



FY 2022-23

ANNUAL BUDGET

Stockton, California



FY 2022-23 ANNUAL BUDGET

City Council

Kevin J. Lincoln II, Mayor

Christina Fugazi, Vice Mayor

Dan Wright, Councilmember

Susan Lenz, Councilmember

Sol Jobrack, Councilmember

Paul Canepa, Councilmember

Kimberly Warmesley, 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

Stephanie Ocasio, Community Development Director

Carrie Wright, Economic Development Director

Norbert Ruijling, Information Technology Director

Lora Larson, Office of Violence Prevention

Stanley McFadden, Chief of Police

Richard Edwards, Fire Chief

Kimberly K. Trammel, Chief Financial Officer

Jodi Almassy, Public Works Director

Kris Farro, Community Services Director

Allison Dichoso, Human Resources Director

Connie Cochran, Community Relations Officer

Katie Regan, Office of Performance & Data Analytics

Budget Team

Imelda Arroyo

Naeema Ilyas

Wendy Payta

Cindy Devera

Jessica Jones

Yvonne Perry

Cham Tu

Cover Design

Courtney Christy

CITY OF STOCKTON

CITY COUNCIL



KEVIN J. LINCOLN II
MAYOR



CHRISTINA FUGAZI
VICE MAYOR
District 5



SOL JOBRACK
COUNCILMEMBER
District 1



DAN WRIGHT
COUNCILMEMBER
District 2



PAUL CANEPA
COUNCILMEMBER
District 3



SUSAN LENZ
COUNCILMEMBER
District 4



KIMBERLEY WARMSLEY
COUNCILMEMBER
District 6



City of Stockton

Table of Contents

FY 2022-23 Annual Budget

Introduction	A	Utilities	J
City Council Resolution	A - 1	Organization Chart	J - 1
Public Hearing Staff Report	A - 9	Department Overview	J - 3
Budget Message	A - 19	Appropriations by Fund	J - 9
City Council Targets and Goals	A - 25		
Annual Strategy Planning	A - 31	Administration and Support	K
		Appropriations by Fund	K - 2
Citywide	B	Charter Offices	K - 4
Citywide Org Chart	B - 1	Administrative Services	K - 28
Personnel by Fund - Summary	B - 4	Human Resources	K - 36
Citywide Budget Summary	B - 8	Information Technology	K - 42
Citywide Expenditures	B - 16	Non-Departmental	K - 49
Citywide Revenues	B - 18	Special Purpose Grant Funds	K - 54
Fund - Department Relationship	B - 26		
Stockton Community Profile	B - 30	Debt	L
		Debt Service Funds Overview	L - 1
General Fund Summary	C	Appropriations by Fund	L - 6
General Fund Budget Summary	C - 1		
Fund Balance Summary	C - 3	Capital	M
Revenues	C - 4	Capital Budget Overview	M - 1
Expenditures	C - 6	Appropriations by Fund	M - 9
Measures A and B	C - 7	General Government Funds	M - 10
Long-Range Financial Plan	C - 9	Transportation Funds	M - 11
		Public Facility Fee Programs	M - 12
Police	D	Summary by Category	M - 16
Organization Chart	D - 1	Summary by Fund	M - 17
Department Overview	D - 3	Project Listing by Category	M - 18
Appropriations by Fund	D - 6	Project Listing by Fund	M - 23
		<i>Detail available in Capital Improvement Plan</i>	
Fire	E	Internal Service Funds	N
Organization Chart	E - 1	Internal Service Funds Overview	N - 1
Department Overview	E - 3	Appropriations by Fund	N - 4
Appropriations by Fund	E - 8	Fleet	N - 8
		Technology	N - 10
Public Works	F	Communications	N - 12
Organization Chart	F - 1	Reprographics	N - 14
Department Overview	F - 3	Risk Services	N - 16
Appropriations by Fund	F - 8	Health	N - 20
		Retirement	N - 22
Community Services	G	Other Benefits	N - 24
Organization Chart	G - 1		
Department Overview	G - 3	Appendix	O
Appropriations by Fund	G - 8	Personnel Listing by Department	O - 2
		Budget and Financial Policies	O - 28
Community Development	H	Legal Debt Margin	O - 36
Organization Chart	H - 1	Glossary	O - 38
Department Overview	H - 3		
Appropriations by Fund	H - 7		
Economic Development	I		
Organization Chart	I - 1		
Department Overview	I - 3		
Appropriations by Fund	I - 7		
Housing Division	I - 10		
Parking and Venues Division	I - 26		



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Stockton
California**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morrill

Executive Director

TAB 1 INTRODUCTION

Resolution No. **2022-06-21-1601**

STOCKTON CITY COUNCIL

RESOLUTION OF THE CITY OF STOCKTON APPROVING THE FISCAL YEAR 2022-23 ANNUAL BUDGET; APPROVING THE 2022-2027 CAPITAL IMPROVEMENT PLAN; APPROVING THE FISCAL YEAR 2022-23 FEE SCHEDULE; ADOPT THE FISCAL YEAR 2022-23 CALIFORNIA CONSTITUTIONAL APPROPRIATIONS LIMIT, AND ADMINISTRATIVE ACTIONS

On May 15, 2022, in accordance with City Charter, Article XIX, Section 1905, the City Manager provided City Council the Proposed Fiscal Year (FY) 2022-23 Annual Budget, Proposed 2022-2027 Capital Improvement Plan, and Proposed FY 2022-23 Fee Schedule; and

On April 14, 2022, the Planning Commission determined that the 2022-2027 Capital Improvement Plan conforms to the 2040 General Plan; and

The City Council scheduled and conducted two budget study sessions on June 15 and 16, 2022, to review projections, allow for public discussion, and provide direction in the preparation of the annual budget. This study session included the proposed documents: FY 2022-23 Annual Budget, 2022-2027 Capital Improvement Plan, and FY 2022-23 Fee Schedule; and

On June 21, 2022, the City Council conducted a duly noticed public hearing on the Proposed FY 2022-23 Annual Budget, the Proposed 2022-2027 Capital Improvement Plan, and the Proposed FY 2022-23 Fee Schedule; now, therefore,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF STOCKTON, AS FOLLOWS:

1. The FY 2022-23 Annual Budget with expenditure appropriations of \$898,700,882, as submitted by the City Manager is adopted.
2. The number of full-time positions authorized under the FY 2022-23 Annual Budget is 1,769.
3. The 2022-2027 Capital Improvement Plan with a five-year CIP project total of \$1.03 billion and \$139.3 million in appropriations for FY 2022-23 capital projects is adopted.
4. The 2022-2027 Capital Improvement Plan conforms to the City of Stockton 2040 General Plan.

5. The FY 2022-23 Fee Schedule is adopted effective July 1, 2022, with the revision reflected in Exhibit 1 of this resolution. Any fee changes that are not effective July 1, 2022, are noted in the document.
6. The fees on development projects will take effect 60 days following the final action on the increases in the FY 2022-23 Fee Schedule, where Government Code section 66017(a) applies.
7. The City Manager or designee is authorized to refund Development Oversight Commission fees paid on or after October 21, 2019, in amounts over \$50 Payees, subject to standard refund processing fees.
8. An appropriation limit is established in the amount of \$441,817,074 for FY 2022-23 pursuant to the requirements of the California Government Code. The City of Stockton selected the "change in California per capita personal income" for the "change in cost of living" component and the change in annual population for the County of San Joaquin as of January 1, 2022, component in the calculation of the appropriation limit.
9. The City Manager, or designee, is authorized to approve loans made through the City's Single-Family Housing Repair Loan Program, which meet all the requirements of the adopted program guidelines, within existing budget appropriations.
10. The City Attorney is authorized to enter into settlement agreements and contracts for services and supplies where the total cost is below the expenditure limit established in section 3.68.040 of the Stockton Municipal Code, within existing budget appropriation, and consistent with established administrative processes.
11. Fire Department Deputy Fire Chief I or II classifications shall be eligible to receive compensation at their hourly rate for any time worked beyond their normal 40-hour workweek while deployed as a State of California Office of Emergency Services (OES) resource, subject to City Manager approval. OES will fully reimburse the City of Stockton through our existing contract to cover this labor cost.
12. The City Manager or his designee is authorized to adjust appropriations from the General Fund Contingency account to General Fund Departments, subsidized programs and Internal Service Funds as needed for unexpected expenditures or emergencies that are unanticipated at the time of the budget adoption. The City Manager or his designee will report Contingency uses with each quarterly budget status report.

13. The remaining balances on all capital projects and grant funds are authorized to continue beyond the fiscal year in which they are originally appropriated until project cancellation or completion, grant expiration, or funds are fully expended.
14. Upon completion of a capital project, the City Manager, or his designee, is authorized to distribute any remaining unencumbered unrestricted appropriation balances up to \$100,000 to incomplete projects previously authorized in a five-year Capital Improvement Plan as allowed by funding source.
15. Budget adjustments and transfer activity between funds and subfunds that do not increase total appropriation or expenditures and are necessary to implement chart of account changes in the new financial system are authorized.
16. The City Manager or his designee is authorized to amend the appropriation for the HOME Investment Partnership Program, Community Development Block Grant, and Emergency Solution Grant to match the finalized Annual Action Plan submitted to the Department of Housing and Urban Development in carrying out the intent of the approved Council Resolution #2022-05-03-1001.
17. The City Manager or his designee is authorized to close out inactive Area of Benefit project accounts and transfer all residual or surplus account balances based on a reconciliation of developer deposits to city accounts in FY 2022-23 in accordance with section 16.72.050 of the Stockton Municipal Code.
18. Upon completion or cancellation of a proportional share traffic impact project, the City Manager or his designee is authorized to distribute any remaining unencumbered unrestricted appropriation balance, up to \$100,000, to a traffic and transportation fund or project with appropriate support and justification.
19. City of Stockton Fire Department, as former member of the San Joaquin County Regional Fire Dispatch Authority (SJCRFDA), shall receive reimbursement of its pro rata share of surplus funds after termination of the SJCRFDA Joint Exercise of Powers Agreement (JPA) on June 30, 2021. Reimbursed funds from the SJCRFDA JPA and any other funds from Emergency Communications (ECD) operations in excess of its annual ECD operating costs are authorized to be used for early full repayment of the seven-year interfund loan approved under Item No. 9 of Council Resolution #2020-06-23-1503 and convert the payment terms to a three-year loan.

20. Authorize the transfer of \$4,500,000 in ARPA revenue loss funds from the Special Grant Fund to the following funds:

General Fund	\$930,000
Recreation Fund	\$500,000
Entertainment Venues Fund	\$2,300,000
Parking Authority Fund	\$770,000

21. Authorize the appropriation of \$1,000,000 and associated capital transfers from the Entertainment Venues fund balance to the EV22606 Arena Video Equipment project.
22. The FY 2021-22 Information Technology Capital Plan, including the Enterprise Resource Planning project, totaling \$15,003,387 is adopted and remaining appropriations in the technology projects are authorized to continue to future fiscal years until the project is fully expended, completed, or cancelled.
23. The following administrative actions required to implement the FY 2022-23 Annual Budget are authorized:
- a) Level of Budgetary Control – Budgetary control is established at the following levels: a) General Fund - Department Level; b) Other Funds - Fund level; and c) Capital Fund - Project level. The City Manager or his designee may authorize line item budget transfers within a General Fund department, or within a fund other than the General Fund.
 - b) The City Manager may authorize line item budget transfers between departments and funds to implement Councilmember direction regarding the use of Council Discretionary funds. Transfer of cash between funds from the Council Discretionary budget line are further authorized as appropriate and necessary.
 - c) The City Manager may revise the schedule of any appropriation made in this resolution where the revision is of a technical nature and is consistent with the intent of Council. Notice of any revisions shall be included in subsequent budget updates to Council. The City Manager or his designee is authorized to make administrative corrections to the FY 2022-23 Annual Budget with a subsequent report to Council on any corrections greater than \$100,000.
 - d) The City Manager or his designee is authorized to establish and amend revenue estimates and expenditure appropriations corresponding to receipt or award of grant funding, donations, and

reimbursements where these special monies and any matching City funds are under the expenditure limit of \$100,000 as established by Ordinance 2021-11-01-1501, which amended section 3.68.040 of the Stockton Municipal Code.

- e) The City Manager or his designee is authorized to establish revenue estimates and corresponding budget appropriations in General Fund Fire Department accounts as needed during FY 2022-23 to recognize the costs, and the associated reimbursement revenue for providing wild-land firefighting and other disaster response services requested by state or federal governments.
- f) The City Manager or his designee is authorized to abolish positions and/or reduce and reorganize personnel, programs, services, departments, offices, or agencies and take such other action as is necessary to maintain a balanced budget.
- g) The City Manager is authorized to adjust classifications, including salary and benefit adjustments, to ensure comparability with similar classifications to maintain equity in the City's salary schedules as recommended by the Human Resources Department classification studies and reviews, and to incorporate changes into the Salary Schedule, as appropriate.
- h) The City Manager or his designee is authorized to hire fire academy recruits in an amount above the total City Council authorized full-time positions to accommodate attrition.
- i) The City Manager or his designee is authorized to fill additional Special Revenue Fund positions, such as grant funded, Measure W, and contract reimbursement positions, if additional funding becomes available.
- j) The indirect cost rate, as detailed in the City of Stockton Full Cost Allocation Plan and Cost Recovery Allocation Plan, shall be charged to departments and capital projects as project funding and regulations permit. The City Manager or his designee is authorized to modify appropriations for changes that result from an independently prepared indirect cost allocation plan.
- k) The City Manager or his designee is authorized to prepay the City's annual CalPERS payments in a lump sum consistent with FY 2022-23 budget.

- l) The City Manager or his designee is authorized to approve temporary interfund borrowing within the fiscal year, and at the June 30 fiscal year end, to finance the collection period for tax, grant, and other accounts receivable. Any new interfund loans extending beyond these terms must be approved by the City Council. The City Manager is authorized to repay interfund loans when funding becomes available.
- m) The City Council delegates investment authority to the Chief Financial Officer, acting in capacity of Treasurer, for the period of July 1, 2022 through June 30, 2023, pursuant to sections 53601 and 53607 of the California Government Code.
- n) The City Manager or his designee is authorized to execute health benefit policies and plans consistent with the annual Health Benefits Report approved by City Council on April 19, 2022 to address the health care needs of the City's employees.
- o) The City Manager or his designee is authorized to move appropriations and transfer between funds within a single budget unit, such as the water utility, Federal grant funds, and other funds where multiple funds have been established in the general ledger for purposes other than legal restrictions and the fund relationship has been identified in the FY 2022-23 Annual Budget or established by subsequent City Council action.
- p) The City Manager or his designee is authorized to make the Contingent General Fund Payment to Assured Guaranty per the terms of the Reimbursement Agreement. Should the amount exceed the FY 2022-23 budget estimate, the City Manager or designee is authorized to increase the budget appropriation and transfer from the General Fund.

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- q) The City Manager is hereby authorized to take whatever actions are necessary and appropriate to carry out the purpose and intent of this Resolution including adjusting appropriations from the General Fund Non-Departmental accounts to General Fund Departments, subsidized programs, and Internal Service Funds as needed to implement budget revisions authorized by Council.

PASSED, APPROVED, and ADOPTED June 21, 2022.

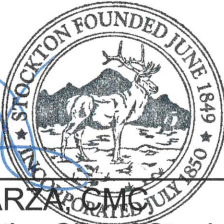


KEVIN J. LINCOLN II
Mayor of the City of Stockton

ATTEST:



ELIZA R. GARZA, CMC
City Clerk of the City of Stockton







City of Stockton

Legislation Text

File #: 22-0577, Version: 1

PUBLIC HEARING TO ADOPT THE FISCAL YEAR 2022-23 ANNUAL BUDGET; APPROVE THE 2022-2027 CAPITAL IMPROVEMENT PLAN; APPROVE THE FY 2022-23 FEE SCHEDULE; APPROVE THE FY 2022-23 CALIFORNIA CONSTITUTIONAL APPROPRIATIONS LIMIT; ADOPT THE FY 2022-23 ANNUAL BUDGET FOR THE PARKING AUTHORITY OF THE CITY OF STOCKTON; ADOPT THE FY 2022-23 ANNUAL BUDGET FOR THE SUCCESSOR AGENCY TO THE FORMER STOCKTON REDEVELOPMENT AGENCY

RECOMMENDATION

It is recommended that the City Council approve a resolution to:

1. Adopt the Fiscal Year (FY) 2022-23 Annual Budget, the 2022-2027 Capital Improvement Plan, and the FY 2022-23 Fee Schedule,
2. Adopt the FY 2022-23 California Constitutional (Gann) Appropriations Limit,
3. Approve other administrative and financial actions.

And it is recommended that the Parking Authority of the City of Stockton (Parking Authority) approve a resolution to:

1. Adopt the FY 2022-23 Annual Budget for the Parking Authority (Exhibit 1 to the Parking Authority resolution).

And it is recommended that the Successor Agency to the former Stockton Redevelopment Agency (Successor Agency) approve a resolution to:

1. Adopt the FY 2022-23 Annual Budget for the Successor Agency to the former Stockton Redevelopment Agency (Exhibit 1 to the Successor Agency resolution).

It is further recommended that the City Manager be authorized to take appropriate and necessary actions to carry out the purpose and intent of the resolutions.

Summary

The City Manager submitted the Proposed Annual Budget, Capital Improvement Plan, and Fee Schedule to Council on May 15, 2022. These documents, available on the City's website, include a detailed annual financial plan for all City funds, the key elements of which are summarized below. The City Council held two meetings on June 15 and 16, 2022, to review the budget in detail and receive public comment for consideration.

The FY 2022-23 annual budgets for the City of Stockton Parking Authority and the Successor Agency to the former Stockton Redevelopment Agency are also provided for approval and adoption.

The proposed financial plans are balanced in both the short and long term, address Council priorities, and maintain the Council's commitment to fiscal sustainability. Expenditures in the Proposed Budget total \$898.7 million for the operations, capital, debt, and transfers for all funds and programs of the City. This amount represents a decrease of \$93.1 million or 9.4% from the FY 2021-22 Annual Budget. The decrease is primarily attributable to the payoff of \$120.2 million in Bond Anticipation Note by the Wastewater utility in FY 2021-22.

Citywide estimated revenues are \$803.9 million in the FY 2022-23 Proposed Budget for all City programs excluding transfers between City funds, which is a slight reduction of \$1.8 million compared to the FY 2021-22 Annual Budget. The FY 2022-23 Annual Budget supports 1,769 full-time positions as detailed in the Personnel Listing found in the budget document appendix.

Staff recommends that Council conduct a public hearing to receive input regarding the proposed budgets and after the hearing, approve resolutions to enact the FY 2022-23 budgets for the City, the Parking Authority, and the Successor Agency to the former Stockton Redevelopment Agency.

DISCUSSION

Background

In February 2022, the City Council conducted a priority goals 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 the upcoming year. Further updates to the City's Long-Range Financial Plan defining available resources and long-term financial constraints combine with Council goals to set the stage for FY 2022-23 budget development. The City Manager released the FY 2022-23 Proposed Annual Budget, along with the 2022-2027 Proposed Capital Improvement Plan and the FY 2022-23 Proposed Fee Schedule to Council on May 15, 2022. The City held two public study sessions on June 15 and 16, 2022, to review the budget in detail and to receive public comment. Three citizen advisory committees had the opportunity to examine the proposed budget as it relates to the City's three transaction tax measures (Measures W, A, and M) at their meetings in May and June.

Present Situation

The City Manager's proposed budget is balanced and remains consistent with the Council's commitment to long-term solvency. The revenue estimates and expenditure appropriations in the budget are for all City funds. They include operations, capital, debt, and internal transfers for all programs and support functions of the City. Fund summaries and financial schedules showing prior year actual results, FY 2021-22 projections, and the FY 2022-23 budget are presented for each City budgetary unit in the budget document.

In addition to the proposed budget, related items are presented for Council approval.

FY 2022-23 Annual Budget**Citywide Budget**

Citywide estimated FY 2022-23 revenues are \$803.9 million for all City programs, a slight reduction of \$1.8 million compared to the prior year (page B-18). A reduction of \$53.8 million in the Utility Funds is offset by increased revenues from general taxes in the Non-Departmental category, internal charges in the Insurance and Benefit category, development fees in Community Development, and various other areas of growth. Revenues from external sources of \$647.3 million combined with transfers of \$56.7 million, benefit and equipment internal service fund charges of \$156.6 million, and use of \$38.2 million in fund balance support the total expenditures of \$898.7 million for all funds, departments, and programs, resulting in a balanced budget. The \$38.2 million drawdown of available fund balances is in various city funds for special one-time projects or capital improvements. The table below summarizes the proposed FY 2022-23 revenue budgets by department:

Department	FY 2021-22 Budget	FY 2022-23 Budget	Change
Utilities	\$ 250,813,743	\$ 197,017,578	\$ (53,796,165)
Insurance and Benefits	136,793,292	145,461,260	8,667,968
Public Works	45,043,749	51,419,415	6,375,666
Administration	18,351,303	18,478,525	127,222
Community Services	21,160,839	23,768,738	2,607,899
Economic Development	15,646,013	17,865,381	2,219,368
Fire	18,192,626	20,332,676	2,140,050
Police	14,785,871	16,189,338	1,403,467
Community Development	10,947,775	16,839,046	5,891,271
Non-Department	238,585,932	272,306,638	33,720,706
Capital Projects Funds	21,197,706	14,589,270	(6,608,436)
Debt Service Funds	14,138,025	9,600,920	(4,537,105)
	805,656,874	803,868,785	(1,788,089)

The proposed expenditure budget totals \$898.7 million for all programs, funds, and departments of the City (page B-16), which is a decrease of \$93.1 million or 9.4% from the FY 2021-22 adopted budget. The decrease is primarily attributable to the payoff of \$120.2 million in Bond Anticipation Notes (BANs) by the Wastewater utility in the last fiscal year. Capital project budgets across all funds are \$23.3 million less than FY 2021-22. The Non-Departmental department budget includes a one-time contribution to the Waterfront Office Towers-New City Hall capital project. Salaries, retirement, and workers compensation costs are up across all funds with a larger impact on the Police and Fire Department budgets. Two exciting service level enhancements are included in the FY 2022-23 Annual Budget: the reopening of Fire Station No. 1 and the opening of a newly built Northeast Library and Community Center.

The table below summarizes the proposed FY 2022-23 Annual Budget by department:

Department	FY 2021-22 Budget	FY 2022-23 Budget	Change
Utilities	\$ 354,137,721	\$ 229,048,462	\$ (125,089,259)
Police	152,928,298	158,036,862	5,108,564
Insurance and Benefits	137,755,288	144,389,426	6,634,138
Public Works	66,280,920	72,150,338	5,869,418
Fire	66,166,001	67,957,318	1,791,317
Administration	45,556,251	47,079,679	1,523,428
Capital Projects Funds	46,748,430	43,797,605	(2,950,825)
Community Services	30,701,995	35,202,135	4,500,140
Economic Development	29,684,853	30,141,150	456,297
Non-Departmental	25,747,567	40,413,416	14,665,849
Debt Service Funds	18,499,077	16,575,652	(1,923,425)
Community Development	17,563,672	13,908,839	(3,654,833)
	<u>\$ 991,770,073</u>	<u>\$ 898,700,882</u>	<u>\$ (93,069,191)</u>

The proposed FY 2022-23 Annual Budget funds 1,769 full-time positions, an increase of 33 full-time positions compared to the adopted FY 2021-22 Annual Budget. New positions include:

- 6 Library and Recreation positions to staff the new Northeast Library and Community Center,
- 6 Fire Department positions to add capacity to emergency dispatch, fire investigations, fire prevention and emergency operations,
- 1 position in Public Works supporting new development and construction projects,
- 1 Program Manager focused on economic development improvements in Entertainment Venues and parking,
- 2 County-funded Library positions for Mountain House and Ripon branches, and
- 2 Municipal Utilities positions supporting utility operations.

Combined with eleven grant-funded positions (including nine firefighters) approved mid-year, there is a net increase of thirty-three full-time positions.

Top priorities for long-term growth were identified by the City Council and City management. A common priority was the need for improved retention, recruitment, and development of City employees. Like most other industries, local governments are experiencing a worker shortage, resulting in a highly competitive job market and high turnover rates. Other priorities identified included maintenance and improvements at City buildings, trees, sidewalks, parks, and capital improvements.

General Fund Operating Budget

The total General Fund revenue budget for FY 2022-23 is \$282.9 million, an increase of \$27 million from the FY 2021-22 Adopted Budget. Over \$9.4 million in newly approved expenditures are included in the General Fund budget as detailed on page A-5. Capital contributions to the Waterfront Office

Towers - New City Hall project (\$12.1 million) and the public safety radio infrastructure project (\$5.1 million) are examples of one-time expenditures increasing the annual appropriation. The proposed revenues of \$285.4 million are \$34.6 million more than budgeted FY 2021-22 revenues. The FY 2021-22 budgeted revenue projection continued to assume revenue losses from the COVID-19 pandemic. Revenue reductions were experienced in FY 2019-20, but by FY 2020-21 many revenue sources were experiencing recoveries as demonstrated by the \$21.2 million revenue growth. The recovery is expected to continue in FY 2021-22 with revenue growth of \$8.7 million and then flatten in FY 2022-23 with an increase of only 2%.

The table below summarizes the proposed FY 2022-23 Annual Budget:

General Fund Budget	FY 202021 Actual	FY 202122 Adopted Budget	FY 202223 Budget	Change vs. FY 202122 Budget
Tax Revenues	\$ 245,354,106	\$ 226,138,818	\$ 259,931,365	\$ 33,792,547
Other Revenues	<u>25,781,382</u>	<u>24,709,132</u>	<u>25,479,320</u>	<u>770,188</u>
	\$ 271,135,488	\$ 250,847,950	\$ 285,410,685	\$ 34,562,735
Expenditures				
Police	\$ 128,293,229	\$ 143,771,046	\$ 148,950,532	\$ 5,179,486
Fire	46,861,850	50,152,050	52,678,905	2,526,855
Other Programs	68,188,470	56,934,214	64,012,334	7,078,120
Capital Contributions	<u>11,225,000</u>	<u>5,000,000</u>	<u>17,235,000</u>	<u>12,235,000</u>
	\$ 254,568,549	\$ 255,857,310	\$ 282,876,771	\$ 27,019,461

The General Fund expenditure budget is \$282.9 million and reflects a \$27.0 million increase from the FY 2021-22 Adopted Budget of \$255.9 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 1% greater than prior year with no cost-of-living adjustment for the safety units included in the budget and 2% for all other employees. Employee benefits are up \$5.9 million primarily because of retirement (9%) and workers' compensation (17%) rate increases. The assumption for employee vacancies remains at the same level as FY 2021-22, reducing the General Fund employee services budget by \$6.1 million. The General Fund's share of cost increases in the general liability program and the radio internal service fund were 3.6% and 5.4%, respectively. The Debt Service category is \$2.8 million more than FY 2021-22 with increases to the City's contingent payment based on higher revenues.

The General Fund is projected to end FY 2021-22 with an available fund balance of \$78.3 million, of which \$47.2 million is required by City Council Reserve policy to be put toward the working capital reserve as a proportion of the FY 2022-23 expenditures. Labor agreements for four safety bargaining units expire on June 30, 2022, and negotiations for successor contracts are underway. No salary and benefit increases for the safety units are included in the proposed budget. Every 1% increase in safety employee salaries equals approximately \$1.3 million. The outcome of labor

negotiations will have a significant impact on the General Fund budget and the Long-Range Financial Plan since over 90% of safety unit salaries are paid by the General Fund. Both will be adjusted as collective bargaining agreements are approved by the City Council.

General Fund Reserves

Per the General Fund - Reserve and Fund Balance Policy, updates to the General Fund reserve targets are proposed as follows:

Category	Amount (millions)
Working Capital	\$47.2
Known Contingencies	55.3
Risk-Based	77.4
Total	\$179.9

With the increase in budgeted expenditures compared to the prior year, the Working Capital Reserve target will increase from \$42.7 million to \$47.2 million. The Working Capital reserve is equivalent to two months of annual operating expenses. The Known Contingency reserve target decreased from the prior year (from \$58.6 million to \$55.3 million) based on identified needs. The target for the Priority II Risk-Based Reserve in the Fiscal Sustainability Fund increased from \$72.2 million to \$77.4 million based on increase annual revenues.

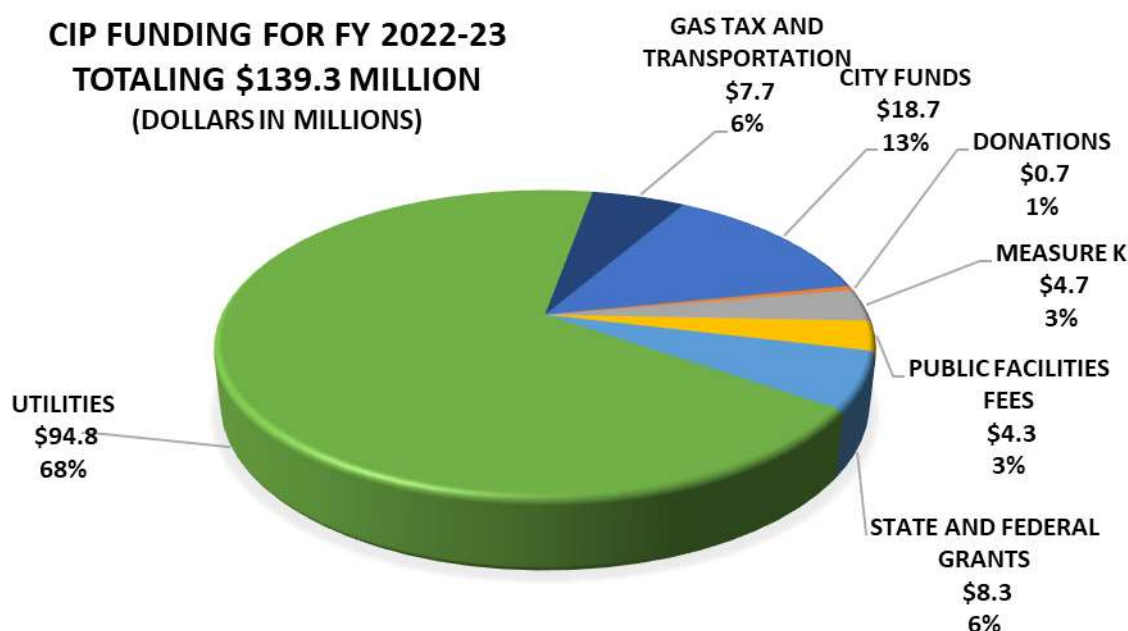
At the end of FY 2021-22, the General Fund projected available balance of \$78.3 million would first be assigned to the Working Capital reserve consistent with the reserve policy. Known Contingency reserves fund future pension costs, radio infrastructure, public safety facility needs, retention and recruitment efforts, and replacement of the City's financial and payroll systems. The General Fund balance is projected to be sufficient at the end of FY 2021-22 to fund both the Working Capital and the Known Contingency. Under the Council reserve policy, the balance would be split between Council Priority projects and the Risk-Based Reserves, adding to the \$5.0 million funding level established at the close of FY 2015-16.

Citizens' Advisory Committees

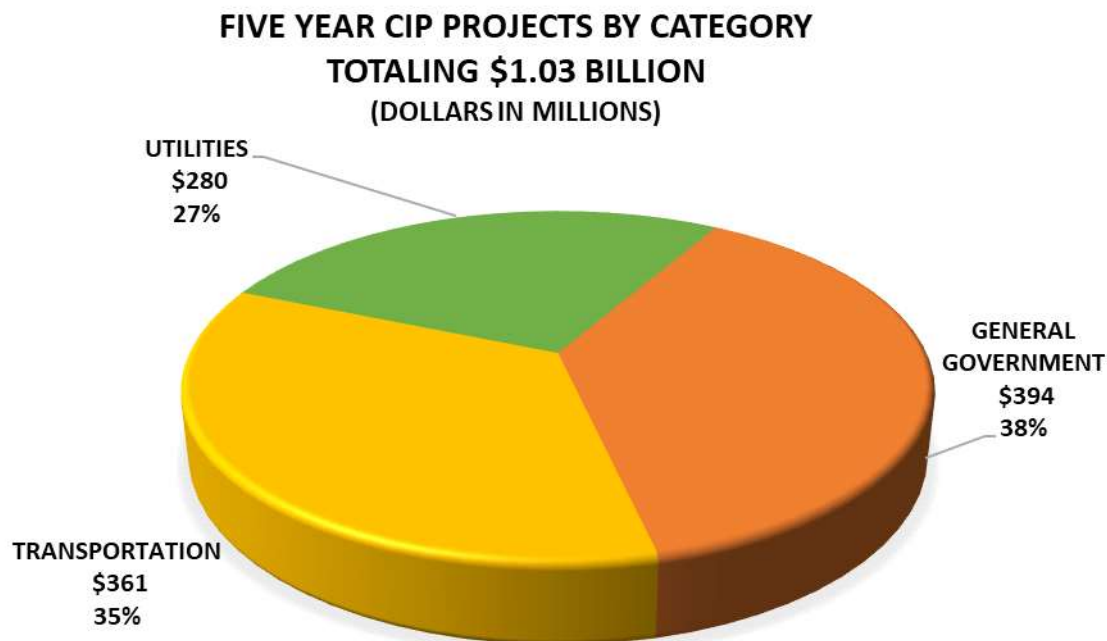
The FY 2022-23 Proposed Annual Budget is also reviewed by three citizen advisory committees. On June 6, 2022, the Measure A Citizens' Advisory Committee reviewed the FY 2022-23 Proposed Budget as it relates to Measure A revenues (page C-7). The Measure W Oversight Committee reviewed the plan for the use of Measure W proceeds (pages D-11 and E-17) by the Police and Fire Departments at its meeting on May 26, 2022. A Strong Communities Advisory Committee meeting was scheduled to review the use of Measure M proceeds (page G-11) by the Community Services Department but had to be canceled due to a lack of quorum. The committee was invited to attend the Council Budget Study Sessions and the Budget Public Hearing to communicate any requests or recommendations. The Measure A and Measure W committees made no recommendations regarding the proposed budget.

2022-2027 CAPITAL IMPROVEMENT PLAN (CIP)

The CIP is a five-year plan that lists the City's facility and infrastructure needs. On April 14, 2022, the Planning Commission determined that the proposed 2022-27 CIP conforms to the City of Stockton 2040 General Plan as required by Government Code Section 65401. The first year of the CIP is incorporated in the FY 2022-23 Annual Budget for appropriation. Below is an updated breakdown of the FY 2022-23 capital projects by funding source.



The proposed five-year Capital Improvement Plan covers fiscal years 2022-23 through 2026-27 and totaled \$1.03 billion. Over a quarter of the CIP is related to Municipal Utility projects (\$280 million), 35% is transportation projects (\$361 million), with other Citywide projects (\$394 million) comprising the remainder.



The first year of the CIP is financially constrained and reflects only for which funding has been identified. The second year through the fifth year of the CIP reflects the City's unfunded facility and transportation needs in addition to projects with identified or anticipated funding.

FY 2022-23 Fee Schedule

The FY 2022-23 Fee Schedule reflects new and proposed changes to existing fees in several City departments, including a 4.5% inflationary adjustment to all fees that is intended to address the increasing cost of providing services. Section 1 of the Proposed FY 2022-23 Fee Schedule lists the proposed new and changed fees, along with reasons for each change. Proposed new fees are presented for Community Development, Facility & Property Rentals, Fire, Tree Permits, and Recreation & Leisure. Proposed fee changes include Economic Development, Facility & Property Rentals, Fire, Library, and Municipal Utilities. The Fire Department is proposing an overall restructure of their operational and inspection permit fees based on the results of a fee study completed in FY 2019-20. Fees were updated to reflect revised fire codes and introduced new categories and subcategories. The full fee study recommendation will be implemented over two years. Wastewater rates are increasing by 6% per the approved 2019 rate study. Water utility rates are set to increase 3.5% based on the rate study completed in FY 2020-21. Two City departments are proposing to inactivate eight existing fees. Fee changes are summarized in the Proposed Fee Schedule, pages I-3 to I-26.

Subsequent to publishing the Proposed Fee Schedule, the Community Development Department identified two fees that should not have been changed. These Transportation Permit application fees on page F-16 are set by the State and cannot be adjusted by the inflationary adjustment. The corrected page of the Fee Schedule is included as Exhibit 1 to the City proposed resolution.

Parking Authority of the City of Stockton

The Parking Authority of the City of Stockton is a public body established by the City Council in Resolution 2013-12-17-1209, pursuant to the Streets and Highways Code, to oversee the parking garages, lots, on-street spaces, and enforcement activities within the boundaries of the City of Stockton CFD 2001-1 Downtown Parking District.

Revenues derived from fees paid for parking within the district and proceeds from enforcement of parking violations are pledged to first pay the 2020 Parking Bond debt service, then operations, maintenance, and any other obligations of the Authority. Taxes assessed on property owners and businesses in the downtown parking district are recorded in this fund and used for parking management and operations of parking facilities and programs within the district. In February 2020, the Parking Authority refinanced existing parking bonds to save money and to procure \$3 million for capital needs. The bonds are funding 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.

Parking operations were impacted by the COVID-19 pandemic and statewide stay-at-home directives. Revenues from operations dropped over 27% in FY 2020-21. Current year revenues are projected to experience an upward trend with FY 2022-23 revenues being closer to pre-pandemic levels. Operations and monthly proceeds will continue to be monitored closely as parking activity rebounds.

Successor Agency to the former Stockton Redevelopment Agency

The Successor Agency depends on the receipt of property tax increment revenues to pay obligations of the former Stockton Redevelopment Agency. To receive the tax increment, the Successor Agency submits a Recognized Obligation Payment Schedule annually to an Oversight Board and the State Department of Finance. After approval by the Oversight Board, tax increment funds are distributed to the Successor Agency by the San Joaquin County Auditor Controller's Office. The use of tax increment is restricted, and the Successor Agency does not receive excess tax increment. Excess tax increment after payment of debt and administrative costs are distributed to other taxing entities such as the City, San Joaquin County, the State of California (for schools), and special districts.

Successor Agency revenue of \$9.5 million is expected to be sufficient for all debt and enforceable obligations in FY 2022-23. The total FY 2022-23 Successor Agency budget, including transfers and loan repayments, is \$10.6 million. Projected revenues are sufficient to fund administration and the repayment of City loans approved by the State Department of Finance. Based on the available revenues, the FY 2022-23 Budget includes approximately \$2.8 million in loan repayments to the General Capital Fund and Community Development Block. The Ending Available Balance in the Successor Agency will be retained by the San Joaquin County Auditor-Controller for distribution to other taxing entities, including the City of Stockton.

Other Budget Actions**FY 2022-23 Gann Appropriation Limit**

The California Constitution limits growth in local government spending and establishes a maximum limit for expenditures from general taxes. The law, commonly known as the Gann Limit, requires that the limit is recalculated and approved annually by the City Council at the beginning of each fiscal year. The Gann Limit is indexed to specified growth factors approved by the Legislature and applied to revenue appropriations. The City's FY 2022-23 Gann Limit, as calculated is \$441,817,074, and exceeds the proposed appropriations subject to the limit of \$242,236,727. The City's appropriations remain well within the Constitutional appropriations limit.

American Rescue Plan Revenue Loss Allocations

Council action in September 2021 allocated \$4.5 million from the City's first round of federal American Rescue Plan Act (ARPA) - State and Local Fiscal Recovery Funds to the Revenue Loss eligible activity. For the fiscal years ending June 30, 2020 and June 30, 2021, the calculated Citywide revenue loss was \$14.2 million. It is recommended that the allocated \$4.5 million be split among four City funds as shown in the "Proposed Allocation" column of the table below. The revenue loss funds will be transferred from the ARPA grant account to the four funds to keep them solvent and maintain services to the community, including recreations programs, parking, and events.

	Actual Revenue Loss	Proposed Allocation
General Fund	\$929,687	\$930,000
Recreation Fund	\$1,425,061	\$500,000
Entertainment Venues	\$6,774,699	\$2,300,000
Parking Fund	\$2,111,559	\$770,000
Total		\$4,500,000

FINANCIAL SUMMARY

The proposed FY 2022-23 Annual Budget appropriates expenditures of \$898,700,882 for all City funds, \$6,826,769 for the Parking Authority, and \$10,561,061 for the Successor Agency.

The complete documents of the City's Proposed FY 2022-23 Annual Budget, the Proposed 2022-2027 Capital Improvement Plan, and the Proposed FY 2022-23 Fee Schedule are available for review on the City's website www.stocktonca.gov/budget <<http://www.stocktonca.gov/budget>> or in the City Clerk's Office.

May 15, 2022

Honorable Mayor and Council:

BUDGET MESSAGE

The Annual City Budget is a key tool for the effective management of resources while providing an exceptional level of accountable, innovative, and efficient customer service to the Stockton community. The Fiscal Year (FY) 2022-23 Annual Budget was developed around the City's comprehensive strategic planning efforts and the 20-year Long-Range Financial Plan (L-RFP). The organization continues to make great strides toward addressing the City Council's priority goals while implementing a pandemic recovery action plan. Applying a comprehensive performance management program that results in the One Page Strategic Plan® (OGSP), the City has achieved numerous successes and addressed unprecedented challenges. A selection of the accomplishments from the last year is provided below. An overview of the strategic planning process and FY 2021-22 Performance-to-Date information is included in the "Annual Strategic Planning" section following this message. This enhanced section is a great example of how newly established data analytics tools have improved the City's ability to communicate achievements to the community at public meetings, via social media, and on the City's website.

For the last two years, City departments have operated with a dual focus to 1) improve and innovate traditional service delivery and 2) effectively distribute and utilize one-time pandemic recovery funds. Additional funding has presented an enormous opportunity to improve the quality of life for our community. One-time relief dollars have been distributed to the community to directly help the businesses, families, and individuals and support economic recovery of Stockton. Over \$40 million in Emergency Rental Assistance, \$1.6 million for delinquent utility accounts, \$843,000 in Small Business Relief Grants, \$7 million for homeless support services, and \$8 million for affordable housing was provided to the local community in 2021. These efforts will continue over the next three fiscal years with implementation of the \$78 million spending plan for Federal American Rescue Plan (ARPA) - State and Local Fiscal Recovery Funds. Just over \$10.6 million had been obligated as of March 31, 2022, on projects including our digital inclusion initiative, six fire engine replacements, essential worker premium pay, touchless restrooms, employee COVID leaves, uplift downtown initiatives, and tourism promoting events. In addition to the on-going administration of one-time relief funding, extensive effort has been put toward returning City operations to "normal" with the re-opening of facilities in ways that are safe for the community.

While we celebrate the successes the organization has achieved, we look to the future knowing there is more work to be done to accomplish the overall objective. The strategy planning process is growing and maturing as we reach the end of the second year using this approach. In February 2022, the City Council conducted a priority goals 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 the upcoming year. A summary of City Council's

Strategic Work Plan follows this message. COVID-19 pandemic response and recovery and the homeless crisis maintained the highest priority position, followed by public safety.

The City of Stockton executive leadership team has developed the following strategy areas to accomplish the City Council identified priority goals.

- 1) Safer Streets,
- 2) Growing Economy,
- 3) Housing Opportunities for All,
- 4) Thriving and Healthy Neighborhoods, and
- 5) Fiscal Sustainability.

The plans and metrics supporting these strategies continue to be 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 2022-23 Annual Budget and Long-term Planning

This Budget is sustainable, both short and long-term, and aligned to match the strategic priorities of the Council. The FY 2022-23 Proposed Budget includes expenditures of \$898.7 million for all programs, funds, and departments of the City, including \$282.9 million from the General Fund. Stockton's prudent financial practices and commitment to the L-RFP have put us in a position to sustainably support current service levels while making targeted investments in the community and the organization.

The lessons learned from the not-so-distant past continue to underpin our financial planning and decision-making. The crisis of the worldwide pandemic demonstrated how important it is to be prepared for uncertainty. Our long-term financial planning and modeling is 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 2022-23 Proposed Budget includes expenditures of \$898.7 million for all programs, funds, and departments of the City, which is a decrease of \$93.1 million or 9.4% from the FY 2021-22 adopted budget. The General Fund portion of the budget is \$282.9 million, a 10.6% increase from the prior year adopted budget. The decrease in the City budget is primarily attributable to the payoff of \$120.2 million in Bond Anticipation Notes (BANs) from the Wastewater Utility fund in the last fiscal year and an overall reduction in capital projects of \$23.3 million. This expense reduction is offset by increases in employee salaries and benefits (\$13.6 million or 5%) and supplies (\$7.0 million or 16%) due to increases in fuel prices and inflation. Also incorporated in the Annual Budget is \$5.1 million from the General Fund to complete the Public Safety Radio infrastructure improvement project.

The fiscal approach for this budget development cycle was to use the new capacity in the L-RFP from improved General Fund revenues to incorporate growth opportunities over the next five to ten years. While the City's population has grown 9% 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). When asked to identify the top priorities for long-term growth, the

majority of department heads emphasized a need for retention and recruitment. Like most other industries, local governments are experiencing a worker shortage, resulting in a highly competitive job market. According to the article "Government Retirements Are Leaving Cities Short-Staffed" the public sector is facing some of the biggest retention and recruitment problems.

*"More than half of state and local workers said they were considering leaving their positions voluntarily to retire, change jobs, or leave the workforce entirely, according to a December 2021 survey by MissionSquare Research Institute. Some of the top reasons: they want a higher salary and they feel burned out from the pandemic. Many said that they were shouldering a larger workload since many of their colleagues had left. Because government salaries often can't match those in the private sector, recruiting new employees is a difficult process. While private-sector employment has surpassed March 2019 levels, there were about 400,000 fewer government employees in March of 2022 than there were in March of 2019."*¹

Competitive wages for improved retention and recruitment are part of the collective bargaining process currently underway with the City's four safety units. The FY 2022-23 Budget has been developed with the underlying assumption that safety wages will change through the collective bargaining process requiring resources beyond the proposed budget amounts. The non-Safety employees have closed contracts with 2% cost-of-living adjustments. New and innovative methods of attracting and retaining good employees is a high priority for City departments. To support initial efforts, \$1 million was set aside from one-time savings in FY 2021-22. Funding to continue these efforts has been built into the L-RFP for future years.

A holistic approach to solving retention and recruitment will involve competitive wages, incentives for retention, staff training opportunities, employee recognition programs, and expanding workload capacity. All requests for new full-time positions were reviewed to evaluate increased workload versus workload needs due to vacancies and turnover. The FY 2022-23 Budget incorporates additional full-time positions needed to improve customer service and accomplish Council priorities. The new positions include:

- 6 Library and Recreation positions to staff the new Northeast Library and Community Center,
- 6 Fire Department positions to add capacity to emergency dispatch, fire investigations, fire prevention and emergency operations,
- 1 position in Public Works supporting new development and construction projects,
- 1 Program Manager focused on economic development improvements in Entertainment Venues and parking,
- 2 County-funded Library positions for Mountain House and Ripon branches, and
- 2 Municipal Utilities positions supporting utility operations.

Combined with eleven grant-funded positions (including nine firefighters) approved mid-year, there is a net increase of thirty-three full-time positions.

¹ Semuels, Alana. "time.com." 8 April 2022. *Time*. <<https://time.com/6165374/public-sector-job-vacancies/>>.

CITY OF STOCKTON

The FY 2022-23 Budget includes ongoing operating costs for the re-opening of Fire Engine Company 1 partially supported by grant funding for the first three years. The L-RFP includes ongoing funding for this engine company of approximately \$2 million after the grant term to enhance fire protection services provided to the community.

Another top priority for long-term growth is improving City facilities and infrastructure including the urban forest program, parks and landscape maintenance, facilities maintenance, street resurfacing, sidewalk repairs, and Clean City initiatives. Approximately \$1.4 million in new funding has been included in the Annual Budget for these activities, with about \$800,000 in General Fund monies continuing long-term in the L-RFP. In addition to new funding in the Annual Budget, many important improvements have been funded mid-year using one-time General Fund savings from positive revenue experience in the last two fiscal years. Improvements include \$1.9 million for playground equipment, \$1.5 million for Pixie Woods, \$930,000 for game courts, \$460,000 for ball fields, \$2.7 million for general parks repairs, \$6.8 million for trees, \$4.2 million for sidewalks, \$3.8 million for various City facilities like fire stations and the Podesto Teen Center, and \$1.7 million for streets and streetscape.

The FY 2022-23 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 53% allocated to the Police Department and 19% 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 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 Council strategy area. The Annual Budget does not include new funding for the Housing Opportunities for All strategy because activities will primarily be funded from State and Federal funding sources.

CITY OF STOCKTON

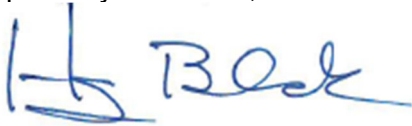
Department	New Item	Description	One time or Ongoing	General Fund \$\$	Other Fund \$\$
1 - Safer Streets					
City Manager	OVP 2 Part-time Peacekeepers	Additional outreach and client	Ongoing	46,022	
Fire	Mental Health Services	Expand service offered to employees	Ongoing		75,000
Fire	Fire Academy	Funding for a second academy	Ongoing	485,000	
Fire	Engine Co. 1 annual operating costs	Staffing and annual operating costs	Ongoing	2,000,000	
Info. Tech.	Radio Infrastructure	Payoff remaining equipment lease balance	One-time	5,134,542	
Info. Tech.	Radio Lifecycle Replacements	PD Portable Radios replacements	One-time		816,012
Police	New training facility	Planning funds	One-time	100,000	
2 - Growing Economy					
City Manager	Rebranding	Rebranding Logo	One-time	50,000	50,000
Econ. Dev.	Site Assessment Work	Site assessment and clean ups	One-time	150,000	150,000
4 - Thriving and Healthy Neighborhoods					
Comm. Svs.	Self Check Machines	Purchase of Self Check Machines	One-time		92,000
Comm. Svs.	Bookmobile Replacement		One-time		150,000
Comm. Svs.	Recreation Program transportation	Purchase of Passenger Van to transport youth to recreation sites/activities	One-time	10,000	45,000
Comm. Svs.	New Citywide Events	3 additional community events	Ongoing	50,000	25,000
Comm. Svs.	NE Library & Community Center	Operating Expenses	Ongoing		470,930
Comm. Svs.	NE Library & Community Center	Furniture & Fixtures	One-time		260,500
Public Works	Edging at General Fund Parks	Increase frequency of edging to 2x per month	Ongoing	61,000	
Public Works	Field Light Replacement	Boom Lift Rental for Field Lighting Replacement	Ongoing	15,000	
Public Works	Alarm Camera System at Van Buskirk	Equipment install & monitoring for first year	Ongoing	6,000	
Public Works	New fence at VanBuskirk playground	Existing fence has extensive water damage	One-time	40,000	
Public Works	Trees & stumps at VanBuskirk	Disposal of downed trees & stumps	One-time	50,000	
Public Works	Vandalism response	Increase materials & supplies on hand - trash cans, benches, etc.	Ongoing	20,000	
Public Works	Remove & Replace picnic tables	Replace 10% of existing tables	Ongoing	65,000	
Public Works	Illegal Dumping Mitigation	Increase in contractor fees for the same level of work, maintains current service levels	Ongoing	200,000	
Public Works	Mormon Slough Waterway Cleanup	From Weber Ave. to Commerce Street	One-time	750,000	
Public Works	Recycling Education & Outreach	Public Outreach Materials to Commercial & Residential customers on new state requirements	Ongoing		185,000
5 - Fiscal Sustainability					
Admin. Svs.	Desktop Scanners	Purchase of desktop scanners	One-time	2,840	11,360
Admin. Svs.	Access & Security Devices	Purchase of central stores security devices	One-time	25,000	
Human Resources	Staff Development	Funding to continue the "Summer Virtual Speaker series"	Ongoing	50,000	
Supports All Strategies					
City Manager	OPDA 1 Part-time position	Administrative support	Ongoing	24,198	
City Manager	Zencity Software	Community engagement tool	Ongoing	72,000	
City Manager	City Website	Re-design of www.stocktonca.gov	One-time		300,000
City Manager	ChatBot services	ChatBot services for City website	One-time		100,000
Info. Tech.	Cyber Security enhancement	Security Operation Center will provide 24/7/365 monitoring, detection, response, and ongoing risk management	Ongoing		310,000
Info. Tech.	Cyber Security enhancement	Implementing VMWare failover	Ongoing		255,000
Total				9,406,602	3,295,802

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. Over \$107 million in new grant dollars were awarded or received in FY 2021-22. The City has also been awarded state funding that is supporting the complete replacement and renovation of community pools at both Victory Park and McKinley Park. One-time grant funding is not included in the Proposed FY 2022-23 Annual Budget, as funding is appropriated mid-year upon award.

CONCLUSION

Looking ahead, the focus will continue to be on a pandemic recovery action plan, improving traditional services, and maximizing the community benefit of one-time funding. The strategy planning process and long-term financial planning will continue to guide the allocation of City resources. This Budget meets our fiduciary obligation to promote the fiscal health of the City well into the future, not just in the short-term. Despite the challenges of the COVID-19 pandemic and subsequent economic uncertainty, Stockton has not only maintained services on which residents and business owners rely, but provided targeted enhancements to those services.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "H. Black", is written over a horizontal line.

HARRY BLACK
CITY MANAGER

City Council's Strategic Targets and Priorities

Highlighted below, and included in the department narratives, are some of the recent accomplishments as well as plans for the coming year to keep the City focused on what is important to the community.



Strategy 1 - Safer Streets

Accomplishments

- Emergency Operations / COVID Response
- Hired a new Chief of Police
- There were 39 homicides in 2021, which is a 30% decrease compared to 56 homicides in 2020.
- There was a total of 3,694 total violent crimes in 2021 - 8% decrease from 4,023 in 2020.
- There was a total of 8,422 Property Crimes in 2021 - 12% decrease from 9,578 in 2020
- Over 800 firearms were seized in 2021
- Achieved a live release rate of 91% at the Animal Shelter
- Removed over 775,000 square feet of graffiti, 98,000 cubic feet of trash, and over 700 abandoned vehicles from private property
- Continued Procedural Justice Training to key community stakeholders, and incorporated community members into Procedural Justice Training
- Deployed 110 new Mobile Data Terminals in police cars and upgraded the network connection speed of the devices
- Replaced 45 iPads used in fire trucks and other vehicles
- Fire Department was awarded a SAFER grant funding 9 firefighter positions enabling the City to re-open Engine Company 1.
- Fire Department hired 17 new personnel and promoted 29 to new positions.
- Completed the implementation of the new Computer Aided Dispatch (CAD) system for Fire dispatching and Table Command 2-way status to reduce radio traffic
- Installed new cell site building adjacent to ECD to accommodate new radio trunking equipment
- Accepted lie caller from four (4) Primary Public Safety Answering Points (PSAP) in the County per Senate Bill 438
- The Emergency Communications Division (ECD) processed 172,106 phone calls
- In collaboration with the Stockton Fire Department, Recreation Division completed training and certification in Basic Life Support CPR for all 22 full-time employees.
- All Community Centers have implemented enhanced sanitation and COVID protocols to improve the safety of customers and staff

- Recreation Division staff completed “Alive and Free” training, a grant funded program to help identify ways to provide young people with opportunity and support to build positive lives for themselves

Goals

- 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 fire
- Conduct two Fire Training Academies to maintain staffing levels.



Strategy 2 – Growing Economy

Accomplishments

- \$843,000 in Small Business Relief Grants awarded to over 200 applicants
- Over 6,000 Over-the-Counter permits issued
- \$1.54 million Essential Support provided to 1,420 individuals
- \$3.7 million Community Support Fund
- 650 COVID-19 Tests for Agricultural Workers
- \$3 million in Small Business Relief Grants awarded to 1,044 applicants
- PPE distributed - 443,100 masks; 3,516 gallons hand sanitizer; 1,303 gallons disinfectant; 150,000 pairs of gloves; 3,000 pkgs. disinfectant wipes
- 305 businesses signed Stockton Healthy Pledge
- Outdoor Dining/Nail Salon (rapid) Permits
- \$200,000 awarded in Entrepreneurship Grants

Goals

- 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

- Complete the updates for the utility master plans for Water, Wastewater and Stormwater.



Strategy 3 – Housing Opportunities for all

Accomplishments

- Over \$40 million in Emergency Rental Assistance distributed
- Over 40,000 meals and bags of food distributed
- Over \$7 million allocated to support services for sheltered & unsheltered homeless
- \$8 million provided to support affordable housing
- \$8 million pledged for permanent supportive housing for homeless
- 24 beds funded for homeless youth
- 39 units funded for chronically homeless
- Over \$12 million in fees waived to support building housing
- \$4.89 million in Emergency Rental & Mortgage assistance distributed to 1,280 families
- Over \$3.1 million for Shelter Support & Food Programs
- 1,330 unsheltered individuals assisted by Homeless Outreach Team
- \$33.9M in fees waived for single/multi-family homes

Goals

- 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



Strategy 4 – Thriving and Healthy Neighborhoods

Accomplishments

- Over 300,000 people reached through Library & Recreation virtual programming
- Over 1,000 sidewalk tripping hazards addressed
- Replaced over 7,000 LED street light fixtures
- 17 Neighborhood Traffic Management projects

- 2.22 million pounds of illegal dumping cleaned up from public right-of-way
- 2.97 million pounds of waste removed from homeless encampments
- 10,768 potholes filled
- Oak Park Ice Rink re-opened with replaced chiller

Goals

- 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
- Open the new Northeast Stockton Library and Community Center



Strategy 5 - Fiscal Sustainability

Accomplishments

- Received \$60,000 Cannabis Equity Grant
- Awarded a \$625,000 SB2 Grant
- Received an \$5.4 Million Grant from the State Department of Parks and Recreation for the renovation of McKinley and Victory Park pools.
- Contracted with Neighborly's Online Grants Management System. Neighborly will allow the EDD's Housing, Grants and Economic Divisions to issue online Notice of Funding Availability (NOFA), accept NOFA application submittals, score and rank applications, process Grantee request for reimbursement, accept quarterly and end of the year reports, and store organizational and project documents online.
- Executed Water Infrastructure Finance and Innovation Act (WIFIA) for \$108 million in low-interest loan for the Regional Wastewater Control Facility (RWCF) Modifications Project.
- Successfully reconciled and filed the close out report for \$27 million in CARES Act funding.
- Increased the expenditure limit to award contracts for goods and services to \$100,000.
- Partnered with City's internal auditor, Moss Adams, to successfully validate and close 26 audit findings
- At the close of the fiscal year, we were able to appropriate \$22.6 million toward Council priority projects including maintenance of City trees, playground replacement, Fire Station 1 repairs, Teen Center improvements, Pixie Woods updates, sidewalks, streets, general park maintenance, pools, and soccer complex improvements.

Goals

- Optimize City workforce retention, development, and recruitment Pursue bond rating upgrade
- Enhance financial reporting
- Maximize City revenue sources through revenue auditing and review of the business license code
- 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





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 2021-22

The following section addresses the current 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 2021-22 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, and develop the workforce

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 (Interim Police Chief James Chraska)

- 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 (John Alita)

- 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 (Jay Kapoor)

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

FY 2021-22 PLANS:

- Build upon Ceasefire Strategy to reduce shootings and homicides
- Build out our community infrastructure with an emphasis on high-risk population through a focus on equity
- Emphasize multi-lateral and two-way communications to further community engagement, conversation, and trust building
- Build on Intelligence, Communication, and Planning (ICAP)
- Reactivate the Neighborhood Enhancement Program (NEP)

- Leverage our maritime and agricultural assets
- Leverage our logistics and multi-modal transport assets
- Discover and take advantage of right-of-way monetization opportunities
- Establish industry partnerships
- Optimize workforce development support
- Adopt and launch City of Stockton Strategic Economic Development Action Plan

- Provide ongoing support to City/County joint efforts on housing and homelessness
- Reinvent our distribution of state and federal funds to be more performance- and outcomes -based
- Enable access to housing opportunities through education and awareness
- Identify and remediate barriers
- Leverage data to mobilize service response

- Produce an annual citywide community cohesion project
- Leverage anticipated Smart Cities efforts to create technology and connectivity opportunities
- Emphasize community outreach through surveys, focus groups, and resident engagement.
- Increase access to programs, tools and resources for youth to enable career development
- Optimize community center utilization
- Develop sustainability strategy building on existing efforts

- Upgrade bond rating
- Continue commitment to L-RFP
- Initiate revenue maximization project
- Continue implementation of new ERP system
- Continuous pursuit of opportunities for greater efficiency
- Optimize City workforce retention, development, and recruitment.

FY 2021-22 METRICS:

- 1a) Reduce homicides and non-fatal injury shootings – 5% reduction
- 1a) Establish Crimes Against Persons (NIBRS) baseline
- 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) Establish Crimes Against Property (NIBRS) baseline
- 1d) Establish Crimes Against Society (NIBRS) baseline

- 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) Establish the City's first Smart Cities initiative (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) Establish 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 June 30, 2022** towards the FY2020-21 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



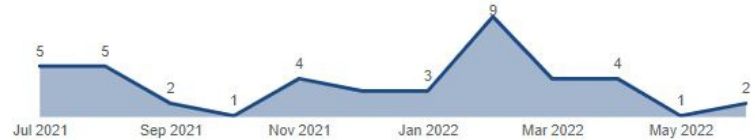
FY 2021-2022 Performance-to-Date as of 06/30/2022

1a) Reduce Homicides

Target: 5% reduction from FY2020-21: 53
FY 2021-22 Measurement in Progress

43

Homicides



1a) Reduce Non-Fatal Injury Shootings

Target: 5% reduction from FY2020-21: 164
FY 2021-22 Measurement in Progress

131

Non-Fatal Injury Shooting Incidents



1a) Crimes Against Persons

Baseline Measurement in Progress

7548

Total Crimes Against Persons

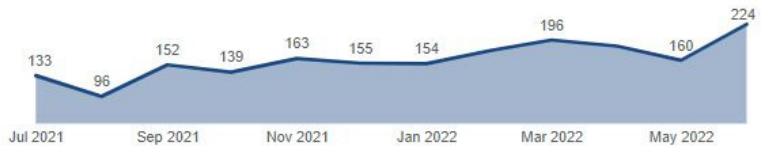


1b) Increase number of engagements and interventions

Target: Increase from FY2020-21: 268
FY 2021-22 Measurement in Progress

1,935

Engagements and Interventions



1c) Emphasize use of ICAP

Target: 12
FY 2021-22 Measurement in Progress

12

ICAP Meetings



1c) Implement OVP case management software

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

Y/N

Measure

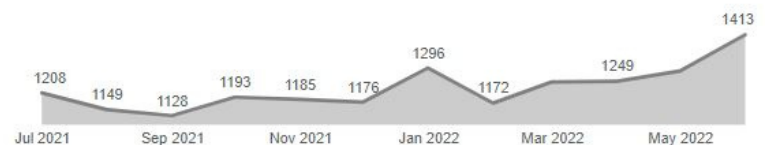
Progress to date: Case management software identified and procured. Kick-off meeting with software vendor scheduled.

1d) Crimes Against Property

Baseline Measurement in Progress

14,701

Total Crimes Against Property

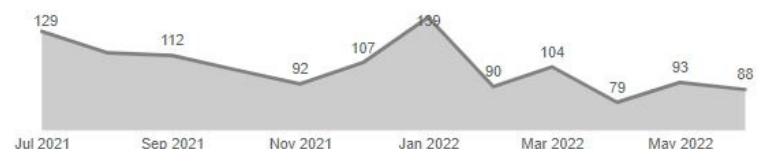


1d) Crimes Against Society

Baseline Measurement in Progress

1,249

Total Crimes Against Society





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 2021-2022 Performance-to-Date as of 06/30/2022

2a) Stabilize small businesses through COVID recovery efforts

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

FY 2021-22 Measurement in Progress

Number of new business licenses

Target: 3,258 (5% increase from FY 2020-21: 3,103)

FY 2021-22 Measurement in Progress

2,638

New Business Licenses



Small Business Relief Grants

Over 200 applicants awarded

\$843,000

Awarded

Entrepreneurship NOFA

188 applicants; 33 selected, awarded, and in agreement

\$435,000

Awarded

Shuttered Venue Operators Grant

City of Stockton application accepted for Bob Hope Theatre

\$359,141

Awarded

Stocked Full of Produce Grant

3 projects in agreement

\$25,373

Awarded

2b) Develop economic development toolkit

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

FY 2021-22 Measurement in Progress

Y/N

Measure

Progress to date: The development of an economic development toolkit was advanced through the creation of the City's Economic Development Strategic Action Plan (EDSAP). The toolkit will continue to be developed during the implementation of the EDSAP and through funding provided by the American Rescue Plan Act (ARPA).

2c) Reduce average duration for building permit project reviews

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

FY 2021-22 Measurement in Progress

11.6

Days - Average Cycle Duration

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

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

FY 2021-22 Measurement in Progress

Yes

Progress to date: EDD continues to coordinate and participate in business visits throughout the City, establishing meaningful relationships with small business partners in a variety of industries. These relationships will continue to be fostered during ARPA implementation, with formal partnerships taking shape during Spring, Summer, and Fall 2022 across an array of initiatives.

2e) Establish the City's first Smart Cities initiative

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

FY 2021-22 Measurement in Progress

Yes

Progress to date: Developing fiber master plan to be followed by identified construction. Implementing expansion of public wi-fi. In progress on design phase of digital camera replacement.

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

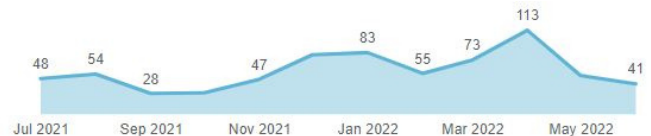


FY 2021-2022 Performance-to-Date as of 06/30/2022

3a) Increase Residential Housing Units

Target: 1043 (10% increase from FY 2020-21: 948)
FY 2021-22 Measurement in Progress

703
New Residential Housing Units



3b) Establish and Enhance Partnerships and Linkages

Target: "Yes" by the end of the fiscal year
FY 2021-22 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. Key partnerships in pursuit include but are not limited to Department of Housing and Urban Development (HUD), CA Department of Housing and Community Development (HCD), Economic Development Administration (EDA), etc.

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

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

Y/N
Measure

Progress to date: Established data sharing agreement template with San Joaquin Continuum of Care for HMIS data. Submitted data request to the HMIS and Data Committee for review and approval.

