



FY 2023-24  
Proposed Annual Budget  
Stockton, California



# FY 2023-24 ANNUAL BUDGET

## City Council

Kevin J. Lincoln II, Mayor

Kimberly Warmesley, Vice Mayor

Dan Wright, Councilmember

Susan Lenz, Councilmember

Michele Padilla, Councilmember

Michael Blower, Councilmember

Brando Villapudua, Councilmember

## Council Appointees

Harry Black, City Manager

Lori Asuncion, City Attorney

Eliza R. Garza, City Clerk

## Executive Team

William Crew, Deputy City Manager

Jay Kapoor, Deputy City Manager

Courtney Christy, Deputy City Manager

Mel Lytle, Municipal Utilities Director

Jodi Almassy, Public Works Director

Rosemary Rivas, Human Resources Director

Mike Migliori, Interim Director of Information Technology

Kris Farro, Community Service Director

Stanley McFadden, Chief of Police

Richard Edwards, Fire Chief

Kimberly K. Trammel, Chief Financial Officer

Stephanie Ocasio, Community Development Director

Carrie Wright, Economic Development Director

Connie Cochran, Community Relations Officer

Katie Regan, Office of Performance & Data Analytics

Lora Larson, Office of Violence Prevention

## Budget Team

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Brandon Sepulveda

Jose Angel DeAnda

## Cover Design

Courtney Christy



# CITY OF STOCKTON CITY COUNCIL



**KEVIN J. LINCOLN II**  
MAYOR



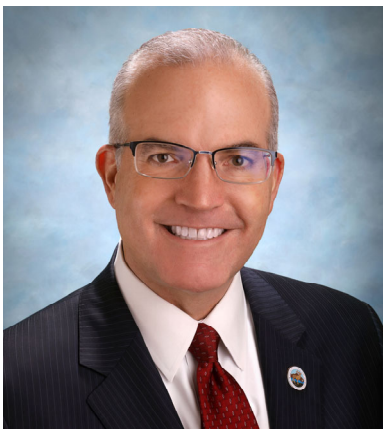
**KIMBERLY WARMSLEY**  
VICE MAYOR  
District 6



**MICHELE PADILLA**  
COUNCILMEMBER  
District 1



**DAN WRIGHT**  
COUNCILMEMBER  
District 2



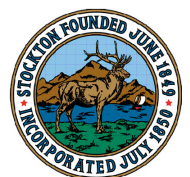
**MICHAEL BLOWER**  
COUNCILMEMBER  
District 3



**SUSAN LENZ**  
COUNCILMEMBER  
District 4



**BRANDÓ VILLAPUDUA**  
COUNCILMEMBER  
District 5





# City of Stockton

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Stockton  
California**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morrill*

**Executive Director**

## TAB 1 INTRODUCTION







May 15, 2023

Honorable Mayor and Council:

## **BUDGET MESSAGE**

Guided by the City Council's strong vision and continued direction, we are pleased to present the City Manager's Recommended Fiscal Year (FY) 2023-24 Annual Budget. The Annual City Budget is a key tool in achieving the City's Objective to "Provide an exceptional level of customer service to the Stockton community through accountable, innovative, efficient, and effective management of City resources to achieve our vision for Stockton".

The annual budget development is guided by our five strategies outlined in the One Page Strategic Plan® (OGSP) which define how we will accomplish the City's Vision, Objective, and Council Priority Goals.



**SAFER STREETS**



**GROWING ECONOMY**



**HOUSING OPPORTUNITIES FOR ALL**



**THRIVING AND HEALTHY NEIGHBORHOODS**



**FISCAL SUSTAINABILITY**

The Fiscal Year (FY) 2023-24 Annual Budget was also developed around the City's comprehensive strategic planning efforts and the 20-year Long-Range Financial Plan (L-RFP). The organization is making significant progress in addressing the City Council's Priority Goals. A selection of the accomplishments from the last year is provided below. An overview of the strategic planning process and FY 2023-24 Performance-to-Date information is included in the "Annual Strategic Planning" section following this message. This enhanced section is a great example of how data analytics have improved the City's ability to communicate achievements to the community at public meetings, via social media, and on the City's website.

The strategy planning process continues and is growing and maturing as we reach the end of the third year using this approach. In February 2023, the City Council conducted a priority goal setting session to establish updated priorities for the upcoming year. Council's planning workshop culminated in reaffirming and refining the core strategic targets and priority goals for

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the upcoming year. A summary of City Council's Strategic Work Plan follows this message. Improving the quality of life, crime reduction in focus areas, addressing homelessness and inclusive economic development continue to be the City Council's focus.

The plans and metrics supporting these strategies are refined through the annual strategic planning process. In the upcoming year, the City is focusing on a data driven and performance management-based approach to accomplishing City Council priorities and streamlining service delivery. The FY 2023-24 Annual Budget supports these efforts to make Stockton the best city in America to live, raise a family, and grow a business.

## The FY 2023-24 Annual Budget and Long-term Planning

This Budget is sustainable, both short and long-term, and aligned to match the priority goals of the Council. The FY 2023-24 Proposed Budget includes expenditures of \$912 million for all programs, funds, and departments of the City, including \$290 million from the General Fund. Stockton's practical financial practices and dedication to the Long-Range Financial Plan have put us in a position to sustainably support current service levels while making targeted investments in the community and the organization. As always, the total budget requests received from our departments exceed the available funding. All the requests are needed and would improve the services provided to our citizens; however, funding is limited. City Council's priorities have guided efforts in the development of the FY 2023-24 budget.

The focus of this budget is to address City Council's priorities, while balancing employee recruitment and retention needs, the impact of inflation, and maintaining resiliency against the next economic downturn. The insights gained from recent world-changing events continue to underpin our financial planning and decision-making. The crisis of the global pandemic demonstrated how important it is to be prepared for uncertainty. Our long-term financial planning and modeling continues to be an example for other communities to emulate. That work has informed our decisions and provided Stockton with a solid foundation for implementing strategic growth opportunities and facing a new set of challenges such as a highly competitive labor market, inflation, and economic uncertainty. The FY 2023-24 Proposed Budget includes expenditures of \$912 million for all programs, funds, and departments of the City, which is an increase of \$13 million or 1.5% from the FY 2022-23 adopted budget.

<b>Department</b>	<b>FY 2022-23 Budget</b>	<b>FY 2023-24 Budget</b>	<b>Change</b>
<i>Utilities</i>	\$ 229,048,462	\$ 204,765,409	\$ (24,283,053)
<i>Police</i>	158,036,862	168,002,953	9,966,091
<i>Insurance and Benefits</i>	144,389,426	158,404,763	14,015,337
<i>Public Works</i>	72,150,338	67,954,465	(4,195,873)
<i>Fire</i>	67,957,318	76,083,743	8,126,425
<i>Administration</i>	47,079,679	43,604,770	(3,474,909)
<i>Capital Projects Funds</i>	43,797,605	54,518,890	10,721,285
<i>Community Services</i>	35,202,135	43,762,383	8,560,248
<i>Economic Development</i>	30,141,150	33,482,968	3,341,818
<i>Non-Departmental</i>	40,413,416	30,313,141	(10,100,275)
<i>Debt Service Funds</i>	16,575,652	18,566,331	1,990,679
<i>Community Development</i>	13,908,839	12,705,158	(1,203,681)
<b>Total</b>	<b>\$ 898,700,882</b>	<b>\$ 912,164,974</b>	<b>\$ 13,464,092</b>



The increase in the City budget is primarily attributable to the cost of salary and benefits for safety employees. After the adoption of the FY 2022-23 budget, successor labor agreements approved a 10% salary increase in FY 2022-23 and a 4% salary increase in FY 2023-24. In addition to salary increases, the cost of retirement benefits for safety employees increased to \$0.73 for every \$1 of employee salary. The General Fund portion of the budget is \$290 million, a 2.4% increase from the prior year adopted budget.

The FY 2023-24 Budget incorporates fifteen additional full-time positions for a total full-time authorized staffing level of 1,790. All requests for new full-time positions were reviewed to evaluate increased workload versus workload needs due to vacancies and turnover. The new positions needed to improve customer service and accomplish Council priorities include:

- 4 Fire Department positions to add capacity to fire suppression and fire prevention.
- 2 Public Works positions supporting new development and construction projects.
- 1 Community Development position focused on customer service and permit review.
- 1 Human Resources position to support employee onboarding and retention.
- 2 Municipal Utilities positions supporting utility Quality Control and Compliance.
- 2 Police Department positions working in high-tech crimes and animal services.
- 1 City Manager position for the Diversity and Equity Inclusiveness of the City.
- 1 Administrative Services position to support ERP project administrative activities.
- 1 Economic Development position to support fiscal and administrative activities.

Combined with seven new positions (including three firefighters) approved mid-year and one grant-funded position elimination, there is a net increase of twenty-one full-time positions.

Staffing levels are a significant factor in the ability to make progress toward City Council goals. Like many other industries, local governments are experiencing worker shortages, resulting in a highly competitive job market. New and innovative methods of attracting and retaining good employees is a high priority for the City. Competitive wages for improved retention and recruitment are part of the collective bargaining process currently underway with the City's five miscellaneous labor units. The FY 2023-24 Budget has been developed with the underlying assumption that wages for these units will change through the collective bargaining process requiring resources beyond the proposed budget amounts.

A Retention and Recruitment Plan has been developed and is in the early stages of implementation. The FY 2023-24 Annual Budget includes over \$1.5 million toward these efforts. Both the Police and Fire Department have added funding to expand their recruitment efforts and both departments are developing wellness programs to emphasize employee retention. To support initial efforts, \$1 million was set aside from one-time savings in FY 2021-22. Funding to continue these efforts for the next couple of years has been built into the L-RFP. A holistic approach to retention and recruitment will involve competitive wages, incentives for retention, staff training opportunities, employee recognition programs, and expanding workload capacity.

The FY 2023-24 Proposed Budget supports Council strategic targets and priorities through ongoing operations and new expenditure allocations. Public safety is the highest priority in the General Fund budget, with 55% allocated to the Police Department and 20% to the Fire Department. In addition to ongoing operating costs, there is a continual demand to grow General Fund programs and services. The requests for additional funding were reviewed based on

# CITY OF STOCKTON

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Council priorities and operational urgency. The proposed General Fund budget includes \$150,000 for Mayor and Council district project funds. The most notable of the items recommended for additional funding are summarized in the table below by the Council strategy area.

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Dept.	New Item	Description of Request	One time or Ongoing	General Fund Adds	Other Funds
<b>All Strategy Areas</b>					
City Manager	DEI Management	Create a Diversity and Equity Inclusion program in the City Manager's Office.	Ongoing	80,000	-
<b>Fiscal Sustainability</b>					
Information Technology	Cybersecurity	Improve Cybersecurity measures and tools.	Ongoing	-	215,000
<b>Healthy &amp; Thriving Neighborhoods</b>					
Public Works	Playground Safety Review	Safety review of the City's playgrounds including a replacement prioritization and schedule.	One-time	10,000	-
Public Works	Playground Equipment Repair	Additional funding to replace playground components.	Ongoing	55,000	-
Public Works	Weber Point Event Center Fountain Maintenance	Contracted services for maintenance and repair to the fountain at Weber Point Event Center.	Ongoing	14,500	-
Public Works	Facility Improvements	Restore three (3) park restrooms and replace 8 apparatus bay doors at two (2) fire stations.	One-time	144,000	-
Public Works	Splash Pad Maintenance	Maintenance of the splash pads at Stribley and Gleason Parks.	Ongoing	9,000	-
Public Works	Homeless Cleanup	Funding to clean up homeless encampments in parks.	Ongoing	40,000	-
Community Services	Aquatics - Victory Pool	Cost to operate Victory Park Pool for partial season starting Summer 2024.	Ongoing	-	135,886
Community Services	Security Guards - Pools, Community Centers, Fields & Tournaments	Security services to assist in reducing potential crimes against properties and persons, promoting a safer and more welcoming environment.	Ongoing	505,914	-
Community Services	Teen Services Program - High School Pilot	Provide year-round programming for teens through no cost program at two high schools.	One-time	-	272,683
Community Services	Stockton Arts Commission - Artist Grants	Provide artist grants to local artists and art organizations (requested through Stockton Arts Commission Action Plan).	One-time	50,000	-



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Community Services	Stockton Arts commission - Mural Program	Create mural program for City-owned properties (requested through Stockton Arts Commission Action Plan).	One-time	50,000	-
<b>Safer Streets</b>					
Fire	Firefighting Gear	Replacement of 60 sets of turnouts.	One-time	-	187,000
Fire	Emergency Medical Services	Tuition costs for paramedic training.	One-time	112,500	-
Fire	Radio Program	Addition portable radios to the fire department inventory.	One-time	40,000	-
Fire	Policy and Procedures	Complete modernization of Fire Dept policy and procedures manual.	One-time	120,000	-
Fire	Training Program	Mobile pump pod enabling fire engineers to train without wasting water.	One-time	-	100,000
Fire	Emergency Operations	Various materials, supplies, and technology for the Emergency Operations Center.	One-time	12,000	-
Fire	Suppression Recruitment Program	Costs for additional Firefighter recruitment efforts.	One-time	35,000	-
Fire	Mental Health and Wellness Program	Provide fire personnel comprehensive support by utilizing diverse resources and services, including mental and physical health training.	One-time	35,000	-
Police	Wellness Program	Staffing and supplies for Wellness Unit.	Ongoing	59,794	-
Police	Animal Shelter	Trap, Neuter, Release program additional materials and supplies.	One-time	-	150,000
Police	Recruiting	Additional staffing and travel costs for Police Officer recruitment.	One-time	164,275	-
Police	Cadet Program	Part-time pay for 20 Cadets	One-time	381,514	-
Police	Mounted Patrol Unit	Supplies for mounted patrols.	Ongoing	37,100	-
Police	Helicopter	Additional fuel and maintenance to expand helicopter hours of operations.	Ongoing	80,000	-
Police	Crime Reward Program	Crime Reward Augmentation to increase rewards offered on targeted cases.	One-time	275,000	-
<b>Grand Total</b>				<b>2,310,597</b>	<b>1,060,569</b>

## Progress Toward City Council Goals

In 2022, the City has operated with a focus on:

1. Continuing COVID response and pandemic recovery
2. Develop solutions to address homelessness, including increasing the affordable housing supply
3. Focus on crime reduction in focus areas
4. Prioritize resource allocation to focus areas within Council Districts
5. Prioritize Economic Development

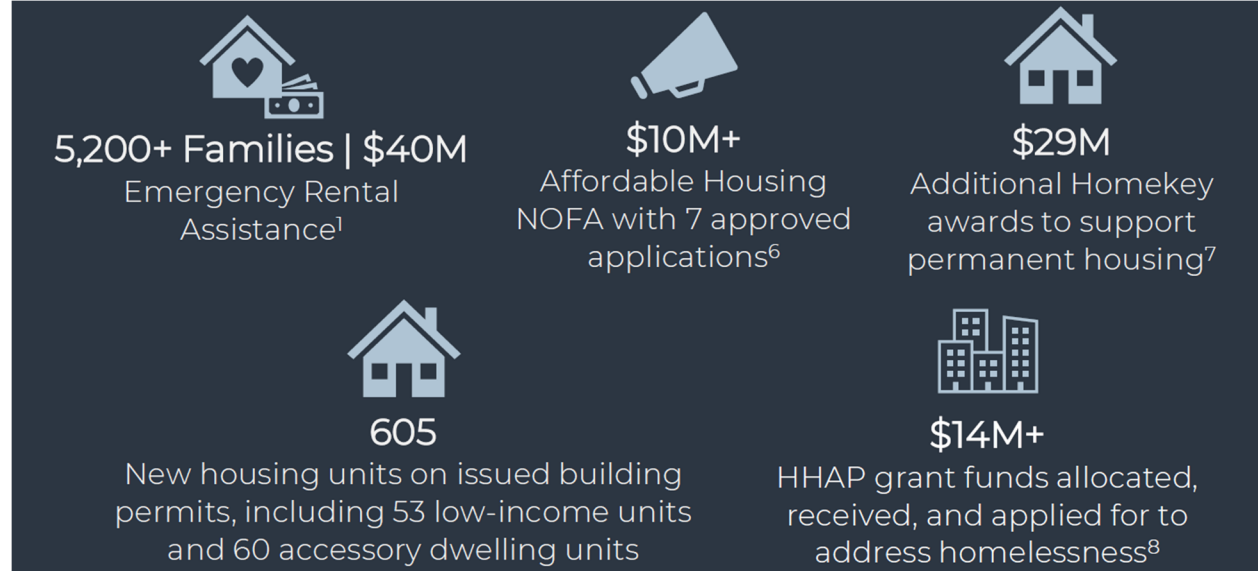
There were numerous accomplishments in each of these areas. Significant highlights are included below.

**COVID Response and Pandemic Recovery** - One-time relief dollars have been distributed to the community to directly help the businesses, families, and individuals and support economic recovery of Stockton.



# CITY OF STOCKTON

**Homelessness and Affordable Housing Supply** - The City has persistently made efforts to tackle the issue of homelessness.



The City has also been proactive in reducing barriers to development with a 46% reduction in average building permit plan check duration, and over \$9 million in fees waived for Single-Family Residential and Multi Family housing permits.

**Crime Reduction** - Another top priority has been a focus on crime reduction in target areas.

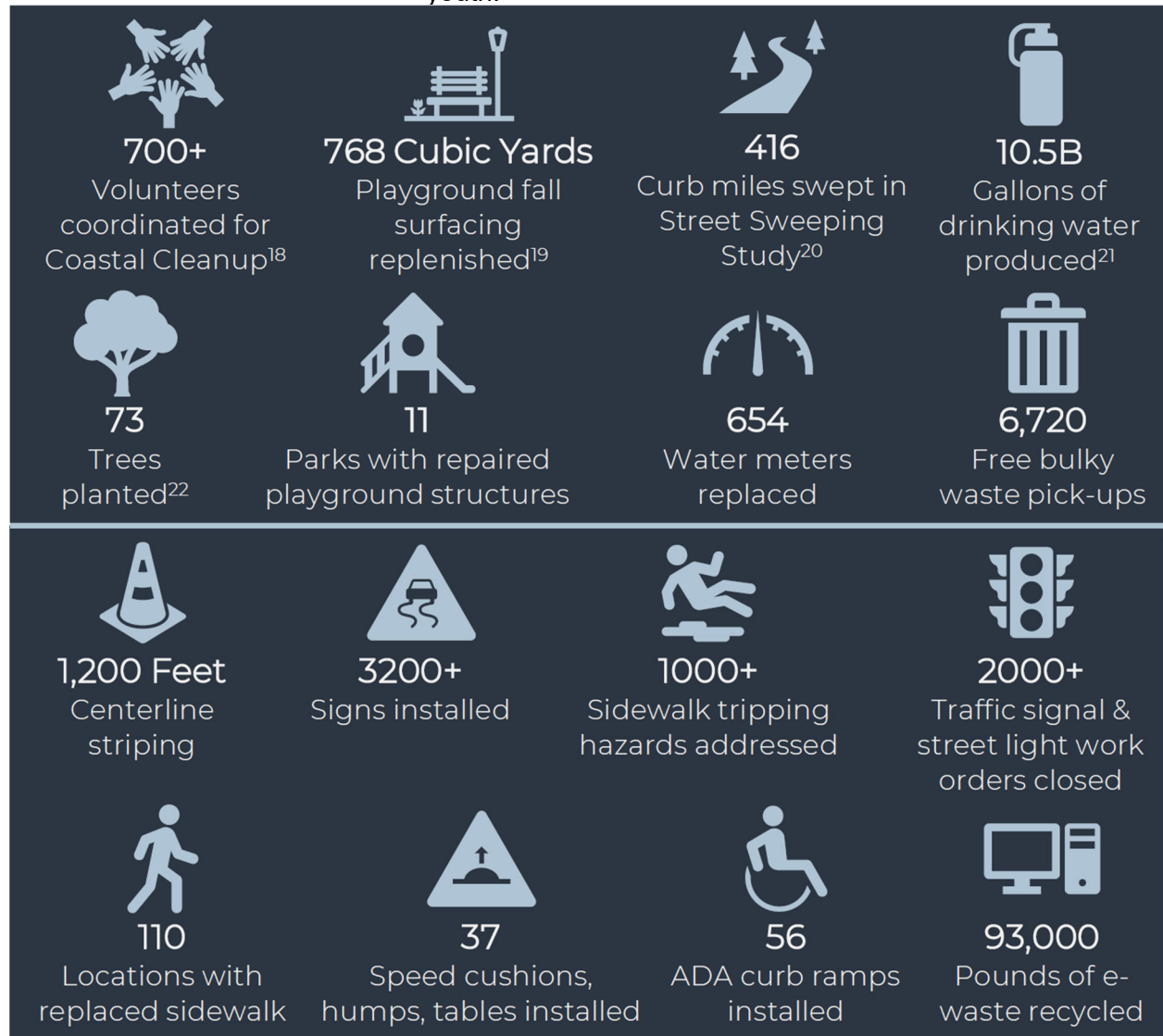




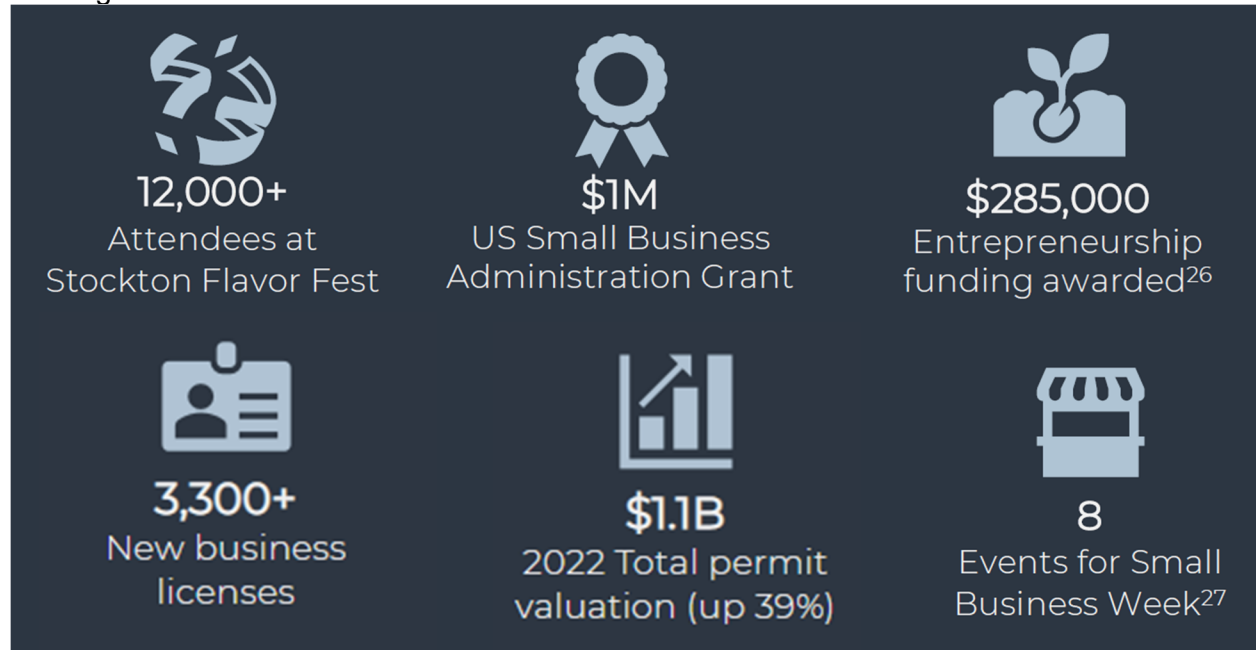
# CITY OF STOCKTON



**Prioritize resource allocation to focus areas** – The Clean City Initiative is just one of the ways that local resources are making a difference in the community. Efforts have covered City streets, sidewalks, parks, and playgrounds have all seen improvements. Over 1 million square feet of graffiti was removed, 8,373 potholes filled, and 2,400 tons of trash were removed. Library and Recreation resources served 518,479 library visitors, 8,661 adult sports league participants, 2,501 youth day camp attendees, and 14,690 afterschool program youth.



**Prioritize Economic Development** – Numerous local businesses benefited from the focus on Economic Development. The Stockton Community Kitchen was recognized by the National Community Development Association and 15 nonprofit organizations were sponsored for capacity building.



In addition to delivering traditional services to the public, we also expect to successfully carry out economic development, housing and homelessness initiatives, and pandemic response utilizing one-time grant funds and the ARPA funding. The City has over 100 active grants totaling over \$250 million awarded for community improvements, economic development, and other local initiatives. One-time grant funding is not included in the Proposed FY 2023-24 Annual Budget, as funding is appropriated mid-year upon award.

## CONCLUSION

As indicated above, the FY 2023-24 Annual Budget supports the delivery of the Council's priority goals, while being cautiously optimistic towards how inflation and the impending recession may impact our finances. We will continue to monitor both revenues and expenditures during the upcoming year for signs of recession. In support of the City Council's priorities, this budget preserves the City's financial stability while continuing to provide quality vital services to our community.

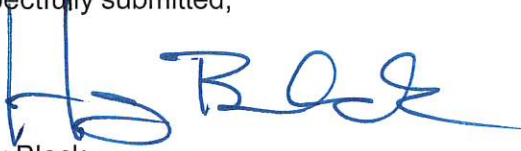
Moving forward, the emphasis will remain on enhancing conventional services and optimizing the community impact of one-time funding. The allocation of City resources will continue to be guided by the strategic planning process and the long-term financial plan. The Budget meets our responsibility to ensure the financial stability of the City for years to come, rather than just in the near term. Despite an unpredictable economic climate, Stockton has not only sustained the services that residents and business owners rely on but also implemented targeted improvements to those services.

Thank you to the City's Department Heads, who manage their limited resources on a day-to-day basis with the City's residents in mind. Thanks also to those employees who make these decisions

# CITY OF STOCKTON

Thank you to the City's Department Heads, who manage their limited resources on a day-to-day basis with the City's residents in mind. Thanks also to those employees who make these decisions every day -- their commitment to making the most of each taxpayer dollar is the key to a successful budget. And finally, thank you to the City Council for their efforts and focus on providing a Strategic Plan that has helped provide focus for the delivery of services to the citizens of Stockton.

Respectfully submitted,



Harry Black  
City Manager







# ANNUAL STRATEGY PLANNING

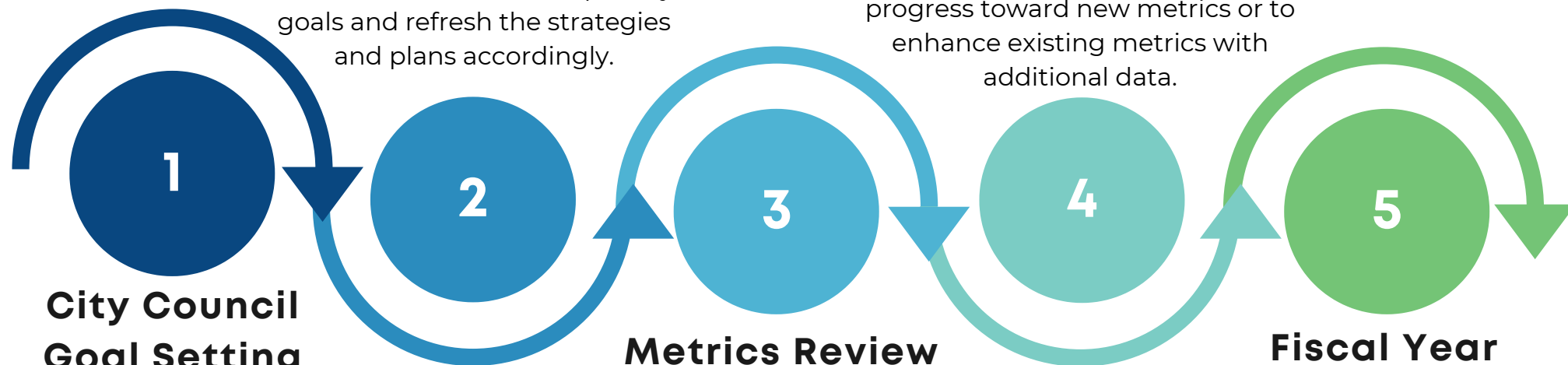
Refreshing the One Page Strategic Plan (OGSP®)

## Strategy and Plan Refresh

Next, the Executive Team meets to further discuss Council's priority goals and refresh the strategies and plans accordingly.

## Scorecard Update

OPDA then meets with each department to review supporting sub-metrics that will be required to measure progress toward new metrics or to enhance existing metrics with additional data.



## City Council Goal Setting

At the beginning of each calendar year, City Council holds a workshop to discuss and define the priority goals for the upcoming fiscal year.

## Metrics Review

With potentially new strategies and plans to address, the Office of Performance and Data Analytics (OPDA) reviews the OGSP® metrics and recommends updates back to the Executive Team, as needed.

## Fiscal Year

### Monthly Reporting

With a fully updated OGSP® and supporting Scorecard, data collection and monthly reporting begins on July 1.



# Fiscal Year 2022-23

The following section addresses the current fiscal year's one page strategic plan<sup>®</sup>.



**Vision:** Stockton will become the best city in America to live, raise a family, and grow a business.

**FY 2022-23 OBJECTIVE:**

**‘What’ is Winning ...**

Provide an exceptional level of customer service to the Stockton community through accountable, innovative, efficient, and effective management of City resources to achieve our vision for Stockton.

**COUNCIL PRIORITY GOALS (Tier 1 & 2):**

**1a. Focus on COVID response and recovery**

**1b. Develop solutions to address homelessness, including increasing the affordable housing supply**

**2. Focus on crime reduction in focus areas**

**3. Prioritize resource allocation to focus areas within Council Districts**

**4. Prioritize Economic Development**

**1. Develop business incentives and tools for underserved neighborhoods**

**2. Work with education partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming**

**3. Engage private employers and the business community in workforce development and job placement (including people with criminal records) and develop an employment pipeline for Stockton residents to Stockton employers**

**STRATEGIES: (Captain)**

**‘How’ we will Win ...**

**1. Safer Streets (Chief Stanley McFadden)**

- a) Reduce violent crime
- b) Increase community partnerships & engagement
- c) Increase data driven strategies & tactics
- d) Reduce property crime

**2. Growing Economy (Stephanie Ocasio/Carrie Wright)**

- a) Grow jobs
- b) Increase economic development incentives
- c) Reduce the barriers to entry
- d) Increase small business development
- e) Foster and support entrepreneurship

**3. Housing Opportunities for All (Carrie Wright/ Stephanie Ocasio)**

- a) Reduce the barriers to entry
- b) Optimize partnerships & linkages
- c) Increase investment in high impact affordable and market rate housing strategies
- d) Optimize performance-based distribution of available city funds, e.g. grants

**4. Thriving and Healthy Neighborhoods (Kris Farro)**

- a) Establish a City integrated team approach, e.g. cross-departmental team, to optimize clean and safe neighborhoods
- b) Increase placemaking and space activation
- c) Increase community engagement
- d) Positively impact overall community well-being

**5. Fiscal Sustainability (Kim Trammel)**

- a) Continue learning from the past
- b) Mitigate risk
- c) Optimize resources through innovative business practices

**FY 2022-23 PLANS:**

- Build upon Ceasefire Strategy to reduce shootings and homicides
- Build on Intelligence, Communication, and Planning (ICAP)
- Pursue pre-pandemic community engagement and outreach
- Enhance case management and wrap-around support services for high-risk population
- Implement case management system for increased data collection, analysis, and reporting
- Expand of the Fire Investigation program to reduce the incidence of arson fires

- Implement the Economic Development Strategic Plan including but not limited to invigorating entrepreneur ecosystem, expanding business façade improvements, and launching Stockton re-branding initiative
- Launch workforce development programming including youth employment and development
- Increase space activation through expanded free Wi-Fi, closing the fiber ring, enhanced small business support, and availability of customer self-service solutions
- Increase Cyber Security maturity for continued protection of digital assets

- Improve usability of the Development Code (Stockton Municipal Code Title 16) emphasizing plain language
- Continue to shorten transaction/cycle process times in permit application processing
- Provide ongoing support and commitment to the CoC Homeless Strategic Plan
- Increase overall program impact and effectiveness emphasizing data-informed decisions
- Identify strategies to facilitate and incentivize increased production of market rate and below market rate housing

- Pursue pre-pandemic engagement emphasizing programming for children and families
- Produce an annual citywide community cohesion project
- Collaborate with San Joaquin Delta College to reinstate the Emergency Medical Technician and Fire Technology programs
- Increase access resources for youth to enable career development
- Expand sustainability and environmental strategy including a major green, energy efficiency initiative
- Enhance efforts to support community-based organizations capacity building
- Expand Clean City initiative and access to related data

- Upgrade bond rating
- Enhance financial reporting
- Maximize City revenue sources
- Implement Payroll and Utility Billing phases of the ERP system
- Enhance use of Long-Range Financial Plan in decision making
- Implement centralized grants administration and coordination
- Optimize City workforce retention, development, and recruitment

**FY 2022-23 METRICS:**

- 1a) Reduce homicides and non-fatal injury shootings – 5% reduction
- 1a) Reduce Crimes Against Persons – 5% reduction
- 1b) Increase number of engagements and interventions (Y/N)
- 1c) Emphasize use of SPD's ICAP and OVP's life coaching and case management system (Y/N)
- 1d) Reduce Crimes Against Property – 5% reduction
- 1d) Reduce Crimes Against Society – 5% reduction

- 2a) Stabilize small businesses through COVID recovery efforts (Y/N)
- 2b) Develop economic development toolkit (Y/N)
- 2c) Reduce average duration for building permit project reviews, target – 25% reduction
- 2d) Establish meaningful linkages and partnerships with various small business partners (Y/N)
- 2e) Expand the City's Smart Cities initiatives (Y/N)

- 3a) Increase residential permits, target – 10% increase
- 3b) Establish and enhance partnerships and linkages (Y/N)
- 3b) Establish baseline measurement through HMIS for the time between assessment for services and placement into a transitional or permanent housing program (Y/N)
- 3c) Transform data-rich environment to useful insights (Y/N)
- 3d) Establish performance-based distribution model for available city funds, e.g. grants (Y/N)

- 4a) Improve Stockton's livability indicators, i.e. vacant properties, abandoned cars, graffiti, weed abatement, per capita code enforcement, and trash (Y/N)
- 4b) Enhance community cohesion through increased participation in City produced and sponsored events (Y/N)
- 4c) Increase community center utilization and library circulation (Y/N)
- 4d) Emphasize education, awareness, and investment to positively impact community well-being (Y/N)
- 4d) Expand the City's environmental and sustainability portfolio (Y/N)

- 5a) Refresh long range financial plan (Y/N)
- 5a) Increase fiscal transparency (Y/N)
- 5b) Clean/unmodified audit opinions (Y/N)
- 5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21-22 CAFR (Y/N)
- 5c) GFOA Distinguished Budget Presentation Award (Y/N)
- 5c) Increase workforce retention and recruitment (Y/N)





# Tracking Progress

## Connecting the Sections of the OGSP®

The OGSP® outlines how City Council's priority goals will be operationalized across all departments.

1. First, strategies indicate how the city will pursue the vision, objective, and goals.
2. Next, plans detail the highest priority programs and initiatives within and across departments that are anticipated to have a direct impact on realizing the strategies.
3. Finally, the metrics illustrate what is expected to change over time as a result of accomplishing the outlined plans.

The following summaries show **progress as of March 31, 2023** towards the FY2022-23 strategies illustrated by the defined metrics.

# 1 Safer Streets

## How We Will Win:

- a) Reduce violent crime
- b) Increase community partnerships & engagement
- c) Increase data driven strategies & tactics
- d) Reduce property crime

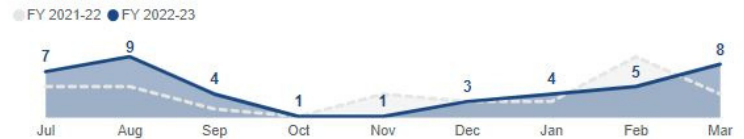


## FY 2022-2023 Performance-to-Date as of 03/31/2023

### 1a) Reduce Homicides

**Target:** 5% reduction from FY2021-22 Total of 43  
July 2021 - March 2022: 36  
FY 2022-23 Measurement in Progress

**42**  
Homicides July 2022 -  
March 2023



### 1a) Reduce Non-Fatal Injury Shootings

**Target:** 5% reduction from FY2021-22 Total of 131  
July 2021 - March 2022: 99  
FY 2022-23 Measurement in Progress

**96**  
Non-Fatal Injury  
Shootings July 2022 -  
March 2023



### 1a) Crimes Against Persons

**Target:** 5% reduction from FY2021-22 Total of 7,548  
July 2021 - March 2022: 5,667  
FY 2022-23 Measurement in Progress

**5,313**  
Crimes Against  
Persons Total July  
2022 - March 2023



### 1b) Increase number of engagements and interventions

**Target:** Increase from FY2021-22 Total of 158  
July 2021 - March 2022: 96  
FY 2022-23 Measurement in Progress

**127**  
Engagements and  
Interventions July 2022 -  
March 2023



### 1c) Emphasize use of ICAP

**Target:** 1 meeting every 2 months  
FY 2022-23 Measurement in Progress

**7**  
ICAP Reports July 2022 -  
March 2023



### 1c) Implement OVP case management software

**Target:** "Yes" by the end of the fiscal year  
FY 2022-23 Measurement in Progress

**Y/N**  
Measure

**Progress to date:** Case management software is being configured. Training will take place in February. Data migration will happen in March. The system is planned to be available for use by case managers early April.

### 1d) Crimes Against Property

**Target:** 5% reduction from FY2021-22 Total of 14,701  
July 2021 - March 2022: 10,754  
FY 2022-23 Measurement in Progress

**11,851**  
Crimes Against Property  
Total July 2022 - March  
2023



### 1d) Crimes Against Society

**Target:** 5% reduction from FY2021-22 Total of 1,249  
July 2021 - March 2022: 989  
FY 2022-23 Measurement in Progress

**773**  
Crimes Against  
Society Total July  
2022 - March 2023







# 2 Growing Economy

## How We Will Win:

- a) Grow jobs
- b) Increase economic development incentives
- c) Reduce the barriers to entry
- d) Increase small business development
- e) Foster and support entrepreneurship

## FY 2022-2023 Performance-to-Date as of 03/31/2023

### 2a) Stabilize small businesses through COVID recovery efforts

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

#### Number of new business licenses

Target: 5% increase from FY 2021-22 Total of 2,638

July 2021 - March 2022: 2,056

FY 2022-23 Measurement in Progress

1,824

New Business Licenses  
July - December 2022



#### Shuttered Venue Operators Grant

Used to assist with the funding of operational and maintenance costs to the Bob Hope Theatre

\$359,141

Used

#### Entrepreneurship NOFA

81 applicants; 17 selected, awarded, and in agreement

\$285,000

Awarded

#### Artists and Arts Nonprofit Grant

35 artists and 6 nonprofits awarded

\$99,000

Awarded

Additional support provided in the form of Nonprofit Enterprise Support Team (NEST), building \$2M facade program, Chamber contracts that support small business and more.

### 2b) Develop economic development toolkit

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

Y/N

Measure

**Progress to date:** The development of an economic development toolkit was advanced through the creation and adoption of the City's Economic Development Strategic Action Plan (EDSAP). The toolkit has been further developed through the launch of an Entrepreneurship & Small Business Resource Map, enabling the exploration of Stockton organizations providing entrepreneur support services at varying stages of a business venture.

### 2c) Reduce average duration for building permit project reviews

Target: 12.3 days (25% reduction from FY2020-21: 16.4)

FY 2022-23 Measurement in Progress

8.9

Working Days -  
Average Cycle  
Duration

**Progress to date:** EDD continues to coordinate and build partnerships with small business organizations. During FY 2022-2023, this has included the recent launch of the ARPA-funded Business Façade Improvement Program with Downtown Stockton Alliance and the direct ARPA support provided to business improvement districts and chambers. These relationships will continue to be fostered through continued ARPA implementation, including efforts to attract retail to vacant and underutilized sites throughout the City.

### 2d) Establish meaningful linkages and partnerships with various small business partners

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

Y/N

Measure

### 2e) Expand the City's Smart Cities initiatives

Target: "Yes" by the end of the fiscal year

FY 2022-23 Measurement in Progress

Y/N

Measure

**Progress to date:** Public Works is preparing a citywide Fiber Optic Master Plan to determine where critical fiber gaps exist and prioritize fiber buildout. The project also includes construction installation of backbone fiber and replacement of ethernet switches as determined by the Master Plan which is approximately 75 percent complete.



# 3 Housing Opportunities for All

## How We Will Win:

- a) Reduce the barriers to entry
- b) Optimize partnerships & linkages
- c) Increase investment in high impact affordable and market rate housing strategies
- d) Optimize performance-based distribution of available city funds, e.g. grants



## FY 2022-2023 Performance-to-Date as of 03/31/2023

### 3a) Increase Residential Housing Units

**Target:** 10% increase from FY 2020-21 Total of 703  
July 2021 - March 2022: 497  
FY 2022-23 Measurement in Progress

132

New Residential  
Housing Permits July -  
December 2022

FY 2021-22 FY 2022-23



### 3b) Establish and Enhance Partnerships and Linkages

**Target:** "Yes" by the end of the fiscal year  
FY 2022-23 Measurement in Progress

Y/N  
Measure

**Progress to date:** Partnerships include new funding agreements, MOUs, or other formal agreements beyond those that ordinarily take place. During FY 2022-23, EDD staff advanced partnerships related to the support and receipt of additional Homekey funding. The City also partnered with the Department of Toxic Substances Control for the receipt of nearly \$5.25M for cleanup of the 9-acre South Pointe site, with the objective of facilitating waterfront housing development.

### 3b) Establish Baseline through HMIS for Time Between Assessment and Placement

**Target:** "Yes" by the end of the fiscal year  
FY 2022-23 Measurement in Progress

Y/N  
Measure

**Progress to date:** Received county-wide Homeless Management Information System (HMIS) data per the completed data sharing agreement with the San Joaquin Continuum of Care. Data analysis is in progress.

### 3c) Transform Data-Rich Environment to Useful Insights

**Target:** "Yes" by the end of the fiscal year  
FY 2022-23 Measurement in Progress

Y/N  
Measure

**Progress to date:** HMIS data has been provided by the Continuum of Care. OPDA is in progress on cleaning the data and establishing a clear data dictionary in support of developing a public dashboard on housing and homelessness.

### 3d) Establish Performance-Based Distribution Model for Available City Funds

**Target:** "Yes" by the end of the fiscal year  
FY 2022-23 Measurement in Progress

Y/N  
Measure

**Progress to date:** EDD continues to utilize the Neighborly software to launch grant opportunities and accept applications, disbursing funds based on qualitative and quantitative scoring criteria. Monitoring and reporting language will continue to be included in contracts to assist with establishing the model and setting expectations with subrecipients.





# Thriving and Healthy Neighborhoods

# 4

## How We Will Win:

- a) Establish a City integrated team approach, e.g. cross-department team, to optimize clean and safe neighborhoods
- b) Increase placemaking and space activation
- c) Increase community engagement
- d) Positively impact overall community well-being

## FY 2022-2023 Performance-to-Date as of 03/31/2023

### Broken/Hanging Trees

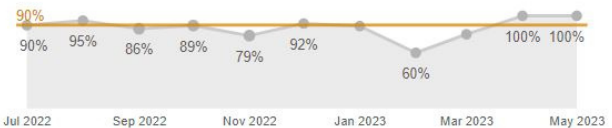
Target: **90%** Closed in **8 Days**  
289 Closed Work Orders FY 22-23

**88%**

Work Orders Met Target  
FY2022-23

**6**

Days - Average  
Work Order Age



### Graffiti

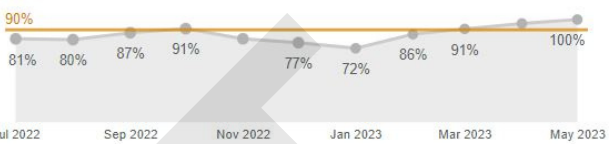
Target: **90%** Closed in **5 Days**  
435 Closed Work Orders FY 22-23

**86%**

Work Orders Met Target  
FY2022-23

**3**

Days - Average  
Work Order Age



### Potholes

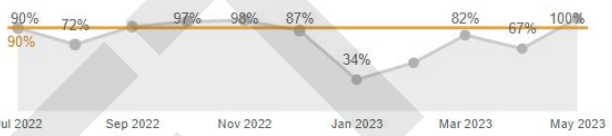
Target: **90%** Closed in **8 Days**  
973 Closed Work Orders FY 22-23

**70%**

Work Orders Met Target  
FY2022-23

**9**

Days - Average  
Work Order Age



### Street Lights

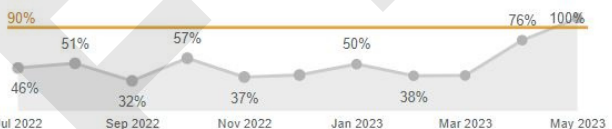
Target: **90%** Closed in **15 Days**  
1018 Closed Work Orders FY 22-23

**57%**

Work Orders Met Target  
FY2022-23

**21**

Days - Average  
Work Order Age



### Trash

Target: **90%** Closed in **5 Days**  
4875 Closed Work Orders FY 22-23

**88%**

Work Orders Met Target  
FY2022-23

**3**

Days - Average  
Work Order Age



### 4b) Increase participation in City produced and sponsored events

Target: Increase from FY2021-22 Total of 26,481  
July 2021 - March 2022: 15,924  
FY 2022-23 Measurement in Progress

**65,962**

Participants July 2022 -  
March 2023



### 4c) Increase community center utilization

Target: Increase from FY2021-22 Total of 550,948  
July 2021 - March 2022: 213,588  
FY 2022-23 Measurement in Progress

**374,055**

Visitors July 2022 - March  
2023



### 4c) Increase library circulation

Target: Increase from FY2021-22 Total of 717,233  
July 2021 - March 2022: 516,787  
FY 2022-23 Measurement in Progress

**701,801**

Materials Circulated July 2022 -  
March 2023



### 4d) Emphasize education, awareness, and investment to positively impact community well-being

Target: Increase from FY2021-22 Total of 72,940  
July 2021 - March 2022: 48,530  
FY 2022-23 Measurement in Progress

**55,528**

Attendees at Educational &  
Civic Engagement Events  
July 2022 - March 2023



### 4d) Expand sustainability portfolio

Target: "Yes" by the end of the fiscal year  
FY 2021-22 Measurement in Progress

**Y/N**  
Measure

**Progress to date:** City was awarded a \$24.2M TCC Round 4 Implementation Grant in October 2022 to fund a myriad of sustainability initiatives through Sept. 2027. City Council voted to proceed with joining the East Bay Community Energy CCA on September 13, 2022 - since then, an implementation plan was filed with the State and service is expected to start in Early 2024.

# 5 Fiscal Sustainability

## How We Will Win:

- a) Continue to learn from the past
- b) Mitigate risk
- c) Optimize resources through innovative business practices



## FY 2022-2023 Performance-to-Date as of 03/31/2023

### 5a) Refresh Long Range Financial Plan

Target: "Yes" by the end of the fiscal year  
FY 2022-23 Measurement in Progress

Y/N

Measure

**Progress to date:** Updates are complete for the annual CalPERS valuation reports and are underway for revenue projections.

### 5a) Increase Fiscal Transparency

Target: "Yes" by the end of the fiscal year  
FY 2022-23 Measurement in Progress

Y/N

Measure

**Progress to date:** The Open Finance site has been developed and is in final review.

### 5b) Clean/Unmodified Audit Opinions

Target: "Yes" by the end of the fiscal year

Yes

**Progress to date:** Annual Comprehensive Financial audit was completed on January 31 and presented to Council on February 7.

### 5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21-22 ACFR

Target: "Yes" by the end of the 2022-23 fiscal year  
FY 2022-23 Measurement in Progress

Y/N

Measure

**Progress to date:** Staff has been reviewing the requirements and plan to apply for the award upon the completion of the Annual Comprehensive Financial Report (ACRF) for the fiscal year ended June 30, 2023.

### 5c) GFOA Distinguished Budget Presentation Award

Target: "Yes" by the end of the fiscal year

Yes

**Progress to date:** Budget award was received December 2022 for the FY 2022-23 budget.

### 5c) Increase workforce retention and recruitment

Target: "Yes" by the end of the fiscal year  
FY 2022-23 Measurement in Progress

Y/N

Measure

**Progress to date:** In progress on process improvements for recruitment and implementing a retention program.



# Fiscal Year 2023-24

The following is the upcoming fiscal year's one page strategic plan®.



**Vision:** Stockton will become the best city in America to live, raise a family, and grow a business.

**FY 2023-24 OBJECTIVE:**

**‘What’ is Winning ...**

Provide an exceptional level of customer service to the Stockton community through accountable, innovative, efficient, and effective management of City resources to achieve our vision for Stockton.

**STRATEGIES:** (Captain)

**‘How’ we will Win ...**

**1. Safer Streets (Chief Stanley McFadden/Lora Larson)**

- a) Reimagine Stockton Police Department (SPD)
- b) Increase community partnerships, engagement, and recruitment
- c) Continue data driven strategies and tactics
- d) Reduce violent crime
- e) Further address quality of life issues

**2. Growing Economy (Stephanie Ocasio/Carrie Wright)**

- a) Grow jobs
- b) Continue to implement the Economic Development Strategic Plan
- c) Continue to transform the overall development process
- d) Increase small business development with an equity lens
- e) Foster and support inclusive entrepreneurship

**3. Housing Opportunities for All (Carrie Wright/ Stephanie Ocasio)**

- a) Continue to transform the overall development process
- b) Optimize partnerships and linkages
- c) Increase investment in high impact affordable and market rate housing strategies
- d) Optimize performance-based, equity-informed distribution of available city funds, e.g. grants

**4. Thriving and Healthy Neighborhoods (Kris Farro)**

- a) Establish a City integrated team approach, e.g. cross-departmental team, to optimize clean, sustainable, and safe neighborhoods
- b) Increase placemaking, space activation, and community engagement
- c) Optimize alignment of youth programs by prioritizing community interests and needs
- d) Optimize overall community well-being with an equity lens
- e) Continue to evolve the City's diversity, equity, and inclusion (DEI) efforts
- f) Expand sustainability and environmental strategies

**5. Fiscal Sustainability (Kim Trammel)**

- a) Continue learning from the past
- b) Mitigate risk
- c) Optimize resources through innovative business practices
- d) Optimize city workforce, recruitment, retention, training, and development
- e) Continue to evolve the City's diversity, equity, and inclusion (DEI) efforts

**FY 2023-24 PLANS:**

- Build upon Ceasefire Strategy to reduce shootings and homicides and the city's crime prevention strategies and tactics through partnership between SPD and OVP
- Emphasize use of SPD's ICAP and OVP's case management systems
- Continue case management and wrap-around support for high-risk population
- Expand Fire Investigation program and partnerships to reduce the incidence of arson fires
- Increase community partnerships with a special needs registry focused on youth and elderly
- Utilize Community and Youth Advisory Boards to empower the community
- Evolve the City Manager's Review Board initiative and calibrate the Carelink program

- Implement the Economic Development Strategic Plan including but not limited to invigorating entrepreneur ecosystem, expanding business façade improvements, and continuing the Stockton re-branding initiative
- Implement workforce development programming including youth employment and development through strengthening partnerships with local education institutions
- Increase space activation through closing the fiber ring, enhanced small business support, and availability of customer self-service solutions

- Complete Development Code (Stockton Municipal Code Title 16) overhaul to streamline and clarify the development process
- Continue to shorten transaction/cycle process times in permit application processing
- Provide ongoing support and commitment to adopted homelessness plans
- Increase overall program impact and effectiveness emphasizing data-informed decisions
- Complete Housing Action Plan to facilitate and incentivize increased production of market rate and below market rate housing
- Complete the current pipeline of inflight homeless housing projects

- Launch an outdoor mural program through Stockton Arts Commission
- Produce an annual Citywide community cohesion project
- Expand access to resources for youth to enable career development
- Increase multilingual materials
- Expand sustainability/environmental portfolio to include TCC Round 4 implementation, Climate Action Plan update, and equity-informed sustainable transportation pilot program
- Enhance efforts to support community-based organizations capacity building
- Expand Clean City initiative and access to related data
- Launch Citywide illegal dumping prevention and mitigation efforts
- Launch a mobile recreation and library program

- Upgrade bond rating and enhance financial reporting
- Maximize City revenue sources
- Begin ERP system Phase 4 (Utility Billing) planning and preparation
- Enhance use of Long-Range Financial Plan in decision making
- Continue to operationalize centralized grants administration and coordination
- Expand recruitment efforts, retention plan, and workforce planning and development
- Optimize organizational Cyber Security maturity for continued protection of digital assets

**FY 2023-24 METRICS:**

- 1a) Reduce non-fatal injury shootings – 5% reduction
- 1b) Increase number of overall engagements and interventions (Y/N)
- 1c) Establish a baseline number of calls for service diverted to CMC through mobile crisis intervention program (Carelink)
- 1d) Increase overall number of applicants to SPD – 5% increase
- 1e) Increase successful completions of social services within OVP case management – 5% increase

- 2a) Increase social media engagement and followers across channels – 15% increase
- 2b) Increase city website traffic and engagement – 15% increase
- 2c) Increase building permit project reviews that meet published targets– 75% meet published review times
- 2d) Expand meaningful linkages and partnerships with various small business partners (Y/N)
- 2e) Increase attendance across City venues– 10% increase

- 3a) Increase housing permit project reviews that meet published targets – 75% meet published review times
- 3b) Establish and enhance partnerships and linkages (Y/N)
- 3b) Establish baseline measurement through HMIS for the time between assessment for services and placement into a transitional or permanent housing program (Y/N)
- 3c) Increase the inventory of bed/housing units to reduce the gap of unsheltered homeless
- 3d) Establish performance-based, equity-informed distribution model for available City funds (Y/N)

- 4a) Improve Stockton's livability indicators, i.e. vacant properties, abandoned cars, graffiti, weed abatement, per capita code enforcement, and trash (Y/N)
- 4b) Enhance community cohesion through increased participation in City produced and sponsored events (Y/N)
- 4c) Increase community center, library, and community-based organization utilization (Y/N)
- 4d) Emphasize education, awareness, and investment to positively impact community well-being (Y/N)
- 4e) Increase multilingual programming and services (Y/N)
- 4f) Expand the City's environmental and sustainability portfolio (Y/N)

- 5a) Refresh long range financial plan and increase fiscal transparency (Y/N)
- 5b) Clean/unmodified audit opinions (Y/N)
- 5b) Increase Center for Internet Security (CIS) Controls Self-Assessment Tool (CSAT) overall cyber security maturity score – 10% increase
- 5c) GFOA Certificate of Achievement for Excellence in Financial Reporting for FY21-22 CAFR and Distinguished Budget Presentation Award (Y/N)
- 5d) Increase workforce retention and recruitment (Y/N)
- 5e) Develop diversity, equity, inclusion human capital management roadmap (Y/N)

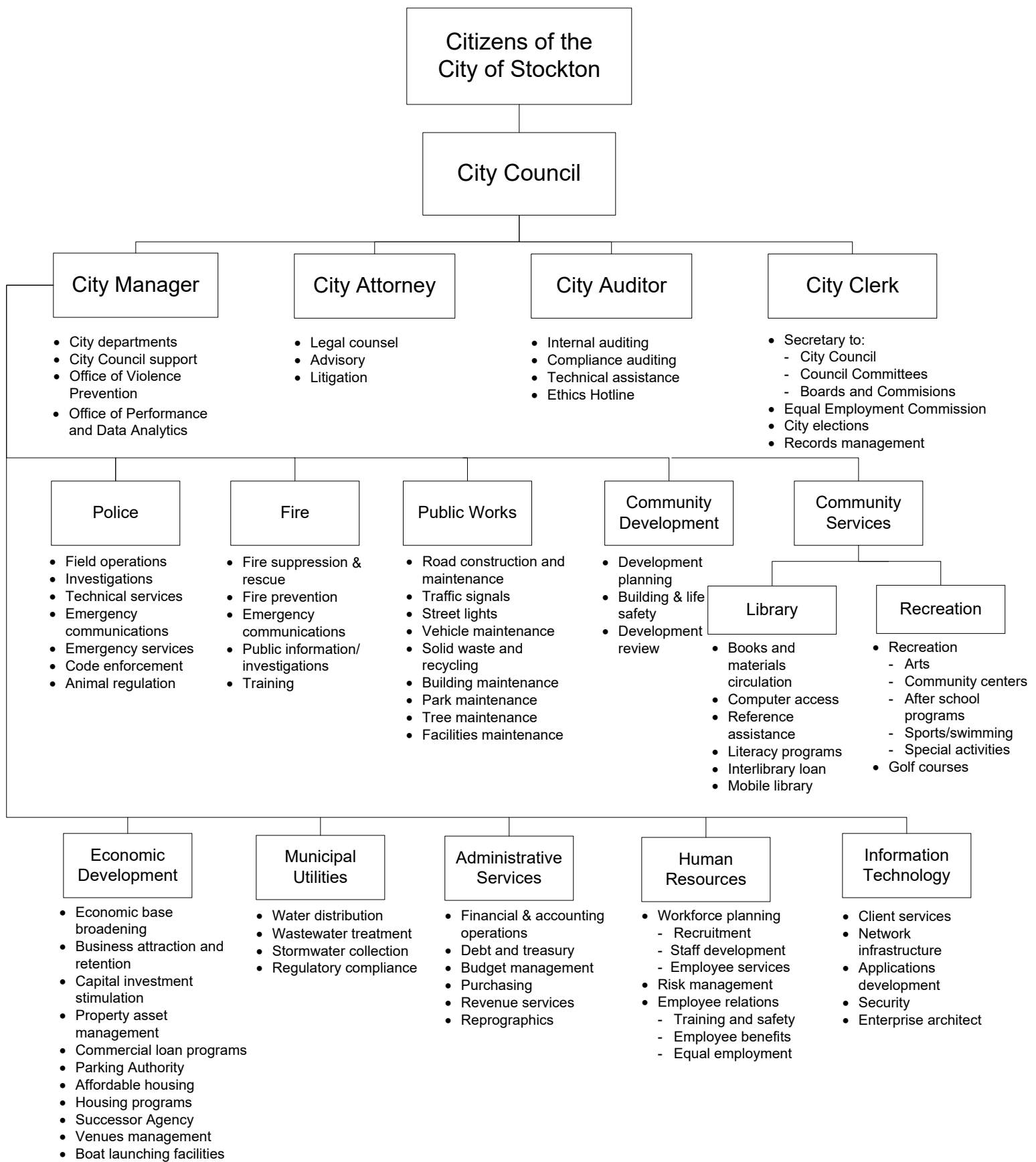
**COUNCIL PRIORITY GOALS:**

- **Work with partners to improve quality of life, increase literacy, develop the workforce, and expand youth programming**
- **Focus on crime reduction in focus areas**
- **Develop solutions to address homelessness, including increasing the affordable housing supply**
- **Leverage city and partner resources in impacting overall public health, community wellbeing, and community resiliency**
- **Prioritize inclusive economic development to grow the local economy and create employment opportunities for residents**

Updated: 3/9/2023

## TAB 2 CITYWIDE





# CITY OF STOCKTON





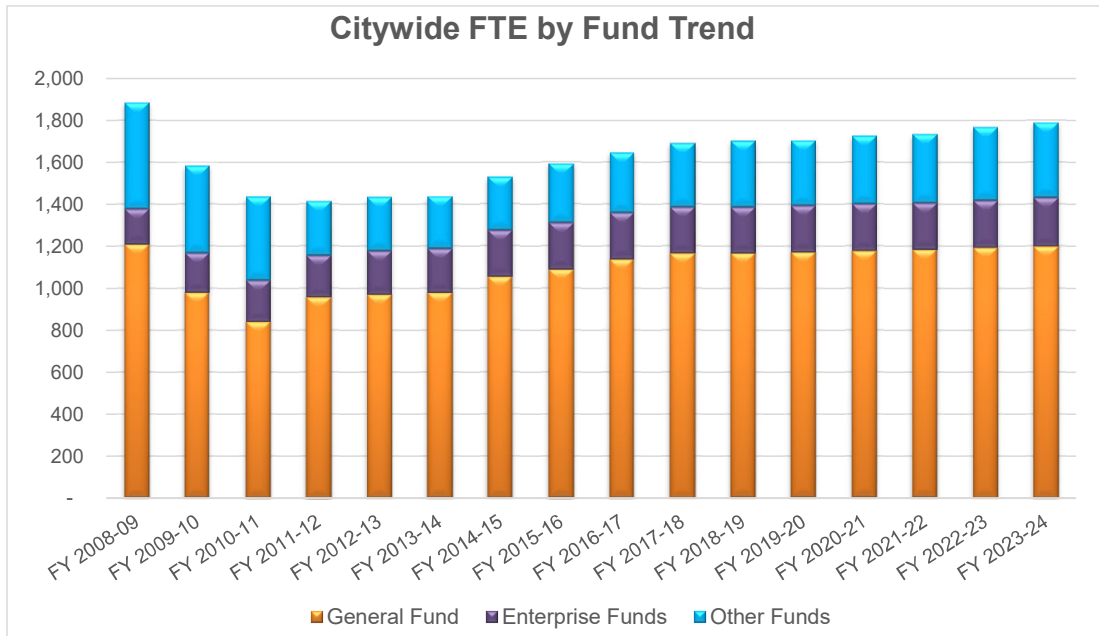
# PERSONNEL LISTING

**PERSONNEL BY FUND - SUMMARY**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>
<b>General Fund and Tax-Supported Programs</b>					
Programs					
Police	682	684	684	2	686
Fire	185	185	189	3	192
Public Works	58	59	58	0	58
Library	66	66	69	0	69
Recreation	21	23	22	(4)	18
Economic Development	8	7	7	4	11
	<b>1,020</b>	<b>1,024</b>	<b>1,029</b>	<b>5</b>	<b>1,034</b>
Administration					
City Council	10	10	10	0	10
City Manager	16	17	17	1	18
City Attorney	12	12	12	0	12
City Clerk	7	7	8	0	8
Administrative Services	80	82	84	1	85
Human Resources	19	19	19	0	19
Office of Violence Prevention	14	14	14	0	14
	<b>158</b>	<b>161</b>	<b>164</b>	<b>2</b>	<b>166</b>
<b>Total General Fund</b>	<b>1,178</b>	<b>1,185</b>	<b>1,194</b>	<b>7</b>	<b>1,200</b>
<b>Enterprise Funds</b>					
Parking Authority	6	6	7	1	8
Municipal Utilities	218	218	220	5	225
	<b>224</b>	<b>224</b>	<b>227</b>	<b>6</b>	<b>233</b>
<b>Special Revenue/District Funds</b>					
Community Development Block Grant	4	6	6	0	6
Economic Development Grants	2	3	5	(1)	4
City Manager Grants	0	2	2	1	3
Development Services	61	62	74	3	77
San Joaquin Area Flood Control Agency	5	1	1	0	1
Assessment Districts	3	3	3	0	3
Police Grants	5	5	5	0	5
Successor Agency	1	1	1	0	1
Safe Neighborhood Measure W	49	49	49	2	51
Solid Waste & Recycling	13	13	13	0	13
Street Maintenance/ Gas Tax Fund	62	65	67	2	69
Strong Communities Measure M	25	25	31	0	31
	<b>230</b>	<b>235</b>	<b>257</b>	<b>7</b>	<b>264</b>
<b>Internal Service Funds</b>					
Fleet	27	27	27	0	27
General Liability Insurance	2	2	2	0	2
Workers' Compensation	4	3	4	(1)	3
Health Benefits	5	6	5	2	7
Information Technology	52	51	51	0	51
Radio	1	1	1	0	1
Document Services	2	2	2	0	2
	<b>93</b>	<b>92</b>	<b>92</b>	<b>1</b>	<b>93</b>
<b>Total All Funds</b>	<b>1,725</b>	<b>1,736</b>	<b>1,770</b>	<b>21</b>	<b>1,790</b>

**PERSONNEL BY FUND - SUMMARY**  
**FY 2023-24 Annual Budget**



**Summary of Staffing Changes** (Detail included in Appendix, pages O-1 to O-24)

New positions approved mid-year in FY 2022-23:

Office of Violence Prevention - Outreach Worker Supervisor	1
Fire Department - 3 Firefighter positions funded by fire district	3
Economic Development - PMI termed	(1)
Economic Development - Moved positions from CSD to EDD for Special Events change	4
Community Services - Moved Positions from CSD to EDD for Special Events change	(4)
Municipal Utilities - Added Plant Maintenance Worker	3

New positions in FY 2023-24 Proposed Budget:

City Manager - DEI Program Director	1
Administrative Services - Finance Assistant II	1
Economic Development Department- Office Assistant I	1
Human Resources - Supervising Human Resources Analyst	1
Police Department - Animal Services Officer	1
Police Department - Senior Administrative Analyst	1
Fire Department - Fire Fighter	2
Fire Department - Fire Prevention Inspector I	2
Community Development Department- Office Technician	1
Municipal Utilities - Regulatory Compliance Officer	1
Municipal Utilities - Quality Assurance/Quality Control Officer	1
Public Works - Junior Engineer	1
Public Works - Assistant Engineer	1

<b>Total</b>	<b>21</b>
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# CITYWIDE BUDGET SUMMARY

## BUDGET OVERVIEW

### Budget Overview

The proposed expenditure budget totals \$912.2 million for all programs, funds, and departments of the City, which is an increase of \$13.5 million or 1.5% from the FY 2022-23 adopted budget. The increase is primarily attributable to the cost of salary and benefits for safety employees. After the adoption of the FY 2022-23 budget, successor labor agreements approved a 10% salary increase in FY 2022-23 and a 4% salary increase in FY 2023-24. In addition to salary increases, the cost of retirement benefits for safety employees increased to \$0.73 for every \$1 of employee salary. Salaries, retirement, and general liability costs are up across all funds with a larger impact on the Police and Fire Department budgets.

The table below summarizes the proposed FY 2023-24 Annual Budget by department/program:

<b>Department</b>	<b>FY 2022-23 Budget</b>	<b>FY 2023-24 Budget</b>	<b>Change</b>
Utilities	\$ 229,048,462	\$ 204,765,409	\$ (24,283,053)
Police	158,036,862	168,002,953	9,966,091
Insurance and Benefits	144,389,426	158,404,763	14,015,337
Public Works	72,150,338	67,954,465	(4,195,873)
Fire	67,957,318	76,083,743	8,126,425
Administration	47,079,679	43,604,770	(3,474,909)
Capital Projects Funds	43,797,605	54,518,890	10,721,285
Community Services	35,202,135	43,762,383	8,560,248
Economic Development	30,141,150	33,482,968	3,341,818
Non-Departmental	40,413,416	30,313,141	(10,100,275)
Debt Service Funds	16,575,652	18,566,331	1,990,679
Community Development	13,908,839	12,705,158	(1,203,681)
	<u>\$ 898,700,882</u>	<u>\$ 912,164,974</u>	<u>\$ 13,464,092</u>

Citywide estimated FY 2023-24 revenues are \$928.6 million for all City programs, an increase of \$68.1 million compared to the prior year.

### Budget Trends and Major Changes

Other new funding allocations included in the FY 2023-24 total more than \$2.1 million from the General Fund and approximately \$7.2 million from other City funds. Some of these items are detailed on page A-5 of the Budget Message.

Salaries and benefits across all City funds are up \$14.5 million compared to the FY 2022-23 Adopted Budget. The significant factors behind the total salary and benefit budget for full-time and part-time positions are as follows:

- The FY 2023-24 budget includes 15 new positions as well as the full cost of 7 positions added mid-year. The total annual cost of the 15 new positions is \$2.0 million with only \$520,000 funded by the General Fund.
- The five miscellaneous bargaining unit contracts expire June 30, 2023, and negotiations for successor contracts are currently underway. No salary or benefit increases for these units



## BUDGET OVERVIEW

are included in the budget numbers. The budget will be adjusted as collective bargaining agreements are approved by City Council.

- The four safety bargaining unit contracts expire June 30, 2025. A 4% salary increase for the safety units is included in the budget numbers.
- The budget for part-time salaries has increased approximately \$585,000 or 8.4% compared to FY 2022-23. This increase is primarily due to a department-wide adjustment to part-time hourly rates due to minimum wage increases.
- The total salary and benefit budget for all full-time positions is reduced to reflect that not all positions will be filled for the entirety of the fiscal year. The General Fund budget assumes full-time positions will be vacant 6.5% of the year, reducing the overall budget by \$12.0 million.
- Retirement rates are another driver behind higher budgeted expenses, especially in the Police and Fire Departments. In FY 2023-24, the CalPERS Safety Plan rates (including the unfunded actuarial liability) increased 2.3% to 73.46% of eligible payroll and Miscellaneous Plan rates decreased 14.2% to 25.64% of eligible payroll. Total budgeted retirement expenses are more than 3.9% compared to the prior year, a cost of \$3.0 million.

Inflation and labor shortages also have a significant impact on the FY 2023-24 Annual Budget. Fuel, chemicals, and other materials are costing more due to inflation with a total increase of over \$3.1 million or 10.9%. Labor shortages have increased the cost of bids received for capital projects and contracted services. Utility expenses are 17.2% higher in FY 2023-24 with an increase of approximately \$3.4 million.

### Budget Priorities and Issues

The approach to the budget development process was focused on strategically growing the organization. Since exiting bankruptcy, the City has been challenged to just maintain the current level of services provided to our citizens. Improved General Fund revenues provide the opportunity to strategically grow some areas of the budget over the next five to ten years. While the City's population has grown 8.1% over the last 10 years, service levels have had only minimal increases and staffing levels are still below pre-Great Recession levels (FY 2008-09 authorized positions). Top priorities for long-term growth were identified by the City Council and City management.

Using prioritization and a long-term approach, assumptions in the Long-Range Financial Plan (L-RFP) were updated to plan for strategic growth in future years. The model shows one to two new full-time positions can be added on an annual basis. This is in addition to the 15 new positions added in this budget and is an important step in right-sizing the organization to meet the needs of the citizens.

The plan to strategically address long-term growth was hindered by a number of issues impacting the cost of doing business. Inflation, supply chain issues, labor shortages, and negotiations with labor unions have tied up funds that could have otherwise been used to expand services. While inflation has increased revenues like sales tax, it also means the City must pay more to provide the same level of service. Supply chain issues are delaying purchases and capital projects timeframes. Labor shortages are reducing the number of bidders on City projects, increasing the cost of contracted services, and resulting in high turnover of City employees.

## BUDGET OVERVIEW

Employee salaries and benefits, at 32% of the total budget, are already our most expensive budget category. It is expected that the results of collective bargaining will be more expensive than the 2% salary increase assumed in the L-RFP. Planning for increased labor costs had to be factored into the overall plan for how to use available resources.

### Long-Range Financial Plan

The L-RFP is updated routinely to incorporate actual results and changes in expectations or events. This powerful tool validates and illustrates the budgetary best practice of using one-time savings or revenues on one-time expenditures, rather than towards ongoing costs because the model does not generally support the General Fund's capacity to sustain ongoing increases. Large-scale demands for facilities and infrastructure looming for the General Fund include the ERP project, emergency communications infrastructure, and facility repair and remodel projects across the City. The L-RFP has been updated to reflect current expectations for revenue, expenditures, and economic conditions. More information on the L-RFP can be found in the General Fund section of this document.

### Major Fee Adjustments

The City prepares a comprehensive book of fees charged and updates the Fee Schedule annually with the budget process. New, revised, and inactivated fees are summarized at the beginning of the Fee Schedule. Three major fee changes are proposed for implementation:

- This year the Fire department incorporated fee changes from a fee study completed in FY 2019-20 resulting in an overall restructuring of their operational and inspection permit fees. Fees were updated to reflect revised fire codes and introduced new categories and subcategories. FY 2023-24 will be the final year of the phased in implementation of the full fee study.
- Wastewater utility fees are increasing by 6% per the currently approved rate study. FY 2023-24 represents year 5 of 5 of the Wastewater Utility's approved rate study increases.
- Based upon the water rate study completed in FY 2020-21, effective July 1, 2023, water utility rates are increasing 3.5%.

### Capital Improvement Program

The FY 2023-24 Capital Improvement Program budget is \$114.2 million, which is a decrease of \$25 million compared to the prior year's budget. While there is a decrease in total dollars appropriated in FY 2023-24, this is not reflective of capital project activity in the Public Works and Municipal Utility Departments. Both departments have a full load of active projects from annual CIP funding and one-time grant funding appropriated mid-year from sources such as the American Rescue Plan - State and Local Fiscal Recovery Funds. The CIP is comprised of \$59 million of utility projects, \$30.5 million in transportation projects, and \$24.6 million of general government projects. In alignment with City Council strategic priorities relative to infrastructure, the following selection of projects are proposed in the Capital Improvement Program: Citywide Roof Replacement and Construction Program and ADA Compliance Program, Banner Island Ballpark Upgrades, and New City Hall Renovations and Relocation. More information on capital projects can be found in the Capital section of this document and in the City's 2023-2028 Capital Improvement Plan.

## BUDGET OVERVIEW

### Recap of Major Funds

#### General Fund – Summary

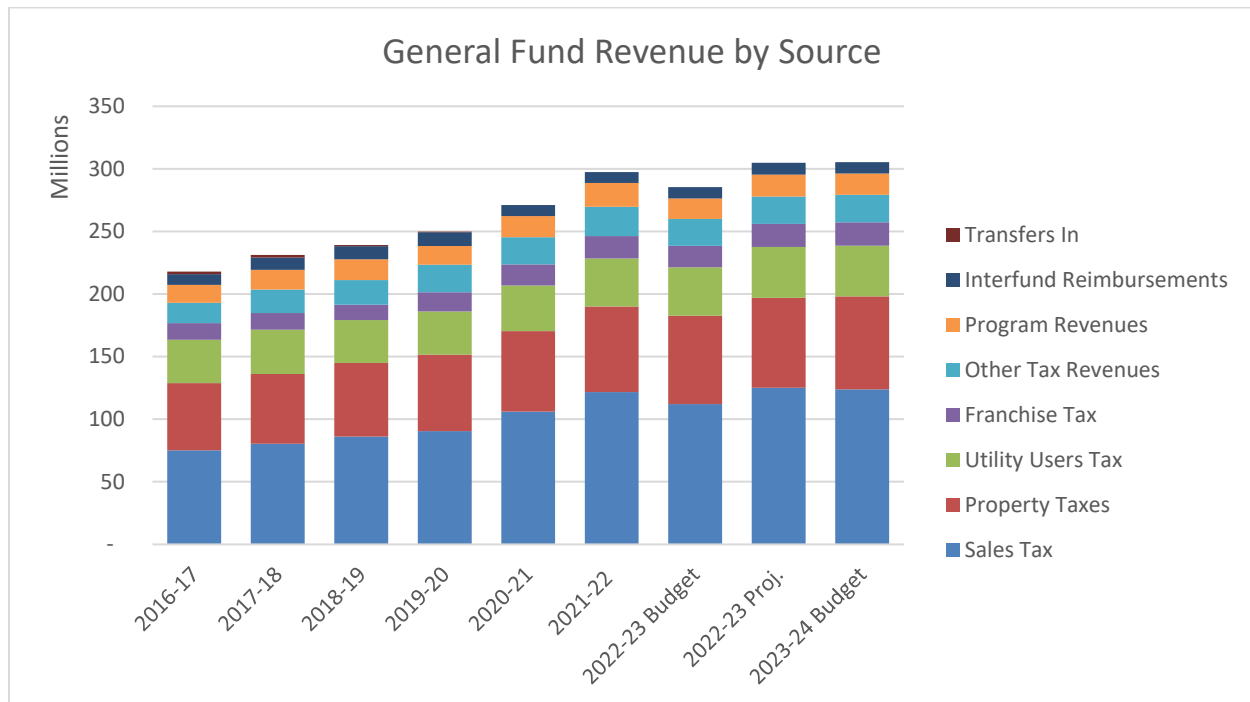
The General Fund is the main operating fund reflecting transactions related to municipal government services supported by taxes, intergovernmental revenues, charges for services, and other governmental type revenues. Resources in this fund are typically unrestricted, meaning there are no mandates on how to spend the funds. At \$289.7 million, the proposed FY 2023-24 General Fund expenditures appropriation is \$6.8 million greater than in the adopted FY 2022-23 Budget of \$282.9 million. Over \$2.3 million in newly approved expenditures are included in the General Fund budget as detailed on page A-5. The proposed revenues of \$305.3 million are \$19.9 million more than budgeted FY 2022-23 revenues.

	FY 2021-22	FY 2022-23	FY 2023-24	Change vs.
General Fund Budget	Actual	Adopted Budget	Proposed Budget	FY 2022-23 Budget
Tax Revenues	\$ 269,670,525	\$ 259,931,365	\$ 279,270,548	\$ 19,339,183
Other Revenues	27,779,220	25,479,320	26,053,228	573,908
	<u>\$ 297,449,745</u>	<u>\$ 285,410,685</u>	<u>\$ 305,323,776</u>	<u>\$ 19,913,091</u>
Expenditures				
Police	\$ 130,575,353	\$ 148,950,532	\$ 158,045,174	\$ 9,094,642
Fire	48,678,726	52,678,905	58,951,195	6,272,290
Other Programs	55,831,113	64,012,334	67,569,262	3,556,928
Capital Contributions	5,120,994	17,235,000	5,150,000	(12,085,000)
	<u>\$ 240,206,186</u>	<u>\$ 282,876,771</u>	<u>\$ 289,715,631</u>	<u>\$ 6,838,860</u>

#### General Fund – Revenues

General Fund revenues are 19.9% more than the FY 2022-23 revenue budget and 0.1% greater than the projected year-end revenues. Property Taxes revenues are expected to end the year \$2.5 million over the budget, whereas Sales Taxes are expected to end the year \$1.3 million under budget. After a couple of years of unprecedented growth, sales tax revenues are projected to experience a decline of 1.0% in FY 2023-24 as consumer spending slows and shifts away from goods to “experiences” and travel. Property taxes are projected to increase 3.4% based on new construction values, increased property values, and 2% CPI growth. Other revenue sources are stable, with minor variances from year-end projections. Further details are provided in Section B of this document. The graph below illustrates the growth in General Fund revenues over eight fiscal years.

## BUDGET OVERVIEW



### General Fund – Expenditures

Proposed FY 2023-24 General Fund expenditures are \$289.7 million. Operating expenses across the General Fund increased due to employee payroll growth in approved labor contracts, retirement rates, health insurance, general liability charges, utility rates, and maintenance costs. Salary expenses are 5.0% greater than prior year with a 4% cost of living adjustment for the safety units included in the budget and no cost-of-living adjustment for all other employees. Employee benefits are up \$5.9 million primarily because of general liability (20%) and safety retirement (2.3%) rate increases. The assumption for employee vacancies was 6.5%, reducing the General Fund employee services budget by \$12.0 million. The Debt Service category is \$1.0 million more than FY 2022-23 with increases to the City's contingent payment based on higher revenues.

The Police Department budget increased \$9.1 million compared to the FY 2022-23 adopted budget. Police Department salary and benefits budgets account for \$5.7 million of the increase, with the remainder due to general liability, and inflationary adjustments on existing contracts.

The Fire Department budget increased by \$6.3 million of which \$5.1 million is in the salary and benefits category. The City's share of emergency dispatch service costs decreased \$312,000 this year mainly due to the absence of the debt service loan repayment. The loan is to be paid in full at the end of FY 2022-23.

The Public Works Department budget decreased \$191,000 with the majority of the decrease in contractual services for parks maintenance and janitorial services.

The General Fund is projected to end FY 2022-23 with an available fund balance of \$24.6 million.

## BUDGET OVERVIEW

### Other Major Funds

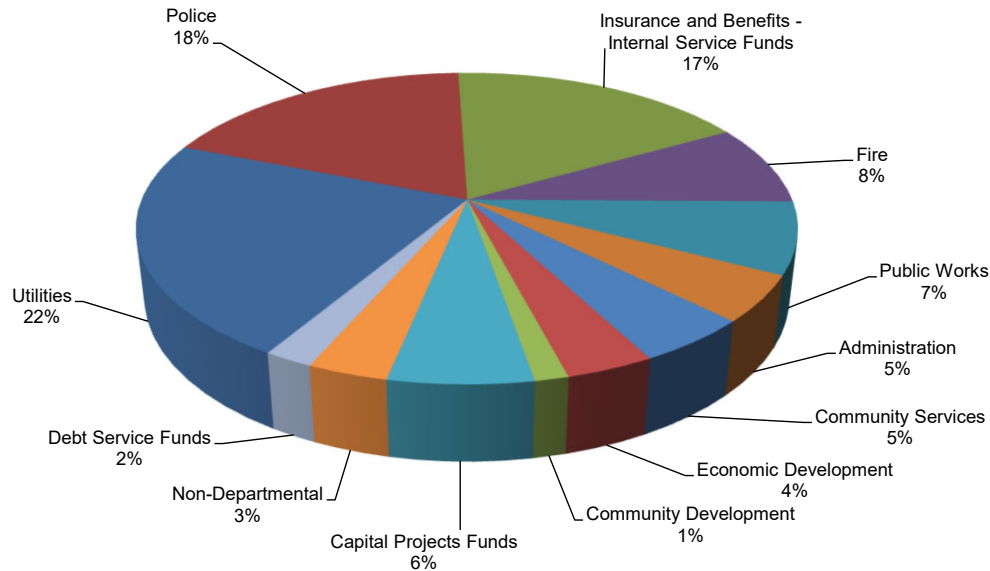
Other major funds include the Federal Housing Grant Fund, the Special Grant Fund, the General Capital Fund, the Wastewater Utility Fund and the Water Utility Fund. The grant funds qualify as major primarily due to the inflow of State and Federal COVID-19 assistance funds including \$27 million in State CARES funding and \$78 million in Federal American Rescue Plan (ARPA) - State and Local Fiscal Recovery Funds. One-time grant funds are not included in the Annual Budget. In FY 2022-23, over \$18.7 million in new grant dollars were awarded or received. Grant funds are appropriated at the time they are awarded. Only annual entitlement funding from the Department of Housing and Urban Development (HUD) and program income from these grants are appropriated in the Annual Budget. The FY 2023-24 budget for the Federal Housing Grant Fund is \$10.4 million, an increase of about \$80,000 from the prior year. The Special Grant Fund has a total budget appropriation of \$275,000.

The Wastewater Utility Fund supports the operation and maintenance of the City Wastewater Utility. The Utility is supported by user fees, which are restricted to be used by the Wastewater Utility. An important FY 2023-24 priority is to maintain the construction schedule and budget for the Regional Wastewater Control Facility (RWCF) Modifications Project. This is a multi-year, \$248 million project to improve wastewater treatment processes and the project is 84% complete.

The Water Utility Fund supports the operation and maintenance of the City Water Utility. The Utility is supported by user fees, which are restricted to be used by the Water Utility. Water user rate fees and developer impact fees fund the Water Utility Capital Improvement Program. A \$5.8 million decrease is budgeted in the Water Utility Fund of which \$7.1 million is a decrease in capital projects and there is an increase in the salary and benefits category for about \$1.6 million. Utility costs, chemicals, supplies, maintenance, and special services all increased compared to the prior year.

**City of Stockton**  
**Citywide Expenditures**  
**FY 2023-24 Annual Budget**

**\$912,164,974**



	Operating Budget	Debt Service Budget	Capital Budget	Total	% of Total
<b>Program Appropriations</b>					
Utilities	\$ 123,785,919	\$ 21,819,963	\$ 59,159,527	\$ 204,765,409	22%
Police	168,002,953	-	-	168,002,953	18%
Insurance and Benefits - Internal Service Funds	158,404,763	-	-	158,404,763	17%
Fire	75,861,143	-	222,600	76,083,743	8%
Public Works	53,642,681	445,875	13,865,909	67,954,465	7%
Administration	37,961,680	-	5,643,090	43,604,770	5%
Community Services	29,221,383	-	14,541,000	43,762,383	5%
Economic Development	29,829,977	3,652,991	-	33,482,968	4%
Community Development	12,705,158	-	-	12,705,158	1%
<b>Non-Departmental Funds</b>					
Capital Projects Funds	315,018	-	54,203,872	54,518,890	6%
Non-Departmental	25,163,141	-	5,150,000	30,313,141	3%
Debt Service Funds	1,235,686	17,330,645	-	18,566,331	2%
	<u>\$ 716,129,502</u>	<u>\$ 43,249,474</u>	<u>\$ 152,785,998</u>	<u>\$ 912,164,974</u>	<u>100%</u>

**Net Budgeted Expenditures**

Internal Service Charges	\$ (168,665,673)
Interfund Transfers	(36,679,686)
	<u>\$ 706,819,615</u>

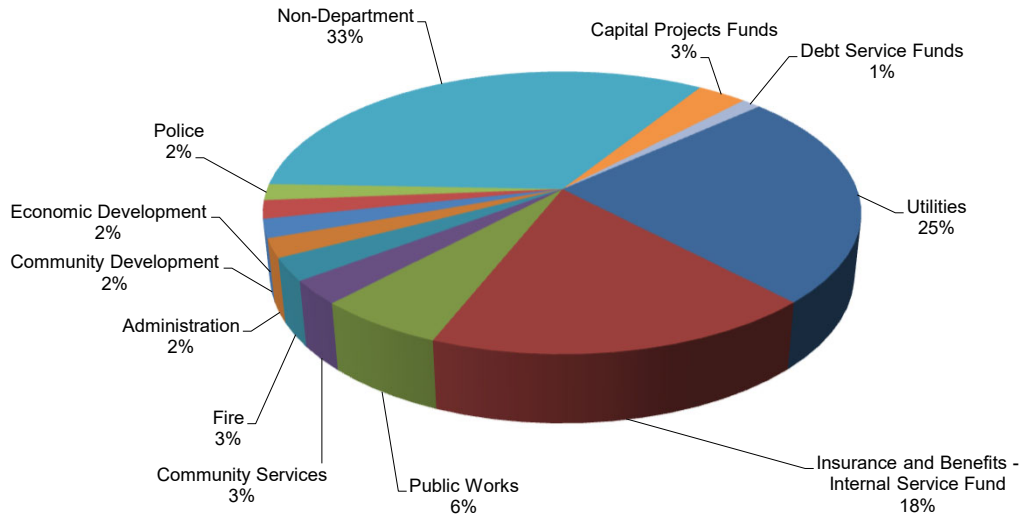


**City of Stockton**  
**Citywide Expenditures**  
**FY 2023-24 Annual Budget**

<b>All Funds - by Fund Type</b>	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Budget</b>
<u>General Fund</u>				
General Fund	\$ 240,206,186	\$ 282,876,771	\$ 282,876,771	\$ 289,715,631
<u>General Fund Sub Funds</u>				
Library Services	10,559,769	11,707,748	13,394,638	13,271,324
Fire Emergency Communications	4,107,516	3,916,923	4,990,577	4,871,814
Recreation Services	3,706,063	3,996,477	4,952,965	4,533,690
Boat Launching Facilities	151,327	187,033	694,798	251,997
Entertainment Venues	3,539,263	6,108,537	8,289,863	8,838,584
	<u>22,063,938</u>	<u>25,916,718</u>	<u>32,322,841</u>	<u>31,767,409</u>
<u>Special Revenue Funds</u>				
Street Maintenance/Gas Tax	10,314,436	11,568,784	13,706,220	15,983,797
Waste & Recycling	1,525,049	2,111,315	1,619,883	3,951,358
Development Services	13,421,996	13,706,130	20,077,316	16,607,991
Federal Housing Grant Funds	5,983,291	4,626,659	5,921,795	10,722,861
State Housing Funds	202,765	278,518	1,203,677	1,796,940
Special Grants Fund	886,924	1,404,793	711,475	275,046
Assessment Districts	4,945,921	7,935,353	5,279,478	5,472,674
Measure W	11,194,887	12,824,981	13,413,773	15,507,904
Strong Communities	7,713,582	9,947,266	15,759,803	25,754,476
SJAFCA /PEG	586,779	364,390	1,427,057	1,368,529
Asset Forfeiture	44,239	77,606	206,952	259,180
State Citizen Option for Public Safety	365,466	339,095	1,120,492	1,121,851
Other Special Revenues	1,934,630	1,765,626	5,668,883	2,463,553
	<u>58,533,186</u>	<u>66,586,126</u>	<u>84,689,747</u>	<u>99,917,631</u>
<u>Enterprise Funds</u>				
Stormwater Fund	5,715,469	6,480,340	7,405,302	8,953,357
Wastewater Fund	124,773,191	118,038,388	129,378,541	125,208,130
Water Fund	49,477,343	46,291,553	71,852,383	70,103,859
Golf Course Fund	466,967	170,767	174,111	182,893
Downtown Marina	566,847	651,346	622,606	668,634
Parking Authority	4,587,848	6,400,847	9,502,859	6,085,710
	<u>185,587,665</u>	<u>178,033,241</u>	<u>218,935,802</u>	<u>211,202,583</u>
<u>Internal Service Funds</u>				
Fleet	10,492,347	10,768,257	11,430,099	13,131,648
Information Technology	14,346,790	15,359,393	21,588,913	17,967,108
Radio	5,059,581	2,145,673	8,596,960	3,667,084
Office Equipment	365,953	349,137	1,692,895	429,862
General Liability	1,897,014	13,367,872	14,497,913	17,004,495
Workers Comp ISF	14,626,309	5,034,732	12,835,686	14,083,519
Health Benefits	23,535,709	23,047,747	25,560,333	31,539,103
Retirement ISF	73,227,543	75,234,190	87,826,551	93,205,646
Other Benefit Funds	2,584,945	3,116,530	2,719,912	2,572,000
	<u>146,136,191</u>	<u>148,423,531</u>	<u>186,749,262</u>	<u>193,600,465</u>
<u>Capital</u>				
General Capital	5,044,968	29,441,821	34,226,128	34,941,050
Public Art	6,000	75,000	425,000	315,018
Measure K	9,407,516	6,634,008	8,696,233	8,210,000
Capital Grants	13,777,249	14,050,247	8,662,461	21,398,291
Public Facility Fees	5,523,445	1,742,374	5,243,276	2,530,565
	<u>33,759,178</u>	<u>51,943,450</u>	<u>57,253,098</u>	<u>67,394,924</u>
<u>Debt Service</u>	<u>11,979,140</u>	<u>8,849,081</u>	<u>8,849,081</u>	<u>18,566,331</u>
<b>All Fund Total</b>	<b>\$ 698,265,484</b>	<b>\$ 762,628,918</b>	<b>\$ 871,676,601</b>	<b>\$ 912,164,973</b>

**City of Stockton**  
**Citywide Revenues**  
**FY 2023-24 Annual Budget**

**\$875,712,412**



	Taxes	Program Revenues	Enterprise Revenues	Total	% of Total
<b>Revenues by Department*</b>					
Utilities	\$ -	\$ 462,148	\$ 214,689,016	\$ 215,151,164	25%
Insurance and Benefits - Internal	-	158,764,767	-	158,764,767	18%
Public Works	-	52,204,655	-	52,204,655	6%
Community Services	14,852,687	9,117,186	22,094	23,991,967	3%
Fire	7,664,452	15,138,663	-	22,803,115	3%
Administration	-	19,015,956	-	19,015,956	2%
Community Development	-	18,701,000	-	18,701,000	2%
Economic Development	-	11,754,852	6,567,064	18,321,916	2%
Police	7,664,452	8,584,461	-	16,248,913	2%
Non-Departmental Funds					
Non-Department	279,268,918	13,056,617	-	292,325,535	33%
Capital Projects Funds	-	27,596,601	-	27,596,601	3%
Debt Service Funds	-	10,586,823	-	10,586,823	1%
	<u>\$ 309,450,509</u>	<u>\$ 344,983,729</u>	<u>\$ 221,278,174</u>	<u>\$ 875,712,412</u>	<u>100%</u>

Citywide Revenues with Interfund Transfers

Interfund Transfers	\$ 52,867,929
	<u>\$ 928,580,341</u>

Net Citywide Revenues

Citywide Revenues	\$ 928,580,341
Interfund Transfers	(52,867,929)
Internal Service Charges	(168,665,673)
	<u>\$ 707,046,739</u>

\*Excludes interfund transfers

## FISCAL YEAR 2023-24 REVENUES

### OVERVIEW

Citywide estimated FY 2023-24 revenues are \$875.7 million for all City programs, which is an increase of \$71.8 million compared to adopted budgeted FY 2022-23 revenues. Revenues from external sources total \$707 million with the balance of inflows from interfund transfers (\$52.9 million) and internal service fund charges (\$168.7 million). Over a year of a global pandemic has impacted City revenues and is expected to continue to do so for three years. Experience to date has not been as severe as originally anticipated.

These unprecedented circumstances make predicting future economic activity and the impact on the City's revenues difficult. City revenues continue to be adjusted for the anticipated economic impact of the COVID-19 pandemic. Revenues will be diligently monitored in case further adjustments are warranted.

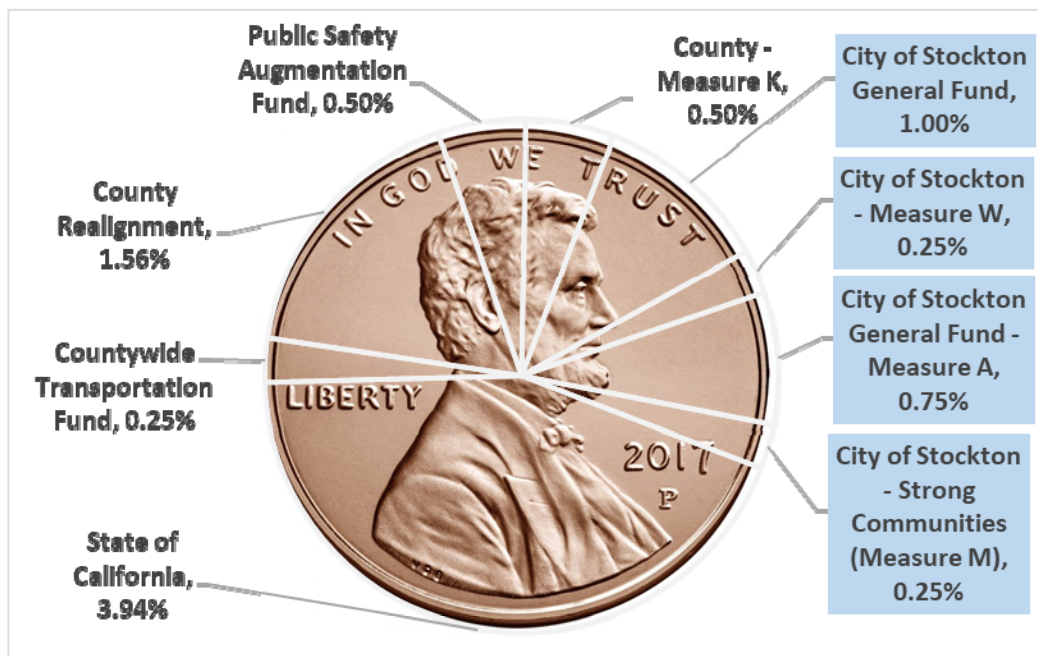
### GENERAL FUND

General Tax Revenue budgets reflect our best estimates based on information currently available regarding the COVID-19 pandemic's impact on the economy. Revenues in the Program Revenues and Interfund Reimbursements categories are less influenced by economic fluctuations. Recessionary adjustments continue to be applied to many of the revenues in these categories.

#### General Tax Revenues

The "Tax" revenue category comprises the majority of the City's General Fund revenues. This category comprises 91.5% of the total estimated General Fund Revenue in FY 2023-24. The estimated FY 2023-24 tax revenue of \$279.3 million is an increase of approximately 0.5% from the year-end projection in FY 2022-23.

Sales taxes are the largest revenue source in the Tax category, as well as overall General Fund revenues, comprising 44.3% of the Tax category and 40.5% of all General Fund revenue. Sales tax revenue budgeted for FY 2023-24 reflects a 1.0% decrease compared to the revised FY 2022-23 estimate.



