

---

---

**1997-99 FINANCIAL PLAN AND BUDGET**

**Phillip A. Pennino, Mayor  
Jack Sieglock, Mayor Pro Tempore  
Keith Land, Council Member  
Stephen J. Mann, Council Member  
David Warner, Council Member**

**H. Dixon Flynn, City Manager**

**Prepared by the Staff  
of the  
City of Lodi**

**CITY OF LODI, CALIFORNIA**

---

---

---

## **REPORT PRODUCTION AND ANALYSIS**

### **Budget Review Team**

H. Dixon Flynn, City Manager  
Janet Keeter, Deputy City Manager  
Kirk Evans, Assistant to the City Manager  
Maxine Cadwallader, Revenue Manager  
Vicky McAthie, Finance Director  
Ruby Paiste, Accounting Manager

### **Finance Department**

Janet Adame, Purchasing  
Audrey Mathers, Accountant  
Tyson Mordhorst, Data Processing  
Roy Todd, Data Processing Manager  
Cory Wadlow, Accounting Technician

### **Departments**

Jerry Adams, Captain, Police Department  
Susan Bjork, Department Secretary, Recreation and Parks Department  
Sharon Blaufus - Administrative Assistant, Public Works  
George Bradley - Street Superintendent, Public Works  
Dennis Callahan, Building and Equipment Maintenance Superintendent  
James Doyle, Senior Rate Analyst, Electric Utility  
Fran Forkas, Water/Wastewater Superintendent  
Betsy Gandy, Administrative Assistant, Police Department  
Roger Houston, Chief Building Inspector, Community Development  
Del Kerlin, Wastewater Assistant Treatment Superintendent  
Charlene Lange, Community Center Director, Community Center  
David Morimoto, Senior Planner, Community Development  
Joanne Narloch, Human Resources Director  
Richard Prima, City Engineer  
Steve Raddigan, Fire Division Chief, Fire Department  
Marlon Robbins, Risk Manager, Human Resources Department  
Lisa Rudloff, Recreation Supervisor, Camp Hutchins  
Jim Siemers, Building Inspector, Community Development  
Karen Tunnell, Personnel Technician, Human Resources Department

## TABLE OF CONTENTS

---

<b>PREFACE - HOW TO USE THE FINANCIAL PLAN DOCUMENT</b> .....	i
---	---

### **SECTION A - INTRODUCTION**

Graph - Funding Source All Funds Combined .....	A-1
Graph - Total Operating, Capital and Debt Service .....	A-2
Budget Message .....	A-3
GFOA Distinguished Budget Presentation Award .....	A-10
CSMFO Certificate of Award - Merit in Operational Budgeting 1996-97 .....	A-11
Organization of the City .....	A-12
Directory of City Officials .....	A-13
Resolution Adopting 1997-99 Financial Plan and Budget .....	A-14

### **SECTION B - POLICIES AND OBJECTIVES**

<b>Overview</b> .....	B-1
-----------------------	-----

#### **General Budget Policies**

Financial Plan Organization .....	B-3
Budget Administration .....	B-3
General Revenue Management .....	B-4
Recreation and Community Center Fees .....	B-5
Enterprise Fund Fees and Rates .....	B-6
Other Fees and Rates .....	B-6
Revenue Distribution .....	B-7
Appropriation Limitation .....	B-9
Designated Fund Balances .....	B-10
Investments .....	B-10
Capital Financing and Debt Management .....	B-11
Capital Improvement Management .....	B-13
Personnel Resource Management .....	B-14
Productivity Reviews .....	B-16
Contracting for Services .....	B-17
Cost of Services .....	B-18

#### **Major City Goals**

Overview .....	B-19
Summary of Major City Goals .....	B-19
Goal Statements	
Marketing Strategy for Lodi .....	B-25
Zoning Standards .....	B-27
Green Belt Development .....	B-28
Information Systems Strategic Plan Implementation .....	B-29
Downtown Theater and Parking Structure .....	B-31
Central City Core Improvements .....	B-32
Public Safety Emergency Service Plan .....	B-34
Electric Utility Strategic Plan .....	B-35

**TABLE OF CONTENTS**

---

Water/Wastewater Service Plan Improvements .....	B-36
Public Safety Building Remodel .....	B-37
 <b>SECTION C - COMMUNITY PROFILE</b>	
Overview .....	C-1
 <b>SECTION D - OPERATING ACTIVITIES</b>	
Overview .....	D-1
 <b>Operating Expenditure Summaries</b>	
Overview .....	D-4
Operating Expenditures by Mission .....	D-5
Operating Expenditures by Activity .....	D-6
 <b>Public Safety</b>	
Police Protection	
Police Administration .....	D-9
Police Operations .....	D-11
Police Investigations .....	D-13
Animal Shelter .....	D-15
Fire and Hazardous Material	
Administration/Emergency Response .....	D-16
Fire and Life Safety .....	D-18
Training .....	D-20
Support Services .....	D-21
Other Safety Services	
Graffiti Abatement .....	D-22
 <b>Public Utilities</b>	
Water Utility Services .....	D-23
Wastewater Utility Services .....	D-25
Electric Utility Services .....	D-27
 <b>Transportation</b>	
Streets and Flood Control	
Street Maintenance .....	D-40
Street Trees .....	D-42
Street Cleaning .....	D-43
Parking Lot Maintenance .....	D-45
Storm Drains .....	D-46
Transit System .....	D-48
 <b>Leisure, Cultural and Social Services</b>	
Parks and Recreation	
Parks and Recreation Commissions and Committees .....	D-50

## TABLE OF CONTENTS

---

Parks and Recreation Administration .....	D-51
Recreation Services	
Youth/Teen Sports .....	D-53
Indoor/Outdoor Activities .....	D-55
Aquatics .....	D-57
Adult Sports .....	D-59
Concessions .....	D-61
Specialty Classes.....	D-62
Parks Maintenance	
Sports Facilities .....	D-63
Lodi Lake Park .....	D-65
Park Maintenance .....	D-67
Park Naturalist .....	D-69
Equipment Maintenance.....	D-71
Cultural Services	
Library Board .....	D-73
Library.....	D-74
Community Center Commissions .....	D-76
Community Center .....	D-77
Specialty Classes .....	D-79
Cultural Activities .....	D-80
After School Playgrounds .....	D-81
Social Services	
Camp Hutchins .....	D-82
Human Relations .....	D-84
<b>Community and Economic Development</b>	
Community Development Commissions .....	D-85
Code Enforcement .....	D-86
Current and Advanced Planning .....	D-88
Construction Development	
Building and Safety.....	D-90
Engineering .....	D-92
Economic Development	
Economic Development .....	D-94
Community Promotion.....	D-96
<b>General Government</b>	
Legislation and Policy	
City Council .....	D-97
General Administration	
City Manager .....	D-98
Solid Waste Management.....	D-100
Public Works Administration .....	D-101
Legal Services	
City Attorney .....	D-103