3c) Transform Data-Rich Environment to Useful Insights

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

Y/N
Measure

Progress to date: Once the city has access to HMIS data, OPDA will develop 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 2021-22 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. In addition, 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 2021-2022 Performance-to-Date as of 06/30/2022

4a) Improve Stockton's Livability Indicators

Measurement in Progress

Broken/Hanging Trees

Target: 90% Closed in 4 Days

281 Closed Work Orders FY 21-22

60%

Work Orders Met Target
FY2021-22

8.3

Days - Average
Work Order Age



Graffiti

Target: 90% Closed in 5 Days

744 Closed Work Orders FY 21-22

76%

Work Orders Met Target
FY2021-22

3.8

Days - Average
Work Order Age



Potholes

Target: 90% Closed in 10 Days

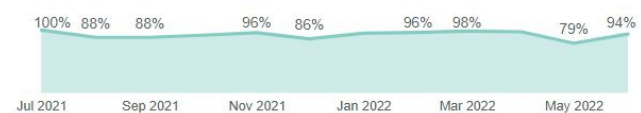
1134 Closed Work Orders FY 21-22

93%

Work Orders Met Target
FY2021-22

3.3

Days - Average
Work Order Age



Street Lights

Target: 90% Closed in 12 Days

1291 Closed Work Orders FY 21-22

51%

Work Orders Met Target
FY2021-22

15.3

Days - Average
Work Order Age



Trash

Target: 90% Closed in 6 Days

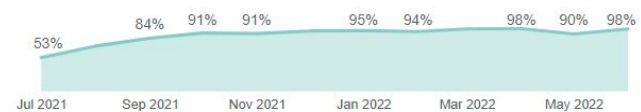
5335 Closed Work Orders FY 21-22

89%

Work Orders Met Target
FY2021-22

3.0

Days - Average
Work Order Age



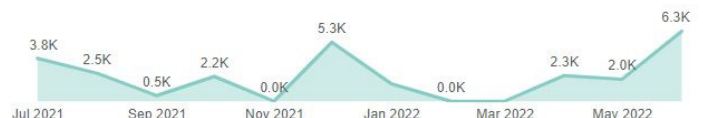
4b) Increase participation in City produced and sponsored events

Target: Increase from FY2020-21: 2,099

FY 2021-22 Measurement in Progress

26,481

Participants



4c) Increase community center utilization

Target: Increase from FY2020-21: 41,077

FY 2021-22 Measurement in Progress

550,948

Visitors



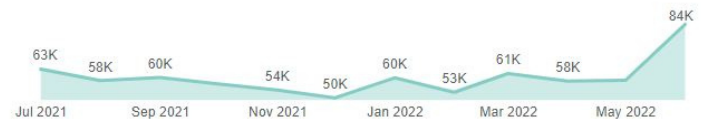
4c) Increase library circulation

Target: Increase from FY2020-21: 88,072

FY 2021-22 Measurement in Progress

717,233

Materials Circulated



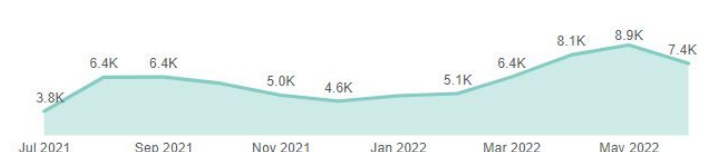
4d) Emphasize education, awareness, and investment to positively impact community well-being

Target: Increase from FY2020-21: 3,220

FY 2021-22 Measurement in Progress

72,940

Attendees at Educational &
Civic Engagement Events



4d) Establish sustainability portfolio

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

FY 2021-22 Measurement in Progress

Yes

Progress to date: Stockton Rising made possible by the California Strategic Growth Council's Transformative Climate Communities (TCC) Program has funded and will continue to fund street improvements, energy and water efficiency residential upgrades, solar installation, tree planting, safe access to organic food, workforce development, and more.

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 2021-2022 Performance-to-Date as of 06/30/2022

5a) Refresh Long Range Financial Plan

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

Yes

Progress to date: Updates incorporating the new chart of accounts are complete in addition to annual updates for CalPERS valuation reports and revenue projections.

5a) Increase Fiscal Transparency

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

Y/N

Measure

Progress to date: Open Finance site has been developed and is scheduled for required internal review March 2022 to be followed by publication to the public.

5b) Clean/Unmodified Audit Opinions

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

No

Progress to date: Annual Comprehensive Financial audit will be presented to the Audit Committee mid-March.

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 2021-22 Measurement in Progress

Y/N

Measure

Progress to date: This award will be pursued upon the completion of the first Annual Comprehensive Financial Report (ACFR) developed for the first full fiscal year in the City's new ERP system.

5c) GFOA Distinguished Budget Presentation Award

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

Yes

Progress to date: Budget award application was submitted in October 2021. Notification of the award is usually received in March but may be delayed this year.

5c) Increase workforce retention and recruitment

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

Y/N

Measure

Progress to date: In progress on establishing baseline measures for retention rate and recruitment durations across departments, classifications, etc.

Fiscal Year 2022-23

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 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.

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

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

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

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**

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

- 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

- 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)

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

- 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

- 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)

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

- 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

- 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)

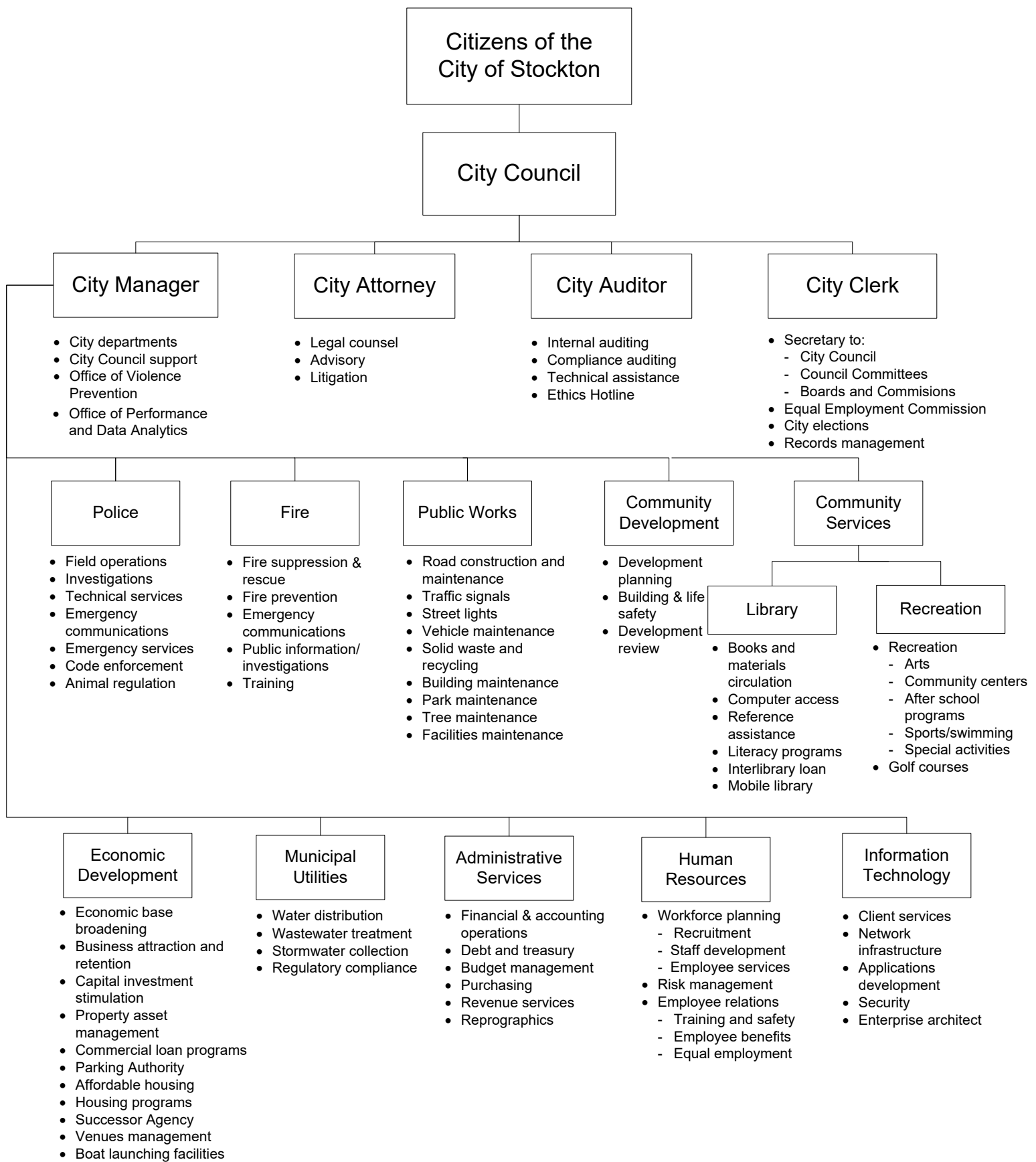
5. Fiscal Sustainability (Kim Trammel)

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

- 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

- 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)

TAB 2 CITYWIDE



CITY OF STOCKTON

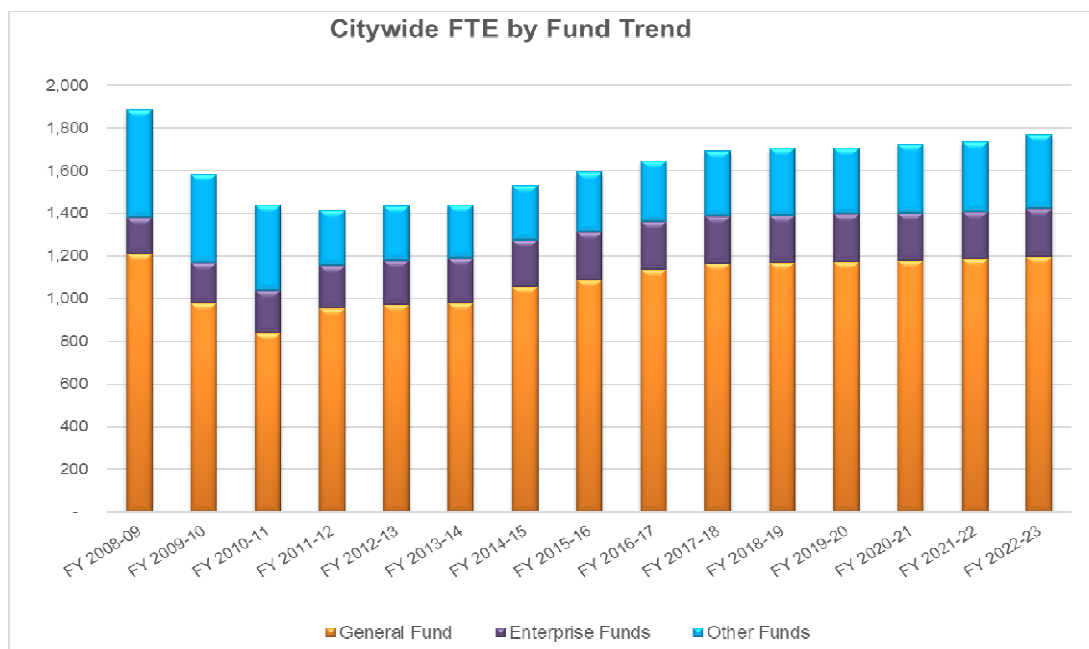


PERSONNEL SUMMARY

PERSONNEL BY FUND - SUMMARY

FY 2022-23 Annual Budget

	<u>FY 2019-20</u>	<u>FY 2020-21</u>	<u>FY 2021-22</u>	<u>Staffing Changes</u>	<u>FY 2022-23</u>
General Fund and Tax-Supported Programs					
Programs					
Police	682	682	684	0	684
Fire	179	185	185	4	189
Public Works	58	58	59	0	59
Library	67	66	66	3	69
Recreation	23	21	23	(1)	22
Economic Development	8	8	7	0	7
	<u>1,017</u>	<u>1,020</u>	<u>1,024</u>	<u>6</u>	<u>1,030</u>
Administration					
City Council	10	10	10	0	10
City Manager	15	16	17	0	17
City Attorney	12	12	12	0	12
City Clerk	7	7	7	1	8
Administrative Services	80	80	82	2	84
Human Resources	18	19	19	0	19
Office of Violence Prevention	14	14	14	0	14
	<u>156</u>	<u>158</u>	<u>161</u>	<u>3</u>	<u>164</u>
Total General Fund	<u>1,173</u>	<u>1,178</u>	<u>1,185</u>	<u>9</u>	<u>1,194</u>
Enterprise Funds					
Parking Authority	6	6	6	1	7
Municipal Utilities	217	218	218	2	220
	<u>223</u>	<u>224</u>	<u>224</u>	<u>3</u>	<u>227</u>
Special Revenue/District Funds					
Community Development Block Grant	4	4	6	0	6
Economic Development Grants	0	2	3	2	5
City Manager Grants	0	0	2	0	2
Development Services	56	61	62	12	74
San Joaquin Area Flood Control Agency	5	5	1	0	1
Assessment Districts	3	3	3	(1)	2
Police Grants	5	5	5	0	5
Successor Agency	1	1	1	0	1
Safe Neighborhood Measure W	49	49	49	0	49
Solid Waste & Recycling	7	13	13	0	13
Street Maintenance/ Gas Tax Fund	64	62	65	2	67
Strong Communities Measure M	23	25	25	6	31
	<u>217</u>	<u>230</u>	<u>235</u>	<u>21</u>	<u>256</u>
Internal Service Funds					
Fleet	27	27	27	0	27
General Liability Insurance	3	2	2	0	2
Workers' Compensation	3	4	3	1	4
Health Benefits	6	5	6	(1)	5
Information Technology	51	52	51	0	51
Radio	1	1	1	0	1
Document Services	2	2	2	0	2
	<u>93</u>	<u>93</u>	<u>92</u>	<u>0</u>	<u>92</u>
Total All Funds	<u>1,706</u>	<u>1,725</u>	<u>1,736</u>	<u>33</u>	<u>1,769</u>

FY 2022-23 Annual Budget

Summary of Staffing Changes (Detail included in Appendix, pages O-1 to O-26)

New positions approved mid-year in FY 2021-22:

Fire Department - Engine Co. 1 Firefighters
City Manager - Management Assistant
Economic Development - Admin Analyst I
Economic Development - Office Assistant II
City Manager - Senior Management Assistant (Conf)

Funding Source:

General Fund/Grant	9
Grant Funded	(1)
Housing Grant	1
Housing Grant	1
Grant Funded	1

New positions in FY 2022-23 Proposed Budget:

Primary Funding Source:

Administrative Services - Administrative Analyst I	General Fund	1
Administrative Services - Budget Analyst II (Conf)	General Fund	1
City Clerk's Office - Deputy City Clerk (Conf)	General Fund	1
Community Development - Administrative Analyst I	Development Fees	1
Community Services - Circulation Assistant II	San Joaquin County	1
Community Services - Library Assistant II	San Joaquin County	1
Community Services - Circulation Assistant I	Strong Communities	1
Community Services - Library Assistant II	Strong Communities	1
Community Services -Librarian II	Strong Communities	1
Community Services - Recreation Assistant II	Strong Communities	1
Community Services - Recreation Program Coordinator	Strong Communities	1
Community Services - Sr Recreation Assistant	Strong Communities	1
Economic Development - Program Manager I	Parking Authority/ Entertainment Venues	1
Fire Department - Administrative Analyst I (EMS Data Analyst)	General Fund	1
Fire Department - Call Taker	Emergency Communications	2
Fire Department - Program Manager III (Emergency Manager)	General Fund	1
Fire Department - Fire Captain (Fire Investigator)	Fire Prevention Fees	1
Fire Department - Office Specialist	Fire Prevention Fees	1
Municipal Utilities - Associate Civil Engineer	Utility Funds	1
Municipal Utilities - Records Specialist	Utility Funds	1
Public Works - Engineering Services Manager (Construction Services Mgr)	Development Fees/General Fund	1

Total

33



CITYWIDE BUDGET SUMMARY

BUDGET OVERVIEW

Budget Overview

The proposed expenditure budget totals \$898.7 million for all programs, funds, and departments of the City, which is a decrease of \$93.1 million or 9.4% from the FY 2021-22 adopted budget. The decrease is primarily attributable to the payoff of \$120.2 million in Bond Anticipation Notes (BANs) by the Wastewater utility in the last fiscal year. Capital project budgets across all funds are \$23.3 million less than FY 2021-22. The Non-Departmental department budget includes a one-time contribution to the Waterfront Office Towers-New City Hall capital project. Salaries, retirement, and workers compensation costs are up across all funds with a larger impact on the Police and Fire Department budgets. The table below summarizes the proposed FY 2022-23 Annual Budget by department/program:

Department	FY 2021-22 Budget	FY 2022-23 Budget	Change
Utilities	\$ 354,137,721	\$ 229,048,462	\$ (125,089,259)
Police	152,928,298	158,036,862	5,108,564
Insurance and Benefits	137,755,288	144,389,426	6,634,138
Public Works	66,280,920	72,150,338	5,869,418
Fire	66,166,001	67,957,318	1,791,317
Administration	45,556,251	47,079,679	1,523,428
Capital Projects Funds	46,748,430	43,797,605	(2,950,825)
Community Services	30,701,995	35,202,135	4,500,140
Economic Development	29,684,853	30,141,150	456,297
Non-Departmental	25,747,567	40,413,416	14,665,849
Debt Service Funds	18,499,077	16,575,652	(1,923,425)
Community Development	17,563,672	13,908,839	(3,654,833)
	<u>\$ 991,770,073</u>	<u>\$ 898,700,882</u>	<u>\$ (93,069,191)</u>

Citywide estimated FY 2022-23 revenues are \$803.9 million for all City programs, a slight reduction of \$1.8 million compared to the prior year. The reduction in revenues is also attributable to the Wastewater Utility bond financing for capital improvements. Revenues from external sources of \$647.3 million combined with transfers of \$56.7 million, benefit and equipment internal service fund charges of \$156.6 million, and use of \$38.2 million in fund balance support the total expenditures of \$898.7 million for all funds, departments and programs, resulting in a balanced budget. The \$38.2 million drawdown of available fund balances is in various city funds for special one-time projects or capital improvements.

Budget Trends and Major Changes

Two exciting service level enhancements are included in the FY 2022-23 Annual Budget: the reopening of Fire Station No. 1 and the opening of a newly built Northeast Library and Community Center.

- The Fire Department FY 2022-23 Annual Budget includes funds to operate Fire Station No. 1 (located at 1818 Fresno Avenue), which is scheduled to reopen in January 2023. The reopening of this company will provide much-needed relief to surrounding fire stations and decrease response times to surrounding neighborhoods. The City received a grant award for \$4.8 million from the Federal Emergency Management Agency's (FEMA) 2020 Staffing for

BUDGET OVERVIEW

Adequate Fire and Emergency Response (SAFER) grant program for the hiring of nine new firefighters. Annual operating costs for the station are approximately \$2 million with \$1.4 million funded by the grant in FY 2022-23. With this service expansion, a total of thirteen fire stations, thirteen fire engines, and three ladder trucks will be providing fire protection and emergency services to the community in FY 2022-23.

- The Community Services Department anticipates opening the Northeast Library and Community Center in December 2022 which was made possible by funding from the voter approved Strong Communities Initiative. The facility will be staffed by six new positions with a total annual operating budget of \$1.3 million. Budgeted expenses in FY 2022-23 are \$1.0 million for partial year operations and \$275,000 for one-time opening equipment and supplies.

Other new funding allocations included in the FY 2022-23 total more than \$9.4 million from the General Fund and approximately \$3.3 million from other City funds. These items are detailed on page A-5 of the Budget Message. More than half of the General Fund cost is to complete the Public Safety Radio infrastructure improvement project. The \$5.1 million will be combined with prior year funding to accomplish a full-scale replacement of the radio infrastructure that is the backbone of the communications system used by public safety employees.

Salaries and benefits across all City funds are up \$13.6 million compared to the FY 2021-22 Adopted Budget. The significant factors behind the total salary and benefit budget for full-time and part-time positions are as follows:

- The FY 2022-23 budget includes 22 new positions as well as the full cost of 11 positions added mid-year. The total annual cost of the 22 new positions is \$2.6 million with only \$720,000 funded by the General Fund.
- The five miscellaneous bargaining units have closed contracts through the end of FY 2022-23. These units will receive a 2% salary increase and a 2% increase to the City's contribution to healthcare.
- The four safety bargaining unit contracts expire June 30, 2022 and negotiations for successor contracts are currently underway. No salary or benefit increases for the safety units are included in the budget numbers. Every 1% increase in safety salaries is equivalent to approximately \$1.3 million. The budget will be adjusted as collective bargaining agreements are approved by the City Council.
- The budget for part-time salaries is increased approximately \$900,000 or 14.7% compared to FY 2021-22. This increase is primarily due to a department wide adjustment to part-time hourly rates in the Police Department after years of no growth and adjustments due to minimum wage increases particularly in the Community Services Department. The new Northeast Library and Community Center is contributing to the overall increase by \$191,000.
- The total salary and benefit budget for all full-time positions is reduced to reflect that not all positions will be filled for 100% of the fiscal year. The General Fund budget assumes full-time positions will be vacant 5% of the year reducing the overall budget by \$6.1 million.
- Retirement rates are another driver behind higher budgeted expenses especially in the Police and Fire Departments. In FY 2022-23, the CalPERS Safety Plan rates (including the unfunded actuarial liability) increased 9.5% to 71.80% of eligible payroll and Miscellaneous Plan rates increased 0.6% to 29.89% of eligible payroll. Total budgeted retirement expenses are more than 9% compared to the prior year, a cost of \$6.5 million.

BUDGET OVERVIEW

Inflation and the labor shortages also have a significant impact on the FY 2022-23 Annual Budget. Fuel, chemicals, and other materials are costing more due to inflation with a total increase of over \$7.0 million or 16%. Labor shortages have increased the bids received for capital projects and contracted services. Cost increases have been incorporated for service contracts that are being competitively bid or expire during the fiscal year. Utility expenses are 12% higher in FY 2022-23 with an increase of approximately \$2.0 million.

Budget Priorities and Issues

The approach to the budget development process was revised at the start of the cycle to focus 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 9% 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. A common priority was the need for improved retention, recruitment, and development of City employees. Like most other industries, local governments are experiencing a worker shortage, resulting in a highly competitive job market and high turnover rates. Other priorities identified included maintenance and improvements at City buildings, trees, sidewalks, parks, and capital improvements.

Using this prioritization and long-term approach, assumptions in the Long-Range Financial Plan (L-RFP) were updated to plan for strategic growth in future years. For the first time, the model shows one to two new full-time positions can be added on an annual basis. This is in addition to the 22 new positions added in this budget and is an important step in right-sizing the organization to meet the needs of the citizens. To address maintenance needs, an additional \$750,000 has been added on an ongoing basis in future years. While a step in the right direction, this amount is far below what is needed.

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. Chemicals, supplies, and fuel are all costing more due to higher than normal inflation rates. 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.

Employee salaries and benefits, at 33% 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.

BUDGET OVERVIEW

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. The full fee study recommendation will be implemented over two years.
- Wastewater utility fees are increasing by 6% per the currently approved rate study. FY 2022-23 represents year 4 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, 2022, water utility rates will increase 3.5%.

Capital Improvement Program

The FY 2022-23 Capital Improvement Program budget is \$139.3 million, which is a decrease of \$23.3 million compared to prior year budget. Planned General Government projects decreased \$6.6 million, Transportation projects are down \$3.9 million, and Utility projects are decreasing \$12.8 million. Over half of the total FY 2022-23 appropriation is for Sanitary Sewer & Wastewater projects. General Government projects include \$12.4 million allocation for the Waterfront Office Towers and \$3.8 million for Cesar Chavez Library remodel. While there is a decrease in total dollars appropriated in FY 2022-23, 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. More information on capital projects can be found in the Capital section of this document and in the City's 2022-2027 Capital Improvement Plan.

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 \$282.9 million, the proposed FY 2022-23 General Fund expenditures appropriation is \$27.0 million greater than in the adopted FY 2021-22 Budget of \$255.9 million. Over \$9.4 million in newly approved expenditures are included in the General Fund budget as detailed on page A-5. Capital contributions to the Waterfront Office Towers – New City Hall project (\$12.1 million) and to the public safety radio infrastructure project (\$5.1 million) are an example of one-time expenditures increasing the annual appropriation. The proposed revenues of \$285.4 million are \$34.6 million more than budgeted FY 2021-22 revenues.

BUDGET OVERVIEW

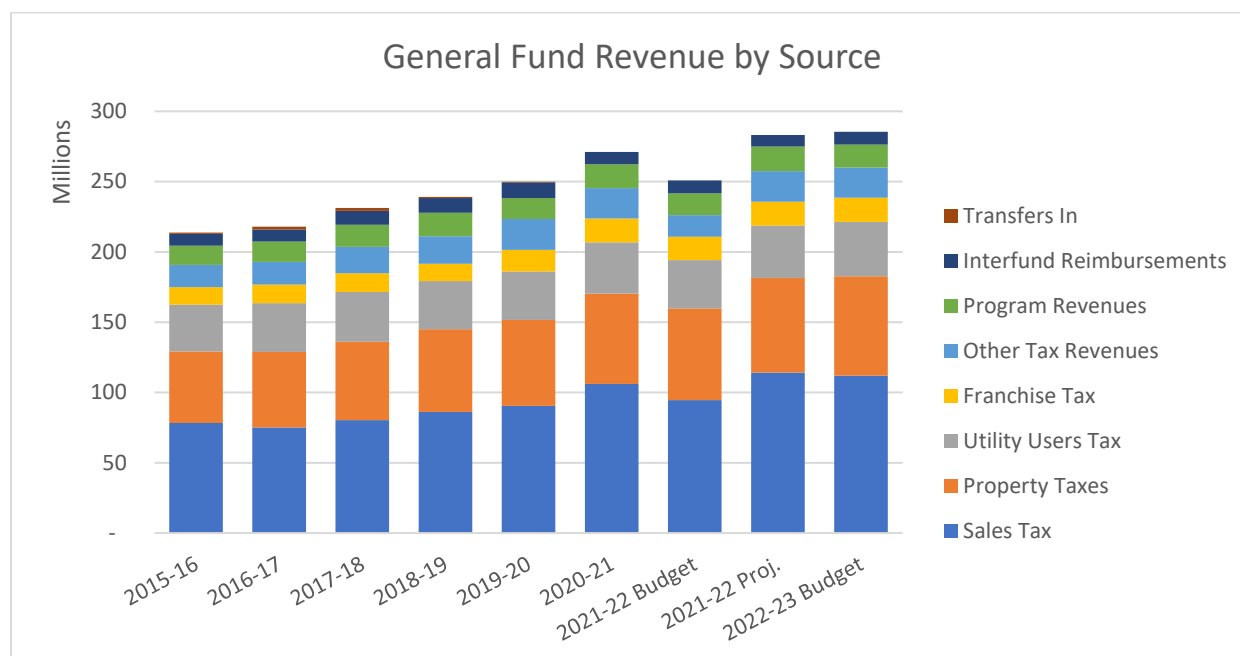
The FY 2021-22 revenue projection continued to assume revenue losses from the COVID-19 pandemic. Revenue reductions were experienced in FY 2019-20, but by FY 2020-21 many were experiencing recoveries as demonstrated by the \$21.2 million growth in revenues. That recovery is expected to continue in FY 2021-22 with revenue growth of \$8.7 million and then flatten in FY 2022-23 with an increase of only 2%.

General Fund Budget	FY 2020-21 Actual	FY 2021-22 Adopted Budget	FY 2022-23 Budget	Change vs. FY 2021-22 Budget
Tax Revenues	\$ 245,354,106	\$ 226,138,818	\$ 259,931,365	\$ 33,792,547
Other Revenues	<u>25,781,382</u>	<u>24,709,132</u>	<u>25,479,320</u>	<u>770,188</u>
	\$ 271,135,488	\$ 250,847,950	\$ 285,410,685	\$ 34,562,735
Expenditures				
Police	\$ 128,293,229	\$ 143,771,046	\$ 148,950,532	\$ 5,179,486
Fire	46,861,850	50,152,050	52,678,905	2,526,855
Other Programs	68,188,470	56,934,214	64,012,334	7,078,120
Capital Contributions	<u>11,225,000</u>	<u>5,000,000</u>	<u>17,235,000</u>	<u>12,235,000</u>
	\$ 254,568,549	\$ 255,857,310	\$ 282,876,771	\$ 27,019,461

General Fund – Revenues

General Fund revenues are 12.7% more than the FY 2021-22 revenue budget and 2% greater than the projected year-end revenues. General tax revenues are experiencing a strong recovery from a brief flattening at the beginning of the pandemic. Sales taxes and Business licenses taxes continue to be much more resilient than expected in the FY 2021-22 budget. Business licence revenues are expected to end the year \$4.5 million over the budget and sales taxes \$20 million over the budget expectation. After two years of unprecedented growth, sales tax revenues are projected to experience a slight decline of 1.9% in FY 2022-23 as consumer spending slows and shifts away from goods to “experiences” and travel. Property taxes are projected to increase 5% based on new construction values, increased property values, and 2% CPI growth. The Refunds & Reimbursements category includes a one-time revenue of \$720,000 from the distribution of the balance in the dissolved Fire Dispatch Authority. 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 2022-23 General Fund expenditures are \$282.9 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 1% greater than prior year with no cost of living adjustment for the safety units included in the budget and 2% for all other employees. Employee benefits are up \$5.9 million primarily because of retirement (9%) and workers' compensation (17%) rate increases. The assumption for employee vacancies remains at the same level as FY 2021-22, reducing the General Fund employee services budget by \$6.1 million. The General Fund's share of cost increases in the general liability program and the radio internal service fund were 3.6% and 5.4% increases, respectively. The Debt Service category is \$2.8 million more than FY 2021-22 with increases to the City's contingent payment based on higher revenues.

The Police Department budget increased \$5.2 million compared to the FY 2021-22 adopted budget. Police Department salary and benefits budgets account for \$4.8 million of the increase, with the remainder due to general liability, radio costs, and inflationary adjustments on existing contracts.

The Fire Department budget increased by \$2.5 million of which \$2.0 million is in the salary and benefits category and \$485,000 is for a second fire academy. The City's share of emergency dispatch service costs increased \$194,000 this year as the dispatch center resumes the ability to receive live 9-1-1 callers and provide emergency medical dispatch.

The Public Works Department budget increased \$1.8 million with the majority of the increase in contractual services for parks maintenance and janitorial services.

BUDGET OVERVIEW

The General Fund is projected to end FY 2021-22 with an available fund balance of \$78.3 million, of which \$47.2 million is required by City Council Reserve policy to be put toward the working capital reserve as a proportion of the FY 2022-23 expenditures.

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 2021-22, over \$107 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 2022-23 budget for the Federal Housing Grant Fund is \$9.6 million, an increase of about \$100,000 from the prior year. The Special Grant Fund has a total budget appropriation of \$292,000.

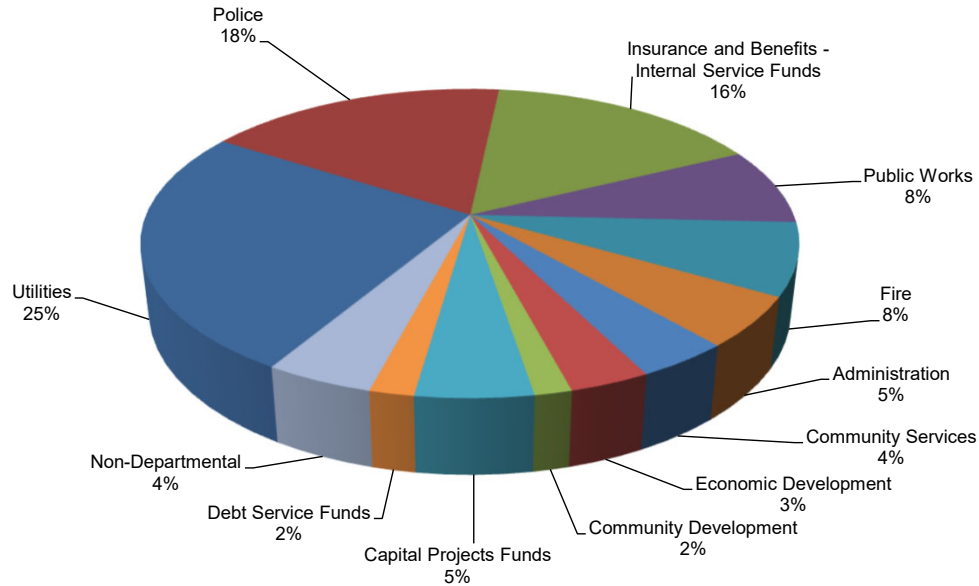
The General Capital Fund is used to track capital projects that are one-time in nature. Budgeted expense are \$14.3 million lower in FY 2022-23 than the prior year. Large budget fluctuations are normal in a capital fund because project needs and funding varies greatly from year to year.

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 2022-23 priority is to maintain the construction schedule and budget for the Regional Wastewater Control Facility (RWCF) Modifications Project. This is a multi-year, \$243 million project to improve wastewater treatment processes and the project is 65% complete. The Wastewater budget was \$135 million greater in FY 2021-22 to accommodate the payoff of \$120.2 million in Bond Anticipation Notes (BANs).

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. A \$10.8 million increase is budgeted in the Water Utility Fund of which \$7.0 million is an increase in capital projects and \$960,000 is in the salary and benefits category. Utility costs, chemicals, supplies, maintenance, and special services all increased compared the prior year.

City of Stockton
Citywide Expenditures
FY 2022-23 Annual Budget

\$898,700,882



	Operating Budget	Debt Service Budget	Capital Budget	Total	% of Total
Program Appropriations					
Utilities	\$ 112,098,928	\$ 22,097,951	\$ 94,851,583	\$ 229,048,462	25%
Police	157,357,091	-	679,771	158,036,862	18%
Insurance and Benefits - Internal Service Funds	144,389,426	-	-	144,389,426	16%
Public Works	55,335,282	487,716	16,327,340	72,150,338	8%
Fire	67,786,718	-	170,600	67,957,318	8%
Administration	35,805,237	-	11,274,442	47,079,679	5%
Community Services	29,852,135	-	5,350,000	35,202,135	4%
Economic Development	25,152,783	4,888,367	100,000	30,141,150	3%
Community Development	13,908,839	-	-	13,908,839	2%
Non-Departmental Funds					
Capital Projects Funds	532,751	-	43,264,854	43,797,605	5%
Debt Service Funds	1,272,350	15,303,302	-	16,575,652	2%
Non-Departmental	28,313,416	-	12,100,000	40,413,416	4%
	<u>\$ 671,804,956</u>	<u>\$ 42,777,336</u>	<u>\$ 184,118,590</u>	<u>\$ 898,700,882</u>	<u>100%</u>

Net Budgeted Expenditures

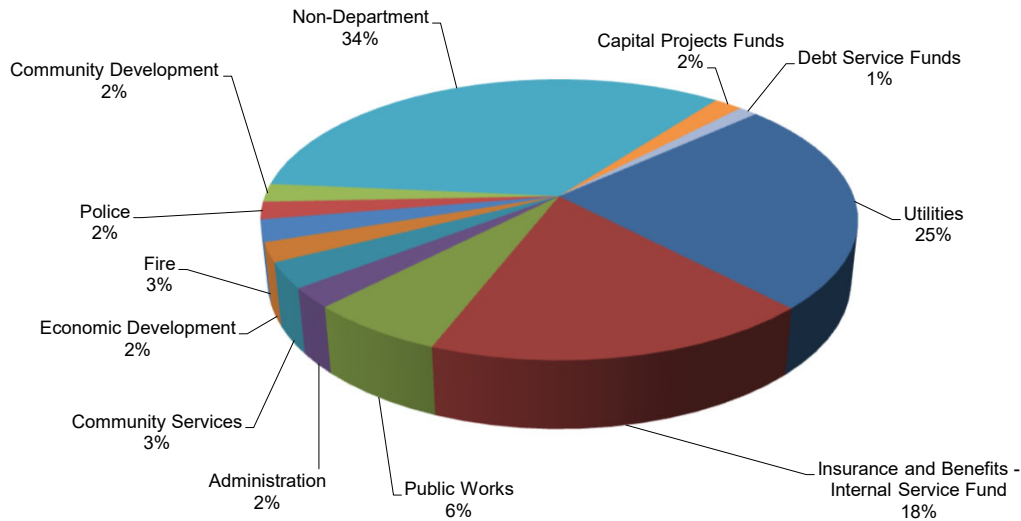
Internal Service Charges	\$ (156,567,565)
Interfund Transfers	(49,384,504)
	<u>\$ 692,748,813</u>

City of Stockton
Citywide Expenditures
FY 2022-23 Annual Budget

All Funds - by Fund Type	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
<u>General Fund</u>				
General Fund	\$ 241,184,447	\$ 255,857,310	\$ 287,159,526	\$ 282,876,771
<u>General Fund Sub Funds</u>				
Library Services	11,906,217	10,559,769	12,760,253	13,861,908
Fire Emergency Communications	3,169,791	4,107,516	4,507,149	5,183,518
Recreation Services	4,640,147	3,706,063	4,658,444	5,104,099
Boat Launching Facilities	112,454	151,327	535,980	353,488
Entertainment Venues	8,242,802	3,539,263	7,493,161	8,410,931
	<u>28,071,411</u>	<u>22,063,938</u>	<u>29,954,987</u>	<u>32,913,944</u>
<u>Special Revenue Funds</u>				
Street Maintenance/Gas Tax	11,512,321	10,314,436	13,334,592	15,471,421
Waste & Recycling	1,517,595	1,525,049	2,619,128	4,085,507
Development Services	12,207,792	13,421,996	18,999,444	17,300,569
Federal Housing Grant Funds	8,997,843	5,983,291	5,900,054	9,639,595
State Housing Funds	100,075	202,765	147,200	589,422
Special Grants Fund	1,015,831	886,924	2,198,190	292,379
Assessment Districts	5,081,675	4,945,921	6,561,834	7,608,311
Measure W	10,712,594	11,194,887	12,741,720	12,845,623
Strong Communities	6,608,927	7,713,582	10,919,809	16,059,648
Asset Forfeiture	97,314	44,239	131,372	206,952
State Citizen Option for Public Safety	874,420	365,466	607,940	1,039,660
Other Special Revenues	1,764,262	1,899,440	5,929,022	2,234,868
	<u>60,490,649</u>	<u>58,497,996</u>	<u>80,090,305</u>	<u>87,373,955</u>
<u>Enterprise Funds</u>				
Stormwater Fund	5,660,798	5,715,469	7,913,008	7,228,587
Wastewater Fund	95,042,951	124,773,192	280,061,034	145,320,486
Water Fund	41,276,780	49,477,343	66,645,168	76,017,934
Golf Course Fund	1,645,786	466,967	238,461	114,480
Downtown Marina	501,507	566,847	630,016	660,398
Parking Authority	5,887,199	4,566,699	9,232,609	6,826,769
	<u>150,015,021</u>	<u>185,566,517</u>	<u>364,720,296</u>	<u>236,168,654</u>
<u>Internal Service Funds</u>				
Fleet	10,002,300	11,178,696	15,975,826	14,090,651
Information Technology	14,318,284	14,346,792	26,793,991	17,053,538
Radio	3,824,279	5,059,581	3,804,098	8,987,364
Office Equipment	335,324	365,953	1,693,743	425,256
General Liability	5,657,036	1,897,014	13,188,449	14,604,455
Workers Comp ISF	14,422,034	14,626,309	11,288,763	12,912,874
Health Benefits	22,800,294	23,535,709	25,196,494	25,995,399
Retirement ISF	66,220,913	73,227,543	77,072,394	87,999,605
Other Benefit Funds	2,701,132	2,584,945	2,785,000	2,877,093
	<u>140,281,596</u>	<u>146,822,542</u>	<u>177,798,758</u>	<u>184,946,235</u>
<u>Capital</u>				
General Capital	4,851,822	5,044,968	29,441,821	34,226,128
Public Art	33,910	6,000	75,000	425,000
Measure K	4,113,922	5,176,414	9,288,807	9,288,807
Capital Grants	5,400,022	13,777,249	14,050,247	8,662,461
Public Facility Fees	6,045,117	5,523,445	1,742,374	5,243,276
	<u>20,444,793</u>	<u>29,528,076</u>	<u>54,598,249</u>	<u>57,845,672</u>
<u>Debt Service</u>	<u>30,775,773</u>	<u>11,979,140</u>	<u>7,867,395</u>	<u>16,575,652</u>
All Fund Total	\$ 671,263,690	\$ 710,315,519	\$1,002,189,516	\$ 898,700,882

City of Stockton
Citywide Revenues
FY 2022-23 Annual Budget

\$803,868,785



	Taxes	Program Revenues	Enterprise Revenues	Total	% of Total
Revenues by Department*					
Utilities	\$ -	\$ 470,207	\$ 196,547,371	\$ 197,017,578	25%
Insurance and Benefits - Internal	-	145,461,260	-	145,461,260	18%
Public Works	-	51,419,415	-	51,419,415	6%
Administration	-	18,478,525	-	18,478,525	2%
Community Services	14,027,000	9,741,738	-	23,768,738	3%
Economic Development	-	11,273,891	6,591,490	17,865,381	2%
Fire	7,000,000	13,332,676	-	20,332,676	3%
Police	7,000,000	9,189,338	-	16,189,338	2%
Community Development	-	16,839,046	-	16,839,046	2%
Non-Departmental Funds					
Non-Department	259,929,735	12,376,903	-	272,306,638	34%
Capital Projects Funds	-	14,589,270	-	14,589,270	2%
Debt Service Funds	-	9,600,920	-	9,600,920	1%
	\$ 287,956,735	\$ 312,773,189	\$ 203,138,861	\$ 803,868,785	100%

Citywide Revenues with Interfund Transfers

Interfund Transfers	\$ 56,653,758
	\$ 860,522,543

Net Citywide Revenues

Citywide Revenues	\$ 860,522,543
Interfund Transfers	(56,653,758)
Internal Service Charges	(156,567,565)
	\$ 647,301,220

*Excludes interfund transfers

**City of Stockton
Citywide Revenues
FY 2022-23 Annual Budget**

All Funds - by Fund	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Budget
<u>General Fund</u>				
General Fund	\$ 249,938,705	\$ 271,135,488	\$ 283,178,752	\$ 285,410,685
<u>General Fund Sub Funds</u>				
Library Services	7,800,700	7,075,750	7,555,415	8,456,104
Fire Emergency Communications	3,169,791	3,765,344	4,372,751	4,557,132
Recreation Services	1,049,895	150,769	893,663	1,273,634
Boat Launching Facilities	190,027	271,414	223,432	223,432
Entertainment Venues	4,120,163	540,859	2,756,343	3,435,339
	<u>16,330,576</u>	<u>11,804,136</u>	<u>15,801,604</u>	<u>17,945,641</u>
<u>Special Revenue Funds</u>				
Street Maintenance/Gas Tax	12,927,735	13,010,557	15,060,032	16,570,677
Waste & Recycling	2,020,493	3,278,802	3,168,622	3,405,450
Development Services	13,545,518	18,889,043	19,078,423	19,128,661
Federal Housing Grant Funds	9,373,994	5,271,378	3,392,904	5,513,396
State Housing Funds	179,912	49,293	206,621	7,800
Low & Moderate Income Housing	204,756	247,466	68,304	61,000
Special Grants Fund	4,630,496	44,209,956	2,717,426	292,379
Assessment Districts	5,826,408	5,919,942	5,761,653	6,115,774
Measure W	11,538,956	13,900,211	13,898,640	14,000,000
Strong Communities	11,848,004	14,252,916	13,932,000	14,027,000
SJAFCFA /PEG	973,337	648,571	791,639	777,527
Asset Forfeiture	80,653	73,740	76,035	78,000
COPS Hiring Recovery	878,283	753,949	927,289	840,000
Other Special Revenues	(2,802,658)	5,238,896	3,856,300	338,476
	<u>71,225,887</u>	<u>125,744,720</u>	<u>82,935,888</u>	<u>81,156,140</u>
<u>Enterprise Funds</u>				
Stormwater Fund	6,776,955	6,483,021	5,612,089	5,705,680
Wastewater Fund	84,395,881	78,655,059	185,217,871	127,957,495
Water Fund	67,116,896	72,184,277	61,251,906	62,884,196
Golf Course Fund	750,413	26,050	-	-
Downtown Marina	274,622	327,363	374,801	382,275
Parking Authority	9,282,818	4,561,619	5,808,423	6,209,215
	<u>168,597,585</u>	<u>162,237,389</u>	<u>258,265,090</u>	<u>203,138,861</u>
<u>Internal Service Funds</u>				
Fleet	12,918,354	13,475,195	13,718,586	14,132,409
Information Technology	19,261,882	15,145,476	15,414,676	14,808,148
Radio	2,503,627	2,505,401	2,682,022	3,164,452
Office Equipment	403,517	286,577	295,000	365,000
General Liability	8,503,118	10,694,443	11,583,641	12,996,650
Workers Comp ISF	12,554,321	12,141,082	13,658,228	15,358,264
Health Benefits	21,306,828	20,261,248	22,448,139	25,571,143
Retirement ISF	70,757,814	76,461,337	73,869,957	88,723,968
Other Benefit Funds	2,077,826	2,483,842	2,832,000	2,811,235
	<u>150,287,287</u>	<u>153,454,601</u>	<u>156,502,249</u>	<u>177,931,269</u>
<u>Capital</u>				
General Capital	2,194,321	6,145,045	-	-
Capital Project Administration	-	-	-	4,385,670
Public Art	14,214	7,875	-	-
Measure K	10,189,558	9,114,081	19,685,090	8,842,483
Capital Grants	5,706,777	10,741,414	1,253,759	8,662,461
Public Facility Fees	5,988,030	6,827,281	7,912,809	6,794,655
	<u>24,092,900</u>	<u>32,835,696</u>	<u>28,851,658</u>	<u>28,685,269</u>
<u>Debt Service</u>	<u>22,535,789</u>	<u>23,532,744</u>	<u>1,618,283</u>	<u>9,600,920</u>
<u>Permanent</u>	<u>17,163</u>	<u>3,228</u>	<u>-</u>	<u>-</u>
All Fund Total	\$ 703,025,892	\$ 780,748,002	\$ 827,153,524	\$ 803,868,785

FISCAL YEAR 2022-23 REVENUES

OVERVIEW

Citywide estimated FY 2022-23 revenues are \$803.9 million for all City programs, which is a decrease of \$1.8 million compared to adopted budgeted FY 2021-22 revenues. Revenues from external sources total \$647.3 million with the balance of inflows from interfund transfers (\$56.7 million) and internal service fund charges (\$156.6 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 91.1% of the total estimated General Fund Revenue in FY 2022-23. The estimated FY 2022-23 tax revenue of \$259.9 million is an increase of approximately .99% from the year-end projection in FY 2021-22.

Sales taxes are the largest revenue source in the Tax category, as well as overall General Fund revenues, comprising 43.1% of the Tax category and 39.2% of all General Fund revenue. Sales tax revenue budgeted for FY 2022-23 reflects a 1.9% decrease compared to the revised FY 2021-22 estimate.



FISCAL YEAR 2022-23 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 2022-23, 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 2022-23 Budget predicts a \$3.4 million (5.0%) increase in overall property taxes compared to the FY 2021-22 year-end projection.



The Utility Users Tax (UUT) revenue estimate for FY 2022-23

is 3.6% more than the revised FY 2021-22 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 1.1%. 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 2021.

Revenue from the Hotel/Motel Room Tax is estimated to be \$3.2 million in FY 2022-23. The City

FISCAL YEAR 2022-23 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 \$1.2 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 \$18,440 in FY 2022-23 from the \$78,440 projected for FY 2021-22 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 2022-23 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 Waterfront Office Towers 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 2022-23, 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 increased by 10.0% in FY 2022-23 compared to FY 2021-22 projections 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 2022-23 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 \$3.5 million. Recreation revenues are expected to increase about \$380,000 in FY 2022-23 from FY 2021-22 projection. The closure of community centers during the COVID-19 pandemic caused a significant decline in FY 2020-21. The FY 2022-23 Budget assumes that these facilities will be re-opened during the fiscal year.

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 2022-23 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 entitlement and HOME entitlement increased by 41.2% and 4.4% respectively from FY 2021-22. The annual allocation for ESG is similar to that of FY 2021-22. 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 2022-23 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 2022-23 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 2022-23 is estimated to be \$3.3 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 2022-23 parking revenue will increase by 6.9% from FY 2021-22. 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% will be 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 fourth annual increase of 6% effective July 1, 2022.

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 2022-23 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.

City of Stockton Citywide Revenues FY 2022-23 Annual Budget				
All Funds - by Revenue Type	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
<u>Taxes</u>				
Sales Tax	118,682,530	140,513,289	148,036,207	148,882,483
Property Tax	61,374,812	64,371,031	67,286,330	70,655,000
Utility Users Tax	34,537,427	36,413,826	37,373,160	38,731,176
Franchise Tax	15,293,812	16,900,562	16,951,073	17,124,630
Business License	12,924,048	14,090,618	14,200,000	14,350,000
Other Taxes	3,740,923	4,081,963	4,728,000	4,411,540
	<u>246,553,552</u>	<u>276,371,289</u>	<u>288,574,770</u>	<u>294,154,829</u>
<u>Program Revenues</u>				
Licenses & Permits	5,747,173	7,673,704	7,783,032	8,188,522
Intergovernmental Revenue	52,442,884	91,330,127	55,502,911	47,852,246
Charges for Services	278,645,921	302,686,424	295,308,173	320,352,257
Fines & Forfeitures	5,746,311	2,723,137	4,007,138	4,133,157
Uses of Money & Property	48,467,209	33,005,503	24,767,159	33,694,955
Refunds & Reimbursements	10,524,152	8,725,978	7,256,986	12,236,311
Interfund Reimbursements	35,175,907	34,603,405	35,679,419	36,265,638
Sale of Fixed Assets	391,383	2,931,859	69,376	160,000
Other Revenues	3,292,791	6,102,809	195,496	30,870
	<u>440,433,731</u>	<u>489,782,946</u>	<u>430,569,690</u>	<u>462,913,956</u>
<u>Other Funding Sources</u>				
Contributed Capital	49,609	322,907	9,064	-
Proceeds of Long Term Debt	15,989,000	14,270,860	108,000,000	46,800,000
	<u>16,038,609</u>	<u>14,593,767</u>	<u>108,009,064</u>	<u>46,800,000</u>
Citywide Revenue Total	<u>\$ 703,025,892</u>	<u>\$ 780,748,002</u>	<u>\$ 827,153,524</u>	<u>\$ 803,868,785</u>

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

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): 1,762

Per 1,000 population: 5.4

Sworn Police Officers (authorized): 485

Sworn Firefighters (authorized): 193

Area

Size: 64.80 square miles

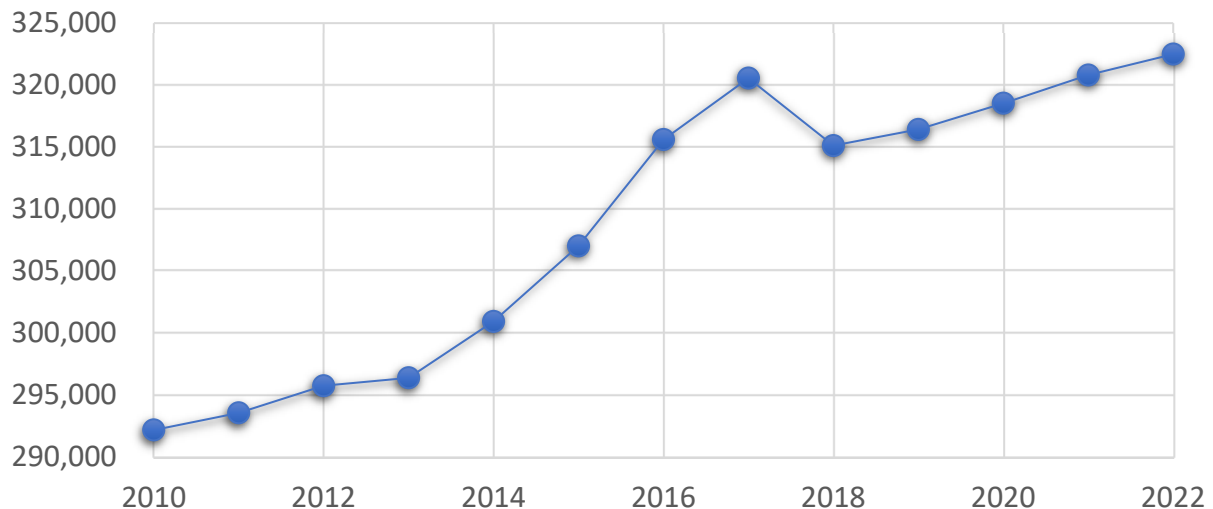
Elevation: 13 feet above sea level

Population: 322,489

Stockton is the 11th largest city in California

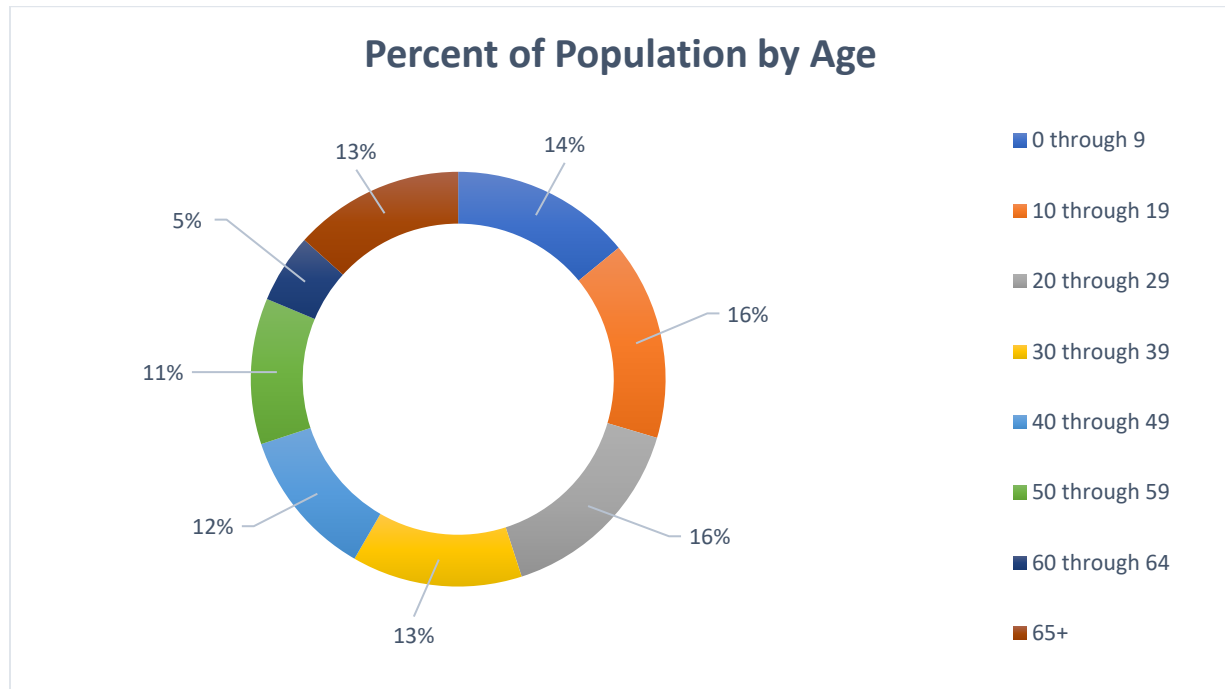
Population: Stockton has experienced steady positive population growth for the last twelve years, averaging 0.81% per year.

Stockton, CA Population Growth

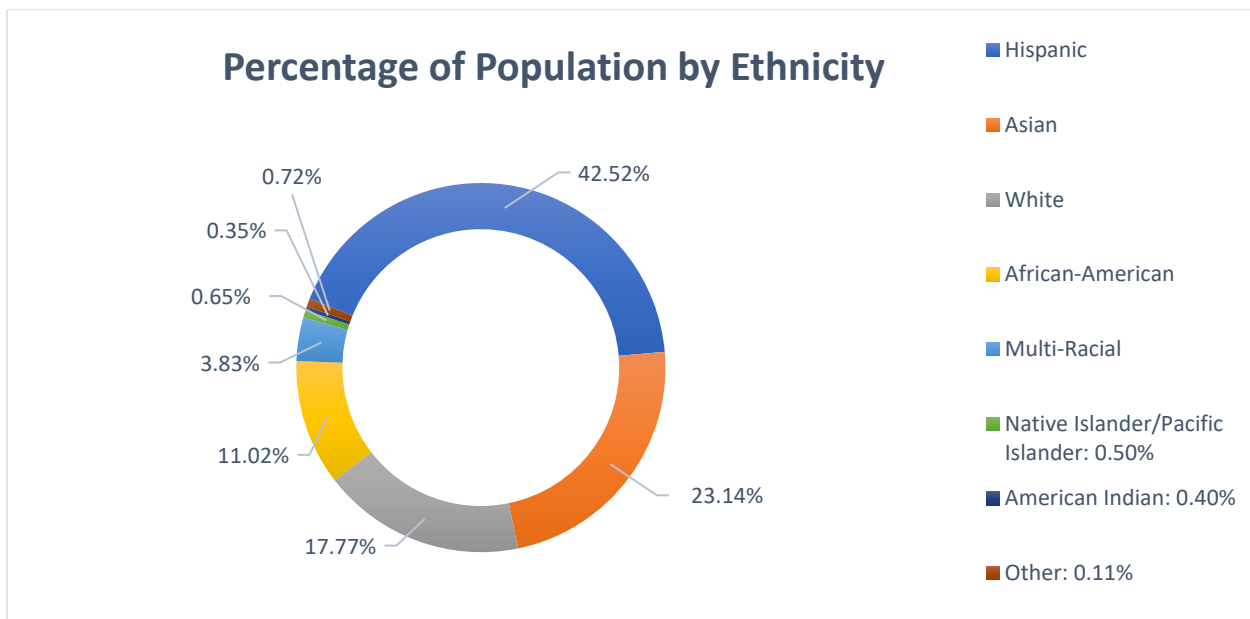


STOCKTON, CA. COMMUNITY PROFILE

Percentage of population broken down by age group.

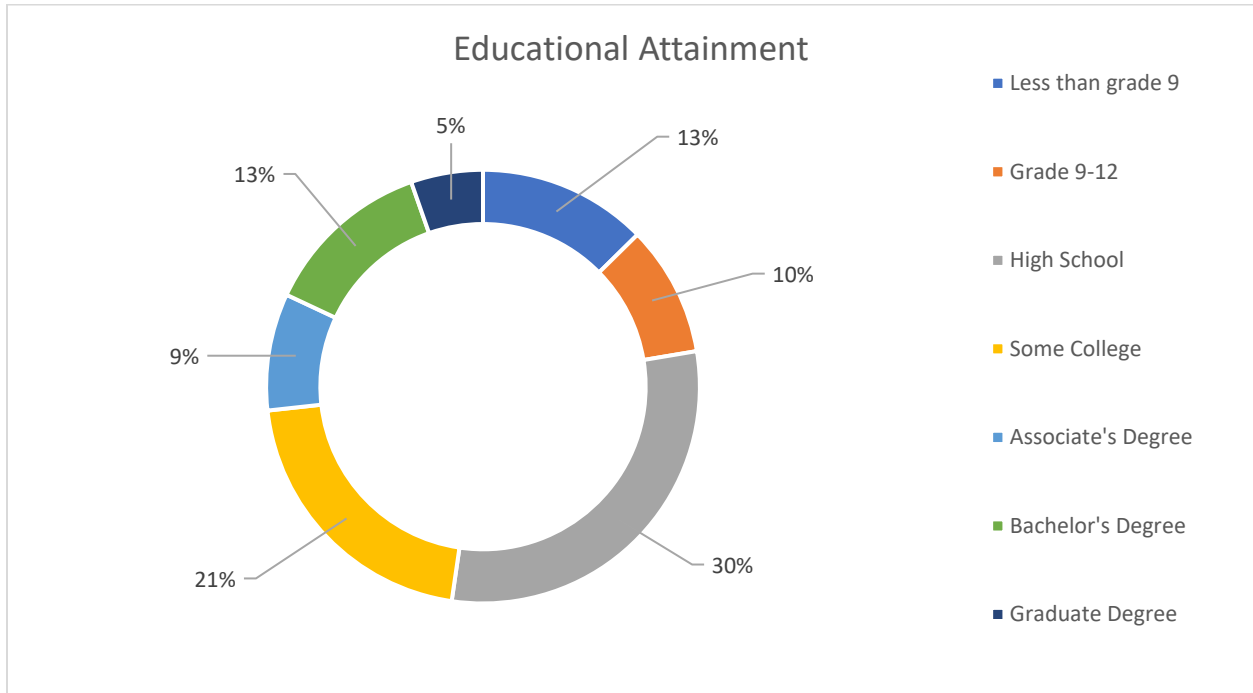


Stockton has a diverse population, with more than 40% of the population derived from Hispanic origin.

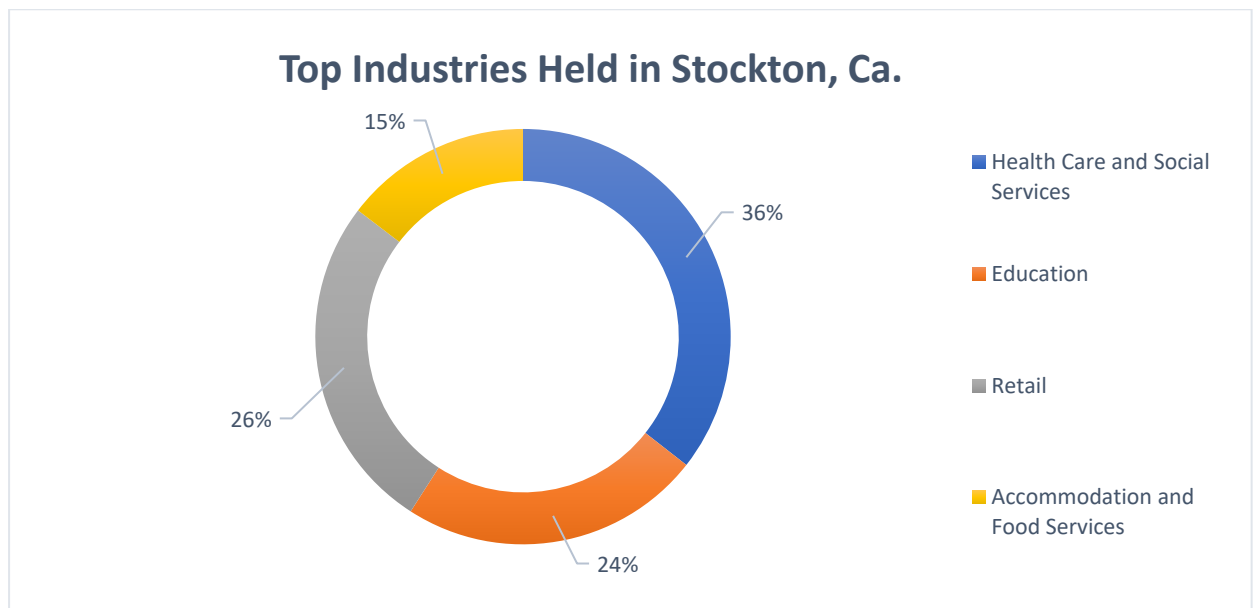


STOCKTON, CA. COMMUNITY PROFILE

27% of Stockton's population has a college degree, with another 21% with some college education.



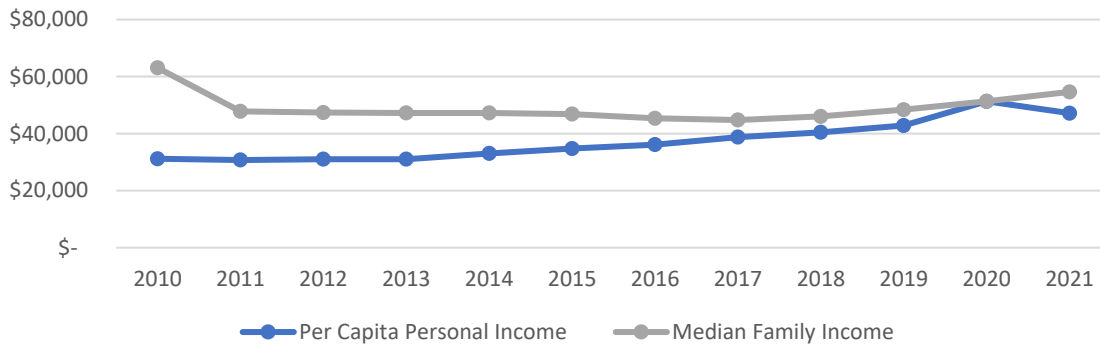
Stockton has a labor force of 145,271 with an unemployment rate of 8.6% which has decreased by 3% from 2020. The labor force is comprised of the following top four career groups.



STOCKTON, CA. COMMUNITY PROFILE

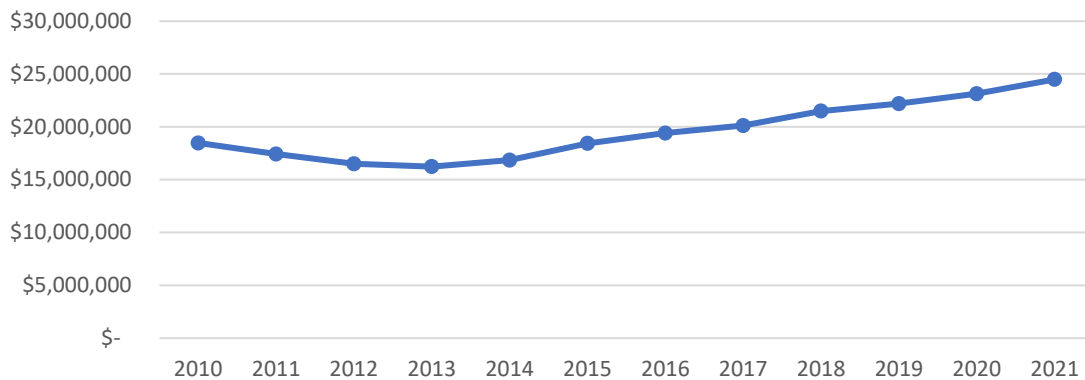
Households in Stockton earned a median yearly household income of \$54,614 during 2021. Household expenditures average \$61315,486 per year.

Income Since 2010

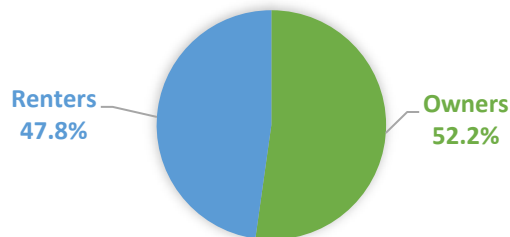


Property assessment values have steadily increased since 2013.
(Dollar amounts in thousands)

Assessed Value of Taxable Property

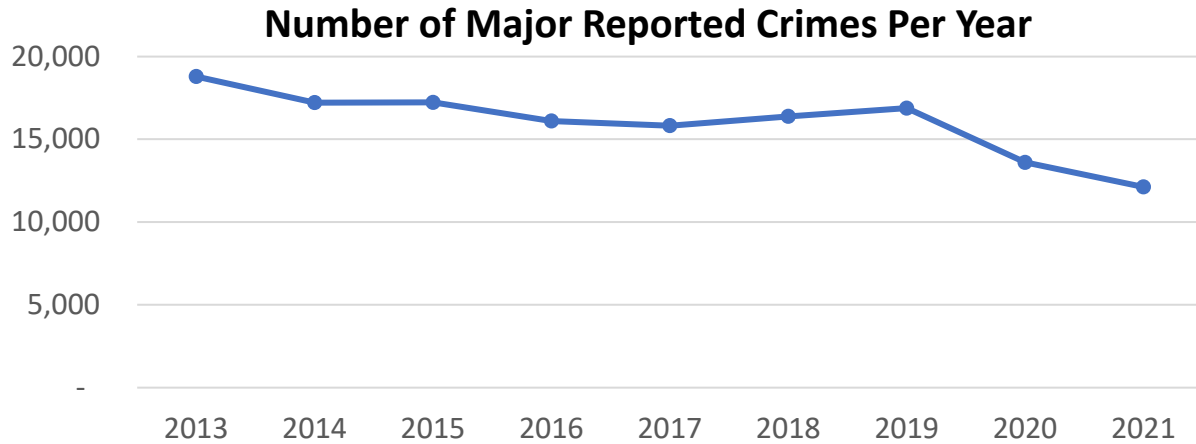


HOUSING (OWNERSHIP VS. RENTAL)



STOCKTON, CA. COMMUNITY PROFILE

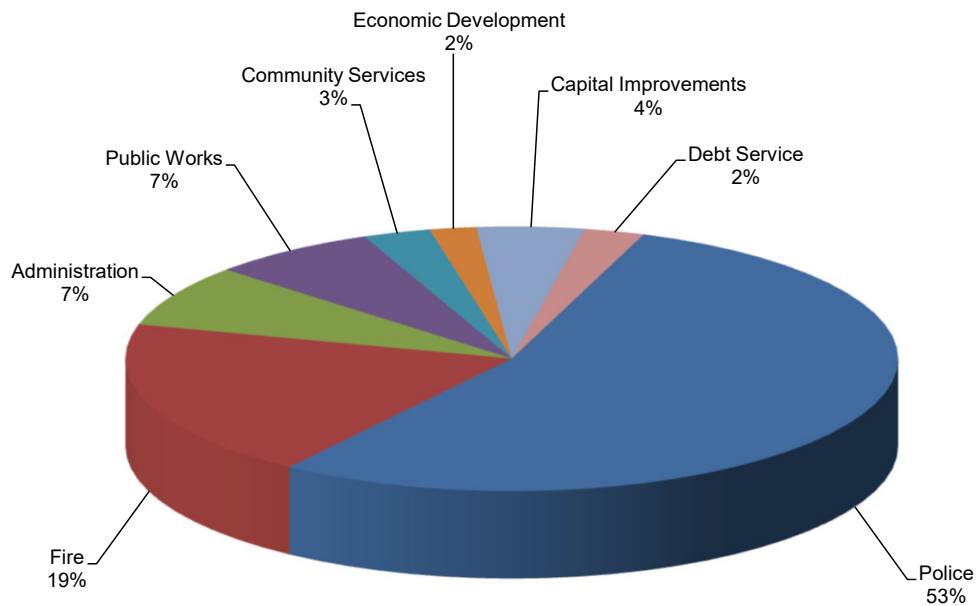
While the City has experienced increase in serious crimes in 2021, there was an overall decrease in Uniform Crime Reporting. Violent crime decreased 8% and property crimes decreased 12%.