## FISCAL YEAR 2023-24 REVENUES

The sales tax rate in Stockton is 9.0%. For every dollar spent on taxable goods in the City, sales tax revenue is distributed as follows:

Property taxes are a significant source of funds for most California municipalities. Under Proposition 13, the assessed valuation of properties held by the same owner from year-to-year is adjusted annually by the lesser of 2% or the percent change in the California Consumer Price Index (CPI). In FY 2023-24, the applied CPI is 2.00%. Property tax revenues can increase by more than the CPI based on growth in assessed valuation from new construction, resale of existing properties, and property improvement projects. Property tax revenue increased due to the higher assessed valuation of residential and commercial properties. The City of Stockton receives about \$0.16 per \$1 of property tax paid by property owners. The FY 2023-24 Budget predicts a \$2.5 million (3.4%) increase in overall property taxes compared to the FY 2022-23 year-end projection.



The Utility Users Tax (UUT) revenue estimate for FY 2023-24

is 0.4% less than the revised FY 2022-23 estimates. The City levies a 6% tax on water, electricity, gas, communications technology, and video services. Multiple factors influence UUT revenue; including population growth, utility rate fluctuations, weather conditions affecting power usage, conservation, and legislation affecting the telecommunications industries.

Franchise Taxes are projected to grow by 1.0%. The City assesses Pacific Gas and Electric Company 2% of the gross receipts representing its sale of electricity and natural gas for a calendar year within the City limits for the use of City streets in the distribution of natural gas and electricity.

The City collects a Cable Television Franchise Tax from any company that provides cable television. The current fee requires each State video franchise holder to pay the City a franchise fee that is 5% of gross revenues derived from subscriptions.

The City receives Waste Haulers Franchise Taxes on residential, commercial and industrial waste collection services provided by Waste Management and Allied Waste.

Business License Tax revenue is projected to increase by 1.5%. Included in this category are the cannabis businesses which pay an annual business license tax to the City. Most licenses fees are based on the business' gross receipts, so revenues are lower to reflect business activity in 2022.

Revenue from the Hotel/Motel Room Tax is estimated to be \$3.5 million in FY 2023-24. The City

## FISCAL YEAR 2023-24 REVENUES

levies an 8% tax on hotel and motel rentals within the City limits. The City experienced a decline in the category over the past fiscal year.

Document (Real Property) Transfer Tax are budgeted at \$972 million. A tax is collected every time a real property exchanges hands or is sold through public records. The documentary transfer tax rate is 55 cents per one thousand dollars of property value transferred. This tax has also declined during the current economic downturn.

### **Program Revenues**

Fire Contracts revenues include payments to the City for fire protection service agreements with four Rural Fire Protection Districts. District assessment rates are initially determined each year based on a formula that factors in the Fire Department's annual adopted budget and gross taxable property valuation of the City and the Districts. A true-up calculation is made at the end of each fiscal year to adjust the District's payment based on actual costs as reflected in the City's audited financial statements.

Code Enforcement revenues include fines and fees collected from property owners for code violations. If property owners do not pay code enforcement violation fines and fees, the City places a lien on the property and collects the amount due through the property tax bill.

Charges for Services include revenues from City fees to cover all or part of the cost of providing a wide variety of City services. The main revenue sources in this category continue to be related to public safety services.

Fines and Forfeitures include police vehicle, traffic, and parking citations, as well as a small amount from criminal fines. State law allocates a large portion of fine revenues to the State of California and San Joaquin County.

Revenues from Other Agencies includes property taxes passed through to the City from the former Redevelopment project areas, excess tax increment from the Successor Agency, Homeowners' Property Tax Exemption, and Peace Officer Standards & Training (POST) reimbursements. The Homeowners' Property Tax Exemption allocation estimate was calculated using information from San Joaquin County concerning the current year allocation amount. The POST reimbursement for police officer training varies from year to year by the number of officers trained and the State reimbursement formula.

Licenses and Permits include fees such as animal licenses, certain police permits, and cannabis business application and permit fees.

Sale of Fixed Assets revenue is projected to decrease by \$80,000 in FY 2023-24 from the \$180,000 projected for FY 2022-23 as a result of a reduction in activity related to City surplus properties for sale.

The Misc. Other Revenues category is used to record those revenues that are miscellaneous in nature and the government fund allowance for uncollectible accounts receivable.

## **FISCAL YEAR 2023-24 REVENUES**

### **Interfund Reimbursements**

The Indirect Cost Allocation category includes the cost recovery allocations for General Fund services provided to all other City funds. Allocations are based on annual Full Cost Allocation Plan updates.

Refunds & Reimbursements are comprised of costs incurred in the City's General Fund that are the legal responsibility of a private party or other separate entity.

Rents/Leases/Concessions are comprised mainly of property rentals including rent paid to the General Fund by other City funds. The City purchased the New City Hall located at 501 and 509 West Weber Avenue during FY 2017-18 and negotiated lease agreements with the existing tenants.

### **Loan Repayments and Transfers In**

For FY 2023-24, the General Fund does not expect any Transfers In from other Funds.

## **SPECIAL REVENUE FUNDS**

### **Gas Tax Funds – Public Works**

Stockton receives gas taxes pursuant to State law which specifically designates this money for the research, planning, construction, improvement, maintenance, and operation of public streets and highways. California Revenue and Taxation Code (Section 7360) sets the statewide gas tax rate at \$0.18 per gallon. The Road Repair and Accountability Act of 2017 (SB 1) adopted annual inflationary adjustments to all per-gallon motor vehicle fuel excise taxes including the rates allocated through the Highway Users Tax Account. The State of California transfers Gas Tax Fund revenues to the City based on an allocation formula that distributes taxes collected on fuel sales. The City's gas tax apportionment is projected to increase by 11.0% in FY 2023-24 compared to FY 2022-23 based on raising fuel prices and usage. SB 1 funding provides a significant positive impact on the City's street maintenance program moving forward.

### **Library Fund – Community Services**

The City-County library system receives funding from the City's General Fund, San Joaquin County property tax revenues, State library funds, service contracts, fines, and fees for service. The City's General Fund subsidy of \$4.1 million is expected to continue.

### **Emergency Communications Fund – Fire Department**

The City provided regional emergency and non-emergency dispatch and administrative services to the San Joaquin County Regional Fire Dispatch Authority (Authority) thru an operating agreement from FY 2017 thru FY 2021. The City entered into separate agreements with South San Joaquin County Fire Authority, City of Lodi, City of Manteca, and Lathrop-Manteca Fire District to provide dispatch services to the communities served by these agencies effective July 1, 2021. The Emergency Communications Fund was created to account for the revenue and expenditures associated with the operations of the Stockton Dispatch Center, the dispatch service contracts, and the associated payments received from the contracted agencies.

## **FISCAL YEAR 2023-24 REVENUES**

### **Recreation Services Fund – Community Services**

The Recreation Services Fund is comprised of the recreation sections of the Community Services Department. Revenue is from fees for recreation programs such as sports, instruction classes, after-school and summer camp programs, and rental of facilities such as community centers. Recreation Services is not expected to be self-sustaining and receives an annual subsidy from the General Fund. The General Fund subsidy is approximately \$3.3 million. The closure of community centers during the COVID-19 pandemic caused a significant decline in FY 2020-21 however the revenue was recovered in FY 2021-22 as the facilities reopened. Recreation revenues are expected a slight decrease of about \$186,000 in FY 2023-24 from the FY 2022-23 projection.

### **Waste and Recycling Fund – Public Works**

Revenues for this fund are from a 5% surcharge on waste haulers' gross rate revenues. This revenue is authorized by State Assembly Bill 939 (AB 939-the Integrated Waste Management Act) and was created to fund compliance with the recycling and diversion programs required by AB 939.

### **Development Services – Community Development and Fire Departments**

Development Services is mostly self-sustaining with full cost recovery fees for development and General Fund support for general planning activities. Development revenues are subject to wide fluctuations based on planning and building activity. The FY 2023-24 revenue estimates reflect the continued growth in industrial development and the housing market.

### **Community Development Block Grants/Emergency Solutions Grant/HOME Funds – Economic Development**

Community Development Block Grant, HOME Program, and Emergency Solutions Grant are grant programs administered by the Federal Housing and Urban Development Department. The City's amount of annual CDBG and HOME entitlements increased by 36.0% and 76.1% respectively from the projected FY 2022-23. The annual allocation for ESG decreased by 21.4% from the projected FY 2022-23. The revenue budgets for these grant programs also include funds received from repayments of housing program loans and Successor Agency loans.

### **Measure K Fund – Public Works**

In 1990, San Joaquin County voters passed a one-half percent sales tax increase dedicated to transportation projects. This original sales tax increase was set to expire in 2011; however, in 2006, voters passed a 30-year extension of the sales tax increase. The San Joaquin Council of Governments administers the Measure K program.



## **FISCAL YEAR 2023-24 REVENUES**

Stockton receives Measure K maintenance funding on a quarterly basis and historically used this funding for maintenance, local capital projects, and to provide matching funds to leverage state and federal grant programs. Its members which include San Joaquin County and cities of Stockton, Lodi, Manteca, Tracy, Ripon, Escalon, and Lathrop receive 35% of the sales tax revenue.

### **Measure W Fund – Police and Fire Departments**

Stockton voters approved Measure W in November 2004, which authorized a one-quarter percent transaction and use tax to be used for police and fire protection services. The Measure W tax proceeds are split evenly between the Police and Fire Departments.

### **Measure M - Strong Communities Fund – Community Services**

Passed by Stockton voters in 2016, the Strong Communities initiative (Measure M) levies a one-quarter percent transactions and use tax for Library and Recreation services. The initiative went into effect on April 1, 2017 and will be in effect for 16 years.

### **Entertainment Venues Fund – Economic Development**

The Entertainment Venues Fund accounts for the revenues associated with the City's entertainment venues that are managed by ASM Global. Achieving the projected FY 2023-24 revenues will be dependent on the venues' ability to re-open and any continuing restriction on large scale events. This fund is not expected to be self-sustaining and receives a subsidy from the General Fund. The General Fund contribution for FY 2023-24 is estimated to be \$4.4 million.

## **ENTERPRISE FUNDS**

### **Parking Authority Fund – Economic Development**

The Parking Authority receives revenue from parking lots, parking meters, parking enforcement citations, and district assessments. Based on fee increases and updated usage data, the City anticipates total FY 2023-24 parking revenue will increase by 1.4% from the projected FY 2022-23. New on-street parking payment kiosks are stabilizing parking meter revenues.

### **Water, Wastewater and Stormwater Utilities – Municipal Utilities**

In FY 2020-21, the MUD conducted a Water Rate Study. The 2021 Water Rate Study did not propose any rate adjustments for FY 2021-22 based on the Proposition 218 rate study that went to Council in June 2021. The first increase of 3.5% was implemented on July 1, 2022.

The department completed a comprehensive Wastewater Rate Study in FY 2018-19 to evaluate the level of revenue necessary to fully support the Utility, including the Regional Wastewater Control Facility Modifications Project. The study anticipates an average annual rate increase of 6% over the next five years, with the fifth and last annual increase of 6% effective July 1, 2023.

The Stormwater Utility is funded by a fee that has not changed since 1992. As a result, the Stormwater Enterprise Fund has been under-funded for several years. The City attempted a Proposition 218 ballot measure in 2010 to approve a new Clean Water fee that would supplement the current fee. The rate study prepared determined the Utility was under-funded by approximately \$9 million a year. The ballot measure failed, and the new user fee was not

## **FISCAL YEAR 2023-24 REVENUES**

imposed. With insufficient revenues, the Utility has prioritized capital repair and maintenance activities, and is only performing the most critical work. A study to evaluate the level of revenue necessary to support the Utility will be required and future rate increases are anticipated.

### **PUBLIC FACILITY FEES FUNDS**

Public Facility Fees are development fees the City established to mitigate the impacts of new development. New development creates the need for public facilities such as libraries, parks, fire stations, and transportation infrastructure.

### **PERMANENT / AGENCY FUNDS**

Permanent and Special Purpose funds include money given to the City from individuals or corporate donors, or through program revenues, to fund a specific activity or purpose. The revenue estimates are based on historical revenue and current year estimates.

## FUND - DEPARTMENT RELATIONSHIP

City funds by fund type and associated departments

Fund Type	Sub Type	Fund #	Subfund #	Fund Description	Department											
					Administrative Svcs.	Community Dev.	Community Services	Economic Dev.	Fire	Human Resources	Information Tech.	Municipal Utilities	Non-Departmental	Police	Public Works	Charter Offices
G	General	100	000	General Fund												
G			120	Library												
G			125	Recreation												
G			130	Emergency Communications												
G			140	Boat Launch												
G			145	Entertainment Venues												
G	Special Revenue	200	201-202	Measure W												
G		210	000	Strong Communities												
G		220	000-225	Development Services												
G		230	000	Housing Grant Funds - Federal Revolving												
G			231-232	Community Dev. Block Grant (CDBG)												
G			233	HOME Grant												
G			234-235	Neighborhood Stabilization Program												
G		240	241-242	Gas Tax												
G		245	000	Transportation Development Act												
G		250	251-252	Measure K												
G		255	000	Solid Waste & Recycling												
G		260	000-263	General Special Revenue												
G			264-267	Asset Forfeiture												
G		270	000	Maintenance District Fund												
G			Various	Lighting & Landscape Maint. Districts												
G			Various	Storm Drain Maint. Districts												
G			052	Tourism Business Improvement District												
G		280	Various	Special Grant Funds												
G		290	000	Housing Grant Funds - State												
G			291	CALHOME Reuse Loan Program												
G			292	State Housing Loan (HELP)												
G			293	Low & Moderate Income Housing												
G	Capital	300	000-301	General Capital Improvements												
G			302-303	Capital Projects-Bond Funded												
G			304	Public Art												
G	Public Facility Custodial	310	000	Public Facility Fees												
G			311	Traffic Signals												
G			312	Street Improvements												
G			313	Community Recreation Centers												
G			314	City Office Space												
G			315	Fire Station Citywide												
G			316	Library Citywide												
G			317	Police Station Expansion												
G			318	Parkland Citywide												
G			319	Street Trees												
G			320	Street Signs												
G			321	Street Lights												
G			322	Air Quality												
G			323	Public Facilities Administration												
G			324	Regional Transportation Impact Fee												

Fund Categories: F Fiduciary, G Governmental, P Proprietary

## FUND - DEPARTMENT RELATIONSHIP

City funds by fund type and associated departments

Fund Type	Sub Type	Fund #	Subfund #	Fund Description	Department										
					Administrative Svcs.	Community Dev.	Community Services	Economic Dev.	Fire	Human Resources	Information Tech.	Municipal Utilities	Non-Departmental	Police	Public Works
G	Debt	400	000	City Debt Service Fund											
P	Internal Services Funds	500	000	Fleet Services											
P		510	000	Technology											
P			511	Technology											
P			515	Communications											
P		520	000	General Liability Insurance											
P		530	000	Workers' Compensation											
P		540	000	Health Benefits											
P		550	000	Retirement											
P		560	000	Other Benefits											
P			561	Long Term Disability											
P			562	Life Insurance											
P			563	Unemployment											
P			564	Compensated Absence											
P		570	000	Reprographics											
P	Enterprise	600	000-606	Water Utility Fund											
P		610	000-615	Wastewater Utility Fund											
P		620	000-622	Stormwater Utility Fund											
P		630	000-632	Parking Authority Fund											
P		640	000-641	Downtown Marina Fund											
P		650	000	Golf Fund											
F	Permanent/Custodial	730	730	CFD and 1915 ACT Debt Service											
F		780	000	Misc. Agency Fund											
F		800	000	Permanent Fund											
F			801	Tricentennial Endowment											
F			802	Charitable Improvement Foundation											
F			804	Ched K. Kolak Trust											
F			805	G. Cady Endowment											

Fund Categories: F Fiduciary, G Governmental, P Proprietary





# COMMUNITY PROFILE

# City Profile

Stockton is a vibrant city located in the heart of California's Central Valley. With a rich history, diverse population, and a thriving economy, Stockton offers residents and visitors a unique blend of cultural attractions, natural beauty, and business opportunities. Known for its agricultural heritage, waterfront charm, and friendly atmosphere, Stockton has become a dynamic and sought-after destination in Northern California.

Stockton is situated in San Joaquin County, approximately 83 miles east of San Francisco and 45 miles south of Sacramento, the state capital. The city covers an area of approximately 64 square miles, with the San Joaquin River flowing through its western border. The surrounding region is characterized by fertile farmland and stunning natural landscapes, including the Sacramento-San Joaquin River Delta and the nearby Sierra Nevada mountain range.

Stockton is the 11<sup>th</sup> largest city in California and boasts a diverse and multicultural population. As of the most recent estimates, the city is home to over 320,000 residents. The community reflects a wide range of ethnic backgrounds, including Hispanic, Asian, African American, and European heritage, contributing to the city's varied cultural fabric.

The City has a robust and diverse economy with various industries driving its growth. The city's strategic location in the Central Valley makes it a transportation hub, supported by major highways, railways, and the Stockton Metropolitan Airport. Agriculture plays a significant role in the local economy, with crops like asparagus, cherries, and tomatoes

being major contributors. Additionally, Stockton is home to various industries such as healthcare, education, manufacturing, logistics, and technology, offering a wide range of employment opportunities.

Stockton offers a vibrant cultural scene and a wide array of recreational activities. The city hosts numerous annual events, including the San Joaquin Asparagus Festival, Stockton Beer Week, and the Stockton Arts Week. The Haggin Museum showcases art and history exhibitions, while the Bob Hope Theatre hosts various performances ranging from Broadway shows to live music concerts. Stockton Arena is a popular venue for sports events and concerts.

Nature enthusiasts can explore the scenic wonders of the nearby Delta region, where boating, fishing, and water sports are popular pastimes. The Stockton Marina and the Joan Darrah Promenade provide picturesque waterfront views and opportunities for leisurely strolls. Parks such as Oak Grove Regional Park and Victory Park offer green spaces for picnicking, sports activities, and family outings.

Stockton is served by four school districts. The city is also home to various private and charter schools. Higher education institutions in Stockton include the University of the Pacific, which is the oldest chartered university in California, as well as San Joaquin Delta College and California State University Stanislaus-Stockton, offering a wide range of academic and vocational programs.



# Historical Timeline of Stockton

**1848:** Captain Charles Maria Weber, a German immigrant, establishes a settlement known as "Weber's Place" along the San Joaquin River. This becomes the foundation for the City of Stockton.

**1849:** Stockton experiences a population boom during the California Gold Rush, with miners flocking to the area in search of gold. The city becomes a vital supply point for prospectors heading to the Sierra Nevada foothills.

**1850:** Stockton becomes the first city in California to be incorporated. The city quickly grows as a transportation hub, with steamboats navigating the San Joaquin River and railroads connecting Stockton to other parts of the state.

**1860s:** Stockton experiences significant economic growth with the expansion of agriculture, particularly wheat and grain production. The city becomes an important shipping center for agricultural products, contributing to its prosperity.

**1880s:** The construction of the Stockton Deepwater Channel allows larger ships to access the city's port, further boosting trade and commerce. Stockton becomes one of the busiest inland ports in California.

**1920s:** The Prohibition era leads to an increase in illegal activities, including bootlegging and gambling, in Stockton. Notorious gangsters such as Al Capone are rumored to have had connections to the area during this time.

**1933:** The Stockton City Hall is completed, becoming an iconic symbol of the city's growth and progress. The building is known for its distinctive architectural style.

**1950s-1960s:** The city experiences rapid urbanization and suburban development, with the population expanding and new neighborhoods being established. Stockton becomes a center for manufacturing and distribution industries.

**1970s-1980s:** Stockton faces economic challenges and social issues, including the closure of mills and factories, leading to job losses. The city works towards revitalization efforts and diversification of its economy.

**2008:** Stockton is severely affected by the Great Recession, experiencing one of the highest foreclosure rates in the United States. The city declares bankruptcy in 2012, becoming the largest city in the country at that time to do so.

**2015:** The City exits bankruptcy with the tools it needs to be successful and fiscally healthy

**Present:** Stockton, in its thriving and vibrant growth stage, is actively pursuing revitalization efforts to achieve economic diversification. The city is attracting significant investments in key sectors like healthcare, education, logistics, and technology. Additionally, Stockton takes pride in promoting a rich tapestry of cultural events, improving infrastructure, and enhancing the overall quality of life for both residents and visitors.



## STOCKTON, CA. COMMUNITY PROFILE

### Government

Date of Incorporation: July 23, 1850

Form of Government: City Council/City Manager

City Charter Adopted: November 1922

Full-time Positions (authorized - excluding Council members): 1,790

Per 1,000 population: 5.4

Sworn Police Officers (authorized): 485

Sworn Firefighters (authorized): 198

### Area

Size: 64.80 square miles

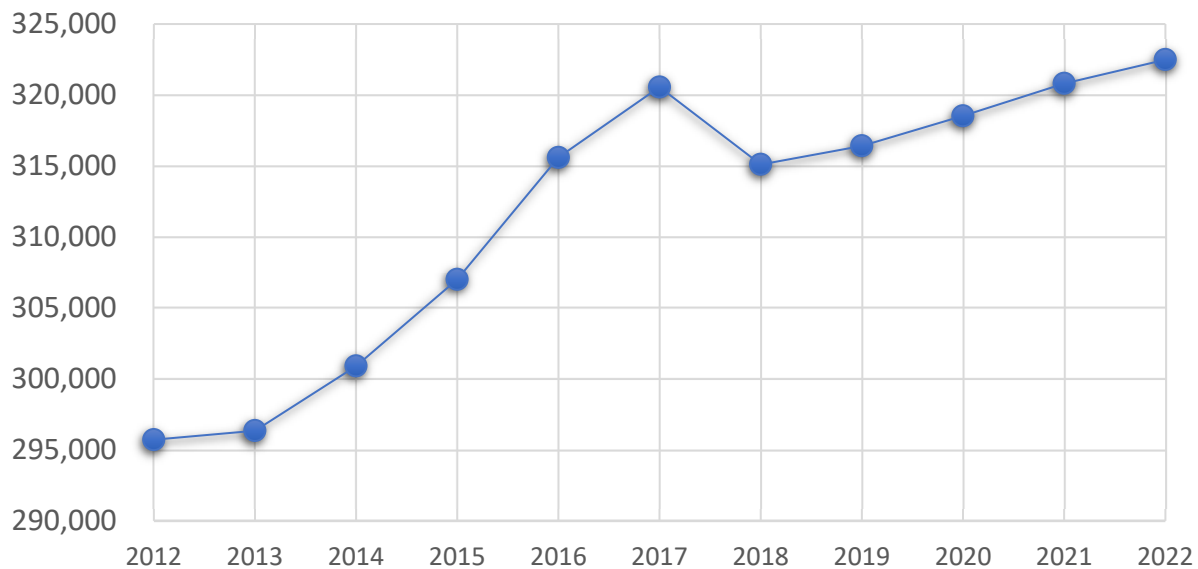
Elevation: 13 feet above sea level

Population: 322,489

Stockton is the 11<sup>th</sup> largest city in California.

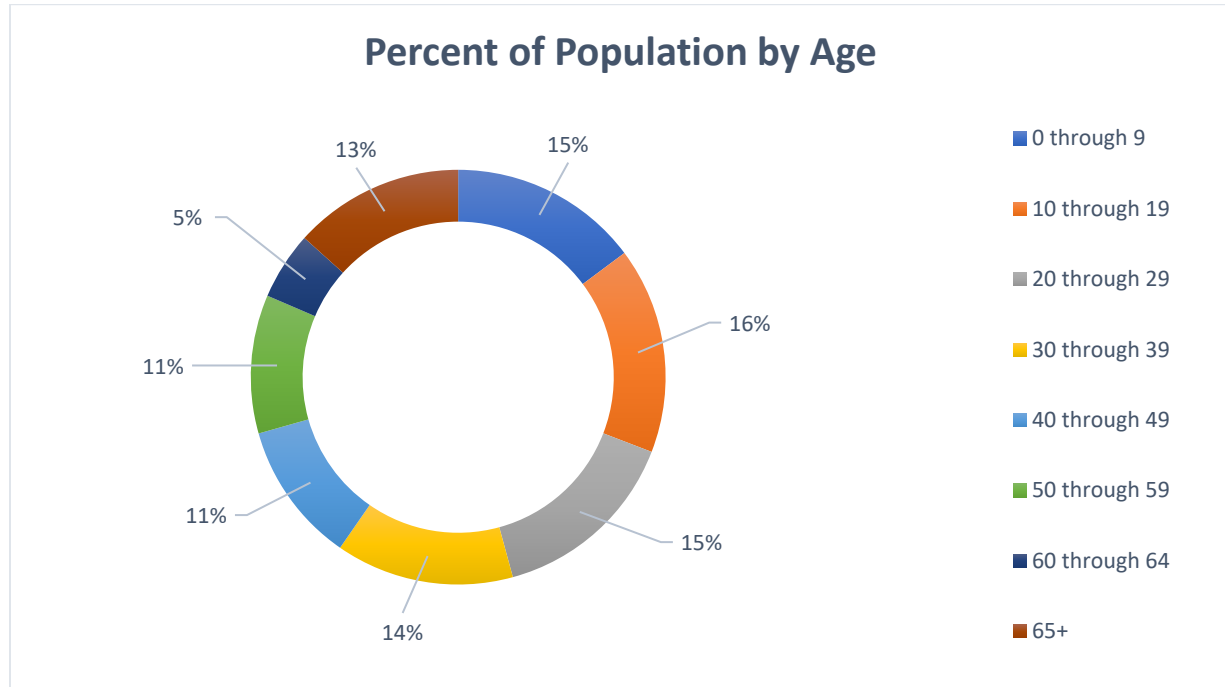
Population: Stockton has experienced steady positive population growth for the last twelve years, averaging 0.81% per year.

### Stockton, CA Population Growth

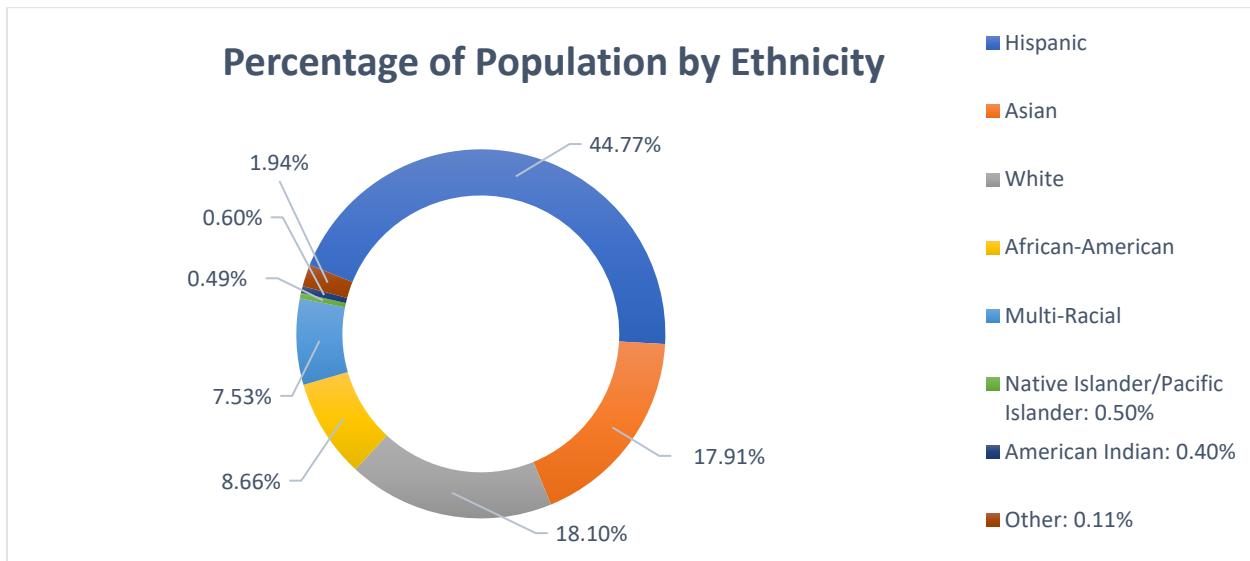


## STOCKTON, CA. COMMUNITY PROFILE

Percentage of population are broken down by age group.



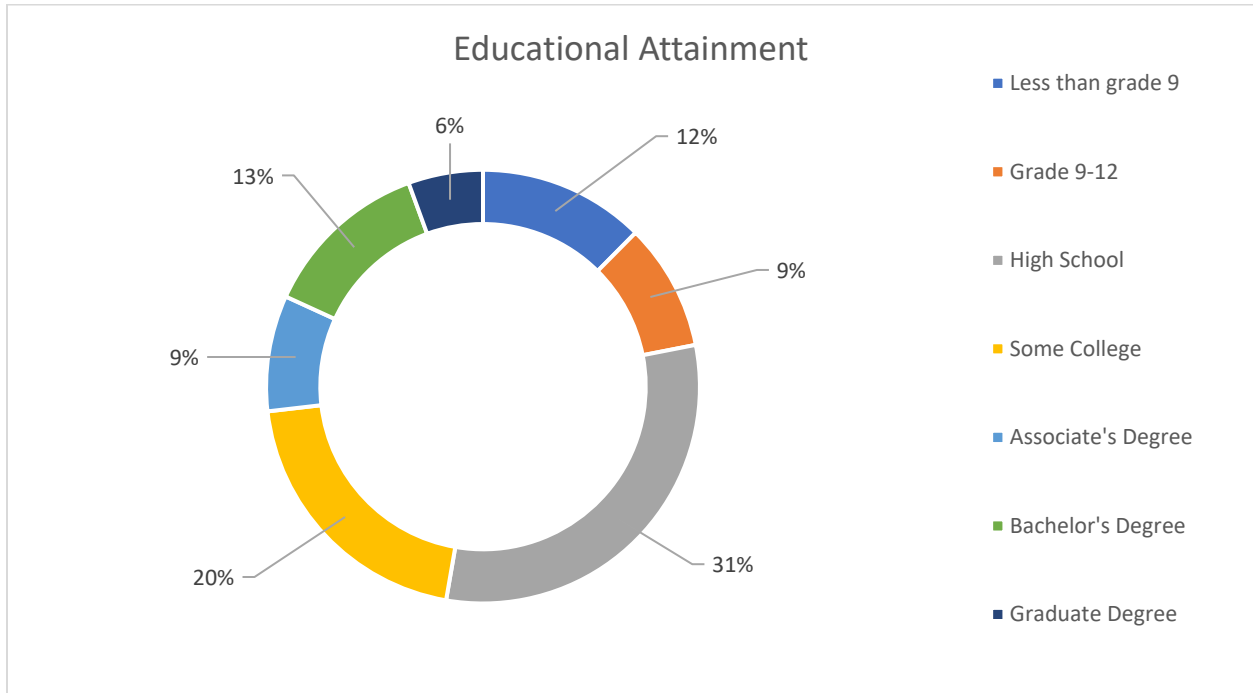
Stockton has a diverse population, with more than 40% of the population derived from Hispanic origin.



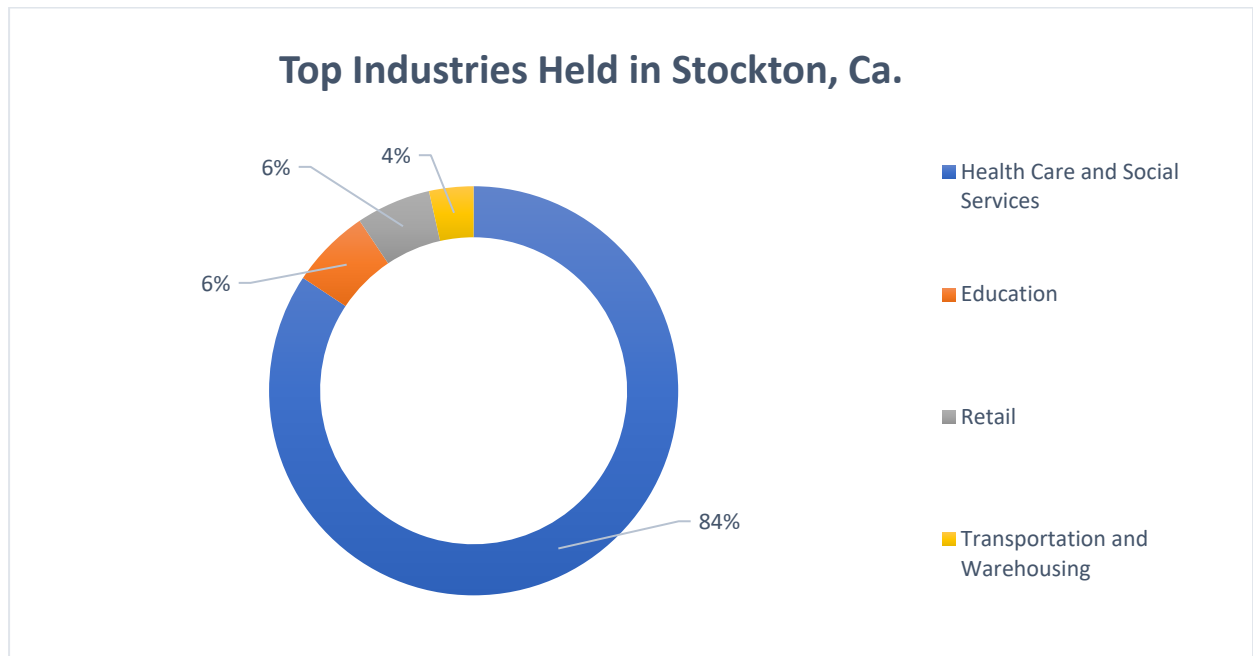


## STOCKTON, CA. COMMUNITY PROFILE

20% of Stockton's population has a college degree, with another 13% with a bachelor's degree education.

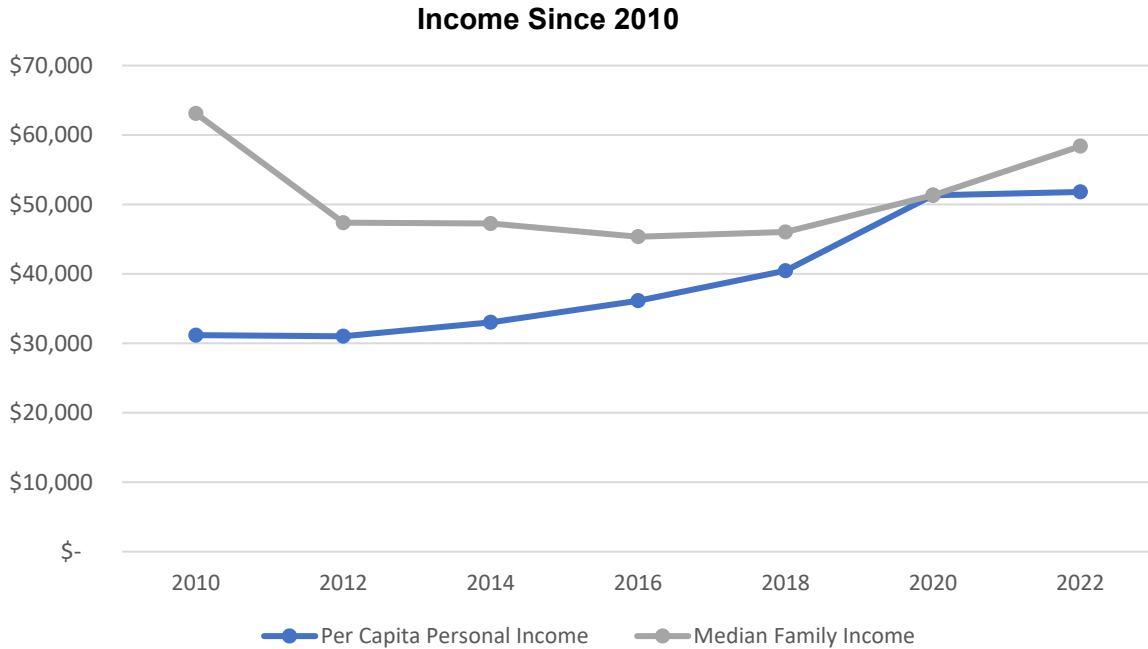


Stockton has a labor force of 145,994 comprised of the following top four career groups.

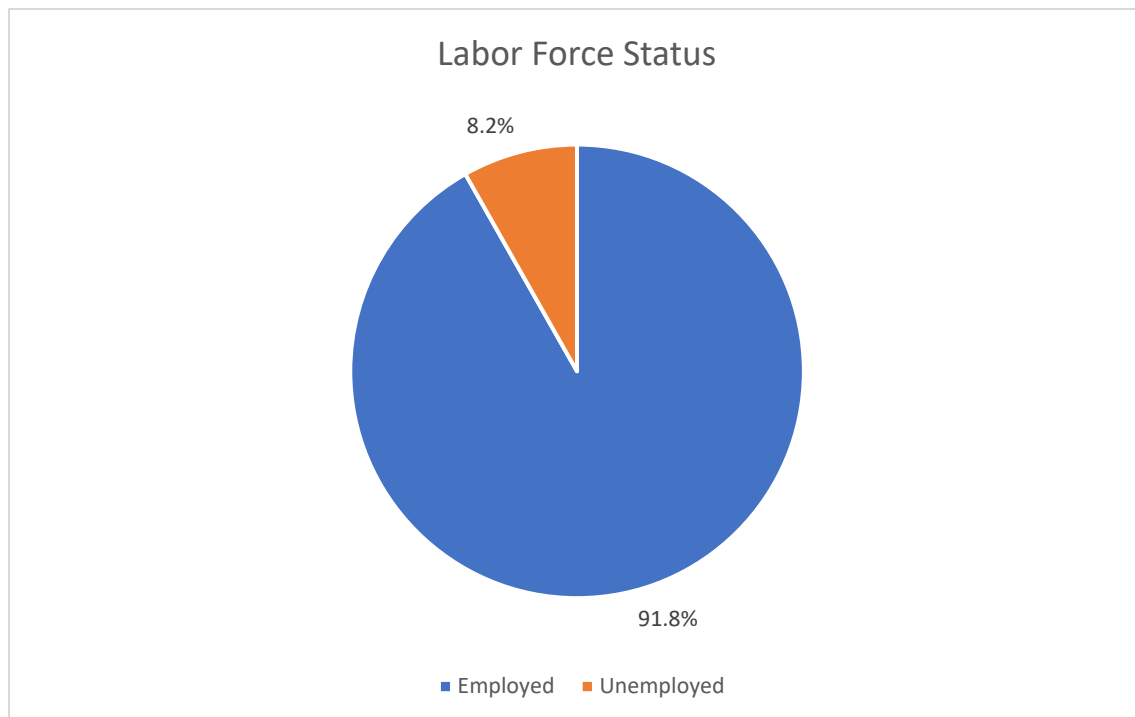


## STOCKTON, CA. COMMUNITY PROFILE

Households in Stockton earned a median yearly household income of \$61,855 during 2022. Household expenditures average \$59,328 per year.

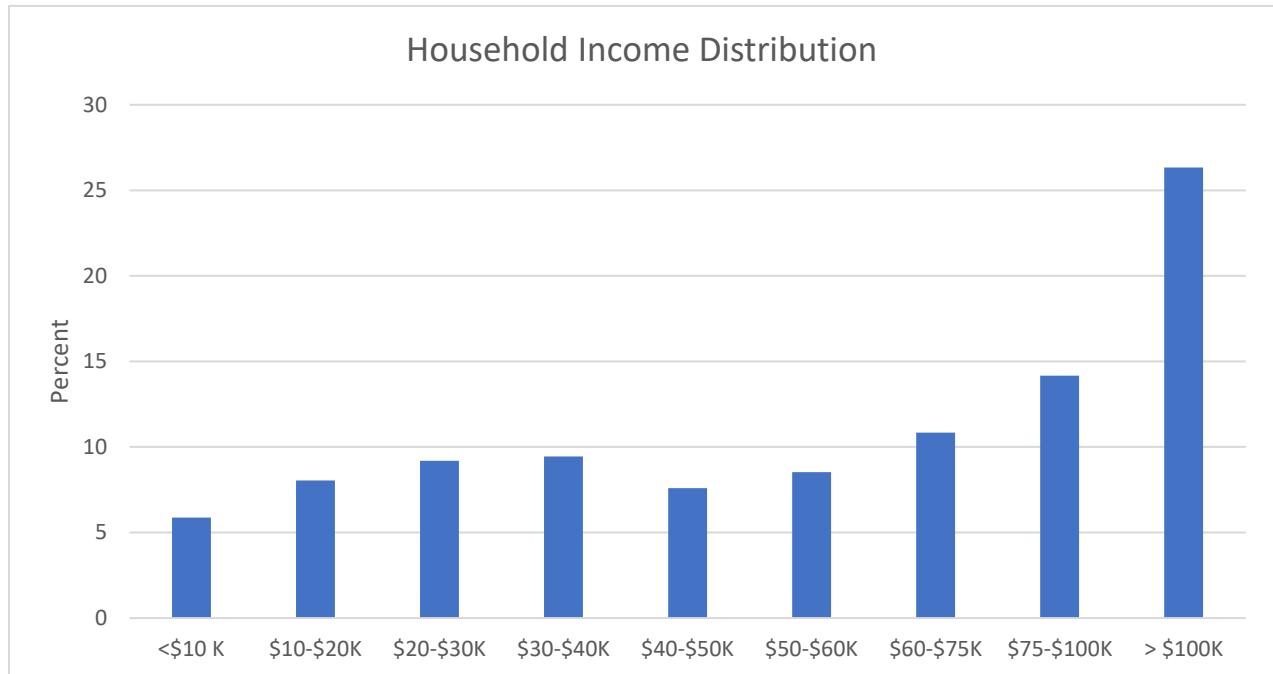


Stockton is maintaining a strong labor force with an unemployment rate of 8.2%



## STOCKTON, CA. COMMUNITY PROFILE

A plurality of households in Stockton are in the >\$100k income bracket, with an even distribution in the other income ranges



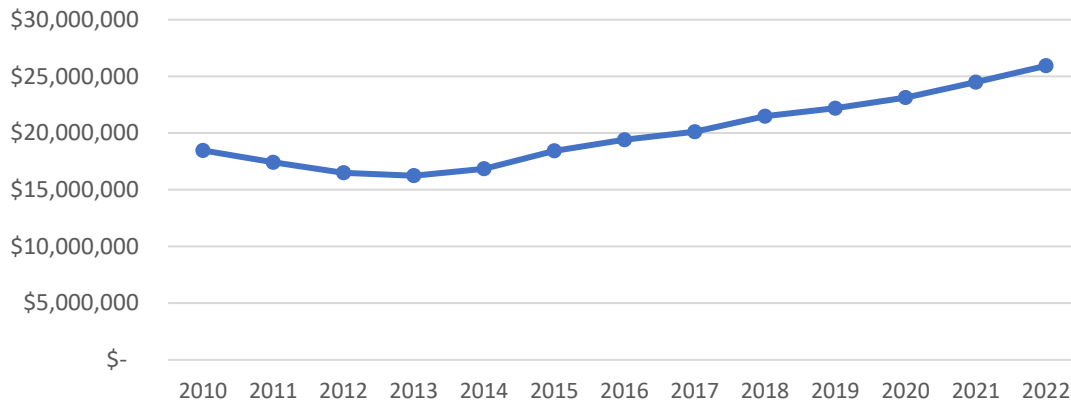
The majority of resident's earnings are spent on Shelter, Transportation, Food and Beverages, Health Care and Utilities.



## STOCKTON, CA. COMMUNITY PROFILE

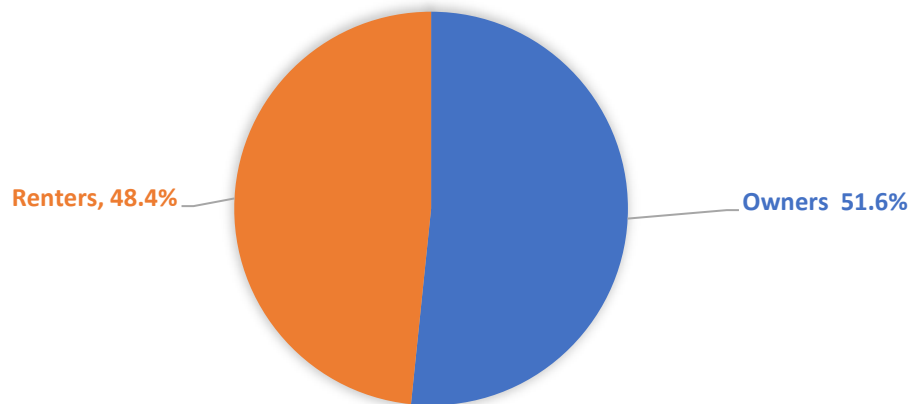
Property assessment values have steadily increased since 2013.  
(Dollar amounts in thousands)

**Assessed Value of Taxable Property**



A slight majority of Stockton residents are homeowners.

**HOUSING  
(OWNERSHIP VS. RENTAL)**



# STOCKTON, CA. COMMUNITY PROFILE

## Talent

What are the largest job counts by occupation?

Office and  
Administrative  
support



**14.2%**

14,709

Sales



**10.78%**

11,167

Executive,  
Managers, and  
Administrators



**8.64%**

8,946

Education,  
Training/Library



**8.3%**

8,600

Business and  
Financial  
Operations



**5.13%**

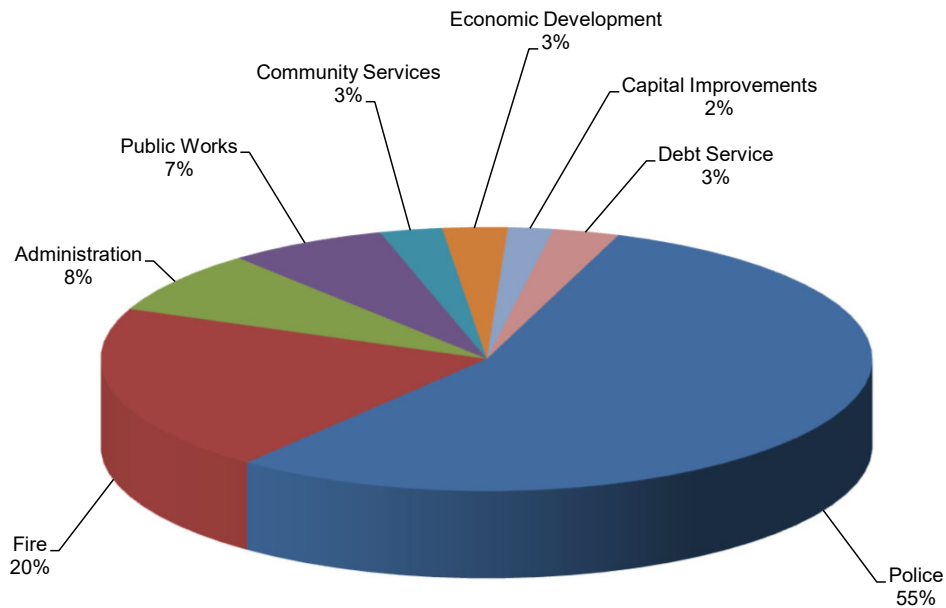
5,310



## TAB 3 GENERAL FUND SUMMARY



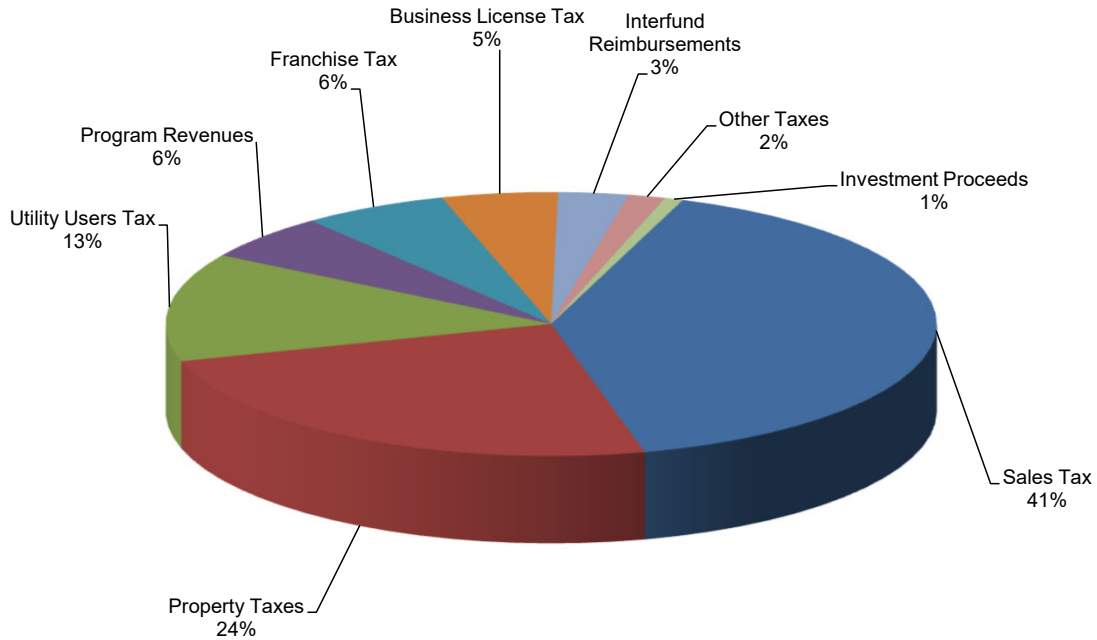
## General Fund Expenditures FY 2023-24 Annual Budget



### Program Appropriations

Police	\$ 158,045,174	55%
Fire	58,951,195	20%
Administration	22,053,622	8%
Public Works	19,110,738	7%
Community Services	7,511,592	3%
Economic Development	7,831,270	3%
Capital Improvements	5,150,000	2%
Debt Service	7,988,425	3%
Other Programs	3,073,615	1%
	<u>\$ 289,715,631</u>	

## General Fund Revenues FY 2023-24 Annual Budget



### General Fund Revenues by Category

Sales Tax	\$ 123,790,397	41%
Property Taxes	74,293,455	24%
Utility Users Tax	40,503,027	13%
Program Revenues	17,074,312	6%
Franchise Tax	18,698,517	6%
Business License Tax	14,874,886	5%
Interfund Reimbursements	8,978,916	3%
Other Taxes	4,763,818	2%
Investment Proceeds	2,346,448	1%
Revenues By Category sub-total	<u>\$ 305,323,776</u>	
Interfund Transfers	-	
Total Revenues with Transfers	<u><u>\$ 305,323,776</u></u>	

**General Fund - 100**  
**Fund Balance Summary**  
**FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projection</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 41,563,200</b>	<b>\$ 36,916,924</b>	<b>\$ 47,769,599</b>	<b>\$ 24,620,667</b>
<b>Revenues</b>	271,135,488	297,449,745	304,873,702	305,323,776
	<b>271,135,488</b>	<b>297,449,745</b>	<b>304,873,702</b>	<b>305,323,776</b>
<b>Expenditures</b>				
Employee Services	157,549,998	160,137,798	172,231,569	193,961,944
Other Services	45,729,635	48,434,393	57,040,055	58,154,847
Materials & Supplies	4,508,310	4,931,471	6,371,305	6,190,757
Other Expenses	1,970,338	3,517,318	4,782,275	5,059,392
Capital Outlay	237,598	219,487	399,307	90,600
Loan Repayment	2,991,175	5,816,875	8,422,050	7,988,425
Transfer Out	41,580,285	17,148,844	78,776,073	18,269,666
	<b>254,567,339</b>	<b>240,206,186</b>	<b>328,022,634</b>	<b>289,715,631</b>
<b>Net Annual Activity</b>	<b>16,568,149</b>	<b>57,243,559</b>	<b>(23,148,932)</b>	<b>15,608,145</b>
<b>Reserves</b>				
Reserve for future appropriation	(21,380,683)	(27,430,068)	-	-
Reserve Policy Contributions	3,500,000	(19,291,000)	-	-
Change in Fund Balance restrictions	(3,332,532)	330,184	-	-
	<b>(21,213,215)</b>	<b>(46,390,884)</b>	<b>-</b>	<b>-</b>
<b>Ending Available Balance</b>	<b>\$ 36,918,134</b>	<b>\$ 47,769,599</b>	<b>\$ 24,620,667</b>	<b>\$ 40,228,812</b>
<b>Available Balance Calculation</b>				
Cash	\$ 104,399,851	\$ 151,739,816		
Accounts Receivable	13,913,212	17,981,565		
Prepaid Items/Inventory	2,032,658	1,887,776		
Accounts Payable	2,147,996	(2,263,009)		
Total Fund Balance	122,493,717	169,346,148		
Non-Spendable	(5,967,661)	4,895,739		
Encumbrances	(6,374,520)	(6,538,608)		
Other Commitments & Reserves	(73,234,612)	(119,933,680)		
Ending Available Balance	<b>\$ 36,916,924</b>	<b>\$ 47,769,599</b>		
<b>General Fund balance including funded reserves</b>				
Working Capital Reserve - 16.67%	\$ 37,651,000	\$ 47,200,000	\$ 48,296,000	
Known Contingency Reserves	41,826,000	55,300,000	87,101,000	
Risk-Based Reserves	4,983,000	10,800,000	10,800,000	
	<b>\$ 84,460,000</b>	<b>\$ 113,300,000</b>	<b>\$ 146,197,000</b>	

FY 2021-22 Working Capital Reserve is included in the FY 2022-23 beginning available balance. Known Contingencies and Risk Based Reserves are removed from available fund balance.

Known Contingencies amount for FY 2022-23 is projected subject to Council approval of reserve targets and year-end results.



**General Fund - 100**  
**Revenues**  
**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted Budget</b>	<b>Projection</b>	<b>Budget</b>
<b>General Tax Revenues</b>					
Sales Tax					
Point of Sale	\$ 63,094,957	\$ 73,284,273	\$ 66,824,000	\$ 74,333,000	\$ 74,233,436
Measure A Transaction Tax	40,810,516	45,412,129	42,080,000	47,399,580	46,338,887
Proposition 172	2,105,894	2,954,620	3,109,000	3,344,809	3,218,074
	<u>106,011,367</u>	<u>121,651,022</u>	<u>112,013,000</u>	<u>125,077,389</u>	<u>123,790,397</u>
Property Taxes					
Property Taxes	38,522,990	41,066,425	41,490,000	42,479,765	43,251,000
In-Lieu of Motor Vehicle Fees	25,848,041	27,310,329	29,165,000	29,343,468	31,042,455
	<u>64,371,031</u>	<u>68,376,754</u>	<u>70,655,000</u>	<u>71,823,233</u>	<u>74,293,455</u>
Utility Users Tax					
Water	5,109,760	5,438,062	5,172,176	4,831,550	5,020,799
Electric & Gas	24,146,316	26,134,052	27,075,000	29,476,392	29,536,687
Cable	2,656,254	2,693,481	2,427,000	2,477,112	2,562,827
Telecommunications	4,501,496	4,062,645	4,057,000	3,883,757	3,382,714
	<u>36,413,826</u>	<u>38,328,240</u>	<u>38,731,176</u>	<u>40,668,811</u>	<u>40,503,027</u>
Franchise Tax					
Electric & Gas	2,420,603	2,507,611	2,558,000	2,980,414	3,010,218
Cable/Video	2,203,895	2,492,908	2,009,000	2,029,090	2,049,381
Waste Haulers	12,274,434	12,923,270	12,556,000	13,502,267	13,637,288
Other	1,630	1,510	1,630	1,630	1,630
	<u>16,900,562</u>	<u>17,925,299</u>	<u>17,124,630</u>	<u>18,513,401</u>	<u>18,698,517</u>
Business License Tax	14,090,618	14,024,356	14,350,000	14,650,984	14,874,886
Hotel/Motel Tax	2,860,447	3,619,973	3,211,540	3,385,629	3,453,342
Document Transfer Tax	1,221,516	1,625,553	1,200,000	953,230	972,295
Motor Vehicle License	233,615	370,693	200,000	331,550	338,181
Investment Proceeds	3,251,124	3,748,635	2,446,019	2,459,659	2,346,448
	<u>21,657,320</u>	<u>23,389,210</u>	<u>21,407,559</u>	<u>21,781,052</u>	<u>21,985,152</u>
<b>Program Revenues</b>					
Fire Contracts	4,537,513	4,687,380	4,705,270	5,388,455	5,636,461
Code Enforcement	3,043,181	4,763,252	3,959,457	4,608,150	4,051,319
Charges for Services	3,417,716	2,930,865	2,981,472	2,436,754	2,407,795
Fines & Forfeitures	582,319	774,829	548,863	504,317	560,382
Revenues from Other Agencies	3,896,978	5,196,169	3,903,325	4,053,479	4,033,724
Licenses & Permits	566,109	369,542	401,331	508,596	381,331
Sale of Fixed Assets	6,095	16,769	60,000	180,000	100,000
Districts/Area of Benefit Contribution	42,689	12,848		61,876	-
Misc. Other Revenues	844,129	299,885	(172,271)	(171,588)	(96,700)
	<u>16,936,729</u>	<u>19,051,539</u>	<u>16,387,447</u>	<u>17,570,039</u>	<u>17,074,312</u>
<b>Interfund Reimbursements</b>					
Indirect Cost Allocation	4,661,010	4,814,540	4,956,141	5,312,930	4,856,141
Refunds & Reimbursements	538,971	490,987	943,350	1,066,180	244,440
Rents/Leases/Concessions	3,644,672	3,422,154	3,192,382	3,060,667	3,878,335
	<u>8,844,653</u>	<u>8,727,681</u>	<u>9,091,873</u>	<u>9,439,777</u>	<u>8,978,916</u>
<b>Loan Repayments and Transfers In</b>					
Loan Repayment	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Revenues</b>	<b>\$ 271,135,488</b>	<b>\$ 297,449,745</b>	<b>\$ 285,410,685</b>	<b>\$ 304,873,702</b>	<b>\$ 305,323,776</b>

**General Fund - 100**  
**Revenues by Department**  
**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted Budget</b>	<b>Projection</b>	<b>Budget</b>
<b>General Tax Revenues</b>					
Taxes	\$ 216,019,696	\$ 238,239,358	\$ 228,118,716	\$ 245,727,579	\$ 245,541,834
Licenses & Permits	192,388	181,823	150,000	329,088	180,000
Intergovernmental Revenue	29,577,274	32,255,094	32,954,768	33,358,351	35,100,803
Charges for Services	28,122	149,650	-	-	-
Uses of Money & Property	6,677,341	6,801,912	5,489,486	5,489,486	5,968,943
Refunds & Reimbursements	4,931,349	5,044,294	4,956,141	5,312,930	4,856,141
Sale of Fixed Assets	48,784	23,058	60,000	241,876	100,000
Other Revenues	809,083	269,223	(200,000)	(200,000)	(200,000)
	<u>258,284,037</u>	<u>282,964,412</u>	<u>271,529,111</u>	<u>290,259,310</u>	<u>291,547,721</u>
<b>Police Department</b>					
Licenses & Permits	373,721	386,723	406,405	374,350	406,405
Intergovernmental Revenue	568,571	542,119	617,895	657,214	617,895
Charges for Services	5,687,000	5,324,377	5,422,864	5,111,407	4,877,169
Fines & Forfeitures	244,806	1,735,169	1,074,335	957,952	1,016,578
Uses of Money & Property	506,799	528,299	298,443	596,893	312,083
Refunds & Reimbursements	185,157	130,233	124,350	201,105	124,350
Sale of Fixed Assets	-	6,560	-	-	-
Other Revenues	328	2,992	570	1,000	1,000
	<u>7,566,382</u>	<u>8,656,472</u>	<u>7,944,862</u>	<u>7,899,921</u>	<u>7,355,480</u>
<b>Fire Department</b>					
Intergovernmental Revenue	171,118	324,860	-	80,790	-
Charges for Services	4,714,164	4,917,749	4,893,083	5,663,647	5,817,955
Fines & Forfeitures	174	127	-	136	-
Refunds & Reimbursements	1,204	32,229	725,000	699,569	5,000
	<u>4,886,660</u>	<u>5,274,965</u>	<u>5,618,083</u>	<u>6,444,142</u>	<u>5,822,955</u>
<b>Public Works</b>					
Uses of Money & Property	(600)	-	10,000	10,000	-
Refunds & Reimbursements	1,017	4,963	-	32,467	-
Other Revenues	24,568	27,190	27,159	27,412	27,300
	<u>24,985</u>	<u>32,153</u>	<u>37,159</u>	<u>69,879</u>	<u>27,300</u>
<b>Administrative Services</b>					
Charges for Services	50,200	56,691	39,825	56,456	59,300
Fines & Forfeitures	(7,423)	2,453	4,400	2,125	2,200
Refunds & Reimbursements	81,252	93,809	94,000	133,039	110,090
	<u>124,029</u>	<u>152,953</u>	<u>138,225</u>	<u>191,620</u>	<u>171,590</u>
<b>Charter Offices</b>					
Charges for Services	17,432	10,678	2,700	-	18,900
	<u>17,432</u>	<u>10,678</u>	<u>2,700</u>	<u>-</u>	<u>18,900</u>
<b>Human Resources</b>					
Reimbursements/Other Revenues	150	-	-	-	-
	<u>150</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Economic Development</b>					
Taxes	1,630	1,510	1,630	1,630	1,630
Intergovernmental Revenue	1,172	3,113	-	-	-
Charges for Services	-	-	-	-	56,000
Uses of Money & Property	219,011	353,489	138,915	7,200	242,200
Other Revenues	10,000	-	-	-	80,000
	<u>231,813</u>	<u>358,112</u>	<u>140,545</u>	<u>8,830</u>	<u>379,830</u>
<b>Loan Repayments and Transfers In</b>					
Loan Repayment	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Revenues</b>	<b><u>\$ 271,135,488</u></b>	<b><u>\$ 297,449,745</u></b>	<b><u>\$ 285,410,685</u></b>	<b><u>\$ 304,873,702</u></b>	<b><u>\$ 305,323,776</u></b>

**General Fund - 100**  
**Expenditures by Program**  
**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>
	<b>Actual</b>	<b>Actual</b>	<b>Adopted Budget</b>	<b>Projected</b>	<b>Budget</b>
<b>Expenditures</b>					
<u>Programs</u>					
Police	\$ 128,293,229	\$ 130,575,353	\$ 148,950,532	\$ 139,794,460	\$ 158,045,174
Fire	46,861,850	48,678,726	52,678,905	54,907,679	58,951,195
Public Works	16,624,492	17,352,822	19,301,426	18,861,586	19,110,738
Economic Development	1,798,320	2,550,751	1,768,168	3,822,219	3,123,196
Office of Violence Prevention	1,548,692	1,490,651	2,205,530	1,913,264	2,173,615
	<u>195,126,583</u>	<u>200,648,303</u>	<u>224,904,561</u>	<u>219,299,208</u>	<u>241,403,918</u>
<u>Program Support for Other Funds</u>					
Library	3,984,500	4,068,000	4,109,000	4,109,000	4,109,000
Recreation	3,840,500	3,377,150	3,542,000	3,542,000	3,292,592
Entertainment Venues	4,785,000	3,285,000	3,318,000	3,318,000	4,446,074
Development Services	800,000	800,000	800,000	800,000	800,000
Golf Courses	275,000	235,700	110,000	110,000	110,000
Downtown Marina	297,000	262,000	262,000	262,000	262,000
Grant Match	10,093	-	100,000	-	100,000
Capital Improvement	5,975,000	5,120,994	12,100,000	50,800,531	5,150,000
Low & Moderate Income Housing	-	-	-	-	-
Radio ISF	5,250,000	-	5,135,000	5,134,542	-
Information Technology ISF	249,192	-	-	-	-
Retirement ISF	16,114,000	-	-	10,000,000	-
Fire Emergency Communications	-	-	720,000	700,000	-
	<u>41,580,285</u>	<u>17,148,844</u>	<u>30,196,000</u>	<u>78,776,073</u>	<u>18,269,666</u>
<u>Administration</u>					
City Council	976,555	972,115	1,022,320	1,091,906	1,038,115
City Manager	2,118,290	2,422,167	2,827,103	2,563,289	3,221,371
City Attorney	1,217,832	1,133,158	1,351,384	1,101,911	1,439,000
City Clerk	970,558	964,915	1,191,058	1,027,397	1,165,923
City Auditor	366,505	287,554	456,400	821,824	513,147
Administrative Services	7,602,087	7,856,302	8,923,641	8,362,155	9,067,260
Human Resources	1,889,883	2,204,210	2,636,086	3,989,491	2,922,285
Election	523,709	315,230	650,000	650,000	550,000
Other Administration	(1,218,985)	(1,186,692)	(734,832)	(382,670)	(363,479)
Labor and Litigation	422,862	261,674	500,000	300,000	500,000
	<u>14,869,296</u>	<u>15,230,633</u>	<u>18,823,160</u>	<u>19,525,303</u>	<u>20,053,622</u>
Debt Service	<u>2,991,175</u>	<u>5,816,875</u>	<u>6,953,050</u>	<u>8,422,050</u>	<u>7,988,425</u>
Contingency	<u>-</u>	<u>1,361,531</u>	<u>2,000,000</u>	<u>2,000,000</u>	<u>2,000,000</u>
<b>Total</b>	<b><u>\$ 254,567,339</u></b>	<b><u>\$ 240,206,186</u></b>	<b><u>\$ 282,876,771</u></b>	<b><u>\$ 328,022,634</u></b>	<b><u>\$ 289,715,631</u></b>

**General Fund - 100**  
**Measures A and B**  
**FY 2023-24 Annual Budget**

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2022-23	FY 2023-24
	Actual	Actual	Adopted Budget	Projected	Budget
<b>Revenues</b>					
<b>Police</b>					
Measure A Transaction and Use Tax	\$ 40,810,516	\$ 45,412,129	\$ 42,080,000	\$ 42,080,000	\$ 46,338,887
<b>Total Revenues</b>	<b>40,810,516</b>	<b>45,412,129</b>	<b>42,080,000</b>	<b>42,080,000</b>	<b>46,338,887</b>
<b>Expenditures (Public Safety Measure B)</b>					
<b>Police</b>					
Salary & Benefits					
Sworn & Non-Sworn	22,480,676	21,476,569	26,867,374	24,767,321	32,954,168
Vacancy Savings	-	-	(886,134)	-	(2,149,267)
Other Services	2,675,205	2,838,027	3,263,829	3,283,829	4,513,194
Materials & Supplies					
Fuel	285,767	359,709	348,223	348,223	386,396
Other Supplies	189,377	204,581	385,825	385,825	385,825
Other Expenses					
Techonology Upgrades	-	9,515	-	-	-
Training	617,265	520,287	595,000	672,254	620,000
	26,248,290	25,408,688	30,574,117	29,457,452	36,710,316
<b>Office of Violence Prevention</b>					
Salary & Benefits					
Non-Sworn	766,268	618,937	924,130	796,573	887,921
Other Services	174,886	191,624	281,894	233,400	305,335
Materials & Supplies					
Fuel	6,243	3,933	7,750	6,000	30,077
Other Supplies	5,369	35,067	35,000	32,500	45,000
Equipment					
Office Equipment	665	914	3,979	3,500	3,379
Other Expenses	1,086	637	20,000	15,900	20,000
	954,517	851,112	1,272,753	1,087,873	1,291,712
<b>Total Expenditures (Measure B)</b>	<b>\$ 27,202,807</b>	<b>\$ 26,259,800</b>	<b>\$ 31,846,870</b>	<b>\$ 30,545,325</b>	<b>\$ 38,002,028</b>
Measure B expenditures as a % of annual Measure A revenues	67%	58%	76%	73%	82%





# LONG-RANGE FINANCIAL PLAN

## Introduction

Fiscal sustainability is one of five strategies to achieve the Council's Priority Goals. As part of that effort, the City maintains a comprehensive and detailed long-term forecast for the City's General Fund, referred to as the Long-Range Financial Plan (L-RFP). The L-RFP serves as a tool for sound decisions, accurate projections and financial management of the City's General Fund and supported other funds. This financial planning tool was developed during the City's bankruptcy process to demonstrate that the City could achieve financial stability with restructured debt. The L-RFP was reviewed by the Federal Court and creditors as the foundation for the Plan of Adjustment. The Plan of Adjustment is the City's bankruptcy exit plan and was approved by the court. Since 2012, Fiscal Sustainability has been one of the City Council's main strategic goals, and all financial actions are evaluated in the light of future implications. The L-RFP is an integral part of maintaining and evaluating the City's success in addressing this goal.

The L-RFP calculates, predicts, and offers a visual snapshot of the City's General Fund financial position for the next two decades. It is dynamic and City staff make adjustments as new revenue and expense data becomes available. More importantly, the L-RFP is used to evaluate the future impact of hypothetical changes that can cause short or long-term problems. The model enables informed decision making by showing both short-term and long-term affordability of those decisions.

The City continues to revise and update the L-RFP model. Forecasting future budgets is challenging due to numerous variables, including macroeconomics, demographics, and policies, that can shape the city's financial future. Many of these variables, such as the COVID-19 pandemic and the associated economic consequences, are beyond the City's control. However, it is possible to make reasonable assumptions based on historical trends, knowledge of our specific environment, and fiscal maturity.

Forecasts are predicated on reasonable and relevant assumptions. Applying these assumptions of the future to financial data at a point in time creates the L-RFP model. The model is a living tool which is updated as necessary to account for inevitable future changes. This guiding document is the backbone of the financial decision-making process for the City. Key attributes of the L-RFP are:

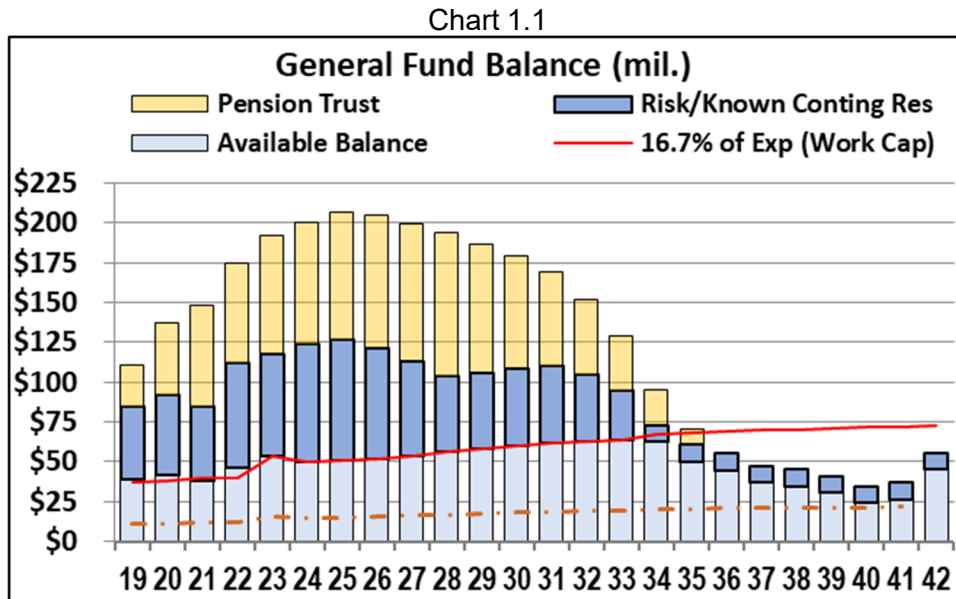
- Transparency - clear assumptions based on realistic rather than overly conservative or overly optimistic trends relative to revenues and expenditures.
- Fiscal Discipline - precludes wishful thinking about the City's capacity for revenue growth.
- Forward-Thinking - measuring significant financial decisions against the assumptions in the model avoids the perils of short-term focus without identifying and taking into consideration long-term impacts of policy decisions.
- Modeling "what if" scenarios - tests the long-term impact of fiscal decisions on the long-term fiscal position of the City.

Most city forecasts utilize a 5 to 10-year time span while Stockton's L-RFP measures a 20-year span. The much longer and more intricate model developed by Stockton proved its value through the toughest of tests: examination by all parties during bankruptcy proceedings. Using the L-RFP, the City strengthened its financial condition and was recognized in recent years as being one of the most financially-solvent cities in the country.

## LONG-RANGE FINANCIAL PLAN

### Long-Range Financial Plan Update

Chart 1.1 shows the current General Fund Balance and Reserve in the L-RFP incorporating the proposed FY 2023-24 Budget. The displayed years include ending balances for FY 2018-19 through FY 2021-22 actuals, FY 2022-23 projections, FY 2023-24 Budget and projected revenues and expenses from FY 2024-25 through FY 2039-40.



The essence of a forecast picture is the fund balance status. Because city budgets cannot operate with fund balance deficits, when compiled the L-RFP must consistently result in a positive fund balance over time. The size of the fund balance chosen by a city can vary but must be large enough to sustain the organization through unexpected negative conditions. The Government Finance Officers Association recommends a minimum reserve level of 16.67% just to support operations and account for fluctuations in cash flow. Additional reserves are recommended if conditions warrant, and examples include deferred maintenance, significant future cost increases, or anticipated changes.

As the chart indicates, the City is currently generating a General Fund available balance more than the 16.67% goal which will begin to fall below the recommended level by FY 2034-35 after funds in the Pension Trust are fully utilized for retirement payments. However, the available balance remains above the 5% minimum at all times. This conclusion is based on numerous assumptions utilized in the model and these assumptions reflect several factors, including projected economic slowdowns and the significant impact of pension costs that are predicted to be assessed by the California Public Employees' Retirement System (CalPERS). As shown above, the model predicts the City's General Fund balance will begin to decrease in FY 2025-26 and will reach the 5% reserve level in FY 2039-40. The 5% reserve level is the minimum acceptable level and a warning that cost-cutting measures may be necessary. The fund balance chart above assumes that the City draws on the Pension Trust, represented by the yellow bars, to make annual payments to CalPERS starting around FY 2028-29.

# LONG-RANGE FINANCIAL PLAN

## General Fund Reserves

In 2016, the City Council approved revisions to the Reserve and Fund Balance Policy – General Fund to set guidelines to fund reserves and plan for future years. The reserve policy sets a working capital reserve level at 16.67% of the annual expenditures (or 2 months of expenditures) in any given year. The policy also requires evaluation of known contingencies and future pressures, and Council reserved funds for future priorities when implementing the policy. In prior years, Council reserved funds for a new City Hall, the recruitment and retention of staff, improved financial and human capital management systems, and infrastructure maintenance. The reserves established by the policy will enable the City to maintain service levels during economic downturns.

The L-RFP incorporates the reserve policy. The current version of the L-RFP includes the working capital reserve and integrates reserve goals for known contingencies and risk-based reserves. The known contingency reserves include funding for crucial projects and expenses the City anticipates:

- CalPERS pension costs
- Employee recruitment and retention
- Major infrastructure projects
- Radio and other technology improvements

Per the Council reserve policy, the City reserves funds for known contingencies after meeting the working capital goal. Although \$42.7 million was designated for the known contingency reserve at the close of FY 2021-22, the identified need for known contingencies is far greater. For example, unfunded infrastructure needs are nearly \$700 million.

The final component of the reserve policy is planning for unknown risks such as a severe economic downturn or catastrophic infrastructure failure. The City reserved approximately \$10.8 million for these uncertain risks. Once the known contingency target is met, the City will allocate additional funds to this portion of the reserves.

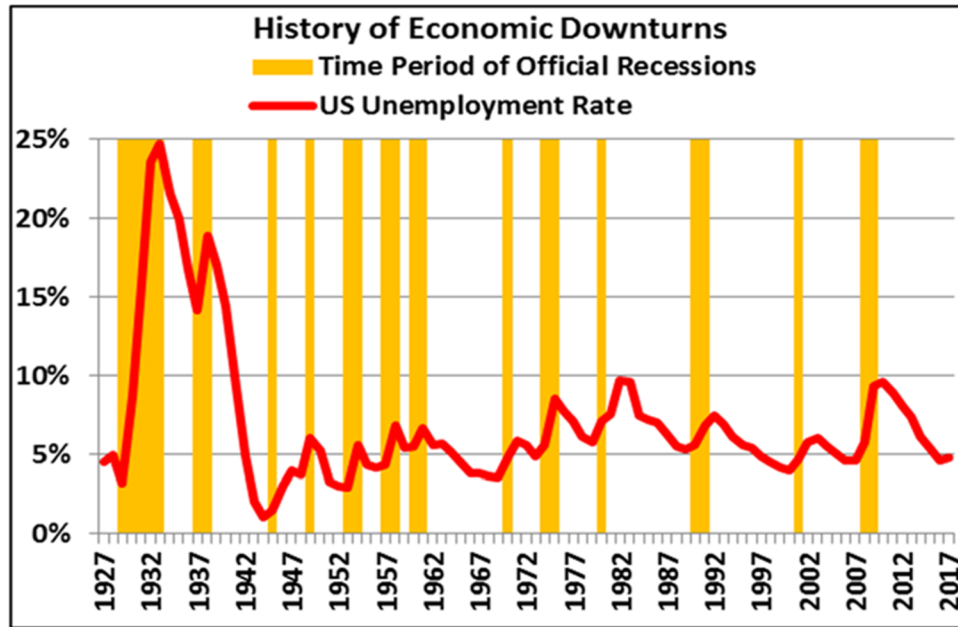
## Recession Cycles

Economic downturns in the United States and the world economies are a reality that the City needs to consider in its long-term forecast. Later in this section, Chart 1.2 illustrates the history of economic slowdowns going back to the 1927 Great Depression. Currently, there is a great deal of uncertainty surrounding the economic outlook for U.S. economy. The on-going geopolitical uncertainty is also adding to the market volatility in both domestic and international financial markets. The U.S. economy is facing a few key challenges that include: 40-year high inflation levels, global supply chain delays impacting the consumer markets, banking instability, and impacts from rate hikes by the Federal Reserve. From the historical data shown in chart 1.2, the City can make some reasonable assumptions about the intervals between future slowdowns. However, what is not as predictable is the severity and length of time of any given economic downturn. Using the history of economic downturn data displayed in Chart 1.2, recessions have occurred in the United States on an average of every 5.7 years since 1933 and every 6.6 years since 1961.

## LONG-RANGE FINANCIAL PLAN

The L-RFP assumes recessions every seven years with the next impact on revenues beginning in FY 2024-25. The modeled recessionary cycles result in a 5% reduction in most revenue categories. As to the severity and time lag in revenue recovery, the model assumes the City will recover 90% of the past reduction in revenue within three years.

Chart 1.2

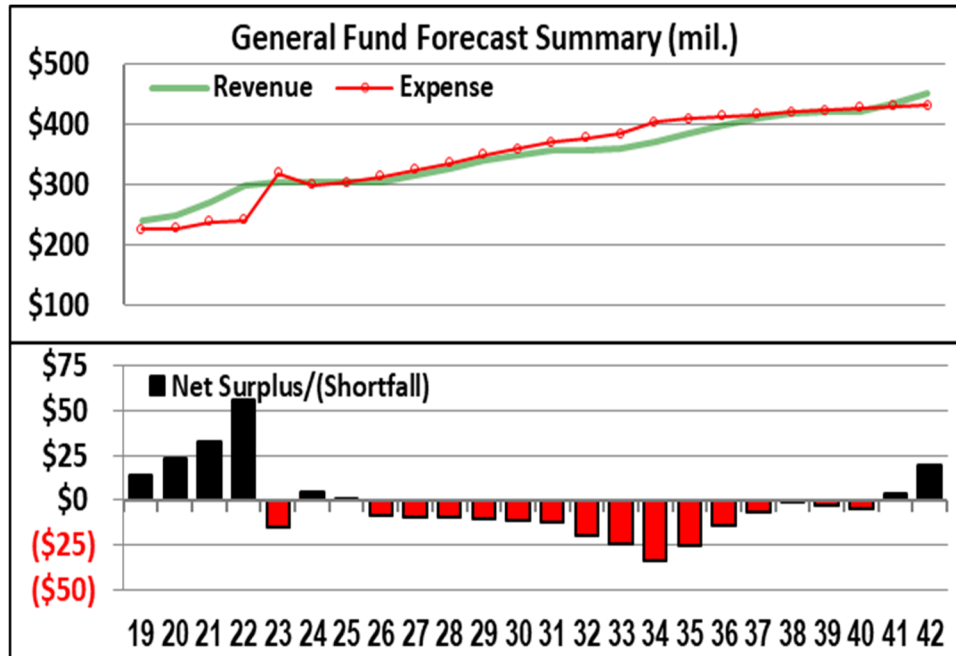


### General Fund Revenue vs. Expenses

As illustrated in Chart 1.3, General Fund expenditures are projected to generally exceed or be level with General Fund revenues for a fifteen-year period, beginning in FY 2025-26 and continuing until FY 2039-40. Expenditures are higher than revenues in FY 2022-23 due to one-time expenses for capital projects and Council priority projects funded by savings in prior years. In FY 2032-33, the gap between revenues and expenditures widens with the assumption that the Strong Communities tax revenues will sunset, and the operating costs currently funded by Strong Communities will be absorbed by the General Fund. The Strong Communities tax ends in March 2033, about a year after the start of a modeled recessionary cycle compounding the adverse impact on the General Fund balance. CalPERS payments are also at their projected all-time high in FY 2031-32. CalPERS is implementing a multi-year strategy to close its unfunded liability and establish a set of actuarial assumptions designed to keep the pension system stable and sustainable for the long term. It is a necessary but painful fact that implementing this strategy can only be done by increasing the costs paid by the governmental organizations that comprise the pension system.

## LONG-RANGE FINANCIAL PLAN

Chart 1.3



The value of the L-RFP is that it enables the City to model the impact of significant financial and economic changes and City decisions on the fund balance and reserve over time. Based on the assumptions applied and illustrated in the General Fund Balance and Reserve graph (Chart 1.1), the City reached a position where its General Fund balance and reserves can adequately withstand the anticipated revenue decreases and cost increases. The City demonstrates its commitment to maintaining fiscal sustainability by keeping its reserve levels above the 5% warning level at all times.

### Revenues

General revenue assumptions included in the model are:

- Property tax growth rates: 2.0% plus some new construction
- Sales tax growth rates: 2.5%
- Utility users tax growth rates: ranges from -3.0% to 2.0%
- Other revenue growth rates: 1.5% to 2.0%
- Investment earnings of 1.7%, 4.0% in the Pension Trust
- Assumes continuation of the Measure A sales tax which expires March 31, 2024. The City Council must take specific actions to continue the tax.
- Assumes the Strong Communities sales tax will expire in FY 2032-33
- Assumes a revenue decline due to recession every seven years

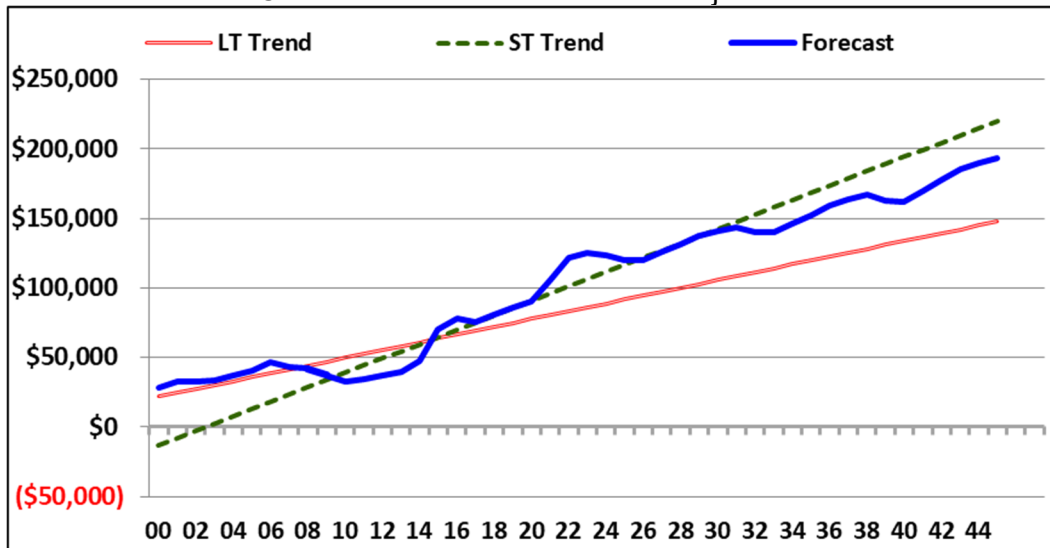
The following charts and discussion are intended to illustrate the assumed status of the General Fund's top three major revenue sources. Each chart shows the projected decline in the near term from the current recession.

## LONG-RANGE FINANCIAL PLAN

### Sales Tax

The General Fund's most significant funding source is sales and transaction taxes. The FY 2023-24 Annual Budget assumes sales tax proceeds to be approximately \$124 million, constituting 40.5% of total General Fund revenue. As displayed in Chart 1.4, a review of actual and projected sales taxes when compared to a trend calculation of the actual collections seen from FY 1999-00 through FY 2021-22 shows the City recovered from the significant revenue dip suffered during the Great Recession. This recovery reflects a substantial increase in 2015 of approximately \$36 million gained through the passage of Measure A and is projected to exceed the old trend line for the duration of the forecast. The model also assumes that Measure A will remain intact throughout the entire forecast period. The assumptions used in the sales tax forecast include the first three years of projections from the City's sales tax consultant and an assumption of 2.5% growth for the subsequent years factoring in recessionary adjustments.

Chart 1.4 - Sales Tax Revenue Projections



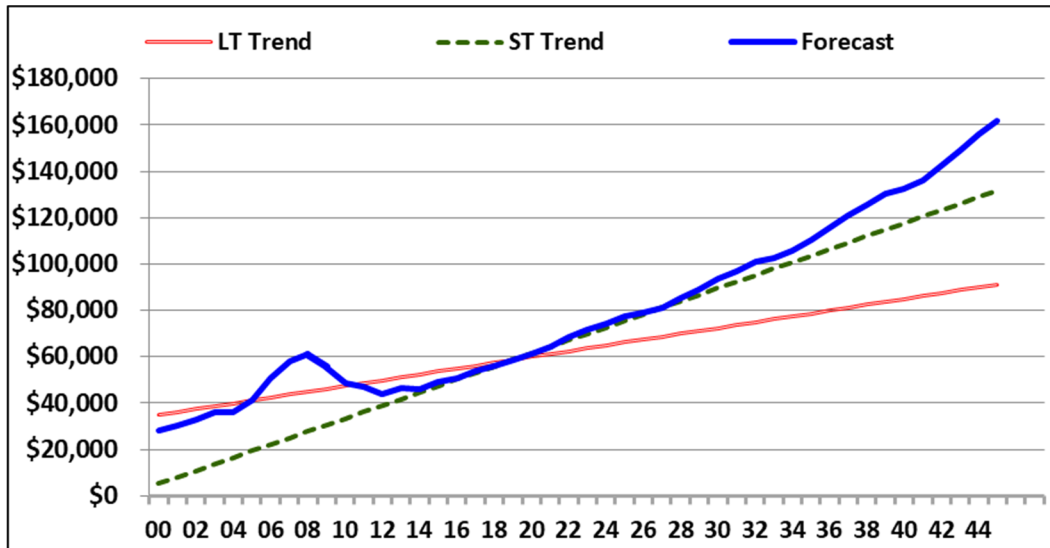
### Property Tax

The second largest source of General Fund revenue is property tax. The FY 2023-24 Annual Budget assumes property tax collections of approximately \$74.3 million, which is 24.3% of General Fund revenue. Chart 1.5 compares forecasted growth against long-term and short-term trends and indicates growth for the period of the L-RFP will exceed the collection trend. Property tax growth reflects growth projections from the City's property tax consultant for the first two years and increases of approximately 3.8% annually including growth from new construction. A 2% CPI adjustment and new construction is expected to contribute to property tax growth of 3.4% in FY 2023-24. A downturn in the housing market primarily due to high interest rates is projected to reduce assessed values and property tax revenues starting in FY 2024-25.



## LONG-RANGE FINANCIAL PLAN

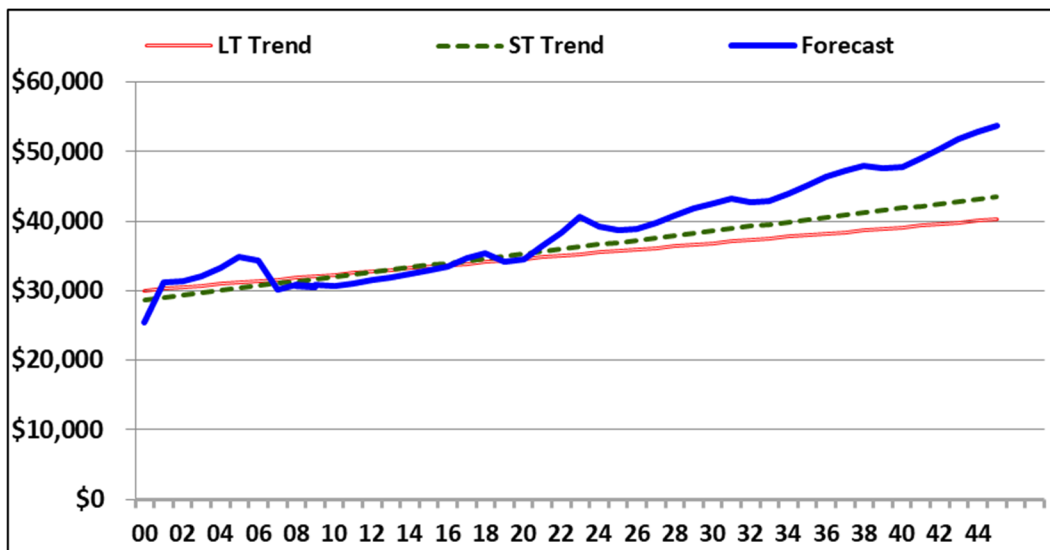
Chart 1.5 Property Tax Revenue Projections



### Utility Users Tax

Utility Users Tax (UUT) proceeds (see Chart 1.6) are the third largest General Fund revenue source. The FY 2023-24 Annual Budget assumes the City will receive approximately \$40.5 million in proceeds from this tax, which constitutes 13.3% of the General Fund. Presumed out year growth rates for the four taxed utilities are: Water 2% annually, Energy (gas and electricity) 2% annually, Cable negative 1% annually, and Telecommunications negative 3% annually. Projections show the revenues above long-term trend based on new home construction and utility price increases.

Chart 1.6 – Utility Users Tax Revenue Projections



## LONG-RANGE FINANCIAL PLAN

### Expenses

General expenditure assumptions included in the model are:

- No service increases in future years
- Add one to two new full-time positions annually
- No growth in capital improvement funding
- Annual employee compensation per labor agreements and increases of 2% outside of existing agreements
- CalPERS discount rate of 6.8% in FY 2023-24 and then 6% phased in over 10 years
- Other expenditure growth at 2%

The City's primary expenses are employee costs, which are approximately 67% of total General Fund expenses. In addition to the L-RFP's assumed 2% compensation increases, the model assumes the following employee-related cost factors:

- Merit Increases – an average of 0.3% annually
- Vacancy rates – a five year phased down decrease from current 8.0% rate to an annual average of 3.5%
- City contribution to health benefits increases – 2% annually
- Employee pension costs – based on actuarial reports (see pension section below)

All other general expenses are also projected to increase at a 2% annual growth, except the annual capital improvement contribution of \$1.5 million and the annual contingency reserve which the L-RFP holds at \$2 million.

The L-RFP also incorporates General Fund debt obligations including a settlement agreement that provides a contingent payment to one of the City's bankruptcy creditors. These payments vary depending on projected revenues.

The General Fund also supports several programs whose finances are tracked outside the City's General Fund. The City broadly classifies these programs into the following categories:

**1. Program Support – Libraries, Recreation, and Venues**

The General Fund supports the Library and Recreation Funds with approximately \$7.6 million annually. The L-RFP holds the subsidy at this level during the 16-year life of the Strong Communities initiative (Measure M). Beyond this point, the L-RFP projects that the loss of the Measure M revenue will result in the need to replace it with General Fund support for the Library and Recreation Funds in the approximate amount of \$20 million annually.

The General Fund also continues to support venues like the Stockton Arena, Ballpark, Bob Hope Theatre, Marina and Ice Arena. The L- RFP assumes that revenues generated will continue at the current levels, but the venues are in need of repairs and includes an increase in future years to fund some repairs.

## LONG-RANGE FINANCIAL PLAN

### 2. Program Support - Public Safety

The City provides regional emergency and non-emergency dispatch services to a number of agencies in the San Joaquin County Region. The model assumes a General Fund subsidy of approximate \$3.6 million annually for the next 10 years.

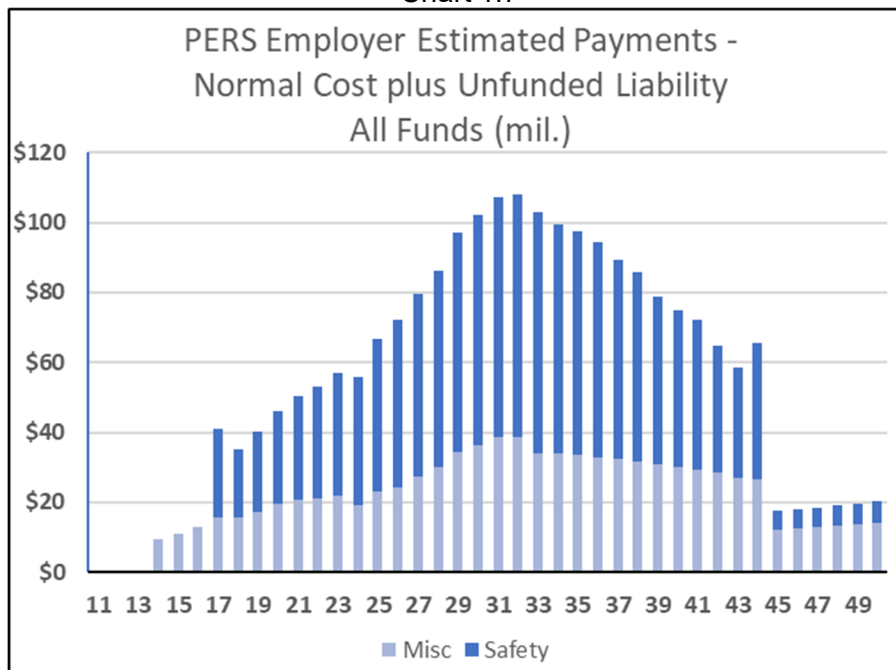
### 3. Program Support – Other

Other items supported by the General Fund include annual subsidies to the Development Services fund at \$800,00, Capital Improvement Plan at \$1.3 million, and Grant Match at \$200,000. Funds that may need a General Fund back stop are also modeled in the L-RFP including the Parking Authority enterprise fund, Golf Course enterprise fund, and Measure W sales tax fund.

## Pension Costs

Some of the City's largest General Fund cost increases over the next several years will come from the actions being implemented by CalPERS as it attempts to address its unfunded liability and establish actuarial assumptions that better reflect current conditions. Some changes, such as a phased-in lowering of the assumed discount rate and changes to actuarial life expectancy assumptions, are already underway. Annual rate increases are included in the model due to CalPERS lowering its discount rate from 7.5% to 7% over a seven-year period and a second 2021 decision to drop it further to 6.8%. The first year impacted by the second reduction is FY 2023-24 with the full impact of the rate change mitigated by investment returns of 21.3% for the year ended June 30, 2021. Investment returns as of June 30, 2022 were negative and will result in higher CalPERS rates starting in FY 2024-25. The amortization assessments are intended to lower and eventually eliminate the current unfunded liability. In the model, these reduced costs are evident in the late 2030s, and after the unfunded liability is paid off and only the City's normal costs remain. Chart 1.7 demonstrates the increasing pension costs peaking in FY 2031-32.

Chart 1.7



## LONG-RANGE FINANCIAL PLAN

One significant risk that all CalPERS agencies will need to assess is that the CalPERS Board could reduce the discount rate below the planned 6.8%. Numerous advocates and actuarial experts believe CalPERS needs to reduce the rate to around 6%. Given the uncertainty surrounding future CalPERS earnings, the model has been updated to assume the discount rate is reduced to 6.0% with a 10-year phase-in, and that projected returns are 6.2% in the near term.

