custom manufacturing in order to respond quickly to customer demands.”<sup>46</sup> The shift toward advanced manufacturing, while improving industry’s productivity and competitiveness, is not expected to create large numbers of new jobs as the labor-intensive industries of the past, but instead will require a more specialized, higher skilled workforce. Advanced industries are extraordinarily productive and provide high-quality economic opportunities for workers.<sup>47</sup> The advanced manufacturing sector will need science, technology, engineering and mathematics workers (STEM) workers, as well as production workers, and installation, maintenance, and repair workers.

**Table 1: Local Specialization by Manufacturing Industry Group - 2018**

NAICS	Description	Northern Waterfront			East Bay
		LQ	Jobs	Job Growth 2018 - 2028	LQ
3113	Sugar & Confectionery Products	6.82	361	(32%)	3.26
3115	Dairy Products	2.28	234	22%	0.71
3116	Meat Processing	0.12	42	64%	0.23
3118	Bakeries & Tortillas	0.19	41	(2%)	1.92
3119	Other Food Manufacturing	0.40	63	21%	0.92
3121	Beverage Manufacturing	0.12	21	33%	1.59
3149	Other Textile Product Mills	0.47	21	5%	0.57
3219	Other Wood Products	0.93	149	24%	0.48
3231	Printing & Related Activities	0.61	185	(2%)	0.73
3241	Petroleum Refining	23.53	1,880	(38%)	4.76
3251	Basic Chemicals	2.85	303	46%	0.51
3254	Pharmaceutical & Medicine	0.56	115	(9%)	1.81
3255	Paint, Coating, & Adhesive	1.94	86	(23%)	0.33
3256	Soap, Cleaning Compound, & Toilet	0.54	41	15%	1.36
3259	Other Chemical Products	1.58	92	(24%)	0.61
3273	Cement and Concrete Products	0.69	94	14%	0.53
3274	Lime and Gypsum Products	11.29	115	(3%)	2.64
3311	Iron & Steel Mills	10.86	617	24%	1.04
3321	Forging & Stamping	0.72	49	22%	0.42
3323	Architectural & Structural Metals	0.72	191	12%	0.85
3324	Boiler, Tank, & Shipping Container	1.77	113	38%	0.37
3327	Machine Shops	0.79	195	27%	1.06
3329	Other Fabricated Metal Products	0.12	22	(5%)	0.21
3332	Industrial Machinery	1.73	138	35%	5.20
3334	HVAC & Commercial Refrigeration Equip	0.68	63	35%	0.37
3342	Communications Equipment	1.10	65	(83%)	1.42
3343	Audio & Video Equipment	3.04	41	(17%)	3.05
3344	Semiconductor/Electronic Components	0.19	48	50%	2.16
3345	Instruments	1.78	500	55%	2.13
3353	Electrical Equipment	0.57	56	46%	0.63
3359	Other Electrical Equipment & Components	0.63	60	(65%)	1.35
3362	Motor Vehicle Body & Trailer	0.81	89	49%	0.12
3363	Motor Vehicle Parts	0.07	31	(13%)	0.04
3364	Aerospace Product and Parts	0.14	49	55%	0.11
3371	Furniture & Cabinets	0.13	22	14%	0.42
3391	Medical Equipment & Supplies	0.71	158	(13%)	1.90
3399	Other Miscellaneous Manufacturing	0.44	87	10%	0.47

Source: Emsi 2018.1 QCEW Employees

## TARGET INDUSTRY CLUSTERS

### Industry Cluster Definition<sup>48</sup>

An industry cluster is a geographic concentration of related companies and associated institutions that derive an economic advantage from co-locating in proximity to one another. Industry clusters are different than traditional industry sectors. Unlike an industry sector, industry clusters represent a network of interconnected firms and industries that are linked through shared resources and technologies based on a common set of economic activities. Firms in similar and related industries draw a productive advantage in being geographically located near each other because they have common labor pools and supply chain needs. *“Driver industries are linked to supplier and input industries, support industries, and customers.”* A myriad of service providers also participate in the manufacturing value chain, including engineers, market researchers, attorneys, accountants, research organizations (Universities, National Labs, etc.), toolmakers, equipment suppliers, transport and logistics providers, and consultants.

### Target Industry Cluster Identification

Standardized national industry clusters have been defined, which allow comparisons and performance measurement across regions.<sup>49</sup> Regionally defined industry clusters are often not represented in the standardized national definitions. Region-specific industry clusters can be identified based on employment concentrations, industry size, and growth rates. A regional industry cluster exists when the level of employment is overrepresented relative to the national average. This overrepresentation signals the presence of a critical mass at which cluster dynamics begin to kick in. Strong industry clusters are defined as those where the location quotient puts them into the leading 25% of regions across the U.S. in their respective cluster category. While emerging industry clusters are not easily identified through traditional analytical methods, they can be identified through qualitative research and intelligence based on local industry knowledge. Important considerations for determining the presence of emerging industry clusters include the presence of research institutions, innovation infrastructure, access to venture capital, and the growth of new occupations. Shift-share analysis can be employed to identify industries that are expected to grow faster than the national economy and industry mix. Six-digit NAICS codes were used to identify the core industries in the Northern Waterfront based on the number of core companies, employment size, degree of specialization, growth trends, and a strong regional presence in the East Bay. Five potential target industry clusters were identified including: 1) Biomedical/Biotechnology/life sciences; 2) Food & Beverage Processing; 3) Advanced Materials & Diversified Manufacturing; 4) Advanced Transportation Technologies; and 5) Clean Technology. These five industry clusters are described more fully on the following pages. The Northern Waterfront can develop a vibrant economy by attracting and growing manufacturing firms in emerging new industries in the advanced manufacturing sector. Many of these industries already have a strong presence in the East Bay regional economy.





## Biomedical/Biotechnology/Life Sciences Cluster

The biomedical/biotechnology/life sciences cluster is comprised of establishments engaged in manufacturing biological and medicinal products, pharmaceutical products, electro-medical equipment, and medical equipment and supplies. It includes companies producing biomedical/biotechnology products exclusively, as well as companies in related industries, which produce a diversified array of products including biomedical/biotechnology. The cluster also includes a wide variety of businesses in related and supporting industries from contract manufacturers, machine shops, injection molders, product development firms, and suppliers to component and equipment manufacturers, all of which are critical elements supporting growth of the region's biomedical/biotechnology cluster/life sciences. Many of the companies in related industries, while not classified as biomedical or medical device manufacturers per se, make components and develop technologies that are directly applicable to the production of medical products and devices. The biomedical/biotechnology/life sciences cluster also includes distributors of medical equipment and supplies, such as forceps, surgical knives and gloves, bandages and dressings, syringes, stethoscopes, medical laboratory equipment, x-ray films, dental drills, veterinarian instruments and other related supplies. The cluster is also comprised of establishments engaged in conducting research and development in the life sciences and biotechnology. The Northern Waterfront is part of the larger East Bay biomedical regional cluster, which has one of the largest concentrations of biotech firms in the state with strong research infrastructure and a well-developed eco-system.<sup>50</sup> Nationally, the biomedical/life sciences industry is projected to grow by approximately 10% over the next ten years.

### Cluster Profile

	Northern Waterfront	Contra Costa County	East Bay
Companies	18*	54	208
Jobs (2018)	256	1,521	10,901
Industry Concentration/Specialization (LQ)	0.52	0.86	1.98
Projected Baseline Job Growth (2018-2028)	(6)	(22)	1,005
% Change (2018-2028)	(2.5%)	(1.4%)	9.2%

Source: Emsi 2018.3 QCEW Employees, \* DatabaseUSA.com Business-Level Data

### Biomedical/Biotechnology/Life Sciences Core Industries

**Biopharmaceuticals (NAICS 325411):** Drugs derived from uncompounded medicinal chemicals and their derivatives or the processing of uncompounded botanicals, including proteins and nucleic acids used for therapeutic or in vivo diagnostic purposes, or direct extraction from a native biological source.

**Pharmaceutical Manufacturing (NAICS 325412):** In-vivo diagnostic substances and pharmaceutical preparations.

**Diagnostics (NAICS 325413):** In-vitro diagnostic substances used for diagnostic tests.

**Biologics (NAICS 325414):** such as vaccines, toxoids, therapeutic proteins, blood and blood components, tissues, and cultural media of plant or animal origin.

**Electro-medical & Electrotherapeutic Equipment (NAICS 334510):** pacemakers, patient-monitoring systems, MRI machines, diagnostic imaging equipment (including informatics equipment), ultrasound scanning devices, hearing aids, & electrocardiographs.

**Irradiation Apparatuses (NAICS 334517):** Irradiation, x-ray devices and other diagnostic imaging, computer tomography equipment for medical diagnostic, medical therapeutic, research and scientific evaluation.

**Surgical & Medical Instruments (NAICS 339112):** Medical, surgical, ophthalmic, and veterinary instruments and equipment, such as syringes, hypodermic needles, anesthesia apparatus, blood transfusion equipment, catheters, surgical clamps, medical thermometers, orthopedic instruments, optical diagnostic apparatuses, blood transfusion devices, and catheters.

**Surgical Appliances & Supplies (NAICS 339113):** Artificial joints and limbs, stents, orthopedic appliances, surgical dressings, disposable surgical drapes, hydrotherapy appliances, surgical kits, rubber medical and surgical gloves, and wheelchairs.

**Dental Equipment & Supplies (NAICS 339114):** Equipment, instruments, and supplies, dental hand instruments, plaster, drills, amalgams, cements, sterilizers, and dental chairs.

**Ophthalmic Goods Manufacturing (NAICS 339115):** Prescription eyeglasses, contact lenses, sunglasses, eyeglass frames, reading glasses, and protective eyewear.

**Dental Laboratories (NAICS 339116):** Dentures, crowns, bridges, and orthodontic appliances customized for individual application.



## Food & Beverage Processing Cluster

The Food and Beverage Processing Cluster includes businesses that transform raw ingredients into food and beverage products that can be easily prepared and served by the consumer. The cluster covers conventional, organic, ethnic and specialty foods, as well as beverages (soft drinks, fruit & vegetable juices, bottled water, wine, liquor, and beer). The cluster also includes related and supporting industries such as food and beverage wholesalers and distributors, food processing equipment manufacturers, food packaging, as well as linkages to agricultural producers and consumer sectors like restaurants, grocery stores, and bars. Food and beverage processing and manufacturing is the ninth largest traded cluster in terms of regional employment in the San Francisco Bay Area.<sup>51</sup> The U.S. food processing industry is forecast to grow at a steady rate of 2.9% compound annual growth rate (CAGR) through 2022, according to a report by the Association for Packaging and Processing Technologies.

### Cluster Profile

	Northern Waterfront	Contra Costa County	East Bay
Companies	28*	84	400
Jobs (2018)	818	2,167	14,476
Industry Concentration/Specialization (LQ)	0.63	0.45	0.97
Projected Baseline Job Growth (2018-2028)	(28)	248	732
% Change (2018-2028)	(3.4%)	11.4%	5.1%

Source: Emsi 2018.3 QCEW Employees, \* DatabaseUSA.com Business-Level Data

### Food & Beverage Processing Core Industries

**Animal Food (NAICS 3111):** Animal food produced from ingredients, such as grains, oilseeds, and meat products.

**Grains & Oilseeds (NAICS 3112):** Milling flour or meal from grains or vegetables, manufacturing malt, wet milling corn and other vegetables, crushing oilseeds and tree nuts, refining or blending vegetable oils, & manufacturing breakfast cereals.

**Sugar & Confectionary Products (NAICS 3113):** Processing agricultural inputs, such as sugarcane, beet, and cacao, to give rise to a new product (sugar or chocolate) or beginning with sugar and chocolate and processing these further.

**Fruit & Vegetable Preserving & Specialty Food (NAICS 3114):** Freezing food or using preservation processes, such as pickling, canning, and dehydrating.

**Dairy Products (NAICS 3115):** Dairy products from raw milk, processed milk, and dairy substitutes.

**Meat Processing (NAICS 3116):** The assembly, cutting and packing of meats from purchased carcasses.

**Seafood Preparation & Processing (NAICS 3117):** Canning, smoking, salting, and drying seafood; eviscerating fresh fish by removing heads, fins, scales, bones, and entrails; shucking and packing fresh shellfish; processing marine fats and oils; and freezing seafood.

**Bakeries (NAICS 3118):** Fresh and frozen bread and other bakery products; cookies, crackers, and dry pasta; or tortillas.

**Miscellaneous Food Manufacturing (NAICS 3119):** Snack foods; coffee, tea; concentrates, syrups, condiments, spices; and other miscellaneous food products.

**Beverage Manufacturing (NAICS 3121):** Nonalcoholic beverages; alcoholic beverages manufactured through the fermentation process; and distilled alcoholic beverages.



## Advanced Materials & Diversified Manufacturing Cluster

This cluster covers a broad group of producers in various manufacturing subsectors and industry groups who make intermediate and finished products.

Technological advances and market forces have created new opportunities for advanced manufacturing companies in these industries to become more competitive. While advanced manufacturing is more precisely identified at the company level rather than the industry level, industries that have adopted advanced manufacturing processes, machinery, materials, and/or produce products of an advanced nature are more competitive. NAICS codes for the diversified manufacturing cluster include both advanced manufacturing and traditional manufacturing firms.

### Cluster Profile

	Northern Waterfront	Contra Costa County	East Bay
Companies	52*	97	574
Jobs (2018)	1,984	2,813	23,708
Industry Concentration/Specialization (LQ)	1.51	0.58	1.58
Projected Baseline Job Growth (2018-2028)	(156)	(150)	257
% Change (2018-2028)	(7.9%)	(5.3%)	1.1%

Source: Emsi 2018.3 QCEW Employees, \* DatabaseUSA.com Business-Level Data

### Advanced Materials & Diversified Manufacturing Core Industries

**Plastics Material & Resin (NAICS 325211):** Resins and plastics materials, mixing and blending resins on a custom basis and/or manufacturing non-customized synthetic resins.

**Paint & Coatings (NAICS 325510):** Mixing pigments, solvents, and binders into paints and other coatings, such as stains, varnishes, lacquers, enamels, shellacs, and water-repellent coatings for concrete and masonry, and/or manufacturing allied paint products.

**Adhesives (NAICS 325520):** Adhesives, glues, and caulking compounds.

**Carbon & Graphite Products (335991):** Carbon, graphite, and metal-graphite brushes and brush stock; carbon or graphite electrodes for thermal and electrolytic uses; carbon and graphite fibers; and other carbon, graphite, and metal-graphite products.

**Building Materials (NAICS 327):** Non-metallic products such as gypsum board, crushed rock or gravel, glass, and other products.

**Metal Products (NAICS 3312; 3315):** Sheet metal products including steel shape manufacturers, aluminum and copper foundries.

**Machine Shops & Metal Fabrication (NAICS 332):** Transform purchased metals into intermediate or end-use products by forging, stamping, bending, forming, welding, machining, and assembly, used to join separate parts together.

**Machinery (NAICS 333):** General and special purpose machinery designed for a particular industry such as agriculture, construction, mining, industrial, and commercial machinery or general purpose machinery used by many different industries.

**Computer & Electronic Products (NAICS 3343; 334511, 334512, 334513, 334514, 334515, & 334519):** Electronic instruments, communication equipment, computers, and similar electronic products and components.



## Advanced Transportation Technologies

Advanced transportation technologies are an emerging cluster in the Bay Area that has not been defined by the North American Industry Classification System (NAICS) as a specific industry. This cluster includes fuel efficient vehicles, advanced battery storage, fuel cells, electric vehicle charging stations, plug-in electric vehicles, vehicle assembly and component parts manufacturing. Advanced transportation technologies also include traffic management, fueling/charging station infrastructure, and autonomous vehicles. This cluster represents an opportunity to capitalize on emerging new vehicle technologies that could result in substantial economic development benefits.<sup>52,53</sup>

### Cluster Profile

	Northern Waterfront	Contra Costa County	East Bay
Companies	1*	3	28
Jobs (2018)	<10	12	11,788
Industry Concentration/Specialization (LQ)	0.01	0.01	2.10
Projected Baseline Job Growth (2018-2028)	Insf. Data	(2)	3,381
% Change (2018-2028)	Insf. Data	(16.7%)	28.7%

Source: Emsi 2018.3 QCEW Employees, \* DatabaseUSA.com Business-Level Data

### Advanced Transportation Technologies Core Industries

**Electric Motors for Electric Vehicles (NAICS 335312):** Establishments primarily engaged in manufacturing electric motors, power generators, and motor generator sets.

**Electric Vehicle Assembly (NAICS 336111):** Vehicle assembly and component part manufacturing for plug-in electric, hybrid, and natural gas vehicles, fuel efficient vehicles, alternative fuel vehicles, high-speed rail.

**Electrical/Electronic Equipment for Motor Vehicles (NAICS 336320):** Motor vehicle electrical and electronic equipment manufacturing, electronics, communications, and computer systems required for navigation, guidance, and control of the vehicle, including autonomous vehicles, smart car technology, self-driving vehicles.

**Power Train Parts (NAICS 336350):** manufacturing of power train parts.

**Advanced Battery Storage (NAICS 335911):** Electrochemical energy storage technologies, fuel cells, hybrid or electric vehicles.

**Unmanned Aerial Vehicles & Systems (NAICS 336411):** Target drones, ultra light aircraft, equipment and networks to control an unmanned aircraft.



## Clean Technology Cluster

Clean technology (cleantech) is an emerging cluster that represents a diverse range of products, services, and processes, that reduces inputs, energy consumption, waste, or environmental pollution all intended to 1) provide superior performance at lower costs, while 2) reducing or eliminating negative environmental impacts

and 3) making more efficient and responsible use of natural resources. While there is no standard definition of "clean technology", it has been described by Clean Edge as *"a diverse range of products, services, and processes that harness renewable materials and energy sources, dramatically reduces the use of natural resources, and cuts or eliminates emissions and waste."* Cleantech has emerged as a defined industry due to the increased consumer, regulatory, and market interest in clean forms of energy generation—specifically, the rise in awareness of global warming, climate change, and the impact on the natural environment from the burning of fossil fuels. Nationally, the cleantech industries are expected to grow by 12% over the next ten years.

### Cluster Profile

	Northern Waterfront	Contra Costa County	East Bay
Companies (2017)	27*	470	1,209
Jobs (2018)	2,303	7,132	21,951
Industry Concentration/Specialization (LQ)	2.36	1.48	1.46
Projected Baseline Job Growth (2018-2028)	236	693	1,331
% Change (2018-2028)	10.3%	9.7%	6.1%

Source: Emsi 2018.3 QCEW Employees, \* DatabaseUSA.com Business-Level Data

### Clean Technology Core Industries

#### Renewable Energy Products & Components (NAICS 333414, 334413):

Products and components used in solar, wind, tidal waves, geothermal, waste-to-energy, fuel cells, and biomass products and equipment such as wind turbines and blades, solar cells, mounting brackets, solar heating equipment, and solar panels.

#### Energy Efficiency Products & Components (NAICS 335110, 335311):

Efficient lighting, smart grid, green building, and cogeneration.

#### Environmental Services & Technologies (NAICS 541330, 541380, 541620):

Environmental engineering, environmental testing labs, emissions controls, bioremediation, environmental monitoring & compliance.

**Remediation Services (NAICS 562910):** Remediation and cleanup of contaminated buildings, mine sites, soil, or ground water; integrated mine reclamation activities, including demolition, soil remediation, waste water treatment, hazardous material removal, contouring land, and re-vegetation; and asbestos, lead paint, and other toxic material abatement.

**Water and Wastewater Technologies (NAICS 332911; 333318):** water purification, conservation, efficiency, filtration, disinfection, monitoring and controls, metals and organics recovery, desalination systems.

#### Recycled Materials & Products (NAICS 423930, 562111, 562920, 562998):

Materials recovery, recyclable material handling and products made from recycled materials.

## Notes

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**Northern Waterfront Economic Development Initiative (NWEDI)**  
**Contra Costa County**

***Conceptual Framework***

***Building High Performing Waterfront Communities:***

**An Effective Model for Community and Human Capital Development in  
The Contra Costa Northern Waterfront Region**



***Community and Human Capital Development Strategy***

*Prepared January 31, 2018 by*  
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**Emerald HPC International, LLC**

*Revised May 3, 2018*

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**Northern Waterfront Economic Development Initiative (NWEDI)**  
**Contra Costa County**

***Community and Human Capital Development Strategy***  
***Conceptual Framework***

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# I. INTRODUCTION

## *Purpose*

The Contra Costa County Northern Waterfront Economic Development Initiative (NWEDI) has contracted with Emerald HPC International, LLC to develop a *Conceptual Framework* that outlines a comprehensive community and human capital development strategy.

From the outset it is important to note that understanding and messaging the workforce needs of current and future businesses in the region is important and must be in conjunction with identifying credible training and human development partners with proven track records related to human capital development that can bring that expertise to the Northern Waterfront.

**This document details a human capital and community development strategy, including identified implementation partners, with a focus on East Contra Costa as an illustration and road map of potential opportunities for the entire Northern Waterfront region.**

## *High Performing Communities (HPC) Framework™*

The first stage of Emerald's five-stage *HPC Framework* in collaborative planning is fact-finding. During this phase, we conduct strategic interviews and gather what stakeholders believe to be facts related to the initiative.

Next, we identify and articulate common issues.

We then conduct research that includes data analysis and studies to validate or invalidate issues stated by those we have interviewed as well as issues that emerge through observation and research.

We use validated issues, which we describe as indicators, to envision possibilities for the collaborative planning effort and, through this process, develop the key elements of the strategy.

We then move into the conceptual framework phase, which consists of:

- Assessing the potential for resource alignment
- Assessing existing systems and exploring potential systems alignment
- Designing collaborative service delivery with interlocking roles among partners
- Creating a conceptual framework based on validated and articulated issues

*(An animation of the HPC process can be found at [www.emeraldhpc.com/hpc-process.html](http://www.emeraldhpc.com/hpc-process.html).)*

## *Conceptual Framework Defined*

A conceptual framework is commonly defined as an analytical tool with several variations and contexts used to make conceptual distinctions and organize ideas.

We, however, define a conceptual framework as:

***“a tool for making conceptual distinctions and organizing ideas to help guide a planning team in the process of articulating a strategy or strategies based on an identified set of interlocking roles assigned to organizations, assets and stakeholders for the specific purpose of achieving measurable outcomes based on validated indicators.”***

The design of a conceptual framework, in the HPC process, precedes a full-blown operationalized plan. Therefore, Emerald is working closely with County NWEDI lead staff and consultants to ensure that the community/human capital development strategy outlined in this *Conceptual Framework* enhances and informs a comprehensive NWEDI vision.

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Articulating a strategy and defining interlocking agency roles for the community and human capital development partner organizations is a core portion of this *Conceptual Framework* and will complement the NWEDI strategic action plan and ensure that accurate outcome projections are incorporated based on the set of validated indicators that we have identified as those embraced by key stakeholder partners.

A conceptual framework requires general acknowledgement, acceptance and agreement with a common set of facts and indicators among a broad-based group of stakeholders. This framework presents the groundwork for such agreement.

On several occasions in the past, we have conducted fact-finding and economic, health, and workforce research on the needs of the various communities that make up the East Contra Costa region of the Northern Waterfront by gathering information about service needs and gaps, geographic variation, and key stakeholders.

We have now expanded that fact-finding to cover the entire Northern Waterfront, adding cities that are critical to the Waterfront region, as well as revisiting and updating information and conversations with East Contra Costa organizations and leaders.

We have also explored potential financial commitments and partners that could help sustain the community and human capital development strategy of the NWEDI.

This process has helped us identify and articulate common issues identified through one-on-one meetings, small group meetings, and an assessment of NWEDI activity since its inception. We have conducted research including data analysis and studies to validate or invalidate issues shared by those we have interviewed as well as issues that have emerged through observation and deeper analysis. Finally, we have used validated issues, which we describe as indicators, to envision possibilities for the collaborative planning effort.

We have therefore developed this framework that explores the need for, and opportunities related to, a sustainable, outcomes-based, collaborative planning effort leading to the design and implementation of a comprehensive, multi-site set of interlocking projects. Launched throughout a targeted demographic, these projects can meet regional needs in a sustainable way with measurable outcomes and significant impact.

This framework will help guide a tangible collaborative process in 2018 that begins with the immediate implementation of anchor projects; positions the community and human capital development strategy for ongoing funding; attracts additional partners needed for long-term financial stability; aligns with and/or is complementary to other on-going community development processes in cities and the county as a whole; and fosters system cohesion, inter-locking roles of partners, service integration, and community trust, support, and advocacy for the NWEDI mission.

## **II. FACT-FINDING, ASSESSMENT, RESEARCH, & ENGAGEMENT**

During the fact-finding phase of our work, from July to November 2018, we reviewed demographic research, conducted interviews, and gathered facts, issues, and needs identified by stakeholders related to the initiative to identify core partners and key issues and understand past experiences related to NWEDI collaborative efforts. We also identified partners, organizations and stakeholders through an assessment of NWEDI activity since its inception in 2013. This included analyzing County Board of Supervisor and Ad Hoc Committee meeting notes and reports, as well as staff and consultant reports.

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Since January 10, 2014, prior to our coming on-board in July of 2017, NWEDI identification and engagement of stakeholders and potential partner organizations had included over 80 community meetings, with over 20 unique presentations made to interested parties and agencies.

Based on our assessment and the goals related to the community and human capital development focus of our work, we have strategically conducted a number of one on one meetings, small group meetings, and site tours for the purpose of making sure we are clear about information and perspectives ascertained from our assessment. During this process, we also gathered suggestions for additional community stakeholders and officials relevant to the initiative that we should engage. Furthermore, we solicited engagement recommendations from Craft Consulting - NWEDI economic development and strategic planning consultants - and key County staff.

Therefore, through our process we have focused on community and human capital development, looking at specific service delivery systems, exploring potential systems alignment, and designing potential collaborative service delivery with current partners/stakeholders as well as with new partners/stakeholders identified through our process.

Additionally, we examined the correlations between studies we've used in other projects and how they align with and support current efforts being designed and operated within the target region. We have also used past findings as well as new information gathered to assess gaps in service and strategy.

The following is a brief overview of some of the data we have gathered from studies related to Contra Costa conducted by nationally recognized experts and relevant California agencies that helps inform, support and confirm the design approach we are taking with this project.

### ***Milken Institute Study***

The Milken Institute 2012 study, "*Contra Costa County: A Blueprint for Growth*," indicates that a path forward towards broadening business development and promoting economic growth for the region requires the following three-prong approach:

1. **Enhance the Workforce Development Pipeline**
2. **Strengthen Industry Assets and Improve Business Climate**
3. **Facilitate Entrepreneurship and Innovation**

The study points out that this requires work in three primary areas:

#### **a.) Leveraging existing industry strengths and targeting potential synergies with the local and regional workforce, markets, and industry base**

The county and its cities need to prioritize the development of industries with the highest potential synergies with its local and regional workforce, markets, and industry base. Bioscience/medicine, technology/engineering, and consulting/professional services are at the top of the list identified in the Milken study. These findings should be calibrated with the findings of Craft Consulting with regard to targeted industries that could impact the Northern Waterfront.

#### **b.) Capitalizing on underutilized resources**

In 2010, the county had nearly 464,000 working residents, more than 39 percent of whom worked outside the county. According to the U.S. Census, a disproportionate share of county residents working in occupations such as science, engineering, management, and mathematics commuted to other parts of the Bay Area. Many may have located in East Contra Costa for more affordable housing or quality of life reasons. Knowledge-intensive industries emerging in the county could draw on this talent pool to expand. Land is another relatively underutilized resource.

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### **c.) Promoting partnerships among stakeholders and jurisdictions**

Economic development must involve stakeholders from both the public and private sectors. It is imperative that local governments and public agencies focus on maintaining industry strengths and providing more opportunities for private-sector involvement. While some collaboration across departments and jurisdictions already exists, efforts to sustain such networks and create new ones are vital for strategy implementation.

The Milken study proposes certain strategies along with action steps below related to three priority focus areas. Although not all suggestions are reflective of components of the *NWEDI*, all are worth mentioning, some have already been completed, and many are particularly relevant to the focus areas we have identified in this conceptual framework.

#### **Focus 1: Enhance the Workforce Development Pipeline**

Strategy 1-1 Coordinate curriculum and tailor courses for future needs

*(Emerald Note: This is already happening within many local school districts and Contra Costa Community Colleges, such as Los Medanos College and Diablo Valley College, through pathway and career tech programs)*

Strategy 1-2 Enrich opportunities for extracurricular learning and training

Actions 1-2.1 Create internship initiatives; A.1-2.2 Expand science fair and competitions

Strategy 1-3 Promote partnership among local and regional education institutions

Actions 1-3.1 Sponsor exchange programs; A1-3.2 Create regional education alliance

Strategy 1-4 Attract regional talent

Actions 1-4.1 Campus marketing A.1-4.2 Extend relocation assistance to international and regional talent

Strategy 1-5 Promote job training programs

Action 1-5.1 Expand vocational training programs; A.1-5.2 Lobby for workforce investment funding

#### **Focus 2: Strengthen Industry Assets and Improve Business Climate**

Strategy 2-1 Streamline business services and improve regulatory environment

Actions 2-1.1 Evaluate and improve regulations; A.2-1.2 Monitor and improve business services

Strategy 2-2 Create Contra Costa Job Express Way

Action 2-2.1 Create Job Express Way

Strategy 2-3 Recruit high-potential candidates

Actions 2-3.1 Create recruitment task force; A.2-3.2 Partner with real estate agencies in referral programs; A.2-3.3 Develop competitive incentives

Strategy 2-4 Market existing strengths and potential synergies

Actions 2-4.1 Improve Internet business portal; A.2-4.2 Participate and host business conferences/summits

Strategy 2-5 Improve connectivity with regional economic centers

Actions 2-5.1 Partner with Transportation Task Force for BART extension (*Emerald Note: done*); A.2-5.2 Improve highway system

Strategy 2-6 Promote community outreach and advocacy

Action 2-6.1 Participate and sponsor workshops and seminars

Strategy 2-7 Promote local contracting and purchasing

Actions 2-7.1 Prioritize local companies for public contracts; A.2-7.2 Create awards and recognitions for companies promoting local contracting



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### Focus 3: Facilitate Entrepreneurship and Innovation

Entrepreneurship and the capacity for innovation are critical drivers of growth in a knowledge-based economy. Innovations can give birth to new technologies that enhance a region's core competitiveness, as occurred in Silicon Valley. Entrepreneurs play a critical role in the commercialization of new technologies. Moreover, creating a more vibrant entrepreneurial and innovative environment can reduce the reliance of Contra Costa and its cities on external resources and help develop indigenous growth. To do so, the county and its cities need to widen access to capital for startups in particular and enhance the infrastructure that supports such a climate.