TAB 3 GENERAL FUND SUMMARY

General Fund Expenditures

FY 2022-23 Annual Budget

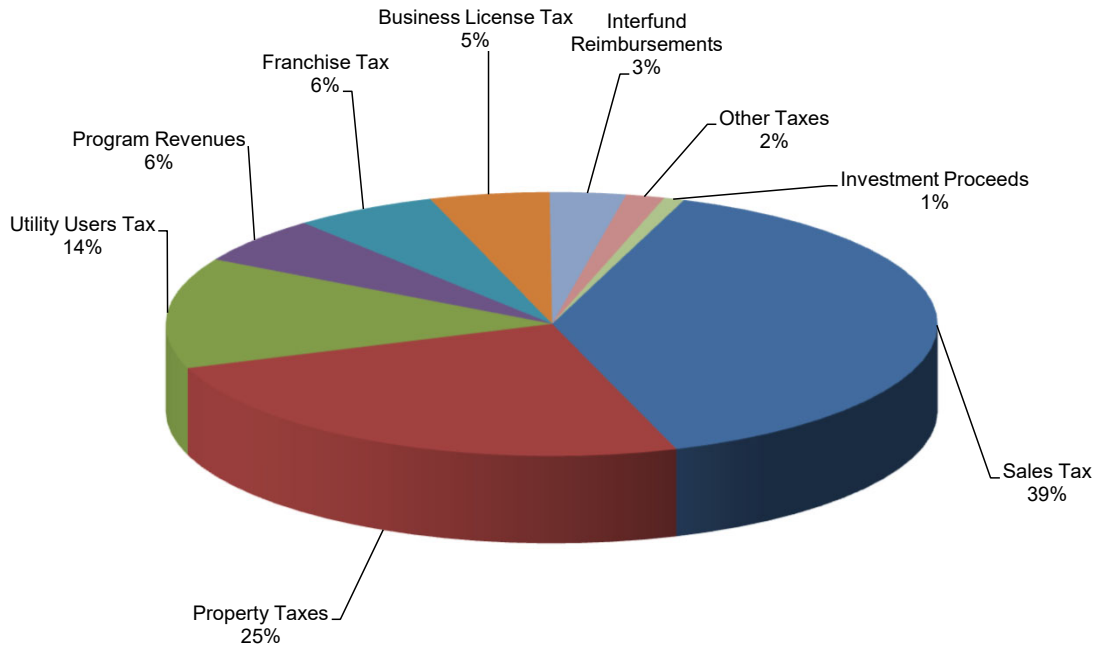


Program Appropriations

Police	\$ 148,950,532	53%
Fire	53,398,905	19%
Administration	20,823,160	7%
Public Works	19,301,426	7%
Community Services	7,761,000	3%
Economic Development	5,348,168	2%
Capital Improvements	12,100,000	4%
Debt Service	6,953,050	2%
Other Programs	8,240,530	3%
	<u>\$ 282,876,771</u>	

General Fund Revenues

FY 2022-23 Annual Budget



General Fund Revenues by Category

Sales Tax	\$ 112,013,000	39%
Property Taxes	70,655,000	25%
Utility Users Tax	38,731,176	14%
Program Revenues	16,387,447	6%
Franchise Tax	17,124,630	6%
Business License Tax	14,350,000	5%
Interfund Reimbursements	9,091,873	3%
Other Taxes	4,611,540	2%
Investment Proceeds	2,446,019	1%
Revenues By Category sub-total	<u>\$ 285,410,685</u>	
Interfund Transfers	-	
Total Revenues with Transfers	<u><u>\$ 285,410,685</u></u>	

General Fund - 100
Fund Balance Summary
FY 2022-23 Annual Budget

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Budget
Beginning Available Balance	\$ 38,576,477	\$ 41,563,200	\$ 36,916,924	\$ 78,252,200
Revenues	249,938,705	271,135,488	283,178,752	285,410,685
	249,938,705	271,135,488	283,178,752	285,410,685
Expenditures				
Employee Services	154,943,785	157,549,998	164,875,010	182,015,360
Other Services	43,453,808	45,729,635	55,176,259	52,934,409
Materials & Supplies	4,449,575	4,508,310	6,131,672	5,479,868
Other Expenses	2,306,043	1,971,548	4,141,397	5,243,484
Capital Outlay	359,698	237,598	416,332	54,600
Loan Repayment	3,838,175	2,991,175	5,819,175	6,953,050
Transfer Out	31,833,364	41,580,285	50,599,681	30,196,000
	241,184,447	254,568,549	287,159,526	282,876,771
Net Annual Activity	8,754,258	16,566,939	(3,980,774)	2,533,914
Reserves				
Reserve for future appropriation	(1,132,938)	(21,380,683)	-	-
Reserve Policy Contributions	(4,289,000)	3,500,000	-	-
Change in Fund Balance restrictions	(345,597)	(3,332,532)	45,316,050	-
	(5,767,535)	(21,213,215)	45,316,050	-
Ending Available Balance	\$ 41,563,200	\$ 36,916,924	\$ 78,252,200	\$ 80,786,114
Available Balance Calculation				
Cash	\$ 100,847,597	\$ 104,399,851		
Accounts Receivable	15,442,434	13,913,212		
Prepaid Items/Inventory	905,718	2,032,658		
Accounts Payable	(7,873,197)	2,147,996		
Total Fund Balance	109,322,552	122,493,717		
Non-Spendable	(6,595,411)	(5,967,661)		
Encumbrances	(5,830,012)	(6,374,520)		
Other Commitments & Reserves	(55,333,929)	(73,234,612)		
Ending Available Balance	\$ 41,563,200	\$ 36,916,924		
General Fund balance including funded reserves				
Working Capital Reserve - 16.67%	\$ 41,563,000	\$ 37,651,000	\$ 47,156,000	
Known Contingency Reserves	45,326,000	41,826,000	60,406,000	
Risk-Based Reserves	4,983,000	4,983,000	4,983,000	
	\$ 91,872,000	\$ 84,460,000	\$ 112,545,000	

FY 2020-21 Working Capital Reserve is included in the FY 2021-22 beginning available balance. Known Contingencies and Risk Based Reserves are removed from available fund balance.

Known Contingencies amount for FY 2021-22 is projected subject to Council approval of reserve targets and year-end results.

General Fund - 100
Revenues
FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23
	Actual	Actual	Adopted Budget	Projection	Budget
General Tax Revenues					
Sales Tax					
Point of Sale	\$ 54,277,120	\$ 63,094,957	\$ 56,076,000	\$ 68,644,000	\$ 66,824,000
Measure A Transaction Tax	34,329,713	40,810,516	36,132,000	42,900,000	42,080,000
Proposition 172	1,845,041	2,105,894	2,379,000	2,584,000	3,109,000
	<u>90,451,874</u>	<u>106,011,367</u>	<u>94,587,000</u>	<u>114,128,000</u>	<u>112,013,000</u>
Property Taxes					
Property Taxes	36,697,287	38,522,990	38,416,000	39,976,000	41,490,000
In-Lieu of Motor Vehicle Fees	24,427,101	25,848,041	26,791,495	27,310,330	29,165,000
	<u>61,124,388</u>	<u>64,371,031</u>	<u>65,207,495</u>	<u>67,286,330</u>	<u>70,655,000</u>
Utility Users Tax					
Water	4,737,664	5,109,760	4,923,000	5,015,100	5,172,176
Electric & Gas	22,359,911	24,146,316	22,500,000	25,599,317	27,075,000
Cable	2,676,695	2,656,254	2,620,000	2,476,644	2,427,000
Telecommunications	4,763,157	4,501,496	4,299,000	4,282,099	4,057,000
	<u>34,537,427</u>	<u>36,413,826</u>	<u>34,342,000</u>	<u>37,373,160</u>	<u>38,731,176</u>
Franchise Tax					
Electric & Gas	2,310,445	2,420,603	2,328,000	2,507,611	2,558,000
Cable/Video	2,174,848	2,203,895	2,160,000	2,049,622	2,009,000
Waste Haulers	10,806,889	12,274,434	12,106,000	12,392,210	12,556,000
Other	1,630	1,630	1,630	1,630	1,630
	<u>15,293,812</u>	<u>16,900,562</u>	<u>16,595,630</u>	<u>16,951,073</u>	<u>17,124,630</u>
Business License Tax	13,001,797	14,090,618	9,695,000	14,200,000	14,350,000
Hotel/Motel Tax	2,828,535	2,860,447	2,648,000	3,118,000	3,211,540
Document Transfer Tax	912,388	1,221,516	852,000	1,610,000	1,200,000
Motor Vehicle License	250,424	233,615	200,000	370,693	200,000
Investment Proceeds	4,979,061	3,251,124	2,011,693	2,342,627	2,446,019
	<u>21,972,206</u>	<u>21,657,320</u>	<u>15,406,693</u>	<u>21,641,320</u>	<u>21,407,559</u>
Program Revenues					
Fire Contracts	4,462,316	4,537,513	4,691,240	4,687,380	4,705,270
Code Enforcement	3,746,045	3,043,181	3,498,413	4,828,863	3,959,457
Charges for Services	2,987,416	3,417,716	3,150,079	2,859,888	2,981,472
Fines & Forfeitures	674,714	582,319	501,694	513,722	548,863
Revenues from Other Agencies	3,735,185	3,896,978	3,253,496	4,410,571	3,903,325
Licenses & Permits	526,296	566,109	577,014	403,820	401,331
Sale of Fixed Assets	393,281	6,095	22,000	78,440	60,000
Districts/Area of Benefit Contribution	-	42,689	-	-	-
Misc. Other Revenues	(244,252)	844,129	(171,781)	(173,741)	(172,271)
	<u>16,281,001</u>	<u>16,936,729</u>	<u>15,522,155</u>	<u>17,608,943</u>	<u>16,387,447</u>
Interfund Reimbursements					
Indirect Cost Allocation	5,664,765	4,661,010	5,904,220	4,861,010	4,956,141
Refunds & Reimbursements	436,452	538,971	230,309	195,253	943,350
Rents/Leases/Concessions	3,671,025	3,644,672	3,052,448	3,133,663	3,192,382
	<u>9,772,242</u>	<u>8,844,653</u>	<u>9,186,977</u>	<u>8,189,926</u>	<u>9,091,873</u>
Loan Repayments and Transfers In					
Loan Repayment	505,756	-	-	-	-
	<u>505,756</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	\$ 249,938,705	\$ 271,135,488	\$ 250,847,950	\$ 283,178,752	\$ 285,410,685

General Fund - 100
Revenues by Department
FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23
	Actual	Actual	Adopted Budget	Projection	Budget
General Tax Revenues					
Taxes	193,721,490	\$ 216,019,696	\$ 197,134,000	\$ 227,354,603	\$ 228,118,716
Licenses & Permits	136,169	192,388	164,867	149,855	150,000
Intergovernmental Revenue	27,854,411	29,577,274	29,931,434	31,392,528	32,954,768
Charges for Services	-	28,122	-	-	-
Fines & Forfeitures	(350)	-	-	-	-
Uses of Money & Property	8,503,449	6,677,341	4,828,661	5,144,709	5,489,486
Refunds & Reimbursements	5,495,138	5,740,432	5,704,220	4,685,613	4,756,141
Sale of Fixed Assets	393,281	48,784	22,000	69,064	60,000
	<u>236,103,587</u>	<u>258,284,037</u>	<u>237,785,182</u>	<u>268,796,372</u>	<u>271,529,111</u>
Police Department					
Licenses & Permits	390,127	373,721	412,147	463,965	406,405
Intergovernmental Revenue	933,590	568,571	717,895	606,273	617,895
Charges for Services	4,573,074	5,687,000	5,138,063	5,401,662	5,422,864
Fines & Forfeitures	1,910,189	244,806	1,029,594	1,154,708	1,074,335
Uses of Money & Property	166,605	506,799	298,443	935,220	298,443
Refunds & Reimbursements	215,419	185,157	125,029	37,215	124,350
Sale of Fixed Assets	-	-	-	9,376	-
Other Revenues	(22,315)	328	560	700	570
	<u>8,166,689</u>	<u>7,566,382</u>	<u>7,721,731</u>	<u>8,609,119</u>	<u>7,944,862</u>
Fire Department					
Intergovernmental Revenue	-	171,118	-	324,860	-
Charges for Services	4,712,024	4,714,164	4,908,263	4,917,187	4,893,083
Fines & Forfeitures	-	174	-	-	-
Refunds & Reimbursements	5,217	1,204	5,000	33,135	725,000
	<u>4,717,241</u>	<u>4,886,660</u>	<u>4,913,263</u>	<u>5,275,182</u>	<u>5,618,083</u>
Public Works					
Uses of Money & Property	9,000	(600)	10,000	-	10,000
Refunds & Reimbursements	33,436	1,017	-	6,600	-
Other Revenues	42,475	24,568	27,659	25,559	27,159
	<u>84,911</u>	<u>24,985</u>	<u>37,659</u>	<u>32,159</u>	<u>37,159</u>
Administrative Services					
Charges for Services	49,962	50,200	40,525	39,825	39,825
Fines & Forfeitures	12,507	(7,423)	4,400	4,400	4,400
Refunds & Reimbursements	126,164	81,252	100,280	93,700	94,000
	<u>188,634</u>	<u>124,029</u>	<u>145,205</u>	<u>137,925</u>	<u>138,225</u>
Charter Offices					
Charges for Services	31,837	17,432	17,400	9,270	2,700
	<u>31,837</u>	<u>17,432</u>	<u>17,400</u>	<u>9,270</u>	<u>2,700</u>
Human Resources					
Reimbursements/Other Revenues	-	150	-	-	-
	<u>-</u>	<u>150</u>	<u>-</u>	<u>-</u>	<u>-</u>
Economic Development					
Taxes	1,630	1,630	1,630	1,630	1,630
Intergovernmental Revenue		1,172			
Charges for Services	200	-	400	400	-
Uses of Money & Property	137,500	219,011	225,480	316,695	138,915
Other Revenues	720	10,000	-	-	-
	<u>140,050</u>	<u>231,813</u>	<u>227,510</u>	<u>318,725</u>	<u>140,545</u>
Loan Repayments and Transfers In					
Loan Repayment	505,756	-	-	-	-
	<u>505,756</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>249,938,705</u>	<u>\$ 271,135,488</u>	<u>\$ 250,847,950</u>	<u>\$ 283,178,752</u>	<u>\$ 285,410,685</u>

General Fund - 100
Expenditures by Program
FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23
	Actual	Actual	Adopted Budget	Projected	Budget
Expenditures					
<u>Programs</u>					
Police	\$ 127,111,170	\$ 128,293,229	\$ 143,771,046	\$ 134,833,682	\$ 148,950,532
Fire	45,583,134	46,861,850	50,152,050	51,095,836	52,678,905
Public Works	14,830,968	16,624,492	17,498,458	18,038,707	19,301,426
Economic Development	1,871,983	1,799,530	2,059,034	4,783,186	1,768,168
Office of Violence Prevention	1,618,812	1,548,692	2,078,111	1,513,222	2,205,530
	<u>191,016,067</u>	<u>195,127,793</u>	<u>215,558,699</u>	<u>210,264,633</u>	<u>224,904,561</u>
<u>Program Support for Other Funds</u>					
Library	3,984,500	3,984,500	4,068,000	4,068,000	4,109,000
Recreation	3,395,500	3,840,500	3,497,150	3,377,150	3,542,000
Entertainment Venues	3,835,000	4,785,000	3,285,000	3,285,000	3,318,000
Development Services	825,000	800,000	800,000	800,000	800,000
Golf Courses	1,050,000	275,000	350,000	234,000	110,000
Downtown Marina	262,000	297,000	262,000	262,000	262,000
Grant Match	113,819	10,093	100,000	100,000	100,000
Capital Improvement	636,394	5,975,000	5,000,000	38,473,531	12,100,000
Low & Moderate Income Housing	101,151	-	-	-	-
Radio ISF	3,130,000	5,250,000	-	-	5,135,000
Information Technology ISF	-	249,192	-	-	-
Retirement ISF	14,500,000	16,114,000	-	-	-
Fire Emergency Communications	-	-	-	-	720,000
	<u>31,833,364</u>	<u>41,580,285</u>	<u>17,362,150</u>	<u>50,599,681</u>	<u>30,196,000</u>
<u>Administration</u>					
City Council	887,467	976,555	1,005,703	1,123,947	1,022,320
City Manager	1,854,155	2,118,290	2,624,622	2,509,489	2,827,103
City Attorney	1,275,235	1,217,832	1,290,602	1,167,391	1,351,384
City Clerk	899,590	970,558	1,101,024	985,722	1,191,058
City Auditor	479,521	366,505	483,582	635,511	456,400
Administrative Services	7,427,765	7,602,087	8,347,597	8,705,994	8,923,641
Human Resources	2,105,893	1,889,883	2,352,349	3,219,093	2,636,086
Election	557,265	523,709	550,000	550,000	650,000
Other Administration	(1,491,166)	(1,218,985)	(1,493,193)	(921,110)	(734,832)
Labor and Litigation	501,116	422,862	500,000	500,000	500,000
	<u>14,496,841</u>	<u>14,869,296</u>	<u>16,762,286</u>	<u>18,476,037</u>	<u>18,823,160</u>
Debt Service	<u>3,838,175</u>	<u>2,991,175</u>	<u>4,174,175</u>	<u>5,819,175</u>	<u>6,953,050</u>
Contingency	<u>-</u>	<u>-</u>	<u>2,000,000</u>	<u>2,000,000</u>	<u>2,000,000</u>
Total	<u>\$ 241,184,447</u>	<u>\$ 254,568,549</u>	<u>\$ 255,857,310</u>	<u>\$ 287,159,526</u>	<u>\$ 282,876,771</u>

**General Fund - 100
Measures A and B
FY 2022-23 Annual Budget**

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23
	Actual	Actual	Adopted Budget	Projected	Budget
Revenues					
Police					
Measure A Transaction and Use Tax	\$ 34,329,713	\$ 40,810,516	\$ 36,132,000	\$ 42,900,000	\$ 42,080,000
Total Revenues	34,329,713	40,810,516	36,132,000	42,900,000	42,080,000
Expenditures (Public Safety Measure B)					
Police					
Salary & Benefits					
Sworn & Non-Sworn	21,477,158	22,480,676	26,859,722	21,984,951	26,867,374
Vacancy Savings	-	-	(936,054)	-	(886,134)
Other Services	2,239,423	2,675,205	3,035,090	2,855,149	3,263,829
Materials & Supplies					
Fuel	269,189	285,767	281,265	366,336	348,223
Other Supplies	285,686	189,377	385,825	404,781	385,825
Other Expenses					
Training	654,522	617,265	595,000	514,454	595,000
	24,925,978	26,248,290	30,220,848	26,125,671	30,574,117
Office of Violence Prevention					
Salary & Benefits					
Non-Sworn	680,195	766,268	881,709	525,330	924,130
Other Services	299,386	174,886	310,626	314,663	281,894
Materials & Supplies					
Fuel	3,190	6,243	3,182	3,000	7,750
Other Supplies	15,781	5,369	35,000	33,900	35,000
Equipment					
Office Equipment	1,379	665	3,979	1,200	3,979
Other Expenses	11,572	1,086	20,000	10,900	20,000
	1,011,503	954,517	1,254,496	888,993	1,272,753
Total Expenditures (Measure B)	\$ 25,937,481	\$ 27,202,807	\$ 31,475,344	\$ 27,014,664	\$ 31,846,870
Measure B expenditures as a % of annual Measure A revenues	76%	67%	87%	63%	76%



LONG-RANGE FINANCIAL PLAN

Introduction

The City of Stockton continues to focus on the City Council's strategic goals including fiscal sustainability. 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. Predicting future budgets is challenging, particularly in the current environment, because of the wide number of variables, including economic, demographic and policy, 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:

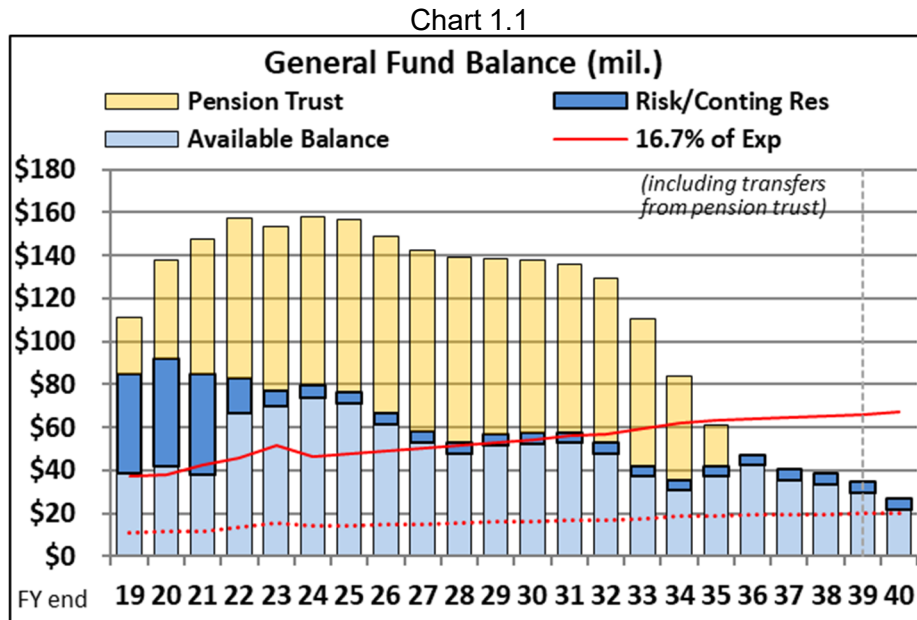
- Transparency - clear assumptions based on realistic rather than overly conservative or overly optimistic trends relative to revenues and expenditures.
- Fiscal Discipline - precludes wishful thinking about the City's capacity for revenue growth.
- Forward-Thinking - measuring significant financial 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 recently recognized 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 2022-23 Budget. The displayed years include ending balances for FY 2018-19 through FY 2020-21 actuals, FY 2021-22 projections, FY 2022-23 Budget and projected revenues and expenses from FY 2023-24 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 2024-25 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
- 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 \$41.8 million was designated for the known contingency reserve at the close of FY 2020-21, the identified need for known contingencies is far greater. For example, unfunded infrastructure plans 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 \$5 million for these uncertain risks. Once the known contingency target is met, the City will allocate additional funds to this portion of the reserves.

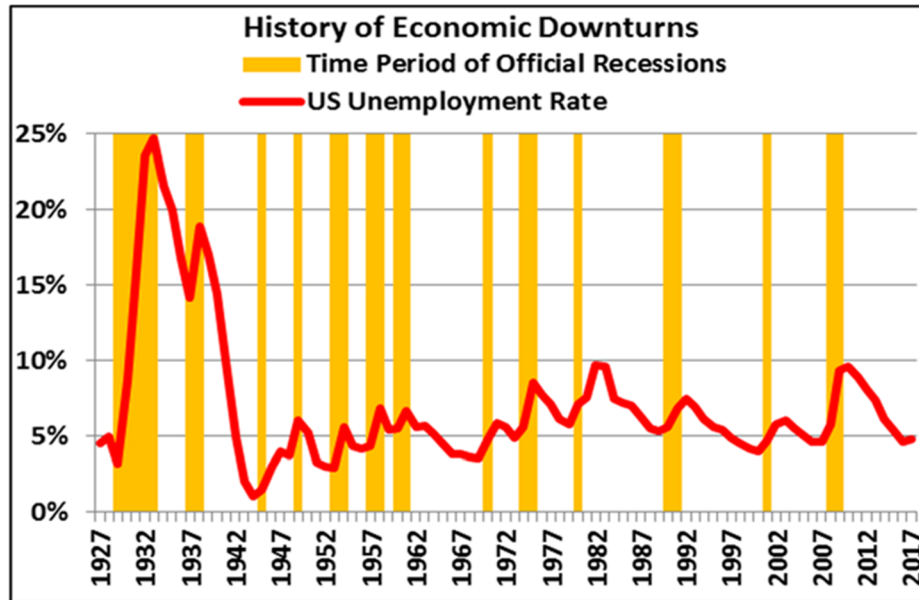
Recession Cycles

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. After two years of a global pandemic, there is still a great deal of uncertainty surrounding the economic outlook for US economy. The on-going geopolitical uncertainty is also adding to the market volatility in both domestic and international financial markets. The US economy is facing few key challenges that include: 40 year high inflation levels, global supply chain delays impacting the consumer markets, and depressed overall consumer confidence. 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.

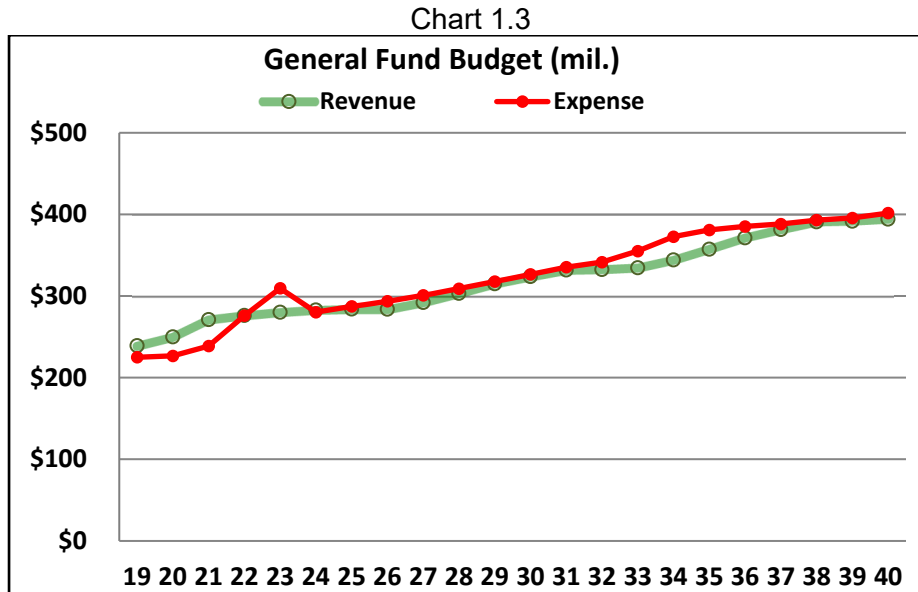
Chart 1.2



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 the next fifteen years, beginning in FY 2024-25 and continuing until FY 2031-32. 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, expenses once again exceed revenues 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 General Fund balance. CalPERS payments are also at their projected all time high in FY 2032-33. 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. To reduce the financial strain on member organizations, CalPERS is the costs over time.

LONG-RANGE FINANCIAL PLAN



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%
- Assumes continuation of the Measure A sales tax
- Assumes the Strong Communities sales tax will expire in FY 2032-33
- Assumes a revenue decline due to recession every seven years

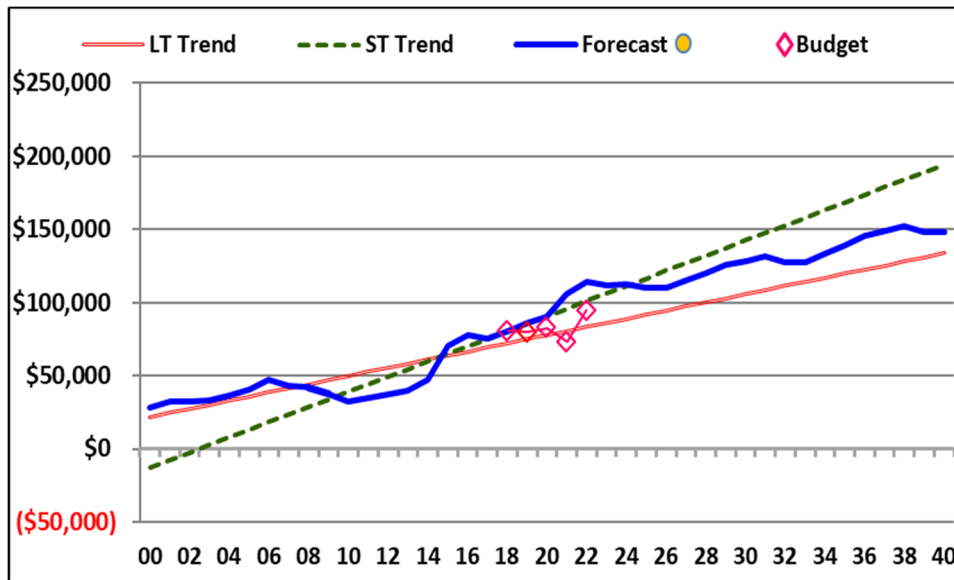
The following charts and discussion are intended to illustrate the assumed status of the General Fund's top three major revenue sources. Each chart shows the projected decline in the near term from the current recession.

LONG-RANGE FINANCIAL PLAN

Sales Tax

The General Fund's most significant funding source is sales and transaction taxes. The FY 2022-23 Annual Budget assumes sales tax proceeds to be approximately \$112 million, constituting 39.2% 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 2020-21 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

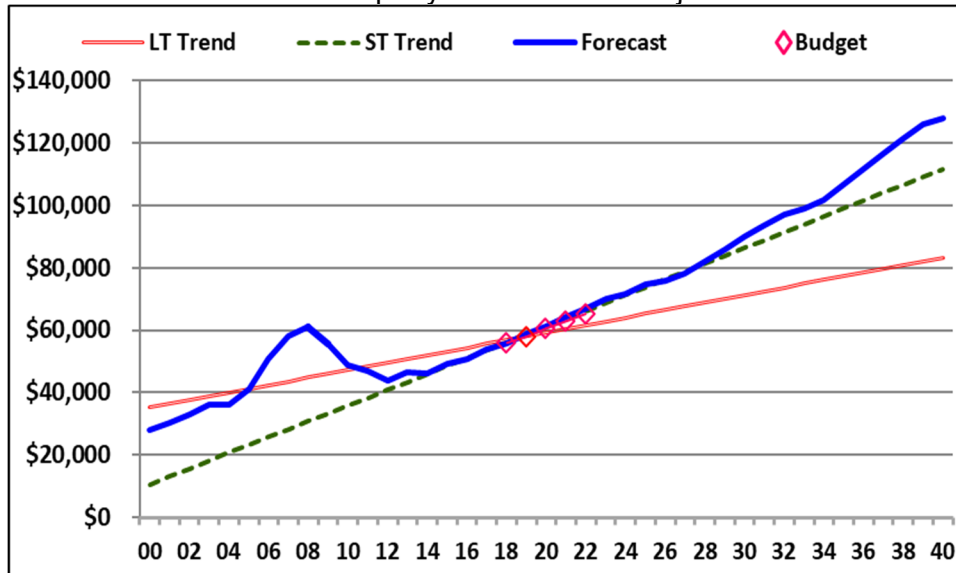


Property Tax

The second largest source of General Fund revenue is property tax. The FY 2022-23 Annual Budget assumes property tax collections of approximately \$70.6 million, which is 24.8% 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. The assumption used for property tax growth include the first two years of growth projections from the City's property tax consultant and increases of approximately 3.7% annually including growth from new construction. New construction and home values are expected to increase, impacting FY 2022-23 assessed values and revenues.

LONG-RANGE FINANCIAL PLAN

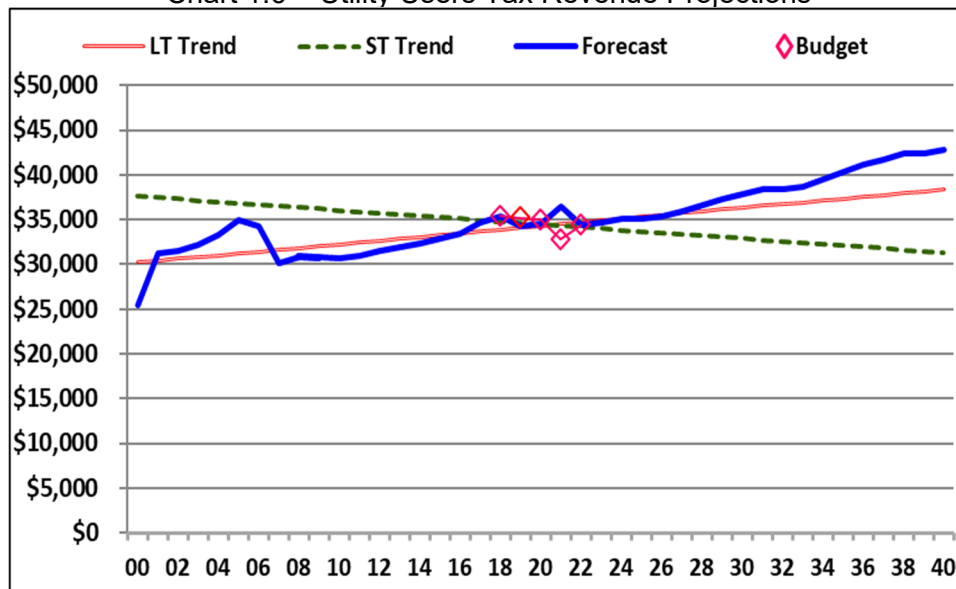
Chart 1.5 Property Tax Revenue Projections



Utility Users Tax

Utility Users Tax (UUT) proceeds (see Chart 1.6) are the third largest General Fund revenue source. The FY 2022-23 Annual Budget assumes the City will receive approximately \$38.7 million in proceeds from this tax, which constitutes 13.6% 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 energy 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
- Add one to two new full-time positions annually
- No growth in capital improvement funding
- Annual employee compensation increases of 2%
- CalPERS discount rate of 7% in FY 2022-23 and then 6% phased in over 10 years
- Other expenditure growth at 2%
- Resources available above reserve levels are spent on one-time needs

The City's primary expenses are employee costs, which are approximately 65% 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 seven year phased down decrease from current 5% rate to an annual average of 3%
- 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 \$1.1 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 \$14.9 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*

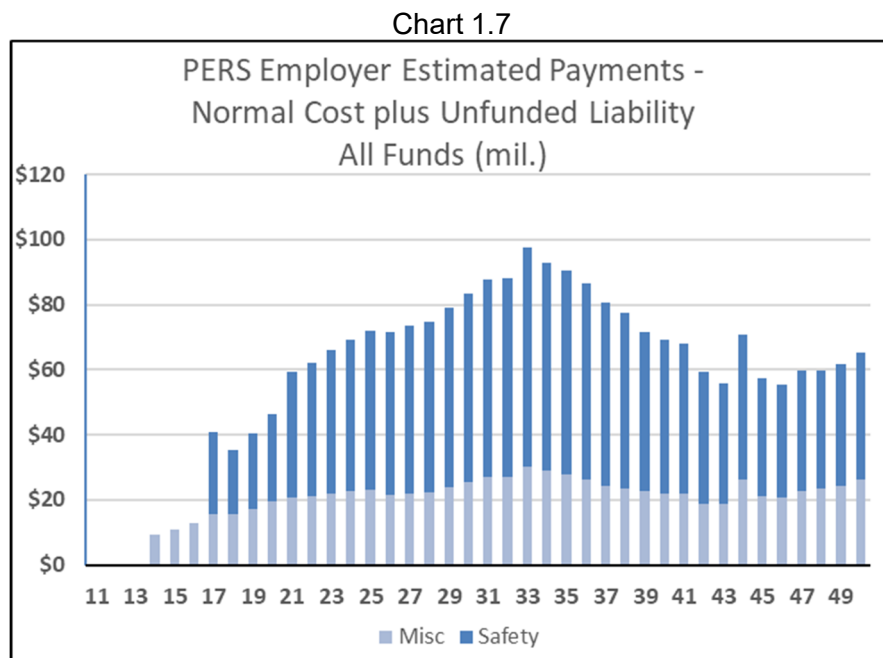
The City provides regional emergency and non-emergency dispatch services to a number of agencies in the San Joaquin County Region. The model assumes a General Fund subsidy of approximate \$3.7 million annually for the next 10 years.

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 \$1.1 million, and Grant Match at \$100,000. Funds that are at risk of needing 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 second reduction will start to impact rates in FY 2023-24 with the full impact of the change mitigated by investment returns of 21.3% for the year ended June 30, 2021. 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 2032-33.



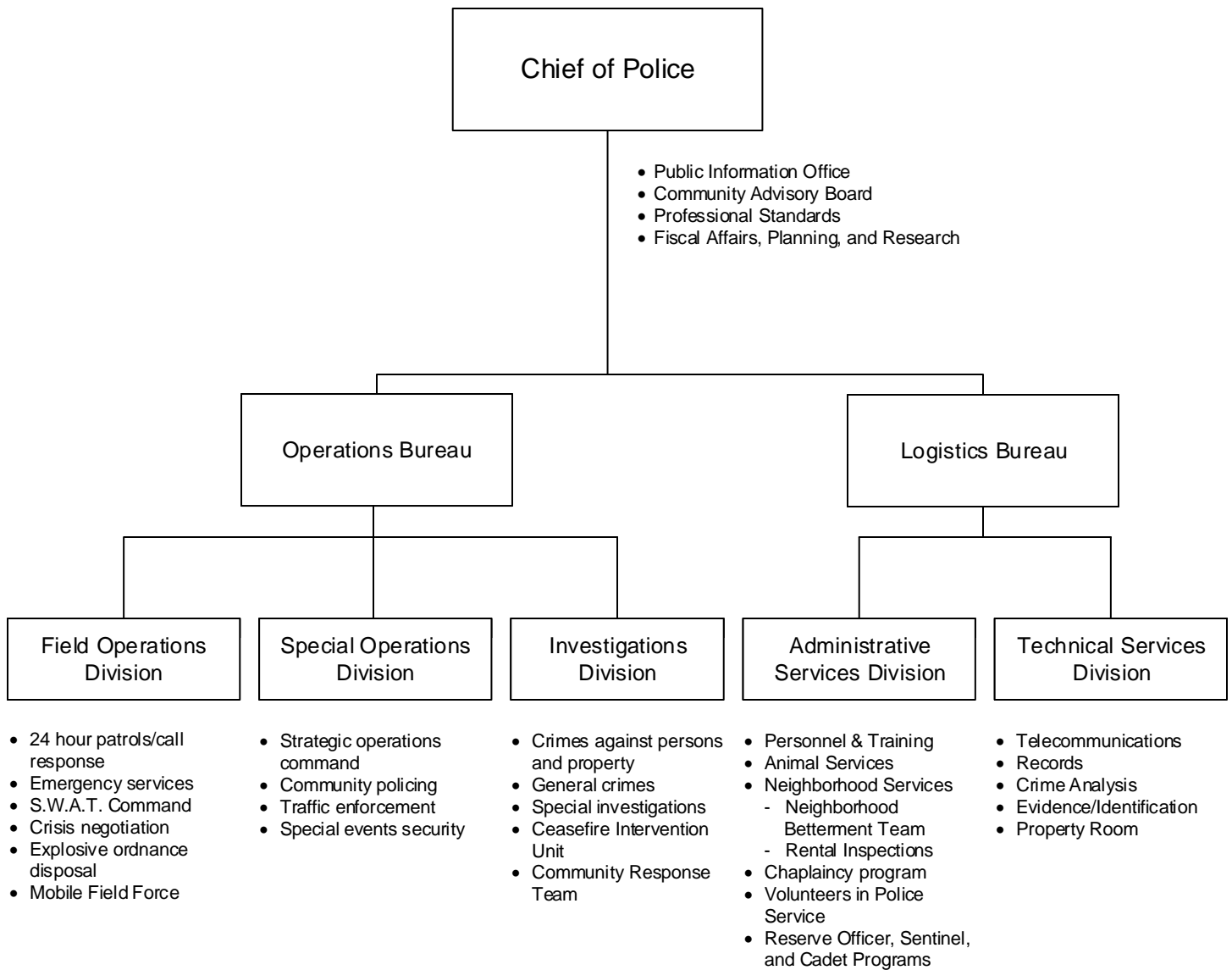
LONG-RANGE FINANCIAL PLAN

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 the 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 Waterfront Office Towers, high rankings in various financial publications, 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, to build and maintain relationships founded on trust and mutual respect, while reducing crime and improving the quality of life.

Budget at a Glance:

Total Revenues	\$16,189,338
Total Expenditures	\$158,036,862
Total Net Cost	\$141,847,524
Total Staff	713

DEPARTMENT DESCRIPTION

The Chief of Police is appointed by the City Manager and under state law, is responsible for the delivery of 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 Crimes Against Persons and Property, Special Investigations and Ceasefire sections as well as the Community Response Team.
- Technical Services Division, including Telecommunications, Records, Evidence/Identification, Property Room and Crime Analysis sections.
- Administrative Services Division, including Personnel, Training, Neighborhood Services and Neighborhood Betterment Team, and Animal Services sections.
- Departmental support functions including the Professional Standards section; Fiscal Affairs and Planning section; and Public Information Office.

There are also programs and specialized units that operate under the Divisions such as Special Weapons and Tactics (SWAT), Crisis Negotiations, Air Support, Explosive Ordnance Disposal, Mobile Field Force, and the Canine Unit, among others.

DEPARTMENT STRATEGIC WORK PLAN

The Stockton Police Department will focus its activities on meeting the goals outlined in its 2020-22 Three-Year Strategic Plan. The Plan's components include the above Mission Statement, discussion of the Department's policing philosophy, core values, and identified goals and objectives. Each of the Strategic Plan goals is tied to the City Council's goals of increasing officer diversity, improving customer service and response times, increasing the number of officers, and further implementation of the Marshall Plan.

The policing philosophy of the Department is 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 practiced by the Stockton Police Department that we must protect the constitutional rights of everyone with fair and impartial treatment in order to live up to our oath to this community.

POLICE DEPARTMENT

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 supporting the Public Safety Academy and increasing participation in our Cadet and Sentinel volunteer programs.

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.

The current Strategic Plan will end in December 2022. The SPD will develop a new Strategic Plan for 2023-2025 for implementation on January 1, 2023.

PRIOR YEAR ACCOMPLISHMENTS

Highlights of the accomplishments in FY 2021-22 include:

- Goal One – Reduce crime and blight:
 - The FY 2021-22 Budget allocated funding to support costs associated with the helicopter and the Air Support Unit. The helicopter continues to be deployed for roughly 400 hours of flight time in efforts to deter crime, apprehend fleeing suspects, locate missing persons, reduce risks during vehicle pursuits, increase police visibility, and respond to natural disasters.
 - Despite the effects of the COVID-19 pandemic, Neighborhood Services removed 775,000 square feet of graffiti from private property. Additionally, 98,000 cubic feet of trash were

POLICE DEPARTMENT

- removed, an increase of 37% from FY 2020-21, and 700 abandoned vehicles from private property.
- The Animal Shelter maintained a live release rate of 91%, with 6,963 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:
 - Provided support to 153 Neighborhood and Business Watch meetings, held 24 Neighborhood Impact Team meetings in areas affected by gun violence, cleared 28 cases, and made 18 arrests from citizen tips received through Crime Stoppers.
 - The Department held 21 community engagement events and 12 Chief's Community Advisory Board meetings.
 - Participated and presented police statistics at four of the City Manager's Review Board meetings.
 - Goal Three – Recruit and hire a qualified and diverse workforce:
 - Due to the COVID-19 Pandemic, attendance at recruiting events continued to be limited compared to prior fiscal years. The Department attended 40 in-person and 11 virtual recruiting events. The Department continues to make improvements in the diversity numbers in underrepresented categories.
 - The Department participated in four Police Trainee examinations and hosted eight in-person and 17 virtual recruiting events.
 - Goal Four – Employ staff that are highly trained, knowledgeable, and prepared:
 - Staff completed approximately 11,210 training hours to maintain certifications, ensure proper equipment use, and run through various scenario-based training sessions. This is significant improvement compared to FY 2020-21 where only 1,000 hours were completed due to the limitations of the COVID-19 pandemic. Select staff participated in special teams training such as Mobile Field Force, Canine, and SWAT.
 - Trained 101 officers in Procedural Justice, which focuses on community-police relations and trust-building.

KEY CONSIDERATIONS

The Police Department FY 2022-23 Budget includes funding for 713 full-time staff, part-time staffing, academy costs for new hires, and enhanced recruiting and training strategies. The key considerations fulfill the Council's strategic work plan by increasing officer diversity, improving customer service and response times, increasing the number of officers, and continued implementation of the Marshall Plan. Highlights of the General Fund budget include:

- Police service contracts with two school districts, the Housing Authority of San Joaquin, and San Joaquin Regional Transit District continue, which reflect approximately \$1 million in both revenues and employee expenses.
- Changes include a 5% annual contractual increase with the City's Animal Shelter services partner and \$100,000 in one-time funding for the planning and development of a new police training facility.

Police Department
FY 2022-23 Annual Budget

	General Fund	Measure	Asset	State
	100	W	Seizure	COPS
	200	260	260	260
	<i>See Page D-8</i>	<i>See Page D-11</i>	<i>See Page D-13</i>	<i>See Page D-15</i>
Beginning Available Balance			\$ 326,074	\$ 1,853,985
Revenues				
Taxes	-	7,000,000	-	-
Grants	-	-	-	840,000
Program Revenue	7,944,862	-	78,000	-
Other Revenue	-	-	-	-
	7,944,862	7,000,000	78,000	840,000
Expenditures				
Salary & Benefits	122,121,600	5,416,128	-	210,200
Services & Supplies	26,824,932	979,444	206,952	829,460
Administration Overhead	-	140,600	-	-
Capital Outlay	4,000	-	-	-
	148,950,532	6,536,172	206,952	1,039,660
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	-	-	-	-
Net Annual Activity	(141,005,670)	463,828	(128,952)	(199,660)
Ending Available Balance			\$ 197,122	\$ 1,654,325

Police Department, Continued
FY 2022-23 Annual Budget

	Special Revenue 260	Special Grants 280	Police Total
	<i>See Page D-17</i>	<i>See Page D-19</i>	
Beginning Available Balance	\$ 1,435,021	\$ 239,236	
Revenues			
	-	-	7,000,000
Grants	-	-	840,000
Program Revenue	158,804	-	8,181,666
Other Revenue	167,672	-	167,672
	326,476	-	16,189,338
Expenditures			
Salary & Benefits	-	-	127,747,928
Services & Supplies	627,775	-	29,468,563
Administration Overhead	-	-	140,600
Capital Outlay	-	-	4,000
	627,775	-	157,361,091
Transfers			
Transfer In	-	-	-
Transfer Out	(675,771)	-	(675,771)
	(675,771)	-	(675,771)
Net Annual Activity	(977,070)	-	(141,847,524)
Ending Available Balance	\$ 457,951	\$ 239,236	-

Revenues	\$ 16,189,338
Transfers	-
Total Sources	\$ 16,189,338
Expenditures	\$ 157,361,091
Transfers	675,771
Total Appropriations	\$ 158,036,862
	-

**Police Department
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Total Police Department				
Employee Services	\$ 104,087,287	\$ 104,382,178	\$ 108,336,026	\$ 122,121,600
Other Services	19,416,634	20,709,940	22,232,537	22,913,321
Materials and Supplies	2,394,712	2,129,964	3,264,840	2,699,418
Other Expenses	1,201,757	1,071,147	1,001,561	1,212,193
Capital Outlay	10,780	-	(1,282)	4,000
Total	<u>\$ 127,111,170</u>	<u>\$ 128,293,229</u>	<u>\$ 134,833,682</u>	<u>\$ 148,950,532</u>
Administration				
Employee Services	7,070,221	7,577,752	7,825,833	8,342,480
Other Services	2,948,269	2,471,155	2,692,783	2,695,073
Materials and Supplies	261,439	260,995	699,229	348,264
Other Expenses	73,813	76,902	91,605	108,434
Total	<u>10,353,742</u>	<u>10,386,804</u>	<u>11,309,450</u>	<u>11,494,251</u>
Marshall Plan - Administration				
Employee Services	867,351	961,863	1,099,259	1,183,738
Other Services	45,592	57,693	59,309	98,250
Materials and Supplies	960	15,287	16,000	16,000
Other Expenses	654,522	625,174	514,454	595,000
Total	<u>1,568,425</u>	<u>1,660,017</u>	<u>1,689,022</u>	<u>1,892,988</u>
Field Services				
Employee Services	44,311,727	42,468,017	45,573,032	50,789,844
Other Services	5,739,975	6,594,537	7,010,410	7,473,659
Materials and Supplies	912,241	806,444	1,082,148	937,594
Other Expenses	361,048	265,041	232,736	279,000
Capital Outlay	-	-	(1,282)	4,000
Total	<u>51,324,991</u>	<u>50,134,039</u>	<u>53,897,044</u>	<u>59,484,097</u>
Marshall Plan - Field Services				
Employee Services	16,293,138	16,497,738	15,969,026	19,361,406
Other Services	1,862,370	2,124,451	2,330,630	2,599,718
Materials and Supplies	518,738	426,685	692,539	656,981
Other Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Total	<u>18,674,246</u>	<u>19,048,874</u>	<u>18,992,195</u>	<u>22,618,105</u>
Investigations				
Employee Services	20,929,255	21,487,415	22,547,541	24,404,941
Other Services	2,010,978	2,299,066	2,308,881	2,329,836
Materials and Supplies	190,061	180,028	241,233	218,983
Other Expenses	72,692	87,201	106,330	133,500
Capital Outlay	3,706	-	-	-
Total	<u>23,206,692</u>	<u>24,053,710</u>	<u>25,203,985</u>	<u>27,087,260</u>

**Police Department
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Marshall Plan - Investigations				
Employee Services	3,082,092	3,797,176	3,915,683	4,243,643
Other Services	215,888	268,442	298,297	398,265
Materials and Supplies	21,992	24,845	40,578	39,067
Other Expenses	-	-	-	-
Total	<u>3,319,972</u>	<u>4,090,463</u>	<u>4,254,558</u>	<u>4,680,975</u>
Support Services				
Employee Services	4,299,080	4,270,518	4,157,225	5,469,699
Other Services	2,119,727	2,125,903	2,267,765	2,391,886
Materials and Supplies	362,196	332,728	377,687	351,729
Other Expenses	3,139	8,873	17,766	25,259
Capital Outlay	-	-	-	-
Total	<u>6,784,142</u>	<u>6,738,022</u>	<u>6,820,443</u>	<u>8,238,573</u>
Marshall Plan - Support Services				
Employee Services	305,984	334,216	331,627	457,442
Other Services	34,599	43,600	45,580	54,223
Materials and Supplies	-	-	-	-
Other Expenses	-	-	-	-
Total	<u>340,583</u>	<u>377,816</u>	<u>377,207</u>	<u>511,665</u>
Telecommunications				
Employee Services	5,999,846	6,097,799	6,247,444	7,133,396
Other Services	4,358,262	4,544,075	5,097,549	4,759,038
Materials and Supplies	113,900	74,625	93,426	108,800
Other Expenses	36,543	7,956	38,670	71,000
Capital Outlay	7,074	-	-	-
Total	<u>10,515,625</u>	<u>10,724,455</u>	<u>11,477,089</u>	<u>12,072,234</u>
Marshall Plan - Telecommunications				
Employee Services	928,593	889,684	669,356	735,011
Other Services	80,974	181,018	121,333	113,373
Materials and Supplies	13,185	8,327	22,000	22,000
Other Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Total	<u>1,022,752</u>	<u>1,079,029</u>	<u>812,689</u>	<u>870,384</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, with the proceeds being split equally between the Police and Fire Departments. The program guidelines include an Economic Uncertainty fund reserve to be funded at 25% of annually budgeted revenues. This reserve is currently fully funded.

The Police Department uses the funds primarily to pay for Police Officer 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 2022-23 assigned to the Field Operations Division for street patrol.
- Sales tax revenues have experienced a strong recovery after initial declines in the first few quarters of the COVID-19 pandemic. This combined with staff vacancies has increased 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. Negotiations are currently underway with the City's four public safety unions. Once the financial impacts of negotiations are known, fiscal staff will identify if revenues are sufficient to fund additional staff positions.
- Measure W proceeds are anticipated to increase by 1% from the current year-end projection. Revenues continue to be monitored closely to ensure the long-term affordability of planned expenditures from tax revenues. In times of revenue declines, the Economic Uncertainty Fund is intended to be used 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 2022-23 will fund ammunition for the Measure W-funded officers.
- 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.
- In FY 2022-23, the Police Department's share of the recommended Economic Uncertainty reserve is approximately \$1.75 million. The overall budget projection indicates that the balance in the Measure W Economic Uncertainty Fund will stay above the program's requirement.

Police and Fire Departments
Measure W - 200 (a)
FY 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	\$ 4,665,213	\$ 5,491,575	\$ 8,155,271	\$ 9,312,191
Revenues				
Police				
Measure W Sales Tax	5,688,479	6,947,881	6,949,320	7,000,000
Investment Proceeds	78,870	2,180	-	-
	<u>5,767,349</u>	<u>6,950,061</u>	<u>6,949,320</u>	<u>7,000,000</u>
Fire				
Measure W Sales Tax	5,688,479	6,947,881	6,949,320	7,000,000
Investment Proceeds	83,128	2,269	-	-
	<u>5,771,607</u>	<u>6,950,150</u>	<u>6,949,320</u>	<u>7,000,000</u>
	<u>11,538,956</u>	<u>13,900,211</u>	<u>13,898,640</u>	<u>14,000,000</u>
Expenditures				
Police				
Salary & Benefits	4,605,229	4,759,582	4,762,262	5,416,128
Services & Supplies	541,908	639,870	928,761	979,444
Administration	115,449	97,543	120,000	140,600
	<u>5,262,586</u>	<u>5,496,995</u>	<u>5,811,023</u>	<u>6,536,172</u>
Fire				
Salary & Benefits	4,696,748	5,002,271	5,266,654	5,595,418
Services & Supplies	379,362	423,924	549,043	573,433
Administration	115,449	97,543	120,000	140,600
Equipment & Maintenance	258,449	174,154	995,000	-
	<u>5,450,008</u>	<u>5,697,892</u>	<u>6,930,697</u>	<u>6,309,451</u>
	<u>10,712,594</u>	<u>11,194,887</u>	<u>12,741,720</u>	<u>12,845,623</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity				
Police	504,763	1,453,066	1,138,297	463,828
Fire	321,599	1,252,258	18,623	690,549
	<u>826,362</u>	<u>2,705,324</u>	<u>1,156,920</u>	<u>1,154,377</u>
Ending Available Balance	\$ 5,491,575	\$ 8,196,899	\$ 9,312,191	\$ 10,466,568
Available Balance Calculation				
Current assets		\$ 8,609,945		
Current liabilities		(454,674)		
Program Commitments		-		
Ending Available Balance		<u>\$ 8,155,271</u>		

(a) The portion of Measure W Fund - 081 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 2022-23.
- Projected staffing in the Special Investigations section should result in a flat volume of asset seizure cases comparable to FY 2021-22; 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 availability of cash in the fund. Planned purchases in FY 2022-23 include ammunition and equipment for the SWAT Team.

**Police Department
Asset Seizure - 260
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 368,571	\$ 351,910	\$ 381,411	\$ 326,074
Revenues				
State/local seizures	31,196	73,316	75,111	75,000
Federal DOJ seizures	42,663	-	-	2,500
Federal Treasury seizures	1,306	-	500	500
Other Agency	-	-	-	-
Investment Proceeds	5,488	424	424	-
	80,653	73,740	76,035	78,000
Expenditures				
State/local seizures	97,314	44,239	128,872	194,294
Federal DOJ seizures	-	-	-	2,500
Federal Treasury seizures	-	-	2,500	10,158
	97,314	44,239	131,372	206,952
Transfers				
Transfer In	-	-	-	-
Transfer Out - 025	-	-	-	-
	-	-	-	-
Net Annual Activity	(16,661)	29,501	(55,337)	(128,952)
Ending Available Balance	\$ 351,910	\$ 381,411	\$ 326,074	\$ 197,122

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 purchased equipment, materials, and supplies to support criminal surveillance, communications, safety and specialized investigations in FY 2021-22. In support of the Explosive Ordnance Detail, these funds were used for continued maintenance and technological upkeep of the replacement bomb robot and training for the Explosive Ordnance Disposal Team.
- Two Community Service Officer positions remain funded through this source in FY 2022-23.
- 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 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance			<u>\$ 1,534,636</u>	<u>\$ 1,853,985</u>
Revenues				
State COPS Grant	878,283	753,949	927,289	840,000
Investment Proceeds	-	-	-	-
Reimbursements	-	-	-	-
	<u>878,283</u>	<u>753,949</u>	<u>927,289</u>	<u>840,000</u>
Expenditures				
Salary & Benefits	181,048	199,755	215,038	210,200
Services & Supplies	311,726	165,711	392,143	829,460
Other Expenses	381,646	-	759	-
	<u>874,420</u>	<u>365,466</u>	<u>607,940</u>	<u>1,039,660</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>3,863</u>	<u>388,483</u>	<u>319,349</u>	<u>(199,660)</u>
Ending Available Balance			<u>\$ 1,853,985</u>	<u>\$ 1,654,325</u>

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 2022-23.

The Board of State and Community Corrections awarded the Department \$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 were limited for the majority of FY 2021-22 due to COVID-19 restrictions however, the City began to see an uptick of events in 2022 as restrictions were lifted by the State of California. During FY 2022-23, 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. Geraldine Schmidt Trust funding of \$475,000 has been reserved for capital improvements to the Animal Shelter buildings and will be utilized in FY 2022-23 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 2022-23.

Donations for the Volunteers in Police Service and miscellaneous equipment were negligible in FY 2021-22. Any funds received are expended in support of these key programs.

Police Department
Police Special Revenue - 260
FY 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance			\$ 1,132,189	\$ 1,435,021
Revenues				
Pet Overpopulation Program	152,972	208,362	169,499	158,804
Refunds & Reimbursements	1,120,886	1,203,549	3,403,079	100,000
Other Revenue	(6,520)	115,961	251,050	47,000
Investment Proceeds	15,222	-	20,672	20,672
	<u>1,282,560</u>	<u>1,527,872</u>	<u>3,844,300</u>	<u>326,476</u>
Expenditures				
Pet Overpopulation Program	69,998	79,718	72,595	100,000
Program Expense	1,088,309	1,264,184	3,468,873	527,775
	<u>1,158,307</u>	<u>1,343,902</u>	<u>3,541,468</u>	<u>627,775</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out - Capital Fund	-	-	-	(675,771)
	<u>-</u>	<u>-</u>	<u>-</u>	<u>(675,771)</u>
Net Annual Activity	<u>124,253</u>	<u>183,970</u>	<u>302,832</u>	<u>(977,070)</u>
Ending Available Balance			\$ 1,435,021	\$ 457,951

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 Coronavirus Emergency Supplemental Funding, Office of Juvenile Justice and Delinquency Prevention Anti-Gang Programs for Youth, Department of Alcohol Beverage Control 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 2021-22 include:

- Office of Traffic Safety's DUI Enforcement, Distracted Driving, and Checkpoints – funding for various overtime missions and equipment to improve traffic safety.
- Department of Alcohol Beverage Control Policing Partnership – funding for proactive missions to combat illegal alcohol sales to minors and undercover operations equipment.
- Byrne Memorial Justice Assistance – continued funding for the San Joaquin County Firearms Reduction Consortium, which provides upgrades for the Integrated Ballistics Identification System, firearms examination equipment, investigations surveillance tools, training, and overtime for Police, Sheriff, and Probation to conduct firearms missions.

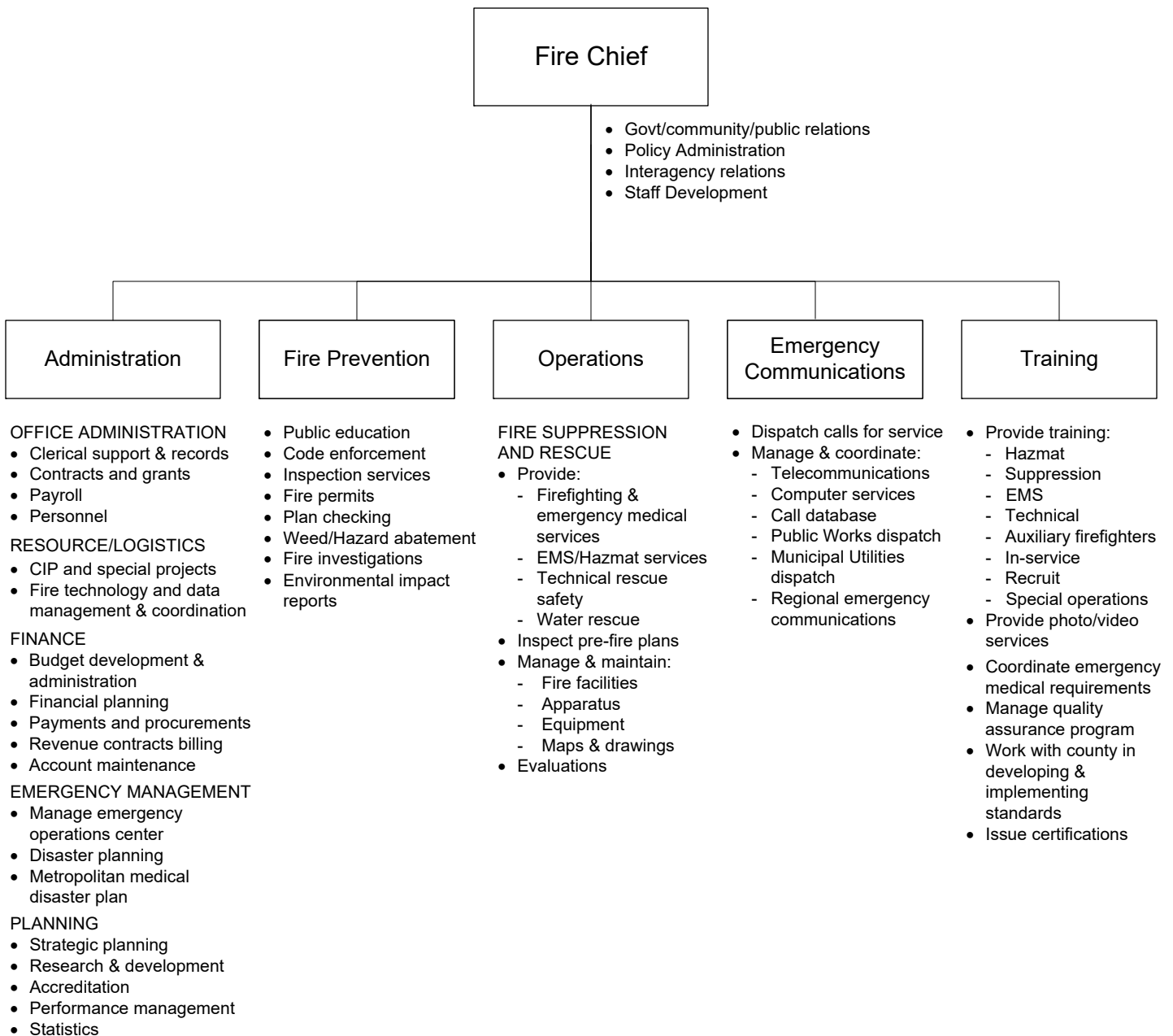
One-time grant funding is appropriated throughout the year as it is received and is not included in the Annual Budget process.

**Police Department
Special Grants - 280
FY 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance			\$ -	\$ 239,236
Revenues				
Federal Grants	430,688	135,313	1,653,757	-
State Grants	585,143	758,109	783,669	-
Other Grants / Donations	-	10,347	-	-
Investment Proceeds	-	-	-	-
	<u>1,015,831</u>	<u>903,769</u>	<u>2,437,426</u>	<u>-</u>
Expenditures				
Federal Grants	430,688	402,199	1,230,292	-
State Grants	585,143	454,620	957,656	-
Other Grants / Donations	-	30,105	10,242	-
Contract Reimbursements	-	-	-	-
	<u>1,015,831</u>	<u>886,924</u>	<u>2,198,190</u>	<u>-</u>
Transfers				
Transfer In - Grant Match - General Fund				
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity			239,236	-
Ending Available Balance			\$ 239,236	\$ 239,236



TAB 5 FIRE



FIRE DEPARTMENT



FIRE DEPARTMENT

MISSION STATEMENT

The Stockton Fire Department 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	\$21,052,676
Total Expenditures	\$67,957,318
Total Net Cost	\$46,904,642
Total Staff	239

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 checking 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 strategic priorities are to evaluate and improve service delivery, implement advanced technologies, employ sound budget practices, develop our workforce, and enhance our leadership. Strengthening community relationships will improve preparedness and enhance resiliency during emergency events. The Department can help revitalize the local economy by attracting and supporting new business through efficient fire prevention services.

FIRE DEPARTMENT

PRIOR YEAR ACCOMPLISHMENTS

Administrative Division

- Received a grant award for \$4.8 million from the Federal Emergency Management Agency's (FEMA) 2020 Staffing for Adequate Fire and Emergency Response (SAFER) grant program for the hiring of nine (9) new firefighters. The new positions will assist the Fire Department's effort to reopen Fire Station No. 1 in FY 2022-23.
- Received a grant award for \$1.18 million from the FEMA's 2020 Assistance to Firefighters grant program for the purchase of a new aerial ladder truck. The new aerial ladder truck should be delivered by April 2023.
- Successfully completed the 2018 Assistance to Firefighters grant which provided paramedic training to ten (10) Stockton Fire personnel.
- Partnered with First Alarm Wellness to create a supplemental mental health program for Stockton Fire's emergency response personnel. This program will be available to fire sworn personnel in future years to ensure access to adequate mental health services.
- Managed the Emergency Operations Center (EOC) for COVID-19 response and for increased emergency calls during special events. Coordinated emergency management training for EOC staff from all City departments.
- Completed Fire Station No. 6 carpet removal and replaced with polished concrete floor.
- Completed the procurement and installation of extractors at Fire Station No. 7 and 9 for cleaning and decontamination of firefighter structural gear.

Operations Division mobilized resources on 45,360 calls for service in 2021, which included 31,052 rescue and emergency medical service responses, 4,169 fires, 584 hazardous conditions, and over 9,500 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 1034 homeless population contacts in 2021.
- Acquired various firefighting and emergency tools, equipment, and supplies in preparation for the reopening of Fire Station No. 1 in FY 2022-23.