## TABLE OF CONTENTS

---

City Clerk Services	
Records Administration .....	D-104
Election Administration .....	D-106
Administrative Services	
Human Resources .....	D-107
City Wide Training .....	D-109
Risk Management .....	D-110
Information Systems .....	D-112
Finance Administration .....	D-114
Accounting Services .....	D-116
Revenue Services .....	D-118
Data Processing Services .....	D-120
Purchasing .....	D-122
Organization Support Services	
Field Services .....	D-124
Building Maintenance .....	D-126
Equipment Maintenance and Motor Pool .....	D-128
General Support .....	D-130
Non-Department Services	
Workers Compensation .....	D-131
General Liability .....	D-132
Other Insurance .....	D-133
Benefits Administration .....	D-134
Contingencies .....	D-136

## SECTION E - CAPITAL IMPROVEMENT BUDGET

<b>Overview</b> .....	E-1
<b>Seven Year Capital Improvement Budget General Fund</b> .....	E-4
<b>Summary of Capital Improvement Budget Expenditures by Mission</b> .....	E-6
<b>Summary of Expenditures by Activity</b>	
Public Safety .....	E-7
Public Utilities .....	E-7
Transportation .....	E-8
Leisure, Cultural and Social Services .....	E-8
Community and Economic Development .....	E-9
General Government .....	E-9
<b>Summary Description of Each Major Project</b>	
Public Protection .....	E-11
Water Utility .....	E-14
Wastewater Utility .....	E-16
Electric Utility .....	E-17
Transportation .....	E-33
Park & Recreation .....	E-34

## TABLE OF CONTENTS

---

Cultural Services .....	E-36
Community Development .....	E-39
City Clerk Services .....	E-40
Public Works Administration .....	E-41
Financial Systems Software .....	E-43
Capital Budget Detail by Mission - Replacement Vehicles.....	E-44

### SECTION F - DEBT SERVICE REQUIREMENTS

Debt Service Requirements - City .....	F-1
Debt Service Requirements - NCPA.....	F-2
Debt Service Requirements - TANC.....	F-7
Summary of Annual Payments by Mission .....	F-11
Summary of Annual Payments by Source .....	F-12
Computation of Legal Debt .....	F-13
Computation of Direct and Overlapping General Bonded Debt .....	F-13

### SECTION G - CHANGES IN FUND BALANCE

#### Overview

Introduction .....	G-1
Organization of City Funds.....	G-2
Fund Balance - All Funds Combined.....	G-3
Graph Funding Sources - All Funds Combined.....	G-4
Graph Total Expenditures - All Funds Combined.....	G-5

#### Individual Fund Balance Statements

General Fund .....	G-6
Graph General Fund Revenues And Sources.....	G-7
Graph General Fund Expenditures.....	G-8
Special Revenue Funds	
Library Fund .....	G-9
Street Fund.....	G-10
Transportation Development Act Fund.....	G-11
Block Grant Fund.....	G-12
Police Special Revenue Fund .....	G-13
Capital Project Fund	
Capital Outlay Fund .....	G-14
Equipment Fund .....	G-15
Debt Service Fund .....	G-16
Enterprise Funds	
Water Utility Fund .....	G-17
Wastewater Utility Fund.....	G-18
Electric Utility Fund.....	G-19
Transit Fund .....	G-20
Child Care Fund .....	G-21

## TABLE OF CONTENTS

---

Internal Service Funds	
Benefits Fund .....	G-22
Self Insurance Fund .....	G-23
Trust and Agency Funds	
Trust and Agency Fund .....	G-24

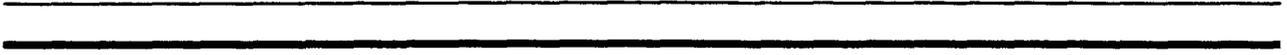
### SECTION H - FINANCIAL AND STATISTICAL TABLES

Overview .....	H-1
Appropriation Spending Limit .....	H-2
Revenues by Major Category and Source .....	H-4
Summary of Interfund Transactions .....	H-12
Summary of Regular Positions By Mission .....	H-18
Graph of Regular Positions By Mission .....	H-21
Summary of Temporary Positions By Mission .....	H-22
Summary of Regular Positions by Department .....	H-23
Summary of Significant Operating Program Changes .....	H-28

### SECTION I - BUDGET REFERENCE MATERIAL

Overview .....	I-1
Summary of Major Policy Documents .....	I-2
Budget Glossary .....	I-3
Expenditure Object Codes .....	I-11
Budget Preparation Guidelines .....	I-18

**PREFACE**



## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **HOW TO USE THE FINANCIAL PLAN DOCUMENT**

---

This budget and financial plan is divided into the nine sections listed and described below. The financial tables are organized to provide financial information for four years: last year actual (1995-96); current year budget (1996-97); the requested budget (1997-98); and, the proposed budget (1998-99). The City appropriates the budget annually and uses the projections in the second year to anticipate known significant changes in revenues and expenditures for financial planning purposes. The budget is not adjusted for inflation in the second year (proposed budget) with the exception of major revenues.

You will note that most of the financial and statistical information is organized by mission. These are broad categories of service provided by the City and basically parallels the service categories used to prepare the State Controller's Report. By using this format the City can readily develop comparative data to measure performance and productivity. Another benefit of this format is to de-emphasize Department budgets and the relationship between departments. By focusing the budget and financial plan on the City's missions, the City is promoting the teamwork required to deliver services.

#### **Section A - Introduction**

Includes the Budget Message, a Directory of City Officials and an Organization Chart.

#### **Section B - Policies and Objectives**

Summarizes general budget policies and new significant policies that guide in the preparation and management of the budget. This section also includes major city goals.

#### **Section C - Budget Graphics and Summaries**

Provides tables and graphs to highlight key financial relationships and trends.

#### **Section D - Operating Activities**

Presents the City's operating activities around the City's major service missions that allow the City to accomplish the following tasks:

- \* Establish policies and goals which define the nature and level of services to be provided.
- \* Identify activities performed in delivering these services
- \* Propose objectives for improving the delivery of service
- \* Identify and appropriate resources required to provide services, accomplish objectives and provide facilities.

The City's operating activities are organized into six major missions which in many instances cross departmental lines and funding sources:

- |                    |   |
|--------------------|---|
| * Public Safety    | * Leisure, Cultural and Social Services |
| * Public Utilities | * Community and Economic Development    |
| * Transportation   | * General Government                    |

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **Section E - Capital Improvement Budget**

Presents the City's Capital Improvement Budget which includes all construction projects, maintenance projects, and capital purchases which cost more than \$10,000. The Capital Improvement Budget and Capital Improvement Plan allow the City to systematically plan, schedule and finance capital projects in conformance with City policies.

### **Section F - Debt Service Requirements**

Summaries of the City's debt obligations.

### **Section G - Changes in Fund balance**

Provides combined and individual statements of revenues, expenditures and changes in fund balance for each of the City's operating funds.

### **Section H - Financial and Statistical Tables**

Includes summaries necessary to integrate the other Sections of the Financial Plan into a comprehensive operations and financial planning document.

### **Section I - Budget Reference Material**

Describes major policy documents, includes a Budget Glossary and provides budget preparation guidelines.