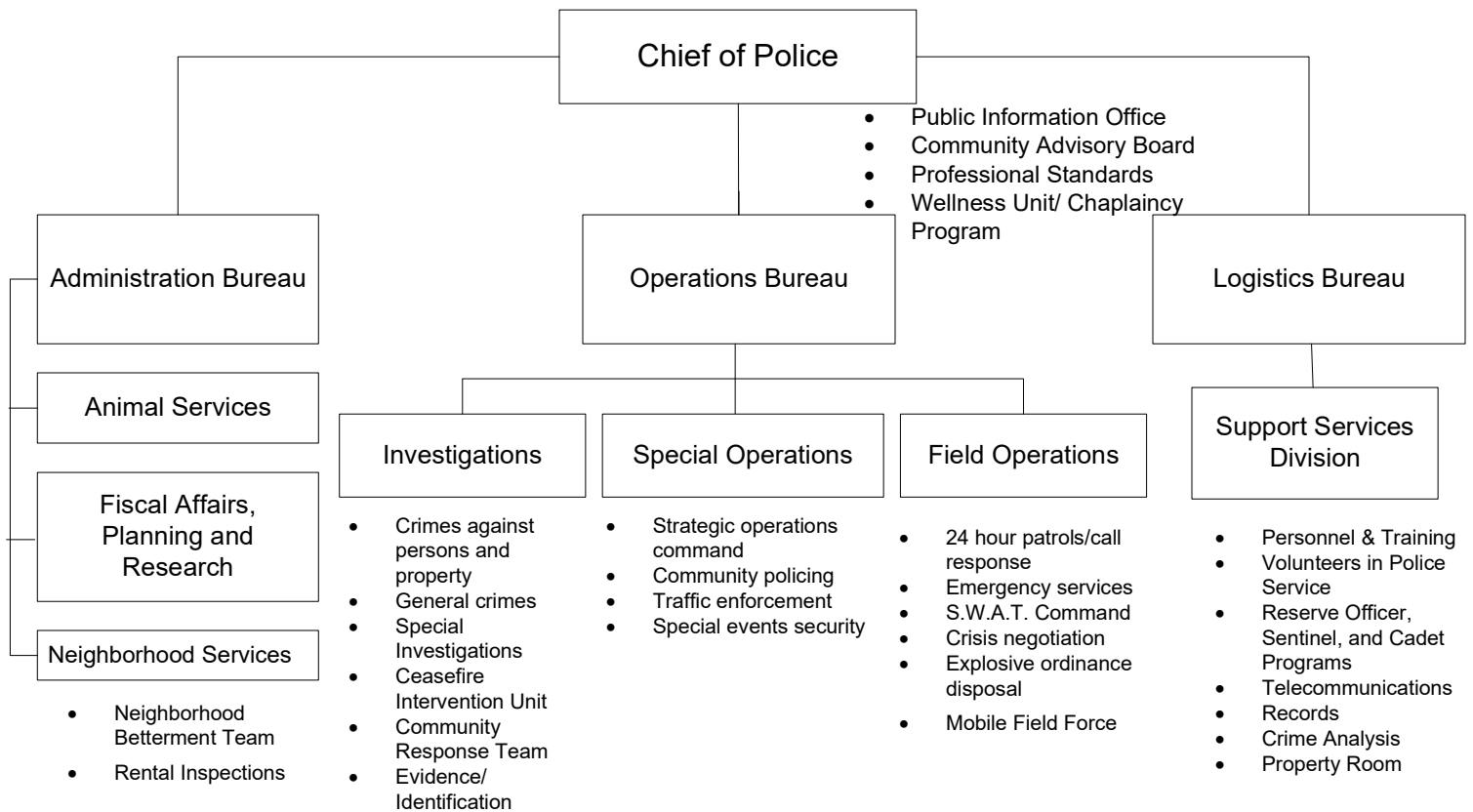
### Looking Forward

The City's prudent financial practices and utilization of the L-RFP provide stability to the services delivered to the public and will protect those services during the current downturn and against future ones. Continuing to update the model and maintaining realistic assumptions about future revenues and expenditures are essential to keeping the L-RFP a reliable decision-making tool. The model has been an important factor in the many positive financial outcomes in recent years including the buildup of reserves for known cost pressures and the cash purchase of buildings for a new City Hall complex, high rankings in various financial publications, one-time funds for high priority capital projects and pilot programs, and the restructuring of available resources for long-term savings. These results have placed the City in a solid position as it navigates the currently unpredictable economic environment and reinforce the City's commitment to fiscal sustainability and consistent long-term financial forecasting.

## TAB 4 POLICE







# POLICE DEPARTMENT



# POLICE DEPARTMENT

## MISSION STATEMENT

To work in partnership with our community, build and maintain relationships founded on trust and mutual respect, reduce crime, and improve the quality of life.

### Budget at a Glance:

Total Revenues	\$16,248,913
Total Expenditures	\$168,002,953
Total Net Cost	\$151,754,040
Total Staff	715

## DEPARTMENT DESCRIPTION

The City Manager appoints the Chief of Police and, under state law, is responsible for delivering law enforcement and related emergency services within the City of Stockton. The Chief of Police provides direction for all Police operations, including:

- Field Operations Division, commonly known as Patrol.
- Special Operations Division, including, Traffic and Events, and Strategic Operations sections.
- Investigations Division, including Evidence/Identification, Crimes Against Persons and Property, Special Investigations and Ceasefire sections, and the Community Response Team.
- Support Services Division, including Personnel, Training, Telecommunications, Records, Property Room, and Crime Analysis sections.
- Administration Division, including Fiscal Affairs and Planning section, Neighborhood Services and Neighborhood Betterment Team, and Animal Services sections.
- Departmental support functions including the Professional Standards section, Organizational Wellness Unit, and Public Information Office.

Programs and specialized units operate under the Divisions, such as Special Weapons and Tactics (SWAT), Crisis Negotiations, Air Support, Explosive Ordnance Disposal, Mobile Field Force, the Canine Unit, and Mounted Patrol Unit, among others.

## DEPARTMENT STRATEGIC WORK PLAN

The Stockton Police Department (SPD) will focus on meeting the goals outlined in its 2020-22 Three-Year Strategic Plan as the new plan is developed. The Plan's components include the above Mission Statement, a discussion of the Department's policing philosophy, core values, and identified goals and objectives. Each Strategic Plan goal is tied to the City Council's goal of increasing officer diversity, improving customer service and response times, increasing the number of officers, and further implementing the Marshall Plan. In FY 2022-23 a new Police Chief was appointed and command staff have been focusing on restructuring the Department and expanding the Wellness Unit. Implementation of a new Strategic Plan is in the development stages.

The policing philosophy of the Department was founded upon the pillars of Smarter Policing and Principled Policing. Smarter Policing refers to intelligence-led policing, an approach that includes evidence-based, data-driven, strategic, and innovative use of technology to inform and support real-time policing and improved service delivery. Principled Policing is the organizational theory

## POLICE DEPARTMENT

practiced by the SPD that we must protect the constitutional rights of everyone with fair and impartial treatment to live up to our oath to this community.

The Department's core values include integrity, professionalism, sensitivity, cooperation, and innovation. The core values define who we are and what we as an organization hold as paramount. The mission statement, policing philosophy, and core values establish a strong foundation for the four strategic goals of (1) reducing crime and blight, (2) increasing trust between the community and police, (3) recruiting and hiring a qualified, diverse workforce, and (4) employing staff that are highly-trained, knowledgeable and prepared.

**1. Reduce crime and blight.** A primary focus of the Department's resources and workforce is to reduce violent crime, property crime, traffic collisions, and other quality of life impacts such as neighborhood blight. The framework to achieve this goal remains the "Four P's" of Partnership, Prediction, Prevention, and Pursuit.

**2. Increase trust between the community and police.** Trust is a key component of a sustainable and collaborative approach to improving public safety in Stockton. The Department implemented several innovative strategies for increasing trust between the community and police. Building upon these initial efforts with the assistance of the National Initiative research effort, procedural justice and implicit bias training, and participating at local, regional, State and national levels of this important dialog furthers Stockton's ability to increase trust.

**3. Recruit and hire a qualified and diverse workforce.** Rebuilding the Police Department while maintaining a commitment to high-quality standards for hiring and by valuing all forms of diversity, including ethnicity, gender, culture, education, and experience will ensure the Department is representative of the community it serves. The Department is looking for individuals who see police service as a calling and not just an occupation.

The Department is also focused on a long-term recruitment strategy that includes contracting with a vendor for an online recruiting campaign through video production, photography, and a recruitment website. The intent is to recruit and hire a qualified, diverse workforce. As SPD continues to recruit, there has been an overall drop in applicants and qualified candidates able to make the eligibility lists. In addition to the online recruitment campaign, a paid Senior Cadet I/I program is being implemented. Paid Cadets will be trained throughout all areas of the department and will aid in recruiting efforts. Support for participation in volunteer Cadet and Sentinel programs will continue.

**4. Employ staff that are highly-trained, knowledgeable and prepared.** The Department's extensive hiring of new staff over the last few years requires a consistent focus on training, both in-house and industry-specific. Police Officers must meet specific mandates related to training to maintain Police Officer Standards and Training certification through the State. This goal includes the implementation of a comprehensive training plan by developing professional training staff, a succession and career plan, and providing adequate training facilities and equipment for staff.

### PRIOR YEAR ACCOMPLISHMENTS

Highlights of the accomplishments in FY 2022-23 include:

- Goal One – Reduce crime and blight:

## POLICE DEPARTMENT

- The FY 2022-23 Budget allocated funding to support costs associated with the helicopter and the Air Support Unit. The helicopter continues to be deployed for roughly 250 hours of flight time to deter crime, apprehend fleeing suspects, locate missing persons, reduce risks during vehicle pursuits, increase police visibility, and respond to natural disasters.
- Neighborhood Services removed 826,233 square feet of graffiti from private property. Additionally, 98,280 cubic feet of trash were removed, an increase of 37% from FY 2021-22, and 1,527 abandoned vehicles from private property.
- The Animal Shelter maintained a live release rate of 86% with 5,621 animals adopted, rescued, and redeemed by their owners.
- The Department's Telecommunications Center handled 654,463 requests for service.
- Goal Two – Increase trust between the community and police:
  - Supported 157 Neighborhood and Business Watch meetings, held 148 Neighborhood Impact Team meetings in areas affected by gun violence, cleared 38 cases, and made 30 arrests from citizen tips received through Crime Stoppers.
  - The Department held 51 community engagement events, re-established the Chief's Community Advisory Board, conducted 5 Community Walks, and participated in a town hall and community meeting on violent crime.
  - Participated and presented police statistics at two City Manager's Review Board meetings.
- Goal Three – Recruit and hire a qualified and diverse workforce:
  - The Department attended 136 in-person and five virtual recruiting events. The Department continues to make improvements in the diversity numbers in underrepresented categories.
  - The Department participated in 9 Police Trainee examinations and hosted 16 in-person and 22 virtual recruiting events.
  - In collaboration with Human Resources, SPD streamlined the testing and hiring process for Police Trainees, aiming to take a candidate from test to hire within four months.
- Goal Four – Employ staff that are highly trained, knowledgeable, and prepared:
  - Staff completed approximately 18,560 training hours to maintain certifications, ensure proper equipment use, and run through various scenario-based training sessions. These hours significantly improved compared to FY 2021-22, where 11,210 hours were completed. Select staff participated in special teams training such as Mobile Field Force, Canine, and SWAT.
  - Trained 55 officers in Procedural Justice, focusing on community-police relations and trust-building.

## KEY CONSIDERATIONS

The Police Department FY 2023-24 Budget includes funding for 715 full-time staff, part-time staffing, academy costs for new hires, and enhanced recruiting and training strategies. Two new positions are being added to best meet the needs of the Community and Department: one Senior Administrative Analyst and one Animal Services Officer. The key considerations fulfill the Council's strategic work plan by reimaging SPD, increasing community partnerships, engagement, and recruitment, continuing data-driven strategies and tactics, reducing violent

## POLICE DEPARTMENT

crime, further addressing quality of life issues, and continuing the Marshall Plan efforts. Highlights of the General Fund budget include:

- Supplemental Police Service contracts were terminated with San Joaquin Regional Transit District (SJRTD) and the Housing Authority of San Joaquin in FY 2022-23 after the adopted budget, significantly reducing General Fund revenues. The Lodi Unified School District contract was reduced from two officers to one. This reduction will continue in FY 2023-24 until staffing levels can support the contracted assignments with the two school districts, the Housing Authority of San Joaquin and SJRTD. Notifications were provided regarding the public safety impact of the Police Department's rising sworn staffing shortage of more than one hundred Police Officers, requiring additional sworn personnel resources to be deployed back to Patrol for emergency response. These contracts reflect approximately \$900 thousand in both revenues and employee expenses.
- SPD will continue to contract with a consultant to assess training facility needs that meet department requirements. The training facility must include a firing range, EVOC course, and classrooms for all training, including scenario-based training. The estimated funding needed for this project is between \$5-\$10 million.
- Staffing full-time positions continue to be a challenge for the SPD. The lack of interest in working for a law enforcement agency is felt in both the professional staff and sworn applicant pool. With law enforcement agencies across the state and nation hiring, we compete for qualified applicants in a manner we have not before. Therefore, the Department plans to strategically utilize its available resources, filling gaps in services, to meet the department's operational and recruiting needs.
- The budget increased to fund costs associated with expanded body worn camera program, and software costs to support the following: field training officers, review and analysis of Department general orders, and Early Warning System indicators. Additionally, the SPD's Wellness Unit will be funded with a part-time and operations budget to promote ongoing intentional interactions with SPD employees. Other ongoing Expenses increased to fund the Abatement fund budget for Neighborhood Services, food and maintenance for horses assigned to Mounted Patrol Unit, and maintenance and fuel costs for daily helicopter deployment. Other one-time expenses include increases to fund medical needs, food and other basic items to ensure adequate care of animals at the Animal Shelter, training budget to promote employee growth and succession planning, a gun buyback pilot program, and homicide reward program.
- To recruit and retain future employees, the Department will utilize one-time funding for part-time Cadets and Recruiters. The paid Cadet program will help establish the foundation of the SPD's future workforce by providing hands-on training and solid work experience in various areas of the Department.





**Police Department**  
**FY 2023-24 Annual Budget**

	<b>General Fund</b>	<b>Measure</b>	<b>Asset</b>	<b>State</b>
	<b>100</b>	<b>W</b>	<b>Seizure</b>	<b>COPS</b>
	<b>200</b>	<b>260</b>	<b>260</b>	<b>260</b>
	<u>See Page D-10</u>	<u>See Page D-13</u>	<u>See Page D-15</u>	<u>See Page D-17</u>
<b>Beginning Available Balance</b>			<b>\$ 246,522</b>	<b>\$ 1,600,116</b>
<b>Revenues</b>				
Taxes	-	7,664,452	-	-
Grants	-	-	-	840,000
Program Revenue	7,355,480	-	78,000	-
Other Revenue	-	-	-	-
	<u><b>7,355,480</b></u>	<u><b>7,664,452</b></u>	<u><b>78,000</b></u>	<u><b>840,000</b></u>
<b>Expenditures</b>				
Salary & Benefits	127,811,687	6,180,413	-	211,559
Services & Supplies	30,233,487	1,191,311	259,180	910,292
Administration Overhead	-	147,000	-	-
Capital Outlay	-	-	-	-
	<u><b>158,045,174</b></u>	<u><b>7,518,724</b></u>	<u><b>259,180</b></u>	<u><b>1,121,851</b></u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>-</b></u>
<b>Net Annual Activity</b>	<u><b>(150,689,694)</b></u>	<u><b>145,728</b></u>	<u><b>(181,180)</b></u>	<u><b>(281,851)</b></u>
<b>Ending Available Balance</b>			<u><b>\$ 65,342</b></u>	<u><b>\$ 1,318,265</b></u>

**Police Department, Continued**  
**FY 2023-24 Annual Budget**

	<u>Special Revenue 260</u> <i>See Page D-19</i>	<u>Special Grants 280</u> <i>See Page D-21</i>	<u>Police Total</u>
<b>Beginning Available Balance</b>	<b>\$ 793,269</b>	<b>\$ -</b>	
<b>Revenues</b>			
	-	-	7,664,452
Grants	-	-	840,000
Program Revenue	158,804	-	7,592,284
Other Revenue	152,177	-	152,177
	<u>310,981</u>	<u>-</u>	<u>16,248,913</u>
<b>Expenditures</b>			
Salary & Benefits	-	-	134,203,659
Services & Supplies	1,058,024	-	33,652,294
Administration Overhead	-	-	147,000
Capital Outlay	-	-	-
	<u>1,058,024</u>	<u>-</u>	<u>168,002,953</u>
<b>Transfers</b>			
Transfer In	-	-	-
Transfer Out	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>(747,043)</u>	<u>-</u>	<u>(151,754,040)</u>
<b>Ending Available Balance</b>	<u><b>\$ 46,226</b></u>	<u><b>\$ -</b></u>	
		Revenues	\$ 16,248,913
		Transfers	-
		Total Sources	<u>\$ 16,248,913</u>
		Expenditures	\$ 168,002,953
		Transfers	-
		Total Appropriations	<u>\$ 168,002,953</u>

**Police Department  
General Fund - 100  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Total Police Department</b>				
Employee Services	\$ 104,382,178	\$ 105,552,448	\$ 111,996,228	\$ 127,811,687
Other Services	20,709,940	21,612,773	23,426,597	25,985,769
Materials and Supplies	2,129,964	2,338,366	3,078,188	3,020,075
Other Expenses	1,071,147	1,063,533	1,212,193	1,227,643
Capital Outlay	-	8,233	81,254	-
Total	<u>\$ 128,293,229</u>	<u>\$ 130,575,353</u>	<u>\$ 139,794,460</u>	<u>\$ 158,045,174</u>
<b>Administration</b>				
Employee Services	7,577,752	7,569,193	8,997,793	9,014,602
Other Services	2,471,155	2,691,550	2,710,266	2,754,835
Materials and Supplies	260,995	244,896	723,264	448,531
Other Expenses	76,902	115,622	108,434	108,434
Total	<u>10,386,804</u>	<u>10,621,261</u>	<u>12,539,757</u>	<u>12,326,402</u>
<b>Marshall Plan - Administration</b>				
Employee Services	961,863	1,222,266	1,157,336	2,028,619
Other Services	57,693	69,910	98,250	200,691
Materials and Supplies	15,287	15,313	16,000	16,000
Other Expenses	625,174	520,287	595,000	620,000
Total	<u>1,660,017</u>	<u>1,827,776</u>	<u>1,866,586</u>	<u>2,865,310</u>
<b>Field Services</b>				
Employee Services	42,468,017	44,222,588	44,009,354	50,172,369
Other Services	6,594,537	6,739,983	7,599,344	8,542,530
Materials and Supplies	806,444	890,689	937,594	1,126,214
Other Expenses	265,041	290,408	279,000	279,000
Capital Outlay	-	(1,282)	4,000	-
Total	<u>50,134,039</u>	<u>52,142,386</u>	<u>52,829,292</u>	<u>60,120,113</u>
<b>Marshall Plan - Field Services</b>				
Employee Services	16,497,738	15,476,569	18,434,435	21,965,748
Other Services	2,124,451	2,307,093	2,619,718	3,582,935
Materials and Supplies	426,685	494,664	656,981	697,191
Other Expenses	-	-	-	-
Capital Outlay	-	9,515	77,254	-
Total	<u>19,048,874</u>	<u>18,287,841</u>	<u>21,788,388</u>	<u>26,245,874</u>
<b>Investigations</b>				
Employee Services	21,487,415	21,958,768	23,053,768	26,096,519
Other Services	2,299,066	2,184,235	2,396,702	2,937,230
Materials and Supplies	180,028	181,135	221,999	177,283
Other Expenses	87,201	87,677	133,500	123,500
Capital Outlay	-	-	-	-
Total	<u>24,053,710</u>	<u>24,411,815</u>	<u>25,805,969</u>	<u>29,334,532</u>

**Police Department  
General Fund - 100  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Marshall Plan - Investigations</b>				
Employee Services	3,797,176	3,860,300	4,056,159	5,319,192
Other Services	268,442	296,072	398,265	511,785
Materials and Supplies	24,845	31,091	39,067	37,030
Other Expenses	-	-	-	-
Total	<u>4,090,463</u>	<u>4,187,463</u>	<u>4,493,491</u>	<u>5,868,007</u>
<b>Support Services</b>				
Employee Services	4,270,518	4,130,287	4,459,679	5,263,201
Other Services	2,125,903	2,302,192	2,558,624	2,438,348
Materials and Supplies	332,728	417,257	351,729	370,546
Other Expenses	8,873	13,331	25,259	25,709
Capital Outlay	-	-	-	-
Total	<u>6,738,022</u>	<u>6,863,067</u>	<u>7,395,291</u>	<u>8,097,804</u>
<b>Marshall Plan - Support Services</b>				
Employee Services	334,216	263,609	313,903	434,356
Other Services	43,600	43,100	54,223	63,798
Materials and Supplies	-	-	-	-
Other Expenses	-	-	-	-
Total	<u>377,816</u>	<u>306,709</u>	<u>368,126</u>	<u>498,154</u>
<b>Telecommunications</b>				
Employee Services	6,097,799	6,195,042	6,776,714	6,735,095
Other Services	4,544,075	4,856,786	4,877,832	4,799,633
Materials and Supplies	74,625	40,099	109,554	125,280
Other Expenses	7,956	36,208	71,000	71,000
Capital Outlay	-	-	-	-
Total	<u>10,724,455</u>	<u>11,128,135</u>	<u>11,835,100</u>	<u>11,731,008</u>
<b>Marshall Plan - Telecommunications</b>				
Employee Services	889,684	653,826	737,087	781,986
Other Services	181,018	121,852	113,373	153,984
Materials and Supplies	8,327	23,222	22,000	22,000
Other Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Total	<u>1,079,029</u>	<u>798,900</u>	<u>872,460</u>	<u>957,970</u>

See summary of Public Safety Measure A funded Marshall Plan expenditures on page C-7.

## **POLICE DEPARTMENT**

### **MEASURE W SUBFUND (200-201)**

#### **PROGRAM DESCRIPTION**

Stockton's voters approved Measure W in November 2004, which authorized a one-quarter percent Transaction and Use Tax to provide additional public safety services. The proceeds were split equally between the Police and Fire Departments. The program guidelines include an Economic Uncertainty fund reserve to be funded at 25% of annual budgeted revenues. This reserve is currently fully funded.

The Police Department uses the funds primarily to pay for Police officers' salaries and benefits. Some Measure W dollars have also been used to purchase equipment, vehicles, and radios for Measure W-funded Police Officers.

#### **KEY CONSIDERATIONS**

- Measure W will continue to pay for salaries, benefits, and equipment for 24 Police Officer positions in FY 2023-24 assigned to the Field Operations Division for street patrol.
- Sales tax revenues have experienced a strong recovery from the previous few years due to the COVID-19 pandemic, combined with staff vacancies, increasing the available fund balance. The Police and Fire Departments continue to seek ways to leverage Measure W funds with grant funding to enhance public safety services.
- Measure W proceeds are anticipated to increase by 1% from the current year-end projection. Revenues are closely monitored to ensure the long-term affordability of planned expenditures from tax revenues. In times of revenue declines, the Economic Uncertainty Fund is intended to maintain service levels. The purpose of the fund balance is to use reserves to fund Police Officer salaries, benefits, and associated equipment.
- The budgeted amount in Services and Supplies in FY 2023-24 will fund training ammunition, fuel, and basic duty equipment for the Measure W-funded officers.
- The State of California charges a quarterly administration fee for services associated with collecting the Measure W Public Safety Sales Tax. A sales tax audit contract provides auditing/compliance services to ensure sales tax is appropriately managed and distributed.
- FY 2023-24, the Police Department's share of the recommended Economic Uncertainty reserve is approximately \$1.9 million. The overall budget projection indicates that the Measure W Economic Uncertainty Fund balance will stay above the program's requirement.

**Police and Fire Departments**  
**Measure W - 200 (a)**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 5,491,575</b>	<b>\$ 8,196,899</b>	<b>\$ 9,973,679</b>	<b>\$ 11,559,906</b>
<b>Revenues</b>				
<b>Police</b>				
Measure W Sales Tax	6,947,881	7,256,095	7,500,000	7,664,452
Investment Proceeds	2,180	35,531	-	-
	<u>6,950,061</u>	<u>7,291,626</u>	<u>7,500,000</u>	<u>7,664,452</u>
<b>Fire</b>				
Measure W Sales Tax	6,947,881	7,281,478	7,500,000	7,664,452
Investment Proceeds	2,269	28,657	-	-
	<u>6,950,150</u>	<u>7,310,135</u>	<u>7,500,000</u>	<u>7,664,452</u>
	<b><u>13,900,211</u></b>	<b><u>14,601,761</u></b>	<b><u>15,000,000</u></b>	<b><u>15,328,904</u></b>
<b>Expenditures</b>				
<b>Police</b>				
Salary & Benefits	4,759,582	5,046,086	5,709,450	6,180,413
Services & Supplies	639,870	920,515	989,661	1,191,311
Administration	97,543	131,673	140,600	147,000
	<u>5,496,995</u>	<u>6,098,274</u>	<u>6,839,711</u>	<u>7,518,724</u>
<b>Fire</b>				
Salary & Benefits	5,002,271	5,245,027	5,817,411	6,784,731
Services & Supplies	423,924	472,198	496,946	945,449
Administration	97,543	131,673	147,102	147,000
Equipment & Maintenance	174,154	877,809	112,603	112,000
	<u>5,697,892</u>	<u>6,726,707</u>	<u>6,574,062</u>	<u>7,989,180</u>
	<b><u>11,194,887</u></b>	<b><u>12,824,981</u></b>	<b><u>13,413,773</u></b>	<b><u>15,507,904</u></b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>				
Police	1,453,066	1,193,352	660,289	145,728
Fire	<u>1,252,258</u>	<u>583,428</u>	<u>925,938</u>	<u>(324,728)</u>
	<b><u>2,705,324</u></b>	<b><u>1,776,780</u></b>	<b><u>1,586,227</u></b>	<b><u>(179,000)</u></b>
<b>Ending Available Balance</b>	<b><u>\$ 8,196,899</u></b>	<b><u>\$ 9,973,679</u></b>	<b><u>\$ 11,559,906</u></b>	<b><u>\$ 11,380,906</u></b>
<b>Available Balance Calculation</b>				
Current assets		\$ 11,073,841		
Current liabilities		(1,100,162)		
Program Commitments		-		
Ending Available Balance		<u>\$ 9,973,679</u>		

(a) The portion of Measure W Fund - 200 relating to Fire is also presented in Fire on page E-17.

## **POLICE DEPARTMENT**

### **ASSET SEIZURE / SUBFUNDS (260-264, 265, 266)**

#### **PROGRAM DESCRIPTION**

The City established asset seizure accounts to allow the Police Department to properly manage the proceeds of the sale of seized property under State and Federal forfeiture laws.

There are three sources of asset seizure funding. One source is seized property from cases adjudicated by the San Joaquin County District Attorney's Office. The other two sources are from cases adjudicated by the Federal government. Funds are allocated based on an agreed-upon sharing distribution aligned with the respective effort put into each case by the participating agencies. The Courts determine how the proceeds are distributed. State and Federal law restrict the use of these funds to expenditures that enhance law enforcement and drug/crime prevention and cannot be used to supplant existing General Fund programs or operations.

To comply with state and federal asset seizure laws, the Police Department prioritized the purchase of SWAT Team surveillance and safety equipment and related services and supplies.

#### **KEY CONSIDERATIONS**

- Federal seizure amounts remain low and are projected to remain flat in FY 2023-24.
- Projected staffing in the Special Investigations section should result in a flat volume of asset seizure cases comparable to FY 2022-23; however, payments are largely tied to court proceedings and can take several years to materialize.
- The level of safety equipment and supply purchases is in line with the current availability of cash in the fund. Planned purchases in FY 2023-24 include ammunition and equipment for the SWAT Team.



**Police Department  
Asset Seizure - 260  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>			<b>\$ 374,240</b>	<b>\$ 246,522</b>
<b>Revenues</b>				
State/local seizures	73,316	81,991	79,234	75,000
Federal DOJ seizures	-	1,009	-	2,500
Federal Treasury seizures	-	334	-	500
Other Agency	-	-	-	-
Investment Proceeds	424	(12,899)	-	-
	<b>73,740</b>	<b>70,435</b>	<b>79,234</b>	<b>78,000</b>
<b>Expenditures</b>				
State/local seizures	44,239	77,561	194,294	246,522
Federal DOJ seizures	-	41	2,500	2,500
Federal Treasury seizures	-	4	10,158	10,158
	<b>44,239</b>	<b>77,606</b>	<b>206,952</b>	<b>259,180</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out - 025	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>29,501</b>	<b>(7,171)</b>	<b>(127,718)</b>	<b>(181,180)</b>
<b>Ending Available Balance</b>			<b>\$ 246,522</b>	<b>\$ 65,342</b>

## POLICE DEPARTMENT

### STATE CITIZENS OPTIONS FOR PUBLIC SAFETY SUBFUND (260-262)

#### PROGRAM DESCRIPTION

Since 1997, the California State Budget Act has included allocations to counties and cities for the COPS program. The funding sources and reporting requirements changed with the realignment under the Budget Act of 2011, which shifted a variety of public safety and social welfare programs from state-level administration to local government administration. The fund sources are a 1.0625 cent sales tax and vehicle license fees. Pursuant to Government Code section 30061, there shall be established in each county treasury a Supplemental Law Enforcement Services Account (SLESA), to receive all amounts allocated to a county for county sheriffs' jail construction and operation (5.15%), district attorneys for criminal prosecution (5.15%), counties for implementation of a comprehensive multi-agency juvenile justice system plan (50%), and counties and cities for front-line law enforcement (39.7%). The county auditor shall allocate the SLESA funds, which are population-based, within 30 days of deposit and each law enforcement agency shall receive at least \$100,000 per Fiscal Year. The City Council shall appropriate the allocation to fund front-line municipal police services in accordance with written requests submitted by the Chief of Police.

Front-line law enforcement services include anti-gang, community crime prevention, and juvenile justice programs. The Department uses these funds for equipment and public safety programs. Two front-line Community Service Officer personnel are funded from this source.

#### KEY CONSIDERATIONS

- Revenue projections have remained stable in recent years; however economic impacts on sales tax and vehicle license fees can cause revenues to fluctuate. Staff continue to monitor any available information from the State of California on potential changes to funding allocations.
- The Police Department continues to purchase equipment, materials, and supplies to support Mobile Field Force, Patrol safety gear, traffic devices, and software. Ongoing funding will support Strategic Operations community crime prevention efforts and National Night Out supplies in FY 2023-24.
- Two Community Service Officer positions remain funded through this source in FY 2023-24.
- The remaining funds will be used to purchase equipment and supplies that are one-time in nature and do not require ongoing financial support.

**Police Department**  
**State Citizens Options for Public Safety (COPS) - 260**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Actual</u>	<u>FY 2022-23</u> <u>Projected</u>	<u>FY 2023-24</u> <u>Budget</u>
<b>Beginning Available Balance</b>			<b>\$ 1,985,330</b>	<b>\$ 1,600,116</b>
<b>Revenues</b>				
State COPS Grant	753,949	789,789	735,278	840,000
Investment Proceeds	-	-	-	-
Reimbursements	-	-	-	-
	<u>753,949</u>	<u>789,789</u>	<u>735,278</u>	<u>840,000</u>
<b>Expenditures</b>				
Salary & Benefits	199,755	205,800	210,200	211,559
Services & Supplies	165,711	79,350	910,292	910,292
Other Expenses	-	53,945	-	-
	<u>365,466</u>	<u>339,095</u>	<u>1,120,492</u>	<u>1,121,851</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>388,483</u>	<u>450,694</u>	<u>(385,214)</u>	<u>(281,851)</u>
<b>Ending Available Balance</b>			<b>\$ 1,600,116</b>	<b>\$ 1,318,265</b>

## POLICE DEPARTMENT

### POLICE OTHER SPECIAL REVENUE FUND (260)

#### PROGRAM DESCRIPTION

The Police Department maintains a variety of special revenue programs in this fund, including donations, charges for service, prepaid and reimbursable budget allocations. These programs historically provided accounting and management support for activities that are specific to the funding sources but do not require the same level of oversight as a grant.

Revenues in this fund are derived from donations or charges for services from programs. Supplemental Police Services event contracts are tracked in this fund. Programs accounting for the majority of the fund balance include: San Joaquin County Community Corrections Partnership Taskforce and the Geraldine Schmidt Trust, established to provide a direct benefit to the Stockton Animal Shelter.

#### KEY CONSIDERATIONS

The Community Corrections Partnership Taskforce, funded through San Joaquin County AB109 funds and residual State funds from prior year allocations to local law enforcement, proactively addresses violent crimes and early-release offenders. This funding source covers salaries, overtime, training, and equipment for the Task Force. Participation in the Task Force consists of the Police Departments of Stockton, Lodi, and Manteca, as well as the San Joaquin County Sheriff. The funds will continue to fully support the costs of the core team in FY 2023-24.

The department continues to use the funding awarded by the Board of State and Community Corrections of \$2 million for use on various police equipment needs following adoption of State Senate Bill 170 – State Budget Act 2021.

The Stockton Police Foundation, established as a non-profit in 2012, accepts private donations to provide financial and material support to programs not otherwise funded by the City's General Fund. Current funding includes the Stockton Police Observation Truck (SPOT) expenses.

Several local businesses and organizations request additional police services for special events via Supplemental Services Contracts. Planned annual events have resumed normalcy since the COVID-19 pandemic recovery. During FY 2023-24, the anticipated contracted services are estimated to generate approximately \$100,000 in revenue. In FY 2021-22, the Animal Shelter was allotted \$5.4 million through the American Rescue Plan Act for major capital improvements needed. Improvements are on-going. Geraldine Schmidt Trust funding of \$475,000 has been reserved for capital improvements to the Animal Shelter buildings and will be utilized in FY 2023-24 in support of the Shelter's planned improvements. Additionally, the Carl O. Schatz Trust bequeathed \$200,000 to the Animal Shelter which will also be used for the same purpose.

The Pet Overpopulation Fund supports Spay and Neuter Clinics. Revenues remain consistent to cover program expenditures related to preventing pet overpopulation in the community in FY 2023-24.

Donations for the Volunteers in Police Service and miscellaneous equipment were negligible in FY 2022-23. Any funds received are expended in support of these key programs.

**Police Department**  
**Police Special Revenue - 260**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Actual</u>	<u>FY 2022-23</u> <u>Projected</u>	<u>FY 2023-24</u> <u>Budget</u>
<b>Beginning Available Balance</b>			<b>\$ 3,354,436</b>	<b>\$ 793,269</b>
<b>Revenues</b>				
Pet Overpopulation Program	208,362	26,836	98,740	158,804
Refunds & Reimbursements	1,203,549	1,274,204	1,491,423	100,000
Other Revenue	115,961	2,288,763	46,429	52,177
Investment Proceeds	-	-	10,336	-
	<u>1,527,872</u>	<u>3,589,803</u>	<u>1,646,928</u>	<u>310,981</u>
<b>Expenditures</b>				
Pet Overpopulation Program	79,718	73,683	120,000	250,000
Program Expense	1,264,184	1,293,873	4,088,095	808,024
	<u>1,343,902</u>	<u>1,367,556</u>	<u>4,208,095</u>	<u>1,058,024</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out - Capital Fund	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>183,970</u>	<u>2,222,247</u>	<u>(2,561,167)</u>	<u>(747,043)</u>
<b>Ending Available Balance</b>			<b>\$ 793,269</b>	<b>\$ 46,226</b>

## POLICE DEPARTMENT

### SPECIAL GRANTS FUND (280)

#### PROGRAM DESCRIPTION

Police Department programs are supported by Federal, State, Local, and Corporate Grants. Separate tracking provides accountability for restricted sources of revenue. Major programs currently active in this fund include: Byrne Memorial Justice Assistance funds, Bureau of Justice Assistance Byrne Discretionary Community Project Funding, Bureau of Justice Assistance Crime Gun Intelligence Center Integration Initiative, Office of Juvenile Justice and Delinquency Prevention Anti-Gang Programs for Youth, and Office of Traffic Safety Selective Traffic Enforcement Program.

#### KEY CONSIDERATIONS

Expenditures in this fund vary from year to year based on the grants awarded and the associated performance periods. New grants awarded in FY 2022-23 include:

- Office of Traffic Safety's DUI Enforcement, Distracted Driving, Motorcycle Safety Enforcement, Bike and Pedestrian Enforcement and Checkpoints – funding for various overtime missions and equipment to improve traffic safety.
- California Highway Patrol Cannabis Tax Fund – funding for the Traffic division to provide increased education, prevention, and enforcement of laws relating to driving under the influence of alcohol and other drugs, including cannabis.
- Bureau of Justice Assistance Local Law Enforcement Crime Gun Intelligence Center Integration Initiative (CGIC) – funding to support local jurisdiction's capability to work in partnership with the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) to identify unlawfully used firearms, disrupt illegal activity, and prevent future violence.
- Byrne Memorial Justice Assistance – continued funding for the San Joaquin County Firearms Reduction Consortium, which provides Evidence Identification equipment and supplies, firearms examination equipment, investigations surveillance tools, and overtime for Police, Sheriff, and Probation to conduct firearms missions.
- Bureau of Justice Assistance Byrne Discretionary Community (BDC) Project Fund – funding for long-term undercover Ceasefire overtime missions, purchase of vehicles and special equipment for the Ceasefire Special Investigations section, support community engagement outreach with clients through Ceasefire call-ins, relationship building events in partnership with the City's Office of Violence Prevention (OVP).
- California for all Animals Grant - statewide animal shelter assistance program providing funding to support microchips and vaccinations for the City's unsheltered animal population.
- The Board of State and Community Corrections (BSCC) Officer Wellness and Mental Health Grant Program - State Budget Act of 2022, Assembly Bill 178, prepaid funding for the improving officer wellness and expanding mental health sources.

One-time grant funding is appropriated throughout the year as it is received and is not included in the Annual Budget process.

**Police Department  
Special Grants - 280  
FY 2023-24 Annual Budget**

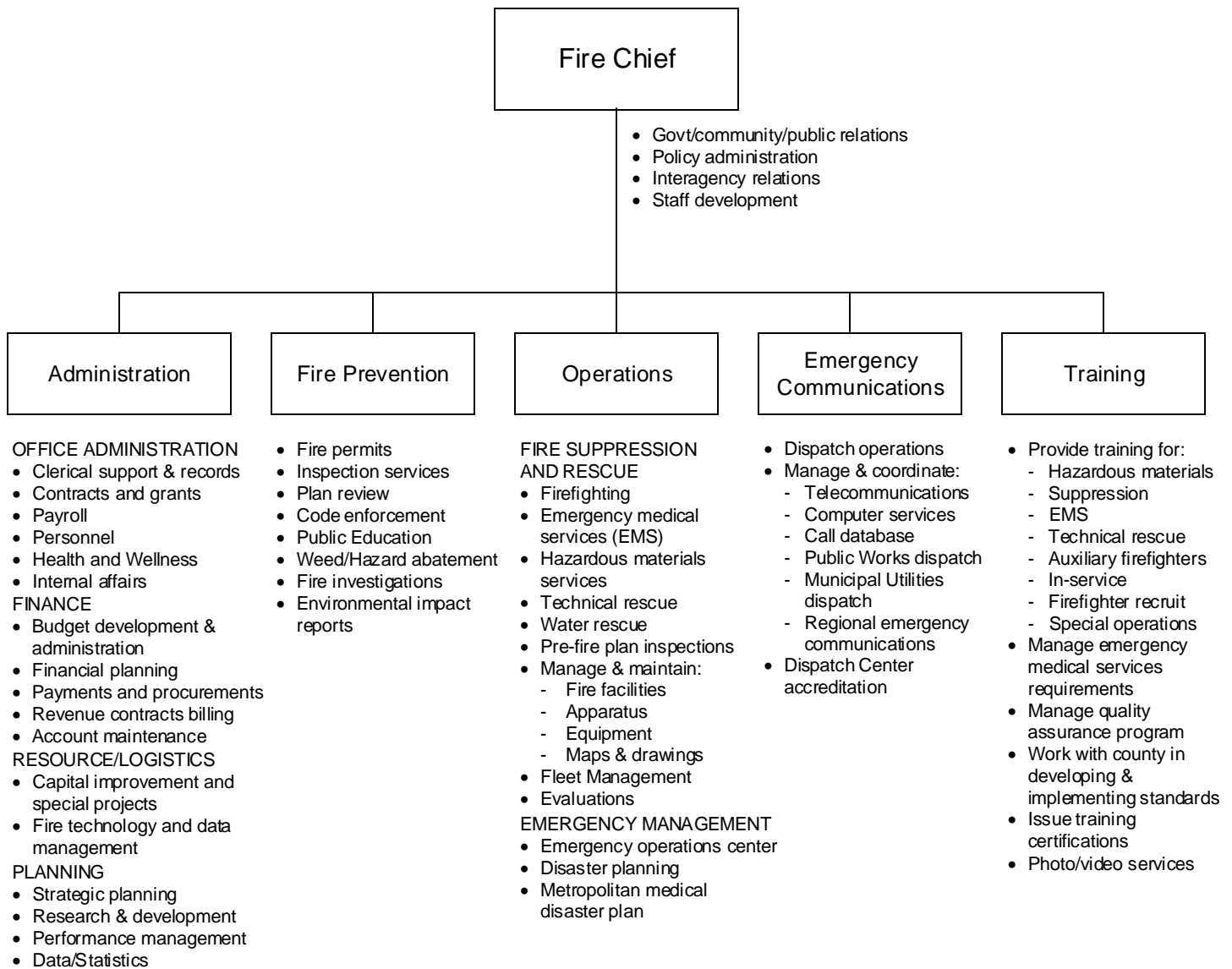
	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>			<b>\$ -</b>	<b>\$ -</b>
<b>Revenues</b>				
Federal Grants	135,313	1,190,668	210,976	-
State Grants	758,109	759,587	271,588	-
Other Grants / Donations	10,347	19,653	-	-
Investment Proceeds	-	-	-	-
	<b>903,769</b>	<b>1,969,908</b>	<b>482,564</b>	<b>-</b>
<b>Expenditures</b>				
Federal Grants	402,199	905,046	210,976	-
State Grants	454,620	499,852	271,588	-
Other Grants / Donations	30,105	(105)	-	-
Contract Reimbursements	-	-	-	-
	<b>886,924</b>	<b>1,404,793</b>	<b>482,564</b>	<b>-</b>
<b>Transfers</b>				
Transfer In - Grant Match - General Fund	-	-	-	-
<b>Net Annual Activity</b>	<b>16,845</b>	<b>565,115</b>	<b>-</b>	<b>-</b>
<b>Ending Available Balance</b>			<b>\$ -</b>	<b>\$ -</b>





## TAB 5 FIRE





# FIRE DEPARTMENT



# FIRE DEPARTMENT

## MISSION STATEMENT

The Stockton Fire Department (SFD) is committed to providing excellent emergency and non-emergency customer service. Our dedicated members ensure a safe community through public education, prevention, and aggressive fire suppression and rescue activities.

### Budget at a Glance:

Total Revenues	\$22,803,115
Total Expenditures	\$76,083,743
Total Net Cost	\$53,280,628
Total Staff	246

## DEPARTMENT DESCRIPTION

The Fire Department is responsible for fire protection, and emergency medical services within Stockton city limits and under contract to four bordering fire districts. It also provides fire and emergency medical dispatch services on a regional scale to Stockton and other municipalities in San Joaquin County.

The department is organized into five divisions: Administration, Operations, Fire Prevention, Training, and Emergency Communications.

Administrative Division provides overall policy direction and management support for the department including office administration, finance, planning, and logistics.

Operations Division provides fire suppression and emergency medical and rescue services, mitigates hazardous material incidents, and conducts routine fire prevention inspections and fire investigations.

Fire Prevention Division issues fire code operational permits and performs related annual inspections, conducts fire safety education programs, and provides code enforcement and plan review for fire code compliance.

Training Division coordinates and monitors the professional and technical training plans and programs for over 190 sworn positions related to fire and medical service certification and licensure, fulfills statutorily mandated reporting requirements, and develops the curriculum for and oversees all Firefighter training academies.

Emergency Communications Division dispatches fire and emergency medical calls to Stockton and other municipalities in the San Joaquin County. The dispatch center also processes after-hour calls for Stockton's Municipal Utilities and Public Works departments.

## DEPARTMENT STRATEGIC WORK PLAN

As part of the department's commitment to continued excellence, sustaining a thoughtful, comprehensive strategic plan is critical as it will drive the organization toward a common vision and optimize resources.

The department's top strategic priorities are to establish a sustainable service delivery model, support personnel health and wellness, develop our workforce through emphasis in training and continued education, increase recruitment and expand onboarding, and improve efficiencies with upgrades and use of new technology. Optimizing relationships with all stakeholders and community partners will improve preparedness and enhance resiliency during emergency events.

# FIRE DEPARTMENT

## PRIOR YEAR ACCOMPLISHMENTS

### Administrative Division

- Received a grant award of \$687,272 from the Federal Emergency Management Agency's (FEMA) 2021 Assistance to Firefighters Grant (AFG) for the purchase and replacement of end-of-life and outdated self-contained breathing apparatus (SCBA). This equipment provides breathable air and protects Firefighters from dangerous gases and other airborne contaminants in the atmosphere when responding to fire and emergency incidents.
- Completed FEMA's 2020 AFG Supplemental for additional COVID-19 relief.
- Partnered with Jacob Green and Associates and conducted Emergency Management training for key City officials and staff members in October 2022.
- Activated and staffed the Emergency Operations Center (EOC) on December 31, 2022 and March 9, 2023 and coordinated emergency operations in response to the Winter storm events.
- Worked collaboratively with Human Resources Department to hire 58 new employees, which included 44 sworn and 14 non-sworn personnel.
- Worked collaboratively with Information Technology (IT) Department to successfully complete the configuration of Fire Department's payroll with Executime and the Tyler Munis payroll system.
- In partnership with Public Works (PW) Department, completed the following maintenance/repair projects:
  - External fire station repainting at Companies 3, 4, 5, 7, 10, 11 and 14; Fire Station No. 10 roof replacement.
  - Division of Training's carpet removal and replacement with polished concrete floor.
  - Fire Station No. 10 and 11 installation of extractors for Firefighter gear.

Operations Division responded and mobilized resources on 44,665 calls for service in 2022, which included 17,935 rescue and emergency medical service responses, 4,658 fires, 622 hazardous conditions, and over 21,000 other calls for emergency services.

- The Homeless Outreach Program (HOT) team continued to educate the homeless population in the community on COVID-19 and on fire prevention; and, also coordinated homeless outreach resources. The team completed 1,142 homeless population contacts or 10% increase in 2022 from prior fiscal year.
- In partnership with PW Facilities Maintenance and IT, completed building, technology, and telecommunications restoration and improvements for the re-opening of Fire Station No. 1 in January 2023.
- Completed construction of one new fire engine and delivered to SFD in March 2023 to replace the old fire engine in Fire Station No. 6.
- Entered into a contract amendment with Eastside Fire District to enhance staffing and provide funds for three additional Firefighters at Fire Station No. 12.

Fire Prevention Division completed 119 school inspections and observed 77 school fire drills for compliance with state-mandated Kindergarten to 8<sup>th</sup> grade school fire code requirements. In 2022, staff completed 6,143 inspections, 1,078 fire and building plan checks, 242 plan applications and

## FIRE DEPARTMENT

project reviews, 2,525 new construction related inspections and 231 formal fire investigations. Staff conducted four community outreach events during Fire Prevention Week and participated in 254 hours of public fire safety education activities and events. Fire and building inspection, plan check, plan application and project review services associated to new construction increased by approximately 12% from the prior fiscal year.

- Implemented Phase I of the restructured fees recommended from the Fire Prevention Fee Study.
- Hired a new Fire Investigator approved in the FY 2022-23 Annual Budget and increased the number of completed investigations of suspicious fire incidents by approximately 80% from past fiscal year.
- Hired one additional full-time Office Specialist to coordinate, monitor, and assist in the collection of fees, and for timely processing and issuance of operational fire permits.
- Implemented Food Truck Tracking system for permits and inspections record management and reporting.

### Training Division

- Completed Fire Training Academy 22-2 in November 2022 and graduated nineteen (19) new City of Stockton Firefighters.
- Started 80-day Fire Training Academy 23-1 in February 2023 with thirteen (13) Firefighter trainees.
- Conducted Fire Engineer and Fire Captain Academies for a total of 38 Fire personnel.
- Sent key Fire personnel for training on boat operations and for various River, Flood, Hazardous Materials, Confined Space, and other Heavy Rescue Technician skill levels.
- 179 Fire personnel completed approximately 30,000 training hours to maintain required certifications and for advanced training classes in water rescue, urban search and rescue, disaster preparedness, tactical emergency medical services and hazardous materials situations.
- Conducted/Hosted various Emergency Medical Services (EMS) training for SFD personnel: trauma response, tourniquet, Fentanyl emergency response and responder safety, Handtevy Pediatric Response system, Cardiopulmonary Resuscitation (CPR) and related devices/equipment.

Emergency Communications Division processed over 168,000 requests for service or a daily average of 461 service calls in 2022, a 2% drop in service call volume from the prior year. The dispatch center currently provides emergency medical dispatch services and dispatches emergency response resources for various agencies throughout the San Joaquin County.

- Hired and trained two (2) new Fire Telecommunicator Call Takers approved in FY 2022-23 Annual Budget to handle the increased volume from 9-1-1 callers.
- Hired and trained a Quality Assurance (QA) / Quality Improvement (QI) staff for compliance with dispatch call processing standards; established a QA/QI committee to interact with San Joaquin County Emergency Medical Services Agency (SJCEMSA).



## FIRE DEPARTMENT

- Completed installation of Automatic Vehicle Location (AVL) software on all fire apparatus of the City of Lodi Fire Department for tracking and efficient dispatch of resources to emergency incidents.
- Completed integration of Tablet Command and Telestaff systems to provide immediate updates of fire ground personnel assigned to an incident.
- Completed the Uninterruptible Power Supply (UPS) System project and replaced the end-of-life UPS equipment that provides continuous emergency back-up power in the Stockton Dispatch Center.

### KEY CONSIDERATIONS

The Fire Department FY 2023-24 Annual Budget includes funds to operate thirteen fire stations including Fire Station No. 1, which re-opened in January 2023, thirteen fire engines, and three ladder trucks that will provide fire protection and emergency services to the community in the upcoming fiscal year.

The budget includes payroll appropriations for 198 sworn and 48 non-sworn full-time staff, and part-time staff. A total of four new full-time positions are incorporated in the budget to cover staffing shortages and to meet the demands of increased workload in anticipation of the growing emergency call volume. Eastside Fire Protection District executed a contract amendment with the City in October 2022 to increase personnel of Station No. 12 fire engine from three to four. With the exception of Engine No. 12, daily staffing levels will be maintained at three personnel on fire engines and four personnel on ladder trucks.

A total of seven fire engines were purchased using American Rescue Plan (ARPA) Coronavirus Recovery funds. Construction of six engines purchased in October 2021 are expected to be completed and delivered by summer 2023. Construction of the seventh engine is scheduled to be completed by winter 2023-24. A new aerial ladder truck funded by FEMA's 2020 Assistance to Firefighters grant program also remains in construction and is tentatively scheduled to be completed in spring 2024. Purchase of a second aerial ladder truck funded by Fleet Internal Service Fund is currently in progress. All these new equipment will replace existing Fire apparatus that have exceeded 15 years of front-line service life.

The rising costs of utility services, materials, and supplies required adjustments and increases in budget allocations in FY 2023-24. The cost of conducting a Fire Training Academy also continues to increase due to rising costs of instructors, personnel protective equipment, and training supplies resulting from inflation and supply chain issues. The cost of conducting two (2) Fire Training Academies remains incorporated in the department's FY 2023-24 annual budget to fill a high number of anticipated vacancies.

Additional budget allocations for sworn personnel health and wellness, training and continued education, and expansion of Firefighter recruitment and onboarding are included in the upcoming fiscal year budget in support of the department's top strategic priorities. The department will also work towards the modernization and overall update of its policies and procedures to incorporate Federal and State regulatory requirements as well as applicable best practices.



**Fire Department**  
**FY 2023-24 Annual Budget**

	<b>General Fund 100</b>	<b>Emergency Communication 100-130</b>	<b>Development Services 220</b>	<b>Measure W 200</b>
	<i>See Page E-11</i>	<i>See Page E-13</i>	<i>See Page E-15</i>	<i>See Page E-17</i>
<b>Beginning Available Balance</b>		<b>\$ 328,762</b>		
<b>Revenues</b>				
Taxes	-	-	-	7,664,452
Program Revenue	5,822,955	4,896,441	4,419,267	-
Other Revenue	-	-	-	-
	<b>5,822,955</b>	<b>4,896,441</b>	<b>4,419,267</b>	<b>7,664,452</b>
<b>Expenditures</b>				
Salary & Benefits	43,594,446	3,420,013	-	6,784,731
Services & Supplies	15,266,149	1,047,006	-	945,449
Administration Overhead	-	384,795	-	147,000
Fire Prevention & Education	-	-	4,254,554	-
Debt Service	-	-	-	-
Capital Outlay	90,600	20,000	-	112,000
	<b>58,951,195</b>	<b>4,871,814</b>	<b>4,254,554</b>	<b>7,989,180</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>(53,128,240)</b>	<b>24,627</b>	<b>164,713</b>	<b>(324,728)</b>
<b>Ending Available Balance</b>		<b>\$ 353,389</b>		

**Fire Department, Continued**  
**FY 2023-24 Annual Budget**

	<b>Special Revenue 260</b>	<b>Fire Total</b>
	<u>See Page E-19</u>	
<b>Beginning Available Balance</b>		
<b>Revenues</b>		
Taxes	-	7,664,452
Program Revenue	-	15,138,663
Other Revenue	-	-
	<u>-</u>	<u>22,803,115</u>
<b>Expenditures</b>		
Salary & Benefits	-	53,799,190
Services & Supplies	17,000	17,275,604
Administration Overhead	-	531,795
Fire Prevention & Education	-	4,254,554
Debt Service	-	-
Capital Outlay	-	222,600
	<u>17,000</u>	<u>76,083,743</u>
<b>Transfers</b>		
Transfer In	-	-
Transfer Out	-	-
	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>(17,000)</u>	<u>(53,280,628)</u>

**Ending Available Balance**

Revenues	\$ 22,803,115
Transfers	-
Total Sources	<u>\$ 22,803,115</u>
Expenditures	\$ 76,083,743
Transfers	-
Total Appropriations	<u>\$ 76,083,743</u>



**Fire Department  
General Fund - 100  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Total Fire Department</b>				
Employee Services	\$ 34,544,771	\$ 35,296,196	\$ 39,956,064	\$ 43,594,446
Other Services	8,324,771	9,267,490	9,883,423	10,757,358
Materials and Supplies	1,291,220	1,408,378	2,141,237	1,756,685
Other Expenses	2,463,490	2,495,408	2,608,902	2,752,106
Capital Outlay	237,598	211,254	318,053	90,600
Total	<u>\$ 46,861,850</u>	<u>\$ 48,678,726</u>	<u>\$ 54,907,679</u>	<u>\$ 58,951,195</u>

**Administration**

Employee Services	2,168,614	2,052,819	2,298,377	2,449,371
Other Services	395,076	492,478	625,445	728,835
Materials and Supplies	30,986	34,294	34,125	45,098
Other Expenses	2,395,171	2,396,341	2,473,634	2,443,937
Total	<u>4,989,847</u>	<u>4,975,932</u>	<u>5,431,581</u>	<u>5,667,241</u>

**Fire Suppression**

Employee Services	31,124,607	31,799,938	35,595,582	39,195,553
Other Services	4,975,453	5,231,549	5,600,952	6,245,320
Materials and Supplies	971,712	1,162,876	1,249,809	1,269,337
Other Expenses	7,625	2,595	3,000	5,300
Capital Outlay	237,598	203,809	318,053	90,600
Total	<u>37,316,995</u>	<u>38,400,767</u>	<u>42,767,396</u>	<u>46,806,110</u>

**Safe and Sane Fireworks Program**

Employee Services	53,192	58,282	56,621	76,088
Other Services	3,838	3,618	1,653	5,119
Materials and Supplies	8,022	1,802	8,500	10,167
Total	<u>65,052</u>	<u>63,702</u>	<u>66,774</u>	<u>91,374</u>

**Training/Emergency Services**

Employee Services	1,198,356	1,385,157	2,005,484	1,873,434
Other Services	320,768	342,707	421,798	460,522
Materials and Supplies	279,393	209,406	848,803	432,083
Other Expenses	60,645	96,472	132,268	302,869
Capital Outlay	-	-	-	-
Total	<u>1,859,162</u>	<u>2,033,742</u>	<u>3,408,353</u>	<u>3,068,908</u>

**Dispatch**

Employee Services	2	-	-	-
Other Services	2,629,636	3,197,138	3,233,575	3,317,562
Materials and Supplies	1,107	-	-	-
Other Expenses	50	-	-	-
Capital Outlay	-	7,445	-	-
Total	<u>2,630,795</u>	<u>3,204,583</u>	<u>3,233,575</u>	<u>3,317,562</u>

## **FIRE DEPARTMENT**

### **GENERAL FUND EMERGENCY COMMUNICATIONS SUBFUND (100-130)**

#### **PROGRAM DESCRIPTION**

The City provided regional emergency and non-emergency dispatch and administrative services to the San Joaquin County Regional Fire Dispatch Authority (Authority) through an operating agreement beginning in FY 2016-17 until its dissolution on June 30, 2021. The City then entered into separate agreements with South San Joaquin County Fire Authority, City of Lodi, City of Manteca, and Lathrop-Manteca Fire District to provide dispatch services to the communities served by these agencies effective July 1, 2021.

The Emergency Communications Fund accounts for the revenue and expenditures associated with the operations of the Stockton Dispatch Center, the dispatch services contracts, and the associated payments received from contracted agencies.

#### **KEY CONSIDERATIONS**

Negotiations are currently underway with the four contracted San Joaquin County fire agencies to amend the existing agreements to update the current fee for dispatch services provided by the Stockton Dispatch Center. The amendment will establish the City's annual fee for the next three years beginning July 1, 2023.

Staff will focus on the following efforts in the upcoming fiscal year:

- Continue recruitment of vacant Fire Dispatch positions to achieve full staffing in FY 2023-24.
- Accept live callers from Primary Safety Answering Points (PSAPs) San Joaquin County Sheriff's Office (SJSO) and California Highway Patrol (CHP) to meet the intent of Senate Bill 438.
- Explore revenue opportunities through contract services with additional fire protection agencies in San Joaquin County.
- Continue to identify and evaluate back-up/secondary location for dispatch center operations for uninterrupted phone and dispatch services during emergencies.
- Complete installation of Automatic Vehicle Location (AVL) software on all fire apparatus of the remaining contracted agencies (South San Joaquin County Fire Authority, City of Manteca and Lathrop-Manteca Fire District) for tracking and efficient dispatch of resources to emergency incidents.
- Complete upgrades and conversion of the Emergency Reporting Software to a new and improved platform for more efficient data management and accurate reporting.

**Fire Department**  
**Emergency Communications - 100-130**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ -</u>	<u>\$ 437,828</u>	<u>\$ 24,893</u>	<u>\$ 328,762</u>
<b>Revenues</b>				
Contract Revenue	3,650,153	1,369,060	1,466,440	1,692,201
Reimbursements	115,191	2,914,930	3,128,006	3,204,240
	<u>3,765,344</u>	<u>4,283,990</u>	<u>4,594,446</u>	<u>4,896,441</u>
<b>Expenditures</b>				
Employee Services	2,723,430	2,745,298	3,142,946	3,420,013
Equipment & Technology	741,549	698,256	864,810	875,071
Supplies	19,311	24,340	47,096	45,150
Utilities & Maintenance	95,371	41,318	126,968	126,785
Administrative Expenses	182,887	112,527	264,485	384,795
Debt Service	15,534	15,600	505,512	-
Capital Outlay	329,434	279,584	38,760	20,000
	<u>4,107,516</u>	<u>3,916,923</u>	<u>4,990,577</u>	<u>4,871,814</u>
<b>Transfers</b>				
Transfer In - General Fund	780,000	-	700,000	-
Transfer Out	-	-	-	-
	<u>780,000</u>	<u>-</u>	<u>700,000</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>437,828</u>	<u>367,067</u>	<u>303,869</u>	<u>24,627</u>
<b>Ending Available Balance</b>	<u>\$ 437,828</u>	<u>\$ 804,895</u>	<u>\$ 328,762</u>	<u>\$ 353,389</u>
<b>Available Balance Calculation</b>				
Current assets		\$ 643,866		
Current liabilities		(618,973)		
Ending Available Balance		<u>\$ 24,893</u>		



## **FIRE DEPARTMENT**

### **DEVELOPMENT SERVICES to FUND FIRE PREVENTION SUBFUND (220-225)**

#### **PROGRAM DESCRIPTION**

The Fire Prevention Division safeguards the lives, welfare, and economy of the community by providing specialized services including commercial, residential, institutional, and industrial inspections for California Fire Code compliance. The division also performs technical services such as permit plan review of fire alarm and extinguishing systems; management and issuance of fire code operational permits; and investigation of suspicious fires and hazardous materials incidents. Fire prevention inspection and technical services fees finance the operations of the division.

#### **KEY CONSIDERATIONS**

The Division will focus on the following initiatives in FY 2023-24:

- Recruit for two (2) new Fire Prevention Inspector positions approved in the FY 2023-24 Annual Budget for timely and thorough completion of state mandated R-2 residential and church inspections to ensure compliance with California Fire Code.
- Re-assign hydrant inspections from Fire Companies to the Fire Prevention Bureau to reduce the workload and to increase the availability of sworn personnel for emergency responses.
- Implement Phase 2 of the restructured fees recommended from the Fire Prevention Fee Study.
- Complete transition and implementation of a new and efficient electronic billing and payment system for fire operational and annual permits.
- Continue to develop a tracking method and initiate data upload for private fire hydrants into the Emergency Reporting Records Management System for improved record keeping and to ensure compliance with annual inspection and maintenance requirements.
- Continue to increase open-house community outreach events and expand the Public Education Program for fire prevention and life safety.
- Increase communication of safety information and various events with the community through increased presence on social media.

**Fire Department  
Development Services - 220 (a)  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Revenues</b>				
Fire Prevention				
User Fees	\$ 2,640,256	\$ 3,344,942	\$ 3,728,883	\$ 4,311,473
Fines & Penalties	97,315	122,612	114,131	105,094
Other Revenue	1,341	1,160	1,200	2,700
	<b>2,738,912</b>	<b>3,468,714</b>	<b>3,844,214</b>	<b>4,419,267</b>
<b>Expenditures</b>				
Fire Prevention	2,840,887	3,016,906	3,590,036	4,254,554
	<b>2,840,887</b>	<b>3,016,906</b>	<b>3,590,036</b>	<b>4,254,554</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	(1,653,000)	-
	<b>-</b>	<b>-</b>	<b>(1,653,000)</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>\$ (101,975)</b>	<b>\$ 451,808</b>	<b>\$ (1,398,822)</b>	<b>\$ 164,713</b>

(a) The total Development Services Fund - 220 is presented with the Community Development Department on page H-8.

## **FIRE DEPARTMENT**

### **MEASURE W FUND SUBFUND (200-202)**

#### **PROGRAM DESCRIPTION**

Stockton's voters approved Measure W in November 2004, which authorized a one-quarter percent Transaction and Use Tax for public safety services. Proceeds are split equally between the Police and Fire Departments. The program guidelines include an Economic Uncertainty fund reserve of 25% of annually budgeted revenues. The Fire portion of this reserve is fully funded.

The Fire Department uses Measure W proceeds to pay for a portion of Fire suppression personnel salary and benefits assigned to Fire Company No. 3 (southeast Stockton), Fire Company No. 4 (central Stockton) and Fire Company No. 13 (northeast Stockton). Proceeds have also been used for one-time purchases of fire engines, equipment, and radios. For the past nine years, Measure W proceeds have consistently funded the salary and benefits of 25 firefighting positions that provide fire protection and other emergency services.

#### **KEY CONSIDERATIONS**

- Measure W proceeds are anticipated to increase by 2% from the current year-end projection.
- Addition of two (2) new Firefighters for a total of 27 firefighting positions funded from Measure W proceeds in FY 2023-24.
- Measure W tax proceeds will continue to be used for annual new water rescue training for the Fire Department's Water Rescue Operations Program and will also continue to provide funds for emergency supplies and annual maintenance of medical equipment.
- FY 2023-24 budget includes one-time allocations for: (a) replacement of Firefighter turnout gear that have reached end-of-life, (b) software update of eight (8) mobile radios, and (c) procurement of a mobile pump device for training and annual pump testing that comply with NFPA standards.
- The State of California charges a quarterly administration fee for services associated with the collection of the Measure W Public Safety Sales Tax. A sales tax audit contract provides auditing/compliance services to ensure sales tax is properly collected and distributed.

**Fire Department  
Measure W - 200 (a)  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Revenues</b>				
Measure W Sales Tax	\$ 6,947,881	\$ 7,281,478	\$ 7,500,000	\$ 7,664,452
Investment Proceeds	2,269	28,657	-	-
	<b>6,950,150</b>	<b>7,310,135</b>	<b>7,500,000</b>	<b>7,664,452</b>
<b>Expenditures</b>				
Salary & Benefits	5,002,271	5,245,027	5,817,411	6,784,731
Services & Supplies	423,924	472,198	496,946	945,449
Administration Overhead	97,543	131,673	147,102	147,000
Equipment & Maintenance	174,154	877,809	112,603	112,000
	<b>5,697,892</b>	<b>6,726,707</b>	<b>6,574,062</b>	<b>7,989,180</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>\$ 1,252,258</b>	<b>\$ 583,428</b>	<b>\$ 925,938</b>	<b>\$ (324,728)</b>

(a) The total Measure W Fund - 200 is presented with the Police Department budget on page D-13.

## **FIRE DEPARTMENT**

### **FIRE SPECIAL REVENUE FUND (260)**

#### **PROGRAM DESCRIPTION**

The Fire Department receives donations and uses the monies for supplies, equipment, training, and safety awareness expenses that are not funded in the General Fund operating budget.

#### **KEY CONSIDERATIONS**

The FY 2023-24 appropriation will provide funds for anticipated costs of additional training in specialized emergency rescue operations needed by new Firefighters, supplies, and equipment for new programs.

**Fire Department  
Special Revenue - 260  
FY 2023-24 Annual Budget**

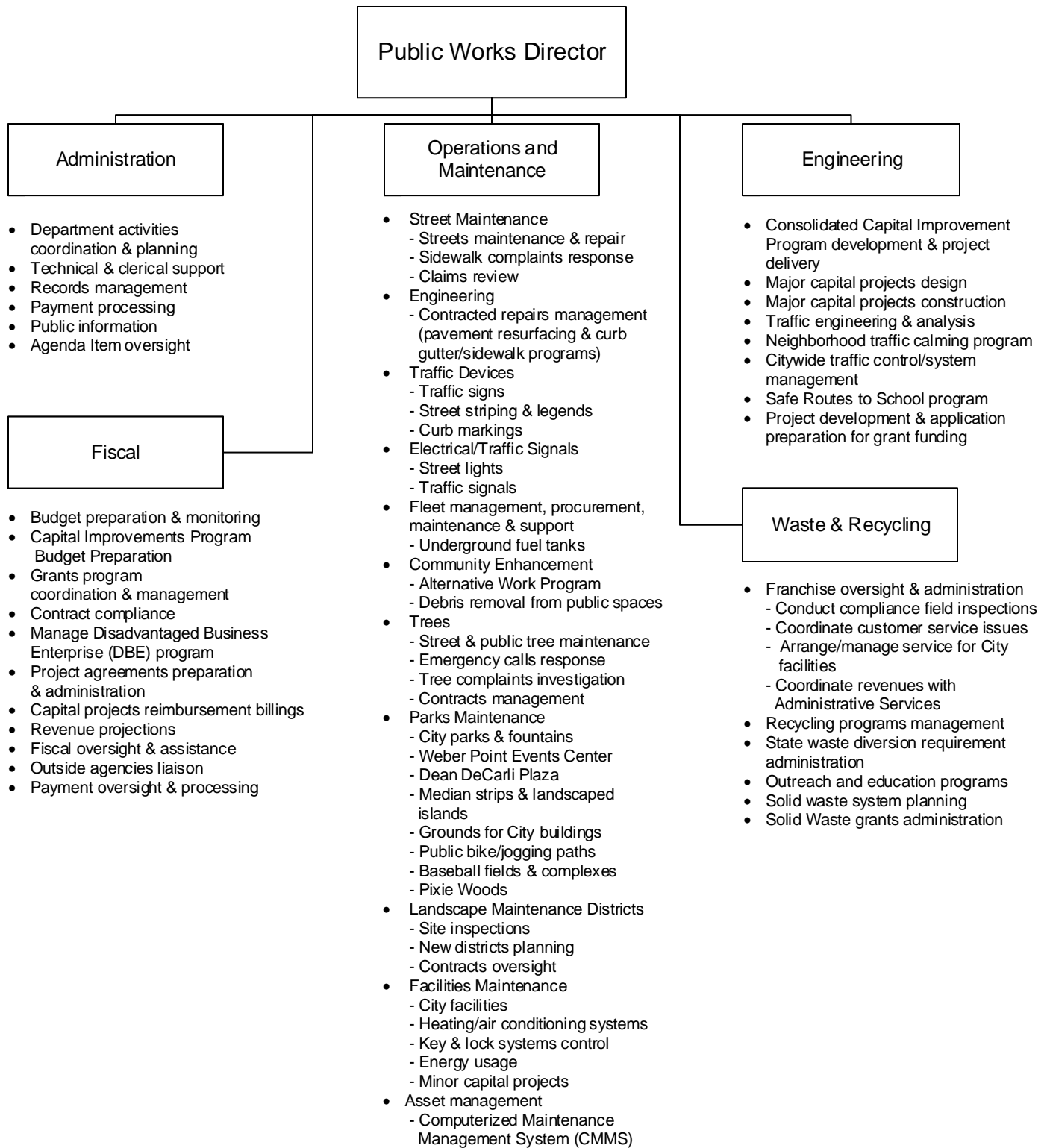
	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>		<b>\$ 48,315</b>	<b>\$ 27,581</b>	<b>\$ 26,681</b>
<b>Revenues</b>				
Program Revenue	\$ -	-	-	-
Donations	13,493.00	-	-	-
Other Revenue	-	-	-	-
	<b>13,493</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>				
Program Expenses	668	20,734	900	17,000
	<b>668</b>	<b>20,734</b>	<b>900</b>	<b>17,000</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>12,825</b>	<b>(20,734)</b>	<b>(900)</b>	<b>(17,000)</b>
<b>Ending Available Balance</b>		<b>\$ 27,581</b>	<b>\$ 26,681</b>	<b>\$ 9,681</b>
<b>Available Balance Calculation</b>				
Current assets				
Current liabilities				
Ending Available Balance				



## TAB 6 PUBLIC WORKS







# PUBLIC WORKS DEPARTMENT



## PUBLIC WORKS DEPARTMENT

### MISSION STATEMENT

Plan, design, build, and maintain public works for residents, businesses, and departments of the City of Stockton to meet their needs and expectations with pride and professionalism in a cost-effective manner.

#### Budget at a Glance:

Total Revenues	\$52,204,655
Total Expenditures	\$67,954,465
Total Net Cost	\$15,749,810
Total Staff	171

### DEPARTMENT DESCRIPTION

Public Works is comprised of five divisions: Engineering, Waste and Recycling, Operations and Maintenance, Fiscal, and Administration.

Engineering Division is comprised of the Traffic, Capital Improvement Delivery and Construction Sections. Principal functions of the Engineering Division include, but are not limited to: Traffic Engineering, Innovation and Technology, City Traffic System Management, Neighborhood Traffic Calming, grants research and acquisition, and Capital Improvement Program (CIP) development and delivery. The CIP includes a robust compilation of upgrades and additions to the City's infrastructure, facilities, and other assets. The CIP list of improvements includes work to the City's roads, bridges, signals, lighting, parks, as well as library, fire, police, and other city facilities. The Division also reviews, approves, and inspects public infrastructure improvements resulting from land development projects.

Waste and Recycling manages the City's recycling programs and oversees the City's franchise agreements and permits, including:

- Trash, recycling, and organic waste collection services for Residential, Commercial, and Industrial customers
- Recycling education and outreach
- Clean City Initiative (public recycling opportunities and community clean-up/beautification events)
- "Clean Sweep" Program (bulky waste pick-up)
- Contracted street sweeping services
- Public waste containers in the downtown area
- Construction/Demolition recycling permits

These activities are funded by fees collected from the City's franchised and permitted haulers' gross rate revenues.

Operations and Maintenance is responsible for maintaining transportation infrastructure, parks, trees, Landscape and Lighting Assessment Districts, City facilities, and the City fleet.

## PUBLIC WORKS DEPARTMENT

- Transportation maintenance utilizes State gas tax and Measure K maintenance monies for the maintenance, repair, and replacement of roads, pavement striping and markings, sidewalks, regulatory/warning signs, traffic signals, and street lights.
- The Community Enhancement program removes illegally dumped debris from public right-of-way and graffiti.
- The Division oversees service contracts for over 2 million square feet of median and streetscape landscape maintenance, alley maintenance, and weed spraying.
- The Landscape Maintenance Assessment District function provides maintenance services to 27 separate zones where fees are collected from benefiting properties. Services include landscaping and irrigation work for streetscapes and medians, painting and repair of walls, landscape/janitorial services at 12 parks, and street lighting repair and electricity costs.
- Fleet operations are funded by the Internal Service Fund (ISF), primarily comprised of rental rates charged to departments to maintain and replace City vehicles. Fleet services manage the City's mixed fleet of approximately 989 vehicles and equipment including emergency service vehicles in addition to maintaining the City's 15 fueling sites and regulatory compliance.

Fiscal provides department and Capital Improvements Program budget development and monitoring, fiscal oversight and assistance, grants program coordination and management, contract compliance, capital projects reimbursements, and all aspects of fiscal services and financial administration.

Administration oversees department activities coordination and planning, provides technical and clerical support, records management, requisitions, and payment processing.

The Public Works budget includes numerous restricted funding sources in addition to general tax funded activities. The Department's operating budget includes General Fund monies for parks, trees, facilities, and administrative expenses; Gas tax and Measure K maintenance funds to support traffic safety/engineering, traffic system management, delivery of the various projects in the CIP and streets operations and maintenance; and a special revenue fund for all waste and recycling functions. The budget for the capital projects is separate from, and in addition to, the operating budget. Public Works staff seek out and secure various capital grants that are essential to complete critical capital improvements. Measure K maintenance funds and developer fees provide important matching funds for capital projects grants.

### DEPARTMENT STRATEGIC WORK PLAN

The Department is focused on infrastructure maintenance and on maintaining the level of service provided by our Fiscal, Waste and Recycling, Engineering, and maintenance operations. Engineering will continue to seek federal and state funding opportunities to deliver the City's capital needs with a focus on delivering portions of the Bike Master plan, Safe Routes to School plan, and other plans and priority projects. The City's long-term infrastructure maintenance and renewal strategy is contained in the 5-year CIP which is updated annually. Operations and Maintenance will focus on enhancing asset inventory tracking, managing and evaluating service levels using the computerized maintenance management system, and implementing the Fleet Management and GPS/Telematics Systems in City vehicles and equipment. Waste and Recycling operations will focus on implementing franchise provisions designed to comply with state

## **PUBLIC WORKS DEPARTMENT**

mandates, providing expanded outreach and educational opportunities for residential, commercial, and multi-family customers, developing and implementing a program to address illegal dumping while continuing to work with the franchised haulers to address ongoing recycling contamination issues. Fiscal will continue to seek timely reimbursements of Capital Improvement project expenditures from Federal, State, and Local funding agencies.

### **PRIOR YEAR ACCOMPLISHMENTS**

The Department was successful in utilizing existing Measure K funding to leverage a variety of existing and new federal and state funding sources. These leveraged funding opportunities made it possible to bring tens of millions in additional revenues that were used to add improvements to the City's transportation infrastructure. The Department successfully prepared numerous transportation, facilities, and utility projects. A few of the key projects include, but are not limited to, Miner Avenue Complete Streets project, Airport Way and Sonora Street Pedestrian Signal; Cesar Chavez Library Staff and Children's Restroom and ADA Renovations; Calaveras River Bike/Pedestrian Bridge repairs; Left turns at the Hammer Lane and Lower Sacramento Road/Thornton Road/Pacific Avenue; Fire Stations 1,3,4,5,7,10,11,14 Exterior Painting; Roundabout at Montauban Ave and Hammertown Drive; Traffic Calming installations in four neighborhoods; and other Active Transportation projects addressing pedestrian and bicycle user needs. In addition, the Department continued to prioritize and deliver ARPA and Council-approved discretionary projects throughout FY 2022-23.

The Operations and Maintenance Division continued its primary mission of timely maintenance of the City's facilities and transportation system comprised of over 800,000 square feet of building space, 66 parks, 781 miles of roads, 310 traffic signals, more than 19,000 street lights, and 16,000 regulatory/warning signs. Staff filled over 12,894 potholes and installed over 2,500 signs, replaced sidewalks at 110 locations, replaced 84 street light or traffic signal poles, removed over 911 tons of debris from Mormon Slough, and replaced four park playgrounds.

Waste and Recycling continued to build the Clean City Initiative Program with assistance from community volunteers, Public Works Operations and Maintenance, the Police Department, Republic Services, and Waste Management. A total of 23 Clean City Initiative events were completed collecting 139 tons of trash, 6 tons of green waste, 24 tons of electronic waste, 13 tons in confidential paper shredding, 642 mattresses/box springs, 507 appliances, and 404 tires from 2,710 customer vehicles, distributed 1,280 bags of compost, managed the successful implementation of the Phase 2 Utility Billing Conversion project affecting City of Stockton waste service area customers, provided virtual elementary school assemblies to promote litter reduction, recycling and positive behavioral change at school and at home, responded to 723 Ask Stockton customer service requests, coordinated 23 departmental e-waste collections resulting in over 56,500 lbs. of e-waste recycled, processed over 2,100 illegally dumped mattresses through the Bye Bye Mattress program, coordinated with the garbage franchise haulers to service over 6,720 residential Clean Sweep collections, and managed the online recycling guide, [StocktonRecycles.com](http://StocktonRecycles.com).

## **PUBLIC WORKS DEPARTMENT**

### **KEY CONSIDERATIONS**

Key considerations for Department divisions that are funded separately from the General Fund are addressed in the following sections. For General Fund functions, which are limited to Parks, Trees, and Facilities, the FY 2023-24 budget fully funds the park and street landscape maintenance contracts, with enhancements for more frequent edging and replacement of picnic tables, field lights, trash receptacles, and benches. Tree maintenance continues to be a concern, as available resources do not permit a proactive trimming, removal, and replacement program. Facility considerations primarily focus on the shift of Historic City Hall to the New City Hall and the remaining maintenance needs at unoccupied facilities. Additional funding has been allocated for the cleanup and mitigation of illegal dumping due to increases in the costs to provide the same level of service.





**Public Works Department  
FY 2023-24 Annual Budget**

	<b>General Fund 100</b>	<b>Street Maintenance Gas Tax 240-242</b>	<b>Measure K Street Maintenance 250-252</b>	<b>Waste and Recycling 255</b>
	<i>See Page F-11</i>	<i>See Page F-13</i>	<i>See Page F-15</i>	<i>See Page F-17</i>
<b>Beginning Available Balance</b>		<b>\$ 13,799,418</b>	<b>\$ 21,178,545</b>	<b>\$ 4,784,142</b>
<b>Revenues</b>				
State Gas Tax	-	17,119,777	-	-
Measure K Sales Tax	-	-	7,916,980	-
Assessments	-	-	-	-
User Fees	-	-	-	3,315,000
Interfund Project Charges	-	-	-	-
Other Revenue	27,300	-	-	-
	<b>27,300</b>	<b>17,119,777</b>	<b>7,916,980</b>	<b>3,315,000</b>
<b>Expenditures</b>				
Salary and benefits	7,727,170	4,549,632	-	1,774,773
Operating expenses	11,383,568	3,438,256	5,340,000	2,176,585
Debt service	-	-	-	-
Capital outlay	-	1,895,909	770,000	-
	<b>19,110,738</b>	<b>9,883,797</b>	<b>6,110,000</b>	<b>3,951,358</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	(6,100,000)	(2,100,000)	-
	<b>-</b>	<b>(6,100,000)</b>	<b>(2,100,000)</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>(19,083,438)</b>	<b>1,135,980</b>	<b>(293,020)</b>	<b>(636,358)</b>
<b>Ending Available Balance</b>		<b>\$ 14,935,398</b>	<b>\$ 20,885,525</b>	<b>\$ 4,147,784</b>

**Public Works Department, Continued**  
**FY 2023-24 Annual Budget**

	<b>Landscape and Lighting Maintenance 270</b>	<b>Capital Project Administration 300</b>	<b>Fleet Services 500</b>	<b>Public Works Total</b>
	<i>See Page F-20</i>		<i>See Page N-9</i>	
	<b>\$ 16,044,877</b>	<b>\$ -</b>	<b>\$ 19,154,236</b>	
<b>Revenues</b>				
State Gas Tax	-	-	-	17,119,777
Measure K Sales Tax	-	-	-	7,916,980
Assessments	4,322,561	-	-	4,322,561
User Fees	-	-	14,918,724	18,233,724
Interfund Project Charges	-	4,314,313	-	4,314,313
Other Revenue	-	-	270,000	297,300
	<b>4,322,561</b>	<b>4,314,313</b>	<b>15,188,724</b>	<b>52,204,655</b>
				-
<b>Expenditures</b>				
Salary and benefits	-	4,314,313	-	18,365,888
Operating expenses	3,245,046	-	9,685,773	35,269,228
Debt service	-	-	445,875	445,875
Capital outlay	-	-	3,000,000	5,665,909
	<b>3,245,046</b>	<b>4,314,313</b>	<b>13,131,648</b>	<b>59,746,900</b>
				-
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	(7,565)	-	-	(8,207,565)
	<b>(7,565)</b>	<b>-</b>	<b>-</b>	<b>(8,207,565)</b>
<b>Net Annual Activity</b>	<b>1,069,950</b>	<b>-</b>	<b>2,057,076</b>	<b>(15,749,810)</b>
	<b>\$ 17,114,827</b>	<b>\$ -</b>	<b>\$ 21,211,312</b>	

Revenues	\$ 52,204,655
Transfers	-
<b>Total Sources</b>	<b>\$ 52,204,655</b>

Expenditures	\$ 59,746,900
Transfers	8,207,565
<b>Total Appropriations</b>	<b>\$ 67,954,465</b>



**Public Works Department  
General Fund - 100  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Total Public Works Department</b>				
Employee Services	\$ 6,685,861	\$ 7,031,253	\$ 7,532,270	\$ 7,727,170
Other Services	9,034,125	9,374,305	10,516,377	10,300,700
Materials and Supplies	816,089	914,827	738,553	973,498
Other Expenses	88,417	32,437	74,386	109,370
Capital Outlay	-	-	-	-
Total	<u>\$ 16,624,492</u>	<u>\$ 17,352,822</u>	<u>\$ 18,861,586</u>	<u>\$ 19,110,738</u>

**Administration**

Employee Services	2,301,314	2,473,275	2,332,557	2,883,091
Other Services	950,947	811,340	778,435	841,626
Materials and Supplies	82,118	65,153	57,517	85,928
Other Expenses	9,658	19,172	32,176	46,200
Total	<u>3,344,037</u>	<u>3,368,940</u>	<u>3,200,685</u>	<u>3,856,845</u>

**Operations & Maintenance**

Employee Services	1,052,504	1,198,909	1,113,332	1,270,248
Other Services	492,662	322,398	380,481	670,401
Materials and Supplies	13,323	25,480	35,322	19,613
Other Expenses	993	10,358	16,368	19,570
Total	<u>1,559,482</u>	<u>1,557,145</u>	<u>1,545,503</u>	<u>1,979,832</u>

**Parks & Street Trees**

Employee Services	1,059,691	1,071,426	1,351,584	1,071,092
Other Services	5,837,836	6,502,029	7,223,925	6,466,034
Materials and Supplies	166,161	293,569	217,955	393,126
Other Expenses	28,874	832	9,630	19,600
Total	<u>7,092,562</u>	<u>7,867,856</u>	<u>8,803,094</u>	<u>7,949,852</u>

**Facilities Maintenance**

Employee Services	2,272,352	2,287,643	2,734,797	2,502,739
Other Services	1,752,680	1,738,538	2,133,536	2,322,639
Materials and Supplies	554,487	530,625	427,759	474,831
Other Expenses	48,892	2,075	16,212	24,000
Capital Outlay	-	-	-	-
Total	<u>4,628,411</u>	<u>4,558,881</u>	<u>5,312,304</u>	<u>5,324,209</u>

## **PUBLIC WORKS DEPARTMENT**

### **GAS TAX FUND (240)**

#### **PROGRAM DESCRIPTION**

The State of California transfers Gas Tax Fund revenues to the City based on an allocation formula that distributes taxes collected on fuel sales.

The Fund supports a transportation system comprised of approximately 781 miles of roads, 310 traffic signals, 19,000 street lights, 16,000 regulatory/warning signs, together with sidewalks, bridges, ditches, graffiti abatement, and the City's street trees.

#### **KEY CONSIDERATIONS**

The State authorized additional transportation funding via Senate Bill 1 (SB1-the Road Repair and Accountability Act of 2017) to fix roads, freeways, and bridges in communities across California. SB1 funding continues to positively impact the maintenance program, primarily through the Road Maintenance and Rehabilitation Account (RMRA) program. The City's FY 2023-24 RMRA funding allocation is estimated to be almost \$8.0 million, and these projects are included in the CIP:

- \$4.6 million is allocated to the Local Streets Resurfacing Project
- \$1.5 million is allocated to the Curb, Gutter, and Sidewalk Replacement Project
- \$500,000 is allocated to the Bridge Maintenance Program
- \$1.1 million is allocated to the Streetlight Pole Replacement Project
- \$300,000 is allocated to the Street Restriping Project

The non-capital gas tax portion of the budget funds operational activities related to engineering, pavement, street lighting, traffic signals, and pavement markings and signs to improve the City's infrastructure.

Gas Tax revenues fluctuate with fuel prices and consumption. The projected fund balance is increasing as consumers resume travel and with increased fuel prices. Additional uses for the funds will be identified for realized revenues.

**Public Works Department  
Gas Tax - 240-242  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 7,767,761</b>	<b>\$ 10,358,025</b>	<b>\$ 12,637,321</b>	<b>\$ 13,799,418</b>
<b>Revenues</b>				
State Gas Tax	12,697,779	13,447,183	14,858,121	17,119,777
Prop 42 Replacement Gas Tax	-	-	-	-
Refunds and reimbursements	92,722	75,301	-	-
Investment Proceeds	114,199	130,009	10,196	-
	<u>12,904,700</u>	<u>13,652,493</u>	<u>14,868,317</u>	<u>17,119,777</u>
<b>Expenditures</b>				
Salary and benefits	3,554,344	3,732,984	3,755,349	4,549,632
Maintenance and repair services	537,715	190,734	231,657	336,000
Insurance premiums	149,804	175,510	181,640	231,012
Auto equipment rental	1,019,460	1,136,805	1,175,199	1,156,728
Computer/Tech/Operating support	186,677	167,827	141,591	141,488
Engineering services	-	-	-	-
Construction services	-	5,263	5,000	93,000
Materials and supplies	100,760	210,497	285,928	388,000
Fuels - gas/oil/propane	112,727	158,551	188,092	163,466
All other expenses	913,675	867,706	927,504	928,562
Capital projects	3,025,251	1,403,038	778,000	1,895,909
	<u>9,600,413</u>	<u>8,048,915</u>	<u>7,669,960</u>	<u>9,883,797</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	(714,023)	(3,519,869)	(6,036,260)	(6,100,000)
	<u>(714,023)</u>	<u>(3,519,869)</u>	<u>(6,036,260)</u>	<u>(6,100,000)</u>
<b>Net Annual Activity</b>	<b>2,590,264</b>	<b>2,083,709</b>	<b>1,162,097</b>	<b>1,135,980</b>
<b>Ending Available Balance</b>	<b>\$ 10,358,025</b>	<b>\$ 12,441,734</b>	<b>\$ 13,799,418</b>	<b>\$ 14,935,398</b>
<b>Available Balance Calculation</b>				
Current assets		\$ 12,994,177		
Current liabilities		(356,856)		
Fund balance		12,637,321		
Capital Appropriation				
Ending Available Balance		<u>\$ 12,637,321</u>		

## **PUBLIC WORKS DEPARTMENT**

### **MEASURE K MAINTENANCE FUND (250)**

#### **PROGRAM DESCRIPTION**

In 1990, voters in San Joaquin County passed a ½ cent sales tax increase dedicated to transportation projects. This original sales tax increase was set to expire in 2011; however, in 2006, voters passed a 30-year extension of the sales tax increase. The Measure K program is administered by the San Joaquin Council of Governments (SJCOG).

35% of the sales tax revenue is dedicated to maintenance activities and is distributed to member jurisdictions of the SJCOG which include San Joaquin County and the cities of Stockton, Lodi, Manteca, Tracy, Ripon, Escalon, and Lathrop. Stockton receives Measure K maintenance funding every quarter and has historically used this funding for maintenance, local capital projects, and to provide matching funds to leverage state and federal grant programs.

#### **KEY CONSIDERATIONS**

- The Department utilizes a portion of Measure K revenues to leverage State and Federal Grant sources such as the Active Transportation, Congestion Mitigation, Highway Bridge, and Highway Safety Programs. The Department is presently delivering approximately \$15 million in state and federally-funded projects that involve new safety improvements, bicycle, and pedestrian facilities, signalization and traffic upgrades, Safe Routes to Schools improvements, and major transportation improvements to identified streets in the City.
- Measure K funds critical engineering programs in the areas of Neighborhood Traffic Calming, Traffic Signal Control and Modifications, Utility Undergrounding, and Bridges.
- The FY 2023-24 budget supports operational activities related to engineering, pavement, street lighting, traffic signals, and pavement markings and signs to improve the City's infrastructure.

**Public Works Department  
Measure K - Maintenance - 250  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 19,977,046</b>	<b>\$ 19,683,611</b>	<b>\$ 21,032,295</b>	<b>\$ 21,178,545</b>
<b>Revenues</b>				
Sales Tax	6,357,606	8,247,485	8,842,483	7,916,980
Intergovernmental Revenue	2,707,353	424,992	-	-
Investment Proceeds	25,482	(684,645)	-	-
Other Revenues	23,640	2,263	-	-
	<b>9,114,081</b>	<b>7,990,095</b>	<b>8,842,483</b>	<b>7,916,980</b>
<b>Expenditures</b>				
Operating	3,486,140	3,694,888	4,378,553	5,340,000
Capital projects	1,690,274	781,027	-	770,000
	<b>5,176,414</b>	<b>4,475,915</b>	<b>4,378,553</b>	<b>6,110,000</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	(4,231,102)	(2,158,093)	(4,317,680)	(2,100,000)
	<b>(4,231,102)</b>	<b>(2,158,093)</b>	<b>(4,317,680)</b>	<b>(2,100,000)</b>
<b>Net Annual Activity</b>	<b>(293,435)</b>	<b>1,356,087</b>	<b>146,250</b>	<b>(293,020)</b>
<b>Ending Available Balance</b>	<b>\$ 19,683,611</b>	<b>\$ 21,039,698</b>	<b>\$ 21,178,545</b>	<b>\$ 20,885,525</b>
<b>Available Balance Calculation</b>				
Current assets		\$ 21,773,551		
Current liabilities		(741,256)		
Fund balance		21,032,295		
Capital Appropriation				
Ending Available Balance		<b>\$ 21,032,295</b>		



## **PUBLIC WORKS DEPARTMENT**

### **WASTE AND RECYCLING FUND (255)**

#### **PROGRAM DESCRIPTION**

Revenues for this fund are from a 5% surcharge on waste haulers' gross rate revenues. This revenue is authorized by State Assembly Bill 939 (AB 939-the Integrated Waste Management Act) and was created to fund compliance with the recycling and diversion programs required by AB 939. This program provides franchise oversight in addition to various recycling and compliance initiatives. Several state requirements (AB 341, AB 1826, and SB 1383) intended to divert solid and organic waste to recycling efforts require extensive administrative and compliance activities which will impact this fund as implementation proceeds.

#### **KEY CONSIDERATIONS**

The primary focus for the coming year continues to be the implementation of franchise provisions that address state requirements. Staff to address changing state requirements for diversion and organics processing, and to address recycling and organic waste contamination issues.

**Public Works Department  
Waste & Recycling - 255  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 2,730,619</b>	<b>\$ 4,484,372</b>	<b>\$ 6,185,612</b>	<b>\$ 4,784,142</b>
<b>Revenues</b>				
Recycling Fees	3,194,270	3,628,382	218,413	3,315,000
Investment Proceeds	48,032	94,495	-	-
Other Revenues	36,500	50,850	-	-
	<u>3,278,802</u>	<u>3,773,727</u>	<u>218,413</u>	<u>3,315,000</u>
<b>Expenditures</b>				
Salaries and Benefits	1,066,280	1,290,916	813,247	1,774,773
Rents and Support	90,266	631,140	65,755	251,682
Professional & Special Services	97,809	117,971	414,879	1,248,156
Materials and Supplies	54,782	26,523	9,753	234,528
Training & Travel	5,227	18,612	26,876	76,200
Indirect Costs	208,019	1,830	208,019	208,019
All Other Expenses	2,666	24,323	81,354	158,000
	<u>1,525,049</u>	<u>2,111,315</u>	<u>1,619,883</u>	<u>3,951,358</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out - Capital	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<b>1,753,753</b>	<b>1,662,412</b>	<b>(1,401,470)</b>	<b>(636,358)</b>
<b>Ending Available Balance</b>	<b>\$ 4,484,372</b>	<b>\$ 6,146,784</b>	<b>\$ 4,784,142</b>	<b>\$ 4,147,784</b>
<b>Available Balance Calculation</b>				
Current assets		\$ 6,242,151		
Current liabilities		(56,539)		
Ending Available Balance		<u>\$ 6,185,612</u>		

## **PUBLIC WORKS DEPARTMENT**

### **MAINTENANCE DISTRICTS FUND (270) LIGHTING ASSESSMENT DISTRICT SUBFUNDS**

#### **PROGRAM DESCRIPTION**

This fund tracks financial activity relative to the Central Stockton Lighting Maintenance Assessment District formed under the Landscape and Lighting Act of 1972 and collects assessments for the “Special Lighting Benefit” received.

The current district is a reformation of the original Lighting & Maintenance Districts 74 and 75 formed under the Street Light Acts of 1927 and 1931. The District contains one zone – the Oxford Manor zone with 278 street lights.

#### **KEY CONSIDERATIONS**

Assessment rates will increase 7% to keep pace with inflation and rising utility costs.

### **LANDSCAPE MAINTENANCE ASSESSMENT DISTRICT SUBFUND**

#### **PROGRAM DESCRIPTION**

On February 26, 1996, Council adopted Resolution No. 96-0084 that consolidated the eight Landscape Maintenance Districts that existed at the time into the new Consolidated Landscape District 96-2.

There are 34 separate zones in the Consolidated Landscape District. Assessments are levied in 27 zones. Assessments are not levied in the remaining seven zones as no improvements have been constructed and maintenance is not required.

This fund includes the aggregate fund balances for each of the 27 zones. Funds from one zone cannot be used in a different zone. The fund balances for each zone are intended to be used for replacement of infrastructure, such as irrigation systems, back up walls, street lights, and playground equipment, and for replacement of plant material. However, only certain zones were created with assessments that keep pace with inflation. The fund balance in the seven zones without a cost of living adjustment is reserved to meet future increases in maintenance costs and may be insufficient to replace aged infrastructure in future years.

Improvements maintained include but are not limited to: street and median landscaping, fountains, ornamental structures, public lighting (such as street lights and traffic signals), walls, irrigation, parks, and park equipment. Maintenance typically includes mowing, edging, trash collection, irrigation system operation and repairs, and replanting of landscape.

All maintenance services are provided by contract except for some lighting work performed by City staff.