Fire Prevention Division completed 122 school inspections and observed 72 school fire drills for compliance with state-mandated Kindergarten to 8th grade school fire code requirements. In 2021, staff completed 8,335 inspections, 948 fire and building plan checks, 201 plan applications and project reviews, 2,282 new construction related inspections and 129 formal fire investigations. Staff conducted four community outreach events during Fire Prevention Week and participated in 132 hours of public fire safety education activities and events. Overall services performed by the division increased from the past fiscal year as the City gradually reopens and resumes normal operations with the lifting of COVID-19 restrictions.

- Provided on-line training for all fireworks vendors and distributed fireworks education lawn signs and safety information cards to the public.
- Implemented the use of the Emergency Reporting Records Management System for operational fire permits and fire inspections record management and reporting.

FIRE DEPARTMENT

Training Division

- Completed Fire Training Academy 21-2 in December 2021 and graduated seven new City of Stockton Firefighters.
- Received a one-time budget allocation for a second Fire Training Academy and started a 20-week academy in February 2022 with sixteen Firefighter trainees.
- Trained key Fire personnel for the Hazardous Materials Technician and Specialist skill levels.
- 172 Fire personnel completed approximately 21,000 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.

Emergency Communications Division processed over 172,000 requests for service or a daily average of 472 service calls in 2021, a 40% increase in service call volume from the prior year. The increase in call volume is mainly attributed to Senate Bill 438, which was enacted in October 2019, that allowed the Stockton Dispatch Center to resume its ability to receive live 9-1-1 callers to provide emergency medical dispatch services and to dispatch emergency response resources for various agencies throughout the San Joaquin County.

- Hired and trained new Fire Telecommunicator Call Takers to handle the increased volume from 9-1-1 callers as a result of the Senate Bill 438.
- Completed dispatch center expansion with the addition of workstations, communications system enhancements, software, radio and computer equipment and other equipment to handle the expanded dispatch operations.
- Installed a new radio communications center adjacent to the dispatch center to accommodate new radio trunking equipment.
- Completed training of dispatch and fire personnel for the implementation of the Fire Computer-Aided Dispatch (CAD) System upgrade and using the Rapid Deploy Mapping System for more efficient receipt and management of emergency service calls.
- Implemented Tablet Command System 2-way status to reduce radio traffic.
- Completed integration of fire station G2 Voice Alert Automatic Dispatch System on primary dispatch channels.

KEY CONSIDERATIONS

The Fire Department FY 2022-23 Annual Budget includes funds to operate Fire Station No. 1 (located at 1818 Fresno Avenue), which is scheduled to reopen in January 2023. The reopening of this company will provide much-needed relief to surrounding fire stations and decrease response times to surrounding neighborhoods. A total of thirteen fire stations, thirteen fire engines, and three ladder trucks will be providing fire protection and emergency services to the community in FY 2022-23. Six fire engines, which were purchased using American Rescue Plan (ARP) Coronavirus Recovery funds, are scheduled for completion and delivery by spring 2023 and will replace engines in the City's fleet of heavy fire equipment that have exceeded 15 years of front-line service life.

FIRE DEPARTMENT

The budget includes payroll appropriation for 193 sworn (includes nine SAFER grant funded positions) and 46 non-sworn full-time staff, and part-time staff. A total of six new full-time positions are incorporated in the budget to provide the needed support and to meet the demands of increased workload resulting from new outside agency requirements, the expansion of City's emergency management efforts, and the growing emergency call volume. Daily staffing levels will be maintained at three personnel on fire engines and four personnel on ladder trucks.

There is a constant need to fill and train new firefighters due to retirements and separations. The Fire Department budget includes a 20% increase in allocation to conduct a Fire Academy to meet the demands for replacement staff. The cost of conducting a Fire Training Academy continues to increase due to rising costs of instructors, personnel protective equipment, and training supplies because of inflation and supply chain issues. Due to the anticipated number of employees eligible for retirement in the upcoming fiscal years, an additional appropriation to conduct a second Fire Academy is included in the department's annual budget beginning FY 2022-23 to fill a high number of anticipated vacancies. The appropriation includes funds to cover the increased cost of instructors, personal protective equipment for recruits, training materials, books, and certifications.

Fire Department and Information Technology Department are working collaboratively to identify a software application that can be fully integrated with the new Munis City system to fully automate both workforce scheduling and payroll entry. Kronos Workforce Telestaff software was purchased in September 2017 to efficiently manage and automate scheduling of Fire sworn personnel. Integration to the new City system will require enhancements to the current scheduling software while the search for a replacement Fire scheduling and payroll software is in progress. The cost of the enhancements/upgrade is incorporated in the budget.

An interfund loan was granted to the Fire Department in FY 2020-21 to pay for necessary improvements to implement changes in the Fire Dispatch Center to be able to handle the expansion of dispatch operations as a result of the Senate Bill 438 legislation. The department will be receiving a reimbursement of its share of surplus funds as a result of the termination of the Fire Dispatch Joint Exercise of Powers Agreement in June 2021. The reimbursed funds will be used for early repayment of the entire amount of the interfund loan in FY 2022-23.

The Fire Station Exterior Painting Project, which involves painting the exteriors of seven fire stations (Stations 3, 4, 5, 7, 10, 11, and 14), began in February 2022. Staff are also working with Public Works and Information Technology to complete Fire Station No. 1 Restoration Project. The project includes a new HVAC system, windows, apparatus bay doors, minor plumbing and electrical upgrades, technology hardware, landscaping, and general exterior and interior improvements. Both projects are scheduled for completion in fall 2022. The Fire Department will continue to work with both departments on the Dispatch Center Uninterruptible Power Supply (UPS) System Project to replace the end-of-life UPS equipment that provides continuous emergency back-up power at the Stockton Dispatch Center.



Fire Department
FY 2022-23 Annual Budget

	General Fund 100	Emergency Communication 100-130	Development Services 220	Measure W 200
	<i>See Page E-11</i>	<i>See Page E-13</i>	<i>See Page E-15</i>	<i>See Page E-17</i>
Beginning Available Balance		\$ 303,430		
Revenues				
Taxes	-	-	-	7,000,000
Program Revenue	5,618,083	4,557,132	3,157,461	-
Other Revenue	-	-	-	-
	5,618,083	4,557,132	3,157,461	7,000,000
Expenditures				
Salary & Benefits	38,462,207	3,216,287	-	5,595,418
Services & Supplies	14,166,098	1,034,201	-	573,433
Administration Overhead	-	307,518	-	140,600
Fire Prevention & Education	-	-	3,765,320	-
Debt Service	-	505,512	-	-
Capital Outlay	50,600	120,000	-	-
	52,678,905	5,183,518	3,765,320	6,309,451
Transfers				
Transfer In	-	720,000	-	-
Transfer Out	-	-	-	-
	-	720,000	-	-
Net Annual Activity	(47,060,822)	93,614	(607,859)	690,549
Ending Available Balance		\$ 397,044		

Fire Department, Continued
FY 2022-23 Annual Budget

	Special Revenue 260	Fire Total
	<u>See Page E-19</u>	
Beginning Available Balance		
Revenues		
Taxes	-	7,000,000
Program Revenue	-	13,332,676
Other Revenue	-	-
	<u>-</u>	<u>20,332,676</u>
Expenditures		
Salary & Benefits	-	47,273,912
Services & Supplies	20,124	15,793,856
Administration Overhead	-	448,118
Fire Prevention & Education	-	3,765,320
Debt Service	-	505,512
Capital Outlay	-	170,600
	<u>20,124</u>	<u>67,957,318</u>
Transfers		
Transfer In	-	720,000
Transfer Out	-	-
	<u>-</u>	<u>720,000</u>
Net Annual Activity	<u>(20,124)</u>	<u>(46,904,642)</u>
Ending Available Balance		
	Revenues	\$ 20,332,676
	Transfers	720,000
	Total Sources	<u>\$ 21,052,676</u>
	Expenditures	\$ 67,957,318
	Transfers	-
	Total Appropriations	<u>\$ 67,957,318</u>



**Fire Department
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Total Fire Department				
Employee Services	\$ 33,153,662	\$ 34,544,771	\$ 36,973,427	\$ 38,462,207
Other Services	7,995,053	8,324,771	9,548,266	9,628,835
Materials and Supplies	1,062,410	1,291,220	1,642,911	1,441,727
Other Expenses	3,146,327	2,463,490	2,513,618	3,095,536
Capital Outlay	225,682	237,598	417,614	50,600
Total	<u>\$ 45,583,134</u>	<u>\$ 46,861,850</u>	<u>\$ 51,095,836</u>	<u>\$ 52,678,905</u>

Administration

Employee Services	2,041,927	2,168,614	2,074,627	2,388,597
Other Services	466,066	395,076	495,979	627,187
Materials and Supplies	25,925	30,986	29,701	35,398
Other Expenses	3,100,835	2,395,171	2,370,018	2,443,967
Total	<u>5,634,753</u>	<u>4,989,847</u>	<u>4,970,325</u>	<u>5,495,149</u>

Fire Suppression

Employee Services	29,943,379	31,124,607	33,531,241	34,622,884
Other Services	4,792,468	4,975,453	5,510,264	5,399,564
Materials and Supplies	951,124	971,712	1,199,110	1,161,842
Other Expenses	-	7,625	3,500	5,300
Capital Outlay	175,814	237,598	361,000	50,600
Total	<u>35,862,785</u>	<u>37,316,995</u>	<u>40,605,115</u>	<u>41,240,190</u>

Safe and Sane Fireworks Program

Employee Services	33,014	53,192	54,196	80,157
Other Services	4,642	3,838	3,442	5,296
Materials and Supplies	8,364	8,022	9,500	10,167
Total	<u>46,020</u>	<u>65,052</u>	<u>67,138</u>	<u>95,620</u>

Training/Emergency Services

Employee Services	1,073,523	1,198,356	1,313,363	1,370,569
Other Services	291,203	320,768	341,584	363,213
Materials and Supplies	70,381	279,393	404,600	234,320
Other Expenses	45,194	60,645	140,100	646,269
Capital Outlay	13,487	-	-	-
Total	<u>1,493,789</u>	<u>1,859,162</u>	<u>2,199,647</u>	<u>2,614,371</u>

Dispatch

Employee Services	61,819	2	-	-
Other Services	2,440,674	2,629,636	3,196,997	3,233,575
Materials and Supplies	6,616	1,107	-	-
Other Expenses	298	50	-	-
Capital Outlay	36,381	-	56,614	-
Total	<u>2,545,788</u>	<u>2,630,795</u>	<u>3,253,611</u>	<u>3,233,575</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 starting in FY 2016-17. The Authority dissolved 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

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

- Complete the recruitment of vacant Fire Dispatch positions including two new Fire Telecommunicator Call Taker positions approved in FY 2022-23 to achieve full staffing by December 2022; Including a Quality Assurance (QA)/Quality Improvement (QI) position for compliance with dispatch call processing standards.
- 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.
- Seek potential revenue sources through contract services with additional fire protection agencies in San Joaquin County.
- Identify and set-up a back-up/secondary location for dispatch center operations for uninterrupted phone and dispatch services during emergencies.
- Complete additional dispatch center improvements, which include procurement and installation of video monitors and radio consolette (desk top radio) equipment for new positions.
- Complete installation of Automatic Vehicle Location (AVL) software on all fire apparatus of contracted agencies for tracking and efficient dispatch of resources to emergency incidents.
- Complete the International Academies of Emergency Dispatch (IAED) Accredited Center of Excellence ACE) Re-Accreditation process. The ACE designation is reserved for high-performing agencies that consistently put in the work to achieve excellence in medical dispatch.
- The Emergency Communications fund received an interfund loan in FY 2020-21 for improvements and expansion of the dispatch center to handle increased call volume resulting from Senate Bill 438. The loan will be fully repaid by FY 2022-23 from the reimbursement of surplus funds distributed following the dissolution of the Authority via transfer from the General Fund.

Fire Department
Emergency Communications - 100-130
FY 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	\$ -	\$ -	\$ 437,828	\$ 303,430
Revenues				
Contract Revenue	3,064,501	3,650,153	1,443,000	1,432,200
Reimbursements	105,290	115,191	2,929,751	3,124,932
	<u>3,169,791</u>	<u>3,765,344</u>	<u>4,372,751</u>	<u>4,557,132</u>
Expenditures				
Employee Services	2,206,590	2,723,430	3,001,706	3,216,287
Equipment & Technology	685,010	741,549	706,520	871,335
Supplies	30,619	19,311	14,250	43,300
Utilities & Maintenance	95,938	95,371	107,956	119,566
Administrative Expenses	151,634	182,887	210,229	307,518
Debt Service	-	-	300,000	505,512
Capital Outlay	-	344,968	166,488	120,000
	<u>3,169,791</u>	<u>4,107,516</u>	<u>4,507,149</u>	<u>5,183,518</u>
Transfers				
Transfer In - General Fund	-	780,000	-	720,000
Transfer Out	-	-	-	-
	<u>-</u>	<u>780,000</u>	<u>-</u>	<u>720,000</u>
Net Annual Activity	<u>-</u>	<u>437,828</u>	<u>(134,398)</u>	<u>93,614</u>
Ending Available Balance	<u>\$ -</u>	<u>\$ 437,828</u>	<u>\$ 303,430</u>	<u>\$ 397,044</u>
Available Balance Calculation				
Current assets		\$ 877,713		
Current liabilities		(439,885)		
Ending Available Balance		<u><u>\$ 437,828</u></u>		

FIRE DEPARTMENT

DEVELOPMENT SERVICES 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 continue to focus on the following initiatives in FY 2022-23:

- Recruit for a new Fire Investigator position approved in the FY 2022-23 Annual Budget to increase the number of completed investigations of suspicious fire incidents.
- Recruit for one additional full-time Office Specialist position to coordinate, monitor, and assist in the collection of fees, and for timely processing and issuance of operational fire permits.
- Train the division's new Plan Checker who will be handling workload associated to the City's master services and general growth plan.
- Implement restructured fees recommended from the Fire Prevention Matrix Fee Study.
- Complete the implementation of the inspection module of Fire Department's Emergency Reporting Records Management System to include R-2 and school inspection programs.
- Continue to develop a tracking method and initiate data upload for private fire hydrants into the Emergency Reporting Records Management System 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.
- Complete the implementation of inspections and issuance of operational permits for food trucks.

**Fire Department
Development Services - 220 (a)
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Revenues				
Fire Prevention				
User Fees	\$ 2,713,547	\$ 2,640,256	\$ 3,019,142	\$ 3,050,867
Fines & Penalties	49,968	97,315	107,707	105,094
Other Revenue	1,160	1,341	1,500	1,500
	2,764,675	2,738,912	3,128,349	3,157,461
Expenditures				
Fire Prevention	2,434,639	2,840,887	3,040,810	3,765,320
Fire Public Education	17,252	-	-	-
	2,451,891	2,840,887	3,040,810	3,765,320
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	(1,653,000)	-
	-	-	(1,653,000)	-
Net Annual Activity	\$ 312,784	\$ (101,975)	\$ (1,565,461)	\$ (607,859)

(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 eight 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 revenues will continue to pay for 25 firefighting positions.
- Measure W proceeds are anticipated to increase by 1% from the current year-end projection.
- 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 provide funds for the purchase of supplies and equipment.
- The reopening of Fire Station No.1 requires a new frontline fire apparatus to safely and reliably support the call volume of the fire station. The Measure W Economic Uncertainty Fund was used to purchase one new fire engine, which will be completed and delivered in fall 2022.
- 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.
- In FY 2022-23, the Fire Department's share of the recommended Economic Uncertainty reserve is approximately \$1.75 million. The overall budget projection indicates that the balance in the Measure W Economic Uncertainty Fund will stay above the program's requirement.
- Sales tax revenues have experienced a strong recovery after initial declines in the first few quarters of the COVID-19 pandemic. This combined with staff vacancies has increased 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. Negotiations are currently underway with the City's four public safety unions. Once the financial impacts of negotiations are known, fiscal staff will identify if revenues are sufficient to fund additional staff positions.

**Fire Department
Measure W - 200 (a)
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Revenues				
Measure W Sales Tax	\$ 5,688,479	\$ 6,947,881	\$ 6,949,320	\$ 7,000,000
Investment Proceeds	83,128	2,269	-	-
	5,771,607	6,950,150	6,949,320	7,000,000
Expenditures				
Salary & Benefits	4,696,748	5,002,271	5,266,654	5,595,418
Services & Supplies	379,362	423,924	549,043	573,433
Administration Overhead	115,449	97,543	120,000	140,600
Equipment & Maintenance	258,449	174,154	995,000	-
	5,450,008	5,697,892	6,930,697	6,309,451
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	-	-	-	-
Net Annual Activity	\$ 321,599	\$ 1,252,258	\$ 18,623	\$ 690,549

(a) The total Measure W Fund - 200 is presented with the Police Department budget on page D-11.

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

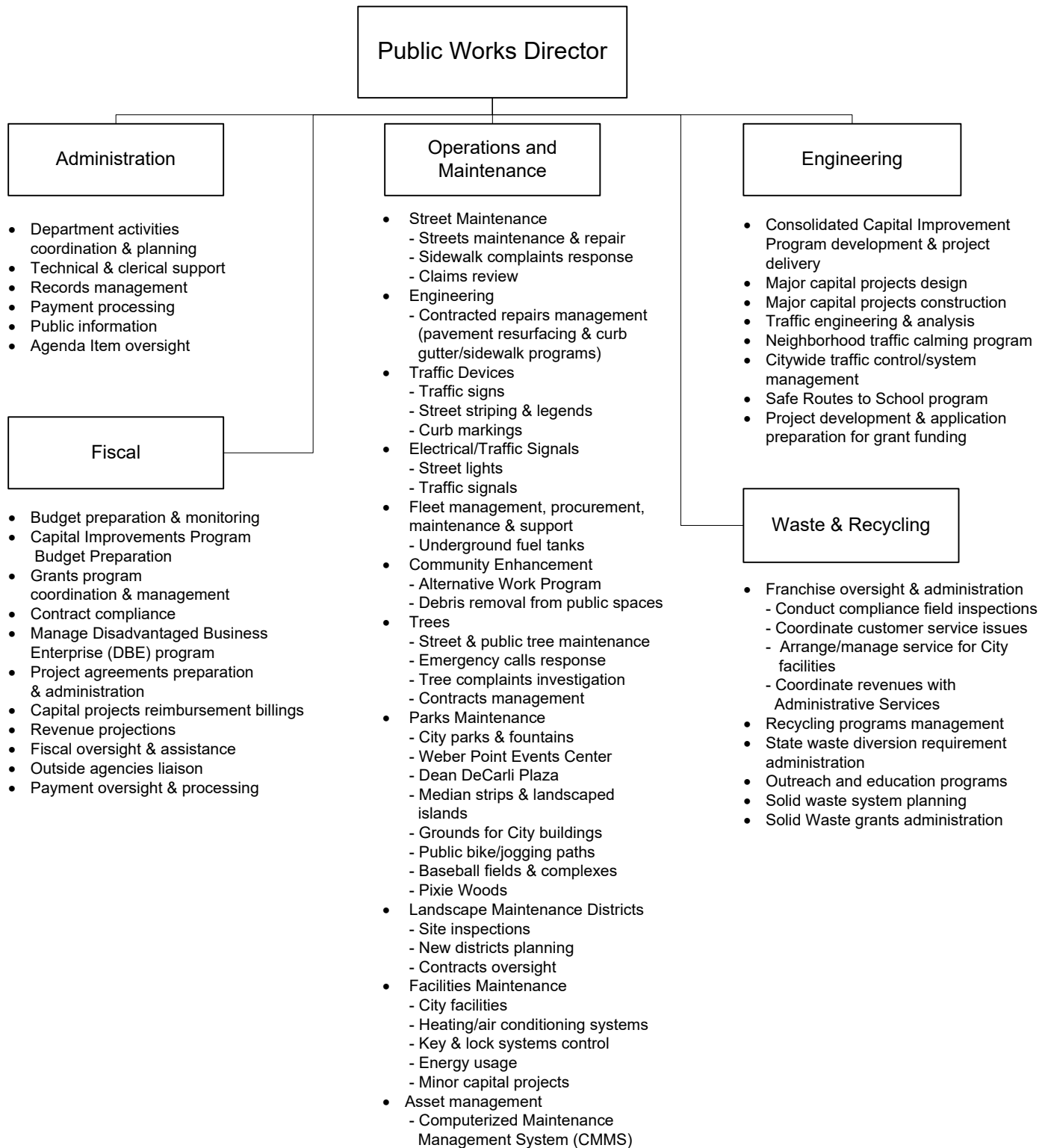
The projected available balance is fully appropriated in anticipation of costs for additional training in specialized emergency rescue operations needed by new firefighters and supplies and equipment for new programs.

**Fire Department
Special Revenue - 260
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance			\$ 48,315	\$ 33,845
Revenues				
Program Revenue	\$ 136		\$ -	\$ -
Donations	-	13,493.00	-	-
Other Revenue	1,368		-	-
	1,504	13,493	-	-
Expenditures				
Program Expenses	23,198	668	14,470	20,124
	23,198	668	14,470	20,124
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	-	-	-	-
Net Annual Activity	\$ (21,694)	\$ 12,825	\$ (14,470)	\$ (20,124)
Ending Available Balance			\$ 33,845	\$ 13,721
Available Balance Calculation				
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	\$51,419,415
Total Expenditures	\$72,078,938
Total Net Cost	\$20,659,523
Total Staff	169

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, including:

- Residential trash, recycling, and organic waste collection
- Commercial and industrial waste and recycling collection
- Recycling education and outreach
- Clean City Initiative (public recycling 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.

- 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.

PUBLIC WORKS DEPARTMENT

- The Community Enhancement program removes weeds, graffiti, and illegally dumped debris from public right-of-way.
- 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. In addition, new in FY 2022-23 is the approved General Fund funding of the Mormon Slough Waterway Cleanup project. Separate State funding is being sought and if approved, the General Funds will be reprogrammed to other high priority programs including the Neighborhood Traffic Management Program. Waste and Recycling operations will focus on implementing franchise provisions designed to comply with state mandates, providing expanded outreach and educational

PUBLIC WORKS DEPARTMENT

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 2021-22.

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 8,455 potholes and installed over 2,300 signs, replaced sidewalks at 74 locations, replaced 107 street light or traffic signal poles, removed over 1,378 tons of debris from Mormon Slough, and replaced five park playgrounds.

Waste and Recycling implemented 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 32 Clean City Initiative events were completed collecting 151 tons of trash, 43 tons of green waste, 207 tons of electronic waste, 15 tons in confidential paper shredding, 828 mattresses/box springs, 723 appliances, and 577 tires from 3,248 customer vehicles, distributed 3,600 bags of compost, installed 15 new public recycling containers in downtown Stockton, managed the successful implementation of the Phase 1 Utility Billing Conversion project affecting California Water Service area customers, provided virtual elementary school assemblies to promote litter reduction, recycling and positive behavioral change at school and at home, responded to 928 Ask Stockton customer service requests, coordinated 28 departmental e-waste collections resulting in over 93,000 lbs. of e-waste recycled, distributed over 550 informational tags to customers with uncontainerized leaf piles, processed over 2,000 illegally dumped mattresses through the Bye Bye Mattress program, coordinated with the garbage franchise haulers to service over 7,400 residential Clean Sweep collections, and managed the online recycling guide, StocktonRecycles.com.

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 2022-23 budget fully funds the park and street landscape

PUBLIC WORKS DEPARTMENT

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 City Hall to the Waterfront Office Towers 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 2022-23 Annual Budget**

	General Fund 100	Street Maintenance Gas Tax 240-242	Measure K Street Maintenance 250-252	Waste and Recycling 255
	<i>See Page F-11</i>	<i>See Page F-13</i>	<i>See Page F-15</i>	<i>See Page F-17</i>
Beginning Available Balance		\$ 4,535,423	\$ 3,637,704	\$ 5,033,866
Revenues				
State Gas Tax	-	16,560,677	-	-
Measure K Sales Tax	-	-	8,842,483	-
Assessments	-	-	-	-
User Fees	-	-	-	3,405,450
Interfund Project Charges	-	-	-	-
Other Revenue	37,159	10,000	-	-
	37,159	16,570,677	8,842,483	3,405,450
Expenditures				
Salary and benefits	7,598,571	4,678,516	-	1,706,921
Operating expenses	11,702,855	3,478,645	4,475,727	2,378,586
Debt service	-	-	-	-
Capital outlay	-	1,278,000	1,486,400	-
	19,301,426	9,435,161	5,962,127	4,085,507
Transfers				
Transfer In	-	-	71,400	-
Transfer Out	-	(6,036,260)	(3,326,680)	-
	-	(6,036,260)	(3,255,280)	-
Net Annual Activity	(19,264,267)	1,099,256	(374,924)	(680,057)
Ending Available Balance		\$ 5,634,679	\$ 3,262,780	\$ 4,353,809

Public Works Department, Continued
FY 2022-23 Annual Budget

	Landscape and Lighting Maintenance 270	Capital Project Administration 300	Fleet Services 500	Public Works Total
	<i>See Page F-20</i>		<i>See Page N-9</i>	
	\$ 14,496,946	\$ -	\$ 11,637,904	
Revenues				
State Gas Tax	-	-	-	16,560,677
Measure K Sales Tax	-	-	-	8,842,483
Assessments	4,045,567	-	-	4,045,567
User Fees	-	-	13,862,409	17,267,859
Interfund Project Charges	-	4,385,670	-	4,385,670
Other Revenue	-	-	270,000	317,159
	4,045,567	4,385,670	14,132,409	51,419,415
				-
Expenditures				
Salary and benefits	-	4,385,670	-	18,369,678
Operating expenses	5,519,644	-	9,402,935	36,958,392
Debt service	-	-	487,716	487,716
Capital outlay	-	-	4,200,000	6,964,400
	5,519,644	4,385,670	14,090,651	62,780,186
				-
Transfers				
Transfer In	-	-	-	-
Transfer Out	(7,212)	-	-	(9,298,752)
	(7,212)	-	-	(9,298,752)
Net Annual Activity	(1,481,289)	-	41,758	(20,659,523)
	\$ 13,015,657	\$ -	\$ 11,679,662	

Revenues	\$ 51,419,415
Transfers	-
Total Sources	\$ 51,419,415

Expenditures	\$ 62,780,186
Transfers	9,298,752
Total Appropriations	\$ 72,078,938



**Public Works Department
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Total Public Works Department				
Employee Services	\$ 6,235,146	\$ 6,685,861	\$ 6,916,781	\$ 7,598,571
Other Services	7,746,030	9,034,125	10,177,135	10,630,220
Materials and Supplies	745,849	816,089	910,811	964,519
Other Expenses	88,473	88,417	33,980	108,116
Capital Outlay	15,470	-	-	-
Total	<u>\$ 14,830,968</u>	<u>\$ 16,624,492</u>	<u>\$ 18,038,707</u>	<u>\$ 19,301,426</u>
Administration				
Employee Services	1,271,018	2,301,314	2,423,820	2,642,389
Other Services	303,569	950,947	812,544	781,207
Materials and Supplies	12,891	82,118	41,830	84,015
Other Expenses	7,169	9,658	14,660	45,016
Total	<u>1,594,647</u>	<u>3,344,037</u>	<u>3,292,854</u>	<u>3,552,627</u>
Operations & Maintenance				
Employee Services	1,794,151	1,052,504	1,075,034	1,222,515
Other Services	651,173	492,662	471,309	723,377
Materials and Supplies	32,833	13,323	22,100	18,500
Other Expenses	14,388	993	9,700	19,500
Total	<u>2,492,545</u>	<u>1,559,482</u>	<u>1,578,143</u>	<u>1,983,892</u>
Parks & Street Trees				
Employee Services	989,467	1,059,691	1,161,517	1,118,708
Other Services	5,126,398	5,837,836	6,873,429	7,032,747
Materials and Supplies	230,007	166,161	266,367	410,981
Other Expenses	47,353	28,874	620	19,600
Total	<u>6,393,225</u>	<u>7,092,562</u>	<u>8,301,933</u>	<u>8,582,036</u>
Facilities Maintenance				
Employee Services	2,180,510	2,272,352	2,256,410	2,614,959
Other Services	1,664,890	1,752,680	2,019,853	2,092,889
Materials and Supplies	470,118	554,487	580,514	451,023
Other Expenses	19,563	48,892	9,000	24,000
Capital Outlay	15,470	-	-	-
Total	<u>4,350,551</u>	<u>4,628,411</u>	<u>4,865,777</u>	<u>5,182,871</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 2022-23 RMRA funding allocation is estimated to be almost \$7.3 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
- \$328,000 is allocated to the Streetlight Pole Replacement Project
- \$200,000 is allocated to the Street Restriping Project
- \$250,000 is allocated to the Street Furniture Painting 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 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 6,352,347	\$ 7,767,761	\$ 2,809,983	\$ 4,535,423
Revenues				
State Gas Tax	10,074,402	12,803,636	14,939,556	16,560,677
Prop 42 Replacement Gas Tax	2,537,478	-	-	-
Refunds and reimbursements	103,619	92,722	111,280	-
Investment Proceeds	212,236	114,199	9,196	10,000
	12,927,735	13,010,557	15,060,032	16,570,677
Expenditures				
Salary and benefits	3,847,276	3,554,344	3,860,182	4,678,516
Maintenance and repair services	204,996	537,715	373,854	331,000
Insurance premiums	130,659	149,804	175,410	215,559
Auto equipment rental	952,618	1,019,460	1,136,359	1,175,845
Computer/Tech/Operating support	233,779	186,677	171,327	142,591
Engineering services	(950)	-	-	-
Construction services	4,418	-	40,000	80,327
Materials and supplies	274,967	100,760	217,851	319,000
Fuels - gas/oil/propane	109,131	112,727	150,000	149,828
All other expenses	899,934	913,675	1,025,609	1,064,495
Capital projects	4,855,493	3,025,251	4,734,000	1,278,000
	11,512,321	9,600,413	11,884,592	9,435,161
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	(714,023)	(1,450,000)	(6,036,260)
	-	(714,023)	(1,450,000)	(6,036,260)
Net Annual Activity	1,415,414	2,696,121	1,725,440	1,099,256
Ending Available Balance	\$ 7,767,761	\$ 10,463,882	\$ 4,535,423	\$ 5,634,679
Available Balance Calculation				
Current assets		\$ 11,207,912		
Current liabilities		(744,034)		
Fund balance		10,463,878		
Capital Appropriation		(7,653,895)		
Ending Available Balance		\$ 2,809,983		

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 2022-23 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 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 15,981,295	\$ 19,977,046	\$ (8,022,483)	\$ 3,637,704
Revenues				
Sales Tax	5,490,483	6,357,606	5,816,025	8,842,483
Intergovernmental Revenue	1,092,577	2,707,353	13,690,926	-
Investment Proceeds	815,585	25,482	178,139	-
Other Revenues	651,162	23,640	-	-
	8,049,807	9,114,081	19,685,090	8,842,483
Expenditures				
Operating	2,713,290	3,009,475	3,815,361	4,475,727
Capital projects	1,233,408	2,166,939	922,000	1,486,400
	3,946,698	5,176,414	4,737,361	5,962,127
Transfers				
Transfer In	-	-	-	71,400
Transfer Out	-	(4,231,102)	(3,287,542)	(3,326,680)
	-	(4,231,102)	(3,287,542)	(3,255,280)
Net Annual Activity	4,103,109	(293,435)	11,660,187	(374,924)
Ending Available Balance	\$ 20,084,404	\$ 19,683,611	\$ 3,637,704	\$ 3,262,780
Available Balance Calculation				
Current assets		\$ 21,345,043		
Current liabilities		(1,668,834)		
Fund balance		19,676,209		
Capital Appropriation		(27,698,692)		
Ending Available Balance		\$ (8,022,483)		

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 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	\$ 2,227,721	\$ 2,730,619	\$ 4,484,372	\$ 5,033,866
Revenues				
Recycling Fees	1,908,515	3,194,270	3,168,622	3,405,450
Investment Proceeds	70,395	48,032	-	-
Other Revenues	41,583	36,500	-	-
	<u>2,020,493</u>	<u>3,278,802</u>	<u>3,168,622</u>	<u>3,405,450</u>
Expenditures				
Salaries and Benefits	1,029,673	1,066,280	1,307,273	1,706,921
Rents and Support	124,606	90,266	122,116	167,553
Professional & Special Services	145,527	97,809	801,840	1,399,994
Materials and Supplies	36,223	54,782	27,659	265,320
Training & Travel	12,100	5,227	9,467	76,200
Indirect Costs	88,941	208,019	34,670	208,019
All Other Expenses	80,525	2,666	232,313	261,500
	<u>1,517,595</u>	<u>1,525,049</u>	<u>2,535,338</u>	<u>4,085,507</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out - Capital	-	-	(83,790)	-
	<u>-</u>	<u>-</u>	<u>(83,790)</u>	<u>-</u>
Net Annual Activity	502,898	1,753,753	549,494	(680,057)
Ending Available Balance	\$ 2,730,619	\$ 4,484,372	\$ 5,033,866	\$ 4,353,809
Available Balance Calculation				
Current assets		\$ 4,532,367		
Current liabilities		(47,995)		
Ending Available Balance		<u>\$ 4,484,372</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 7.12% to align with 2021 Consumer Price Index (CPI).

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

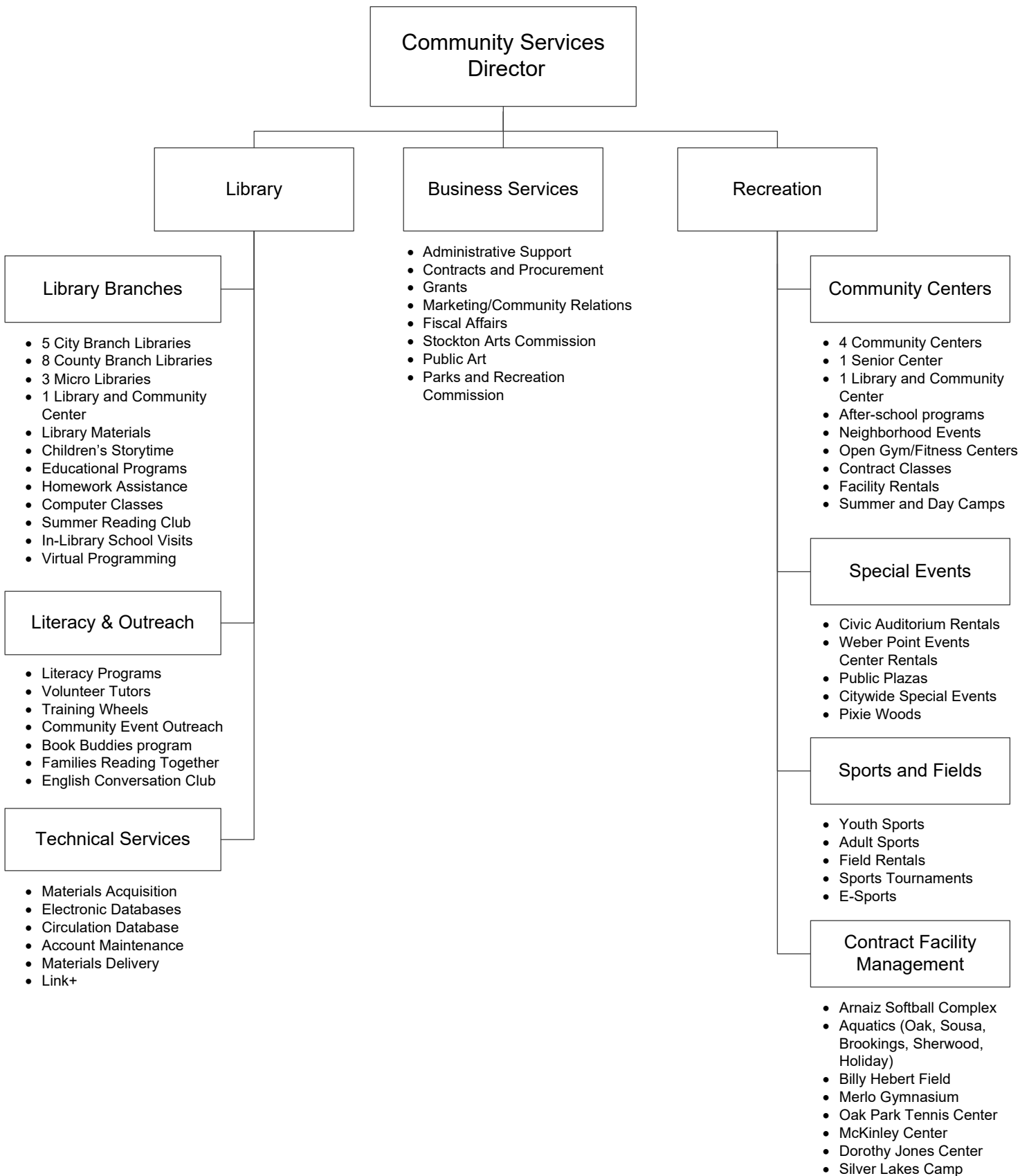
KEY CONSIDERATIONS

The assessment will remain the same for FY 2022-23 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 7.12% to align with the 2021 Consumer Price Index.

**Public Works Department
Maintenance Districts - 270
FY 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	\$ 13,923,988	\$ 14,860,664	\$ 15,296,247	\$ 14,496,946
Revenues				
Assessments				
Lighting Maintenance Districts	15,821	15,821	15,813	16,932
Landscape Maintenance Districts	3,457,707	3,729,006	3,750,687	4,028,635
Investment Proceeds	587,976	(83,629)	-	-
	<u>4,061,504</u>	<u>3,661,198</u>	<u>3,766,500</u>	<u>4,045,567</u>
Expenditures				
Operations				
Lighting Maintenance Districts	13,712	2,008	1,000	56,275
Landscape Maintenance Districts	3,111,116	3,212,980	4,557,589	5,463,369
	<u>3,124,828</u>	<u>3,214,988</u>	<u>4,558,589</u>	<u>5,519,644</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	(7,212)	(7,212)
	<u>-</u>	<u>-</u>	<u>(7,212)</u>	<u>(7,212)</u>
Net Annual Activity	936,676	446,210	(799,301)	(1,481,289)
Ending Available Balance	<u>\$ 14,860,664</u>	<u>\$ 15,306,874</u>	<u>\$ 14,496,946</u>	<u>\$ 13,015,657</u>
Available Balance Calculation				
Current Assets		\$ 15,454,841		
Current Liabilities		(158,594)		
Ending Available Balance		<u>\$ 15,296,247</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	\$31,529,738
Total Expenditures	\$35,202,135
Total Net Cost	\$3,672,397
Total Staff	122

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 support this goal as well as high-speed internet access, computer and technology labs, books, music, movies, electronic research tools, and digital format materials.

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 and 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 and personal health and well-being of Stockton residents. Recreation programs are known to foster physical health, promote social equity, build life skills, and strengthen community bonds. Through its facilities, the Department offers youth and adult sports leagues, special events, senior programs, supplemental food distribution, afternoon supper for youth, day camps, after-school programs, instructional classes, and a variety of other community engagement events and activities.

Recreation facilities include community centers, soccer and ball field complexes, swimming pools, and special event venues such as the Civic Auditorium, Weber Point Events Center, and Pixie Woods children's theme park. Some facilities and programs are operated by the City directly, some are jointly used with other agencies, and others are contracted out 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

The Department oversees the City golf course operations. Golf is offered to residents at the City's Swenson Golf Course through a 15-year lease agreement with Kemper Sports Management, Inc., which began January 2020. Van Buskirk Golf Course was closed July 31, 2019, due to a decline in golf play and the increasing General Fund subsidy required to operate the property as a golf course. The City continues to maintain the land while staff plans the future re-use of the property as a recreation amenity.

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 strategic work plan specifically in the areas of working with education partners to improve student outcomes, improving quality of life, and creating improved infrastructure.

In support of Council strategy #4 to positively impact the overall community well-being, Library goals for the coming year include:

- Implementing a new event calendar and customer engagement platform.
- Restoring in-person programming to pre-pandemic levels.
- Introducing a new level of family literacy engagement.

Recreation goals focused on increasing community engagement include:

- Upgrading and improving sport fields and complexes.
- Enhancing teen programming.
- Bringing recreation programs to local parks and communities.
- Continuously evaluating all program offerings.

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

- Opening the new northeast Library and Community Center.
- Approving design for the Chavez Central Library remodel project.
- Completing the Stockton Soccer Complex renovations adding more lights, parking, and a playground for young children.
- Repairing and renovating pools, including McKinley Park, Victory Park, and Sousa Park pools.
 - The McKinley Park Renovation, which received \$8.5 million in State grant funds from Proposition 68, is currently in the design phase of the project. These funds will be used to renovate the park while Strong Communities and state funds will be used toward the pools.

PRIOR YEAR ACCOMPLISHMENTS

The Department's major accomplishments include continuing to provide an array of award-winning virtual programming for all ages (for example, the Library won an Action on Behalf of

COMMUNITY SERVICES DEPARTMENT

Children award for its virtual programs to youth during the pandemic), successfully offering virtual Summer Reading and Book Buddies programs, and receiving a grant from the California State Library to circulate 63 Chromebook and hotspot kits. These kits were sent to branches all over the County and are available for checkout for three weeks at a time. The Department also increased its sports programming by including free programs for youth, community center-based camp programs, and special events to engage residents in arts and social activities. In addition, Community Centers have redesigned and implemented curriculum-based after-school programs focusing on academic and social development.

The COVID pandemic necessitated the temporary closure of facilities, including libraries, community centers, rental facilities, and sports fields and complexes. Library and Recreation staff developed a robust slate of online virtual programs including arts and crafts, story-times, sports tips and drills, book clubs, and social media posts to highlight different resources available online. As Libraries reopened, the checkout of physical materials rebounded, site visits steadily grew, and computer use was again in demand. The Library partnered with two more school districts to provide access to the Library's Overdrive eBook collection for area students and continued to promote virtual class visits to demonstrate online homework help, test preparation, and research resources.

Recreation transitioned back to in-person activities with youth sports clinics, youth and adult sports leagues, and most normal activities in the community centers including after-school and seasonal camps. Staff continues to distribute over 5,000 meals on average per month through the community centers.

KEY CONSIDERATIONS

Key considerations for FY 2022-23 include:

- Deploying library and recreation programming to the most under-served parts of the community.
- Opening and activating the new Northeast Library and Recreation Community Center.
- Replacing the aging Bookmobile and Self-Check Machines for Libraries.
- Awarding a contract and receiving a design for the Chavez Central Library Remodel.
- Piloting a van program enabling more diverse Recreation programming such as trips to regional museums, parks, Pixie Woods, college campus visits, and senior trips.
- Awarding a construction contract to repair and renovate McKinley Park pool.
- Managing existing Community Services capital projects.
- Awarding the construction contract to replace the Victory Park pool.
- Focusing staff resources on improving program quality and evaluation.

COMMUNITY SERVICES DEPARTMENT

New budgeted Community Services Department expenses in FY 2022-23 are summarized in the following table.

New Request	Description Summary	Funding Source	Approved Amount
Northeast Stockton Library and Community Center Operating Expense	Startup expenses for operations	Measure M/Strong Communities	\$1,313,000
Bookmobile Replacement	Replace 17-year-old Bookmobile with new ADA compliant and more eco-friendly model	Measure M/Strong Communities Reimbursement from San Joaquin County Library System Agreement	\$150,000 \$150,000
Self-Check Replacement Project Hardware Only	Replace failing self-check machines for Library System	Measure M/Strong Communities Reimbursement from San Joaquin County Library System Agreement	\$75,000 \$75,000
Self-Check Replacement Project: Annual Maintenance	Annual maintenance and electronic payment compliance	Measure M/Strong Communities-Ongoing Reimbursement from San Joaquin County Library System Agreement-Ongoing	\$17,000 \$17,000
Tracy Library Adult/Teen Space Renovation	Tracy Library ADA remodel project for Adult and Teen area	Reimbursement from San Joaquin County Library System Agreement	\$276,000
Manteca Branch Library Children's Area Renovation	Manteca library ADA remodel project for the Children's Area	Reimbursement from San Joaquin County Library System Agreement	\$86,000
Pilot Van Program for Recreation	Overcome geographic boundaries with new programming	Measure M – One Time General Fund - Ongoing	\$45,000 \$10,000
Produce and Promote New City-Wide Events	Offer new community events (one large, two smaller)	General Fund – Ongoing Strong Communities/ Measure M – Ongoing	\$50,000 \$25,000
Aquatics Facilities Renovation and Replacement	Oak Park pool improvements	Strong Communities/ Measure M	\$1,500,000
Cesar Chavez Library Remodel	Life safety enhancements – deferred maintenance	Strong Communities/ Measure M	\$3,850,000



**Community Services Department
FY 2022-23 Annual Budget**

	Strong Communities 210	Library 100-120	Recreation 100-125	Golf 650
	<i>See Page G-11</i>	<i>See Page G-13</i>	<i>See Page G-15</i>	<i>See Page G-17</i>
Beginning Available Balance	\$ 16,996,587	\$ 2,260,437	\$ 379,482	\$ 11,430
Revenues				
Measure M Sales Tax	14,027,000	-	-	-
San Joaquin County Contract	-	8,000,000	-	-
Additional Hours Contracts	-	186,220	-	-
Fines	-	259,349	-	-
Other Revenues	-	10,535	6,338	-
Recreation Programs	-	-	788,811	-
Community Centers	-	-	478,485	-
	14,027,000	8,456,104	1,273,634	-
Expenditures				
Administration	1,109,509	1,912,908	1,393,827	-
Library Operations	4,249,781	11,949,000	-	-
Recreation Programs	5,350,358	-	1,345,589	-
Civic Auditorium	-	-	527,978	-
Community Centers	-	-	1,836,705	-
Other Programs	-	-	-	114,480
Capital Projects	5,350,000	-	-	-
	16,059,648	13,861,908	5,104,099	114,480
Transfers				
Transfer In - General Fund	-	4,109,000	3,542,000	110,000
Transfer In - Other	-	-	-	-
Transfer Out	-	-	-	-
	-	4,109,000	3,542,000	110,000
Net Annual Activity	(2,032,648)	(1,296,804)	(288,465)	(4,480)
Ending Available Balance	\$ 14,963,939	\$ 963,633	\$ 91,017	\$ 6,950

**Community Services Department
FY 2022-23 Annual Budget**

	Special Revenue 260	Permanent 800	Community Services Total
	<i>See Page G-18</i>	<i>See Page G-19</i>	
Beginning Available Balance		\$ 202,491	\$ 19,850,427
Revenues			
Measure M Sales Tax	-	-	14,027,000
San Joaquin County Contract	-	-	8,000,000
Additional Hours Contracts	-	-	186,220
Fines	-	-	259,349
Other Revenues	12,000	-	28,873
Recreation Programs	-	-	788,811
Community Centers	-	-	478,485
	12,000	-	23,768,738
Expenditures			
Administration	-	-	4,416,244
Library Operations	-	-	16,198,781
Recreation Programs	-	-	6,695,947
Civic Auditorium	-	-	527,978
Community Centers	-	-	1,836,705
Other Programs	62,000	-	176,480
Capital Projects	-	-	5,350,000
	62,000	-	35,202,135
Transfers			
Transfer In - General Fund - 100	-	-	7,761,000
Transfer In - Other	-	-	-
Transfer Out	-	-	-
	-	-	7,761,000
Net Annual Activity	(50,000)	-	(3,672,397)
Ending Available Balance		\$ 202,491	\$ 16,178,030
		Revenues	\$ 23,768,738
		Transfers	7,761,000
		Total Sources	\$ 31,529,738
		Expenditures	\$ 35,202,135
		Transfers	-
		Total Appropriations	\$ 35,202,135

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 \$14 million in FY 2021-22. Revenues are expected to remain flat in FY 2022-23.

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 program hours as described below.

- Completing improvements to the City's softball and soccer facilities. Funding for these improvements was approved as a request in the FY 2021-22 Budget. The Stockton Soccer Complex will receive additional parking, a new children's play area and restrooms in addition to funding for janitorial and maintenance contracts.
- Completing the construction of a new Library and Community Center facility in northeast Stockton. Groundbreaking for the northeast Stockton facility occurred in March 2021. The building is scheduled to be open December 2022 at the earliest.
- Building a new, eco-friendly Bookmobile that can offer ADA compliance and programming opportunities.
- Enhancing the library user experience with new, updated self-check machines.
- Awarding a design contract and receiving plans for the Chavez Central Library renovation. The Library has applied for a State grant to supplement Strong Communities funding.
- Re-introducing a theater program for youth to be offered in conjunction with seasonal camp programs, after school programs, and as a stand-alone instructional class.
- Expanding access for community members by seeking funding opportunities to maintain computer devices and Wi-Fi enabled hotspots for loan to library patrons.
- Piloting a van program to expand geographic boundaries for youth.
- Offering new city-wide community events.
- Providing ongoing maintenance and security at the Teen Impact Center.

New capital project funding of \$5.4 million for the Chavez Central Library and pool renovations 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 2022-23 Annual Budget

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 10,376,175	\$ 15,615,252	\$ 13,770,845	\$ 16,783,036
Revenues				
Measure M Sales Tax	11,363,216	13,932,748	13,932,000	14,027,000
Investment Proceeds	484,788	320,168	-	-
	11,848,004	14,252,916	13,932,000	14,027,000
Expenditures				
Administration	535,849	633,073	638,496	850,309
Library Programs	2,500,146	2,009,163	2,799,148	4,249,781
Recreation Programs	3,005,326	2,286,746	3,987,965	5,350,358
Tax Collection & Audit Costs	230,072	195,324	259,200	259,200
Capital Projects	337,534	2,589,276	3,235,000	5,350,000
	6,608,927	7,713,582	10,919,809	16,059,648
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	-	-	-	-
Net Annual Activity	5,239,077	6,539,334	3,012,191	(2,032,648)
Ending Available Balance	\$ 15,615,252	\$ 22,154,586	\$ 16,783,036	\$ 14,750,388
Available Balance Calculation				
Current Assets		\$ 28,043,973		
Current Liabilities		(919,430)		
Fund Balance		27,124,543		
Capital Projects		(13,353,698)		
Ending Available Balance		\$ 13,770,845		

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 50 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 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 increased by \$41,000 to \$4.1 million in FY 2022-23. This maintenance of effort requirement is reviewed annually to ensure compliance with the measure.

In FY 2022-23, the Library will continue to focus on identifying services, resources, and programming that is responsive and reflective of community interests and needs. Goals include:

- Removing barriers to youth by abolishing overdue fines for children ages 17 and under.
- Increasing program attendance with the implementation of a new events calendar and customer engagement platform.
- Continuing to enhance the Library web page.

The FY 2022-23 budget includes funding for two renovation projects: one at the Manteca Library in the Children's Area and the other at the Tracy Library in the Adult and Teen area. Both projects will focus on providing ADA compliant service points, revamping shelving, and updating furnishings.

Finally, two staffing additions were requested from the County. An additional Circulation Assistant at the Mountain House Branch Library will serve this growing community at the largest branch in the system. An additional Library Assistant I at the Ripon Branch Library will support the extensive programming and outreach that is requested of that branch by the Ripon community.

**Community Services Department
Library - 100-120
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 3,017,811	\$ 2,896,794	\$ 3,397,275	\$ 2,260,437
Revenues				
San Joaquin County	7,299,527	6,939,027	7,240,000	8,000,000
Additional Hours Contracts	163,300	-	163,320	186,220
Fines & Fees	210,605	97,928	147,499	259,349
Other Revenues	127,268	38,795	4,596	10,535
	7,800,700	7,075,750	7,555,415	8,456,104
Expenditures				
Administration	2,383,869	1,507,763	1,577,526	1,663,933
Programming and Outreach	521,814	472,719	484,408	556,763
Technical Services	579,634	543,445	797,717	903,401
Branch Operations	-	-	-	-
Branch Operations - County	5,085,594	4,688,782	5,942,075	6,961,809
Branch Operations - City	3,178,284	3,171,406	3,808,837	3,527,027
Delivery Services	157,022	175,654	149,690	248,975
	11,906,217	10,559,769	12,760,253	13,861,908
Transfers				
Transfer In - General Fund	3,984,500	3,984,500	4,068,000	4,109,000
Transfer In - Other	-	-	-	-
Transfer Out	-	-	-	-
	3,984,500	3,984,500	4,068,000	4,109,000
Net Annual Activity	(121,017)	500,481	(1,136,838)	(1,296,804)
Ending Available Balance	\$ 2,896,794	\$ 3,397,275	\$ 2,260,437	\$ 963,633
Available Balance Calculation				
Current Assets		\$ 3,944,759		
Current Liabilities		(547,484)		
Ending Available Balance		\$ 3,397,275		

COMMUNITY SERVICES DEPARTMENT

GENERAL FUND RECREATION SUBFUND (100-125)

PROGRAM DESCRIPTION

This fund is used to record 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 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 \$3.5 million in FY 2022-23.

Recreation staff will continue efforts to implement new ways of providing recreation to our community, while following health protocols. Goals include:

- Introducing new free sport clinics for youth and new sports leagues for adults.
- Restoring in-person youth seasonal camps, after-school programs, and instructional classes.
- Restoring all youth sport leagues including baseball, basketball, volleyball, and indoor and outdoor soccer.
- Introducing new clinics and skill-based competitions for Youth and Adult Sports participants.
- Adding new locations for the popular concert in the park series.
- Producing additional drive-in movies and smaller movies in the park events as interim alternate programming for Movies at the Point, during the replacement of the Weber Point Event Center canopy.

In FY 2021-22, the City opt to bring operations of the Teen Impact Center back in-house. The facility was in need of major repairs including roof replacement and interior renovation. Funding for repairs has been identified and the improvement project is underway. The Teen Impact Center is slated to be reopened in March 2023 with programs for youth sports and education activities. Special Events and Sports & Field staff will be relocated to the Teen Impact Center to provide residents with a central location to register for events or sports teams.

**Community Services Department
Recreation Services - 100-125
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 676,659	\$ 481,907	\$ 767,113	\$ 379,482
Revenues				
Recreation Programs	658,894	76,446	599,151	788,811
Facility Admission and Rentals	-	-	-	-
Community Centers	345,489	63,680	284,139	478,485
Other Revenue	45,512	10,643	10,373	6,338
	1,049,895	150,769	893,663	1,273,634
Expenditures				
Administration	1,560,355	969,776	1,089,860	1,393,827
Civic Auditorium	494,130	415,095	547,102	527,978
Community Centers	1,684,077	1,447,466	1,831,677	1,836,705
Pixie Woods	217,211	207,412	368,164	377,771
Programs - After School	-	-	-	-
Programs - Sports	592,732	604,684	730,492	829,868
Special Events	91,642	61,630	91,149	137,950
	4,640,147	3,706,063	4,658,444	5,104,099
Transfers				
Transfer In	3,395,500	3,840,500	3,377,150	3,542,000
Transfer Out - Other	-	-	-	-
	3,395,500	3,840,500	3,377,150	3,542,000
Net Annual Activity	(194,752)	285,206	(387,631)	(288,465)
Ending Available Balance	\$ 481,907	\$ 767,113	\$ 379,482	\$ 91,017
Available Balance Calculation				
Current Assets		1,135,239		
Current Liabilities		(368,126)		
Ending Available Balance		\$ 767,113		

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 that affects Kemper Sports' ability to operate the golf course.

Historically, operations and maintenance of Van Buskirk golf course were also included in this fund. On July 31, 2019, the Van Buskirk golf course ceased operations. The City continues to work with a consultant to create a strategic roadmap for the re-use of Van Buskirk as a regional recreation facility. Due to this change in use, the General Fund budget previously allocated to the Golf Fund was transferred to the Public Works Department to support the maintenance of the Van Buskirk property, including security, landscape maintenance, and repairs.

KEY CONSIDERATIONS

The Department oversees the new 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 2022-23 budget includes \$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 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	\$ 27,181	\$ 181,808	\$ 15,891	\$ 11,430
Revenues				
Swenson Golf Course	722,001	-	-	-
Van Buskirk Golf Course	26,962	-	-	-
Other Revenues	1,450	26,050	-	-
	<u>750,413</u>	<u>26,050</u>	<u>-</u>	<u>-</u>
Expenditures				
Swenson Golf Course	1,166,436	-	-	62,500
Van Buskirk Golf Course	97,881	414,211	192,461	-
Operating Costs	-	-	-	-
Repairs and Maintenance	381,469	52,756	46,000	51,980
	<u>1,645,786</u>	<u>466,967</u>	<u>238,461</u>	<u>114,480</u>
Transfers				
Transfer In - General Fund	1,050,000	275,000	234,000	110,000
Transfer Out	-	-	-	-
	<u>1,050,000</u>	<u>275,000</u>	<u>234,000</u>	<u>110,000</u>
Net Annual Activity	154,627	(165,917)	(4,461)	(4,480)
Ending Available Balance	\$ 181,808	\$ 15,891	\$ 11,430	\$ 6,950
Available Balance Calculation				
Current assets		\$ 186,677		
Current liabilities		(170,786)		
Ending Available Balance		<u>\$ 15,891</u>		

**Community Services Department
Special Revenue Fund - 260
FY 2022-23 Annual Budget**

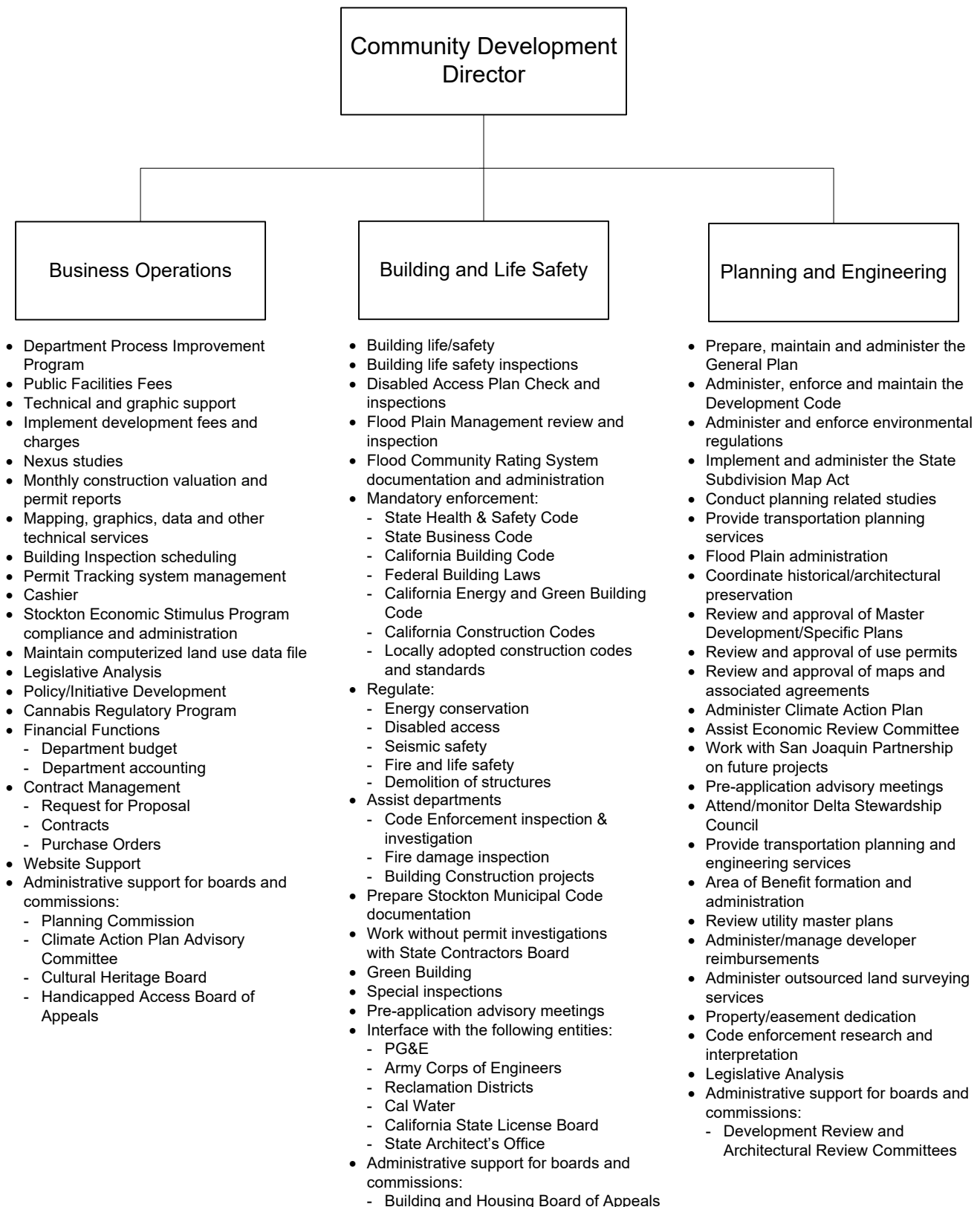
	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance			\$ 228,009	\$ 230,009
Revenues				
Library Literacy Foundation	\$ 30,485	\$ -	\$ -	\$ -
Library Donations	52,272	21,405	-	-
Parks Donations	706	-	-	-
Recreation Facility Operations	15,166	(3,900)	12,000	12,000
Youth Sports	-	-	-	-
	<u>98,629</u>	<u>17,505</u>	<u>12,000</u>	<u>12,000</u>
Expenditures				
Library Donations	49,957	3,086	-	52,000
Parks Donations	-	-	-	-
Recreation Facility Operations	844	115	10,000	10,000
Youth Sports	-	-	-	-
	<u>50,801</u>	<u>3,201</u>	<u>10,000</u>	<u>62,000</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	\$ 47,828	\$ 14,304	\$ 2,000	\$ (50,000)
Ending Available Balance			\$ 230,009	\$ 180,009

Community Services Department
Permanent - 800
FY 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	<u>\$ 372,681</u>	<u>\$ 389,845</u>	<u>\$ 201,191</u>	<u>\$ 202,491</u>
Revenues				
Investment Proceeds	17,164	3,251	1,300	-
	<u>17,164</u>	<u>3,251</u>	<u>1,300</u>	<u>-</u>
Expenditures				
Operating Expenditures	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>17,164</u>	<u>3,251</u>	<u>1,300</u>	<u>-</u>
Ending Available Balance	<u>\$ 389,845</u>	<u>\$ 393,096</u>	<u>\$ 202,491</u>	<u>\$ 202,491</u>
Available Balance Calculation				
Cash		\$ 393,096		
Accounts Payable				
Principal endowment		(191,905)		
Ending Available Balance		<u>\$ 201,191</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	\$17,639,046
Total Expenditures	\$13,908,839
Total Net Revenue	\$3,730,207
Total Staff	49

DEPARTMENT DESCRIPTION

The Community Development Department (CDD) is comprised of the Building and Life Safety, Planning and Engineering, and Business Operations Work Groups. The Department operates from the City Permit Center. 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
- Deliver permit and life 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, environmental impact review, and geographic information mapping and analysis
- Provide development engineering services
- Administer the Public Facilities Fee Program
- Support the Planning Commission, Cultural Heritage Board, Building and Housing Board of Appeals, and the Handicap Access Board of Appeals.

DEPARTMENT STRATEGIC WORK PLAN

On December 4, 2018, the City adopted the Envision Stockton 2040 General Plan. This plan comprehensively updated public policies and programs to shift focus from emphasizing growth at the periphery of the City to new construction and redevelopment in existing "infill" neighborhoods.

The Department is in the process of reviewing the Stockton Municipal and Development Codes, land use zoning map, infrastructure needs, and development impact fees for consistency with the policy framework for future development in Stockton. These activities, elaborated on further under "Key Considerations" later in this section, continue to be a top budget priority for FY 2022-23.

In a multi-departmental effort to streamline the development review process, the Department underwent a detailed review of the Building Plan check process through an Innovation Lab (i-Lab) exercise which identified several improvement opportunities. The Department will work through the i-Lab process improvements via ongoing DevStat meetings and will continue to identify additional process improvement opportunities. The efforts will be ongoing through and beyond this fiscal year, and will include process modifications, training, software projects, and outreach.

COMMUNITY DEVELOPMENT DEPARTMENT

The ongoing goal is to streamline the development review process with a focus on improving customer service and to increase the efficiency in the delivery of core services.

To meet the cyclical demands of the region's development activity, CDD relies heavily on consultant services to augment the efforts of full-time staff. This strategy allows the Department to quickly adjust its capacity when needed without the long-term costs associated with increasing full-time staff levels. These consultants also allow the Department to provide an array of specialty services on-demand. Staff augmentation continues to be a budget priority for the Department in this fiscal year.

PRIOR YEAR ACCOMPLISHMENTS

The Community Development Department has made significant strides to improve its customer service at the Permit Center. Since the implementation of a cloud-based permit management system, the Department has made continued adjustments over the past year to improve its functionality for both staff and customers, and to develop in-house expertise on the system.

The Department continues to digitize permit records and plan sets to reduce paper storage. The initial phase is nearly complete with all historical data scanned, digitized, and backed up on high quality discs and cloud storage. Moving forward, periodic scanning and an annual backup will be all that is needed. Phase two has focused on the refinement of the document library to enable data retrieval with increased efficiency and from a single source. This phase involves integrating the permitting software with the City's existing document storage system.

The Department will continue to promote electronic plan review for building permits to save the customer the expense of printing multiple paper plan sets. The electronic plan review process provides a convenient exchange of comments and maintains an accurate record of revisions up to final plan review. The overwhelmingly positive reception of the electronic plan check review process prompted the Department to standardize all building permit plan review submittals to be electronic only. The Department has also completed an expansion of electronic plan review for Development Engineering projects.

The Department is nearing completion of a comprehensive land use zoning and General Plan consistency review. This three-phase process included development code amendments and land use changes. CDD addressed zoning concerns with parcels across the city to make them consistent with the Envision Stockton 2040 General Plan. These zoning updates will provide protections for existing property owners and increase property value throughout the city.

Community Development also completed an "i-Lab" review of its Improvement Plan permitting process and established standardized project routing and target turn-around times. The implemented improvements included offering face-to-face meetings to assist customers more effectively during the review process. These process improvements are expected to 1) decrease the number of review cycles and 2) reduce processing time.

The COVID-19 pandemic hastened the already planned expansion of online permitting to include high volume over the counter (OTC) building permit types. The Department now offers 11 different permit types online, some of which can be issued instantly if certain criteria are met. For example, the City participated in the National Renewable Energy Laboratory's (NREL) SolarApp+ pilot program for the instant processing and issuance of qualifying residential solar permits; which

COMMUNITY DEVELOPMENT DEPARTMENT

make up approximately 30% of CDD's total issued building permits. CDD's ongoing efforts to leverage technology such as Bluebeam, Microsoft Teams, SharePoint, Accela, and expanded online permitting has allowed the permit center to offer enhanced levels of service to all customers

The General Fund continues to contribute approximately \$800,000 to pay for general government expenses that are not directly related to development services or specific projects/applications. The ongoing contribution from the General Fund may be adjusted as future analysis is completed and work programs are mandated or refined.

KEY CONSIDERATIONS

CDD's budget priorities for the upcoming fiscal year are influenced by its customer first philosophy for service delivery and continual performance and efficiency improvements, while also anticipating and planning for fluctuations in workload based on future economic cycles.

For this fiscal year, the Department has experienced growth of approximately 8% in the number of permits that have been processed. Through February 2022, the Department processed 8,255 permits, compared to the same period in FY 2020-21 where 7,652 permits were processed.

Approximately \$1.85 million in professional services will be budgeted for new and renewed service contracts. The professional services contracts are vital to address the demands of FY 2022-23 and beyond to augment staff to maintain a sufficient level of service, meet customer service expectations, accomplish initiatives, provide specialist services, and implement departmental goals.