Strategy 3-1 Promote startups to regional and national venture capitalists

Actions 3-1.1 Create venture capital committee; A.3-1.2 Create venture capital and startup database and forum

Strategy 3-2 Strengthen and anchor regional innovation networks

Actions 3-2.1 Create innovation task force; A.3-2.2 Sponsor innovation seminars; A.3-2.3 Partner with local Chamber of Commerce to host innovation expos

Strategy 3-3 Increase collaboration between business associations and assistance programs

Actions 3-3.1 Partner with SBDC to improve existing services, A.3-3.2 Create awards and recognitions for best performing programs

Strategy 3-4 Create incubators to support startups

Actions 3-4.1 Create incentives for private incubators to expand in the county; A.3-4.2 Partner with local education institutions to develop incubators

With respect to business incubators, the following occupations should be a focus, as they represent significant talent leakage out of Contra Costa:

- Life, Physical, Medical and Social Science
- Architecture and Engineering
- Computer and Mathematical
- Management
- Business and Financial Operations
- Arts, Design, Entertainment, Sports, and Media

Finally, the Milken study notes that to achieve sustainable growth across the county, economic development must be better balanced so that cities such as Antioch and Pittsburg are not left behind while wealthier areas such as San Ramon and Walnut Creek thrive.

In addition to strategies for the county as a whole, the study provides supplemental recommendations with the goal of facilitating sustainable growth across major job centers, as well as specific examples of how cities can leverage their competitive advantages in order to align their existing strengths and resources with elements of the study's general findings at the county level.

Although both of our prior Contra Costa - specific community/human capital development work through the *East Contra Costa Health/Wealth Initiative* and the *eQuip Richmond - Economic Revitalization Initiative* had a broader and deeper focus and utilized our *HPC Framework*, the Milken study confirms many components of the identified focus areas - *business incubation/business expansion, workforce training/education, and regional partnerships/barrier removal services* - described in this conceptual framework.

There are many correlations between the findings of the Milken study and the innovative strategies that have become characteristic of the Emerald HPC framework. **The following best practice studies and research data also help confirm as well as provide additional insight into understanding opportunities for community and human capital development in the Northern Waterfront.**

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### ***California Department of Transportation - Contra Costa Economic Forecast***

The California Department of Transportation 2014-2019 Contra Costa Economic Forecast projects continued migration into the area and punctuates the need for creating employment opportunities, safety, health alternatives, and stabilization of East Contra Costa's most impoverished neighborhoods.

By 2014, Contra Costa County had a population of 1.1 million people and a total of 335,000 wage and salary jobs. The per capita income was \$65,106, and the average salary per worker was \$77,456.

During 2013, the largest employment increases were observed in education and healthcare (+3,400 jobs), leisure and hospitality (+2,100 jobs), professional and business services (+1,800 jobs), and construction (+1,700 jobs). Employment losses were greatest in the information sector (-200 jobs).

Between 2008 and 2013, the population increased at an average annual rate of 0.9 percent. About half of this growth was the result of net migration, as an average of 4,400 net migrants entered the county each year. Over the next five years, net migration will remain relatively strong.

### ***East Bay EDA – 2017 Regional Economic Profile and 2017-18 East Bay Economic Outlook***

According to the 2017 East Bay Economic Development Alliance (EDA) *Regional Economic Profile* prepared by Beacon Economics, over the last few years there has been a slowdown in the growth of the labor supply.

*“Simply put, the pace of job creation cannot continue to increase if the supply of labor, the labor force, is growing at a slower rate. It is only a matter of time before the slack in the labor market (the number of unemployed and those who dropped out of the labor force) left over from the Great Recession is depleted.”*

*“During the first half of 2017, the labor force in the East Bay grew 0.3%, whereas the number of employed East Bay residents increased 0.8%. A similar imbalance can be seen in 2016, when the labor force grew 1.7% and employed residents increased 2.3%. In fact, the growth in the number of employed residents has been higher than the growth in the labor force every year since 2011.”*

The report indicates that one of the primary causes of the slowdown in the supply of labor is the lack of housing in the region, and the affordability of the current housing stock.

*“If there are not enough homes to house new workers, the local labor force simply cannot grow enough to sustain the job growth of the last few years. This forces many people to endure long commutes to the growing job centers throughout the Bay Area. Even with commuters, labor force growth will be constrained without significant investment in transportation infrastructure.”*

The report states that the constrained housing supply has maintained steady upward pressure on home prices in the East Bay, making most of the region unaffordable to lower- and even some middle-income households. However, Contra Cost, particularly East Contra Costa, retains a significant affordability advantage relative to San Francisco and San Jose.

According to the 2017-18 EDA *East Bay Economic Outlook* prepared by Beacon Economics, the East Bay industries that grew the fastest from September 2016 to September 2017 were Wholesale Trade (5.2% growth), Construction (4.2% growth), and Educational Services (4.1% growth). The Health Care sector grew by 2.8%, but led all sectors in absolute job gains (4,600 jobs).

High skilled sectors such as Financial Activities (2.5% growth) and Management (2.4% growth) posted significant gains. In addition, the *East Bay Economic Outlook* reports that:

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*“Construction sector payroll share expanded by 12.2% since September 2015, making it the fastest growing over this period and reaffirming the observation that developers are capitalizing on residential and commercial development opportunities in the area.”*

The report also states that the Information sector and the Professional, Scientific & Technical Services sector grew by 2.1% and 1.1%, respectively, from September 2016 to September 2017.

Much of this payroll employment *“comes from the growing Tech industry in the East Bay. In particular, the Computer Systems Design and Related Services sector was a significant source of new jobs, generating 1,100 new positions from September 2016 to September 2017. Demand for skilled workers extends well beyond high-tech jobs, however, with Architectural and Engineering Services creating 800 jobs in the East Bay over the last year.”*

The 2017 *Regional Economic Profile* reported that the gains in the Tech industry have come through a steady flow of venture capital funding. In the first two quarters of 2017 alone, \$1.02 billion in venture capital funding went to companies headquartered in the East Bay, according to the research data company Pitchbook, representing strong investor confidence in East Bay companies.

Further, the *East Bay Economic Outlook* indicates that employment fell in only a handful of major sectors over the last year. For example, *“payroll employment in the Administrative Support sector declined 1.7%, but the losses here were concentrated in the Employment Services subsector, which is associated primarily with temp agencies. With a tight labor market in an expanding economy, temporary workers are in less demand as offers for full-time work take precedence.”*

*“In addition, with online sales continuing to take an ever-bigger share of total retail sales, the Retail Trade sector declined by 2.1%, as brick and mortar retail establishments are having to adapt, often with fewer locations and staff.”*

*“Transportation, Warehousing, and Utilities declined by 3.2% and Manufacturing declined by 1.0%. These job losses are not substantial, but they are something to keep a close eye on if they persist in the months ahead. At the same time, as advanced manufacturing continues to impact manufacturing and logistics through technological advancements and automation, improved efficiencies and safety standards will contribute to economic growth.”*

*“Promising for the East Bay, is that high-wage sectors are expected to be at the forefront of the overall projected employment growth by 6.0% from current levels to 2021.”*

*“Management and Professional Services are expected to grow by 8.7% (10,500 jobs), the Information sector is expected to grow by 11.6% (3,100 jobs), the Construction sector is expected to grow by 9.4% (6,900 jobs), the Education/Health sector is expected to grow by 9.2% (17,600 jobs), and the Manufacturing sector is expected to grow by 5.3% (4,700 jobs).”*

*“The venture capital industry is finding the East Bay a most promising place to invest, a very positive sign for the region’s future. The region can encourage even more startup activity going forward through investment in incubators and other platforms for nascent tech development, as well as continuing to promote construction of affordable residential and commercial property, which will encourage in-migration of high-skilled workers, entrepreneurs and businesses.”*

These reports are helpful in understanding our emphasis on the need for training and business incubation in the construction trades as well as training in other key sectors and incubation of small business entrepreneurs in key industry sectors and supply chain companies.

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### ***Waterfront Region Comparative Demographic Data: Population, Businesses, & Poverty Rates***

The initial description of the *NWEDI* originally included only areas that touch the waterfront - unincorporated county land and the cities of Hercules, Martinez, Concord, Pittsburg, Antioch and Oakley. The *NWEDI* now articulates a unified regional approach that expands the vision to include the cities of Brentwood and Walnut Creek, recognizing the importance of the support and involvement of communities in the broader region and the wider potential impact of the *NWEDI* on the entire region's quality of life, workforce, and economic sustainability.

Overall, though Contra Costa County's unemployment rate has dropped to just 3.9% as of November 1, 2017, the overall poverty rate is 10.9% (people living below poverty level).

Comparatively, for the cities located within the *NWEDI* region the stats are as follows:

- **Hercules has a population of 24,060; 1,630 businesses; & a poverty rate of 5.1%**
  - **Rodeo (unincorporated) has a population of 9,724; 15 businesses; & a poverty rate of 13.0%**
- **Crockett (unincorporated) has a population of 3,044; businesses (n/a); & a poverty rate of 9.7%**
  - **Martinez has a population of 35,824; 3,489 businesses; & a poverty rate of 6.1%**
- **Walnut Creek has a population of 64,173; 19,176 businesses; & a poverty rate of 6.1%**
  - **Concord has a population of 122,067; 10,859 businesses; & a poverty rate of 13.3%**
- **Bay Point (unincorporated) has a population of 21,349; 1,268 businesses; & a poverty rate of 21.5%**
  - **Pittsburg has a population of 63,264; 4,367 businesses; and a poverty rate of 17.9%**
- **Antioch has a population of 110,542; 6,018 businesses; & an overall poverty rate of 15.4%**  
(Note: Antioch's 94509 zip code has a population of 66,279, & a poverty rate of 19.7%; while Antioch's 94531 zip code has a population of 44,263 & a poverty rate of 9%.)
  - **Brentwood has a population of 51,481; 4,106 businesses; & a 7.3% poverty rate**
- **Oakley has a population of 40,622; 1,902 businesses; & an 8.2% poverty rate**

### ***The Truth About Poverty and the Impact of Concentrated Poverty on Neighborhoods***

Through our research we also found the following additional facts regarding poverty:

A *Stanford University* study shows that in 1970, 65 percent of America's families lived in "middle-income" situations. By 2008, only 43 percent of U.S. families lived in middle-income neighborhoods.

Meanwhile, over that same period of time, the share of families living in either poor or rich neighborhoods essentially doubled. (*The book "Coming Apart" draws on five decades of statistics and research that describes these findings.*)

Further, it was once thought that poverty was mostly a problem for minorities in urban neighborhoods, or those living in the rural areas, particularly in Southern states. But the reality is that poverty is beginning to devour what was a majority of white middle-class families in major suburban neighborhoods.

Further, the 2008 economic recession forced millions of Americans into poverty, up from 11% in 2000 to about 15%. Poverty rates actually improved under the Obama administration, going down to 12.7% in 2016. Of the 39.5 million people living below the poverty line who rely on food stamps, 43% are white and only 23% are black. And, when we look at the 20 million people living in extreme poverty (those households making less than 50 percent of the poverty threshold), 42% are white and 26% are black.

This information is critical because we need to ensure that the *NWEDI* effectively addresses service gaps and does not miss serving those most in need because of stereotypes and misinformation.

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Our work has required developing a deeper understanding of the effects of concentrated poverty on neighborhoods in the target region. Neighborhoods with concentrated poverty oftentimes isolate their residents from the resources and networks they need to reach their potential and deprive the larger community of the neighborhood's human and social capital.

With both the rise of inner-city poverty and the recent increase in suburban poverty in the United States, researchers have sought to interpret the dynamic between neighborhoods and residents in communities of concentrated poverty. Impoverished neighborhoods are challenged with serious crime, health, and education problems that, in turn, further restrict the opportunities of those growing up and living in them, and thwart business development and business acquisition efforts.

We have an opportunity to change that dynamic in impoverished areas along the Waterfront. Let's not take our eyes off the prize. In doing so, we must remember the following barriers to success and avoid them at all cost.

They are according to John Kotter, *Leading Change: "Why Transformation Efforts Fail"*

- Not Establishing a Great Sense of Urgency
- Not Creating a Powerful Enough Guiding Coalition
- Lacking a Vision
- Under-Communicating the Vision by a Factor of 10
- Not Removing Obstacles to the New Vision
- Not Systematically Planning for and Creating Short-Term Wins
- Declaring Victory Too Soon
- Not Anchoring Changes to the Community's Culture, Plans, and Vision

We strongly believe that the Northern Waterfront region is ready for the NWEDI to focus on human capital, and thereby accomplish what is outlined in this document and more.

As a region, we can ill afford not to do so.

### ***Social Determinants of Health***

As a reminder, we cannot minimize, as we move forward, the critical importance of including health in our strategy for revitalization. This is one of the reasons we have intentionally solicited partnerships with health-focused programs and thought partners.

According to the *Office of Disease Prevention and Health Promotion*: **A range of personal, social, economic, and environmental factors contributes to individual and population health.**

For example, people with a quality education, stable employment, safe homes and neighborhoods, and access to preventive services tend to be healthier throughout their lives. Conversely, poor health outcomes are often made worse by the interaction between individuals and their social and physical environment. Concentrated pockets of residents suffering from poor physical conditions are a barrier to economic growth and stability.

Social determinants are in part responsible for the unequal and avoidable differences in health status within and between communities. As a leading health topic, social determinants take into account the critical role of ***home, school, workplace, neighborhood, and community*** in improving health.

From infancy through old age, the conditions in the social and physical environments in which people are born, live, work, and age can have a significant influence on health outcomes as follows:



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## Prenatal

- According to the *Journal of Public Health Management and Practice*, it is important to improve the prenatal health-related behaviors of women, “including reducing their use of cigarettes, alcohol and illegal drugs and enabling them to obtain the needed treatment for pregnancy-related complications.”
- Further, other documented benefits of prenatal care include longer intervals between the birth of the first and second child, longer relationships with current partner, and fewer months of using welfare and food stamps. The positive effects of proper prenatal care reduce the societal outcomes of crime, substance abuse, teen pregnancy, child abuse, child neglect, and domestic violence.

## Children

- Early and middle childhood provides the physical, cognitive, and social-emotional foundation for lifelong health, learning, and wellbeing. A history of exposure to adverse experiences in childhood, including exposure to violence and maltreatment, is associated with health risk behaviors such as smoking, alcohol and drug use, and risky sexual behavior, as well as health problems such as obesity, diabetes, heart disease, sexually transmitted diseases, and attempted suicide.
- Features of the built environment, such as exposure to lead-based paint hazards and pests, negatively affect the health and development of young children.

## Adolescents

- Because they are in developmental transition, adolescents and young adults are particularly sensitive to environmental influences. Environmental factors, including family, peer group, school, neighborhood, policies, and societal cues, can either support or challenge young people’s health and wellbeing. Addressing young people’s positive development facilitates their adoption of healthy behaviors and helps to ensure a healthy and productive future adult population.
- Adolescents who grow up in neighborhoods characterized by poverty are more likely to be victims of violence; use tobacco, alcohol, and other substances; become obese; and engage in risky sexual behavior.

## Adults

- Access to and availability of healthier foods can help adults follow healthful diets. For example, better access to retail venues that sell healthier options may have a positive impact on a person’s diet. These venues may be less available in low-income or rural neighborhoods.
- Longer hours, compressed work weeks, shift work, reduced job security, and part-time and temporary work are realities of the modern workplace and are increasingly affecting the health and lives of U.S. adults. Research has shown that workers experiencing these stressors are at higher risk of injuries, heart disease, and digestive disorders.

## Older Adults

- Availability of community-based resources and transportation options for older adults can positively affect health status. Studies have shown that increased levels of social support are associated with a lower risk for physical disease, mental illness, and death.

## Impact of Social Determinants on Health Disparities

It is important to recognize the impact that social determinants have on health outcomes of specific populations. Moreover, with respect to disparities and social determinants, the data shows that ***race and ethnicity, gender, sexual identity, age, disability, socioeconomic status, and geographic location*** all contribute to an individual’s ability to achieve good health.

Social determinants are often a strong predictor of health disparities.

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For example, nationally:

- In 2008, the Asian/Pacific Islander population had the highest rate of high school graduation among racial and ethnic groups, with 91.4% of students attending public schools graduating with a diploma 4 years after starting 9th grade compared to rates among non-Hispanic white (81.0%), American Indian/Alaska Native (64.2%), Hispanic (63.5%), and non-Hispanic black (61.5%).
- Per the *National Assessment of Adult Literacy*, African American, Hispanic, and American Indian or Alaska Native adults were significantly more likely to have below basic health literacy compared to their white and Asian or Pacific Islander counterparts. Hispanic adults had the lowest average health literacy score compared to adults in other racial and ethnic groups.
- In 2007, African Americans and Hispanics were more likely to be unemployed compared to their white counterparts. Further, all adults with less than a high school education were 3 times more likely to be unemployed than those with a bachelor's degree.
- Low socioeconomic status is associated with an increased risk for frequent mental distress as well as for many diseases, including cardiovascular disease, arthritis, diabetes, chronic respiratory diseases, and cervical cancer.
- Low-income minorities on average spend more time traveling to work and other daily destinations than do low-income whites because they have fewer private vehicles and use public transit and car pools more frequently.

It is important to understand how personal, social, economic, and environmental factors contribute to workforce development at a deep level, while considering the unique history and demographic makeup of the region.

Therefore, in this document, we have compared personal, social, economic, and environmental health disparity factors to reports and studies related to the East Contra Costa region because of the significantly higher population and diversity numbers of the region. We have also explored best practice studies related to collaboration, referral services, and engagement strategies.

As we have interviewed and entered into discussions with business, non-profit organizations, community stakeholders, and education, health, philanthropic and city government representatives, it has become very clear that the subject of partner capacity to reach hard to serve populations and remove barriers to participation in the economy and how we focus and then roll out partnerships and services throughout the Waterfront are important considerations.

Important related issues include: increasing impact on health determinants by building broader stakeholder collaboration, fostering effective strategic community engagement, and significantly impacting indicators for better health and therefore better economic outcomes in the region.

### ***Relationship of Investments in Human Capital to Wealth and Health***

According to the 2015 Policy Summit closing keynote address by Loretta J. Mester, President of the Federal Reserve Bank of Cleveland (FBRC):

***“Many studies have documented the importance to economic well-being of investments in human capital. For example, Cleveland Fed researchers found that over a 75-year-period, education levels were consistently one of the most reliable indicators for each state’s per capita income growth and that counties with higher levels of high school graduates tend to have lower poverty rates and higher levels of labor force participation.”***

***“A study by a Philadelphia Fed researcher found that resilient regions, that is, regions that have been able to avoid persistent declines in population over the long run, tend to have a more educated population and a more diverse industry mix.***



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***The benefits of investing in human capital are also evident at the individual level. Better education is correlated with higher wages and lower levels of unemployment. For example, the current unemployment rate for those with a college degree is 2.6 percent, compared to 5.4 percent for those with a high school diploma, and 8.0 percent for those who didn't graduate from high school.***

*“The difference in wages between those with a college degree and those without, the so-called skill premium, has widened substantially over time, more than doubling since the 1970s. Median hourly wages for those with a bachelor's degree are now about 80 percent higher than for high school graduates. And over a lifetime, in present value terms, a college graduate can expect to earn nearly twice as much as a high school graduate. Other research shows that the skill premium has grown even more for those with a post-graduate degree, even controlling for changing demographics. Those with a graduate degree now earn about 30 percent more than those with a four-year college degree.”*

***“The rising skill premium since the 1970s reflects the fact that over much of the period, real wages (that is, wages adjusted for inflation) rose for skilled workers while they fell for unskilled workers.”***

*“Several factors could have led to the rising trend in the skill premium. Globalization, which has led to increased trade between the U.S. and countries with lower-skill, lower-wage workers, is one possible explanation. Demand from the U.S. for the products produced by lower-wage workers abroad would put downward pressure on the wages of lower-skill workers producing similar goods in the U.S. And demand from abroad for goods produced by high-skill workers in the U.S. would put upward pressure on their wages. While this is an interesting theory, there is not much empirical support for trade being a major driver of the skill premium. Instead, there appears to be considerably more evidence that **technological** change has increased the demand for skilled workers relative to unskilled workers. This is consistent with the fact that even industries often viewed as less skill-intensive have increased their demand for skilled labor. **The manufacturing plant of the 1970s has transformed itself into a high-tech operation, requiring workers who can operate computerized machinery and even robots.**”*

### ***Notable Countywide and Antioch Data Related to the Workforce/Education Pipeline and Health***

The need and the opportunities in the eastern portion of the Northern Waterfront region create a compelling focal point for pilot projects for the community and human capital strategy of the NWEDI.

The combined population of Bay Point, Pittsburg, Antioch, Brentwood, and Oakley is over 300,000. Therefore, in the interest of brevity and focus, **we include below an overall summary of relevant data for the county in general and comparative data for Antioch, the Northern Waterfront's largest city.**

#### **A. Childhood and Adolescent Indicators**

*Antioch Population for Children and Adolescents by Age, and Gender as of 2015*

<b>Antioch Population: 110,542</b>			
<i>Antioch Boys</i>		<i>Antioch Girls</i>	
Under 5 years:	3,638	Under 5 years:	3,638
5 to 9 years:	3,937	5 to 9 years:	3,759
10 to 14 years:	4,291	10 to 14 years:	4,060
15 to 17 years:	2,720	15 to 17 years:	2,702

As a reminder, the social determinants of health for children and adolescents are:

- Early and middle childhood provides the physical, cognitive, and social-emotional foundation for lifelong health, learning, and wellbeing.

A history of exposure to adverse experiences in childhood, including exposure to violence and maltreatment, is associated with health risk behaviors such as smoking, alcohol and drug use, and risky sexual behavior, as well as health problems such as obesity, diabetes, heart disease, sexually transmitted diseases, and attempted suicide.

- Features of the built environment, such as exposure to lead-based paint hazards and pests, negatively affect the health and development of young children.
- Because they are in developmental transition, adolescents and young adults are particularly sensitive to environmental influences. Environmental factors, including family, peer group, school, neighborhood, policies, and societal cues, can either support or challenge young people's health and wellbeing. Addressing young people's positive development facilitates their adoption of healthy behaviors and helps to ensure a healthy and productive future adult population.
- Adolescents who grow up in neighborhoods characterized by poverty are more likely to be victims of violence; use tobacco, alcohol, and other substances; become obese; and engage in risky sexual behavior.

It is important to emphasize a focus on health and education indicators for children and adolescents when discussing strategies for human capital development and related assessment tools because they are our current and future economic, workforce and education pipeline for regional economic stability.

We get a glimpse of these important indicators by reviewing the following *California Healthy Kids Survey* data for **Contra Costa County**. Please note that the latest survey results were gathered in **2015**.

## 1. Alcohol, Tobacco, & Other Drugs

### Binge Drinking in Past Month (Student Reported)

Contra Costa County	Percent					
Level of Connectedness to School	0 days	1 day	2 days	3-9 days	10-19 days	20-30 days
High	92.5%	2.7%	1.6%	1.8%	0.5%	0.8%
Medium	88.0%	4.0%	2.4%	3.1%	1.1%	1.4%
Low	77.0%	4.7%	5.0%	4.5%	2.8%	6.1%

Race/Ethnicity	0 days	1 day	2 days	3-9 days	10-19 days	20-30 days
African American/Black	90.9%	2.7%	1.9%	1.8%	0.6%	2.1%
American Indian/Alaska Native	87.9%	3.2%	1.3%	2.3%	2.1%	3.1%
Asian	96.0%	1.4%	0.8%	0.8%	0.2%	0.8%
Hispanic/Latino	86.5%	4.2%	2.8%	3.0%	1.4%	2.2%
Native Hawaiian/Pacific Islander	88.0%	3.7%	2.0%	2.8%	1.1%	2.4%
White	88.0%	3.7%	2.7%	3.5%	1.0%	1.0%
Multiracial	89.9%	3.5%	1.7%	2.2%	0.9%	1.7%
Other	91.7%	2.7%	2.3%	1.3%	0.3%	1.7%

## Drinking and Driving or Riding with a Driver Who Had Been Drinking (Student Reported)

Contra Costa County	Percent				
Level of Connectedness to School	Never	1 Time	2 Times	3-6 Times	7 or more times
High	84.8%	5.4%	3.9%	3.2%	2.7%
Medium	78.3%	7.2%	4.8%	5.0%	4.7%
Low	69.4%	6.1%	6.1%	6.5%	11.8%

Race/Ethnicity	Never	1 Time	2 Times	3-6 Times	7 or more times
African American/Black	82.0%	5.6%	3.9%	3.4%	5.2%
American Indian/Alaska Native	76.6%	7.7%	5.0%	2.4%	8.3%
Asian	89.0%	4.2%	2.2%	2.1%	2.5%
Hispanic/Latino	76.2%	6.6%	5.2%	5.8%	6.2%
Native Hawaiian/Pacific Islander	80.9%	4.3%	7.1%	4.7%	3.1%
White	80.6%	7.1%	4.8%	4.0%	3.5%
Multiracial	82.2%	5.7%	4.0%	3.9%	4.3%
Other	77.0%	9.8%	4.6%	3.3%	5.4%

## Cigarette Use in Lifetime (Student Reported)

Contra Costa County	Percent					
Level of Connectedness to School	0 Times	1 Time	2 Times	3 Times	4-6 Times	7 or more times
High	93.1%	2.4%	0.9%	0.7%	0.7%	2.2%
Medium	85.5%	3.8%	1.9%	1.6%	1.7%	5.5%
Low	73.7%	5.3%	2.7%	2.1%	3.0%	13.1%

Race/Ethnicity	0 Times	1 Time	2 Times	3 Times	4-6 Times	7 or more times
African American/Black	87.7%	4.6%	1.4%	1.1%	0.7%	4.5%
American Indian/Alaska Native	82.7%	8.2%	0.5%	0.9%	0.8%	6.9%
Asian	94.4%	1.8%	0.6%	0.7%	0.5%	2.0%
Hispanic/Latino	85.0%	4.2%	2.0%	1.6%	1.7%	5.4%
Native Hawaiian/Pacific Islander	85.7%	5.6%	2.4%	0.5%	1.7%	4.2%
White	88.8%	2.5%	1.2%	1.0%	1.4%	5.0%
Multiracial	87.9%	2.9%	1.5%	1.2%	1.4%	5.1%
Other	87.6%	1.8%	1.6%	0.7%	1.5%	6.8%

## Marijuana Use in Past Month (Student Reported)

Contra Costa County	Percent					
Level of Connectedness to School	0 days	1 day	2 days	3-9 days	10-19 days	20-30 days
High	90.7%	2.5%	1.5%	2.2%	1.1%	2.0%
Medium	82.5%	3.5%	2.7%	4.4%	2.5%	4.4%
Low	69.3%	5.0%	3.3%	6.2%	4.0%	12.0%

Race/Ethnicity	0 days	1 day	2 days	3-9 days	10-19 days	20-30 days
African American/Black	79.9%	3.5%	2.9%	4.3%	2.9%	6.5%
American Indian/Alaska Native	85.3%	3.3%	2.3%	3.7%	1.2%	4.2%
Asian	94.8%	1.3%	0.9%	1.0%	0.6%	1.3%
Hispanic/Latino	81.8%	3.8%	2.6%	4.3%	2.6%	4.9%
Native Hawaiian/Pacific Islander	85.4%	3.2%	2.0%	3.8%	1.4%	4.2%
White	85.9%	3.1%	2.2%	3.6%	1.8%	3.5%
Multiracial	84.8%	3.3%	2.2%	3.4%	1.8%	4.4%
Other	86.5%	3.7%	0.9%	3.8%	2.2%	2.9%

## Recreational Use of Prescription Drugs in Lifetime (Student Reported)

Contra Costa County	Percent	
Level of Connectedness to School	Any	None
High	9.1%	90.9%
Medium	16.2%	83.8%
Low	29.1%	70.9%

Race/Ethnicity	Any	None
African American/Black	16.6%	83.4%
American Indian/Alaska Native	17.2%	82.8%
Asian	7.2%	92.8%
Hispanic/Latino	16.8%	83.2%
Native Hawaiian/Pacific Islander	14.3%	85.7%
White	13.4%	86.6%
Multiracial	16.5%	83.5%
Other	16.6%	83.4%

### Combination Alcohol/Drug Use in Past Month (Student Reported)

Contra Costa County	Percent	
Level of Connectedness to School	Any	None
High	17.3%	82.7%
Medium	28.2%	71.8%
Low	41.6%	58.4%

Race/Ethnicity	Any	None
African American/Black	26.5%	73.5%
American Indian/Alaska Native	23.1%	76.9%
Asian	10.3%	89.7%
Hispanic/Latino	29.8%	70.2%
Native Hawaiian/Pacific Islander	25.3%	74.7%
White	24.1%	75.9%
Multiracial	23.6%	76.4%
Other	20.8%	79.2%

### Usual Level of Alcohol Intoxication (Student Reported)

Level of Connectedness to School	I don't drink alcohol	Just a sip or two	Enough to feel it a little	Enough to feel it moderately	Until I feel it a lot or get really drunk
High	70.7%	11.6%	6.6%	7.5%	3.5%
Medium	57.9%	14.9%	10.1%	10.8%	6.4%
Low	48.0%	12.7%	11.2%	11.6%	16.5%

Race/Ethnicity					
African American/Black	66.2%	12.6%	8.5%	7.1%	5.6%
American Indian/Alaska Native	65.4%	15.4%	6.4%	5.9%	6.9%
Asian	79.2%	9.6%	4.9%	4.2%	2.1%
Hispanic/Latino	56.5%	15.0%	11.2%	10.1%	7.3%
Native Hawaiian/Pacific Islander	63.7%	12.1%	7.4%	11.0%	5.8%
White	61.9%	12.6%	7.3%	11.5%	6.7%
Multiracial	65.1%	12.5%	8.1%	8.4%	5.9%
Other	68.5%	13.5%	6.3%	7.9%	3.9%

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## 2. Community Connectedness

### Meaningful Participation in the Community (Student Reported)

Race/Ethnicity	High	Medium	Low
African American/Black	46.6%	37.8%	15.6%
American Indian/Alaska Native	51.5%	32.5%	16.0%
Asian	58.4%	32.5%	9.1%
Hispanic/Latino	40.6%	39.7%	19.6%
Native Hawaiian/Pacific Islander	58.9%	30.3%	10.8%
White	67.0%	25.9%	7.1%
Multiracial	55.3%	34.1%	10.5%
Other	43.9%	43.6%	12.5%

## 3. Emotional/Mental Health

### Depression-Related Feelings (Student Reported)

Contra Costa County	Percent	
Level of Connectedness to School	Yes	No
High	19.9%	80.1%
Medium	33.4%	66.6%
Low	47.1%	52.9%

Race/Ethnicity	Yes	No
African American/Black	25.9%	74.1%
American Indian/Alaska Native	27.0%	73.0%
Asian	24.7%	75.3%
Hispanic/Latino	32.2%	67.8%
Native Hawaiian/Pacific Islander	32.9%	67.1%
White	24.6%	75.4%
Multiracial	29.5%	70.5%
Other	24.5%	75.5%

## 4. School Connectedness

### Truancy

Note: Because of the correlation between school connectedness and youth violence, it is important to mention here, before looking at the data, that according to the **Contra Costa County Grand Jury**:

***Contra Costa County ranked worst out of the nine Bay Area counties in chronic absences of its elementary school students last year.***

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*“With an overall K-12 truancy rate of 38.9 percent, the county had a ranking worse than neighboring Alameda County, at 27 percent, and the statewide average of 31.1 percent. That means that out of 180,000 students in the county, 10,000 of them had at least three unexcused absences last year, fitting the definition of truancy. And those who were “chronically absent,” defined as being absent for any reason 10 percent or more of the school year, or approximately two days a month, were an even larger number. Thus, the Contra Costa grand jury panel found that the county’s truancy rates also ranked among the worst throughout the state — 46th out of 58 counties, calling it “a disturbing picture for the county.”*

We are not surprised by this observation. The high number of Antioch Unified students committing or becoming victims of violence led to the development of the Antioch Youth Intervention Network (YIN) collaborative in 2007.