**Section A**  
**INTRODUCTION**

---

---

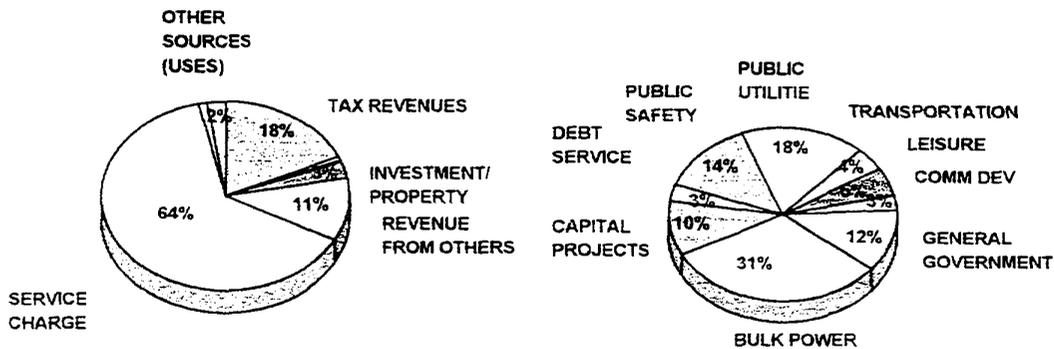
# BUDGET GRAPHICS AND SUMMARIES

## FUNDING SOURCES - ALL FUNDS COMBINED

1997-98 ALL FUNDS COMBINED - \$91,473,421

	1995-96 ACTUAL	1996-97 ACTUAL	1997-98 APPROVED	1998-99 PROPOSED
<b>Revenues</b>				
Tax Revenues	\$17,725,304	\$18,084,824	\$18,203,165	\$14,484,065
Licenses and Permits	372,594	369,300	471,980	492,980
Fines and Forfeitures	90,064	94,900	91,500	91,500
Investment/Property Revenues	2,038,632	2,200,040	2,142,366	2,189,466
Revenue from Others	7,370,827	7,653,796	11,535,790	8,659,510
Service Charges	47,959,447	47,314,565	49,008,924	50,152,726
Other Revenues	3,490,267	154,850	932,860	933,310
Other Sources (Uses)	(1,078,575)	15,989,974	9,086,836	1,930,233
<b>TOTAL</b>	<b>\$77,968,560</b>	<b>\$91,862,249</b>	<b>\$91,473,421</b>	<b>\$78,933,790</b>

	1995-96 ACTUAL	1996-97 ACTUAL	1997-98 APPROVED	1998-99 PROPOSED
<b>Expenditures</b>				
Public Safety	\$10,166,733	\$10,457,896	\$11,039,730	\$11,284,192
Public Utilities	13,316,287	13,298,836	15,027,910	14,776,343
Transportation	2,847,248	3,163,018	3,393,285	3,485,001
Leisure, Cultural & Social Services	3,963,222	4,293,416	4,422,556	4,395,330
Community & Economic Development	1,802,292	2,198,492	2,306,314	2,285,248
General Government	8,825,113	8,757,826	9,503,610	9,725,674
Bulk Power Purchase	25,814,822	25,574,600	24,869,900	25,873,200
Other Purchases				
Capital Projects	9,803,067	21,845,005	18,304,675	8,509,319
Debt Service	1,429,776	2,273,160	2,605,441	2,599,483
<b>TOTAL</b>	<b>\$77,968,560</b>	<b>\$91,862,249</b>	<b>\$91,473,421</b>	<b>\$82,933,790</b>



CITY COUNCIL  
PHILLIP A. PENNINO, Mayor

JACK A. SEIGLOCK  
Mayor Pro Tempore  
RAY G. DAVENPORT  
STEVEN MANN  
DAVID WARNER

# CITY OF LODI

CITY HALL, 221 WEST PINE STREET  
P.O. BOX 3006  
LODI, CALIFORNIA 95241-1910  
(209) 334-5634  
FAX (209) 333-6795

H. DIXON FLYNN  
City Manager

JENNIFER M. PERRIN  
City Clerk

RANDALL HAYS  
City Attorney

June 10, 1997

## Honorable Mayor , Members of the City Council and Citizens of the City of Lodi

The recommended budget for 1997-98 and the proposed budget for 1998-99 is presented for your review and approval. The 1997-99 Financial Plan and Budget represents a balanced approach to planning for Lodi's future. It continues levels of service approved by the City Council in prior years while maintaining the financial integrity of the City. New staff positions are limited to those positions that can be fully funded without tax increases. Capital projects approved in 1996-97 are funded and under construction at this time. New capital projects listed in this budget will be authorized on a project by project basis in accordance with the City Council's budget policies.

The City is reluctant to commit to significant increases in spending levels before there is clear evidence that revenues will grow to pay for them. The result is a balanced, conservative budget that lays the groundwork for growth in service levels as growth occurs. Accordingly, the overall 1997-98 Budget is \$388,828 less than the 1996-97 budget, and General Fund expenditures are projected to increase by 4.3%. While capital projects and one time expenditures for service will draw down fund balances, this was anticipated, and will be funded with bond proceeds and grants. These expenditures are for approved or projected capital projects and economic development programs.

This Plan reflects the City Council's strong commitment to public safety services, community and economic development, cultural and recreational programs and infrastructure improvements in the City's utilities, streets, and general government facilities. In providing these services, the following policies, goals, objectives and background were considered:

**No increase in taxes or utility rates.** There are no increases in taxes or utility rates projected in this budget. The City anticipates growth in services will be funded by residential, industrial and commercial development. This objective emphasizes the City Council's commitment to finance growth by promoting economic development and not increasing taxes or utility rates. Thus, new or enhanced services will be funded with new fees, grants or donations and not with existing revenues.

The City is developing master plans for the electric, water and sewer utilities. The goal is to determine when and if utility rates should be changed to replace aging infrastructure and to ensure the City's customers receive competitive rates and services. The City currently anticipates that electric utility rates will be pegged to market levels beginning in January 1998 for a limited number of customers and then expand on an annual basis to all customers by January 2002.

**New revenues.** Beginning in 1997-98, the City will receive approximately \$700,000 per year from a settlement with Dow, Shell and Occidental Petroleum to mitigate the DBCP contamination in the City's water supply. The total value of this settlement is \$40 million over 30 years. The City will also receive an additional \$8,000 per year from Enron Corporation for oil and gas exploration and development rights on City owned property. In addition, fees are being increased to fully fund the afterschool playground program.

**Capital projects.** Between 1995 and 1997, the City Council approved contracts for the following major capital projects that are under construction at this time:

- Downtown Revitalization (\$4 million)
- Cherokee Lane Beautification (\$4 million)
- Performing Arts Center ((\$9.6 million)

- Peterson Park (\$755,000)
- Tienda Drive Park Site Acquisition (\$340,000)

In addition, the plans for the following capital projects have progressed and will be presented to the City Council for consideration in the next two years:

- Railroad Station relocation and remodeling (\$2.6 million funded with Federal, State and Measure K Funds)
- Railroad safety improvements (\$6 million funded with Federal, State and Measure K Funds)
- Downtown Parking Structure (\$3 million funded with grant, land sale proceeds and other Federal/State grants)
- Lodi Lake and Woodbridge Dam improvements (\$15 million funded by Proposition 204)
- Public Safety Building Renovation (\$1.6 million, funding source to be identified)
- Municipal Service Center Land Acquisition (\$2.5 million funded by transportation funds, utility funds, impact fees and grants)
- White Slough Land Acquisition (\$2.5 million funded by the Wastewater Fund)
- Indoor Sports Facility (\$9 million, funding source to be identified)

These projects will be presented to the City Council when funding is certain and available.