One new Administrative Analyst I position is included in the Annual Budget to assist with:

- Implementing ongoing DevStat process improvements
- Improving record keeping and financial management
- Geographic Information System (GIS) utilization
- General administrative support

It is important to note that, while departmental funding sources and expenditures associated with grant funded 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 initiatives in the current year.

In response to the City Council's adoption of the Envision Stockton 2040 General Plan, priority has been placed on the following programs and activities that are either in progress or will be carried out in FY 2022-23 and beyond:

- A comprehensive update of Municipal Code Title 16 (Development Code) to establish greater process efficiencies and streamlining, incentives for all types of residential construction, and ensure consistency and alignment with the new policies and implementation action 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.

COMMUNITY DEVELOPMENT DEPARTMENT

- 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.
- Continued automation of the City's permitting processes by modification of existing systems and investigation and implementation of new technologies.
- Preparation of a housing action plan to develop strategies that would encourage the construction of a variety of housing types.
- Continued implementation of grant funded technology improvements to streamline the review and permitting processes for housing projects to increase housing unit production.

The Department's top priorities will be continual improvements to its processes and technologies with a focus on customer service and performance measures. These priorities will advance CDD's customer service improvement efforts while fulfilling its duties to ensure building and life safety and the promotion of orderly and well-planned development within the Stockton community.

Community Development Department
FY 2022-23 Annual Budget

	Development Services 220	Public Facilities Fee Administration 310-323	Total
	<i>See Page H-8 (excludes Fire portion of fund)</i>	<i>See Page H-9</i>	
Beginning Available Balance		\$ 2,789,470	
Revenues			
Fees	15,948,200	846,500	16,794,700
Other Revenues	23,000	21,346	44,346
	15,971,200	867,846	16,839,046
Expenditures			
Operating Expense	13,535,249	373,590	13,908,839
	13,535,249	373,590	13,908,839
Transfers			
Transfer In - General Fund	800,000	-	800,000
Transfer Out	-	-	-
	800,000	-	800,000
Net Annual Activity	3,235,951	494,256	3,730,207
Ending Available Balance		\$ 3,283,726	
		-	
		Revenues	\$ 16,839,046
		Transfers	800,000
		Total Sources	\$ 17,639,046
		Expenditures	\$ 13,908,839
		Transfers	-
		Total Appropriations	\$ 13,908,839

**Community Development and Fire Departments - Combined
Development Services - 220
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 15,498,603	\$ 17,661,329	\$ 23,928,376	\$ 24,807,355
Revenues				
Community Development				
User Fees	8,409,892	13,710,105	13,739,612	13,609,200
Development Oversight	50,972	(4,239)	-	-
Technology Fee	508,991	763,128	747,340	755,750
Comm. Rating System Admin. Fee	131,835	205,146	234,724	203,250
General Plan Maint & Implementation	543,235	836,283	747,699	828,000
Capital Preservation	360,189	557,521	498,467	552,000
Fines & Penalties	2,150	(987)	-	-
Other Revenues	773,579	83,174	(17,768)	23,000
	<u>10,780,843</u>	<u>16,150,131</u>	<u>15,950,074</u>	<u>15,971,200</u>
Fire Prevention				
User Fees	2,713,547	2,640,256	3,019,142	3,050,867
Fines & Penalties	49,968	97,315	107,707	105,094
Other Revenues	1,160	1,341	1,500	1,500
	<u>2,764,675</u>	<u>2,738,912</u>	<u>3,128,349</u>	<u>3,157,461</u>
	13,545,518	18,889,043	19,078,423	19,128,661
Expenditures				
Community Development				
Business Ops and Customer Service	3,550,809	3,000,358	2,865,594	3,610,297
Planning & Engineering Services	3,345,567	3,933,798	3,756,112	4,759,135
Building and Life Safety	2,859,525	3,646,953	3,636,928	5,165,817
	<u>9,755,901</u>	<u>10,581,109</u>	<u>10,258,634</u>	<u>13,535,249</u>
Fire Prevention				
Fire Prevention	2,434,639	2,840,887	3,040,810	3,765,320
Fire Public Education	17,252	-	-	-
	<u>2,451,891</u>	<u>2,840,887</u>	<u>3,040,810</u>	<u>3,765,320</u>
	12,207,792	13,421,996	13,299,444	17,300,569
Transfers				
Transfer In - General Fund	825,000	800,000	800,000	800,000
Transfer Out - CDD Capital Fund	-	-	(4,047,000)	-
Transfer Out - Fire Capital Fund	-	-	(1,653,000)	-
	<u>825,000</u>	<u>800,000</u>	<u>(4,900,000)</u>	<u>800,000</u>
Net Annual Activity				
Community Development	1,076,362	6,285,848	2,462,208	3,212,951
Fire	312,783	(101,975)	(1,565,461)	(607,859)
Other	773,579	83,174	(17,768)	23,000
	<u>2,162,724</u>	<u>6,267,047</u>	<u>878,979</u>	<u>2,628,092</u>
Ending Available Balance	\$ 17,661,329	\$ 23,928,376	\$ 24,807,355	\$ 27,435,447
Available Balance Calculation				
Current Assets		\$ 25,689,826		
Current Liabilities		(1,761,450)		
Ending Available Balance		<u>\$ 23,928,376</u>		

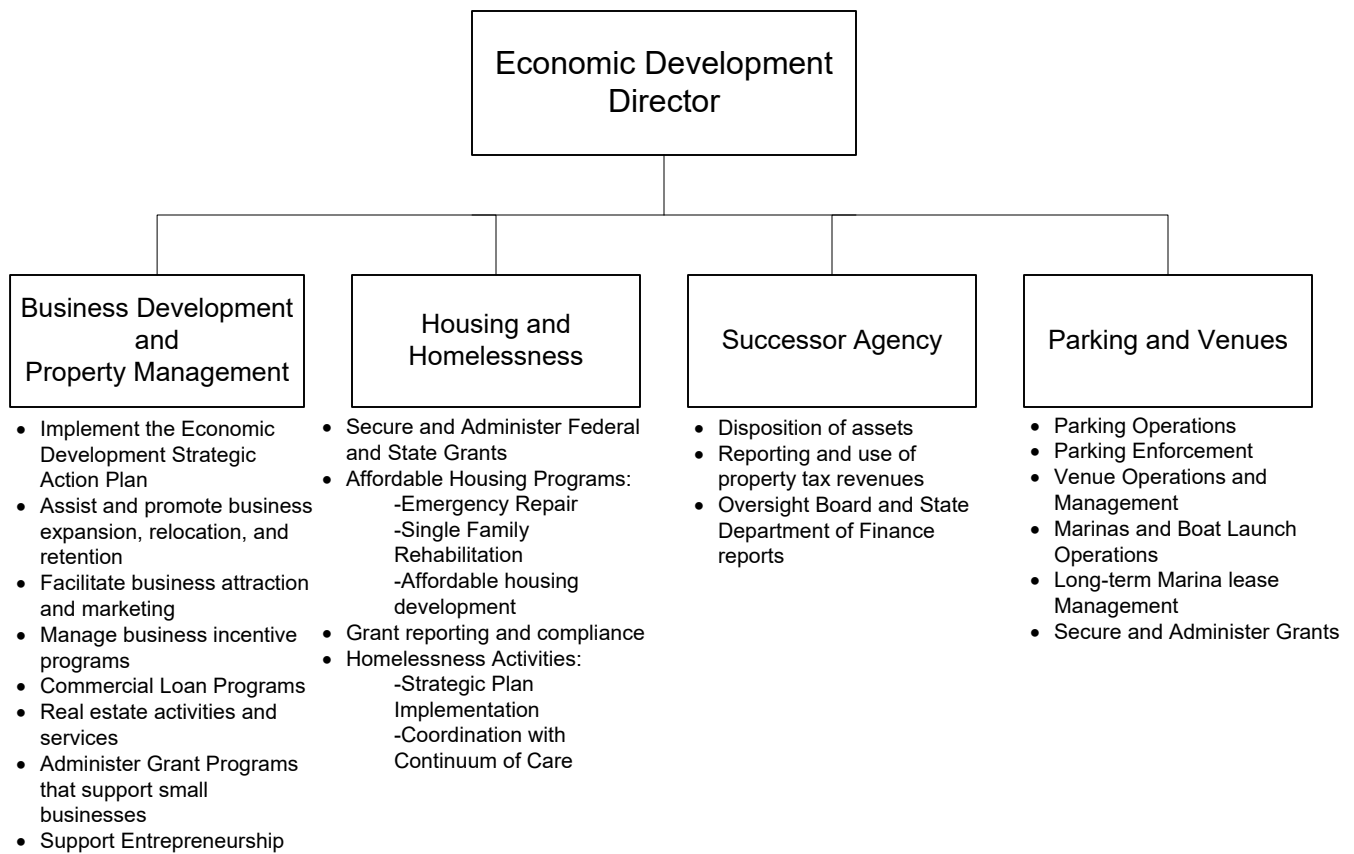
(a) The total Development Services Fund - 220 is presented with the Community Development Department budget. The portion relating to Fire has also been included on page E-15.

Community Development
Public Facilities Fee Administration - 310-323
FY 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	\$ 1,391,766	\$ 1,754,591	\$ 2,379,964	\$ 2,789,470
Revenues				
Public Facilities Fee	477,802	855,011	763,950	846,500
Investment Proceeds	60,966	16,092	-	21,346
	<u>538,768</u>	<u>871,103</u>	<u>763,950</u>	<u>867,846</u>
Expenditures				
Operating Expenses	175,943	245,730	354,444	373,590
	<u>175,943</u>	<u>245,730</u>	<u>354,444</u>	<u>373,590</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	362,825	625,373	409,506	494,256
Ending Available Balance	<u>\$ 1,754,591</u>	<u>\$ 2,379,964</u>	<u>\$ 2,789,470</u>	<u>\$ 3,283,726</u>
Available Balance Calculation				
Cash		\$ 2,425,513		
Accounts Payable		(45,549)		
Ending Available Balance		<u>\$ 2,379,964</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 Business Development and Real Property, Housing and Homelessness, and Parking and Venues management efforts.

Budget at a Glance:

Total Revenues	\$23,744,542
Expenditures	\$30,141,150
Total Net Cost	\$6,396,608
Total Staff	26

DEPARTMENT DESCRIPTION

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

The Business Development and 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 to reduce and prevent homelessness.

The Parking and Venues Division manages downtown City parking facilities, entertainment venues, and marina/boat launching facilities. The division administers third-party contracts with operators who are 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 Stockton area. 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 Ladd's and Riverpoint Marinas, and the Stockton Sailing Club. Parking compliance and enforcement services are also provided by this division.

The 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.

DEPARTMENT STRATEGIC WORK PLAN

The Economic Development Department's four divisions work collaboratively to strategically improve the community. The Department is focused on several programs and initiatives that further the City and Council's goals:

ECONOMIC DEVELOPMENT DEPARTMENT

Business Development and Property Management:

- 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 communication 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 Homeless Regional Strategic Plan and work collaboratively to distribute funds based on priorities.
- Remain nimble, adaptive, and responsive to the ongoing pandemic and administer additional resources (State and Federal) toward COVID-19 response.

Parking and Venues:

- The Parking Authority continues to provide parking for the downtown core and strives to improve efficiency through technology.
- Replacement of garage revenue control equipment (ingress/egress/payment equipment) is in the design phase and is anticipated to be installed in the coming year.
- Upgrades to existing garage elevators with technology and supported systems will provide improved operability of equipment to better support downtown visitors and businesses.

All event venues re-opened by August 2021 and have welcomed numerous events including all three professional sports teams (Heat, Kings, Ports), concerts, comedians, sporting tournaments, and ice skating/hockey activities, though overall attendance has remained affected by COVID-19.

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 2022 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 2020-21 include:

- Created and began 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, COVID-19 related rental and mortgage assistance and expanded support for shelters and outreach.
- To the greatest degree possible mitigated the effects of COVID on parking and venue operations, while continuing planned capital projects.
- Brought entertainment venues back online, exceeding established goals while working to create economic vitality in the downtown core with a robust spring event schedule.

KEY CONSIDERATIONS

The COVID-19 pandemic continued to impact all divisions within the department and staff responded quickly, efficiently and adapted to an ever-changing environment. The overall special funds managed by the department is approximately \$82 million, not including American Rescue Plan (ARPA) funds. Much of the increase is due directly to COVID response, however, grants such as Homeless Housing Assistance Prevention (HHAP) and Permanent Local Housing Allocation (PLHA) 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 has received approval of \$300,000 for the preparation and implementation of site-specific environmental activities that will directly aid in accomplishing the economic development goals. This will be supported with \$150,000 from the General Fund and \$150,000 from the Parking Fund.

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.

ECONOMIC DEVELOPMENT DEPARTMENT

Housing production continues to remain a priority, rental rates continue to increase compounding the need for more permanently affordable housing. Vacancies continued to impact the division for most of the year, however, it is now almost fully staffed.

A new position has been added in the FY 2022-23 budget to support the Parking and Venues Division with long-term strategic planning and implementation.

Revenues for the Entertainment Venues are budgeted conservatively, as comfort levels of gathering at mass events continues to increase. The majority of operational costs associated with the Entertainment Venues will be incurred, however, revenue will be lower than normal until capacity levels return to 100%.

**Economic Development Department
FY 2022-23 Annual Budget**

	General Fund 100	HUD/ Housing	Parking and Venues	Economic Development Total
	<i>See Page I-9</i>	<i>See Page I-10 & I-11</i>	<i>See Page I-26</i>	
Beginning Available Balance		\$ 21,620,191	\$ 5,828,502	
Revenues				
Grants & Entitlements	-	5,441,775	-	5,441,775
Assessment & User Fees	-	-	7,546,478	7,546,478
Fines & Forfeitures	-	-	650,000	650,000
Other Revenue	140,545	432,800	3,653,783	4,227,128
	140,545	5,874,575	11,850,261	17,865,381
Expenditures				
Employee Services	343,234	-	-	343,234
Other Services	280,975	-	-	280,975
Materials and Supplies	3,000	-	-	3,000
Other Expenses	3,250	264,079	-	267,329
Loan Programs	-	3,906,005	-	3,906,005
Program Expense	-	1,030,587	15,264,606	16,295,193
Operating Expense	-	1,834,889	-	1,834,889
Economic Development	1,137,709	585,000	-	1,722,709
Debt Service	-	2,551,387	2,336,980	4,888,367
Capital Projects	-	-	100,000	100,000
	1,768,168	10,171,947	17,701,586	29,641,701
Transfers				
Transfer In - General Fund	-	-	3,580,000	3,580,000
Transfer In - Other Funds	-	2,299,161	-	2,299,161
Transfer Out	-	(349,449)	(150,000)	(499,449)
	-	1,949,712	3,430,000	5,379,712
Net Annual Activity	(1,627,623)	(2,347,660)	(2,421,325)	(6,396,608)
Ending Available Balance		\$ 19,272,531	\$ 3,407,177	

Revenues	\$ 17,865,381
Transfers	5,879,161
Total Sources	\$ 23,744,542
Expenditures	\$ 29,641,701
Transfers	499,449
Total Appropriations	\$ 30,141,150



**Economic Development Department
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Total Economic Development Department				
Employee Services	\$ 846,199	\$ 793,009	\$ 965,534	\$ 1,070,619
Other Services	958,212	947,188	3,765,377	655,399
Materials and Supplies	10,885	16,582	17,900	10,100
Other Expenses	56,687	42,751	34,375	32,050
Total	<u>\$ 1,871,983</u>	<u>\$ 1,799,530</u>	<u>\$ 4,783,186</u>	<u>\$ 1,768,168</u>

Economic Development

Employee Services	594,177	530,759	647,336	727,385
Other Services	265,419	333,447	2,663,936	374,424
Materials and Supplies	4,406	8,076	14,100	7,100
Other Expenses	54,022	11,626	16,250	28,800
Total	<u>918,024</u>	<u>883,908</u>	<u>3,341,622</u>	<u>1,137,709</u>

Asset Management

Employee Services	252,022	262,250	318,198	343,234
Other Services	134,272	48,609	102,870	280,975
Materials and Supplies	1,721	4,802	3,000	3,000
Other Expenses	2,320	1,435	3,125	3,250
Total	<u>390,336</u>	<u>317,096</u>	<u>427,193</u>	<u>630,459</u>

Waterfront Towers Operations

Employee Services	-	-	-	-
Other Services	558,521	565,132	998,571	-
Materials and Supplies	4,757	3,704	800	-
Other Expenses	345	29,690	15,000	-
Total	<u>563,623</u>	<u>598,526</u>	<u>1,014,371</u>	<u>-</u>

**Economic Development Department
Housing and Homelessness
Division Summary
FY 2022-23 Annual Budget**

	Community Development Block Grants 230-231, 232 <i>See Page I-13</i>	Emergency Solutions Grant 280 <i>See Page I-15</i>	HOME 230-233 <i>See Page I-17</i>	CALHOME Loan 290-291 <i>See Page I-19</i>
Beginning Available Balance	\$ 8,051,799	\$ -	\$ 7,237,039	\$ 884,828
Revenues				
Entitlements	3,388,867	292,379	1,760,529	-
Loan Repayments	152,000	-	200,000	2,000
Other Revenue	-	-	-	-
	3,540,867	292,379	1,960,529	2,000
Expenditures				
Subrecipient Assistance	758,866	271,721	-	-
Operating Expenses	1,366,099	20,658	410,000	-
Debt Service - Section 108	2,551,387	-	-	-
CHDO Set-aside loan pool	-	-	264,079	-
Economic Development	585,000	-	-	-
Loan programs	1,094,121	-	1,960,655	-
	6,355,473	292,379	2,634,734	-
Transfers				
Transfer In - General Fund	-	-	-	-
Transfer In - Other Funds	1,747,243	-	-	-
Transfer Out	(349,449)	-	-	-
	1,397,794	-	-	-
Net Annual Activity	(1,416,812)	-	(674,205)	2,000
Ending Available Balance	\$ 6,634,987	\$ -	\$ 6,562,834	\$ 886,828

**Economic Development Department
Housing and Homelessness
Division Summary, Continued
FY 2022-23 Annual Budget**

	<u>State Housing Loan 290-292 <i>See Page I-20</i></u>	<u>Neighborhood Stabilization Program 230-234, 235 <i>See Page I-23</i></u>	<u>Low/Mod Housing 290-293 <i>See Page I-25</i></u>	<u>Housing Total</u>
Beginning Available Balance	\$ 54,159	\$ 789,529	\$ 4,602,837	\$ 21,620,191
Revenues				
Entitlements	-	-	-	5,441,775
Loan Repayments	5,800	12,000	-	371,800
Other Revenue	-	-	61,000	61,000
	<u>5,800</u>	<u>12,000</u>	<u>61,000</u>	<u>5,874,575</u>
Expenditures				
Subrecipient Assistance	-	-	-	1,030,587
Operating Expenses	-	628	37,504	1,834,889
Debt Service - Section 108	-	-	-	2,551,387
CHDO Set-aside loan pool	-	-	-	264,079
Economic Development	-	-	-	585,000
Loan programs	-	299,311	551,918	3,906,005
	<u>-</u>	<u>299,939</u>	<u>589,422</u>	<u>10,171,947</u>
Transfers				
Transfer In - General Fund	-	-	-	-
Transfer In - Other Funds	-	-	551,918	2,299,161
Transfer Out	-	-	-	(349,449)
	<u>-</u>	<u>-</u>	<u>551,918</u>	<u>1,949,712</u>
Net Annual Activity	<u>5,800</u>	<u>(287,939)</u>	<u>23,496</u>	<u>(2,347,660)</u>
Ending Available Balance	<u>\$ 59,959</u>	<u>\$ 501,590</u>	<u>\$ 4,626,333</u>	<u>\$ 19,272,531</u>

ECONOMIC DEVELOPMENT DEPARTMENT

FEDERAL HOUSING GRANT FUND (230) COMMUNITY DEVELOPMENT BLOCK GRANT SUBFUND (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 persons. 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 2022-23, The total available sources of \$6 million for CDBG include, estimated annual entitlement, estimated revenue from reprogrammed funds, program income, and Successor Agency loan repayments. The City successfully refinanced the Section 108 loans in FY 2018-19, resulting in an ongoing savings of approximately \$638,000 over the next six fiscal years.

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 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	\$ 715,979	\$ 542,546	\$ 8,213,672	\$ 8,051,799
Revenues				
CDBG Entitlement	5,216,535	2,882,124	2,400,000	3,388,867
Investment Proceeds	-	1,082	-	-
Loan Repayments	351,087	320,745	403,600	152,000
Other Revenue	3,400	5,125	-	-
	<u>5,571,022</u>	<u>3,209,076</u>	<u>2,803,600</u>	<u>3,540,867</u>
Expenditures				
Administration	699,138	842,103	750,772	1,016,099
Program Delivery	163,962	173,278	138,557	350,000
Debt Service - Section 108	1,781,904	1,851,338	1,885,772	2,551,387
Subrecipient Assistance	771,161	818,566	535,000	758,866
Housing Loan Pool	1,970,925	505,756	1,050,000	1,094,121
Economic Dev Program	180,258	237,263	200,610	585,000
	<u>5,567,348</u>	<u>4,428,304</u>	<u>4,560,711</u>	<u>6,355,473</u>
Transfers				
Transfer In	-	1,946,738	1,994,047	1,747,243
Transfer Out	(177,107)	(389,348)	(398,809)	(349,449)
	<u>(177,107)</u>	<u>1,557,390</u>	<u>1,595,238</u>	<u>1,397,794</u>
Net Annual Activity	<u>(173,433)</u>	<u>338,162</u>	<u>(161,873)</u>	<u>(1,416,812)</u>
Ending Available Balance	\$ 542,546	\$ 880,708	\$ 8,051,799	\$ 6,634,987
Available Balance Calculation				
Current Assets		2,255,942		
Current Liabilities		(1,411,884)		
Subtotal		844,058		
Available Grant Funds		7,369,614		
Ending Available Balance		<u>\$ 8,213,672</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 2022-23, the City's annual entitlement is approximately \$290,000. In FY 2021-22 the following agencies were allocated ESG funding: Gospel Center Rescue Mission, Haven of Peace, St. Mary's Interfaith Dining Room, Stockton Shelter for the Homeless, Women's Center, Ready to Work and Central Valley Low Income Housing Corporation.

In FY 2022-23 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 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ -	\$ 70,588	\$ -	\$ -
Revenues				
ESG Entitlement	455,714	210,333	280,000	292,379
	455,714	210,333	280,000	292,379
Expenditures				
ESG Community Program Services	438,015	268,600	272,981	271,721
Administration	17,699	12,321	7,019	20,658
	455,714	280,921	280,000	292,379
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	-	-	-	-
Net Annual Activity	-	(70,588)	-	-
Ending Available Balance	\$ -	\$ -	\$ -	\$ -

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 2022-23, the City's estimated available sources is \$2.7 million, and includes: estimated annual entitlement, and program income received in prior years.

Based on the City's Five-Year Consolidated Plan and Council's priorities, the City issued a Notice of Funding Availability (NOFA) in December 2021 that included approximately \$1.7 million of HOME funds, 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 2022-22 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ -	\$ -	\$ 7,388,567	\$ 7,237,039
Revenues				
HOME Entitlement	364,585	1,082,908	35,000	1,760,529
Loan Repayments	400,906	474,205	469,304	200,000
	765,491	1,557,113	504,304	1,960,529
Expenditures				
Administration	67,220	97,640	55,106	260,000
CHDO Set-aside loan pool	195,998	487,862	-	264,079
Housing Loan Programs	499,000	250,000	600,000	1,960,655
Program Delivery	3,273	40,331	726	150,000
	765,491	875,833	655,832	2,634,734
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	-	-	-	-
Net Annual Activity	-	681,280	(151,528)	(674,205)
Ending Available Balance	\$ -	\$ 681,280	\$ 7,237,039	\$ 6,562,834
Available Balance Calculation				
Current Assets		\$ 709,391		
Current Liabilities		(28,111)		
Subtotal		681,280		
Available Grant Funds		6,707,287		
Ending Available Balance		\$ 7,388,567		

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 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	<u>\$ 470,367</u>	<u>\$ 642,829</u>	<u>\$ 684,557</u>	<u>\$ 884,828</u>
Revenues				
Loan Repayments	172,462	39,866	200,271	2,000
Other Revenues	-	-	-	-
Investment Proceeds	-	2,104	-	-
	<u>172,462</u>	<u>41,970</u>	<u>200,271</u>	<u>2,000</u>
Expenditures				
Housing Loan Programs	-	242	-	-
	<u>-</u>	<u>242</u>	<u>-</u>	<u>-</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>172,462</u>	<u>41,728</u>	<u>200,271</u>	<u>2,000</u>
Ending Available Balance	<u>\$ 642,829</u>	<u>\$ 684,557</u>	<u>\$ 884,828</u>	<u>\$ 886,828</u>
Available Balance Calculation				
Current Assets		\$ 684,557		
Current Liabilities		-		
Ending Available Balance		<u>\$ 684,557</u>		

**Economic Development Department
State Housing Loan (HELP) - 290-292
FY 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	<u>\$ 33,266</u>	<u>\$ 40,716</u>	<u>\$ 47,809</u>	<u>\$ 54,159</u>
Revenues				
HELP Loan Repayments	7,450	6,973	6,350	5,800
Investment Proceeds	-	136	-	-
	<u>7,450</u>	<u>7,109</u>	<u>6,350</u>	<u>5,800</u>
Expenditures				
Housing Loan Programs	-	16	-	-
	<u>-</u>	<u>16</u>	<u>-</u>	<u>-</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>7,450</u>	<u>7,093</u>	<u>6,350</u>	<u>5,800</u>
Ending Available Balance	<u>\$ 40,716</u>	<u>\$ 47,809</u>	<u>\$ 54,159</u>	<u>\$ 59,959</u>
Available Balance Calculation				
Current Assets		\$ 47,809		
Current Liabilities		-		
Ending Available Balance		<u>\$ 47,809</u>		



ECONOMIC DEVELOPMENT DEPARTMENT

FEDERAL HOUSING GRANT FUND (230) NEIGHBORHOOD STABILIZATION GRANT SUBFUND (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

Current projects include Grand View Village, a 74-unit affordable multi-family housing development, Liberty Square (Hunter Street) Apartments, a 72-unit multi-family rental project and Town Center Studios, a 40 unit permanent housing development targeting chronically homeless individuals.

**Economic Development Department
Neighborhood Stabilization Program - 230-234
FY 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 384,142</u>	<u>\$ 446,918</u>
Revenues				
NSP Entitlement	1,619,329	351,303	-	-
Investment Proceeds		1,188	-	-
Other			-	-
Loan Repayments	25,906	34,218	65,000	6,000
	<u>1,645,235</u>	<u>386,709</u>	<u>65,000</u>	<u>6,000</u>
Expenditures				
Administration	2,396	2,563	2,224	589
Program Delivery	-	-	-	-
Housing Loan Programs	1,642,839	4		189,508
	<u>1,645,235</u>	<u>2,567</u>	<u>2,224</u>	<u>190,097</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>-</u>	<u>384,142</u>	<u>62,776</u>	<u>(184,097)</u>
Ending Available Balance	<u>\$ -</u>	<u>\$ 384,142</u>	<u>\$ 446,918</u>	<u>\$ 262,821</u>
Available Balance Calculation				
Current Assets		\$ 384,467		
Current Liabilities		(325)		
Subtotal		384,142		
Available Grant Funds		-		
Ending Available Balance		<u>\$ 384,142</u>		

**Economic Development Department
Neighborhood Stabilization Program #3 - 230-235
FY 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 325,089</u>	<u>\$ 342,611</u>
Revenues				
NSP Entitlement	359,155	111,043	-	-
Investment Proceeds	27,793	7,437	20,000	6,000
	<u>386,948</u>	<u>118,480</u>	<u>20,000</u>	<u>6,000</u>
Expenditures				
Administration	2,862	6,314	2,478	39
Program Delivery	-	-	-	-
Loan Forgiveness	-	-	-	-
Housing Loan Programs	384,086	4	-	109,803
	<u>386,948</u>	<u>6,318</u>	<u>2,478</u>	<u>109,842</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>-</u>	<u>112,162</u>	<u>17,522</u>	<u>(103,842)</u>
Ending Available Balance	<u>\$ -</u>	<u>\$ 112,162</u>	<u>\$ 342,611</u>	<u>\$ 238,769</u>
Available Balance Calculation				
Current Assets		\$ 112,668		
Current Liabilities		(506)		
Subtotal		112,162		
Available Grant Funding		212,927		
Ending Available Balance		<u>\$ 325,089</u>		

**Economic Development Department
Low & Moderate Income Housing - 290-293
FY 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	<u>\$ 1,896,374</u>	<u>\$ 2,666,169</u>	<u>\$ 3,684,709</u>	<u>\$ 4,602,837</u>
Revenues				
Investment Proceeds	197,036	177,557	45,000	40,000
Other Revenues	7,720	69,909	23,304	21,000
	<u>204,756</u>	<u>247,466</u>	<u>68,304</u>	<u>61,000</u>
Expenditures				
Administration	75	28,508	27,285	37,504
Housing Loan Programs	100,000	173,999	119,915	551,918
	<u>100,075</u>	<u>202,507</u>	<u>147,200</u>	<u>589,422</u>
Transfers				
Transfer In - General Fund	101,151	-	-	-
Transfer In - Other Funds	563,963	973,582	997,024	551,918
Transfer Out	-	-	-	-
	<u>665,114</u>	<u>973,582</u>	<u>997,024</u>	<u>551,918</u>
Net Annual Activity	<u>769,795</u>	<u>1,018,541</u>	<u>918,128</u>	<u>23,496</u>
Ending Available Balance	<u>\$ 2,666,169</u>	<u>\$ 3,684,710</u>	<u>\$ 4,602,837</u>	<u>\$ 4,626,333</u>
Available Balance Calculation				
Current Assets		\$ 3,684,709		
Current Liabilities		-		
Ending Available Balance		<u>\$ 3,684,709</u>		

**Economic Development Department
Parking and Venues
Division Summary
FY 2022-23 Annual Budget**

	Boat Launching 100-140	Tourism and Business Improvement 270-052	Entertainment Venues 100-145
	<i>See Page I-29</i>	<i>See Page I-30</i>	<i>See Page I-33</i>
Beginning Available Balance	\$ 636,930	\$ 62,833	\$ 2,797,919
Revenues			
Taxes/Assessments	-	1,600,000	-
User Fees	220,000	-	-
Fines & Forfeitures	-	-	-
Rent	-	-	-
Other Revenue	3,432	-	3,435,339
	223,432	1,600,000	3,435,339
Expenditures			
Operating Expenses	203,488	1,600,000	8,410,931
Debt Service	-	-	-
Capital Improvement	-	-	-
	203,488	1,600,000	8,410,931
Transfers			
Transfer In - General Fund	-	-	3,318,000
Transfer In - Other Funds	-	-	-
Transfer Out	(150,000)	-	-
	(150,000)	-	3,318,000
Net Annual Activity	(130,056)	-	(1,657,592)
Ending Available Balance	\$ 506,874	\$ 62,833	\$ 1,140,327

**Economic Development Department
Parking and Venues
Division Summary, Continued
FY 2022-23 Annual Budget**

	Parking Authority 630	Marina 640	Parking and Venues Total
	<i>See Page I-35</i>	<i>See Page I-37</i>	
Beginning Available Balance	\$ 2,143,252	\$ 187,568	\$ 5,828,502
Revenues			
Taxes/Assessments	1,260,215	-	2,860,215
User Fees	4,113,000	353,263	4,686,263
Fines & Forfeitures	650,000	-	650,000
Rent	-	-	-
Other Revenue	186,000	29,012	3,653,783
	6,209,215	382,275	11,850,261
Expenditures			
Operating Expenses	4,389,789	660,398	15,264,606
Debt Service	2,336,980	-	2,336,980
Capital Improvement	100,000	-	100,000
	6,826,769	660,398	17,701,586
Transfers			
Transfer In - General Fund	-	262,000	3,580,000
Transfer In - Other Funds	-	-	-
Transfer Out	-	-	(150,000)
	-	262,000	3,430,000
Net Annual Activity	(617,554)	(16,123)	(2,421,325)
Ending Available Balance	\$ 1,525,698	\$ 171,445	\$ 3,407,177

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 2021-22-Buckley's boat launch projected revenues and is anticipated to be used more frequently than prior to COVID-19. There are two minor fee increases included in FY 2022-23 fee schedule, primarily impacting the annual boat launch passes. 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.

The FY 2022-23 Annual Budget includes \$150,000 toward the Buckley Cove dredging project.

**Economic Development Department
Boat Launching Facilities - 100-140
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 751,818	\$ 829,391	\$ 949,478	\$ 636,930
Revenues				
Boat Launching Fees	152,537	266,922	220,000	220,000
Investment Proceeds	34,074	1,061	-	-
Reimbursements	3,416	3,431	3,432	3,432
	190,027	271,414	223,432	223,432
Expenditures				
Salaries & Benefits	10,669	17,293	22,640	22,270
Utilities	2,183	2,675	3,200	3,328
Maintenance & Repair	12,573	10,233	36,000	45,000
Professional Services	-	102,393	105,921	113,921
Security Contractor	79,262	-	-	-
Materials & Supplies	587	839	750	1,500
Other Expenses	7,180	17,894	17,469	17,469
	112,454	151,327	185,980	203,488
Transfers				
Transfer In	-	-	-	-
Transfer Out - Capital	-	-	(350,000)	(150,000)
	-	-	(350,000)	(150,000)
Net Annual Activity	77,573	120,087	(312,548)	(130,056)
Ending Available Balance	\$ 829,391	\$ 949,478	\$ 636,930	\$ 506,874
Available Balance Calculation				
Current Assets		\$ 959,334		
Current Liabilities		(9,856)		
Ending Available Balance		\$ 949,478		

**Economic Development Department
Tourism and Business Improvement - 270-052
FY 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	<u>\$ 131,198</u>	<u>\$ 53,715</u>	<u>\$ 62,833</u>	<u>\$ 62,833</u>
Revenues				
Taxes/Assessments				
Tourism Business Improvement	1,632,689	1,604,211	1,550,000	1,600,000
Investment Proceeds	7,375	2,077	-	
Other Revenues	(77,748)	-	-	
	<u>1,562,316</u>	<u>1,606,288</u>	<u>1,550,000</u>	<u>1,600,000</u>
Expenditures				
Pass-Through				
TBID - Convention & Visitors	1,590,947	1,548,847	1,511,900	1,552,000
Administration	48,852	48,323	38,100	48,000
	<u>1,639,799</u>	<u>1,597,170</u>	<u>1,550,000</u>	<u>1,600,000</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>(77,483)</u>	<u>9,118</u>	<u>-</u>	<u>-</u>
Ending Available Balance	<u>\$ 53,715</u>	<u>\$ 62,833</u>	<u>\$ 62,833</u>	<u>\$ 62,833</u>
Available Balance Calculation				
Current Assets		\$ 197,408		
Current Liabilities		(134,575)		
Ending Available Balance		<u>\$ 62,833</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 sporting events, banquets, concerts, meetings, and a large state conference. 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 marketplace, maintaining adequate staffing levels is challenging.

General Fund dollars support the annual venue operations. The General Fund contribution for FY 2022-23 is \$3.3 million. In future years, 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. An additional \$2.3 million from ARPA funding, identified as revenue loss due to pandemic, will be supplementing the venues fund in FY 2022-23. This will align with inflation of goods and services, while allowing the venues fund to recalibrate from pandemic impact.

Capital Improvement Project EV22606 - Arena Video Equipment and Scoreboard, is looking forward to the potential award of \$2.5 million of ARPA funds. This project will include 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 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	\$ 1,020,999	\$ 733,360	\$ 1,949,737	\$ 2,797,919
Revenues				
Operations:				
Stockton Arena	2,608,376	339,908	1,425,440	2,097,516
Bob Hope Theatre	813,384	6,891	566,570	575,465
Oak Park Ice Arena	362,861	13,989	482,104	497,500
Ballpark	135,351	69,568	282,229	264,858
Other Revenue	200,191	110,503	-	-
	<u>4,120,163</u>	<u>540,859</u>	<u>2,756,343</u>	<u>3,435,339</u>
Expenditures				
Operations:				
Stockton Arena	5,137,853	2,079,567	4,508,909	4,467,294
Bob Hope Theatre	1,051,317	246,764	1,040,030	1,370,663
Oak Park Ice Arena	651,147	316,773	1,038,754	1,096,066
Ballpark	640,621	416,295	663,585	948,808
Administration	146,844	143,611	141,883	428,100
Facility Maint. & Equipment	615,020	336,253	100,000	100,000
	<u>8,242,802</u>	<u>3,539,263</u>	<u>7,493,161</u>	<u>8,410,931</u>
Transfers				
Transfer In - General Fund	3,835,000	4,785,000	3,285,000	3,318,000
Transfer In - Other	-	-	2,300,000	
Transfer Out	-	-	-	
	<u>3,835,000</u>	<u>4,785,000</u>	<u>5,585,000</u>	<u>3,318,000</u>
Net Annual Activity	<u>(287,639)</u>	<u>1,786,596</u>	<u>848,182</u>	<u>(1,657,592)</u>
Ending Available Balance	<u>\$ 733,360</u>	<u>\$ 2,519,956</u>	<u>\$ 2,797,919</u>	<u>\$ 1,140,327</u>
Available Balance Calculation				
Current Assets		\$ 5,011,692		
Current Liabilities		<u>(2,561,955)</u>		
Subtotal		2,449,737		
Capital Appropriations		<u>(500,000)</u>		
Ending Available Balance		<u><u>\$ 1,949,737</u></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 has been improvement in FY 2021-22 as the downtown Cineplex and other businesses have reopened as well as returning events at the Arena, Ballpark and Bob Hope Theater. Operating Revenues will exceed budget by approximately 30%. Operating expenses in FY 2021-22 exceeded budget by approximately 10% due to the need for more staff required by the resuming event business. Operating Revenues in FY 2022-23 are projected to be closer to pre-pandemic actuals, and expenses assume higher maintenance and salary costs. Operations and Enforcement will continue to be monitored closely as the COVID-19 directives progress.

**Economic Development Department
Parking Authority - 630
FY 2022-23 Annual Budget**

	<u>FY 2019-20 Actual</u>	<u>FY 2020-21 Actual</u>	<u>FY 2021-22 Projected</u>	<u>FY 2022-23 Budget</u>
Beginning Available Balance	\$ 2,176,900	\$ 5,572,519	\$ 5,567,438	\$ 2,143,252
Revenues				
Assessments	1,407,114	1,253,674	1,330,000	1,260,215
Operating Revenue/Fees	3,918,644	2,864,239	3,768,768	4,113,000
Parking Citations/Fines	699,562	425,286	550,000	650,000
Bond Proceeds	3,000,000	-	-	-
Other Revenues	131,020	45,785	153,830	176,000
Investment Proceeds	126,478	(27,365)	5,825	10,000
	<u>9,282,818</u>	<u>4,561,619</u>	<u>5,808,423</u>	<u>6,209,215</u>
Expenditures				
Administration	613,072	534,993	743,721	706,948
Other Services	3,875	3,273	65,000	239,204
Parking Operations	2,467,174	1,888,364	2,519,787	2,744,117
Parking Enforcement	591,540	518,135	520,792	699,520
Debt Service	2,030,959	1,563,860	2,217,721	2,336,980
Parking Improvements	59,382	58,074	3,165,588	100,000
	<u>5,766,002</u>	<u>4,566,699</u>	<u>9,232,609</u>	<u>6,826,769</u>
Transfers				
Transfer Out	-	-	-	-
Transfer Out - Low/Mod Housing	(121,197)	-	-	-
	<u>(121,197)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>3,395,619</u>	<u>(5,080)</u>	<u>(3,424,186)</u>	<u>(617,554)</u>
Ending Available Balance	<u>\$ 5,572,519</u>	<u>\$ 5,567,438</u>	<u>\$ 2,143,252</u>	<u>\$ 1,525,698</u>
Available Balance Calculation				
Current Assets		\$ 3,236,316		
Current Liabilities		(671,338)		
Capital Appropriations		3,002,460		
Ending Available Balance		<u><u>\$ 5,567,438</u></u>		

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.

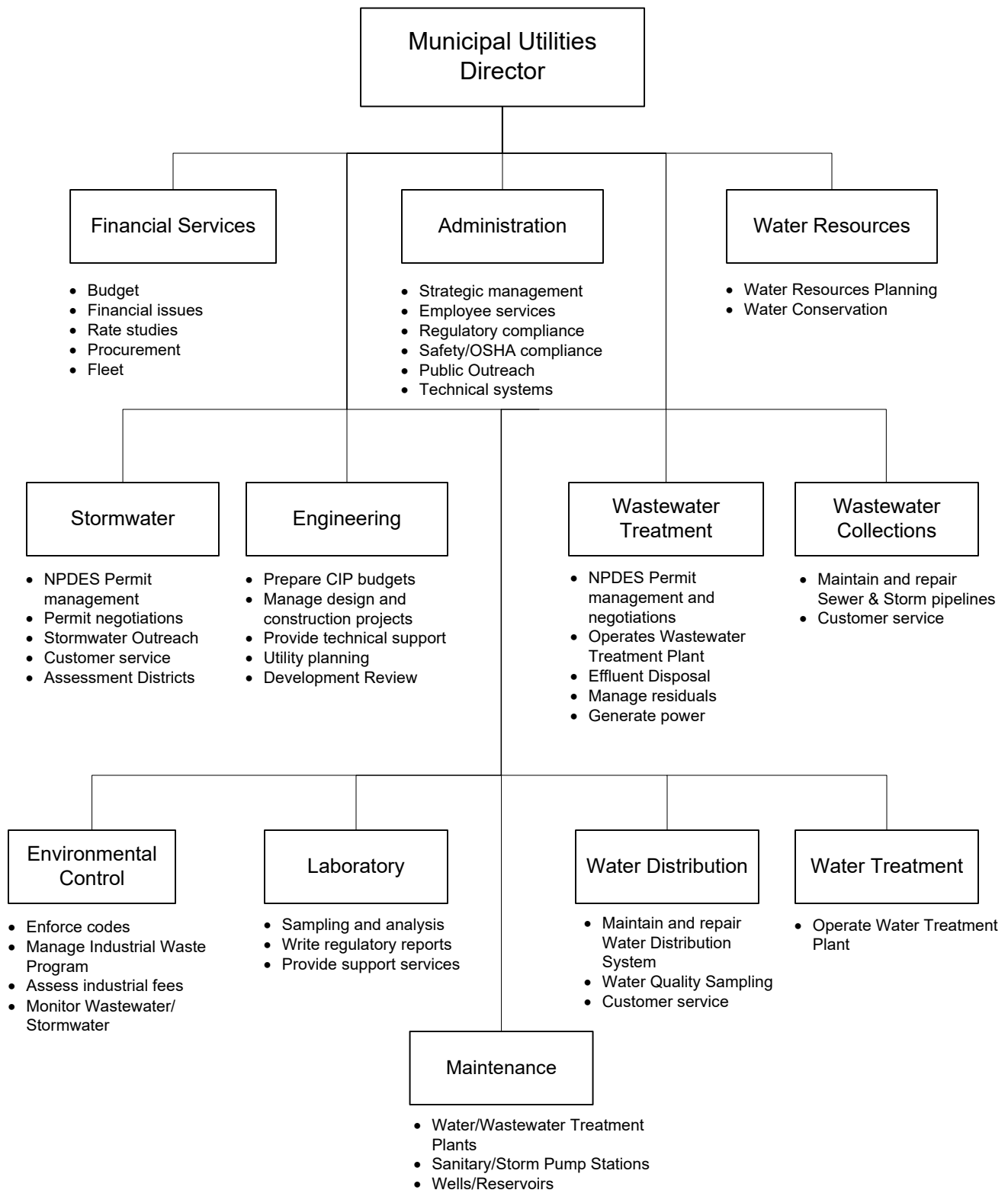
FY 2021-22 revenue is currently on track to meet budget, but staff anticipates that revenues will come in higher than budgeted, similar to the previous year in which year-end revenues were 32% higher than budgeted. While expenses have remained within budget, increases to expenses are anticipated in FY2022-23 due to minimum wage increases and additional costs of services such as security.

**Economic Development Department
Downtown Marina Complex - 640
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 149,122	\$ 184,237	\$ 180,783	\$ 187,568
Revenues				
User Fees	261,546	306,212	347,344	353,263
Other Revenues	3,399	24,331	27,457	29,012
Investment Proceeds	9,677	(3,180)	-	-
	274,622	327,363	374,801	382,275
Expenditures				
Administration	8,171	7,983	12,630	17,800
Operating Expenses	493,336	558,863	617,386	642,598
Capital Projects	-	-	-	-
	501,507	566,847	630,016	660,398
Transfers				
Transfer In - General Fund	262,000	297,000	262,000	262,000
Transfer Out	-	-	-	-
	262,000	297,000	262,000	262,000
Net Annual Activity	35,115	57,516	6,785	(16,123)
Ending Available Balance	\$ 184,237	\$ 241,753	\$ 187,568	\$ 171,445
Available Balance Calculation				
Current Assets		\$ 419,461		
Current Liabilities		(177,709)		
Less: program commitments		(60,969)		
Ending Available Balance		\$ 180,783		



TAB 10 UTILITIES



MUNICIPAL UTILITIES



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	\$197,024,790
Total Expenditures	\$229,048,462
Total Net Cost	\$32,023,672
Total Staff	220

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 16 operational groundwater wells. The Water Utility maintains a water transmission and distribution system that includes seven reservoirs including 15 pumps, approximately 590 miles of pipeline, 11 active wells, and over 50,000 water meters. 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 many 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 2022-23 priority is to maintain the construction schedule and budget for the Regional Wastewater Control Facility (RWCF) Modifications Project. This is a multi-year, \$243 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 65% complete and when fully operational, will achieve treated wastewater limits by June 1, 2024. 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. The Water Utility Master Plan was adopted by the Stockton City Council on February 23, 2021. The Wastewater and Stormwater Utility Master Plans will be completed in FY 2022-23. The master plans assist staff in planning, designing and financial requirements for future infrastructure improvements that support new development and evaluate potentially needed 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 Comprehensive Wastewater Rate Study dated March 2019, 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 the new Clean Water fee. 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 Enterprise Fund Rate Study in FY 2022-23, after completion of the Stormwater Utility Master Plan. 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 utility 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:

- Awarded design contract for the Rehabilitation of South Stockton System Groundwater Well SSS8
- Awarded construction contract for the RWCF Digester C Cleaning
- Completed construction of the following capital projects:
 - VA Medical Facility Off-Site Utilities Improvements
 - Sodium Hypochlorite Injection System at the Northern Stockton Pipeline Ammonia Facility (NSPAF)
 - RWCF Coating for Digester Gas Holder
 - Brookside/Calaveras Storm Pump Station Roof Replacement
 - RWCF Cogeneration Engine No. 3 Overhaul and Fuel Blending System Installation
 - Sanitary Sewer Pump Stations and Force Main Cathodic Protection
 - Processed 1,000 development application reviews, an increase of 38% from last fiscal year

Finance:

- In November 2021, City Council approved the Clean Water State Revolving Fund (CWSRF) loan agreement in the amount of \$46.8 million for planning, design, and construction of the RWCF Modifications Project
- Paid off the 2019 Bond Anticipation Note in the amount of \$118 million with proceeds from the Water Infrastructure Finance and Innovation Act (WIFIA) – Wastewater Revenue Bond in the amount of \$108 million and \$10 million from cash reserves
- Received \$3.8 million in COVID-19 pandemic relief funds from the California Water and Wastewater Arrearages Payment Program to credit delinquent customer accounts

Wastewater Operations and Maintenance:

- Continued construction on the Regional Wastewater Control Facility Modifications Project, currently at 65% completion
- Completed five (5) Tertiary projects in support of Operations and Maintenance
- Coordinated construction activities while maintaining full operation of RWCF to treat and discharge over 9.2 billion gallons of wastewater while meeting NPDES permit requirements

Water Administration and Operations:

- Delivered 8.6 billion gallons of drinking water to the City, meeting or exceeding all State and Federal regulations
- Awarded a contract for geotechnical investigation and hydrogeologic characterization report for Delta Water Treatment Plant Groundwater Recharge Project
- Completed water storage tank refit at 14-Mile Reservoir Facility

MUNICIPAL UTILITIES DEPARTMENT

- Completed \$2.3 million in grant funding requests for the Groundwater Recharge Project through Department of Water Resources Sustainable Groundwater Management and Integrated Regional Water Management Programs
- Completed the 2021 Watershed Sanitary Survey and 2022 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

Stormwater Administration:

- Completed update of Stormwater Quality Control Criteria Plan
- Integrated the Storm Water Quality Control and Access and Maintenance Inspection
- Submitted the Municipal Stormwater Program 2016-2021 End-Term Report
- Submitted and received Central Valley Water Board's approval of 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
- Conducted Coastal Cleanup Day 2021
 - American Legion Park
 - Volunteers – 119
 - Total Trash – 1,565 lbs.
 - Total Recycle – 162 lbs.
 - Buckley Cove
 - Volunteers – 75
 - Total Trash – 778 lbs.
 - Total Recycle – 100 lbs.
- Completed the following Stormwater Compliance Inspections:
 - Commercial: 390
 - Construction: 738
 - Industrial: 125
 - Illicit Discharge: 100
 - SWQCP/AMA: 203

Wastewater Collections:

- Cleaned approximately 1.8 Million feet of sanitary lines
- Inspected approximately 185,000 feet of sanitary lines utilizing Closed Circuit TV equipment
- Inspected approximately 202,000 feet of lateral lines
- Completed approximately 232 repairs of sanitary laterals
- Completed approximately 41 repairs of sanitary mainlines
- Reduced Sanitary Sewer Overflows by approximately 37% from previous year

MUNICIPAL UTILITIES DEPARTMENT

KEY CONSIDERATIONS

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



Utilities
FY 2022-23 Annual Budget

	<u>Water 600</u> <i>See Page J-11</i>	<u>Wastewater 610</u> <i>See Page J-13</i>	<u>Stormwater 620</u> <i>See Page J-15</i>	<u>Storm Districts 270</u> <i>See Page J-17</i>	<u>Utilities Total</u>
Beginning Available Balance	\$ 69,453,372	\$ 19,866,622	\$ 5,700,438	\$ 3,373,732	\$ 98,394,164
Revenues					
User Services	50,536,131	74,876,870	5,363,950	430,207	131,207,158
Connection Fees	4,555,701	3,114,849	-	-	7,670,550
Storm Drain Districts	-	-	89,500	-	89,500
Fines and Penalties	756,364	995,230	-	-	1,751,594
Investment Proceeds	1,226,000	1,700,975	141,000	40,000	3,107,975
Other Revenue	5,810,000	469,571	111,230	-	6,390,801
Other Funding Sources	-	46,800,000	-	-	46,800,000
	62,884,196	127,957,495	5,705,680	470,207	197,017,578
Expenditures					
Administration	4,442,684	5,604,463	2,355,418	-	12,402,565
Customer Service	1,405,044	3,320,581	570,052	-	5,295,677
Operations and Maintenance	20,188,639	53,999,937	3,591,250	481,455	78,261,281
Water Treatment	481,206	-	-	-	481,206
Water Conservation	174,419	-	-	-	174,419
Purchased Water	15,483,780	-	-	-	15,483,780
Debt Service	14,308,451	7,789,500	-	-	22,097,951
Capital Projects	19,489,461	74,576,105	523,867	-	94,589,433
	75,973,684	145,290,586	7,040,587	481,455	228,786,312
Transfers					
Transfer In	-	-	-	7,212	7,212
Transfer Out	(44,250)	(29,900)	(188,000)	-	(262,150)
	(44,250)	(29,900)	(188,000)	7,212	(254,938)
Net Annual Activity	(13,133,738)	(17,362,991)	(1,522,907)	(4,036)	(32,023,672)
Ending Available Balance	\$ 56,319,634	\$ 2,503,631	\$ 4,177,531	\$ 3,369,696	\$ 66,370,492
				Revenues	\$ 197,017,578
				Transfers	7,212
				Total Sources	<u>\$ 197,024,790</u>
				Expenditures	\$ 228,786,312
				Transfers	262,150
				Total Appropriations	<u>\$ 229,048,462</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 be used by the Water Utility. Water user rate fees and developer impact fees fund the Water Utility Capital Improvement Program.

KEY CONSIDERATIONS

In FY 2020-21, the department conducted a Water Rate Study. The objective of the water rate study was to develop a financial plan and cost-based rates for the MUD's water system customers. Cost-based rates must be developed and documented to meet the requirements of California Constitution Article XIII D, Section 6 (Proposition 218). To meet the intent of Proposition 218, the study developed rates that are cost-based, equitable, and based on the City's specific costs and customer characteristics.

The 2021 Water Rate Study does not propose any rate adjustments for FY 2021-22. The first increase of 3.5% will be implemented on July 1, 2022; the second (of 3.5%) will be effective July 1, 2023; the third (of 4%) will be effective July 1, 2024; and the fourth and final (of 4%) will be effective July 1, 2025.

As part of the rate increases, the City Council adopted the use and implementation of the Drought Recovery Charge, an additional per unit charge that may be added to the consumption charge rates and can be activated by the City Council when the state mandates water reduction due to drought conditions. Updating the Drought Recovery Charge each time the water rates are revised maintained sufficient revenue levels necessary to fund the operating and capital needs of the Water Utility during times of drought and reduced consumption levels.

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.

In FY 2020-21, the department updated the Urban Water Management Plan (UWMP). UWMPs are prepared by urban water suppliers, such as the MUD, every five years. The UWMP supports the MUD's long-term resource planning to ensure that adequate water supplies are available to meet existing and future water needs for the City of Stockton's customers. In addition, the information in the UWMP is useful for local, regional, and statewide water planning. In FY 2021-22, DWR reviewed the City's UWMP and found the plan to be complete and that it met the state's UWMP requirements. The plan was officially approved by DWR in March of 2022.

Utilities
Water - 600
FY 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	\$ 162,414,415	\$ 181,489,744	\$ 74,846,634	\$ 69,453,372
Revenues				
User Services Fees	52,301,591	55,905,249	48,823,229	50,536,131
% increase	8%	7%	-13%	4%
Connection Fees	3,853,942	7,365,118	5,061,890	4,555,701
Fines and Penalties	852,649	704,123	730,787	756,364
Investment Proceeds	2,889,422	135,118	926,000	1,226,000
Other Revenue	7,219,292	8,074,669	5,710,000	5,810,000
	<u>67,116,896</u>	<u>72,184,277</u>	<u>61,251,906</u>	<u>62,884,196</u>
Expenditures				
Administration	3,245,105	3,247,441	3,815,870	4,442,684
Customer Service	899,836	666,537	1,150,313	1,405,044
Operations and Maintenance	12,807,668	15,088,179	16,890,288	20,188,639
Water Treatment	207,990	194,265	300,355	481,206
Water Conservation	52,476	21,119	41,349	174,419
Purchased Water	13,371,599	17,124,148	17,181,000	15,483,780
Debt Service	9,446,732	8,629,107	14,300,287	14,308,451
Capital Projects	1,177,684	4,264,366	12,563,570	19,489,461
	<u>41,209,090</u>	<u>49,235,162</u>	<u>66,243,032</u>	<u>75,973,684</u>
Transfers				
Transfer In	-	6,793	-	-
Transfer Out	(67,690)	(242,181)	(402,136)	(44,250)
	<u>(67,690)</u>	<u>(235,388)</u>	<u>(402,136)</u>	<u>(44,250)</u>
Net Annual Activity	25,840,116	22,713,727	(5,393,262)	(13,133,738)
Non-Current Transactions	6,764,787	4,627,834	-	-
Prior Period Adjustment	-	(13,119,440)	-	-
Ending Available Balance *	\$ 181,489,744	\$ 186,456,197	\$ 69,453,372	\$ 56,319,634
Available Balance Calculation ^				
Current Assets		\$ 101,542,365		
Current Liabilities		(12,430,582)		
Capital Appropriations		(14,265,149)		
Ending Available Balance		<u>\$ 74,846,634</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

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 be 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 second annual increase of 6% effective July 1, 2020, the third annual increase of 6% effective July 1, 2021, and the fourth annual increase of 6% will go into effect July 1, 2022.

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 process. 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 process to update of the WWMP was initiated in FY 2020-21 and will be completed in FY 2022-23. The most recent General Plan Update for 2040 projected different buildout land uses in comparison with the 2035 General Plan. The 2021 Wastewater Master Plan will assist staff in planning and designing 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 2022-23 Annual Budget

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 343,751,322	\$ 364,325,904	\$ 114,709,785	\$ 19,866,622
Revenues				
User Services Fees	69,634,196	72,678,781	70,638,557	74,876,870
% increase	6%	4%	-3%	6%
Connection Fees	2,463,943	4,501,972	3,447,749	3,114,849
Fines and Penalties	1,036,253	845,536	975,716	995,230
Investment Proceeds	5,969,950	(94,353)	1,698,113	1,700,975
Other Revenue	5,291,539	723,123	457,736	469,571
State Funding	-	-	108,000,000	46,800,000
	84,395,881	78,655,059	185,217,871	127,957,495
Expenditures				
Administration	6,268,033	7,669,675	5,449,085	5,604,463
Customer Service	2,763,577	3,283,538	3,350,021	3,320,581
Operations and Maintenance	36,243,157	35,963,371	47,047,642	53,999,937
Debt Service	4,274,405	4,136,155	125,468,125	7,789,500
Capital Projects	45,315,742	71,689,341	96,985,161	74,576,105
	94,864,914	122,742,080	278,300,034	145,290,586
Transfers				
Transfer In - District Funds	-	-	-	-
Transfer Out	(178,037)	(2,031,112)	(1,761,000)	(29,900)
	(178,037)	(2,031,112)	(1,761,000)	(29,900)
Net Annual Activity	(10,647,070)	(46,118,133)	(94,843,163)	(17,362,991)
Non-Current Transactions	(31,221,652)	(61,894,213)	-	-
Ending Available Balance *	\$ 364,325,904	\$ 380,101,984	\$ 19,866,622	\$ 2,503,631
Available Balance Calculation ^				
Current Assets		\$ 198,158,986		
Current Liabilities		(22,640,157)		
Capital Appropriations		(60,809,044)		
Ending Available Balance		<u>\$ 114,709,785</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 be 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 XIID, section 6) that would supplement the current stormwater fee. The rate study prepared for 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 the new Clean Water fee. The possibility of proposing a rate adjustment to provide needed funding for this Utility is currently under review.

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 2021-22, 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 and will complete the Plan in FY 2022-23. The Plan will include hydraulic models of existing stormwater facilities as well as infrastructure proposed in support of future development. The Plan will also support the recent General Plan Update for 2040 and be 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. MUD is planning to initiate a Stormwater Enterprise Fund Rate Study in FY 2022-23, following the completion of the master plan.

Utilities
Stormwater - 620
FY 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	\$ 51,524,225	\$ 51,983,229	\$ 8,001,357	\$ 5,700,438
Revenues				
User Services	6,068,832	5,874,347	5,259,378	5,363,950
% increase	2%	-3%	-10%	2%
Admin Fee Storm Drain Districts	89,500	-	89,500	89,500
Agency Reimbursements	258,624	605,369	108,711	111,230
Investment Proceeds	359,999	3,305	154,500	141,000
	<u>6,776,955</u>	<u>6,483,021</u>	<u>5,612,089</u>	<u>5,705,680</u>
Expenditures				
Administration	2,276,864	1,193,826	2,235,651	2,355,418
Customer Service	390,038	308,039	507,255	570,052
Operations and Maintenance	2,142,552	3,476,635	3,037,792	3,591,250
Capital Projects	828,309	686,831	1,102,155	523,867
	<u>5,637,763</u>	<u>5,665,331</u>	<u>6,882,853</u>	<u>7,040,587</u>
Transfers				
Transfer In - District Funds	-	-	-	-
Transfer Out	(23,035)	(50,138)	(1,030,155)	(188,000)
	<u>(23,035)</u>	<u>(50,138)</u>	<u>(1,030,155)</u>	<u>(188,000)</u>
Net Annual Activity	<u>1,116,157</u>	<u>767,552</u>	<u>(2,300,919)</u>	<u>(1,522,907)</u>
Non-Current Transactions	657,153	1,093,977	-	-
Ending Available Balance *	<u>\$ 51,983,229</u>	<u>\$ 51,656,804</u>	<u>\$ 5,700,438</u>	<u>\$ 4,177,531</u>
Available Balance Calculation ^				
Current Assets		\$ 10,936,283		
Current Liabilities		(456,555)		
Capital Appropriations		(2,478,371)		
Ending Available Balance		<u>\$ 8,001,357</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

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 impart 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

The contract for basin maintenance services for storm drainage maintenance assessment districts was extended through FY 2021-22, which is the final one-year extension. A request for bid for a multi-year contract will be completed in FY 2021-22.

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.

The Public Hearing was held on June 14, 2022 and the Engineer's Reports and Assessment Rolls were approved by the City Council in June 2022. There will be an increase of about 5.2% in the assessments for FY 2022-23.

The MUD is developing a Stormwater Master Plan in FY 2020-21 that will be completed in FY 2022-23. The Plan will include 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 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	\$ 2,951,023	\$ 3,107,193	\$ 3,367,400	\$ 3,373,732
Revenues				
Assessments	339,403	392,136	405,153	430,207
Investment Proceeds	126,603	13,854	40,000	40,000
	<u>466,006</u>	<u>405,990</u>	<u>445,153</u>	<u>470,207</u>
Expenditures				
Miscellaneous expenditures	317,048	133,763	446,033	481,455
Capital projects	-	-	-	-
	<u>317,048</u>	<u>133,763</u>	<u>446,033</u>	<u>481,455</u>
Transfers				
Transfer In	7,212	-	7,212	7,212
Transfer Out	-	-	-	-
	<u>7,212</u>	<u>-</u>	<u>7,212</u>	<u>7,212</u>
Net Annual Activity	156,170	272,227	6,332	(4,036)
Ending Available Balance	\$ 3,107,193	\$ 3,379,420	\$ 3,373,732	\$ 3,369,696
Available Balance Calculation				
Current Assets		\$ 3,391,042		
Current Liabilities		(23,642)		
Ending Available Balance		<u>\$ 3,367,400</u>		



TAB 11 ADMINISTRATION & SUPPORT



Administration and Support
FY 2022-23 Annual Budget

	Charter Offices	Administrative Services		Human Resources	
	City Council, Manager, Clerk, Attorney, Auditor 100	General Fund 100	Reprographics 570	General Fund 100	Insurance and Benefits Internal Service 520-560
	<i>See Page K-26</i>	<i>See Page K-33</i>	<i>See Page N-15</i>	<i>See Page K-41</i>	<i>See Page N-17</i>
Beginning Available Balance			\$ 174,332		\$ 120,151,438
Revenues					
Operating Revenues	-	-	365,000	-	125,608,068
Other Revenue	2,700	138,225	-	-	19,853,192
	2,700	138,225	365,000	-	145,461,260
Expenditures					
Employee Services	6,476,049	4,880,642	-	1,558,307	-
Other Services	2,159,747	3,340,254	-	772,192	-
Materials and Supplies	193,181	119,644	-	36,279	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Other Expenses	224,818	583,101	425,256	269,307	144,389,426
	9,053,795	8,923,641	425,256	2,636,085	144,389,426
	-	-		1	
Transfers					
Transfer In - General Fund	-	-	-	-	-
Transfer In - Other Funds	-	-	-	-	-
Transfer Out - Capital	-	-	-	-	-
Transfer Out - Operating	-	-	-	-	-
	-	-	-	-	-
Net Annual Activity	(9,051,095)	(8,785,416)	(60,256)	(2,636,085)	1,071,834
Ending Available Balance			\$ 114,076		\$ 121,223,272
			-		-
Summary by Department					
	Charter Offices		Administrative Services		Human Resources
Revenues	\$ 2,700		\$ 503,225		\$ 145,461,260
Transfers	-		-		-
Total Sources	\$ 2,700		\$ 503,225		\$ 145,461,260
Expenditures	\$ 9,053,795		\$ 9,348,897		\$ 147,025,511
Transfers	-		-		-
Total Appropriations	\$ 9,053,795		\$ 9,348,897		\$ 147,025,511

Administration and Support, Continued
FY 2022-23 Annual Budget

		<u>Non-Departmental</u>		
	<u>Technology 510</u>	<u>General Fund 100</u>	<u>Other Special Programs 260</u>	<u>Administration & Support Total</u>
	<i>See Page N-11</i>	<i>See Page K-52</i>	<i>See Page K-54</i>	
Beginning Available Balance	\$ 16,293,445		\$ 189,805	
Revenues				
Operating Revenues	17,097,088	-	777,527	143,847,683
Other Revenue	875,512	-	-	20,869,629
	17,972,600	-	777,527	164,717,312
Expenditures				
Employee Services	-	(152,636)	-	12,762,362
Other Services	-	2,834,441	-	9,106,634
Materials and Supplies	-	15,000	-	364,104
Capital Outlay	11,274,442	-	-	11,274,442
Debt Service	-	-	-	-
Other Expenses	14,766,460	(281,637)	849,198	161,225,929
	26,040,902	2,415,168	849,198	194,733,471
		-		
Transfers				
Transfer In - General Fund	5,134,542	-	-	5,134,542
Transfer In - Other Funds	-	-	-	-
Transfer Out - Capital	-	(12,100,000)	-	(12,100,000)
Transfer Out - Other Funds	-	(25,049,050)	-	(25,049,050)
	5,134,542	(37,149,050)	-	(32,014,508)
Net Annual Activity	(2,933,760)	(39,564,218)	(71,671)	(62,030,667)
		-		-
Ending Available Balance	\$ 13,359,685		\$ 118,134	
	-		-	

Summary by Department

	<u>Information Technology</u>	<u>Non-Departmental</u>
Revenues	\$ 17,972,600	\$ 777,527
Transfers	5,134,542	-
Total Sources	\$ 23,107,142	\$ 777,527
Expenditures	\$ 26,040,902	\$ 3,264,366
Transfers	-	37,149,050
Total Appropriations	\$ 26,040,902	\$ 40,413,416

<u>Administration & Support Section</u>	
Expenditures	\$ 194,733,471
Transfers	37,149,050
Total Appropriations	\$ 231,882,521

<u>Appropriation by Function</u>	
Administration	\$ 47,079,679
Insurance and Benefits	144,389,426
Non-Departmental	40,413,416
	\$ 231,882,521

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	\$1,022,320
Total Net Cost	\$1,022,320
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 citizens of Stockton, based on facts gathered, represented, and citizen 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 strategic priorities. The City Council developed a strategic work plan, including Strategic Targets and 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 newly established Clean City Initiative, continue to address blight hot spots through community clean-ups and city programs. At the same time, the combined efforts of the Police Department and Operation Ceasefire have resulted in an overall decrease in Uniform Crime Reporting. 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. The City held another successful Downtown Investors Summit to promote and discuss upcoming opportunities in Stockton, with more than 180 attendees. The City issued more than 8,800 building permits worth an estimated \$638 million, issued \$435,000 to 188 recipients through the Entrepreneurship Grant Program, \$843,000 to more than 200 small businesses. The City also completed and has started to implement its Economic Development Strategic Action Plan.

OFFICE OF THE CITY COUNCIL

The City has continued to support housing and homelessness by distributing more than \$40 million through its Emergency Rental Assistance programs, more than \$7 million to support the unsheltered through the COVID Emergency Solutions Grants Programs, in addition to

The City made significant investments in its infrastructure by continuing the modernization of the wastewater treatment plant with a \$108 million Water Infrastructure Finance and Innovation Act loan, as well as expanded its environmental and sustainability efforts by securing a \$10.8 million Transformative Climate Communities Implementation Grant.