A comprehensive study was conducted of all 8,763 Antioch students aged 13-18 at the time of the study, under an arrangement with Antioch Unified School district lawyers and the Superintendent. To protect their identity and privacy, students were given fictitious names and student identifications so that their social economic status, grades, disciplinary records, family composition, attendance, time in the district and test scores could be studied. The study showed definitively that the top two indicators for youth likely to commit or become victims of violence were **truancy** and **student disengagement**.

Over five years, YIN’s intervention strategy among a pilot group of 103 families showed an 86% reduction in truancy, an average GPA increase of 2 grade points, a 92% reduction in police calls for service related to those youth and families, a 100% graduation rate, and 100% college going rate among the 97 youth completing the process. YIN was formally integrated into the Antioch School District in 2017 and can be a best practice model for other districts along the Waterfront dealing with similar issues.

This work has been documented and recognized as one of four global best practices by the United Nations, a national best practice by past US Attorney General Eric Holder, and a statewide best practice by the past US Attorney for the Northern District, Melinda Hague. **Strategies that engage youth and help connect them to the learning environment are critical for reducing truancy and youth violence and increasing graduation rates, student success, health, and connections to the workforce pipeline.**

The data from the *California Healthy Kids Survey* for Contra Costa County relating to **School Connectedness** now follows:

#### **Caring Adults at School (Student Reported)**

Contra Costa County	Percent		
Race/Ethnicity	High	Medium	Low
African American/Black	31.8%	55.6%	12.6%
American Indian/Alaska Native	35.2%	50.2%	14.6%
Asian	35.8%	55.3%	9.0%
Hispanic/Latino	30.5%	56.0%	13.4%
Native Hawaiian/Pacific Islander	33.1%	57.1%	9.8%
White	42.0%	50.2%	7.8%
Multiracial	35.3%	54.0%	10.7%
Other	34.2%	55.5%	10.2%



Contra Costa County	Percent					
	Female			Male		
Grade Level	High	Medium	Low	High	Medium	Low
7th Grade	40.0%	50.7%	9.3%	34.8%	54.4%	10.8%
9th Grade	32.0%	55.8%	12.1%	30.5%	56.8%	12.7%
11th Grade	39.6%	51.0%	9.4%	35.2%	55.1%	9.7%
Non-Traditional	N/R	N/R	N/R	N/R	N/R	N/R
All	37.0%	52.6%	10.3%	33.4%	55.5%	11.1%

### High Expectations from Teachers and Others (Student Reported)

Contra Costa County	Percent		
Race/Ethnicity	High	Medium	Low
African American/Black	50.3%	41.9%	7.9%
American Indian/Alaska Native	49.0%	41.9%	9.1%
Asian	53.0%	42.2%	4.8%
Hispanic/Latino	46.5%	45.2%	8.3%
Native Hawaiian/Pacific Islander	52.1%	41.5%	6.4%
White	55.6%	39.5%	4.9%
Multiracial	51.0%	41.9%	7.1%
Other	50.3%	42.5%	7.3%

Contra Costa County	Percent					
	Female			Male		
Grade Level	High	Medium	Low	High	Medium	Low
7th Grade	59.2%	36.0%	4.9%	55.8%	37.8%	6.5%
9th Grade	48.7%	44.9%	6.4%	46.4%	45.0%	8.5%
11th Grade	49.6%	44.2%	6.3%	45.9%	46.7%	7.4%
Non-Traditional	N/R	N/R	N/R	N/R	N/R	N/R
All	52.4%	41.8%	5.9%	49.4%	43.2%	7.5%

### Meaningful Participation at School (Student Reported)

Contra Costa County	Percent		
Race/Ethnicity	High	Medium	Low
African American/Black	14.3%	49.6%	36.1%
American Indian/Alaska Native	15.3%	57.9%	26.8%
Asian	17.0%	57.5%	25.5%
Hispanic/Latino	11.3%	50.2%	38.4%
Native Hawaiian/Pacific Islander	18.8%	54.2%	27.0%
White	18.9%	54.9%	26.2%
Multiracial	13.0%	54.2%	32.8%
Other	11.7%	55.8%	32.5%

### School Connectedness (Student Reported)

Contra Costa County	Percent		
Race/Ethnicity	High	Medium	Low
African American/Black	32.7%	49.3%	18.0%
American Indian/Alaska Native	47.0%	36.8%	16.2%
Asian	54.9%	37.0%	8.1%
Hispanic/Latino	41.2%	46.8%	12.0%
Native Hawaiian/Pacific Islander	49.2%	40.5%	10.3%
White	60.2%	31.7%	8.1%
Multiracial	45.0%	42.0%	13.1%
Other	45.9%	42.7%	11.4%

### Total School Assets (Student Reported)

Contra Costa County	Percent		
Race/Ethnicity	High	Medium	Low
African American/Black	30.5%	55.8%	13.6%
American Indian/Alaska Native	32.3%	51.1%	16.6%
Asian	36.7%	53.6%	9.7%
Hispanic/Latino	28.4%	55.1%	16.5%
Native Hawaiian/Pacific Islander	34.8%	53.6%	11.5%
White	41.0%	49.7%	9.2%
Multiracial	32.4%	54.8%	12.7%
Other	32.0%	54.5%	13.5%

Contra Costa County	Percent					
	Female			Male		
Grade Level	High	Medium	Low	High	Medium	Low
7th Grade	38.7%	51.5%	9.8%	35.1%	54.2%	10.7%
9th Grade	31.0%	54.2%	14.8%	29.8%	55.5%	14.8%
11th Grade	36.1%	50.6%	13.3%	33.3%	53.9%	12.8%
Non-Traditional	N/R	N/R	N/R	N/R	N/R	N/R
All	35.1%	52.2%	12.7%	32.7%	54.6%	12.8%

## 5. Expulsions and Suspensions

According to the U.S. Department of Health and Human Services and the U.S. Department of Education:

*“Suspension and expulsion can influence a number of adverse outcomes across development, health, and education. Young students who are expelled or suspended are as much as 10 times more likely to drop out of high school, experience academic failure and grade retention, hold negative school attitudes, and face incarceration than those who are not. While much of this research has focused on expulsion and suspension in elementary, middle, and high school settings, there is evidence that expulsion or suspension early in a child’s education is associated with expulsion or suspension in later school grades. Not only do these practices have the potential to hinder social-emotional and behavioral development, they also remove children from early learning environments and the corresponding cognitively enriching experiences that contribute to healthy development and academic success later in life.”*

*“Expulsion and suspension practices may also delay or interfere with the process of identifying and addressing underlying issues, which may include disabilities or mental health issues. Some of these children may have undiagnosed disabilities or behavioral health issues and may be eligible for additional services, but in simply being expelled, they may not receive the evaluations or referrals they need to obtain services. For example, the source of challenging behavior may be communication and language difficulties, skills that can be improved through early assessment and intervention services. In these cases, appropriate evaluation and follow-up services are critical, but less likely if the child is expelled from the system.”*

*“Finally, expulsions may contribute to increased family stress and burden. In many cases, families of children who are expelled do not receive assistance in identifying an alternative placement, leaving the burden of finding another program entirely to the family. There may be challenges accessing another program, particularly an affordable high-quality program. Even in cases where assistance is offered, often there is a lapse in service which leaves families, especially working families, in difficult situations.”*

– U.S. Department of Health and Human Services and U.S. Department of Education, *Policy Statement on Expulsion and Suspension Policies in Early Childhood Settings* (Dec. 10, 2014)

Statistics related to suspensions and expulsions with a focus on the “defiance” disciplinary code is included for two reasons. The first is that it shows a huge population disparity related to children and adolescents of color. The second is that as mentioned above, suspensions and expulsions can lead to academic failure, dropouts, and prison; all of which have impact on social determinants related to the health of children and adolescents whose negative affects follow them into adulthood.

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Further, as stated by **former U.S. Attorney General Eric Holder**:

*“We’ve seen time and again that school districts with high out-of-school suspension rates also tend to have lower-than- average graduation rates. **We’ve seen that severe discipline policies often increase the numbers of suspensions and expulsions without effectively making schools safer or creating better learning environments.** And we’ve seen that the impacts of exclusionary policies are not felt equally in every segment of the population – with students of color and those with disabilities often receiving different and more severe punishments than their peers.”*

– **Eric Holder, now former U.S. Attorney General: Remarks at the U.S. Department of Justice and U.S. Department of Education School Discipline Guidance Rollout at Frederick Douglass High School in Baltimore, Maryland (Jan. 8, 2014)**

Moreover, according to the **National Education Association**:

*“A suspension can be life altering. It is the number-one predictor – more than poverty – of whether children will drop out of school and walk down a road that includes a greater likelihood of unemployment, reliance on social-welfare programs, and imprisonment.”*

– **The School-to-Prison Pipeline: Time to Shut It Down, NEA Today (Jan. 5, 2015)**

*“Far too many of our most vulnerable students are excluded from class for minor, non-violent behavior, which puts them at great risk for academic failure, dropping out, and an unnecessary journey down the school to prison pipeline.”*

– **Dennis Van Roekel, former President, Let’s Stop the School-to-Prison Pipeline (Mar. 13, 2014)**

## **Expulsions and Suspensions for Antioch Unified School District**

Antioch Unified Report (*Top Three Groups in Boldface*)

<b>Ethnicity</b>	<b>Defiance Suspensions (In School)</b>	<b>Defiance Suspensions (Out School)</b>	<b>Other Suspensions (In School)</b>	<b>Other Suspensions (Out School)</b>	<b>Total Suspensions</b>	<b>Defiance Expulsions</b>	<b>Other Expulsions</b>	<b>Total Expulsions</b>
<b>Hispanic Or Latino Of Any Race</b>	<b>377</b>	<b>111</b>	<b>92</b>	<b>418</b>	<b>998</b>	<b>0</b>	<b>5</b>	<b>5</b>
American Indian Or Alaska Native, Not Hispanic	12	4	3	12	31	0	0	0
Asian, Not Hispanic	10	3	3	13	29	0	0	0
Pacific Islander, Not Hispanic	37	8	0	9	54	0	0	0
Filipino, Not Hispanic	5	1	0	21	27	0	0	0
<b>African American, Not Hispanic</b>	<b>902</b>	<b>353</b>	<b>204</b>	<b>1,048</b>	<b>2,507</b>	<b>1</b>	<b>12</b>	<b>13</b>
<b>White, Not Hispanic</b>	<b>143</b>	<b>51</b>	<b>46</b>	<b>200</b>	<b>440</b>	<b>0</b>	<b>2</b>	<b>2</b>
Two Or More Races, Not Hispanic	72	25	17	59	173	0	0	0

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## 6. Suicide and Self-Inflicted Injury

### Seriously considered attempting suicide in the past 12 months

Contra Costa County	Percent	
Level of Connectedness to School	Yes	No
High	10.8%	89.2%
Medium	19.3%	80.7%
Low	33.4%	66.6%

Race/Ethnicity	Yes	No
African American/Black	14.9%	85.1%
American Indian/Alaska Native	20.6%	79.4%
Asian	16.4%	83.6%
Hispanic/Latino	17.7%	82.3%
Native Hawaiian/Pacific Islander	21.3%	78.7%
White	15.3%	84.7%
Multiracial	20.6%	79.4%
Other	14.9%	85.1%

## 7. Teen Births

Last, it is important to note that as reported by *countyhealthrankings.org*, there are 18 teen births per every 100,000 female residents ages 15 through 19.

### B. Adult and Older Adult Health Indicators

As a reminder, the social determinants of health for adults and older adults are:

- Access to and availability of healthier foods can help adults follow healthful diets. For example, better access to retail venues that sell healthier options may have a positive impact on a person's diet. These venues may be less available in low-income or rural neighborhoods.
- Longer hours, compressed work weeks, shift work, reduced job security, and part-time and temporary work are realities of the modern workplace and are increasingly affecting the health and lives of U.S. adults. Research has shown that workers experiencing these stressors are at higher risk of injuries, heart disease, and digestive disorders.
- For older adults, availability of community-based resources and transportation options can positively affect health status. Studies have shown that increased levels of social support are associated with a lower risk for physical disease, mental illness, and death.  
*Antioch Young Adult, Adult, and Older Adult Population by Age and Gender as of 2015*

<b>Male Population:</b>	<b>49,482</b>
18 and 19 years:	1,687
20 years:	803
21 years:	718
22 to 24 years:	2,138
25 to 29 years:	3,385
30 to 34 years:	3,001
35 to 39 years:	3,229
40 to 44 years:	3,427
45 to 49 years:	3,865
50 to 54 years:	3,683
55 to 59 years:	2,985
60 and 61 years:	968
62 to 64 years:	1,229
65 and 66 years:	625
67 to 69 years:	811
70 to 74 years:	934
75 to 79 years:	671
80 to 84 years:	428
85 years and over:	309

<b>Female Population:</b>	<b>52,226</b>
18 and 19 years:	1,614
20 years:	767
21 years:	714
22 to 24 years:	2,099
25 to 29 years:	3,515
30 to 34 years:	3,345
35 to 39 years:	3,488
40 to 44 years:	3,960
45 to 49 years:	4,159
50 to 54 years:	3,893
55 to 59 years:	3,161
60 and 61 years:	1,066
62 to 64 years:	1,348
65 and 66 years:	679
67 to 69 years:	902
70 to 74 years:	1,168
75 to 79 years:	860
80 to 84 years:	677
85 years and over:	652

The following data from *Countyhealthrankings.org* give an overview of mortality and national health rankings for Contra Costa adults as of 2017. Please note that this data is countywide.

## 1. Contra Costa Health Outcomes

The Contra Costa County Health Outcomes ranking is **9 out of a possible 57**.

Category rankings are:

**Length of Life:** 10 with 4,700 premature deaths

**Quality of Life:** 16 with  
12% residents with poor or fair health, 3.3% experiencing poor physical health days,  
3.5% experiencing poor mental health days, and 7% experiencing low birth weight

**Health Factor:** 9

**Health Behavior:** 14 and includes the following categories and percent of population affected:

Adult Smoking: 11%  
Adult Obesity: 25%  
Physical inactivity (adults over age 20): 18%  
Access to exercise opportunities: 96%  
County Food environment index (0 is worst, and 10 is best): 8.1  
Excessive drinking: 18%  
Alcohol-impaired driving deaths: 28%  
Sexually transmitted infections (new cases per 100,000 population): 388.4

**Clinical Care:** 12 with 10% of residents being uninsured

The ratio of population to Primary Physicians: 1,020:1; Dentists: 1,210:1; Mental Health Providers: 330:1  
34 preventable hospital stays per 1,000 Medicare enrollees  
82% monitoring of diabetic Medicare enrollees ages 65 to 75  
64% of Medicare enrollees ages 67-69 receiving Mammographic screening

## Social and Economic Factors:

8 and factors include:

- High School graduation rate: 89%
- Residents having some college: 69%
- Unemployment rate: 5.0%
- Children living in poverty: 13%
- Income inequality: 4.9% (ratio of household income at the 80<sup>th</sup> percentile compared to the 20<sup>th</sup> percentile)
- Children live in a single parent household: 27%
- Social Associations: 5.5% (number of social association memberships per every 10,000 residents)
- Violent Crime: 366 per 100,000 residents
- Injury deaths: 44 per every 100,000 residents

## Physical Environment:

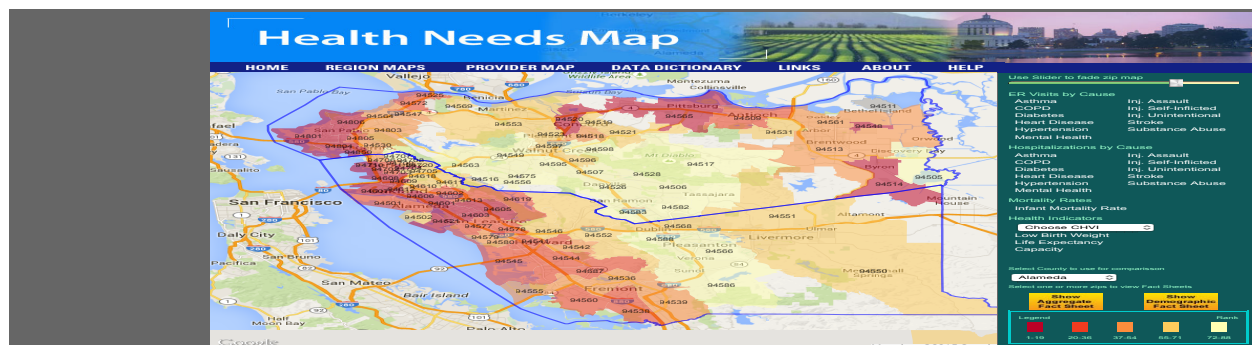
9 and factors include:

- Air Pollution levels at 7.7 average daily density of particulate matter in micrograms per cubic meter
- 23% of households with at least 1 of four severe housing problems (overcrowding, high housing costs, lack of plumbing facilities, or lack of kitchen)
- 69% of the population driving to work alone
- 48% of those commuting alone to work have a commute of more than 30 minutes.

Finally, data at *healthdata.org* shows that at 6.9 per 100,000 residents, Contra Costa females die from self-harm or interpersonal violence at a rate higher than the California state rate of 6.8; and Contra Costa males at 27.5 exceed the California state rate of 25.9. Yet, female life expectancy at 83.8 years in Contra Costa County is higher than the state average of 83.1 years; and the Contra Costa County male life expectancy of 79.4 is higher than the state average of 76.5 years.

## 2. Contra Costa Health Needs

**Health Needs Map:** The following *Health Needs Map*<sup>1</sup> and diagram offers several points of view of an area's health status. Each ZIP code is assigned a Community Health Vulnerability Index 1-88 (CHVI).



Zip	City	CHVI	Population	Uninsured	IMR	MER	MH
94565	Pittsburg/Bay Point	17	89,473	16.0%	5.05	200	192
94509	Antioch	27	63,129	16.0%	4.26	281	231
94531	Antioch	65	39,510	4.0%	4.91	182	152
94561	Oakley	50	39,898	11.0%	3.81	185	169
94513	Brentwood	43	61,820	8.0%	5.23	200	172

A **higher** CHVI number reflects those areas with the **least modeled barriers, or less vulnerability**. A **lower** number in **red** indicates the areas with a CHVI of less than 50 and have **more modeled barriers, or higher vulnerability**. We have also listed Infant Mortality Rate (IMR) and Mental Health Emergency Room (MER) & Mental Health Hospitalization (MH) cases/10,000.

<sup>1</sup> 2012 Contra Costa Health Needs Map: [www.healthneedsmap.com](http://www.healthneedsmap.com)



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We also highlight some of the data above that may help clarify fact versus perception regarding key health indicators that impact community/human capital in the various communities in East Contra Costa. Note that the Waterfront's biggest city, Antioch is actually a tale of two cities with zip codes that paint starkly different pictures and show the complexity of accurately designing community and human capital development strategies that are specific to the target demographic.

Also, the chart allows a comparison between particular areas, such as the City of Brentwood and Antioch's 94531 zip code for example, to provide fact versus mythology related to perceptions by service providers, residents and officials about these areas.

### **C. Health Determinant Challenges Related to Formerly Incarcerated Individuals**

Another commonly expressed challenge in East Contra Costa is related to **health and wellness services for formerly incarcerated individuals**.

As the *California Department of Corrections* reports:

*"In Contra Costa County, the cities of Richmond, **Pittsburg, Concord and Antioch** have substantially higher densities of formerly incarcerated people than other areas of the county. Upon release, the reentry population and the communities to which they return face a wide array of challenges."*

*"The reentry population is in need of health care, housing, employment, income, and a wide range of other services. Unfortunately, the communities to which they return are often the communities least capable of meeting these reintegration needs."*

*Furthermore, CDCR and county jails do not provide many supports during the reentry process and, consequently, over half (56%) of all people released from CDCR will return within 3 years of their release. The flow of people between these communities and prison and jails destabilizes the communities of return and creates substantial barriers to providing ongoing **health, employment, housing and educational services** to a population in great need of these services."*

In fact, as of 2014, **88% of the county's reentrants returned to East Contra Costa**, with 82 returning to Antioch, 46 to Pittsburg, 25 to Bay Point, 18 to Brentwood, and 17 to Oakley, for a total of 188 individuals.

One thing that is accepted by reentry experts across the globe is that health and wellness services needed for successful reentry are more effective when provided through **collaborative efforts**.

Kenyatta Leal of Centerforce and a returned resident said that community based collaboration forces "returned residents to connect with community" and that returned residents are "more likely to respect community if they feel a part of it."

He also said that collaboration "is a basis for real engagement, real wrap-around, and real jobs," and gives a returned resident "a sense of self-worth that is a diversion from crime."

Without **comprehensive health services, including mental health**, reentrants often find it almost impossible to overcome barriers to employment, education, and parenting, and will continue to negatively impact economic growth.

### **D. Health Determinant Challenges Related to the Homeless Population in East Contra Costa**

According to a May 2016 article in the *Contra Costa Times*, although **homelessness** in Contra Costa overall decreased 26% over the past 5 years it has significantly **increased in East Contra Costa**.

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The number of identified homeless residents in East Contra Costa jumped from 227 to 301 (32.5%) over the past year with a little over half of them in Antioch. Ironically, there is much less help and support for homeless residents in East Contra Costa than anywhere else in the county.

One of the things that became apparent when talking to leaders and stakeholders in East Contra Costa is that this is one of those cases where mythology and perception are inconsistent with facts. Conversations with homeless programs and faith leaders in Brentwood were filled with frustration related to the city's denial that there is a significant homeless population in the city - left to sleep on the streets and desperately seek food, resources and shelter.

LaVonna Martin, Director of Contra Costa Health, Housing, and Homeless Services, reports that East Contra Costa is lacking services and has been for many years. According to Gary Kingsbury, board member of the Contra Costa Homeless Continuum of Care, there is only one shelter in Antioch, with only 20 beds that are reserved for the mentally ill and it serves the entire county. The one in Brentwood, Shepard's Gate, serves women and children only and can accommodate just 25 individuals. The Development Director for Shepard's Gate reports that in the five years she has been there she has never seen a time when there was not a wait list.

There is no place for the homeless in East Contra Costa to get food or take showers, and because of transportation challenges it is difficult to get to other parts of the county for help. There is no organization doing death assessment or needs assessment of those living on the streets. The only organization that did so until recently has shut down for lack of funding.

The most effective homeless program in the county is the **New Life Dream Center** located on Bethel Island. The county has been reluctant to work with them because they are faith-based.

One thing is clear, whether a homeless person resides on the streets or in a shelter, is a senior or a child, a veteran, or a formerly incarcerated individual, their **living situation is a severe barrier to health and wellness**, and a barrier to health and wellness is a barrier to economic growth and stability and to having a productive and sustainable life.

What is extremely concerning is that all we really know about the homeless population in East Contra Costa is that it is growing, since there is no single entity tasked with identifying the categories or the needs of these individuals. This issue must necessarily be a focus for the community and human capital development component of the NWEDI.

### ***Individual and Small Group Stakeholder Engagement***

We have strategically conducted a number of one on one meetings, small group meetings, and site tours and have attended meetings convened by other local community organizations to gather perspectives on the NWEDI, understand needs and service gaps, and confirm information and data from our research.

This process has informed our community and human capital development strategy for the NWEDI and helped us engage potential partners and champions, identify collaborative service delivery providers, and determine potential systems alignment for this strategy.

**We are including below a list of fact-finding interviewees with organizational affiliation as well as relevant notes from larger community meetings convened by Emerald and other local organizations that have informed the three strategy focus area clusters described in section IV of this document.**

## List of Fact-Finding Interviewees with Organizational Affiliation

Contact	Affiliation
Peggy Berglund, Economic Development	City of Brentwood
Ron Bernal, City Manager	City of Antioch
David Biggs, City Manager	City of Hercules
Fred Blackwell, CEO	The San Francisco Foundation
Mike Brock, Chief Strategy Officer	TBC
Dineen Burdick, Intervention Service Coordinator	Antioch Unified School District
Diane Burgis, County Supervisor District 3	Contra Costa County
George Carter, Workforce Services Specialist	Contra Costa Workforce Development Board
Dr. Henry Clark, Executive Director	West County Toxics Coalition
Kristin Connelly CEO	East Bay Leadership Council/CC Economic Partnership
Meryl Craft, Executive Director	Future Build/Open Opportunities, Inc.
Dwayne Dalman, Economic Development Director	City of Oakley
Charles Dulac, Field Representative	Assemblyman Jim Frazier's Office
Aimee Durfee, Program Director	Y& H Soda Foundation
Linus Eukel, Executive Director	John Muir Land Trust
Alissa Friedman, Executive Director	Opportunity Junction
Alvaro Fuentes, Executive Director	Community Clinic Consortium
Federal Glover, County Supervisor District 5	Contra Costa County
Sharon Goldfarb, Director Nursing Program	Los Medanos College
Mark Goodwin, Supervisor Burgis Chief of Staff	Contra Costa County
Gordon Gravelle, Owner	Suncrest Homes
Patrice Guillory, Director	Contra Costa Re-Entry Network/HealthRight 360
Dexter Hall, Vice President/Manager	Wells Fargo Bank
Natalie Hannum, Dean of Workforce Development	Los Medanos College
James Head, CEO	East Bay Community Foundation
Steve Hitchcock, Senior VP and Regional Bank President	Wells Fargo Bank
Josh Huber, Director of Research & Special Projects	Contra Costa Economic Partnership
Byron Johnson, Senior Program Officer	East Bay Community Foundation
Janeesha Jones, Field Representative	Congressman Jerry McNerney's Office
Nancy Kaiser, Director of Parks & Recreation	City of Antioch
Bob Kratochvil, President	Los Medanos College
Daniel Lau, Manager of Strategic Engagement	Build Healthy Places Network
Tim Leong, Communications & Community Relations Dir.	Contra Costa Community College District
Carlos Lopez, Government Relations Director	Center for Employment and Training
Toody Maher, Executive Director	Pogo Park, Inc.
Mike McGill, Owner MMS Design Associates	EC2 and East Bay EDA
Zach McRae, Program Associate	The San Francisco Foundation
Pat Mims, Site Manager	Rubicon Programs, Antioch
John Montag, Economic Development Director	City of Concord
Julie Neward, General Manager	Somersville Town Square
Brian Nunnally, Economic Development Coordinator	City of Concord
Patience Ofodu, Business Services Manager	Contra Costa Workforce Development Board
Nancy Ortberg, CEO	TBC
Christina Radcliffe, Economic & Community Dev. Director	City of Martinez
Kwame Reed, Economic Development Director	City of Brentwood
Erica Rodriguez-Langley, District Director	Assemblyman Jim Frazier's Office
Johnny Rodriguez, Executive Director	One Day at a Time (ODAT)
Lillian Roselin, Executive Director	John Muir/Mt. Diablo Community Health Fund
Tim Russell, Program Director	Renaissance Entrepreneurship Center
Bob Sanchez, Director of Student Services	Antioch Unified School District
Colleen Sanchez, Prospects Cont/Alt High School Principal	Antioch Unified School District
Zach Seal, Economic Development Coordinator	City of Martinez
Kolette Simonton, Economic Development Director	City of Pittsburg
Bret Sweet, Program Manager	Renaissance Entrepreneurship Center
Len Turner, CEO	Contractors Resource Center
David Twa, County Administrator	Contra Costa County
Bob Uyeki, CEO	Y& H Soda Foundation
Gus Vina, City Manager	City of Brentwood
Krista Vossekuil, Development/Communications Manager	John Muir Land Trust
Donna Van Wert, Executive Director	Contra Costa Workforce Development Board
David Wahl, Workforce Development Manager	Los Medanos College
Holland White, Supervisor Glover's Special Projects Aide	Contra Costa County
Landon Williams, Senior Director Anchoring Communities	The San Francisco Foundation
Sean Wright, Mayor	City of Antioch
Fred Wood, Chancellor	Contra Costa Community College District
Allan Young, Entrepreneur and Investor	Piedmont Partners Group Ventures
Lizeht Zepeda, Economic Development Program Manager	City of Antioch

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## **Relevant Notes from Community Meetings Convened by Local Organizations**

### **Antioch Economic Development Commission: (October)**

The Commission heard from Iris Archuleta of Emerald HPC International and discussed the Northern Waterfront Economic Development Initiative (NWEDI) and its importance to the economic growth, viability and enhanced quality of life of the City of Antioch and the region.