## **PUBLIC WORKS DEPARTMENT**

### **KEY CONSIDERATIONS**

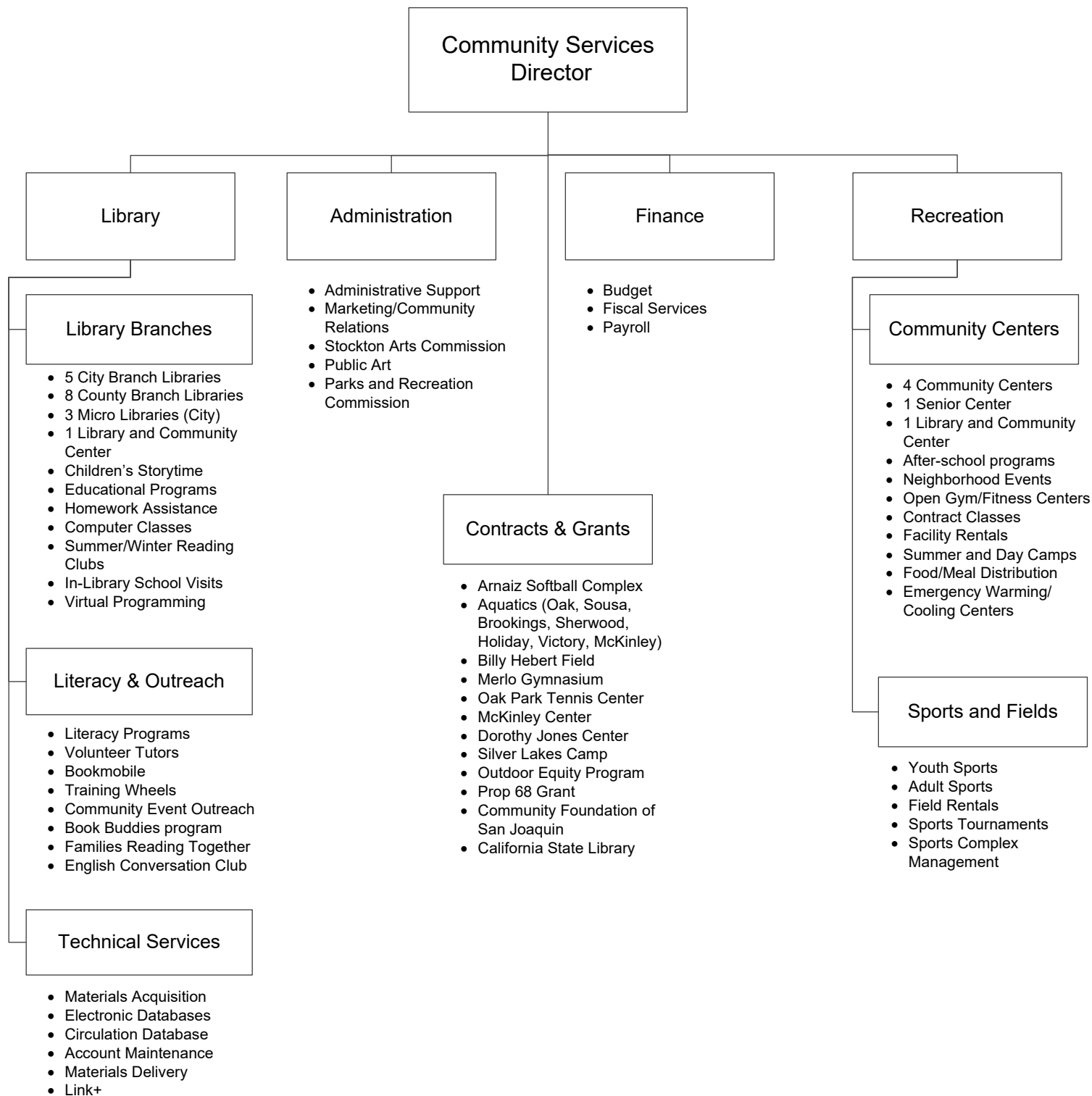
The assessment will remain the same for FY 2023-24 for the seven zones with fixed assessments. For the remaining 20 zones where the assessment formula provides for adjustment, the maximum allowable assessment will increase by 7% as a result of a comprehensive review and evaluation of current maintenance expenditures, long-term capital needs, the Reserve for Continuing Appropriations fund balances, and rapid inflation.

**Public Works Department  
Maintenance Districts - 270  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 14,860,664</b>	<b>\$ 15,306,874</b>	<b>\$ 15,149,049</b>	<b>\$ 16,044,877</b>
<b>Revenues</b>				
Assessments				
Lighting Maintenance Districts	15,821	-	-	18,101
Landscape Maintenance Districts	3,729,006	5,253,620	4,028,635	4,304,460
Investment Proceeds	(83,629)	191,802	-	-
	<u>3,661,198</u>	<u>5,445,422</u>	<u>4,028,635</u>	<u>4,322,561</u>
<b>Expenditures</b>				
Operations				
Lighting Maintenance Districts	2,008	5,957	56,275	60,211
Landscape Maintenance Districts	3,212,980	5,652,172	3,069,320	3,184,835
	<u>3,214,988</u>	<u>5,658,129</u>	<u>3,125,595</u>	<u>3,245,046</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	(14,424)	(7,212)	(7,565)
	<u>-</u>	<u>(14,424)</u>	<u>(7,212)</u>	<u>(7,565)</u>
<b>Net Annual Activity</b>	<b>446,210</b>	<b>(227,131)</b>	<b>895,828</b>	<b>1,069,950</b>
<b>Ending Available Balance</b>	<b><u>\$ 15,306,874</u></b>	<b><u>\$ 15,079,743</u></b>	<b><u>\$ 16,044,877</u></b>	<b><u>\$ 17,114,827</u></b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 15,332,979		
Current Liabilities		(183,930)		
Ending Available Balance		<u>\$ 15,149,049</u>		

## TAB 7 COMMUNITY SERVICES





# COMMUNITY SERVICES DEPARTMENT





## COMMUNITY SERVICES DEPARTMENT

### MISSION STATEMENT

Building resilient communities by cultivating healthy bodies and curious minds.

#### Budget at a Glance:

Total Revenues	\$31,503,559
Total Expenditures	\$43,762,383
Total Net Cost	\$12,258,824
Total Staff	118

### DEPARTMENT DESCRIPTION

Community Services has two primary program areas: Library and Recreation.

The Library provides experiences and resources designed to improve the intellectual and educational lives of residents in our community. Programs such as story-time, tutoring, and summer reading focus on literacy, learning, and building strong families and communities. Library collections, high-speed internet access, computer and technology labs, books, music, movies, electronic research tools, and digital format materials all support this goal.

The Library system, known as the Stockton-San Joaquin County Public Library, is operated by the City of Stockton and serves all of San Joaquin County through an arrangement to provide a regional, multi-branch system. The system is made up of eight branches within Stockton city limits, eight branches throughout the rest of San Joaquin County, and a bookmobile. This centralized system allows all the sites to circulate materials between one another and benefit from combined administrative and management costs.

General Fund allocations from the City of Stockton and San Joaquin County make up most of the funding for the library system. Operating, system-wide administration, and support costs are tracked separately and assigned to the two agencies in accordance with a contract for services. The Strong Communities (Measure M) initiative provides additional funding for City of Stockton libraries.

Recreation is comprised of programs that improve the community as well as the personal health and well-being of Stockton residents. Recreation programs foster physical health, promote social equity, build life skills, and strengthen community bonds. Through its facilities, the Department offers youth and adult sports leagues, senior programs, supplemental food distribution, afternoon meals for youth, day camps, after-school programs for grade school aged children and teens, instructional classes, and a variety of other community engagement events and activities.

Recreation facilities include community centers, a senior center, swimming pools, sports fields and complexes, Silver Lake Campgrounds, and Swenson Golf Course. Some facilities and programs are operated by the City directly, while some are jointly used with other agencies, and others are contracted to private and non-profit agencies for full or partial management. Fees and an allocation of General Fund revenue have historically funded operating costs for recreation programs. The Strong Communities (Measure M) initiative provides additional funding for enhanced recreation services.

## COMMUNITY SERVICES DEPARTMENT

In addition to its operational areas, the department provides oversight and support to the Parks and Recreation Commission and the Stockton Arts Commission.

### DEPARTMENT STRATEGIC WORK PLAN

The Community Services Department supports the City Council's priority goals to work with partners to improve quality of life, increase literacy, and expand youth programming. Through increased story-telling and bilingual marketing efforts, the Department plans to deepen their connection to the community and increase program participation.

Department goals for the coming year include:

- Increase access to library resources
- Activate parks and public spaces
- Continue to upgrade and improve aquatics and sports facilities
- Expand teen programming
- Revise Stockton Arts Commission annual action plan
- Continue to solicit funding for the VanBuskirk Golf Course Reuse Project

Department infrastructure improvements include continued work on capital improvement programs designated in the Strong Communities expenditure plan. Priorities include:

- Complete construction of the new Northeast Library and Community Center
- Approve design for the Chavez Central Library remodel project
- Complete an Americans with Disabilities Act (ADA) bathroom remodel at Oak Park Senior Center
- Repair and renovate pools:
  - Oak Park Pool – Bring forward approximately \$1.3 million from Measure M (originally planned for FY 2025-26).
  - Victory Park Pool – Add approximately \$2 million of funding from Measure M to an approximately \$2.7 million grant from California Department of Parks and Recreation Office of Grants and Local Services, and \$500,000 in state funding
  - McKinley Park Pool – approximately \$2.7 million awarded from California Department of Parks and Recreation Office of Grants and Local Services in March 2022. Funds will be used to repair and upgrade the aquatics facility. This supplements the approximately \$8.5 million Proposition 68 grant for upgrades to McKinley Park

### PRIOR YEAR ACCOMPLISHMENTS

The Department's major accomplishment was fully reopening all facilities closed due to the COVID-19 pandemic and re-establishing in-person programming. Highlights include:

- Increased Summer Reading completions by 48% with over 76,000 books read
- Received a grant in the amount of approximately \$10 million from the California State Library for critical life safety building upgrades at Chavez Library

## COMMUNITY SERVICES DEPARTMENT

- Eliminate library fines for ages 0-17
- Started purchasing process to replace library self-check equipment
- Increased sports programming through free youth sports clinics, community center-based camp programs, and special events in parks
- Re-introduced a summer youth theater program
- Awarded a grant in the approximate amount of \$25,000 from the Brian M Stocker Fund through the San Joaquin Community Foundation to provide swim lessons
- Supported the completion of two capital improvement program sports complex projects that brought additional lighting, bathrooms, parking, and scoreboards
- Established a partnership with San Joaquin County Public Health to provide CalFresh programming at community centers
- Implemented a robotic sports field painter to reduce costs and increase efficiency

### KEY CONSIDERATIONS

Key considerations for FY 2023-24 include the departments plans to:

- Launch a new mobile Library and Recreation program
- Establish a new patron base and programming schedule at the new Northeast Library and Community Center
- Evaluate a design plan for the Chavez Central Library Remodel
- Complete construction and begin operations of Victory Park pool
- Focus staff resources on increasing youth programming
- Improve public safety at all facilities

## COMMUNITY SERVICES DEPARTMENT

New budgeted Community Services Department expenses in FY 2023-24 are summarized in the following table:

New Request	Description Summary	Funding Source	Approved Amount
Victory Park Pool - Operating Expense	Operation of Victory Park Pool for re-opening targeted Summer 2024	Measure M	\$136,000
Aquatics – New Operator	Incremental cost for new operator and janitorial service for City pools	Measure M	\$93,000
Security Guard Service for Community Centers and Fields	Provide guard service to reduce vandalism, unruly and/or criminal behavior during operating hours	General Fund	\$506,000
Teen Services High School Program Pilot	Year-round programming 3 days per week in partnership with Weston Ranch and McNair High Schools	Measure M	\$273,000
Stockton Arts Council	Additional funding for artists grants and a mural program (\$50,000 each)	General Fund	\$100,000
Security Guard – Mountain House Library	Supports the patron experience	Reimbursement from San Joaquin County Library System Agreement	\$41,000
Manteca Library Childrens Area – Supplemental funding	Meet escalating costs to refurbish Childrens area and provide ergonomic workstations for staff	Reimbursement from San Joaquin County Library System Agreement	\$100,000
<b>CAPITAL PROJECTS</b>			
Aquatics Renovation – Oak Park	Upgrade the pool to the maximum extent possible with available funds	Measure M	\$1,250,000
Aquatics Renovation – Victory Park	Supplemental funding to complete pool replacement	Measure M	\$2,000,000
Cesar Chavez Library Remodel	Additional funding to update Chavez Library and bring it to modern standards and meet life/safety requirements	Measure M	\$10,241,000
Maya Angelou Library Carpet Replacement	New carpeting will extend the service and life of the building	Measure M	\$300,000

## COMMUNITY SERVICES DEPARTMENT

New Request	Description Summary	Funding Source	Approved Amount
Community Center Public Address Systems	Allow building-wide announcements for safety and security	Measure M	\$750,000
Oak Park Senior Center Restroom / ADA Upgrade	Renovate three restrooms and four exterior doors, bringing them to ADA compliance	General Fund	\$50,000
Cesar Chavez Library Roof Replacement and Construction	City-wide project to replace City building roofs in priority order	General Fund	\$200,000
Maya Angelou Library - ADA Compliance Program	City-wide project to implement minor accessibility upgrades in support of the City's adopted ADA transition plan	General Fund	\$100,000

**Community Services Department  
FY 2023-24 Annual Budget**

	<b>Strong Communities 210</b>	<b>Library 100-120</b>	<b>Recreation 100-125</b>	<b>Golf 650</b>
	<i>See Page G-11</i>	<i>See Page G-13</i>	<i>See Page G-15</i>	<i>See Page G-17</i>
<b>Beginning Available Balance</b>	<b>\$ 18,766,623</b>	<b>\$ 2,562,554</b>	<b>\$ 801,181</b>	<b>\$ 71,687</b>
<b>Revenues</b>				
Measure M Sales Tax	14,852,687	-	-	-
San Joaquin County Contract	-	7,557,536	-	-
Additional Hours Contracts	-	-	-	-
Fines	-	185,476	-	-
Other Revenues	186,778	248,054	34,818	-
Recreation Programs	-	-	434,051	22,094
Community Centers	-	-	460,873	-
	<b>15,039,465</b>	<b>7,991,066</b>	<b>929,742</b>	<b>22,094</b>
<b>Expenditures</b>				
Administration	1,458,516	1,842,497	1,348,386	-
Library Operations	3,905,279	11,428,827	-	-
Recreation Programs	5,849,681	-	1,022,821	-
Civic Auditorium	-	-	-	-
Community Centers	-	-	2,162,483	-
Other Programs	-	-	-	182,893
Capital Projects	14,541,000	-	-	-
	<b>25,754,476</b>	<b>13,271,324</b>	<b>4,533,690</b>	<b>182,893</b>
<b>Transfers</b>				
Transfer In - General Fund	-	4,109,000	3,292,592	110,000
Transfer In - Other	-	-	-	-
Transfer Out	-	-	-	-
	<b>-</b>	<b>4,109,000</b>	<b>3,292,592</b>	<b>110,000</b>
<b>Net Annual Activity</b>	<b>(10,715,011)</b>	<b>(1,171,258)</b>	<b>(311,356)</b>	<b>(50,799)</b>
<b>Ending Available Balance</b>	<b>\$ 8,051,612</b>	<b>\$ 1,391,296</b>	<b>\$ 489,825</b>	<b>\$ 20,888</b>

**Community Services Department  
FY 2023-24 Annual Budget**

	<b>Special Revenue 260</b>	<b>Permanent 800</b>	<b>Community Services Total</b>
	<i>See Page G-18</i>	<i>See Page G-19</i>	
<b>Beginning Available Balance</b>		<b>\$ 203,077</b>	<b>\$ 22,405,122</b>
<b>Revenues</b>			
Measure M Sales Tax	-	-	14,852,687
San Joaquin County Contract	-	-	7,557,536
Additional Hours Contracts	-	-	-
Fines	-	-	185,476
Other Revenues	9,600	-	479,250
Recreation Programs	-	-	456,145
Community Centers	-	-	460,873
	<b>9,600</b>	<b>-</b>	<b>23,991,967</b>
<b>Expenditures</b>			
Administration	-	-	4,649,399
Library Operations	-	-	15,334,106
Recreation Programs	-	-	6,872,502
Civic Auditorium	-	-	-
Community Centers	-	-	2,162,483
Other Programs	20,000	-	202,893
Capital Projects	-	-	14,541,000
	<b>20,000</b>	<b>-</b>	<b>43,762,383</b>
<b>Transfers</b>			
Transfer In - General Fund - 100	-	-	7,511,592
Transfer In - Other	-	-	-
Transfer Out	-	-	-
	<b>-</b>	<b>-</b>	<b>7,511,592</b>
<b>Net Annual Activity</b>	<b>(10,400)</b>	<b>-</b>	<b>(12,258,824)</b>
<b>Ending Available Balance</b>		<b>\$ 203,077</b>	<b>\$ 10,146,298</b>
		Revenues	\$ 23,991,967
		Transfers	7,511,592
		Total Sources	<b>\$ 31,503,559</b>
		Expenditures	\$ 43,762,383
		Transfers	-
		Total Appropriations	<b>\$ 43,762,383</b>



## COMMUNITY SERVICES DEPARTMENT

### STRONG COMMUNITIES FUND (210)

#### PROGRAM DESCRIPTION

Passed in 2016, the Strong Communities (Measure M) initiative levies a one-quarter cent sales transaction and use tax for Library and Recreation services.

The initiative went into effect on April 1, 2017, will be in effect for 16 years and is estimated to generate an average of between \$9.4 and \$14.6 million per year. Revenues are estimated to be \$15.1 million in FY 2022-23. Revenues are expected to decrease slightly in FY 2023-24.

The measure's revenues are used to add Library and Recreation staff positions for restored and expanded services as well as future capital projects as outlined in the measure's City Council Spending Priorities.

#### KEY CONSIDERATIONS

The Strong Communities Expenditure Plan is being updated to reflect changes in anticipated revenues and expenditures. The City anticipates moving forward with capital improvement projects and providing program support for expanded Library and Recreation programming as described below:

- Complete construction of a new Library and Community Center facility in Northeast Stockton
- Finalize design and build of a new bookmobile that can offer ADA compliance and programming opportunities
- Award a design contract for the Chavez Central Library renovation
- Continue to provide and expand youth theater program
- Launch a mobile library and recreation program
- Launch a pilot teen program
- Complete the construction of Victory Park Pool

New capital project funding of \$14.5 million for the Chavez Central Library, pool renovations, carpet replacement at Maya Angelou Library, and public address systems for Community Centers are one-time costs that will utilize tax receipts from prior years, reducing the ending available fund balance.

**Community Services Department**  
**Strong Communities - 210**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 20,854,678</b>	<b>\$ 27,394,012</b>	<b>\$ 19,139,903</b>	<b>\$ 18,766,623</b>
<b>Revenues</b>				
Measure M Sales Tax	13,932,748	14,799,784	15,120,052	14,852,687
Investment Proceeds	320,168	302,985	266,471	186,778
	<u>14,252,916</u>	<u>15,102,769</u>	<u>15,386,523</u>	<u>15,039,465</u>
<b>Expenditures</b>				
Administration	633,073	781,170	835,356	1,158,516
Library Programs	2,009,163	2,482,441	3,877,956	3,905,279
Recreation Programs	2,286,746	3,253,029	4,761,852	5,849,681
Tax Collection & Audit Costs	195,324	265,676	269,639	300,000
Capital Projects	2,589,276	3,164,950	6,015,000	14,541,000
	<u>7,713,582</u>	<u>9,947,266</u>	<u>15,759,803</u>	<u>25,754,476</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<b>6,539,334</b>	<b>5,155,503</b>	<b>(373,280)</b>	<b>(10,715,011)</b>
<b>Ending Available Balance</b>	<b>\$ 27,394,012</b>	<b>\$ 32,549,515</b>	<b>\$ 18,766,623</b>	<b>\$ 8,051,612</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 33,669,051		
Current Liabilities		<u>(1,119,533)</u>		
Fund Balance		32,549,518		
Capital Projects		<u>(13,409,615)</u>		
Ending Available Balance		<u>\$ 19,139,903</u>		

## COMMUNITY SERVICES DEPARTMENT

### GENERAL FUND LIBRARY SUBFUND (100-120)

#### PROGRAM DESCRIPTION

This fund tracks the financial activities for the Stockton-San Joaquin County Public Library.

- Under City of Stockton management, library services have been made available County-wide since 1910.
- Currently, eight City and eight County facilities are open to the public between 25 and 56 hours per week.
- Resources for operations recorded in this Fund are provided from the City of Stockton General Fund, San Joaquin County General Fund, contracts for automation services, support from outlying cities, donations from individuals and charitable organizations, and fines and fee revenues.

#### KEY CONSIDERATIONS

While many expanded services are funded through Strong Communities, the General Fund supports core library services and centralized functions with an allocation to the Library Fund. The strong communities ordinance states the General Fund allocation for library and recreation services may not be lower than FY 2014-15 allocations unless there is a decrease in overall General Fund revenues, in which case the City Council may decrease support only to the level of the decrease in General Fund revenue. The amount allocated to Library Services will be approximately \$4.1 million in FY 2023-24. This maintenance of effort requirement is reviewed annually to ensure compliance with the measure.

In FY 2023-24, the Library will continue to focus on identifying services, resources, and programming that is responsive and reflective of community interests and needs. Goals include:

- Increasing program attendance with the final implementation of a new events calendar and customer engagement platform
- Updating the Weston Ranch Library
- Continuing to reorganize and elevate the Library web page
- Developing the design plan for Chavez Central Library remodel project
- Completing renovation of the Manteca Library Children's area and add a part-time security guard for the Mountain House library (funded by San Joaquin County)

**Community Services Department  
Library - 100-120  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 2,896,794</b>	<b>\$ 3,397,275</b>	<b>\$ 3,493,651</b>	<b>\$ 2,562,554</b>
<b>Revenues</b>				
San Joaquin County	6,939,027	7,242,000	8,001,536	7,557,536
Fines & Fees	97,928	127,473	157,379	185,476
Other Revenues	38,795	366,651	195,915	248,054
	<u>7,075,750</u>	<u>7,736,124</u>	<u>8,354,830</u>	<u>7,991,066</u>
<b>Expenditures</b>				
Administration	1,507,763	1,470,747	1,636,428	1,624,434
Programming and Outreach	472,719	474,684	517,479	638,950
Technical Services	543,445	592,674	901,256	840,095
Branch Operations - County	4,688,782	5,630,115	6,691,683	6,468,185
Branch Operations - City	3,171,406	3,336,066	3,408,133	3,481,597
Delivery Services	175,654	203,462	239,659	218,063
	<u>10,559,769</u>	<u>11,707,748</u>	<u>13,394,638</u>	<u>13,271,324</u>
<b>Transfers</b>				
Transfer In - General Fund	3,984,500	4,068,000	4,108,711	4,109,000
Transfer Out	-	-	-	-
	<u>3,984,500</u>	<u>4,068,000</u>	<u>4,108,711</u>	<u>4,109,000</u>
<b>Net Annual Activity</b>	<b>500,481</b>	<b>96,376</b>	<b>(931,097)</b>	<b>(1,171,258)</b>
<b>Ending Available Balance</b>	<b>\$ 3,397,275</b>	<b>\$ 3,493,651</b>	<b>\$ 2,562,554</b>	<b>\$ 1,391,296</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 4,043,546		
Current Liabilities		(549,895)		
Ending Available Balance		<u>\$ 3,493,651</u>		

# COMMUNITY SERVICES DEPARTMENT

## GENERAL FUND RECREATION SUBFUND (100-125)

### PROGRAM DESCRIPTION

This fund records the activities related to recreation facilities and programs that are funded by an allocation from the General Fund.

Four community centers are open to the public 63 hours per week. The Senior Center is open to the public 45 hours per week. Recreation programs and facilities are enjoyed by thousands of Stockton residents and visitors every year. Facility rentals and registration fees, admissions, and the City's General Fund are used to support these programs.

### KEY CONSIDERATIONS

The strong communities ordinance states that the General Fund allocation for library and recreation services may not be at any level lower than FY 2014-15 unless there is a decrease in overall General Fund revenues, in which case the City Council may decrease support only to the level of the decrease in General Fund revenue. This maintenance of effort requirement is reviewed on an annual basis to ensure compliance with the measure. The amount allocated to Recreation Services has been increased to approximately \$3.3 million in FY 2023-24. To improve organizational alignment, Special Events transitioned operationally from CSD to the Economic Development Department (EDD) on November 1, 2022. The fiscal transition will be effective on July 1, 2023 and includes the transfer of General Fund dollars for the operation of Pixie Woods, the Civic Auditorium, other City events and City Facilities, as well as the events staff.

Recreation staff will continue to provide quality programming while focusing on expansion of youth services. Goals include:

- Increasing social media presence and marketing efforts
- Increasing bilingual materials
- Implementing San Joaquin County Public Health's CalFresh programming at community centers
- Collaborating with new aquatics operator to provide free swim lessons through a grant from the Brian M Stocker Fund from the San Joaquin Community Foundation
- Determining a work plan for operation of Silver Lake Campground
- Partnering with Table Community Foundation to deploy programming at Williams Brotherhood Park, funded by the Outdoor Equity Program Grant
- Overseeing new funding for Stockton Arts Council for additional artist grants and a mural program

**Community Services Department  
Recreation Services - 100-125  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 481,907</b>	<b>\$ 767,113</b>	<b>\$ 1,095,521</b>	<b>\$ 801,181</b>
<b>Revenues</b>				
Recreation Programs	76,446	640,339	731,678	434,051
Community Centers	63,680	282,968	380,391	460,873
Other Revenue	10,643	24,428	4,556	34,818
	<u>150,769</u>	<u>947,735</u>	<u>1,116,625</u>	<u>929,742</u>
<b>Expenditures</b>				
Administration	969,776	89,968	1,084,549	1,348,386
Civic Auditorium	415,095	619,789	617,197	-
Community Centers	1,447,466	1,799,363	1,939,548	2,162,483
Pixie Woods	207,412	337,183	387,860	544
Programs - Sports	604,684	654,141	765,291	943,100
Special Events	61,630	496,033	158,520	79,177
	<u>3,706,063</u>	<u>3,996,477</u>	<u>4,952,965</u>	<u>4,533,690</u>
<b>Transfers</b>				
Transfer In	3,840,500	3,377,150	3,542,000	3,292,592
Transfer Out - Other	-	-	-	-
	<u>3,840,500</u>	<u>3,377,150</u>	<u>3,542,000</u>	<u>3,292,592</u>
<b>Net Annual Activity</b>	<b>285,206</b>	<b>328,408</b>	<b>(294,340)</b>	<b>(311,356)</b>
<b>Ending Available Balance</b>	<b>\$ 767,113</b>	<b>\$ 1,095,521</b>	<b>\$ 801,181</b>	<b>\$ 489,825</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 1,535,762		
Current Liabilities		<u>(440,241)</u>		
Ending Available Balance		<u>\$ 1,095,521</u>		

## **COMMUNITY SERVICES DEPARTMENT**

### **GOLF FUND (650)**

#### **PROGRAM DESCRIPTION**

This fund tracks the financial activities related to the operation and maintenance of the Swenson Golf Course. In January 2020, due to declining golf play and increasing General Fund subsidy, the City contracted with Kemper Sports Management, Inc. for a 15-year lease to operate the Swenson golf course, eliminating the General Fund subsidy and transitioning all profit and loss to Kemper Sports. While Kemper Sports is currently responsible for overall maintenance and repair of the golf course, the City is responsible for 25 percent of the cost to maintain, repair, or replace the water pump used primarily for the golf course, but also serves the adjacent city-owned Swenson Park. The City is also responsible for any required ADA compliance upgrades and potential capital improvements projects affecting Kemper Sports' ability to operate the golf course.

#### **KEY CONSIDERATIONS**

The Department oversees the 15-year lease agreement with Kemper Sports Management, Inc. of the City's Swenson Golf Course. The Department also continues to oversee the transition of Van Buskirk Golf Course into public recreational space. The City continues to maintain the land while staff plans the future re-use of the property as a recreation amenity.

The FY 2023-24 budget includes approximately \$110,000 from the General Fund. Funds are used for landscaping maintenance agreements, security, repairs, and support for Swenson. With the current operating agreement, there is minimal financial risk to the City associated with this fund and the General Fund is the only source of funds. For this reason, a minimal fund balance is maintained in the fund.

**Community Services Department  
Golf - 650  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ 181,808</u>	<u>\$ 15,891</u>	<u>\$ 113,704</u>	<u>\$ 71,687</u>
<b>Revenues</b>				
Other Revenues	26,050	32,880	22,094	22,094
	<u>26,050</u>	<u>32,880</u>	<u>22,094</u>	<u>22,094</u>
<b>Expenditures</b>				
Swenson Golf Course	-	133	62,500	62,500
Van Buskirk Golf Course	414,211	126,902	69,893	68,000
Repairs and Maintenance	52,756	43,732	41,718	52,393
	<u>466,967</u>	<u>170,767</u>	<u>174,111</u>	<u>182,893</u>
<b>Transfers</b>				
Transfer In - General Fund	275,000	235,700	110,000	110,000
Transfer Out	-	-	-	-
	<u>275,000</u>	<u>235,700</u>	<u>110,000</u>	<u>110,000</u>
<b>Net Annual Activity</b>	<u>(165,917)</u>	<u>97,813</u>	<u>(42,017)</u>	<u>(50,799)</u>
<b>Ending Available Balance</b>	<u>\$ 15,891</u>	<u>\$ 113,704</u>	<u>\$ 71,687</u>	<u>\$ 20,888</u>
<b>Available Balance Calculation</b>				
Current assets		\$ 164,981		
Current liabilities		(51,276)		
Ending Available Balance		<u>\$ 113,705</u>		



**Community Services Department  
Special Revenue Fund - 260  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ -</b>	<b>\$ 228,009</b>	<b>\$ 267,841</b>	<b>\$ 247,010</b>
<b>Revenues</b>				
Library Donations	21,405	38,703	-	-
Recreation Facility Operations	(3,900)	14,000	12,000	9,600
	<b>17,505</b>	<b>52,703</b>	<b>12,000</b>	<b>9,600</b>
<b>Expenditures</b>				
Library Donations	3,086	12,871	-	-
Recreation Facility Operations	115	-	32,831	20,000
	<b>3,201</b>	<b>12,871</b>	<b>32,831</b>	<b>20,000</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>14,304</b>	<b>39,832</b>	<b>(20,831)</b>	<b>(10,400)</b>
<b>Ending Available Balance</b>	<b>\$ 14,304</b>	<b>\$ 267,841</b>	<b>\$ 247,010</b>	<b>\$ 236,610</b>

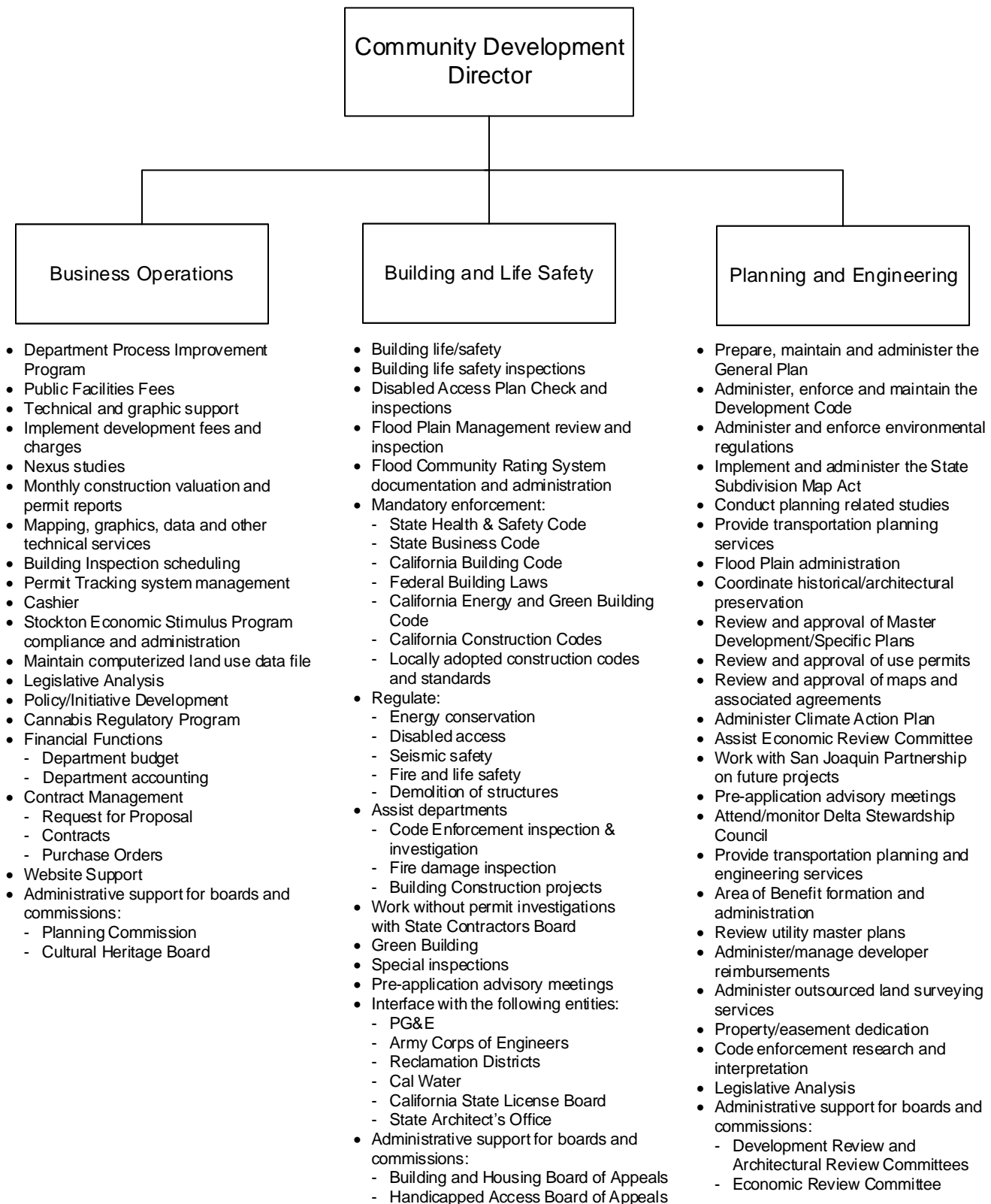
**Community Services Department  
Permanent - 800  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ 389,822</u>	<u>\$ 398,533</u>	<u>\$ 203,077</u>	<u>\$ 203,077</u>
<b>Revenues</b>				
Investment Proceeds	3,251	(3,476)	-	-
	<u>3,251</u>	<u>(3,476)</u>	<u>-</u>	<u>-</u>
<b>Expenditures</b>				
Operating Expenditures (Kolak Trust)	80	75	-	-
	<u>80</u>	<u>75</u>	<u>-</u>	<u>-</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>3,171</u>	<u>(3,551)</u>	<u>-</u>	<u>-</u>
<b>Ending Available Balance</b>	<u>\$ 392,993</u>	<u>\$ 394,982</u>	<u>\$ 203,077</u>	<u>\$ 203,077</u>
<b>Available Balance Calculation</b>				
Cash		\$ 394,982		
Accounts Payable		-		
Principal endowment		(191,905)		
Ending Available Balance		<u>\$ 203,077</u>		



## TAB 8 COMMUNITY DEVELOPMENT





# COMMUNITY DEVELOPMENT DEPARTMENT



## COMMUNITY DEVELOPMENT DEPARTMENT

### MISSION STATEMENT

The City of Stockton Community Development Department serves residents and businesses in their desire to successfully grow, build and enhance quality of life by providing dedicated customer service to facilitate solutions for thoughtful urban planning and safe building.

#### Budget at a Glance:

Total Revenues	\$19,501,000
Total Expenditures	\$12,705,158
Total Net Revenue	\$6,795,842
Total Staff	50

### DEPARTMENT DESCRIPTION

The Community Development Department (CDD) is located in the Permit Center and is made up of three work groups: Planning and Engineering, Building, and Business Operations. The purpose of the Department is to:

- Plan for the City's future growth, infrastructure needs, and service demands
- Review and process land-use permit applications for development activity
- Perform safety inspections of buildings, storage tanks, mechanical equipment lines, and other structures
- Provide emergency inspection services and action plan support
- Coordinate floodplain management efforts
- Assist in economic development, design review, historic building analysis, geographic information mapping and analysis, and environmental impact review
- Provide development engineering services
- Administer the Public Facilities Fee Program
- Support the Planning Commission, Building and Housing Board of Appeals, Cultural Heritage Board, and the Handicap Access Board of Appeals

### DEPARTMENT STRATEGIC WORK PLAN

#### *Day-to-Day Operational Plan*

To meet the cyclical demands of the region's development activity, CDD relies on consultant services to augment the efforts of a dedicated core team of permanent staff. This strategy allows the Department to quickly adjust its capacity based on development activity and meet service goals without the long-term costs associated with increasing full-time staffing levels. These consultants also allow the Department to provide a wide array of specialty services on-demand. Staff augmentation continues to be a top budget priority for the Department in this fiscal year as high levels of development activity are expected to continue.

#### *Process Improvement and Compliance Projects*

The Department is in the process of a comprehensive update to the Development Code (Title 16, Stockton Municipal Code). In addition, the Housing Element is being updated to address housing needs for the next eight-year cycle that must be certified by the State Department of Housing and Community Development. Infrastructure master plan updates and a Nexus Study for the Public



## COMMUNITY DEVELOPMENT DEPARTMENT

Facility Fee (PFF) program are also in progress, to ensure consistency with the City of Stockton General Plan.

The Department will continue its improvement efforts that started in FY 2020-21 with a data driven review of all processes. This review has resulted in projects aimed at expanding online services available to customers, streamlining processes intended to process permits more quickly, monitoring performance measures, and making information more accessible to the public.

### PRIOR YEAR ACCOMPLISHMENTS

#### *Workload Volume*

Through the third quarter of FY 2022-23, The Permit Center:

- Issued 6,952 Building Permits (2.4 % increase from the same period last year) with a total valuation of \$581 million
- Performed 20,415 inspections
- Processed 591 Planning Applications
- Processed 2,734 Engineering permits (24% increase from the same period last year)
- Served 15,818 in-person customers (18% increase from the same period last year)

#### *Performance Metrics*

Process improvements identified during the FY 2020-21 review have been implemented, resulting in improvements in the following areas:

- The average duration to issue a permit from the time of application has decreased by 3 days (32%)
- The average number of multi-department plan reviews of building projects has decreased by 1.51 cycles (43%)
- The average amount of time that a review cycle takes to perform has decreased by 11.32 days (55%)
- The City met it's published plan review duration goals 79% of the time, up from 54%

#### *Key Projects*

- Substantially completed citywide land-use zoning map to align the City's zoning with the General Plan
- In collaboration with local industry, established a comprehensive ordinance for food truck park and commissary uses
- Continued work on the Public Facility Fee (PFF) Nexus Study and associated master plan updates
- Continued in supporting the City's ADA Self-Evaluation and Transition Plan initiatives
- Continued community outreach and work on Shape Stockton, a City planning effort that consists of several initiatives:
  - A comprehensive Development Code (Title 16, Stockton Municipal Code) update
  - A Housing Action Plan and update of the Housing Element
  - Neighborhood Action Plans for the Little Manilla/Gleason Park, Airport Way corridor, and Cabral/East Cabral train station areas
- Streamlined the cannabis lottery process including making an online application available and adopting updated administrative guidelines
- Repealed "Big Box" ordinance

## COMMUNITY DEVELOPMENT DEPARTMENT

- Adopted the 2022 triennial edition of the California Building and Fire codes with specific local amendments
- Procured and began implementing permit discovery / decision tree software
- Began process improvement analysis of the Site Plan Review process
- Continued efforts to streamline the permitting database system (Accela), expanding online services available to the public, and improving efficiencies for staff
- Fully implemented SolarAPP+, an online platform providing instant permitting for residential solar and battery storage systems
- Updated preapproved Accessory Dwelling Unit (ADU) plans to the latest construction codes, available for free to the public

### KEY CONSIDERATIONS

CDD's budget priorities for the upcoming fiscal year are influenced by its customer first philosophy for service delivery, which prioritizes continuous performance and efficiency improvements while anticipating and planning for variations in workload based on shifting economic cycles.

#### *Staff Augmentation to Support Service Level Performance*

Approximately \$3.5 million in professional services will be budgeted for new, renewed, and continuing service contracts. In addition to allowing the department to respond adequately to varying levels of demand by augmenting staff, the professional services contracts are vital in maintaining a sufficient level of customer service, completing process improvement projects, providing specialized services, and achieving departmental goals.

Consulting services to support staff augmentation and specialized technical knowledge. Key functions include:

- Building plan check
- Building inspection
- Planning application processing
- Permit Counter customer service
- Engineering application processing
- Engineering plan check
- Accela Permitting System technical services

#### *Significant Initiatives*

CDD has several major efforts continuing into FY 2023-24 including:

- A comprehensive update of Municipal Code Title 16 (Development Code) and Design Guidelines to streamline processes, incentivize residential construction, and ensure consistency with the new policies and implementation measures contained in the Envision Stockton 2040 General Plan.
- Updating master infrastructure plans to determine infrastructure (i.e., utilities, streets, parks) and service needs in accordance with the reduced development footprint in the 2040 General Plan, including an updated project list for Public Facilities Fee (PFF) purposes.
- A nexus fee study to update the City's PFF Program to address the impacts of new development in accordance with the 2040 General Plan.

## COMMUNITY DEVELOPMENT DEPARTMENT

- Automation of the City's permitting processes by modification of existing systems and implementation of new technologies.
- Preparation of three neighborhood action plans for the Little Manilla/Gleason Park, Airport Way Corridor and Cabral/East Cabral Train Station areas to encourage housing and supportive development.
- Preparation of a housing action plan to develop strategies that would encourage the construction of a variety of housing types.
- Preparation of an update to the Housing Element for the next 8-year cycle that must be reviewed and certified by State Department of Housing and Community Development
- Continued improvements to technology, which will streamline the review and permitting processes for housing projects to increase housing unit production.

While the grant funded portion of initiatives are not included in this budget, an additional \$2 million in grant funding has been awarded in prior years and will continue contributing to projects in the current year.

The Department's continuing priority will be to maintain customer service levels with a focus on performance measures while making data-driven improvements to its processes and technologies. This focus will direct CDD's improvement efforts while fulfilling its duties to ensure building safety and the promotion of orderly, well-planned development within the Stockton community.

**Community Development Department**  
**FY 2023-24 Annual Budget**

	<b>Development Services 220</b>	<b>Public Facilities Fee Administration 310-323</b>	<b>Total</b>
	<i>See Page H-8 (excludes Fire portion of fund)</i>	<i>See Page H-9</i>	
<b>Beginning Available Balance</b>		<b>\$ 3,286,906</b>	
<b>Revenues</b>			
Fees	18,172,500	666,250	18,838,750
Other Revenues	(137,750)	-	(137,750)
	<b>18,034,750</b>	<b>666,250</b>	<b>18,701,000</b>
<b>Expenditures</b>			
Operating Expense	12,353,437	351,721	12,705,158
	<b>12,353,437</b>	<b>351,721</b>	<b>12,705,158</b>
<b>Transfers</b>			
Transfer In - General Fund	800,000	-	800,000
Transfer Out	-	-	-
	<b>800,000</b>	<b>-</b>	<b>800,000</b>
<b>Net Annual Activity</b>	<b>6,481,313</b>	<b>314,529</b>	<b>6,795,842</b>
<b>Ending Available Balance</b>		<b>\$ 3,601,435</b>	
		Revenues	\$ 18,701,000
		Transfers	800,000
		Total Sources	<b>\$ 19,501,000</b>
		Expenditures	\$ 12,705,158
		Transfers	-
		Total Appropriations	<b>\$ 12,705,158</b>

**Community Development and Fire Departments - Combined**  
**Development Services - 220**  
**FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 17,661,327</b>	<b>\$ 23,928,374</b>	<b>\$ 32,699,459</b>	<b>\$ 35,638,682</b>
<b>Revenues</b>				
Community Development				
User Fees	13,710,105	16,059,230	15,524,675	15,243,750
Development Oversight	(4,239)	17	20	-
Technology Fee	763,128	932,084	904,181	886,250
Comm. Rating System Admin. Fee	205,146	252,771	260,360	255,250
General Plan Maint & Implementation	836,283	1,161,050	1,094,125	1,072,250
Capital Preservation	557,521	774,035	729,417	715,000
Fines & Penalties	(987)	2,058	-	-
Other Revenues	83,174	(972,744)	(140,453)	(137,750)
	<u>16,150,131</u>	<u>18,208,501</u>	<u>18,372,325</u>	<u>18,034,750</u>
Fire Prevention				
User Fees	2,640,256	3,344,942	3,728,883	4,311,473
Fines & Penalties	97,315	122,612	114,131	105,094
Other Revenues	1,341	1,160	1,200	2,700
	<u>2,738,912</u>	<u>3,468,714</u>	<u>3,844,214</u>	<u>4,419,267</u>
	<b>18,889,043</b>	<b>21,677,215</b>	<b>22,216,539</b>	<b>22,454,017</b>
<b>Expenditures</b>				
Community Development				
Business Ops and Customer Service	3,000,358	2,759,677	2,552,185	4,318,068
Planning & Engineering Services	3,933,798	4,038,390	4,374,316	4,650,669
Building and Life Safety	3,646,953	3,891,157	3,860,779	3,384,700
	<u>10,581,109</u>	<u>10,689,224</u>	<u>10,787,280</u>	<u>12,353,437</u>
Fire Prevention				
Fire Prevention	2,840,887	3,016,906	3,590,036	4,254,554
	<u>2,840,887</u>	<u>3,016,906</u>	<u>3,590,036</u>	<u>4,254,554</u>
	<b>13,421,996</b>	<b>13,706,130</b>	<b>14,377,316</b>	<b>16,607,991</b>
<b>Transfers</b>				
Transfer In - General Fund	800,000	800,000	800,000	800,000
Transfer Out - CDD Capital Fund	-	-	(4,047,000)	-
Transfer Out - Fire Capital Fund	-	-	(1,653,000)	-
	<u>800,000</u>	<u>800,000</u>	<u>(4,900,000)</u>	<u>800,000</u>
<b>Net Annual Activity</b>				
Community Development	6,285,848	9,292,021	4,478,498	6,619,063
Fire	(101,975)	451,808	(1,398,822)	164,713
Other	83,174	(972,744)	(140,453)	(137,750)
	<u>6,267,047</u>	<u>8,771,085</u>	<u>2,939,223</u>	<u>6,646,026</u>
<b>Ending Available Balance</b>	<b>\$ 23,928,374</b>	<b>\$ 32,699,459</b>	<b>\$ 35,638,682</b>	<b>\$ 42,284,708</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 34,612,642		
Current Liabilities		(1,913,183)		
Ending Available Balance		<u>\$ 32,699,459</u>		

(a) The total Development Services Fund - 220 is presented with the Community Development Department budget. The portion relating to Fire has also been included on page E-15.

**Community Development**  
**Public Facilities Fee Administration - 310-323**  
**FY 2023-24 Annual Budget**

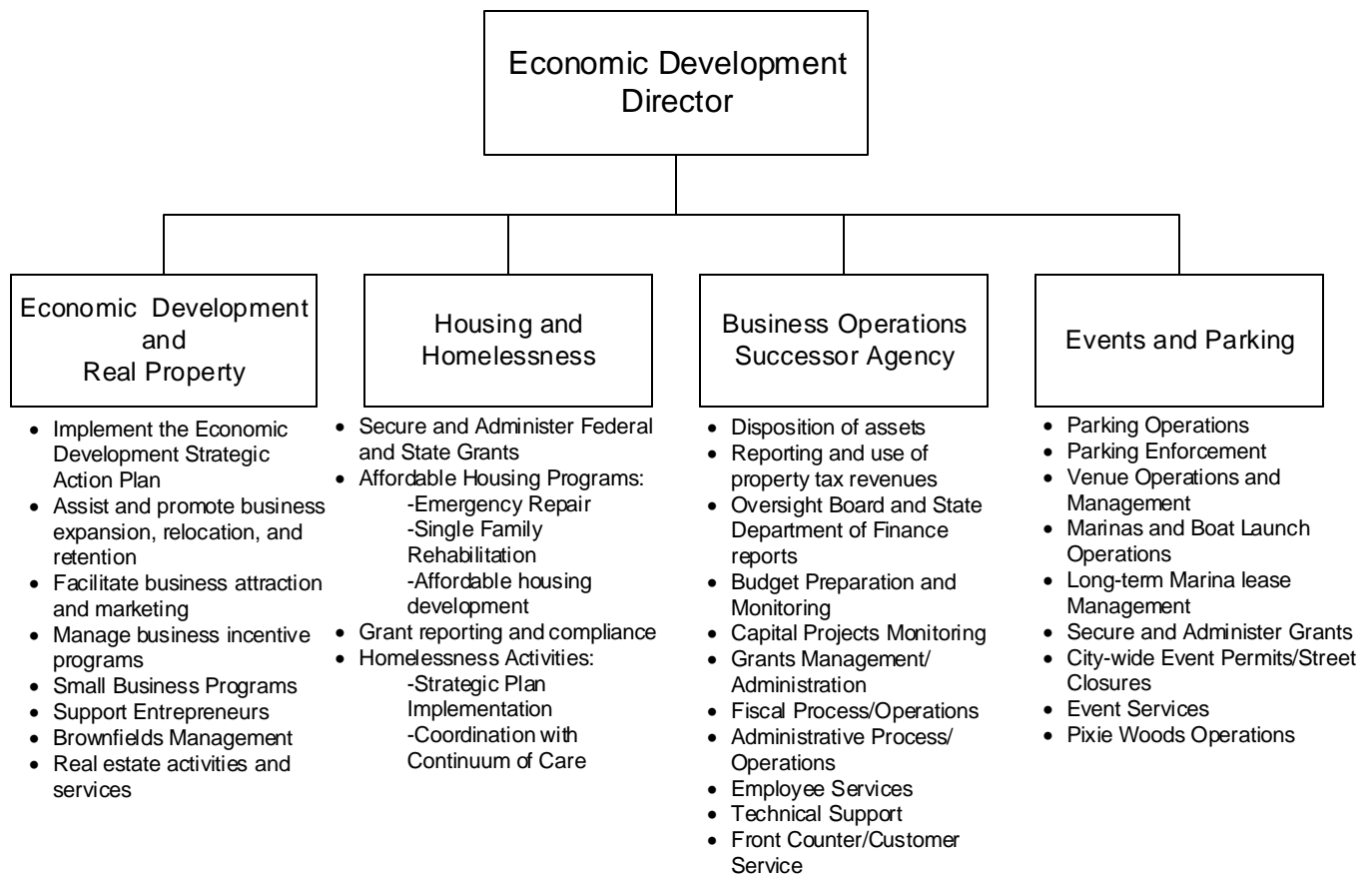
	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Actual</u>	<u>FY 2022-23</u> <u>Projected</u>	<u>FY 2023-24</u> <u>Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 1,754,591</b>	<b>\$ 2,379,964</b>	<b>\$ 2,789,469</b>	<b>\$ 3,286,906</b>
<b>Revenues</b>				
Public Facilities Fee	855,011	984,372	679,823	666,250
Investment Proceeds	16,092	(85,954)	169,464	-
	<u>871,103</u>	<u>898,418</u>	<u>849,287</u>	<u>666,250</u>
<b>Expenditures</b>				
Operating Expenses	245,730	285,539	351,850	351,721
	<u>245,730</u>	<u>285,539</u>	<u>351,850</u>	<u>351,721</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<b>625,373</b>	<b>612,879</b>	<b>497,437</b>	<b>314,529</b>
<b>Ending Available Balance</b>	<b>\$ 2,379,964</b>	<b>\$ 2,992,843</b>	<b>\$ 3,286,906</b>	<b>\$ 3,601,435</b>
<b>Available Balance Calculation</b>				
Cash		\$ 3,011,897		
Accounts Payable		(19,054)		
Ending Available Balance		<u>\$ 2,992,843</u>		



## TAB 9 ECONOMIC DEVELOPMENT







# ECONOMIC DEVELOPMENT DEPARTMENT



## ECONOMIC DEVELOPMENT DEPARTMENT

### MISSION STATEMENT

To support the City of Stockton becoming the best City in America to live, raise a family, and grow a business through its Economic Development and Real Property, Housing and Homelessness, and Events/Venues and Parking management efforts.

### Budget at a Glance:

Total Revenues	\$25,126,682
Expenditures	\$33,482,968
Total Net Cost	\$8,356,286
Total Staff	30

### DEPARTMENT DESCRIPTION

The Economic Development Department (EDD) is comprised of four divisions: Economic Development and Real Property Management, Housing and Homelessness, Events/Venues and Parking, and Successor Agency.

The Economic Development and Real Property Management Division engages in activities that expand and diversify the City of Stockton's economic base by supporting existing businesses through business retention and expansion efforts, attracting new investments through marketing and outreach, assisting in the creation of quality jobs, and promoting opportunities for business and development in Stockton to establish an economically sustainable community.

The Housing and Homelessness Division is responsible for administering local, State, and Federal grant programs. The division uses these funds to preserve and produce affordable housing, fund non-profit organizations that provide supportive services for low-income residents, rehabilitate, or construct public facilities, and assist the homeless. The division also plays a key role in participating in regional efforts through the Continuum of Care program to reduce and prevent homelessness.

The Events/Venues and Parking Division manages City entertainment venues; events; downtown parking facilities, operations, and enforcement; and marina/boat launching facilities. The division administers third-party management responsible for daily operations at the Downtown Stockton Marina, Stockton Arena, Banner Island Ballpark, Bob Hope Theatre, Oak Park Ice Rink, and parking in the Downtown area. City Event Services manages the Civic Auditorium, Weber Point Events Center, Pixie Woods Children's Playpark and permits all events citywide. This division is also responsible for the boat launching facilities located at Louis Park, Buckley Cove, and Morelli Park, and oversees long-term leases for Pacific Boat Services, Riverpoint Marina, and the Stockton Sailing Club. Parking compliance and enforcement services are also provided by this division.

The Business Operations and Successor Agency Division is responsible for completing the activities of the former Stockton Redevelopment Agency. Through the passage of State Assembly Bills X1, 26, and 1484, all California redevelopment agencies were dissolved and replaced with successor agencies effective February 1, 2012. The City elected to become the Successor Agency, and an Oversight Board directs and/or approves actions of the Successor Agency. Additional functions under this Division include: Budget Preparation and Monitoring, Capital Project Budget Monitoring, Grants Management/Administration, Fiscal and Administrative support and customer service activities.

# ECONOMIC DEVELOPMENT DEPARTMENT

## DEPARTMENT STRATEGIC WORK PLAN

The Economic Development Department's four divisions work collaboratively to strategically improve the community. The work is guided by the One Page Strategic Plan adopted by Council.

### Economic Development and Real Property:

- Implement the adopted Economic Development Strategic Action Plan.
- Participate as a stakeholder with the county, educational institutions, and community groups to further advance workforce development opportunities, and support small businesses.
- Implement comprehensive marketing strategies to better position Stockton to attract business, enhance the downtown area and build a collaborative environment among partners.
- Continue to develop downtown Stockton by completing the Brownfields Grant program and maximizing utilization of City owned property.

### Housing and Homelessness:

- Maximize resources to support affordable housing development by seeking additional grant dollars, building partnerships, and working collaboratively within the region.
- Successfully and strategically distribute State and Federal grant dollars that support overall City priorities and serve the community.
- Implement the adopted Homeless Plans and work collaboratively to distribute funds based on priorities.
- Deliver projects that close the gap between unsheltered homeless individuals and available bed count.

### Events and Parking:

- Provide parking for the downtown core and strive to support customer needs through efficiency, technology, and creative solutions.
- Invest in venues to compete and drive a diverse mix of entertainment to the community.
- Support downtown businesses by delivering events that drive tourism and visitors.
- Create consistent event policy that encourages event programming and provides safe activities and entertainment.
- Maintain safe and convenient access to the regional waterways by investing in City boat launches and the Downtown Marina.

### Business Operations and Successor Agency:

- The San Joaquin Countywide Oversight Board, established by California Senate Bill 107 to oversee the four successor agencies within San Joaquin County, approved a Recognized Obligation Payment Schedule (ROPS) in January 2023 to meet the obligations of the former Redevelopment Agency. Funding for debt, administration, and City loan payments were included in the schedule. Twenty percent (20%) of the City loan payments must be used for affordable housing.

## ECONOMIC DEVELOPMENT DEPARTMENT

### PRIOR YEAR ACCOMPLISHMENTS

The department was not only responsible for the day-to-day operations but also for key initiatives in response to COVID, including small business stabilization efforts, community support to non-profits, and efforts to protect and serve the homeless. This was primarily done through the distribution of funding and the development of programs. Some highlights of the Department's accomplishments in FY 2022-23 include:

- Implementation of the Economic Development Strategic Action Plan.
- Increased support for entrepreneurs and small businesses through grant opportunities and education.
- Supported the goals of the Homeless Strategic Plan by strategically distributing HHAP funding and furthered the advancement of several key affordable housing projects.
- Made significant progress in implementing Council approved American Rescue Plan Act projects and programs.
- Consolidated entertainment venues and events, creating opportunity for economic vitality in the downtown core with a robust placemaking initiative.

### KEY CONSIDERATIONS

The COVID pandemic continued to impact all divisions within the department and staff have worked to wind down grant activities that have exhausted funds while simultaneously ramping up others. The overall special funds managed by the department is approximately \$104 million, not including American Rescue Plan (ARPA) funds. Much of the funding is for COVID response, however, grants such as Homeless Housing Assistance Prevention (HHAP), Permanent Local Housing Allocation (PLHA), Homekey, Equitable Community Revitalization Grant (ECRG), and Resurgent Stockton are also new to the department. Funds to administer the programs are not permanent dollars. The department is managing output by strategically allocating staff and working with community-based nonprofits to accomplish goals.

Economic Development opportunities have not slowed down during COVID, and EDD continues to respond to and plan for future development. The new Economic Development Strategic Action Plan (EDSAP) was completed in FY 2021-22 and focuses on the following areas: Development of a robust Economic Development Toolkit, highlighting the successes in Stockton, supporting small businesses, continuing to build a thriving entrepreneur ecosystem, attracting, and retaining high caliber businesses, making data-driven decisions, and defining the department's role in workforce development. Implementation of the EDSAP began in FY 2021-22 and will be completed in phases and in coordination with ARPA funding/program deployment.

Real Property was approved \$300,000 in FY 2022-23 for the preparation and implementation of site-specific environmental activities that will directly aid in accomplishing the economic development goals. These funds are \$150,000 from the General Fund and \$150,000 from the Parking Fund. During FY 22-23, EDD staff initiated a Request for Proposals (RFP) to solicit proposals for site-specific environmental activities. These activities will involve the completion of Work Plan and Closeout activities at four sites, either owned or previously owned by the City of Stockton. Upon selection of environmental contractor(s), staff will ensure the scope of work

## **ECONOMIC DEVELOPMENT DEPARTMENT**

addresses all data gaps and regulatory requirements to advance the sites toward closeout. Staff continues to coordinate with State regulatory agencies, including the Central Valley Regional Water Quality Control Board, to determine the availability of Underground Storage Tank Cleanup Fund (UST Fund) monies and the process to activate claims.

The level of financial support available to Housing and Homelessness efforts dramatically increased with COVID-19 related funding and EDD will continue to manage existing efforts. Staff is currently delivering 10 affordable housing projects, several in production are due to staff applying for competitive funds and being awarded the grants. Staffing has been reorganized to provide a Homeless Manager to oversee the implementation of adopted homeless plans.

Revenues for the Entertainment Venues are budgeted conservatively, but are showing growth and recovery following the COVID shutdown. Operational costs remain lower than pre-pandemic levels as the venues have struggled to fill some positions due to challenging labor markets. The creation of the Risk Mitigation Funding within the Venues fund will help to ensure that the Stockton Arena has an active opportunity to secure notable acts, strengthening Stockton's appeal to future promoters and entertainment.

**Economic Development Department  
FY 2023-24 Annual Budget**

	<u>General Fund 100</u> <i>See Page I-9</i>	<u>HUD/ Housing</u> <i>See Page I-10</i>	<u>Parking and Venues</u> <i>See Page I-26</i>	<u>Economic Development Total</u>
<b>Beginning Available Balance</b>		<b>\$ 24,986,014</b>	<b>\$ 6,142,092</b>	
<b>Revenues</b>				
Grants & Entitlements	-	5,256,227	-	5,256,227
Assessment & User Fees	-	-	7,724,575	7,724,575
Fines & Forfeitures	-	-	550,000	550,000
Other Revenue	379,830	354,800	4,056,484	4,791,114
	<u>379,830</u>	<u>5,611,027</u>	<u>12,331,059</u>	<u>18,321,916</u>
<b>Expenditures</b>				
Employee Services	932,925	-	-	932,925
Other Services	903,076	-	-	903,076
Materials and Supplies	33,250	-	-	33,250
Other Expenses	16,650	264,106	-	280,756
Loan Programs	-	6,702,127	-	6,702,127
Program Expense	-	975,796	15,873,475	16,849,271
Operating Expense	-	1,986,828	-	1,986,828
Economic Development	1,237,295	555,000	-	1,792,295
Debt Service	-	1,961,541	1,691,450	3,652,991
Capital Projects	-	-	-	-
	<u>3,123,196</u>	<u>12,445,398</u>	<u>17,564,925</u>	<u>33,133,519</u>
<b>Transfers</b>				
Transfer In - General Fund	-	-	4,708,074	4,708,074
Transfer In - Other Funds	-	2,096,692	-	2,096,692
Transfer Out	-	(349,449)	-	(349,449)
	<u>-</u>	<u>1,747,243</u>	<u>4,708,074</u>	<u>6,455,317</u>
<b>Net Annual Activity</b>	<u>(2,743,366)</u>	<u>(5,087,128)</u>	<u>(525,792)</u>	<u>(8,356,286)</u>
<b>Ending Available Balance</b>		<b>\$ 19,898,886</b>	<b>\$ 5,616,300</b>	

Revenues	\$ 18,321,916
Transfers	6,804,766
<b>Total Sources</b>	<u><b>\$ 25,126,682</b></u>
Expenditures	\$ 33,133,519
Transfers	349,449
<b>Total Appropriations</b>	<u><b>\$ 33,482,968</b></u>





**Economic Development Department  
General Fund - 100  
FY 2023-24 Annual Budget**

	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Actual</u>	<u>FY 2022-23</u> <u>Projected</u>	<u>FY 2023-24</u> <u>Budget</u>
<b>Total Economic Development Department</b>				
Employee Services	\$ 793,009	\$ 895,340	\$ 1,070,619	\$ 1,734,784
Other Services	947,188	1,624,957	2,665,329	1,272,212
Materials and Supplies	16,582	15,362	29,521	37,250
Other Expenses	41,541	15,092	56,750	78,950
Total	<u>\$ 1,798,320</u>	<u>\$ 2,550,751</u>	<u>\$ 3,822,219</u>	<u>\$ 3,123,196</u>

**Economic Development**

Employee Services	530,759	625,863	727,385	801,859
Other Services	333,447	576,822	2,410,854	369,136
Materials and Supplies	8,076	12,645	25,980	4,000
Other Expenses	10,416	14,656	53,600	62,300
Total	<u>882,698</u>	<u>1,229,986</u>	<u>3,217,819</u>	<u>1,237,295</u>

**Asset Management**

Employee Services	262,250	269,477	343,234	280,892
Other Services	48,609	70,173	254,475	143,870
Materials and Supplies	4,802	2,378	3,541	3,250
Other Expenses	1,435	436	3,150	4,250
Total	<u>317,096</u>	<u>342,464</u>	<u>604,400</u>	<u>432,262</u>

**New City Hall Operations**

Employee Services	-	-	-	-
Other Services	565,132	977,962	-	-
Materials and Supplies	3,704	339	-	-
Other Expenses	29,690	-	-	-
Total	<u>598,526</u>	<u>978,301</u>	<u>-</u>	<u>-</u>

**Special Events**

Employee Services	-	-	-	652,033
Other Services	-	-	-	759,206
Materials and Supplies	-	-	-	30,000
Other Expenses	-	-	-	12,400
Total	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,453,639</u>

**Economic Development Department  
Housing and Homelessness  
Division Summary  
FY 2023-24 Annual Budget**

	<b>Community Development Block Grants 230-231, 232</b>	<b>Emergency Solutions Grant 280</b>	<b>HOME 230-233</b>	<b>CALHOME Loan 290-291</b>
	<i>See Page I-13</i>	<i>See Page I-15</i>	<i>See Page I-17</i>	<i>See Page I-19</i>
<b>Beginning Available Balance</b>	<b>\$ 8,261,606</b>	<b>\$ 121,089</b>	<b>\$ 9,159,022</b>	<b>\$ 993,062</b>
<b>Revenues</b>				
Entitlements	3,220,474	275,046	1,760,707	-
Loan Repayments	122,000	-	200,000	-
Other Revenue	-	-	-	-
	<b>3,342,474</b>	<b>275,046</b>	<b>1,960,707</b>	<b>-</b>
<b>Expenditures</b>				
Subrecipient Assistance	720,000	255,796	-	-
Operating Expenses	1,308,645	19,250	442,365	-
Debt Service - Section 108	1,961,541	-	-	-
CHDO Set-aside loan pool	-	-	264,106	-
Economic Development	555,000	-	-	-
Loan programs	2,456,868	-	2,419,259	-
	<b>7,002,054</b>	<b>275,046</b>	<b>3,125,730</b>	<b>-</b>
<b>Transfers</b>				
Transfer In - General Fund	-	-	-	-
Transfer In - Other Funds	1,747,243	-	-	-
Transfer Out	(349,449)	-	-	-
	<b>1,397,794</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>(2,261,786)</b>	<b>-</b>	<b>(1,165,023)</b>	<b>-</b>
<b>Ending Available Balance</b>	<b>\$ 5,999,820</b>	<b>\$ 121,089</b>	<b>\$ 7,993,999</b>	<b>\$ 993,062</b>

**Economic Development Department  
Housing and Homelessness  
Division Summary, Continued  
FY 2023-24 Annual Budget**

	State Housing Loan 290-292 <i>See Page I-20</i>	Neighborhood Stabilization Program 230-234, 235 <i>See Page I-23</i>	Low/Mod Housing 290-293 <i>See Page I-25</i>	Housing Total
<b>Beginning Available Balance</b>	<b>\$ 88,016</b>	<b>\$ 478,032</b>	<b>\$ 5,885,187</b>	<b>\$ 24,986,014</b>
<b>Revenues</b>				
Entitlements	-	-	-	5,256,227
Loan Repayments	5,800	12,000	-	339,800
Other Revenue	-	-	15,000	15,000
	<b>5,800</b>	<b>12,000</b>	<b>15,000</b>	<b>5,611,027</b>
<b>Expenditures</b>				
Subrecipient Assistance	-	-	-	975,796
Operating Expenses	-	628	215,940	1,986,828
Debt Service - Section 108	-	-	-	1,961,541
CHDO Set-aside loan pool	-	-	-	264,106
Economic Development	-	-	-	555,000
Loan programs	-	245,000	1,581,000	6,702,127
	<b>-</b>	<b>245,628</b>	<b>1,796,940</b>	<b>12,445,398</b>
<b>Transfers</b>				
Transfer In - General Fund	-	-	-	-
Transfer In - Other Funds	-	-	349,449	2,096,692
Transfer Out	-	-	-	(349,449)
	<b>-</b>	<b>-</b>	<b>349,449</b>	<b>1,747,243</b>
<b>Net Annual Activity</b>	<b>5,800</b>	<b>(233,628)</b>	<b>(1,432,491)</b>	<b>(5,087,128)</b>
<b>Ending Available Balance</b>	<b>\$ 93,816</b>	<b>\$ 244,404</b>	<b>\$ 4,452,696</b>	<b>\$ 19,898,886</b>

## **ECONOMIC DEVELOPMENT DEPARTMENT**

### **FEDERAL HOUSING GRANT FUND (230) COMMUNITY DEVELOPMENT BLOCK GRANT SUBFUNDS (230-231, 232)**

#### **PROGRAM DESCRIPTION**

The Community Development Block Grant (CDBG) Program is authorized under Title I of the Housing and Community Development Act of 1974, as amended. The program must primarily benefit low and moderate-income people. The objective of the Act is the development of viable communities by providing decent housing, suitable living environment, and expanded economic opportunities. The City receives a formula-based annual entitlement from the U.S. Department of Housing and Urban Development.

The CDBG budget includes the following components:

- Housing Loan Pool – housing programs for low-income households, such as, Owner-Occupied Rehabilitation programs, and multi-family housing developments.
- Sub-Recipient Assistance – funds provided to local non-profit organizations for public services and capital projects.
- Economic Development Programs – programs to assist businesses, including the Commercial Façade, Stocked Full of Produce, Storefront Beautification, Stockton Entrepreneurship Grants, and Food Entrepreneurship and Urban Garden Support.
- Debt Service – repayment of two federal Section 108 Loans used to partially fund projects such as Dean DeCarli Waterfront Square, Stockton Arena, Stockton Ballpark, and Downtown Stockton Marina.
- Program Delivery and Administration – costs attributed to CDBG projects including staff costs, reporting, and project costs.

#### **KEY CONSIDERATIONS**

In FY 2023-24, The total available sources of \$6.7 million for CDBG include, estimated annual entitlement, estimated revenue from reprogrammed funds, program income, and Successor Agency loan repayments. The City will be making the last section 108 loan payment of \$1.9 million, as part of FY 2023-24 Annual Action Plan to HUD.

The City continues distributing additional CDBG Program funds through the federal CARES Act to combat the impacts of COVID-19.

**Economic Development Department**  
**Community Development Block Grants - 230-231, 232**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 542,546</b>	<b>\$ 880,708</b>	<b>\$ 8,198,028</b>	<b>\$ 8,261,606</b>
<b>Revenues</b>				
CDBG Entitlement	2,882,124	1,925,141	2,527,752	3,220,474
Investment Proceeds	1,082	377	-	-
Loan Repayments	320,745	333,261	1,306,200	122,000
Other Revenue	5,125	2,728	-	-
	<u><b>3,209,076</b></u>	<u><b>2,261,507</b></u>	<u><b>3,833,952</b></u>	<u><b>3,342,474</b></u>
<b>Expenditures</b>				
Administration	842,103	709,245	810,993	948,789
Program Delivery	173,278	171,660	196,788	359,856
Debt Service - Section 108	1,851,338	1,885,771	2,551,387	1,961,541
Subrecipient Assistance	818,566	684,437	400,000	720,000
Housing Loan Pool	505,756	100,000	1,000,000	2,456,868
Economic Dev Program	237,263	173,233	209,000	555,000
	<u><b>4,428,304</b></u>	<u><b>3,724,346</b></u>	<u><b>5,168,168</b></u>	<u><b>7,002,054</b></u>
<b>Transfers</b>				
Transfer In	1,946,738	1,994,047	1,747,243	1,747,243
Transfer Out	(389,348)	(398,809)	(349,449)	(349,449)
	<u><b>1,557,390</b></u>	<u><b>1,595,238</b></u>	<u><b>1,397,794</b></u>	<u><b>1,397,794</b></u>
<b>Net Annual Activity</b>	<u><b>338,162</b></u>	<u><b>132,399</b></u>	<u><b>63,578</b></u>	<u><b>(2,261,786)</b></u>
<b>Ending Available Balance</b>	<u><b>\$ 880,708</b></u>	<u><b>\$ 1,013,107</b></u>	<u><b>\$ 8,261,606</b></u>	<u><b>\$ 5,999,820</b></u>
<b>Available Balance Calculation</b>				
Current Assets		\$ 2,624,507		
Current Liabilities		(387,671)		
Subtotal		2,236,836		
Available Grant Funds		7,142,086		
Ending Available Balance		<u><b>\$ 8,198,028</b></u>		

## **ECONOMIC DEVELOPMENT DEPARTMENT**

### **SPECIAL GRANTS FUND (280) EMERGENCY SOLUTIONS GRANT**

#### **PROGRAM DESCRIPTION**

The City receives an annual federal entitlement of Emergency Solutions Grant (ESG) funds. ESG funds can be used for five program activities: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and Homeless Management Information System. The City uses ESG funds to fund the operation of homeless shelters and provide essential services to shelter residents, provide eviction prevention assistance to prevent households from becoming homeless, and rapid re-housing assistance. The City's ESG funding is fully committed each year to local homeless shelters, homeless service providers and a minor allocation to program administration.

#### **KEY CONSIDERATIONS**

In FY 2023-24, the City's annual entitlement is approximately \$275,000. In FY 2022-23 the following agencies were allocated ESG funding: St. Mary's Interfaith Dining Room, Stockton Shelter for the Homeless, Ready to Work, and Central Valley Low Income Housing Corporation.

In FY 2023-24 the City will continue to use ESG funds to address the needs of the homeless community by allocating funds to homeless street outreach services, shelter operations, and eviction prevention services.

The City continues distributing additional ESG Program funds through the federal CARES Act to combat the impacts of COVID-19.

**Economic Development Department  
Emergency Solutions Grant - 280  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ 70,588</u>	<u>\$ 102,411</u>	<u>\$ -</u>	<u>\$ 121,089</u>
<b>Revenues</b>				
ESG Entitlement	<u>210,333</u>	<u>244,876</u>	<u>350,000</u>	<u>275,046</u>
	<u>210,333</u>	<u>244,876</u>	<u>350,000</u>	<u>275,046</u>
<b>Expenditures</b>				
ESG Community Program Services	<u>268,600</u>	<u>335,977</u>	<u>200,000</u>	<u>255,796</u>
Administration	<u>12,321</u>	<u>11,310</u>	<u>28,911</u>	<u>19,250</u>
	<u>280,921</u>	<u>347,287</u>	<u>228,911</u>	<u>275,046</u>
<b>Transfers</b>				
Transfer In	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfer Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>(70,588)</u>	<u>(102,411)</u>	<u>121,089</u>	<u>-</u>
<b>Ending Available Balance</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 121,089</u>	<u>\$ 121,089</u>



## **ECONOMIC DEVELOPMENT DEPARTMENT**

### **FEDERAL HOUSING GRANT FUND (230) HOME INVESTMENT PARTNERSHIP PROGRAM SUBFUND (230-233)**

#### **PROGRAM DESCRIPTION**

The Federal Home Investment Partnership (HOME) program was created by the National Housing Act of 1990 and amended under the 2013 HOME Final Rule. The objective of the HOME Program is to fund a wide range of activities including building, purchasing, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income households. HOME funds are designed specifically to create quality affordable housing for lower-income households; strengthen the ability of State and local governments to create partnerships with the private sector in the development of affordable housing and provide set-aside of housing funds for qualified community-based nonprofit housing groups to increase their development capacity.

The City's HOME budget includes the following components:

- Housing Loan Fund – Housing programs for low-income households including single-family rehabilitation, down payment assistance, and multi-family residential projects.
- Community Housing Development Organization (CHDO) Set-Aside – HUD requires 15% of the City's HOME allocation be reserved for community-based organizations that develop affordable housing.
- Program Delivery and Administration – Includes the general costs associated with the administration and oversight of the HOME Program. Ten percent of its annual entitlement plus program income received can be used toward administrative costs.

#### **KEY CONSIDERATIONS**

The City will continue to fund low-income multi-family and single-family housing through new construction or the rehabilitation of existing projects. In FY 2023-24, the City's estimated available sources is \$3.0 million, and includes: estimated annual entitlement, and program income received in prior years.

HOME funds are typically made available through a yearly Housing Notice of Financial Availability (NOFA) and used to provide gap financing for new construction and rehabilitation activities that will result in the provision of quality housing affordable to households with incomes at or below 60 percent of the Area Median Income.

**Economic Development Department  
HOME - 230-233  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ -</u>	<u>\$ 681,280</u>	<u>\$ 7,537,685</u>	<u>\$ 9,159,022</u>
<b>Revenues</b>				
HOME Entitlement	1,082,908	17,328	1,000,000	1,760,707
Loan Repayments	<u>474,205</u>	<u>1,017,997</u>	<u>725,000</u>	<u>200,000</u>
	<u><b>1,557,113</b></u>	<u><b>1,035,325</b></u>	<u><b>1,725,000</b></u>	<u><b>1,960,707</b></u>
<b>Expenditures</b>				
Administration	97,640	70,052	97,663	292,068
CHDO Set-aside loan pool	487,862	-	-	264,106
Housing Loan Programs	250,000	-	-	2,419,259
Program Delivery	40,331	73,286	6,000	150,297
Loan Forgiveness	-	8,474	-	-
Prior Period Correction	-	-	-	-
	<u><b>875,833</b></u>	<u><b>151,812</b></u>	<u><b>103,663</b></u>	<u><b>3,125,730</b></u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u><b>681,280</b></u>	<u><b>883,513</b></u>	<u><b>1,621,337</b></u>	<u><b>(1,165,023)</b></u>
<b>Ending Available Balance</b>	<u><b>\$ 681,280</b></u>	<u><b>\$ 1,564,793</b></u>	<u><b>\$ 9,159,022</b></u>	<u><b>\$ 7,993,999</b></u>
<b>Available Balance Calculation</b>				
Current Assets		\$ 2,027,349		
Current Liabilities		<u>(551,772)</u>		
Subtotal		1,442,077		
Available Grant Funds		<u>6,095,608</u>		
Ending Available Balance		<u><u>\$ 7,537,685</u></u>		

## **ECONOMIC DEVELOPMENT DEPARTMENT**

### **STATE HOUSING GRANT FUND (290) CALHOME SUBFUND (290-291) AND HELP SUBFUND (290-292)**

#### **PROGRAM DESCRIPTION**

The City received approximately \$1.5 million in State CalHOME funding in prior fiscal years and has expended all original grant funds. The City continues to receive program income from housing loan repayments under both the HELP and CalHOME programs. Program Income funds are recycled back into the down payment assistance and owner-occupied rehabilitation below market interest rate loan programs for low- and moderate-income households.

#### **KEY CONSIDERATIONS**

CalHOME program income will be used to fund down payment assistance or rehabilitation loans.

**Economic Development Department  
CALHOME Loan - 290-291  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ 642,829</u>	<u>\$ 684,557</u>	<u>\$ 973,462</u>	<u>\$ 993,062</u>
<b>Revenues</b>				
Loan Repayments	39,866	17,194	19,600	-
Other Revenues	-	-	-	-
Investment Proceeds	2,104	-	-	-
	<u>41,970</u>	<u>17,194</u>	<u>19,600</u>	<u>-</u>
<b>Expenditures</b>				
Housing Loan Programs	242	-	-	-
	<u>242</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>41,728</u>	<u>17,194</u>	<u>19,600</u>	<u>-</u>
<b>Ending Available Balance</b>	<u>\$ 684,557</u>	<u>\$ 701,751</u>	<u>\$ 993,062</u>	<u>\$ 993,062</u>
<b>Available Balance Calculation</b>				
Current Assets		\$ 973,462		
Current Liabilities		-		
Ending Available Balance		<u>\$ 973,462</u>		

**Economic Development Department  
State Housing Loan (HELP) - 290-292  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ 40,716</u>	<u>\$ 47,809</u>	<u>\$ 69,016</u>	<u>\$ 88,016</u>
<b>Revenues</b>				
HELP Loan Repayments	6,973	34,407	19,000	5,800
Investment Proceeds	<u>136</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u><b>7,109</b></u>	<u><b>34,407</b></u>	<u><b>19,000</b></u>	<u><b>5,800</b></u>
<b>Expenditures</b>				
Housing Loan Programs	<u>16</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u><b>16</b></u>	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>-</b></u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>-</b></u>
<b>Net Annual Activity</b>	<u><b>7,093</b></u>	<u><b>34,407</b></u>	<u><b>19,000</b></u>	<u><b>5,800</b></u>
<b>Ending Available Balance</b>	<u><b>\$ 47,809</b></u>	<u><b>\$ 82,216</b></u>	<u><b>\$ 88,016</b></u>	<u><b>\$ 93,816</b></u>
<b>Available Balance Calculation</b>				
Current Assets		\$ 69,016		
Current Liabilities		<u>-</u>		
Ending Available Balance		<u><b>\$ 69,016</b></u>		



## **ECONOMIC DEVELOPMENT DEPARTMENT**

### **FEDERAL HOUSING GRANT FUND (230) NEIGHBORHOOD STABILIZATION GRANT SUBFUNDS (230-234, 235)**

#### **PROGRAM DESCRIPTION**

The City was awarded \$16.4 million of Neighborhood Stabilization Program Grant (NSP1 and NSP3) funding in 2008 and 2011. The City used NSP funds to acquire, rehabilitate and resell 107 foreclosed homes to qualified low and moderate-income first-time homebuyers; acquire and rehabilitate five apartment complexes providing 119 units of very low and low-income households. The original award combined with program income resulted in approximately \$31 million of funding available for affordable housing projects. These rental projects utilized both HOME and NSP funds. The City continues to receive program income from these activities. Program Income funds are recycled back into the NSP program. Program regulations require 25% of NSP funding be used for households with incomes at or below 50% of Area Median Income.

#### **KEY CONSIDERATIONS**

Projects underway include Grand View Village, a 74-unit affordable multi-family housing development.

**Economic Development Department  
Neighborhood Stabilization Program - 230-234  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ -</u>	<u>\$ 384,142</u>	<u>\$ 456,328</u>	<u>\$ 331,218</u>
<b>Revenues</b>				
NSP Entitlement	351,303	-	-	-
Investment Proceeds	1,188	-	-	-
Loan Repayments	34,218	206,089	65,000	6,000
	<u>386,709</u>	<u>206,089</u>	<u>65,000</u>	<u>6,000</u>
<b>Expenditures</b>				
Administration	2,563	2,086	602	589
Housing Loan Programs	4	4	189,508	200,000
	<u>2,567</u>	<u>2,090</u>	<u>190,110</u>	<u>200,589</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>384,142</u>	<u>203,999</u>	<u>(125,110)</u>	<u>(194,589)</u>
<b>Ending Available Balance</b>	<u>\$ 384,142</u>	<u>\$ 588,141</u>	<u>\$ 331,218</u>	<u>\$ 136,629</u>
<b>Available Balance Calculation</b>				
Current Assets		\$ 582,747		
Current Liabilities		-		
Subtotal		582,747		
Encumbrances		(126,419)		
Available Grant Funds		-		
Ending Available Balance		<u>\$ 456,328</u>		



**Economic Development Department  
Neighborhood Stabilization Program #3 - 230-235  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ -</u>	<u>\$ 112,162</u>	<u>\$ 242,119</u>	<u>\$ 146,814</u>
<b>Revenues</b>				
NSP Entitlement	111,043	-	-	-
Investment Proceeds	<u>7,437</u>	<u>48,221</u>	<u>15,100</u>	<u>6,000</u>
	<u><b>118,480</b></u>	<u><b>48,221</b></u>	<u><b>15,100</b></u>	<u><b>6,000</b></u>
<b>Expenditures</b>				
Administration	6,314	2,311	602	39
Program Delivery	-	-	-	-
Loan Forgiveness	-	-	-	-
Housing Loan Programs	<u>4</u>	<u>4</u>	<u>109,803</u>	<u>45,000</u>
	<u><b>6,318</b></u>	<u><b>2,315</b></u>	<u><b>110,405</b></u>	<u><b>45,039</b></u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u><b>112,162</b></u>	<u><b>45,906</b></u>	<u><b>(95,305)</b></u>	<u><b>(39,039)</b></u>
<b>Ending Available Balance</b>	<u><b>\$ 112,162</b></u>	<u><b>\$ 158,068</b></u>	<u><b>\$ 146,814</b></u>	<u><b>\$ 107,775</b></u>
<b>Available Balance Calculation</b>				
Current Assets		\$ 145,832		
Current Liabilities		<u>-</u>		
Subtotal		145,832		
Available Grant Funding		<u>96,287</u>		
Ending Available Balance		<u><b>\$ 242,119</b></u>		

**Economic Development Department  
Low & Moderate Income Housing - 290-293  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 2,666,169</b>	<b>\$ 3,684,710</b>	<b>\$ 6,516,946</b>	<b>\$ 5,885,187</b>
<b>Revenues</b>				
Investment Proceeds	177,557	845,504	18,000	15,000
Other Revenues	69,909	26,577	2,000	-
	<u>247,466</u>	<u>872,081</u>	<u>20,000</u>	<u>15,000</u>
<b>Expenditures</b>				
Administration	28,508	29,315	29,510	215,940
Housing Loan Programs	173,999	249,203	1,174,167	1,581,000
	<u>202,507</u>	<u>278,518</u>	<u>1,203,677</u>	<u>1,796,940</u>
<b>Transfers</b>				
Transfer In - General Fund	-	-	-	-
Transfer In - Other Funds	973,582	997,023	551,918	349,449
Transfer Out	-	-	-	-
	<u>973,582</u>	<u>997,023</u>	<u>551,918</u>	<u>349,449</u>
<b>Net Annual Activity</b>	<b>1,018,541</b>	<b>1,590,586</b>	<b>(631,759)</b>	<b>(1,432,491)</b>
<b>Ending Available Balance</b>	<b>\$ 3,684,710</b>	<b>\$ 5,275,296</b>	<b>\$ 5,885,187</b>	<b>\$ 4,452,696</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 6,928,066		
Current Liabilities		(411,120)		
Ending Available Balance		<u>\$ 6,516,946</u>		

**Economic Development Department  
Parking and Venues  
Division Summary  
FY 2023-24 Annual Budget**

	<b>Boat Launching 100-140</b>	<b>Tourism and Business Improvement 270-052</b>	<b>Entertainment Venues 100-145</b>
	<u>See Page I-29</u>	<u>See Page I-30</u>	<u>See Page I-33</u>
<b>Beginning Available Balance</b>	<b>\$ 640,611</b>	<b>\$ 65,448</b>	<b>\$ 3,138,969</b>
<b>Revenues</b>			
Taxes/Assessments	-	1,720,000	-
User Fees	230,000	-	-
Fines & Forfeitures	-	-	-
Rent	-	-	-
Other Revenue	156,652	-	3,657,343
	<u><b>386,652</b></u>	<u><b>1,720,000</b></u>	<u><b>3,657,343</b></u>
<b>Expenditures</b>			
Operating Expenses	251,997	1,720,000	8,838,584
Debt Service	-	-	-
Capital Improvement	-	-	-
	<u><b>251,997</b></u>	<u><b>1,720,000</b></u>	<u><b>8,838,584</b></u>
<b>Transfers</b>			
Transfer In - General Fund	-	-	4,446,074
Transfer In - Other Funds	-	-	-
Transfer Out	-	-	-
	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>4,446,074</b></u>
<b>Net Annual Activity</b>	<u><b>134,655</b></u>	<u><b>-</b></u>	<u><b>(735,167)</b></u>
<b>Ending Available Balance</b>	<u><b>\$ 775,266</b></u>	<u><b>\$ 65,448</b></u>	<u><b>\$ 2,403,802</b></u>

**Economic Development Department  
Parking and Venues  
Division Summary, Continued  
FY 2023-24 Annual Budget**

	<b>Parking Authority 630</b>	<b>Marina 640</b>	<b>Parking and Venues Total</b>
	<i>See Page I-35</i>	<i>See Page I-37</i>	
<b>Beginning Available Balance</b>	<b>\$ 2,099,880</b>	<b>\$ 197,184</b>	<b>\$ 6,142,092</b>
<b>Revenues</b>			
Taxes/Assessments	1,260,215	-	2,980,215
User Fees	4,160,000	354,360	4,744,360
Fines & Forfeitures	550,000	-	550,000
Rent	-	-	-
Other Revenue	210,000	32,489	4,056,484
	<b>6,180,215</b>	<b>386,849</b>	<b>12,331,059</b>
<b>Expenditures</b>			
Operating Expenses	4,394,260	668,634	15,873,475
Debt Service	1,691,450	-	1,691,450
Capital Improvement	-	-	-
	<b>6,085,710</b>	<b>668,634</b>	<b>17,564,925</b>
<b>Transfers</b>			
Transfer In - General Fund	-	262,000	4,708,074
Transfer In - Other Funds	-	-	-
Transfer Out	-	-	-
	<b>-</b>	<b>262,000</b>	<b>4,708,074</b>
<b>Net Annual Activity</b>	<b>94,505</b>	<b>(19,785)</b>	<b>(525,792)</b>
<b>Ending Available Balance</b>	<b>\$ 2,194,385</b>	<b>\$ 177,399</b>	<b>\$ 5,616,300</b>

## **ECONOMIC DEVELOPMENT DEPARTMENT**

### **GENERAL FUND BOAT LAUNCHING FACILITIES SUBFUND (100-140)**

#### **PROGRAM DESCRIPTION**

The City maintains boat launching facilities at Louis Park and Buckley Cove. A third boat launching facility, Morelli Park, is operated by a third-party company in unison with the Downtown Marina. This Fund receives launching fees collected from vehicles that launch boats at Buckley Cove. Expenditures from the fund provide dock and landscape maintenance at Louis Park and Buckley Cove and cover security services/fee collection from personnel. When sufficiently accumulated, the fund balance will be utilized to dredge Buckley Cove, address dock infrastructure improvements and traffic control devices, and complete parking lot maintenance and landscaping projects.

#### **KEY CONSIDERATIONS**

This facility's operating revenue estimate is projected to be similar to FY 2022-23. Buckley's boat launch projected revenues and is anticipated to be used more frequently than prior to COVID-19. There is one minor fee increase included in FY 2023-24 fee schedule, primarily impacting the daily vehicle/vehicle with trailer launch pass. The operating expenditure budget is anticipated to increase, due to increasing minimum wage rates that impact staffing, as well as contracted services such as landscaping.

**Economic Development Department  
Boat Launching Facilities - 100-140  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 829,391</b>	<b>\$ 949,478</b>	<b>\$ 973,009</b>	<b>\$ 640,611</b>
<b>Revenues</b>				
Boat Launching Fees	266,922	236,850	220,000	230,000
Investment Proceeds	1,061	(29,365)	-	-
Reimbursements	3,431	3,080	142,400	156,652
	<b>271,414</b>	<b>210,565</b>	<b>362,400</b>	<b>386,652</b>
<b>Expenditures</b>				
Salaries & Benefits	17,293	23,125	14,080	61,693
Utilities	2,675	2,679	3,328	3,800
Maintenance & Repair	10,233	38,036	45,000	45,000
Professional Services	102,393	105,434	113,921	123,035
Security Contractor	-	-	-	-
Materials & Supplies	839	207	1,000	1,000
Other Expenses	17,894	17,552	17,469	17,469
	<b>151,327</b>	<b>187,033</b>	<b>194,798</b>	<b>251,997</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out - Capital	-	-	(500,000)	-
	<b>-</b>	<b>-</b>	<b>(500,000)</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>120,087</b>	<b>23,532</b>	<b>(332,398)</b>	<b>134,655</b>
<b>Ending Available Balance</b>	<b>\$ 949,478</b>	<b>\$ 973,010</b>	<b>\$ 640,611</b>	<b>\$ 775,266</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 1,007,323		
Current Liabilities		(34,314)		
Ending Available Balance		<b>\$ 973,009</b>		

**Economic Development Department  
Tourism and Business Improvement - 270-052  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 53,715</b>	<b>\$ 62,833</b>	<b>\$ 65,448</b>	<b>\$ 65,448</b>
<b>Revenues</b>				
Taxes/Assessments				
Tourism Business Improvement	1,604,211	1,881,035	1,760,000	1,720,000
Investment Proceeds	2,077	2,717	-	-
Other Revenues	-	-	-	-
	<u>1,606,288</u>	<u>1,883,752</u>	<u>1,760,000</u>	<u>1,720,000</u>
<b>Expenditures</b>				
Pass-Through				
TBID - Convention & Visitors	1,548,847	1,824,707	1,707,200	1,668,400
Administration	48,323	56,431	52,800	51,600
	<u>1,597,170</u>	<u>1,881,138</u>	<u>1,760,000</u>	<u>1,720,000</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<b>9,118</b>	<b>2,614</b>	<b>-</b>	<b>-</b>
<b>Ending Available Balance</b>	<b>\$ 62,833</b>	<b>\$ 65,447</b>	<b>\$ 65,448</b>	<b>\$ 65,448</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 55,297		
Current Liabilities		10,151		
Ending Available Balance		<u>\$ 65,448</u>		





## **ECONOMIC DEVELOPMENT DEPARTMENT**

### **GENERAL FUND ENTERTAINMENT VENUES SUBFUND (100-145)**

#### **PROGRAM DESCRIPTION**

The City owns four specialty sports and entertainment venues: the 12,000-seat Stockton Arena, 5,000-seat Stockton Banner Island Ballpark, 2,042-seat Bob Hope Theatre, and Oak Park Ice Rink. These venues are managed by ASM Global, a worldwide entertainment and convention/arena venue management corporation, pursuant to a contract approved by Council in 2011 and renewed and amended in 2018 to include the Downtown Marina. ASM develops an annual operating budget and capital repair and improvement plan budget submitted to the City each year. The diversity of facilities and entertainment options in Stockton is reflective of the City's rich culture and a testament to the variety that Stockton has to offer. At the center of the City's entertainment options are the event facilities, which host events such as concerts, sporting events, tournaments, consumer shows, banquets, meetings, and other entertainment events. The venues provide quality of life experiences for residents and attract visitors to the City, who stimulate the local economy. The entertainment venues are a significant driver of the City's hotel tax, as visitors travel and stay in the City to attend events, participate in local tournaments, meetings, and festivals.

#### **KEY CONSIDERATIONS**

The Entertainment Venues Fund budget represents the ASM operating fund, direct City expenditures, and an allocation for maintenance repairs and improvements.

The impacts of COVID-19 have been severe for the venue and entertainment industry. The Department continues to work to mitigate the loss in revenue while maintaining the facilities and, reopening of venues in a responsible manner. ASM Stockton Management have worked to book events, improve operations, and recruit and train new staff. Given the labor marketplace, maintaining and attaining pre-pandemic staffing levels continues to be challenging.

General Fund dollars support the annual venue operations. The General Fund contribution for FY 2023-24 is \$4.4 million, which includes an additional \$1,128,074 of on-going General Fund, approved as part of the FY 2022-23 Budget. The City's Long-Range Financial Plan projects approximately \$4.6 million of General Fund dollars will be needed annually to adequately support venues maintenance and operations.

Capital Improvement Project EV22606 - Arena Video Equipment and Scoreboard, is expected to be completed in FY 2023-24. This project is being funded with ARPA funds as well as fund balance in the Venues Fund. This project will include the replacement of the scoreboard at the Stockton Arena, and its operating system. The replacement of ageing infrastructure and overall improvements will not only enhance customer experience but will also aid in keeping professional sports teams and recruiting additional events.

**Economic Development Department  
Entertainment Venues - 100-145  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 733,360</b>	<b>\$ 2,519,956</b>	<b>\$ 1,999,301</b>	<b>\$ 3,138,969</b>
<b>Revenues</b>				
Operations:				
Stockton Arena	339,908	2,336,678	2,327,208	2,233,065
Bob Hope Theatre	6,891	724,588	638,482	612,654
Oak Park Ice Arena	13,989	557,272	551,979	529,650
Ballpark	69,568	256,426	293,862	281,974
Other Revenue	110,503	37,241	-	-
	<u>540,859</u>	<u>3,912,205</u>	<u>3,811,531</u>	<u>3,657,343</u>
<b>Expenditures</b>				
Operations:				
Stockton Arena	2,079,567	4,195,529	4,590,693	4,986,271
Bob Hope Theatre	246,764	295,608	1,408,525	1,345,803
Oak Park Ice Arena	316,773	818,455	1,126,630	1,076,487
Ballpark	416,295	630,036	986,875	942,930
Administration	143,611	168,909	177,140	387,093
Facility Maint. & Equipment	336,253	-	-	100,000
	<u>3,539,263</u>	<u>6,108,537</u>	<u>8,289,863</u>	<u>8,838,584</u>
<b>Transfers</b>				
Transfer In - General Fund	4,785,000	3,285,000	3,318,000	4,446,074
Transfer In - Other	-	-	2,300,000	-
Transfer Out	-	-	-	-
	<u>4,785,000</u>	<u>3,285,000</u>	<u>5,618,000</u>	<u>4,446,074</u>
<b>Net Annual Activity</b>	<b>1,786,596</b>	<b>1,088,668</b>	<b>1,139,668</b>	<b>(735,167)</b>
<b>Ending Available Balance</b>	<b>\$ 2,519,956</b>	<b>\$ 3,608,624</b>	<b>\$ 3,138,969</b>	<b>\$ 2,403,802</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 6,796,099		
Current Liabilities		(3,296,798)		
Subtotal		3,499,301		
Capital Appropriations		(1,500,000)		
Ending Available Balance		<u>\$ 1,999,301</u>		

## **ECONOMIC DEVELOPMENT DEPARTMENT**

### **PARKING AUTHORITY FUND (630)**

#### **PROGRAM DESCRIPTION**

This fund supports the downtown parking garages, lots, on-street payment machines, and parking compliance, which are overseen by the Parking Authority, supported by City staff. The Parking operation has been operated by LAZ, Inc. since May 1, 2020. Parking enforcement is provided by three full-time City employees.