Current construction and new projects pending City Council approval represent a significant investment in time, effort and financial resources. In the next two years the City should proceed cautiously in approving new projects to allow staff the time to properly plan these projects in the same professional manner as we have done in past years. Currently, City staff is pushed to the maximum limits of productivity. Without additional staff, the probability of poor planning increases. However, the City's staff is to be commended for their professionalism and dedication in planning and managing current and planned capital projects, particularly, the Public Works staff, Community Development, the Community Center, Parks, and Finance.

**Information systems.** The City is evaluating several options to upgrade its information and communications systems. The current financial system was developed by City staff in the 1970's and operates on an IBM AS 400 computer. To have the software and hardware needed to operate under electric utility deregulation and to prepare for the year 2000 transactions, the City will have to evaluate the following options and make the appropriate investment:

- Acquire new software and hardware
- Contract for information services
- Hire additional staff and write software programs

Regardless of which option is selected, this change will significantly impact the City's business practices. The decision to be made by the City Council will depend on the cost and benefits of each option. The cost of new software, computers, and communications equipment could be as high as \$1 to \$2.5 million.

**California Youth Soccer Association Complex.** The City is negotiating with the California Youth Soccer Association to build a 36-to-50 field soccer complex for local, regional and national level soccer tournaments. The estimated cost of the complex is \$15 million, funded with private donations. The City's contribution will be to lease 200 to 300 acres of City land bordering Interstate 5 and to provide utility and public safety services. A soccer complex built for local, regional and national level tournaments, will be a positive economic asset for Lodi and the surrounding cities in this region. The State of California may also provide \$7.5 million for this project through legislation sponsored by Senator Patrick Johnston.

**Indoor Sports Facility.** The City has developed a plan to build a \$9 million indoor sports center complex. This plan includes alternative sites, a menu of facility uses and activities, possible financing strategies, and a business plan for each option. In April 1997, the City Council gave approval to prepare a facility schematic to promote discussion and interest in this project. In 1996, a sports foundation was formed to raise funds and to encourage public support. This facility will be funded by the City when significant community support is demonstrated as done for other capital projects, i.e., the Lodi Boys and Girls Club, the Performing Arts Center, Downtown Revitalization and Cherokee Lane Beautification. If this project is to be built within the next few years, new revenues will be necessary unless major cuts are made in other programs.

## FACTORS INFLUENCING THE FINANCIAL PLAN

**State and Local Economy.** The State of California's revenues are up by \$960 million over estimates used in the Governor's proposed budget for 1996-97. This reflects increased personal income taxes, capital gains, business expansion, increased exports, and job growth. In San Joaquin County unemployment has dropped to its lowest level since 1990 with commercial real estate and security companies leading in job growth. In Lodi, there has been an increase in industrial and residential development that has been unprecedented since the early 1980's. This new development combined with the growing strength of the wine/grape industry is a positive indicator for Lodi. New industries moving to Lodi include ARKAY Industries Inc., RE Services, Apache Plastics, Ductmate Industries, Speaco Foods, Flight Materials, Mondavi Wine Distribution Center and Sweetner Products. Collectively these industries have created 325 to 400 new jobs. While commercial growth has been flat, the City anticipates that the commercial/retail sector will grow in 1997-98 in response to revitalization projects, business incentives, and the City Council's pro-business policies.

**State Legislative Actions.** Lobbying by local government agencies with the State to return property tax to local government may be successful this year. As you will remember, the State shifted local government property tax to the State in the early 1990's to make up for State's budget deficits. Lodi lost 24% (\$1 million) of its property tax in this shift. The Governor and State Legislature are now proposing legislation which would return property tax to cities in part or whole. How much tax will be returned to local government is not clear. Therefore, the City has not anticipated an increase in property tax revenues in this financial plan and budget.

To ensure legislation is passed during this session of the legislature, the League of California Cities is asking cities to lobby their legislators and the Governor. A return of property tax to cities promotes local government, economic development and community services important to the "quality of life" of California residents. California cities have also been lobbying for legislation to redistribute 1% of the State's 6% sales tax. If this initiative is successful, Lodi could gain as much as \$5 million in general fund revenues. A tax shift of this magnitude, would probably result in a tax cut to Lodi residents. Other than these initiatives, there is no legislation pending that will have a significant adverse or positive impact on Lodi.

**Proposition 218.** The passage of Proposition 218 in 1996 will limit the City's ability to raise revenues in the future. Voter participation will be required to raise taxes, assessments and certain fees. In addition, Proposition 218 provides for new procedural requirements for fees, charges, taxes and assessments. Cities will be forced to expand their information services to ensure an educated electorate. In this respect Lodi has been fortunate to have two local newspapers, the Lodi News-Sentinel and The Record, that keep the public informed on important issues. Increased partnering between community interest groups and public education will be critical for public support of future tax initiatives. Otherwise, additional or enhanced public services will have to be provided by the private sector or not at all.

## THE BUDGET IN BRIEF

Effective fiscal planning is carried out on a multi-year basis. Thus, this budget should be viewed in the context of past budget decisions and policies, along with the expenditure and revenue projections for the next two years. Past fiscal prudence and current revenue estimates give Lodi the financial capacity to fund the proposed 1997-99 Financial Plan and Budget. In the combined 1997-98 budget, revenues are projected to increase \$6.5 million and expenditures are projected to decrease \$388,828 in 1997-98. The following is a summary of the significant changes in the City's operating budgets:

### General Operating Fund

General Fund revenues are projected to be 2.3% or \$478,000 lower in 1997-98 and to increase \$357,147 in 1998-99. This is a conservative estimate that reflects a decrease in revenues: \$80,000 in property tax; \$125,920 in interest earnings; and, \$610,000 in police grants.

Property tax revenues are lower due to a decrease in the assessed value of Lodi properties. The County Tax Assessor processed a backlog in claims submitted by Lodi residents that will result in lower property tax revenues in 1997-98. Police grants received in 1996-97 were one time funds for additional police officers and equipment. The City will receive approximately \$240,000 in 1997-98 for police services. These grants have become necessary to maintaining the current level of police services. In the future, the City should be more cautious in accepting grants for expanded operating services that add staff, whether for public safety or other programs.

The increase in industrial and residential construction and the upturn in property values should result in additional property tax revenues in 1998-99 of at least 2% or greater; however, a conservative 2% growth estimate was used to project property tax revenues for 1998-99. Other general fund revenues are up and consistent with regional and State-wide trends.

Expenditures are projected to increase 4.3% or \$1,015,000 in 1997-98 and to remain flat in 1998-99. Increases in operating expenditures are funded with one-time grants for public safety services, construction related fees and fees for child care programs. In 1997-98, the cost of public safety services are up 5.6%, transportation services are down 2.8%, leisure/cultural services are up 3.2%, community and economic development services are up 4.9% and general government services are up 5.3%.