The Commission is in the process of developing strategic actions to support economic development focus areas identified in Antioch's Strategic Management Plan.

The Commission is supportive of potential NWEDI goals of promoting and leveraging competitive advantages and assets along the waterfront; developing job training opportunities in high growth industry clusters; creating supply-chain entrepreneurial opportunities for small businesses; expanding existing businesses, growing start-ups, and attracting new businesses that foster middle-wage jobs; and utilizing the skilled work force already in the region that now must commute out of the area to their jobs.

Commissioners: Joseph Adebayo, Rick Fuller, Robert Kilbourne, Rick Fuller, Tim McCall, Tracey Nix, and Ty Robinson. Keith Archuleta serves as Commission Chair.

### **EC2 Economic Development Summit: (October)**

The Economic Development Summit hosted by EC2 (East Contra Costa) focused on the importance of creating local jobs and taking commuters off the roads, building economic vitality in the region, and moving goods from the Northern Waterfront to the Central Valley.

Darien Louie, East Bay EDA (Economic Development Association), and Gurbaz Sahota, (CALED) talked about regional development cooperation and what local governments can do to support business growth and job creation.

East Contra Costa cities and county economic development leaders - Pittsburg (Kolette Simonton), Brentwood (Kwame Reed), Oakley (Dwayne Dalman), Antioch (Ron Bernal), and Contra Costa County (John Kopchik) – talked about economic development strategies being implemented in the region, including creating a corridor of opportunity to the east, focusing on light industrial land use and commercial development, developing entrepreneurial training opportunities, engaging in joint marketing efforts, and participating in the Northern Waterfront Economic Development Initiative (NWEDI).

Randy Iwasaki, Contra Costa Transportation Authority, Donna Van Wert, Workforce Development Board of Contra Costa County, and Josh Huber, East Bay Leadership Council/Contra Costa Economic Partnership, talked about regional transportation and infrastructure improvements, goods movement, job creation, and workforce development. Kelly Kline, Fremont Economic Development Director/Chief Innovation Officer, talked about the role of local government as a catalyst for economic development. Ed Del Baccaro, Transwestern, talked about economic, demographic, and technology trends impacting commercial/industrial development and job creation.

### **Contra Costa Housing Town Halls (November)**

Sponsored by the California Endowment and co-sponsored by the Ensuring Opportunity Campaign to End Poverty in Contra Costa and the Multi-Faith ACTION Coalition, Housing Town Halls were convened to discuss the impact of the affordable housing crisis in Contra Costa and explore possible solutions.

The most pressing housing needs identified by communities in Northern Waterfront regions (Supervisory Districts 3, 4, and 5) were long-term housing with services (i.e. for those who need support with mental health and substance use issues), preventing displacement of low-income communities and communities of color, more affordable housing for all income levels, and tenant protections.

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The top barriers getting in the way of local housing needs being met included a lack of public education on the root causes of homelessness and housing instability, insufficient funding dedicated to affordable housing, and NIMBYism (*Not In My Back Yard*) attitudes.

Participants would like to see an increase in funding dedicated to affordable housing, such as a countywide housing bond; more funding for homeless services; and resident advocacy in support of affordable housing.

Participants included Sharon Cornu, Non-Profit Housing Association (NPH); Tamisha Walker, Antioch resident and Safe Return Project; Sean Wright, Antioch Mayor; Mary Rocha, former Antioch Mayor; Gloria Bruce and Sophia DeWitt, East Bay Housing Organizations (EBHO); Rich Carlston, Walnut Creek Mayor; Toni Robertson, CoCoKids; Laura Simpson, Concord Planning and Housing Manager; John Eckstrom, Shelter Inc.; Dan Hardy, Resources for Community Development (RCD); Pam McGrath, Pittsburg resident and SparkPoint Site Coordinator; Dick Duncan, Martinez resident; and Doug Leich, Multi-Faith ACTION Coalition.

### **Bay Area Asset Funders Network: (November)**

The Bay Area Asset Funders Network convened a discussion on “Poverty and Health: Contra Costa Perspectives and Innovations,” sponsored by the California Wellness Foundation. The meeting focused on how family income and assets strongly correlate to health outcomes and how social factors such as access to employment and quality of built environment play a role in individual health, chronic disease, and life expectancy.

Participants included: Lillian Roselin, John Muir/Mt. Diablo Community Health Fund; Aimee Durfee, Y& H Soda Foundation; Lorena Martinez-Ochoa, Contra Costa Health Services; Katie Wutchiett, Legal Aid at Work; Alissa Friedman, Opportunity Junction; Lavonna Martin, County Homeless Housing; Daniel Lau, Build Healthy Places Network; Kathryn Davis, Balance (formerly Consumer Credit Counseling Services); Padmini Parthasarathy, California Wellness Foundation.

### **Faith and Community Leaders Convening: (January)**

Meeting convened and facilitated by Emerald HPC International of faith and community leaders with Nancy Ortberg and Mike Brock of TBC to discuss East Contra Costa needs and points of potential collaboration among the faith community and local business, government, nonprofit, and community leadership.

Participants included: Michael Bell, Pastor, Antioch Christian Center; Ron Bernal, Antioch City Manager; Lamont Francies, Pastor, Delta Bay Church of Christ; Carrie Frazier, Rua’h Community Outreach; Dexter Hall, Wells Fargo Bank; John Hastings, The Anchor Program; Delano Johnson, Bay Point All-N-One, Inc. (Fruit of the Spirit Community Church); Jelani Killings, Pittsburg City Council; John Kopchik, representing Contra Costa County Supervisor Federal Glover; Carlos Lopez, Center for Employment and Training (CET); Michael Pitts, HealthRight 360 Reentry Network; Drew Robinson, Oakley and Antioch Community Volunteer; Lillian Roselin, John Muir/Mt. Diablo Community Health Fund; Kirkland Smith, Pastor, Grace Bible Fellowship Church; Paul Taylor, former Pastor Antioch Christian Center; Len Turner, Turner Group Construction; Chris Williams, Pastor, The Church at Antioch; Monica Wilson, East Contra Costa Women’s Leadership Initiative; Sean Wright, Antioch Mayor.



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### III. Key Principles Related to Community & Human Capital Development

Emerald HPC International promotes a hybrid approach to economic and community revitalization in order to go beyond traditional economic development strategies. A hybrid approach simultaneously uplifts and builds the capacity of residents (individual-based) and addresses the economic needs of neighborhoods and the whole community (place-based).

We promote community and human capital development as the core of an economic development strategy that includes revitalization best practices that focus on investing in pathways to prosperity, such as strengthening career ladders to middle wage jobs, growing the local economy with a focus on middle wage work, and improving the economic security for workers who are now in lower wage jobs.

This is done by investing in projects that foster business retention and expansion, entrepreneurship, and ownership opportunities to create jobs; job-focused skills training in high-demand occupations and industries; and support services to remove barriers to resident employment and wealth building.

The scope of work assigned to each focus area cluster and the broad collaborative activity related to this *Conceptual Framework* reflects our **Overarching Principle** that: social, community, and human capital development must be a core part of any sustainable strategy for economic development and revitalization.

In addition to this overarching principle, we have adopted these four **Macro Principles** of economic development and revitalization:

- Economic development and revitalization should increase standards of living
- Economic development and revitalization should reduce inequity
- Economic development and revitalization should promote and encourage sustainable resource use and production
- Economic development and revitalization should improve the health status of the community

In addition to these macro principles, we have adopted seven widely accepted **Guiding Principles** of economic development and revitalization:

- Deliberately investing in impact and accountability
- Practicing partnership
- Thinking globally, engaging regionally, and acting locally
- Building on community assets (strengths)
- Building community and human capital capacity
- Moving with deliberation and urgency
- Sustaining community ownership and commitment

“Social Capital,” plainly stated, is the network of relationships among people who live and work in a particular society, enabling that society to function effectively.

*Harvard University’s John F. Kennedy School of Government* offers another very exciting and compelling definition of social capital. In our opinion it offers the best vision of hope and sustainability created by this kind of comprehensive, collaborative venture.

The central premise is as follows: “*Social networks have value. Social capital refers to the collective value of all social networks, (who people know), and the inclinations that arise from these networks to do things for each other, creating norms of reciprocity.*”

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The development of and engagement with existing regional social capital through this effort will come through the intentional alignment of existing service organizations, training programs, faith organizations, funders, officials, advocates and initiative partners and clients.

Designing and implementing a community and human development focused strategy for the NWEDI requires an understanding and acceptance of three important considerations:

First, understanding and messaging the workforce needs of current and future waterfront businesses is important, but moot unless we have identified credible training and workforce development partners.

Second, business development must include both small business start-ups in sectors where we are experiencing workforce leakage out of the region **and** incubation of small business entrepreneurs and support for supply chain business expansion in key industry sectors where contractor relationships can be developed with larger corporations and local government. Assets such as a full-service small business incubator and a “Contractors Resource Center” would support entrepreneurs living in the broader waterfront region, taking them off the highway and contributing to the local economy. We know that when local businesses are thriving their owners spend locally, which drives the demand for products and services locally, and in turn creates more need for workers who are able to live, work and spend locally.

Finally, partners must be identified who are credible, have significant track records and are willing to assist with the development of resources needed to insure long-term engagement, sustainability, and impact. There must be a willingness on their part to engage hard-to-serve and vulnerable populations including homeless, prison re-entrants, veterans, young adults, and under-educated residents.

**The following section describes the three focus area clusters and identifies partners and possible outcomes related to not only their ability and willingness to participate, but also the potential for the creation of interlocking roles that will lead to sustainable collaboration.**

## **IV. Strategy Focus Areas Clusters**

The NWEDI *Community and Human Capital Development Strategy* is composed of three clusters with multiple sub-components.

**The focus area clusters are described as:**

- Small Business Incubation and Support for Existing Business Expansion
- Workforce Training and Enhanced Partnerships with Education
- Strategic Regional Partnerships that Include Barrier Removal Services

In addition to the cluster title, focus and goal and proposed scope of work for each cluster, we also outline how each cluster’s purpose is interlocked with the purposes of the other clusters to form a comprehensive and sustainable initiative.

### **1. Small Business Incubation and Support for Existing Business Expansion Cluster**

This focus area includes:

- Support for the expansion and growth of existing businesses
- Incubation of and investment in new business development in emerging industries; construction sciences and trades; and areas of professional leakage

This cluster is designed to increase the sustainability and support the expansion of existing businesses that can increase livable wage jobs in middle skill occupations.



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The cluster is also designed to attract talented entrepreneurs, new innovative industries, and the support of investors to the waterfront region. New business development and business expansion efforts will prioritize industries with the highest potential synergies with the local and regional workforce, market, and industry base.

Bioscience/health/medicine, technology/engineering, construction sciences and trades; and consulting/professional services are at the top of that list; but, also important are industries such as business and financial operations, arts, design, entertainment, sports, and media – all reported in the Milken study as part of the talent leakage out of the region.

It is within this cluster that we have the opportunity to see a new way forward for economic growth along the Waterfront by actively and aggressively promoting and giving support to entrepreneurship and innovation. The Milken study points out how these are critical drivers of growth in a knowledge-based economy.

Through local innovation, we can give birth to new industry and technologies that will create and enhance the region's core competitiveness. Entrepreneurs play a critical role in the commercialization of new technologies. Key waterfront cities have the potential to build an entrepreneurial and innovative environment that can play a huge role in reducing the reliance of Contra Costa on external resources and help develop our growth.

We can not only put local residents in our target census tracts to work in livable wage jobs, we can also give local professionals employment opportunities in the city where they live. For example, our research tells us that the average commute for residents living in the Antioch 94531 zip code is an hour and a half one way.

Giving this population employment options here in Contra Costa would create a market for new businesses and amenities closer to home. It would also support a sense of community and create an opportunity for better youth supervision during the work-week, because when parents are able to work closer to home, they can leave the house later in the morning and return home earlier.

A study done in Antioch by former Antioch Police Chief Jim Hyde on behalf of the Youth Intervention Network showed that most incidents involving youth happen between the hours of 3:00 and 7:00 before commuting parents are able to get home. This is no small issue when discussing economic revitalization along the Northern Waterfront because it addresses quality of life and safety concerns which are both important issues for business owners and entrepreneurs.

As mentioned earlier, the HPC process requires not only identifying issues related to a project or initiative, but also validating and invalidating those issues through research and exploration. This includes validating or invalidating assumptions about partnerships and service provision.

## ***2. Workforce Training and Enhanced Partnerships with Education Cluster***

This focus area includes:

- Support for resident job training and local job placement in livable wage jobs in high demand middle skill occupations coordinated and aligned with employers' needs
- Partnerships between workforce training providers and educational institutions to create and strengthen career pathways and workforce education and training opportunities for local residents

This cluster is designed to increase the support for resident job training and local job placement in livable wage jobs within high demand middle skill occupations.

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This cluster is also designed to build collaborative partnerships between workforce training providers and educational institutions in order to create career pathways and a matrix of workforce education and training opportunities to connect residents middle and high skill jobs in the waterfront region.

Although workforce training is commonly known and articulated by many experts, CMAP, an award-winning planning organization in Illinois sums it up well by saying:

***“A well-educated, well trained, and highly skilled workforce may be the most important ingredient to strengthen our economy and ensure a high quality of life in our region.”***

This equally applies to the work of the NWEDI and validates the critical importance of this cluster.

According to CMAP:

***“Education not only builds a skilled workforce, it also provides social, civic, and personal development. Inequitable access to high-quality education contributes to achievement gaps across racial, ethnic, and economic lines and to the decline of student achievement across the U.S. compared to other industrialized nations. Creating skilled workers for an economy that is constantly changing will require strategic investments and better education and workforce development programs, which must be coordinated and aligned with employers' needs.”***

We add to that narrative the importance of a high quality labor market study that is specific to the region being cultivated.

***“While providing access to college should remain a high priority, the majority of jobs will continue to require more than a high school diploma but less than a four-year degree, making education beyond high school increasingly essential. With labor shortages in critical industries such as health care and freight, our community colleges, workforce boards, and occupational training institutions must provide specialized workforce training.”***

Contra Costa has effective training programs as well as employers and community colleges that can work together to create collaborative venture opportunities to bring additional training partners to the region, expand opportunities and increase capacity to build the regional workforce.

As the economy and technology rapidly evolve, many workers will need to learn new skills and match those skills to jobs — often retraining multiple times throughout their careers. Yet, our workforce development system is often difficult for workers to navigate with its numerous programs, initiatives, and funding sources.

***“Too often graduates find their skills do not match job requirements because education and workforce training don't adapt quickly enough, especially for fast-growing industries. The lack of coordination between these systems often leaves employers' needs unmet as well.”***

We have an opportunity through the NWEDI to create a much needed effective, adaptable and superior system of cooperation, coordination and collaboration that will ensure that workers gain skills that match employers' needs, and in turn, attract businesses to the area while helping to stabilize and grow the capacity of existing businesses.

### **Interlocking Relationship with the *Small Business Incubation and Support for Existing Business Expansion Cluster***

Business development and workforce training work hand and hand and are vitally necessary for the success of one another.

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What is not often realized is how each has a shared responsibility and set of priorities related to internships and other applied work-experience opportunities for students, formerly incarcerated individuals (both youth and adult), and residents transitioning from homelessness, unemployment, or other challenges to self-sufficiency.

Addressing issues in these areas are critical for improving a city's business climate to grow existing and attract new businesses as well as for getting skilled residents off the highway and working locally.

***For Example: Addressing Particular Issues with Regard to Reentry:***

Of particular concern with respect to re-entry is a focus on changing the safety and economic climates of the target census tracts while simultaneously creating employer and trainer outreach and visibility.

Studies show that this balance is critical. Briefly, as reported by a study, commissioned by the U.S. Office of Justice Programs:

***“Returning to a more disadvantaged neighborhood was associated with higher risks of absconding and returning to prison for a technical violation, a lower risk of being arrested, and more adverse labor market outcomes, including less employment and lower wages.”***

Cumulative exposure to disadvantaged neighborhoods was associated with lower employment and wages but not related to recidivism. Returning to a more affluent neighborhood was associated with a lower risk of being arrested, absconding, and returning to prison on a technical violation, and more positive labor market outcomes, including greater employment and wages.

Being employed substantially reduced the risk of all recidivism outcomes, but there was no evidence that employment mediated the association between neighborhoods and recidivism. Taken together, these results suggest that the neighborhoods parolees experience during parole were strong predictors of recidivism and labor market outcomes, but there is not a simple answer to the question of what neighborhood characteristics constitute "risky" environments for parolees.

Finding employment after being incarcerated can be an important step in a former inmate's reintegration into the community. Yet this is frequently one of the most difficult tasks former offenders undertake. Survey results suggest that between 60 and 75 percent of ex-offenders are jobless up to a year after release.

***Most employers are reluctant to hire applicants with criminal records.***

National Institute of Justice (NIJ)-funded research has shown that most employers are reluctant to hire applicants with criminal records. In a study conducted in New York City, for example, a criminal record reduced the likelihood of a callback or job offer by nearly 50 percent (28 percent for applicants without a criminal record versus 15 percent of applicants with a record). The negative effect of a criminal record was substantially larger for black applicants. The penalty for having a criminal record by white applicants was about half the size of the penalty for black applicants with a criminal record.

***Employment prospects improve when applicants interact with the hiring manager.***

In the New York City study, employment prospects for applicants with criminal records improved when applicants had an opportunity to interact with the hiring manager, particularly when these interactions elicited sympathetic responses from the manager.

Although individual characteristics of employers were significant, the researchers concluded that personal interaction between the applicant and prospective employer was in itself a key factor in a successful hiring. This is one important reason why strategic partnerships with industry, business and philanthropic partners will be discussed later in this document.

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All trainees in the *Small Business Incubation and Support for Existing Business Expansion* cluster can use their skills to fulfill licensing and certification requirements by assisting with hands-on projects such as building and installing park equipment, constructing facilities for organic farming, building temporary shelter for trainees; and restoring and building out sites to be used for small business incubation and training sites.

As discussed, we know that this type of human capital development will enhance workforce development, help reduce crime, and empower members of the community engaged in the training programs to make permanent improvements to their communities while developing the skills and workforce capacity that is important to existing businesses and new employers where they live.

Further, as the owner of a business, we at Emerald know all too well how stressful it is to take your entrepreneurial dream from vision to reality. It is also too often the case that, whether starting a business or re-entering the workforce, mental, preventative, and primary healthcare are not being prioritized or being flat out ignored by clients.

The next cluster we will discuss, the *Strategic Regional Partnerships that Include Barrier Removal Services* cluster, will work closely with philanthropic, mental health, preventative, and primary care organizations to make these services available to the entrepreneurs involved in the incubator, as well as to the workforce trainees who are restarting their lives and developing careers. And more than just being made available, participants will be encouraged to engage these services when needed.

### ***3. Strategic Regional Partnerships that Include Barrier Removal Services Cluster***

This focus area includes:

- Build and support strategic regional partnerships to reach hard to serve populations; remove barriers to health, employment, job training, housing, reentry, family reunification, and educational services; and increase equitable access to health and wealth opportunities and participation in the local economy

While researching, identifying issues and developing a strategy for developing the community and human capital in the Northern Waterfront region, the interest in collaborative engagement, service delivery and support has been encouraging and inspiring.

#### **Thought Partners from the Business, Faith, Health, Investment and Philanthropic Communities**

Anytime an agency, city county, business state or any other entity embarks upon an initiative to improve economic conditions through community and human capital development, it is critical that partners who have a stake in the initiative's success and who have developed track records of accomplishment in their areas of expertise must be at the table and engaged in helping build, message and fund components of the work.

**Several key thought partners engaged in conversation with us about the NWEDI are:**

#### **Dan O'Brien – Former Area President for Northern California, Shea homes**

As an example of the value of effective and passionate thought partners, we were fortunate to have had Mr. Dan O'Brien from Shea homes join our team during the building and execution of the East Contra Costa *Health/Wealth Initiative* as a thought partner.

He shares a genuine passion for community, business development, job creation, and an effective collaborative initiative's ability to introduce, inspire, and train youth and young adults in preparation for great careers in the construction sciences and trades as employees and/or entrepreneurs.

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The experience and passion Dan brought to the table was invaluable and resulted in the financing and launching of the *Building Industry Technology Academy (BITA)* curriculum for transitional age students into the Antioch Unified School District. The BITA program can be viewed at: [https://www.youtube.com/watch?v=aCZRJ\\_8-aZw](https://www.youtube.com/watch?v=aCZRJ_8-aZw). BITA is a multi-year high school program in the construction trades. Core academic standards and skills are integrated into the construction curriculum, providing students the connection between the technical skills and their academic classes through hands-on training, project-based learning, field trip experiences, and internships. There were 125 students enrolled in BITA during the 2017 school, and many of them were placed in summer jobs.

**Allan Young – Tech Entrepreneur, Venture Capital Investor, Incubator Founder**

Allan is a venture partner at Piedmont Partners Group (PPGV), a private equity group that has invested in clean energy, healthcare and technology. With PPGV, he sources and manages opportunities in the technology sector and is generally looking for companies with \$20M to \$100M in revenue.

Allan's specialties are entrepreneurship, management, financial analysis, intellectual property law, marketing and sales, software project management and product development. He is co-founder of *LaunchHear*, a company that introduces new and unreleased consumer products to a private invitation-only network of digital influencers. He is also a managing director of a seed stage fund called *Topline Capital* which has invested in technology companies building solutions in senior healthcare, artificial intelligence, virtual reality and cloud infrastructure.

Moreover, Allan is the founder of both *Runway*, one of Silicon Valley's and San Francisco's largest technology incubators, and *TopLine*, the biggest technology and startup incubator in the East Bay, and the only one in existence with a built-in marketing and sales accelerator. Different from other incubators that cater only to small and early stage startups, *TopLine* is designed for startups to scale their team revenues and customer service operations. We have had several meetings about the NWEDI and he is interested in further exploration, including working with bank Community Reinvestment Act (CRA) officers to partner on investments into growing businesses that need capital in order to grow and create local jobs along the waterfront. We will be conducting follow-up meetings between Allan and potential NWEDI partners.

**Nancy Ortberg, CEO, and Mike Brock, Chief Strategy Officer, of TBC – Silicon Valley**

TBC (Transforming the Bay for Christ) is a non-profit organization started by Pat Gelsinger in 2013 with several leaders from the faith, business, and tech communities who had begun to gather and dream about how people of faith could work together to make life better for every person in the Bay Area—physically, educationally, relationally and spiritually.

Mr. Gelsinger is CEO of VMware, a \$4.6 billion Silicon Valley technology company. In 1979, at the age of 18, he was recruited from a 2-year technical school in Pennsylvania to join Intel as a technician in quality assurance. While working full-time, he used Intel's college tuition reimbursement program to complete his BSEE at Santa Clara and went on to Stanford where he earned a master's degree in electrical engineering and computer science. At age 31, he was appointed the company's youngest Vice President and a few years later as its first Chief Technology Officer. He worked at Intel for 30 years as one of its top executives. In 2010 he became the Chief Operating Officer at EMC located in the Boston Area. In the fall of 2012 he came back to Silicon Valley to join VMware as its CEO and now donates ½ of his salary annually to the work of TBC.

We had the privilege of meeting with Nancy Ortberg, CEO, and Mike Brock, Chief Strategy Officer, of TBC – Silicon Valley and then facilitating a meeting with them and more than 20 members of the faith community who live, work and worship in the waterfront region and who are church, business government, community and service provider leaders.



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The discussion centered on East Contra Costa needs and points of potential collaboration among the faith community and local leadership. It was an amazing and energetic discussion and will be on going.

**Lillian Roselin, Executive Director - John Muir/Mt. Diablo Community Health Fund**

The John Muir Mt. Diablo Community Health Fund has been given a community benefit mission of creating lasting health and health care improvements for people in central and east Contra Costa communities who are uninsured or underinsured, have limited access to health care, are most at risk for poor health, and are most likely to experience disparities in health care.

Since their inception, their most valuable contribution has been fostering the start-up and expansion of sustainable health care programs and services that achieve this mission. Their *Guiding Principles* are:

- *Valuing Diversity: We seek to award our grants to organizations that respond to and reflect the rich diversity of the local communities and people residing in central and east Contra Costa County.*
- *Valuing Connections: We seek to develop and participate actively in partnerships with organizations and people who share our health-related mission.*
- *Building Capacity: We are committed to investing in the administrative and governance capabilities of nonprofit organizations, as well as the capacity of these organizations to help the people they serve.*
- *Valuing Learning: We practice and promote continuous learning by being open to new ideas and different points of view, and by promoting best practices for managing and governing nonprofit organizations.*

We have found Lillian to be an open, enthusiastic, knowledgeable and deeply invested in finding new and effective ways of implementing the foundation's mission. She is an active thought partner, and is currently in discussion with us about opportunities to support the NWEDI's objectives related to workforce development within the health care industry and to support East Contra Costa veterans and the elderly.

**Bob Uyeki, CEO – The Y & H Soda Foundation**

Guided by their founders' values and Catholic social teaching, the Y&H Soda Foundation strives to practice:

- *Stewardship - We seek to be accountable to the legacy of our Founders by deploying our resources effectively and efficiently in service to the community.*
- *Partnership - We commit to working with others, drawing together the best resources of our communities to advance our shared mission.*
- *Learning - We listen to others, gather and share knowledge, and improve our work as informed by our experience.*
- *Integrity - We strive to honor our mission, values, and commitments in all that we do.*
- *Compassion - We are concerned for the most vulnerable members of our community and work to ensure that all persons may share in the blessings of society and contribute to the common good.*
- *Dignity - We respect and appreciate the dignity and strengths of each individual and seek to build upon these gifts to create a more caring community in the East Bay.*
- *Innovation - We imagine, seek out, and support the leaders, ideas, and relationships that will strengthen and transform our communities.*

Conversations with Bob have already led to valuable insight, advice, and an introduction to other potential stakeholder partners.

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### **Sharon Goldfarb, Los Medanos College (LMC) Nursing Program**

The LMC Registered Nurse (RN) Associate Degree Program in Nursing requires two academic years beyond completion of prerequisite courses.

Designed to prepare qualified graduates to practice nursing in entry-level positions, the focus is on learning the healthcare needs of all ages in medical, surgical, obstetric, pediatric and psychiatric settings. In addition to classroom theory and skills practice, clinical experience is provided in a variety of Bay Area medical centers and health care agencies.

Director Sharon Goldfarb shared with us several very important facts. The first is that nationally there is a shortage of RNs of nearly 800,000. Second, many of the RN students at Los Medanos live in East Contra Costa and would prefer to intern and give back in the cities where they live.

Sharon has a vision of a nurse's clinic in East Contra Costa. A local RN clinic would enhance the internship opportunities and potentially help community health-minded RN graduates find meaningful employment and contribute to the communities where they live. Not only could this potentially open up employment opportunities for graduates, but according to Sharon, the economic impact would also be significant since nursing careers are now the number one employment vehicle for moving from poverty to self-sufficiency. This effort could in fact create a pipeline of providers in East Contra Costa. Sharon has expressed a genuine interest in exploring this opportunity.

We are involved in on-going meetings with relevant stakeholders to explore these opportunities and are having deeper conversations about resources, capacity, assets, collaboration, shared space, physical locations, strategies, obstacles; opportunities, and timelines.

### **Dexter Hall – Wells Fargo Bank**

Over the last year we had several meetings with Dexter Hall, Vice-President/District Manager for Wells Fargo Bank, who shared with us his deep interest in community revitalization along the Northern Waterfront. He developed an understanding about the potential for the NWEDI in the area of entrepreneurialism and was involved in several conversations with Bret Sweet and Len Turner about the incubation of new businesses in partnership with Oakley, Antioch, Pittsburg, and Brentwood and the possibility of establishing a micro-loan fund to support entrepreneurs.

Before leaving the Bay Area for an assignment with Wells Fargo near his home in Texas, Dexter introduced us to the Senior Vice President of Wells, Steve Hitchcock, and facilitated a meeting for us to brief Steve on the community and human capital development strategy of the NWEDI. Steve has expressed his support for this effort and is interested in continuing to explore the possibility of establishing a micro-loan fund to support entrepreneurs through a business incubator.

### **Pat Mims, Site Manager - Rubicon Programs, Antioch**

The mission of Rubicon Programs is to transform East Bay communities by equipping people to move out of poverty by developing assets, income, wellness, and connections. Rubicon also has offices in Richmond.

We have met with Pat Mims and discussed the importance of a focus on the re-entry population. Job training, job placement, and entrepreneurial opportunities are critical for the re-entry success of returning citizens. Rubicon is placing a priority on returning citizens who are veterans.

He is interested in partnering with the NWEDI through Rubicon's 3-year coaching relationship with their clients. This would create the ability to turn warm hand-offs into employment after job training with on-going mentoring.



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### **Johnny Rodriguez, Executive Director – ODAT**

One Day At a Time (ODAT) was founded in 1997 by Johnny Rodriguez, to help turn around the lives of young men and women that are at high risk of becoming involved with violence or gangs.

ODAT provides youth with a supportive network of peers, opportunities for academic and personal growth and exposure to impactful experiences. By enhancing leadership skills, providing guidance and developing trusting relationships, ODAT empowers youth with the confidence and life skills to make better choices and lead positive lives. Johnny is interested in partnering with the NWEDI on job training efforts focused on youth and working more closely with school districts across the waterfront to connect families to holistic services and workforce and training opportunities for families identified through the AUSD Youth Intervention Network (YIN), ODAT, and other youth serving organizations.

### **City Police Chiefs, Contra Costa County District Attorney - Diana Becton's Office, and Contra Costa County Probation**

Conversation, collaboration and the collective development of messaging with these departments are critical to community and human capital development strategies because restoring and maintaining a sense of wellbeing, safety, quality of life and pride in target census tracts contributes to attracting businesses, sparking entrepreneurial energy and attracting an educated workforce. We have had a brief initial conversation with District Attorney - Diana Becton and a more thorough meeting has been scheduled. We have begun these individual conversations with the others listed above and will invite these key stakeholders to informational meetings as the *Conceptual Framework* is implemented.