#### **KEY CONSIDERATIONS**

In February 2020, the Parking Authority refinanced existing parking bonds to save money and to procure \$3 million for capital needs. The funding is being used for much needed elevator upgrades and the replacement of the revenue control system, including ingress and egress equipment at parking garages and lots. These capital upgrades will add safety, reliability and efficiency to the facilities and allow staff to provide better services to parking customers.

Since the COVID-19 outbreak and statewide stay at home directives, the Parking operations have taken a considerable hit in revenue in FY 2020-21 with losses in excess of 25%. Fortunately, there have been gradual improvements as the downtown Cineplex, and other businesses have reopened, as well as the activation of more events at the Arena, Ballpark and Bob Hope Theater. Operating Revenues in FY 2023-24 are projected conservatively, with an overall 6% increase from FY 2022-23 year-end projections. Operating expenses reflect a 5% increase, to allow for additional wage, and inflation costs.

**Economic Development Department  
Parking Authority - 630  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 5,572,519</b>	<b>\$ 5,567,438</b>	<b>\$ 4,735,803</b>	<b>\$ 2,099,880</b>
<b>Revenues</b>				
Assessments	1,253,674	1,383,392	1,260,215	1,260,215
Operating Revenue/Fees	2,864,239	3,820,825	3,913,570	4,160,000
Parking Citations/Fines	425,286	440,266	500,000	550,000
Bond Proceeds	-	-	-	-
Other Revenues	45,785	244,520	195,000	200,000
Investment Proceeds	(6,216)	(110,815)	228,151	10,000
	<b>4,582,768</b>	<b>5,778,188</b>	<b>6,096,936</b>	<b>6,180,215</b>
<b>Expenditures</b>				
Administration	534,993	534,727	527,898	638,183
Other Services	3,273	15,991	185,000	95,284
Parking Operations	1,888,364	2,383,160	2,914,475	3,054,947
Parking Enforcement	518,135	516,746	554,572	605,846
Debt Service	1,585,009	2,745,285	2,320,914	1,691,450
Parking Improvements	58,074	204,938	3,000,000	-
	<b>4,587,848</b>	<b>6,400,847</b>	<b>9,502,859</b>	<b>6,085,710</b>
<b>Transfers</b>				
Transfer In - Other	-	-	770,000	-
Transfer Out	-	-	-	-
	<b>-</b>	<b>-</b>	<b>770,000</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>(5,080)</b>	<b>(622,659)</b>	<b>(2,635,923)</b>	<b>94,505</b>
<b>Ending Available Balance</b>	<b>\$ 5,567,438</b>	<b>\$ 4,944,779</b>	<b>\$ 2,099,880</b>	<b>\$ 2,194,385</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 2,920,484		
Current Liabilities		(978,882)		
Capital Appropriations		3,003,179		
Ending Available Balance		<b>\$ 4,944,781</b>		

## **ECONOMIC DEVELOPMENT DEPARTMENT**

### **DOWNTOWN MARINA COMPLEX FUND (640)**

#### **PROGRAM DESCRIPTION**

This fund supports the Downtown Stockton Marina. The Marina has been in operation since 2009 providing permanent slips and short-term berthing as well as management of the Morelli Park boat launch. The Marina is operated by ASM Global through an agreement awarded by Council on March 20, 2018.

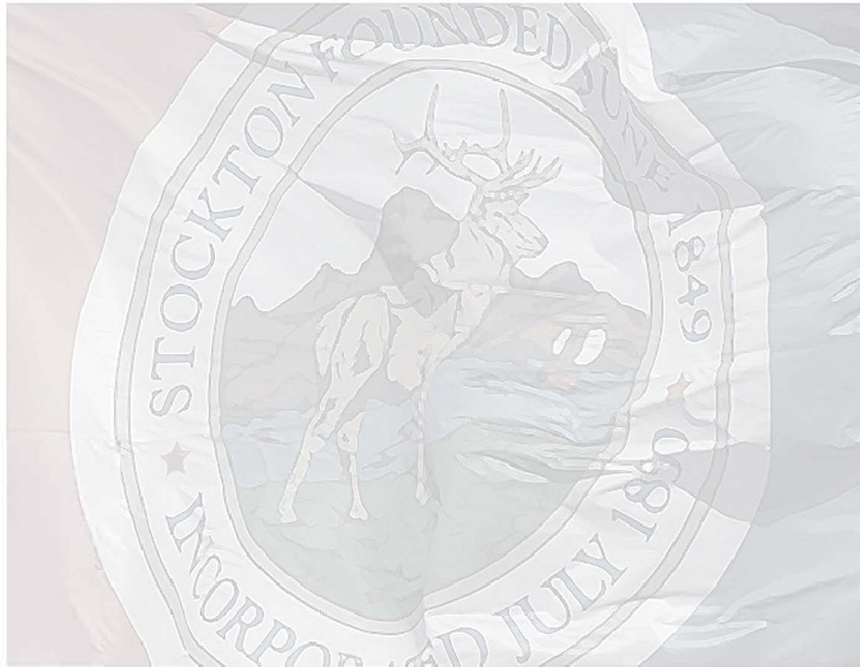
#### **KEY CONSIDERATIONS**

While COVID-19 shutdowns have had negative effects on many operations, a heightened interest in the Downtown Marina and other boating facilities in Stockton continues to result in an increase in revenues.

FY 2022-23 revenues and expenses are projected close to original budget. In FY 2023-24 Overall revenues are projected at a 3% increase, and overall expenses are projected at a 3% decrease. This fund continues to be supported with an annual contribution from the General Fund of \$262,000.

**Economic Development Department  
Downtown Marina Complex - 640  
FY 2023-24 Annual Budget**

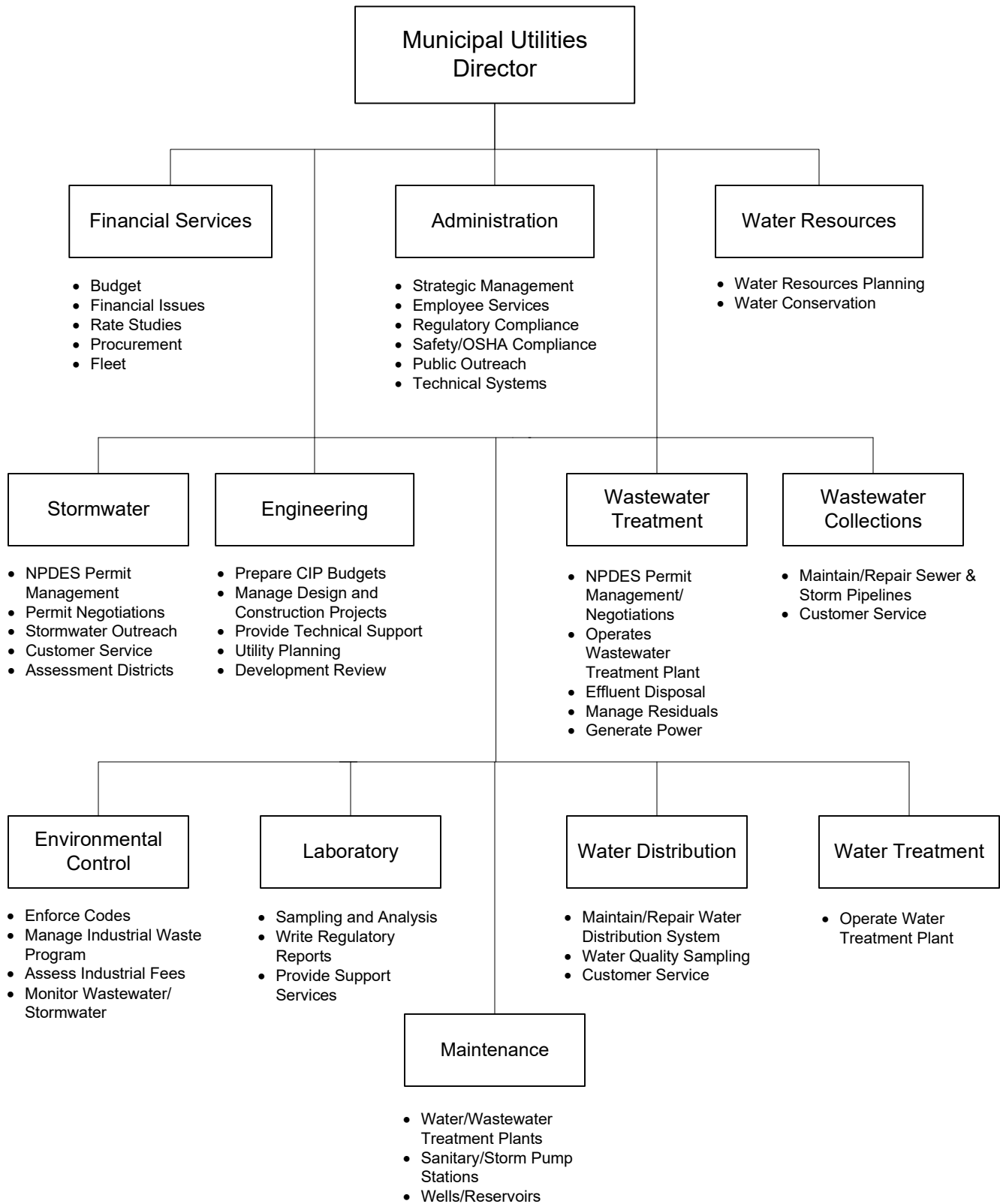
	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ 123,267</u>	<u>\$ 180,783</u>	<u>\$ 183,205</u>	<u>\$ 197,184</u>
<b>Revenues</b>				
User Fees	306,212	358,015	339,267	354,360
Other Revenues	24,331	37,321	35,318	32,489
Investment Proceeds	(3,180)	(3,568)	-	-
	<u>327,363</u>	<u>391,768</u>	<u>374,585</u>	<u>386,849</u>
<b>Expenditures</b>				
Administration	5,285	5,756	19,978	17,800
Operating Expenses	561,562	645,590	602,628	650,834
	<u>566,847</u>	<u>651,346</u>	<u>622,606</u>	<u>668,634</u>
<b>Transfers</b>				
Transfer In - General Fund	297,000	262,000	262,000	262,000
Transfer Out	-	-	-	-
	<u>297,000</u>	<u>262,000</u>	<u>262,000</u>	<u>262,000</u>
<b>Net Annual Activity</b>	<u>57,516</u>	<u>2,422</u>	<u>13,979</u>	<u>(19,785)</u>
<b>Ending Available Balance</b>	<u>\$ 180,783</u>	<u>\$ 183,205</u>	<u>\$ 197,184</u>	<u>\$ 177,399</u>
<b>Available Balance Calculation</b>				
Current Assets		\$ 334,484		
Current Liabilities		(90,310)		
Less: program commitments		(60,969)		
Ending Available Balance		<u>\$ 183,205</u>		



## TAB 10 UTILITIES







# MUNICIPAL UTILITIES DEPARTMENT



## MUNICIPAL UTILITIES DEPARTMENT

### MISSION STATEMENT

To provide high-quality drinking water on demand; collect, treat, reuse, and dispose of wastewater; and collect and dispose of stormwater, all in accordance with applicable regulations and responsible business practices.

#### Budget at a Glance:

Total Revenues	\$215,158,729
Total Expenditures	\$204,765,409
Total Net Revenue	\$10,393,320
Total Staff	225

### DEPARTMENT DESCRIPTION

The Municipal Utilities Department (MUD) encompasses the Water, Wastewater, and Stormwater Utilities, which are regulated for the protection of public health and the environment and supported by user fees. For operational efficiency, the department includes 12 divisions that operate, maintain, and support the Utilities. Additionally, the Utilities are managed to recognize the independent financial structure and regulatory requirements unique to each.

The Water Utility provides drinking water service to the northern and southern regions of the Stockton Metropolitan Area, with the California Water Service Company and San Joaquin County serving the central region. The Delta Water Treatment Plant (DWTP) began operation in May 2012, providing up to 30 million gallons per day of treated surface water from the San Joaquin Delta and Mokelumne River. Stockton's other water supplies are derived from the Calaveras and Stanislaus Rivers through a water supply agreement with the Stockton East Water District and several operational groundwater wells. The Water Utility maintains a water transmission and distribution system that includes seven reservoirs, 15 pumps, approximately 600 miles of pipeline, over 50,000 water meters, and multiple operational groundwater wells. The Water Utility also provides long-term water resources planning and supports a water conservation program.

The Wastewater Utility features a collection system of approximately 900 miles of gravity sewer main, 554 miles of lower lateral pipe, 27 pump stations, and 30 miles of pressurized force main that route sewage to the Regional Wastewater Control Facility (RWCF). The system collects sewage from properties within the City, special districts outside the City, and certain areas within San Joaquin County. The RWCF has a permitted 55 million gallon per day advanced tertiary treatment capacity and is located on over 800 acres in the southwestern portion of the City, adjacent to the San Joaquin River. On average, the RWCF treats 30 million gallons of wastewater daily and discharges into the San Joaquin River under a National Pollutant Discharge Elimination System (NPDES) permit.

The Stormwater Utility consists of 74 pump stations, over 600 miles of pipeline, and 22,500 drain inlets that route stormwater from city streets into local basins and waterways. Regular system maintenance is necessary to prevent flooding from storm runoff. The Stormwater Utility is also responsible for oversight and compliance with the City's NPDES Municipal Separate Storm Sewer System permit, which requires extensive monitoring and public outreach programs to promote water quality in the San Joaquin Delta.

## MUNICIPAL UTILITIES DEPARTMENT

### DEPARTMENT STRATEGIC WORK PLAN

An important FY 2023-24 priority is to maintain the construction schedule and budget for the RWCF Modifications Project. This is a multi-year, \$248 million project to improve wastewater treatment processes. Upgrades and improvements to the RWCF were originally identified in the 2011 Capital Improvement and Energy Management Plan (CIEMP), and additional improvements are now necessary to meet treated wastewater discharge limits regulated by the Central Valley Regional Water Quality Control Board. The project is 84% complete and when fully operational, will achieve mandated wastewater discharge limits by June 1, 2024. The following processes have completed construction and are commissioned into operation: Secondary Clarifiers; Aeration Basins, Blowers, and Return Activated Sludge (RAS) Pumps; Primary Effluent Pump Station; Chemical Feed System; Vactor Pad; and Primaries 1-4, 7 and 8. Biosolids and energy production are not part of the current RWCF Modifications Project but have been identified as future phases of the CIEMP. A comprehensive wastewater utility rate analysis was completed in FY 2018-19. The rate analysis concluded an average annual rate increase of 6% was necessary over the next five years, beginning in FY 2019-20, to adequately fund construction and operations.

The department began updating the utility master plans for Water, Wastewater and Stormwater starting in FY 2020-21. Stockton City Council adopted the Water Utility Master Plan on February 23, 2021; the Wastewater Master Plan on October 18, 2022; and the Stormwater Master Plan on March 7, 2023. The master plans help staff plan, design and meet financial requirements for future infrastructure improvements that support new development and evaluate necessary improvements at existing facilities. The most recent General Plan Update for 2040 projected different buildout land uses in comparison with the 2035 General Plan. The Wastewater capital improvement projects shown within the March 2019 Wastewater Rate Study includes just over \$483.2 million of projects to be funded from fiscal year 2020 to fiscal year 2028. The projects are expected to be funded from a combination of connection fees, balances in the Sewer Capital Fund, capital funding generated each year from operations (rate funded capital), short-term note financing and long-term bonds.

In 2015, the State Water Resources Control Board adopted a statewide Trash Provision Order to address the beneficial uses of surface waters. The water quality objective established by the Order serves as a federally mandated water quality standard. The City does not currently have a funding mechanism in place to meet the Order's requirements. Stockton proposed a new Clean Water fee in 2010 in accordance with California Proposition 218 (California Constitution Article XIII D, section 6) that would supplement the current stormwater fee. The rate study prepared for and served as the basis for the proposed new Clean Water fee determined the Stormwater Utility was under-funded by approximately \$9 million a year. The proposed new Clean Water fee was not approved, therefore, the City did not implement it. In 2017, the City conducted an analysis that demonstrated significant additional funding over the next 20 years would be necessary to maintain compliance with the Order. MUD is planning to initiate a Stormwater and Wastewater Enterprise Fund Rate Study in FY 2023-24, after completion of the Utility Master Plans. The Stormwater fee has not changed since 1992, leading to insufficient revenues that have not kept pace with the rising costs of operational and maintenance programs and capital improvements. The Stormwater Master Plan will help to support the Development Impact Fee Nexus Study to be prepared by the Community Development Department. The Nexus Study will include a Stormwater Connection Fee Study to establish a connection fee to help fund stormwater infrastructure costs.

## MUNICIPAL UTILITIES DEPARTMENT

### PRIOR YEAR ACCOMPLISHMENTS

#### Engineering:

- Completed 2022 Wastewater Master Plan
- Completed 2023 Stormwater Master Plan
- Completed the design of the Rehabilitation of South Stockton System Groundwater Well SSS8
- Awarded construction contract for the Rehabilitation of South Stockton System Groundwater Well SSS8
- Completed the cleaning of the RWCF Digester A and C
- Completed the rehabilitation of the RWCF Bio-Scrubber No. 2 Vessel
- Replaced the RWCF digester gas piping expansion joints
- Replaced sewer pipe Air Relief Valves along Metro Drive
- Awarded construction contract for the replacement of the Odor Control Unit at Smith Canal Pump Station
- Completed the design of the Water Main Relocation along Bonniebrook Drive
- Completed the electrical modifications of Water Well 25
- Completed six (6) projects in support of Operations and Maintenance Divisions
- Processed 970 development application reviews

#### Wastewater Operations and Maintenance:

- Continued construction on the RWCF Modifications Project, currently at 84% completion
- Completed construction and commissioned into operation the new Secondary Clarifiers, Aeration Basins, Blowers, Primary Effluent Pump Station, Chemical Feed System, new Vactor Pad, RAS Pump Station, and Primaries 1-4, 7 and 8
- Received over \$2.2 million in Wastewater Arrearage Payment Program funding from the State, which were applied to over 11,700 customer accounts
- Participated in the State's Low Income Household Water Assistance Program (LIHWAP), which paid the wastewater bill of over 103 customers for a total of \$114,697
- Coordinated construction activities while maintaining full operation of RWCF to treat and discharge over 8.7 billion gallons of wastewater while meeting NPDES permit requirements

#### Water Administration and Operations:

- Delivered 9.9 billion gallons of drinking water to the City, meeting or exceeding all State and Federal regulations
- Completed the geotechnical investigation and hydrogeologic characterization for Delta Water Treatment Plant Groundwater Recharge Project

## MUNICIPAL UTILITIES DEPARTMENT

- Received Council approval for Stage 2 Drought Declaration and additional water conservation measures
- Completed Well 33 Evaluation and Rehabilitation
- Revised and submittal the GWA Groundwater Sustainability Plan
- Completed the design for Well 26 Electrical Rehabilitation
- Completed the Tri-annual Public Health Goals Report

### Stormwater Collections:

- Cleaned 31 pump station wet wells
- Inspected approximately 3900 catch basins and performed maintenance on basins along Arch Road, Newcastle Road, El Dorado Street and Clayton Avenue
- Pump out of Filter Vault at Legion Park, 156 Cartridge Exchange
- Pump out of Filter Vault at Event Center, 91 Cartridge Exchange
- Pump out of Filter Vault at 932 Alvarado Ct., 7 Cartridge Exchange

### Stormwater Administration:

- Completed the update of Stormwater Quality Control Criteria Plan
- Continued the Storm Water Quality Control and Access and Maintenance Inspection
- Submitted the Municipal Stormwater Program 2021-2022 Annual Report (Order No. R5-2016-0040, NPDES Permit No. CAS0085324)
- Completed the second storm event and the wet season dry event per the City and County's Revised Pyrethroid Baseline Monitoring Plan and Quality Assurance Project Plan
- Participated in Department of Fish & Wildlife Classroom Aquarium Education Program
- Updated the City Stormwater webpage to reflect Pyrethroid Management Plan activities/information
- Conducted Coastal Cleanup Day 2022
  - American Legion Park
    - Volunteers – 68
    - Total Trash – 659 lbs.
  - Buckley Cove
    - Volunteers – 60+
    - Total Trash – 2,956 lbs.

Coastal cleanup activities took place at American Legion Park, Buckley Cove, Calaveras River and Lodi Lake.

- Number of Volunteers – 355 (206 located throughout the Stockton locations)
- Estimated Weight of Garbage Collected - 5,141 lb.
- Estimated Weight of Recyclables Collected - 250 lb.
- Total Miles Cleared - 33

## MUNICIPAL UTILITIES DEPARTMENT

- Bags Used – 429
- Completed the following Stormwater Compliance Inspections:
  - Commercial: 393
  - Construction: 734
  - Industrial: 105
  - Illicit Discharge: 114
  - SWQCP/AMA: 24

### Wastewater Collections:

- Cleaned approximately 1.4 Million feet of sanitary lines
- Inspected approximately 339,517 feet of sanitary lines utilizing Closed Circuit TV equipment
- Inspected approximately 134,120 feet of lateral lines
- Completed approximately 227 repairs of sanitary laterals
- Completed approximately 42 repairs of sanitary mainlines
- Responded to 184 Sanitary Sewer Overflows

### **KEY CONSIDERATIONS**

Key considerations for the Municipal Utilities Department Utilities are addressed in the following sections for each utility.





**Utilities**  
**FY 2023-24 Annual Budget**

	<b>Water 600</b>	<b>Wastewater 610</b>	<b>Stormwater 620</b>	<b>Storm Districts 270</b>	<b>Utilities Total</b>
	<i>See Page J-11</i>	<i>See Page J-13</i>	<i>See Page J-15</i>	<i>See Page J-17</i>	
<b>Beginning Available Balance</b>	<b>\$ 71,944,529</b>	<b>\$ 9,621,551</b>	<b>\$ 6,661,577</b>	<b>\$ 3,413,920</b>	<b>\$ 91,641,577</b>
<b>Revenues</b>					
User Services	59,355,706	91,277,821	6,066,150	462,148	157,161,825
Connection Fees	5,175,518	2,794,315	-	-	7,969,833
Storm Drain Districts	-	-	89,500	-	89,500
Fines and Penalties	1,128,651	1,539,955	-	-	2,668,606
Investment Proceeds	984,241	1,610,943	101,000	-	2,696,184
Build America Bond Rebate	-	-	-	-	-
Rate Stabilization Deposit	-	-	-	-	-
Other Revenue	4,010,000	442,308	112,908	-	4,565,216
Other Funding Sources	-	40,000,000	-	-	40,000,000
	<b>70,654,116</b>	<b>137,665,342</b>	<b>6,369,558</b>	<b>462,148</b>	<b>215,151,164</b>
<b>Expenditures</b>					
Administration	4,387,263	5,832,247	2,524,217	-	12,743,727
Customer Service	1,350,815	3,292,987	562,091	-	5,205,893
Operations and Maintenance	21,913,406	63,384,763	3,942,349	500,063	89,740,581
Water Treatment	503,259	-	-	-	503,259
Water Conservation	376,762	-	-	-	376,762
Purchased Water	15,215,697	-	-	-	15,215,697
Debt Service	14,028,588	7,791,375	-	-	21,819,963
Capital Projects	12,328,069	44,831,758	1,924,700	-	59,084,527
	<b>70,103,859</b>	<b>125,133,130</b>	<b>8,953,357</b>	<b>500,063</b>	<b>204,690,409</b>
<b>Transfers</b>					
Transfer In	-	-	-	7,565	7,565
Transfer Out	-	(75,000)	-	-	(75,000)
	<b>-</b>	<b>(75,000)</b>	<b>-</b>	<b>7,565</b>	<b>(67,435)</b>
<b>Net Annual Activity</b>	<b>550,257</b>	<b>12,457,212</b>	<b>(2,583,799)</b>	<b>(30,350)</b>	<b>10,393,320</b>
<b>Ending Available Balance</b>	<b>\$ 72,494,786</b>	<b>\$ 22,078,763</b>	<b>\$ 4,077,778</b>	<b>\$ 3,383,570</b>	<b>\$ 102,034,897</b>
				Revenues	\$ 215,151,164
				Transfers	7,565
				Total Sources	<u>\$ 215,158,729</u>
				Expenditures	\$ 204,690,409
				Transfers	75,000
				Total Appropriations	<u>\$ 204,765,409</u>

## **MUNICIPAL UTILITIES DEPARTMENT**

### **WATER UTILITY FUND (600)**

#### **PROGRAM DESCRIPTION**

The Water Utility Fund supports the operation and maintenance of the City Water Utility. The Utility is supported by user fees, which are restricted to being used by the Water Utility. Water user rate fees and developer impact fees fund the Water Utility Capital Improvement Program.

#### **KEY CONSIDERATIONS**

In FY 2022-23 the department revised the GWA Groundwater Sustainability Plan (GSP). The GSP is a required component of the State's SGMA regulations. The plan identifies ground water sustainability goals and projects for Groundwater Sustainability Agencies (GSAs) within the Eastern San Joaquin Sub-basin. The revised GSP was submitted and approved by the state.

Two projects identified in the GSP and in progress are the City's Delta Water Treatment Plant Groundwater Recharge Basin and the Advanced Metering Infrastructure (AMI). Initial efforts for both projects were started in FY 2022-23.

The geotechnical investigation was completed for the recharge basin this last fiscal year. The investigation indicates that the site is feasible for construction of a recharge basin. Design of the basin will begin in FY 2023-24.

The AMI Request for Proposals (RFP) was advertised and awarded in FY 2022-23. This project will upgrade the City's existing manual metering and data collection system to a fully automated system that will aid in water conservation and streamline data collection.

The department also continues efforts in asset management such as rehabilitation, repair, and preventative maintenance (PM). For example, the Water Distribution Office developed and implemented a valve PM program to evaluate and repair existing valves. Existing wells are also being rehabilitated and repaired to bring them back into service. SSS 8, Well 25, Well 26, Well 30, and Well 33 all have work in progress.

Drought response efforts were conducted including Council approval of a Stage 2 Drought Declaration and related water conservation efforts.

Continued changes in the State's water conservation and use requirements, impacts from the proposed Delta Conveyance Project, the State Water Resources Control Board Delta Water Quality Control Plan actions and the impacts of future climate change may increase uncertainty in water supplies and water user revenues. Potential variation in customer water use and additional resource investments to maintain the City's water supply portfolio and resiliency may change with the corresponding impacts to the Water Utility Fund.

**Utilities**  
**Water - 600**  
**FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 181,489,744</b>	<b>\$ 186,456,197</b>	<b>\$ 75,331,180</b>	<b>\$ 71,944,529</b>
<b>Revenues</b>				
User Services Fees	55,905,249	58,600,917	57,189,500	59,355,706
% increase	7%	5%	-0.024085237	4%
Connection Fees	7,371,911	7,399,219	5,063,844	5,175,518
Fines and Penalties	704,123	1,063,189	1,193,815	1,128,651
Investment Proceeds	135,118	(2,700,455)	1,003,973	984,241
Bond Proceeds	-	-	-	-
Federal Build America Bond Grant	-	-	-	-
Rate Stabilization Deposit	-	-	-	-
Other Revenue	8,074,669	6,595,912	4,014,600	4,010,000
	<b>72,191,070</b>	<b>70,958,782</b>	<b>68,465,732</b>	<b>70,654,116</b>
<b>Expenditures</b>				
Administration	3,247,441	3,096,511	3,208,039	4,387,263
Customer Service	666,537	970,514	1,267,602	1,350,815
Operations and Maintenance	15,088,179	15,477,793	16,632,860	21,913,406
Water Treatment	194,265	261,006	313,789	503,259
Water Conservation	21,119	55,310	64,433	376,762
Purchased Water	17,124,148	16,183,870	16,567,749	15,215,697
Debt Service	8,629,107	8,321,334	14,308,450	14,028,588
Capital Projects	4,264,366	1,905,565	19,489,461	12,328,069
	<b>49,235,162</b>	<b>46,271,903</b>	<b>71,852,383</b>	<b>70,103,859</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	(242,181)	(19,650)	-	-
	<b>(242,181)</b>	<b>(19,650)</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>22,713,727</b>	<b>24,667,229</b>	<b>(3,386,651)</b>	<b>550,257</b>
Non-Current Transactions	4,627,834	8,212,173	-	-
Prior Period Adjustment	(13,119,440)	12,763,351	-	-
<b>Ending Available Balance *</b>	<b>\$ 186,456,197</b>	<b>\$ 215,674,604</b>	<b>\$ 71,944,529</b>	<b>\$ 72,494,786</b>
<b>Available Balance Calculation ^</b>				
Current Assets	\$ 101,542,365	\$ 113,762,042		
Current Liabilities	(12,430,582)	(12,203,894)		
Capital Appropriations	(14,265,149)	(26,226,968)		
Ending Available Balance	<b>\$ 74,846,634</b>	<b>\$ 75,331,180</b>		

\* Beginning and Ending Available Balance amounts for FY 2020-21 and FY 2021-22 are presented using Generally Accepted Accounting Practices (GAAP) for enterprise funds. FY 2022-23 and FY 2023-24 are presented on a budgetary basis. GAAP basis includes all long-term assets and liabilities such as land and equipment. Budgetary basis of accounting only includes current assets and liabilities.

^ The Available Balance Calculation represents the uncommitted, undesignated portion of liquid assets less liabilities available for operations.

## **MUNICIPAL UTILITIES DEPARTMENT**

### **WASTEWATER UTILITY FUND (610)**

#### **PROGRAM DESCRIPTION**

The Wastewater Utility Fund supports the operation and maintenance of the City Wastewater Utility. The Utility is supported by user fees, which are restricted to being used by the Wastewater Utility. Wastewater user rate fees and developer impact fees fund the Wastewater Utility Capital Improvement Program.

#### **KEY CONSIDERATIONS**

The MUD completed a comprehensive wastewater rate study in FY 2018-19 to evaluate the level of revenue necessary to fully support the Utility, including the RWCF Modifications Project. The study anticipates an average annual rate increase of 6% over the next five years, with the first increase of 6% effective July 1, 2019. The fifth annual increase of 6% will go into effect July 1, 2023.

The RWCF Modifications Project, delivered under a Progressive Design-Build contract, will improve the wastewater treatment processes. The improvements will incorporate upgrades mandated by the Central Valley Regional Water Quality Control Board for lower nitrate plus nitrite discharge limits. The upgrades are required to be in effect by June 1, 2024.

Biosolids and energy production are not part of the Progressive Design-Build contract but need to be evaluated to meet changing regulations and improved processes. An energy consultant is under contract to compare current biosolid management and energy production and use with regulatory changes to land application; removal of fats, oils, and grease from the primary treatment process; and manage increased energy production with the upgraded treatment processes.

The completion of the Asset Management Plan for the City's Gravity Sanitary Sewer Collection System will serve as a management tool for immediate repairs and replacement decisions, as well as future capital projects. The comprehensive rate study included phased funding for these improvements.

The current Wastewater Master Plan (WWMP) was developed in 2008 to support the 2035 General Plan. The updated WWMP was approved by Council October 18, 2022. The most recent General Plan Update for 2040 projected different buildout land uses in comparison with the 2035 General Plan. The WWMP will now serve as a planning and designing tool for infrastructure improvements that support future development and include plans for the general downtown area to support the City goal to revitalize the region.

**Utilities**  
**Wastewater - 610**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 364,325,904</b>	<b>\$ 380,101,985</b>	<b>\$ 46,705,162</b>	<b>\$ 9,621,551</b>
<b>Revenues</b>				
User Services Fees	72,678,781	76,676,390	86,111,151	91,277,821
% increase	4%	6%	0.123046494	0.060000011
Connection Fees	4,501,972	3,888,957	2,712,927	2,794,315
Fines and Penalties	845,536	1,322,871	1,494,753	1,539,955
Investment Proceeds	(94,353)	(3,830,433)	1,543,505	1,610,943
Other Revenue	723,123	775,784	432,594	442,308
State Funding	-	-	-	-
Bond Proceeds	-	-	-	40,000,000
	<u><b>78,655,059</b></u>	<u><b>78,833,569</b></u>	<u><b>92,294,930</b></u>	<u><b>137,665,342</b></u>
<b>Expenditures</b>				
Administration	7,669,675	5,278,997	5,074,760	5,832,247
Customer Service	3,283,538	3,098,824	3,087,499	3,292,987
Operations and Maintenance	35,963,371	38,094,296	47,798,810	63,384,763
Debt Service	4,136,155	3,730,017	8,141,367	7,791,375
Capital Projects	71,689,341	67,213,446	64,576,105	44,831,758
	<u><b>122,742,080</b></u>	<u><b>117,415,580</b></u>	<u><b>128,678,541</b></u>	<u><b>125,133,130</b></u>
<b>Transfers</b>				
Transfer In - District Funds	-	-	-	-
Transfer Out	(2,031,111)	(622,808)	(700,000)	(75,000)
	<u><b>(2,031,111)</b></u>	<u><b>(622,808)</b></u>	<u><b>(700,000)</b></u>	<u><b>(75,000)</b></u>
<b>Net Annual Activity</b>	<u><b>(46,118,132)</b></u>	<u><b>(39,204,819)</b></u>	<u><b>(37,083,611)</b></u>	<u><b>12,457,212</b></u>
Non-Current Transactions	(61,894,213)	(50,432,840)	-	-
Prior Period Adjustment	-	(275,925)	-	-
<b>Ending Available Balance *</b>	<u><b>\$ 380,101,985</b></u>	<u><b>\$ 391,054,081</b></u>	<u><b>\$ 9,621,551</b></u>	<u><b>\$ 22,078,763</b></u>
<b>Available Balance Calculation ^</b>				
Current Assets		\$ 138,868,822		
Current Liabilities		(25,574,225)		
Capital Appropriations		(66,589,435)		
Ending Available Balance		<u><b>\$ 46,705,162</b></u>		

\* Beginning and Ending Available Balance amounts for FY 2019-20 and FY 2020-21 are presented using Generally Accepted Accounting Practices (GAAP) for enterprise funds. FY 2021-22 and FY 2022-23 are presented on a budgetary basis. GAAP basis includes all long-term assets and liabilities such as land and equipment. Budgetary basis of accounting only includes current assets and liabilities.

^ The Available Balance Calculation represents the uncommitted, undesignated portion of liquid assets less liabilities available for operations.

## **MUNICIPAL UTILITIES DEPARTMENT**

### **STORMWATER UTILITY FUND (620)**

#### **PROGRAM DESCRIPTION**

The Stormwater Utility Fund supports the operation and maintenance of the City's Stormwater Utility. The Stormwater Utility is supported by user fees, which are restricted to being used by the Stormwater Utility. Stormwater user rate fees fund the Stormwater Utility Capital Improvement Program.

#### **KEY CONSIDERATIONS**

The Stormwater Utility is funded by a fee implemented in 1992. As a result, the Stormwater Utility Fund has been under-funded for years. As described in the Department Strategic Work Plan, the City proposed a new Clean Water fee in 2010 in accordance with California Proposition 218 (California Constitution Article XIIID, section 6) to supplement the current stormwater fee. The rate study prepared and which served as the basis for the proposed new Clean Water fee determined the Utility was under-funded by approximately \$9 million a year. The proposed new Clean Water fee was not approved by voters, therefore, the City did not implement it. MUD is planning to initiate a Stormwater Enterprise Fund Rate Study in FY 2023-24.

As stated, the current fee is insufficient to fund the operations and maintenance needs of the City's aging stormwater and flood control system. Additionally, the Central Valley Regional Water Quality Control Board issued a new Municipal Separate Storm Sewer System NPDES Permit in 2016 that imposes additional requirements on the Stormwater Utility. Significant cuts in operation and maintenance activities have been implemented to stay within the available revenues. Insufficient funding to maintain the City's aging infrastructure increases the potential for system failures and deterioration, such as flooding during heavy rain events, among other impacts. In FY 2023-24, significant infrastructure improvement projects continue to be on hold pending necessary funding. Additionally, emergency infrastructure repairs reduced funding for operations and maintenance activities.

As mentioned in the Department Strategic Work Plan, in 2015, the State Water Resources Control Board adopted a statewide Trash Provision Order to address the beneficial uses of surface waters. The water quality objective established by the Order serves as a federally mandated water quality standard. The City does not currently have a funding mechanism in place to meet the Order's requirements. In 2017, the City conducted an analysis that demonstrated significant additional funding over the next 20 years would be necessary to maintain compliance with the Order.

The MUD initiated a Stormwater Master Plan in FY 2020-21. The Plan was adopted on March 7, 2023. The Plan includes hydraulic models of existing stormwater facilities as well as infrastructure proposed in support of future development. The Plan also supports the recent General Plan Update for 2040 and was completed in conjunction with the Community Development Department Master Infrastructure Plans and Development Impact Fee Nexus Study. The Nexus Study will include a Stormwater Connection Fee Study to establish a connection fee to help fund Stormwater infrastructure costs.

**Utilities**  
**Stormwater - 620**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 51,983,229</b>	<b>\$ 51,656,804</b>	<b>\$ 7,755,408</b>	<b>\$ 6,661,577</b>
<b>Revenues</b>				
User Services	5,874,347	5,839,359	6,006,089	6,066,150
% increase	-3%	-1%	0.028552791	0.010000018
Admin Fee Storm Drain Districts	-	189,740	89,500	89,500
Agency Reimbursements	605,369	491,566	111,136	112,908
Investment Proceeds	3,305	(281,524)	104,746	101,000
	<u>6,483,021</u>	<u>6,239,141</u>	<u>6,311,471</u>	<u>6,369,558</u>
<b>Expenditures</b>				
Administration	1,193,826	1,383,361	2,077,343	2,524,217
Customer Service	308,039	430,178	533,234	562,091
Operations and Maintenance	3,476,635	3,525,315	4,020,858	3,942,349
Capital Projects	686,831	848,153	523,867	1,924,700
	<u>5,665,331</u>	<u>6,187,007</u>	<u>7,155,302</u>	<u>8,953,357</u>
<b>Transfers</b>				
Transfer In - District Funds	-	-	-	-
Transfer Out	(50,138)	(293,333)	(250,000)	-
	<u>(50,138)</u>	<u>(293,333)</u>	<u>(250,000)</u>	<u>-</u>
<b>Net Annual Activity</b>	<b>767,552</b>	<b>(241,199)</b>	<b>(1,093,831)</b>	<b>(2,583,799)</b>
Non-Current Transactions	1,093,977	1,101,379	-	-
<b>Ending Available Balance *</b>	<b><u>\$ 51,656,804</u></b>	<b><u>\$ 50,314,226</u></b>	<b><u>\$ 6,661,577</u></b>	<b><u>\$ 4,077,778</u></b>

**Available Balance Calculation ^**

Current Assets	\$ 10,086,156
Current Liabilities	(609,319)
Capital Appropriations	(1,721,429)
Ending Available Balance	<u>\$ 7,755,408</u>

\* Beginning and Ending Available Balance amounts for FY 2020-21 and FY 2021-22 are presented using Generally Accepted Accounting Practices (GAAP) for enterprise funds. FY 2022-23 and FY 2023-24 are presented on a budgetary basis. GAAP basis includes all long-term assets and liabilities such as land and equipment. Budgetary basis of accounting only includes current assets and liabilities.

^ The Available Balance Calculation represents the uncommitted, undesignated portion of liquid assets less liabilities available for operations.



## **MUNICIPAL UTILITIES DEPARTMENT**

### **CONSOLIDATED STORM DRAIN MAINTENANCE DISTRICT AND 5 STORM DRAINAGE BASIN DISTRICTS (270)**

#### **PROGRAM DESCRIPTION**

The Storm Drainage Maintenance Assessment Special Districts were formed pursuant to State law and the Stockton Improvement Procedure Code and are managed by the Municipal Utilities Department. The Districts provide for the maintenance and operation of capital improvements that award a special benefit to a designated area, including stormwater quality treatment and flood control.

The Special Districts require an annual Engineer's Report to identify the budgets, changes to boundaries and assessments for each parcel contained within each District. The budgets for each District include engineering fees for the preparation of the annual Engineer's Report and tax rolls; attorney's fees; estimated costs of maintenance work to the device(s); City administrative costs; County costs to collect the assessments on the tax rolls; replacement reserve costs; and contingency fees. City administrative costs include staff salary expenses to oversee the annual Engineer's Report and tax rolls, maintenance service contracts, coordinate device inspections, and maintenance schedules, as well as District finances management. The assessments are approved by a separate public hearing process.

#### **KEY CONSIDERATIONS**

A three-year contract with two possible one-year extensions, for basin maintenance services for storm drainage maintenance assessment districts was entered into on July 1, 2022 .

The budgets include the individually approved budgets for the 17 Consolidated Storm Drain Maintenance District and each of the 6 Industrial Storm Drainage Basin Districts. Specific details of the budgets and assessments for each District can be found in the approved Engineer's Reports, which are available at the Office of the City Clerk.

A Council date for Preliminary Approval and to Set Public Hearing are scheduled for April 18, 2023. The Public Hearing is scheduled for June 6, 2023 and the Engineer's Reports and Assessment Rolls are anticipated to be approved by the City Council at the June 6, 2023 Council meeting. There will be an increase of 4.9% in the assessments for FY 2023-24.

The 2023 Stormwater Master Plan includes a hydraulic models of existing stormwater facilities as well as infrastructure proposed in support of future development. The Consolidated Storm Drain Maintenance District and the Storm Drainage Basin Districts are included in the Plan as some of the existing stormwater facilities include pipes, basins, and pump stations within those Districts.

**Utilities**  
**Storm Drain Maintenance District - 270**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Actual</u>	<u>FY 2022-23</u> <u>Projected</u>	<u>FY 2023-24</u> <u>Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 3,107,193</b>	<b>\$ 3,379,420</b>	<b>\$ 3,363,172</b>	<b>\$ 3,413,920</b>
<b>Revenues</b>				
Assessments	392,136	290,657	430,207	462,148
Investment Proceeds	13,854	-	-	-
	<u>405,990</u>	<u>290,657</u>	<u>430,207</u>	<u>462,148</u>
<b>Expenditures</b>				
Miscellaneous expenditures	133,763	381,662	386,671	500,063
Capital projects	-	-	-	-
	<u>133,763</u>	<u>381,662</u>	<u>386,671</u>	<u>500,063</u>
<b>Transfers</b>				
Transfer In	-	14,424	7,212	7,565
Transfer Out	-	-	-	-
	<u>-</u>	<u>14,424</u>	<u>7,212</u>	<u>7,565</u>
<b>Net Annual Activity</b>	<b>272,227</b>	<b>(76,581)</b>	<b>50,748</b>	<b>(30,350)</b>
<b>Ending Available Balance</b>	<b><u>\$ 3,379,420</u></b>	<b><u>\$ 3,302,839</u></b>	<b><u>\$ 3,413,920</u></b>	<b><u>\$ 3,383,570</u></b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 3,888,285		
Current Liabilities		(525,113)		
Ending Available Balance		<u>\$ 3,363,172</u>		



## TAB 11 ADMINISTRATION & SUPPORT





**Administration and Support**  
**FY 2023-24 Annual Budget**

	<b>Charter Offices</b>	<b>Administrative Services</b>		<b>Human Resources</b>	
	<b>City Council, Manager, Clerk, Attorney, Auditor 100</b>	<b>General Fund 100</b>	<b>Reprographics 570</b>	<b>General Fund 100</b>	<b>Insurance and Benefits Internal Service 520-560</b>
	<i>See Page K-26</i>	<i>See Page K-32</i>	<i>See Page N-15</i>	<i>See Page K-39</i>	<i>See Page N-17</i>
<b>Beginning Available Balance</b>			<b>\$ 144,753</b>		<b>\$ 122,669,150</b>
<b>Revenues</b>					
Operating Revenues	-	-	350,000	-	135,888,683
Other Revenue	18,900	171,590	-	-	22,876,084
	<b>18,900</b>	<b>171,590</b>	<b>350,000</b>	<b>-</b>	<b>158,764,767</b>
<b>Expenditures</b>					
Employee Services	6,649,118	4,788,907	-	1,819,465	-
Other Services	2,370,259	3,597,153	-	744,605	-
Materials and Supplies	270,824	88,100	-	29,325	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Other Expenses	260,970	593,100	429,862	328,890	158,404,763
	<b>9,551,171</b>	<b>9,067,260</b>	<b>429,862</b>	<b>2,922,285</b>	<b>158,404,763</b>
<b>Transfers</b>					
Transfer In - General Fund	-	-	-	-	-
Transfer In - Other Funds	-	-	-	-	-
Transfer Out - Capital	-	-	-	-	-
Transfer Out - Operating	-	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>(9,532,271)</b>	<b>(8,895,670)</b>	<b>(79,862)</b>	<b>(2,922,285)</b>	<b>360,004</b>
<b>Ending Available Balance</b>			<b>\$ 64,891</b>		<b>\$ 123,029,154</b>

**Summary by Department**

	<b>Charter Offices</b>	<b>Administrative Services</b>	<b>Human Resources</b>
Revenues	\$ 18,900	\$ 521,590	\$ 158,764,767
Transfers	-	-	-
Total Sources	<b>\$ 18,900</b>	<b>\$ 521,590</b>	<b>\$ 158,764,767</b>
Expenditures	\$ 9,551,171	\$ 9,497,122	\$ 161,327,048
Transfers	-	-	-
Total Appropriations	<b>\$ 9,551,171</b>	<b>\$ 9,497,122</b>	<b>\$ 161,327,048</b>

**Administration and Support, Continued**  
**FY 2023-24 Annual Budget**

		<b>Non-Departmental</b>		
	<b>Technology 510</b>	<b>General Fund 100</b>	<b>Other Special Programs 260</b>	<b>Administration &amp; Support Total</b>
	<i>See Page N-11</i>	<i>See Page K-50</i>	<i>See Page K-52</i>	
<b>Beginning Available Balance</b>	<b>\$ 28,641,067</b>		<b>\$ 1,550,084</b>	
<b>Revenues</b>				
Operating Revenues	17,858,266	-	777,814	154,874,763
Other Revenue	617,200	-	-	23,683,774
	<b>18,475,466</b>	<b>-</b>	<b>777,814</b>	<b>178,558,537</b>
<b>Expenditures</b>				
Employee Services	-	(163,633)	-	13,093,857
Other Services	-	3,126,791	-	9,838,808
Materials and Supplies	-	15,000	-	403,249
Capital Outlay	5,643,090	-	-	5,643,090
Debt Service	-	-	-	-
Other Expenses	15,991,102	(291,637)	1,368,529	177,085,579
	<b>21,634,192</b>	<b>2,686,521</b>	<b>1,368,529</b>	<b>206,064,583</b>
<b>Transfers</b>				
Transfer In - General Fund	-	-	-	-
Transfer In - Other Funds	-	-	-	-
Transfer Out - Capital	-	(5,150,000)	-	(5,150,000)
Transfer Out - Other Funds	-	(21,108,091)	-	(21,108,091)
	<b>-</b>	<b>(26,258,091)</b>	<b>-</b>	<b>(26,258,091)</b>
<b>Net Annual Activity</b>	<b>(3,158,726)</b>	<b>(28,944,612)</b>	<b>(590,715)</b>	<b>(53,764,137)</b>
<b>Ending Available Balance</b>	<b>\$ 25,482,341</b>		<b>\$ 959,369</b>	

**Summary by Department**

	<b>Information Technology</b>	<b>Non-Departmental</b>
Revenues	\$ 18,475,466	\$ 777,814
Transfers	-	-
Total Sources	<b>\$ 18,475,466</b>	<b>\$ 777,814</b>
Expenditures	\$ 21,634,192	\$ 4,055,050
Transfers	-	26,258,091
Total Appropriations	<b>\$ 21,634,192</b>	<b>\$ 30,313,141</b>

**Administration & Support Section**

Expenditures	\$ 206,064,583
Transfers	26,258,091
Total Appropriations	<b>\$ 232,322,674</b>

**Appropriation by Function**

Administration	\$ 43,604,770
Insurance and Benefits	158,404,763
Non-Departmental	30,313,141
	<b>\$ 232,322,674</b>



## OFFICE OF THE CITY COUNCIL

### MISSION STATEMENT

To serve the community by providing innovative, courteous and responsive service; promoting economic opportunity; enhancing the quality of life for its citizens; and building a better Stockton for future generations.

#### Budget at a Glance:

Total Revenues	\$0
Total Expenditures	\$1,038,115
Total Net Cost	\$1,038,115
Total Staff	10

### DEPARTMENT DESCRIPTION

The City Council is the policy-setting body that initiates, studies, discusses, holds public hearings on, and decides various civic issues affecting the community members of Stockton, based on facts gathered, represented, and community input. The Council hires and supervises four officers: City Attorney, City Auditor, City Clerk, and City Manager.

### DEPARTMENT STRATEGIC WORK PLAN

A key function of the City Council as the policy-setting body for the City is to establish priority goals. The City Council developed a strategic work plan, including Council Priority Goals as outlined in the budget document. The City Council receives regular reports from the City Manager related to progress toward implementation of the strategic work plan.

### PRIOR YEAR ACCOMPLISHMENTS

Notable citywide accomplishments in support of the City Council strategic work plan include continued sound fiscal planning and the use of the Long-Range Financial Plan (L-RFP), resulting in the growth of financial reserves for known and unknown contingencies leading to national recognition for the positive financial condition of the City.

The City achieved important outcomes related to public safety. The Neighborhood Betterment Teams, in conjunction with the Clean City Initiative, continue to address blight hot spots through community clean-ups and city programs. The Police Department is recognized as a national leader in reconciliation and community-trust building efforts with law enforcement. The Office of Violence Prevention continues to foster collective impact strategies to address the underlying factors impacting vulnerable populations.

The City continues to encourage economic development and job growth through efforts that include the Short-term Fee Deferral Program, Residential Neighborhood Reinvestment Program, Hire Stockton Program, and Opportunity Zone Prospectus. In January 2022, the City adopted its Economic Development Strategic Action Plan, outlining seven (7) investment areas to guide the City over the coming years. Over 9,000 building permits were issued, worth an estimated \$1.1 billion. The Stockton Entrepreneurship Grant Program provided \$285,000 in grants to the community, while more than 200 small businesses received funding through another grant opportunity.

The City has continued to support the expansion of youth services and activities within Stockton, focusing the majority of the Community Support funding on youth services, as well as committing to dedicate a portion of funding for annual priority projects on youth services.

## OFFICE OF THE CITY COUNCIL

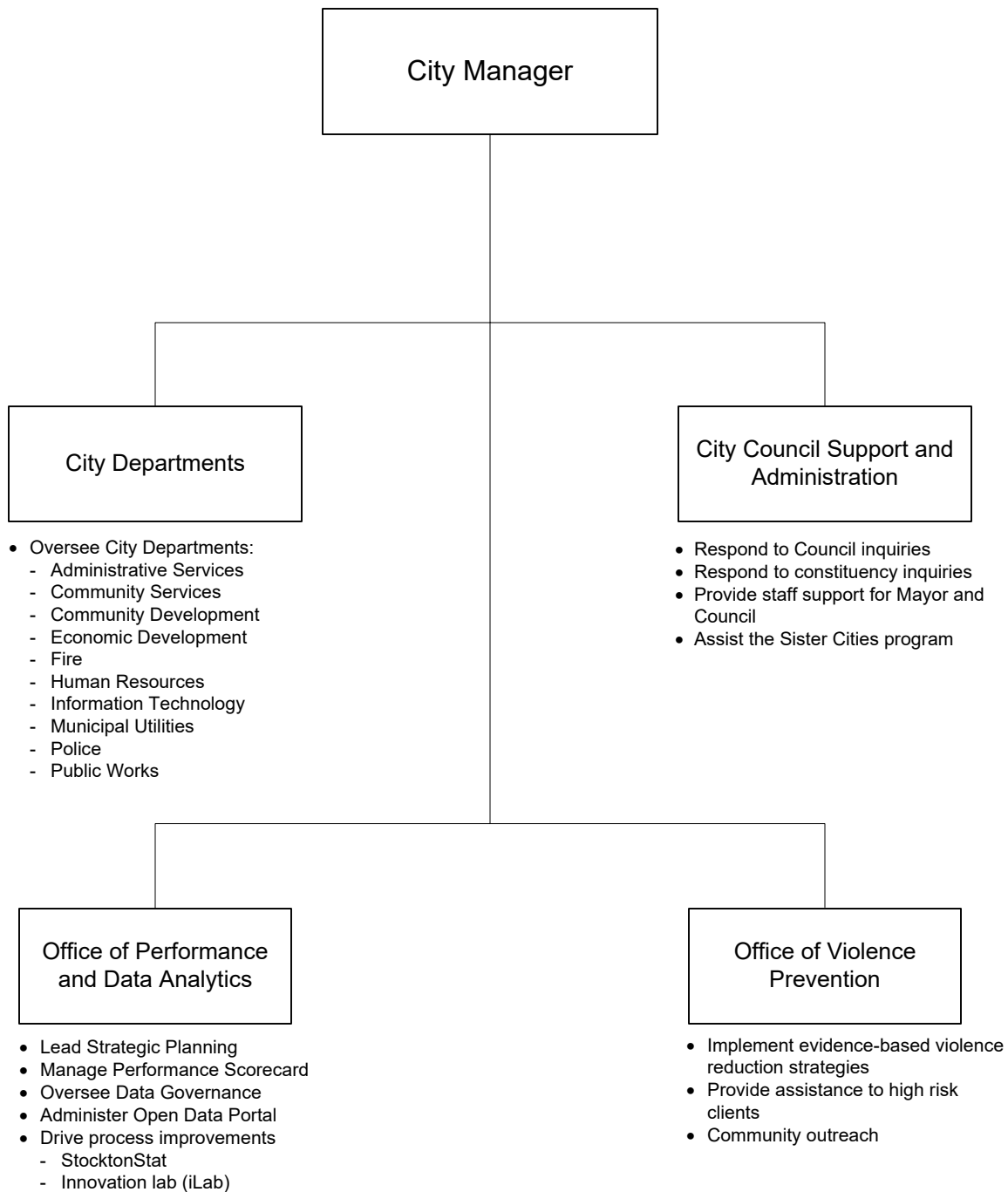
The City received a \$4.3 million #CaliforniansForAll Youth Workforce Grant that is also being used to create new pathways for more than 300 youth throughout Stockton. The City Council approved \$2.6 million to go toward four community-based organizations to support, train, and employ youth in a variety of opportunities. Additionally, The City is using grant funds to offer paid summer jobs to high school students ages 16 – 19 years of age, who live in the city of Stockton. This is the inaugural year of the Stockton Student Worker Program (SSWP), which will provide jobs during the month of June 2023.

### KEY CONSIDERATIONS

The City Council has responsibly managed its finances and put in place policies and practices that position the City to sustainably support current service levels while making targeted investments in the community and the organization. The Council is committed to the Long-Range Financial Plan (L-RFP) that will help the City navigate the COVID-19 recovery efforts. That fiscal discipline has enabled the City to devote \$5.7 million in new one-time and ongoing spending in the proposed Budget that supports the Council's goals related to youth services, public safety, homelessness, affordable housing, economic development, and quality of life.

Management and distribution of the more than \$78 million of Federal American Rescue Plan Act (ARPA) funds received to address COVID-19 recovery efforts continues to be a priority for the Council. These funds were divided into seven main categories: COVID Mitigation and Prevention, Community Well Being, Essential Support to Households, Small Business Support and Economic Recovery, Homelessness & Housing, Recovery of City Government, and other Miscellaneous Projects. With these funds, the City has provided testing services and personal protective equipment to our community, financially supported renters and homeowners, small businesses, shelters, non-profits and other community partners, and continues services to our community while also improving our emergency response and recovery efforts.

The City Council has stayed focused on its strategic targets and goals throughout the challenges faced in recent years and has pursued aggressive work plans to accomplish its priorities. The FY 2023-24 Annual Budget supports these goals and plans by allocating significant resources towards public safety, homelessness, economic development, and quality of life. A description of these activities can be found in the Introduction and departmental sections contained in the Annual Budget.



# CITY MANAGER

## OFFICE OF THE CITY MANAGER

### MISSION STATEMENT

To provide direction and oversight of all City operations, including City departments programs and services, and to ensure Council goals, policy and administrative practices are carried out within the fiscal and physical abilities of the various City departments during normal operations and in response to emergencies.

#### Budget at a Glance:

Total Revenues	\$0
Total Expenditures	\$5,394,986
Total Net Cost	\$5,394,986
Total Staff	35

### DEPARTMENT DESCRIPTION

The Office of the City Manager provides direction and administration of City departments and general oversight of City operations under the policy direction of the City Council. Other functions within the City Manager's Office include the Office of Violence Prevention, the Office of Performance and Data Analytics, Grants, Legislative Advocacy, Communications, Community Relations, and Government Access Television – Stockton GovTV.

### DEPARTMENT STRATEGIC WORK PLAN

As a City Charter Appointed Office, the City Manager's Office strategic work plan ensures the implementation of the City Council Strategic Targets and Priority Goals as outlined earlier in the budget document. The City Manager's Office is responsible for the oversight of other City departments in developing strategic work plans in support of the City Council Priority Goals and prioritizing the work of departments based on the Council's Strategic Targets.

### PRIOR YEAR ACCOMPLISHMENTS

Notable citywide accomplishments in support of the City Council strategic work plan includes active monitoring of the Long-Range Financial Plan (L-RFP) to ensure that the City optimizes its financial resiliency and solvency. This practice has resulted in the growth of financial reserves for known and unknown contingencies, allowing the City to appropriate \$5.7 million toward Council priority projects including providing support for youth services in the Stockton community, additional maintenance and improvements to our parks and venues, street lighting repair and safety, employee retention and recruitment, and other initiatives with Citywide impact, such as technology improvements that streamline the delivery of programs and services and data-driven results for performance improvements.

The Office of Performance and Data Analytics (OPDA) continues to lead efforts to make City services better, faster, and smarter. In 2022 this included fusing the City's One Page Strategic Plan® (OGSP®) with the StocktonStat performance management system for a closely aligned integration, continuing automation of data pipelines, publishing data to the open data portal such as Police Calls for Service, launching [COVID-19 dashboards](#) and an [interactive vaccination map available at covid.stocktonca.gov](#), launching an interactive [Public Works service request map available at insider.stocktonca.gov](#) to provide status information to residents. Additionally, OPDA leads efforts in supporting initiatives such as the City Manager's Review Board and the SJCOG Data and Homeless Management Information System (HMIS) Committee, and expanding partnerships with universities to integrate City data into data science curricula, as well as assigning City of Stockton topics for graduate capstone projects.

## OFFICE OF THE CITY MANAGER

The City Manager's Review Board (CMRB) continues to facilitate an innovative approach to public safety and ensures continuous improvement of community-police relations by promoting comprehensive public safety strategies and building, enhancing, and expanding relationships with our local community. The CMRB's primary focus is on the review and analysis of qualitative and quantitative data to ascertain actionable insights and the review of policies and practices.

The Office of Violence Prevention (OVP) remains committed to supporting Stockton's efforts to reduce gun and gang violence by working closely with individuals who are at the highest risk of becoming either victims or perpetrators of violence. In 2022, OVP successfully communicated with over 100 high-risk individuals and offered them opportunities to live a safe, violence-free life. Of these individuals, 73% accepted OVP's services. In July 2022, OVP expanded its services to include youth who are at risk of gun and gang violence, and currently has a caseload of 24 individuals. Throughout the year, OVP engaged in 45 conflict mediations and provided emergency relocation for 31 high-risk individuals, bringing a positive impact on the community by saving at least 76 lives. OVP is also actively engaging the community to build trust, promote collaboration, and foster a shared commitment to creating a safer community. The Office hosted several community events in 2022, which included providing 1,070 boxes of groceries and 1,292 hot meals to those in need. The Office of Violence Prevention continues to foster collective impact strategies to address the underlying factors affecting vulnerable populations.

In this past year, the City achieved important outcomes related to public health and safety. The Clean City Initiative, launched in the fall of 2020, continues to unite efforts from the Public Works, Police Neighborhood Betterment Teams (NBT), and our local waste franchisers to tackle cleanliness and illegal dumping throughout our City, and to provide an opportunity for households to recycle at large events throughout the City to help prevent illegal dumping. The combined efforts of the Police Department, NBT, and Code Enforcement, partnering with various neighborhoods have resulted in the City being able to take more proactive steps to improve quality of life by enforcing the removal of garbage and blight, working together to reduce crime and increasing safety.

The City continues to encourage economic development and job growth through efforts that include the Short-Term Fee Deferral Program, Residential Neighborhood Reinvestment Program, Hire Stockton Program, and Opportunity Zone Prospectus. In January 2022, the City adopted its Economic Development Strategic Action Plan, outlining seven (7) investment areas to guide the City over the coming years. Over 9,000 building permits were issued, worth an estimated \$1.1 billion. The Stockton Entrepreneurship Grant Program provided \$285,000 in grants to 17 of the 81 applicants, and more than 200 small businesses received \$843,000.

The City Manager's Office oversaw the management and distribution of the more than \$27 million of State CARES funds received to address COVID-19 relief efforts, as authorized by Council, and is now focused on oversight of [American Rescue Plan Act \(ARPA\) funded projects](#). Based on the City of Stockton census data, the City was allocated more than \$78 million, funding more than 30 projects focused on promoting the City, boosting the economy, and supporting public health and safety, following the COVID-related economic decline.

The City has continued to expand its environmental and sustainability efforts through grant funding and internal projects. The City's flagship \$10.8 million Transformative Climate Communities (TCC) Implementation Grant sustainability initiative has resulted in hundreds of trees planted, dozens of no-cost solar systems installed on homes, thousands of pounds of

## OFFICE OF THE CITY MANAGER

organic produce distributed to families, and significant reductions in energy and water use through the installation of efficient devices and appliances. The City was awarded a \$24.2 million Round 4 TCC Implementation Grant in October 2022, and is in the process of accepting the funding. This grant will extend existing programs, as well as introduce two new programs, through September 2027. Additionally, City staff followed through on City Council's direction to join the East Bay Community Energy (EBCE) Community Choice Aggregation JPA, with service to begin as soon as possible. The City continues to be involved in regional sustainability efforts, including the AB617 Steering Committee, Stockton Diamond Grade Separation Project, and the Stockton Mobility Collective.

The City's \$4.3 million #CaliforniansForAll Youth Workforce Grant is being used to create new pathways for youth throughout Stockton. City Council approved \$2.6 million to go toward four community-based organizations to support, train, and employ youth in a variety of opportunities, resulting in over 200 new placements. Additionally, the City is using grant funds to offer 106 paid summer jobs to high school students ages 16 – 19 years of age, who live in the city of Stockton. This is the inaugural year of the Stockton Student Worker Program (SSWP), which will provide jobs during the month of June 2023. Student Workers will gain valuable work experience by contributing to the operations of various departments, introducing them to a professional work environment and highlighting potential career opportunities at the City.

### KEY CONSIDERATIONS

The City Manager's Office has responsibly managed the City's finances and put in place policies and practices that put the City in a position to sustainably support current service levels, while making targeted investments in the community and the organization. The City Manager's Office is committed to using the Long-Range Financial Plan (L-RFP) to educate the City's decisions and to help the City navigate the COVID-19 recovery efforts. This fiscal discipline has enabled the City to devote \$5.7 million in new one-time and ongoing spending in the proposed Budget in support of the Council's goals related to youth services, public safety, homelessness, affordable housing, economic development, and quality of life.

At the same time, the City Manager's Office continues to oversee the regular operations of the City as well as pursuing the City Council strategic priorities by organizing and tracking the Fiscal Year One Page Strategic Plan®. In recent years, significant progress has been made in modernizing the organization working with Tyler Technologies on the continued implementation and expansion of the new Enterprise Resource Planning as well as the Stockton Open Data Portal (available at [data.stocktonca.gov](http://data.stocktonca.gov)).

The OPDA will continue to focus on key areas of strategic planning, StocktonStat, iLab processes, and open data. This includes expanding the StocktonStat portfolio to include internal administrative processes, providing training to departments to expand the use and democratization of data, continuing to improve city processes in the iLab, and adding new datasets and insights to the open data catalog.

Continuing to address public safety is essential to providing a quality of life that will encourage economic development and result in job growth. The Budget supports this goal by directing over 55% of the General Fund budget to Police and 20% to Fire and directing funds toward Economic Development initiatives. The Budget also increases funding to provide continued support to the Clean City Initiative.

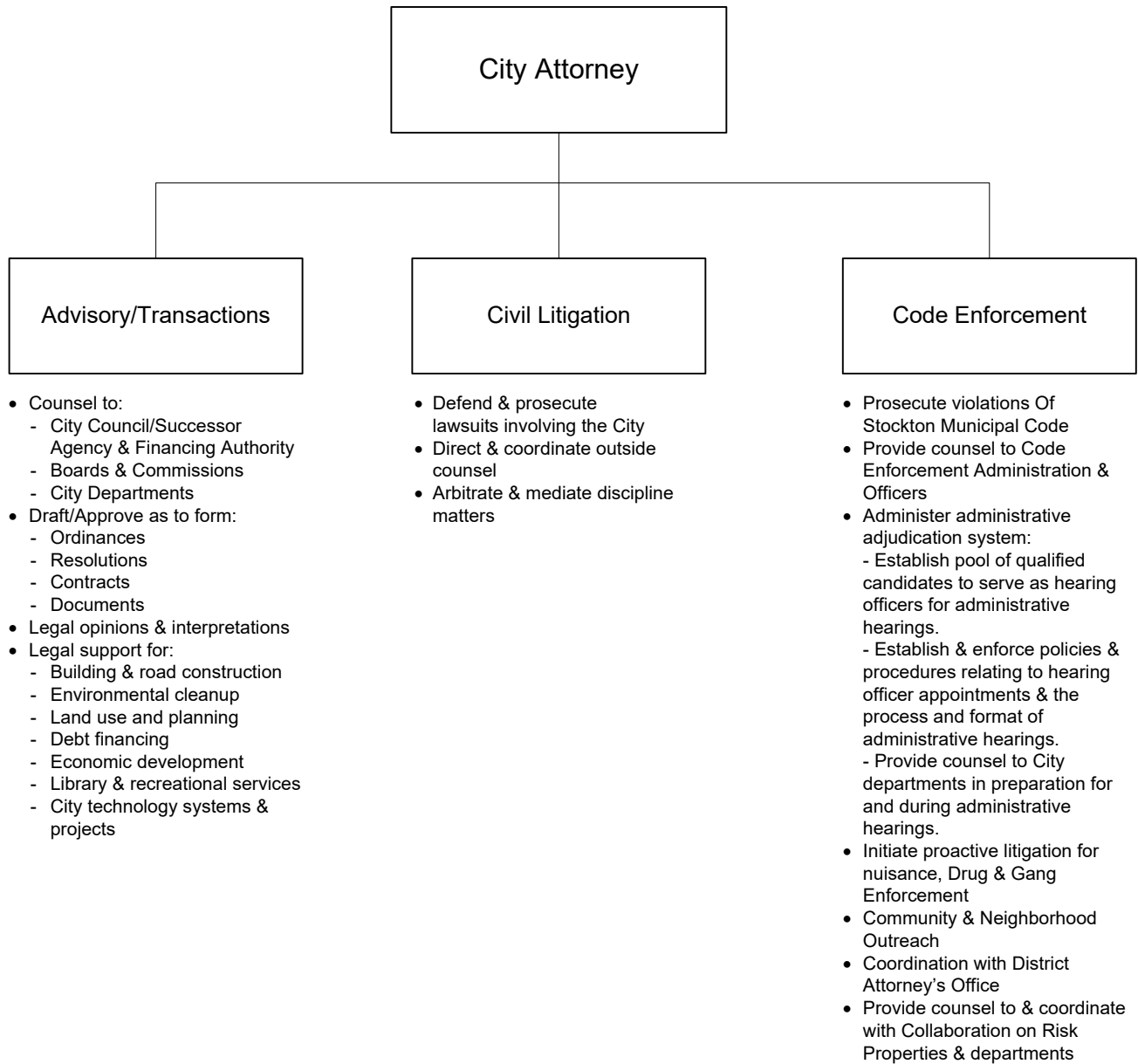
## OFFICE OF THE CITY MANAGER

In the upcoming FY 2023-24, the Office of Violence Prevention (OVP) is committed to continuing its implementation of Ceasefire Strategies through collaborative efforts and providing intensive case management to high-risk individuals and youth who are at risk of gun and gang violence, with a focus on those aged 12 to 17. Due to the positive response from the community, OVP anticipates that its youth caseload will continue to expand, and it will require all existing resources to remain intact to accommodate the growing demand for its services. As OVP's efforts continue to effectively reduce gun and gang violence within Stockton, securing funding becomes crucial for the program's success and the overall success of the community.

The City Manager's Office continues to oversee COVID relief and recovery efforts by managing and distributing State and Federal COVID relief funds and will pivot to now look ahead to the potential relief coming by way of the Federal Infrastructure Investment and Jobs Act. At the same time, the City of Stockton will continue to make prudent financial decisions and remain steadfast in its efforts to maintain long-term financial solvency while pursuing the Council's strategic priorities and addressing the numerous challenges the City will face along the path to fiscal sustainability, reduced crime, increased economic development and improved service delivery to the community.







# CITY ATTORNEY

## OFFICE OF THE CITY ATTORNEY

### MISSION STATEMENT

To provide professional, high-quality legal advice and services that protect the interests of the City of Stockton, its departments, the City Council, and the citizens of the community.

#### Budget at a Glance:

Total Revenues	\$0
Total Expenditures	\$1,439,000
Total Net Cost	\$1,439,000
Total Staff	12

### DEPARTMENT DESCRIPTION

The Office of the City Attorney provides legal services and advice to the City Council, officials, boards, commissions, and departments regarding legal and regulatory matters of concern to the City and its operations, including:

- Providing advice regarding matters relating to their official duties.
- Defending lawsuits and preparing legal opinions and documents, ordinances, and resolutions.
- Reviewing and approving contracts, bonds, deeds, and other legal documents.
- Prosecuting violations of the Stockton Municipal Code.

Due to its size and complexity, the City suffers a significant amount of litigation filed against it. Cost-effectively managing this litigation without sacrificing the quality of representation is a constant challenge that the Office meets through the balancing of in-house and contract resources on a case-by-case basis.

The Office currently consists of six attorneys with one vacancy, one paralegal, one executive assistant, and two support staff members, and is divided into two divisions. One division is primarily focused on litigation and code enforcement. The second division is primarily focused on advisory and employment-related matters.

The Office supports a significant volume of litigation, criminal prosecution, and code enforcement matters and expects this activity will continue in the next fiscal year. The Office will continue to work with departments to find and implement solutions to homelessness including the provision of affordable housing and allocation of resources as well as supporting department efforts to provide appropriate covid response and recovery efforts, especially economic development efforts to develop business incentives and engage private employers to increase employment opportunities consistent with Council's priority goals.

### DEPARTMENT STRATEGIC WORK PLAN

As a City Charter appointed office, the strategic work plan of the Attorney's Office is to ensure the implementation of the City Council Strategic Priorities as outlined earlier in the budget document. For the next fiscal year, this office will focus on competently managing its significant workload while specifically enhancing its efforts to carry forward with more robust internal litigation efforts.

## OFFICE OF THE CITY ATTORNEY

### PRIOR YEAR ACCOMPLISHMENTS

#### Community Development Department (CDD)

The City Attorney's Office assisted and continues to assist CDD with review, revision, presentation, and approval of the last phase of the Citywide Zoning update, Development Agreements (including one for St. Joseph hospital and a large development project in South Stockton), a comprehensive amendment to the City's Cannabis ordinance, a food truck park ordinance, and an ADA transition plan, and a Development Code overhaul.

#### Community Services Department (CSD)

The City Attorney's Office has assisted the Department as it addressed changing public service restrictions during the COVID-19 pandemic. The City Attorney's Office also provided feedback and support for the Departments contracts and service-related questions.

#### Administrative Services (ASD)

The City Attorney's Office worked closely with ASD to support their efforts in revising internal policies and procedures. The office successfully represented the City's interests in utility bill disputes before hearing officers and counseled the revenue and billing teams in improving the City's lien and assessment process with respect to delinquent utility accounts.

#### Economic Development Department (EDD)

The City Attorney's Office provided substantial support to EDD as it continued to receive and expend critical funding from the state and federal government for housing, homelessness, and community improvement-based initiatives. The office assisted EDD in the drafting of new contracts for the City's marinas and handled amendments to other City leases. The office reviewed significant work product from the Real Property Division of EDD and aided in Surplus Land Act matters.

#### Information Technology Department (IT)

The City Attorney's Office continues to support the Information Technology Department work through the implementation of the new Enterprise Resource Planning (ERP) solution. Additionally, the City Attorney's Office assisted the Department with its contracts for Citywide technology products and services.

#### Public Works Department (PW)

The City Attorney's Office offers regular advice on the bids and contracts for Citywide construction projects. For example, the City Attorney's Office continued to support the Public Works Department on the Northeast Stockton Library Project. This included providing legal analysis for substitution requests and other disputes arising under the Community Workforce Training Agreement. The City Attorney's Office also assisted the Department with the implementation of the City Franchise Agreements, including supporting the Department during contract disputes regarding the transition of utility billing.

## OFFICE OF THE CITY ATTORNEY

### Municipal Utilities Department (MUD)

The City Attorney's Office assisted MUD with the review and hearing process for the City's Water Arrearage Payment program and continues to support the department's efforts to bring forward the City's Stormwater Arrearage program and engage with outside vendors to resolve various bid and contract issues related to ongoing supply issues caused by the pandemic.

### Miscellaneous Council Directed Projects

The City Attorney's Office conducted and continues to conduct research on the feasibility of implementing and to draft sample ordinances related to the regulation of AirBNB's and Ghost Guns. The City Attorney's Office will continue to support the Council as it explores alternative solutions to the homeless situation in the City.

### Code Enforcement

The City Attorney's Office, in conjunction with the Police Department, Neighborhood Services, Fire Department, Community Development, and Public Works (the joint task force) continues to work to address properties within the City that pose the greatest potential risk to the citizens of Stockton and surrounding buildings and properties. Referred to as the Collaboration on Risk Properties (CRP) team, chronic problem properties are identified, triaged, and systematically addressed through a comprehensive multi-department enforcement approach.

### Employment

Termination: The City Attorney's Office prevailed in four termination hearings: Fire Department (arbitration/Civil Service Commission) and Stockton Police Department (arbitration).

Arbitrations (Contractual/Discipline): The City Attorney's office prevailed on a contract arbitration against Operating Engineer's Local 3 (OE3) regarding an allegation that employees were working out of class. The City Attorney's office also prevailed in a termination arbitration against Stockton Police Officers Association on a challenge to the Police departments decision to terminate an officer for dishonesty.

Litigation: The City Attorney's Office prevailed on a very important high-risk Public Records Act allegation by a former employee. At issue was over 800,000 pages of documents in which a discovery judge ruled the City acted consistent with the PRA.

Department of Fair Employment and Housing/Equal Employment Opportunity Commission Investigations: The City Attorney's office successfully resolved five complaints initiated by current and former employees. The City Attorney's office provides zealous representation on DFEH complaints while protecting witnesses interviewed by DFEH and making arguments at the outset regarding the merits and lack thereof for each complaint.

### Civil Litigation:

The City was able to secure complete dismissals in the following matters:

Hussein Alazab v. County of San Joaquin, et al. (Premises Liability)

## OFFICE OF THE CITY ATTORNEY

Henry Paul Alcaraz v. COS (Dangerous Condition)

Araceli Avila, et al. v. Children's Dental Surgery Center, et al. (Wrongful Death)

Melinda Beech v. COS, et al. (Police Excessive Force)

Danny Bristow, et al. Richard Ester, et al. (Police Illegal Search and Seizure)

Trinidad Brown v. Eddie Diaz, et al. (Police Excessive Force)

Christopher Copeland v. San Joaquin Regional Transit District, et al. (Personal Injury)

Laura Lacy v. Pacific Bel Telephone Company, et al. (Premises Liability)

Chue Lo, et al. v. COS, James Nance, et al. (Motor Vehicle Accident)

Sonny Martinez v. City of West Sacramento, et al. (Police False Arrest)

Tamara Martinez v. COS; et al. (Premises Liability)

Isabella McMiller, a minor, et al. v. COS, et al. (Premises Liability)

Rosemary Posada v. PG&E, COS, et al. (Premises Liability)

Rosetta Rogers, individually and as successor v. COS, et al. (Wrongful Death/Personal Injury)

Mark Schafer v. COS, et al. (Utility Collection)

Erika Standifer v. COS, et al. (Premises Liability)

Febe Tabotabo, et al. v. City of Stockton, et al. (Police- Wrongful Death)

U.S. Bank National Association v. Ingrid Canada, et al. (Declaratory Relief/lienholder action)

Value Plumbing, Inc. v. City of Stockton, et al. (Condition of Public Property)

Zachary Wheeler v. Matthew Majeski, et al. (Police- Arrest)

Donnell Williams v. COS, et al. (Premises Liability)

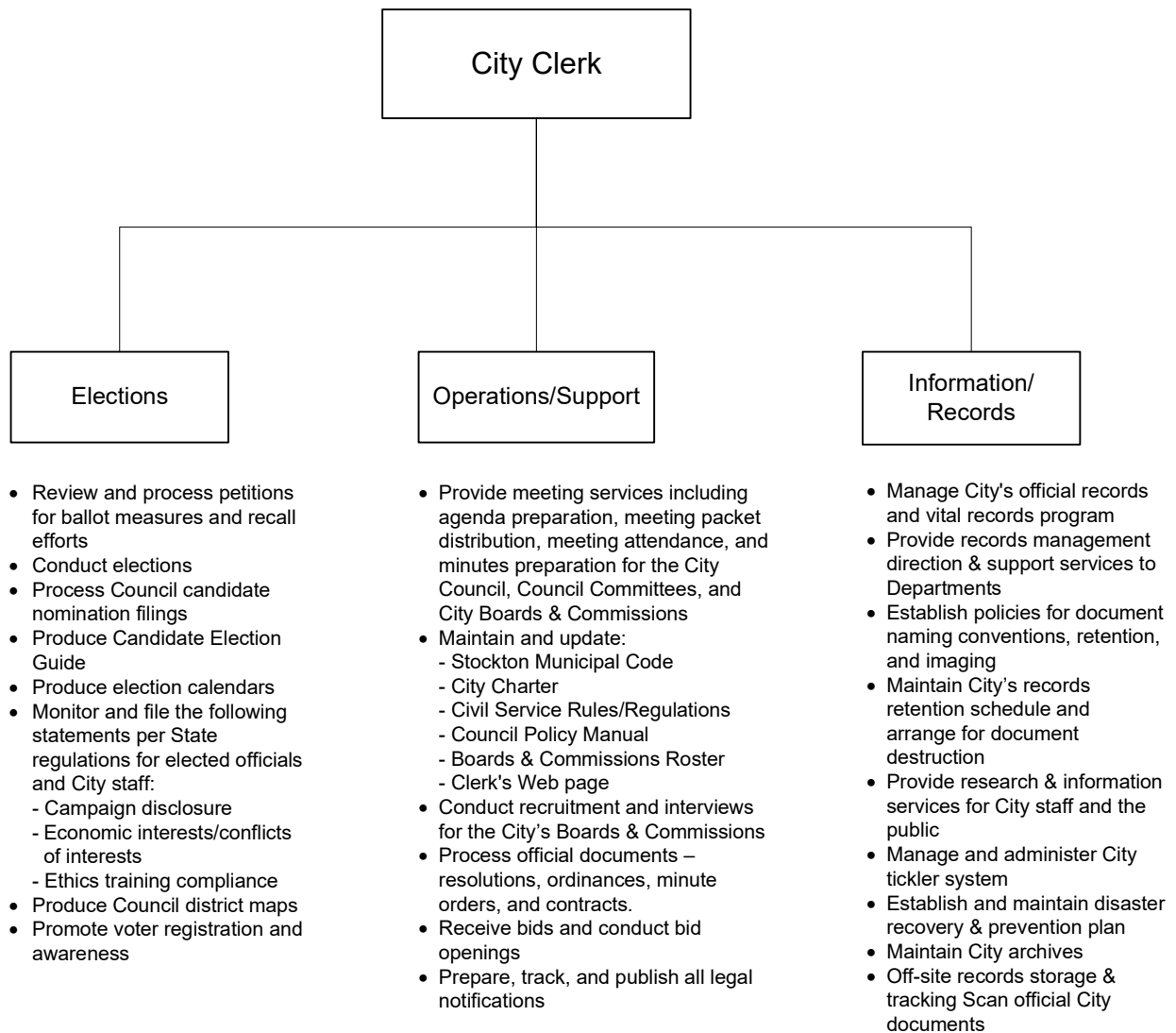
Eugene Woods v. COS/Alexander Yanez (Motor Vehicle Accident)

## OFFICE OF THE CITY ATTORNEY

### KEY CONSIDERATIONS

The primary focus of the work of the Office remains the effectuation of Council goals through support of the various activities undertaken by all City departments. However, there are areas in which there is a need to enhance the Office's efforts:

- Homelessness, Code Enforcement, and Liability Litigation – The nature of city government is such that there is a consistent influx of new litigation and administrative enforcement cases throughout the year. New matters continue to arise and must be properly handled. As departments continue efforts to address homelessness and code enforcement violations throughout the City, the City Attorney's Office will continue to support efforts by the Police Department, Community Development Department, Municipal Utility Department, and Public Works Department to address these issues as well as provide continued representation against the City over the next fiscal year. These activities will be closely monitored to determine if the workload exceeds capacity.
- The city has undertaken significant new efforts over the last two fiscal years, while the staffing in the City Attorney's office on both advisory and litigation activities has remained static and/or declined due to vacancies. Given this situation, there is a continuing need for recruitment and robust training and cross-training of staff to ensure that services continue to be provided in a timely and effective manner.



# CITY CLERK

## OFFICE OF THE CITY CLERK

### MISSION STATEMENT

To support the City Council's stated goals and objectives to build trust and confidence in the community by promoting transparency and civic engagement, guaranteeing fair and impartial elections, while ensuring open access to information and the legislative process.

#### Budget at a Glance:

Total Revenues	\$18,900
Total Expenditures	\$1,165,923
Total Net Cost	\$1,147,023
Total Staff	8

### DEPARTMENT DESCRIPTION

The Office of the City Clerk administers municipal elections and promotes voter registration and participation; monitors compliance with campaign filing requirements; updates the Conflict of Interest Code and receives annual filings; ensures adherence to the Open Meetings Act; administers the City's records management program that preserves and protects the official public record; attends all City Council meetings and assigned city meetings to record actions taken by these bodies; receives and conducts bid openings; manages the City's board and commission recruitment process.

### DEPARTMENT STRATEGIC WORK PLAN

As a City Charter Appointed Office, the strategic work plan of the City Clerk's Office is to ensure the implementation of the City Council Strategic Targets and Priority Goals. Specific to the City Clerk's Office, the City Clerk works to ensure transparency to the public in the following areas:

Operations: The Office of the City Clerk enhances preservation and access to city records in a cost-effective and environmentally smart manner while complying with legal record retention requirements. The Office also develops Records Management Manual training as an essential part of managing city records to maintain consistency in process, improve customer service and efficiency in supporting all aspects of city government.

Civic Engagement: The Office increases engagement and collaboration with local agencies to promote civic participation in boards and commissions. Through partnerships, clerk staff will present educational material to coalition meetings that encompass the recruitment and appointment process.

### PRIOR YEAR ACCOMPLISHMENTS

The Office facilitated democratic decision-making through planning, staging and recording over 125 meetings of City Council, its committees & boards, including transitioning these bodies to remote meetings to enable legislative decision-making during the pandemic.

The City Clerk's Office successfully administered the General Municipal Election including pivoting to all mail in voting and implementing COVID-19 health and safety measures at all voting sites which included a ballot box staged at City Hall.

The Office modernized services to support the mayor, councilmembers and community through the virtual, hybrid and in-person delivery of commemorations of individual, civic & community achievements, and milestones.



## OFFICE OF THE CITY CLERK

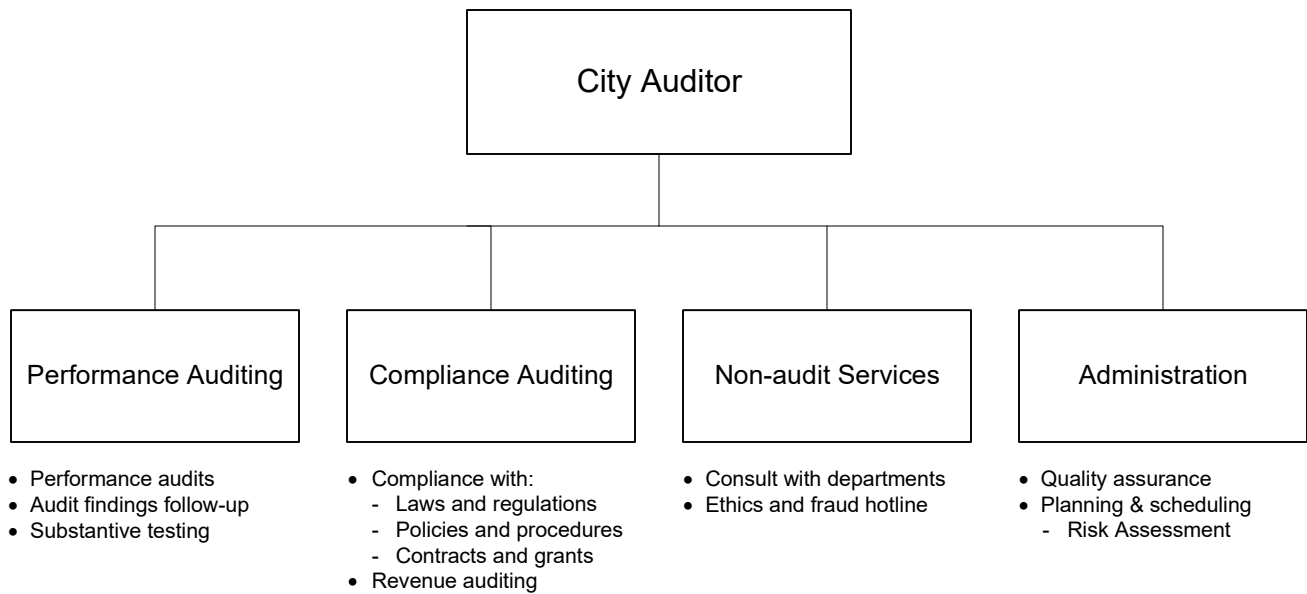
City Clerk staff supported members of council through emerging issues and priorities during the pandemic.

The Office delivered archival reference and outreach services virtually through the majority of 2021 and transformed service operations to allow for continued delivery of these crucial services during the pandemic.

### KEY CONSIDERATIONS

Following the onset of the COVID-19 pandemic experience, the City Clerk's Office has done well to adapt operational models to continue to meet the needs of our community. Clerk staff have demonstrated exceptional levels of professionalism while adjusting to virtual or hybrid public meetings and has assisted the public in their efforts to participate in these unprecedented times.





# CITY AUDITOR

## CITY AUDITOR

### MISSION STATEMENT

To independently promote ethical, efficient, and effective governance for Stockton's residents.

#### Budget at a Glance:

Total Revenues	\$0
Total Expenditures	\$513,147
Total Net Cost	\$513,147
Total Staff	0

### DEPARTMENT DESCRIPTION

The Office of the City Auditor provides the City Council, management, and employees with objective analyses, appraisals, and recommendations for improvements to the City systems and activities. The primary activity of the department is to conduct performance and internal audits. These audits may focus on internal controls, compliance with laws and policies, the accomplishment of goals and objectives, or a combination of these areas.

This department is funded primarily through the General Fund with appropriate cost allocations made to other funds. The Office of the City Auditor conducts regular organizational risk assessments and prepares a proposed annual internal audit plan that lists potential projects. The City Council, through the Council Audit Committee, selects those audit projects to be included in the final annual audit plan.

### DEPARTMENT STRATEGIC WORK PLAN

As a City Charter Appointed Office, the strategic work plan of the City Auditor is to ensure the implementation of the City Council Strategic Targets and Priority Goals as outlined earlier in the budget document. The City Auditor accomplishes this goal by completing triennial enterprise risk assessments to determine the areas where the City has the greatest opportunities for strategic growth and areas where the City is exposed to risk. The City Auditor develops an annual Internal Audit Plan to test internal controls, assess efficiency and effectiveness, support development of necessary City policy and closure of audit findings, and carry out special projects that will facilitate the City Council's Priority Goals.

### PRIOR YEAR ACCOMPLISHMENTS

The FY 2022-23 Internal Audit Plan maintained focus on improvements to citywide policies, processes, controls, and performance. The Plan also included projects comprised of operational reviews, compliance, performance audits, efficiency studies, and internal controls testing. Furthermore, the City Auditor continued to conduct ongoing program management, policy review and update, audit findings validation, and Ethics Hotline administration.

### KEY CONSIDERATIONS

The services provided by the internal auditor will continue to focus on opportunities to reduce risks, strengthen controls, and enhance performance. The FY 2023-24 internal audit program will consist of a variety of projects to continue policy development and audit findings validation, internal controls testing, and efficiency and effectiveness studies to enhance performance.

## **CITY AUDITOR**

The FY 2023-24 internal audit plan will be developed based on input provided by the City Council, executive leadership, and management. The plan will be presented for review by the Audit Committee for approval by the City Council.



**Charter Officers  
General Fund - 100  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Total Charter Officers</b>				
Employee Services	\$ 5,433,900	\$ 5,466,305	\$ 5,752,177	\$ 6,649,118
Other Services	1,597,607	1,555,652	2,360,411	2,370,259
Materials and Supplies	125,635	150,470	188,066	270,824
Other Expenses	41,290	98,133	218,937	260,970
Total	<u>\$ 7,198,432</u>	<u>\$ 7,270,560</u>	<u>\$ 8,519,591</u>	<u>\$ 9,551,171</u>

**City Council**

Employee Services	686,456	691,942	728,253	759,468
Other Services	276,371	256,893	335,153	247,933
Materials and Supplies	5,059	1,400	11,500	11,500
Other Expenses	8,669	21,880	17,000	19,214
Total	<u>976,555</u>	<u>972,115</u>	<u>1,091,906</u>	<u>1,038,115</u>

**City Attorney**

Employee Services	899,718	840,751	758,556	969,816
Other Services	268,698	226,325	267,355	374,450
Materials and Supplies	37,702	45,014	52,300	55,434
Other Expenses	11,714	21,068	23,700	39,300
Total	<u>1,217,832</u>	<u>1,133,158</u>	<u>1,101,911</u>	<u>1,439,000</u>

**City Clerk**

Employee Services	794,232	771,625	841,486	906,803
Other Services	146,923	150,903	125,007	203,224
Materials and Supplies	28,173	35,723	43,104	37,740
Other Expenses	1,230	6,664	17,800	18,156
Total	<u>970,558</u>	<u>964,915</u>	<u>1,027,397</u>	<u>1,165,923</u>

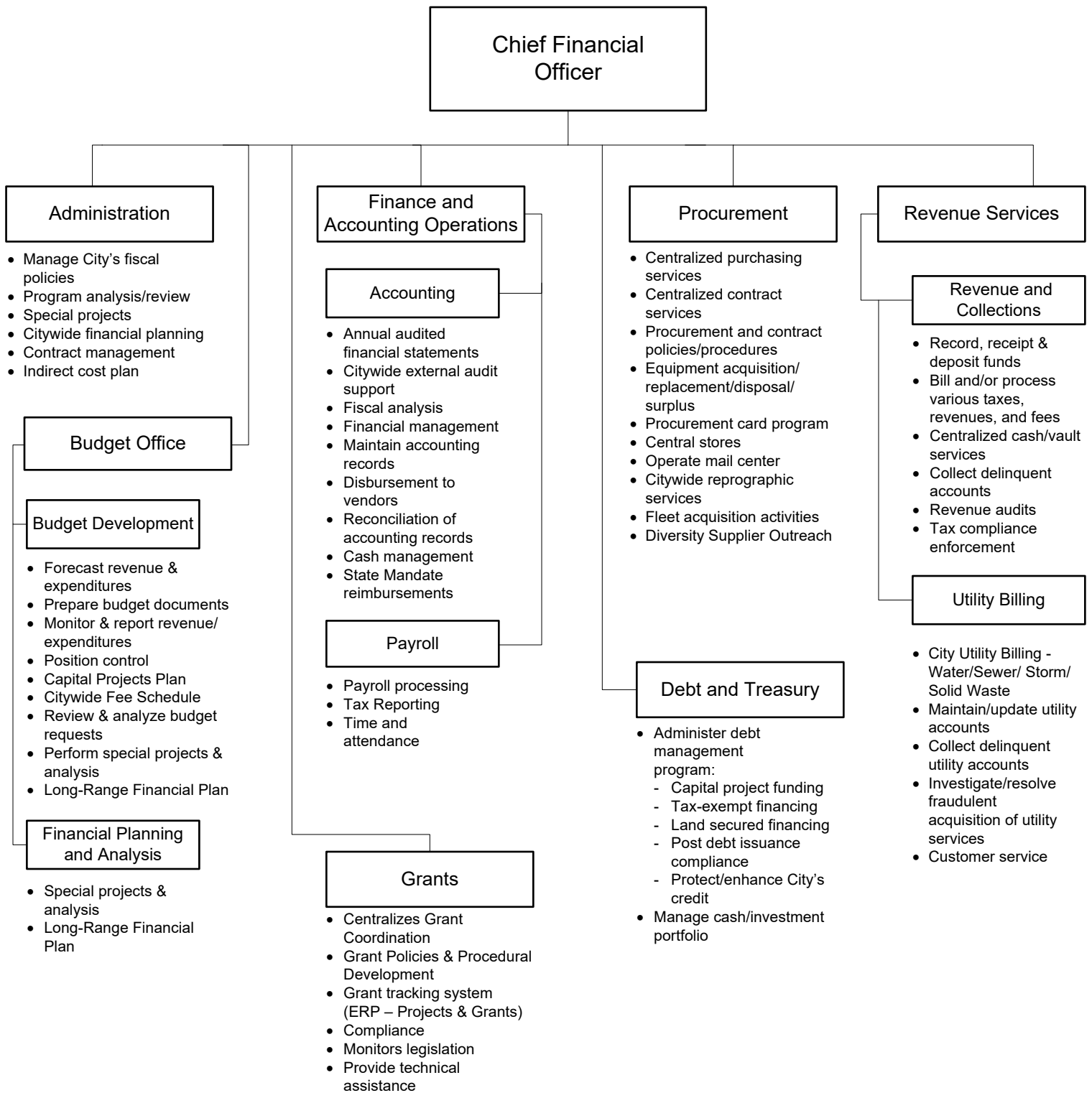
**City Auditor**

Employee Services	-	-	-	-
Other Services	366,505	287,554	821,824	513,147
Materials and Supplies	-	-	-	-
Other Expenses	-	-	-	-
Total	<u>366,505</u>	<u>287,554</u>	<u>821,824</u>	<u>513,147</u>

**Charter Officers  
General Fund - 100  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Subtotal City Manager</b>				
Employee Services	3,053,494	3,161,987	3,423,882	4,013,031
Other Services	539,110	633,977	811,072	1,031,505
Materials and Supplies	54,701	68,333	81,162	166,150
Other Expenses	19,677	48,521	160,437	184,300
Total	<u>3,666,982</u>	<u>3,912,818</u>	<u>4,476,553</u>	<u>5,394,986</u>
<b>City Manager Administration</b>				
Employee Services	1,691,247	1,708,130	1,654,533	1,968,120
Other Services	267,701	297,731	292,798	405,189
Materials and Supplies	18,248	12,495	19,925	20,425
Other Expenses	18,391	45,363	133,848	148,300
Total	<u>1,995,587</u>	<u>2,063,719</u>	<u>2,101,104</u>	<u>2,542,034</u>
<b>Office of Performance &amp; Data Analytics</b>				
Employee Services	112,694	325,123	340,519	471,784
Other Services	5,300	23,252	106,327	184,553
Materials and Supplies	4,509	7,608	7,000	10,000
Other Expenses	200	2,465	8,339	13,000
Total	<u>122,703</u>	<u>358,448</u>	<u>462,185</u>	<u>679,337</u>
<b>Office of Violence Prevention - General Fund</b>				
Employee Services	483,285	509,797	632,257	685,206
Other Services	91,223	121,370	178,547	136,428
Materials and Supplies	19,667	8,316	12,237	57,269
Other Expenses	-	56	2,350	3,000
Total	<u>594,175</u>	<u>639,539</u>	<u>825,391</u>	<u>881,903</u>
<b>Office of Violence Prevention - Measure A/B</b>				
Employee Services	766,268	618,937	796,573	887,921
Other Services	174,886	191,624	233,400	305,335
Materials and Supplies	12,277	39,914	42,000	78,456
Other Expenses	1,086	637	15,900	20,000
Total	<u>954,517</u>	<u>851,112</u>	<u>1,087,873</u>	<u>1,291,712</u>





# ADMINISTRATIVE SERVICES DEPARTMENT

## ADMINISTRATIVE SERVICES DEPARTMENT

### MISSION STATEMENT

To provide financial, administrative and technical support to residents, business partners, decision-makers and other City departments; and to safeguard and facilitate the optimal use of City resources for strategic financial planning.