There are \$586,607 in significant expenditure increases for General Fund activities recommended by the City Manager. Of this, \$88,000 are contingent on State grants, \$148,800 are contingent on additional service fees and \$14,400 are funded within the approved budget level. The net increase in general fund expenditures, after deducting for additional grants and service fees, is \$335,700. There are an additional 1.25 positions in 1997-98 and 5 positions in 1998-99 recommended by the City Manager. The one position is for a day care teacher at Camp Hutchins and is fully funded by increased fees. The additional 1/4 position is to allow for the reclassification of the part-time graffiti abatement coordinator to full time.

Overall the general fund remains strong with a fund balance of \$3.5 million, 14% of projected expenditures. City Council policy targets a reserve of 15% but allows for variations from year-to-year to account for economic and fiscal changes.

#### **Library Fund.**

The Library receives 8.6% or \$866,000 of its revenues from property tax. Due to the projected decrease in property taxes, Library revenues will be down \$7,000 in 1997-98. This decrease is offset by a \$105,182 cut in expenditures. In reducing expenditures, the Library eliminated one position, a building maintenance worker, for a savings of \$36,200. This position and the responsibility for building maintenance will be transferred to the Building Maintenance Division of Public Works on a trial basis. If this arrangement proves to be satisfactory to both the Library and Public Works, the realignment of responsibilities and staff will become permanent. If not, the responsibility for building maintenance will be returned to the Library.

#### **Water Fund.**

Revenues and expenditures will significantly increase in 1997-98. Revenues are projected to be up 34.6%, or \$1,300,000, and expenditures are projected to be up 19.2%, or \$1,023,295. The increased revenues and expenditures are the result of a \$40 million DBCP settlement. This will be paid over 30 years for clean up of the City's water supply. Legal costs for TCE/PCE contamination will be paid with fund balance and are not included in the expenditure projections. The City anticipates these costs will be reimbursed from future settlements from the responsible insurance companies. An additional 1/4 position was added to reclassify the part-time Water Conservation Coordinator to a full-time position.

#### **Wastewater Fund.**

Revenues in the Wastewater Fund increased approximately \$54,000 while operating expenditures increased 4.4 % or \$117,300. Of the increase in operating expenditures, \$50,000 is for electric services. The Wastewater Utility is also recommending the purchase of land at White Slough for disposal of future effluent and sludge at an estimated cost of \$2.5 million. This project requires further evaluation and study before a final recommendation can be made to the City Council.

#### **Electric Fund**

The revenues in the Electric Fund are projected to increase \$664,300 per year and operating expenditures are projected to increase \$451,000 per year. The Electric Utility is also recommending \$3.9 million in capital projects for further evaluation and study by the City Council. Operating expenditures increased in part due to the addition of one Electrical Engineer at a cost of \$70,300 per year and there will be an increase in power line clearing services for \$137,200. The remaining increases are for one time expenditures for professional services, purchase of small tools, part-time hours, software, etc. The General Operating Reserve at Northern California Power Agency (NCPA) is projected to increase \$1 million in 1997-98 for a balance of \$18.8 million.

#### **Transit Fund**

Revenues are projected to increase \$2,680,200 and overall expenditures, including capital projects, will increase \$2,550,869 in 1997-98. The increase in operating expenditures is to fund a 5<sup>th</sup> bus route on the fixed route bus system. This route was approved by the City Council in May 1997. Public Works is also recommending \$2,683,000 in capital projects. This includes the relocation and remodeling of the railroad station at a cost of \$2.6 million. Transit operations are fully funded by Federal, State and local transportation funds.

### **Debt Service**

In 1995 and 1996 the City obligated a total of \$15.1 million in Certificates of Participation for capital projects, principally for Hutchins Street Square, Downtown Revitalization, Cherokee Lane Beautification, City Hall Renovation and the purchase of the Beckman Building. The debt will be serviced with property taxes set aside in accordance with City Council policy on page B-8 and page B-12. The annual debt service of \$1,286,000 per year will be paid with revenues for capital projects. Under current debt management policies found on page B-12, the City is in compliance with existing bond covenants.

### **SIGNIFICANT BUDGET PROJECTS**

The basic purpose of this budget is to implement the City Council's goals described beginning on page B-19 . These goals and the City's budget policies are the foundation for the two-year financial plan. There are several priority projects which the City Council approved in March 1997. These projects are:

- **Marketing Strategy.** A high priority for the City Council is to develop a marketing strategy to identify which commercial and industrial development types the City should target for attraction and retention. The objective of this plan is to allow the City to concentrate its resources on those industries and commercial businesses which the City can successfully attract and retain with incentives and land use policies. The estimated cost of this study is \$20,000.
- **Zoning Ordinance.** The current zoning codes were written in the 1950's. Standards are antiquated and do not address current and future community needs. Since the 1950's, the zoning codes have been selectively amended. As such, they are not comprehensive or coordinated. Accordingly, the City Council has directed staff to review and re-write these zoning standards as appropriate for further consideration and approval. The estimated cost of developing new standards is \$50,000.
- **Greenbelt Policy.** The City of Lodi is surrounded by one of the most fertile and productive agricultural regions in the world. This land has been the base on which economic development has occurred in Lodi and northern San Joaquin County from the earliest days of settlement. The crops and produce from this region include, but are not limited to, wine and table grapes, cherries, walnuts, apples, tomatoes, and milk. As pressure for urban growth continues, the City needs a strategy to protect its green belt and agricultural assets. Currently, Lodi has a 2% growth limit on residential growth which limits urban sprawl from the City outward; however, there are no controls on urban development in Lodi's sphere of influence by other public agencies, i.e., the County or the City of Stockton. Accordingly, the City will develop the appropriate plans and policies to protect the existing green belt from inappropriate development in our sphere of influence. The Greenbelt plan will be developed by City staff for City Council review.
- **Information Systems Development.** As discussed above, the City's core information systems were developed in the early 1970s and have not been significantly changed since then. The City is looking at a number of alternatives to upgrade its information and communications systems. This includes hardware and software for financial systems, utility systems, engineering, building permits and public safety. The estimated cost of these upgrades is on the order of \$1 million to \$2.5 million. City staff is currently working with consultants and other agencies to develop alternative options for City Council review.
- **Central City Improvements.** This project is consistent with the goal adopted by the City Council in 1995 to promote revitalization of the City's downtown core and to beautify Cherokee Lane. The continued development and investment of City resources into these commercial areas remains one of the City's highest priorities. Accordingly, the City Council approved an \$8 million construction project for downtown and Cherokee Lane in 1996. In addition, the City Council set aside \$510,000 for economic incentives, facade improvements and maintenance in the downtown core. The City is promoting development of a multiplex theater in the downtown core and is evaluating the construction of a \$2.5 million parking structure to relieve anticipated parking congestion.