### **Alvaro Fuentes, Executive Director - The Community Clinic Consortium**

The Community Clinic Consortium, established in 2004, provides representation and support to 26 non-profit community health center sites and their patients in Contra Costa and Solano counties. The Consortium advocates for funding and policy changes that help health centers meet the diverse health care and social service needs of about 200,000 patients annually; serves as a local resource for clinic staff, clients and the community; and supports the involvement of communities in developing a responsive health care system. Alvaro is very interested in the health-related components of the community development work and also in helping to engage and mobilize community support for the community and human capital development strategy of the NWEDI.

**Dwayne Dalman, Economic Development Director - City of Oakley; Kwame Reed, Economic Development Director - City of Brentwood; Ron Bernal, City Manager - City of Antioch; Lizeht Zepeda, Economic Development Program Manager - City of Antioch; Nancy Kaiser, Director of Parks & Recreation - City of Antioch; Kolette Simonton, Economic Development Director - City of Pittsburg; John Montagh, Economic Development Director - City of Concord; Brian Nunnally, Economic Development Coordinator - City of Concord; Christina Radcliffe, Economic and Community Development Director - City of Martinez; Zach Seal, Economic Development Coordinator - City of Martinez; David Biggs, City Manager - City of Hercules**

We will continue to meet with these individuals to discuss the *Conceptual Framework* and next steps for their cities in the area of community and human capital development.

**Federal Glover, County Supervisor District 5; Holland White, Supervisor Glover's Special Projects Aide; Diane Burgis, County Supervisor District 3; Mark Goodwin, Supervisor Burgis' Chief of Staff; David Twa, County Administrator; John Kopchik, Director of Conservation and Development; and Amalia Cunningham, Economic Development Director for the County.**

We will meet with these County officials to discuss the *Conceptual Framework* and next steps for its implementation.

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## V. Initiative Oversight/Management & Fund Development

As discussed throughout this document, the NWEDI *Community and Human Capital Development Strategy* has been designed such that partners strategically interlock with one another for optimal impact in specific areas related to desired outcomes. At the same time, they provide critical infrastructure needed to sustain and boost the effectiveness of the other clusters. By doing this, the three clusters are dynamically linked and form a powerful collaborative effort with the potential to transform not only the targeted census tracts along the waterfront, but also the entire county.

### ***Data-Driven, Outcomes-Based Methodology***

The projected impact of this strategy includes attracting businesses to the waterfront region by increasing the skilled and trained workforce so that it impacts the capacity, expansion and sustainability of existing businesses; increases regional employment; reduces poverty; increases revenue generation; and improves infrastructure, health, entrepreneurialism, crime reduction, neighborhood revitalization, and the image of the Northern Waterfront when being evaluated by businesses, corporations and new residents seeking areas of economic vibrancy and opportunity.

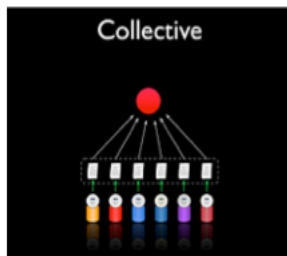
We are honored to be working in partnership with Craft Consulting on the NWEDI. Craft's role includes articulation of the economic opportunities being created and helping to tell the story through research, projections and the development of a strategic plan for the industry side of the initiative.

### ***Collaborative Approach***

We have designed a **collaborative** approach because it allows for concerted and intentional engagement, the creation of interlocking roles for sustainability, and shared accountability for outcomes that have been mutually agreed upon.

Having these interlocking roles and mutual accountability memorialized in writing will support funding opportunities and create the bases for effective fiscal agency and strategy implementation.

### ***Collective vs. Collaborative***



We describe a collective as an aggregation of efforts where the parties are working towards a common goal, with an agreed upon core set of principals and values to which they have all contributed, but have no mutual accountabilities in the form of interlocking roles.



### ***Collaborative vs. Collective***



We describe a collaborative as a group of entities and/or individuals, working together towards a common goal with mutual accountability to one another, in the form of interlocking roles, to accomplish a single mutually agreed upon outcome and to strengthen the capacity of both the individual organizations and the eventual network.



### ***Project Implementation***

As we move forward towards adoption of the *Conceptual Framework* and then implementation, we are faced with two key issues.

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The first is that physical locations for entrepreneurial and training centers not already located in the region must be secured. We have been in discussions with city officials and others about potential space. Once the County accepts this strategy for community and human capital development, we will move forward with negotiations and MOU development.

The second issue is management of the launch and on-going implementation of this framework.

Both are issues that are critical to the success of the community/human capital development portion of the NWEDI. As a result of initial discussions, tours of possible locations and initial conversations with potential funders and investors, we are confident that securing the right locations or funding will not be a barrier to implementation. We are in discussions with partners regarding revenue generation and mutually beneficial resource sharing and with financial institutions, foundations and investors about direct funding and investment into modeling the human/community development strategy.

As we prepare to assist with coordination of major grant proposals to foundations for build-out and implementation of this community/human capital development strategy, we are having preliminary budget discussions with potential partners with the very clear understanding that implementation is not within the scope of Emerald's current contract with the County. However, in the spirit of full disclosure we will be actively exploring funding sources so that once our contract obligations are completed with the County we can work with funders and a fiscal agent to oversee the implementation of the community/human capital development strategy we have designed.

### ***Fiscal Management of the Community/Human Capital Development Component of NWEDI***

It is clear through discussions with funders that although there is genuine interest in receiving and potentially approving funding proposals for a comprehensive and collaborative approach to NWEDI community/human capital development, fiscal agency and partner coordination and outcomes monitoring and reporting will need to happen through a credible and experienced fiscal agent.

We have had several in-depth discussions with Kristin Connelly, Executive Director, and Josh Huber, Director of Research and Projects, of the Contra Costa Economic Partnership (CCEP), about the possibility of fiscal agency and coordination of the community/human capital development portion of the NWEDI. The CCEP is a 501C3 organization, founded in 1995 by business and civic leaders to engage business, government, and civic leaders in the areas of land use, workforce, and infrastructure to retain and create quality jobs for Contra Costa and enhance the region's quality of life.

Once a fiscal agent is identified, funding for this role will be included in grant proposals for the *Community/Human Capital Development* component and allow the fiscal agent to contract with an entity to assist with the development and management of the collaborative portion of the work.

Justification for recommending this approach comes from advice and concerns expressed by stakeholders and foundations during our research and exploration.

The most commonly stated advice, comments, and concerns regarding the *Community/Human Capital Development* component of the NWEDI going forward are as follows:

1. There is consensus of appreciation among stakeholders and partners for the role that Supervisor Glover and the County Board of Supervisors collectively have played as visionaries that saw the need for revitalization of the Northern Waterfront and, therefore, acted as the initial convener that coordinated the bringing together of partners and leadership under a common vision and funded the fact-finding process and development of an effective collaboration and set of strategies.

- 
2. Collaborative engagement of the waterfront cities must not be or appear to be controlled or directed by the County. Instead, the County must continue to support the acquisition of neutral expertise through a collaborative process of team-building among partners that includes:
    - a. Identifying subject-matter expertise from among the cities for the purpose of putting together a collaborative that can be organizationally managed by a fiscal agent.
    - b. Creating interlocking roles between cities and the county based on subject-matter expertise and staff involved from waterfront cities based on individual and collective focus that minimizes competitiveness and reinforces a spirit of collaboration and cohesiveness.
    - c. Memorializing the interlocking roles in the form of signed MOUs that include scope of work and projected outcomes.
    - d. There must be a strategically coordinated effort to produce, broadly announce, and celebrate some immediate (short-term) collective wins.
    - e. John Kopchik should remain involved and be the collaborative team member representing the County, along with Amalia Cunningham, the newly hired Economic Development Director for the County.

### ***Interlocking Roles***

As we discussed earlier in this document, relationships will not be left to chance. Interlocking roles should be identified within each cluster for the purpose of expanding the capacity of individual stakeholders as well as enhance the relationships between clusters.

These conversations and verbal agreements should be used to draft MOUs once the *Conceptual Framework* has been accepted by the County. Those MOUs will then be discussed by stakeholders to affirm or make necessary changes prior to acceptance. Once MOU language and interlocking roles are explicitly described and agreed upon and signed, the language in the MOUs will be managed by the coordinating entity/fiscal agent.

## **VI. Outcomes Measurement & SROI**

Memorializing and managing goals, projected outcomes, and how they will be measured will be an important component of the fiscal agent's work. The broad projected outcomes include:

1. Evidence in the target census tracts over time that shows the neighborhoods are becoming a more desirable place to live
2. Physical amenities are improved in areas where partners start up training programs and incubators
3. Building and waterfront characteristics are upgraded as a part of hands-on construction/carpenter training projects and wealth accumulation of residents is increased
4. Training opportunities and variety of training options are increased and result in an increase in local employment in areas of labor leakage
5. Crime stats show a significant reduction in violent and property crimes because of an increase in employment and community revitalization projects
6. Social capital and collaboration is significantly increased and evidenced by the establishment of and participation in local community organizations and efforts

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It is important to note here that the initial phase of the community and human capital development strategy should prioritize and target particularly impoverished and traditionally problematic and visible census tracts along the waterfront. This is why we have focused the initial strategy on the eastern end of the Northern Waterfront.

Goals and projected outcomes, and how they will be measured, will be an important component of implementation and fund development. It is important to us that we do not promote assumptions, biases or fears based on false narratives, silos, competition or stereotypes about ethnic groups, communities, and census tracts and that we set additional goals and reassess current goals and outcomes based on factual, current, and relevant data. Therefore, working with the right stakeholder/planning team will help us further dissect and understand root causes underlying the stats, studies, and community perceptions.

### ***Outcomes Measurement***

Emerald favors using community/human capital development outcome measures designed by the *World Economics Forum* with some of our own variations as follows:

There are three guiding concepts underlying the second edition of the *World Economics Forum Human Capital Index* (WEFHCI).

#### **The first is a focus on learning and employment outcomes.**

Our variation includes not only pipeline education outcomes, but also training program completion, job placement and business launch success related to small business incubation strategies that place an emphasis on learning how to operate and grow successful businesses. Businesses that launch and hire employees within a year of launch would also be measured. The goal is to provide a snapshot of where targeted areas and demographics have turned the dial with regard to developing and increasing the human capital potential of residents across all backgrounds and ages.

#### **The second is a focus on demographics.**

We agree completely with the WEFHCI approach that, whenever possible, create an index that takes a “generational view and disaggregates indicators according to five distinct age groups, highlighting issues that are unique or particularly crucial for the human capital development of each cohort.”

#### **The third is the practice of holding all community/human capital component partners to the same standard, and assessing all outcomes with respect to their “distance to the ideal” set of outcomes.**

By establishing an absolute measure of performance, the index allows for both intra- and inter-program/strategy comparisons year-to-year.











We agree with the WEFHCI that, “human capital is not a one-dimensional concept and can mean different things to different stakeholders.”

In the business world, human capital is the economic value of an employee’s set of skills. To a policymaker, human capital is the capacity of the population to drive economic growth.

Below are charts that illustrate an example of what the WEFHCI looks like when applied to global evaluation. Emerald customizes this model to accommodate the scope, size, and projected outcomes related to initiatives we design for community/human capital development.



Table 1: Structure of the Human Capital Index, 2015

	 Under 15 Age Group	 15–24 Age Group	 25–54 Age Group	 55–64 Age Group	 65 and Over Age Group
LEARNING	Enrolment in education	Enrolment in education	Educational attainment	Educational attainment	Educational attainment
	Primary enrolment rate	Tertiary enrolment rate	Primary education attainment rate	Primary education attainment rate	Primary education attainment rate
	Secondary enrolment rate	Vocational enrolment rate	Secondary education attainment rate	Secondary education attainment rate	Secondary education attainment rate
	Basic education survival rate	Educational attainment	Tertiary education attainment rate	Tertiary education attainment rate	Tertiary education attainment rate
	Secondary enrolment gender gap, female-over-male ratio	Primary education attainment rate			
		Secondary education attainment rate			
	Quality of education	Quality of education	Workplace learning		
	Quality of primary schools	Quality of education system	Staff training services		
		Youth literacy rate	Economic complexity		
EMPLOYMENT	 Under 15 Age Group	 15–24 Age Group	 25–54 Age Group	 55–64 Age Group	 65 and Over Age Group
	Vulnerability	Economic participation	Economic participation	Economic participation	Economic participation
	Incidence of child labour	Labour force participation rate	Labour force participation rate	Labour force participation rate	Labour force participation rate
		Unemployment rate	Unemployment rate	Unemployment rate	Unemployment rate
		Underemployment rate	Underemployment rate	Underemployment rate	Underemployment rate
		Not in employment, education or training rate	Employment gender gap, female-over-male ratio	Healthy life expectancy at birth	Healthy life years beyond age 65
		Long-term unemployment rate			
		Skills	Skills		
		Incidence of overeducation	High-skilled employment share		
		Incidence of undereducation	Medium-skilled employment share		
		Skill diversity	Ease of finding skilled employees		



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### ***Social Return on Investment (SROI)***

In addition to traditional methods of measuring outcomes, community and human capital development requires calculating *Social Return on Investment (SROI)* in order to show impact that is generally broader in nature and typically more sustainable.

An abbreviated definition of SROI can be stated as:

***Social Return On Investment (SROI) is an impact assessment approach that incorporates social, environmental, financial and economic values in management of and decision-making on (social) business investments. The method assigns monetary values to results, also to the non-tangible non-financial results.***

In this case, it would be economic outcomes associated with increases in resident quality of life and the impact of that increase on the Northern Waterfront.

***SROI analyses the changes that stakeholders experience as a result of an investment. In general terms, investment means the use of capital in the expectation of creating future benefits. These benefits can be of a financial as well as non-financial nature; they may include material as well as intangible benefits.***

## **VII. Final Thoughts**

To create a plan that carries a ***shared vision and common ground*** through an interactive process, your team must absolutely, completely, and stubbornly avoid “habitus.”

***Habitus is public enemy #1 in any planning process.***

Habitus is a compilation/field of behaviors, history, beliefs, attitudes, and practices that support the continuation, maintenance and empowerment of biased thinking surrounding a problem or issue.

***Habitus acts as a strong catalyst for resistance to change.***

In other words, it is the stuff that fuels silos, irrational fears, prejudice, exclusion, inflexibility, and negative competition.

***However, fact-finding as a key element of the planning process helps reduce the power of habitus.***

Fact-finding helps fight habitus and fuels a credible strategy and approach that will draw support, wider acceptance, spark excitement, and get results.

NWEDI has an opportunity to change health, education, and economic outcomes in Contra Costa County for all residents, including English learners, people living in poverty and low wage work, youth who are disengaged, homeless people, formerly incarcerated people, people of color, veterans, residents commuting long hours, and recent immigrants.

It's totally possible with the right strategy.

To do so would be amazing and have a transformative impact on the community dynamics and quality of life of the Northern Waterfront.

## ATTACHMENT E

### **Unanimously Approved by the Antioch Economic Development Commission**

#### **Commissioners:**

Keith Archuleta , Chair  
Robert Kilbourne, Vice Chair  
Joseph Adebayo  
Rick Fuller  
Kelly Kalfsbeek  
Tim McCall  
Tracey Nicks

#### **Resolution**

As a follow-up to the marketing campaign the City of Antioch is now implementing, the Antioch Economic Development Commission hereby supports the *Strategic Action Plan* and the *Conceptual Framework for the Human Capital/Community Development Strategy* of the Northern Waterfront Economic Development Initiative adopted by the Contra Costa Board of Supervisors on January 22, 2019. Together, these complementary elements of the Northern Waterfront Economic Development Initiative lay the foundation for sustainable economic growth and provide a guide for local economic and community development efforts for the next five to ten years.

#### **Background**

In Contra Costa, too many working residents leave the region each day. If we can reduce that number with good local jobs, we will begin to move our region in the right direction. Through investing in the growth and expansion of one of our greatest assets in this region - small businesses – we can hire locally and engage the rising population that now too often has to go elsewhere for employment, entertainment, and recreation.

The main sources of job creation are start-ups and small to medium scale businesses, driven by the demand and buying power of local, working-class consumers. Locally-owned businesses are by far the most significant contributors to a community's jobs, social equality, sustainability, and other important indicators of success.

In addition, small business ownership is recognized as one of the surest routes to economic self-sufficiency and income mobility for lower-income persons, women, immigrants, and people of color to enable them to stay in their communities, build assets and invest in their families and their futures.

Investing in human capital is the single most effective way of not only promoting economic growth but also of distributing its benefits more fairly to the people who live, work, and play in our community. According to Michael Shuman, author of *The Local Economy Solution*:

*“Economic development must be done differently. Rather than paying a ransom in “attraction” incentives to large companies to entice them to set up shop locally, we must focus on growing locally owned businesses, facilitating local planning and placemaking, nurturing local entrepreneurs, and helping local consumers buy local and investors finance local business. We must create an ecosystem led by self-financing business pollinators that strengthen the entire local business community.”*

In particular, the *Human Capital/Community Development Strategy* is intended to serve as a road map to illustrate the potential opportunities and the types of strategies that will:

- 1** foster business retention and expansion and entrepreneurial opportunities that help create quality jobs, hire more employees locally, create supply chain companies, and develop more qualified local contractors and subcontractors;
- 2** expand affordable workforce education and employment-focused skills training in high-demand occupations and industries, and
- 3** create an effective network of collaborative partnerships that help remove barriers to live-able wage jobs and wealth building for *hard to employ and underserved* residents in the Northern Waterfront region.

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# What is the Northern Waterfront?

An economic development partnership and jobs strategy for the northern and eastern shores of Contra Costa County

# What is the Northern Waterfront?

An economic development partnership and jobs strategy for the northern and eastern shores of Contra Costa County

# Northern Waterfront Initiative Partnership in Action

- 60 mile corridor between Highway 4 and the Delta, from Hercules to Brentwood
- All seven cities on Hwy 4 are partners via resolution
- Since 2013, more than 200 meetings resulting in 7 reports and one Strategic Action Plan
- Long-term collaborative of partners working to retain and expand **jobs** in the region



# Northern Waterfront Target Industry Clusters (2013-present)



## Advanced Manufacturing

Henkel, Bishop  
Wisecarver, Pulse  
Systems, Telemetry  
Solutions, Pacific  
Instruments, Bazell  
Technologies



## Biomedical/ Biotech

BioRad, Fresenius,  
Sigray, Biocare  
Medical, BioZone,  
BioMicroLab



## Agriscience & Food

Ramar Foods, Naia  
Gelato, Del Cielo  
Brewing, C&H,  
Dow/Corteva



## Transportation Technology

Drafting off  
GoMentum Station;  
also includes aviation  
innovations and  
drone industry



## Clean Technology

Growth industry  
nationally and  
regionally; MCE &  
many installers  
operating in region

# Examples of Strategic Goals with Implementation Actions

From the County's adopted Strategic Action Plan  
(Craft Consulting, 2019)

## **Enhance Regional Competitiveness**

- Invest in regional goods movement infrastructure
- Explore establishment of an Innovation District

## **Promote Innovation & New Business Formation**

- Develop regional business retention & expansion program
- Encourage the development of maker spaces
- Develop incubators/accelerators/co-working spaces

## **Attract New Business Investment via Regional Branding**

- Develop a unique regional brand and market the region
- Strategically recruit businesses in target clusters





## MOU discussions

Covering collaborative economic development projects as a working group; document going to each city asked to approve along with SAP, Conceptual Framework if they want



## Add projects to work program & budget

Priority on projects most important to the working group, those most within our span of control, and those that leverage the most resources



## Undertake joint projects

Agree on subset of project(s) that complement their existing Econ Dev strategies; rotating leads varying by project

# Next Steps

*Moving from planning to implementation as an economic development partnership*

# More jobs in the Northern Waterfront corridor will improve opportunities, commutes, and quality of life for everyone.

Be sure you have signed up for updates online at the DCD Northern Waterfront webpage!

Amalia Cunningham, Economic Development Manager,  
[Amalia.Cunningham@dcd.cccounty.us](mailto:Amalia.Cunningham@dcd.cccounty.us)

[www.CoCoBiz.us](http://www.CoCoBiz.us)




CITY OF  
**ANTIOCH**  
CALIFORNIA

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** George W. Harding, IV, Animal Services Manager

**APPROVED BY:** Tammany Brooks III, Chief of Police 

**SUBJECT:** Updates to the City of Antioch Master Fee Schedule for Animal Services to Allow Certain Fees to be Waived, Discounted or Deferred

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**RECOMMENDED ACTION**

It is recommended that the City Council adopt the resolution approving updates to the Master Fee Schedule to allow the Chief of Police, or designee, to waive, discount, or defer certain Animal Services Fees, effective October 1, 2019, when such action is deemed to be in the best interest of the animal.

**FISCAL IMPACT**

The adoption of the resolution to allow certain Animal Services fees to be waived, discounted, or deferred should not have a direct effect on revenue at the shelter, and may cause a slight increase in revenue, as pets would be more likely to be redeemed by their original owner, and more pets would be adopted.

Additionally, there would be a savings with ongoing expenses, as the costs associated with the daily care, feeding, cleaning and medical needs for pets held longer in the shelter, may be reduced or eliminated.

**DISCUSSION**

In recent years, the City has completed a cost allocation and fee study and adopted the current Master Fee Schedule on July 1, 2019 (attached). The fees for Animal Services were included in this endeavor and were adjusted to maintain fiscal stability and reflect current market values. However, in the best interest of an individual animal being held in the animal shelter, there are occasions when Animal Services fees should be waived, discounted or deferred, as certain fees, such as, adoption and redemption fees can be a barrier for a pet to realize a live release from the animal shelter due to the adoptive owner, or current owner, not being able to afford fees as set by the Master Fee Schedule.

Additionally, there are many times during the year when the number of animals in the shelter far exceeds our capacity for care. Notable periods of overpopulation come during kitten season, when we routinely house more than 100 cats a day in the shelter, and the week before and the week after the 4<sup>th</sup> of July, where we see a large influx of dogs, due to fireworks.

When the population of pets in the shelter is beyond our capacity for care, having the flexibility to waive or discount fees creates an incentive for movement of animals out of the shelter, thus reducing cost of care and overcrowding within the shelter.

The ability to discount or waive fees would also level the playing field with other animal shelters in the Bay Area who already have a pricing structures allowing them to offer reduced cost adoption and redemption fees, or special pricing, such as, two-for-one kitten adoptions, low-cost adoptions for certain pets, senior pet adoptions, low-cost Hhuahua and bully breed adoptions, etc.

Animal Services fees associated with pet licensing, permitting/permit inspections and potentially dangerous/vicious animals would not be waived, discounted or deferred.

#### **ATTACHMENTS**

- A. Resolution
- B. Master Fee Schedule – Adopted July 1, 2019

**RESOLUTION NO. 2019/\*\***

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ANTIOCH  
APPROVING UPDATES TO THE CITY OF ANTIOCH MASTER FEE SCHEDULE FOR  
ANIMAL SERVICES TO ALLOW CERTAIN FEES TO BE WAIVED, DISCOUNTED  
OR DEFERRED EFFECTIVE OCTOBER 1, 2019**

**WHEREAS**, the City of Antioch City Council is authorized to adopt new fees, fee levels and charges; and

**WHEREAS**, the City of Antioch City Council adopted the current Master Fee Schedule, which includes Animal Services fees, effective July 1, 2019; and

**WHEREAS**, the Antioch Animal Services program aspires to the highest humane standards in its work with the citizens and animals in our community through education, promoting responsible pet ownership, and the adoption of shelter pets; and

**WHEREAS**, the City Council has determined that on occasion, extenuating circumstances may require that certain of the fees outlined in the Master Fee Schedule for Animal Services be waived, discounted or deferred, and that the Chief of Police or designee shall be empowered to take such action when it is deemed to be in the best interest of the individual animal.

**NOW, THEREFORE, BE IT RESOLVED** that effective October 1, 2019, the Master Fee Schedule for Animal Services fees shall be amended to provide the Chief of Police or designee with the discretion to waive, discount or defer fees when such action is necessary due to extenuating circumstances and is deemed to be in the best interest of the individual animal.

\* \* \* \* \*

**I HEREBY CERTIFY** that the foregoing resolution was passed and adopted by the City Council of the City of Antioch at a regular meeting thereof held on the 27<sup>th</sup> day of August 2019, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

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**ARNE SIMONSEN, CMC  
CITY CLERK OF THE CITY OF ANTIOCH**

# CITY OF ANTIOCH MASTER FEE SCHEDULE

EFFECTIVE JULY 1, 2019





## MASTER FEE SCHEDULE

## &gt;&gt;POLICE DEPARTMENT&lt;&lt;

DESCRIPTION	FEE			ACCT CODE
Personal/or Non-Law Enforcement Local Record Review Summary	\$	41.00		100-3110.46010
Accident Investigation Report Copy	\$	28.00		100-3110.46010
Impounded Vehicle Release	\$	197.00		100-3110.46300
Administrative Fee: Repossession of vehicles	\$	15.00 (set by State law)		100-3110.46300
Bicycle Registration	\$	6.00		100-3110.42030
Card Room Permit: Regulation fees per table/year	\$	766.00		100-3110.46300
Card Room Permit (New)	\$3,100 deposit plus fully allocated hourly rate for all staff involved plus any outside costs			
Clearance Letters	\$	78.00		100-3110.46300
Code Enforcement (Municipal Code Violations)	Set by courts			
Copy of Police Report	Victim of Domestic Violence: No charge Rape, ID theft, human trafficking and elder abuse victims: First copy free All others: \$0.20 per page printed; \$10.00 per device for electronic file copy			100-3110.46010
CAD Event Screen	\$	15.00		100-3110.46010
DUI Collision Response (fee limited by State law)	Direct costs of responding to incident - not to exceed \$12,000			100-3110.46300
DUI Arrest Processing	\$	415.00		100-3110.46300
Escort of Wide or Overload Vehicle	Actual police and engineering time for investigation of route and escort if required			100-3110.46300
ABC Daily License Authorization	\$	36.00		100-3110.46300
<b>Gun Permit Fees</b> – Concealed Weapons Permit Application/Renewal (non-refundable and set by State Penal Code Sections 12050-12054):	New Permit - \$100* (\$20 paid at time of application with balance due upon permit issuance) Renewal Permit - \$25* Amended Permit - \$10*  *Psychological testing costs are added to the above fees up to \$150.00			100-3110.46300
Limo/Taxi Business Permit	\$	305.00 per year		100-3110.46300
Limo/Taxi Driver Permit	\$	305.00 per year		100-3110.46300
Limo/Taxi Vehicle Inspection: per vehicle – per inspection	\$	83.00		570-2610.46630
Parking Enforcement	Established by Council Resolution			100-3150.43020
Parties & Nuisances – AMC Chapter 13, Sec 5-13.03/05	Fully allocated hourly rates for staff involved plus any outside costs			100-3110.46300
Police Department Room Rental: <b>Nonprofit Uses:</b> Classroom (Animal Services area) per hr Community Room Use (police area) per hr <b>Commercial or Private:</b> Classroom use (Animal Services area) per hr Community Room Use (Police area) per hr	\$	36.00 62.00 60.00 109.00		100-3110.46300
Second hand dealer - application fee	\$	295.00		100-3110.46300
Second hand dealer - Department of Justice fee (initial and renewal)	\$	300.00		
<b>Massage Establishment:</b>	<b>Initial Registration</b>	<b>Renewal (no changes)</b>	<b>Change Owner/ Location</b>	100-3110.46300
Owner/Practitioner	\$ 250.00	\$ 175.00	\$ 250.00	
Owner/Non-Practitioner	\$ 350.00	\$ 275.00	\$ 350.00	
Per Employee/Practitioner	\$ 25.00	\$ 25.00	\$ 25.00	
Verification letters	\$	31.00		100-3110.46300

# MASTER FEE SCHEDULE

## >>POLICE DEPARTMENT<<

DESCRIPTION	FEE	ACCT CODE
Misdemeanor Booking	\$ 78.00 per booking	100-3110.46300
Special Event Regulation (group putting on Event) Event charged for Police Officer, Corporal and Sergeant at overtime rate for Step "E" of regular pay scale plus a 25% Administrative Fee. Event charged for Reserve Police Officer at Step "A" rate of regular officer pay scale plus a 25% Administrative Fee	Time, materials and Administrative overhead cost	100-3110.46300
Subpoena, Civil deposit/officer/day plus Admin fee	\$ 275.00 per G.C. 68096.1 deposit plus actual cost	753-0000.22315 100-3110.47010
Subpoena, Civil Administrative Fee	Clerical cost @ max of \$24/hr (\$6 per ¼ hr), plus 10 cents/page document duplication – charged by clerical staff	100-3110.47010
Subpoena Duces Tecum/Deposition Subpoena, Plus reasonable/actual costs (per 1563 E.C.)	Clerical cost @ max of \$24/hr (\$6 per ¼ hr), plus 10 cents/page document duplication – charged by clerical staff	100-3110.47010
Adult Business Permit	Deposit as determined by Police Dept plus charges at fully allocated hourly rates for all involved personnel and any outside costs	100-3110.46300
Firearms Range	\$100.00 hourly with operator (ADP operator always required for use)	100-3110.47010
<b>Alarm Users:</b> Registration and Renewal Registration Late Charge Alarm Fee – Late Charge/All Fees and Fines Late False Alarm – Registered  False Alarm – Non-Registered  Operating Suspended Alarm System  <b>Alarm Company:</b> Failure to Report New Install Failure to use Alarm Confirmation or Enhanced Call Confirmation Procedures False Alarm Caused by Alarm Company  Calling on Suspended Alarm Site  All Late Charges	<b>EFFECTIVE 3/26/19 PER RESO. 2019/24</b> \$30.00 \$15.00 5% of unpaid amount 1 – No charge; 2 – School or \$100; 3 or more - \$205 (for each subsequent response) 1 – School or \$100; 2 or more - \$205 (for each subsequent response) 1 - \$205; 2 - \$350; 3 or more - \$500 (for each subsequent response)  \$30.00 \$30.00  1 – No charge; 2 or more - \$205 (for each subsequent response) 1 – No charge; 2 or more - \$205 (for each subsequent response) \$15.00	100-3110.46315  100-3110.46320

## >>ANIMAL SERVICES<<

DESCRIPTION	FEE	ACCT CODE
<b>Adoption Fees</b> Adopt - Dog Adopt - Cat Adopt – Rabbit Adopt - Small animal (rats, hamsters, guinea pigs)	\$ 125.00* \$ 90.00* \$ 16.00* \$ 7.00*  *Fees include spay/neuter, microchip and core vaccines. Actual cost of spay/neuter that cannot be completed in-house will be added to the adoption fees.	214-3320.46710

## MASTER FEE SCHEDULE

## &gt;&gt;ANIMAL SERVICES&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>Animal Licensing Fees – Dogs</b>		
<b>License - Altered:</b>		214-3320.42010
Altered License - 1 Year	\$ 20.00	
Altered License - 2 Year	\$ 35.00	
Altered License - 3 year	\$ 50.00	
<b>Senior Citizen License – Altered Dog</b>		
Senior Altered License - 1 Year	\$ 11.00	
Senior Altered License - 2 Year	\$ 19.00	
Senior Altered License - 3 Year	\$ 26.00	
<b>License - Unaltered</b>		
Unaltered License - 1 Year	\$ 41.00	
Unaltered License - 2 Year	\$ 71.00	
Unaltered License - 3 Year	\$ 109.00	
<b>Senior Citizen License – Unaltered Dog</b>		
Senior Unaltered License - 1 Year	\$ 22.00	
Senior Unaltered License - 2 Year	\$ 37.00	
Senior Unaltered License - 3 Year	\$ 55.00	
<b>License - Unaltered &amp; Impounded (U&amp;A)</b>		
License U&A - 1 yr	\$ 64.00	
License U&A - 2 yr	\$ 94.00	
License U&A - 3 yr	\$ 131.00	
<b>License – Potential Dangerous/Vicious Animal</b>		
Potentially Dangerous-Vicious Animal – 1 Year	\$ 61.00	
<b>License - Fees, Other</b>		
License - Multiple Pet Permit/year/application	\$ 55.00	
License - Tag Transfer	\$ 7.00	
License - Fee - Duplicate for lost license tag	\$ 7.00	
<b>Animal Licenses - Late Fee Penalty</b>	\$ 34.00	
<b>Livestock Permit - per application/year</b>	\$ 55.00	214-3320.42010
<b>Cat Trap Fees:</b>		
Trap Deposit	\$ 60.00	214-3320.47010
Trap Rental/day	\$ 6.00	
<b>Board/Care Fees:</b>		
Dog/day	\$ 19.00	214-3320.46710
Cat or small animal/day	\$ 19.00	
Livestock, reptiles/day	\$ 18.00 (at cost if not at Animal Shelter)	
Potentially Dangerous/Vicious Animal/day	\$ 29.00	
<b>Potentially Dangerous/Vicious Animal</b>		
Impound Fee	\$ 350.00	214-3320.46719
Conditional Release Agreement	\$ 150.00 inspection fee+boarding, alteration, microchipping and other fees and costs	
Dangerous Animal Administrative Fee	\$450.00 + impound, boarding, alteration, microchipping, vaccination and other fees and costs. Appeal processing fee refunded if appeal is won.	
<b>Disposal Fees:</b>		
Disposal - dog licensed*	\$ 20.00	214-3320.46731
Disposal - dog unlicensed	\$ 36.00	
Disposal - cat	\$ 20.00	
Disposal - other animal	\$ 20.00	
*If the dog to be disposed has a current, multiple year license and has a full year's credit remaining, that amount will be applied against the disposal fee. There will be no refunds.		