#### Budget at a Glance:

Total Revenues	\$521,590
Total Expenditures	\$9,497,122
Total Net Cost	\$8,975,532
Total Staff	87

### DEPARTMENT DESCRIPTION

The Administrative Services Department provides vital systems and services administered through five divisions: Administration, Budget, Financial and Accounting Operations, Debt and Treasury, and Revenue Services.

The Administration Division provides support to the various areas within the department and directs its overall activities. This unit also provides support to various citizen advisory committees.

The Budget Office is responsible for developing and monitoring the City's annual budget, coordinating financial planning and management, comparing budgeted amounts with actual outcomes, and tracking financial progress relative to budget during the year. This division provides long-term fiscal forecasts for the City through the City's fiscal forecasting tool (Long-Range Financial Plan) and throughout the fiscal year assists City management and departments by analyzing and evaluating financial impacts of proposals and programs.

The Finance and Accounting Operations Division is responsible for the following Citywide operations:

- Finance is responsible for the recording and reporting of financial transactions, reporting financial positions in accordance with generally accepted accounting principles, and preparing the Annual Comprehensive Financial Report and other financial reports.
- Accounting responsibilities include payroll processing for over 1,700 employees, payroll tax compliance, benefit reporting, accounts payable, cash activity and all central accounting recording and monitoring.

The Procurement Division is responsible for the procurement of all supplies and services necessary for the operation of City departments. Procurement also provides centralized document services and high-volume print production and mail services to departments.

The Debt and Treasury Division manages the City's \$830 million pooled investment portfolio and debt issuances that total approximately \$625 million. Services include oversight of the cash and investment portfolio, investor relations, market disclosures, and financing/refinancing programs. The Division regularly reviews the City's debt portfolio for potential savings and closely monitors its cash flow and investments to ensure the City is managing its assets efficiently and responsibly and complies with California investment regulations.

The Grants Management Division provided centralized grant coordination and reporting. The division is working to update and develop Citywide grant policies to streamline reporting and improve administration of City grants.

## ADMINISTRATIVE SERVICES DEPARTMENT

The Revenue Services Division is responsible for the following services:

- Customer Services Unit serves over 94,000 utility customers who receive water, sewer, stormwater and 15,000 business license tax accounts.
- Revenue Operations Unit manages accounts receivable for non-utility customers, centralized cash/vault services, and business licenses. It is responsible for the collection and audit of taxes, assessments, and other fees and charges owed to the City, as well as the accurate recording, reconciliation, receipting, control, and deposit of all monies received by City departments.
- Collection, Compliance, and Revenue Reporting Unit is responsible for the recovery of City revenues from delinquent accounts. It promotes compliance through audits of the business license tax and transient occupancy tax. The unit also sends uncollectible accounts to the City's outside collection agency and provides revenue reporting functions such as cash collections and deposits, quarterly receivables and write-offs.

### DEPARTMENT STRATEGIC WORK PLAN

Administrative Services continues to focus on the City Council strategic goal of fiscal sustainability. Toward that goal, the department is engaged in several initiatives to improve and guide Citywide fiscal practices and systems.

- Administrative Services is a key partner in the City's efforts to implement a new Enterprise Resource Planning (ERP) system to replace the current outdated financial system. With the Finance, Revenue/Billing, and Payroll phases of the new system live, most divisions are working on updating policies and processes impacting Citywide operations.
- In the years prior to and during the bankruptcy, the City received many audit findings from internal and external auditors. In collaboration with the City Manager's Office, Administrative Services has led consistent progress towards the resolution of audit findings and resulting recommendations and implementation of improvements.
- The Budget Office maintains the City's Long-Range Financial Plan (L-RFP) model and its underlying assumptions. The model provides a long-term view of the City's General Fund and demonstrates the City's ability to afford its current service levels.
- With a focus on best practices in government operations, Administrative Services participates in the City's efforts to review and revise policies and procedures.

### PRIOR YEAR ACCOMPLISHMENTS

In the last year, the department focused on numerous initiatives in support of the goal of fiscal sustainability. Highlights include:

- Implemented ERP Phase 3 - Human Resources and Payroll processing services with a go-live date of January 2023.
- At the close of FY 2021-22, the General Fund working capital reserves were at 63% of the total reserve target.
- Collected \$2.5 million in delinquent utility accounts with \$371,263 from external collections and \$2.16 Million by the internal collections team.
- Improved/updated numerous citywide financial policies and procedures.

## ADMINISTRATIVE SERVICES DEPARTMENT

- Recovered \$850,000 in sales tax revenues through consultant lead analysis and audits.
- Partnered with City's internal auditor, Moss Adams, to successfully validate and close 16 audit findings.
- Instituted a short-term, commercial paper, investment strategy that resulted in \$1.7 million in additional interest income for the year.
- Successfully completed two debt issuances, \$9.78 million & \$9.92 million, to finance the public infrastructure in Westlake Village II Community Facilities District (CFD 2018-2) Improvement Area 2 & in Cannery Park II Community Facilities District (CFD 2019-1, respectively).
- In collaboration with the Municipal Utilities Department, applied arrearage adjustments to approximately 8,000 utility customers providing financial relief to citizens through two grants from the California Water and Wastewater Arrearage Payment Program.

### KEY CONSIDERATIONS

Administrative Services continues to focus on the City Council strategic goal of fiscal sustainability. The Department will continue to provide the necessary information, analysis and recommendations to help prepare the City for future economic challenges. The L-RFP is a key tool that enables the City to understand the long-term fiscal effects of its decisions and to plan for future challenges like CalPERS cost increases.

In collaboration with other City departments, Administrative Services continues to actively participate in the replacement of its 30-year old financial system with a new, modern Enterprise Resource Planning system. ERP Phase 1, which incorporated core financial services including Budget, Accounting, Accounts Payable, and Procurement, went live in February 2021. Phase 2 for business license and general billing went live in July 2021. Phase 3, involving human resources and payroll services went live in January 2023. Administrative Services has continued to play a central role throughout all phases, as most of the functions involved are managed by the department. This new technology has and will continue to enable the City to serve the public and its internal customers more efficiently and effectively through streamlined processes, automated workflows, and increased access to information. Access to key data by City staff will continue to be dramatically improved through this new technology and will allow for improved, data-driven decision making. To maximize efficiencies in the new system, the Department will need to provide continued training and assistance to over 500 system end users while updating policies and processes to correspond to system features.

Timeliness, accuracy, and transparency in financial reporting is an important City goal. The Finance and Accounting Operations Division is focused on an earlier delivery of the annual audited financial statements and improvements to the areas identified in previous year findings. Administrative Services continues to promptly deliver budget, financial and investment updates to the City Council, various Committees and Commissions, and the public. Now that financial activities are in a modern financial system, the City is working to improve transparency through access to an open finance portal online.

New positions have been added to Administrative Services to assist with payroll activities. This position will support Council goals through improved reporting, more proactive payroll management, resolution of audit findings, resolution of employee payroll issues, additional training to City employees, and updated procedures.

**Administrative Services  
General Fund - 100  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Total Administrative Services Department</b>				
Employee Services	\$ 4,256,138	\$ 4,293,609	\$ 4,273,943	\$ 4,788,907
Other Services	2,796,684	2,903,111	3,376,513	3,597,153
Materials and Supplies	91,896	59,767	122,490	88,100
Other Expenses	457,369	599,815	589,209	593,100
Total	<u>\$ 7,602,087</u>	<u>\$ 7,856,302</u>	<u>\$ 8,362,155</u>	<u>\$ 9,067,260</u>

**Administration**

Employee Services	853,248	928,414	984,443	935,803
Other Services	217,560	218,456	237,373	290,878
Materials and Supplies	16,060	20,066	19,350	19,300
Other Expenses	1,703	10,659	17,500	17,500
Total	<u>1,088,571</u>	<u>1,177,595</u>	<u>1,258,666</u>	<u>1,263,481</u>

**Budget**

Employee Services	618,622	671,092	586,577	833,086
Other Services	96,579	91,657	100,300	146,420
Materials and Supplies	1,857	6,019	7,500	4,000
Other Expenses	1,246	2,662	11,150	11,150
Total	<u>718,304</u>	<u>771,430</u>	<u>705,527</u>	<u>994,656</u>

**Financial Services**

Employee Services	1,266,006	1,216,183	1,442,616	1,466,373
Other Services	270,619	281,609	339,918	392,558
Materials and Supplies	14,321	5,056	25,800	25,800
Other Expenses	551	4,097	11,200	11,200
Total	<u>1,551,497</u>	<u>1,506,945</u>	<u>1,819,534</u>	<u>1,895,931</u>

**Revenue Services**

Employee Services	1,037,533	1,124,938	966,373	1,083,488
Other Services	292,792	230,356	445,442	493,965
Materials and Supplies	25,871	19,660	19,340	13,500
Other Expenses	75	1,029	7,250	7,250
Total	<u>1,356,271</u>	<u>1,375,983</u>	<u>1,438,405</u>	<u>1,598,203</u>

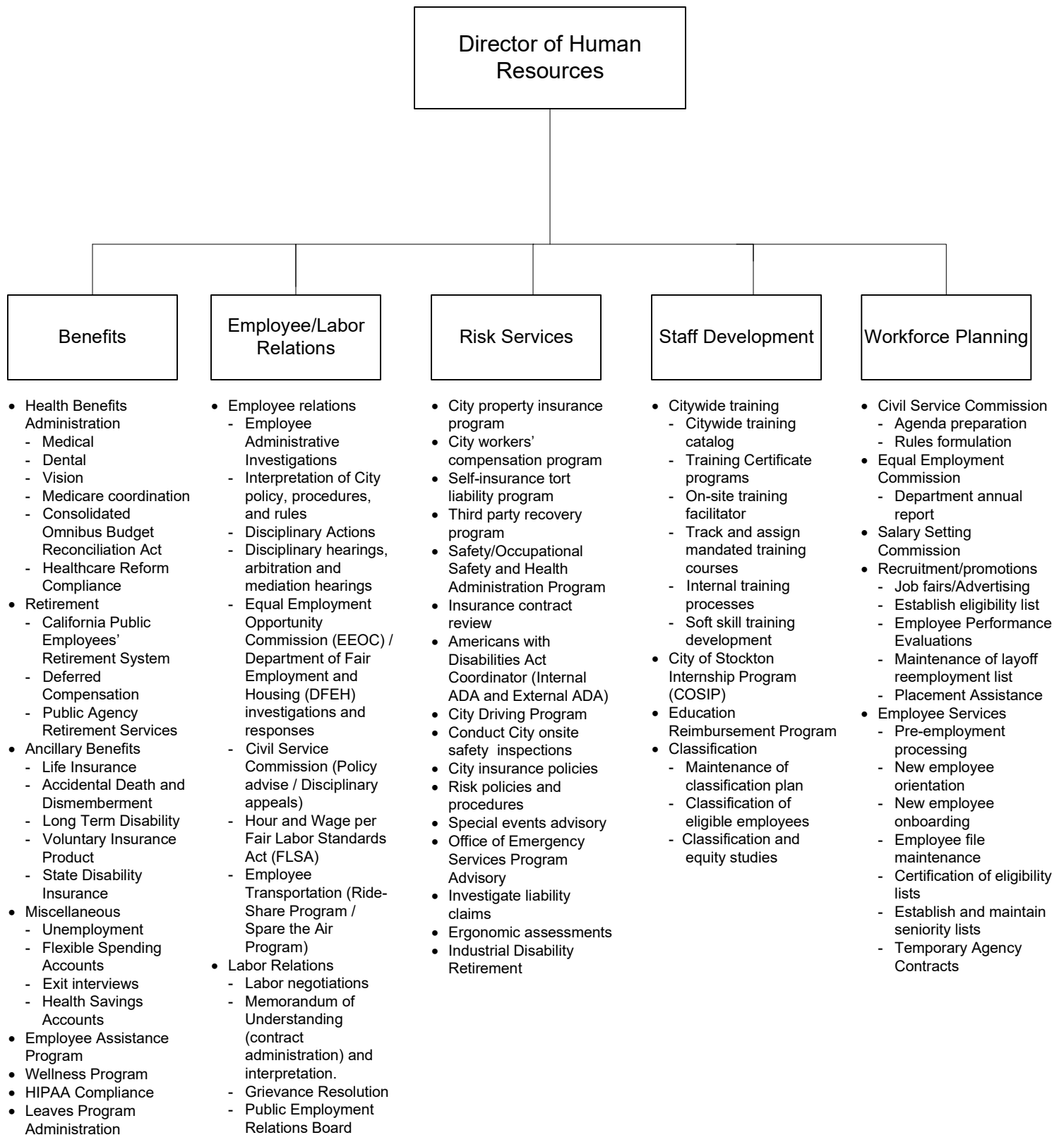
**Procurement**

Employee Services	480,729	352,982	293,934	470,157
Other Services	153,483	189,948	195,851	179,332
Materials and Supplies	33,787	8,966	50,500	25,500
Other Expenses	8,865	13,636	21,000	21,000
Total	<u>676,864</u>	<u>565,532</u>	<u>561,285</u>	<u>695,989</u>

**Administrative Services  
General Fund - 100  
FY 2023-24 Annual Budget**

**Tax Collection**

Other Services	1,765,651	1,891,085	2,057,629	2,094,000
Other Expenses	444,929	567,732	521,109	525,000
Total	<u>2,210,580</u>	<u>2,458,817</u>	<u>2,578,738</u>	<u>2,619,000</u>



# HUMAN RESOURCES DEPARTMENT

## HUMAN RESOURCES DEPARTMENT

### MISSION STATEMENT

To attract, hire, and develop a qualified diverse workforce. Since our employees are our most valuable resource, Human Resources provides quality and innovative customer-driven services and programs to create a healthy and positive work environment for City employees to deliver high-quality service to the citizens of Stockton.

#### Budget at a Glance:

Total Revenues	\$158,764,767
Total Expenditures	
General Fund	\$2,922,285
Benefits Program	\$158,404,763
Total Net Cost	\$2,562,281
Total Staff	31

### DEPARTMENT DESCRIPTION

The Human Resources Department (HR) consists of five divisions: Benefits Administration, Employee/Labor Relations, Risk Management Services, Onboarding, and Workforce Planning.

The Benefits Division provides and administers the comprehensive benefits offered to employees and their families. Benefits programs include health, wellness, retirement, deferred compensation, life, and long-term disability insurances, leave entitlements, employee assistance programs, tax saving cafeteria plans, and voluntary insurance plans.

The Employee and Labor Relations Division develops, negotiates, implements, and administers policies, procedures and labor agreements that support and promote workplace diversity, fairness, and equality for city employees. This division advises on employee and labor relations matters, assists in the timely resolution of grievances, complaints, and other personnel-related matters.

The Risk Services Division works to proactively limit liability exposure and provides cost-effective risk management programs, such as employee safety, workers' compensation and general liability claims oversight, contract review, and insurance monitoring. The division also selects property and liability insurance products, manages agency relationships, and recovers monies from responsible third parties for damages sustained.

The Onboarding Division develops a 30/60/90-day training program for new employees. This Division creates the citywide training catalog for employees, tracks mandatory training, creates training certificate programs, administers the City of Stockton Internship Program (COSIP), and the Education Reimbursement Program, and works with departments to create desk procedure manuals within all divisions. This division assists departments with onboarding and offboarding of employees to create a positive transition for employees. The division also contributes to employee retention by providing training, tools, skills, and assistance with professional growth and development for opportunities within the City.

The Workforce Planning Division provides support to the civil service, equal employment, and salary setting commissions. It likewise assists in maximizing efficiency and providing equal employment opportunities by hiring, retaining, and developing a skilled, diverse and efficient workforce. The division also creates, amends, and maintains class specifications and salaries for both the classified and unclassified service.



# HUMAN RESOURCES DEPARTMENT

## DEPARTMENT STRATEGIC WORK PLAN

To meet the City Council strategic targets, the Human Resources Department focuses on the following areas:

Public Safety: The Workforce Planning Division provides ongoing recruitment efforts to attract a diverse candidate pool for both the Police and Fire Departments. Through our Risk Management Division, Human Resources will continue to provide information to safety departments regarding claims that may impact public safety and may assist in training efforts and decision-making.

Economic Development: The Workforce Planning Division will continue to assist city departments in organizational restructuring and strategic staffing placements (including positions funded through Measure A) that support organizational and departmental missions. The Workforce Planning Division will continue its efforts to strengthen organizational capacity by recruiting and diversifying the workforce.

## PRIOR YEAR ACCOMPLISHMENTS

### Benefits

- Conducted a virtual open enrollment for health plans for city employees
- Administered 31 FMLA (Family and Medical Leave Act) leaves and 116 COVID-19 related leaves/claims
- Offered training on deferred compensation, 31 employees enrolled
- Conducted two flu shot clinics, 98 vaccines administered
- Conducted Open Enrollment for regular city employees in May 2022
- Facilitated Open Enrollment for the OE3 (Operating Engineers) work group in November 2022
- Hosted a Benefits Health Fair on 5/13/2022
- Hosted four two-hour in-person sessions on Open Enrollment
- Processed 206 terminations
- Conducted 52 new hire orientations
- Processed 152 unemployment claims
- Facilitated transition of deferred comp from Mass Mutual to Empower
- Scheduled and facilitated deferred comp learning sessions for employees with Empower
- Conducted two employee leave trainings for supervisors
- Completed a thorough audit on all employee benefits

### Labor/Employee Relations

- Completed contract negotiations with the four safety bargaining units (police and fire)
- Currently negotiating with the five miscellaneous (SCEA, B&C, O&M, T&M, and Water Supervisory Unit) bargaining units for a successor Memoranda of Understanding

## HUMAN RESOURCES DEPARTMENT

- Responded to 14 union grievances, only 3 were referred to arbitration
- Completed 13 administrative investigations
- Sent 13 Meet and Confer notices to the unions regarding policy changes, work schedule changes, or other bargaining items that require a notice to the respective bargaining groups
- Received notice of dismissal from the EEOC (Equal Employment Opportunity Commission) and the Civil Rights Department (CRD) for a complaint alleging discrimination

### Risk Services

- Updated the Safety portion of the City's new hire orientation presentation and participated in all orientation meetings
- In response to changes in official guidance, we prepared a 2022 update to our COVID-19 policy and provided interactive webinar training to city departments
- Coordinated order and distribution of COVID-19 self-tests to be used internally at the department level
- Updated COVID-19 posting templates and notice letters and procedures
- Processed 1,887 contract approvals
- Installed air purifiers in departments where outbreaks occurred
- Closed 786 workers' compensation claims and 229 liability claims
- Participated in 134 disability interactive process meetings and 11 industrial disability/medical retirements
- Provided 267 items of personal protective equipment (PPE, 28 eyewear and 239 footwear) to eligible employees and updated the PPE Footwear Request form
- Recovered approximately \$137,279 in property damage compensation
- Performed 15 ergonomic assessments in the second half of 2022
- Held three citywide Safety Committee meetings which included presentations on heat illness, wildfire smoke, food safety, fire extinguishers, the Injury and Illness Prevention Plan, and city claims data.
- Conducted two Safety for Supervisors webinar sessions

### Staff Development

- Issued the Spring 2023 Citywide Training Catalog.
- Attended career and internship job fairs at San Joaquin Delta College, University of Pacific, and California State University, Stanislaus.
- Implemented new mandated training components to new hire orientation
- Updated the new hire orientation presentation and schedule
- Conducted an informal Request for Proposal (RFP) for the citywide classification and compensation study

## HUMAN RESOURCES DEPARTMENT

- Implemented a more efficient, electronic exit interview.

### Workforce Planning

- Conducted 77 classified recruitments and 46 unclassified recruitments.
- Filled 227 vacancies, including 76 sworn positions.
- Sworn Positions
  - Hired:
    - 1 Chief of Police
  - Promoted:
    - 1 Deputy Chief of Police II
    - 2 Deputy Chiefs of Police I
    - 5 Police Captains
    - 6 Police Lieutenants
    - 10 Police Sergeants
    - 1 Deputy Fire Chief
    - 2 Battalion Chiefs
    - 11 Fire Captains
    - 14 Fire Fighter/Engineers
- Attended four job fairs, two virtual job fairs, and four community events.

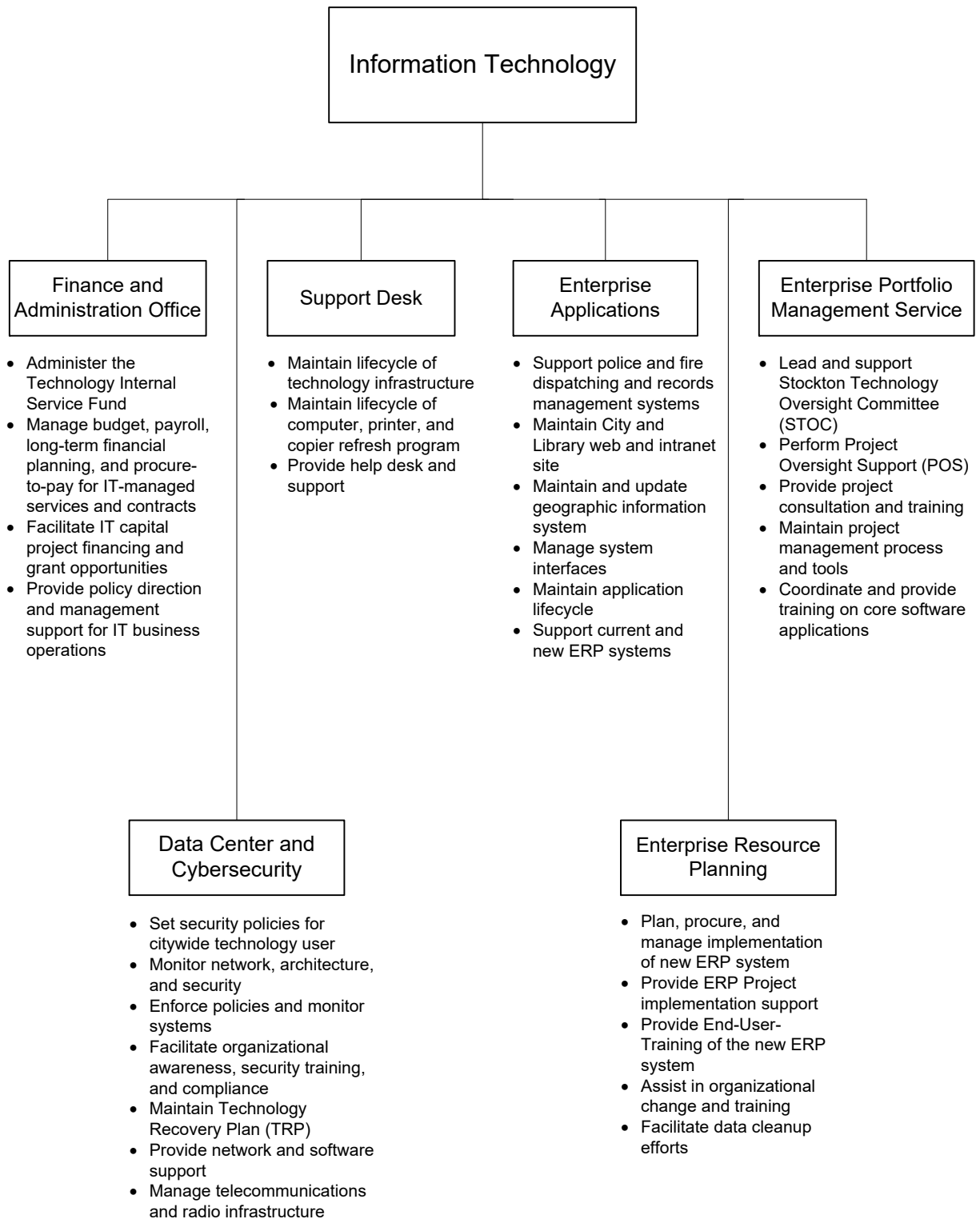
### **KEY CONSIDERATIONS**

Human Resources is addressing challenges with recruitment and retention. The competition within the marketplace has increased and employers around the country are also challenged with filling vacancies. HR is working towards revamping the hiring process to expedite the onboarding process, running ongoing recruitments especially for the Police Department, developing a recruitment and retention plan to help attract and retain our current employees.

Human Resources is also seeing a significant increase in court case verdicts, creating a challenge within the insurance industry. HR is working towards increasing regulatory trainings, creating training specific programs for new and existing employees, and identifying hazards to help limit loss exposure.

**Human Resources  
General Fund - 100  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Total Human Resources Department</b>				
Employee Services	\$ 1,282,021	\$ 1,461,898	\$ 1,499,390	\$ 1,819,465
Other Services	512,045	574,033	2,146,316	744,605
Materials and Supplies	22,166	40,550	25,250	29,325
Other Expenses	73,651	127,729	318,535	328,890
Capital Outlay	-	-	-	-
Total	<u>\$ 1,889,883</u>	<u>\$ 2,204,210</u>	<u>\$ 3,989,491</u>	<u>\$ 2,922,285</u>
<b>Workforce Planning</b>				
Employee Services	780,527	865,131	861,303	847,281
Other Services	286,067	382,639	1,918,939	537,780
Materials and Supplies	15,025	14,792	7,200	9,275
Other Expenses	5,543	4,482	17,950	13,200
Total	<u>1,087,162</u>	<u>1,267,044</u>	<u>2,805,392</u>	<u>1,407,536</u>
<b>Employee Relations</b>				
Employee Services	501,494	596,767	638,087	972,184
Other Services	225,978	191,394	227,377	206,825
Materials and Supplies	7,141	25,758	18,050	20,050
Other Expenses	68,108	123,247	300,585	315,690
Total	<u>802,721</u>	<u>937,166</u>	<u>1,184,099</u>	<u>1,514,749</u>



# INFORMATION TECHNOLOGY

## INFORMATION TECHNOLOGY DEPARTMENT

### MISSION STATEMENT

A focus on business solutions, service reliability, security services, innovations, and customer satisfaction.

### Budget at a Glance:

Total Revenues	\$18,475,466
Total Expenditures	\$21,634,192
Total Net Cost	\$3,158,726
Total Staff	52

### DEPARTMENT DESCRIPTION

The Information Technology (IT) Department is responsible for providing:

- leadership and vision for integrating City Council, City Manager, and departmental goals into a citywide information technology strategy.
- flexible, cost-effective enterprise business systems.
- reliable and secure data center services and support for citywide technology systems.
- network design and support, including network monitoring and security.
- support for internet and intranet services as well as desktop support services.
- protection of the confidentiality of the City's data, preserving the integrity of the City's data, and ensuring the availability of the City's data for authorized use.
- support for citywide telecommunications.
- partnering with departments to develop technology solutions and provide project management processes and tools.

The Finance and Administration Office administers the Technology Internal Service Fund and facilitates IT capital project financing. Directs and maintains efficient administrative systems and control mechanisms to ensure economical operations and compliance with administrative, human resources, procurement, and financial policies and procedures.

Support Desk directs the delivery of computer purchases, repairs, replacements, and services to departments. It provides support for computer hardware, software, and technology solutions. The division also evaluates and plans for the upgrade, consolidation, and the replacement of IT infrastructure.

Enterprise Applications supports custom and third-party applications, including the geographic information system, enterprise resource planning, public safety dispatch, records management system, web applications, and analytics systems. This area also supports Enterprise Architecture and the overall strategy to provide enterprise business systems. Finally, this area optimizes and transforms business processes, information application systems, and technologies into an efficient and integrated environment, and provides system interface management, integrations, and replacement planning.

Enterprise Portfolio Management Office facilitates all phases of the IT governance process; partners with departments to develop technology solutions based upon business needs, facilitates all phases of the information technology governance process; provides guidance and oversight

## INFORMATION TECHNOLOGY DEPARTMENT

of project management processes, tools, project consultation and training, documentation, and project archiving. Coordinates and provides computer-related training for City staff.

The Data Center and Cybersecurity provides reliable and secure enterprise computer, telecommunications and radio infrastructure, and explores new technologies such as cloud computing, and determines how to apply new technologies to the current infrastructure. Establishes and enforces IT security policies for citywide technology users. The division provides oversight of IT security policies to ensure alignment and optimization of business strategy, IT security, and strategic partnerships. The division has established a continuous Security Awareness Training Program to educate employees on the appropriate use, protection, and security of the City's data. Finally, Data Center and Cybersecurity provides oversight into the City's security architecture, performs audits of systems for security compliance, and actively shares cyber intelligence with state and local governments.

Enterprise Resource Planning (ERP) provides administrative project support for planning, organization, and control of business and technical operations for the City's ERP project while ensuring its alignment with city business objectives. The goal is to ensure project success, which entails on-time and within budget evaluation, selection, and delivery of a new ERP system that meets business users' current and emerging needs. This effort is a multi-year project that will satisfy multiple Council strategic priorities and resolve outstanding audit findings.

### DEPARTMENT STRATEGIC WORK PLAN

The Department's objectives are tied to the One Page Strategic Plan® (OGSP®) for FY 2023-24 which reflects the City Council priority goals and strategic targets with a focus on providing technical solutions and support to improve public safety services and response times and implementing solutions that provide fiscal sustainability and transparency to the community, providing the foundation for economic growth.

Cybersecurity – the City's security operations and response follow the Center for Internet Security (CIS) federal framework. This framework consists of systems, solutions, and strategic partnerships that prevent, detect, and respond to attacks, including security analytics, threat hunting, incident response, and threat intelligence with network and endpoint protection.

Cloud Services – With the rise of mobility across the enterprise, migration, and integration services continue to be a priority for IT. Migration to cloud services provides many benefits for the City, both in mobilizing the workforce and delivering things faster and better to end-users.

Technology Recovery Plan/Business Continuity – A plan for recovery of applications that are critical to business operations is a key component of the business strategy. Inclement weather events and cybersecurity threats have highlighted the need for a strong business continuity plan.

Consolidation/Optimization – Ongoing consolidation and optimization have laid a foundation for success. IT and all departments will continue their work on the following three priorities: (1) create high-quality citizen and business experiences with City programs; (2) support City employees with common and efficient enterprise solutions; and (3) provide secure and reliable information technology solutions.

Budget and Cost Control – Knowing the initiatives that business units propose enables a head start on forecasting IT costs. Forecasting operating costs requires an accurate view of historical

## INFORMATION TECHNOLOGY DEPARTMENT

costs and an understanding of how business changes will affect IT costs. The Enterprise Portfolio Management Office, ongoing portfolio management, and governance-led project prioritizations will enable the City to provide better forecasts. Cost reductions will be tied to improved efficiencies, service reductions and/or deferred projects.

Talent Management (People/Culture) – Creating a culture that embraces organizational excellence, inclusion and equity, with the right people, a defined career path and education, promotes ownership and accountability.

Customer-Centric – Empower City employees with technology assistance and tools that will enable departments to integrate into the City's technology framework and deliver solutions to meet departmental goals and business needs.

Infrastructure – Technology infrastructure is critical to the City's operations. IT equipment has an expected lifecycle and needs to be replaced at the end of its useful life. The business benefits of maintaining technology currency are many: better performance, greater efficiency, reduced cost, reduced outages attributed to failures of old equipment, new capabilities, and modernized services.

New City Hall – Continuing to work with Public Works on final design and tenant improvements.

### PRIOR YEAR ACCOMPLISHMENTS

- The City continues its efforts to replace the existing, antiquated financial and Human Resource system. In 2021, the City completed implementation of ERP Phase I Finance and Phase 2 General Billing/Revenue modules: Accounts Payable, Bid Management, Budget, Capital Assets, Cash Management, Contracts, General Ledger Purchasing, Project and Grants, and Vendor Self Service, Sympro Debt & Treasury Management, General Billing, Business License, Tyler Cashiering, and Accounts Receivable. In June 2022, Phase 3 went live with Employee Expense Reimbursement while the remaining HR/Payroll implementations continues with building, data conversion, and testing. This process involved significant staff hours with the onsite vendor implementation team.
- Continued to improve the network security platform that addresses the detection of viruses, malware, and any attempts to compromise the City's network infrastructure. The City continues to implement cybersecurity tools that elevate its security posture, as defined by the three-year cybersecurity strategy.
- Continued the program of semi-annual cybersecurity awareness trainings and quarterly phishing campaigns.
- Continued the IT Student Internship Program that provides on-the-job training and career readiness for students at partnering institutions, which include the University of the Pacific, Stanislaus State, and San Joaquin Delta College, to build a workforce pipeline and accelerate entry to City jobs upon graduation.
- Moved Sirsi on premise library system to a cloud hosted solution.
- Deployed a modernization and restoration of Fire Station 1 technology footprint.
- Completed the technology installation in the new Emergency Operations Center.



## INFORMATION TECHNOLOGY DEPARTMENT

- Established the partnership with Center for Internet Security for network security monitoring, detection, mitigation and sharing of cyber intelligence.

### KEY CONSIDERATIONS

The IT Department will continue to provide solutions to improve the City's operating systems. There is a continued need to implement new technologies this fiscal year, including tools that help the City continue to increase its cybersecurity maturity. As the City increases its maturity, IT will update its policies according to the Center for Internet Security (CIS) federal framework. The City will also continue the development of the network and security operations center, integrating security tools, enhancing modern device management practices, and deliver scheduled lifecycle replacements of network infrastructure, computers, radios, and other end-user equipment.

The City continues its priority project work of implementing and optimizing a new ERP system that involves replacing payroll and human resources. The City will also continue the implementation of radio infrastructure replacement project, replacing and installing the microwave backhaul network and radio infrastructure at tower sites with an upgrade to trunk technology. The department continues to update the multi-year purchase and prioritization plan for all hardware, software, and services for the radio system infrastructure.

Other key considerations include:

- Provide technology support for the development of Office of Performance and Data Analytics dashboard.
- Data Center Hardware Infrastructure – Sustain the primary data center, upgrade infrastructure, and continue preparations for the relocation to New City Hall.
- New City Hall – Implement wiring buildout and network infrastructure.
- Continue to migrate Geographic Information System applications to the Cloud – Reduce the City's data center footprint.
- IT Student Program – Continue to expand the IT Student Program, partnering with local colleges and universities to build a workforce pipeline by providing on-the-job training and career readiness for students.
- Network Infrastructure Optimization and Expansion – Continue to extend network management to other sites.
- Complete the update on the policies according to the CIS framework of 18 controls.

The FY 2023-24 IT budget incorporates additional ongoing costs for enhanced cybersecurity tools, and one-time project management consultant cost for a new computer-aided dispatch (CAD) system, and an additional \$2.4 million from fund balance for scheduled subscription renewals, computer equipment, network infrastructure, and portable radio replacements.

**Information Technology  
Internal Service Funds  
FY 2023-24 Annual Budget**

	<u>Technology 510-511</u> <i>See Page N-11</i>	<u>Communications 510-515</u> <i>See Page N-13</i>	<u>Internal Service Total</u>
<b>Beginning Available Balance</b>	<b>\$ 22,698,097</b>	<b>\$ 5,942,970</b>	<b>\$ 28,641,067</b>
<b>Revenues</b>			
Charge for Services			
Police	5,155,372	1,887,031	7,042,403
Fire	1,315,073	844,629	2,159,702
Other General Fund	2,642,624	3,990	2,646,614
Other Funds	5,870,387	139,160	6,009,547
	<u>14,983,456</u>	<u>2,874,810</u>	<u>17,858,266</u>
Refunds & Reimbursements	-	-	-
Investment Proceeds	457,200	160,000	617,200
	<u>15,440,656</u>	<u>3,034,810</u>	<u>18,475,466</u>
<b>Expenditures</b>			
General & Administrative	12,178,395	-	12,178,395
Operations & Maintenance	2,313,788	1,498,919	3,812,707
Equipment Replacements	3,474,925	2,168,165	5,643,090
Debt Service	-	-	-
	<u>17,967,108</u>	<u>3,667,084</u>	<u>21,634,192</u>
<b>Transfers</b>			
Transfer In	-	-	-
Transfer Out	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u>(2,526,452)</u>	<u>(632,274)</u>	<u>(3,158,726)</u>
<b>Ending Available Balance</b>	<u><u>\$ 20,171,645</u></u>	<u><u>\$ 5,310,696</u></u>	<u><u>\$ 25,482,341</u></u>
			\$ 18,475,466
			-
			<u>\$ 18,475,466</u>
			\$ 21,634,192
			-
			<u>\$ 21,634,192</u>



## NON-DEPARTMENTAL

### MISSION STATEMENT

To provide for citywide General Fund expenses not solely related to one department. Functions include: reporting, securing and providing technical assistance for grant funding from state, local and federal agencies; violence prevention and intervention; providing timely, accurate, and complete information that is readily accessible to the public, via print, web-based and broadcast mediums, about City services, events, issues and actions; responding to public inquiries and requests for public information; and reaching out to the community to encourage public participation in local government.

#### Budget at a Glance:

Total Revenues	\$777,814
Total Expenditures	\$30,313,141
Total Net Cost	\$29,535,327

### DEPARTMENT DESCRIPTION

Non-Departmental is a funding category for functions within the City Manager's Office that have citywide impact and are not directly attributable to any single department. The Non-Departmental funds are also used to pay for expenses and costs related to general elections costs, advertising and outreach for the City, contracts for legislative advocacy, certain Council initiatives and dues to the California League of Cities. In addition, the Non-Departmental section includes three other categories of funding that are citywide:

- Debt service payments, which under the Plan of Adjustment are limited to payments on the Stewart Eberhardt Building, Assured Guaranty Contingent Payment and Settlement Agreement, and a small amount of staff time.
- Transfers for Program Support for Other Funds (e.g. Capital Improvement Fund, Development Services, Golf, Entertainment Venues, Library, Recreation, etc.).
- Contingency Reserve of \$2 million to cover unexpected expenditures or emergencies.

### DEPARTMENT STRATEGIC WORK PLAN

Because the Non-Departmental budget is the funding source for functions administered by the City Manager's Office that have a citywide impact, the strategic work plan of these functions is to support the implementation of the City Council Strategic Targets and Priority Goals as outlined earlier in the budget document.

### PRIOR YEAR ACCOMPLISHMENTS

The City utilizes contracted advocates, at both the State and Federal levels, to accurately and persuasively represent the City of Stockton in Sacramento and Washington D.C. These efforts have not only assisted the City in securing millions of dollars in additional funds and grants but have also promoted legislation to support the City Council's Priority Goals, Strategic Targets, and protections to preserves local control. A Request for Proposals process was completed, and new contracts have been awards for both State and Federal advocacy services.

## NON-DEPARTMENTAL

The Non-Departmental budget also supported the City's costs associated with election processes, work related to redistricting, labor and litigation expenses, and other citywide efforts such as pursuing environmental and sustainability efforts.

Through the PEG fee, the City replaced Government Access Television equipment, moving from analog to fully digital HD programming, and improving community access and participation through closed captioning, and the City's ability to facilitate virtual meetings.

### KEY CONSIDERATIONS

The FY 2023-24 budget will allow the City to implement rebranding and marketing efforts in support of the Economic Development Strategic Action Plan, including the design and launch of a new website and supportive applications.

In broader consideration of the Non-Departmental budget; legislative advocacy, community outreach, and strategic media relations will play a pivotal role in moving forward with the City's goals and objectives. The City needs to work with government delegations, employees, citizens, visitors, and ultimately employers that may wish to locate their businesses here to continue the progress that this organization and community have made. The City is poised to build on its past accomplishments and leverage these successes to enhance Stockton's public image.



**Non-Departmental  
General Fund - 100  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Total Non-Departmental</b>				
Employee Services	\$ 172,120	\$ 140,749	\$ 150,878	\$ (163,633)
Other Services	1,807,275	1,522,072	2,665,089	3,126,791
Materials and Supplies	14,758	3,751	48,000	15,000
Other Expenses	(2,266,567)	(914,829)	(296,637)	(291,637)
Capital Outlay	-	-	-	-
Transfers Out	44,571,460	22,965,719	87,198,123	26,258,091
Total	<u>\$ 44,299,046</u>	<u>\$ 23,717,462</u>	<u>\$ 89,765,453</u>	<u>\$ 28,944,612</u>
<b>Election</b>				
Other Services	523,709	315,230	650,000	550,000
Total	<u>523,709</u>	<u>315,230</u>	<u>650,000</u>	<u>550,000</u>
<b>Labor and Litigation/Fiscal Sustainability*</b>				
Other Services	422,862	261,674	300,000	500,000
Total	<u>422,862</u>	<u>261,674</u>	<u>300,000</u>	<u>500,000</u>
<b>Other Administration</b>				
Employee Services	172,120	140,749	150,878	(163,633)
Other Services	860,704	945,168	1,715,089	2,076,791
Materials and Supplies	14,758	3,751	48,000	15,000
Other Expenses	(2,266,567)	(2,276,360)	(2,296,637)	(2,291,637)
Capital Outlay	-	-	-	-
Total	<u>(1,218,985)</u>	<u>(1,186,692)</u>	<u>(382,670)</u>	<u>(363,479)</u>
<b>Debt Service</b>				
Assured Guaranty Contingent Payment	1,654,000	4,482,000	4,482,000	5,027,000
Assured Guaranty Settlement	1,337,175	1,334,875	3,940,050	2,811,425
Debt Administration	-	-	-	150,000
Total	<u>2,991,175</u>	<u>5,816,875</u>	<u>8,422,050</u>	<u>7,988,425</u>

**Non-Departmental  
General Fund - 100  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Program Support for Other Funds</b>				
Transfers				
Library - 041	3,984,500	4,068,000	4,109,000	4,109,000
Recreation - 044	3,840,500	3,377,150	3,542,000	3,292,592
Entertainment Venues - 086	4,785,000	3,285,000	3,318,000	4,446,074
Development Services - 048	800,000	800,000	800,000	800,000
Golf - 481	275,000	235,700	110,000	110,000
Downtown Marina - 460	297,000	262,000	262,000	262,000
Grant Match - 025	10,093	-	-	100,000
Capital Improvement - 301	5,975,000	5,120,994	50,800,531	5,150,000
Information Technology ISF - 502	249,192	-	-	-
Fire Emer Comm - 130	-	-	700,000	-
Radio ISF - 503	5,250,000	-	5,134,542	-
Retirement ISF - 561	16,114,000	-	10,000,000	-
Total	<u>41,580,285</u>	<u>17,148,844</u>	<u>78,776,073</u>	<u>18,269,666</u>
<b>Contingency</b>				
Other Expenses	-	1,361,531	2,000,000	2,000,000
Total	<u>-</u>	<u>1,361,531</u>	<u>2,000,000</u>	<u>2,000,000</u>



**Administration and Support**  
**General Special Revenue - 260**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 1,626,475</b>	<b>\$ 1,688,267</b>	<b>\$ 2,243,905</b>	<b>\$ 1,550,084</b>
<b>Revenues</b>				
Flood Agency Reimbursement	317,919	364,689	327,878	362,814
Public Education Gov. Access Fee	330,261	552,839	405,358	415,000
Donations	-	2,500	-	-
Investment Proceeds	391	-	-	-
	<u>648,571</u>	<u>920,028</u>	<u>733,236</u>	<u>777,814</u>
<b>Expenditures</b>				
San Joaquin Area Flood Control Agency	362,864	353,609	327,878	362,814
Public Education Gov. Access Fee	223,915	1,152	97,179	1,005,715
Office of Violence Prevention	-	9,629	2,000	-
	<u>586,779</u>	<u>364,390</u>	<u>427,057</u>	<u>1,368,529</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out - Capital	-	-	(1,000,000)	-
	<u>-</u>	<u>-</u>	<u>(1,000,000)</u>	<u>-</u>
<b>Net Annual Activity</b>	<b>61,792</b>	<b>555,638</b>	<b>(693,821)</b>	<b>(590,715)</b>
<b>Ending Available Balance</b>	<b>\$ 1,688,267</b>	<b>\$ 2,243,905</b>	<b>\$ 1,550,084</b>	<b>\$ 959,369</b>

## TAB 12 DEBT



## DEBT

### CITY DEBT SERVICE FUNDS

Debt Service Funds are used to administer the City's General Government and Assessment District debt obligations.

#### Budget at a Glance:

Total Revenues	\$18,575,248
City Debt Service Fund	\$9,452,150
CFD & Assessment Districts	\$8,849,081
Administration	<u>\$265,100</u>
Total Expenditures	\$18,566,331
Total Net Cost	\$8,917

As part of its efforts to support the City Council's strategic goal of fiscal sustainability, the Administrative Services Department has concentrated on refunding most of the City's debt portfolio to take advantage of historically low-interest rates and to save Stockton's taxpayers and ratepayers millions of dollars. The City's debt obligations are described and organized below by the funding source responsible for the obligation.

### GENERAL FUND DEBT OBLIGATIONS

The City's General Fund secures the Assured Guaranty settlement. There are currently no other General Fund backed obligations. Other debt is administered in the City's Debt Service Fund or in individual budgets as described below.

#### Assured Guaranty Settlement Repayment

Upon exit from bankruptcy in FY 2014-15, the City started paying on an agreement with the insurer that replaced payments formerly required on the following bonds:

#### **Pension Obligation Bonds 2007 Series A and B**

The 2007 Taxable Pension Obligation Bonds, Series A and B were issued in the amount of approximately \$125.3 million. These bonds were issued to refinance a portion of the City's unfunded actuarial liability with respect to retirement benefits accruing to its members of the California Public Employees' Retirement System (CalPERS).

#### **Lease Revenue Bonds 2007 Series A and B – City Administration Building**

The 2007 bonds were issued in two series: Series A (Tax-Exempt) in the amount of approximately \$36.5 million and Series B (Taxable) in the amount of approximately \$4.3 million. The bonds were issued to finance the acquisition of property at 400 East Main Street which the City had planned to use as City Hall. The Plan of Adjustment and its accompanying settlement agreement canceled the bonds, and the City surrendered the property to the insurer. The City entered into a separate lease to occupy portions of the building.

The City's settlement agreement covered both bond series and was confirmed by the bankruptcy court effective February 25, 2015. The City's Plan of Adjustment contains the details of the modified agreement. The settlement agreement includes four series of payments to be made to the trustee. The first series of payments from restricted city funding sources began in 2014 and the second series of fixed payments from the General Fund started in 2018. Contingent payments described below went into effect in 2018 and the fourth series of supplemental payments started

## DEBT

in 2023. These payments are applied to the remaining bondholder debt service payments with the balance paid by the insurer. The City's fixed settlement payment and fees under the modified reimbursement agreement with the insurer are budgeted at approximately \$4.4 million.

This amount does not include an estimated payment for a "contingent revenue" that is required, in addition to the fixed payment streams, to be made to Assured Guaranty if core General Fund revenues (as defined in the settlement agreement) increase above those projected in the settlement agreement. The contingent payment due to be paid June 1, 2024, and a true-up payment based on actual FY 2022-23 revenues are budgeted at approximately \$5 million.

### INTERNAL SERVICE FUNDS DEBT SERVICE<sup>1</sup>

#### Capital Lease – Fire Vehicles (see page N-9)

The Fleet Internal Service Fund borrowed from the Workers' Compensation Internal Service Fund in FY 2018-19 to pay off three fire truck leases taken out in 2007, 2015, and 2017. This transaction resulted in savings of approximately \$300,000. The inter-fund loans do not carry any coverage pledges. As of the close of the fiscal year ended June 30, 2022, scheduled debt service to maturity includes principal of approximately \$1.8 million and interest of approximately 129,000. The 2007 final lease payoff occurred in FY 2022-23; therefore, the annual debt service payment on the other leases is budgeted at approximately \$446,000, a decrease of approximately \$42,000 in the Fleet Internal Service Fund from the prior fiscal year.

### COMMUNITY FACILITIES DISTRICTS AND ASSESSMENT DISTRICTS

Approximately 16 special districts have been formed throughout the City to finance improvements that support development through the issuance of bonds. The types of improvements the districts have financed include subdivision improvements, streetlights, and parks. Assessments are levied and added to the property tax roll on properties within the various districts and assessments provide the source of payment on the bonds. The annual debt service payment is budgeted at approximately \$7.9 million. There are no coverage requirements to be met on these bonds. As of June 30, 2022, scheduled debt service to maturity includes principal of approximately \$105.8 million and interest of approximately \$60 million.

### SUCCESSOR AGENCY, PARKING AUTHORITY AND UTILITIES DEBT

Other City debt obligations secured by the Successor Agency, Parking Authority and utility funds are listed in the following pages for informational purposes only. These obligations are not an indebtedness of the City. Debt service payments are included within the Successor Agency, Parking Authority, and Municipal Utilities fund budgets.

#### SUCCESSOR AGENCY<sup>1</sup>

##### Successor Agency - 2016 Tax Allocation Refunding Bonds - Series A and B (see page L-8)

The Series A Bonds were issued in the approximate amount of \$73.3 million and the Taxable Series B Bonds were issued in the amount of approximately \$30 million in November 2016. The Bonds were issued to refund and defease the following obligations: 2003 Series A and B

## DEBT

Certificates of Participation (Redevelopment Housing Projects); 2004 Revenue Bonds (Stockton Events Center-Arena Project); and the 2006 Series A and C (Housing and Redevelopment Projects). Successor Agency property tax revenue that is pledged toward repayment of the bonds is the source for repayment. This debt is not an indebtedness of the City and is payable solely from revenues derived by the Successor Agency from incremental property tax revenues of the former Redevelopment Agency. There are no coverage requirements to be met on these bonds. As of June 30, 2022, scheduled debt service to maturity includes principal of approximately \$85.5 million and interest of approximately \$33.6 million. The annual debt service payment and bond fees are budgeted at approximately \$7.4 million.

### **PARKING AUTHORITY<sup>1</sup>**

#### Parking Revenue Bonds Series 2020 – Parking and Capital Projects (see page I-35)

The 2020 Revenue Bonds were issued in February 2020 in the approximate amount of \$24.4 million to refinance the 2015 Bankruptcy settlement on bonds issued in 2004 that financed the construction of two parking garages. In addition to paying off the Settlement, the 2020 Bonds also provided approximately \$3 million to address deferred capital maintenance and technology upgrades to existing facilities. The 2015 Settlement of the 2004 bonds removed the City's General Fund backing. The 2020 Bonds also have no General Fund backing and have a pledge of Net Revenues of the Parking Authority, which makes the payments toward the bonds. Annual payments and fees for the 2020 Revenue Bonds are budgeted at approximately \$1.7 million in the Parking Authority Fund.

The Parking Authority borrowed from the Workers' Compensation Internal Services Fund in FY 2018-19 to pay off the 2006 Essential Services Building Refunding Bonds. The annual debt service payment is budgeted at approximately \$779,000 in the Parking Authority Fund.

In the 2020 Installment Purchase Agreement, the Parking Authority covenants to fix, prescribe and collect rates, fees, and charges with respect to the Parking Facilities during each Fiscal Year, which are estimated to yield Net Parking Revenues for such Fiscal Year equal to at least 125% of Parity Debt Service for such Fiscal Year. The coverage was calculated as 1.57 times Net Revenues for the latest fully audited year.

As of June 30, 2022, scheduled debt service to maturity includes principal in the amount of \$24.1 million and interest in the approximate amount of \$18 million.

### **MUNICIPAL UTILITIES DEBT<sup>1</sup>**

#### Stockton Public Financing Authority Revenue Bonds Series 2018A (See page L-9)

The 2018A Water Refunding Revenue Bonds, Series A were issued in the amount of approximately \$145.2 million in November 2018. The 2018A Bonds refunded bonds issued in 2002 (refinance of bonds issued in 1993), 2005 (financed numerous projects), and 2009 (financed a large portion of the Delta Water Supply Project). The repayment of the 2018A Bonds is from a pledge of net revenues of the Water Utility Fund. The annual debt service payment and bond fees are budgeted at approximately \$11.6 million.

#### Stockton Public Financing Authority Revenue Bonds Series 2019A (See page L-9)

## DEBT

The 2019 Water Revenue Bonds, Series A were issued in the amount of approximately \$54.8 million in November 2019. The 2019A Bonds were issued to refinance bonds previously issued for the design and construction of the final phase of the Delta Water Supply Project. The repayment of the 2019A Bonds is from a pledge of net revenues of the Water Utility Fund. The annual debt service payment and bond fees are budgeted at approximately \$2.4 million.

As of June 30, 2022, scheduled debt service to maturity for Series 2018A and 2019A includes principal in the approximate amount of \$183.6 million and interest of approximately \$86.5 million.

In the 2018 and 2019 Installment Purchase Agreements, the Water Utility covenants to fix, prescribe and collect rates, fees, and charges for Water Service during each Fiscal Year which are estimated to yield Net System Revenues for such Fiscal Year equal to at least the Coverage Requirement for such Fiscal Year. Coverage was calculated as 2.47 times Net Revenues for the latest fully audited year.

### Stockton Public Financing Authority Wastewater Revenue Refunding Bonds Series 2014 (See page L-10)

The 2014 Wastewater Revenue Bonds were issued in the amount of approximately \$69.4 million in November 2014 to refund and defease Certificates of Participation issued by the Utility in 1998 and 2003. These earlier debt issues financed various projects throughout the wastewater system. The repayment of the 2014 Bonds is from a pledge of net revenues of the Wastewater Fund. The annual debt service payment and bond fees are budgeted at approximately \$6.5 million.

### Stockton Public Financing Authority Wastewater 2020 WIFIA Federal EPA Loan (See page L-10)

The 2020 Water Infrastructure Finance and Innovation Act Series 2020 loan was entered into with the United States Environmental Protection Agency on September 30, 2020, in an amount of approximately \$108 million, which was drawn in late 2020 to facilitate the payoff of short-term interim financing for improvements to the City's wastewater system, including improvements to the Regional Wastewater Control Facility. Repayment of the 2020 loan is pledged from the net revenues of the Wastewater Fund. The annual debt service payment and fees for the Loan are budgeted at approximately \$1.3 million.

As of June 30, 2022, scheduled debt service to maturity for the 2014 and 2020 issuances includes: principal of approximately \$151.8 million and interest of approximately \$34 million.

In the 2014 and 2020 Installment Purchase Agreements, the Wastewater Utility covenants to fix, prescribe and collect rates, fees, and charges for Wastewater Service during each Fiscal Year which are estimated to yield Net System Revenues for such Fiscal Year equal to at least the Coverage Requirement for such Fiscal Year. Coverage was calculated as 4.01 times Net Revenues for the latest fully audited year.

## DEBT

### OTHER DEBT SERVICE<sup>1</sup>

#### Section 108 Loans (See page I-13)

The City entered into four Section 108 loan guarantee agreements with the U.S. Department of Housing and Urban Development to complete redevelopment projects. Three have been paid off, and the remaining one will be repaid from Community Development Block Grant entitlement funds with an annual debt service payment of approximately \$2 million in FY 2023-24 and an additional payment of approximately \$631,000 to prepay the loan payment due August 1, 2024. There are no coverage requirements to be met on this loan.

### BOND RATINGS

The City of Stockton currently has investment grade ratings on its enterprise funds debt, ranging from a BBB- from Standard & Poors (S&P) on the 2020 Parking Revenue Bonds to AA- from Fitch on the 2018 Water Refunding Revenue Refunding Bonds. Additional information on the City's outstanding debt may be obtained at:

[http://www.stocktongov.com/files/9-21-20\\_Ratings\\_Update\\_for\\_Webpage.pdf](http://www.stocktongov.com/files/9-21-20_Ratings_Update_for_Webpage.pdf)

The City has no current General Fund rating as the only General Fund-backed debt is the 2015 Assured Guaranty Settlement. At the time of their payoff, S&P rated the 2006 Essential Services Bonds at BB, and Moody's issued a rating of A3 in April 2019, shortly after the 2006 bonds were paid off.

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<sup>1</sup> Not included in the Budget at a Glance amounts because cost of debt is included in other budget sections.



**City Debt Service Funds  
FY 2023-24 Annual Budget**

	<b>Debt and Cash Administration 400</b>	<b>Assured Guaranty Repayment 400</b>	<b>CFD and 1915 Act Debt Service 730</b>	<b>Total</b>
<b>Date Issued</b>		<b>2/25/2015</b>	<b>Various</b>	
<b>Purpose</b>		<b>Settlement Agreement</b>	<b>Assessment Districts</b>	
<b>Beginning Available Balance</b>	<b>\$ 284,638</b>	<b>\$ 1,646,025</b>	<b>\$ -</b>	<b>\$ 1,930,663</b>
<b>Revenues</b>				
Charges for Services	64,000	1,673,742	-	1,737,742
Assessments	-	-	8,849,081	8,849,081
	<b>64,000</b>	<b>1,673,742</b>	<b>8,849,081</b>	<b>10,586,823</b>
<b>Expenditures</b>				
Principal	-	237,557	3,696,000	3,933,557
Interest	-	4,187,593	4,182,495	8,370,088
Contingent Payment	-	5,027,000	-	5,027,000
Administrative Costs	657,800	2,300	473,253	1,133,353
Other Debt Service Cost	-	-	497,333	497,333
Cost Reimbursed	(395,000)	-	-	(395,000)
Capital Projects	-	-	-	-
	<b>262,800</b>	<b>9,454,450</b>	<b>8,849,081</b>	<b>18,566,331</b>
<b>Transfers</b>				
Transfer In - General Fund	180,000	7,808,425	-	7,988,425
Transfer In - Other	-	-	-	-
Transfer Out	-	-	-	-
	<b>180,000</b>	<b>7,808,425</b>	<b>-</b>	<b>7,988,425</b>
<b>Net Annual Activity</b>	<b>(18,800)</b>	<b>27,717</b>	<b>-</b>	<b>8,917</b>
<b>Ending Available Balance</b>	<b>\$ 265,838</b>	<b>\$ 1,673,742</b>	<b>\$ -</b>	<b>\$ 1,939,580</b>
			Revenues	\$ 10,586,823
			Transfers	7,988,425
			<b>Total Sources</b>	<b>\$ 18,575,248</b>
			Expenditures	\$ 18,566,331
			Transfers	-
			<b>Total Appropriations</b>	<b>\$ 18,566,331</b>

**City Debt Service Fund - 400**  
**FY 2023-24 Annual Budget**

	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Actual</u>	<u>FY 2022-23</u> <u>Projected</u>	<u>FY 2023-24</u> <u>Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 2,008,720</b>	<b>\$ 1,969,364</b>	<b>\$ 1,826,365</b>	<b>\$ 1,930,663</b>
<b>Revenues</b>				
Charges for Services	1,592,496	1,618,283	1,646,025	1,673,742
Other	91,363	-	123,450	64,000
Investment Proceeds	4,787	(3,576)	-	-
	<u>1,688,646</u>	<u>1,614,707</u>	<u>1,769,475</u>	<u>1,737,742</u>
<b>Expenditures</b>				
Principal Payments	130,569	164,013	198,847	237,557
Interest Expense	2,770,561	2,763,358	4,199,186	4,187,593
Contingent Payment	1,654,000	4,482,000	5,490,000	5,027,000
Operating Expenses	2,300	2,300	2,300	2,300
Administration & Overhead	462,886	468,357	593,894	657,800
Cost Reimbursed	(301,139)	(305,447)	(397,000)	(395,000)
	<u>4,719,177</u>	<u>7,574,581</u>	<u>10,087,227</u>	<u>9,717,250</u>
<b>Transfers</b>				
Transfer In - General Fund	2,991,175	5,816,875	-	-
Transfer In - Other	-	-	8,422,050	7,988,425
Transfer Out	-	-	-	-
	<u>2,991,175</u>	<u>5,816,875</u>	<u>8,422,050</u>	<u>7,988,425</u>
<b>Net Annual Activity</b>	<u>(39,356)</u>	<u>(142,999)</u>	<u>104,298</u>	<u>8,917</u>
<b>Ending Available Balance</b>	<b>\$ 1,969,364</b>	<b>\$ 1,826,365</b>	<b>\$ 1,930,663</b>	<b>\$ 1,939,580</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 1,782,636		
Current Liabilities		43,725		
Ending Available Balance		<u>\$ 1,826,361</u>		

**Successor Agency Debt Service Fund - 700  
FY 2023-24 Annual Budget**

	Revenue Bonds 2016A Series 700	Revenue Bonds 2016B Series 700	Total Debt Service 700
Date Issued	<u>11/3/2016</u>	<u>11/3/2016</u>	
Purpose	<u>RDA Projects</u>	<u>Housing RDA Projects</u>	
<b>Expenditures</b>			
Principal	\$ -	\$ 3,840,000	\$ 3,840,000
Interest	3,373,800	237,638	3,611,438
Administration	5,000	5,000	10,000
	<u>3,378,800</u>	<u>4,082,638</u>	<u>7,461,438</u>
<b>Transfers</b>			
Transfer In - Successor Agency	<u>3,378,800</u>	<u>4,082,638</u>	<u>7,461,438</u>
	<u>3,378,800</u>	<u>4,082,638</u>	<u>7,461,438</u>
<b>Net Annual Activity</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Water Debt Service Funds - 600  
FY 2023-24 Annual Budget**

	<b>Stockton Public Financing Authority Revenue Bonds Series 2018A 600</b>	<b>Stockton Public Financing Authority Revenue Bonds Series 2019A 600</b>	<b>Total Water Debt Service</b>
<b>Date Issued</b>	<u>11/20/2018</u>	<u>11/1/2019</u>	
<b>Purpose</b>	<u>Delta Water Supply Project</u>	<u>Delta Water Supply Project</u>	
<b>Revenues</b>			
Charges for Services	\$ -	\$ -	\$ -
Build America Bonds	-	-	-
Other Revenue	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
<b>Expenditures</b>			
Principal	5,650,000	570,000	6,220,000
Interest	5,951,050	1,850,538	7,801,588
Operating Expenses	3,000	4,000	7,000
Capital Projects	-	-	-
	<u>11,604,050</u>	<u>2,424,538</u>	<u>14,028,588</u>
<b>Transfers</b>			
Transfer In			
Water User Fees - 421	10,348,096	2,424,538	12,772,635
Water Connections Fees - 424	1,255,954	-	1,255,954
Delta Water Surface Fee - 425	-	-	-
Transfer Out			
Water Debt Service - 423	-	-	-
Water Capital Projects - 427	-	-	-
	<u>11,604,050</u>	<u>2,424,538</u>	<u>14,028,589</u>
<b>Net Annual Activity</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Wastewater Debt Service Funds - 610**  
**FY 2023-24 Annual Budget**

	Stockton Public Financing Authority Wastewater Revenue Refunding Bonds Series 2014	Stockton Public Financing Authority Water Infrastructure Finance and Innovation Act (WIFIA)	Total Wastewater Debt Service
Date Issued	10/22/2014	9/30/2020	
Purpose	Wastewater Projects	Wastewater Projects	
<b>Expenditures</b>			
Principal	\$ 4,635,000	\$ -	\$ 4,635,000
Interest	1,851,375	1,296,000	3,147,375
Disclosure fees	3,000	3,000	6,000
	<u>6,489,375</u>	<u>1,299,000</u>	<u>7,788,375</u>
<b>Transfers</b>			
Transfer In			
Wastewater User Fees - 431	2,920,219	1,299,000	4,219,219
Wastewater Connection Fees Capital Projects - 434	3,569,156	-	3,569,156
	<u>6,489,375</u>	<u>1,299,000</u>	<u>7,788,375</u>
<b>Net Annual Activity</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

## TAB 13 CAPITAL



# CAPITAL IMPROVEMENT PROGRAM

## MISSION STATEMENT

The Capital Improvement Program is a five-year plan of the public projects necessary to maintain and improve the public works of the City and the orderly implementation of the Stockton General Plan. The public works include buildings, parks, golf courses, utilities, and transportation systems.

### Budget at a Glance:

Total Revenues	\$104,467,163
Total Expenditures	\$97,428,404
Total Net Cost	\$7,038,759

## PROGRAM DESCRIPTION

The projects listed in the five-year Capital Improvement Plan (CIP) have a minimum estimated individual cost of \$50,000 and provide long-term assets that maintain and improve our community. Budgeted funds for each project cover design, construction, equipment, land purchases, project administration, and contingency costs. The Capital Improvement Program generally includes buildings, parks, golf courses, utilities, roads, bridges and other transportation system projects. The costs identified in the first year of the program are appropriated as a part of the operating and capital budget process. Each year, the five-year plan is reviewed considering the City's needs, priorities, available funds, and revised as necessary.

## PRIOR YEAR ACCOMPLISHMENTS

The City generally uses Federal grants, State grants, tax measure, developer fees, and local funding to complete capital projects in the City.

Major projects completed in the prior year are:

- El Dorado Street Road Diet
- McNair Soccer Complex Phase 2
- Rectangular Rapid Flashin Beacon Installation
- Stockton Soccer Complex Phase II
- Bear Creek and Pixley Slough Bicycle and Pedestrian Path
- BRT Phase 1B Corridor Improvements
- Rule 20A Downtown Streetlighting Program
- Alexandria Culvert Replacement
- Bus Rapid Transit (BRT)1- B
- Union Street Sanitary Sewer Line Rehabilitation
- West Lane Traffic Responsive
- March Lane East Bay MUD (EBMUD) Bike Path
- Police Headquarters Women's Locker Room Remodel
- Pacific Avenue Raised Median
- Sierra Nevada Sanitary Sewer Rehabilitation
- Dr. Martin Luther King Jr. Blvd. and Aurora St. Sidewalk and Fencing



## CAPITAL IMPROVEMENT PROGRAM

- Neighborhood Traffic Management Program – Eight Neighborhoods
- Lincoln and Eighth Roundabout
- Safe Routes To School Safety Priority Projects
- Hunter Street Road Diet
- Navy Drive at I-5 Sewer Rehabilitation
- Lighted Crosswalk Upgrades
- Left Turn Phasing at Three Intersections
- 2016 Sanitary Sewer Rehabilitation
- Real Time Traffic Flow Monitoring
- Annual Street Resurfacing of existing street pavement
- Annual Curb, Gutter, and Sidewalk Replacement
- 2022 Wastewater Master Plan
- 2023 Stormwater Master Plan
- Rehabilitation of the Regional Wastewater Control Facility (RWCF) Bioscrubber No. 2 Vessel
- Replaced the RWCF digester gas piping expansion joints
- Replaced sewer pipe Air Relief Valves along Metro Drive
- Completed Construction of and Commissioned into Operation the New Secondary Clarifiers, Aeration Basins, Blowers, Primary Effluent Pump Station, Chemical Feed System, new Vactor Pad, RAS Pump Station, and Primaries 1-4, 7 and 8

Key projects completed design and prepared for construction:

- South Airport Way Separated Bikeway
- McKinley Park Renovation Project
- New Parking Lot at New City Hall
- Neighborhood Traffic Management Program (NTMP) – Traffic Circles
- Victory Park Pool Replacement
- Safe Routes To School Sidewalk Network Gap Completion
- California Street Road Diet
- Center Street Weir Repair
- Left Turn Lanes at Airport Way / Hazelton Avenue
- Pacific and March Lane Intersection Improvements
- Alpine and Alvarado Conversion to 3-Way Traffic Signal
- Bridge Rehabilitation and Replacement
- Rehabilitation of South Stockton System Groundwater Well SSS9

## CAPITAL IMPROVEMENT PROGRAM

- Brookside North Stormwater Pump Station discharge pipe rehabilitation

In addition, staff also completed the following important documents that will help guide future priorities and operations:

- Fiber Optic Master Plan

### KEY CONSIDERATIONS

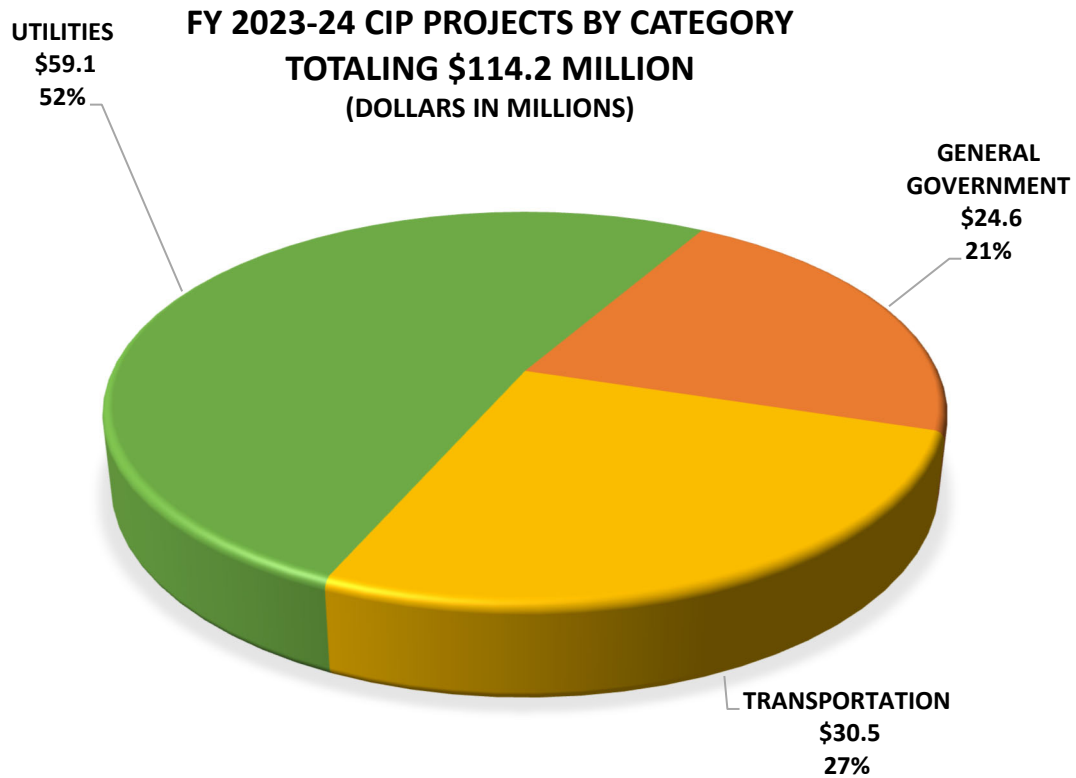
The CIP includes a list of projects with a total value of \$1.36 billion, including Municipal Utility projects of \$273.1 million, transportation projects of \$717 million, and other citywide projects of \$372.4 million. The first year of the CIP is financially constrained and reflects projects where the City has identified funding. The second year through the fifth year of the CIP, reflect the City's unfunded facility and transportation needs in addition to projects with identified or anticipated funding. The majority of the unfunded projects are in the fourth and fifth years. In accordance with the Long-Range Financial Plan, the CIP assumes \$1.1 million from the General Fund annually. This amount is insufficient to fund the General Fund capital improvement needs over the same five-year period, which are estimated at over \$337 million. In total, there is an additional \$977.8 million in unfunded needs identified in the plan. There are some projects the City expects to begin within the five years of this document, but the full project cost is not shown because the projects will not be completely funded until future years. General Fund contributions are higher than typical since \$5.1 million for the New City Hall Renovation and Relocation project is being funded.

The capital program envisions funding \$114.5 million in projects in FY 2023-24. This year is the only year of the plan with available funding appropriated. FY 2023-24 funding by program is as follows: \$21.2 million for General Government projects; \$34.1 million for Transportation/Street projects; and \$59.2 million for Utilities projects. Of the \$21.2 million for General Government projects, \$14.8 million is from unrestricted General Fund sources, excluding Parking, Fleet, Strong Communities, and one-time special reimbursements. Proposed funding for utility projects is from utility fees.

The transportation projects assumed in the CIP require an allocation in FY 2023-24 of \$34.1 million, with \$10.4 million coming from State and Federal grants, \$8 million from Gas Tax Road Maintenance Rehabilitation Account – SB1 funding, and \$2.9 million from Measure K. Additional funding sources include Gas Tax-HUTA, Transportation Development Act (TDA), and Public Facility Fees (PFF) monies for specific infrastructure improvements and other reimbursements.

## CAPITAL IMPROVEMENT PROGRAM

The following chart summarizes the FY 2023-24 capital projects by the three categories in the CIP: General Government, Transportation, and Utilities.



# CAPITAL IMPROVEMENT PROGRAM

## General Government

This category includes improvements associated with City-owned facilities, including police, fire, parks, golf courses, libraries, community centers, and city buildings. The CIP assumes these improvements are funded from the General Fund, as well as dedicated funding sources such as PFF, Measure M Strong Communities, and other reimbursements.

The recommended General Fund allocation for capital projects in FY 2023-24 is \$6.4 million, which has been allocated to several projects that address the Council's strategic priorities relative to infrastructure. These projects are:

- ADA Compliance Program
- Civic Auditorium Stage Controls Rigging
- Banner Island Ballpark Upgrades
- Oak Park Back up well Construction
- Dr. Martin Luther King Boulevard Underpass Enhancements
- Oak Park Senior Center Restrooms and ADA Upgrades
- Roof Replacement and Construction Program
- New City Hall Renovations and Relocation

## Transportation

The City funds improvements to its transportation system from non-General Fund sources that are restricted to transportation uses. These sources include State and Federal grants, Transportation Development Act, Gas Tax, SB 1 (RMRA), Measure K, PFF, and other sources.

The transportation projects included in the CIP represent the City's continuing effort to improve traffic flow, pedestrian-bicycle safety, and personal mobility; reduce air pollution; accommodate growth; foster economic development; promote the use of alternate transportation modes; and preserve the transportation infrastructure. The City draws projects from many sources, including existing precise road plans, Circulation Element of the General Plan, Bicycle Master Plan, Safe Routes to School Plan, Downtown Active Transportation Plan, Systemic Safety Analysis report, Local Road Safety Plan, Complete Streets Plans and other local and regional plans.

The City has been successful in obtaining significant funding for transportation projects from regional, state, and federal funding sources. Based on past performance, the CIP includes an aggressive list of transportation projects for which Public Works will seek grant funds planning, design, and construction of the needed improvements.

In general, the larger transportation projects included for funding in FY 2023-24 include:

- Accessible Pedestrian Signals (APS) Program
- Citywide Traffic Safety Program
- West Lane @ UPRR Queue Cutter

## CAPITAL IMPROVEMENT PROGRAM

- Main and Market Complete Streets Phase 1- ATP Cycle 6
- Alpine Pershing Mendocino Bicycle-Pedestrian Connectivity – ATP Cycle 6
- Downtown Stockton Weber Avenue Bike and Ped Connectivity – ATP Cycle 6
- Wilson Way Safety Lighting at the BNSF Underpass - HSIP Cycle 11
- El Dorado Street Pedestrian and Bicycle Safety Connectivity - HSIP Cycle 11
- Hammer Lane Traffic Safety Improvements - HSIP Cycle 11
- Systemic Pedestrian Safety Enhancements - HSIP Cycle 11
- Bridge Rehabilitation and Replacement Program – Phase 7
- LED Street Lights Conversion – Phase 6
- Neighborhood Traffic Calming Program
- City Street Restriping Project
- Streets Resurfacing on Federal-Aid Streets Program
- Traffic Signal Control Program
- Traffic Signal Modification Program
- Airport Way over Mormon Slough Fire Damage Repair
- Local Street Resurfacing Program
- Sidewalk, Curb, and Gutter Repair Program
- Street Furniture Painting
- Street Light Pole Replacement
- Airport Way Sewer Trunk Rehabilitation
- Lincoln Road Sanitary Sewer Trunk Rehabilitation

### Utilities

The City funds capital improvements to its Water, Wastewater, and Stormwater utility systems from non-General Fund sources dedicated to utility operations, maintenance, and improvements. These sources include utility user fees, connection fees, and PFF.

The Municipal Utilities Department continues to budget new project funds in the Water Utility for improvements and repairs at Delta Water Treatment Plant (DWTP) and water service laterals at various locations. Other projects in the FY 2023-24 budget include the DWTP Recharge Basin, Campus Improvements, Newcastle Loop Phase 2, evaluation and rehabilitation of wells and reservoirs, rehabilitation of South Stockton System Groundwater Well SSS8, and water main relocation along Bonniebrook Drive.

The Wastewater Master Plan Update was completed, approved, and adopted by the City Council on October 18, 2022. The RWCF Modifications Project, a major component of the 2011 Capital Improvement and Energy Management Plan (CIEMP), is a multi-year \$248 million project to

## CAPITAL IMPROVEMENT PROGRAM

repair, replace and upgrade the treatment process units at the RWCF. Upgrades and improvements to the RWCF were originally identified in the 2011 CIEMP, and additional improvements are now necessary to meet treated wastewater discharge limits regulated by the Central Valley Regional Water Quality Control Board by June 1, 2024. The project has progressed steadily, with design plans completed and construction currently underway at 84% complete. The Wastewater Utility is also proposing to fund other improvements both within the RWCF and throughout the City, such as the rehabilitation of several trunk sewer line facilities and pump stations, the design and construction of a floodwall to protect the RWCF, and assessment of the Fourteen Mile Slough Sanitary Pump Station.

The Stormwater Master Plan Update was completed, approved, and adopted by the City Council on March 7, 2023. The Stormwater Utility fee has been unchanged since 1992, and the utility's revenues have not kept pace with the costs for needed capital improvements. Therefore, the CIP moves several large number of capital improvement projects to later years. For FY 2023-24, available funding will be used to address a small fraction of needed pipeline deficiencies.

### Capital Improvement Plan Operational Impact

The City of Stockton's capital improvement program is primarily focused on maintaining existing facilities and infrastructure. Of the \$114.5 million appropriated for capital projects in FY 2023-24, only a few capital projects are expected to impact ongoing operating costs. The ongoing operating costs are included in the City's budget and may include personnel, supplies, and contract costs needed to maintain completed projects.

- New City Hall Renovation and Relocation project will result in ongoing utility, janitorial, and building maintenances expenses, which are partially budgeted with remaining costs offset by the closure of other office buildings and energy efficiency features.
- The Regional Wastewater Control Facility Modifications Project, while a major facility upgrade, is not expected to result in additional staffing needs. Many features integrated in the project will be more efficient than the current facility and may result in cost savings.
- Projects for initial studies of facility renovations, such as the Aquatic Facilities Renovation and Replacement project, will further define the project scope so that that future operating expenses can be estimated. Operating changes resulting in increased costs will be funded by Strong Communities tax measure initially.

The Capital Improvement Plan includes development financed facilities and infrastructure through Public Facility Fees. The anticipated expenditure changes related to these capital projects are planned in the City's Long-Range Financial Plan.



**Capital Project Funds  
Summary  
FY 2023-24 Annual Budget**

	<u>General Government</u> <i>See Page M-10</i>	<u>Transportation Programs</u> <i>See Page M-11</i>	<u>Public Facilities Fees</u> <i>See Page M-12</i>	<u>Capital Improvement Total</u>
<b>Beginning Available Balance</b>	<b>\$ 22,943,563</b>	<b>\$ 35,789,957</b>	<b>\$ 38,407,550</b>	<b>\$ 97,141,070</b>
<b>Revenues</b>				
Grants	20,787,554	-	-	20,787,554
Fees	14,852,687	17,730,514	5,931,060	38,514,261
Investment Proceeds	186,778	-	267,250	454,028
Other Revenue	-	7,916,980	-	7,916,980
	<b>35,827,019</b>	<b>25,647,494</b>	<b>6,198,310</b>	<b>67,672,823</b>
<b>Expenditures</b>				
Capital Projects - General Government	24,591,000	-	1,000,000	25,591,000
Capital Projects - Streets/Transportation	26,823,291	2,665,909	-	29,489,200
Other	11,528,494	13,327,888	-	24,856,382
	<b>62,942,785</b>	<b>15,993,797</b>	<b>1,000,000</b>	<b>79,936,582</b>
<b>Transfers</b>				
Transfer In - General Fund	5,150,000	-	-	5,150,000
Transfer In - Multi-funded	23,351,737	-	-	23,351,737
Transfer In - Other	75,000	-	-	75,000
Transfer In - Public Facilities Fees	800,000	-	378,844	1,178,844
Transfer Out	(14,541,000)	(8,810,737)	(1,178,844)	(24,530,581)
	<b>14,835,737</b>	<b>(8,810,737)</b>	<b>(800,000)</b>	<b>5,225,000</b>
<b>Net Annual Activity</b>	<b>(12,280,029)</b>	<b>842,960</b>	<b>4,398,310</b>	<b>(7,038,759)</b>
<b>Ending Available Balance</b>	<b>\$ 10,663,534</b>	<b>\$ 36,632,917</b>	<b>\$ 42,805,860</b>	<b>\$ 90,102,311</b>
			Revenues	\$ 67,672,823
			Transfers	29,755,581
			Total Sources	<b>\$ 97,428,404</b>
<b>Reconciliation of Capital Funds</b>				
Capital Projects	\$ 55,080,200		Expenditures	\$ 79,936,582
Economic Dev. Parking Authority (pg. I-35)	-		Transfers	24,530,581
Utilities (pg. J-9)	59,084,527		Total Capital Project Funds	<b>\$ 104,467,163</b>
Total Appropriations	<b>\$ 114,164,727</b>			
			Utilities Projects	<b>\$ 59,084,527</b>
Project Total by Category (pg. M-16)	<b>\$ 114,164,727</b>			



**Capital Project Funds  
General Government Funds  
FY 2023-24 Annual Budget**

	<b>General Capital 300</b>	<b>Federal &amp; State Grants 300</b>	<b>Public Art 300-304</b>	<b>Strong Communities 210</b> <i>See Page G-11</i>	<b>General Government Total</b>
<b>Beginning Available Balance</b>	<b>\$ 3,625,000</b>	<b>\$ -</b>	<b>\$ 551,940</b>	<b>\$ 18,766,623</b>	<b>\$ 22,943,563</b>
<b>Revenues</b>					
Grants	-	20,787,554	-	-	20,787,554
Other Revenue	-	-	-	-	-
Fees	-	-	-	14,852,687	14,852,687
Investment Proceeds	-	-	-	186,778	186,778
	<b>-</b>	<b>20,787,554</b>	<b>-</b>	<b>15,039,465</b>	<b>35,827,019</b>
<b>Expenditures</b>					
Capital Projects - General Government	24,591,000	-	-	-	24,591,000
Capital Projects - Streets/Transportation	6,035,737	20,787,554	-	-	26,823,291
Other Maintenance	-	-	315,018	-	315,018
Other Expenses	-	-	-	11,213,476	11,213,476
	<b>30,626,737</b>	<b>20,787,554</b>	<b>315,018</b>	<b>11,213,476</b>	<b>62,942,785</b>
<b>Transfers</b>					
Transfer In - General Fund	5,150,000	-	-	-	5,150,000
Transfer In - Multi-funded	23,351,737	-	-	-	23,351,737
Transfer In - Other	75,000	-	-	-	75,000
Transfer In - Public Facilities Fees	800,000	-	-	-	800,000
Transfer Out - Multi-funded	-	-	-	(14,541,000)	(14,541,000)
	<b>29,376,737</b>	<b>-</b>	<b>-</b>	<b>(14,541,000)</b>	<b>14,835,737</b>
<b>Net Annual Activity</b>	<b>(1,250,000)</b>	<b>-</b>	<b>(315,018)</b>	<b>(10,715,011)</b>	<b>(12,280,029)</b>
<b>Ending Available Balance</b>	<b>\$ 2,375,000</b>	<b>\$ -</b>	<b>\$ 236,922</b>	<b>\$ 8,051,612</b>	<b>\$ 10,663,534</b>

**Capital Project Funds  
Transportation Funds  
FY 2023-24 Annual Budget**

	<b>Gas Tax 240</b>	<b>Transportation Dev. Act. 245</b>	<b>Measure K Maintenance 250</b>	<b>Transportation Total</b>
	<i>See Page F-13</i>		<i>See Page F-15</i>	
<b>Beginning Available Balance</b>	<b>\$ 13,799,418</b>	<b>\$ 811,994</b>	<b>\$ 21,178,545</b>	<b>\$ 35,789,957</b>
<b>Revenues</b>				
Grants	-	-	-	-
Taxes	17,119,777	610,737	-	17,730,514
Reimbursements	-	-	7,916,980	7,916,980
Investment Proceeds	-	-	-	-
	<u>17,119,777</u>	<u>610,737</u>	<u>7,916,980</u>	<u>25,647,494</u>
<b>Expenditures</b>				
Capital Projects - General Government	-	-	-	-
Capital Projects - Transportation	1,895,909	-	770,000	2,665,909
Other	7,987,888	-	5,340,000	13,327,888
	<u>9,883,797</u>	<u>-</u>	<u>6,110,000</u>	<u>15,993,797</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	(6,100,000)	(610,737)	(2,100,000)	(8,810,737)
	<u>(6,100,000)</u>	<u>(610,737)</u>	<u>(2,100,000)</u>	<u>(8,810,737)</u>
<b>Net Annual Activity</b>	<u>1,135,980</u>	<u>-</u>	<u>(293,020)</u>	<u>842,960</u>
<b>Ending Available Balance</b>	<u><u>\$ 14,935,398</u></u>	<u><u>\$ 811,994</u></u>	<u><u>\$ 20,885,525</u></u>	<u><u>\$ 36,632,917</u></u>

**Capital Project Funds  
Public Facilities Fee  
FY 2023-24 Annual Budget**

	<b>Traffic Signals All 310-311</b>	<b>Street Improvements Citywide 310-312</b>	<b>Street Improvements Reg Traffic 310-324</b>	<b>Community Recreation Centers-Citywide 310-313</b>	<b>City Office Space 310-314</b>
<b>Beginning Available Balance</b>	<b>\$ 1,947,818</b>	<b>\$ 8,614,020</b>	<b>\$ 15,308,092</b>	<b>\$ 61,853</b>	<b>\$ 380,373</b>
<b>Revenues</b>					
Fees	446,000	1,229,040	2,058,750	89,500	32,270
Investment Proceeds	11,000	20,000	119,250	500	-
	<b>457,000</b>	<b>1,249,040</b>	<b>2,178,000</b>	<b>90,000</b>	<b>32,270</b>
<b>Expenditures</b>					
Capital Projects	-	1,000,000	-	-	-
Other	-	-	-	-	-
	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers</b>					
Transfer In	-	218,129	-	-	-
Transfer Out	-	(800,000)	-	(74,186)	-
	<b>-</b>	<b>(581,871)</b>	<b>-</b>	<b>(74,186)</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>457,000</b>	<b>(332,831)</b>	<b>2,178,000</b>	<b>15,814</b>	<b>32,270</b>
<b>Ending Available Balance</b>	<b>\$ 2,404,818</b>	<b>\$ 8,281,189</b>	<b>\$ 17,486,092</b>	<b>\$ 77,667</b>	<b>\$ 412,643</b>

(a)

(a) These fee programs have been over leveraged with spending outpacing available revenues.

**Capital Project Funds**  
**Public Facilities Fee, Continued**  
**FY 2023-24 Annual Budget**

	<b>Fire Station Citywide 310-315</b>	<b>Library Citywide 310-316</b>	<b>Police Station Expansion 310-317</b>	<b>Parkland Citywide 310-318</b>	<b>Street Trees 310-319</b>
<b>Beginning Available Balance</b>	<b>\$ 151,378</b>	<b>\$ 984,101</b>	<b>\$ 173,429</b>	<b>\$ 4,492,121</b>	<b>\$ 53,141</b>
<b>Revenues</b>					
Fees	100,500	211,000	235,000	45,250	-
Investment Proceeds	2,000	40,500	1,500	34,250	2,000
	<b>102,500</b>	<b>251,500</b>	<b>236,500</b>	<b>79,500</b>	<b>2,000</b>
<b>Expenditures</b>					
Capital Projects	-	-	-	-	-
Other	-	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers</b>					
Transfer In	-	160,715	-	-	-
Transfer Out	(160,715)	-	(143,943)	-	-
	<b>(160,715)</b>	<b>160,715</b>	<b>(143,943)</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>(58,215)</b>	<b>412,215</b>	<b>92,557</b>	<b>79,500</b>	<b>2,000</b>
<b>Ending Available Balance</b>	<b>\$ 93,163</b>	<b>\$ 1,396,316</b>	<b>\$ 265,986</b>	<b>\$ 4,571,621</b>	<b>\$ 55,141</b>
	(a)		(a)		

(a) These fee programs have been over leveraged with spending outpacing available revenues.