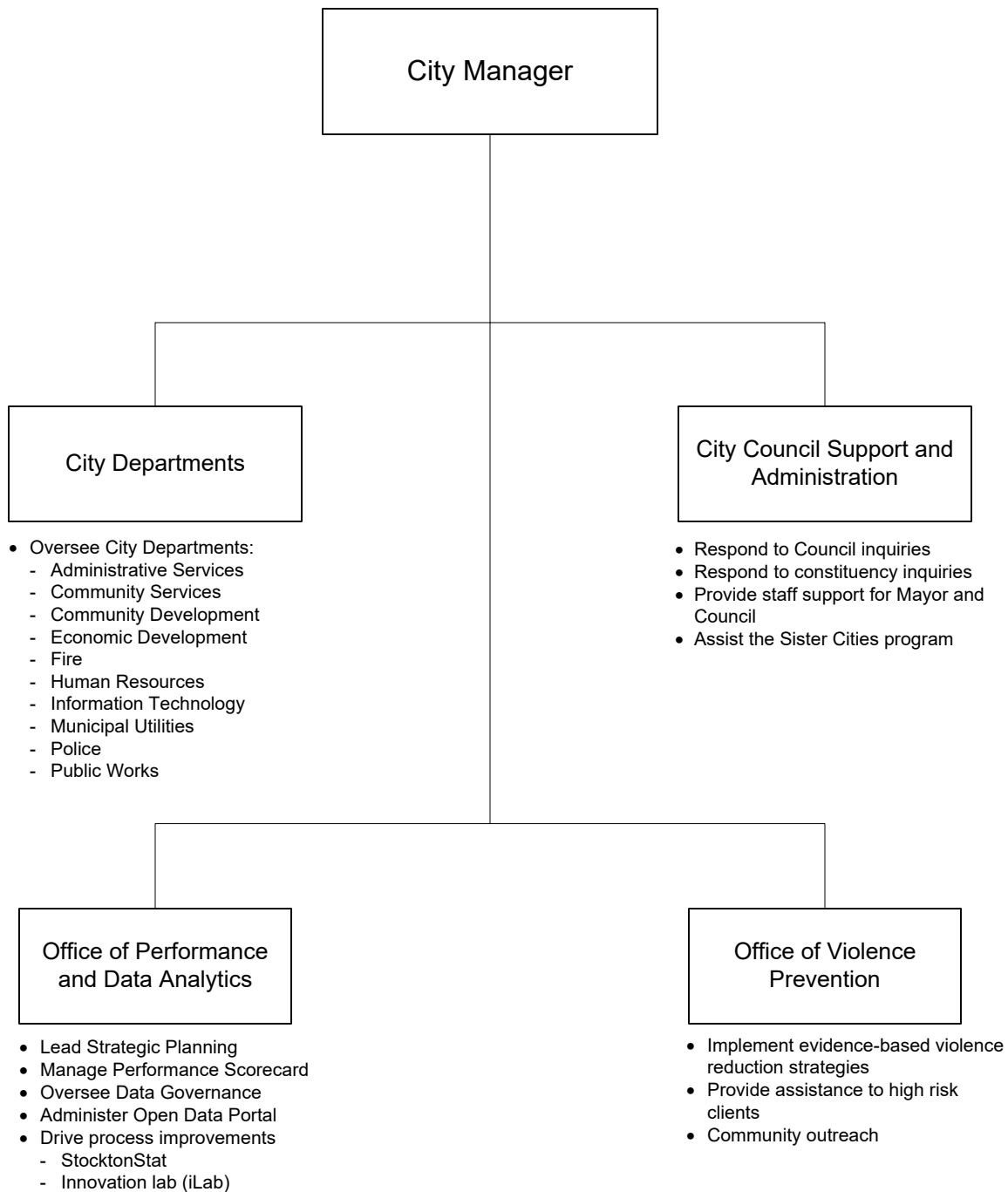
KEY CONSIDERATIONS

The City Council has responsibly managed its 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 Council is committed to the Long-Range Financial Plan (L-RFP) that will help the City navigate the COVID-19 induced recession and recovery efforts. That fiscal discipline has enabled the City to devote \$18 million in new one-time and ongoing spending in the proposed Budget that supports the Council's goals related to public safety, homelessness, affordable housing, economic development, and quality of life.

Continuing to address public safety is essential to providing a quality of life that will encourage economic development and result in job growth. The FY 2021-22 Annual Budget supports that goal by directing over 53% of the General Fund budget to Police and 19% to Fire and continuing significant investment in the replacement of the public safety radio infrastructure. The Budget also increases funding to provide continued support to the Clean City Initiative.

Management and distribution of the more than \$39 million of Federal American Rescue Plan Act (ARPA) funds received to address COVID-19 recovery efforts was also a priority for the prior year. 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 support residence and homeowners, small businesses, shelters, non-profits and other community partners, and continue services to our community while also improving our emergency response and recovery efforts. The City Council will continue to look ahead to potential relief coming by way of the Federal Infrastructure Investment and Jobs Act

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 2022-23 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	\$5,032,633
Total Net Cost	\$5,032,633
Total Staff	32

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 \$12.9 million toward Council priority projects including improvements to recreation facilities, pools, and fire stations, providing supports 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) first full calendar year, 2021, included such successes as, refreshing the one-page strategic plan and supporting metrics, launching Stockton's Open Data Portal (data.stocktonca.gov), and tracking the transformation of the City's building permit plan review process reflecting a 29% reduction in plan review duration. In addition, the OPDA developed and implemented the City's first data governance policy, established an internship program, and joined the San Joaquin Continuum of Care HMIS and Data Committee.

The City Manager's Review Board (CMRB) continues to facilitate an innovative approach to comprehensive public safety strategies and ensuring 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

OFFICE OF THE CITY MANAGER

policies and practices. Board members also served as panelist during the City's first public recruitment for the Chief of Police.

The Office of Violence Prevention (OVP) has continued efforts to reduce gang and gun violence in Stockton by working with high-risk individuals, throughout the COVID-19 pandemic. The OVP collaborated with government, community-based, and faith-based organizations to provide clients with food, COVID-19 protective supplies, and life coaching. In 2020-21, the OVP provided 5,618 bags of groceries, 3717 hot meals, and 2,146 COVID-19 safety supply kits, and offered services and support to over 251 high-risk clients. During this period, OVP clients experienced less than a 15% recidivism rate.

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, 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. At the same time, the combined efforts of the Police Department and Operation Ceasefire have resulted in an overall decrease in Uniform Crime Reporting. 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 affecting 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. Another successful Downtown Investors Summit was held by the City to promote and discuss upcoming opportunities in Stockton, with more than 180 attendees. Over 8,800 building permits were issued worth an estimated \$638 million. The Stockton Entrepreneurship Grant Program provided \$435,000 in grants to 188 recipients, and more than 200 small businesses received \$843,000. The Economic Development Strategic Action Plan was completed and implementation has begun.

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. These funds were divided into four main categories: Community and Economic Support, Housing and Homelessness, Community Well-Being, and Management Response to COVID-19. With these funds the City was able to provide COVID-19 testing services and personal protective supplies to our community, financially support residence and homeowners, small businesses, shelters, non-profits and other community partners, and continue services to our community while improving our emergency response efforts.

The City received \$39,026,036 as the first tranche of American Rescue Plan Act (ARPA) funding and is working to develop and implement more than 30 projects, all designed to assist the City's recovery from the COVID related economic decline. These initiatives are focused on marketing the City, boosting the economy, supporting public health and safety.

The City has significantly expanded its environmental and sustainability efforts through projects such as the \$10.8 million Transformative Climate Communities (TCC) Implementation Grant, the \$4.3 million #CaliforniansForAll Youth Workforce Grant, and completing an updated greenhouse gas inventory for communitywide emissions. Additionally, the City has continued with the

OFFICE OF THE CITY MANAGER

evaluation to determine the feasibility of Community Choice Aggregation and actively participates in local sustainability-related projects, such as the AB617 Steering Committee and the Stockton Diamond Grade Separation Project. A \$24.2 million Round 4 TCC Implementation Grant is being pursued, which would sustain existing environmental programs for an additional four years.

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 induced recession and recovery efforts. This fiscal discipline has enabled the City to devote \$18 million in new one-time and ongoing spending in the proposed Budget in support of the City Council's goals related to 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 implementation of the new Enterprise Resource Program and the Socrata Open Data platform.

The City Manager's Office budget includes programs, such as OVP and Community Relations, that were previously reported in the Non-Departmental budget. This change was implemented with the new ERP system to improve reporting and fiscal management.

In the upcoming fiscal year, OPDA will continue to focus on key areas of strategic planning, open data, iLab processes, and Stockton Stat. In all areas, existing process will be expanded to include training and support, ensuring access is available to all departments. This includes standardizing strategic planning templates and an intake process providing departments with the tools to benefit from the One-Page approach consistent with that of the full organization.

StocktonStat will expand to include additional topic areas reaching beyond the existing portfolio of Public Works, Development, Fire, and Police. The iLab will engage a pool of vendors available for both city-wide and department-specific process improvement efforts. Additionally, the Stockton Open Data Portal will grow to include more datasets, maps, and insights.

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 53% of the General Fund budget to Police and 19% to Fire and directing funds toward Economic Development initiatives. The Budget also increases funding to provide continued support to the Clean City Initiative.

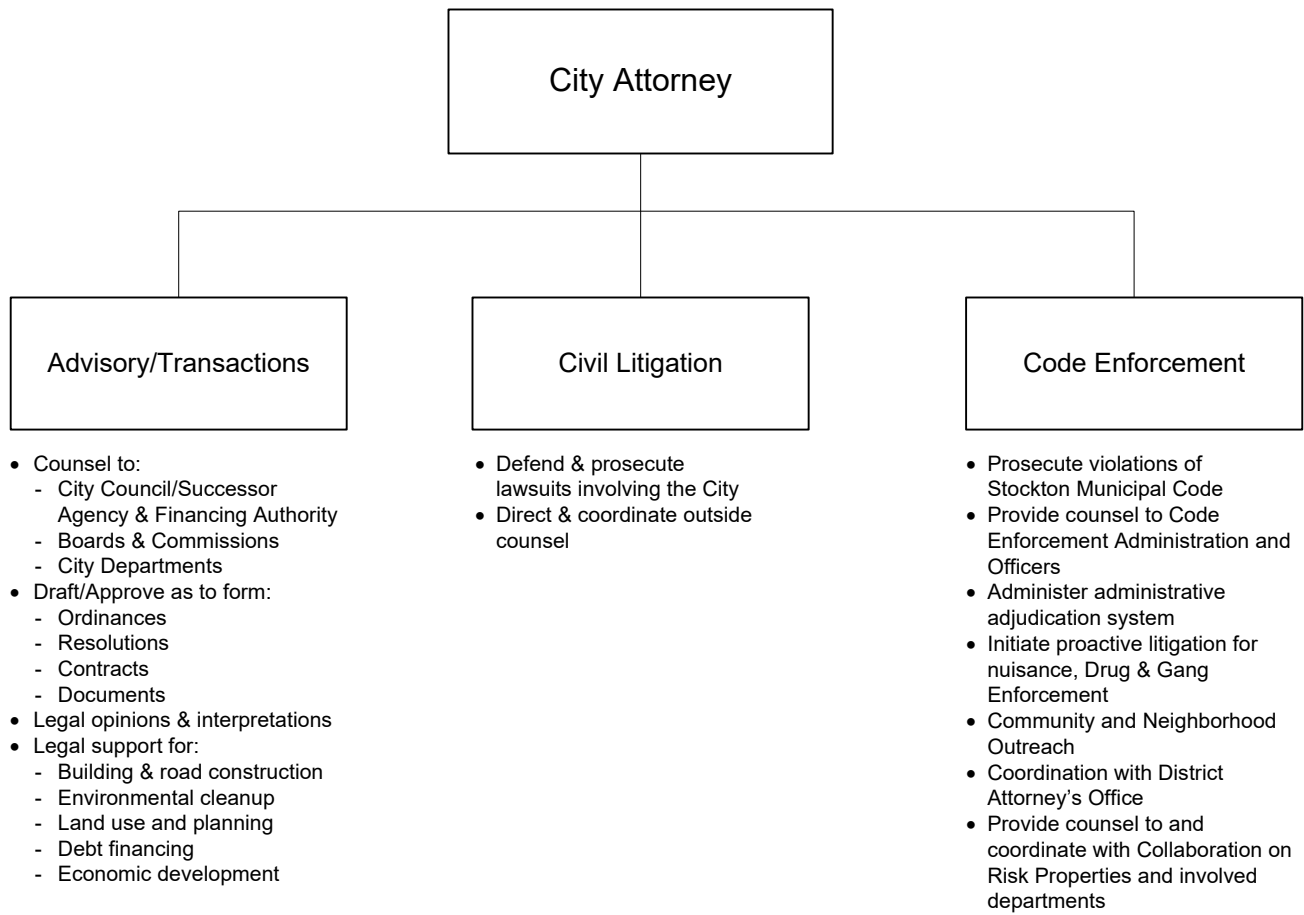
The Office of Violence Prevention (OVP) will continue to carry out Ceasefire Strategies through collaboration and provide intensive life coaching to high-risk individuals. In FY2022-2023, the OVP will expand its services and support to high-risk youth aged 13 to 17. The additional two part-time Peacekeepers will support the youth outreach and intervention strategies. As OVP continues to reduce gun and gang violence within Stockton, funding to support these strategies is critical for program success.

OFFICE OF THE CITY MANAGER

The City Manager's Office continues to oversee COVID relief and recovery efforts by managing and distributing State and Federal COVID relief funds. The second tranche of ARPA funding is anticipated to arrive in July 2022, completing the total ARPA award of \$78,052,072.

The City Manager's Office will pivot to now look ahead to the potential relief coming by way of the Federal Infrastructure Investment and Jobs Act while continuing to make prudent financial decisions as it remains steadfast in its efforts to maintain long-term financial solvency while pursuing the City 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	\$1,351,384
Total Net Cost	\$1,351,384
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 two vacancies, one paralegal, and two support staff members with one vacancy, 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 offered 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 with 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 former City Manager Kurt Wilson. At issue was over 800,000 pages of documents in which a discovery judge ruled the City acted consistent with the PRA. The City Attorney's Office also attained a second minor victory as it relates to Wilson's second cause of action under the Brown Act. The trial judge ruled that Wilson was not entitled to evidence that Wilson alleged would support his claim that the City committed a Brown Act violation in the way it described his termination on the Council Agenda.

DFEH/EEOC 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.

OFFICE OF THE CITY ATTORNEY

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)

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)

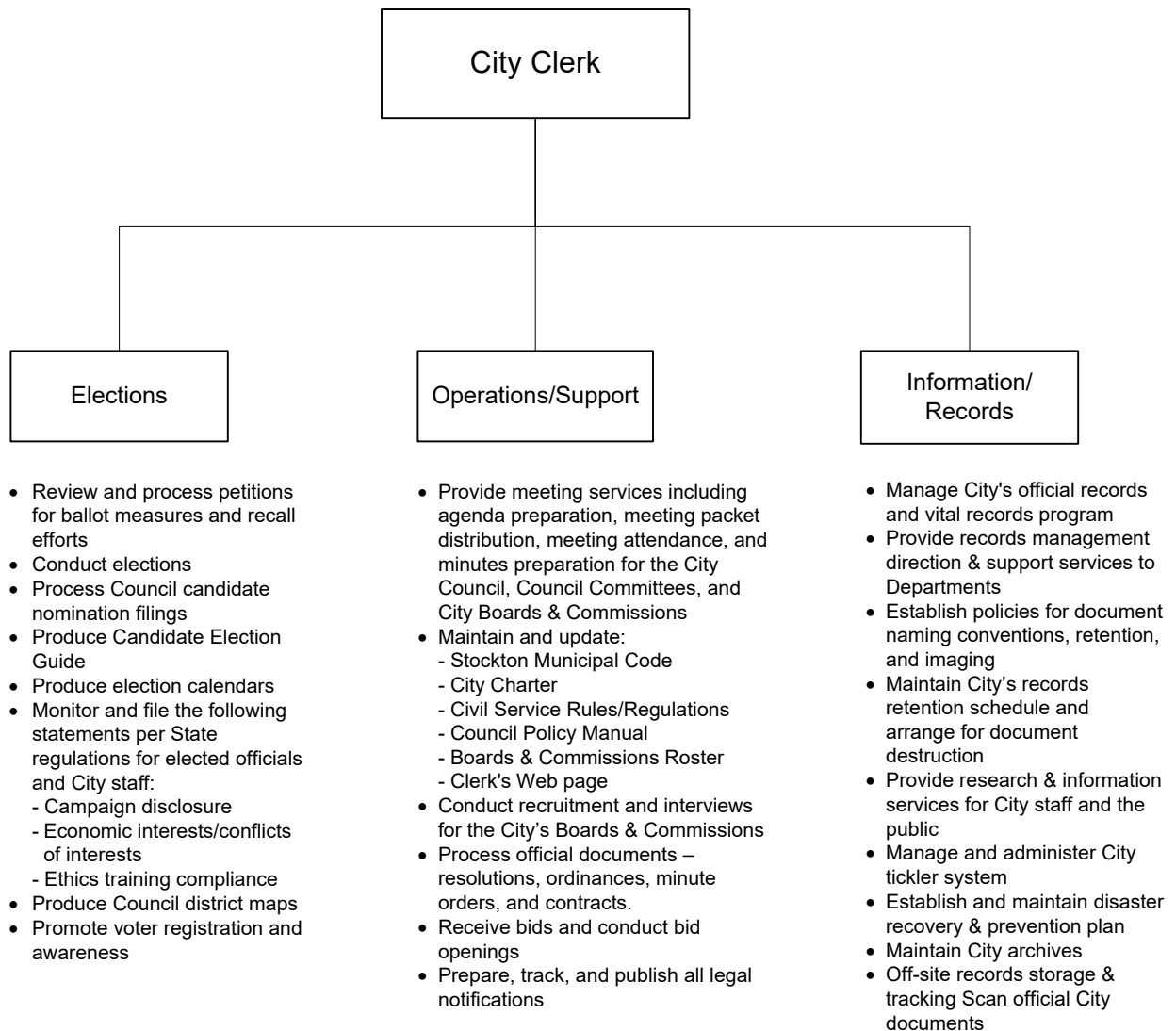
Eugene Woods v. COS/Alexander Yanez (Motor Vehicle Accident)

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	\$2,700
Total Expenditures	\$1,191,058
Total Net Cost	\$1,188,358
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 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: Enhance preservation and access to City records in a cost-effective and environmentally smart manner while complying with legal record retention requirements. Develop 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: Increase 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

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.

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.

Modernized services to support 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

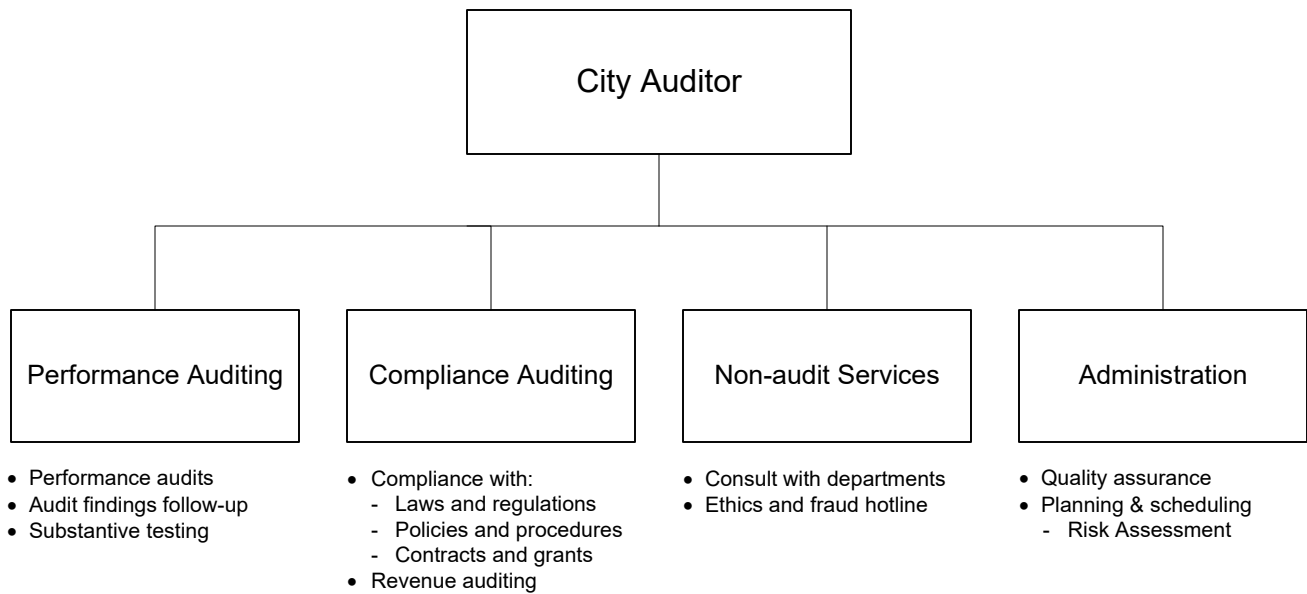
Supported Members of Council through emerging issues and priorities during the pandemic.

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/hybrid public meetings and offering assistance to 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	\$456,400
Total Net Cost	\$456,400
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 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 annual 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, develop necessary City policy and procedures, and carry out special projects that will facilitate the City Council's Priority Goals.

PRIOR YEAR ACCOMPLISHMENTS

The FY 2021-22 Internal Audit Plan maintained focus on improvements to citywide policies, processes, controls, and performance. The Plan also included projects comprised of operational reviews, efficiency studies, and internal controls testing. Furthermore, the City Auditor continued to conduct ongoing program management, 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 2022-23 internal audit program will consist of a variety of projects to continue policy development and updates, application of meaningful performance measures to support decision making, internal controls testing, and efficiency and effectiveness studies to enhance performance.

CITY AUDITOR

The FY 2022-23 internal audit plan will be developed based on input provided by the City Council, executive leadership, and management through the 2022 enterprise risk assessment. The plan will be presented for review by the Audit Committee for approval by the City Council.

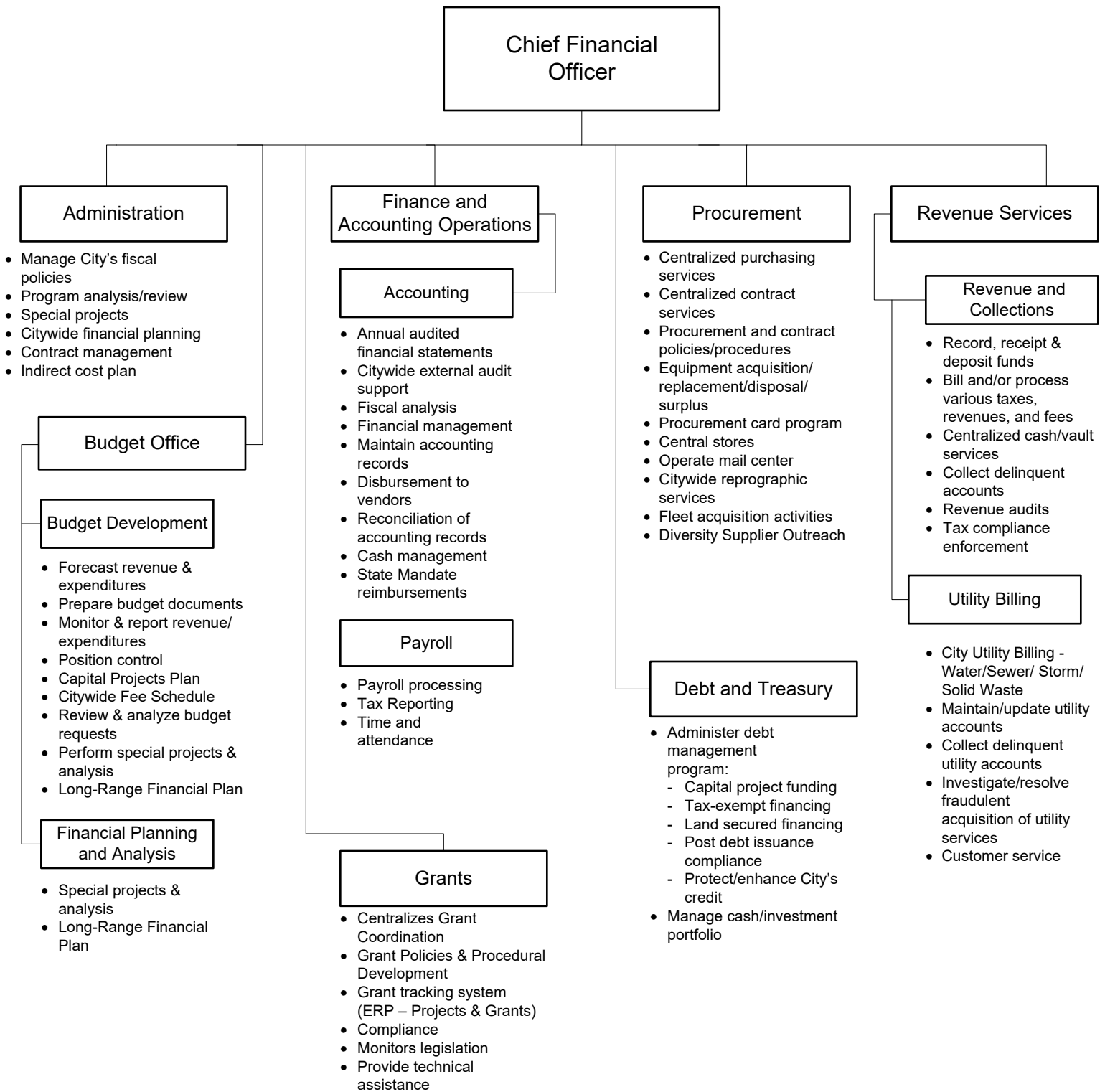


**Charter Officers
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Total Charter Officers				
Employee Services	\$ 4,956,772	\$ 5,433,900	\$ 5,279,015	\$ 6,476,049
Other Services	1,797,038	1,597,607	2,327,140	2,159,747
Materials and Supplies	117,248	125,635	168,875	193,181
Other Expenses	143,722	41,290	160,252	224,818
Total	<u>\$ 7,014,780</u>	<u>\$ 7,198,432</u>	<u>\$ 7,935,282</u>	<u>\$ 9,053,795</u>
City Council				
Employee Services	678,014	686,456	632,621	762,013
Other Services	193,771	276,371	462,826	231,807
Materials and Supplies	1,876	5,059	11,500	11,500
Other Expenses	13,807	8,669	17,000	17,000
Total	<u>887,467</u>	<u>976,555</u>	<u>1,123,947</u>	<u>1,022,320</u>
City Attorney				
Employee Services	900,524	899,718	835,971	900,537
Other Services	308,200	268,698	254,220	358,325
Materials and Supplies	48,730	37,702	51,200	54,222
Other Expenses	17,781	11,714	26,000	38,300
Total	<u>1,275,235</u>	<u>1,217,832</u>	<u>1,167,391</u>	<u>1,351,384</u>
City Clerk				
Employee Services	728,980	794,232	760,286	947,567
Other Services	139,094	146,923	170,636	184,191
Materials and Supplies	26,052	28,173	37,000	41,500
Other Expenses	5,463	1,230	17,800	17,800
Total	<u>899,590</u>	<u>970,558</u>	<u>985,722</u>	<u>1,191,058</u>
City Auditor				
Employee Services	-	-	-	-
Other Services	479,521	366,505	635,511	456,400
Materials and Supplies	-	-	-	-
Other Expenses	-	-	-	-
Total	<u>479,521</u>	<u>366,505</u>	<u>635,511</u>	<u>456,400</u>

**Charter Officers
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Subtotal City Manager				
Employee Services	2,649,254	3,053,494	3,050,137	3,865,932
Other Services	676,452	539,110	803,947	929,024
Materials and Supplies	40,590	54,701	69,175	85,959
Other Expenses	106,671	19,677	99,452	151,718
Total	<u>3,472,967</u>	<u>3,666,982</u>	<u>4,022,711</u>	<u>5,032,633</u>
City Manager Administration				
Employee Services	1,469,705	1,691,247	1,682,952	1,757,268
Other Services	279,944	267,701	322,637	359,956
Materials and Supplies	11,286	18,248	19,275	20,125
Other Expenses	93,220	18,391	82,702	120,718
Total	<u>1,854,155</u>	<u>1,995,587</u>	<u>2,107,566</u>	<u>2,258,067</u>
Office of Performance & Data Analytics				
Employee Services	-	112,694	349,255	447,609
Other Services	-	5,300	44,668	107,427
Materials and Supplies	-	4,509	5,000	6,000
Other Expenses	-	200	3,000	8,000
Total	<u>-</u>	<u>122,703</u>	<u>401,923</u>	<u>569,036</u>
Office of Violence Prevention - General Fund				
Employee Services	499,354	483,285	492,600	736,925
Other Services	97,122	91,223	121,979	179,747
Materials and Supplies	8,954	19,667	6,800	13,105
Other Expenses	1,879	-	2,850	3,000
Total	<u>607,309</u>	<u>594,175</u>	<u>624,229</u>	<u>932,777</u>
Office of Violence Prevention - Measure A/B				
Employee Services	680,195	766,268	525,330	924,130
Other Services	299,386	174,886	314,663	281,894
Materials and Supplies	20,350	12,277	38,100	46,729
Other Expenses	11,572	1,086	10,900	20,000
Total	<u>1,011,503</u>	<u>954,517</u>	<u>888,993</u>	<u>1,272,753</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	\$503,225
Total Expenditures	\$9,348,897
Total Net Cost	\$8,845,672
Total Staff	86

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.

A newly created Grants Management Division provided centralized grant coordination and reporting. The division is working to update and develop citywide grant policies to streamline reporting and close a number of audit findings.

ADMINISTRATIVE SERVICES DEPARTMENT

The Revenue Services Division is responsible for the following citywide services:

- Customer Services Unit serves over 94,000 utility customers who receive water, sewer, stormwater or solid waste services, and 17,000 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. Current expert resources are being utilized and will continue throughout the next few years to accomplish this goal.
- 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. The Budget Office also anticipates creating L-RFPs for the Water, Wastewater and Stormwater enterprise funds.
- 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:

- Successfully reconciled and filed the close out report for \$27 million in CARES Act funding.
- Assisted departments with the setup, reporting, and procurement of services for ARPA projects.
- Increased the expenditure limit to award contracts for goods and services to \$100,000.
- Partnered with City's internal auditor, Moss Adams, to successfully validate and close 26 audit findings.

ADMINISTRATIVE SERVICES DEPARTMENT

- At the close of FY 2020-21, the General Fund working capital reserves were at 50 percent of the total reserve target.
- Improved/updated numerous citywide financial policies and procedures.
- Provided financial relief to 4,305 residential and 52 commercial water utility accounts in collaboration with the Municipal Utilities Department through a \$1.6 million grant from the California Water and Wastewater Arrearage Payment Program.
- Implemented ERP Phase 2- General Billing and Business Licensing with a go-live date of July 2021.
- Continued efforts to implement ERP Phase 3 for human resources and payroll services.

KEY CONSIDERATIONS

Administrative Services continues to focus on the City Council strategic goal of fiscal sustainability, particularly considering the economic impact of the COVID-19 pandemic. The Department will continue to provide the necessary information, analysis and recommendations to help guide the City through the economic challenges created by the pandemic. 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, is scheduled to go live in 2022. 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 continue 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. Close out of the FY 2020-21 financials was a challenge due to activity crossing two financial systems. 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 finding.. 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.

The Revenue Services Division continues to coordinate with the Public Works Department on a Utility Billing Conversion project moving billing for garbage and recycling services to the two waste hauler companies. Another special project in the Revenue Services division is crediting 11,348 residential and 394 commercial wastewater utility accounts with the \$2.2 million received from a second round of the California Water and Wastewater Arrearage Payment Program.

ADMINISTRATIVE SERVICES DEPARTMENT

Two new positions have been added to Administrative Services to assist with the Procurement and Budget divisions. These positions will support Council goals through improved reporting, more proactive financial management, resolution of audit findings, additional training to City employees, and updated procedures. The FY 2022-23 Annual Budget also includes one-time funding for equipment to make the Central Stores locations more secure and improve efficiencies with desktop scanners.

**Administrative Services
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Total Administrative Services Department				
Employee Services	\$ 4,119,421	\$ 4,256,138	\$ 4,931,611	\$ 4,880,642
Other Services	2,715,913	2,796,684	3,149,054	3,340,254
Materials and Supplies	78,937	91,896	83,993	119,644
Other Expenses	513,494	457,369	541,336	583,101
Total	<u>\$ 7,427,765</u>	<u>\$ 7,602,087</u>	<u>\$ 8,705,994</u>	<u>\$ 8,923,641</u>

Administration

Employee Services	757,651	853,248	973,783	933,713
Other Services	171,913	217,560	247,628	266,887
Materials and Supplies	20,847	16,060	22,350	22,350
Other Expenses	4,780	1,703	10,500	17,500
Total	<u>955,191</u>	<u>1,088,571</u>	<u>1,254,261</u>	<u>1,240,450</u>

Budget

Employee Services	555,672	618,622	763,824	904,275
Other Services	118,489	96,579	112,056	113,152
Materials and Supplies	562	1,857	7,874	7,500
Other Expenses	4,496	1,246	1,800	11,150
Total	<u>679,219</u>	<u>718,304</u>	<u>885,554</u>	<u>1,036,077</u>

Financial Services

Employee Services	1,308,076	1,266,006	1,543,572	1,431,957
Other Services	261,716	270,619	294,069	348,172
Materials and Supplies	17,376	14,321	16,800	16,800
Other Expenses	6,616	551	7,000	11,201
Total	<u>1,593,784</u>	<u>1,551,497</u>	<u>1,861,441</u>	<u>1,808,130</u>

Revenue Services

Employee Services	1,011,583	1,037,533	1,181,993	1,091,227
Other Services	330,716	292,792	389,094	449,727
Materials and Supplies	30,374	25,871	13,822	16,662
Other Expenses	5,028	75	7,250	7,250
Total	<u>1,377,701</u>	<u>1,356,271</u>	<u>1,592,159</u>	<u>1,564,866</u>

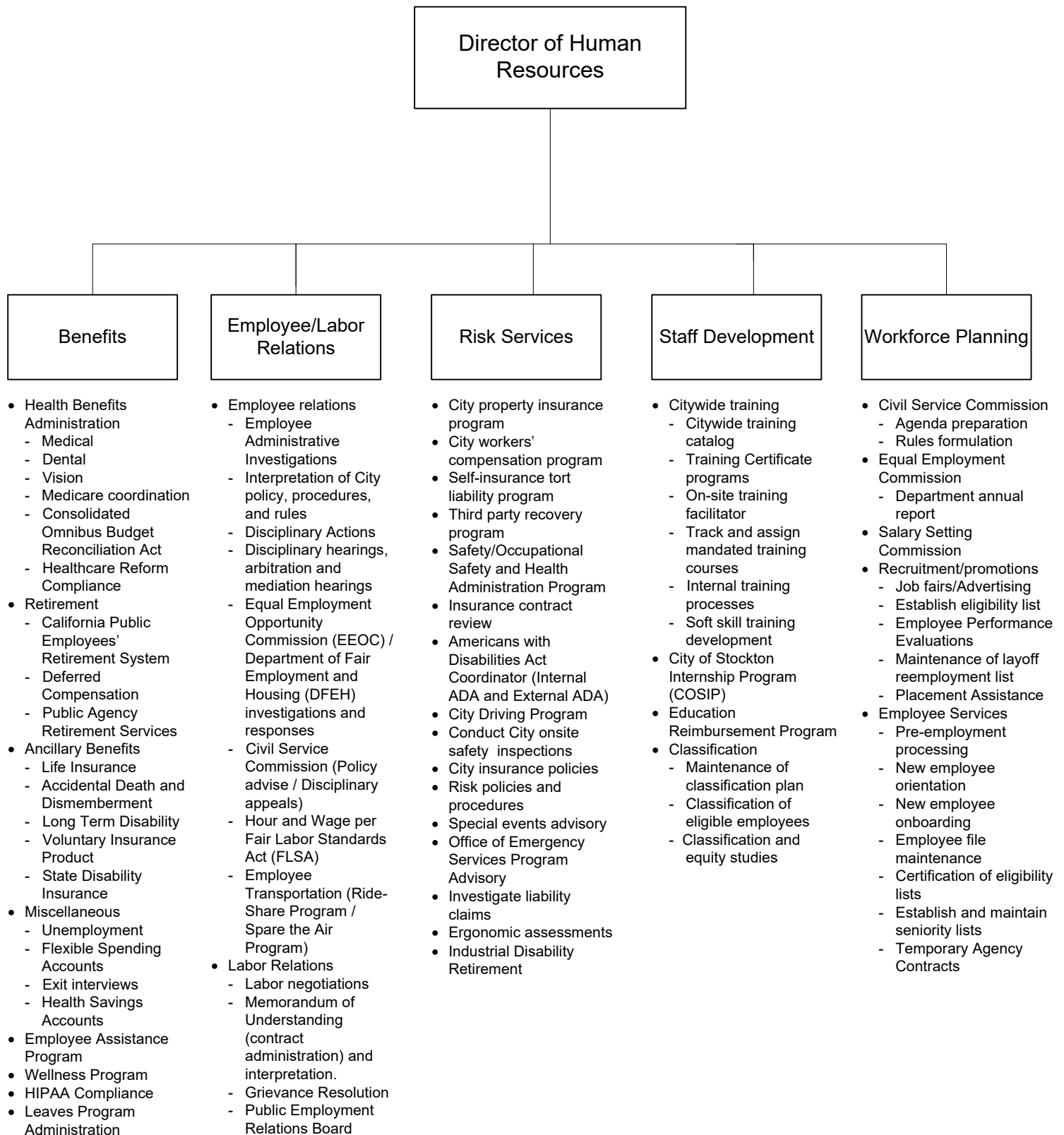
Procurement

Employee Services	486,439	480,729	468,439	519,470
Other Services	164,322	153,483	233,307	167,866
Materials and Supplies	9,778	33,787	23,147	56,332
Other Expenses	5,700	8,865	16,270	21,000
Total	<u>666,239</u>	<u>676,864</u>	<u>741,163</u>	<u>764,668</u>

**Administrative Services
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Tax Collection				
Other Services	1,668,757	1,765,651	1,872,900	1,994,450
Other Expenses	<u>486,874</u>	<u>444,929</u>	<u>498,516</u>	<u>515,000</u>
Total	<u>2,155,631</u>	<u>2,210,580</u>	<u>2,371,416</u>	<u>2,509,450</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	\$136,793,292
Total Expenditures	
General Fund	\$2,352,349
Benefits Program	\$137,755,288
Total Net Cost	\$3,314,345
Total Staff	30

DEPARTMENT DESCRIPTION

The Human Resources Department consists of five divisions: Benefits Administration, Employee/Labor Relations, Risk Management Services, Staff Development, and Workforce Planning.

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.

Employee and Labor Relations 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.

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.

Staff Development develops the Citywide training catalog for employees, tracks mandatory training, creates training certificate programs, administers facilitator vendor contracts, the City of Stockton Internship Program (COSIP), and the Education Reimbursement Program. The division also contributes to employee retention by providing training, tools, skills, and assistance with professional growth and development for opportunities within the City.

Workforce Planning provides support to the civil service, equal employment, and salary setting commissions and 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. Workforce Planning will continue its efforts to strengthen organizational capacity by recruiting and diversifying the workforce.

PRIOR YEAR ACCOMPLISHMENTS

Benefits

- Conducted a Request for Proposal and changed benefit consultants to Alliant effective February 2022 with a transition to a new navigate system with no interruption.
- Conducted a Request for Proposal for deferred compensation providers with a July 1, 2022, implementation date.
- Conducted a virtual open enrollment for health plans for City employees.
- Administered 31 FMLA leaves and 116 COVID-19 related leaves/claims.
- Shuster training on deferred compensation, 31 employees signed up
- Conducted two flu shot clinics, 98 vaccines administered
- Conducted a health fair on May 13, 2022
- Processed 206 terminations
- Conducted 52 new hire orientations
- Processed 152 unemployment claims

Labor/Employee Relations

- Prepared for and began contract negotiations with the four safety bargaining units (police and fire)
- Resolved five union grievances in which none were escalated to arbitration.
- Completed eight administrative investigations.
- Facilitated four meet and confers with the unions regarding policy changes, MOU interpretation, schedule changes and job specification updates.
- Responded to one Department of Fair Employment and Housing (DFEH) and one Department of Industrial Relations (DIR) claim.

HUMAN RESOURCES DEPARTMENT

- Closed five Safety Industrial Disability Retirement cases.
- Held joint labor-management meetings with all nine bargaining units in October 2021

Risk Services

- In response to periodic changes in official guidance, prepared four updates to COVID-19 policy and communicated those updates to departments.
- Processed 1002 contract approvals. Coordinated the recordkeeping, regulatory reporting, and quarantine communication on 371 positive COVID-19 cases and recorded 684 exposures.
- Installed air purifiers in response to COVID-19 outbreaks where facility infrastructure allowed.
- Processed 828 new Workers' Comp claims and 132 liability claims.
- Participated in 26 disability interactive process meetings and six industrial disability/medical retirements.
- Provided 153 items of personal protective equipment (20 eyewear and 133 footwear) to eligible employees.
- Recovered \$167,284 in property damage subrogation.
- Reinstated ergonomic assessments with six completed since January 2022.
- Identified departmental ADA facilitators, coordinated administration of ADA questionnaire and review of ADA self-assessment draft and planned ADA stakeholder meeting.

Staff Development

- 438 employee trainings completed to date.
- Issued Spring 2022 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.
- Analyzed and amended seven classification specifications per department requests.
- Created one new Council approved classification specification.
- Received approval and drafted informal Request for Proposal for Citywide classification and compensation study to be released to vendors in April 2022.
- Revised the City's exit interview policy and procedure to implement a more efficient, electronic exit interview.

Workforce Planning

- Filled 178 vacancies, including 48 sworn positions.
- Conducted 69 classified recruitments and 46 unclassified recruitments.

HUMAN RESOURCES DEPARTMENT

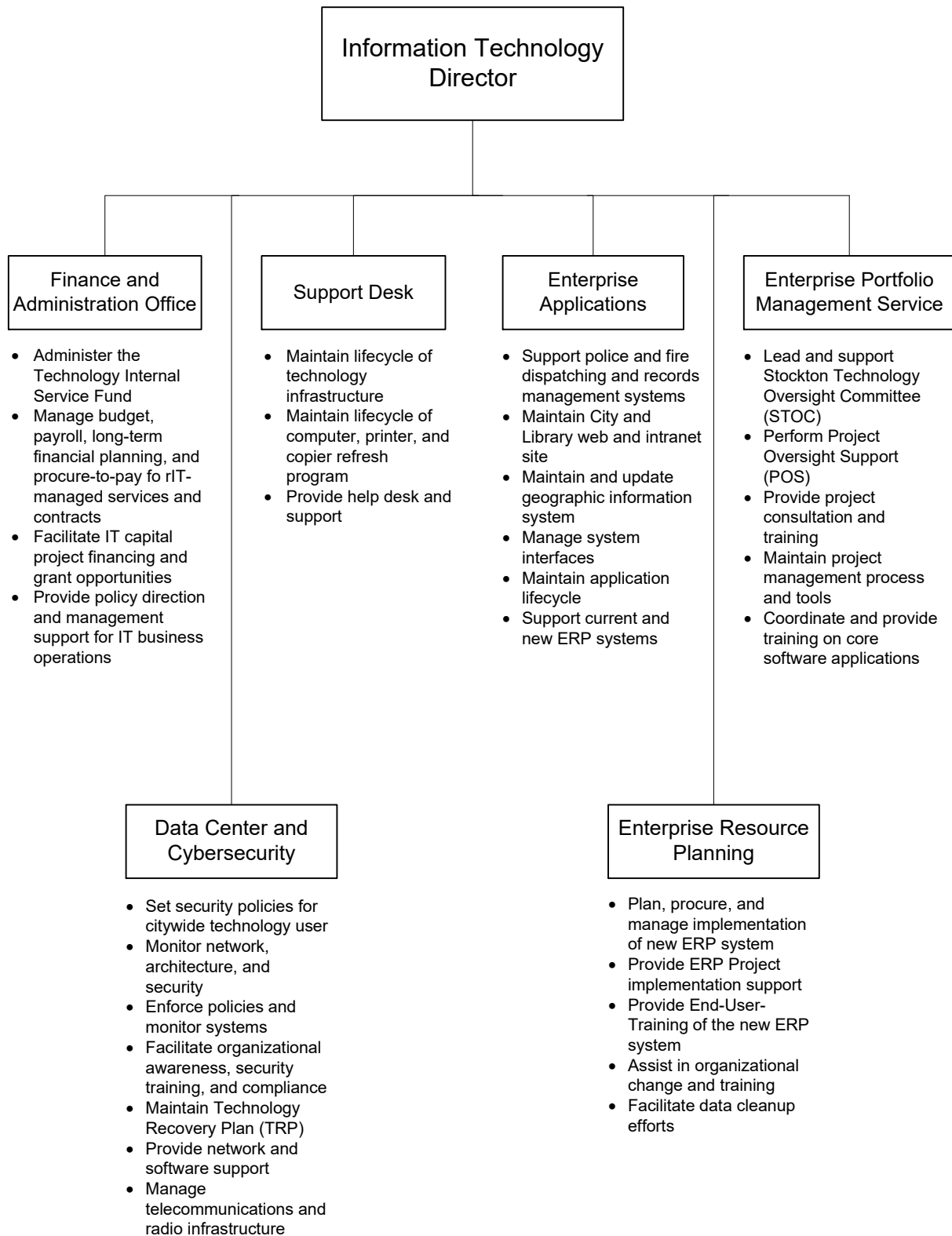
- Promoted 2 Police Captains, 4 Police Lieutenants, 8 Police Sergeants, 8 police department civilians, 1 Deputy Fire Chief, 6 Battalion Chiefs, 14 Fire Captains, and 13 Fire Fighter/Engineers and 7 fire department civilians.
- Attended two in person job fairs and four virtual job fairs.

KEY CONSIDERATIONS

Human Resources is embracing the challenge of developing the City's human capital. It does this by recruiting a significant number of public safety and other citywide employees each year, providing training and development opportunities, managing, and closing insurance claims to limit loss exposure, and selecting health care providers who meet employee needs. As we look forward, we are excited at the prospect of upgrading the City's human resources and payroll system in the upcoming fiscal year. While this will require a significant effort from department staff, we expect that having modern tools will better equip us to meet the City's future needs.

**Human Resources
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Total Human Resources Department				
Employee Services	\$ 1,355,174	\$ 1,282,021	\$ 1,336,060	\$ 1,558,307
Other Services	586,185	512,045	1,692,779	772,192
Materials and Supplies	37,184	22,166	37,342	36,279
Other Expenses	127,350	73,651	152,912	269,307
Capital Outlay	-	-	-	-
Total	<u>\$ 2,105,893</u>	<u>\$ 1,889,883</u>	<u>\$ 3,219,093</u>	<u>\$ 2,636,086</u>
Workforce Planning				
Employee Services	563,288	780,527	791,094	906,327
Other Services	334,338	286,067	1,362,702	401,411
Materials and Supplies	13,809	15,025	17,842	17,229
Other Expenses	21,463	5,543	9,412	14,807
Total	<u>932,898</u>	<u>1,087,162</u>	<u>2,181,050</u>	<u>1,339,774</u>
Employee Relations				
Employee Services	791,886	501,494	544,966	651,980
Other Services	251,847	225,978	330,077	370,781
Materials and Supplies	23,375	7,141	19,500	19,050
Other Expenses	105,887	68,108	143,500	254,500
Total	<u>1,172,995</u>	<u>802,721</u>	<u>1,038,043</u>	<u>1,296,311</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	\$23,107,142
Total Expenditures	\$26,040,902
Total Net Cost	\$2,933,760
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 2021-22 which reflects the City Council targets and goals of Fiscal Sustainability and Public Safety, by implementing solutions that provide financial transparency to the community, and on providing technology solutions to improve public safety services and response times.

Security – Security operations and response are a part of the City's security immune system. This system consists of solutions 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 continues 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 costs and an understanding of how business changes will affect IT costs. The Enterprise Portfolio

INFORMATION TECHNOLOGY DEPARTMENT

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.

Waterfront Towers – Continuing to work with Public Works for final design and tenant improvements.

PRIOR YEAR ACCOMPLISHMENTS

- The City continues its efforts to replace the existing, antiquated financial system. In February 2021, the City completed implementation of ERP Phase I Finance modules (Accounts Payable, Bid Management, Budget, Capital Assets, Cash Management, Contracts, General Ledger Purchasing, Project and Grants, and Vendor). Phase 2 General Billing/Revenue completed in June 2021, and Phase 3 HR/Payroll implementations were also very active with designing, data conversion, and testing. This process involved significant staff hours with the onsite vendor implementation team.
- Implemented 24 x 7 coverage of IT support for Public Safety.
- Completed Windows 10 Pro conversion to Windows 10 Enterprise.
- Replaced legacy antivirus with modern endpoint detection and remediation solution.
- Implemented an IT inventory management solution in the new financial system.
- 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.
- Implemented network security monitoring, detection, mitigation and cyber intelligence sharing with the California Governor's Office of Emergency Services (CalOES) Partnership.
- Enhanced 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 and

INFORMATION TECHNOLOGY DEPARTMENT

San Joaquin Delta College, facilitating early access to eligibility lists and accelerating entry to City jobs upon graduation.

- Completed replacement of dispatch workstation consoles and logging recorders at the Police and Fire Department dispatch centers, Phase I of a multi-year radio infrastructure replacement project.
- Completed the Fire Department's Alerting System update.
- Replaced the City's server and storage infrastructure with a new platform that integrates virtualized computing, networking and storage.
- Expanded the cloud-based backup storage system.

KEY CONSIDERATIONS

The IT department will continue to provide solutions to improve the City's operating systems. There is continued need to implement new technologies this fiscal year, including tools that help the City move up the maturity curve for cybersecurity. The City will continue the development of the network and security operations center, integrating security tools, enhancing modern device management practices, and continue to 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 to put significant resources toward the 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 VMware infrastructure, and continue preparations for the relocation to the Waterfront Office Towers.
- Waterfront Towers – 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, and providing on-the-job training and career readiness for students.
- Network Infrastructure Optimization and Expansion – Continue to extend network management to other sites.
- Continue the California Governor's Office of Emergency Services (CalOES) Partnership: Network security monitoring detection and mitigation.

The FY 2022-23 IT budget incorporates additional ongoing costs for a new security solution, implementation cost of two new public communication projects, and an additional \$1.5 million for public library computers, network infrastructure, and copier replacement equipment.

**Information Technology
Internal Service Funds
FY 2022-23 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>
Beginning Available Balance	\$ 12,204,419	\$ 4,089,026	\$ 16,293,445
Revenues			
Charge for Services			
Police	4,716,975	2,026,865	6,743,840
Fire	1,277,969	902,222	2,180,191
Other General Fund	2,270,606	4,131	2,274,737
Other Funds	5,737,086	161,234	5,898,320
	<u>14,002,636</u>	<u>3,094,452</u>	<u>17,097,088</u>
Refunds & Reimbursements	495,600	-	495,600
Investment Proceeds	309,912	70,000	379,912
	<u>14,808,148</u>	<u>3,164,452</u>	<u>17,972,600</u>
Expenditures			
General & Administrative	10,594,603	-	10,594,603
Operations & Maintenance	2,570,410	1,601,447	4,171,857
Equipment Replacements	3,888,525	7,385,917	11,274,442
Debt Service	-	-	-
	<u>17,053,538</u>	<u>8,987,364</u>	<u>26,040,902</u>
			-
Transfers			
Transfer In	-	5,134,542	5,134,542
Transfer Out	-	-	-
	<u>-</u>	<u>5,134,542</u>	<u>5,134,542</u>
Net Annual Activity	<u>(2,245,390)</u>	<u>(688,370)</u>	<u>(2,933,760)</u>
Ending Available Balance	<u>\$ 9,959,029</u>	<u>\$ 3,400,656</u>	<u>\$ 13,359,685</u>
			\$ 17,972,600
			5,134,542
			<u>\$ 23,107,142</u>
			\$ 26,040,902
			-
			<u>\$ 26,040,902</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	\$777,527
Total Expenditures	\$40,413,416
Total Net Cost	\$39,635,889

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 2022-23 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 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Total Non-Departmental				
Employee Services	\$ 190,123	\$ 172,120	\$ 136,556	\$ (152,636)
Other Services	2,238,743	1,807,275	2,283,971	2,834,441
Materials and Supplies	2,351	14,758	5,000	15,000
Other Expenses	(2,971,768)	(2,266,567)	(296,637)	(281,637)
Capital Outlay	107,766	-	-	-
Transfers Out	35,671,539	44,571,460	56,418,856	37,149,050
Total	<u>\$ 35,238,754</u>	<u>\$ 44,299,046</u>	<u>\$ 58,547,746</u>	<u>\$ 39,564,218</u>
Election				
Other Services	557,265	523,709	550,000	650,000
Total	<u>557,265</u>	<u>523,709</u>	<u>550,000</u>	<u>650,000</u>
Labor and Litigation/Fiscal Sustainability*				
Other Services	501,116	422,862	500,000	500,000
Total	<u>501,116</u>	<u>422,862</u>	<u>500,000</u>	<u>500,000</u>
Other Administration				
Employee Services	190,123	172,120	136,556	(152,636)
Other Services	1,180,362	860,704	1,233,971	1,684,441
Materials and Supplies	2,351	14,758	5,000	15,000
Other Expenses	(2,971,768)	(2,266,567)	(2,296,637)	(2,281,637)
Capital Outlay	107,766	-	-	-
Total	<u>(1,491,166)</u>	<u>(1,218,985)</u>	<u>(921,110)</u>	<u>(734,832)</u>
Debt Service				
Assured Guaranty Contingent Payment	2,271,000	1,654,000	4,482,000	4,021,000
Assured Guaranty Settlement	1,337,175	1,337,175	1,337,175	2,782,050
Debt Administration	230,000	-	-	150,000
Total	<u>3,838,175</u>	<u>2,991,175</u>	<u>5,819,175</u>	<u>6,953,050</u>

**Non-Departmental
General Fund - 100
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Program Support for Other Funds				
Transfers				
Library - 041	3,984,500	3,984,500	4,068,000	4,109,000
Recreation - 044	3,395,500	3,840,500	3,377,150	3,542,000
Entertainment Venues - 086	3,835,000	4,785,000	3,285,000	3,318,000
Development Services - 048	825,000	800,000	800,000	800,000
Golf - 481	1,050,000	275,000	234,000	110,000
Downtown Marina - 460	262,000	297,000	262,000	262,000
Grant Match - 025	113,819	10,093	100,000	100,000
Capital Improvement - 301	636,394	5,975,000	38,473,531	12,100,000
Information Technology ISF - 502	-	249,192	-	-
Fire Emer Comm - 130	-	-	-	720,000
Radio ISF - 503	3,130,000	5,250,000	-	5,135,000
RDA Successor Agency - 633	101,151	-	-	-
Retirement ISF - 561	14,500,000	16,114,000	-	-
Total	<u>31,833,364</u>	<u>41,580,285</u>	<u>50,599,681</u>	<u>30,196,000</u>
Contingency				
Other Expenses	-	-	2,000,000	2,000,000
Total	<u>-</u>	<u>-</u>	<u>2,000,000</u>	<u>2,000,000</u>

Administration and Support
General Special Revenue - 260
FY 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	\$ 1,222,967	\$ 1,664,348	\$ 1,761,250	\$ 189,805
Revenues				
Flood Agency Reimbursement	531,148	317,919	347,139	332,527
Public Education Gov. Access Fee	437,889	330,261	442,000	440,000
Donations	1,328	-	2,500	5,000
Investment Proceeds	2,972	391	-	-
	<u>973,337</u>	<u>648,571</u>	<u>791,639</u>	<u>777,527</u>
Expenditures				
San Joaquin Area Flood Control Agency	531,147	396,669	347,139	332,768
Public Education Gov. Access Fee	809	155,000	4,000	511,430
Office of Violence Prevention	-	-	11,945	5,000
	<u>531,956</u>	<u>551,669</u>	<u>363,084</u>	<u>849,198</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out - Capital	-	-	(2,000,000)	-
	<u>-</u>	<u>-</u>	<u>(2,000,000)</u>	<u>-</u>
Net Annual Activity	441,381	96,902	(1,571,445)	(71,671)
Ending Available Balance	\$ 1,664,348	\$ 1,761,250	\$ 189,805	\$ 118,134

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	\$16,553,970
City Debt Service Fund	\$8,419,033
CFD & Assessment Districts	\$7,867,395
Administration	<u>\$289,224</u>
Total Expenditures	\$16,575,652
Total Net Cost	\$21,682

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 below by 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 \$125,310,000 in March 2007. The 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.

- 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 \$36,500,000 and Series B (Taxable) in the amount of \$4,270,000 in September 2007. The bonds were issued to finance the acquisition of property at 400 East Main Street which the City 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 start in

DEBT

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 \$4,400,333 in FY 2022-23.

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, 2023, and a true-up payment based on actual FY 2021-22 revenues are budgeted at \$4,021,000.

INTERNAL SERVICE FUNDS DEBT SERVICE¹

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 a savings of approximately \$300,000. The interfund loans do not carry any coverage pledges. As of the close of the fiscal year ended June 30, 2021, scheduled debt service to maturity includes:

Principal	\$2,306,364
Interest	\$ 131,565

The annual debt service payment is budgeted at \$487,716 in the Fleet Internal Service Fund.

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 \$7,687,395. There are no coverage requirements to be met on these bonds. As of June 30, 2021, scheduled debt service to maturity includes:

Principal	\$89,418,000
Interest	\$45,400,743

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 AGENCY¹

Successor Agency - 2016 Tax Allocation Refunding Bonds - Series A and B (see page L-8)

The Series A Bonds were issued in the amount of \$73,310,000 and the Taxable Series B Bonds were issued in the amount of \$30,010,000 in November 2016. The Bonds were issued to refund

DEBT

and defease the following obligations: 2003 Series A and B 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). The source for repayment is Successor Agency property tax revenue that is pledged toward repayment of the bonds. The above debt are not an indebtedness of the City and are 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, 2021, scheduled debt service to maturity includes:

Principal	\$88,250,000
Interest	\$37,278,331

The annual debt service payment and fees for the bonds are budgeted at \$7,461,438.

PARKING AUTHORITY¹

Parking Revenue Bonds Series 2020 – Parking and Capital Projects (see page I-35)

The 2020 Revenue Bonds were issued in February 2020 in the amount of \$24,355,000 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 \$3,000,000 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 payment and fees for the 2020 Revenue Bonds are budgeted at \$1,524,450 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 \$780,132 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. For the latest fully audited year, the coverage was calculated as 1.38 times Net Revenues.

As of June 30, 2021, scheduled debt service to maturity includes:

Principal	\$24,355,000
Interest	\$19,085,950

MUNICIPAL UTILITIES DEBT¹

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 \$145,220,000 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 fees for the bonds are budgeted at \$11,881,425.

DEBT

Stockton Public Financing Authority Revenue Bonds Series 2019A (See page L-9)

The 2019 Water Revenue Bonds, Series A were issued in the amount of \$54,785,000 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 fees for the bonds are budgeted at \$2,427,025.

As of June 30, 2021, scheduled debt service to maturity for Series 2018A and 2019A includes:

Principal	\$189,540,000
Interest	\$94,893,793

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. For the latest fully audited year, coverage was calculated as 1.96 times Net Revenues.

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 \$69,440,000 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 fees for the bonds are budgeted at \$6,490,500.

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 \$108,000,000, 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 of net revenues of the Wastewater Fund. The annual debt service payment and fees for the Loan is budgeted at \$1,299,000.

As of June 30, 2021, scheduled debt service to maturity for the 2014 and 2020 issuances includes:

Principal	\$155,950,000
Interest	\$37,485,098

In the 2014 and 2020 Installment Purchase Agreements, 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 115% of Parity Debt Service for such Fiscal Year. For the latest fully audited year, the coverage ratio was calculated as 4.23 times Net Revenues.

DEBT

OTHER DEBT SERVICE¹

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 \$1,922,479 in FY 2022-23, and an additional payment of \$631,408 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

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.

¹ Not included in the Budget at a Glance amounts because cost of debt is included in other budget sections.

**City Debt Service Funds
FY 2022-23 Annual Budget**

	Debt and Cash Administration 400	Assured Guaranty Repayment 400	CFD and 1915 Act Debt Service 730	Total
Date Issued			Various	
Purpose		Settlement Agreement	Assessment Districts	
Beginning Available Balance	\$ 169,704	\$ 1,618,283	\$ -	\$ 1,787,987
Revenues				
Charges for Services	87,500	1,646,025	-	1,733,525
Assessments	-	-	7,867,395	7,867,395
	87,500	1,646,025	7,867,395	9,600,920
Expenditures				
Principal	-	198,847	3,508,000	3,706,847
Interest	-	4,199,186	3,376,269	7,575,455
Contingent Payment	-	4,021,000	-	4,021,000
Administrative Costs	663,924	2,300	485,793	1,152,017
Other Debt Service Cost	-	-	497,333	497,333
Cost Reimbursed	(377,000)	-	-	(377,000)
Capital Projects	-	-	-	-
	286,924	8,421,333	7,867,395	16,575,652
Transfers				
Transfer In - General Fund	150,000	6,803,050	-	6,953,050
Transfer In - Other	-	-	-	-
Transfer Out	-	-	-	-
	150,000	6,803,050	-	6,953,050
Net Annual Activity	(49,424)	27,742	-	(21,682)
Ending Available Balance	\$ 120,280	\$ 1,646,025	\$ -	\$ 1,766,305
			Revenues	\$ 9,600,920
			Transfers	6,953,050
			Total Sources	\$ 16,553,970
			Expenditures	\$ 16,575,652
			Transfers	-
			Total Appropriations	\$ 16,575,652

City Debt Service Fund - 400
FY 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance	\$ 1,743,264	\$ 2,008,720	\$ 1,969,364	\$ 1,787,987
Revenues				
Charges for Services	1,566,255	1,592,496	1,618,283	1,646,025
Other	181,348	91,363	-	87,500
Investment Proceeds	27,340	4,787	-	-
	<u>1,774,943</u>	<u>1,688,646</u>	<u>1,618,283</u>	<u>1,733,525</u>
Expenditures				
Principal Payments	99,423	130,569	164,013	198,847
Interest Expense	2,776,045	2,770,561	2,763,358	4,199,186
Contingent Payment	2,271,000	1,654,000	4,482,000	4,021,000
Operating Expenses	2,300	2,300	2,300	2,300
Administration & Overhead	497,600	462,886	547,164	663,924
Cost Reimbursed	(298,706)	(301,139)	(340,000)	(377,000)
	<u>5,347,662</u>	<u>4,719,177</u>	<u>7,618,835</u>	<u>8,708,257</u>
Transfers				
Transfer In - General Fund	3,838,175	2,991,175	5,819,175	6,953,050
Transfer In - Other	-	-	-	-
Transfer Out	-	-	-	-
	<u>3,838,175</u>	<u>2,991,175</u>	<u>5,819,175</u>	<u>6,953,050</u>
Net Annual Activity	265,456	(39,356)	(181,377)	(21,682)
Ending Available Balance	\$ 2,008,720	\$ 1,969,364	\$ 1,787,987	\$ 1,766,305
Available Balance Calculation				
Current Assets		\$ 2,030,041		
Current Liabilities		(60,677)		
Ending Available Balance		<u>\$ 1,969,364</u>		

**Successor Agency Debt Service Fund - 700
FY 2022-23 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>	
Expenditures			
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>
			-
Transfers			
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>
Net Annual Activity	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Water Debt Service Funds - 600
FY 2022-23 Annual Budget**

	Stockton Public Financing Authority Revenue Bonds Series 2018A 600	Stockton Public Financing Authority Revenue Bonds Series 2019A 600	Total Water Debt Service
Date Issued	<u>11/20/2018</u>	<u>11/1/2019</u>	
Purpose	<u>Delta Water Supply Project</u>	<u>Delta Water Supply Project</u>	
Revenues			
Charges for Services	\$ -	\$ -	\$ -
Build America Bonds	-	-	-
Other Revenue	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures			
Principal	5,645,000	560,000	6,205,000
Interest	6,233,425	1,863,025	8,096,450
Operating Expenses	3,000	4,000	7,000
Capital Projects	-	-	-
	<u>11,881,425</u>	<u>2,427,025</u>	<u>14,308,450</u>
Transfers			
Transfer In			
Water User Fees - 421	10,595,449	2,427,025	13,022,474
Water Connections Fees - 424	1,285,976	-	1,285,976
Delta Water Surface Fee - 425	-	-	-
Transfer Out			
Water Debt Service - 423	-	-	-
Water Capital Projects - 427	-	-	-
	<u>11,881,425</u>	<u>2,427,025</u>	<u>14,308,450</u>
Net Annual Activity	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Wastewater Debt Service Funds - 610
FY 2022-23 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	<u>10/22/2014</u>		
Purpose	<u>Wastewater Projects</u>	<u>Wastewater Projects</u>	
Expenditures			
Principal	\$ 4,410,000	\$ -	\$ 4,410,000
Interest	2,077,500	1,296,000	3,373,500
Disclosure fees	3,000	3,000	6,000
	<u>6,490,500</u>	<u>1,299,000</u>	<u>7,789,500</u>
Transfers			
Transfer In			
Wastewater User Fees - 431	2,920,725	1,299,000	4,219,725
Wastewater Connection Fees Capital Projects - 434	3,569,775	-	3,569,775
	<u>6,490,500</u>	<u>1,299,000</u>	<u>7,789,500</u>
Net Annual Activity	<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	\$83,518,223
Total Expenditures	\$84,407,459
Total Net Cost	\$889,236

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, and 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 received funds in Federal and State grants from the following sources: Highway Safety Improvement Program Cycle 10 and Active Transportation Program Cycle 5, and Measure K.