# MASTER FEE SCHEDULE

## >>ANIMAL SERVICES<<

DESCRIPTION	FEE	ACCT CODE
<b>Euthanasia Fees</b>		
Euthanasia - dog with license	\$ 36.00	214-3320.46728
Euthanasia - dog unlicensed	\$ 57.00	
Euthanasia - cat	\$ 36.00	
Euthanasia - small animal	\$ 25.00	
Vet Pick up	\$ 40.00	
Vet Per Animal Charge	\$ 10.00	
<b>Handling Fees:</b>		
Pick up fees:		214-3320.46719
Dog (plus surrender fee)	\$ 36.00	
Cat or small animal (plus surrender fee)	\$ 36.00	
<b>Impound Fees and Fines:</b>		
<b>With Current license:</b>		214-3320.46719
Impound - Dog - 1 <sup>st</sup>	\$ 30.00	
Impound - Dog - 2 <sup>nd</sup> within 12 months	\$ 75.00	
Impound - Dog - 3 <sup>rd</sup> within 24 months	\$ 120.00	
Impound - Dog - 4 <sup>th</sup> within 36 months	\$ 180.00	
<b>Unlicensed:</b>		214-3320.46719
Impound - Dog - 1 <sup>st</sup>	\$ 50.00	
Impound - Dog - 2 <sup>nd</sup> within 12 months	\$ 88.00	
Impound - Dog - 3 <sup>rd</sup> within 24 months	\$ 181.00	
Impound - Dog - 4 <sup>th</sup> within 36 months	\$ 234.00	
<b>Other Fees:</b>		
Impound - Cat/ Small	\$ 30.00	
Impound - Livestock	\$ 59.00	
After Hours Impound	\$ 30.00	
<b>Inspection Fee</b>	\$ 55.00	214-3320.46719
<b>Unaltered Dog/Cat Penalty</b> - State law (Food & Ag. Code section 31751.7) mandates that a fine shall be levied against the owners of unaltered dogs and cats that are impounded. These fines are charged in addition to the City's impound and redemption fees:		214-3320.46719
Penalty - First Offense	\$ 36.00	
Penalty - Second Offense	\$ 52.00	
Penalty - Third Offense	\$ 104.00	
<b>Microchipping Fees:</b>		
Microchipping of dogs and cats - includes microchip implant and registration on the Animal Shelter database. Pet owners may additionally register their pets directly with the American Kennel club by sending a \$6.25 registration fee.	\$ 25.00 per animal	214-3320.46735
<b>Vaccinations</b> – Fee is per vaccination	\$ 20.00	214-3320.46716
<b>Neuter or Spay Fees:</b>		
<b>Neuter Fees:</b>		
Neuter – Feline/Canine	Vet Cost	214-3320.46734
<b>Spay Fees:</b>		
Spay – Feline/Canine	Vet Cost	

## MASTER FEE SCHEDULE

## &gt;&gt;ANIMAL SERVICES&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>Redemption Fees:</b> Redemption fees to be charged to pet owner(s) upon the redemption of their pet: 1. Administration of reasonable veterinary medical treatments, which may be required in order to treat an injured and/or sick animal. 2. Medical treatments which may include the administration of veterinary drugs and/or medicinal products	Vet cost  Vet Cost	214-3320.46733
<b>Quarantine Fees:</b> Quarantine Admin Fee - Home Quarantine Admin Fee - Shelter, plus  Dog/board Cat or small animal Livestock  Dog/Cat Vaccination	\$ 110.00 per animal \$ 55.00 per animal+ board fees  \$ 28.00 per day \$ 23.00 per day \$ 28.00 per day (at cost if not at Animal Shelter) \$ 19.00	214-3320.46710
<b>Surrender Fees:</b> Surrender - dog with license Surrender - dog unlicensed Surrender - puppy litter Surrender - kitten litter Surrender - small animals (rats, misc. hamsters, birds, snakes) Surrender - cat/rabbit/snake/lizard (2 lbs and larger) Surrender - vaccination for unvaccinated dogs & cats (fee is per vaccination)	\$ 30.00 \$ 54.00 \$ 42.00 \$ 42.00 \$ 15.00 \$ 30.00 \$ 20.00	214-3320.46725

## &gt;&gt;COMMUNITY DEVELOPMENT&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>PLANNING &amp; ENGINEERING STAFF HOURLY RATES</b>	As outlined in Hourly Rate Detail report on file in the Finance Dept.-increased by 3.5% CPI	Various
<b>PLANNING FEES:</b> Minor Administrative Use Permit Major Administrative Use Permit Temporary Sign/Banner Permit Zoning Administrator Use Permit Application Extension Professional Services & Consultant Contracts  General Plan Maintenance Home Occupation Review Sidewalk Vendor Permit Plan Review  Sign- Planning Approval (building permit)	\$ 523.00 – non-profit pays 50% of fee \$ 1,113.00 \$ 120.00 \$ 2,857.00 per application \$ 828.00 Actual cost + 10% Administrative Fee  5% of Building Permit Fee \$ 130.00 \$ 130.00 Residential - \$254 per plan; Commercial - \$508 per plan; Deposit Project – charge full hourly rates plus any outside costs \$ 162.00	100-5130.46610 100-5130.46610 100-5130.46610 100-5130.46610 100-5130.46610 100-5130.46610  100-5130.46617 100-5130.46610 100-5130.46610 100-5130.46610  100-5130.46610

## MASTER FEE SCHEDULE

## &gt;&gt;COMMUNITY DEVELOPMENT&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>PLANNING FEES (Cont.):</b>		
Sign Review – Administrative	\$ 880.00	100-5130.46610
Sign Program Review	\$ 2065.00 per application	100-5130.46610
Sign Review – Planning Commission	\$ 1,884.00 per application	100-5130.46610
Minor Design Review	\$ 1,263.00 per application	100-5130.46610
Variance - Administrative	\$ 756.00 per application	100-5130.46610
Variance - Hearing	\$ 1,869.00 per application	100-5130.46610
Specific Plan Preparation	Contract cost + any outside agency cost + staff review time at fully allocated hourly rate	100-5130.46610
Zoning Verification Letter	Residential - \$202.00/letter Commercial - \$368.00/letter	100-5130.46610
<b>PLANNING DEPOSIT APPLICATIONS – The following are deposits required for the items of work. Actual costs will be billed monthly for staff time at fully allocated hourly rates.</b>		
Annexations	\$ 10,000.00	Various
Development Agreement (deposit)	\$ 2,500.00	Various
Final Development Plan (deposit)	\$ 10,000.00	Various
General Plan Amendment (deposit)	\$ 10,000.00	Various
Master Development Plan (deposit)	\$ 10,000.00	Various
Environmental Document Preparation (deposit)	\$ 2,500.00	Various
Municipal Code Amendment Review (deposit)	\$ 2,000.00	Various
Preliminary Development Plan (deposit)	\$ 2,000.00	Various
Residential Development Application (deposit)	\$ 3,000.00	Various
Use Permit (deposit)	\$ 2,000.00	Various
Zoning/Rezoning Request (deposit)	\$ 2,000.00	Various
<b>DEVELOPMENT IMPACT FEES</b>	<u>Effective 6/24/14 (Reso 2014/21):</u>	
<b>Development Impact Fees, charged per unit for residential and per sq. ft. non-residential:</b>	<u>Single Family   Multi-Family   Non-Residential</u>	
General Administration	\$ 460                      292                      0.07	321-5500.46660
Public Works	\$ 445                      282                      0.06	321-5505.46661
Police	\$ 1,190                      755                      0.17	321-5510.46662
Parks and Recreation	\$ 3,261                      2,065                      0.00	321-5515.46663
<b>Total</b>	<b>\$ 5,356                      3,394                      0.30</b>	
	<b>A 3% administrative charge shall be applied to all fees listed above.</b>	
<b>BUILDING FEES:</b>		
Pool Safety Fee – applies to all pools, hot tubs, or any structure capable of holding more than 18” of water	1/10 of 1% of valuation	100-5160.46650
Certified Access Specialist Consultation Fee	Actual Consultant Cost + 10% admin fee	100-5160.46651
Solar Photovoltaic System – Residential		
Commercial - \$1,000 + \$7 per kW for each kW between 51kW & 250 kW + \$5 for every kW over 250kW	\$ 300.20	100-5160.42040



## MASTER FEE SCHEDULE

## &gt;&gt;COMMUNITY DEVELOPMENT&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>BUILDING FEES (Cont.):</b>		
Residential Construction:	<u>Valuation:</u>	100-5160.42040
Dwellings, sf	\$ 129.00/sf	
Private Garages, sf	\$ 50.00/sf	
Sheds less than 300 sf	\$ 17.00/sf	
Building Permits, minimum	\$ 141.00	
Plumbing fee, sq ft; Mechanical fee, sq ft, Electrical fee, sq ft; and Insulation fee, sq ft	<u>Valuation:</u> \$0.08/sf Commercial, and \$0.06/sf Residential for plumbing, mechanical, electrical and insulation	100-5160.42040
Minimum fee - Plumbing fee, Mechanical fee, Electrical fee, and Insulation fee	\$ 141.00	100-5160.42040
Patios, carports, patio covers, sq ft	<u>Valuation:</u> \$ 15.00/ sq ft	100-5160.42040
Wood decks/lath patios, sq ft	\$ 12.00/sq ft	
Plan Check Fee	65% of Building Permit Fee	100-5160.46605
Green Building Verification & Compliance Fee	18% of Building Permit Fee (New residential & room additions) 15% of Building Permit Fee (New Commercial & Tenant Improvement with Title 24)	100-5160.46658
Green Building Verification & Compliance Fee	18% of Building Permit Fee (New residential & room additions) 15% of Building Permit Fee (New Commercial & Tenant Improvement with Title 24)	100-5160.46658
Pool, residential + plan check	\$ 40,000 valuation or contract value, whichever is greater	100-5160.42040
Pool, commercial + plan check	Contract Price	100-5160.42040
Spas + plan check	\$ 7,100 valuation	100-5160.42040
Above Ground Pool (no plan check)	\$ 1,100 valuation	100-5160.42040
Special Inspections (written)	\$ 141.00	100-5160.42040
Special Inspections/Reinspection (3 <sup>rd</sup> )	\$ 113.00	100-5160.42040
Grading Permit	Fee calculation based on contract price	100-5160.42040
Plot Plan Modification/Resubmittal - per lot	\$ 57.00	100-5160.42040
Changes to existing permits for new houses/permit	\$ 283.00	100-5160.42040
Reroof	<u>Valuation:</u>	100-5160.42040
Under 20 squares with tear off	\$ 6,500.00	
Over 20 squares with tear off	\$10,000.00	
Comp over Comp	\$ 4,500.00	
	Or contract value, whichever is greater	
Technology Fee	2% of building permit fee	100-5160.46655
Energy Inspection Fee	2% of building permit fee	100-5160.46656
Accessibility Fee (Non-residential)	2% of building permit fee	100-5160.46657

## MASTER FEE SCHEDULE

### >>COMMUNITY DEVELOPMENT<<

ANTIOCH BUILDING PERMIT FEES	
Total Valuation	2019-20 Fee
\$1 to \$2,000	\$ 141.00
\$2,001 to \$25,000	\$ 141.00 for the first \$2,000+ \$ 15.63 for each additional \$1,000 or fraction thereof, up to and including \$25,000
\$25,001 to \$50,000	\$ 436.91 for the first \$25,000+ \$ 11.28 for each additional \$1,000 or fraction thereof, up to and including \$50,000
\$50,001 to \$100,000	\$ 718.88 for the first \$50,000+ \$ 7.81 for each additional \$1,000 or fraction thereof, up to and including \$100,000
\$100,001 to \$500,000	\$ 1,109.74 for the first \$100,000 + \$ 6.25 for each additional \$1,000 or fraction thereof, up to and including \$500,000
\$500,001 to \$1,000,000	\$ 3,611.19 for the first \$500,000 + \$ 5.30 for each additional \$1,000 or fraction thereof, up to and including \$1,000,000
\$1,000,001 and up	\$ 6,263.40 for the first \$1,000,000 + \$ 3.51 for each additional \$1,000 or fraction thereof

DESCRIPTION	FEE	ACCT CODE
<b>CODE ENFORCEMENT:</b>		
Abatement or Impound (vehicle, RV, boat, trailer)	\$ 197.00	100-5140.46025
Code Compliance Re-Inspection	\$ 233.00	100-5140.46025
Public Nuisance Abatement – Administrative Cost	\$ 2,075 per abatement plus actual staff cost at fully allocated hourly rate of on-site review plus actual cost of abatement	100-5140.46020
	Emergency – actual cost of abatement plus actual staff cost at fully allocated hourly rate (\$250 minimum)	
Shopping Cart Abatement or Impound Fee	\$ 50.00	100-5140.47010
Shopping Cart Fine (more than three occurrences in 6 months; in addition to Abatement/Impound fee)	\$ 50.00	100-5140.47010
Sign Retrieval	\$ 22.00	100-5140.46020
<b>RESIDENTIAL RENTAL INSPECTION PROGRAM (RRIP) (Reso 2007/57):</b>		
Initial Registration (charged when the property enters the program)	\$ 73.00	
Inspection Fee (charged with enrollment or renewal of non self-certified properties from 1-4 units)	\$ 227.00	
Additional Unit Inspection Fee (charged per unit after 4 units)	\$ 14.00	
Annual Self-Certification/Renewal Fee (when eligible for self-certification)	\$ 33.00	
Re-Inspection Fee (charged for follow up inspections due to non-compliance found in initial inspection and first follow-up)	\$ 160.00	
<b>MISCELLANEOUS COMMUNITY DEV. FEES:</b>		
Annexation Review: (Fees subject to change by LAFCO, or State of California) Pass Through		Pass through

**MASTER FEE SCHEDULE****>>COMMUNITY DEVELOPMENT<<**

DESCRIPTION	FEE	ACCT CODE
<b>MISCELLANEOUS COMMUNITY DEV. FEES (Cont):</b>		
LAFCO Fee State Fee (Refer to State Board of Equalization Schedule for State Processing fee). City Annexation Fee – all fees to be escalated by the SF CPI <u>Commercial/Industrial Properties</u>	\$808 per gross acre <u>due at annexation; and</u> \$1,075 per gross acre <u>due with subdivision or</u> <u>building permit</u>	100-0000.27000
<u>Residential Properties</u>	\$808 per gross acre <u>due at annexation; and</u> \$1,075 per gross acre <u>due with subdivision or</u> <u>building permit</u>	
Annexation Fee in FUA #1 for Lone Tree Area	\$ 68.00 per acre	100-5130.42050
Waste Management Plan Processing	\$ 35.00	226-5225.47010
GIS Based Mapping Fee (transferred to County)	\$50/unit	100-0000.22024
City Base Map with Street grid 60 x 78 (wallsize), 1:600 scale	\$61 with photo paper \$51 with heavyweight paper	573-1435.43200
City Base Map without street grid 60 x 78 (wallsize), 1:600 scale	\$61 with photo paper \$51 with heavyweight paper	573-1435.43200
City Base Map 34x44	\$46 with photo paper \$41 with heavyweight paper	573-1435.43200
City Subdivision Map 34x44	\$46 with photo paper \$41 with heavyweight paper	573-1435.43200
General Plan Map 34x44	\$46 with photo paper \$41 with heavyweight paper	573-1435.43200

**>>PUBLIC WORKS<<**

DESCRIPTION	FEE	ACCT CODE
<b>MISCELLANEOUS PUBLIC WORKS FEES:</b>		
Mobile Stage Rental/day: Government and Non Profit Uses – Flat Fee Commercial or Private Uses – Per Hour	\$ 533.00 Within 20-mile radius: \$1,337 for first day, plus \$213/day.  Outside 20-mile radius: \$1,337 for first day, plus \$126/hour for moving stage, plus \$213/day	621-2210.46820
Public Works Department Training Room Rental: Government and Nonprofit Uses – per hour Commercial or Private Uses – per hour	\$ 56.00 \$ 95.00	100-2140.46300
Legends /Buttons “No Dumping – Drains to Delta”	\$5.00 /each	229-2585.47010
Park Maintenance Memorial Tree Grove: Tree, planting and memorial plaque	\$ 500.00	100-0000.22054

## MASTER FEE SCHEDULE

### >>PUBLIC WORKS<<

DESCRIPTION	FEE	ACCT CODE
<b>MISCELLANEOUS PUBLIC WORKS FEES (Cont.):</b>		
Public Works Services Hourly Rates: <ul style="list-style-type: none"><li>Streets</li><li>Signs</li><li>Water (Distribution &amp; Treatment)</li><li>Wastewater Collections</li><li>Storm Channels</li><li>Landscaping</li></ul>	Fully allocated hourly rate for all staff involved + cost of materials & equipment	100-2160.46630 100-2180.46630 611-2310.46630 621-2210.47010 229-2585.47010 SLLMD Accts
Public Works Gate Keys: <ul style="list-style-type: none"><li>Streets</li><li>Water (Distribution &amp; Treatment)</li><li>Wastewater Collections</li><li>Storm Channels</li><li>Landscaping</li></ul>	\$ 50.00/key for cell tower access \$100.00/key refundable deposit (all other locations)	100-2160.46630 611-2310.46630 621-2210.47010 229-2585.47010 SLLMD Accts
Sandbags (Limit 20/customer) <ul style="list-style-type: none"><li>Sandbags (filled)</li><li>Sandbags (empty)</li></ul>	\$1.00/ea \$0.50/ea	621-2220.47010 611-2620.47010
Plans & specs for PW contract, minimum	\$ 25.75	Various
Construction details/set	\$ 27.00	
Water System Master Plan, each	\$ 20.60	Various
Urban Water Management Plan, each	\$ 31.00	
<b>RECREATIONAL VEHICLE STORAGE FACILITY FEES:</b>		
Park Maintenance District 1A		255-4551.44810
20 ft/25 ft spaces/month	\$ 50.00	
30 ft spaces/month	\$ 60.00	
40 ft spaces/month	\$ 70.00	
Lock-out fee (delinquent accounts)	\$ 19.00/ea	
Reconnect fee (reinstate accounts)	\$ 19.00/ea	
Replacement Gate Cards	\$ 19.00/ea	
Alarm user card replacement fee	\$ 19.00/ea	
Wait list fee for non-tenants (non-refundable)	\$ 25.00	
<b>ENGINEERING FEES:</b>		
Lot Line Adjustment	\$ 1,850.00 per application	100-5150.46605
Merger of Contiguous Parcels	\$ 3,395.00 per application	100-5150.46605
Encroachment Permit – Application and Processing	\$200 per permit for projects up to \$50,000; projects over \$50,000 charged the fully allocated hourly rates for staff time + outside costs	100-5150.42070
Encroachment agreement (permanent structure)	\$ 590 per application plus fees from any other inspections/permits and any other agencies	100-5150.47070
Encroachment Permit Inspection- \$50,000 + valuation	Deposit set at 10% of construction value with charges at fully allocated hourly rates of staff time + outside costs	754-0000.22000
Encroachment Permit Inspection- \$0 - \$2,000 project	\$ 280.00	100-5150.42070
Encroachment Permit Inspection- \$2,001- \$10,000 project	\$ 840.00	100-5150.42070
Encroachment Permit Inspection- \$10,001 - \$50,000 project	\$ 1,390.00	100-5150.42070

## MASTER FEE SCHEDULE

### >>PUBLIC WORKS<<

DESCRIPTION	FEE	ACCT CODE
<b>ENGINEERING FEES (Cont.):</b>		
Cell Tower Review	Modification to existing - \$ 1,040 per application; New tower – charges at fully allocated hourly rates of staff time + outside costs	100-5150.46605
Traffic Control Plan Review – Arterial & Collectors	\$0-\$50,000 valuation - \$270 \$50,000 + valuation – Deposit set at 10% of construction value with charges at fully allocated hourly rates of staff time + outside costs	Various
Professional Services & Consultant Contracts	Actual cost + 10% Administrative Fee	Various
Sidewalk repair inspection	\$280.00	100-1250.46400
Wide Load Vehicle Permit (State law restricts this fee to \$16 per single trip or each trip completed)	\$ 16.00	100-5180.42090
Lone Tree Way Bridge & Arterial Benefit District (See Reso 92/254 concerning Lone Tree Corridor Overlapping Benefit District, AD No. 27/31)	Resolution 92/254	
Hillcrest Bridge Benefit District (Hillcrest @ State Highway 4)	\$254.00/dwelling unit	391-2530.42100
Lone Tree Corridor Overlapping Benefit District - AD #27/31 (Lone Diamond)	\$373.93/unit	376-2530.42100
<b>PARK IN LIEU FEES (PER UNIT) (Ordinance #2080-C-S):</b>		216-2520.46640
Single Family, detached	\$ 1,500.00	
Single Family, attached	\$ 1,100.00	
Duplexes	\$ 950.00	
Multi-Family	\$ 950.00	
Mobile Home	\$ 950.00	
<b>FIRE PROTECTION FEES (Ordinance #1097-C-S effective 9/8/07):</b>		755-0000.25000
(A) Per single-family dwelling unit	\$ 591.00	
(B) Per multi-family dwelling unit	\$ 285.00	
(C) Per 1,000 sq ft of office space	\$ 376.00	
(D) Per 1,000 sq ft of commercial space	\$ 329.00	
(E) Per 1,000 sq ft of industrial space	\$ 219.00	
<b>TRAFFIC SIGNAL FEES: (Reso. No. 83/193)</b>		220-2540.46635
Residential - all types	\$430.00	
Commercial/industrial - greater of either: A. \$ 70/off-street parking space required by City code; or B. \$194/each daily peak hour trip traveling to and from Development based upon: Office - 2.5 trips/1,000 sq ft (gross) Commercial - 3 trips/1,000 sq ft (gross) Service/industrial - 2 trips/1,000 sq ft (gross)		

## MASTER FEE SCHEDULE

## &gt;&gt;PUBLIC WORKS&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>ENGINEERING DEPOSIT APPLICATIONS – The following are deposits required for the items of work. Actual costs will be billed monthly for staff time at fully allocated hourly rates.</b>		
Tentative Tract Map: 1-4 lots (deposit)	\$ 7,500.00	Various
Tentative Tract Map: 5 or more lots (deposit)	\$ 10,000.00	Various
Reversion to Acreage (deposit)	\$ 7,500.00	Various
Subdivision Plan Check, Map Check and Inspection (deposit)	\$ 30,000.00	Various
<b>WATER FEES:</b>		
New Water Account Set up	\$ 30.00	611-2310.46840
Bacteriological Testing After Hydrant Repair	\$100 per test plus cost of labor and materials	611-2310.46630
Bacteriological testing of new water main installations: any test required after initial bacteriological failure	\$100 per test plus cost of labor and materials - only charged if test failure	611-2310.46630
<b>Metered water sales/100 cubic foot:</b>	<u>Approved 5/12/15 Reso. 2015/26 – Effective 7/1/19</u>	
Single Family		611-2310.46825
<u>Tier I 0-12 HCF</u>		
Zone I	\$ 3.78 Outside City evaluated on a case-by-case basis	
Zone II*	\$ 3.89	
Zone III*	\$ 3.99	
Zone IV*	\$ 4.20	
*Zones II, III and IV include pumping quantity surcharge		
<u>Tier II 13 and over/+HCF</u>		
Zone I	\$ 6.22 Outside City evaluated on a case-by-case basis	
Zone II*	\$ 6.33	
Zone III*	\$ 6.43	
Zone IV*	\$ 6.64	
*Zones II, III and IV include pumping quantity surcharge		
<u>Non single family</u>		
Zone I	\$ 4.44	
Zone II*	\$ 4.55	
Zone III*	\$ 4.65	
Zone IV*	\$ 4.86	
Outside City	Outside City evaluated on a case-by-case basis	
*Zones II, III and IV include pumping quantity surcharge		
Raw Water	\$ 3.15	
<b>Backflow Prevention Device Testing:</b>		
New Install Testing	\$135.00/each	611-2330.46630
Backflow Test on new install and temporary construction (non fireline)		



## MASTER FEE SCHEDULE

## &gt;&gt;PUBLIC WORKS&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>WATER FEES (Cont.):</b>		
<b>Backflow Prevention Device Maintenance Fees:</b>		
Double Check Valve/Reduced Pressure Devices (monthly by device size as listed below):		
	<u>Double Check/RP Device</u>	
5/8 "x 3/4"	\$ 5.30	611-2330.46855
1 inch	\$ 5.40	
1 ½ inch	\$ 7.30	
2 inches	\$ 7.70	
3 inches	\$ 25.10	
4 inches	\$ 27.10	
6 inches	\$ 34.10	
8 inches	\$ 61.70	
10 inches	\$ 79.80	
Backflow Prevention Device Installation	Actual Cost	
<b>Fire Protection:</b>		
Fire Protection water service charge for unmetered connections to water system equipped with a detector check assembly for privately owned sprinklers, hydrants, or other outlets used for firefighting; Monthly Standard 5/8" x ¾" Meter Service Fee \$19.01 plus the following:	\$ 19.01 plus rates below	
Fire sprinkler requires 1" Double Check Detector Backflow Test on ALL new fireline installations	<u>Double Check Detector Assembly (DCDA)</u>	611-2310.46825
<u>New Install Testing:</u>		
Test on Residential Properties	\$ 176.00	
Test on Commercial Properties (Detector Assemblies)	\$ 352.00	
4 inches and under	\$ 40.70	
6 inches	\$ 47.80	
8 inches	\$ 64.90	
10 inches	\$ 90.40	
Backflow Prevention Device Installation	Actual Cost	
<b>Hydrant Meter Water Installation:</b>		
Deposit for Hydrant Meter	\$ 2,885.00	611-2310.46825
Hydrant Meter Monthly Charge	\$ 80.00	
Installation	\$ 110.00 plus deposit	
Relocation	\$ 55.00	
Hydrant water usage/unit; Potable or Recycled Water	\$ 3.50 Outside City Limit - fees evaluated on a case-by-case basis	
<b>Backflow Protection on Hydrant Meter (when applicable):</b>		
Deposit on Backflow Device	\$ 706.00	
Test on RP (new install test)	\$ 135.00	
Monthly Charge for RP	Per rates for device sizes listed above	
Water Utility Penalty, % of unpaid bill	5%	

## MASTER FEE SCHEDULE

## &gt;&gt;PUBLIC WORKS&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>WATER FEES (Cont.):</b>		
<b>Water Service Charge for Monthly Maintenance of Water Lines by Meter Size:</b>	<u>Effective 7/1/19 Approved 5/12/15 Reso. 2015/26:</u>	
5/8"x 3/4"	\$ 24.40	611-2310.46840
1"	\$ 55.00	
1-1/2"	\$ 105.00	
2"	\$ 165.00	
3"	\$ 305.00	
4"	\$ 506.00	
6"	\$ 1,008.00	
8"	\$ 1,610.00	
10"	\$ 2,312.00	
12"	\$ 3,315.00	
Water for Construction/home: (Slab-Prestressing exercises)	\$ 29.00	611-2310.46845
<u>Water Meter Installation (includes labor and material):</u>		
Single Family Residential:		611-2310.46850
New Subdivision with Lateral 5/8" x 3/4" meter with remote reading	\$ 110.00 (Labor) plus \$173.00 (Materials)	
1" meter with remote reading	\$ 110.00 (Labor) plus \$268.00 (Materials)	
Existing Subdivision, Lateral Not Installed:	Actual Cost	
Water Meter/lateral installation, except single family residential (all sizes)	Fully allocated hourly for all staff involved plus any outside costs	
Backflow device penalties, % of unpaid bill	5% of unpaid bill	611-2310.46855
<b>FOR ALL DELINQUENT, NON-PAYMENT, OR SUSPENDED ACCOUNTS:</b>		
Processing Service Charge	\$ 26.00	611-2310.46830
Disconnection Service Charge	\$ 104.00 each/per trip when the water is already disconnected	
Reconnection Service Charge- <u>service is provided next business day</u>	No Charge	
Reconnection Service Charge, Same Day Service	\$ 150.00	
Water Meter Tampering + parts & labor	Fully allocated hourly rate of staff involved plus any outside costs – minimum charge of \$250.00	
Return Trips – returning for the same reason, <u>service is provided next business day</u>	No Charge	
Return Trips – returning for the same reason, same day service	\$150.00 each subsequent visit	

## MASTER FEE SCHEDULE

## &gt;&gt;PUBLIC WORKS&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>WATER FEES (Continued):</b>		
<b>FOR ALL NON-DELINQUENT ACCOUNT REQUESTS:</b>		
Water Turn On/Off - <u>service is provided next business day</u>	No Charge	
Water Turn On/Off same day service	\$ 150.00	
Water Meter Tests and/or Water Meter Replacement - charge when requested by customer	Fully allocated hourly rate of all staff involved plus any outside costs. Fee will be refunded if meter found to be running fast.	
Pressure/Flow Test for Design Purposes	\$ 110.00	611-2310.47010
Water Deposits:		
Residential	\$ 186.00 (requires guaranteed funds)	611-0000.22100
Commercial	1.5 times month avg	
<b>SEWER FEES:</b>	Effective 7/1/19 Adopted 5/12/15 Reso. 2015/26	
Delinquent sewer charges, % of unpaid bill	5%	621-2210.46820
<u>Residential Uniform Charges – per dwelling unit each month</u>		621-2210.46820
Single Family Dwelling Unit \$/month charge	\$ 14.00	
Multi Family Dwelling Unit \$/month	\$ 12.70	
Apartment, Mobile Home Dwelling Unit \$/month	\$ 11.10	
<u>Non Residential monthly charge</u>		
Account Charge \$/month	\$ 4.44 plus volume rate	
Volume Rate \$/month	\$ 1.20/per HCF	
Fee to televise sewer mains	\$ 1.15/ft + Time and Materials (fully allocated hourly rate + cost of materials and equipment)	
Southeast Gravity Sewer Fee/unit, <b>per city ordinance #846-C-S</b>	\$652.00	
Fee for inspection/certification of storm water collection facilities – C-3 requirements	Time and materials for inspection/repair or replacements costs (fully allocated hourly rate)	
TV Sewer Lateral on Property Sale	\$105.00 per lateral	621-2210.46630
Sewage Spill Cleanup	Fully allocated hourly rate for all staff involved plus any outside costs	621-2210.46630

**MASTER FEE SCHEDULE****>>PUBLIC WORKS<<****WATER & SEWER FACILITY RESERVE FEES**

In January 2003, the three components for capacity charges (connection, annex, and storage) were combined into one charge (612-2560.46860) in order to improve administration and reduce the complexity of capacity charge development and implementation. Sewer connection fees are reported in 622-2570.46810. Water Storage Fees, Water Service District Annexation Fees and Water and Sewer Connection Fees shall automatically adjust in each succeeding year in accordance with the "Engineering News Record Cost of Construction Index".