- **Fire Emergency Service Plan.** A “fire emergency service plan” will be prepared by the Fire Department to evaluate and determine the level of services that should be provided by the Fire Department. This plan will provide guidance on organization, staffing levels, facilities and equipment. The plan will evaluate opportunities to partner, privatize and contract for emergency services with other agencies and the private sector. The development of the Emergency Services Plan will be accomplished with in-house staff.
- **Electric Utility Master Plan** With deregulation of the electric utility industry, the City will develop a long range strategic plan based on Federal and State legislation, the City’s financial projections, debt structure, customer service needs, power generation, transmission and distribution assets. The objective of this plan is to provide the City with a guide for decisions which have to be made over the next 5 to 10 years. To remain competitive in a deregulated environment, the City must make significant changes in the way business is conducted. This may require a reorganization of the electric utility, a change in relationships with other agencies, developing new public and private partnerships, and developing new services. The risks associated with deregulation make this project the most critical the City will undertake in the next two years. The estimated cost of preparing this plan is approximately \$50,000.
- **Water/Wastewater Utility Service Improvements.** There are many miles of aging water and sewer lines which have to be replaced at some time in the future. As the system ages, the City needs to develop policy guidelines for replacement and financing of these improvements. Accordingly, the City will develop the appropriate policies for City Council review and approval. The estimated cost of preparing this plan is \$20,000.
- **Public Safety Building Remodel.** The Public Safety Building is over 30 years old and has many ADA and mechanical deficiencies. Before the City commits to remodeling this building at an estimated cost of \$1.6 million, a thorough evaluation of this building will be made along with an evaluation of other alternative solutions to allow the City Council to select the most cost-effective solution.

#### **MAJOR POLICY ISSUES**

The major policy issues which the City will face in the next two years include:

- (1) deregulation of the electric utility industry and the City’s strategies to remain competitive;
- (2) economic development and whether the City should form a redevelopment agency;
- (3) steps the City should take to improve its information systems, fiber optic infrastructure and communications systems;
- (4) policies needed to maintain the City’s basic infrastructure (water, sewer, streets and government facilities);
- (5) welfare reform impacts and what actions the City will have to take; and
- (6) State tax policy impacts on local government.

These issues are significant and present the City Council with challenging issues for discussion and debate over the next two years. The decisions made on these issues will determine the City’s fiscal stability, economic health, and ability to maintain services consistent with growth. The City will continue to meet its responsibilities to the residents of Lodi under the following guidelines:

- Avoiding major additions to staff or programs until fiscal conditions support these changes or new revenues can fully fund these changes.
- Conserving fiscal resources to meet future needs.
- Promoting citizen participation in major policy decisions, particularly those decisions regarding taxes and fees.
- Controlling discretionary expenses such as travel and business expenses.
- Promoting economic development, public safety, and leisure/cultural services at levels consistent with revenue growth.
- Providing adequate training, tools, equipment and technology to enhance the productivity of staff.
- Continuing to evaluate opportunities to contract and privatize City services.

#### **CONCLUSION**

The 1997-99 Financial Plan and Budget is a balanced plan for funding City services over the next two years. Services will continue at levels approved by the City Council in prior years. Growth is limited to those activities and programs that can be fully funded with new fees or projected revenue growth.

Over two years, general fund operating expenditures are projected to increase 5.8%. This is consistent with projected revenue increases. In addition, staff has recommended an addition of 8.5 positions that are either supported by additional fees or revenues. The City is reluctant to commit to increases in spending without clear evidence that revenues will grow to pay for them. Over the next two years, fund balances will be used to pay for capital projects previously approved. The City has approximately \$15.1 million in bond proceeds and \$6 million in Federal/State grants, local transportation project funds and impact fees for these projects.

Promoting economic growth, public safety and leisure/cultural services are high priority programs. Continued emphasis on policies and programs that promote economic growth not only benefit business, industry and residents, they increase the revenues needed for City services. Accordingly, a conscientious effort was made to evaluate all budget requests in light of the City Council's economic and service priorities.

**Acknowledgment**

I wish to thank the Department Heads and their staffs for their cooperation and responsiveness in preparing this financial plan. I would also like to commend Vicky McAthie and the Finance Department for their professionalism and effort in preparing this Plan and Budget. It would not have been possible to prepare this budget in a timely and accurate manner without their hard work and dedication. Ruby Paiste, Richard Prima, Tony Goehring, Rad Bartlam and Kirk Evans are to be singularly commended for their efforts in preparing, reviewing and critiquing this budget.

The Government Finance Officers Association (GFOA) has presented the City of Lodi with a Distinguished Budget Presentation Award for the fiscal year beginning July 1, 1996. I believe this financial plan and budget continues to conform to program requirements and will be submitted to GFOA for evaluation.

Respectfully submitted,



H. Dixon Flynn  
City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lodi,  
California**

**For the Fiscal Year Beginning**

**July 1, 1996**

*Arthur R. Lynch*      *Jeffrey L. Esser*  
President                      Executive Director

# California Society of Municipal Finance Officers

Certificate of Award

*Merit in Operational Budgeting 1996-97*

Presented to

*City of Lodi*

*This certificate recognizes meritorious achievement in Operational Budgeting and reflects a highly professional budget document and the underlying budgeting process through which the budget is implemented.*



*[Signature]*

Chairman, Budgeting & Financial Management

*[Signature]*

President, CSMFO

*[Signature]*

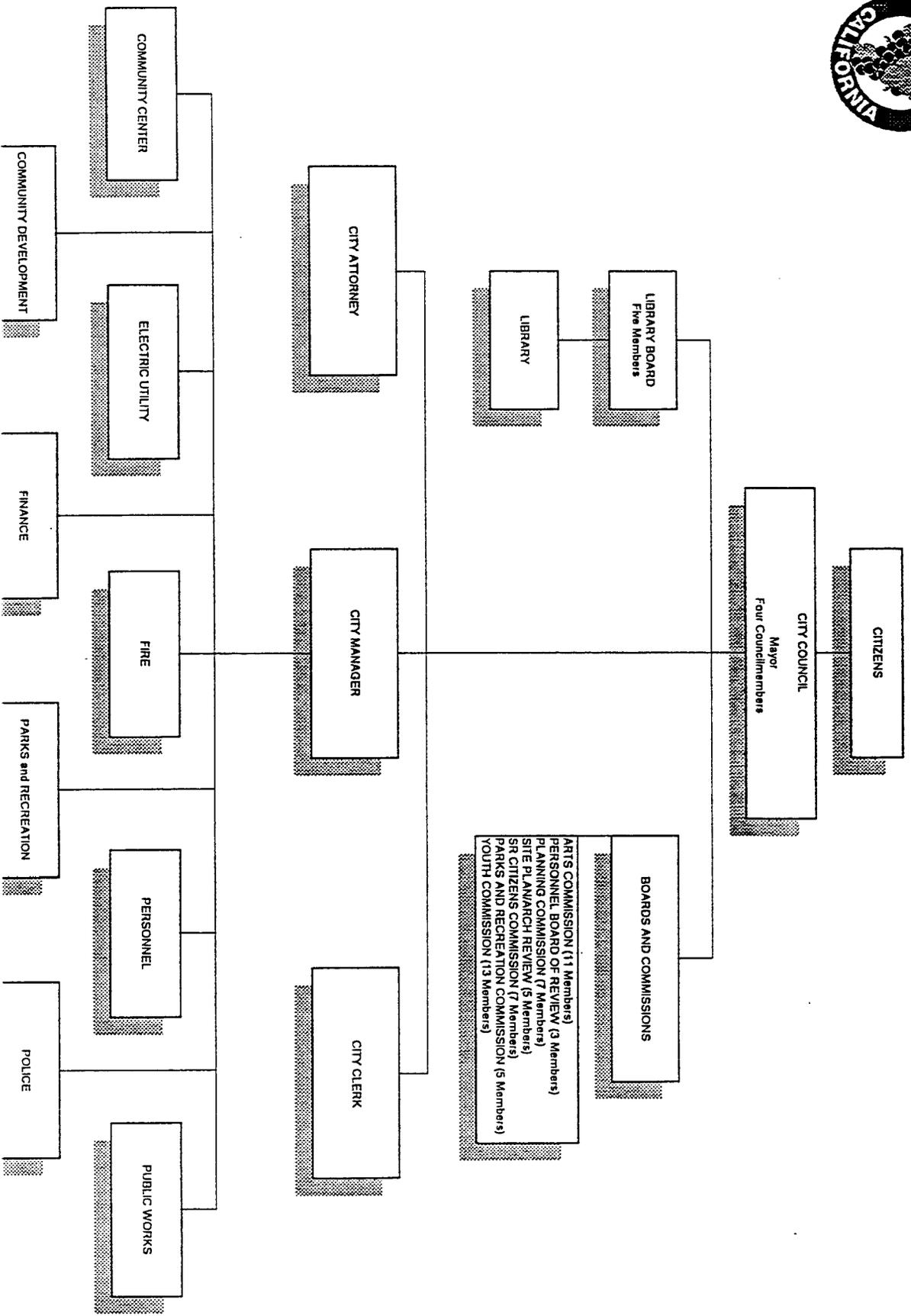
Co-Chair, Budgeting & Financial Management