Major project completions:

- Miner Avenue Complete Street Improvements
- HAWK Pedestrian Signal Installation at Airport Way and Sonora Street
- Installation and Upgrade of Bicycle Facilities (Class II & Class III)
- Install Raised Median on Dr. Martin Luther King Jr. Blvd.
- Downtown Rule 20A Streetlighting Program
- Closing Pedestrian Gaps to School Project
- Cesar Chavez Library Staff & Children's Restroom Renovation & ADA Compliance
- Calaveras River Bike and Pedestrian Bridge Repairs
- West Lane Pedestrian Access Improvements
- Wilson Way Bridge Installation of Slope Protection
- Left-Turn Lane Additions at Various Locations
- Montauban Avenue and Hammertown Drive Roundabout & Bike Lanes
- Fire Station Nos. 1,3,4,5,7,10,11,14 Exterior Painting
- Howard Street and Pilgrim Street-Union Street Sanitary Sewer Rehabilitation
- Guardrail and Impact Attenuator Installation
- Citywide Traffic Safety Program - Radar Feedback Signs

CAPITAL IMPROVEMENT PROGRAM

- Neighborhood Traffic Management Program – Four Neighborhoods
- Tam O'Shanter and Knickerbocker Roundabout
- Annual Street Resurfacing of existing street pavement
- Annual Curb, Gutter, and Sidewalk Replacement
- North Stockton Pipeline Sodium Hypochlorite Injection System
- Sanitary Sewer Pump Stations and Force Main Cathodic Protection
- Veteran Affairs Medical Facility Off-site Utilities Improvements
- Regional Wastewater Control Facility (RWCF) Coating for Digester Gas Holder
- Brookside/Calaveras Stormwater Pump Station Roof Repairs
- RWCF Cogeneration Engine No. 3 Overhaul and Fuel Blending System Installation

Key projects completed design and prepared for construction:

- New City Hall Renovations and Relocation
- El Dorado Street Road Diet
- Real Time Traffic Flow Monitoring
- Neighborhood Traffic Management Program (NTMP) – Traffic Circles
- Lighted Crosswalk Upgrades
- Left Turn Phasing at three intersections
- Raised Median at El Dorado Street
- Bus Rapid Transit (BRT) Phase 1B Corridor Improvements
- Bear Creek and Pixley Slough Bicycle and Pedestrian Path
- Rule 20A Downtown Streetlighting Program
- McNair Soccer Complex Phase 2
- Pacific Avenue and March Lane Intersection Modifications Project
- Rectangular Rapid Flashing Beacon Installation
- California Street Road Diet
- Alexandria Culvert Replacement
- Union Street Sanitary Sewer Line Rehabilitation
- West Lane Traffic Responsive
- Arch-Airport Traffic Signal Synchronization
- Bus Rapid Transit (BRT) V
- Lincoln and Eighth Roundabout
- March Lane East Bay MUD (EBMUD) Bike Path
- Stockton Soccer Complex Upgrades and Maintenance

CAPITAL IMPROVEMENT PROGRAM

- Police Headquarters Women's Locker Room Remodel
- Install Sidewalk and Median Fencing Along Dr. Martin Luther King Jr. Boulevard
- Bridge Rehabilitation and Replacement
- Pacific Avenue Raised Median
- Neighborhood Traffic Management Program – Eight Neighborhoods
- Dr. Martin Luther King Jr. Blvd. and Aurora St. Sidewalk and Fencing
- Sierra Nevada Street Sewer Rehabilitation
- Air Relief Valve Vaults Replacement on Metro Drive
- RWCF Bioscrubber Repairs
- RWCF Replacement of Compressors at Main and Tertiary Plants
- RWCF Replacement of Digester Gas Pipeline Expansion Joints

In addition, staff also completed the following important documents that will help guide future priorities and operations:

- Stockton Intelligent Transportation Systems Master Plan
- Stockton Traffic Signal Operation and Design Guide

KEY CONSIDERATIONS

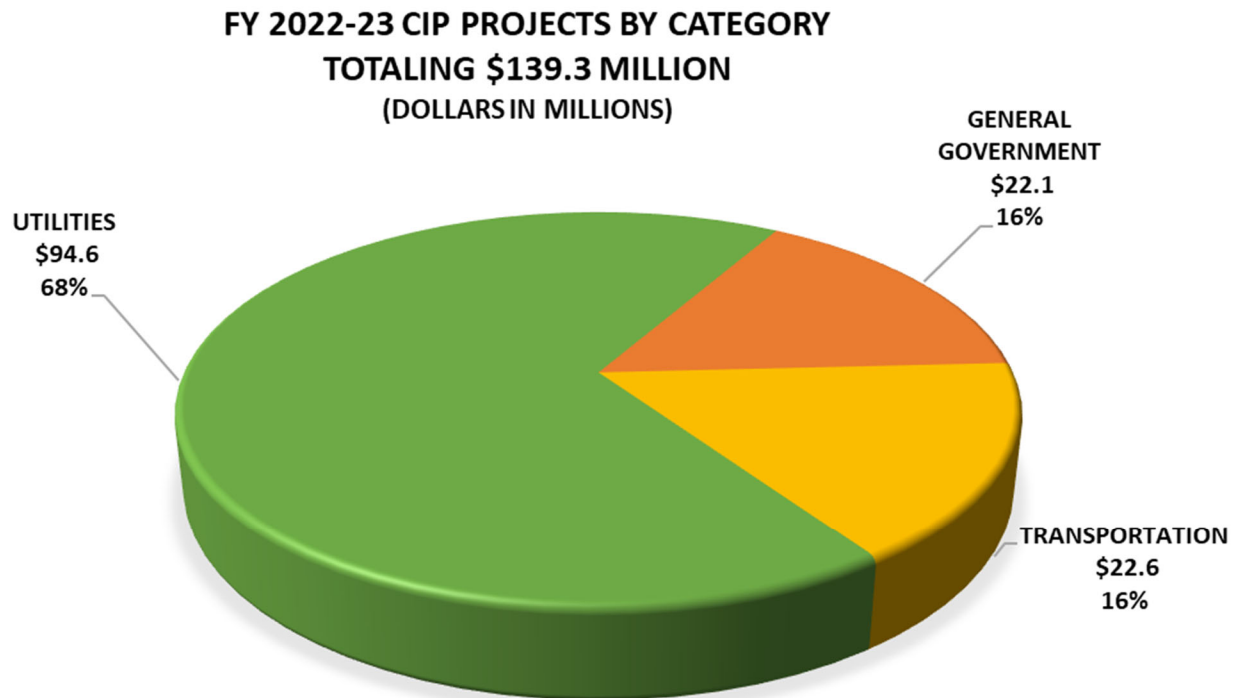
The CIP includes a list of projects with a total value of \$1.03 billion, including Municipal Utility projects of \$279.7 million, transportation projects of \$360.8 million, and other citywide projects of \$394.1 million. The first year of the CIP is financially constrained and reflects projects where 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 \$360 million. In total, there is an additional \$623.5 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 \$12.1 million for the Waterfront Towers - New City Hall Renovation and Relocation project is being funded.

The capital program envisions funding \$139.3 million in projects in FY 2022-23. This year is the only year of the plan with available funding appropriated. FY 2022-23 funding by program is as follows: \$22.1 million for General Government projects; \$22.6 million for Transportation/Street projects; and \$94.6 million for Utilities projects. Of the \$22.1 million for General Government projects, \$13.1 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.

CAPITAL IMPROVEMENT PROGRAM

The transportation projects assumed in the CIP require an allocation in FY 2022-23 of \$22.6 million, with \$8.3 million coming from State and Federal grants, \$7.3 million from Gas Tax Road Maintenance Rehabilitation Account – SB1 funding, and \$4.8 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.

The following chart summarizes the FY 2022-23 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 2022-23 is \$13.1 million, which has been allocated to several projects that address the Council's strategic priorities relative to infrastructure. These projects are:

- ADA Compliance Program
- Oak Park Senior Center Restrooms and ADA Upgrades
- Community Center Security Cameras
- Leaking Underground Fuel Tank (LUFT) Program
- Roof Replacement and Construction Program
- Citywide Park Shade Structure Replacement Program
- Waterfront Towers – 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 reimbursements.

The transportation projects included in the CIP represent the City's continuing effort to improve traffic flow, 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, Complete Streets Plans and other planning documents from San Joaquin Council of Governments.

The City has been successful in obtaining significant funding for transportation projects from local, 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 to facilitate the design and construction of the needed improvements.

In general, the larger transportation projects included for funding in FY 2022-23 include:

- Accessible Pedestrian Signals (APS) Program
- Citywide Traffic Safety Program
- Arch-Airport Road Traffic Signal Synchronization
- Bridge Rehabilitation and Replacement Program – Phase 7

CAPITAL IMPROVEMENT PROGRAM

- LED Street Lights Conversion – Phase 6
- Neighborhood Traffic Calming Program
- City Street Restriping Project
- Stockton Safe Routes to Schools Safety and Connectivity Improvements
- Streets Resurfacing on Federal-Aid Streets Program
- Traffic Signal Control Program
- Traffic Signal Modification Program
- Bridge Maintenance Program
- Local Street Resurfacing Program
- Sidewalk, Curb, and Gutter Repair Program
- Street Furniture Painting
- Street Light Pole Replacement
- Wilson Way Lighting Improvement at BNSF Underpass
- West Lane Queue Cutter
- San Joaquin Street Bike Lane Improvements
- HSIP 10 – Systemic Road Safety Devices Project
- HSIP 10 – Installing Edgelines Throughout the City of Stockton
- Greater Downtown Bike and Pedestrian Connectivity Project

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 2022-23 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 Regional Wastewater Control Facility Modifications Project, a major component of the 2011 Capital Improvement and Energy Management Plan (CIEMP), is a multi-year \$243 million project to repair, replace and upgrade the treatment process units at the Regional Wastewater Control Facility (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 65% complete. The Wastewater Utility is also proposing to fund other improvements both within

CAPITAL IMPROVEMENT PROGRAM

the RWCF and throughout the City, such as rehabilitation of several trunk sewer line facilities and pump stations, design and construction of a floodwall to protect the RWCF, and assessment of the Fourteen Mile Slough Sanitary Pump Station.

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 a large number of capital improvement projects to later years. For FY 2022-23, available funding will be used to address a small fraction of needed pipeline deficiencies and completion of a comprehensive citywide Stormwater Master Plan.

Capital Improvement Plan Operational Impact

The City of Stockton's capital improvement program is primarily focused on maintaining existing facilities and infrastructure. Of the \$139.3 million appropriated for capital projects in FY 2022-23, 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.

- The only brand-new facility in the capital plan is a combination library and recreation center in Northeast Stockton. Operations will be funded by the Strong Communities tax measure initially. The FY 2022-23 Community Services Department budget includes \$ for a partial year of operations at the new facility expected to open mid-year. Following expiration of the tax, operating costs will be absorbed by the General Fund.
- The Waterfront Towers – New City Hall Renovation and Relocation project will result in ongoing utility, janitorial, and building maintenance 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 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 2022-23 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>
Beginning Available Balance	\$ 21,098,528	\$ 8,260,059	\$ 38,407,550	\$ 67,766,137
Revenues				
Grants	8,256,464	405,997	-	8,662,461
Fees	-	16,560,677	5,392,437	21,953,114
Investment Proceeds	100,000	-	534,372	634,372
Other Revenue	14,027,000	8,842,483	-	22,869,483
	22,383,464	25,809,157	5,926,809	54,119,430
Expenditures				
Capital Projects - General Government	19,530,771	-	3,740,000	23,270,771
Capital Projects - Streets/Transportation	18,566,151	2,764,400	-	21,330,551
Other	10,924,626	12,632,888	107,751	23,665,265
	49,021,548	15,397,288	3,847,751	68,266,587
Transfers				
Transfer In - General Fund	12,100,000	-	-	12,100,000
Transfer In - Multi-funded	15,118,937	71,400	-	15,190,337
Transfer In - Other	1,016,521	-	-	1,016,521
Transfer In - Public Facilities Fees	600,000	-	491,935	1,091,935
Transfer Out	(5,350,000)	(9,768,937)	(1,021,935)	(16,140,872)
	23,485,458	(9,697,537)	(530,000)	13,257,921
Net Annual Activity	(3,152,626)	714,332	1,549,058	(889,236)
Ending Available Balance	\$ 17,945,902	\$ 8,974,391	\$ 39,956,608	\$ 66,876,901
Reconciliation of Capital Funds				
Capital Projects	\$ 44,601,322		Revenues	\$ 54,119,430
Economic Dev. Parking Authority (pg. I-35)	100,000		Transfers	29,398,793
Utilities (pg. J-9)	94,589,433		Total Sources	\$ 83,518,223
Total Appropriations	\$ 139,290,755		Expenditures	\$ 68,266,587
			Transfers	16,140,872
			Total Capital Project Funds	\$ 84,407,459
Project Total by Category (pg. M-16)	\$ 139,290,755		Utilities Projects	\$ 94,589,433

**Capital Project Funds
General Government Funds
FY 2022-23 Annual Budget**

	General Capital 300	Federal & State Grants 300	Public Art 300-304	Strong Communities 210	General Government Total
				<i>See Page G-11</i>	
Beginning Available Balance	\$ 3,625,000	\$ -	\$ 476,941	\$ 16,996,587	\$ 21,098,528
Revenues					
Grants	-	8,256,464	-	-	8,256,464
Other Revenue	-	-	-	14,027,000	14,027,000
Fees	-	-	-	-	-
Investment Proceeds	-	-	-	100,000	100,000
	-	8,256,464	-	14,127,000	22,383,464
Expenditures					
Capital Projects - General Government	19,530,771	-	-	-	19,530,771
Capital Projects - Streets/Transportation	10,309,687	8,256,464	-	-	18,566,151
Other Maintenance	-	-	425,000	-	425,000
Other Expenses	-	-	-	10,499,626	10,499,626
	29,840,458	8,256,464	425,000	10,499,626	49,021,548
Transfers					
Transfer In - General Fund	12,100,000	-	-	-	12,100,000
Transfer In - Multi-funded	15,118,937	-	-	-	15,118,937
Transfer In - Development Services	-	-	-	-	-
Transfer In - PEG Fees	-	-	-	-	-
Transfer In - Internal Service Funds	-	-	-	-	-
Transfer In - Other	1,016,521	-	-	-	1,016,521
Transfer In - Public Facilities Fees	600,000	-	-	-	600,000
Transfer Out - Multi-funded	-	-	-	(5,350,000)	(5,350,000)
	28,835,458	-	-	(5,350,000)	23,485,458
Net Annual Activity	(1,005,000)	-	(425,000)	(1,722,626)	(3,152,626)
Ending Available Balance	\$ 2,620,000	\$ -	\$ 51,941	\$ 15,273,961	\$ 17,945,902

**Capital Project Funds
Transportation Funds
FY 2022-23 Annual Budget**

	Gas Tax 240	Transportation Dev. Act. 245	Measure K Maintenance 250	Transportation Total
	<i>See Page F-13</i>		<i>See Page F-15</i>	
Beginning Available Balance	\$ 4,535,423	\$ 86,932	\$ 3,637,704	\$ 8,260,059
Revenues				
Grants	-	405,997	-	405,997
Taxes	16,560,677	-	-	16,560,677
Reimbursements	-	-	8,842,483	8,842,483
Investment Proceeds	-	-	-	-
	16,560,677	405,997	8,842,483	25,809,157
Expenditures				
Capital Projects - General Government	-	-	-	-
Capital Projects - Transportation	1,278,000	-	1,486,400	2,764,400
Other	8,157,161	-	4,475,727	12,632,888
	9,435,161	-	5,962,127	15,397,288
Transfers				
Transfer In	-	-	71,400	71,400
Transfer Out	(6,036,260)	(405,997)	(3,326,680)	(9,768,937)
	(6,036,260)	(405,997)	(3,255,280)	(9,697,537)
Net Annual Activity	1,089,256	-	(374,924)	714,332
Ending Available Balance	\$ 5,624,679	\$ 86,932	\$ 3,262,780	\$ 8,974,391

**Capital Project Funds
Public Facilities Fee
FY 2022-23 Annual Budget**

	Traffic Signals All 310-311	Street Improvements Citywide 310-312	Street Improvements Reg Traffic 310-324	Community Recreation Centers-Citywide 310-313	City Office Space 310-314
Beginning Available Balance	\$ 1,947,818	\$ 8,614,020	\$ 15,308,092	\$ 61,853	\$ 380,373
Revenues					
Fees	413,148	1,229,040	2,889,750	26,981	32,270
Investment Proceeds	16,306	20,000	155,972	389	-
	429,454	1,249,040	3,045,721	27,369	32,270
Expenditures					
Capital Projects	-	1,140,000	-	-	-
Other	-	-	-	30,000	-
	-	1,140,000	-	30,000	-
Transfers					
Transfer In	-	245,465	-	30,000	-
Transfer Out	-	(320,000)	-	(66,945)	(300,000)
	-	(74,535)	-	(36,945)	(300,000)
Net Annual Activity	429,454	34,505	3,045,721	(39,576)	(267,730)
Ending Available Balance	\$ 2,377,272	\$ 8,648,525	\$ 18,353,813	\$ 22,277	\$ 112,643

(a)

(a) These fee programs have been over leveraged with spending outpacing available revenues.

Capital Project Funds
Public Facilities Fee, Continued
FY 2022-23 Annual Budget

	Fire Station Citywide 310-315	Library Citywide 310-316	Police Station Expansion 310-317	Parkland Citywide 310-318	Street Trees 310-319
Beginning Available Balance	\$ 151,378	\$ 984,101	\$ 173,429	\$ 4,492,121	\$ 53,141
Revenues					
Fees	62,250	62,500	67,750	22,250	-
Investment Proceeds	932	164,939	(3,948)	99,724	5,217
	63,182	227,439	63,802	121,974	5,217
Expenditures					
Capital Projects	-		-	2,600,000	-
Other	40,000	-	22,000	-	-
	40,000	-	22,000	2,600,000	-
Transfers					
Transfer In	40,000	156,470	20,000	-	-
Transfer Out	(156,470)	-	(178,520)	-	-
	(116,470)	156,470	(158,520)	-	-
Net Annual Activity	(93,288)	383,909	(116,718)	(2,478,026)	5,217
Ending Available Balance	\$ 58,090	\$ 1,368,010	\$ 56,711	\$ 2,014,095	\$ 58,358
	(a)		(a)		

(a) These fee programs have been over leveraged with spending outpacing available revenues.

**Capital Project Funds
Public Facilities Fee, Continued
FY 2022-23 Annual Budget**

	Street Signs 310-320	Street Lights City Wide 310-321	Air Quality 310-322	Public Facilities Total
Beginning Available Balance	\$ 69,055	\$ 98,786	\$ 6,073,383	\$ 38,407,550
Revenues				
Fees	20,500	-	566,000	5,392,437
Investment Proceeds	2,474	4,698	67,669	534,372
	22,974	4,698	633,669	5,926,809
Expenditures				
Capital Projects	-	-	-	3,740,000
Other	-	-	15,751	107,751
	-	-	15,751	3,847,751
Transfers				
Transfer In	-	-	-	491,935
Transfer Out	-	-	-	(1,021,935)
	-	-	-	(530,000)
Net Annual Activity	22,974	4,698	617,918	1,549,058
Ending Available Balance	\$ 92,029	\$ 103,485	\$ 6,691,301	\$ 39,956,608



**2022-2027 Capital Improvement Plan
Capital Project Summary by Category**

	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
GENERAL GOVERNMENT					
BUILDINGS & STRUCTURES	17,765,771	19,112,000	21,335,000	216,760,000	74,754,000
PARKS & OPEN SPACES	4,365,000	23,606,800	9,743,350	6,279,500	362,000
	22,130,771	42,718,800	31,078,350	223,039,500	75,116,000
TRANSPORTATION					
STREETS & TRANSPORTATION	22,570,551	25,835,554	12,553,239	83,652,521	216,151,000
	22,570,551	25,835,554	12,553,239	83,652,521	216,151,000
UTILITIES					
SANITARY SEWER & WASTEWATER	74,576,105	59,446,937	32,815,648	24,840,500	3,291,000
STORM DRAINAGE & WATERSHED	523,867	672,700	1,046,300	968,000	-
WATER SUPPLY	19,489,461	26,302,219	18,596,741	14,928,231	2,181,906
	94,589,433	86,421,856	52,458,689	40,736,731	5,472,906
GRAND TOTAL	\$ 139,290,755	154,976,210	96,090,278	347,428,752	296,739,906

**2022-2027 Capital Improvement Plan
Capital Project Summary by Fund**

	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
CITY FUNDS					
BOAT LAUNCH FUND	150,000	-	-	-	-
GENERAL FUND	13,105,000	7,621,000	8,191,000	2,725,000	450,000
MEASURE M STRONG COMMUNITIES	5,350,000	3,850,000	-	-	-
PARKING AUTHORITY	100,000	-	-	-	-
	<u>18,705,000</u>	<u>11,471,000</u>	<u>8,191,000</u>	<u>2,725,000</u>	<u>450,000</u>
DONATIONS					
SCHATZ TRUST	200,000	-	-	-	-
SCHMIDT TRUST	475,771	-	-	-	-
	<u>675,771</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
MEASURE K					
MEASURE K	4,741,680	4,761,000	4,608,000	3,871,000	1,110,000
	<u>4,741,680</u>	<u>4,761,000</u>	<u>4,608,000</u>	<u>3,871,000</u>	<u>1,110,000</u>
PUBLIC FACILITIES FEES					
PFF OFFICE SPACE	300,000	-	-	-	-
PFF PARKS	2,600,000	14,315,800	6,580,350	-	-
PFF STREETS	1,440,000	1,000,000	-	300,000	300,000
PFF TRAFFIC SIGNALS	-	1,000,000	1,000,000	-	-
	<u>4,340,000</u>	<u>16,315,800</u>	<u>7,580,350</u>	<u>300,000</u>	<u>300,000</u>
STATE AND FEDERAL GRANTS					
FEDERAL GRANTS	7,061,464	9,631,054	2,696,239	2,696,239	-
STATE GRANTS	1,195,000	7,608,500	-	-	-
	<u>8,256,464</u>	<u>17,239,554</u>	<u>2,696,239</u>	<u>2,696,239</u>	<u>-</u>
UTILITIES					
STORMWATER FUND	711,867	962,700	1,046,300	968,000	-
WASTEWATER FUND	74,606,005	59,521,937	32,815,648	24,840,500	3,291,000
WATER UTILITY FUND	19,533,711	26,302,219	18,596,741	14,928,231	2,181,906
	<u>94,851,583</u>	<u>86,786,856</u>	<u>52,458,689</u>	<u>40,736,731</u>	<u>5,472,906</u>
GAS TAX AND TRANSPORTATION					
GAS TAX (SB1)	7,314,260	500,000	500,000	500,000	500,000
TRANSPORTATION DEVELOPMENT ACT	405,997	-	-	-	-
	<u>7,720,257</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
UNIDENTIFIED FUNDING					
UNIDENTIFIED	-	17,902,000	20,056,000	296,599,782	288,907,000
	<u>-</u>	<u>17,902,000</u>	<u>20,056,000</u>	<u>296,599,782</u>	<u>288,907,000</u>
GRAND TOTAL	\$ 139,290,755	154,976,210	96,090,278	347,428,752	296,739,906

**2022-2027 Capital Improvement Plan
Project List by Category**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
BUILDINGS & STRUCTURES						
CL22001	CESAR CHAVEZ LIBRARY REMODEL	3,850,000	3,850,000	-	-	-
CL23001	TROKE STAFF AREA RECONFIGURATION	-	-	-	179,000	619,000
CL23002	MAYA ANGELOU SKYLIGHT REPLACEMENT	-	80,000	269,000	-	-
CL23003	MAYA ANGELOU PARKLET	-	156,000	879,000	-	-
CL23004	TROKE LIBRARY HVAC REPLACEMENT	-	1,800,000	-	-	-
CL26001	MAYA ANGELOU LIBRARY CARPET REPLACE	-	200,000	-	-	-
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	-	1,100,000	-	-	-
CR26003	CIVIC AUDITORIUM UPGRADES	-	-	-	5,000,000	-
CR26005	OAK PARK FACILITY UPGRADES	-	-	3,606,000	-	-
CR26009	OAK PARK SR CENTER RR/ADA UPGRADE	265,000	-	-	-	-
E016015	WATERFRONT TOWERS NEW CITY HALL	12,400,000	-	-	-	-
E016603	BOB HOPE THEATRE HVAC REP	-	150,000	50,000	-	-
EED8601	ARENA/BALLPARK UPGRD & REPLACEMENT	-	150,000	150,000	150,000	150,000
EV22601	BUCKLEY COVE INLET DREDGING	150,000	-	-	-	-
EV22603	OAK PARK ICE RINK FACILITY UPGRADES	-	100,000	100,000	100,000	-
EV22606	ARENA VIDEO EQUIPMENT & SCOREBOARD	-	2,000,000	-	-	-
EV23605	MARINA SAIL COVERING REPLACEMENT	-	200,000	200,000	200,000	-
EV23607	BANNER ISLAND BALLPARK UPGRADE	-	100,000	2,811,000	-	-
F023011	FIRE STATION ASPHALT PRESERVATION	-	350,000	-	-	-
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	-	300,000	1,500,000	2,000,000	29,488,000
F024015	FS 1 DRIVEWAY REPLACEMENT & RESTORE	-	-	2,487,000	-	-
F024018	FS 2 PARKING LOT	-	500,000	-	-	-
F024019	FS 5 CONCRETE DRWY/PRKING REPLACE	-	500,000	-	-	-
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	-	-	-	-	11,144,000
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	675,771	-	-	-	-
P023023	REPLACE MODULAR BUILDING AT FIRING	-	902,000	-	-	-
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	-	-
WC26001	CITY FACILITY ASSESSMENT REHAB PRGM	-	-	-	200,000,000	-
WD19008	CENTER ST WEIR REPAIR	-	1,431,000	-	-	-
WP22014	CITY PARK SHADE STRUCTURE REPLACE	125,000	70,000	-	100,000	-
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	-	-	-

**2022-2027 Capital Improvement Plan
Project List by Category**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
WP22023	OAK PARK MAGPIE FENCING REPLACEMENT	-	136,000	-	-	-
WP22025	PARK RESTROOM REHAB & RPR PROGRAM	-	350,000	-	-	-
WR21017	MCKINLEY PRK & REC CTR RENOV	-	1,500,000	-	-	-
WV23025	CORP YARD STORAGE BLD INSTALLATION	-	290,000	-	-	-
WV24021	CORPORATION YARD IMPROVEMENTS	-	300,000	-	-	-
TOTAL BUILDINGS & STRUCTURES		17,765,771	19,112,000	21,335,000	216,760,000	74,754,000
PARKS & OPEN SPACES						
CR23018	AQUATICS RENOVATION - OAK PARK	1,500,000	-	-	-	-
CR23001	PIXIE WOODS PA SYSTEM REPLACEMENT	-	150,000	-	-	-
CR23002	PIXIE WOODS AMENITIES REPLACEMENT	-	3,400,000	-	-	-
CR23003	COMMUNITY CENTER INTERCOM SYSTEM	-	750,000	-	-	-
CR23005	COMMUNITY CENTER SECURITY CAMERAS	265,000	-	-	-	-
CR23009	LOUIS PARK SFTBAL CMLPX BLDG RPR	-	153,000	523,000	-	-
CR23011	AQUATICS FENCING AROUND CITY POOLS	-	176,000	972,000	-	-
CR23015	VAN BUSKIRK SCOREBOARD REPLACEMENT	-	-	29,000	-	-
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	PARK SPORTFIELD LIGHTING REPAIRS	-	-	-	111,500	-
CR26008	PIXIE WOODS IMPROVEMENTS PROJECT	-	-	-	3,838,000	-
WP13131	MISASI PARK	-	-	2,206,070	-	-
WP13173	EQUINOA PARK	2,600,000	-	-	-	-
WP13254	OAKMORE AND MONTEGO PARK	-	2,669,000	-	-	-
WP13270	CANNERY PARK (2.7 ACRES)	-	1,218,000	994,000	-	-
WP22011	PIXIE WOODS CPSC COMPLIANCE PLN DEV	-	44,000	-	-	-
WP22013	CANNERY PARK NEIGHBORHOOD PARK 7.48	-	4,546,800	3,380,280	-	-
WP22015	CITYWIDE PARK WALKWAY REPLACEMENT	-	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	-	242,000	-	-	-
WP22031	VICTORY PARK TOTEM PICNIC AREA RECO	-	76,000	-	-	-
WP23019	VICTORY PARK TENNIS COURT LIGHTING	-	-	-	213,000	-
WP23020	WESTLAKE VILLAGES PARK - 11.5 ACRES	-	7,100,000	-	-	-
WP23025	PARK TREE MAINTENANCE PROGRAM	-	362,000	362,000	362,000	362,000
WP23026	SANDMAN PARK FIELD LIGHT REPLCMENT	-	350,000	-	-	-
TOTAL PARKS & OPEN SPACES		4,365,000	23,606,800	9,743,350	6,279,500	362,000
STORM DRAINAGE & WATERSHED						
US16013	PS DISCHARGE MOD FOR PIPE INSP	323,867	250,000	-	-	-
US20009	STORM DRAIN MASTER PLAN	200,000	-	-	-	-
US24001	ALEXANDRIA & 14 MILE STORM PS	-	69,700	411,300	-	-
US24002	CHARTER & WALNUT PLANT STORM PS	-	20,000	221,000	-	-
US24003	WEST LANE & MOSHER SLOUGH STORM PS	-	333,000	-	-	-
US25001	SPANOS PARK WEST INFILTRATION ASMT	-	-	100,000	-	-
US25002	WESTON RANCH INFILTRATION ASSMNT	-	-	106,000	-	-
US25003	CHARTER WAY SUBWAY STORM DRAIN PS	-	-	72,000	65,000	-
US25004	BLOSSOM RANCH STORM DRAIN PS	-	-	86,000	-	-
US25005	WESTERN PACIFIC SW PS IMPROVEMENTS	-	-	50,000	-	-
US26001	CHARTER & TILLIE LEWIS FLOOD RELIEF	-	-	-	321,000	-
US26002	EL DORADO STORM DRAIN INSTALLATION	-	-	-	345,000	-
US26003	MISSION RD STORM DRAIN INSTALLATION	-	-	-	237,000	-
TOTAL STORM DRAINAGE & WATERSHED		523,867	672,700	1,046,300	968,000	-
SANITARY SEWER & WASTEWATER						
UW09006	REHAB DIGESTERS A & B FOR SLUDGE	-	1,990,348	1,990,348	-	-
UW16022	RWCF MODIFY PROJECT - PDB	40,898,695	4,203,768	-	-	-
UW17018	DOWNTOWN SEWER COLLECTION SYS	276,113	7,140,559	-	-	-
UW17023	PERSHING SWR TRUNK REHAB (CHURCH/NA	6,000,000	-	-	-	-

**2022-2027 Capital Improvement Plan
Project List by Category**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
UW18011	RWCF POND NO. 1 CLEANING	-	2,281,000	2,281,000	2,281,000	2,281,000
UW18030	MORMON SLOUGH SEWER LINE REHAB	4,650,000	-	-	-	-
UW20011	SEWER MH REHAB PROJECT	300,000	300,000	300,000	300,000	-
UW20016	OAK ST SWR TRNK REHAB-WILSON TO PER	4,743,073	6,057,073	-	-	-
UW20020	SEWER LRG DIAMETER LINES REHAB	171,215	2,096,282	-	-	-
UW20022	FOURTEEN MILE SLOUGH PUMP STATION	2,153,210	-	-	-	-
UW20024	SANITARY SEWER MASTER PLAN UPDATE	200,000	-	-	-	-
UW21007	UNION ST REHAB-HARDING TO ACACIA ST	3,092,599	-	-	-	-
UW21010	RWCF 60KV TRANSFORMER REPLACEMENT	800,000	-	-	-	-
UW21015	QUAIL LAKES SEWER LIFT STATION UPGR	400,000	-	-	-	-
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	-
UW22002	SLUDGE DAY TANK MIXING REHAB	80,000	80,000	-	-	-
UW22004	SYSTEM 10 SEWER RELIEF FORCEMAIN	-	6,799,000	-	-	-
UW23002	BIANCHI & CALAVERAS NEW SS INSTALL	378,400	-	-	-	-
UW23003	BROOKSIDE ESTATES SANITARY SEWER PS	391,000	500,000	-	-	-
UW23004	MAIN PLANT SWITCHGEAR UPGRADE	117,000	111,500	111,500	-	-
UW23005	COGENERATION ENGINE NO. 1 REBUILD	250,000	250,000	250,000	250,000	-
UW23007	SOUTH TUXEDO AVE SEWER TRUNK REHAB	512,000	-	-	-	-
UW23008	PERSHING AVE SEWER TRUNK REHAB	-	1,508,057	-	-	-
UW23009	SPERRY RD/GIBRALTAR CT SS REHAB	555,000	4,067,000	-	-	-
UW23015	RWCF DIGESTER GAS SCRUBBER	500,000	1,000,000	-	-	-
UW23016	RWCF TERTIARY ROAD REPAIRS	350,000	150,000	250,000	250,000	250,000
UW23017	RWCF PLANT SCADA SYSTEM UPGRADE	500,000	500,000	-	-	-
UW23018	CITY-WIDE PUMP STATION ASSESSMENT	1,000,000	-	-	-	-
UW23019	E. 7TH STREET SEWER	200,000	-	-	-	-
UW23020	SCRIBNER ST AREA BACKYARD SEWERS	1,100,000	-	-	-	-
UW23021	SMITH CANAL PUMP STATION ODOR CNTRL	271,000	-	-	-	-
UW23022	W. FREMONT ST. AREA BACKYARD SEWERS	309,000	-	-	-	-
UW23023	RWCF FLOODWALL PHASE I	1,750,000	6,000,000	-	-	-
UW23024	RWCF 60KV TRANSFORMER RELOCATION	875,000	1,000,000	-	-	-
UW24001	WEST LANE & CALAVERAS SOUTH SS	-	135,000	811,000	-	-
UW24002	WEST LANE & CALAVERAS NORTH SS	-	135,000	811,000	-	-
UW24003	SWENSON & 5 MILE SANITARY PS	1,000,000	87,900	1,841,100	-	-
UW24004	KELLY & MOSHER SLOUGH SS PS & FM	-	500,000	-	-	-
UW24005	LINCOLN ST SANITARY PS FM	602,800	3,993,700	3,993,700	-	-
UW24006	FRENCH CAMP SEWER & LIFT STATION	-	5,001,000	1,000,000	6,000,000	-
UW24007	COGENERATION ENGINE NO. 3 REBUILD	-	750,000	-	-	-
UW24009	SCOTTS AVENUE REHABILITATION	-	312,750	-	-	-
UW24011	HAZELTON AVE SEWER TRUNK REHAB	-	2,147,000	-	-	-
UW24012	RWCF LARGE DIAMETER PIPE INSPECTION	-	200,000	-	-	-
UW25001	BROOKSIDE & I-5 PS EMERGENCY PWR	-	-	237,000	-	-
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	5,591,000	-
UW25009	RYDE AVENUE SEWER REHABILITATION	-	-	3,390,000	-	-
UW25010	DEL NORTE STREET SEWER REHAB	-	-	8,333,000	-	-
UW25011	THORNTON & MACDUFF SEWER REHAB	-	-	486,000	3,554,000	-
UW25012	RALPH AVE SEWER TRUNK REHAB	-	-	254,000	2,261,000	-
UW26001	COGENERATION ENGINE NO. 3 REBUILD	-	-	-	-	760,000
UW26003	WATERLOO EAST EASEMENT SS REHAB	-	-	-	584,000	-
TOTAL SANITARY SEWER & WASTEWATER		74,576,105	59,446,937	32,815,648	24,840,500	3,291,000
WATER SUPPLY						
UH14014	WATER FIELD OFFICE REMODEL	750,000	12,014,495	5,280,015	-	-
UH17002	WATER WELL SSS NO 10	1,750,000	-	-	-	-
UH18053	NEWCASTLE LOOP PHASE II	2,600,001	-	-	-	-
UH20006	WATER MASTER PLAN UPDATE	200,000	-	-	-	-

**2022-2027 Capital Improvement Plan
Project List by Category**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
UH21001	W/E/S BEAR CREEK OVERSIZING REIMB	2,894,500	-	-	-	-
UH21002	DWTP INTAKE PUMP STATION DISCHARGE	2,400,000	2,636,000	-	-	-
UH21004	WATER MAIN RELOCATION ALONG BONNIEB	2,328,984	-	-	-	-
UH21005	GROUND WATER RECHARGE BASIN	1,081,900	3,088,600	3,607,800	-	-
UH21006	WATER SCV LINE REPLACEMENT2021	527,365	541,603	556,227	571,245	586,668
UH21019	WATER SYSTEM STREET IMPROVEMENTS RE	72,630	150,000	150,000	150,000	150,000
UH22001	ADVANCE METERING INFRASTRUCTURE	-	4,218,000	5,562,000	5,712,000	-
UH22002	CONDITION ASSESSMENT (PIPELINES)	-	263,500	-	-	-
UH22005	WATER SUPPLY WELL #33	1,650,000	-	-	-	-
UH22006	PIPELINE UPSIZING - PRIORITY 1	959,241	985,140	688,386	706,971	-
UH22007	PIPELINE UPSIZING - PRIORITY 2	160,319	-	-	687,017	1,445,238
UH23001	REPLACE UNDERSIZED/OLD MAINS-PRI 3	2,114,521	2,404,881	2,469,813	2,536,498	-
UH24001	WESTLAKE OVERSIZING REIMBURSEMENT	-	-	110,000	-	-
UH24002	16" WATER LINE UPSIZE ALONG I-5 N	-	-	172,500	777,500	-
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	-
TOTAL WATER SUPPLY		19,489,461	26,302,219	18,596,741	14,928,231	2,181,906
STREETS & TRANSPORTATION						
		2023	2024	2025	2026	
EV22604	PARKING LOT RESURFACING & UPGRADE	100,000	-	-	-	-
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	-
WD21006	STREET RESURF FED AID ST PROGRAM	2,918,893	2,696,239	2,696,239	2,696,239	-
WD23003	LOCAL ST RESURFACE PRGM FY22-23 SB1	4,692,010	-	-	-	-
WD23004	SIDEWALK,CURB,AND GUTTER RPR PRGM	1,855,997	-	-	-	-
WD23006	STREET LIGHT POLE REPLACEMENT SB1	328,000	-	-	-	-
WD23008	STREET FURNITURE PAINTING	250,000	-	-	-	-
WD23009	CITY STREET RE-STRIPING FY22-23 SB1	200,000	-	-	-	-
WD23017	LED STREET LIGHTS CONVERSION PH6	500,000	-	-	-	-
WD24017	LED STREET LIGHTS CONVERSION PH7	-	500,000	-	-	-
WD26017	LED STREET LIGHTS CONVERSION PH8	-	-	500,000	500,000	-
WT14025	LEAKING UNDERGROUND FUEL TANK PRGM	50,000	75,000	75,000	75,000	-
WT15020	BRIDGE ENGINEERING PRGM	25,000	26,000	26,000	26,000	-
WT15021	RULE 20A STREET LIGHTING	50,000	50,000	50,000	50,000	-
WT15022	TRAFFIC SIGNAL CONTRL SYS	600,000	600,000	600,000	600,000	-
WT15027	RAILROAD CROSSING PROGRAM	50,000	25,000	25,000	25,000	-
WT15028	ACCESSIBLE PED SIGNALS	200,000	250,000	250,000	250,000	-
WT15029	TRAFFIC SIGNAL MODIFICATION	600,000	600,000	600,000	600,000	-
WT16008	NEIGHBORHOOD TRAFFIC MANAGEMENT PRG	700,000	910,000	910,000	910,000	910,000
WT18009	SAFE ROUTES TO SCH PRIORI	2,400	-	-	-	-
WT18010	SAFE ROUTES TO SCH SIDEWALK	69,000	-	-	-	-
WT19005	ATP 4-STKN SRTS SFTY CONN	2,718,000	-	-	-	-
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	-	-	-	-	-
WT21011	ARCH-AIRPORT RD TS SYNCH	1,817,000	-	-	-	-
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	350,000	710,000	710,000	710,000	-
WT22007	BRDGE REHAB & REPLACE PH7	735,251	-	-	-	-
WT22008	WEST LANE QUEUE CUTTER	49,000	3,335,815	-	-	-
WT22034	ARCH-AIRPORT ROAD PRECISE ROAD PLAN	-	-	-	-	1,236,000
WT22035	AURORA ST OVER MORMON SLOUGH BRIDGE	-	-	-	347,000	-

**2022-2027 Capital Improvement Plan
Project List by Category**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
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	-
WT22043	HSIP 10-SYSTEMIC RD SAFETY DEVICES	320,000	-	-	-	-
WT22045	HSIP 10-INSTALL EDGELINES	250,000	-	-	-	-
WT22048	S. STKN PEDESTRIAN HAWK IMPROVEMENT	45,000	4,815,500	-	-	-
WT22050	DOWNTOWN EAST-WEST CONNECTION	-	1,889,000	-	-	-
WT22051	GREATER DOWNTWN BIKE/PED CONNECT	255,000	2,000,000	-	-	-
WT23010	BRIDGE MAINTENANCE PROGRAM	500,000	500,000	500,000	500,000	500,000
WT23019	WILSON WAY LIGHTING IMPROV AT BNSF	140,000	-	-	-	-
WT23028	BRIDGE INSPECTIONS (NON-CALTRANS)	150,000	-	-	-	-
WT23029	SAN JOAQUIN ST BIKE LANE IMPROV	200,000	1,385,000	-	-	-
WT23030	WEBER AVENUE IMPROVEMENTS	210,000	1,408,000	-	-	-
WT23031	CHANNEL STREET IMPROVEMENTS	-	75,000	-	-	-
WT23032	MARIPOSA RD PRECISE ROAD PLAN	1,140,000	-	-	-	-
WT24001	WEBER AVE AT GRANT AND AURORA ST	-	-	437,000	-	-
WT24002	EMERGENCY VEHICLE PRE-EMPTION	-	-	-	650,000	-
WT24022	BRIDGE VANDALISM REPAIR	-	365,000	365,000	365,000	365,000
WT25001	ROUNDAABOUT PROGRAM	-	-	-	2,000,000	-
WT25002	STREET SMARTS PROGRAM	-	-	-	500,000	-
WT25011	TRAFFIC SIGNAL INSTALLATION	-	1,000,000	1,000,000	-	-
WT26022	ALPINE AVE GRADE SEPARATION	-	-	-	-	30,685,000
WT26023	ARCH RD WIDENING	-	-	-	-	39,444,000
WT26024	CA ST GAP CLOSURE IMPROVEMENTS	-	-	-	396,000	-
WT26025	CITYWIDE TDM SUITABILITY STUDY	-	-	-	200,000	-
WT26028	COMPLETE STREETS PLAN	-	-	-	406,600	-
WT26029	DAVIS RD WIDENING	-	-	-	4,371,000	-
WT26030	EBMUD MARCH LN GREENSCAPE PH2	-	-	-	2,704,000	-
WT26031	EL DORADO/CENTER ST CORRIDOR STUDY	-	-	-	400,000	-
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
TOTAL STREETS & TRANSPORTATION		22,570,551	25,835,554	12,553,239	83,652,521	216,151,000
GRAND TOTAL		\$ 139,290,755	154,976,210	96,090,278	347,428,752	296,739,906

**2022-2027 Capital Improvement Plan
Project List by Funding Source**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
BOAT LAUNCH FUND						
EV22601	BUCKLEY COVE INLET DREDGING	150,000	-	-	-	-
		150,000	-	-	-	-
FEDERAL GRANTS						
WD21006	STREET RESURF FED AID ST PROGRAM	2,618,546	2,696,239	2,696,239	2,696,239	-
WT19005	ATP 4-STKN SRTS SFTY CONN	2,331,000	-	-	-	-
WT21011	ARCH-AIRPORT RD TS SYNCH	1,412,000	-	-	-	-
WT22007	BRDGE REHAB & REPLACE PH7	650,918	-	-	-	-
WT22008	WEST LANE QUEUE CUTTER	49,000	3,335,815	-	-	-
WT22050	DOWNTOWN EAST-WEST CONNECTION	-	1,889,000	-	-	-
WT22051	GREATER DOWNTWN BIKE/PED CONNECT	-	1,710,000	-	-	-
		7,061,464	9,631,054	2,696,239	2,696,239	-
GAS TAX (SB1)						
WD23003	LOCAL ST RESURFACE PRGM FY22-23 SB1	4,586,260	-	-	-	-
WD23004	SIDEWALK,CURB,AND GUTTER RPR PRGM	1,450,000	-	-	-	-
WD23006	STREET LIGHT POLE REPLACEMENT SB1	328,000	-	-	-	-
WD23008	STREET FURNITURE PAINTING	250,000	-	-	-	-
WD23009	CITY STREET RE-STRIPING FY22-23 SB1	200,000	-	-	-	-
WT23010	BRIDGE MAINTENANCE PROGRAM	500,000	500,000	500,000	500,000	500,000
		7,314,260	500,000	500,000	500,000	500,000
GENERAL FUND						
CL23002	MAYA ANGELOU SKYLIGHT REPLACEMENT	-	80,000	269,000	-	-
CL23003	MAYA ANGELOU PARKLET	-	156,000	879,000	-	-
CL26001	MAYA ANGELOU LIBRARY CARPET REPLACE	-	200,000	-	-	-
CR23001	PIXIE WOODS PA SYSTEM REPLACEMENT	-	150,000	-	-	-
CR23005	COMMUNITY CENTER SECURITY CAMERAS	265,000	-	-	-	-
CR23009	LOUIS PARK SFTBAL CMLPX BLDG RPR	-	153,000	523,000	-	-
CR23011	AQUATICS FENCING AROUND CITY POOLS	-	176,000	972,000	-	-
CR26009	OAK PARK SR CENTER RR/ADA UPGRADE	265,000	-	-	-	-
E016603	BOB HOPE THEATRE HVAC REP	-	150,000	50,000	-	-
EED8601	ARENA/BALLPARK UPGRD & REPLACEMENT	-	150,000	150,000	150,000	150,000
EV23605	MARINA SAIL COVERING REPLACEMENT	-	200,000	200,000	200,000	-
EV23607	BANNER ISLAND BALLPARK UPGRADE	-	100,000	2,811,000	-	-
F023011	FIRE STATION ASPHALT PRESERVATION	-	350,000	-	-	-
F023022	REGIONAL DISPATCH CENTER - PHASE 1	-	300,000	1,500,000	2,000,000	-
F024018	FS 2 PARKING LOT	-	500,000	-	-	-
F024019	FS 5 CONCRETE DRWY/PRKING REPLACE	-	500,000	-	-	-
P023023	REPLACE MODULAR BUILDING AT FIRING	-	902,000	-	-	-
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
WC21021	MIRACLE MILE PARKING LOTS	-	400,000	-	-	-
WC24020	JANET LEIGH PLAZA PED IMPROVEMENTS	-	250,000	-	-	-
WP22014	CITY PARK SHADE STRUCTURE REPLACE	125,000	70,000	-	-	-
WP22015	CITYWIDE PARK WALKWAY REPLACEMENT	-	100,000	100,000	-	-
WP22016	1.7 TOUCHLESS RESTROOMS	-	375,000	-	-	-
WP22019	LOUIS PARK LRG PICNIC AREA RECONSTR	-	122,000	-	-	-
WP23025	PARK TREE MAINTENANCE PROGRAM	-	362,000	362,000	-	-
WR21017	MCKINLEY PRK & REC CTR RENOV	-	1,500,000	-	-	-
WT14025	LEAKING UNDERGROUND FUEL TANK PRGM	50,000	75,000	75,000	75,000	-
E016015	WATERFRONT TOWERS NEW CITY HALL	12,100,000	-	-	-	-
		13,105,000	7,621,000	8,191,000	2,725,000	450,000
MEASURE K						
WD21006	STREET RESURF FED AID ST PROGRAM	300,347	-	-	-	-
WD23017	LED STREET LIGHTS CONVERSION PH6	500,000	-	-	-	-
WD24017	LED STREET LIGHTS CONVERSION PH7	-	500,000	-	-	-
WD26017	LED STREET LIGHTS CONVERSION PH8	-	-	500,000	500,000	-
WT15020	BRIDGE ENGINEERING PRGM	25,000	26,000	26,000	26,000	-
WT15021	RULE 20A STREET LIGHTING	50,000	50,000	50,000	50,000	-
WT15022	TRAFFIC SIGNAL CONTRL SYS	600,000	600,000	600,000	600,000	-
WT15027	RAILROAD CROSSING PROGRAM	50,000	25,000	25,000	25,000	-
WT15028	ACCESSIBLE PED SIGNALS	200,000	250,000	250,000	250,000	-
WT15029	TRAFFIC SIGNAL MODIFICATION	600,000	600,000	600,000	600,000	-
WT16008	NEIGHBORHOOD TRAFFIC MANAGEMENT PRG	700,000	910,000	910,000	910,000	910,000

**2022-2027 Capital Improvement Plan
Project List by Funding Source**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
WT19005	ATP 4-STKN SRTS SFTY CONN	387,000	-	-	-	-
WT21011	ARCH-AIRPORT RD TS SYNCH	405,000	-	-	-	-
WT21016	GRANT MATCH	200,000	500,000	500,000	200,000	200,000
WT21018	CITYWIDE TRAFFIC SAFETY PRGM	350,000	710,000	710,000	710,000	-
WT22007	BRDGE REHAB & REPLACE PH7	84,333	-	-	-	-
WT23019	WILSON WAY LIGHTING IMPROV AT BNSF	140,000	-	-	-	-
WT23028	BRIDGE INSPECTIONS (NON-CALTRANS)	150,000	-	-	-	-
WT24001	WEBER AVE AT GRANT AND AURORA ST	-	-	437,000	-	-
WV23025	CORP YARD STORAGE BLD INSTALLATION	-	290,000	-	-	-
WV24021	CORPORATION YARD IMPROVEMENTS	-	300,000	-	-	-
		4,741,680	4,761,000	4,608,000	3,871,000	1,110,000
MEASURE M STRONG COMMUNITIES						
CL22001	CESAR CHAVEZ LIBRARY REMODEL	3,850,000	3,850,000	-	-	-
CR23018	AQUATICS RENOVATIONS - OAK PARK	1,500,000	-	-	-	-
		5,350,000	3,850,000	-	-	-
PUBLIC FACILITIES FEE OFFICE SPACE						
E016015	WATERFRONT TOWERS NEW CITY HALL	300,000	-	-	-	-
		300,000	-	-	-	-
PUBLIC FACILITIES FEE PARKS						
WP13131	MISASI PARK	-	-	2,206,070	-	-
WP13173	EQUINOVA PARK	2,600,000	-	-	-	-
WP13254	OAKMORE AND MONTEGO PARK	-	2,669,000	-	-	-
WP13270	CANNERY PARK (2.7 ACRES)	-	-	994,000	-	-
WP22013	CANNERY PARK NEIGHBORHOOD PARK 7.48	-	4,546,800	3,380,280	-	-
WP23020	WESTLAKE VILLAGES PARK - 11.5 ACRES	-	7,100,000	-	-	-
		2,600,000	14,315,800	6,580,350	-	-
PUBLIC FACILITIES FEE STREETS						
WT21013	EIGHT MILE RD PRECISE PLAN	-	1,000,000	-	-	-
WT21016	GRANT MATCH	300,000	-	-	300,000	300,000
WT23032	MARIPOSA RD PRECISE ROAD PLAN	1,140,000	-	-	-	-
		1,440,000	1,000,000	-	300,000	300,000
PUBLIC FACILITIES FEE TRAFFIC SIGNALS						
WT25011	TRAFFIC SIGNAL INSTALLATION	-	1,000,000	1,000,000	-	-
		-	1,000,000	1,000,000	-	-
SCHATZ TRUST						
P023001	1.7 ANIMAL SHELTER UPGRADES	200,000	-	-	-	-
		200,000	-	-	-	-
SCHMIDT TRUST						
P023001	1.7 ANIMAL SHELTER UPGRADES	475,771	-	-	-	-
		475,771	-	-	-	-
STATE GRANTS						
WT22043	HSIP 10-SYSTEMIC RD SAFETY DEVICES	320,000	-	-	-	-
WT22045	HSIP 10-INSTALL EDGELINES	250,000	-	-	-	-
WT22051	GREATER DOWNTWN BIKE/PED CONNECT	215,000	-	-	-	-
WT23029	SAN JOAQUIN ST BIKE LANE IMPROV	200,000	1,385,000	-	-	-
WT23030	WEBER AVENUE IMPROVEMENTS	210,000	1,408,000	-	-	-
WT22048	S. STKN PEDESTRIAN HAWK IMPROVEMENT	-	4,815,500	-	-	-
		1,195,000	7,608,500	-	-	-
STORMWATER FUND						
US16013	PS DISCHARGE MOD FOR PIPE INSP	323,867	250,000	-	-	-
US20009	STORM DRAIN MASTER PLAN	200,000	-	-	-	-
US24001	ALEXANDRIA & 14 MILE STORM PS	-	69,700	411,300	-	-
US24002	CHARTER & WALNUT PLANT STORM PS	-	20,000	221,000	-	-
US24003	WEST LANE & MOSHER SLOUGH STORM PS	-	333,000	-	-	-
US25001	SPANOS PARK WEST INFILTRATION ASMT	-	-	100,000	-	-
US25002	WESTON RANCH INFILTRATION ASSMNT	-	-	106,000	-	-
US25003	CHARTER WAY SUBWAY STORM DRAIN PS	-	-	72,000	65,000	-
US25004	BLOSSOM RANCH STORM DRAIN PS	-	-	86,000	-	-
US25005	WESTERN PACIFIC SW PS IMPROVEMENTS	-	-	50,000	-	-
US26001	CHARTER & TILLIE LEWIS FLOOD RELIEF	-	-	-	321,000	-
US26002	EL DORADO STORM DRAIN INSTALLATION	-	-	-	345,000	-
US26003	MISSION RD STORM DRAIN INSTALLATION	-	-	-	237,000	-
WD23003	LOCAL ST RESURFACE PRGM FY22-23 SB1	36,000	-	-	-	-

**2022-2027 Capital Improvement Plan
Project List by Funding Source**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
WT18010	SAFE ROUTES TO SCH SIDEWALK	67,000	-	-	-	-
WT22048	S. STKN PEDESTRIAN HAWK IMPROVEMENT	45,000	-	-	-	-
WT22051	GREATER DOWNTWN BIKE/PED CONNECT	40,000	290,000	-	-	-
		711,867	962,700	1,046,300	968,000	-
TRANSPORTATION DEVELOPMENT ACT						
WD23004	SIDEWALK,CURB,AND GUTTER RPR PRGM	405,997	-	-	-	-
		405,997	-	-	-	-
UNIDENTIFIED FUNDING						
CL23001	TROKE STAFF AREA RECONFIGURATION	-	-	-	179,000	619,000
CL23004	TROKE LIBRARY HVAC REPLACEMENT	-	1,800,000	-	-	-
CR23002	PIXIE WOODS AMENITIES REPLACEMENT	-	3,400,000	-	-	-
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
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
CR23015	VAN BUSKIRK SCOREBOARD REPLACEMENT	-	-	29,000	-	-
CR23016	COMMUNITY CTR COURT DIVIDER SYSTEMS	-	-	-	-	492,000
CR23017	VAN BUSKIRK DIGITAL MARQUEE	-	-	-	-	108,000
CR24001	MCKINLEY PARK COMMUNITY CENTER RENO	-	-	-	3,110,000	-
CR24002	VAN BUSKIRK PARK BASEBALL DIAMOND	-	-	242,000	-	-
CR26002	CIVIC AUDITORIUM STAGE CONTROLS RIG	-	1,100,000	-	-	-
CR26003	CIVIC AUDITORIUM UPGRADES	-	-	-	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	-
EV22603	OAK PARK ICE RINK FACILITY UPGRADES	-	100,000	100,000	100,000	-
EV22606	ARENA VIDEO EQUIPMENT & SCOREBOARD	-	2,000,000	-	-	-
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	-	-	-	-	29,488,000
F024015	FS 1 DRIVEWAY REPLACEMENT & RESTORE	-	-	2,487,000	-	-
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	-	-	-	-	11,144,000
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
WC15004	BIN ENCLOSURE AT CITY FACILITIES	-	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	-	1,431,000	-	-	-
WP13270	CANNERY PARK (2.7 ACRES)	-	1,218,000	-	-	-
WP22011	PIXIE WOODS CPSC COMPLIANCE PLN DEV	-	44,000	-	-	-
WP22014	CITY PARK SHADE STRUCTURE REPLACE	-	-	-	100,000	-
WP22020	LOUIS PARK SOFTBALL CMLPX TURF CONV	-	360,000	-	-	-
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	-	-	-
WP22026	PLAY EQUIPMENT REPLACEMENT	-	935,000	935,000	935,000	-
WP22028	SWENSON PARK AND GOLF IRRIGATION SY	-	242,000	-	-	-

**2022-2027 Capital Improvement Plan
Project List by Funding Source**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
WP22031	VICTORY PARK TOTEM PICNIC AREA RECO	-	76,000	-	-	-
WP23019	VICTORY PARK TENNIS COURT LIGHTING	-	-	-	213,000	-
WP23025	PARK TREE MAINTENANCE PROGRAM	-	-	-	362,000	362,000
WP23026	SANDMAN PARK FIELD LIGHT REPLCMENT	-	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	-	-	-	-	-
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	-
WT24002	EMERGENCY VEHICLE PRE-EMPTION	-	-	-	650,000	-
WT24022	BRIDGE VANDALISM REPAIR	-	365,000	365,000	365,000	365,000
WT25001	ROUNDAABOUT PROGRAM	-	-	-	2,000,000	-
WT25002	STREET SMARTS PROGRAM	-	-	-	500,000	-
WT26022	ALPINE AVE GRADE SEPARATION	-	-	-	-	30,685,000
WT26023	ARCH RD WIDENING	-	-	-	-	39,444,000
WT26024	CA ST GAP CLOSURE IMPROVEMENTS	-	-	-	396,000	-
WT26025	CITYWIDE TDM SUITABILITY STUDY	-	-	-	200,000	-
WT26028	COMPLETE STREETS PLAN	-	-	-	406,600	-
WT26029	DAVIS RD WIDENING	-	-	-	4,371,000	-
WT26030	EBMUD MARCH LN GREENSCAPE PH2	-	-	-	2,704,000	-
WT26031	EL DORADO/CENTER ST CORRIDOR STUDY	-	-	-	400,000	-
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
		-	17,902,000	20,056,000	296,599,782	288,907,000
WASTEWATER FUND						
UW09006	REHAB DIGESTERS A & B FOR SLUDGE	-	1,990,348	1,990,348	-	-
UW16022	RWCF MODIFY PROJECT - PDB	40,898,695	4,203,768	-	-	-
UW17018	DOWNTOWN SEWER COLLECTION SYS	276,113	7,140,559	-	-	-
UW17023	PERSHING SWR TRUNK REHAB (CHURCH/NA	6,000,000	-	-	-	-
UW18011	RWCF POND NO. 1 CLEANING	-	2,281,000	2,281,000	2,281,000	2,281,000
UW18030	MORMON SLOUGH SEWER LINE REHAB	4,650,000	-	-	-	-
UW20011	SEWER MH REHAB PROJECT	300,000	300,000	300,000	300,000	-
UW20016	OAK ST SWR TRNK REHAB-WILSON TO PER	4,743,073	6,057,073	-	-	-
UW20020	SEWER LRG DIAMETER LINES REHAB	171,215	2,096,282	-	-	-
UW20022	FOURTEEN MILE SLOUGH PUMP STATION	2,153,210	-	-	-	-
UW20024	SANITARY SEWER MASTER PLAN UPDATE	200,000	-	-	-	-
UW21007	UNION ST REHAB-HARDING TO ACACIA ST	3,092,599	-	-	-	-
UW21010	RWCF 60KV TRANSFORMER REPLACEMENT	800,000	-	-	-	-
UW21015	QUAIL LAKES SEWER LIFT STATION UPGR	400,000	-	-	-	-
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	-
UW22002	SLUDGE DAY TANK MIXING REHAB	80,000	80,000	-	-	-
UW22004	SYSTEM 10 SEWER RELIEF FORCEMAIN	-	6,799,000	-	-	-
UW23002	BIANCHI & CALAVERAS NEW SS INSTALL	378,400	-	-	-	-
UW23003	BROOKSIDE ESTATES SANITARY SEWER PS	391,000	500,000	-	-	-
UW23004	MAIN PLANT SWITCHGEAR UPGRADE	117,000	111,500	111,500	-	-
UW23005	COGENERATION ENGINE NO. 1 REBUILD	250,000	250,000	250,000	250,000	-
UW23007	SOUTH TUXEDO AVE SEWER TRUNK REHAB	512,000	-	-	-	-

**2022-2027 Capital Improvement Plan
Project List by Funding Source**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
UW23008	PERSHING AVE SEWER TRUNK REHAB	-	1,508,057	-	-	-
UW23009	SPERRY RD/GIBRALTAR CT SS REHAB	555,000	4,067,000	-	-	-
UW23015	RWCF DIGESTER GAS SCRUBBER	500,000	1,000,000	-	-	-
UW23016	RWCF TERTIARY ROAD REPAIRS	350,000	150,000	250,000	250,000	250,000
UW23017	RWCF PLANT SCADA SYSTEM UPGRADE	500,000	500,000	-	-	-
UW23018	CITY-WIDE PUMP STATION ASSESSMENT	1,000,000	-	-	-	-
UW23019	E. 7TH STREET SEWER	200,000	-	-	-	-
UW23020	SCRIBNER ST AREA BACKYARD SEWERS	1,100,000	-	-	-	-
UW23021	SMITH CANAL PUMP STATION ODOR CNTRL	271,000	-	-	-	-
UW23022	W. FREMONT ST. AREA BACKYARD SEWERS	309,000	-	-	-	-
UW23023	RWCF FLOODWALL PHASE I	1,750,000	6,000,000	-	-	-
UW23024	RWCF 60KV TRANSFORMER RELOCATION	875,000	1,000,000	-	-	-
UW24001	WEST LANE & CALAVERAS SOUTH SS	-	135,000	811,000	-	-
UW24002	WEST LANE & CALAVERAS NORTH SS	-	135,000	811,000	-	-
UW24003	SWENSON & 5 MILE SANITARY PS	1,000,000	87,900	1,841,100	-	-
UW24004	KELLY & MOSHER SLOUGH SS PS & FM	-	500,000	-	-	-
UW24005	LINCOLN ST SANITARY PS FM	602,800	3,993,700	3,993,700	-	-
UW24006	FRENCH CAMP SEWER & LIFT STATION	-	5,001,000	1,000,000	6,000,000	-
UW24007	COGENERATION ENGINE NO. 3 REBUILD	-	750,000	-	-	-
UW24009	SCOTTS AVENUE REHABILITATION	-	312,750	-	-	-
UW24011	HAZELTON AVE SEWER TRUNK REHAB	-	2,147,000	-	-	-
UW24012	RWCF LARGE DIAMETER PIPE INSPECTION	-	200,000	-	-	-
UW25001	BROOKSIDE & I-5 PS EMERGENCY PWR	-	-	237,000	-	-
UW25002	CAMANACHE 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	5,591,000	-
UW25009	RYDE AVENUE SEWER REHABILITATION	-	-	3,390,000	-	-
UW25010	DEL NORTE STREET SEWER REHAB	-	-	8,333,000	-	-
UW25011	THORNTON & MACDUFF SEWER REHAB	-	-	486,000	3,554,000	-
UW25012	RALPH AVE SEWER TRUNK REHAB	-	-	254,000	2,261,000	-
UW26001	COGENERATION ENGINE NO. 3 REBUILD	-	-	-	-	760,000
UW26003	WATERLOO EAST EASEMENT SS REHAB	-	-	-	584,000	-
WD23003	LOCAL ST RESURFACE PRGM FY22-23 SB1	27,900	-	-	-	-
WT18010	SAFE ROUTES TO SCH SIDEWALK	2,000	-	-	-	-
WT23031	CHANNEL STREET IMPROVEMENTS	-	75,000	-	-	-
		74,606,005	59,521,937	32,815,648	24,840,500	3,291,000
PARKING AUTHORITY						
EV22604	PARKING LOT RESURFACING & UPGRADE	100,000	-	-	-	-
		100,000	-	-	-	-
WATER UTILITY FUND						
UH14014	WATER FIELD OFFICE REMODEL	750,000	12,014,495	5,280,015	-	-
UH17002	WATER WELL SSS NO 10	1,750,000	-	-	-	-
UH18053	NEWCASTLE LOOP PHASE II	2,600,001	-	-	-	-
UH20006	WATER MASTER PLAN UPDATE	200,000	-	-	-	-
UH21001	W/E/S BEAR CREEK OVERSIZING REIMB	2,894,500	-	-	-	-
UH21002	DWTP INTAKE PUMP STATION DISCHARGE	2,400,000	2,636,000	-	-	-
UH21004	WATER MAIN RELOCATION ALONG BONNIEB	2,328,984	-	-	-	-
UH21005	GROUND WATER RECHARGE BASIN	1,081,900	3,088,600	3,607,800	-	-
UH21006	WATER SCV LINE REPLACEMENT2021	527,365	541,603	556,227	571,245	586,668
UH21019	WATER SYSTEM STREET IMPROVEMENTS RE	72,630	150,000	150,000	150,000	150,000
UH22001	ADVANCE METERING INFRASTRUCTURE	-	4,218,000	5,562,000	5,712,000	-
UH22002	CONDITION ASSESSMENT (PIPELINES)	-	263,500	-	-	-
UH22005	WATER SUPPLY WELL #33	1,650,000	-	-	-	-
UH22006	PIPELINE UPSIZING - PRIORITY 1	959,241	985,140	688,386	706,971	-
UH22007	PIPELINE UPSIZING - PRIORITY 2	160,319	-	-	687,017	1,445,238
UH23001	REPLACE UNDERSIZED/OLD MAINS-PRI 3	2,114,521	2,404,881	2,469,813	2,536,498	-
UH24001	WESTLAKE OVERSIZING REIMBURSEMENT	-	-	110,000	-	-
UH24002	16" WATER LINE UPSIZE ALONG I-5 N	-	-	172,500	777,500	-
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	-

**2022-2027 Capital Improvement Plan
Project List by Funding Source**

Project Number	Name	FY 2022-23 Proposed	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected
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	-
WD23003	LOCAL ST RESURFACE PRGM FY22-23 SB1	41,850	-	-	-	-
WT18009	SAFE ROUTES TO SCH PRIORI	2,400	-	-	-	-
		19,533,711	26,302,219	18,596,741	14,928,231	2,181,906
GRAND TOTAL		\$ 139,290,755	154,976,210	96,090,278	347,428,752	296,739,906

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	\$183,065,811
Total Expenditures	\$184,946,235
Total Net Cost	\$1,880,424

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 were overall 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 includes a \$5.1 million pay out for this project funded by the General Fund.

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 from 7% to 6.8%, requiring additional payments over the next decade. Experts recommend CalPERS reduce the rate farther, so the City's Long-Range Financial Plan a reduction from to 6% phased in over 10 years. 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 to date has set approximately \$68.3 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 2022-23. To offset some of the premium increases, the City increased its self-insured retention in the General Liability program from \$1 million to \$1.25 million. To improve claims management and mitigation, Human Resources has contracted with Sedgewick, a third-party administrator for General Liability claims.

Unemployment claims reach near all-time highs following the onset of the COVID-19 pandemic. FY 2022-23 claims are expected to decline slightly in comparison to FY 2021-22. As facilities re-open and offer programming at pre-pandemic levels, rates for unemployment coverage charged to departments was reduced from 0.40% to 0.20%.