<b>Water Meter Size or Customer Class</b>	<b>*Sewer Connection 622-2570.46810</b>	<b>Treated Water Capacity 100-0000.25001</b>	<b>*Water Capacity 612-2560.46860</b>
5/8" x 3/4"		\$1,121.38	\$5,702.61
1-inch		\$2,803.45	\$14,256.52
1-1/2 inch		\$5,606.90	\$28,513.03
2-inch		\$8,971.04	\$45,686.88
3-inch		\$17,942.08	\$85,793.71
4-inch		\$28,034.50	\$142,675.21
6-inch		\$56,069.00	\$285,350.44
8-inch		\$100,924.20	\$457,664.51
10-inch		\$162,600.10	\$658,697.53
12-inch		\$241,096.70	\$947,329.66
Residential:			
Single Dwelling (per unit)	\$2,751.48	\$1,121.38	\$5,702.61
Multi Family (2-4 units) (per unit)	\$2,200.33	\$1,121.38	\$5,702.61
Apartment/Mobile Home (per unit)	\$1,794.17	\$1,121.38	\$5,702.61

**\*Sewer Capacity – Non Residential: Average gallons per day @ \$13.10 per gallon**

**\*Water Capacity – Residential/Multi Family/Apartment/Mobile Home: If meter size greater than 5/8" x 3/4" charge by meter size.**

## MASTER FEE SCHEDULE

## &gt;&gt;MARINA&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b>MARINA FEES:</b>		
Credit Check Fee (Non-refundable. Fee includes staff time to process)	\$25.00/ea	631-2410.44830
Open berths (length of boat, all overhangs included, or berth, whichever is greater) per month. Does not include electric power.	\$6.00/ft/mo	631-2410.44830
Covered berth (length of boat, all overhangs included, or berth, whichever is greater) per month. Does not include electric power.	\$7.50/ft/mo	631-2410.44830
Electric Sub Meter charge/month, at PG&E prevailing rates for the type of service, adjusted for time of year.	Charge at PG&E established rates per kwh for the type of service, adjusted for time of year	631-2410.44830
Skiff berths: Open boat only. Maximum length overall (LOA) with all extensions, including outboard motor in the stored (up) position.		631-2410.44830
Maximum 19' and less LOA/month	\$ 50.00	
Maximum -20-21' LOA/month	\$ 80.00	
Maximum -22-24' LOA/month	\$100.00	
Kayak Facility Use	\$ 30.00/mo	631-2410.47010
Live aboard fees/month	\$175.00 each additional person – \$ 60.00	631-2410.44830
Wait-list fee for non-tenants (non-refundable)	\$ 50.00	631-2410.44840
Transient overnight vessels:		631-2410.44830
Marina day use fee	\$ 5.00	
Vessels less than 45'/night	\$ 25.00	
Over 45' and commercial	\$ 35.00	
Dock boxes/month	\$ 5.00	631-2410.47010
Lien sale filing fee	\$100.00	631-2410.47010
Vessel chaining (impound) fee - each occurrence	\$150.00	631-2410.47010
Vessel de-watering (pumping) fee. First pumping is free; thereafter, charge is \$60.00/pumping + Time & Equipment.	\$ 60.00 + Time and Equipment (Fully Burdened Hourly Rate cost of materials and equipment)	631-2410.47010
Labor fee for re-tying, moving, towing, salvaging, repairing, installing, removing, cleaning, etc., per hour (in ½ hour minimum increments)	Time and Materials (Fully Burdened Hourly Rate)	631-2410.47010
Electronic Key fee	\$ 10.00	
Boat Launch Fees (per reso 2011/75):		631-2425.46030
Daily rate	\$ 5.00	
Annual pass (January – December)	\$100.00	
Specials: The Public Works Director may offer discounted promotional fees of a limited duration depending on availability		

## MASTER FEE SCHEDULE

## &gt;&gt;RECREATION AND COMMUNITY SERVICES&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
Senior Bus One-Way Fares	\$ 2.00	218-4310.46140
<b><u>Activity/Facility Rental Fees:</u></b> Activity/Facility Rental Fees are set to cover all direct costs and indirect costs as approved in the Fee and Pricing Policy including but not limited to instructors, staff, materials, contracted services, and necessary overhead.	Fees set to cover costs as approved in the Fee and Pricing Policy <b>\$12.00 added for non-resident participation and non-AUSD participation</b>	Various
<b><u>FACILITY USE DEPOSITS, LATE FEES, AND CONTRACT MODIFICATION FEES:</u></b>		
Facility Deposit (refundable at 100% compliant)	\$500.00	219-0000.22000
Police Response Deposit (refundable at 100% compliant)	\$500.00	219-0000.22000
Alcohol Use Permit – Outdoor Picnic Areas/Group Use (non-refundable)	\$ 20.00	Various
Alcohol Use Permit-Indoor Facilities/Private, Group, Organization Use (non-refundable)	\$ 200.00	
Security Guard (non-refundable) All events serving any alcohol require security guards. City provides security guards based on attendance. Refer to Rental Policies and Procedures for the number of security guards required.	\$ 38.00/hr per guard	
Late fee for not picking up children at scheduled release time - \$5.00 per 5 minute interval per child	\$ 5.00	
Contract Modification		
24 Hours After Contract Approval	\$ 75.00	
Less Than 14 Days Prior to Event	\$100.00	
Modification is not available less than 7 days		
Late Fee for Unpaid Balance per the Contract Schedule	\$100.00	
Event/Contract Cancellation Fee	\$ 75.00 plus additional penalties outlined in contract schedule of payment	
<b><u>Non-Profit* Discount for the Following Facilities:</u></b>		
Antioch Community Center Multi-Use Rooms	25% discount off of the room rental rate	
Antioch Water Park Community/Multi-Use Room		
Nick Rodriguez Community Center		
*Must provide proof of IRS Designation as 501 (c) (3) Or public agency		
<b><u>Nick Rodriguez Community Center Fees:</u></b>		
Theater per hour**	\$ 115.00	219-4410.44810
Green Room	\$ 56.00	
Multi-Use Room per hour	\$ 115.00	
10 Hour Rate	\$1,035.00	
Podium	\$ 20.00	
Screen and Projector Per Day	\$ 43.00	
Screen Only Per Day	\$ 20.00	
Regular Microphone Per Day	\$ 12.00	
Arts & Crafts Room per hour	\$ 56.00	
Conference Room per hour	\$ 56.00	
Classroom per hour	\$ 56.00	
Physical Fitness Room per hour	\$ 56.00	
Technician per hour	\$ 55.00	



## MASTER FEE SCHEDULE

## &gt;&gt;RECREATION AND COMMUNITY SERVICES&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b><u>Nick Rodriguez Community Center Fees (Cont.):</u></b> Grand Piano Rental: 1 Day \$ 77.00 2 Days \$ 108.00 Each additional day \$ 45.00 **For long-term productions contact the Recreation Department		
<b><u>Antioch Community Center Fees:</u></b> San Joaquin Community Hall - Full Ballroom Monday – Thursday per hour \$ 222.00 Friday, Saturday – Per hour/10 hour rate \$ 265.00/2,385.00 Sunday Only, 3:00pm-11:00pm \$ 1,200.00 Lobby per hour, Full Ballroom option only \$ 78.00 San Joaquin Community Hall – Half Ballroom Monday – Thursday per hour \$ 126.00 Friday, Saturday, Sunday – Per hour/10 hour rate \$ \$150.00/\$1,350.00 San Joaquin Community Hall One Fourth Ballroom Monday – Thursday per hour \$ 79.00 Friday, Saturday, Sunday – Per hour/10 hour rate \$ 92.00/828.00 West Island Room per hour \$ 75.00 Gymnasium – For Non-Sport Uses Full-day rental only up to 12 hours \$ 3,725.00 Amphitheatre Per Hour \$ 135.00 Companion use with Community Hall per hour; two hour minimum \$ 100.00 Arbor Use Per Day \$ 100.00 Full Service Catering Kitchen With Community Hall One Time Fee \$ 107.00 Individual Rental Per Hour \$ 53.00 Ballroom Projector and Screen Per Day \$ 78.00 Ballroom Screen Only Per Day \$ 26.00 West Island Projector and Screen Per Day \$ 53.00 West Island Screen Only Per Day \$ 23.00 Podium Per Day \$ 20.00 Portable Bar Per Day \$ 30.00 Regular Microphone Per Day \$ 12.00 Wireless Microphone Per Day \$ 16.00		219-4495.44810
<b><u>Jensen Family Picnic Grove Fees:</u></b> Picnic Rental Areas: Three picnic areas are available to rent on a daily basis. Applicants may reserve any combination of picnic areas that fit their needs. (All areas combined will accommodate 160 guests) <b>Alcohol Permit Required (refer to page 18)</b> Area 4, Capacity 40 Full Day (8am to dusk) \$ 50.00 Area 3, Capacity 50 Full Day (8am to dusk) \$ 65.00 Area 2, Capacity 70 Full Day (8am to dusk) \$ 90.00		219-4450.46135

## MASTER FEE SCHEDULE

## >>RECREATION AND COMMUNITY SERVICES<<

[illegible]

## MASTER FEE SCHEDULE

## &gt;&gt;RECREATION AND COMMUNITY SERVICES&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b><u>Antioch Community Center Gymnasium</u></b> <b><u>Sporting Events Fees (Cont.):</u></b>		
• <b>Full Gym</b>		
Adult Use Per Hour	\$ 57.00	
Youth Use Per Hour	\$ 45.00	
Adult Tournament	\$ 80.00	
Youth Tournament	\$ 66.00	
Scoreboard Rental Per Day	\$ 26.00	
Security Deposit for Tournaments	\$100.00	
<b><u>Antioch Water Park Fees: Effective January 1, 2020</u></b>		
Daily Admission – Weekend/Holidays	\$ 16.00	219-4630.46110
Daily Admission - Weekday	\$ 14.00	
Daily Admission - After 4:00 pm	\$ 8.00	
Active Military with current ID	\$ 8.00	
Seniors Adults 62 and older	\$ 8.00	
Antioch Resident Season Pass	\$ 75.00	219-4630.46112
Antioch Resident Season Pass – Early Discount	\$ 60.00	219-4630.46112
<b>Purchased before Opening Day</b>		
Non-Resident Season Pass	\$ 92.00	219-4630.46124
Non-Resident Season Pass – Early Discount <b>Purchased before Opening Day</b>	\$ 72.00	219-4630.46124
<b>Group Rates</b>		
Weekend – 10 or more	\$ 14.00	
Weekday – 10 or more	\$ 12.00	
Weekday – 50 or more	\$ 11.00	
Weekend with water park multi-use room rental	\$ 12.00	
<b>Complete Park Buy-Out Private Use</b>		219-4630.46122
Week Day Before 4:00pm Per Hour, 3 Hr Minimum	\$ 685.00	
Evenings After 4:00Pm Per Hour, 3 Hr Minimum	\$ 740.00	
Weekends, 3 Hr Minimum	\$ 740.00	
Boulder Cove Per Hour	\$ 260.00	
Prewett Peak Per Hour	\$ 191.00	
Sport Pool Per Hour	\$ 191.00	
Tad Pool Per Hour	\$ 100.00	
Cattail Harbor Spray Ground	\$ 191.00	
Lap/Lesson Pool Per Hour	\$ 160.00	
Lost Season Pass (new card issued)	\$ 15.00	219-4630.46010
Locker Rental – Small	\$ 4.00	219-4630.46010
Locker Rental - Large	\$ 6.00	219-4630.46010
Lost locker key	\$ 25.00	219-4630.46010
Deposits, late fees and contract modification fees apply		
Complete Park Buy-Out	\$ 500.00	
Partial Pool Rental (refundable at 100% compliant)	\$ 100.00	
<b><u>Antioch Water Park Community Multi-Use Room</u></b> <b><u>Fees:</u></b>		219-4630.44810
Multi Use Room with Patio per hour	\$ 133.00	
-May 15th to September 15th per hour/10 hour	\$153.00/1,377.00	
Projector and Screen Per Day	\$ 43.00	
Screen Only Per Day	\$ 20.00	
Podium Per Day	\$ 20.00	
Regular Microphone Per Day	\$ 12.00	

## MASTER FEE SCHEDULE

## &gt;&gt;RECREATION AND COMMUNITY SERVICES&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
<b><u>Tent Rentals:</u></b>		219-4630.44810
Per day advanced/same day reservation	\$ 45.00	
Discount reservation @ 1:00pm	\$ 20.00	
Discount reservation @ 4:00pm	\$ 10.00	
<b><u>Prewett Park Outdoor Grand Plaza Fees:</u></b>		219-4495.44810
Plaza Area – Capacity 120		
Per Hour, 2 Hour Minimum	\$ 45.00	
Full Day (8am to dusk)	\$ 200.00	
Facility Deposit	\$ 100.00	
Deposits, alcohol permits, security guards, late fees and contract modification fees apply to all Recreation facilities and designated programs		

## &gt;&gt;MISCELLANEOUS&lt;&lt;

DESCRIPTION	FEE	ACCT CODE
Lynn House	\$500.00 for a minimum of 5 hours. Deposit fee \$100*. \$25.00 cancellation/postponement fee 30 days before event. No deposit refund if cancellation within 30 days before event. Supplemental fee to cover direct costs for additional accommodations (e.g., furniture, furnishings, etc.) *Non-profit & other special events: Fee to cover direct costs.	
Business License Application Fee	\$ 25.00	100-1250.41150
Business License Renewal Fee	\$ 10.00 – waived if renewed on-line by due date only	100-1250.41150
Business License Certificate Reprint Fee	\$ 10.00 (on certificate paper)	100-1250.47010
Business License Stickers on vehicles, taxicabs	\$ 5.00 each	100-1250.47010
Processing of Criminal Complaint	staff time, attorneys' fees and court costs	100-1250.41140
Drainage Fee Processing of Total Districts:		100-1250.46400
D-55	½ of 1%	
D-56	½ of 1%	
J-29	½ of 1%	
D-29	½ of 1%	
DA-130	½ of 1%	
Fire Protection Fees, % of revenue	1%	100-1250.46400
COBRA Administration fees, % of premium	2%	100-1250.46400
Returned or rejected items charges	\$ 80.00	100-1250.47010
Staff Time Hourly Billable Rates	As outlined in Hourly Rate Detail report on file in Finance-increased by 3.5% CPI	Various
Block Party Permit	Deposit for barricades	
Board of Administrative Appeals Fee	\$ 50.00 – refundable if appeal successful	100-1250.46400
Appeal to Planning Commission	\$ 920.00 per appeal (non-refundable)	100-1250.46400

## MASTER FEE SCHEDULE

DESCRIPTION	FEE	ACCT CODE
Appeal to City Council of Commission Decision	\$ 2,340.00 per appeal (non-refundable); Deposit Project – charge fully allocated hourly rates for all staff time involved	100-1250.46400
Citation Appeals Fee (pursuant to Section 1-5.05 of AMC)	Deposit equal to amount of fine	
Release of Special Assessment Lien	\$ 135 per release plus additional fees from other agencies	Various
Lien Processing Charge	\$270.00 plus additional fees from other agencies	Various
Delinquent charges will be assessed on unpaid invoices over 30 days, % Of unpaid amount	5% of unpaid amount	100-1250.46400
<b><u>Other Service Charges</u></b>		
Agenda Mailing/year	\$ 48.00	100-1140.47010
Minutes Mailing/year	\$ 48.00	100-1140.47010
Business License List – current active listing, per list	\$ 50.00	100-1250.47010
Business License Labels	\$ 75.00	100-1250.47010
New Business List – per month	\$ 5.00	100-1250.47010
New Business List – prepaid for year	\$ 60.00	100-1250.47010
Master Fee Resolution	\$ 6.00	100-1250.47010
Financial Reports	\$ 20.00	100-1220.47010
City Budget	\$ 20.00	100-1250.47010
Candidate Filing Fee	\$ 25.00 – limited by State law	100-1140.47010
Initiative Fee	\$200.00 - Fee to be refunded to filer if, with one year of the date of filing notice of intent, the elections office certifies the sufficiency of petition	100-1140.47010
Copies - letter/legal size:		
Four pages or less	free	
Five pages or more	\$ 0.20 per page (\$1 minimum)	Various
Copies – FPPC reports	\$ 0.10 per page	100-1140.47010
Electronic File Copy	\$ 10.00 per device	Various
GIS maps	\$ 40.00 (plain paper)	573-1435.46010
	\$ 50.00 (glossy paper)	573-1435.46010
Document Certification	\$ 20.00 per document	Various
Records & Information Research (not subject to the Public Records Act or subpoena)	Fully allocated hourly cost of staff involved	Various
Council Chambers Governmental Uses: Audio/Visual Technician & equipment rental rate/hour	Actual cost paid to technician by renter of Council Chambers	
Deposit (refunded after walk-thru to verify clean and no equipment is missing)	\$100.00	
Special Event/Assembly/Parade Application Fee	\$140.00 Effective January 1, 2020	100-1250.47010
Parade Permit	\$ 1,435 fee plus the actual cost of staff involved and any outside costs (if approved)	
<p>Senior Discounts are offered for the following:</p> <ol style="list-style-type: none"> <li>1. Waiver of the monthly water service charge (<b>for accounts with established discount prior to April 26, 2011</b>)</li> <li>2. 50% discount on dog licenses (with proof of discount from Republic Services)</li> <li>3. Garbage service (application mailed directly to Republic Services for consideration)</li> </ol> <p>Requirements to qualify for the senior discount are as follows:</p> <ol style="list-style-type: none"> <li>1. Sixty-two (62) years of age or older and total household income of no more than the very low income limits for 1 person tied to the Oakland-Fremont area as established by the U.S. Department of Housing and Urban Development Program Income Limits. Household income includes Social Security and all retirement benefits. In the case of a husband and wife, it is the total yearly amount of income earned; OR</li> <li>2. Disabled as established by the Social Security Administration Supplemental Income Program for the aged, blind, and disabled.</li> </ol>		



CITY OF  
**ANTIOCH**  
CALIFORNIA

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Nancy Kaiser, Parks and Recreation Director

**SUBJECT:** Policy for Naming and Renaming of Parks, Recreation Features,  
or Public Spaces

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**RECOMMENDED ACTION**

It is recommended that the City Council approve the Policy for Naming and Renaming of Parks, Recreation Features, or Public Spaces.

**FISCAL IMPACT**

Updating and approving a policy for naming and renaming of parks, recreation features or public spaces has no current fiscal impact. In the future if existing parks, recreation features or public spaces are renamed there may be additional expenditures related to the installation of new signage and the development of new publications, as well as updating internet and media sites. The cost associated with naming new amenities will be included in the overall budgets for development as it occurs.

**DISCUSSION**

During the last five years, the City has approved new development projects that includes the creation of new parks, open space, trails, and other recreation amenities. As construction begins, these new community amenities will begin to be developed and available for public use. Concurrently, as current facilities age the City may initiate renovation or rebuilding projects to enhance the community and/or meet current best practices. Naming and re-naming current community assets may be of high interest following renovations.

The purpose of a Policy for naming parks, recreation features and public spaces is to establish a guideline for the naming of community assets and to provide the guideline for members of the public interested in participating in naming. The use of names based upon distinguishing characteristics, location, history or historical usage is a long-standing practice for the official naming of public sites and facilities. The U.S. Board on Geographic Names oversees the naming of federal sites and many agencies adopt policies that are generally similar to those of the Board on Geographic Names.

Known policy information for naming community assets focuses on five primary criteria: person of historical significance, places or landmarks, significant personal service,

highest degree of professionalism, and outside entities that have adopted Antioch in a gesture of friendship and goodwill. Attachment B provides the known policy information that staff researched prior to 2019.

A new policy for naming community amenities is included as Attachment A, which includes a complete (Draft) Policy for Naming and Renaming of Parks, Recreation Features, or Public Spaces (Naming Policy). The following information outlines key elements of the Naming Policy.

It is the policy of the City to name park, recreation features, or public spaces in a manner that will provide an easy and recognizable reference for the City's customers. Therefore, first priority in naming shall be given to geographical location. New names must be noticeably different than all existing names to avoid duplication or confusion.

Although first priority in naming shall be given to geographical location, park/recreation features/public spaces could fall into one of the following categories: geographic, historic or indigenous, natural features, person or community group. Features of parks may be named separately from the entire park as long as the name complies with the general naming requirements. For example, Antioch Community Park includes the Worth Shaw Sports Complex.

Requirements for naming a park/recreation features/public space after an individual or community group shall include the following requirements.

- Must have made a significant contribution to the park(s), recreation department, or community as a whole; improving the quality of life in Antioch.
- May not be named after an individual while still alive.
- Should have had a direct and long-term association with the park/recreation feature or public space.
- May result as a stipulation of a donation of land or significant monetary contribution.

Names for parks/recreation features/public spaces shall not be overly long or difficult to pronounce, and names that are derogatory or highly offensive shall not be used regardless of how long the name has been informally established.

Public participation in naming parks/recreation features/public spaces is encouraged. Recommendations should be submitted to the Recreation Department in writing. Nominations that are found to be in compliance with the Policy will be forwarded to the Parks and Recreation Commission for review and recommendation. The Parks and Recreation Commission will make a recommendation to the City Council based upon their review of the nominations.

On Thursday, August 15, 2019 the Parks and Recreation Commission reviewed the Draft Naming Policy. Members of the Commission expressed support for the new policy, and specifically requested that future naming refrain from including the same name as any current amenity (referencing Mira Vista Park and Mira Vista Hills Park, along with several "Contra Loma" names). The Parks and Recreation Commission approved the Draft Policy for Naming and Renaming of Parks, Recreation Features, or Public Spaces and recommended approval by City Council.



**ATTACHMENTS**

- A. Policy for Naming and Renaming of Parks, Recreation Features, or Public Spaces
- B. Known Policy Information, Pre-2019

# POLICY FOR NAMING AND RENAMING OF PARKS, RECREATION FEATURES, OR PUBLIC SPACES (NAMING POLICY)



City of Antioch  
Draft August 2019

***POLICY FOR NAMING AND RENAMING OF PARKS, RECREATION FEATURES, OR PUBLIC SPACES (NAMING POLICY)***

Overview

The purpose of a Policy for naming parks, recreation features and public spaces is to establish a guideline for the naming of community assets and to provide the guideline for members of the public interested in participating in naming. The use of names based upon distinguishing characteristics, location, history or historical usage is a long-standing practice for the official naming of public sites and facilities. The U.S. Board on Geographic Names oversees the naming of federal sites and many agencies adopt policies that are generally similar to those of the Board on Geographic Names.

It is the policy of the City to name park, recreation features, or public spaces in a manner that will provide an easy and recognizable reference for the City's customers. Therefore, first priority in naming shall be given to geographical location. New names must be noticeably different than all existing names to avoid duplication or confusion.

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- May result as a stipulation of a donation of land or significant monetary contribution.

Names for parks/recreation features/public spaces shall not be overly long or difficult to pronounce, and names that are derogatory or highly offensive shall not be used regardless of how long the name has been informally established.

Public participation in naming parks/recreation features/public spaces is encouraged. Recommendations should be submitted to the Recreation Department in writing. Nominations that are found to be in compliance with the Policy will be forwarded to the Parks and Recreation Commission for review and recommendation. The Parks and Recreation Commission will make a recommendation to the City Council based upon their review of the nominations.



### General Policy

- It is the policy of the City to name park, recreation facilities or public spaces in a manner that will provide an easy and recognizable reference for the City's customers. Therefore, first priority in naming facilities shall be given to geographical location.
- The geographic location may be based on the identification of the facility with a specific place, neighborhood, major street, or regional area of the City.
- Facilities may also be named based on distinguishing, prominent, natural or geological features.
- Names in common or historical usage have a secondary priority.
- Names that honor a person or community that has made a distinct and significant contribution to the City of Antioch will be considered in accordance with the documentation of contributions of the person or group being honored. Individuals will not be recognized while still living. For example, Worth Shaw Sports Complex is named after the first Recreation Director – Worth Shaw.
- Persons, families, and organizations that are considered early or long-time Antioch settlers (more than 50 years) should have had a direct and long-term association with the land, feature or facility. For example, Prewett Community Park is named after the ranching family that owned the land; they were instrumental in educational efforts within the community and region.
- Naming that is done in exchange for contributions and partnerships will be considered in accordance with the agreement approved by City Council. For example, Chichibu Park recognizes the historical relationship with Antioch's Sister City – Chichibu, Japan.
- Names that are derogatory or offensive to a particular racial or ethnic group, gender or religious group may not be used.
- Conditions of property donation or deed shall be honored regarding name of facility, although a geographic or characteristic name is preferred.
- Recreation Features in parks and public spaces may be named separately from the whole as long as the name complies with the general policy.
- Names that are similar to existing park or recreation facilities or properties in the Antioch area should be avoided in order to minimize confusion.
- Residents are encouraged to participate in the naming process; all recommendations will be submitted to the Parks and Recreation Director in writing with documentation and demonstration of the outstanding achievements, contributions to the community, and enrichment for all residents.
- Recommendations for naming will be reviewed by the Parks and Recreation Commission and if approved, submitted to City Council for final consideration.
- All decisions with respect to the naming of parks, recreation features and public spaces will be at the final discretion of the City Council, which may choose not to grant any naming or recognition.

# Naming Criteria

## ➤ PARK/FACILITY/AMENITY NAMING POLICY


- After a person of historical significance in the City of Antioch.
- After places or landmarks of historical significance or prominence in the City of Antioch.
- After a person who has made significant personal service contributions to the City of Antioch.
- After a person who has exhibited the highest degree of professionalism and who has reflected great credit upon the City of Antioch.
- After entities outside the City of Antioch that have adopted Antioch in a gesture of friendship and have provided continuing support of and goodwill toward the City of Antioch.



## **STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Nickie Mastay, Administrative Services Director 

**SUBJECT:** Third Tuesday for Work Study Session

---

### **RECOMMENDED ACTION**

It is recommended that the City Council discuss the proposal and direct staff regarding whether or not to schedule the third Tuesday of each month for a work study session.

### **FISCAL IMPACT**

This recommended action has no direct fiscal impact. However, requiring staff to attend and provide information for regular work study sessions would increase staff workload and divert staff time from work on existing deliverables. There is also the potential to incur overtime costs if non-exempt employees must attend to provide information to the City Council at any of the work sessions.

### **DISCUSSION**

Mayor Pro-Tem Motts requested that City Council add regular work study sessions on the third Tuesday of each month to address items that will be on future City Council agendas.