*February 24, 1997*

⌘ *Dedicated to Excellence in Municipal Financial Management* ⌘



# CITY OF LODI



**DIRECTORY OF OFFICIALS AND ADVISORY BODIES**

---

**CITY COUNCIL**

Phillip A Pennino, Mayor  
Jack Sieglock, Mayor Pro Tempore  
Keith Land, Councilmember  
Stephen J. Mann, Councilmember  
David Warner, Councilmember

**ADVISORY BODIES**

Planning Commission  
Library Board  
Arts Commission  
Youth Commission  
Solid Waste Management Task Force  
East Side Improvement Committee

Architectural Review Committee  
Recreation Commission  
Senior Citizens Commission  
Personnel Board  
DBCP Committee  
Gang Alternative Committee

**MANAGEMENT**

H. Dixon Flynn, City Manager  
Randall A. Hays, City Attorney  
Jennifer M. Perrin, City Clerk  
Konradt Bartlam, Community Development Director  
Kirk J. Evans, Administrative Assistant to City Manager  
Larry Hansen, Police Chief  
Janet Keeter, Deputy City Manager  
Scott Kenley, Fire Chief  
Charlene J. Lange, Community Center Director  
Vicky L. McAthie, Finance Director  
Nancy Martinez, Librarian  
Joanne Narloch, Human Resources Director  
Jack L. Ronsko, Public Works Director  
Alan Vallow, Electric Utility Director  
Ronald W. Williamson, Parks and Recreation Director

RESOLUTION NO. 97-90

A RESOLUTION OF THE LODI CITY COUNCIL  
ADOPTING THE 1997-99 FINANCIAL PLAN AND BUDGET  
FOR THE FISCAL YEAR BEGINNING JULY 1, 1997 AND  
ENDING JUNE 30, 1998

=====

WHEREAS, the City Manager submitted the 1997-99 Financial Plan and Budget to the City Council on June 10, 1997; and

WHEREAS, the 1997-99 Financial Plan and Budget was prepared in accordance with the City Council's goals, budget assumptions and policies; and

WHEREAS, the City Council conducted budget hearings on August 27, December 3, January 7, January 14, February 18, March 18, April 1, May 20, May 27, June 3, and June 10, 1997 at the Carnegie Forum; and

WHEREAS, the 1997-99 budget is balanced and does not require additional taxes or fees; and

WHEREAS, the City Council is required to adopt the Appropriation Spending Limit; and

WHEREAS, the Appropriation Spending Limit and the annual adjustment factors selected to calculate the Limit are part of the Financial Plan and Budget.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Lodi, as follows:

1. That the 1997-99 Financial Plan and Budget (including the Appropriation Spending Limit) as proposed by the City Manager and amended by the City Council is adopted; and
2. That the funds and regular staffing for the 1997-99 operating budget are appropriated as summarized in Schedule A (Changes in Fund Balance - All Funds Combined), Schedule B (Revenue), Schedule C (Summary of Expenditure Adjustment), Schedule D (Expenditures), and Schedule E (Staffing); and
3. That the funds for the 1997-99 Capital Improvement Budget are appropriated to a Capital Control Account for further allocation by the City Council on a project by project and purchase by purchase action.

Dated: June 20, 1997

=====

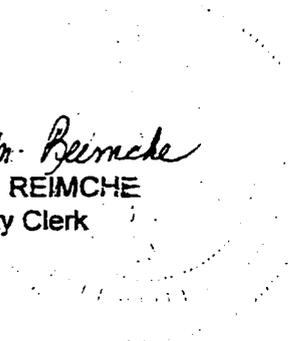
I hereby certify that Resolution No. 97-90 was passed and adopted by the City Council of the City of Lodi in a special meeting held June 20, 1997, by the following vote:

AYES: COUNCIL MEMBERS - Land, Mann, Sieglock, Warner and Pennino (Mayor)

NOES: COUNCIL MEMBERS - None

ABSENT: COUNCIL MEMBERS - None

ABSTAIN: COUNCIL MEMBERS - None

  
*Alice M. Reimche*  
ALICE M. REIMCHE  
Acting City Clerk

**Section B**  
**POLICIES AND GOALS**

---

---

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **OVERVIEW - BUDGET POLICIES AND GOALS**

---

#### **OVERVIEW**

The overall goal of the City's Financial Plan and Budget is to establish and maintain effective management of the City's resources. Formal statements of budget policy and major goals provide the foundation for effective planning. Accordingly, this section describes the basic budget policies used in guiding the preparation and management of the City's overall budget. This section is composed of the following major units:

- \* Budget Management and Control Policies
- \* Major City Goals

Some of the benefits to establishing financial policy include:

1. Publicly adopted policy statements contribute greatly to the credibility of and public confidence in the City. For the credit rating industry and prospective investors, such statements show the City's commitment to sound financial management and fiscal integrity.
2. Established policy saves time and energy. Once decisions are made at the policy level, the issues do not need to be discussed each time a decision has to be made.
3. The process of developing overall policy directs the attention of staff and Council to the City's total financial condition rather than single issue areas. Moreover, this process requires staff and Council to think about linking long-term financial planning with day-to-day operations.
4. As overall policies are developed, the process of trying to tie issues together can bring new information to the surface and reveal further issues that need to be addressed.
5. Developing financial policies reinforces the Council's policy role in maintaining good financial condition.
6. Setting financial policies can improve the City's fiscal stability by setting a forward looking approach to planning.
7. Explicit policies contribute to a continuity in handling the City's financial affairs.