**Capital Project Funds  
Public Facilities Fee, Continued  
FY 2023-24 Annual Budget**

	<b>Street Signs 310-320</b>	<b>Street Lights City Wide 310-321</b>	<b>Air Quality 310-322</b>	<b>Public Facilities Total</b>
<b>Beginning Available Balance</b>	<b>\$ 69,055</b>	<b>\$ 98,786</b>	<b>\$ 6,073,383</b>	<b>\$ 38,407,550</b>
<b>Revenues</b>				
Fees	-	-	1,483,750	5,931,060
Investment Proceeds	1,000	2,250	33,000	267,250
	<u>1,000</u>	<u>2,250</u>	<u>1,516,750</u>	<u>6,198,310</u>
<b>Expenditures</b>				
Capital Projects	-	-	-	1,000,000
Other	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,000,000</u>
<b>Transfers</b>				
Transfer In	-	-	-	378,844
Transfer Out	-	-	-	(1,178,844)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>(800,000)</u>
<b>Net Annual Activity</b>	<u>1,000</u>	<u>2,250</u>	<u>1,516,750</u>	<u>4,398,310</u>
<b>Ending Available Balance</b>	<u><u>\$ 70,055</u></u>	<u><u>\$ 101,036</u></u>	<u><u>\$ 7,590,133</u></u>	<u><u>\$ 42,805,860</u></u>



**2023-2028 Capital Improvement Plan  
Capital Project Summary by Category**

	<b>FY 2023-24 Proposed</b>	<b>FY 2024-25 Projected</b>	<b>FY 2025-26 Projected</b>	<b>FY 2026-27 Projected</b>	<b>FY 2027-28 Projected</b>
<b>GENERAL GOVERNMENT</b>					
BUILDINGS & STRUCTURES	18,391,000	17,050,000	28,977,000	14,007,500	242,620,500
PARKS & OPEN SPACES	6,200,000	30,394,710	2,539,000	7,055,500	1,539,000
	24,591,000	47,444,710	31,516,000	21,063,000	244,159,500
<b>TRANSPORTATION</b>					
STREETS & TRANSPORTATION	30,489,200	36,595,239	23,957,239	302,120,682	304,320,000
	30,489,200	36,595,239	23,957,239	302,120,682	304,320,000
<b>UTILITIES</b>					
SANITARY SEWER & WASTEWATER	44,831,758	42,023,000	24,678,500	4,481,000	15,000,000
STORM DRAINAGE & WATERSHED	1,924,700	7,387,300	3,636,000	582,000	-
WATER SUPPLY	12,328,069	34,297,500	39,466,500	14,116,000	43,363,000
	59,084,527	83,707,800	67,781,000	19,179,000	58,363,000
<b>GRAND TOTAL</b>	<b>\$ 114,164,727</b>	<b>167,747,749</b>	<b>123,254,239</b>	<b>342,362,682</b>	<b>606,842,500</b>

**2023-2028 Capital Improvement Plan  
Capital Project Summary by Fund**

	<b>FY 2023-24 Proposed</b>	<b>FY 2024-25 Projected</b>	<b>FY 2025-26 Projected</b>	<b>FY 2026-27 Projected</b>	<b>FY 2027-28 Projected</b>
<b>CITY FUNDS</b>					
BOAT LAUNCH FUND	-	1,500,000	-	-	-
GENERAL FUND	6,400,000	2,688,000	2,996,000	475,000	662,000
MEASURE M STRONG COMMUNITIES	14,541,000	-	-	-	-
PARKING AUTHORITY	-	-	-	-	-
	<u>20,941,000</u>	<u>4,188,000</u>	<u>2,996,000</u>	<u>475,000</u>	<u>662,000</u>
<b>DONATIONS</b>					
SCHATZ TRUST	-	-	-	-	-
SCHMIDT TRUST	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>MEASURE K</b>					
MEASURE K	2,870,000	6,263,000	5,003,000	3,351,000	2,950,000
	<u>2,870,000</u>	<u>6,263,000</u>	<u>5,003,000</u>	<u>3,351,000</u>	<u>2,950,000</u>
<b>PUBLIC FACILITIES FEES</b>					
PFF OFFICE SPACE	-	-	-	-	-
PFF PARKS	-	11,975,070	-	-	-
PFF STREETS	1,800,000	300,000	300,000	300,000	300,000
PFF TRAFFIC SIGNALS	-	1,000,000	1,000,000	-	-
	<u>1,800,000</u>	<u>13,275,070</u>	<u>1,300,000</u>	<u>300,000</u>	<u>300,000</u>
<b>STATE AND FEDERAL GRANTS</b>					
FEDERAL GRANTS	6,948,054	2,696,239	2,696,239	-	-
STATE GRANTS	13,839,500	330,000	330,000	330,000	-
	<u>20,787,554</u>	<u>3,026,239</u>	<u>3,026,239</u>	<u>330,000</u>	<u>-</u>
<b>UTILITIES</b>					
STORMWATER FUND	1,924,700	7,387,300	3,636,000	582,000	-
WASTEWATER FUND	44,906,768	42,023,000	24,678,500	4,481,000	15,000,000
WATER UTILITY FUND	12,328,069	34,297,500	39,466,500	14,116,000	43,363,000
	<u>59,159,537</u>	<u>83,707,800</u>	<u>67,781,000</u>	<u>19,179,000</u>	<u>58,363,000</u>
<b>GAS TAX AND TRANSPORTATION</b>					
GAS TAX (SB1)	7,995,909	700,000	700,000	500,000	500,000
TRANSPORTATION DEVELOPMENT ACT	610,737	-	-	-	-
	<u>8,606,646</u>	<u>700,000</u>	<u>700,000</u>	<u>500,000</u>	<u>500,000</u>
<b>UNIDENTIFIED FUNDING</b>					
UNIDENTIFIED	-	56,587,640	42,448,000	318,227,682	544,067,500
	<u>-</u>	<u>56,587,640</u>	<u>42,448,000</u>	<u>318,227,682</u>	<u>544,067,500</u>
<b>GRAND TOTAL</b>	<b>\$ 114,164,737</b>	<b>167,747,749</b>	<b>123,254,239</b>	<b>342,362,682</b>	<b>606,842,500</b>



**2023-2028 Capital Improvement Plan  
Project List by Category**

<b>Project Number</b>	<b>Name</b>	<b>FY 2023-24 Proposed</b>	<b>FY 2024-25 Projected</b>	<b>FY 2025-26 Projected</b>	<b>FY 2026-27 Projected</b>	<b>FY 2027-28 Projected</b>
<b>BUILDINGS &amp; STRUCTURES</b>						
CL22001	CESAR CHAVEZ LIBRARY REMODEL	10,241,000	-	-	-	-
CL23001	TROKE STAFF AREA RECONFIGURATION	-	-	-	179,000	619,000
CL23002	MAYA ANGELOU SKYLIGHT REPLACEMENT	-	400,000	-	-	-
CL23003	MAYA ANGELOU PARKLET	-	-	-	156,000	879,000
CL23004	TROKE LIBRARY HVAC REPLACEMENT	-	1,800,000	-	-	-
CL26001	MAYA ANGELOU LIBRARY CARPET REPLACE	300,000	-	-	-	-
CR23006	OAK PARK SR CENTER FACILITY IMPROV	-	88,000	252,000	-	-
CR23007	SEIFERT GYM FLOOR RPR & SCOREBOARD	-	-	128,000	-	-
CR23008	STRIBLEY SMALL GYM FLOOR	-	-	-	31,000	106,000
CR23010	PIXIE WOODS PERIMETER FENCE REPLACE	-	-	-	-	726,000
CR23012	CIVIC AUDITORIUM ELECTRONIC MARQUEE	-	-	-	-	66,000
CR23013	SEIFERT SHADE STRUCTURE INSTALL	-	-	-	179,000	-
CR23014	STRIBLEY INT MOD & ACCORDIAN DOOR	-	-	-	69,000	160,000
CR23016	COMMUNITY CTR COURT DIVIDER SYSTEMS	-	-	-	-	492,000
CR23017	VAN BUSKIRK DIGITAL MARQUEE	-	-	-	-	108,000
CR24001	MCKINLEY PARK COMMUNITY CENTER RENO	-	-	-	3,110,000	-
CR26002	CIVIC AUDITORIUM STAGE CONTROLS RIG	300,000	1,700,000	2,000,000	-	-
CR26003	CIVIC AUDITORIUM UPGRADES	-	100,000	-	-	5,000,000
CR26005	OAK PARK FACILITY UPGRADES	-	-	-	3,606,000	-
CR26009	OAK PARK SR CENTER RR/ADA UPGRADE	50,000	-	-	-	-
CR26010	COMMUNITY CENTER GENERATOR	-	-	877,000	317,500	317,500
CR28001	OAK PARK SR CTR TRASH ENCLOSURE	-	-	-	-	355,000
E016015	WATERFRONT TOWERS NEW CITY HALL	5,150,000	2,000,000	-	-	-
E016603	BOB HOPE THEATRE HVAC REP	-	200,000	-	-	-
E017181	PARKING SIGNAGE PROJECT	-	50,000	-	100,000	-
EED8601	ARENA/BALLPARK UPGRD & REPLACEMENT	-	150,000	150,000	150,000	150,000
EV22601	BUCKLEY COVE INLET DREDGING	-	1,500,000	-	-	-
EV22603	OAK PARK ICE RINK FACILITY UPGRADES	-	100,000	100,000	100,000	-
EV23605	MARINA SAIL COVERING REPLACEMENT	-	600,000	600,000	300,000	300,000
EV23607	BANNER ISLAND BALLPARK UPGRADE	100,000	-	2,811,000	-	-
F023011	FIRE STATION ASPHALT PRESERVATION	-	-	400,000	-	-
F023013	FS 10 KITCHEN REMODEL	-	-	-	-	597,000
F023014	FS 11 DRIVEWAY & PARKING LOT	-	-	-	-	554,000
F023015	FIRE STATION NO. 11 KITCHEN REMODEL	-	-	-	-	597,000
F023016	FS 14 CONCRETE DRIVEWAY & PARKING	-	-	-	110,000	521,000
F023022	REGIONAL DISPATCH CENTER - PHASE 1	-	420,000	-	-	-
F024015	FS 1 DRIVEWAY REPLACEMENT & RESTORE	-	-	2,487,000	-	-
F024018	FS 2 PARKING LOT	-	-	644,000	-	-
F024019	FS 5 CONCRETE DRWY/PRKING REPLACE	-	-	840,000	-	-
F024024	GENERATOR REPLACEMENTS AT FIRE STAT	-	400,000	-	-	-
F024027	CO. 7 DRIVEWAY RECONSTRUCTION	-	100,000	-	-	-
F025018	FIRE STATION GATE & DOOR REPLACEMEN	-	160,000	-	-	-
F025019	TELECOMMUNICATIONS NETWORK UPGRADES	-	1,000,000	-	-	-
F026011	FIRE HOUSE SEISMIC EVALUATIONS	-	-	-	-	298,000
F026012	FS LANDSCAPING DESIGN/CON	-	-	-	-	654,000
F026014	FS 3 RECONSTRUCTION	-	-	-	-	11,144,000
F026015	FS 6 RECONSTRUCTION	-	420,000	-	-	-
F026016	FS 9 KITCHEN REMODEL	-	-	-	-	536,000
F026020	FS 13 STORAGE/DRWAY IMPROVEMENTS	-	-	-	-	457,500
F026021	PUBLIC PARKING IN FRONT OF FS	-	-	-	-	282,500
P015035	POLICE FACILITY IMPROVEMENTS	-	-	3,000,000	5,000,000	17,001,000
P023001	1.7 ANIMAL SHELTER UPGRADES	-	-	7,000,000	-	-
P023023	REPLACE MODULAR BUILDING AT FIRING	-	1,355,000	-	-	-
WC13020	ROOF REPLACE & CONST PROG	200,000	200,000	200,000	200,000	200,000
WC15004	BIN ENCLOSURE AT CITY FACILITIES	-	-	-	-	400,000
WC17001	ADA COMPLIANCE PROGRAM	100,000	100,000	100,000	100,000	100,000
WC23002	HISTORIC CITY HALL RENOVATIONS	-	558,000	5,442,000	-	-

**2023-2028 Capital Improvement Plan  
Project List by Category**

Project Number	Name	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
WC25015	FIRE STATION COMPANY #2 NEW TOWER	-	141,000	141,000	-	-
WC25016	RADIO TOWER 5	-	180,000	180,000	-	-
WC26001	CITY FACILITY ASSESSMENT REHAB PRGM	-	-	-	-	200,000,000
WD19008	CENTER ST WEIR REPAIR	-	1,500,000	-	-	-
WP22014	CITY PARK SHADE STRUCTURE REPLACE	-	70,000	-	-	-
WP22019	LOUIS PARK LRG PICNIC AREA RECONSTR	-	122,000	-	-	-
WP22021	LOUIS PRK SOFTBALL PRKING LOT LIGHT	-	-	125,000	-	-
WP22022	OAK PARK BACK-UP WELL CONSTRUCTION	150,000	-	-	-	-
WP22023	OAK PARK MAGPIE FENCING REPLACEMENT	-	136,000	-	-	-
WP22025	PARK RESTROOM REHAB & RPR PROGRAM	-	350,000	-	-	-
WP24025	VAN BUSKIRK BUILDING DEMOLITION	-	300,000	-	-	-
WR21017	MCKINLEY PRK & REC CTR RENOV	1,800,000	-	1,500,000	-	-
WT19009	AIRPORT WY BR FIRE REP SB	-	560,000	-	-	-
WV23025	CORP YARD STORAGE BLD INSTALLATION	-	290,000	-	-	-
WV24021	CORPORATION YARD IMPROVEMENTS	-	-	-	300,000	-
<b>TOTAL BUILDINGS &amp; STRUCTURES</b>		<b>18,391,000</b>	<b>17,050,000</b>	<b>28,977,000</b>	<b>14,007,500</b>	<b>242,620,500</b>
<b>PARKS &amp; OPEN SPACES</b>						
CR23001	PIXIE WOODS PA SYSTEM REPLACEMENT	-	175,000	150,000	-	-
CR23002	PIXIE WOODS AMENITIES REPLACEMENT	-	3,405,500	-	-	-
CR23003	COMMUNITY CENTER INTERCOM SYSTEM	750,000	-	750,000	-	-
CR23009	LOUIS PARK SFTBAL CMLPX BLDG RPR	-	-	-	676,000	-
CR23011	AQUATICS FENCING AROUND CITY POOLS	-	972,000	-	-	1,148,000
CR23015	VAN BUSKIRK SCOREBOARD REPLACEMENT	-	-	-	-	29,000
CR23018	AQUATICS RENOVATIONS - OAK PARK	1,250,000	-	-	-	-
CR18020	AQUATIC FACILITIES RENOVATIONS	2,500,000	-	-	-	-
CR24002	VAN BUSKIRK PARK BASEBALL DIAMOND	-	-	242,000	-	-
CR26004	LOUIS PARK SOFTBALL COMPLEX PARKING	-	600,000	-	-	-
CR26006	OAK PARK TENNIS CENTER UPGRADES	-	-	-	820,000	-
CR26007	S PARK SPORTFIELD LIGHTING REPAIRS	-	-	-	111,500	-
CR26008	PIXIE WOODS IMPROVEMENTS PROJECT	-	-	-	3,838,000	-
WP13131	MISASI PARK	-	2,206,070	-	-	-
WP13207	FONG PARK (BLOSSOM RNCH)	1,700,000	-	-	-	-
WP13270	CANNERY PARK (2.7 ACRES)	-	2,212,000	-	-	-
WP22011	PIXIE WOODS CPSC COMPLIANCE PLN DEV	-	44,000	-	-	-
WP22013	CANNERY PARK NEIGHBORHOOD PARK 7.48	-	7,927,080	-	-	-
WP22015	CITYWIDE PARK WALKWAY REPLACEMENT	-	100,000	100,000	100,000	-
WP22016	1.7 TOUCHLESS RESTROOMS	-	375,000	-	-	-
WP22020	LOUIS PARK SOFTBALL CMLPX TURF CONV	-	360,000	-	-	-
WP22026	PLAY EQUIPMENT REPLACEMENT	-	935,000	935,000	935,000	-
WP22028	SWENSON PARK AND GOLF IRRIGATION SY	-	484,000	-	-	-
WP22031	VICTORY PARK TOTEM PICNIC AREA RECO	-	118,060	-	-	-
WP23019	VICTORY PARK TENNIS COURT LIGHTING	-	-	-	213,000	-
WP23020	WESTLAKE VILLAGES PARK - 11.5 ACRES	-	7,100,000	-	-	-
WP23024	S OAKMORE MONTEGO NEIGHBORHOOD PARK	-	2,669,000	-	-	-
WP23025	PARK TREE MAINTENANCE PROGRAM	-	362,000	362,000	362,000	362,000
WP23026	SANDMAN PARK FIELD LIGHT REPLCMENT	-	350,000	-	-	-
<b>TOTAL PARKS &amp; OPEN SPACES</b>		<b>6,200,000</b>	<b>30,394,710</b>	<b>2,539,000</b>	<b>7,055,500</b>	<b>1,539,000</b>
<b>STORM DRAINAGE &amp; WATERSHED</b>						
US16013	PS DISCHARGE MOD FOR PIPE INSP	-	250,000	-	-	-
US23001	CONDITION ASSESSMENT FOR SW PS	-	1,400,000	-	-	-
US23002	HWY-4/SJ RIVER PUMP STATION PROJECT	-	3,125,000	3,125,000	-	-
US24001	ALEXANDRIA & 14 MILE STORM PS	69,700	411,300	-	-	-
US24002	CHARTER & WALNUT PLANT STORM PS	75,000	225,000	-	-	-
US24003	WEST LANE & MOSHER SLOUGH STORM PS	500,000	-	-	-	-
US24005	STORM DRAIN SYS EMERGENCY	1,000,000	-	-	-	-
US24006	BROOKSIDE ESTATES S STORM PS IMP	280,000	-	-	-	-
US25001	SPANOS PARK WEST INFILTRATION ASMT	-	100,000	-	-	-
US25002	WESTON RANCH INFILTRATION ASSMNT	-	106,000	-	-	-

**2023-2028 Capital Improvement Plan  
Project List by Category**

<b>Project Number</b>	<b>Name</b>	<b>FY 2023-24 Proposed</b>	<b>FY 2024-25 Projected</b>	<b>FY 2025-26 Projected</b>	<b>FY 2026-27 Projected</b>	<b>FY 2027-28 Projected</b>
US25003	CHARTER WAY SUBWAY STORM DRAIN PS	-	70,000	190,000	-	-
US25004	BLOSSOM RANCH STORM DRAIN PS	-	120,000	-	-	-
US25005	WESTERN PACIFIC SW PS IMPROVEMENTS	-	80,000	-	-	-
US25006	WESTLANE & CALAVERAS S STORM PS IMP	-	750,000	-	-	-
US25007	SWENSON PARK & 5 MI STORM PS IMP	-	750,000	-	-	-
US26001	CHARTER & TILLIE LEWIS FLOOD RELIEF	-	-	321,000	-	-
US26002	EL DORADO STORM DRAIN INSTALLATION	-	-	-	345,000	-
US26003	MISSION RD STORM DRAIN INSTALLATION	-	-	-	237,000	-
<b>TOTAL STORM DRAINAGE &amp; WATERSHED</b>		<b>1,924,700</b>	<b>7,387,300</b>	<b>3,636,000</b>	<b>582,000</b>	<b>-</b>
<b>SANITARY SEWER &amp; WASTEWATER</b>						
UW09006	REHAB DIGESTERS A & B FOR SLUDGE	1,999,990	2,000,000	-	-	-
UW16006	SANITARY SEWER REHAB PROJECT	930,000	-	-	-	-
UW16022	RWCF MODIFY PROJECT - PDB	4,203,768	-	-	-	-
UW17023	PERSHING SWR TRUNK REHAB (CHURCH/NA	1,000,000	1,000,000	-	-	-
UW18011	RWCF POND NO. 1 CLEANING	2,281,000	2,281,000	2,281,000	2,281,000	-
UW18029	SIERRA NEVADA ST SEWER LINE REHAB	250,000	-	-	-	-
UW20020	SEWER LRG DIAMETER LINES REHAB	-	2,100,000	-	-	-
UW20024	SANITARY SEWER MASTER PLAN UPDATE	225,000	-	-	-	-
UW21010	RWCF 60KV TRANSFORMER REPLACEMENT	1,500,000	-	-	-	-
UW21015	QUAIL LAKES SEWER LIFT STATION UPGR	200,000	-	-	-	-
UW21018	LINCOLN RD SWR TRNK REHAB-PERSH/ALE	-	1,700,000	3,619,500	-	-
UW21020	SEWER SYSTEM STREET IMPROVEMENTS RE	150,000	150,000	150,000	150,000	150,000
UW22002	SLUDGE DAY TANK MIXING REHAB	200,000	-	-	-	-
UW22004	SYSTEM 10 SEWER RELIEF FORCEMAIN	-	6,800,000	-	-	-
UW23003	BROOKSIDE ESTATES SANITARY SEWER PS	500,000	300,000	-	-	-
UW23004	MAIN PLANT SWITCHGEAR UPGRADE	250,000	250,000	-	-	-
UW23005	COGENERATION ENGINE NO. 1 REBUILD	-	-	750,000	250,000	-
UW23006	LONGVIEW AVE SEWER REHABILITATION	-	1,280,000	2,328,000	-	-
UW23008	PERSHING AVE SEWER TRUNK REHAB	4,040,000	-	-	-	-
UW23010	SWAIN RD/ALTURAS AVE SEWER REHAB	-	-	100,000	-	-
UW23011	EL DORADO ST REHAB (ALPINE-WYANDOT)	-	100,000	-	-	-
UW23012	EL DORADO STREET REHAB FREMONT-OAK	-	-	100,000	-	-
UW23013	ETNA STREET REHABILITATION	-	-	100,000	-	-
UW23014	ROSEMARIE LN SEWER REHABILITATION	350,000	-	-	-	-
UW23015	RWCF DIGESTER GAS SCRUBBER	500,000	1,000,000	-	-	-
UW23016	RWCF TERTIARY ROAD REPAIRS	750,000	250,000	250,000	250,000	-
UW23017	RWCF PLANT SCADA SYSTEM UPGRADE	500,000	-	-	-	-
UW23018	CITY-WIDE PUMP STATION ASSESSMENT	500,000	-	-	-	-
UW23023	RWCF FLOODWALL PHASE I	2,000,000	2,000,000	2,000,000	-	-
UW23024	RWCF 60KV TRANSFORMER RELOCATION	1,000,000	1,000,000	1,000,000	-	-
UW24001	WEST LANE & CALAVERAS SOUTH SS	135,000	811,000	-	-	-
UW24002	WEST LANE & CALAVERAS NORTH SS	130,000	510,000	-	-	-
UW24003	SWENSON & 5 MILE SANITARY PS	100,000	2,000,000	-	-	-
UW24004	KELLY & MOSHER SLOUGH SS PS & FM	500,000	-	-	-	-
UW24005	LINCOLN ST SANITARY PS FM	4,500,000	4,500,000	-	-	-
UW24006	FRENCH CAMP SEWER & LIFT STATION	5,000,000	1,000,000	6,000,000	-	-
UW24007	COGENERATION ENGINE NO. 3 REBUILD	750,000	250,000	-	-	-
UW24008	PARDEE LANE REHABILITATION	-	100,000	-	-	-
UW24009	SCOTTS AVENUE REHABILITATION	-	315,000	-	-	-
UW24010	EL DORADO STREET REHABILITATION	-	100,000	-	-	-
UW24011	HAZELTON AVE SEWER TRUNK REHAB	2,147,000	-	-	-	-
UW24012	RWCF LARGE DIAMETER PIPE INSPECTION	200,000	-	-	-	-
UW24013	RWCF REDUNDANT DIGESTER GAS HOLDER	1,400,000	2,600,000	-	-	-
UW24014	RWCF MODIFICATIONS OF POLYMER FEED	400,000	-	-	-	-
UW24015	RWCF GRAVITY BELT THICKNER ADDITION	540,000	-	-	-	-
UW24016	RWCF HOT WATER BOILER	450,000	-	-	-	-
UW24017	RWCF DIGESTER GAS HOLDER TANK REPL	1,500,000	-	-	-	-
UW24018	SANITARY SEWER SYSTEM EMERGENCY	2,000,000	-	-	-	-
UW24019	GRANT STREET SEWER REHAB	320,000	-	-	-	-

**2023-2028 Capital Improvement Plan  
Project List by Category**

Project Number	Name	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
UW24021	WESTSIDE INTERCEPTOR ALIGNMENT STUD	530,000	-	-	-	-
UW25001	BROOKSIDE & I-5 PS EMERGENCY PWR	500,000	-	-	-	-
UW25002	CAMANCHE SANITARY PS REHAB	-	550,000	-	-	-
UW25003	COLLEGE PARK SANITARY PS REHAB	-	750,000	-	-	-
UW25004	WATERLOO SANITARY PS REHAB	-	1,303,000	-	-	-
UW25005	DRAKE SANITARY PS REHAB	-	1,303,000	-	-	-
UW25006	MARCH LANE SEWER TRUNK REHAB	-	720,000	6,000,000	-	-
UW25009	RYDE AVENUE SEWER REHABILITATION	400,000	3,000,000	-	-	-
UW25010	DEL NORTE STREET SEWER REHAB	-	-	-	-	8,500,000
UW25011	THORNTON & MACDUFF SEWER REHAB	-	-	-	500,000	3,600,000
UW25012	RALPH AVE SEWER TRUNK REHAB	-	-	-	300,000	2,500,000
UW26001	COGENERATION ENGINE NO. 3 REBUILD	-	-	-	750,000	250,000
<b>TOTAL SANITARY SEWER &amp; WASTEWATER</b>		<b>44,831,758</b>	<b>42,023,000</b>	<b>24,678,500</b>	<b>4,481,000</b>	<b>15,000,000</b>
<b>WATER SUPPLY</b>						
UH14014	WATER FIELD OFFICE REMODEL	-	12,100,000	5,300,000	-	-
UH17002	WATER WELL SSS NO 10	-	1,000,000	5,000,000	-	-
UH18053	NEWCASTLE LOOP PHASE II	3,031,069	-	-	-	-
UH21001	W/E/S BEAR CREEK OVERSIZING REIMB	466,000	-	-	-	-
UH21002	DWTP INTAKE PUMP STATION DISCHARGE	-	-	2,636,000	-	-
UH21005	GROUND WATER RECHARGE BASIN	-	3,100,000	3,600,000	-	-
UH21006	WATER SCV LINE REPLACEMENT2021	-	560,000	600,000	600,000	-
UH21019	WATER SYSTEM STREET IMPROVEMENTS RE	150,000	150,000	150,000	150,000	-
UH22001	ADVANCE METERING INFRASTRUCTURE	250,000	7,250,000	7,250,000	-	-
UH22002	CONDITION ASSESSMENT (PIPELINES)	50,000	-	-	-	-
UH22004	BACKUP POWER IMP AT SSS #3 & 9	360,000	-	-	-	-
UH22005	WATER SUPPLY WELL #33	200,000	-	-	-	-
UH22006	PIPELINE UPSIZING - PRIORITY 1	200,000	700,000	700,000	-	-
UH22007	PIPELINE UPSIZING - PRIORITY 2	-	-	680,000	1,500,000	-
UH23001	REPLACE UNDERSIZED/OLD MAINS-PRI 3	-	2,405,000	2,470,000	2,540,000	-
UH24001	WESTLAKE OVERSIZING REIMBURSEMENT	-	-	110,000	-	-
UH24002	16" WATER LINE UPSIZE ALONG I-5 N	-	172,500	777,500	-	-
UH24003	CANNERY PARK WATER TRANSMISSION REI	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
UH24004	REHABILITATE EXISTING WELLS 15 & 28	520,000	1,000,000	5,000,000	5,000,000	-
UH24005	WATER WELL SSS2 REHAB AND IMPROV	340,000	1,000,000	1,000,000	-	-
UH24006	NE RESERVOIR & ASSOC PUMP STARTION	500,000	-	-	-	15,300,000
UH24007	WATER WELL SSS8 BACKUP	574,000	-	-	-	-
UH24008	WELL 26 ELECTRICAL IMPROVEMENTS	207,000	-	-	-	-
UH24009	WESTERN RANCH RES POWER IMPROV	400,000	1,130,000	-	-	-
UH24010	14 MILE RES BACKUP PWR MPROVEMENTS	400,000	1,130,000	-	-	-
UH24011	CENTURY & SUNNY RD WATER SYSTEM	2,080,000	-	-	-	-
UH25001	SANCTUARY/SHIMA TRACT O/S REIMB.	-	-	-	1,726,000	-
UH25002	L SAC WM BTWN MARLETTE & 8MI REIMB	-	-	-	-	206,000
UH25003	HOLMAN RD OVERSIZING REIMBURSEMENT	-	-	216,000	-	-
UH25004	ORIGONE RANCH OVERSIZING REIMBURSE	-	-	-	-	262,000
UH25005	HENRY LONG LOOP REIMBURSEMENT	-	-	134,000	-	-
UH25006	PRESERVE/ATLAS TRACT REIMBURSEMENT	-	-	483,000	-	-
UH26001	NORTH WELLS - RELIABILITY	-	-	760,000	-	-
UH28001	DWTP INTERS 8 MILE AND LOWER SAC	-	-	-	-	4,385,000
UH28002	MARIPOSA RD RESERVIOR PUMP	-	-	-	-	14,850,000
UH28003	NEW WELL MARIPOSA RD COMM	-	-	-	-	5,760,000
<b>TOTAL WATER SUPPLY</b>		<b>12,328,069</b>	<b>34,297,500</b>	<b>39,466,500</b>	<b>14,116,000</b>	<b>43,363,000</b>
<b>STREETS &amp; TRANSPORTATION</b>						
		2023	2024	2025	2026	
EV22604	PARKING LOT RESURFACING & UPGRADE	-	200,000	-	-	-
WC21021	MIRACLE MILE PARKING LOTS	-	400,000	-	-	-
WC23027	MIRACLE MILE IMPROV DIST SIDEWALK	-	470,000	-	-	-
WC24020	JANET LEIGH PLAZA PED IMPROVEMENTS	-	250,000	-	-	-
WD18016	CURB, GUTTER, SDEWLK INFILL	-	-	-	8,147,682	-
WD24003	LOCAL ST RESURFACING PRGM FY23-24	4,550,000	-	-	-	-

**2023-2028 Capital Improvement Plan  
Project List by Category**

<b>Project Number</b>	<b>Name</b>	<b>FY 2023-24 Proposed</b>	<b>FY 2024-25 Projected</b>	<b>FY 2025-26 Projected</b>	<b>FY 2026-27 Projected</b>	<b>FY 2027-28 Projected</b>
WD24004	SIDEWALK,CURB AND GUTTER FY23-24	2,160,737	-	-	-	-
WD24006	STREET LIGHT POLE REPLCMNT FY23-24	1,095,909	-	-	-	-
WD24009	CITY STREET RE-STRIPING FY23-24 SB1	300,000	-	-	-	-
WD24017	LED STREET LIGHTS CONVERSION PH7	-	500,000	-	-	-
WD24018	STLITE TRAFFIC SIGNAL POLE REPLMENT	-	1,577,000	-	-	-
WD24028	23-24 STREET RESURF FED AID ST PRGM	2,996,239	2,996,239	2,996,239	-	-
WD25006	ST LIGHT POLE REPLACEMENT FY24-25	-	330,000	-	-	-
WD25009	CITY ST RE-STRIPING FY24-25 SB1	-	200,000	-	-	-
WD25017	LED STREET LIGHTS CONVERSION PH8	-	500,000	-	-	-
WD26006	ST LIGHT POLE REPLACEMENT FY25-26	-	-	330,000	-	-
WD26009	CITY ST RE-STRIPING FY25-26 SB1	-	-	200,000	-	-
WD26017	LED STREET LIGHTS CONVERSION PH8	-	-	500,000	-	-
WD26043	COBBLESTONE CURB REPLACEMENT PROGRA	-	-	1,800,000	-	-
WD26044	CURB RAMP INSTALLATION PROGRAM	-	-	2,500,000	-	-
WD27006	ST LIGHT POLE REPLACEMENT FY26-27	-	-	-	330,000	-
WD27013	REDWOOD CURB REPLACEMENT PROGRAM	-	-	-	1,300,000	-
WT14025	LEAKING UNDERGROUND FUEL TANK PRGM	-	75,000	75,000	75,000	-
WT15020	BRIDGE ENGINEERING PRGM	-	51,000	26,000	26,000	-
WT15021	RULE 20A STREET LIGHTING	50,000	50,000	50,000	50,000	-
WT15022	TRAFFIC SIGNAL CONTRL SYS	450,000	600,000	600,000	600,000	600,000
WT15027	RAILROAD CROSSING PROGRAM	-	75,000	25,000	25,000	-
WT15028	ACCESSIBLE PED SIGNALS	-	630,000	350,000	350,000	350,000
WT15029	TRAFFIC SIGNAL MODIFICATION	450,000	600,000	600,000	600,000	600,000
WT16008	NEIGHBORHOOD TRAFFIC MANAGEMENT PRG	550,000	1,000,000	1,000,000	1,000,000	1,000,000
WT18010	SAFE ROUTES TO SCH SIDEWALK	350,000	-	-	-	-
WT19007	LWR SAC WIDEN-ROYAL OAKS	-	-	-	40,000,000	-
WT19013	ATP4-SRTS SDWLK GAP CLOSE	-	3,309,000	-	-	-
WT19018	ALXNDRIA/5-MI SL CULV SB1	-	-	1,223,000	-	-
WT21013	EIGHT MILE RD PRECISE PLAN	1,000,000	-	-	-	-
WT21016	GRANT MATCH	500,000	500,000	500,000	500,000	500,000
WT21018	CITYWIDE TRAFFIC SAFETY PRGM	420,000	715,000	715,000	-	-
WT22008	WEST LANE QUEUE CUTTER	3,335,815	-	-	-	-
WT22034	ARCH-AIRPORT ROAD PRECISE ROAD PLAN	-	-	-	-	1,236,000
WT22035	AURORA ST OVER MORMON SLOUGH BRIDGE	-	-	-	347,000	-
WT22036	EIGHT MILE ROAD OVER UPRR SLOPE RPR	-	-	-	270,000	-
WT22037	EL DORADO ST BRIDGE SLOPE REPAIR	-	-	-	400,000	-
WT22038	LOWER SACRAMENTO RD SLOPE REPAIR	-	-	-	684,000	-
WT22039	CITYWIDE BRIDGE SLOPE PROTECTION	-	-	-	275,000	-
WT22040	WEST LANE BRIDGE SLOPE REPAIR	-	-	-	480,000	-
WT22048	S. STKN PEDESTRIAN HAWK IMPROVEMENT	4,815,500	-	-	-	-
WT22050	DOWNTOWN EAST-WEST CONNECTION	1,739,000	150,000	-	-	-
WT22051	GREATER DOWNTWN BIKE/PED CONNECT	1,508,000	202,000	-	-	-
WT23010	BRIDGE MAINTENANCE PROGRAM	500,000	500,000	500,000	500,000	500,000
WT23019	WILSON WAY LIGHTING IMPROV AT BNSF	-	150,000	150,000	150,000	150,000
WT23029	SAN JOAQUIN ST BIKE LANE IMPROV	1,385,000	-	-	-	-
WT23030	WEBER AVENUE IMPROVEMENTS	1,408,000	-	-	-	-
WT23031	CHANNEL STREET IMPROVEMENTS	75,000	-	-	-	-
WT24001	WEBER AVE AT GRANT AND AURORA ST	-	-	437,000	-	-
WT24002	EMERGENCY VEHICLE PRE-EMPTION	-	-	750,000	-	-
WT24022	BRIDGE VANDALISM REPAIR	-	365,000	365,000	365,000	365,000
WT24026	MLK UNDERPASS ENHANCEMENTS	350,000	450,000	-	-	-
WT25001	ROUNDAABOUT PROGRAM	-	-	2,000,000	2,000,000	2,000,000
WT25002	STREET SMARTS PROGRAM	-	-	500,000	-	-
WT25011	TRAFFIC SIGNAL INSTALLATION	-	1,000,000	1,000,000	-	-
WT25020	FRENCH CAMP RD WIDENING	-	18,500,000	-	-	-
WT26022	ALPINE AVE GRADE SEPARATION	-	-	-	-	30,685,000
WT26023	ARCH RD WIDENING	500,000	-	-	-	-
WT26024	CA ST GAP CLOSURE IMPROVEMENTS	-	-	396,000	-	-
WT26025	CITYWIDE TDM SUITABILITY STUDY	-	-	200,000	-	-

**2023-2028 Capital Improvement Plan  
Project List by Category**

<b>Project Number</b>	<b>Name</b>	<b>FY 2023-24 Proposed</b>	<b>FY 2024-25 Projected</b>	<b>FY 2025-26 Projected</b>	<b>FY 2026-27 Projected</b>	<b>FY 2027-28 Projected</b>
WT26028	COMPLETE STREETS PLAN	-	250,000	50,000	50,000	50,000
WT26029	DAVIS RD WIDENING	-	-	-	4,371,000	-
WT26030	EBMUD MARCH LN GREENSCAPE PH2	-	-	-	2,704,000	-
WT26032	EL DORADO ST IMPROVEMENTS PH3	-	-	-	3,108,000	-
WT26033	MARCH LN WIDENING	-	-	-	-	5,145,000
WT26034	MORMON SLOUGH BIKEWAY IMPROVEMENT	-	-	-	1,242,000	-
WT26035	MORMON SLOUGH FEASIBILITY STUDY	-	-	150,000	-	-
WT26036	PERSHING AVE RDWY CROWN REDUCTION	-	-	2,000,000	-	-
WT26038	ROBINHOOD DR BIKE LANE	-	-	519,000	-	-
WT26039	TRAFFIC SIGNAL CONVERSIONS	-	-	1,200,000	-	-
WT26040	WEST LN COMPLETE ST CORRIDORS STUDY	-	-	250,000	-	-
WT26041	WEST LN GRADE SEPARATION	-	-	-	44,240,000	-
WT26042	WEST LN WIDENING	-	-	-	22,631,000	-
WT27001	AIRPORT WAY BNSF GRADE SEPARATION	-	-	-	45,320,000	-
WT27002	ALPINE AVE AT UPRR GRADE SEPARATION	-	-	-	30,320,000	-
WT27011	EIGHT MILE ROAD WIDENING	-	-	-	8,608,000	116,295,000
WT27012	HAZELTON AVE/UPRR GRADE SEPARATION	-	-	-	75,772,000	75,772,000
WT27013	MLK BLVD GRADE SEPARATION	-	-	-	5,280,000	69,072,000
<b>TOTAL STREETS &amp; TRANSPORTATION</b>		<b>30,489,200</b>	<b>36,595,239</b>	<b>23,957,239</b>	<b>302,120,682</b>	<b>304,320,000</b>
<b>GRAND TOTAL</b>		<b>\$ 114,164,727</b>	<b>167,747,749</b>	<b>123,254,239</b>	<b>342,362,682</b>	<b>606,842,500</b>

**2023-2028 Capital Improvement Plan  
Project List by Funding Source**

Project Number	Name	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
<b>BOAT LAUNCH FUND</b>						
EV22601	BUCKLEY COVE INLET DREDGING	-	1,500,000	-	-	-
		-	1,500,000	-	-	-
<b>FEDERAL GRANTS</b>						
WD24028	23-24 STREET RESURF FED AID ST PRGM	2,696,239	2,696,239	2,696,239	-	-
WT22008	WEST LANE QUEUE CUTTER	3,335,815	-	-	-	-
WT22050	DOWNTOWN EAST-WEST CONNECTION	916,000	-	-	-	-
		6,948,054	2,696,239	2,696,239	-	-
<b>GAS TAX (SB1)</b>						
WD24003	LOCAL ST RESURFACING PRGM FY23-24	4,550,000	-	-	-	-
WD24004	SIDEWALK,CURB AND GUTTER FY23-24	1,550,000	-	-	-	-
WD24006	STREET LIGHT POLE REPLCMNT FY23-24	1,095,909	-	-	-	-
WD24009	CITY STREET RE-STRIPING FY23-24 SB1	300,000	-	-	-	-
WD25009	CITY ST RE-STRIPING FY24-25 SB1	-	200,000	-	-	-
WD26009	CITY ST RE-STRIPING FY25-26 SB1	-	-	200,000	-	-
WT23010	BRIDGE MAINTENANCE PROGRAM	500,000	500,000	500,000	500,000	500,000
		7,995,909	700,000	700,000	500,000	500,000
<b>GENERAL FUND</b>						
CR23001	PIXIE WOODS PA SYSTEM REPLACEMENT	-	-	150,000	-	-
CR26002	CIVIC AUDITORIUM STAGE CONTROLS RIG	300,000	-	-	-	-
CR26009	OAK PARK SR CENTER RR/ADA UPGRADE	50,000	-	-	-	-
E016015	WATERFRONT TOWERS NEW CITY HALL	5,150,000	-	-	-	-
E016603	BOB HOPE THEATRE HVAC REP	-	200,000	-	-	-
EED8601	ARENA/BALLPARK UPGRD & REPLACEMENT	-	150,000	150,000	-	-
EV22604	PARKING LOT RESURFACING & UPGRADE	-	200,000	-	-	-
EV22603	OAK PARK ICE RINK FACILITY UPGRADES	-	100,000	100,000	100,000	-
EV23607	BANNER ISLAND BALLPARK UPGRADE	100,000	-	-	-	-
F023011	FIRE STATION ASPHALT PRESERVATION	-	-	400,000	-	-
F024024	GENERATOR REPLACEMENTS AT FIRE STAT	-	400,000	-	-	-
F024027	CO. 7 DRIVEWAY RECONSTRUCTION	-	100,000	-	-	-
WC13020	ROOF REPLACE & CONST PROG	200,000	200,000	200,000	200,000	200,000
WC17001	ADA COMPLIANCE PROGRAM	100,000	100,000	100,000	100,000	100,000
WC24020	JANET LEIGH PLAZA PED IMPROVEMENTS	-	250,000	-	-	-
WC25015	FIRE STATION COMPANY #2 NEW TOWER	-	141,000	141,000	-	-
WC25016	RADIO TOWER 5	-	180,000	180,000	-	-
WP22014	CITY PARK SHADE STRUCTURE REPLACE	-	70,000	-	-	-
WP22015	CITYWIDE PARK WALKWAY REPLACEMENT	-	100,000	-	-	-
WP22019	LOUIS PARK LRG PICNIC AREA RECONSTR	-	122,000	-	-	-
WP22022	OAK PARK BACK-UP WELL CONSTRUCTION	150,000	-	-	-	-
WP23025	PARK TREE MAINTENANCE PROGRAM	-	-	-	-	362,000
WP24025	VAN BUSKIRK BUILDING DEMOLITION	-	300,000	-	-	-
WR21017	MCKINLEY PRK & REC CTR RENOV	-	-	1,500,000	-	-
WT14025	LEAKING UNDERGROUND FUEL TANK PRGM	-	75,000	75,000	75,000	-
WT24026	MLK UNDERPASS ENHANCEMENTS	350,000	-	-	-	-
		6,400,000	2,688,000	2,996,000	475,000	662,000
<b>MEASURE K</b>						
WD24017	LED STREET LIGHTS CONVERSION PH7	-	500,000	-	-	-
WD24028	23-24 STREET RESURF FED AID ST PRGM	300,000	300,000	300,000	-	-
WD25017	LED STREET LIGHTS CONVERSION PH8	-	500,000	-	-	-
WD26017	LED STREET LIGHTS CONVERSION PH8	-	-	500,000	-	-
WT15020	BRIDGE ENGINEERING PRGM	-	51,000	26,000	26,000	-
WT15021	RULE 20A STREET LIGHTING	50,000	50,000	50,000	50,000	-
WT15022	TRAFFIC SIGNAL CONTRL SYS	450,000	600,000	600,000	600,000	600,000
WT15027	RAILROAD CROSSING PROGRAM	-	75,000	25,000	25,000	-
WT15028	ACCESSIBLE PED SIGNALS	-	630,000	350,000	350,000	350,000
WT15029	TRAFFIC SIGNAL MODIFICATION	450,000	600,000	600,000	600,000	600,000
WT16008	NEIGHBORHOOD TRAFFIC MANAGEMENT PRG	550,000	1,000,000	1,000,000	1,000,000	1,000,000
WT18010	SAFE ROUTES TO SCH SIDEWALK	350,000	-	-	-	-
WT21016	GRANT MATCH	200,000	200,000	200,000	200,000	200,000
WT21018	CITYWIDE TRAFFIC SAFETY PRGM	420,000	715,000	715,000	-	-
WT22050	DOWNTOWN EAST-WEST CONNECTION	50,000	150,000	-	-	-
WT22051	GREATER DOWNTWN BIKE/PED CONNECT	50,000	202,000	-	-	-
WT23019	WILSON WAY LIGHTING IMPROV AT BNSF	-	150,000	150,000	150,000	150,000
WT24001	WEBER AVE AT GRANT AND AURORA ST	-	-	437,000	-	-
WT26028	COMPLETE STREETS PLAN	-	250,000	50,000	50,000	50,000
WV23025	CORP YARD STORAGE BLD INSTALLATION	-	290,000	-	-	-
WV24021	CORPORATION YARD IMPROVEMENTS	-	-	-	300,000	-
		2,870,000	6,263,000	5,003,000	3,351,000	2,950,000
<b>MEASURE M STRONG COMMUNITIES</b>						
CL22001	CESAR CHAVEZ LIBRARY REMODEL	10,241,000	-	-	-	-
CL26001	MAYA ANGELOU LIBRARY CARPET REPLACE	300,000	-	-	-	-
CR18020	AQUATIC FACILITIES RENOVATIONS	2,000,000	-	-	-	-
CR23003	COMMUNITY CENTER INTERCOM SYSTEM	750,000	-	-	-	-

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Project List by Funding Source**

Project Number	Name	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
CR23018	AQUATICS RENOVATIONS - OAK PARK	1,250,000	-	-	-	-
		<b>14,541,000</b>	-	-	-	-
<b>PUBLIC FACILITIES FEE OFFICE SPACE</b>						
E016015	WATERFRONT TOWERS NEW CITY HALL	-	-	-	-	-
		-	-	-	-	-
<b>PUBLIC FACILITIES FEE PARKS</b>						
WP13131	MISASI PARK	-	2,206,070	-	-	-
WP23020	WESTLAKE VILLAGES PARK - 11.5 ACRES	-	7,100,000	-	-	-
		-	<b>9,306,070</b>	-	-	-
<b>PUBLIC FACILITIES FEE STREETS</b>						
WT21013	EIGHT MILE RD PRECISE PLAN	1,000,000	-	-	-	-
WT21016	GRANT MATCH	300,000	300,000	300,000	300,000	300,000
WT26023	ARCH RD WIDENING	500,000	-	-	-	-
		<b>1,800,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>PUBLIC FACILITIES FEE TRAFFIC SIGNALS</b>						
WT25011	TRAFFIC SIGNAL INSTALLATION	-	1,000,000	1,000,000	-	-
		-	<b>1,000,000</b>	<b>1,000,000</b>	-	-
<b>STATE GRANTS</b>						
CR18020	AQUATIC FACILITIES RENOVATIONS	500,000	-	-	-	-
WD25006	ST LIGHT POLE REPLACEMENT FY24-25	-	330,000	-	-	-
WD26006	ST LIGHT POLE REPLACEMENT FY25-26	-	-	330,000	-	-
WP13207	FONG PARK (BLOSSOM RNC)	1,700,000	-	-	-	-
WR21017	MCKINLEY PRK & REC CTR RENOV	1,800,000	-	-	-	-
WT22048	S. STKN PEDESTRIAN HAWK IMPROVEMENT	4,815,500	-	-	-	-
WT22050	DOWNTOWN EAST-WEST CONNECTION	773,000	-	-	-	-
WT22051	GREATER DOWNTWN BIKE/PED CONNECT	1,458,000	-	-	-	-
WT23029	SAN JOAQUIN ST BIKE LANE IMPROV	1,385,000	-	-	-	-
WT23030	WEBER AVENUE IMPROVEMENTS	1,408,000	-	-	-	-
WD27006		-	-	-	330,000	-
		<b>13,839,500</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>	-
<b>STORMWATER FUND</b>						
US16013	PS DISCHARGE MOD FOR PIPE INSP	-	250,000	-	-	-
US23001	CONDITION ASSESSMENT FOR SW PS	-	1,400,000	-	-	-
US23002	HWY-4/SJ RIVER PUMP STATION PROJECT	-	3,125,000	3,125,000	-	-
US24001	ALEXANDRIA & 14 MILE STORM PS	69,700	411,300	-	-	-
US24002	CHARTER & WALNUT PLANT STORM PS	75,000	225,000	-	-	-
US24003	WEST LANE & MOSHER SLOUGH STORM PS	500,000	-	-	-	-
US24005	STORM DRAIN SYS EMERGENCY	1,000,000	-	-	-	-
US24006	BROOKSIDE ESTATES S STORM PS IMP	280,000	-	-	-	-
US25001	SPANOS PARK WEST INFILTRATION ASMT	-	100,000	-	-	-
US25002	WESTON RANCH INFILTRATION ASSMNT	-	106,000	-	-	-
US25003	CHARTER WAY SUBWAY STORM DRAIN PS	-	70,000	190,000	-	-
US25004	BLOSSOM RANCH STORM DRAIN PS	-	120,000	-	-	-
US25005	WESTERN PACIFIC SW PS IMPROVEMENTS	-	80,000	-	-	-
US25006	WESTLANE & CALAVERAS S STORM PS IMP	-	750,000	-	-	-
US25007	SWENSON PARK & 5 MI STORM PS IMP	-	750,000	-	-	-
US26001	CHARTER & TILLIE LEWIS FLOOD RELIEF	-	-	321,000	-	-
US26002	EL DORADO STORM DRAIN INSTALLATION	-	-	-	345,000	-
US26003	MISSION RD STORM DRAIN INSTALLATION	-	-	-	237,000	-
		<b>1,924,700</b>	<b>7,387,300</b>	<b>3,636,000</b>	<b>582,000</b>	-
<b>TRANSPORTATION DEVELOPMENT ACT</b>						
WD24004	SIDEWALK,CURB AND GUTTER FY23-24	610,737	-	-	-	-
		<b>610,737</b>	-	-	-	-
<b>UNIDENTIFIED FUNDING</b>						
CL23001	TROKE STAFF AREA RECONFIGURATION	-	-	-	179,000	619,000
CL23002	MAYA ANGELOU SKYLIGHT REPLACEMENT	-	400,000	-	-	-
CL23003	MAYA ANGELOU PARKLET	-	-	-	156,000	879,000
CL23004	TROKE LIBRARY HVAC REPLACEMENT	-	1,800,000	-	-	-
CR23001	PIXIE WOODS PA SYSTEM REPLACEMENT	-	175,000	-	-	-
CR23002	PIXIE WOODS AMENITIES REPLACEMENT	-	3,405,500	-	-	-
CR23003	COMMUNITY CENTER INTERCOM SYSTEM	-	-	750,000	-	-
CR23006	OAK PARK SR CENTER FACILITY IMPROV	-	88,000	252,000	-	-
CR23007	SEIFERT GYM FLOOR RPR & SCOREBOARD	-	-	128,000	-	-
CR23008	STRIBLEY SMALL GYM FLOOR	-	-	-	31,000	106,000
CR23009	LOUIS PARK SFTBAL CMLPX BLDG RPR	-	-	-	676,000	-
CR23010	PIXIE WOODS PERIMETER FENCE REPLACE	-	-	-	-	726,000
CR23011	AQUATICS FENCING AROUND CITY POOLS	-	972,000	-	-	1,148,000
CR23012	CIVIC AUDITORIUM ELECTRONIC MARQUEE	-	-	-	-	66,000
CR23013	SEIFERT SHADE STRUCTURE INSTALL	-	-	-	179,000	-
CR23014	STRIBLEY INT MOD & ACCORDIAN DOOR	-	-	-	69,000	160,000
CR23015	VAN BUSKIRK SCOREBOARD REPLACEMENT	-	-	-	-	29,000
CR23016	COMMUNITY CTR COURT DIVIDER SYSTEMS	-	-	-	-	492,000
CR23017	VAN BUSKIRK DIGITAL MARQUEE	-	-	-	-	108,000



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Project Number	Name	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
CR24001	MCKINLEY PARK COMMUNITY CENTER RENO	-	-	-	3,110,000	-
CR24002	VAN BUSKIRK PARK BASEBALL DIAMOND	-	-	242,000	-	-
CR26002	CIVIC AUDITORIUM STAGE CONTROLS RIG	-	1,700,000	2,000,000	-	-
CR26003	CIVIC AUDITORIUM UPGRADES	-	100,000	-	-	5,000,000
CR26004	LOUIS PARK SOFTBALL COMPLEX PARKING	-	600,000	-	-	-
CR26005	OAK PARK FACILITY UPGRADES	-	-	-	3,606,000	-
CR26006	OAK PARK TENNIS CENTER UPGRADES	-	-	-	820,000	-
CR26007	PARK SPORTFIELD LIGHTING REPAIRS	-	-	-	111,500	-
CR26008	PIXIE WOODS IMPROVEMENTS PROJECT	-	-	-	3,838,000	-
CR26010	COMMUNITY CENTER GENERATOR	-	-	877,000	317,500	317,500
CR28001	OAK PARK SR CTR TRASH ENCLOSURE	-	-	-	-	355,000
E016015	WATERFRONT TOWERS NEW CITY HALL	-	2,000,000	-	-	-
E017181	PARKING SIGNAGE PROJECT	-	50,000	-	100,000	-
EED8601	ARENA/BALLPARK UPGRD & REPLACEMENT	-	-	-	150,000	150,000
EV23605	MARINA SAIL COVERING REPLACEMENT	-	600,000	600,000	300,000	300,000
EV23607	BANNER ISLAND BALLPARK UPGRADE	-	-	2,811,000	-	-
F023013	FS 10 KITCHEN REMODEL	-	-	-	-	597,000
F023014	FS 11 DRIVEWAY & PARKING LOT	-	-	-	-	554,000
F023015	FIRE STATION NO. 11 KITCHEN REMODEL	-	-	-	-	597,000
F023016	FS 14 CONCRETE DRIVEWAY & PARKING	-	-	-	110,000	521,000
F023022	REGIONAL DISPATCH CENTER - PHASE 1	-	420,000	-	-	-
F024015	FS 1 DRIVEWAY REPLACEMENT & RESTORE	-	-	2,487,000	-	-
F024018	FS 2 PARKING LOT	-	-	644,000	-	-
F024019	FS 5 CONCRETE DRWY/PRKING REPLACE	-	-	840,000	-	-
F025018	FIRE STATION GATE & DOOR REPLACEMENT	-	160,000	-	-	-
F025019	TELECOMMUNICATIONS NETWORK UPGRADES	-	1,000,000	-	-	-
F026011	FIRE HOUSE SEISMIC EVALUATIONS	-	-	-	-	298,000
F026012	FS LANDSCAPING DESIGN/CON	-	-	-	-	654,000
F026014	FS 3 RECONSTRUCTION	-	-	-	-	11,144,000
F026015	FS 6 RECONSTRUCTION	-	420,000	-	-	-
F026016	FS 9 KITCHEN REMODEL	-	-	-	-	536,000
F026020	FS 13 STORAGE/DRWAY IMPROVEMENTS	-	-	-	-	457,500
F026021	PUBLIC PARKING IN FRONT OF FS	-	-	-	-	282,500
P015035	POLICE FACILITY IMPROVEMENTS	-	-	3,000,000	5,000,000	17,001,000
P023001	1.7 ANIMAL SHELTER UPGRADES	-	-	7,000,000	-	-
P023023	REPLACE MODULAR BUILDING AT FIRING	-	1,355,000	-	-	-
WC15004	BIN ENCLOSURE AT CITY FACILITIES	-	-	-	-	400,000
WC21021	MIRACLE MILE PARKING LOTS	-	400,000	-	-	-
WC23002	HISTORIC CITY HALL RENOVATIONS	-	558,000	5,442,000	-	-
WC23027	MIRACLE MILE IMPROV DIST SIDEWALK	-	470,000	-	-	-
WC26001	CITY FACILITY ASSESSMENT REHAB PRGM	-	-	-	-	200,000,000
WD18016	CURB, GUTTER, SDEWLK INFILL	-	-	-	8,147,682	-
WD19008	CENTER ST WEIR REPAIR	-	1,500,000	-	-	-
WD24018	STLITE TRAFFIC SIGNAL POLE REPLMENT	-	1,577,000	-	-	-
WD26043	COBBLESTONE CURB REPLACEMENT PROGRA	-	-	1,800,000	-	-
WD26044	CURB RAMP INSTALLATION PROGRAM	-	-	2,500,000	-	-
WD27013	REDWOOD CURB REPLACEMENT PROGRAM	-	-	-	1,300,000	-
WP13270	CANNERY PARK (2.7 ACRES)	-	2,212,000	-	-	-
WP22011	PIXIE WOODS CPSC COMPLIANCE PLN DEV	-	44,000	-	-	-
WP22013	CANNERY PARK NEIGHBORHOOD PARK 7.48	-	7,927,080	-	-	-
WP22015	CITYWIDE PARK WALKWAY REPLACEMENT	-	-	100,000	100,000	-
WP22016	1.7 TOUCHLESS RESTROOMS	-	375,000	-	-	-
WP22020	LOUIS PARK SOFTBALL CMPLX TURF CONV	-	360,000	-	-	-
WP22021	LOUIS PRK SOFTBALL PRKING LOT LIGHT	-	-	125,000	-	-
WP22023	OAK PARK MAGPIE FENCING REPLACEMENT	-	136,000	-	-	-
WP22025	PARK RESTROOM REHAB & RPR PROGRAM	-	350,000	-	-	-
WP22026	PLAY EQUIPMENT REPLACEMENT	-	935,000	935,000	935,000	-
WP22028	SWENSON PARK AND GOLF IRRIGATION SY	-	484,000	-	-	-
WP22031	VICTORY PARK TOTEM PICNIC AREA RECO	-	118,060	-	-	-
WP23019	VICTORY PARK TENNIS COURT LIGHTING	-	-	-	213,000	-
WP23024	OAKMORE MONTEGO NEIGHBORHOOD PARK	-	2,669,000	-	-	-
WP23025	PARK TREE MAINTENANCE PROGRAM	-	362,000	362,000	362,000	-
WP23026	SANDMAN PARK FIELD LIGHT REPLCMET	-	350,000	-	-	-
WT19007	LWR SAC WIDEN-ROYAL OAKS	-	-	-	40,000,000	-
WT19009	AIRPORT WY BR FIRE REP SB	-	560,000	-	-	-
WT19013	ATP4-SRTS SDWLK GAP CLOSE	-	3,309,000	-	-	-
WT19018	ALXNDRIA/5-MI SL CULV SB1	-	-	1,223,000	-	-
WT22034	ARCH-AIRPORT ROAD PRECISE ROAD PLAN	-	-	-	-	1,236,000
WT22035	AURORA ST OVER MORMON SLOUGH BRIDGE	-	-	-	347,000	-
WT22036	EIGHT MILE ROAD OVER UPRR SLOPE RPR	-	-	-	270,000	-
WT22037	EL DORADO ST BRIDGE SLOPE REPAIR	-	-	-	400,000	-
WT22038	LOWER SACRAMENTO RD SLOPE REPAIR	-	-	-	684,000	-
WT22039	CITYWIDE BRIDGE SLOPE PROTECTION	-	-	-	275,000	-

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Project Number	Name	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
WT22040	WEST LANE BRIDGE SLOPE REPAIR	-	-	-	480,000	-
WT24002	EMERGENCY VEHICLE PRE-EMPTION	-	-	750,000	-	-
WT24022	BRIDGE VANDALISM REPAIR	-	365,000	365,000	365,000	365,000
WT24026	MLK UNDERPASS ENHANCEMENTS	-	450,000	-	-	-
WT25001	ROUNDBOUT PROGRAM	-	-	2,000,000	2,000,000	2,000,000
WT25002	STREET SMARTS PROGRAM	-	-	500,000	-	-
WT25020	FRENCH CAMP RD WIDENING	-	18,500,000	-	-	-
WT26022	ALPINE AVE GRADE SEPARATION	-	-	-	-	30,685,000
WT26024	CA ST GAP CLOSURE IMPROVEMENTS	-	-	396,000	-	-
WT26025	CITYWIDE TDM SUITABILITY STUDY	-	-	200,000	-	-
WT26029	DAVIS RD WIDENING	-	-	-	4,371,000	-
WT26030	EBMUD MARCH LN GREENSCAPE PH2	-	-	-	2,704,000	-
WT26032	EL DORADO ST IMPROVEMENTS PH3	-	-	-	3,108,000	-
WT26033	MARCH LN WIDENING	-	-	-	-	5,145,000
WT26034	MORMON SLOUGH BIKEWAY IMPROVEMENT	-	-	-	1,242,000	-
WT26035	MORMON SLOUGH FEASIBILITY STUDY	-	-	150,000	-	-
WT26036	PERSHING AVE RDWY CROWN REDUCTION	-	-	2,000,000	-	-
WT26038	ROBINHOOD DR BIKE LANE	-	-	519,000	-	-
WT26039	TRAFFIC SIGNAL CONVERSIONS	-	-	1,200,000	-	-
WT26040	WEST LN COMPLETE ST CORRIDORS STUDY	-	-	250,000	-	-
WT26041	WEST LN GRADE SEPARATION	-	-	-	44,240,000	-
WT26042	WEST LN WIDENING	-	-	-	22,631,000	-
WT27001	AIRPORT WAY BNSF GRADE SEPARATION	-	-	-	45,320,000	-
WT27002	ALPINE AVE AT UPRR GRADE SEPARATION	-	-	-	30,320,000	-
WT27011	EIGHT MILE ROAD WIDENING	-	-	-	8,608,000	116,295,000
WT27012	HAZELTON AVE/UPRR GRADE SEPARATION	-	-	-	75,772,000	75,772,000
WT27013	MLK BLVD GRADE SEPARATION	-	-	-	5,280,000	69,072,000
		-	59,256,640	42,448,000	318,227,682	544,067,500
<b>WASTEWATER FUND</b>						
UW09006	REHAB DIGESTERS A & B FOR SLUDGE	2,000,000	2,000,000	-	-	-
UW16006	SANITARY SEWER REHAB PROJECT	930,000	-	-	-	-
UW16022	RWCF MODIFY PROJECT - PDB	4,203,768	-	-	-	-
UW17023	PERSHING SWR TRUNK REHAB (CHURCH/NA	1,000,000	1,000,000	-	-	-
UW18011	RWCF POND NO. 1 CLEANING	2,281,000	2,281,000	2,281,000	2,281,000	-
UW18029	SIERRA NEVADA ST SEWER LINE REHAB	250,000	-	-	-	-
UW20020	SEWER LRG DIAMETER LINES REHAB	-	2,100,000	-	-	-
UW20024	SANITARY SEWER MASTER PLAN UPDATE	225,000	-	-	-	-
UW21010	RWCF 60KV TRANSFORMER REPLACEMENT	1,500,000	-	-	-	-
UW21015	QUAIL LAKES SEWER LIFT STATION UPGR	200,000	-	-	-	-
UW21018	LINCOLN RD SWR TRNK REHAB-PERSH/ALE	-	1,700,000	3,619,500	-	-
UW21020	SEWER SYSTEM STREET IMPROVEMENTS RE	150,000	150,000	150,000	150,000	150,000
UW22002	SLUDGE DAY TANK MIXING REHAB	200,000	-	-	-	-
UW22004	SYSTEM 10 SEWER RELIEF FORCEMAIN	-	6,800,000	-	-	-
UW23003	BROOKSIDE ESTATES SANITARY SEWER PS	500,000	300,000	-	-	-
UW23004	MAIN PLANT SWITCHGEAR UPGRADE	250,000	250,000	-	-	-
UW23005	COGENERATION ENGINE NO. 1 REBUILD	-	-	750,000	250,000	-
UW23006	LONGVIEW AVE SEWER REHABILITATION	-	1,280,000	2,328,000	-	-
UW23008	PERSHING AVE SEWER TRUNK REHAB	4,040,000	-	-	-	-
UW23010	SWAIN RD/ALTURAS AVE SEWER REHAB	-	-	100,000	-	-
UW23011	EL DORADO ST REHAB (ALPINE-WYANDOT)	-	100,000	-	-	-
UW23012	EL DORADO STREET REHAB FREMONT-OAK	-	-	100,000	-	-
UW23013	ETNA STREET REHABILITATION	-	-	100,000	-	-
UW23014	ROSEMARIE LN SEWER REHABILITATION	350,000	-	-	-	-
UW23015	RWCF DIGESTER GAS SCRUBBER	500,000	1,000,000	-	-	-
UW23016	RWCF TERTIARY ROAD REPAIRS	750,000	250,000	250,000	250,000	-
UW23017	RWCF PLANT SCADA SYSTEM UPGRADE	500,000	-	-	-	-
UW23018	CITY-WIDE PUMP STATION ASSESSMENT	500,000	-	-	-	-
UW23023	RWCF FLOODWALL PHASE I	2,000,000	2,000,000	2,000,000	-	-
UW23024	RWCF 60KV TRANSFORMER RELOCATION	1,000,000	1,000,000	1,000,000	-	-
UW24001	WEST LANE & CALAVERAS SOUTH SS	135,000	811,000	-	-	-
UW24002	WEST LANE & CALAVERAS NORTH SS	130,000	510,000	-	-	-
UW24003	SWENSON & 5 MILE SANITARY PS	100,000	2,000,000	-	-	-
UW24004	KELLY & MOSHER SLOUGH SS PS & FM	500,000	-	-	-	-
UW24005	LINCOLN ST SANITARY PS FM	4,500,000	4,500,000	-	-	-
UW24006	FRENCH CAMP SEWER & LIFT STATION	5,000,000	1,000,000	6,000,000	-	-
UW24007	COGENERATION ENGINE NO. 3 REBUILD	750,000	250,000	-	-	-
UW24008	PARDEE LANE REHABILITATION	-	100,000	-	-	-
UW24009	SCOTTS AVENUE REHABILITATION	-	315,000	-	-	-
UW24010	EL DORADO STREET REHABILITATION	-	100,000	-	-	-
UW24011	HAZELTON AVE SEWER TRUNK REHAB	2,147,000	-	-	-	-
UW24012	RWCF LARGE DIAMETER PIPE INSPECTION	200,000	-	-	-	-
UW24013	RWCF REDUNDANT DIGESTER GAS HOLDER	1,400,000	2,600,000	-	-	-
UW24014	RWCF MODIFICATIONS OF POLYMER FEED	400,000	-	-	-	-

**2023-2028 Capital Improvement Plan  
Project List by Funding Source**

Project Number	Name	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
UW24015	RWCF GRAVITY BELT THICKNER ADDITION	540,000	-	-	-	-
UW24016	RWCF HOT WATER BOILER	450,000	-	-	-	-
UW24017	RWCF DIGESTER GAS HOLDER TANK REPL	1,500,000	-	-	-	-
UW24018	SANITARY SEWER SYSTEM EMERGENCY	2,000,000	-	-	-	-
UW24019	GRANT STREET SEWER REHAB	320,000	-	-	-	-
UW24021	WESTSIDE INTERCEPTOR ALIGNMENT STUD	530,000	-	-	-	-
UW25001	BROOKSIDE & I-5 PS EMERGENCY PWR	500,000	-	-	-	-
UW25002	CAMANCHE SANITARY PS REHAB	-	550,000	-	-	-
UW25003	COLLEGE PARK SANITARY PS REHAB	-	750,000	-	-	-
UW25004	WATERLOO SANITARY PS REHAB	-	1,303,000	-	-	-
UW25005	DRAKE SANITARY PS REHAB	-	1,303,000	-	-	-
UW25006	MARCH LANE SEWER TRUNK REHAB	-	720,000	6,000,000	-	-
UW25009	RYDE AVENUE SEWER REHABILITATION	400,000	3,000,000	-	-	-
UW25010	DEL NORTE STREET SEWER REHAB	-	-	-	-	8,500,000
UW25011	THORNTON & MACDUFF SEWER REHAB	-	-	-	500,000	3,600,000
UW25012	RALPH AVE SEWER TRUNK REHAB	-	-	-	300,000	2,500,000
UW26001	COGENERATION ENGINE NO. 3 REBUILD	-	-	-	750,000	250,000
WT23031	CHANNEL STREET IMPROVEMENTS	75,000	-	-	-	-
		<b>44,906,768</b>	<b>42,023,000</b>	<b>24,678,500</b>	<b>4,481,000</b>	<b>15,000,000</b>
<b>WATER UTILITY FUND</b>						
UH14014	WATER FIELD OFFICE REMODEL	-	12,100,000	5,300,000	-	-
UH17002	WATER WELL SSS NO 10	-	1,000,000	5,000,000	-	-
UH18053	NEWCASTLE LOOP PHASE II	3,031,069	-	-	-	-
UH21001	W/E/S BEAR CREEK OVERSIZING REIMB	466,000	-	-	-	-
UH21002	DWTP INTAKE PUMP STATION DISCHARGE	-	-	2,636,000	-	-
UH21005	GROUND WATER RECHARGE BASIN	-	3,100,000	3,600,000	-	-
UH21006	WATER SCV LINE REPLACEMENT2021	-	560,000	600,000	600,000	-
UH21019	WATER SYSTEM STREET IMPROVEMENTS RE	150,000	150,000	150,000	150,000	-
UH22001	ADVANCE METERING INFRASTRUCTURE	250,000	7,250,000	7,250,000	-	-
UH22002	CONDITION ASSESSMENT (PIPELINES)	50,000	-	-	-	-
UH22004	BACKUP POWER IMP AT SSS #3 & 9	360,000	-	-	-	-
UH22005	WATER SUPPLY WELL #33	200,000	-	-	-	-
UH22006	PIPELINE UPSIZING - PRIORITY 1	200,000	700,000	700,000	-	-
UH22007	PIPELINE UPSIZING - PRIORITY 2	-	-	680,000	1,500,000	-
UH23001	REPLACE UNDERSIZED/OLD MAINS-PRI 3	-	2,405,000	2,470,000	2,540,000	-
UH24001	WESTLAKE OVERSIZING REIMBURSEMENT	-	-	110,000	-	-
UH24002	16" WATER LINE UPSIZE ALONG I-5 N	-	172,500	777,500	-	-
UH24003	CANNERY PARK WATER TRANSMISSION REI	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
UH24004	REHABILITATE EXISTING WELLS 15 & 28	520,000	1,000,000	5,000,000	5,000,000	-
UH24005	WATER WELL SSS2 REHAB AND IMPROV	340,000	1,000,000	1,000,000	-	-
UH24006	NE RESERVOIR & ASSOC PUMP STARTION	500,000	-	-	-	15,300,000
UH24007	WATER WELL SSS8 BACKUP	574,000	-	-	-	-
UH24008	WELL 26 ELECTRICAL IMPROVEMENTS	207,000	-	-	-	-
UH24009	WESTERN RANCH RES POWER IMPROV	400,000	1,130,000	-	-	-
UH24010	14 MILE RES BACKUP PWR MPROVEMENTS	400,000	1,130,000	-	-	-
UH24011	CENTURY & SUNNY RD WATER SYSTEM	2,080,000	-	-	-	-
UH25001	SANCTUARY/SHIMA TRACT O/S REIMB.	-	-	-	1,726,000	-
UH25002	L SAC WM BTWN MARLETTE & 8MI REIMB	-	-	-	-	206,000
UH25003	HOLMAN RD OVERSIZING REIMBURSEMENT	-	-	216,000	-	-
UH25004	ORIGONE RANCH OVERSIZING REIMBURSE	-	-	-	-	262,000
UH25005	HENRY LONG LOOP REIMBURSEMENT	-	-	134,000	-	-
UH25006	PRESERVE/ATLAS TRACT REIMBURSEMENT	-	-	483,000	-	-
UH26001	NORTH WELLS - RELIABILITY	-	-	760,000	-	-
UH28001	DWTP INTERS 8 MILE AND LOWER SAC	-	-	-	-	4,385,000
UH28002	MARIPOSA RD RESERVIOR PUMP	-	-	-	-	14,850,000
UH28003	NEW WELL MARIPOSA RD COMM	-	-	-	-	5,760,000
		<b>12,328,069</b>	<b>34,297,500</b>	<b>39,466,500</b>	<b>14,116,000</b>	<b>43,363,000</b>
<b>GRAND TOTAL</b>						
		<b>\$ 114,164,737</b>	<b>\$ 167,747,749</b>	<b>\$ 123,254,239</b>	<b>\$ 342,362,682</b>	<b>\$ 606,842,500</b>

## TAB 14 INTERNAL SERVICE FUNDS



## INTERNAL SERVICE FUNDS

### MISSION STATEMENT

Internal Service Funds are used to report the centralized financing of goods and services provided by one department on a cost reimbursement basis. The City of Stockton uses internal service funds for the central administration of insurance, equipment replacement, and technology services.

#### Budget at a Glance:

Total Revenues	\$192,778,957
Total Expenditures	\$193,600,465
Total Net Cost	\$821,508

### PROGRAM DESCRIPTION

The City has Internal Service Funds (ISF) for equipment, risk management, and employee benefits funding. City departments contribute to these funds as part of their annual budgets. The funds are used to provide services and equipment to departments and pay for overall citywide programs. Approximately 75% of ISF expenditures are related to the City's insurance and other benefits costs, while the remainder are related to equipment services. The City's ISFs are as follows:

#### Equipment:

- Fleet
- Technology
- Communications (Radio)
- Office Equipment

#### Insurance/Benefits:

- General Liability
- Workers Compensation
- Health
- Retirement
- Unemployment
- Long-Term Disability
- Life and Accidental Death and Dismemberment
- Compensated Absences

### DEPARTMENT STRATEGIC WORK PLAN

Internal Service Funds are a governmental financial mechanism to provide goods and services to multiple departments on a cost reimbursement basis in a systemized manner. Stockton's specific overall ISF goals go beyond the general objective and include developing rates that are stable over time and cover the cost of current use that might involve cash payouts in future periods. Consequently, Stockton's ISFs manage a relatively stable inflow of resources to pay for equipment and services that do not necessarily have a consistent or recurring nature.

Internal Service Funds, therefore, play a significant role in the City Council Strategic Target of fiscal sustainability and indirectly in several other targets because if money is not available, other targets cannot be met. Developing a sustainable funding level requires experience and analysis while setting aside money for future periods requires discipline and restraint. The City's ISF rate methodologies have been successful over the last few years, as several risk funds have recovered sufficient balances to pay for expected claim payouts, and the short-term funding of needs is available. Fleet, radio and technology requirements expected in the next five years and the retirement demands of CalPERS scheduled for the next 10 years are not fully covered by

## INTERNAL SERVICE FUNDS

stabilized, consistent rates at this time. The long-term plan for ISFs is to develop accurate forecasts of the likeliest needs and related payout scenarios while remaining true to the overall fund goals and rate stabilization goals.

### KEY CONSIDERATIONS

The expectations laid out for the ISFs are broadly favorable as appropriations for claims and equipment were sufficient to pay for what was incurred or required. A few of the ISFs are experiencing challenges to the long-term stability of the programs. These areas are being monitored closely.

In the Radio Communication ISF a full-scale replacement of the public safety radio system infrastructure, the backbone of the communication system, is underway. FY 2022-23 included a \$5.1 million payout for this project from the General Fund. As a result, the City benefited for 2 years at 0% interest for this project and avoided interest payments that would have been applied in FY 2023-24, saving the City approximately \$67,000.

CalPERS payments are expected to continue increasing until 2031. To properly fund the retirement obligation for current and retired City employees, CalPERS reduced the rate of return on investments to 6.8%, requiring additional payments over the next decade. Given the continued uncertainty surrounding future CalPERS earnings, the Long-Range Financial Plan assumption uses a discount rate of 6% with a 10-year phase-in period beginning in FY 2023-24. To plan for future pension payments, the City continues contributions to an IRC Section 115 Pension Trust and through March 31, 2023, it has set approximately \$71.0 million aside in the trust which, while restricted solely for pension costs, affords the City greater flexibility than remitting to CalPERS and greater earnings potential than the City investment pool.

Due to continued increases in the cost of General Liability and Workers Compensation premiums, managing claims cost will continue to be a focus in FY 2023-24. The City will maintain its self-insured retention in the General Liability program at \$1.25 million. To improve claims management and mitigation, Human Resources has contracted with Sedgewick, a third-party administrator for General Liability claims.

To provide value, long-term ISF rates should be identifiable, relative to how expenditures will be incurred and cover the operating needs of the departments. With the ISFs accounting for 21% of overall City spending, sound management of these funds is vital to the City's fiscal sustainability. Continuous analysis of the spending trends, forecasts and rate methodologies, and updates to the City's Long-Range Financial Plan will be key components to managing the resources and demands in these funds. Further detail on the equipment and benefit ISFs is included in the following pages.





**Internal Service Funds  
FY 2023-24 Annual Budget**

	<b>Fleet Services 500</b>	<b>Technology 510-511</b>	<b>Communications 510-515</b>	<b>Reprographics 570</b>
	<i>See Page N-9</i>	<i>See Page N-11</i>	<i>See Page N-13</i>	<i>See Page N-15</i>
<b>Beginning Available Balance</b>	<b>\$ 19,154,236</b>	<b>\$ 22,698,097</b>	<b>\$ 5,942,970</b>	<b>\$ 144,753</b>
<b>Revenues</b>				
Charge for Services				
Police	7,764,195	5,155,372	1,887,031	-
Fire	3,600,319	1,315,073	844,629	-
Other General Fund	524,196	2,642,624	3,990	-
Other Funds	3,030,014	5,870,387	139,160	-
	14,918,724	14,983,456	2,874,810	-
Refunds & Reimbursements	200,000	-	-	350,000
Investment Proceeds	70,000	457,200	160,000	-
	<b>15,188,724</b>	<b>15,440,656</b>	<b>3,034,810</b>	<b>350,000</b>
<b>Expenditures</b>				
Administration	1,912,641	12,178,395	-	-
Operations & Maintenance	7,773,132	2,313,788	1,498,919	429,862
Equipment Replacements	3,000,000	3,474,925	2,168,165	-
Capital Projects	-	-	-	-
Debt Service	445,875	-	-	-
Claims	-	-	-	-
Excess Insurance Premium	-	-	-	-
Third Party Administrator	-	-	-	-
Pension contributions to CalPERS	-	-	-	-
Employee leave balance payoffs	-	-	-	-
Litigation	-	-	-	-
	<b>13,131,648</b>	<b>17,967,108</b>	<b>3,667,084</b>	<b>429,862</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>2,057,076</b>	<b>(2,526,452)</b>	<b>(632,274)</b>	<b>(79,862)</b>
<b>Ending Available Balance</b>	<b>\$ 21,211,312</b>	<b>\$ 20,171,645</b>	<b>\$ 5,310,696</b>	<b>\$ 64,891</b>

**Internal Service Funds, Continued**  
**FY 2023-24 Annual Budget**

	<b>General Insurance 520</b>	<b>Workers' Compensation 530</b>	<b>Health Insurance 540</b>	<b>Retirement 550</b>
	<i>See Page N-17</i>	<i>See Page N-18</i>	<i>See Page N-21</i>	<i>See Page N-23</i>
<b>Beginning Available Balance</b>	<b>\$ 6,394,553</b>	<b>\$ 36,618,789</b>	<b>\$ 1,708,035</b>	<b>\$ 77,263,771</b>
<b>Revenues</b>				
Charge for Services				
Police	6,090,973	5,303,846	10,566,114	41,450,677
Fire	1,997,273	2,606,259	2,551,139	13,918,557
Other General Fund	1,325,868	440,771	2,571,465	3,773,622
Other Funds	5,676,885	3,163,124	11,656,324	20,039,932
	15,090,999	11,514,000	27,345,042	79,182,788
Refunds & Reimbursements	-	525,000	5,213,078	13,950,818
Investment Proceeds	250,000	1,825,188	100,000	1,000,000
	<b>15,340,999</b>	<b>13,864,188</b>	<b>32,658,120</b>	<b>94,133,606</b>
<b>Expenditures</b>				
Administration	1,487,383	1,454,019	1,391,429	72,040
Operations & Maintenance	-	301,500	35,500	-
Equipment Replacements	-	-	-	-
Capital Projects	-	-	-	-
Debt Service	-	-	-	-
Claims	6,774,000	9,418,000	30,112,174	-
Excess Insurance Premium	7,527,000	2,140,000	-	-
Third Party Administrator	237,150	770,000	-	-
Pension contributions to CalPERS	-	-	-	93,133,606
Employee leave balance payoffs	-	-	-	-
Litigation	978,962	-	-	-
	<b>17,004,495</b>	<b>14,083,519</b>	<b>31,539,103</b>	<b>93,205,646</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	-	-	-	-
<b>Net Annual Activity</b>	<b>(1,663,496)</b>	<b>(219,331)</b>	<b>1,119,017</b>	<b>927,960</b>
<b>Ending Available Balance</b>	<b>\$ 4,731,057</b>	<b>\$ 36,399,458</b>	<b>\$ 2,827,052</b>	<b>\$ 78,191,731</b>

**Internal Service Funds, Continued  
FY 2023-24 Annual Budget**

	<b>Other Benefits 560</b>	<b>Internal Service Total</b>
	<i>See Page N-25</i>	
<b>Beginning Available Balance</b>	<b>\$ 684,002</b>	<b>\$ 170,609,206</b>
<b>Revenues</b>		
Charge for Services		
Police	1,078,188	79,296,396
Fire	299,847	27,133,096
Other General Fund	302,115	11,584,651
Other Funds	1,075,704	50,651,530
	<u>2,755,854</u>	<u>168,665,673</u>
Refunds & Reimbursements	-	20,238,896
Investment Proceeds	12,000	3,874,388
	<u><b>2,767,854</b></u>	<u><b>192,778,957</b></u>
<b>Expenditures</b>		
Administration	-	18,495,907
Operations & Maintenance	-	12,352,701
Equipment Replacements	-	8,643,090
Capital Projects	-	-
Debt Service	-	445,875
Claims	250,000	46,554,174
Excess Insurance Premium	442,000	10,109,000
Third Party Administrator	-	1,007,150
Pension contributions to CalPERS	-	93,133,606
Employee leave balance payoffs	1,880,000	1,880,000
Litigation	-	978,962
	<u><b>2,572,000</b></u>	<u><b>193,600,465</b></u>
<b>Transfers</b>		
Transfer In	-	-
Transfer Out	-	-
	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u><b>195,854</b></u>	<u><b>(821,508)</b></u>
<b>Ending Available Balance</b>	<u><b>\$ 879,856</b></u>	<u><b>\$ 169,787,698</b></u>
	Revenues	\$ 192,778,957
	Transfers	-
	Total Sources	<u><b>\$ 192,778,957</b></u>
	Expenditures	\$ 193,600,465
	Transfers	-
	Total Appropriations	<u><b>\$ 193,600,465</b></u>



## **INTERNAL SERVICE FUNDS**

### **FLEET SERVICES FUND (500)**

#### **PROGRAM DESCRIPTION**

Public Works manages the Fleet Internal Service Fund and is responsible for maintaining and replacing the City's fleet of approximately 987 vehicles and heavy equipment valued at over \$70 million. Departments are charged monthly rental rates to finance operations and vehicle replacements. Maintenance activities are performed either by City staff or outside vendors and include preventative maintenance inspections, comprehensive mechanical repairs, and specialized auto body work. A replacement reserve is needed to save for the future replacement of vehicles at the end of their useful life. The replacement reserve amount has ranged from \$1.0 million to \$5.0 million over the past ten years. Approximately 386 items in the inventory are past their standard life cycle with an estimated replacement cost of \$18 million.

#### **KEY CONSIDERATIONS**

- FY 2023-24 budget includes \$3 million for vehicle replacement purchases, including funding emergency response vehicles, generators and heavy equipment.
- Purchase and upfit approximately 110 vehicles to maintain FY 2023-24 Fleet Replacement Plan.
- Continue ongoing efforts to review and improve fleet operations through process improvement, revision of shop and staff structure, space utilization, and parts acquisition.

**Internal Service Funds  
Fleet Services - 500  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 11,913,646</b>	<b>\$ 14,896,493</b>	<b>\$ 16,884,766</b>	<b>\$ 19,154,236</b>
<b>Revenues</b>				
Charge for Services				
Police	5,824,046	6,162,017	6,344,200	7,764,195
Fire	3,063,194	3,268,703	3,175,994	3,600,319
Other General Fund	796,755	890,976	786,727	524,196
Other Funds	3,041,549	3,160,905	2,622,648	3,030,014
	<u>12,725,543</u>	<u>13,482,601</u>	<u>12,929,569</u>	<u>14,918,724</u>
Refunds & Reimbursements	55,561	528,460	700,000	100,000
Sale of Assets	512,664	-	-	100,000
Investment Proceeds	181,426	167,560	70,000	70,000
	<u>13,475,194</u>	<u>14,178,621</u>	<u>13,699,569</u>	<u>15,188,724</u>
<b>Expenditures</b>				
Operations & Maintenance	4,647,272	4,702,969	4,346,551	5,317,641
Fuel	1,658,050	2,443,765	2,112,293	2,455,491
General & Administrative	1,461,468	1,251,460	1,483,539	1,912,641
Debt Service	57,432	41,125	487,716	445,875
Replacements	2,668,125	2,328,938	3,000,000	3,000,000
Capital Projects	-	-	-	-
	<u>10,492,347</u>	<u>10,768,257</u>	<u>11,430,099</u>	<u>13,131,648</u>
<b>Transfers</b>				
Transfer In	-	65,979	-	-
Transfer Out - Capital	-	-	-	-
	<u>-</u>	<u>65,979</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<b>2,982,847</b>	<b>3,476,343</b>	<b>2,269,470</b>	<b>2,057,076</b>
<b>Ending Available Balance</b>	<b>\$ 14,896,493</b>	<b>\$ 18,372,836</b>	<b>\$ 19,154,236</b>	<b>\$ 21,211,312</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 18,066,822		
Current Liabilities		(1,182,056)		
Fund Balance		16,884,766		
Capital Appropriation		-		
Ending Available Balance		<u>\$ 16,884,766</u>		

## INTERNAL SERVICE FUNDS

### TECHNOLOGY FUND (511)

#### PROGRAM DESCRIPTION

The Information Technology (IT) Department manages the Technology Fund. City departments pay into this fund as part of their annual budgets for IT programmatic services and equipment for computers, telephones, multi-functional copiers, application systems, network connectivity, cybersecurity, and IT consulting services. This fund also supports the City's IT Governance efforts and the implementation of the Information Technology Capital Plan.

The City continues to make significant progress towards replacing critical systems, data center infrastructure equipment and end-user devices such as network storage equipment, desktop computers, laptops, and tablets.

#### KEY CONSIDERATIONS

IT projects support the One Page Strategic Plan® (OGSP®) which reflects the City Council's priority goals and strategic targets, with a focus on providing technical solutions and support to improve public safety services while implementing solutions that provide fiscal sustainability and transparency to the community, that will lay the foundation for economic growth. Key projects funded in FY 2023-24 include the following:

- Enterprise Resource Planning (ERP) – The City continues its project work of replacing the antiquated financial system. Phase one core finance and phase two general billing & revenue went live in February and July 2021 respectively. Phase three (Payroll, time & attendance, expense reimbursement, position control & salary benefits projection) is in progress.
- Cybersecurity maturity and cloud migration will remain a key priority for future investments.
- Disaster Recovery – Expand disaster recovery strategy and toolkit.
- Data Center Hardware Infrastructure – Sustain the primary data center, expand virtual servers to the cloud, and continue preparations for the relocation to New City Hall.
- New City Hall – Continue wiring buildout and network infrastructure.
- Network and Infrastructure Improvements – Implement the priority projects identified through the network and security technology roadmap that address the risks and gaps in IT policies, processes, and technology.
- Technology Lifecycle Replacements – Equipment replacements to include network infrastructure, desktop computers, laptops, printers, copiers, and traffic core.
- Geographic Information System Migration – Continue to migrate system applications to the cloud to reduce the City's Data Center footprint.
- Network Infrastructure Optimization / Expansion – Extend network management to other sites.
- Continue the partnership with Center for Internet Security for network security monitoring, detection, mitigation and sharing of cyber intelligence.

**Internal Service Funds  
Technology - 510-511  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 40,072,839</b>	<b>\$ 41,120,715</b>	<b>\$ 29,974,462</b>	<b>\$ 22,698,097</b>
<b>Revenues</b>				
Charges for services				
Police	5,210,443	5,289,696	4,716,975	5,155,372
Fire	1,197,789	1,452,307	1,277,969	1,315,073
Other General Fund	1,735,337	1,618,608	2,270,606	2,642,624
Other Funds	6,451,857	6,575,928	5,737,086	5,870,387
Investment Proceeds	550,036	406,297	309,912	457,200
Reimbursements	14	-	-	-
	<b>15,145,476</b>	<b>15,342,836</b>	<b>14,312,548</b>	<b>15,440,656</b>
<b>Expenditures</b>				
Administration	1,108,260	1,348,495	1,582,535	1,509,421
Operations	6,751,833	7,269,945	9,008,807	10,735,846
Telephone	543,087	568,932	634,056	804,367
Enterprise Resource Planning (ERP)	3,663,443	3,354,433	3,749,444	-
Enterprise Portfolio Management Office	484,395	378,411	393,635	1,442,549
Replacements	1,634,095	2,084,589	1,900,416	3,474,925
Capital Projects	161,677	354,588	220,020	-
	<b>14,346,790</b>	<b>15,359,393</b>	<b>17,488,913</b>	<b>17,967,108</b>
<b>Transfers</b>				
Transfer In - General Fund	249,192	-	-	-
Transfer Out	-	-	(4,100,000)	-
	<b>249,192</b>	<b>-</b>	<b>(4,100,000)</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>1,047,878</b>	<b>(16,557)</b>	<b>(7,276,365)</b>	<b>(2,526,452)</b>
<b>Ending Available Balance</b>	<b>\$ 41,120,717</b>	<b>\$ 41,104,158</b>	<b>\$ 22,698,097</b>	<b>\$ 20,171,645</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 41,690,866		
Current Liabilities		(586,708)		
ERP		(14,824,971)		
Capital Projects		(274,190)		
Ending Available Balance		<b>\$ 26,004,997</b>		



## **INTERNAL SERVICE FUNDS**

### **COMMUNICATIONS FUND (515)**

#### **PROGRAM DESCRIPTION**

The Communications (Radio) Fund supports mission-critical programmatic services and equipment replacements for public safety radios, dispatch consoles, and radio system infrastructure. Police, Fire, Public Works, and Municipal Utilities pay into the fund as part of their annual budgets.

The City continues to make significant progress towards replacing mission-critical and aged radio equipment. The IT Department developed a long-range financial plan that includes both radio system infrastructure and portable and mobile radios, which forecasts investment requirements to maintain and replace radio equipment for ten years. This plan allows staff to provide detailed information on the investments required for multiple budget cycles. A full-scale replacement of the public safety radio system infrastructure, the backbone of the system, is the City's continued priority.

#### **KEY CONSIDERATIONS**

The Radio Communications Fund received approximately \$5.1 million from General Fund in FY 2022-23 to complete a multi-year infrastructure radio replacement project, in addition to the \$5.3 million from the General Fund in FY 2020-21, the \$3.1 million contributed in FY 2019-20 and \$700,000 in FY 2017-18. The City received 0% financing for the first two years of a 36-month Equipment Lease-Purchase Agreement to complete the \$14.2 million estimated implementation cost of the project. This project is nearing completion and expected to be implemented in FY 2023-24. The first, second and third phases of the project are described below:

- Phase 1 Dispatch Consoles and Core – Completed replacement of Motorola core and install Police and Fire dispatch consoles to support 911 calls and public safety radio traffic on a 24/7/365 basis.
- Phase 2 Microwave Links – Replace microwaves that distribute radio traffic from the tower sites throughout the City's radio network.
- Phase 3 Radio Channel Equipment – Replace radio channel system equipment used to distribute public safety radio traffic, with an upgrade to trunk technology.
- Programmatically replace portable and mobile radios as part of the equipment lifecycle.

**Internal Service Funds  
Communications - 510-515  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 5,731,685</b>	<b>\$ 8,427,503</b>	<b>\$ 6,240,936</b>	<b>\$ 5,942,970</b>
<b>Revenues</b>				
Charge for Services				
Police	1,508,682	1,739,250	2,026,865	1,887,031
Fire	689,966	734,033	902,222	844,629
Other General Fund	3,200	3,555	4,131	3,990
Other Funds	128,781	176,447	161,234	139,160
	<u>2,330,629</u>	<u>2,653,285</u>	<u>3,094,452</u>	<u>2,874,810</u>
Investment Proceeds	86,891	91,749	70,000	160,000
	<u><b>2,505,401</b></u>	<u><b>2,745,034</b></u>	<u><b>3,164,452</b></u>	<u><b>3,034,810</b></u>
<b>Expenditures</b>				
Operations & Maintenance	787,434	1,351,805	1,230,259	1,498,919
Replacements	4,272,147	793,868	7,366,701	2,168,165
	<u><b>5,059,581</b></u>	<u><b>2,145,673</b></u>	<u><b>8,596,960</b></u>	<u><b>3,667,084</b></u>
<b>Transfers</b>				
Transfer In - General Fund	5,250,000	-	5,134,542	-
Transfer Out	-	-	-	-
	<u><b>5,250,000</b></u>	<u>-</u>	<u><b>5,134,542</b></u>	<u>-</u>
<b>Net Annual Activity</b>	<b>2,695,820</b>	<b>599,361</b>	<b>(297,966)</b>	<b>(632,274)</b>
<b>Ending Available Balance</b>	<b>\$ 8,427,505</b>	<b>\$ 9,026,864</b>	<b>\$ 5,942,970</b>	<b>\$ 5,310,696</b>
<b>Available Balance Calculation</b>				
Current Assets		\$ 9,226,327		
Current Liabilities		(199,463)		
Capital Appropriation		(2,785,928)		
Ending Available Balance		<u>\$ 6,240,936</u>		

## **INTERNAL SERVICE FUNDS**

### **REPROGRAPHICS FUND (570)**

#### **PROGRAM DESCRIPTION**

Administrative Services Department Procurement Division is responsible for maintaining and managing the City's print and production equipment as well as mailroom services. Program departments are charged usage fees to offset citywide printing and production services, operations, mailing and equipment replacement costs.

#### **KEY CONSIDERATIONS**

Document Services is the one-stop, internal option for all printing and mailing needs citywide. Staff are readily available to process incoming job requests that are usually finished by the next day depending on complexity and workload. Citywide use of this centralized operation will enhance stakeholder experience and maximize mail and print production efficiencies. Document Services is a strategic partner for departments providing expertise, expedient delivery of mail services and print production jobs and evaluating the most cost-effective method for single and ongoing print production requests.

The FY 2022-23 budget included a transfer to the new City Hall capital project for the build out of the space that will be occupied by the print and mailroom functions. The Reprographics ISF is spending down fund balance to cover on-going operating expenses. A review of activities and rate structure for reprographic services and the mailroom was started in 2023 and will continue toward ensuring that costs are covered by charges for services.

**Internal Service Funds  
Reprographics - 570  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<u>\$ 1,652,451</u>	<u>\$ 1,573,075</u>	<u>\$ 1,487,648</u>	<u>\$ 144,753</u>
<b>Revenues</b>				
Printing & Mailroom Fees	290,798	308,662	350,000	350,000
Investment Proceeds	<u>(4,221)</u>	<u>(44,952)</u>	<u>-</u>	<u>-</u>
	<u><b>286,577</b></u>	<u><b>263,710</b></u>	<u><b>350,000</b></u>	<u><b>350,000</b></u>
<b>Expenditures</b>				
Operations & Maintenance	365,953	349,137	392,895	429,862
	<u><b>365,953</b></u>	<u><b>349,137</b></u>	<u><b>392,895</b></u>	<u><b>429,862</b></u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	<u>-</u>	<u>-</u>	<u>(1,300,000)</u>	<u>-</u>
	<u>-</u>	<u>-</u>	<u><b>(1,300,000)</b></u>	<u>-</u>
<b>Net Annual Activity</b>	<u><b>(79,376)</b></u>	<u><b>(85,427)</b></u>	<u><b>(1,342,895)</b></u>	<u><b>(79,862)</b></u>
<b>Ending Available Balance</b>	<u><b>\$ 1,573,075</b></u>	<u><b>\$ 1,487,648</b></u>	<u><b>\$ 144,753</b></u>	<u><b>\$ 64,891</b></u>
<b>Available Balance Calculation</b>				
Current Assets		\$ 1,755,941		
Current Liabilities		<u>(268,293)</u>		
Ending Available Balance		<u><b>\$ 1,487,648</b></u>		

## **INTERNAL SERVICE FUNDS**

### **RISK SERVICES – GENERAL LIABILITY FUND (520) AND WORKERS' COMPENSATION FUND (530)**

#### **PROGRAM DESCRIPTION**

The City established the General Liability and Workers' Compensation funds to create greater financial stability to withstand the impacts of liability, property damage, and workers compensation claims. To lower costs, the City self-insures a portion of its claims and procures excess insurance for large claims.

The Human Resources Department manages these programs and develops methods to minimize claim expenses by promoting safe work environments. As part of their annual expenses, City departments pay into the internal service funds. The risk funds pay for administration, claims costs, excess policies, legal settlements, and for risk reduction analysis and program management.

#### **KEY CONSIDERATIONS**

Key considerations include connecting program costs directly to accidents, illness, and injuries. These are unknown events that by definition, are difficult to project. Actuaries assist in analyzing claim data and projecting claim costs and reserve targets. Consistent with the City Council strategic target of fiscal sustainability, reserve levels in the funds will continue to be in line with the associated claims of the organization.

The City's recommended funding for our workers' compensation program is expected at \$12,206,000 for FY 2023-24 (a 5.8% increase over FY 2022-23). Rates charged to most departments will therefore increase for FY 2023-24 to account for rising premium and claims costs. The City's self-insured retention is \$500,000 per occurrence.

Recommended funding for the City's general liability program for FY 2023-24 is estimated at \$11,026,283 (a 4.3% increase) and we expect the cost for excess insurance on our general liability claims to increase 30%. In addition, due to the number and severity of claims, the City will be charged an additional 35% surcharge to remain in the current insurance pool program. The City uses a conservative approach in its risk fund to accumulate sufficient resources for open cases, while it attempts to equitably allocate the increased rates paid by departments. Rates charged to departments are expected to increase to account for rising excess premium and settlement costs. The City will maintain its self-insured retention at \$1.25 million.

The Human Resources Department assists other departments with targeted training or the development of procedures to minimize accidents, illness, and injury risks and reduce the overall cost of these programs.

**Internal Service Funds  
General Liability Insurance - 520  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance</b>	<b>\$ 1,636,863</b>	<b>\$ 10,434,292</b>	<b>\$ 8,751,755</b>	<b>\$ 6,394,553</b>
<b>Revenues</b>				
Charge for Services				
Police	4,370,978	5,777,426	5,021,428	6,090,973
Fire	1,389,342	2,173,125	1,683,974	1,997,273
Other General Fund	897,745	425,519	1,038,037	1,325,868
Other Funds	3,781,682	2,949,832	4,274,053	5,676,885
Reimbursements	18,323	171,445	3,383	-
Investment Proceeds	236,373	187,988	119,836	250,000
	<u><b>10,694,443</b></u>	<u><b>11,685,335</b></u>	<u><b>12,140,711</b></u>	<u><b>15,340,999</b></u>
<b>Expenditures</b>				
Claims Expenses	2,277,868	1,922,081	6,247,471	6,774,000
Actuarial Accrued Claims Liability	(4,883,715)	4,979,607	-	-
	<u>(2,605,847)</u>	<u>6,901,688</u>	<u>6,247,471</u>	<u>6,774,000</u>
Third Party Administrator	710	194,945	300,000	237,150
Excess Insurance Premium	2,492,008	4,260,834	6,100,000	7,527,000
Administration	1,158,605	1,286,828	1,336,463	1,487,383
Litigation	851,538	723,577	513,979	978,962
	<u><b>1,897,014</b></u>	<u><b>13,367,872</b></u>	<u><b>14,497,913</b></u>	<u><b>17,004,495</b></u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<u><b>8,797,429</b></u>	<u><b>(1,682,537)</b></u>	<u><b>(2,357,202)</b></u>	<u><b>(1,663,496)</b></u>
<b>Ending Available Balance</b>	<u><b>\$ 10,434,292</b></u>	<u><b>\$ 8,751,755</b></u>	<u><b>\$ 6,394,553</b></u>	<u><b>\$ 4,731,057</b></u>
<b>Available Balance Calculation</b>				
Cash and Current Assets		\$ 24,362,219		
Current Liabilities		(106,231)		
Claims		<u>(15,504,233)</u>		
Ending Available Balance		<u><u>\$ 8,751,755</u></u>		
<b>Rates (percentage of payroll)</b>				
All employees	6.60%	7.40%	7.50%	9.00%

**Note**

Program revenues are estimated based upon percentage of projected payroll.  
Actual revenues and the cash flow to settle claims will fluctuate based on actual payroll.

**Internal Service Funds  
Workers' Compensation - 530  
FY 2023-24 Annual Budget**

	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Actual</u>	<u>FY 2022-23 Projected</u>	<u>FY 2023-24 Budget</u>
<b>Beginning Available Balance *</b>	<b>\$ (2,031,634)</b>	<b>\$ (4,516,861)</b>	<b>\$ 34,496,593</b>	<b>\$ 36,618,789</b>
<b>Revenues</b>				
Charge for Services				
Police	5,257,166	6,485,155	6,143,190	5,303,846
Fire	2,014,939	2,956,501	2,600,171	2,606,259
Other General Fund	388,459	238,274	497,995	440,771
Other Funds	2,822,156	1,297,544	3,473,706	3,163,124
	<u>10,482,720</u>	<u>10,977,474</u>	<u>12,715,062</u>	<u>11,514,000</u>
Refunds & Reimbursements	917,890	819,658	563,302	525,000
Investment Proceeds	740,472	595,446	1,679,518	1,825,188
	<u>12,141,082</u>	<u>12,392,578</u>	<u>14,957,882</u>	<u>13,864,188</u>
<b>Expenditures</b>				
Claims Paid	7,807,192	7,544,686	9,136,000	9,418,000
Actuarial Accrued Claims Liability	3,843,000	(5,895,000)	-	-
	<u>11,650,192</u>	<u>1,649,686</u>	<u>9,136,000</u>	<u>9,418,000</u>
Administration	663,292	1,106,936	1,115,394	1,454,019
Third Party Administrator	757,889	766,410	768,459	770,000
Excess Insurance Premium	1,231,924	1,463,620	1,579,833	2,140,000
California State Assessment	284,316	-	-	-
Safety Program	38,696	48,080	236,000	301,500
	<u>14,626,309</u>	<u>5,034,732</u>	<u>12,835,686</u>	<u>14,083,519</u>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net Annual Activity</b>	<b>(2,485,227)</b>	<b>7,357,846</b>	<b>2,122,196</b>	<b>(219,331)</b>
<b>Ending Available Balance*</b>	<b>\$ (4,516,861)</b>	<b>\$ 2,840,985</b>	<b>\$ 36,618,789</b>	<b>\$ 36,399,458</b>
<b>Available Balance Calculation</b>				
Cash and Current Assets		\$ 43,655,021		
Accounts Payable		(144,428)		
Estimated Claims		(9,014,000)		
Ending Available Balance		<u>\$ 34,496,593</u>		
<b>Rates (percent of payroll)</b>				
Police	10.0%	9.8%	11.8%	9.3%
Fire	9.9%	11.1%	12.1%	12.2%
Manual	9.7%	10.5%	11.1%	10.4%
Non-Manual	2.6%	2.6%	2.6%	3.5%
Office/Clerical	2.0%	2.2%	3.1%	2.7%
Library	3.0%	3.3%	2.4%	2.1%

**Note**

Program revenues are estimated based upon percentage of projected payroll.