### **ATTACHMENTS**

None

**STAFF REPORT TO THE CITY COUNCIL**

**DATE:** Regular Meeting of August 27, 2019

**TO:** Honorable Mayor and Members of the City Council

**SUBMITTED BY:** Nickie Mastay, Administrative Services Director 

**SUBJECT:** Ad Hoc Committee Dissolution or Extension Until a Specific Date;  
Updates on Ad Hoc Committee Activities

---

**RECOMMENDED ACTION**

It is recommended that the City Council:

- 1) Provide updates on ad hoc committee activities:
  - Waterfront Ad Hoc Committee
  - City/School Ad Hoc Committee
  - Youth Services Task Force Ad Hoc Committee
  - Civic/Municipal Center Ad Hoc Committee
  - Human Trafficking Ad Hoc Committee
  - Sesquicentennial Ad Hoc Committee
  - Homeless Encampment Ad Hoc Committee
  - Senior Ad Hoc Committee
  - Cannabis Ad Hoc Committee
- 2) Determine whether to dissolve or extend the term of the existing ad hoc committees until a specific date;
- 3) Determine whether to direct staff to create standing committees to replace certain existing ad hoc committees.

**FISCAL IMPACT**

This recommended action has no direct fiscal impact.

**DISCUSSION**

This is an opportunity for ad hoc committee members to give reports, presentation, etc. about their ad hoc committees. For reference, here is a list of the following ad hoc committees and ad hoc committee members:



- Waterfront Ad Hoc Committee – Mayor Pro-tem Motts/Council Member Wilson
- City/School Ad Hoc Committee – Mayor Pro-tem Motts/Council Member Ogorchock
- Youth Services Task Force Ad Hoc Committee – Mayor Wright/Council Member Thorpe
- Civic/Municipal Center Ad Hoc Committee – Council Member Wilson/Council Member Thorpe
- Human Trafficking Ad Hoc Committee – Mayor Pro-tem Motts/Council Member Wilson
- Sesquicentennial Ad Hoc Committee – Mayor Wright/Mayor Pro-tem Motts
- Homeless Encampment Ad Hoc Committee – Mayor Pro-tem Motts/Council Member Thorpe
- Senior Ad Hoc Committee – Mayor Wright/Council Member Ogorchock
- Cannabis Ad Hoc Committee – Council Member Wilson/Council Member Thorpe

**ATTACHMENTS**

None

## **SPEAKERS' RULES**

Welcome to a meeting of the Antioch City Council, we appreciate your attendance.

Because we usually have busy agendas and a lot of business to get through, we need to have some rules so the meeting can be completed at a reasonable hour. Your cooperation is very much appreciated. The State Ralph M. Brown Act guarantees the public's right to address the City Council, within the framework of these rules.

The Council can only take action on items that are listed on the agenda. If you wish to speak to us about an item **not on the agenda**, the "Public Comments" section of the agenda is for you. We will take such comments until no later than 7:30 p.m., when we will move on to agenda items. There is another opportunity for public comments at the end of the meeting.

If you wish to speak, either during "public comments" or during an agenda item, fill out a Speaker Request Form and place in the Speaker Card Tray near the City Clerk. This will enable us to call upon you to speak.

Each speaker is limited to not more than three minutes under Public Comments and three minutes on non-public hearing agenda items. During public hearings, each side is entitled to one "main presenter" who may have not more than 10 minutes; all other speakers during a public hearing item are entitled to a maximum of 5 minutes. These time limits may be modified depending on the number of speakers, number of items on the agenda, or circumstances. No one may speak more than once on an agenda item or during "public comments." Groups who are here regarding an item may identify themselves by raising their hands at the appropriate time to show support for one of their speakers.

During certain types of hearings, the applicant is allowed to give his or her presentation first. After all testimony is received, the applicant has an opportunity for rebuttal.

After having heard from the public, the agenda item will be closed. Deliberations will then be limited to members of the City Council.

If the meeting appears to be going late, the City Council may decide to continue some items until a subsequent meeting. We will try to make this determination around 10:00 p.m. It is the goal to stop discussing agenda items by not later than 11:00 p.m.

The "Consent Calendar" is a group of items which staff thinks may be routine. These items are usually considered all together and approved without further discussion. If you are opposed to action which is recommended for an item on the "Consent Calendar," please submit a Speaker Request Form to let the Mayor know at that part of the agenda and the item will be removed from the "Consent Calendar."

The Council meets regularly on the second and fourth Tuesdays of the month at 7:00 p.m., with Closed Sessions often occurring before or after the regular meeting. The Council also holds adjourned and study sessions on other days. City Council Agendas, including Staff Reports are posted onto our City's Website 72 hours before each Council Meeting. To be notified when the agenda packets are posted onto our City's Website, simply click on this link: <https://www.antiochca.gov/notifications/> and enter your e-mail address to subscribe. To view the agenda information, click on the following link: <https://www.antiochca.gov/government/agendas-and-minutes/city-council/>.

In accordance with the Americans with Disabilities Act and California law, it is the policy of the City of Antioch to offer its public programs, services and meetings in a manner that is readily accessible to everyone, including individuals with disabilities. If you are a person with a disability and require information or materials in an appropriate alternative format; or if you require any other accommodation, please contact the ADA Coordinator at the number or address below at least 72 hours prior to the meeting or when you desire to receive services. Advance notification within this guideline will enable the City to make reasonable arrangements to ensure accessibility. The City's ADA Coordinator can be reached @ Phone: (925) 779-6950, and e-mail: [publicworks@ci.antioch.ca.us](mailto:publicworks@ci.antioch.ca.us).



Opportunity **builds** here.

**ANTIOCH**  
CALIFORNIA  
OPPORTUNITY LIVES HERE

OUTFRONT PRIME

## City of Antioch 2019 Campaign Results

August 22, 2019

CARD BRDG 16 MIN  
FAIRFIELD 34 MIN  
PORTO 26 MIN

evviva™

**ORANGE22**™  
Integrated Media & Marketing Strategy



# The Campaign

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# Goals

---

The City set ambitious, attainable goals for this project:

- Identify target audiences
- Publicize Antioch with stories published in statewide, national and international media
- Support Antioch's Economic Development Strategies and future needs
- Status reports to City Council
- Raise Antioch's identity regionally and nationally among real estate, development and corporate decision-makers
- Recruit and retain companies to Antioch
- Positively impact impressions of Antioch
- Further economic goals
- Enhance governmental relationships
- Promote Antioch's innovation and diversity
- Promote advantages of living, working and doing business in Antioch
- Establish Antioch's "brand"



# Phase One Media



# *What we did*

## SMART + Bart Program

Created awareness among consumer targets and business targets with a multi-media mix. The program ran April through June 2019.

**USED TRAFFIC DRIVING  
STRATEGIES**

**USED SMART TARGETING** for  
location, demo, scale, social.  
Used arrivals tracking.

**OPTIMIZED via TEST & LEARN**  
Segments,  
Content,  
Audience

**STORY TELLING  
MEDIA**

**OUTDOOR via PAIN  
POINT TRAFFIC**

**COMMUNITY  
MEDIA**

# *The Outcome*

## SMART + Bart Program:

Exceeded Expectations

Impressions	Goal: 18 million @\$12 CPM Actual: 29 million @ \$9 CPM
Clicks/CTR	51k Clicks. Overall CTR = .30% This is 6x the web average.
Time on Site	:31 seconds average 32% Bounce Rate, 9%
New Users	22k (excludes over 100k Snapchat clicks) Programmatic, facebook, SEM drove the most traffic
Arrivals	41k. 5% conversion @\$1.28 per arrival. Affinities were seen with Groupon Apps, Credit Karma, eBay and places they visit (Hobby Lobby). 67% visits w/in 8 to 18 days from seeing an ad
Budget	\$206k budgeted \$197k used



# Out of Home Creative

**ANTIOCH**  
OPPORTUNITY LIVES HERE



# Outdoor - Berkeley



# Outdoor - Bay Bridge



# Antioch Local Board

*4th and  
Somerville,  
West Facing*





# BART



**ANTIOCH**  
OPPORTUNITY LIVES HERE

**Sponsored  
Content**



# SFGate Stories

From May to June, 6 ads and two emails pushed a custom story about Antioch to targeted audiences across SFGate and other contextually relevant sites.

Drove awareness with high engagement.

- 1.7 million impressions
- 8.3k total engagements - that's a combination of clicks and page views at :30 or longer.
- 1.34 time spent on average, some at over 3 minutes
- 88% Scroll depth (average reader goes 60% deep, so we're 25% longer than avg.)
- Dominant Male metric (60%)
- Age 35 to 55 most highly engaged

83° F Antioch

Search

SUBSCRIBE

Sign in

SFGATE SECTIONS

Sponsored By ANTIOCH CALIFORNIA

About sponsored stories


## Antioch: A City of Opportunity

By StoryStudio on April 10, 2019 11:33 AM

[f](#)[t](#)[p](#)[e](#)

If you live in the Bay Area and have had visitors from out of town, you know the drill: tour San Francisco, explore Oakland, hike Point Reyes and shrug when you're asked how anyone affords it here.


**I** Suggestion: Take your guests to the tourist traps. Agree that everything is way too expensive. And don't tell them about Antioch—let's keep that a secret as long as we can.



### Opportunity has roots here

Established in 1850 as a landing on the banks of the San Joaquin River, Antioch has been a city of opportunity longer than California has been a state. Early settlers discovered paradise here: gold, coal, lumber, silica, asparagus, cattle, fish—the fertile grounds and waters of Antioch were generous.

As it expanded, though, Antioch experienced growing pains typical of communities in transition. Antioch began as an industrial town and industry was at its heart for many generations. But over time, industrial jobs left and Antioch became known as a bedroom community. The city was left to find its new identity—Cinderella compared to its flashier sibling cities. But that may be a positive: As San Francisco, Oakland, Emeryville and other formerly "gritty" areas become overrun by tech money and wealthy young professionals, Antioch is having its moment at the ball—and returning to its glory days as the city where opportunity lives.



# Sfgate Emails

- Lifestyle email



- Business email



- Email drove more traffic to the story.
- 80-83% clicked the Photo
- 15-18% clicked the logo
- 2-3 % clicked the "learn more" button
- 15 to 17% open rates
- 2.43% CTR - highest of program



# Programmatic

# Programmatic

Reached Both Targets

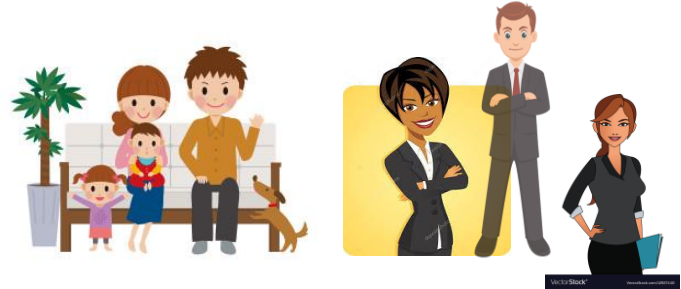
Social - Facebook

Biz Newsletters + Data Overlay

Retargeting

Postcard Retargeting

Arrivals Tracking



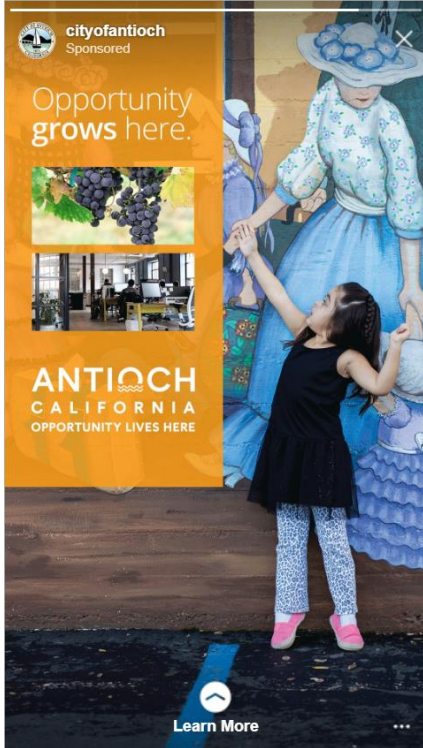
- 10m Impressions
- 13k Clicks
- .13% CTR
- \$6.28 CPC

- 41k Arrivals
- \$1.28 Cost Per arrival
- Affinities were seen with Groupon Apps, Credit Karma, eBay and places targets visit (Hobby Lobby).
- 67% Visits w/in 8 to 18 days

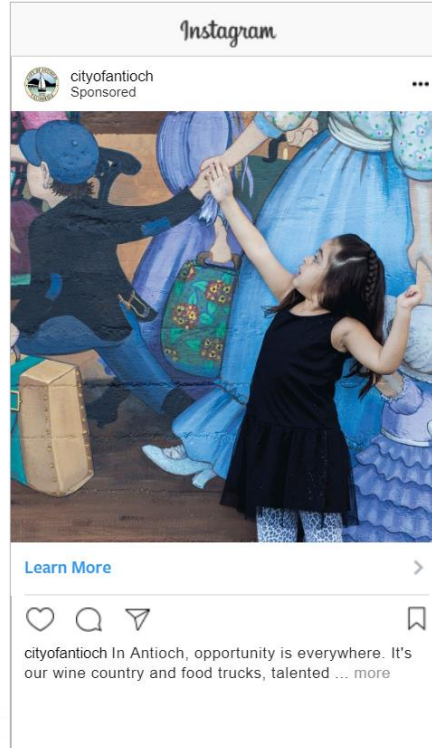


# Social Ads

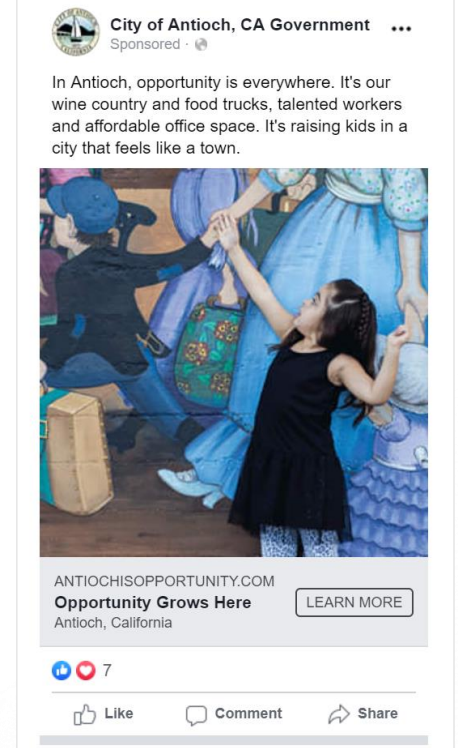
2nd  
Highest  
CTR  
On the  
Buy  
1.37%



Instagram Stories



Instagram Newsfeed



Facebook Newsfeed


# Linked In: 1.9k Clicks from Business targets

3rd Highest CTR On the Buy @.69%

**City of Antioch**  
386 followers  
4mo • Edited

+ Follow ...


Create your opportunity in Antioch.



Antioch is Opportunity  
antiochisopportunity.com

15 • 2 Comments

Reactions




Like Comment Share Top Comments ▾

**City of Antioch**  
386 followers  
3mo • Edited

+ Follow ...


Create your opportunity in Antioch.



Antioch is Opportunity  
antiochisopportunity.com

9 • 1 Comment


Reactions



**City of Antioch**  
386 followers  
3mo

+ Follow ...

Build your opportunity in Antioch.



Antioch is Opportunity  
antiochisopportunity.com

9

In the Future we can  
tell which companies clicked

# SEM: 1.3k clicks, .30% CTR, \$2 CPC

## Top Keywords:

- **Business:**
  - work in the bay area
  - start a business
  - rent office space
  - start a business
- **Lifestyle:**
  - best places in Bay Area
  - top bay area cities
  - best place to move
  - nice cities near San Francisco

One of media w/ highest  
overall Time on site (1 min)  
@ 20%



A scenic landscape featuring rolling hills under a bright blue sky with scattered white clouds. In the foreground, a wire fence with wooden posts runs across the frame. The hills are covered in dry, golden-brown grass, with some green patches. A large, leafy tree stands on the left side of the image. In the distance, several power line towers are visible on the horizon.

# Moving Forward

**ANTIOCH**  
OPPORTUNITY LIVES HERE

# Earned media sentiment

**2073**

Mentions

**823**

Positive results

**467**

Negative results

## Most active sites



**1579**

facebook.com



**192**

twitter.com



**87**

sfgate.com

## The most active categories

Facebook

**1579**



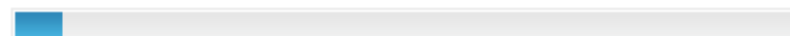
Twitter

**192**



News

**132**





## Owned media – Performance change by month

	# of followers May '19	# of followers July '19	Impressions May '18	Impressions July'19	Engagement May '18	Engagement July '19
FB CoA	3,624	4,022 ↑	45,496	125,787 ↑	4,203	6,936 ↑
FB Public Works	939	1,113 ↑	12,769	35,822 ↑	1,430	5,098 ↑
FB – Rec Dept.	2,038	2,214 ↑	45,576	29,905 ↓	969	1,147 ↑
Twitter CoA	539	562 ↑	NA	NA	22	24 ↑
Instagram CoA	1,198	1,275 ↑	19,787	28,020 ↑	337	1,351 ↑

There is a positive change in follower growth on every City of Antioch social media channel from May 2019 until July 2019

Impressions have increased on FB CoA, Public Works, and Instagram CoA but decreased on FB Recreation Department.

Engagement rates went up between May '19 and July 2019 on every city channel.



# 2020

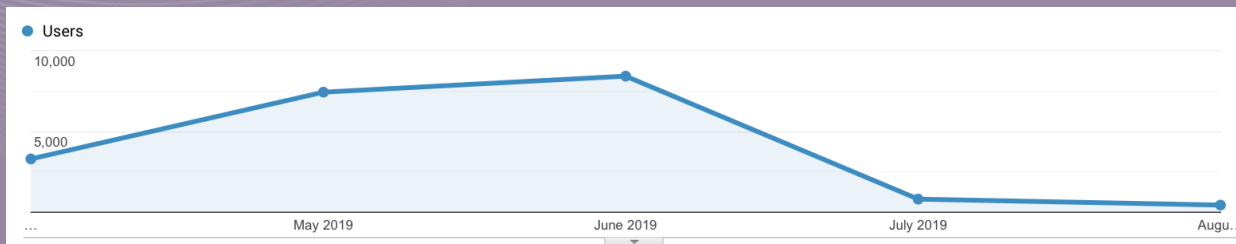
**GET THE NEW USER CURB BACK UP ASAP**

**BUSINESS BALANCE**

**BUSINESS SEGMENTATION**

**ASSET BUILD-OUT**

**LOCAL FOCUS**



Campaign has been 70% general awareness, 30% business; shift focus toward greater balance.

Begin to launch segmented business campaigns toward specific target segments (e.g., blue tech, cannabis, Slatten Ranch).

Further build out advertising assets for general and targeted campaign segments.

For the lifestyle segment, shift to incorporating more local community-level campaign activation.

**Thank you!**





**DATE:** August 27, 2019  
**TO:** City Council  
**FROM:** Forrest Ebbs, Community Development Director  
**SUBJECT:** Agenda Item 2E – Amended Resolution

---

Agenda Item 2E requests the re-appropriation of \$41,693 from the FY 2018/19 budget to the FY 2019/20 budget for nuisance abatement services. The resolution distributed to the City Council as Attachment “A” was an earlier draft and did not reflect improvements to the language that clarified the action. As such, staff has provided an amended resolution that better describes the action with preferred language. To be clear, the action will be to re-appropriate \$41,693 from the FY 2018/19 budget to the FY 2019/20 budget for nuisance abatement.

The proper course would be to remove this item from the Consent Calendar and take action separately. I sincerely apologize for the inconvenience.

# ATTACHMENT "A"

## RESOLUTION NO. 2019/\*\*

### RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ANTIOCH RE-APPROPRIATING \$41,693 FROM THE FY 2018/19 BUDGET TO THE FY 2019/20 BUDGET FOR NUISANCE ABATEMENT IN THE CODE ENFORCEMENT DIVISION OF THE COMMUNITY DEVELOPMENT DEPARTMENT

**WHEREAS**, the provision of abatement services on public and certain private property has been the responsibility of the Abatement Team, which is housed in the Code Enforcement Division of the Community Development Department;

**WHEREAS**, the FY 2019/20 Budget for the abatement fund is \$75,000;

**WHEREAS**, two significant homeless encampments warranted the contracting of private services for their abatement at a combined expense of \$62,309.19; and

**WHEREAS**, the City desires to maintain ordinary abatement services to board up vacant buildings and eliminate other attractive nuisances.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Antioch hereby approves re-appropriating \$41,693 from the FY 2018/19 Budget to the FY 2019/20 Budget for nuisance abatement.

\* \* \* \* \*

**I HEREBY CERTIFY** that the foregoing resolution was passed and adopted by the City Council of the City of Antioch, at a regular meeting thereof, held on the 27<sup>th</sup> day of August 2019 by following vote:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

---

**ARNE SIMONSEN, CMC**  
**CITY CLERK OF THE CITY OF ANTIOCH**



# Antioch Homeless Encampment Task Force

Committee Members:

Mayor Pro Tem Joy Motts, residing in District 1

Council Member Lamar A. Thorpe, residing in District 3



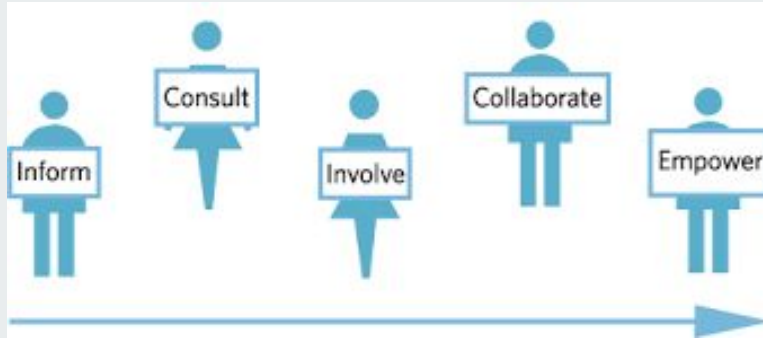
## Purpose

In March of 2019, Mayor Pro-Tem Joy Motts and Council Member Lamar Thorpe requested the establishment of a Homeless Encampment Task Force, which was unanimously approved by the Antioch City Council. The purpose of the Task Force is to study the growing homeless crisis in Antioch, the effects of homelessness including encampments on the community and temporary measures to alleviate homeless encampments until the completion of the Contra Costa County Care Center.





# Process



Engagement & Transparency

**What process looked like?**

- 4 Part Series

- 1.1 visits

- Tours

**How community accessed process?**

- In person participation

- Social Media dialog

- Recordings of series on FB & YouTube

- Comment Period

---

**Who & where did we visit?**

## Committee has:

1. Encampments in Antioch specifically Rivertown
2. SF Navigation Center
3. Food Bank & Loaves & Fishes distribution locations
4. Concord Shelter, Concord Care Center & Trinity Care Center
5. Dream Center on Bethel Island
6. Follow up meetings with Lavonna Martin, Dir. of Homeless Services, CoCo County (x 4)
7. 4 part series of inhouse public testimony gathering



# Public Testimony Hearing-Series 1

## 9:00 - 9:00 am - Homelessness in Contra Costa County

Teri House, City Antioch CDBG/Housing Consultant

LaVonna Martin, CCC Director, Health, Housing, & Homeless Services

## 10:15 - 11:15 am - Deep Dive: Contra Costa County/Region

Michael Fisher, Manager, CCC Core Teams

Jacqueline Higgins, Contra Costa County Libraries

Terence Carey, Asst. Chief, Contra Costa County Fire

Robert Weston, Project Manager, CoCo Lead Plus, Health Right 360

Steve Ponte, Chief Operating Officer, Tri-Delta Transit

## 12:30 - 1:30 pm - Deep Dive: City of Antioch

Tammany Brooks, Chief, Antioch Police Department

Forrest Ebbs, Director, Antioch Community Development Department

George Harding, Manager, Antioch Animal Services

Jon Blank, Director, Antioch Public Works Department

## 1:45 - 2:45 pm - Basic Needs: Education, Medical Services, Housing

Lisa Perry, Homeless Liaison, Antioch Unified School District

Valentino Walker, Manager, Sutter Health

T'Sendenia Gage, Program Coordinator, Los Medanos College

Anthony Aiello, Director, East Bay Men's Recovery Center

## 5:30 - 6:30 pm - Basic Needs: Food, Closing, Basic Necessities

Ken Kickner, Shower House Ministries

Joleen Lafayette, Executive Director, Loaves & Fishes of Contra Costa

Nicole Gardner, Executive Director, Facing Homelessness in Antioch

Ashley Mahan, CEO, Urban Upreach Inc

## 6:45 - 7:45 pm - Overcoming Homelessness

Ellie Householder, Trustee, Antioch Unified School District

JR Wilson, Founder & President, Delta Veterans Group

Iris Archuleta, Founder & Principal, Emerald HPC International LLC



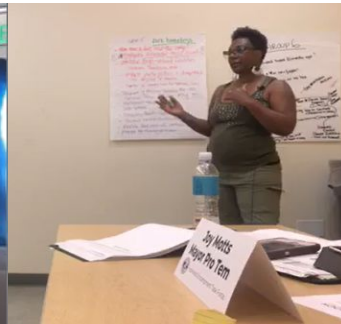
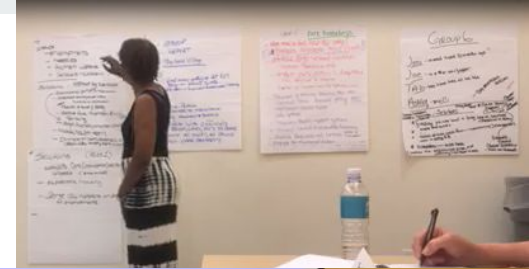
# What were some key takeaways from Series 1?

- Spending millions
- Public Health Challenges
- No comprehensive coordination
- Proposed Care Center will not solve homeless encampment crisis

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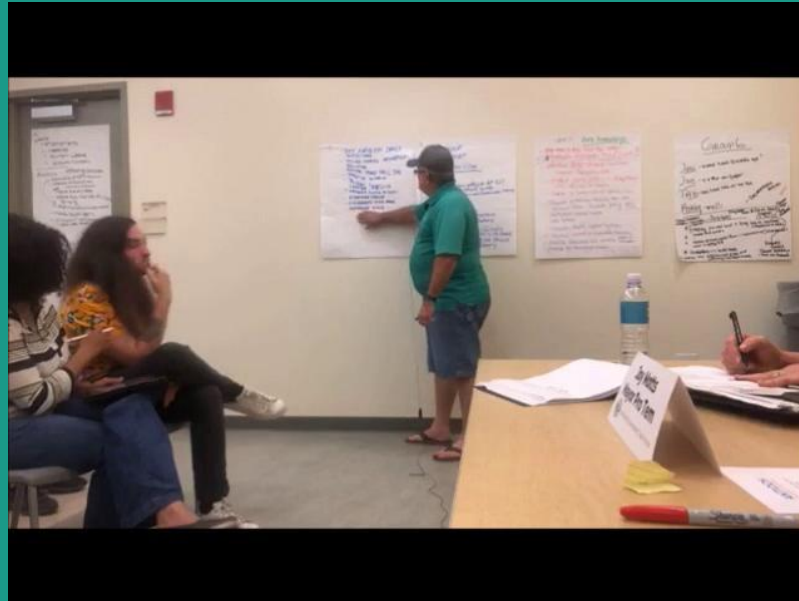
# Public Testimony Hearing-Series 2

Part 2 of the series including small roundtable discussions with community-based organizations, nonprofits and faith community about how to better align city services to alleviate homeless encampments on public and private properties as well as the consequences of encampments including but not limited to the accumulation of rubbish, needles and human feces.





# What were some of the recommendations and feedback from Series 2?



# Public Testimony Hearing-Series 2 & 3



4:00 pm - Opening Remarks

4:05 pm - Overview

Purpose, Scope and Process

4:25 pm - Q & A for Task Force Members

5:00 pm - Open Discussion

5:45 pm - Public Comment

The purpose of the roundtable is to hear from business leaders about the impact of homeless encampments on the business community and discuss potential solutions to alleviating homeless encampments and public health concerns (i.e. needles, human waste and debris, etc).

6:30 pm Opening Remarks

6:35 pm - Overview

Purpose, Scope and Process

6:45 - Q & A for Task Force Members

7:00 pm - Review of Community Recommendations

8:00 pm - Public Comment

The purpose of the review is to recap, review and discuss several recommendations suggested by the community during the 2nd public testimony hearing.

# What were some key takeaways from Series 3?

*-Financial impact on business community*

*-Willing partners*

*-Frustration*

---

# Overall takeaways from process/recommendations?

1. Public health concerns need to be immediately addressed
2. Provide immediate temporary shelter and safety
3. Build, provide and administer transitional housing



# Immediate Public Health Challenges



## Challenges:

- Human waste
- Needles
- Trash and debris

## Immediate Recommended Remedies:


- Portable restrooms
- Mobile showers
- Laundry facility (mobile, lease/rent)
- Sharps disposals
- Dumpsters for trash (not for housed residents)
- Identify locations

# Immediate Recommended Shelter/Safety?

- Safe parking lot
- RV/Trailer parking locations (public/private)
- Conestoga Hut/Tuff Shed Cabins (community build)
- Master leasing agreement hotel/motel rooms
- Rent fairground trailer park when not in use
- Identify locations







## **Long term transitional/ permanent housing recommendation?**

Individuals and families need housing in order to create stable environment in order to be ready to receive services.

**-Build/develop transitional housing villages:**

-Re-furnished shipping containers

-Ready built tiny homes

**-Purchasing and/or master leasing agreements:**

-hotel

-apartment complex/units

-single family homes

**-No camping ordinance (once shelter/housing is available**



# Recommendation for Unhoused Resident Coordinator

- Build city's unhoused resident services network/collaborative (including database & MOUs) of public/private agencies, nonprofits, CBO's that serve individuals and families.
- Coordinate plan/response to immediate public health concerns identified by task force and community in collaboration with public works, police department, community development and/or other city staff as necessary.
- Develop & implement plan for temporary shelter and safety (ie parking lots, private/public lands, hotel/motel leasing agreements, etc) until the production of city's transitional housing program.
- Coordinate the delivery of a successful transitional/permanent housing program to house all of Antioch's unhoused residents.