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 23% 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 2022-23 Annual Budget**

	<u>Fleet Services 500</u> <i>See Page N-9</i>	<u>Technology 510-511</u> <i>See Page N-11</i>	<u>Communications 510-515</u> <i>See Page N-13</i>	<u>Reprographics 570</u> <i>See Page N-15</i>
Beginning Available Balance	\$ 11,637,904	\$ 12,204,419	\$ 4,089,026	\$ 174,332
Revenues				
Charge for Services				
Police	6,522,380	4,716,975	2,026,865	-
Fire	3,372,800	1,277,969	902,222	-
Other General Fund	842,350	2,270,606	4,131	-
Other Funds	3,124,879	5,737,086	161,234	-
	<u>13,862,409</u>	<u>14,002,636</u>	<u>3,094,452</u>	<u>-</u>
Refunds & Reimbursements	200,000	495,600	-	350,000
Investment Proceeds	70,000	309,912	70,000	15,000
	<u>14,132,409</u>	<u>14,808,148</u>	<u>3,164,452</u>	<u>365,000</u>
Expenditures				
Administration	1,880,593	10,594,603	-	-
Operations & Maintenance	7,522,342	2,570,410	1,601,447	425,256
Equipment Replacements	4,200,000	3,488,525	7,385,917	-
Capital Projects	-	400,000	-	-
Debt Service	487,716	-	-	-
Claims	-	-	-	-
Excess Insurance Premium	-	-	-	-
Third Party Administrator	-	-	-	-
Pension contributions to CalPERS	-	-	-	-
Employee leave balance payoffs	-	-	-	-
Litigation	-	-	-	-
	<u>14,090,651</u>	<u>17,053,538</u>	<u>8,987,364</u>	<u>425,256</u>
Transfers				
Transfer In	-	-	5,134,542	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>5,134,542</u>	<u>-</u>
Net Annual Activity	<u>41,758</u>	<u>(2,245,390)</u>	<u>(688,370)</u>	<u>(60,256)</u>
Ending Available Balance	<u>\$ 11,679,662</u>	<u>\$ 9,959,029</u>	<u>\$ 3,400,656</u>	<u>\$ 114,076</u>

**Internal Service Funds, Continued
FY 2022-23 Annual Budget**

	General Insurance 520	Workers' Compensation 530	Health Insurance 540	Retirement 550
	<i>See Page N-17</i>	<i>See Page N-18</i>	<i>See Page N-21</i>	<i>See Page N-23</i>
Beginning Available Balance	\$ 8,829,484	\$ 32,943,822	\$ 3,521,139	\$ 73,761,019
Revenues				
Charge for Services				
Police	5,067,014	6,355,508	8,671,399	38,284,566
Fire	1,566,987	2,411,111	2,054,111	12,255,553
Other General Fund	1,074,451	499,310	2,017,541	3,825,691
Other Funds	4,998,198	3,564,071	9,578,753	20,584,569
	<u>12,706,650</u>	<u>12,830,000</u>	<u>22,321,804</u>	<u>74,950,379</u>
Refunds & Reimbursements	40,000	660,000	3,149,339	12,773,589
Investment Proceeds	250,000	1,868,264	100,000	1,000,000
	<u>12,996,650</u>	<u>15,358,264</u>	<u>25,571,143</u>	<u>88,723,968</u>
Expenditures				
Administration	1,405,362	1,207,956	1,362,388	327,637
Operations & Maintenance	-	480,400	95,600	-
Equipment Replacements	-	-	-	-
Capital Projects	-	-	-	-
Debt Service	-	-	-	-
Claims	6,289,000	9,136,000	24,537,411	-
Excess Insurance Premium	5,599,619	1,341,000	-	-
Third Party Administrator	300,000	747,518	-	-
Pension contributions to CalPERS	-	-	-	87,671,968
Employee leave balance payoffs	-	-	-	-
Litigation	1,010,474	-	-	-
	<u>14,604,455</u>	<u>12,912,874</u>	<u>25,995,399</u>	<u>87,999,605</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>(1,607,805)</u>	<u>2,445,390</u>	<u>(424,256)</u>	<u>724,363</u>
Ending Available Balance	<u>\$ 7,221,679</u>	<u>\$ 35,389,212</u>	<u>\$ 3,096,883</u>	<u>\$ 74,485,382</u>

**Internal Service Funds, Continued
FY 2022-23 Annual Budget**

	Other Benefits 560	Internal Service Total
	<i>See Page N-25</i>	
Beginning Available Balance	\$ 1,095,974	\$ 148,257,119
Revenues		
Charge for Services		
Police	667,982	72,312,689
Fire	166,762	24,007,515
Other General Fund	194,903	10,728,983
Other Funds	1,769,588	49,518,378
	<u>2,799,235</u>	<u>156,567,565</u>
Refunds & Reimbursements	-	17,668,528
Investment Proceeds	12,000	3,695,176
	<u>2,811,235</u>	<u>177,931,269</u>
Expenditures		
Administration	-	16,778,539
Operations & Maintenance	-	12,695,455
Equipment Replacements	-	15,074,442
Capital Projects	-	400,000
Debt Service	-	487,716
Claims	450,000	40,412,411
Excess Insurance Premium	630,093	7,570,712
Third Party Administrator	-	1,047,518
Pension contributions to CalPERS	-	87,671,968
Employee leave balance payoffs	1,797,000	1,797,000
Litigation	-	1,010,474
	<u>2,877,093</u>	<u>184,946,235</u>
Transfers		
Transfer In	-	5,134,542
Transfer Out	-	-
	<u>-</u>	<u>5,134,542</u>
Net Annual Activity	<u>(65,858)</u>	<u>(1,880,424)</u>
Ending Available Balance	<u>\$ 1,030,116</u>	<u>\$ 146,376,695</u>
	Revenues	\$ 177,931,269
	Transfers	5,134,542
	Total Sources	<u><u>\$ 183,065,811</u></u>
	Expenditures	\$ 184,946,235
	Transfers	-
	Total Appropriations	<u><u>\$ 184,946,235</u></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 989 vehicles and heavy equipment valued at over \$64 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 325 items in the inventory are past their standard life cycle with an estimated replacement cost of \$14.5 million.

KEY CONSIDERATIONS

- FY 2022-23 budget includes \$4.2 million for vehicle replacement purchases, including funding emergency response vehicles, a bookmobile, generators and heavy equipment.
- Purchase and upfit approximately 58 vehicles to maintain FY 2022-23 Fleet Replacement Plan.
- Integrate and launch a dedicated Fleet Management System & Telematics/GPS into fleet operations.
- 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 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 8,997,593	\$ 11,913,647	\$ 13,895,144	\$ 11,637,904
Revenues				
Charge for Services				
Police	5,232,700	5,824,046	6,344,200	6,522,380
Fire	2,676,455	3,063,194	3,175,994	3,372,800
Other General Fund	641,224	796,755	786,727	842,350
Other Funds	3,950,869	3,041,549	2,641,665	3,124,879
	<u>12,501,248</u>	<u>12,725,544</u>	<u>12,948,586</u>	<u>13,862,409</u>
Refunds & Reimbursements	118,230	55,561	700,000	100,000
Sale of Assets	-	512,664	-	100,000
Investment Proceeds	298,876	181,426	70,000	70,000
	<u>12,918,354</u>	<u>13,475,195</u>	<u>13,718,586</u>	<u>14,132,409</u>
Expenditures				
Operations & Maintenance	4,693,262	4,647,272	4,339,531	5,410,049
Fuel	1,622,943	1,658,050	3,500,000	2,112,293
General & Administrative	1,763,475	1,461,468	1,373,521	1,880,593
Debt Service	744,007	743,781	762,774	487,716
Replacements	740,613	2,668,125	6,000,000	4,200,000
Capital Projects	-	-	-	-
	<u>9,564,300</u>	<u>11,178,696</u>	<u>15,975,826</u>	<u>14,090,651</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out - Capital	(438,000)	-	-	-
	<u>(438,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	2,916,054	2,296,499	(2,257,240)	41,758
Ending Available Balance	\$ 11,913,647	\$ 14,210,146	\$ 11,637,904	\$ 11,679,662
Available Balance Calculation				
Current Assets		\$ 15,166,120		
Current Liabilities		(955,976)		
Fund Balance		14,210,144		
Capital Appropriation		(315,000)		
Ending Available Balance		<u>\$ 13,895,144</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, 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 strategic targets of Public Safety and Fiscal Sustainability, with a focus on providing technological solutions and support to improve public safety services while implementing solutions that provide fiscal transparency to the community. Key projects funded in FY 2022-23 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 – Implement enhanced disaster recovery strategy and site.
- Data Center Hardware Infrastructure – Sustain the primary data center, expand virtual servers to the cloud, and continue preparations for the relocation to the Waterfront Office Towers.
- Implement integrated library system to the cloud.
- Waterfront Office Towers – Implement 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 public library computers.
- 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 California Governor's Office of Emergency Services (CalOES) for network security monitoring, detection, mitigation and sharing of cyber intelligence.
- Provide technical support for New Website Design and Implementation Project for the City.
- Provide technical support for ChatBot Services Project for public communications.

**Internal Service Funds
Technology - 510-511
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 35,129,241	\$ 40,072,839	\$ 23,583,734	\$ 12,204,419
Revenues				
Charges for services				
Police	4,854,783	5,210,443	5,289,695	4,716,975
Fire	1,212,371	1,197,789	1,452,307	1,277,969
Other General Fund	1,524,388	1,735,337	1,618,608	2,270,606
Other Funds	6,753,589	6,451,857	6,575,927	5,737,086
Investment Proceeds	1,072,820	550,036	193,739	309,912
Reimbursements	3,843,931	14	284,400	495,600
	19,261,882	15,145,476	15,414,676	14,808,148
Expenditures				
Administration	1,161,661	1,108,260	1,547,538	1,819,462
Operations	7,135,833	6,751,835	8,337,012	9,909,001
Telephone	559,813	543,087	706,450	750,948
Enterprise Resource Planning (ERP)	3,650,214	3,663,443	7,708,966	
Enterprise Portfolio Management Office	583,281	484,395	409,563	685,602
Replacements	1,122,174	1,634,095	3,681,515	3,488,525
Capital Projects	105,308	161,677	302,947	400,000
	14,318,284	14,346,792	22,693,991	17,053,538
Transfers				
Transfer In - General Fund	-	249,192	-	
Transfer Out	-	-	(4,100,000)	
	-	249,192	(4,100,000)	-
Net Annual Activity	4,943,598	1,047,877	(11,379,315)	(2,245,390)
Ending Available Balance	\$ 40,072,839	\$ 41,120,715	\$ 12,204,419	\$ 9,959,029
Available Balance Calculation				
Current Assets		\$ 42,201,747		
Current Liabilities		(1,081,032)		
ERP		(17,060,216)		
Capital Projects		(610,174)		
Ending Available Balance		\$ 23,450,325		

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 will receive 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 Fund will also receive a rate increase of approximately 18% from General Fund in FY 2022-23 for ongoing cost of radio infrastructure subscriptions for this project. 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. 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 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 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 3,922,337	\$ 5,731,685	\$ 5,211,102	\$ 4,089,026
Revenues				
Charge for Services				
Police	1,377,493	1,508,682	1,739,250	2,026,865
Fire	775,465	689,966	734,033	902,222
Other General Fund	3,816	3,200	3,555	4,131
Other Funds	170,481	128,781	176,447	161,234
	<u>2,327,255</u>	<u>2,330,629</u>	<u>2,653,285</u>	<u>3,094,452</u>
Investment Proceeds	176,372	86,891	28,737	70,000
Other	-	87,881	-	-
	<u>2,503,627</u>	<u>2,505,401</u>	<u>2,682,022</u>	<u>3,164,452</u>
Expenditures				
Operations & Maintenance	829,022	787,434	2,434,698	1,601,447
Replacements	2,995,257	4,272,147	1,369,400	7,385,917
	<u>3,824,279</u>	<u>5,059,581</u>	<u>3,804,098</u>	<u>8,987,364</u>
Transfers				
Transfer In - General Fund	3,130,000	5,250,000	-	5,134,542
Transfer Out	-	-	-	-
	<u>3,130,000</u>	<u>5,250,000</u>	<u>-</u>	<u>5,134,542</u>
Net Annual Activity	1,809,348	2,695,820	(1,122,076)	(688,370)
Ending Available Balance	\$ 5,731,685	\$ 8,427,505	\$ 4,089,026	\$ 3,400,656
Available Balance Calculation				
Current Assets		\$ 8,634,645		
Current Liabilities		(207,142)		
Capital Appropriation		(3,216,401)		
Ending Available Balance		<u>\$ 5,211,102</u>		

INTERNAL SERVICE FUNDS

REPROGRAPHICS FUND (570)

PROGRAM DESCRIPTION

Administrative Services Department Document Services division is responsible for maintaining and managing the City's print and production equipment as well as mailroom services. Program departments are charged monthly usage rates to offset citywide printing and production services, operations and 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 2021-22 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 will be undertaken to ensure costs are covered by charges to other City departments.

**Internal Service Funds
Reprographics - 570
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 1,584,258	\$ 1,652,451	\$ 1,573,075	\$ 174,332
Revenues				
Printing & Mailroom Fees	337,508	290,798	280,000	350,000
Investment Proceeds	66,009	(4,221)	15,000	15,000
	403,517	286,577	295,000	365,000
Expenditures				
Operations & Maintenance	335,324	365,953	393,743	425,256
	335,324	365,953	393,743	425,256
Transfers				
Transfer In	-	-	-	
Transfer Out	-	-	(1,300,000)	
	-	-	(1,300,000)	-
Net Annual Activity	68,193	(79,376)	(1,398,743)	(60,256)
Ending Available Balance	\$ 1,652,451	\$ 1,573,075	\$ 174,332	\$ 114,076
Available Balance Calculation				
Current Assets		\$ 1,606,027		
Current Liabilities		(32,952)		
Ending Available Balance		\$ 1,573,075		

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 for 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 for the future of each program stem from costs being directly tied to accidents, illness, and injuries, which are unknown events that by definition, are difficult to project. The Human Resources Department will assist other departments with targeted training or the development of procedures to minimize these risks and reduce the overall cost of these programs.

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.

In 2013, the Workers' Compensation Fund had funding for only 34% of its claims. In the ensuing eight years, the City increased the funded status to 96% of claims. This accomplishment was achieved by closing old claims and improved management of current claims to control costs. Rates charged to most departments will increase for FY 2022-23 to account for increased premium and claims costs.

While prior year claim experience had a positive impact on the total claims liability as of June 30, 2021, the cost of general liability claims continues to increase. Most involve sensitive and confidential information and are administered over several years. 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 will increase for the fourth year in FY 2022-23 from 7.4% to 7.5% to account for increased excess premium and settlement costs. The City increased its self-insured retention from \$1 million to \$1.25 million to offset some of the premium increases.

**Internal Service Funds
General Liability Insurance - 520
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ (1,209,219)	\$ 1,636,863	\$ 10,434,292	\$ 8,829,484
Revenues				
Charge for Services				
Police	3,392,223	4,370,978	4,527,253	5,067,014
Fire	1,076,400	1,389,342	1,410,608	1,566,987
Other General Fund	676,488	897,745	967,771	1,074,451
Other Funds	2,918,689	3,781,682	4,450,509	4,998,198
Reimbursements	46,319	18,323	2,500	40,000
Investment Proceeds	392,999	236,373	225,000	250,000
	8,503,118	10,694,443	11,583,641	12,996,650
Expenditures				
Claims Expenses	3,813,736	2,277,868	6,700,000	6,289,000
Actuarial Accrued Claims Liability	(1,701,111)	(4,883,715)	-	-
	2,112,625	(2,605,847)	6,700,000	6,289,000
Third Party Administrator	-	710	215,000	300,000
Excess Insurance Premium	1,929,331	2,492,008	4,242,894	5,599,619
Administration	957,939	1,158,605	1,238,265	1,405,362
Litigation	657,141	851,538	792,290	1,010,474
	5,657,036	1,897,014	13,188,449	14,604,455
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	-	-	-	-
Net Annual Activity	2,846,082	8,797,429	(1,604,808)	(1,607,805)
Ending Available Balance	\$ 1,636,863	\$ 10,434,292	\$ 8,829,484	\$ 7,221,679
Available Balance Calculation				
Cash and Current Assets		\$ 21,021,819		
Current Liabilities		(62,900)		
Claims		(10,524,626)		
Ending Available Balance		\$ 10,434,292		
Rates (percentage of payroll)				
All employees	5.30%	6.60%	7.40%	7.50%

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 2022-23 Annual Budget

	<u>FY 2019-20</u> <u>Actual</u>	<u>FY 2020-21</u> <u>Actual</u>	<u>FY 2021-22</u> <u>Projected</u>	<u>FY 2022-23</u> <u>Budget</u>
Beginning Available Balance *	\$ (163,921)	\$ (2,031,634)	\$ 30,574,357	\$ 32,943,822
Revenues				
Charge for Services				
Police	5,165,298	5,257,166	4,972,522	6,355,508
Fire	1,951,303	2,014,939	2,061,501	2,411,111
Other General Fund	377,505	388,459	412,998	499,310
Other Funds	2,701,470	2,822,156	3,584,745	3,564,071
	<u>10,195,576</u>	<u>10,482,720</u>	<u>11,031,766</u>	<u>12,830,000</u>
Refunds & Reimbursements	1,127,369	917,890	790,000	660,000
Investment Proceeds	1,231,376	740,472	1,836,462	1,868,264
	<u>12,554,321</u>	<u>12,141,082</u>	<u>13,658,228</u>	<u>15,358,264</u>
Expenditures				
Claims Paid	7,422,766	7,807,192	7,953,000	9,136,000
Actuarial Accrued Claims Liability	4,145,000	3,843,000	-	-
	<u>11,567,766</u>	<u>11,650,192</u>	<u>7,953,000</u>	<u>9,136,000</u>
Administration	712,505	663,292	1,091,276	1,207,956
Third Party Administrator	684,379	757,889	739,367	747,518
Excess Insurance Premium	1,054,675	1,231,924	1,055,246	1,341,000
California State Assessment	353,192	284,316	408,374	404,000
Safety Program	49,517	38,696	41,500	76,400
	<u>14,422,034</u>	<u>14,626,309</u>	<u>11,288,763</u>	<u>12,912,874</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	(1,867,713)	(2,485,227)	2,369,465	2,445,390
Ending Available Balance*	\$ (2,031,634)	\$ (4,516,861)	\$ 32,943,822	\$ 35,389,212
Available Balance Calculation				
Cash and Current Assets		\$ 41,083,711		
Accounts Payable		(147,354)		
Estimated Claims		(10,362,000)		
Ending Available Balance		<u>\$ 30,574,357</u>		
Rates (percent of payroll)				
Police	9.8%	10.0%	9.8%	11.8%
Fire	9.8%	9.9%	11.1%	12.1%
Manual	7.6%	9.7%	10.5%	11.1%
Non-Manual	3.5%	2.6%	2.6%	2.6%
Office/Clerical	2.0%	2.0%	2.2%	3.1%
Library	2.8%	3.0%	3.3%	2.4%

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 2019-20 and FY 2020-21 are presented using Generally Accepted Accounting Practices (GAAP). FY 2021-22 and FY 2022-23 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. For FY 2022-23, 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, 2022. 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 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 participants to carry the insurance policy. The Kaiser Point-of-Service (POS) plan premiums have decreased by 0.5%, Kaiser High Deductible Health Plan (HDHP) and Kaiser HMO plan premiums have increased by 1.0%, Sutter HDHP plan premiums have increased by 6.5%, and Sutter HMO plan premiums have increased by 6.4%. The self-insured dental Preferred Provider Organization (PPO) rates have increased by 3.5%, and the self-insured vision rates have increased by 7.6%. Dental HMO plan has no changes and is in rate guarantee through June 30, 2023.

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. As an incentive for employees to convert to a HDHP, the City allocated \$1,700,000 to fund a one-time contribution into the N-20

**Internal Service Funds
Health Benefits - 540
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 11,037,421	\$ 9,543,955	\$ 6,269,494	\$ 3,521,139
Revenues				
Charge for Services				
Police	7,028,636	6,902,122	7,753,754	8,671,399
Fire	1,633,762	1,634,877	1,836,736	2,054,111
Other General Fund	1,548,895	1,611,559	1,804,036	2,017,541
Other Funds	6,706,797	7,312,733	8,565,089	9,578,753
	<u>16,918,090</u>	<u>17,461,291</u>	<u>19,959,615</u>	<u>22,321,804</u>
Participant Contributions				
Employees (current MOUs)	3,660,195	2,480,573	2,261,524	2,668,169
Retirees	71,294	37,214	-	275,599
Continuation	84,898	40,327	27,000	90,000
Rebates and reimbursements	348,484	176,559	135,000	115,571
Investment Proceeds	223,867	65,284	65,000	100,000
	<u>21,306,828</u>	<u>20,261,248</u>	<u>22,448,139</u>	<u>25,571,143</u>
Expenditures				
City Medical Plans	20,001,409	20,450,674	22,019,962	22,396,062
Actuarial Adjustments	(69,772)	(41,000)	-	-
Vision	140,427	254,151	309,053	293,366
Dental	1,262,095	1,632,856	1,565,493	1,847,983
Health & Wellness Program	10,940	14,156	18,500	95,600
Administration	1,099,299	1,020,376	1,270,486	1,362,388
Stop Loss Premium	241,397	130,509	-	-
Vendor Administration Fee	114,499	73,987	13,000	-
	<u>22,800,294</u>	<u>23,535,709</u>	<u>25,196,494</u>	<u>25,995,399</u>
Net Annual Activity	(1,493,466)	(3,274,461)	(2,748,355)	(424,256)
Ending Available Balance	\$ 9,543,955	\$ 6,269,494	\$ 3,521,139	\$ 3,096,883
Available Balance Calculation				
Cash and interest receivable		\$ 5,522,811		
Accounts Receivable and deposits		1,374,252		
Current Liabilities		(231,569)		
Expected Claims		(396,000)		
Ending Available Balance		<u>\$ 6,269,494</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 2022-23 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 2022-23, the CalPERS Safety Plan rates (including the unfunded actuarial liability) increased 9.5% to 71.80% of eligible payroll and Miscellaneous Plan rates increased 0.6% to 29.89% of eligible payroll.

**Internal Service Funds
Retirement - 550
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 38,578,761	\$ 57,615,662	\$ 76,963,456	\$ 73,761,019
Revenues				
Charge for Services				
Police	29,557,414	30,545,940	31,614,188	38,284,566
Fire	9,723,738	10,060,491	9,835,400	12,255,553
Other General Fund	3,439,011	3,768,743	3,611,740	3,825,691
Other Funds	16,144,771	16,642,203	17,179,141	20,584,569
Employee Paid	10,873,891	13,437,486	10,425,488	12,721,589
Investment Proceeds	902,951	1,889,886	1,200,000	1,000,000
Refunds & Reimbursements	116,038	116,588	4,000	52,000
	70,757,814	76,461,337	73,869,957	88,723,968
Expenditures				
CalPERS payments	65,963,564	72,879,747	76,791,044	87,671,968
Other Operating Costs	257,349	347,796	281,350	327,637
	66,220,913	73,227,543	77,072,394	87,999,605
Transfers				
Transfer In	14,500,000	16,114,000	-	-
Transfer Out	-	-	-	-
	14,500,000	16,114,000	-	-
Net Annual Activity	19,036,901	19,347,794	(3,202,437)	724,363
Ending Available Balance	\$ 57,615,662	\$ 76,963,456	\$ 73,761,019	\$ 74,485,382
Available Balance Calculation				
Cash and Interest Receivable		\$ 10,123,406		
Sec. 115 Pension Trust		68,279,686		
Current Liabilities		(1,439,636)		
Ending Available Balance		\$ 76,963,456		
PERs Employer Retirement Rates excluding Pension Obligation Bond (percentages of payroll)				
Safety	59.867%	63.160%	65.560%	71.800%
Miscellaneous	28.145%	29.230%	29.700%	29.890%

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 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

Long-term disability (LTD) and life insurance plans will be offered through Lincoln Financial Group (LFG). It will replace MetLife as our Life and Accidental Death & Dismemberment (AD&D) provider and Reliance Standard as our LTD provider beginning July 1, 2022. LFG has granted employees a one-time special enrollment opportunity for the supplemental life plan during open enrollment. This change of providers will reduce the cost by 27.3% for Basic Life/AD&D, and by 33.3% for Long Term Disability coverages. Human Resources will continue to monitor the marketplace for these products to maintain an adequate benefit at an affordable cost.

The Human Resources Department closely monitors unemployment claims for eligibility and challenges potential non-eligible claims when appropriate. Rates for unemployment coverage in FY 2022-23 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 2022-23 since less employees are eligible based on collective bargaining unit agreements.

**Internal Service Funds
Other Benefits - 560
FY 2022-23 Annual Budget**

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projected	FY 2022-23 Budget
Beginning Available Balance	\$ 1,773,383	\$ 1,150,077	\$ 1,048,974	\$ 1,095,974
Revenues				
Charge for Services				
Police	751,428	497,225	1,126,835	667,982
Fire	180,100	130,617	94,583	166,762
Other General Fund	180,001	148,197	91,683	194,903
Other Funds	793,496	1,337,689	1,518,899	1,769,588
Reimbursements	138,944	353,221	-	-
Investment Proceeds	33,857	16,893	-	12,000
	2,077,826	2,483,842	2,832,000	2,811,235
Expenditures				
Unemployment Claims Paid	412,632	424,125	500,000	450,000
Life Insurance Premium	136,775	137,107	140,000	151,338
Disability Insurance Premium	411,650	440,517	445,000	478,755
Vacation Sell Back	135,210	455,044	500,000	367,000
Employee Separation Pay	1,604,865	1,128,152	1,200,000	1,430,000
	2,701,132	2,584,945	2,785,000	2,877,093
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	-	-	-	-
Net Annual Activity	(623,306)	(101,103)	47,000	(65,858)
Ending Available Balance	\$ 1,150,077	\$ 1,048,974	\$ 1,095,974	\$ 1,030,116
Available Balance Calculation				
Cash and interest receivable		\$ 1,177,098		
Current Liabilities		(128,124)		
Cash and Interest Receivable		\$ 1,048,974		

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 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23
<u>GENERAL FUND</u>					
010-2410 Police Administration					
Administrative Analyst I/II/Sr	3	2	2		2
Community Service Officer I/II	2	2	2		2
Executive Assistant	1	1	1		1
Finance Assistant I/II/Sr	3	3	1		1
Office Asst I/II/Specialist/Secretary/Technician	3	3	5		5
Program Manager I/II	1	2	2		2
Police Fiscal Affairs & Planning Manager	1	1	1		1
Supervising Office Assistant	1	1	1		1
Chief of Police	1	1	1		1
Deputy Chief of Police I/II	2	2	3		3
Police Captain	1	1	1		1
Police Lieutenant	4	4	3		3
Police Officer/Trainee	12	12	13		13
Police Sergeant	7	6	6		6
	42	41	42	0	42
010-2420 Police Field Services					
Code Enforcement Field Manager	1	1	1		1
Code Enforcement Officer I/II	20	20	20		20
Code Enforcement Supervisor	2	2	2		2
Community Service Officer I/II	24	25	26		26
Graffiti Abatement Technician	4	4	4		4
Office Asst I/II/Specialist/Secretary/Technician	9	9	9		9
Police Court Coordinator	1	1	1		1
Police Records Assistant I/II/III/Sr	1	1	1		1
Police Services Manager	1	1	1		1
Program Manager I/II	1	1	1		1
Sr Code Enforcement Officer	3	3	3		3
Sr Community Service Officer	1	1	0		0
Sr Finance Assistant	1	1	1		1
Supervising Office Assistant	1	1	1		1
Police Captain	2	2	2		2
Police Lieutenant	10	10	10		10
Police Officer/Trainee	240	278	275		275
Police Sergeant	34	35	34		34
	356	396	392	0	392

PERSONNEL LISTING - POLICE DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
010-2430 Police Investigations						
Crime Analyst	1	0	0		0	
Community Service Officer I/II	3	2	3		3	
Evidence Technician I/II	12	12	12		12	
Office Asst I/II/Specialist/Secretary/Technician	3	3	3		3	
Police Records Assistant I/II/III/Sr	2	2	2		2	
Sr Evidence Technician	6	6	6		6	
Supervising Evidence Technician	2	2	2		2	
Police Captain	1	1	1		1	
Police Lieutenant	3	3	3		3	
Police Officer/Trainee	125	87	89		89	
Police Sergeant	16	16	17		17	
	174	134	138	0	138	
010-2462-63 Police Support Services						
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1	
Police Records Assistant I/II/III/Sr	27	28	28		28	
Property Clerk	4	4	4		4	
Property Room Supervisor	1	1	1		1	
Supervising Police Records Assistant	2	2	2		2	
Police Captain	1	1	1		1	
	36	37	37	0	37	
010-2466-67 Police Animal Control						
Animal Services Assistant I/II	7	8	8	(1)	7	PD01
Animal Services Officer/Sr	4	4	4		4	
Animal Services Supervisor	2	2	2		2	
Office Asst I/II/Specialist/Secretary/Technician	3	2	2	1	3	PD01
Police Services Manager	1	1	1		1	
	17	17	17	0	17	
010-2470 Police Telecommunications						
Administrative Analyst I/II/Sr	1	1	1	(1)	0	PD02
Crime Analyst	5	5	6		6	
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1	
Police Telecommunicator Call Taker	1	1	1	(1)	0	PD03
Police Telecommunicator I/II	40	40	40	1	41	
Police Telecommunications Supervisor	6	6	6		6	
Police Services Manager	2	2	2		2	
Program Manager I/II	0	0	0	1	1	PD02
Supervising Crime Analyst	1	1	1		1	
	57	57	58	0	58	
Total General Fund	682	682	684	0	684	

PERSONNEL LISTING - POLICE DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23
<u>SPECIAL REVENUE FUNDS</u>					
Police Grant Funded (A)					
024-6426 COPS Grant: Community Service Officer	2	2	2		2
025-6478 CCP Task Force: Police Officer	1	1	1		1
025-6478 CCP Task Force: Police Sergeant	1	1	1		1
025-6468 Firearms Examiner	1	1	1		1
	5	5	5	0	5
081-2436 Police Safe Neighborhood Measure W					
Police Officer/Trainee	24	24	24		24
Total	24	24	24	0	24
Total Special Revenue Funds	29	29	29	0	29
Total Police	711	711	713	0	713
Police Department Summary					
Sworn Positions					
General Fund	459	459	459		459
Safe Neighborhood Measure W	24	24	24		24
Grant Funded	2	2	2		2
	485	485	485	0	485
Non-Sworn Positions					
General Fund	223	223	225		225
Grant Funded	3	3	3		3
	226	226	228	0	228
Total Police Department	711	711	713	0	713

PERSONNEL LISTING - FIRE DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
<u>GENERAL FUND</u>						
010-2610 Fire Administration						
Deputy Fire Chief I/II	2	2	2		2	
Executive Assistant	1	1	1		1	
Fire Battalion Chief	1	0	0		0	
Fire Chief	1	1	1		1	
Office Asst I/II/Specialist/Secretary	2	2	1		1	
Office Technician	1	1	2		2	
Program Manager I/II	2	2	2		2	
Program Manager III	0	0	0	1	1	FD01
Project Manager I/II/III	1	1	1		1	
Supervising Office Assistant	1	1	1		1	
	12	11	11	1	12	
010-2620 Fire Suppression/Rescue						
Fire Battalion Chief	6	6	6		6	FD02
Fire Captain	45	46	46	3	49	FD02
Fire Fighter	47	47	47	(6)	41	FD02
Fire Fighter Engineer	49	49	49	3	52	FD02
	147	148	148	0	148	
010-2650 Fire Training						
Administrative Analyst I/II/Sr	0	0	0	1	1	FD03
Fire Battalion Chief	1	1	1		1	
Fire Captain	2	2	2		2	
	3	3	3	1	4	
042-2660 Fire Dispatch						
Emergency Communications Manager	1	1	0		0	
Fire Battalion Chief	0	1	1		1	
Fire Captain	1	0	1		1	
Fire Telecom Call Taker	0	4	4	2	6	FD04
Fire Telecommunicator I/II	12	14	14		14	
Fire Telecommunications Supervisor	3	3	3		3	
	17	23	23	2	25	
Total General Fund	179	185	185	4	189	

PERSONNEL LISTING - FIRE DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
<u>SPECIAL REVENUE FUNDS</u>						
048-2630 Development Services - Fire Prevention						
Community Development Technician	1	1	1		1	
Fire Battalion Chief	1	1	1		1	
Fire Captain	1	1	1	1	2	FD05
Fire Prevention Inspector I/II	6	6	6		6	
Fire Protection Specialist	1	1	0		0	
Office Asst I/II/Specialist/Secretary/Technician	2	2	2	1	3	FD06
Plan Checker I/II	0	0	1		1	
Program Manager I/II	0	1	1		1	
Project Manager I/II/III	1	0	0		0	
Supervising Fire Prevention Inspector	0	0	1		1	
	13	13	14	2	16	
081-2636 Fire Safe Neighborhood Measure W						
Fire Captain	6	6	6		6	
Fire Fighter	14	14	14		14	
Fire Fighter Engineer	5	5	5		5	
	25	25	25	0	25	
<u>GRANT FUND</u>						
020-2603 SAFER Grant						
Fire Fighter	0	0	0	9	9	FD07
	0	0	0	9	9	
Total Special Revenue Funds	38	38	39	11	50	
Total Fire	217	223	224	15	239	
Fire Department Summary						
Sworn Positions						
General Fund	155	155	156		156	
Safe Neighborhood Measure W	25	25	25		25	
Development Services - Fire Prevention	2	2	2	1	3	
Grant Fund	0	0	0	9	9	
	182	182	183	10	193	
Non-Sworn Positions						
General Fund	24	30	29	4	33	
Development Services - Fire Prevention	11	11	12	1	13	
	35	41	41	5	46	
Total Fire Department	217	223	224	15	239	

PERSONNEL LISTING - PUBLIC WORKS DEPARTMENT

FY 2022-23 Annual Budget

				Staffing	
	FY 2019-20	FY 2020-21	FY 2021-22	Changes	FY 2022-23
<u>GENERAL FUND</u>					
010-3010 Public Works Administration					
Administrative Analyst I/II/Sr	3	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
Director of Public Works	1	1	1		1
Records Specialist	1	1	1		1
Supervising Office Assistant	1	1	1		1
	15	14	14	0	14
010-3061 Public Works Operations & Maintenance					
Deputy Public Works Dir	1	1	1		1
Engineering Services Manager	1	1	1		1
Office Asst I/II/Specialist/Secretary	2	2	2		2
Office Technician	1	1	1		1
Program Manager I/II	1	1	1	2	3
Project Manager I/II/III	0	1	0		0
Public Works Safety Training Officer	1	1	1	(1)	0
Supervising Office Assistant	1	1	1		1
	8	9	8	1	9
010-3070 Public Works Parks & Street Trees					
Parks Manager	1	1	1		1
Project Manager I/II/III	1	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	4	2	2		2
Tree Worker	0	2	2		2
	15	15	16	(1)	15
010-3090 Public Works Facilities Maintenance					
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	2		2
Facilities Manager	1	1	1		1
Heating, Ventilation and Air Mechanic	3	3	3		3
Janitor	2	2	2		2
Office Asst I/II/Specialist/Secretary	1	1	1		1
Project Manager I/II/III	2	2	3	(1)	2
Public Works Supervisor	1	1	1		1
	20	20	21	(1)	20
Total General Fund	58	58	59	(1)	58

PW01
PW02
PW02

PW03

PW04

PERSONNEL LISTING - PUBLIC WORKS DEPARTMENT

FY 2022-23 Annual Budget

				Staffing	
	FY 2019-20	FY 2020-21	FY 2021-22	Changes	FY 2022-23
<u>SPECIAL REVENUE FUNDS</u>					
030-3020 Gas Tax Public Works Engineering					
Assistant City Traffic Engineer	1	1	1		1
City Traffic Engineer	1	1	1		1
Construction Services Manager	0	0	0	1	1
Engineering Services Manager	1	1	1		1
Jr/Asst/Assoc Engineer/Civil Engineer	15	16	20	(2)	18
Project Manager I/II/III	2	1	1		1
Program Manager III	0	0	0	1	1
Public Works Inspector	5	5	5		5
Supervising Public Works Inspector	1	1	1		1
Sr Civil Engineer	3	3	3	1	4
	29	29	33	1	34
030-3060 Gas Tax Street Maintenance and Operations					
Civil Engineer Assoc/Sr	1	1	0		0
Engineering Aide/Engineering Technician I/II/Sr	1	1	1		1
Jr/Asst/Assoc Engineer/Civil Engineer	2	1	2	1	3
Maintenance Repair Technician I/II	10	10	10		10
Project Manager I/II/III	0	1	0		0
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
	33	33	32	1	33
Total Gas Tax Fund	62	62	65	2	67

PERSONNEL LISTING - PUBLIC WORKS DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
020-0137 San Joaquin Area Flood Control Agency						
Deputy Public Works Director/City Engineer	1	1	0		0	
Jr/Asst/Assoc Engineer/Civil Engineer	1	1	0		0	
Office Asst I/II/Specialist/Secretary/Technician	1	1	0		0	
Project Manager I/II/III	1	1	0		0	
Sr Civil Engineer	1	1	1		1	
	5	5	1	0	1	
072-6900 Assessment Districts						
Assessment District Program Coordinator	1	1	1		1	
Project Manager I/II/III	2	2	2		2	PW01
	3	3	3	0	3	PW03
047-3080 Waste & Recycling						
Administrative Analyst I/II/SR	0	1	1		1	
Office Asst I/II/Specialist/Secretary	0	1	1		1	
Program Manager III	1	1	1		1	
Project Manager I/II/III	4	4	4		4	
Public Works Field Specialist	1	3	3		3	
Solid Waste Manager	1	1	1		1	
Sr Maintenance Repair Technician	0	2	2		2	
	7	13	13	0	13	
082-3087 Measure K Street Maintenance						
Sr Maintenance Repair Technician	2	0	0	0	0	
	2	0	0	0	0	
Total Special Revenue Funds	79	83	82	2	84	
<u>INTERNAL SERVICE FUNDS</u>						
FLEET						
501-5021 Fleet Administration						
Fleet Manager	1	1	1		1	
Fleet Operations Coordinator	0	0	0	1	1	PW08
Office Asst I/II/Specialist/Secretary	2	2	2		2	
Project Manager I/II/III	1	1	1		1	
Supervising Mechanic	2	2	2		2	
	6	6	6	1	7	
501-5023 Fleet Equipment Maintenance						
Facilities Maintenance Worker I/II/III	3	2	2		2	
Sr. Facilities Maint Worker	0	1	1		1	
Mechanic I/II/III	17	17	17	(2)	15	PW08
Welder/Fabricator Specialist	1	1	1	1	2	PW08
	21	21	21	(1)	20	
Total Internal Service Funds	27	27	27	0	27	
Total Public Works Department	164	168	168	1	169	

PERSONNEL LISTING - COMMUNITY SERVICES DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
<u>SPECIAL REVENUE FUNDS</u>						
LIBRARY						
041-3510 Administration						
Administrative Analyst I/II/Sr	1	1	1		1	
Deputy Dir of Comm Services/City Librarian	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	2	2	2	1	3	CS01
Program Manager III	1	1	1		1	
	5	5	5	1	6	
041-3524/30 Outreach/Technical Services						
Bookmobile Driver/Circulation Assistant	0	0	1		1	
Circulation Assistant I/II	1	0	0		0	
Librarian I/II/Trainee	1	2	2		2	
Library Assistant I/II	3	3	3		3	
Library Driver/Clerk	1	1	1		1	
Library Manager	0	0	1		1	
Office Asst I/II/Specialist/Secretary/Technician	2	2	1		1	
Supervising Librarian	1	0	0		0	
	9	8	9	0	9	
041-3550 City Branches						
Circulation Assistant I/II	6	6	7		7	
Librarian I/II/Trainee	7	7	6		6	
Library Aide I/II	1	1	0		0	
Library Assistant I/II/Sr	9	9	8		8	
Library Manager	0	2	1		1	
Supervising Librarian	2	0	0		0	
	25	25	22	0	22	
041-3540 County Branches						
Circulation Assistant I/II	6	6	6	1	7	CS02
Librarian I/II/Trainee	11	11	11		11	
Library Aide I/II	2	2	2		2	
Library Assistant I/II/Sr	8	8	10	1	11	CS03
Library Manager	0	1	1		1	
Supervising Librarian	1	0	0		0	
	28	28	30	2	32	
Total Library Fund	67	66	66	3	69	

PERSONNEL LISTING - COMMUNITY SERVICES DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
RECREATION						
044-3610 Recreation Administration						
Administrative Analyst I/II/Sr	1	1	1		1	
Deputy Director of Community Services	1	1	1		1	
Director of Community Services	1	1	1		1	
Executive Assistant	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	3	3	4	(1)	3	CS01
	7	7	8	(1)	7	
044-3600 Recreation Services						
Recreation Assistant I/II/Sr	9	9	10		10	
Recreation Program Coordinator	4	3	3		3	
Recreation Supervisor	3	2	2		2	
	16	14	15	0	15	
					0	
Total Recreation Fund	23	21	23	(1)	22	
083 - Strong Communities Tax-Measure M						
Administrative Analyst I/II/Sr	2	2	2		2	
Circulation Assistant I/II	2	2	2	1	3	CS04
Librarian I/II	1	1	2	1	3	CS05
Library Assistant I/II/Sr	6	6	6	1	7	CS06
Recreation Assistant I/II/Sr	8	9	8	2	10	CS07
Recreation Program Coordinator	2	2	2	1	3	CS08
Recreation Superintendent	1	1	1		1	
Recreation Supervisor	0	1	1		1	
Supervising Office Assistant	1	1	1		1	
Total Strong Communities Tax Fund	23	25	25	6	31	
Total Community Services Department	113	112	114	8	122	

PERSONNEL LISTING - COMMUNITY DEVELOPMENT DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
<u>DEVELOPMENT SERVICES FUND</u>						
048-1810 Development Services-Administration						
Administrative Analyst I/II/Sr/Principal	0	0	1	1	2	CD01
Community Development Director	1	1	1		1	
Community Development Assistant Director	1	1	1		1	
Community Development Tech I/II/Sr	5	0	0		0	
Executive Assistant	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1	
Assistant/Associate Planner	0	1	0		0	
Planning Manager	1	1	1	(1)	0	CD02
Program Manager I/II	2	2	2		2	
Program Manager III	1	1	1	1	2	CD02
Revenue Assistant I/II/Sr	2	2	2		2	
	15	11	11	1	12	
048-1820 Development Services-Planning						
Assistant/Associate Planner	4	3	3		3	
Deputy Director - Engineering & Transportation	1	0	0		0	
Deputy Director - Planning & Engineering	0	1	1		1	
Eng Aide/Engineering Technician I/II/Sr	1	1	1		1	
Junior/Assistant/Associate Civil Engineer	2	2	2		2	
Planning Manager	3	3	2		2	
Principal Civil Engineer	0	0	1		1	
Sr Planner	1	4	4		4	
	12	14	14	0	14	
048-1830 Development Services-Building						
Community Development Tech I/II/Sr	0	5	5		5	
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	4	5	5		5	
Sr Building Inspector	1	1	1		1	
Supervising Combination Inspector	1	2	2		2	
	16	23	23	0	23	
Total Community Development Department	43	48	48	1	49	

PERSONNEL LISTING - ECONOMIC DEVELOPMENT DEPARTMENT

FY 2022-23 Annual Budget

	<u>FY 2019-20</u>	<u>FY 2020-21</u>	<u>FY 2021-22</u>	<u>Staffing Changes</u>	<u>FY 2022-23</u>	
<u>GENERAL FUND</u>						
010-1700 Economic Development						
Asst Economic Development Director	1	1	1		1	
Director of Economic Development	1	1	1		1	
Economic Development Analyst I/II/Sr	2	2	0		0	
Executive Assistant	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1	
Program Manager III	1	1	2		2	
Real Property Agent I/II/Sr	1	1	1		1	
Total General Fund	8	8	7	0	7	
<u>SPECIAL REVENUE FUND</u>						
054-8120 Housing - Community Development Block Grant						
Administrative Analyst I/II/Sr	1	2	2	(1)	1	ED01
Economic Development Analyst I/II/Sr	1	0	2		2	
Grants Analyst	0	0	0	1	1	ED01
Housing Rehabilitation Counselor I/II/Sr	0	0	0	1	1	ED02
Program Manager III	1	1	1		1	
Project Manager I/II/III	1	1	1	(1)	0	ED02
	4	4	6	0	6	
<u>AGENCY FUND</u>						
633-7310 Successor Agency (RDA)						
Program Manager I/II	1	0	0		0	
Program Manager III	0	1	1		1	
	1	1	1	0	1	
<u>ENTERPRISE FUND</u>						
418-4000 Parking Authority						
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	
Parking & Venues Manager	0	1	1		1	
Program Manager I	0	0	0	1	1	ED03
Program Manager III	1	0	0		0	
Supervising Parking Enforcement Officer	1	1	1		1	
	6	6	6	1	7	
<u>GRANT FUND</u>						
020-17XX Economic Development Grants (A)						
Administrative Analyst I/II/Sr	0	0	0	1	1	ED04
Deputy Housing Director	0	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	0	0	0	1	1	ED05
Program Manager I/II	0	1	2		2	
	0	2	3	2	5	
Total Other Funds	11	13	16	3	19	
Total Economic Development Department	19	21	23	3	26	

PERSONNEL LISTING - MUNICIPAL UTILITIES DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
<u>WATER FUND</u>						
421-4210 Water Administration						
Deputy Director Water Resource Planning	1	1	1		1	
Office Asst I/II/ Office Specialist/Secretary	1	1	1		1	
Program Manager III	1	2	2		2	
	3	4	4	0	4	
421-4223 Hydrant Maintenance						
Hydrant Worker/Sr	0	2	2	(1)	1	MD01
	0	2	2	(1)	1	
421-4231 Water Distribution						
Chief Water Systems Operator	0	0	0	1	1	MD02
Hydrant Worker/Sr	2	0	0		0	
Office Asst I/II/ Specialist/Secretary/Technician	1	1	1		1	
Water Field Technician	4	4	4		4	
Water Systems Superintendent	1	1	1	(1)	0	MD02
Water Systems Supervisor	1	1	1		1	
Water Systems Operator I/II/Sr	18	18	19		19	
Water/Sewer Equipment Operator	1	1	1		1	
	28	26	27	0	27	
421-4234/35 Water Operations & Maintenance						
Chief Plant Operator	1	1	1		1	
Electrical Technician I/II	2	1	1		1	
Sr Electrical Technician	0	1	1		1	
Plant Maintenance Mechanic	3	3	3		3	
Plant Operator I/II/Sr	8	8	8	1	9	MD03
Plant Operations Supervisor	1	1	1		1	
Sr Plant Maintenance Mechanic	1	1	1		1	
Water Systems Operator I/II/Sr	4	4	3	1	4	MD01
	20	20	19	2	21	
Total Water	51	52	52	1	53	

PERSONNEL LISTING - MUNICIPAL UTILITIES DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
<u>WASTEWATER FUND</u>						
431-4311 Wastewater Administration						
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	5	7	(1)	6	MD04
Program Manager III	1	1	1		1	
Records Specialist	0	0	0	1	1	MD05
Supervising Office Assistant	1	1	1		1	
	13	13	15	0	15	
431-4312 Engineering & Capital Projects						
Engineering Services Manager	1	1	1		1	
Junior/Assistant/Associate Civil Engineer	7	7	7	1	8	MD06
Office Asst I/II/Specialist/Secretary/Technician	2	2	2		2	
Principal Civil Engineer	1	1	1		1	
Public Works Inspector	1	1	1		1	
Sr Civil Engineer	2	2	2		2	
	14	14	14	1	15	
431-4331 Wastewater Operations						
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	
	32	32	32	0	32	
431-4331 Wastewater Maintenance						
Electrical Technician I/II	3	1	1		1	
Sr Electrical Technician	0	2	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	1	0		0	
Plant Maintenance Machinist	1	1	1		1	
Plant Maintenance Mechanic	10	10	10	(2)	8	MD03
Plant Maintenance Worker I/II	1	1	1		1	
Plant Maintenance Supervisor	1	1	1		1	
Program Manager III	1	1	1		1	
Sr Plant Maintenance Mechanic	3	3	3		3	
Sr Plant Maintenance Supervisor	1	1	1		1	
	22	22	20	(2)	18	

PERSONNEL LISTING - MUNICIPAL UTILITIES DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
431-4332 Sanitary Sewers/Collections						
Collection Systems Operator I/II/Sr	34	34	34	1	35	MD04
Sr Collection Systems Supervisor	1	1	0		0	
Collection Systems Supervisor	2	2	3		3	
Deputy Director Maintenance & Collections	1	1	1		1	
Program Manager I/II	0	0	1		1	
Program Manager III	1	1	1		1	
Office Asst I/II/ Office Specialist/Secretary	1	1	2		2	
Water/Sewer Equipment Operator	2	2	2		2	
	42	42	44	1	45	
431-4333 Sanitary Pump Stations						
Electrical Technician I/II	2	1	1		1	
Sr Electrical Technician	0	1	2		2	
Plant Maintenance Mechanic	11	11	11	1	12	MD03
Plant Maintenance Worker I/II	1	1	1		1	
Plant Maintenance Supervisor	1	1	1		1	
Sr Plant Maintenance Mechanic	1	1	2		2	
	16	16	18	1	19	
431-4341 Environmental Control						
Environmental Control Officer	3	3	2		2	
Office Asst I/II/Specialist/Secretary/Technician	1	1	0		0	
Sr Environmental Control Officer	2	2	2		2	
Technical Services Supervisor	1	1	1		1	
	7	7	5	0	5	
Total Wastewater	146	146	148	1	149	

PERSONNEL LISTING - MUNICIPAL UTILITIES DEPARTMENT

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
<u>STORMWATER FUND</u>						
441-4410 Stormwater - Policy, Planning, and Management						
Environmental Control Officer	1	1	2		2	
Program Manager III	1	2	1		1	
Project Manager I/II	1	0	0		0	
	3	3	3	0	3	
441-4431 Stormwater Collections						
Collections Systems Operator I/II/Sr	2	2	2		2	
	2	2	2	0	2	
441-4432 Stormwater Pump Stations						
Sr Plant Maintenance Mechanic	1	1	0		0	
	1	1	0	0	0	
Total Stormwater	6	6	5	0	5	
<u>OPERATIONAL SUPPORT SERVICES</u>						
Laboratory						
Chemist	2	2	2		2	
Laboratory Technician	3	3	3		3	
Laboratory Supervisor	1	1	1		1	
Microbiologist	1	1	1		1	
	7	7	7	0	7	
Regulatory Compliance, Outreach, SCADA, and Safety						
GIS Specialist I/II	1	1	1	(1)	0	MD07
Information Technology Supervisor	0	0	0	1	1	MD08
Occupational Health/Safety Compliance Specialist	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	1	0		0	
Program Manager I/II	1	1	1		1	
Program Manager III	1	1	1		1	
SCADA/CMMS Manager	1	1	1	(1)	0	MD08
Sr Systems Analyst	0	0	0	1	1	MD07
Utility Technology Specialist	1	1	1		1	MD07
	7	7	6	0	6	
Total Municipal Utilities Department	217	218	218	2	220	

PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS

FY 2022-23 Annual Budget

				Staffing	
	FY 2019-20	FY 2020-21	FY 2021-22	Changes	FY 2022-23
CITY COUNCIL					
Councilmember	6	6	6		6
Chief Aide	0	0	1		1
Executive Assistant to the Mayor	1	1	0		0
Public Information Officer	1	1	1		1
Mayor	1	1	1		1
Mayor's Policy Advisor	0	0	1	(1)	0
Mayor's Senior Policy Advisor	1	1	0	1	1
	10	10	10	0	10
CITY MANAGER					
Administrative Aide I/II	4	3	3		3
Administrative Analyst I/II/Sr	0	0	1	(1)	0
Assistant to the City Manager	0	1	1	(1)	0
City Manager	1	1	1		1
Community Relations Officer	1	1	1		1
Deputy City Manager I/II	4	2	2	1	3
Director of Performance & Data Analytics	0	1	1		1
Executive Assistant to City Manager	1	2	2	(1)	1
Sr. Management Assistant / Data & Performance	0	1	1		1
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1
Program Manager II	0	0	0	1	1
Program Manager III	3	3	3		3
Sr. Management Assistant	0	0	0	1	1
	15	16	17	0	17
CITY ATTORNEY					
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
	12	12	12	0	12
CITY CLERK					
Assistant City Clerk	1	1	1		1
City Clerk	1	1	1		1
Deputy City Clerk I/II/Sr	4	3	3	1	4
Records Research Specialist	1	1	1		1
Supervising Deputy City Clerk	0	1	1		1
	7	7	7	1	8
OFFICE OF VIOLENCE PREVENTION					
Administrative Aide I/II	1	1	1		1
Community Engagement Coordinator	1	1	1	(1)	0
Director of the Office of Violence Prevention	0	1	1		1
Management Assistant	1	1	1	(1)	0
Office of Violence Prevention Manager	1	0	0		0
Outreach Supervisor	2	2	2		2
Outreach Worker	8	8	8		8
Program Manager II	0	0	0	1	1
Sr. Management Assistant	0	0	0	1	1
	14	14	14	0	14

PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS

FY 2022-23 Annual Budget

			Staffing		
	FY 2019-20	FY 2020-21	FY 2021-22	Changes	FY 2022-23
GRANTS (A)					
Program Manager III (TCC)	0	0	1		1
Management Assistant (OVP)	0	0	1	(1)	0
Sr. Management Assistant (Youth Employment)	0	0	0	1	1
	0	0	2	0	2

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PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS

FY 2022-23 Annual Budget

			Staffing		
	FY 2019-20	FY 2020-21	FY 2021-22	Changes	FY 2022-23
ADMINISTRATIVE SERVICES DEPARTMENT					
<u>GENERAL FUND</u>					
010-1310/60 Administration					
Administrative Aide I/II	0	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	4	3	3		3
Program Manager I/II	0	0	0	1	1
Program Manager III	1	1	3	(1)	2
	8	8	10	0	10
010-1320 Financial Services					
Administrative Analyst I/II/Sr/Principal	0	0	1	(1)	0
Accountant I/II/Sr	7	7	6		6
Accounting Manager	1	1	1		1
Finance Assistant I/II/Sr	8	8	7		7
Payroll Supervisor	1	1	1		1
Program Manager I/II	2	2	0		0
Program Manager III	0	0	1		1
Supervising Accountant	2	2	2		2
	21	21	19	(1)	18
010-1322 Budget					
Budget Analyst I/II/Sr	5	5	5	1	6
Budget Officer	1	1	1		1
Management Assistant	0	0	1	(1)	0
Grants Analyst	0	0	0	1	1
Program Manager III (Grants Manager)	0	0	1		1
	6	6	8	1	9
010-1331 Revenue/Collections					
Revenue Assistant I/II/Sr	11	12	12		12
Revenue Officer	1	1	1		1
Revenue Supervisor	1	2	1		1
	13	15	14	0	14
010-1340 Procurement					
Administrative Analyst I/II/Sr/Principal	0	0	0	1	1
Materials Specialist	3	3	3		3
Materials Supervisor	0	0	0	1	1
Procurement Manager	1	1	1		1
Procurement Specialist I/II/Sr	4	4	4		4
Supervising Procurement Specialist	2	2	2	(1)	1
	10	10	10	1	11
010-1350/51 Utility Billing/Customer Service					
Administrative Analyst I/II/Sr/Principal	0	0	0	1	1
Customer Service Assistant	2	2	2		2
Revenue Assistant I/II/Sr	13	12	12		12
Revenue Collector	5	5	5		5
Revenue Supervisor	2	1	2		2
	22	20	21	1	22
Total General Fund	80	80	82	2	84

PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23
<u>INTERNAL SERVICE FUNDS</u>					
502-5400 Document Services					
Reprographics/Mailroom Supervisor	1	1	1		1
Reprographics/Mailroom Technician I/II	1	1	1		1
	2	2	2	0	2
Total Administrative Services Department	82	82	84	2	86

PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
HUMAN RESOURCES						
<u>GENERAL FUND</u>						
010-1610 Recruitment & Workforce Planning						
Human Resources Analyst I/II/Sr	4	5	4		4	
Human Resources Asst I/II /Specialist	1	1	0		0	
Human Resources Technician	0	0	1		1	
Office Asst I/II/Specialist/Secretary/Technician	0	1	0		0	
Supervising Human Resource Analyst	1	1	1		1	
	6	8	6	0	6	
010-1620 Administration & Employee Labor Relations						
Administrative Aide I/II	1	0	0		0	
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	2	1	2	1	3	HR01
Human Resources Asst I/II /Specialist	1	0	1		1	
Human Resources Program Assistant	1	0	0		0	
Human Resources Technician	2	3	3		3	
Program Manager III	1	1	1		1	
Staff Development Specialist	0	0	0	1	1	HR01
Supervising Human Resource Analyst	1	1	1		1	
Training & Internship Coordinator	0	2	2	(2)	0	HR01
	12	11	13	0	13	
					0	
Total General Fund	18	19	19	0	19	
<u>INTERNAL SERVICE FUNDS</u>						
552-5500 Health Benefits						
Deputy Director of Human Resources	1	1	1		1	
Human Resources Analyst I/II/Sr	1	1	3	(1)	2	HR02
Human Resources Asst/Specialist I/II	1	1	1		1	
Human Resources Technician	2	1	0		0	
Supervising Human Resources Analyst	1	1	1		1	
	6	5	6	(1)	5	
551-5600 Workers Compensation						
Human Resources Analyst I/II/Sr	0	1	0	1	1	HR02
Human Resources Manager/Safety Officer	1	1	0		0	
Risk Manager/Safety Officer	0	0	1		1	
Risk Analyst I/II	2	2	2		2	
	3	4	3	1	4	
541-5700 General Liability Insurance						
Liability Claims Investigator I/II	1	0	0		0	
Risk Analyst I/II	1	1	1		1	
Risk/Loss Control Specialist	1	1	1		1	
	3	2	2	0	2	
Total Internal Service Funds	12	11	11	0	11	
Total Human Resources Department	30	30	30	0	30	

PERSONNEL LISTING - ADMINISTRATIVE AND SUPPORT DEPARTMENTS

FY 2022-23 Annual Budget

	FY 2019-20	FY 2020-21	FY 2021-22	Staffing Changes	FY 2022-23	
INFORMATION TECHNOLOGY DEPARTMENT						
<u>INTERNAL SERVICE FUNDS</u>						
502-5100 Information Technology						
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	1	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	2	3		3	
Program Manager III	2	2	2		2	
Systems Analyst I/II/Sr	15	16	15	(1)	14	IT01
Technology Project Coordinator	1	1	0		0	
Technology Support Specialist I/II	5	5	5	1	6	IT01
Technology Training Coordinator	1	1	1		1	
	40	41	41	0	41	
502-5121 Enterprise Resource Planning (H)						
Administrative Analyst I/II/Sr	1	1	1	1	2	IT02
Information Technology Officer	1	1	1		1	
Office Asst I/II/Specialist/Secretary/Technician	1	1	1		1	
Program Manager I/II	0	2	0		0	
Program Manager III	5	3	5	(1)	4	IT02
Systems Analyst I/II/Sr	3	3	2		2	
	11	11	10	0	10	
503-5200 Radio						
Technology Project Coordinator	0	1	1		1	
Project Manager I/II	1	0	0		0	
	1	1	1	0	1	
Total Information Technology Department	52	53	52	0	52	

PERSONNEL LISTING - FOOTNOTES

FY 2022-23 Annual Budget

Police Department

- PD01 Reclassify one Animal Services Assistant II to Office Assistant II
- PD02 Reclassify one Sr. Administrative Analyst to Program Manager II
- PD03 Reclassify one Police Telecommunications Call Taker to Police Telecommunicator I

Fire Department

- FD01 NEW - one Program Manager III (Emergency Manager) position
- FD02 Reclassify six Fire Fighters to three Fire Captains and three Fire Fighter Engineers
- FD03 NEW - one Administrative Analyst I (EMS Data Analyst) position
- FD04 NEW - two Fire Telecom Call Taker positions
- FD05 NEW - one Fire Captain (Fire Investigator) position
- FD06 NEW - one Office Specialist position
- FD07 Nine additional Fire Fighter positions approved mid-year Reso 2021-10-12-1203

Public Works Department

- PW01 Move one Project Manager III from Assessment Districts to Public Works Operations & Maintenance and reclassify to Program Manager I
- PW02 Reclassify one Public Works Safety Training Officer to Program Manager I
- PW03 Move one Project Manager I from Public Works Parks & Street Trees to Assessment Districts
- PW04 Move one Project Manager III from Public Works Facilities Maintenance to Gas Tax Maintenance and Operations and reclassify to Junior Engineer
- PW05 NEW - one Engineering Services Manager (Construction Services Manager) position
- PW06 Reclassify one Asst Civil Engineer to Sr Civil Engineer
- PW07 Reclassify one Assoc Civil Engineer to Program Manager III
- PW08 Reclassify one Mechanic II (Light) to Welder/Fabricator; and one Mechanic III (Light) to Fleet Operations Coordinator

Community Services Department

- CS01 Move one Office Specialist from Recreation to Library
- CS02 NEW - one Circulation Assistant II position
- CS03 NEW - one Library Assistant II position
- CS04 NEW - one Circulation Assistant I position
- CS05 NEW - one Librarian II position
- CS06 NEW - one Library Assistant II position
- CS07 NEW - one Recreation Assistant II position and one Sr. Recreation Assistant position
- CS08 NEW - one Recreation Program Coordinator position

Community Development Department

- CD01 NEW - one Administrative Analyst I position
- CD02 Reclassify one Planning Manager to Program Manager III

Economic Development

- ED01 Reclassify one Administrative Analyst I/II/Sr to Grants Analyst
- ED02 Reclassify Project Manager I/II/III to Housing Rehabilitation Counselor I/II/Sr
- ED03 NEW - Program Manager I position
- ED04 One additional Administrative Analyst I position approved mid-year Reso 2021-06-22-1602, limited term
- ED05 One additional Office Assistant II position approved mid-year Reso 2021-06-22-1602, limited term

PERSONNEL LISTING - FOOTNOTES

FY 2022-23 Annual Budget

Municipal Utilities Department

MD01	Reclassify one Sr. Hydrant Worker to Sr. Water Systems Operator
MD02	Reclassify one Water Systems Superintendent to Chief Water Systems Operator
MD03	Move one Plant Maintenance Mechanic to Sanitary Pump Stations, and reclassify one to Plant Operator I/II/Sr under Water Operations & Maintenance
MD04	Reclassify one Office Specialist to Collection Systems Operator I/II/Sr in Sanitary Sewers
MD05	NEW - one Records Specialist position
MD06	NEW - one Associate Civil Engineer position
MD07	Reclassify one GIS Specialist II to Utility Technology Specialist; and reclassify one Utility Technology Specialist to Sr. Systems Analyst
MD08	Reclassify one SCADA/CMMS Manager to Information Technology Supervisor

City Council

CC01	Reclassify one Mayor's Policy Advisor to Mayor's Senior Policy Advisor
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City Manager's Office

CM01	Reclassify one Executive Assistant to City Manager to Administrative Aide
CM02	Reclassify one Administrative Aide to Sr. Management Assistant
CM03	Reclassify one Sr. Administrative Analyst to Program Manager II
CM04	Reclassify one Assistant to the City Manager to Deputy City Manager I
CM05	Underfill one Community Engagement Coordinator to Management Assistant, then reclassify to Sr. Management Assistant
CM06	Reclassify one Management Assistant to Program Manager II
CM07	Eliminated one Management Assistant position as Grant funding is no longer available
CM08	One additional Senior Management Assistant position approved mid-year Reso 2021-12-14-1508

City Clerk

CK01	NEW - one Deputy City Clerk I (Confidential) position
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Administrative Services Department

AS01	Underfill one Program Manager III as Program Manager I/II
AS02	Move one Administrative Analyst I from Financial Services to Utility Billing
AS03	NEW - one Budget Analyst II (Conf) position
AS04	Reclassify one Management Assistant to Grants Analyst
AS05	NEW - one Administrative Analyst I position
AS06	Reclassify one Supervising Procurement Specialist as Materials Supervisor

Human Resources Department

HR01	Reclassify one Training & Internship Coordinator to Human Resources Analyst II, and one to Staff Development Specialist
HR02	Move one Human Resources Analyst I from Health Benefits to Workers' Compensation

Information Technology Department

IT01	Reclassify one Systems Analyst I/II/Sr to a Technology Support Specialist I/II
IT02	Reclassify one Program Manager III to an Administrative Analyst I/II/Sr

PERSONNEL LISTING - END NOTES
FY 2022-23 Annual Budget

- (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 segregated 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 as of 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 to accumulate 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

Municipal Utilities Funds Policy -

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 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.

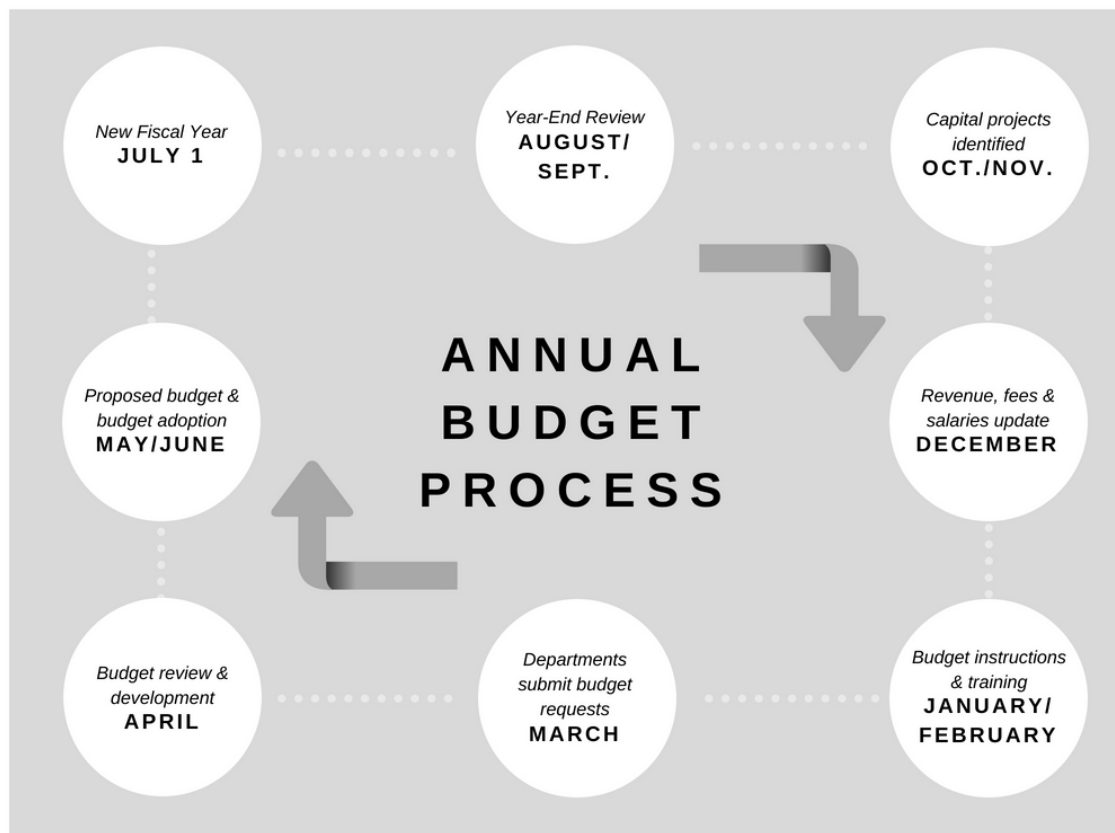
Following the City Manager review, the City Manager's Proposed Budget is released. City departments each presents its budget recommendations to the City Council during a budget study session. During this session, the Council also reviews General Fund revenues, Special Revenues, the Capital Improvement 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. City Council goal setting.
March	Departments submit operating budget requests to Budget Office.
April	City Manager reviews department budgets. Budget Update provided to City Council.
May	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 14-15	Council holds a budget study session to review the Proposed Budget.
June 21	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				
	2021	2020	2019	2018	2017
Assessed valuation (1)	\$ 24,701,296	\$ 23,343,395	\$ 22,407,298	\$ 21,362,446	\$ 20,337,129
Conversion percentage	25%	25%	25%	25%	25%
Adjusted assessed valuation	6,175,324	5,835,849	5,601,825	5,340,612	5,084,282
Debt limit percentage	15%	15%	15%	15%	15%
Debt Limit	926,299	875,377	840,274	801,092	762,642
Total net debt applicable to limit	-	-	-	-	-
Legal debt margin	\$ 926,299	\$ 875,377	\$ 840,274	\$ 801,092	\$ 762,642
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 30th, 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, revenue, related 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 of 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 fund 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 are 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. which 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 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 encompass 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