Actual revenues will fluctuate based on actual payroll.

\* Beginning and Ending Available Balance amounts for FY 2020-21 and FY 2021-22 are presented using Generally Accepted Accounting Practices (GAAP). FY 2022-23 and FY 2023-24 are presented on a budgetary basis. GAAP basis includes all long-term assets and liabilities. Budgetary basis of accounting only includes current assets and liabilities.





## INTERNAL SERVICE FUNDS

### HEALTH BENEFITS FUND (540)

#### PROGRAM DESCRIPTION

The City established the Health Benefits Fund to purchase and administer the health, dental and vision benefit plans for employees and their eligible dependents. The Human Resources Benefits Division administers the employee health benefits program. The City and its employees share in the cost of the plans, and the City's share of cost is determined during the collective bargaining process.

City departments pay into the Health Benefits fund based on the number of active full-time employees. FY 2023-24, the department's monthly charge per full-time employee is increasing to \$1,132 for employees in bargaining units with a 2% escalator effective July 1, 2023. These proceeds are used to pay the City share of premiums and administrative costs of employee health benefits. The City offers employees plans from Kaiser and Sutter Health. Additionally, some employees may select other options through their labor unions. The City has no post-employment medical benefit.

#### KEY CONSIDERATIONS

The City-sponsored health, dental, and vision plans include fully and self-insured plans. The City's Benefits Consultant provides an annual actuarial analysis and reviews the fully insured plan rates with the carriers to ensure the premium rates align with claims experience and benefit plan design. Plan renewals go into effect July 1, 2023 and run through December 31, 2024. Below are the rate increases FY 2023-24:

- Kaiser Point-of-Service (POS) rates increased by 12.1%
- Kaiser High Deductible Health Plan (HDHP) rates increased by 5%
- Kaiser HMO rates increased by 11.9%
- Sutter HDHP rates increased by 2.5%
- Sutter HMO rates increased by 7.2%
- Dental HMO rates increased by 0.7%
- Self-insured Dental Preferred Provider Organization (PPO) rates increased by 2.82%
- Self-insured vision rates have increased by 4.30%

The City's HDHP plans have been paired with Health Savings Account (HSA) to allow employees to set aside pre-tax funds to help pay for their deductible costs.

**Internal Service Funds  
Health Benefits - 540  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 9,543,955</b>	<b>\$ 6,269,494</b>	<b>\$ 5,488,413</b>	<b>\$ 1,708,035</b>
<b>Revenues</b>				
Charge for Services				
Police	6,902,122	7,744,500	7,342,300	10,566,114
Fire	1,634,877	2,023,144	2,043,176	2,551,139
Other General Fund	1,611,559	1,934,508	1,977,909	2,571,465
Other Funds	7,312,733	8,127,073	8,095,495	11,656,324
	<u>17,461,291</u>	<u>19,829,225</u>	<u>19,458,880</u>	<u>27,345,042</u>
Participant Contributions				
Employees (current MOUs)	2,480,573	2,256,265	2,251,837	5,153,078
Retirees	37,214	-	-	-
Continuation	40,327	29,271	25,000	50,000
Rebates and reimbursements	176,559	103,769	11,795	10,000
Investment Proceeds	65,284	48,136	32,443	100,000
	<u>20,261,248</u>	<u>22,266,666</u>	<u>21,779,955</u>	<u>32,658,120</u>
<b>Expenditures</b>				
City Medical Plans	20,450,674	20,045,426	22,557,410	27,778,238
Actuarial Adjustments	(41,000)	-	-	-
Vision	254,151	300,341	250,000	304,620
Dental	1,632,856	1,608,984	1,608,000	2,029,316
Health & Wellness Program	14,156	19,858	-	35,500
Administration	1,020,376	1,073,138	1,144,923	1,391,429
Stop Loss Premium	130,509	-	-	-
Vendor Administration Fee	73,987	-	-	-
	<u>23,535,709</u>	<u>23,047,747</u>	<u>25,560,333</u>	<u>31,539,103</u>
<b>Net Annual Activity</b>	<b>(3,274,461)</b>	<b>(781,081)</b>	<b>(3,780,378)</b>	<b>1,119,017</b>
<b>Ending Available Balance</b>	<b>\$ 6,269,494</b>	<b>\$ 5,488,413</b>	<b>\$ 1,708,035</b>	<b>\$ 2,827,052</b>
<b>Available Balance Calculation</b>				
Cash and interest receivable		\$ 5,792,912		
Accounts Receivable and deposits		858,694		
Current Liabilities		(767,193)		
Expected Claims		(396,000)		
Ending Available Balance		<u>\$ 5,488,413</u>		

**Note**

Budget based on total authorized position. Actual revenue and expenses will fluctuate based on health plan enrollment.

## **INTERNAL SERVICE FUNDS**

### **RETIREMENT FUND (550)**

#### **PROGRAM DESCRIPTION**

The Retirement Fund is used to make contributions to the California Public Employees' Retirement System (CalPERS) for the City's defined benefit programs. Employee benefits are determined by the plan in place at date of hire and are made up of employee and employer contributions as well as investment earnings. The City also has a supplemental retirement plan for a select group of municipal utility employees outside of CalPERS. City departments pay into the Retirement Fund based on rates that are set by CalPERS applied to eligible payroll.

Also accounted for in the Retirement Fund are monies in the form of an IRS approved Section 115 Plan, set aside to pay for future payment increases announced by CalPERS. At the end of FY 2020-21, the Section 115 Plan, had \$68.3 million available to fund the annual liability payments. The Trust is monitored by the Administrative Services Department.

#### **KEY CONSIDERATIONS**

Payments charged by CalPERS will increase in FY 2023-24 and are expected to continue to increase until 2031. The current funding plan approved by CalPERS requires a stream of additional payments over the next decade to properly fund the retirement obligation for current and retired City employees. The associated City contribution increases have been incorporated into the Long-Range Financial Plan, and the implications are regularly monitored by management. Given the uncertainty surrounding future CalPERS earnings, the Long-Range Financial Plan also assumes the discount rate is reduced from 6.8% to 6% with a 10-year phase-in period beginning in FY 2023-24.

In FY 2023-24, the CalPERS rates including the Plan's Employer Normal Cost Rate plus the Employer Unfunded Accrued Liability (UAL) Contribution Amount for Safety increased from 71.78% to 73.46% and Miscellaneous decreased from 29.89% to 25.64% of eligible payroll.

**Internal Service Funds  
Retirement - 550  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 57,615,662</b>	<b>\$ 76,963,456</b>	<b>\$ 77,029,291</b>	<b>\$ 77,263,771</b>
<b>Revenues</b>				
Charge for Services				
Police	30,618,350	29,906,476	32,373,962	41,450,677
Fire	10,060,491	9,656,840	11,339,050	13,918,557
Other General Fund	3,768,743	3,721,654	3,706,044	3,773,622
Other Funds	17,689,667	16,276,197	18,154,696	20,039,932
Employee Paid	12,317,612	12,199,365	12,487,279	13,950,818
Investment Proceeds	1,889,886	2,148,090	-	1,000,000
Refunds & Reimbursements	116,588	1,391,317	-	-
	<b>76,461,337</b>	<b>75,299,939</b>	<b>78,061,031</b>	<b>94,133,606</b>
<b>Expenditures</b>				
CalPERS payments	72,879,747	74,926,601	87,671,968	93,133,606
Other Operating Costs	347,796	307,589	154,583	72,040
	<b>73,227,543</b>	<b>75,234,190</b>	<b>87,826,551</b>	<b>93,205,646</b>
<b>Transfers</b>				
Transfer In	16,114,000	-	10,000,000	-
Transfer Out	-	-	-	-
	<b>16,114,000</b>	<b>-</b>	<b>10,000,000</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>19,347,794</b>	<b>65,749</b>	<b>234,480</b>	<b>927,960</b>
<b>Ending Available Balance</b>	<b>\$ 76,963,456</b>	<b>\$ 77,029,205</b>	<b>\$ 77,263,771</b>	<b>\$ 78,191,731</b>
<b>Available Balance Calculation</b>				
Cash and Interest Receivable		\$ 8,320,292		
Sec. 115 Pension Trust		69,968,331		
Current Liabilities		(1,259,332)		
Ending Available Balance		<b>\$ 77,029,291</b>		
<b>PERs Employer Retirement Rates excluding Pension Obligation Bond (percentages of payroll)</b>				
Safety	63.160%	65.560%	71.800%	73.460%
Miscellaneous	29.230%	29.700%	29.890%	25.640%

**Notes**

Revenues are estimated based upon budgeted payroll, which assumes all full-time positions are filled.  
Payments to CalPERS will fluctuate with staffing levels.  
Rates incorporate both CalPERS employer normal cost rate and employer payment of unfunded liability converted to a percent of payroll.

## **INTERNAL SERVICE FUNDS**

### **OTHER BENEFITS FUND (560)**

#### **PROGRAM DESCRIPTION**

The City provides long-term disability, life insurance, unemployment, and compensated absence benefits to its employees as part of a total compensation package.

The Human Resources Department administers the long-term disability and life insurance benefit plans for eligible employees. Safety employees are covered by collective bargaining plans and do not participate in the City sponsored long-term disability plans. Departments are assessed at a rate that is used to pay premiums and administrative expenses.

The Unemployment portion of the fund is used for the payout of unemployment claims. Benefits are paid to former employees by the State of California, and the City reimburses the State. City departments pay into the Unemployment Fund based on total wages.

The Compensated Absence portion of the fund is used to pay accumulated compensation upon employee separation and active employee vacation cash outs, pursuant to collective bargaining agreements and City policy. City departments pay into the fund, based on a percentage of full-time wages, as part of their annual budget.

#### **KEY CONSIDERATIONS**

The Human Resources Department closely monitors unemployment claims for eligibility and challenges potential non-eligible claims when appropriate. Rates for unemployment coverage in FY 2023-24 that are charged to the departments will be reduced to 0.2% per dollar of payroll.

The City has experienced an increase in payouts of employee leave balances as staff turnover has escalated during the global pandemic due to early retirements and a highly competitive job market. Vacation cash out expenses are budgeted to be lower in FY 2023-24 since less employees are eligible based on collective bargaining unit agreements.

**Internal Service Funds  
Other Benefits - 560  
FY 2023-24 Annual Budget**

	<b>FY 2020-21 Actual</b>	<b>FY 2021-22 Actual</b>	<b>FY 2022-23 Projected</b>	<b>FY 2023-24 Budget</b>
<b>Beginning Available Balance</b>	<b>\$ 1,150,077</b>	<b>\$ 1,048,974</b>	<b>\$ 872,698</b>	<b>\$ 684,002</b>
<b>Revenues</b>				
Charge for Services				
Police	497,225	682,803	1,284,445	1,078,188
Fire	130,617	170,462	483,132	299,847
Other General Fund	148,197	199,227	94,602	302,115
Other Funds	1,337,689	1,811,368	655,810	1,075,704
Reimbursements	353,221	63,484	2,727	-
Investment Proceeds	16,893	12,910	10,500	12,000
	<b>2,483,842</b>	<b>2,940,254</b>	<b>2,531,216</b>	<b>2,767,854</b>
<b>Expenditures</b>				
Unemployment Claims Paid	424,125	227,707	266,400	250,000
Life Insurance Premium	137,107	108,098	72,030	72,000
Disability Insurance Premium	440,517	442,935	360,020	370,000
Vacation Sell Back	455,044	414,957	238,000	-
Employee Separation Pay	1,128,152	1,922,833	1,783,462	1,880,000
	<b>2,584,945</b>	<b>3,116,530</b>	<b>2,719,912</b>	<b>2,572,000</b>
<b>Transfers</b>				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Annual Activity</b>	<b>(101,103)</b>	<b>(176,276)</b>	<b>(188,696)</b>	<b>195,854</b>
<b>Ending Available Balance</b>	<b>\$ 1,048,974</b>	<b>\$ 872,698</b>	<b>\$ 684,002</b>	<b>\$ 879,856</b>
<b>Available Balance Calculation</b>				
Cash and interest receivable		\$ 909,402		
Current Liabilities		(36,703)		
Cash and Interest Receivable		<b>\$ 872,699</b>		

**Note**

Program revenues are estimated based upon projected payroll.  
Actual revenues will fluctuate based on actual payroll.



## TAB 15 APPENDIX





# PERSONNEL LISTING

**PERSONNEL LISTING - POLICE DEPARTMENT**

**FY 2023-24 Annual Budget**

				<b>Staffing</b>	
	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Changes</b>	<b>FY 2023-24</b>
<b><u>GENERAL FUND</u></b>					
<b>3510 Police Administration</b>					
Executive Assistant	1	1	1	1	2 PD01
Chief of Police	1	1	1	0	1
Deputy Chief of Police I/II	2	3	3	0	3
Police Services Administrator	0	0	0	1	1 PD02
Community Service Officer I/II	2	2	2	(1)	1 PD03
Administrative Aide I/II	0	0	0	2	2 PD03
					PD04
Administrative Analyst I/II/Sr	3	3	3	(1)	2 PD04
					PD06
Finance Assistant I/II/Sr	3	1	1	0	1
Office Asst I/II/Specialist/Secretary/Technician	3	5	5	(1)	4 PD01
Police Fiscal Affairs & Planning Manager	1	1	1	(1)	0 PD02
Police Services Manager	0	0	0	1	1 PD05
Program Manager I/II	2	2	2	(2)	0 PD06
					PD05
Supervising Office Assistant	1	1	1	0	1
Police Captain	1	1	1	(1)	0 PD07
Police Lieutenant	5	5	5	(4)	1 PD08
					PD09
					PD10
Police Sergeant	12	12	12	(9)	3 PD11
					PD12
					PD13
					PD14
Police Officer/Trainee	14	14	14	(12)	2 PD15
					PD16
	<b>51</b>	<b>52</b>	<b>52</b>	<b>(27)</b>	<b>25</b>
<b>3511 Personnel</b>					
Office Asst I/II/Specialist/Secretary/Technician	0	0	0	3	3 PD17
					PD18
Police Lieutenant	0	0	0	1	1 PD08
Police Sergeant	0	0	0	3	3 PD11
Police Officer/Trainee	0	0	0	7	7 PD15
	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>14</b>
<b>3512 Training</b>					
Police Lieutenant	0	0	0	1	1 PD09
Police Sergeant	0	0	0	1	1 PD12
Police Officer/Trainee	0	0	0	5	5 PD16
	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>
<b>3513 Animal Services</b>					
Animal Services Assistant I/II	8	8	7	0	7
Animal Services Officer/Sr	4	4	4	1	5 PD19
Animal Services Supervisor	2	2	2	0	2
Office Asst I/II/Specialist/Secretary/Technician	2	2	3	0	3
Police Services Manager	1	1	1	0	1
	<b>17</b>	<b>17</b>	<b>17</b>	<b>1</b>	<b>18</b>
<b>3514 Police Field Services</b>					
Police Captain	1	1	1	1	2 PD07
Police Lieutenant	7	7	7	0	7
Police Sergeant	26	26	26	1	27 PD14
Police Officer/Trainee	227	227	227	0	227
Community Service Officer I/II/Sr.	15	15	15	0	15
Office Asst I/II/Specialist/Secretary/Technician	1	1	1	0	1
	<b>277</b>	<b>277</b>	<b>277</b>	<b>2</b>	<b>279</b>

**PERSONNEL LISTING - POLICE DEPARTMENT**

**FY 2023-24 Annual Budget**

	Staffing				
	FY 2020-21	FY 2021-22	FY 2022-23	Changes	FY 2023-24
<b>3515 Traffic &amp; Events</b>					
Police Lieutenant	1	1	1	0	1
Police Sergeant	3	3	3	0	3
Police Officer/Trainee	15	16	16	0	16
Community Service Officer I/II	2	2	2	0	2
Office Asst I/II/Specialist/Secretary/Technician	1	1	1	0	1
Police Court Coordinator	1	1	1	0	1
Police Records Assistant I/II/III/Sr	1	1	1	0	1
	<b>24</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>25</b>
<b>3516 Strategic Operations</b>					
Police Captain	1	1	1	0	1
Police Lieutenant	2	2	2	0	2
Police Sergeant	4	4	4	0	4
Police Officer/Trainee	31	31	31	0	31
Community Service Officer I/II	6	6	6	(2)	4
	<b>44</b>	<b>44</b>	<b>44</b>	<b>(2)</b>	<b>42</b>
<b>3517 Neighborhood Services</b>					
Administrative Aide I/II	0	0	0	1	1
Admin Analyst I/II/Sr	0	0	0	1	1
Code Enforcement Field Manager	1	1	1	0	1
Code Enforcement Officer I/II	20	20	20	0	20
Code Enforcement Supervisor	2	2	2	0	2
Community Service Officer I/II	1	1	1	0	1
Graffiti Abatement Technician	4	4	4	0	4
Office Asst I/II/Specialist/Secretary/Technician	7	7	7	(1)	6
Police Services Manager	1	1	1	0	1
Program Manager I/II	1	1	1	(1)	0
Sr Code Enforcement Officer	3	3	3	0	3
Sr Community Service Officer	0	0	0	0	0
Sr Finance Assistant	1	1	1	0	1
Supervising Office Assistant	1	1	1	0	1
	<b>42</b>	<b>42</b>	<b>42</b>	<b>0</b>	<b>42</b>
<b>3518 Investigations</b>					
Police Captain	1	1	1	0	1
Police Lieutenant	1	1	1	2	3
Police Sergeant	14	14	14	4	18
Police Officer/Trainee	89	89	89	1	90
Administrative Analyst I/II/Sr	0	0	0	1	1
Community Service Officer I/II	2	2	2	0	2
Evidence Technician I/II	12	12	12	(1)	11
Firearms Examiner				0	
Office Asst I/II/Specialist/Secretary/Technician	3	3	3	(1)	2
Police Records Assistant I/II/III/Sr	2	2	2	1	3
Sr Evidence Technician	6	6	6	1	7
Supervising Evidence Technician	2	2	2	0	2
	<b>132</b>	<b>132</b>	<b>132</b>	<b>8</b>	<b>140</b>
<b>3519 Police Support Services</b>					
Police Captain	1	1	1	0	1
Crime Analyst	6	6	6	0	6
Office Asst I/II/Specialist/Secretary/Technician	2	2	2	0	2
Police Records Assistant I/II/III/Sr	28	28	28	(1)	27
Police Services Manager	2	2	2	0	2
Police Telecommunicator Call Taker	1	1	1	1	2
Police Telecommunicator I/II	40	40	40	(1)	39
Police Telecommunications Supervisor	6	6	6	0	6
Program Manager I/II	1	1	1	0	1
Property Clerk	4	4	4	0	4
Property Room Supervisor	1	1	1	0	1
Supervising Crime Analyst	1	1	1	0	1
Supervising Police Records Assistant	2	2	2	0	2
	<b>95</b>	<b>95</b>	<b>95</b>	<b>(1)</b>	<b>94</b>

**PERSONNEL LISTING - POLICE DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>
<b>Total General Fund</b>	<b>682</b>	<b>684</b>	<b>684</b>	<b>2</b>	<b>686</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
<b>Police Grant Funded 260</b>					
3514-323 COPS Grant: Community Service Officer	2	2	2	0	2
3518-316 CCP Task Force: Police Officer	1	1	1	0	1
3518-316 CCP Task Force: Police Sergeant	1	1	1	0	1
3500-322 Firearms Examiner	1	1	1	0	1
	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>
 <b>3514 Police Safe Neighborhood Measure W</b>					
Police Officer/Trainee	24	24	24	0	24
Total	<b>24</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>24</b>
 <b>Total Special Revenue Funds</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>0</b>	<b>29</b>
 <b>Total Police</b>	<b>711</b>	<b>713</b>	<b>713</b>	<b>2</b>	<b>715</b>
<b>Police Department Summary</b>					
<b>Sworn Positions</b>					
General Fund	459	459	459		459
Safe Neighborhood Measure W	24	24	24		24
Grant Funded	2	2	2		2
	<b>485</b>	<b>485</b>	<b>485</b>	<b>0</b>	<b>485</b>
 <b>Non-Sworn Positions</b>					
General Fund	223	225	225	2	227
Grant Funded	3	3	3		3
	<b>226</b>	<b>228</b>	<b>228</b>	<b>2</b>	<b>230</b>
 <b>Total Police Department</b>	<b>711</b>	<b>713</b>	<b>713</b>	<b>2</b>	<b>715</b>

**PERSONNEL LISTING - FIRE DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b><u>GENERAL FUND</u></b>						
<b>010-2610 Fire Administration</b>						
Administrative Analyst I/II/Sr	0	0	0	1	1	FD01
Department Finance Officer	0	0	0	1	1	FD04
Deputy Fire Chief I/II	2	2	2		2	
Emergency Manager	0	0	0	1	1	FD02
Executive Assistant	1	1	1		1	
Fire Chief	1	1	1		1	
Office Asst I/II/Specialist/Secretary	2	1	1	1	2	FD03
Office Technician	1	2	2	(1)	1	FD03
Program Manager I/II	2	2	2	(1)	1	FD04
Program Manager III	0	0	1	(1)	0	FD02
Project Manager I/II/III	1	1	1		1	
Supervising Office Assistant	1	1	1		1	
	<b>11</b>	<b>11</b>	<b>12</b>	<b>1</b>	<b>13</b>	
<b>010-2620 Fire Suppression/Rescue</b>						
Fire Battalion Chief	6	6	6		6	
Fire Captain	46	46	49		49	
Fire Fighter	47	47	41	3	44	FD05
Fire Fighter Engineer	49	49	52		52	
	<b>148</b>	<b>148</b>	<b>148</b>	<b>3</b>	<b>151</b>	
<b>010-2650 Fire Training</b>						
Administrative Analyst I/II/Sr	0	0	1	(1)	0	FD01
Fire Battalion Chief	1	1	1		1	
Fire Captain	2	2	2		2	
	<b>3</b>	<b>3</b>	<b>4</b>	<b>-1</b>	<b>3</b>	
<b>042-2660 Fire Dispatch</b>						
Emergency Communications Manager	1	0	0		0	
Fire Battalion Chief	1	1	1		1	
Fire Captain	0	1	1		1	
Fire Telecom Call Taker	4	4	6		6	
Fire Telecommunicator I/II	14	14	14	(1)	13	FD06
Fire Telecommunications Specialist	0	0	0	1	1	FD06
Fire Telecommunications Supervisor	3	3	3		3	
	<b>23</b>	<b>23</b>	<b>25</b>	<b>0</b>	<b>25</b>	
<b>Total General Fund</b>	<b>185</b>	<b>185</b>	<b>189</b>	<b>3</b>	<b>192</b>	

**PERSONNEL LISTING - FIRE DEPARTMENT**

**FY 2023-24 Annual Budget**

	<u>FY 2020-21</u>	<u>FY 2021-22</u>	<u>FY 2022-23</u>	<u>Staffing Changes</u>	<u>FY 2023-24</u>	
<b><u>SPECIAL REVENUE FUNDS</u></b>						
<b>048-2630 Development Services - Fire Prevention</b>						
Community Development Technician	1	1	1		1	
Fire Battalion Chief	1	1	1		1	
Fire Captain	1	1	2		2	
Fire Prevention Inspector I/II	6	6	6	2	8	FD07
Fire Protection Specialist	1	0	0		0	
Office Asst I/II/Specialist/Secretary/Technician	2	2	3		3	
Plan Checker I/II	0	1	1		1	
Program Manager I/II	1	1	1		1	
Supervising Fire Prevention Inspector	0	1	1		1	
	<b>13</b>	<b>14</b>	<b>16</b>	<b>2</b>	<b>18</b>	
<b>081-2636 Fire Safe Neighborhood Measure W</b>						
Fire Captain	6	6	6		6	
Fire Fighter	14	14	14	2	16	FD08
Fire Fighter Engineer	5	5	5		5	
	<b>25</b>	<b>25</b>	<b>25</b>	<b>2</b>	<b>27</b>	
<b><u>GRANT FUND</u></b>						
<b>020-2603 SAFER Grant</b>						
Fire Fighter	0	0	9		9	
	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>9</b>	
<b>Total Special Revenue Funds</b>	<b>38</b>	<b>39</b>	<b>50</b>	<b>4</b>	<b>54</b>	
<b>Total Fire</b>	<b>223</b>	<b>224</b>	<b>239</b>	<b>7</b>	<b>246</b>	
<b>Fire Department Summary</b>						
<b>Sworn Positions</b>						
General Fund	155	156	156	3	159	
Safe Neighborhood Measure W	25	25	25	2	27	
Development Services - Fire Prevention	2	2	3		3	
Grant Fund	0	0	9		9	
	<b>182</b>	<b>183</b>	<b>193</b>	<b>5</b>	<b>198</b>	
<b>Non-Sworn Positions</b>						
General Fund	30	29	33		33	
Development Services - Fire Prevention	11	12	13	2	15	
	<b>41</b>	<b>41</b>	<b>46</b>	<b>2</b>	<b>48</b>	
<b>Total Fire Department</b>	<b>223</b>	<b>224</b>	<b>239</b>	<b>7</b>	<b>246</b>	

**PERSONNEL LISTING - PUBLIC WORKS DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b><u>GENERAL FUND</u></b>						
<b>010-3010 Public Works Administration</b>						
Administrative Analyst I/II/Sr	2	2	2		2	
Deputy Public Works Director/City Engineer	1	1	1		1	
Engineering Services Manager	1	1	1		1	
Executive Assistant	1	1	1		1	
Office Asst I/II/Specialist/Secretary	3	3	3		3	
Office Technician	1	1	1		1	
Program Manager I/II	1	1	1		1	
Program Manager III	1	1	1	(1)	0	PW01
Department Finance Officer	0	0	0	1	1	PW01
Director of Public Works	1	1	1		1	
Records Specialist	1	1	1		1	
Supervising Office Assistant	1	1	1		1	
	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>	
<b>010-3061 Public Works Operations &amp; Maintenance</b>						
Deputy Public Works Dir	1	1	1		1	
Engineering Services Manager	1	1	1	(1)	0	PW02
Office Asst I/II/Specialist/Secretary	2	2	2		2	
Office Technician	1	1	1		1	
Program Manager I/II	1	1	3		3	
Program Manager III	0	0	0	1	1	PW02
Project Manager I/II/III	1	0	0		0	
Public Works Safety Training Officer	1	1	0		0	
Supervising Office Assistant	1	1	1		1	
	<b>9</b>	<b>8</b>	<b>9</b>	<b>0</b>	<b>9</b>	
<b>010-3070 Public Works Parks &amp; Street Trees</b>						
Parks Manager	1	1	1		1	
Project Manager I/II/III	1	2	1		1	
Public Works Field Specialist	3	3	3		3	
Public Works Maintenance Worker I/II/Sr	2	2	2		2	
Public Works Supervisor	3	3	3		3	
Sr Tree Surgeon	1	1	1		1	
Tree Surgeon	2	2	2		2	
Tree Worker	2	2	2		2	
	<b>15</b>	<b>16</b>	<b>15</b>	<b>0</b>	<b>15</b>	
<b>010-3090 Public Works Facilities Maintenance</b>						
Craft Maintenance Worker I/II	5	5	5		5	
Electrician I/II/Sr	3	3	3		3	
Facilities Maintenance Worker I/II/III	2	2	1		1	
Facilities Manager	1	1	1		1	
Heating, Ventilation and Air Mechanic	3	3	3		3	
Janitor	2	2	3		3	
Office Asst I/II/Specialist/Secretary	1	1	1		1	
Project Manager I/II/III	2	3	2		2	
Public Works Supervisor	1	1	1		1	
	<b>20</b>	<b>21</b>	<b>20</b>	<b>0</b>	<b>20</b>	
<b>Total General Fund</b>	<b>58</b>	<b>59</b>	<b>58</b>	<b>0</b>	<b>58</b>	



**PERSONNEL LISTING - PUBLIC WORKS DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b><u>SPECIAL REVENUE FUNDS</u></b>						
<b>030-3020 Gas Tax Public Works Engineering</b>						
Assistant City Traffic Engineer	1	1	1		1	
City Traffic Engineer	1	1	1		1	
Construction Services Manager	0	0	1		1	
Engineering Services Manager	1	1	1	1	2	PW02
Jr/Asst/Assoc Engineer/Civil Engineer	16	20	18	1	19	PW03
Project Manager I/II/III	1	1	1		1	
Program Manager III	0	0	1	(1)	0	PW02
Public Works Inspector	5	5	5		5	
Supervising Public Works Inspector	1	1	1		1	
Sr Civil Engineer	3	3	4		4	
	<b>29</b>	<b>33</b>	<b>34</b>	<b>1</b>	<b>35</b>	
<b>030-3060 Gas Tax Street Maintenance and Operations</b>						
Civil Engineer Assoc/Sr	1	0	0		0	
Engineering Aide/Engineering Technician I/II/Sr	1	1	1		1	
Jr/Asst/Assoc Engineer/Civil Engineer	1	2	3	0	3	{ PW04 PW05
Maintenance Repair Technician I/II	10	10	10		10	
Program Manager III	0	0	0	1	1	PW05
Public Works Heavy Equipment Operator	2	2	2		2	
Public Works Maintenance Worker I/II/Sr	2	2	2		2	
Public Works Supervisor	1	1	1		1	
Public Works Supervisor/Electrical	1	1	1		1	
Sr Maintenance Repair Technician	5	5	5		5	
Sr Traffic Signal Electrician	1	1	1		1	
Traffic Signal Electrician/Trainee	7	7	7		7	
	<b>33</b>	<b>32</b>	<b>33</b>	<b>1</b>	<b>34</b>	
<b>Total Gas Tax Fund</b>	<b>62</b>	<b>65</b>	<b>67</b>	<b>2</b>	<b>69</b>	

**PERSONNEL LISTING - PUBLIC WORKS DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b>020-0137 San Joaquin Area Flood Control Agency</b>						
Deputy Public Works Director/City Engineer	1	0	0		0	
Jr/Asst/Assoc Engineer/Civil Engineer	1	0	0		0	
Office Asst I/II/Specialist/Secretary/Technician	1	0	0		0	
Project Manager I/II/III	1	0	0		0	
Sr Civil Engineer	1	1	1		1	
	<b>5</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	
<b>072-6900 Assessment Districts</b>						
Assessment District Program Coordinator	1	1	1		1	
Project Manager I/II/III	2	2	2		2	
	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	
<b>047-3080 Waste &amp; Recycling</b>						
Administrative Analyst I/II/SR	1	1	1		1	
Office Asst I/II/Specialist/Secretary	1	1	1		1	
Program Manager III	1	1	1		1	
Program Manager II	0	0	0	1	1	PW06
Project Manager I/II/III	4	4	4	(1)	3	PW06
Public Works Field Specialist	3	3	3		3	
Solid Waste Manager	1	1	1		1	
Sr Maintenance Repair Technician	2	2	2		2	
	<b>13</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>13</b>	
<b>082-3087 Measure K Street Maintenance</b>						
Sr Maintenance Repair Technician	0	0	0		0	
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Special Revenue Funds</b>	<b>83</b>	<b>82</b>	<b>84</b>	<b>2</b>	<b>86</b>	
<b><u>INTERNAL SERVICE FUNDS</u></b>						
<b><u>FLEET</u></b>						
<b>501-5021 Fleet Administration</b>						
Fleet Manager	1	1	1		1	
Fleet Operations Coordinator	0	0	1		1	
Office Asst I/II/Specialist/Secretary	2	2	2	(1)	1	PW07
Administrative Analyst I	0	0	0	1	1	PW07
Project Manager I/II/III	1	1	1		1	
Supervising Mechanic	2	2	2		2	
	<b>6</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>7</b>	
<b>501-5023 Fleet Equipment Maintenance</b>						
Facilities Maintenance Worker I/II/III	2	2	2		2	
Sr. Facilities Maint Worker	1	1	1		1	
Mechanic I/II/III	17	17	15		15	
Welder/Fabricator Specialist	1	1	2		2	
	<b>21</b>	<b>21</b>	<b>20</b>	<b>0</b>	<b>20</b>	
<b>Total Internal Service Funds</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>27</b>	
<b>Total Public Works Department</b>	<b>168</b>	<b>168</b>	<b>169</b>	<b>2</b>	<b>171</b>	

**PERSONNEL LISTING - COMMUNITY SERVICES DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b><u>SPECIAL REVENUE FUNDS</u></b>						
<b>LIBRARY</b>						
<b>041-3510 Administration</b>						
Administrative Analyst I/II/Sr	1	1	1		1	
Department Finance Officer	0	0	0	1	1	CS01
Deputy Dir of Comm Services/City Librarian	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	2	2	3		3	
Program Manager III	1	1	1	(1)	0	CS01
	<b>5</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>6</b>	
<b>041-3524/30 Outreach/Technical Services</b>						
Bookmobile Driver/Circulation Assistant	0	1	1		1	
Librarian I/II/Trainee	2	2	2	1	3	CS02
Library Assistant I/II	3	3	3		3	
Library Driver/Clerk	1	1	1		1	
Library Manager	0	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	2	1	1		1	
	<b>8</b>	<b>9</b>	<b>9</b>	<b>1</b>	<b>10</b>	
<b>041-3550 City Branches</b>						
Circulation Assistant I/II	6	7	7		7	
Librarian I/II/Trainee	7	6	6	(2)	4	CS02 CS03
Library Aide I/II	1	0	0		0	
Library Assistant I/II/Sr	9	8	8		8	
Library Manager	2	1	1		1	
Supervising Librarian	0	0	0	1	1	CS03
	<b>25</b>	<b>22</b>	<b>22</b>	<b>(1)</b>	<b>21</b>	
<b>041-3540 County Branches</b>						
Circulation Assistant I/II	6	6	7	1	8	CS04
Librarian I/II/Trainee	11	11	11		11	
Library Aide I/II	2	2	2	(1)	1	CS04
Library Assistant I/II/Sr	8	10	11		11	CS05
Library Manager	1	1	1		1	
	<b>28</b>	<b>30</b>	<b>32</b>	<b>0</b>	<b>32</b>	
<b>Total Library Fund</b>	<b>66</b>	<b>66</b>	<b>69</b>	<b>0</b>	<b>69</b>	

**PERSONNEL LISTING - COMMUNITY SERVICES DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b>RECREATION</b>						
<b>044-3610 Recreation Administration</b>						
Administrative Analyst I/II/Sr	1	1	1		1	
Deputy Director of Community Services	1	1	1	(1)	0	CS06
Director of Community Services	1	1	1		1	
Executive Assistant	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	3	4	3		3	
Recreation Manager	0	0	0	1	1	CS06
	<b>7</b>	<b>8</b>	<b>7</b>	<b>0</b>	<b>7</b>	
<b>044-3600 Recreation Services</b>						
Recreation Assistant I/II/Sr	9	10	10	(2)	8	CS07
Recreation Program Coordinator	3	3	3	(1)	2	CS08
Recreation Supervisor	2	2	2	(1)	1	CS09
	<b>14</b>	<b>15</b>	<b>15</b>	<b>(4)</b>	<b>11</b>	
			<b>0</b>		<b>0</b>	
<b>Total Recreation Fund</b>	<b>21</b>	<b>23</b>	<b>22</b>	<b>(4)</b>	<b>18</b>	
<b>083 - Strong Communities Tax-Measure M</b>						
Administrative Analyst I/II/Sr	2	2	2		2	
Circulation Assistant I/II	2	2	3		3	
Librarian I/II	1	2	3		3	
Library Assistant I/II/Sr	6	6	7		7	
Recreation Assistant I/II/Sr	9	8	10	(1)	9	CS10
Recreation Program Coordinator	2	2	3		3	
Recreation Manager	0	0	0	1	1	CS11
Recreation Superintendent	1	1	1	(1)	0	CS11
Recreation Supervisor	1	1	1	1	2	CS10
Supervising Office Assistant	1	1	1		1	
<b>Total Strong Communities Tax Fund</b>	<b>25</b>	<b>25</b>	<b>31</b>	<b>0</b>	<b>31</b>	
<b>Total Community Services Department</b>	<b>112</b>	<b>114</b>	<b>122</b>	<b>(4)</b>	<b>118</b>	

**PERSONNEL LISTING - COMMUNITY DEVELOPMENT DEPARTMENT**

**FY 2023-24 Annual Budget**

				<b>Staffing</b>	
	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Changes</b>	<b>FY 2023-24</b>
<b>DEVELOPMENT SERVICES FUND</b>					
<b>048-1810 Development Services-Administration</b>					
Administrative Analyst I/II/Sr/Principal	0	1	2		2
Community Development Director	1	1	1		1
Community Development Assistant Director	1	1	1	(1)	0
Community Development Deputy Director	0	0	0	1	1
Executive Assistant	1	1	1		1
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1
Assistant/Associate Planner	1	0	0		0
Planning Manager	1	1	0		0
Program Manager I/II	2	2	2		2
Program Manager III	1	1	2		2
Revenue Assistant I/II/Sr	2	2	2		2
	<b>11</b>	<b>11</b>	<b>12</b>	<b>0</b>	<b>12</b>
<b>048-1820 Development Services-Planning</b>					
Assistant/Associate Planner	3	3	3	0	3
					CD03 CD04
Community Development Assistant Director	0	0	0	1	1
Deputy Director - Planning & Engineering	1	1	1	(1)	0
Eng Aide/Engineering Technician I/II/Sr	1	1	1		1
Junior/Assistant/Associate Civil Engineer	2	2	2		2
Office Asst I/II/Specialist/Secretary/Technician	0	0	0	1	1
Planning Manager	3	2	2		2
Principal Civil Engineer	0	1	1		1
Sr Planner	4	4	4	(1)	3
	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>
<b>048-1830 Development Services-Building</b>					
Community Development Tech I/II/Sr	5	5	5	1	6
Combination Inspector I/II	7	7	7		7
Deputy Director - Building	1	1	1		1
Deputy Building Official	1	1	1		1
Plan Check Engineer	1	1	1		1
Plan Checker I/II/Sr	5	5	5		5
Sr Building Inspector	1	1	1		1
Supervising Combination Inspector	2	2	2		2
	<b>23</b>	<b>23</b>	<b>23</b>	<b>1</b>	<b>24</b>
<b>Total Community Development Department</b>	<b>48</b>	<b>48</b>	<b>49</b>	<b>1</b>	<b>50</b>

**PERSONNEL LISTING - ECONOMIC DEVELOPMENT DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b><u>GENERAL FUND</u></b>						
<b>010-1700 Economic Development</b>						
Asst Economic Development Director	1	1	1		1	
Director of Economic Development	1	1	1		1	
Economic Development Analyst I/II/Sr	2	0	0		0	
Executive Assistant	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1	
Program Manager III	1	2	2		2	
Real Property Agent I/II/Sr	1	1	1		1	
Events Supervisor	0	0	0	1	1	ED01
Events Coordinator	0	0	0	1	1	ED02
Events Assistant	0	0	0	2	2	ED03
<b>Total General Fund</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>4</b>	<b>11</b>	
<b><u>SPECIAL REVENUE FUND</u></b>						
<b>054-8120 Housing - Community Development Block Grant</b>						
Administrative Analyst I/II/Sr	2	2	1		1	
Economic Development Analyst I/II/Sr	0	2	2		2	
Grants Analyst	0	0	1		1	
Housing Rehabilitation Counselor I/II/Sr	0	0	1		1	
Program Manager III	1	1	1		1	
Project Manager I/II/III	1	1	0		0	
	<b>4</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>	
<b><u>AGENCY FUND</u></b>						
<b>633-7310 Successor Agency (RDA)</b>						
Program Manager III	1	1	1		1	
	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	
<b><u>ENTERPRISE FUND</u></b>						
<b>418-4000 Parking Authority</b>						
Office Assistant I	0	0	0	1	1	ED04
Administrative Analyst I/II/Sr	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1	
Parking Enforcement Officer	2	2	2		2	
Managing Director of Events and Parking	1	1	1		1	
Program Manager I	0	0	1		1	
Supervising Parking Enforcement Officer	1	1	1		1	
	<b>6</b>	<b>6</b>	<b>7</b>	<b>1</b>	<b>8</b>	
<b><u>GRANT FUND</u></b>						
<b>020-17XX Economic Development Grants (A)</b>						
Administrative Analyst I/II/Sr	0	0	1		1	
Deputy Housing Director	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	0	0	1		1	
Program Manager I/II	1	2	2	(1)	1	ED05
	<b>2</b>	<b>3</b>	<b>5</b>	<b>(1)</b>	<b>4</b>	
<b>Total Other Funds</b>	<b>13</b>	<b>16</b>	<b>19</b>	<b>0</b>	<b>19</b>	
<b>Total Economic Development Department</b>	<b>21</b>	<b>23</b>	<b>26</b>	<b>4</b>	<b>30</b>	

**PERSONNEL LISTING - MUNICIPAL UTILITIES DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b><u>WATER FUND</u></b>						
<b>421-4210 Water Administration</b>						
Associate Civil Engineer	0	0	0	1	1	MD08
Deputy Director Water Resource Planning	1	1	1		1	
Sr Civil Engineer	0	0	0		0	
Office Asst I/II/ Office Specialist/Secretary	1	1	1		1	
Program Manager I/II	0	0	0		0	
Program Manager III	2	2	2		2	
	<b>4</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>5</b>	
<b>421-4223 Hydrant Maintenance</b>						
Hydrant Worker/Sr	2	2	1		1	
	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	
<b>421-4231 Water Distribution</b>						
Chief Water Systems Operator	0	0	1		1	
Office Asst I/II/ Specialist/Secretary/Technician	1	1	1		1	
Water Field Technician	4	4	4	(1)	3	MD01
Water Systems Superintendent	1	1	0		0	
Water Systems Supervisor	1	1	1		1	
Water Systems Operator I/II/Sr	18	19	19	1	20	MD01
Water/Sewer Equipment Operator	1	1	1		1	
	<b>26</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>27</b>	
<b>421-4234/35 Water Operations &amp; Maintenance</b>						
Chief Plant Operator	1	1	1		1	
Electrical Technician I/II	1	1	1		1	
Sr Electrical Technician	1	1	1		1	
Plant Maintenance Mechanic	3	3	3		3	
Plant Operator I/II/Sr	8	8	9	(1)	8	MD02
Plant Operations Supervisor	1	1	1		1	
Sr Plant Maintenance Mechanic	1	1	1		1	
Water Systems Operator I/II/Sr	4	3	4		4	
	<b>20</b>	<b>19</b>	<b>21</b>	<b>(1)</b>	<b>20</b>	
<b>Total Water</b>	<b>52</b>	<b>52</b>	<b>53</b>	<b>0</b>	<b>53</b>	

**PERSONNEL LISTING - MUNICIPAL UTILITIES DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b><u>WASTEWATER FUND</u></b>						
<b>431-4311 Wastewater Administration</b>						
Administrative Analyst I/II/Sr	1	1	1		1	
Assistant MUD Director	2	2	2		2	
Director of Municipal Utilities	1	1	1		1	
Executive Assistant	1	1	1		1	
MUD Finance Officer	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	5	7	6		6	
Program Manager III	1	1	1		1	
Project Manager I/II	0	0	0	1	1	MD05
Records Specialist	0	0	1		1	
Supervising Office Assistant	1	1	1	(1)	0	MD05
	<b>13</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>15</b>	
<b>431-4312 Engineering &amp; Capital Projects</b>						
Engineering Services Manager	1	1	1		1	
Junior/Assistant/Associate Civil Engineer	7	7	8	(1)	7	MD08
Office Asst I/II/Specialist/Secretary/Technician	2	2	2		2	
Principal Civil Engineer	1	1	1	(1)	0	MD07
Program Manager I/II/III	0	0	0	1	1	MD06
Public Works Inspector	1	1	1		1	
Sr Civil Engineer	2	2	2	1	3	MD07
	<b>14</b>	<b>14</b>	<b>15</b>	<b>0</b>	<b>15</b>	
<b>431-4331 Wastewater Operations</b>						
Chief Plant Operator	1	1	1		1	
Deputy Director Wastewater	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	2	2	2		2	
Plant Operator in Training/I/II/Sr	25	25	25		25	
Plant Operations Supervisor	2	2	2		2	
Program Manager III	1	1	1		1	
	<b>32</b>	<b>32</b>	<b>32</b>	<b>0</b>	<b>32</b>	
<b>431-4331 Wastewater Plant Maintenance</b>						
Electrical Technician I/II	1	1	1		1	
Sr Electrical Technician	2	1	1	1	2	MD03
Office Asst I/II/Specialist/Secretary/Technician	1	0	0		0	
Plant Maintenance Machinist	1	1	1		1	
Plant Maintenance Mechanic	10	10	8	1	9	MD04
Plant Maintenance Worker I/II	1	1	1		1	
Plant Maintenance Supervisor	1	1	1		1	
Program Manager III	1	1	1	(1)	0	MD06
Sr Plant Maintenance Mechanic	3	3	3		3	
Sr Plant Maintenance Supervisor	1	1	1		1	
	<b>22</b>	<b>20</b>	<b>18</b>	<b>1</b>	<b>19</b>	



**PERSONNEL LISTING - MUNICIPAL UTILITIES DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b>431-4332 Wastewater Collections</b>						
Collection Systems Operator I/II/Sr	34	34	35		35	
Collection Systems Supervisor	2	3	3		3	
Deputy Director Maintenance & Collections	1	1	1		1	
Program Manager I/II	0	1	1		1	
Program Manager III	1	1	1		1	
Office Asst I/II/ Office Specialist/Secretary	1	2	2		2	
Water/Sewer Equipment Operator	2	2	2		2	
	<b>42</b>	<b>44</b>	<b>45</b>	<b>0</b>	<b>45</b>	
<b>431-4333 Wastewater Pump Stations</b>						
Electrical Technician I/II	1	1	1		1	
Sr Electrical Technician	1	2	2	(1)	1	MD03
Plant Maintenance Mechanic	11	11	12	(1)	11	MD04
Plant Maintenance Worker I/II	1	1	1	3	4	MD11
Plant Maintenance Supervisor	1	1	1		1	
Sr Plant Maintenance Mechanic	1	2	2		2	
	<b>16</b>	<b>18</b>	<b>19</b>	<b>1</b>	<b>20</b>	
<b>431-4341 Environmental Control Services</b>						
Environmental Control Officer	3	2	2		2	
Office Asst I/II/Specialist/Secretary/Technician	1	0	0		0	
Sr Environmental Control Officer	2	2	2		2	
Technical Services Supervisor	1	1	1		1	
	<b>7</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	
<b>Total Wastewater</b>	<b>146</b>	<b>148</b>	<b>149</b>	<b>2</b>	<b>151</b>	

**PERSONNEL LISTING - MUNICIPAL UTILITIES DEPARTMENT**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b><u>STORMWATER FUND</u></b>						
<b>441-4410 Stormwater - Policy, Planning, and Management</b>						
Environmental Control Officer	1	2	2		2	
Program Manager III	2	1	1		1	
	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	
<b>441-4431 Stormwater Collections</b>						
Collections Systems Operator I/II/Sr	2	2	2		2	
	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	
<b>441-4432 Stormwater Pump Stations</b>						
Sr Plant Maintenance Mechanic	1	0	0		0	
	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Stormwater</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	
<b><u>OPERATIONAL SUPPORT SERVICES</u></b>						
<b>Laboratory Services</b>						
Chemist	2	2	2		2	
Laboratory Technician	3	3	3		3	
Laboratory Supervisor	1	1	1		1	
Microbiologist	1	1	1		1	
Quality Control Officer	0	0	0	1	1	MD09
	<b>7</b>	<b>7</b>	<b>7</b>	<b>1</b>	<b>8</b>	
<b>Regulatory Compliance, Outreach, SCADA, and Safety</b>						
GIS Specialist I/II	1	1	0		0	
Information Technology Supervisor	0	0	1		1	
Occupational Health/Safety Compliance Specialist	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	0	0	1	1	MD12
Program Manager I/II	1	1	1		1	
Program Manager III	1	1	1		1	
Regulatory Compliance Officer	0	0	0	1	1	MD10
SCADA/CMMS Manager	1	1	0		0	
Sr Systems Analyst	0	0	1		1	
Utility Technology Specialist	1	1	1		1	
	<b>7</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>8</b>	
<b>Total Municipal Utilities Department</b>	<b>218</b>	<b>218</b>	<b>220</b>	<b>5</b>	<b>225</b>	

**PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b>CITY COUNCIL</b>						
Councilmember	6	6	6		6	
Chief Aide	0	1	0		0	
Executive Assistant to the Mayor	1	0	1		1	
Public Information Officer	1	1	1		1	
Mayor	1	1	1		1	
Mayor's Policy Advisor	0	1	0		0	
Mayor's Senior Policy Advisor	1	0	1		1	
	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>10</b>	
<b>CITY MANAGER</b>						
Administrative Aide I/II	3	3	3		3	
Administrative Analyst I/II/Sr	0	1	0		0	
Assistant to the City Manager	1	1	0	1	1	CM01
City Manager	1	1	1		1	
Community Relations Officer	1	1	1		1	
Deputy City Manager I/II	2	2	3		3	
Director of Performance & Data Analytics	1	1	1		1	
Executive Assistant to City Manager	2	2	1		1	
Sr. Management Assistant / Data & Performance	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1	
Program Manager II / Data & Performance	0	0	1		1	
Program Manager III	3	3	3	0	3	CM02
Sr. Management Assistant	0	0	1		1	
	<b>16</b>	<b>17</b>	<b>17</b>	<b>1</b>	<b>18</b>	
<b>CITY ATTORNEY</b>						
Assistant City Attorney	1	1	1		1	
City Attorney	1	1	1		1	
Deputy City Attorney	6	6	6		6	
Executive Assistant to City Attorney	1	1	1		1	
Paralegal	1	1	1		1	
Legal Secretary I/II	2	2	2		2	
	<b>12</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>12</b>	
<b>CITY CLERK</b>						
Assistant City Clerk	1	1	1		1	
City Clerk	1	1	1		1	
Deputy City Clerk I/II/Sr	3	3	4		4	
Records Research Specialist	1	1	1		1	
Supervising Deputy City Clerk	1	1	1		1	
	<b>7</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>8</b>	
<b>OFFICE OF VIOLENCE PREVENTION</b>						
Administrative Aide I/II	1	1	1		1	
Community Engagement Coordinator	1	1	0		0	
Director of the Office of Violence Prevention	1	1	1		1	
Management Assistant	1	1	0		0	
Outreach Supervisor	2	2	2		2	
Outreach Worker	8	8	8		8	
Program Manager II	0	0	1		1	
Sr. Management Assistant	0	0	1		1	
	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>	

**PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b>GRANTS (A)</b>						
Program Manager III (TCC)	0	1	1		1	
Outreach Supervisor (OVP)	0	1	0	1	1	CM03
Sr. Management Assistant (Youth Employment)	0	0	1		1	
	<b>0</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>3</b>	

**PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b>ADMINISTRATIVE SERVICES DEPARTMENT</b>						
<b><u>GENERAL FUND</u></b>						
<b>010-1310/60 Administration</b>						
Accountant I/II/Sr	0	0	0		0	
Administrative Aide I/II	1	1	1		1	
Assistant Chief Financial Officer	1	1	1		1	
Chief Financial Officer	1	1	1		1	
Executive Assistant	1	1	1		1	
Office Asst I/II/Specialist	3	3	3		3	
Program Manager I/II	0	0	1		1	
Program Manager III	1	3	2		2	
	<b>8</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>10</b>	
<b>010-1320 Financial Services</b>						
Administrative Analyst I/II/Sr/Principal	0	1	0		0	
Accountant I/II/Sr	7	6	6		6	
Accounting Manager	1	1	1		1	
Finance Assistant I/II/Sr	8	7	7	1	8	AS01
Payroll Supervisor	1	1	1		1	
Program Manager I/II	2	0	0		0	
Program Manager III	0	1	1		1	
Supervising Accountant	2	2	2		2	
	<b>21</b>	<b>19</b>	<b>18</b>	<b>1</b>	<b>19</b>	
<b>010-1322 Budget</b>						
Budget Analyst I/II/Sr	5	5	6		6	
Budget Officer	1	1	1		1	
Management Assistant	0	1	0		0	
Grants Analyst	0	0	1		1	
Program Manager III (Grants Manager)	0	1	1		1	
	<b>6</b>	<b>8</b>	<b>9</b>	<b>0</b>	<b>9</b>	
<b>010-1331 Revenue/Collections</b>						
Revenue Assistant I/II/Sr	12	12	12		12	
Revenue Officer	1	1	1		1	
Revenue Supervisor	2	1	1		1	
	<b>15</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>	
<b>010-1340 Procurement</b>						
Administrative Analyst I/II/Sr/Principal	0	0	1		1	
Materials Specialist	3	3	3		3	
Materials Supervisor	0	0	1		1	
Procurement Manager	1	1	1		1	
Procurement Specialist I/II/Sr	4	4	4		4	
Supervising Procurement Specialist	2	2	1		1	
	<b>10</b>	<b>10</b>	<b>11</b>	<b>0</b>	<b>11</b>	
<b>010-1350/51 Utility Billing/Customer Service</b>						
Administrative Analyst I/II/Sr/Principal	0	0	1		1	
Customer Service Assistant	2	2	2		2	
Revenue Assistant I/II/Sr	12	12	12		12	
Revenue Collector	5	5	5		5	
Revenue Supervisor	1	2	2		2	
	<b>20</b>	<b>21</b>	<b>22</b>	<b>0</b>	<b>22</b>	
<b>Total General Fund</b>	<b>80</b>	<b>82</b>	<b>84</b>	<b>1</b>	<b>85</b>	

**PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>					
<b>502-5400 Document Services</b>					
Reprographics/Mailroom Supervisor	1	1	1		1
Reprographics/Mailroom Technician I/II	1	1	1		1
	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>Total Administrative Services Department</b>	<b>82</b>	<b>84</b>	<b>86</b>	<b>1</b>	<b>87</b>

**PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>	
<b>HUMAN RESOURCES</b>						
<b><u>GENERAL FUND</u></b>						
<b>010-1610 Recruitment &amp; Workforce Planning</b>						
Human Resources Analyst I/II/Sr	5	4	4		4	
Human Resources Asst I/II /Specialist	1	0	0		0	
Human Resources Technician	0	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	0	0		0	
Supervising Human Resource Analyst	1	1	1		1	
	<b>8</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>	
<b>010-1620 Administration &amp; Employee Labor Relations</b>						
Assistant Director of Human Resources	1	1	1		1	
Director of Human Resources	1	1	1		1	
Executive Assistant (Confidential)	1	1	1		1	
Human Resources Analyst I/II/Sr	1	2	3	1	4	HR04
Human Resources Asst I/II /Specialist	0	1	1		1	
Human Resources Technician	3	3	3	(1)	2	HR04
Program Manager III	1	1	1		1	
Staff Development Specialist	0	0	1		1	
Supervising Human Resource Analyst	1	1	1		1	
Training & Internship Coordinator	2	2	0		0	
	<b>11</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>13</b>	
			0		0	
<b>Total General Fund</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>0</b>	<b>19</b>	
<b><u>INTERNAL SERVICE FUNDS</u></b>						
<b>552-5500 Health Benefits</b>						
Deputy Director of Human Resources	1	1	1		1	
Human Resources Analyst I/II/Sr	1	3	2	1	3	HR01
Human Resources Asst/Specialist I/II	1	1	1	(1)	0	HR02
Human Resources Technician	1	0	0	1	1	HR02
Supervising Human Resources Analyst	1	1	1	1	2	HR03
	<b>5</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>7</b>	
<b>551-5600 Workers Compensation</b>						
Human Resources Analyst I/II/Sr	1	0	1	(1)	0	HR01
Human Resources Manager/Safety Officer	1	0	0		0	
Risk Manager/Safety Officer	0	1	1		1	
Risk Analyst I/II/Sr	2	2	2		2	
	<b>4</b>	<b>3</b>	<b>4</b>	<b>(1)</b>	<b>3</b>	
<b>541-5700 General Liability Insurance</b>						
Risk Analyst I/II	1	1	1		1	
Risk/Loss Control Specialist	1	1	1		1	
	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	
<b>Total Internal Service Funds</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>1</b>	<b>12</b>	
<b>Total Human Resources Department</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>1</b>	<b>31</b>	

**PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS**

**FY 2023-24 Annual Budget**

	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>Staffing Changes</b>	<b>FY 2023-24</b>
<b>INFORMATION TECHNOLOGY DEPARTMENT</b>					
<b><u>INTERNAL SERVICE FUNDS</u></b>					
<b>502-5100 Information Technology</b>					
Administrative Analyst I/II/Sr	2	2	2		2
Director of Information Technology	1	1	1		1
Executive Assistant	1	1	1		1
Information Technology Officer	1	1	1		1
Information Technology Supervisor	3	3	3		3
GIS Analyst I/II/Sr	1	2	2		2
Network Support Analyst I/II/Sr	4	4	4		4
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1
Program Manager I/II	2	3	3		3
Program Manager III	2	2	2		2
Systems Analyst I/II/Sr	16	15	14		14
Technology Project Coordinator	1	0	0		0
Technology Support Specialist I/II	5	5	6		6
Technology Training Coordinator	1	1	1		1
	<b>41</b>	<b>41</b>	<b>41</b>	<b>0</b>	<b>41</b>
<b>502-5121 Enterprise Resource Planning (H)</b>					
Administrative Analyst I/II/Sr	1	1	2		2
Information Technology Officer	1	1	1		1
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1
Program Manager I/II	2	0	0		0
Program Manager III	3	5	4		4
Systems Analyst I/II/Sr	3	2	2		2
	<b>11</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>10</b>
<b>503-5200 Radio</b>					
Technology Project Coordinator	1	1	1		1
	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Total Information Technology Department</b>	<b>53</b>	<b>52</b>	<b>52</b>	<b>0</b>	<b>52</b>



**PERSONNEL LISTING - FOOTNOTES**  
**FY 2023-24 Annual Budget**

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**Police Department**

PD01 One position reclassified from Office Specialist to Executive Assistant  
PD02 One position reclassified from Police Fiscal Affairs & Planning Manager to Police Services Administrator  
PD03 One position overfilled from Community Service Officer to Admin Aide II  
PD04 One position reclassified from Admin Analyst I to Admin Aide I  
PD05 One position reclassified from Program Manager II to Police Services Manager  
PD06 One Program Manager position underfilled to Sr. Admin Analyst  
PD07 One Police Captain position transferred from Administration to Field Services  
PD08 One Police Lieutenant position transferred from Administration to Personnel  
PD09 One Police Lieutenant position transferred from Administration to Training  
PD10 Two Police Lieutenant positions transferred from Administration to Investigations  
PD11 Three Police Sergeant position transferred from Administration to Personnel  
PD12 One Police Sergeant position transferred from Administration to Training  
PD13 Four Police Sergeant positions transferred from Administration to Investigations  
PD14 One Police Sergeant position transferred from Administration to Field Services  
PD15 Seven Police Officer/Trainee positions transferred from Administration to Personnel  
PD16 Five Police Officer/Trainee positions transferred from Administration to Training  
PD17 One position transferred from Support Services to Personnel  
PD18 Two positions overfilled from CSO II to Office Specialist  
PD19 NEW - one Animal Services Officer position  
PD20 One position reclassified from Office Specialist to Admin Aide I  
PD21 One position underfilled from Program Manager II to Sr. Admin Analyst  
PD22 NEW - one Administrative Analyst position  
PD23 One position overfilled from Evidence Tech I to Sr. Evidence Tech  
PD24 One position underfilled from Office Spec to Police Records Assistant  
PD25 One position overfilled from Police Tele I to Call Taker

**Fire Department**

FD01 Move one Administrative Analyst I from Fire Training to Fire Administration  
FD02 Overfill one Program Manager III to Emergency Manager position  
FD03 Underfill one Office Technician to Office Specialist position  
FD04 Reclassify one Program Manager II to Department Finance Officer  
FD05 Three additional Fire Fighter positions approved mid-year Reso 2022-10-04-1201  
FD06 Overfill one Fire Telecommunicator I/II as Fire Telecommunications Specialist  
FD07 NEW - two Fire Prevention Inspector positions  
FD08 NEW - two Fire Fighter positions

**Public Works Department**

PW01 Reclassify one Program Manager III to Department Finance Officer  
  
PW02 Program Manager III and Engineering Services Manager lateral transferred  
PW03 NEW - one Assistant Engineer position  
PW04 NEW - one Junior Engineer position  
  
PW05 Reclassify one Associate Engineer to Program Manager III  
PW06 Reclassify one Project Manager III to Program Manager II  
PW07 Reclassify one Office Specialist to Administrative Analyst I

**PERSONNEL LISTING - FOOTNOTES**  
**FY 2023-24 Annual Budget**

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**Community Services Department**

CS01      Reclassify one Program Manager III to Department Finance Officer  
CS02      Move one Librarian from City Branches to Technical Services  
CS03      Reclassify one Librarian II to Supervising Librarian  
CS04      Reclassify one Library Aide to Circulation Assistant  
CS05      Reclassify one Library Assistant I to Sr. Library Assistant  
CS06      Reclassify one Deputy Director of Community Services to Recreation Manager  
CS07      Move two Sr. Recreation Assistants to EDD (Special Events); Reclassify two Recreation Assistant II to Sr. Recreation Assistant  
CS08      Move one Recreation Program Coordinator to EDD (Special Events)  
CS09      Move one Recreation Supervisor to EDD (Special Events)  
CS10      Reclassify one Recreation Assistant II to Recreation Supervisor  
CS11      Reclassify one Recreation Superintendent to Recreation Manager

**Community Development Department**

CD01      Moved one Community Development Assistant Director from Administration Services to Development Services  
CD02      Moved one Deputy Director Position from Development Services to Administration  
CD03      Underfilled one Sr Planner as Associate Planner  
CD04      Moved one Assistant/Associate Planner to a CDD Tech  
CD05      NEW - one Office Technician position

**Economic Development**

ED01      Moved one Events Supervisor position to from CSD  
ED02      Moved one Events Coordinator position to from CSD  
ED03      Moved two Events Assistant positions to from CSD  
ED04      NEW - one Office Assistant I position  
ED05      One Program Manager I reduction due to limited term position expiring at the end of FY 2022-23

**PERSONNEL LISTING - FOOTNOTES**  
**FY 2023-24 Annual Budget**

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**Municipal Utilities Department**

MD01      Overfilling one vacant Water Field Technician to Water Systems Operator. MUD is phasing out this position.  
MD02      One vacant operator added incorrectly  
MD03      Moved one Sr Electrical Technician from Wastewater Pumpstations Division  
  
MD04      Moved one Plant Maintenance Mechanic vacancy from WW Pumpstations Division  
MD05      Reclassified Supervising Office Assistant to Project Manager I  
MD06      Moved Program Manager III vacancy to Engineering Services Division  
MD07      Underfilling vacant Principal Civil Engineer with Sr Civil Engineer  
  
MD08      Moved one Associate Civil Engineer to Water Admin Division  
MD09      NEW - one Quality Control Officer position  
MD10      NEW - one Regulatory Compliance Officer position  
MD11      New mid-year positions approved mid-year Reso 23-0335; Motion 2023-04-18-1205  
MD12      One vacant position removed incorrectly

**City Manager's Office**

CM01      One PMIII promoted to Assistant to the City Manager / Council Liaison  
CM02      NEW - one DEI Program Director position  
CM03      One Outreach Worker Supervisor position approved mid-year Reso 2022-10-04-1501

**Administrative Services Department**

AS01      NEW - one Finance Assistant II position

**Human Resources Department**

HR01      Moved one Human Resources Analysts from Workers Compensation to Health Benefits  
HR02      One Human Resources Specialist reclassified to a Human Resources Technician  
HR03      NEW - one Onboarding Supervisor position  
HR04      Reclassification HR Tech to a HR Analyst I

**PERSONNEL LISTING - END NOTES**  
**FY 2023-24 Annual Budget**

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- (A) Grant funded positions are authorized to be added as grant funding is received. Positions may be eliminated when grant funding ends. Positions correspond to the grant period, and do not necessarily correspond to the City's fiscal year.
- (B) The City Manager is authorized to establish additional Library positions if mid-year funding is provided by San Joaquin County.
- (C) When separations are imminent, but have not yet occurred, the City Manager is authorized to fill unfunded positions, as necessary, subject to availability, for the effective conduct of training and transition, and to avoid excessive overtime.
- (D) The City Manager is authorized to fill Police Officers as Police Officer Trainees or Police Officers, and with recommendation of the Human Resources Director, can reclassify Police Officer Trainees as Police Officers.
- (E) Persons employed by the City who are later defined by the State of California PERS, the Internal Revenue Service, the City Attorney, or other rulings, to be City employees performing on-going City activities may be converted to City positions and added to the City's position list during the fiscal year.
- (F) Fire Captains and Firefighters in Fire Prevention may be designated as Deputy Fire Marshals.
- (G) Groupings on the Personnel Listing of various classification titles does not indicate a "deep classification" or other form of alternative staffing.
- (H) Enterprise Resource Planning (ERP) positions are funded for the duration of the ERP Project. Continuation of positions is subject to availability funding.



# BUDGET AND FISCAL POLICIES

## BUDGET AND FINANCIAL POLICIES

### Fund Structure

The City organizes its accounts into funds. A fund is a grouping of related accounts that is used to maintain control over resources that have been separated for specific activities or objectives. The operation of each fund is maintained with a self-balancing set of accounts that comprise its assets, liabilities, fund balance or net position, revenues, and expenditures or expenses. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related requirements. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into generic fund types and broad fund categories as follows:

#### *Governmental funds*

- **General Fund:** The General Fund is the City's general operating fund. It is used to account for all financial resources that are not required to be accounted for in another fund. Transactions related to municipal government services supported by taxes, intergovernmental revenues, charges for services and other governmental type revenues are reported within the General Fund.
- **Special Revenue Funds:** Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.
- **Debt Service Funds:** Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.
- **Capital Projects Funds:** The Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds and Trust / Agency Funds).

#### *Proprietary funds*

- **Enterprise Funds:** Enterprise Funds are used to account for operations:
  - (a) That are financed and operated like private business enterprises where the governing body intends the full costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
  - (b) Where the governing body has decided periodic determination of revenues earned, expenses incurred, and net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
- **Internal Service Funds:** Internal Service Funds account for the financing of goods and services provided by one department in the City to other departments in the City on a cost reimbursement basis as a basis for allocation.
- **Fiduciary Funds:** Fiduciary Funds are used to account for assets held by the City in a trustee or agent capacity for individuals, private organizations, other governments, and other funds.

## BUDGET AND FINANCIAL POLICIES

### Basis of Accounting

The term “basis of accounting” is used to describe the timing of recognition, that is when the effects of transactions or events should be recognized. The basis of accounting used for purposes of financial reporting in accordance with generally accepted accounting principles (GAAP) is not necessarily the same basis used in preparing the budget document. The City uses the modified accrual basis of accounting for governmental funds (general, special revenue, debt service, and capital projects) and agency funds. The City recognizes revenues for these funds when they become measurable and available, and recognizes expenditures when the liability is incurred, except for principal and interest on long-term debt, which is recognized when due. The City records Federal and State reimbursement-type grants as revenue when it incurs related eligible expenditures.

The City uses the full accrual basis of accounting for proprietary and permanent funds. Under the full accrual basis of accounting, the City recognizes revenues when earned, and expenses are recognized when incurred.

The City’s *Comprehensive Annual Financial Report* can be found at:  
<http://www.stocktongov.com/government/departments/adminServices/finRep.html>

### Basis of Budgeting

The City’s operating budget is prepared using the *current financial resources measurement* focus and the *modified accrual basis* of accounting for all funds, which recognizes revenues when they become available and measurable and recognizes expenditures when liabilities are incurred. Some exceptions to this recognition of expenditures include those related to debt service, compensated absences, and claims and judgments which are recorded only when due. With respect to real and personal property tax revenue and other local taxes, the term “available” is limited to collection within 60 days of the fiscal year-end.

Common differences between the basis of accounting and the basis of budgeting include:

Activity	Type	Budgetary Basis	Accounting Basis
<u>All Types of Funds</u>			
Fair value on investments	Revenue	No	Yes
Encumbrances	Expenditure	Yes	No
Compensated absences	Expenditure	No	Yes
<u>Proprietary Funds Only</u>			
Long-term debt proceeds	Revenue	Yes	No
Capital outlay	Expenditure	Yes	No
Debt service principal payments	Expenditure	Yes	No
Depreciation	Expenditure	No	Yes
Amortization	Expenditure	No	Yes



## BUDGET AND FINANCIAL POLICIES

### Financial Policies

#### *Balanced Budget*

Section 1905 of the City Charter states: “The total proposed expenditures shall not exceed the total of estimated income, estimated unencumbered balances of funds to be carried over from the preceding year and unencumbered available reserves.” If the City meets these criteria, the budget is considered balanced. The budget is considered balanced when the total amount of revenues, including transfers in from other funds and the use of fund balance, equals the total amount of expenditures. The budget is also considered balanced, however, when total expenditures are less than total revenues, which is technically a surplus. Instances also arise when the City plans to spend fund balances from previous years on one-time or non-routine expenditures. The City also considers the budget to be balanced in this case, provided the funding from previous years is available, and a plan is in place to create on-going expenditures with one-time funding.

#### *Long-Range Financial Plan*

The City Council’s Strategic Work Plan includes Fiscal Sustainability as a Strategic Target and has a Tier 1 Priority Goal to “adopt a budget and allocate resources consistent with the Long-Range Financial Plan; implement solutions that provide financial transparency to the community.”

To ensure long-term sustainability, the City utilizes the Long-Range Financial Plan (L-RFP) as part of budget development. The City created L-RFP as part of the bankruptcy process to demonstrate the financial viability of the Plan of Adjustment over a 20-year period. This window is longer than most long-term forecasts but was necessary to adequately present significant changes such as debt restructuring, pension costs, and equipment replacement. The City continues to update and refine the L-RFP and is proving to be a useful framework to make budget decisions. By incorporating the L-RFP into its decision-making process, the City Council has an effective tool to forecast the future effects of its decisions. Because so many facets of City services include long-term commitments such as labor, infrastructure improvements and sufficient reserves, it is imperative for the City to take a long-term view.

#### *Reserve Policies*

The City Council has adopted policies establishing minimum target levels of unreserved fund balance to be maintained in various funds. These target reserves protect the City’s financial exposure to severe unforeseen emergencies and economic uncertainties and are an important component of the City’s long-term financial management. The following are examples of reserve policies for different funds:

- General Fund: Priority I targets for a Working Capital Reserve and Known Contingencies, and Priority II targets for risk-based contingencies;
- Measure W: 25% of anticipated annual revenue; and
- Municipal Utilities: Six months of operating expenditures.

In March 2016, the City Council adopted a reserve policy for the General Fund that describes various reserve types, funding priorities, and calculation guidelines. The Working Capital Reserve target is based on a percentage of total budgeted General Fund expenditures, and the current Known Contingencies Reserve target is a list of known future expenses, contingent on yet

## BUDGET AND FINANCIAL POLICIES

unknown facts or circumstances that require significant resources. The Risk-Based Reserves are based on potential costs related to infrastructure replacement, extreme events/disasters, legal claims, and severe economic or revenue volatility. The reserve targets are reviewed annually in accordance with the Council's General Fund – Fund Balance and Reserve Policy.

The reserve policies were adopted with the goal of accumulating the targeted reserves over the course of future years. The following links for City reserve policies are:

General Fund Policy - [http://www.stocktongov.com/files/General\\_Fund\\_Reserve\\_Policy.pdf](http://www.stocktongov.com/files/General_Fund_Reserve_Policy.pdf)  
Municipal Utilities Funds Policy -  
[http://qcode.us/codes/stockton-cpm/view.php?topic=700-700\\_5&frames=on](http://qcode.us/codes/stockton-cpm/view.php?topic=700-700_5&frames=on)

### *Investment Policy*

The City adopts an investment policy annually that is intended to provide guidelines for the prudent investment of the City's cash balances and outlines the policies to assist in maximizing the efficiency of the City's cash management system while meeting the daily cash flow demands of the City. The City's investment policy can be found at:

<http://www.stocktonca.gov/government/departments/adminServices/debt.html>

### *Debt Policies*

Policies *Capital Financing and Debt Management Policy* and the *Policies and Procedures for Land-Secured Financing* can be found at:

<http://www.stocktonca.gov/government/departments/adminServices/debt.html>

### *Budget Amendments*

It may be necessary to amend the budget for unforeseen circumstances that arise during the year. The City Manager may amend the budget up to the limit of his authority as defined in the annual budget resolution. Amendment can also be approved by resolution with the concurrence of at least four members of the City Council for items above the City Manager's authority.

The City Manager may approve transfers of appropriations between departments within a fund.

All transfers of appropriation from Priority II Risk Based Reserves require City Council approval by a super majority (6 out of 7).

## BUDGET AND FINANCIAL POLICIES

### *Budget Process*

The City annually adopts and executes a budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. The budget controls the expenditure of money for all City purposes during the ensuing fiscal year. City departments receive guidance and training from the Budget Office to assist in preparing budget requests and narratives. Departments are provided current salary projections and staffing allocations for their review and revision for the budget year. All fees for service are reviewed and updated by departments and a multi-departmental fee review team. Likewise, departments submit capital project requests for review by the Public Works Department and the City Manager's Office. Departments submit budget plans and new requests to the Budget Office that incorporate updates to resource allocations, service delivery, programs, and staffing.

The City's L-RFP greatly restricts growth in General Fund expenditures. The Budget Office provides each department that relies on General Fund support with a baseline budget amount, and the Budget Office and City Manager review any proposed expenditure growth above that baseline for approval. Budget staff review all submitted budgets for reasonableness and compliance with the guidelines and budget priority direction provided by the Council and City Manager.

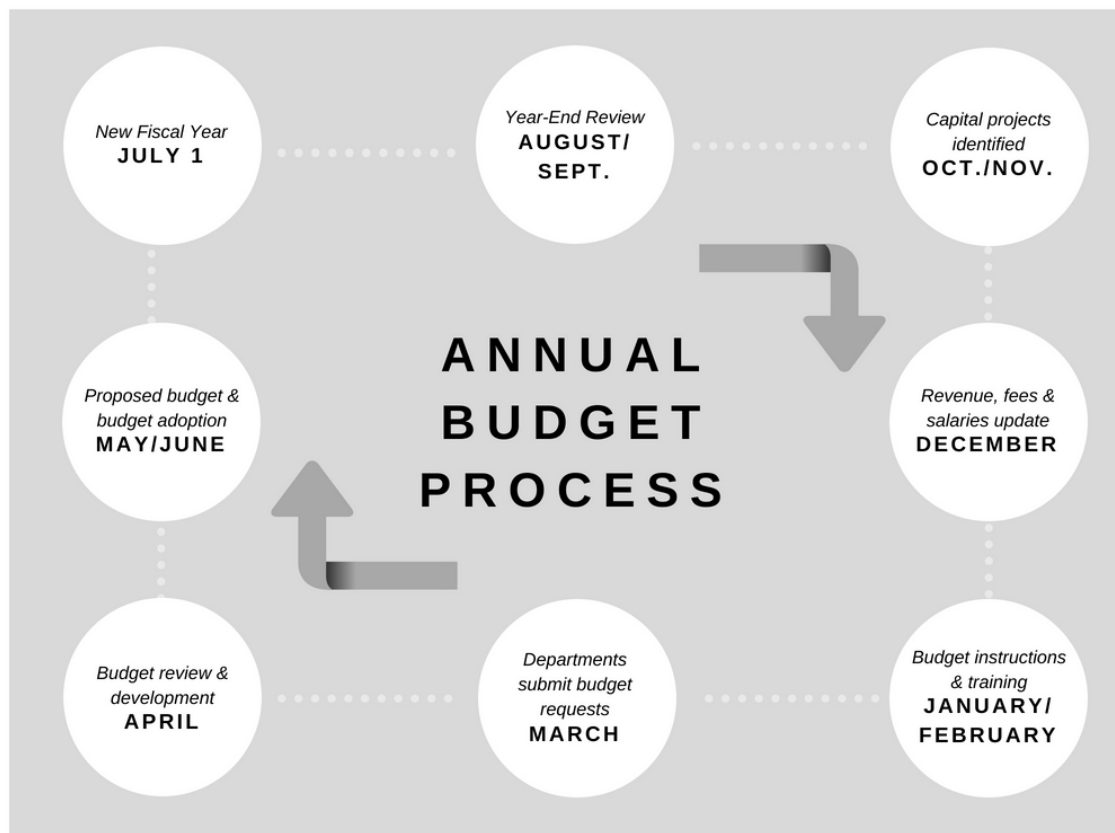
Following the City Manager review, the City Manager's Proposed Budget is released. City departments each present its budget recommendations to the City Council during a budget study session. During this session, the Council also reviews General Fund revenues, Special Revenues, the Capital Improvement Program, and fee changes as proposed by the City Manager. The Council asks each department questions about their budget proposals and makes policy decisions and suggestions for changes to the City Manager.

A combined Council public hearing on the Capital Improvement Program, Operating Budgets, Successor Agency Budget and Fee Schedule is held in June each year. The Council adopts the budget before the beginning of the fiscal year. The budget resolution defines the level of budgetary control which determines if the budget can be amended administratively or if Council approval is required.

## BUDGET AND FINANCIAL POLICIES

### Budget Process Calendar

October	Departments work with Public Works Department to identify capital needs.
Nov. - Dec.	Salary projections, fee review and internal service fund analysis begins.
January	Mid-year review of City funds and fee adjustments due.
February	Budget instruction memo sent to City departments. Capital project requests submitted to Budget Office.
March	Departments submit operating budget requests to Budget Office.
April	City Manager reviews department budgets. Budget Update provided to City Council.
April 27	Draft Capital Improvement Plan to Planning Commission.
May 15	City Manager submits Proposed Budget, Capital Improvement Plan, and Fee Schedule to Mayor and City Council.
May 25 – June 6	Review of Proposed Budget at Citizen Advisory Committee meetings.
June 7-8	Council holds a budget study session to review the Proposed Budget.
June 20	Council holds a Public Hearing to adopt the City's Operating, Capital, and other agency budgets along with the Fee Schedule for the fiscal year.





# LEGAL DEBT MARGIN

## LEGAL DEBT MARGIN

(Dollar amounts in thousands)

	Fiscal Year				
	2022	2021	2020	2019	2018
Assessed valuation (1)	\$ 26,144,691	\$ 24,701,296	\$ 23,343,395	\$ 22,407,298	\$ 21,362,446
Conversion percentage	25%	25%	25%	25%	25%
Adjusted assessed valuation	6,536,173	6,175,324	5,835,849	5,601,825	5,340,612
Debt limit percentage	15%	15%	15%	15%	15%
Debt Limit	980,426	926,299	875,377	840,274	801,092
Total net debt applicable to limit	-	-	-	-	-
Legal debt margin	\$ 980,426	\$ 926,299	\$ 875,377	\$ 840,274	\$ 801,092
Legal debt margin/debt limit	100%	100%	100%	100%	100%

(1) Reflects City assessed valuation excluding other exemptions of \$1,764,618,090. Redevelopment Agency was dissolved in 2013.

Under State law, the City has a legal debt limitation not to exceed 15% of the total assessed valuation of taxable property within the City boundaries, adjusted for subsequent legislative actions. In accordance with California Government Code Section 43605, only the City's general obligation bonds are subject to the legal limit. The City of Stockton does carry bonded debt secured by special assessments and other revenue sources, but at this time, doesn't have any outstanding general obligation bonds. The City is not at risk of exceeding its legal debt limit.

Sources: City of Stockton Department of Administrative Services  
California Municipal Statistics, Inc., San Francisco, CA  
San Joaquin County Auditor-Controller's Office

# GLOSSARY



## GLOSSARY

**Account:** Basic component of a formal accounting system. Individual record of increases and decreases in a specific asset, liability, revenue, expenditure or expense.

**Accrual basis of accounting:** Revenue and expenses are recorded in the period in which they are earned or incurred, regardless of whether cash is received or disbursed in that period. The enterprise and internal service funds use the accrual basis of accounting for external reporting purposes.

**Actual:** Actual level of revenues or expenditures in the fiscal year noted.

**Ad Valorem:** In proportion to the value. Basis of property taxes, both real and personal, imposed by the City.

**Appropriation:** Authorization by a governing body to incur obligations for specific purposes. Appropriations are limited to amount, purpose, and time. All appropriations of the City Council lapse on June 30<sup>th</sup>, unless provided for by the City Council in a direct action.

**Adopted budget:** Version of the operating budget approved by the City Council through a formal process.

**Agency Funds:** Funds to account for resources held by a government in a custodial capacity.

**Approved budget:** Adopted budget plus Council approved and administrative budget amendments.

**Assess:** Place a value on property for tax purposes.

**Assessed valuation of assessment:** Dollar value placed upon real estate or personal property as a basis for levying taxes of the governing body.

**Assessment:** Tax revenue related to the assessed value of real or personal property.

**Assets:** Resources owned by the City that have a monetary value.

**Audit:** Examination of records or financial accounts to form an opinion whether they are prepared in conformity with a specific standard.

**Authorized positions:** Number and classification of the full-time staffing levels approved by the City Council funded in a budget cycle.

**Available balance:** The uncommitted, undesignated portion of liquid assets less liabilities available for operations. Fund balance represents the working capital portion of a fund's equity, which excludes capital assets, debt, obligations incurred but not yet paid, and other non-current items.

**Bad debt expense:** Incurred when a buyer fails to pay for goods or services acquired from the City.

## GLOSSARY

**Balanced budget:** Within a fund, the total revenues, including transfers in from other funds and use of fund balance equals the total amount of expenditures, including transfers out to other funds and contributions to fund balance.

**Bankruptcy:** Bankruptcy for Municipalities is covered under Chapter 9 of the United States Bankruptcy Code to provide a financially distressed municipality protection from its creditors while it develops and negotiates a plan for adjusting its debts.

**Baseline:** An estimate of spending and revenue, related to the deficit or surplus expected during a fiscal year under current laws, labor agreements, and policy. The baseline is a starting point for measuring the budgetary effects of proposed changes in revenues and spending.

**Basis of accounting:** Timing of recognition for financial reporting purposes. The basis of accounting determines when revenues, expenses, assets and liabilities are recognized and reported. Cash, accrual and modified accrual are the three accounting methods used by local governments. Modified accrual, with a focus on current financial resources, is used for budgetary purposes.

**Beginning/ending fund balance:** Resources available in a fund after payment of prior/current year expenses.

**Benchmarking:** Ongoing search for best practices and processes that produce superior performance when adopted and implemented in an organization.

**Block grant:** Awarded primarily to general-purpose governments, block grants are distributed according to formulas established in the law and can be used for any locally determined activities that fall within the functional purpose of the grant.

**Bond:** A type of debt security sold to finance capital improvements, projects or purchases.

**Brown Act:** Governs the conduct of public meetings in the State of California under Government Code Sec. 54953.

**Budget:** A financial plan for a specified period of time that matches all planned revenues and expenditures with various municipal services. The City uses a fiscal year for the budgetary period of time. The budget is the primary tool by which most of the financing, acquisition, spending, and service delivery activities of a government are planned and controlled. The approved budget is authorized by City Council action and thus specifies the legal spending limits for the fiscal year.

**Budget adoption:** Formal process through which a governing body approves a budget. The City adopts its budget by a resolution following a public hearing.

**Budget hearing:** A public meeting to allow citizens to comment on a proposed budget.

**Budget resolution:** Method used by the City to move spending authority already budgeted and appropriated from one fund to another, from contingencies, or from budgetary fund balances.

**Budgeted positions:** The number of full-time positions funded in a fiscal year.

## GLOSSARY

**Capital budget:** Appropriations for the acquisition or construction of fixed assets or tangible property subject to capitalization under City policy. Current City capitalization threshold is \$5,000.

**Capital Improvement Program (CIP):** A list of capital project needs and related funding sources for a five-year period, which is updated annually.

**Capital outlay/Capital Purchase:** Expenditures for tangible property of relatively permanent nature. Current capital asset threshold is \$5,000.

**Capital project:** Major construction, acquisition or renovation which result in added value to a government's physical assets or significantly increase their useful life. In order to be a capital project, a project must have a cost greater than \$50,000.

**Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures that are possible but cannot be predicted with certainty.

**Debt service:** Payment of interest and principal on an obligation resulting from the issuance of bonds and notes.

**Debt service fund:** Account groups in the financial system to record the payment of principal and interest on debt.

**Deficit:** A description of the state whereby more money is spent than is received. Used to describe the excess of liabilities over assets or of expenditures over revenue during a single budget year.

**Defined benefit plan:** Employer sponsored retirement plan based on paying a specific amount for each year of retirement.

**Defined contribution plan:** Employer sponsored retirement plan based on paying a specific amount into the plan during the term of employment.

**Department:** A major organizational unit of the City that has management responsibility for related operations.

**District fund:** A fund used to account for the resources, revenues and expenditures of separate special districts formed to provide certain public services.

**Division:** A sub-unit of a department which encompasses more specific functions of that department and may consist of several activities.

**Encumbrance:** Obligation against budgeted appropriations in the form of a purchase, order, or contract. Encumbrances cease when obligations are paid or otherwise terminated.

**Enterprise fund:** A classification of proprietary fund type whereby a set of accounts within the financial system used to record specific activities wherein fees and charges are sufficient to cover the cost of providing goods and services.

## GLOSSARY

**Expenditure:** A term used to describe the cost of goods or services in a governmental fund recorded on the modified accrual basis of accounting.

**Fiduciary funds:** Account groups in the financial system used when a governmental unit acts in a trustee or agent capacity.

**Financial policy:** City's policy with respect to taxes, spending, debt and reserve management as related to the provision of City services, programs and capital investment.

**Fixed asset:** Individual assets used in operations of the City that have a value greater than or equal to \$5,000 and a useful life of greater than one year, e.g., buildings, vehicles, furniture, etc.

**Fiscal year:** The 12-month period designated as the budget year from July 1 through June 30.

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts recording assets, liabilities, fund balance or net assets, revenues and expenditures or expenses.

**Fund category:** Financial activities for state and local governments fall into three groups or categories. Categories can be broken down further into fund types. The three fund categories used in governmental accounting are governmental, proprietary and fiduciary.

**Fund balance:** A term to describe assets less liabilities of governmental fund types. In the context of the City's budget discussions, fund balance generally refers to the undesignated, spendable fund balance that has not been appropriated nor designated for reserves or other uses.

**Fund type:** Fund categories can be further broken down into fund types. General, special revenue, capital projects, debt service and non-expendable trust are governmental category fund types. Enterprise and internal service funds are proprietary category fund types. Trust and agency funds are fiduciary fund types.

**General Fund:** Set of accounts for all financial transactions not required to be accounted for in any other fund. The General Fund accounts for the normal recurring activities of the City departments such as public safety, public works, recreation, library, and other governmental departments. These activities are funded by revenue sources such as general property taxes, permits, fees, licenses, and charges for services.

**General liability insurance:** Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury. Included in the general liability insurance, internal service funds are the costs to administer and litigate claims, in addition to any damages or premiums.

**General obligation bond:** A debt instrument backed by the full faith and credit of the issuing government. In California, local governments can only issue such bonds with voter approval subject to a legal debt limit.

**Governmental funds:** Funds used to record activities that are financed through taxes, grants, licenses and similar general government revenues. The measurement focus of governmental funds recognizes events when they affect current financial resources. Reductions are called expenditures. These funds operate on a modified accrual basis.

## GLOSSARY

**Grants:** Award given by a government to a public agency in a lower level of government or a special recipient for a specified purpose. One time grant awards are not included in the annual Budget development process. Entitlement grants received annually and revolving grant funds are included in the annual budget.

**Indirect costs:** Elements of cost necessary in the production of a good or service that are not directly traceable to the product or service. These are sometimes referred to as overhead costs.

**Investment proceeds:** Income or loss earned on the investment of available cash.

**Internal service fund:** A set of accounts created to provide a mechanism to allocate shared costs to promote efficiency or effectiveness of a shared activity.

**Legal debt margin:** Excess of the amount of debt legally authorized over the amount of debt outstanding. California code defines the amount of general obligation debt the City is legally authorized to issue as not to exceed 15% of the total assessed valuation of taxable property within the City boundaries, adjusted for subsequent legislative actions.

**Lien:** A document recorded with the County Recorder placing a debt against a parcel of land.

**Long-term debt:** Debt with a maturity of more than one year after the date of issuance.

**Marshall plan:** A City of Stockton Strategic Initiative adopted by the Council to reduce crime and increase public safety. Funding for these efforts is appropriated from Measure A sales tax revenues. Specific elements of the Marshall Plan are present in the Measure B Implementation Plan (see Council meetings June 25, 2013 and February 25, 2014)

**Measure A:** A general transaction and use tax measure approved by the citizens of Stockton on November 5, 2013 for  $\frac{3}{4}$  cent sales tax effective April 1, 2014. Revenue from Measure A sales tax is reported in the General Fund to pay for law enforcement services, to emerge from bankruptcy and restore other City services.

**Measure B:** A non-binding advisory measure approved by the citizens of Stockton on November 5, 2013 related to the Measure A  $\frac{3}{4}$  cent general sales tax effective April 1, 2014, 65% of which is to be used for law enforcement and crime prevention services in the City.

**Measure K:** A San Joaquin County special transaction and use tax measure approved in 1990 for  $\frac{1}{2}$  cent sales tax dedicated to transportation projects. This original sales tax increase was to expire in 2011; however, in 2006, voters passed a 30-year extension. The program is administered by the San Joaquin Council of Governments.

**Measure M (Strong Communities):** A special transaction and use tax measure approved by the citizens of Stockton in November 2016 for  $\frac{1}{4}$  cent sales tax dedicated to library and recreation services.

**Measure W:** A special transaction and use tax measure approved by the citizens of Stockton in November 2004 for  $\frac{1}{4}$  cent sales tax dedicated to public safety services. Proceeds from the measure are allocated 50% to Fire Department and 50% to Police Department.

## GLOSSARY

**Municipal code:** Codification of ordinances (laws) of a municipality.

**Non-departmental:** Program costs that do not relate to any one department but represent costs of a general citywide nature.

**Operating budget:** Annual appropriation of funds for on-going program costs, including personnel, operations, capital outlay, and debt service.

**Operating transfers:** Transfers from a fund receiving revenue to a fund which will expend the resources.

**Ordinance:** A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it conflicts with any higher form of law such as a State statute or constitutional provision. An ordinance has higher legal standing than a resolution.

**Permanent fund:** A governmental fund type to account for and report resources that are restricted to the extent that only earnings, and not principal, may be used for government programs.

**Personnel costs:** The cost of a City department, including wage/salary, direct and indirect benefits such as health insurance, retirement contribution, workers' compensation, unemployment insurance, etc.

**Plan of adjustment:** A long-term financial plan, approved by the bankruptcy court, which comprehensively restructures financial commitments through creditor settlement agreements to demonstrate solvency.

**Proclamation:** An official announcement or public declaration.

**Reserve:** Amount of fund balance designated for a specific purpose.

**Resolution:** A document confirming City Council administrative action.

**Resources:** Total amounts available for appropriation during the fiscal year, including revenues, fund transfers, and beginning fund balances.

**Revenue:** Money received from taxes, fees, permits, licenses, interest, inter-governmental sources, and other sources.

**Section 108:** Section 108 is the loan guarantee provision of the Community Development Block Grant (CDBG) program. Section 108 provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects.

**Section 115 Trust:** An Internal Revenue Code Section 115 Trust enables public agency employers to fund post-retirement benefits for employees. The City participates as a member in a Sec. 115 trust to pre-fund future retirement related payments. Once assets are placed in the trust, they may only be used for the purpose of pension costs.

## GLOSSARY

**Special assessments:** Compulsory charges levied by a government to finance current or permanent public services or facilities to a particular group or persons or property.

**Special revenue fund:** A governmental fund type to account for and report proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. Collects revenues that are restricted by the City, State, or Federal Government as to the purpose of spending.

**Strategic planning:** Continuous and systematic process whereby guiding members of the City to make decisions about the future, develop the necessary procedures and operations to achieve the future, and determine how success will be measured.

**Strong Communities (Measure M):** A special transaction and use tax measure approved by the citizens of Stockton in November 2016 for 1/4 cent sales tax dedicated to library and recreation services.

**Successor Agency:** An agency that replaces a redevelopment agency as dissolved by Assembly Bill x1 26 (AB1 26 or Dissolution Act) which was signed into law by Governor Brown on June 28, 2011 which was later amended by Assembly Bill 1484 in June 2012. The Successor Agency became operative February 1, 2012, and is responsible for unwinding the affairs of the former Stockton Redevelopment Agency and ensuring recognized obligations are met.

**Surplus:** The result of taking in more than is spent. Either the excess of fund assets over liabilities or the excess of revenue over expenditures or expenses during a single budget year.

**Taxes:** Compulsory charges levied by a government to finance services performed.

**User fee:** Charges for services provided only to those benefiting from the service

## ACRONYMS

**CalPERS:** California Public Employees' Retirement System is an agency the City contracts with to administer the defined benefit pension plan for its eligible employees.

**Caltrans:** California Department of Transportation

**CDBG:** Community Development Block Grant - Funded from the Federal Department of Housing and Urban Development provides programs for general community development to eliminate blight and provide to low and moderate income persons.

**CEQA:** California Environmental Quality Act

**COPs:** Certificates of Participation – This financing technique provides long-term financing through a lease installment sale agreement or loan agreement. Certificates of Participation (COPs) allow the public to purchase participation relating to the acquisition or construction of specific equipment, land, or facilities.

**CPI:** Consumer Price Index, measure of inflation in area of consumer products.

**CTSP:** Citywide Technology Strategic Plan

**CWEA:** California Water Environment Association

**DOJ:** Department of Justice

**EIR:** Environmental Impact Report - A detailed document describing and analyzing the significant environmental effects of a project and ways to mitigate or avoid the effects.

**EMS:** Emergency Medical Services

**EPA:** Environmental Protection Agency

**FEMA:** Federal Emergency Management Agency

**FLSA:** Fair Labor Standards Act

**GAAP:** Generally Accepted Accounting Principles - The guidelines established for financial accounting and reporting which govern the form and content of the financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time.

**GASB:** Governmental Accounting Standards Board

**HOME:** Home Investment Partnership Program

**HUD:** Housing and Urban Development - The Federal department which provides various housing and community direct loans, guarantees, and grants.

**LTD:** Long-Term Disability insurance



## ACRONYMS

**MBE:** Minority Business Enterprise

**MDC:** Mobile Data Computers

**MFF:** Mobile Field Force

**MOE:** Maintenance of Effort

**NPDES:** National Pollutant Discharge Elimination System

**OPDA:** Office of Performance and Data Analytics

**OSHA:** Occupational Safety and Health Administration

**OVP:** Office of Violence Prevention

**PERS:** Public Employees Retirement System

**POST:** Police Officers Standards and Training

**RDA:** Redevelopment Agency – An entity created by a legislative body in accordance with state statutes which has elected to exercise the powers granted to it for planning, development, replanning, redesign, clearance, reconstruction, or rehabilitation of an area.

**RFP:** Request for Proposal

**RWQCB:** Regional Water Quality Control Board - Issues the wastewater treatment plant discharge permit and regulates its programs.

**SMC:** Stockton Municipal Code

**SRDA:** Stockton Redevelopment Agency

**SRF:** State Revolving Fund

**SWAT:** Special Weapons and Tactics Team

**SWRCB:** State Water Resources Control Board

**TFCA:** Transportation Fund for Clean Air

**UAAL:** Unfunded Accrued Actuarial Liability - The excess of the Actuarial Accrued Liability over the Actuarial Value of Assets.

**UBC:** Uniform Building Code

**VIPS:** Volunteers in Police Service

**VLF:** Vehicle License Fees