#### **BUDGET MANAGEMENT AND CONTROL POLICIES**

The following policies guide the preparation and execution of the 1997-99 Financial Plan and Budget:

- |  |  |
|--|--|
| * Financial Plan Organization          | * Fund Balance Designations and Reserves |
| * Budget Administration                | * Investments                            |
| * General Revenue Management           | * Capital Financing and Debt Management  |
| * Recreation and Community Center Fees | * Capital Improvement Budget             |
| * Enterprise Fund Fees and Rates       | * Personnel Resource Management          |
| * Other Fees and Rates                 | * Productivity Reviews                   |
| * Revenue Distribution                 | * Contracting For Services               |
| * Appropriation Limitation             | * Allocating Cost of Services            |

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **OVERVIEW - BUDGET POLICIES AND GOALS**

---

#### **MAJOR CITY GOALS**

The involvement of the City Council in setting major City goals is essential to the budget process. These goals provide short term and long term direction to staff, determine the allocation of resources and establish priorities. These goals will provide focus to the organization-wide efforts of staff and ensure that the most important, highest priority objectives are accomplished....and, that these priorities are communicated to the public.

The major City goals are provided in this part of the 1997-99 Financial Plan And Budget.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **BUDGET POLICIES**

---

#### **FINANCIAL PLAN ORGANIZATION**

- A. Through its financial plan, the City will:
1. Identify community needs for essential services
  2. Organize the activities required to provide these services.
  3. Establish policies and goals which define the nature and level of services required.
  4. Identify activities performed in delivering services.
  5. Propose objectives for improving the delivery of services.
  6. Identify and appropriate resources required to perform services and accomplish objectives.
  7. Set standards to measure and evaluate the:
    - a. Output of activities
    - b. Accomplishment of objectives
    - c. Expenditure of appropriations
- B. The City will use a two-year financial plan and budget concept to emphasize long-range planning and effective management of services. The benefits of a two-year financial plan and budget are:
1. Reinforces long-range planning
  2. Concentrates on the development and budgeting for significant objectives
  3. Establishes realistic schedules for completing objectives
  4. Provides for orderly and structured operations
  5. Promotes orderly spending patterns
- C. The two year financial plan and budget will establish measurable objectives and allow reasonable time to accomplish those objectives.
- D. The status of major program objectives will be reported to the Council semi-annually.
- E. The City Council will review and amend appropriations, if necessary, semi-annually.

#### **BUDGET ADMINISTRATION**

A. **City Council**

The City Council is ultimately responsible to the public for the delivery and conduct of City services and facilities. Accordingly, the Council appropriates funds to ensure the delivery of services at the levels and in the priority established by the Council.

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### BUDGET POLICIES

---

**B. City Manager**

The City Manager as the chief administrative officer provides the City Council and Staff with general direction in the development and formulation of the staff's budget recommendation. This includes: evaluating and assessing current and projected issues confronted by the City; determining the demand for services and facilities; identifying the concerns of the voters; assessing the current and projected financial condition of the City; and determining the final staff recommendation.

**C. Finance Director/Treasurer**

The Finance Director as the chief financial officer is responsible for budget development and administration. This includes: developing and issuing the budget instructions and calendar; advising the City Manager on budget policies; reviewing budget requests to ensure they are complete and accurate; preparing the preliminary budget recommendation for review by the City Manager; and, publication of the approved budget.

**D. Public Works Director**

The Public Works Director is responsible for preparing the City's capital improvement budget (CIB) and the City's Equipment Replacement Schedule (ERS). In this capacity, the Public Works Director works closely with the Electric Utility Director to prepare an integrated CIB and ERS in recognition of the unique responsibilities and scope of services offered by the Electric Department.

**E. Department Directors**

Department Directors are responsible for preparing their operating budget requests and capital budget requests in accordance with the City's budget instructions. The Public Works Director will prepare the City's consolidated budget request for vehicles and major equipment items.

**F. Failure to Adopt Budget**

If the City Council fails to adopt the budget by July 1, the City Council may elect one of the following courses of action until passage of a budget and the appropriation of funds: (1) Provide the City Manager with Continuing Resolution Authority to allow continued services at expenditure levels not greater than those levels approved in the prior year budget; or (2) Require staff to obtain prior approval for the expenditure (disbursement) of City funds.

**H. Public Record**

Copies of the City budget as adopted shall be public records and shall be made available to the public upon request.

### GENERAL REVENUE MANAGEMENT

- A. The City will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one revenue source.

**BUDGET POLICIES**

---

- B. To emphasize and facilitate long-range planning, the City will project operating revenues for the succeeding five years.
- C. The City will make all current expenditures with current revenues, avoiding procedures that balance current budgets by accruing future revenues, rolling over short term debt or borrowing reserves of one fund to another.

**RECREATION AND COMMUNITY CENTER FEES**

A. Recreation service cost recovery goals are addressed as an integral component of the City's comprehensive user fee study provided by David M. Griffith and Associates. It is the City's goal that 30% of the total cost of the City's recreation and community center programs should be recovered through fees and charges for recreation activities and the use of City facilities and equipment. In achieving this overall cost recovery goal, the following guidelines will be used:

- 1. Cost recovery for activities directed to adults should be relatively high.
- 2. Cost recovery for activities for youth should be relatively low.

Although ability to pay may not be a concern for all youth and senior participants, these are desired program activities, and the cost of determining need may be greater than the cost of providing a uniform service fee structure to all participants. Further, there is a community wide benefit to encourage high-levels of participation in youth recreation activities regardless of financial status.

- 3. For cost recovery activities of less than 100%, there should be a differential in rates between residents and non-residents.
- 4. These policy guidelines are sufficient in themselves in providing direction for setting the recreation and community center fees. Although these targets may be internally useful in administering recreation fees, the City's management should have as much flexibility as possible in setting specific activity fees as long as they meet the objectives and criteria provided above. However, the Recreation Department and Hutchins Street Square will prepare and submit a summary of internal cost recovery targets to the City Manager for various activity categories at least annually.

- B. Charges will be assessed for use of rooms, pools, gymnasiums, ball fields, special use areas, and recreation equipment for activities not sponsored or co-sponsored by the City. Such charges will generally conform to the fee support categories listed above.
- C. The Recreation Department and Hutchins Street Square may waive fees with the approval of the City Manager when it is determined that an undue hardship exists or when in the best interests of the City.

**BUDGET POLICIES**

---

**D. Comparability with Other Communities**

1. Fee surveys should never be the sole or primary criteria in setting City fees. There are many factors that affect how and why other communities have set their fees at their levels. For example:
  - a. What level of cost recovery is their fee intended to achieve compared with Lodi's cost recovery objectives?
  - b. What costs have been considered in computing the fees?
  - c. When was the last time that their fees were comprehensively evaluated?
  - d. What level of service do they provide compared with Lodi's service or performance standards?
  - e. Is their rate structure significantly different than Lodi's and what is it intended to achieve?
2. Surveys comparing the City's fees to other communities is useful background information in setting fees for several reasons:
  - a. They reflect the "market" for these fees and can assist in assessing the reasonableness of the City's fees.
  - b. If prudently analyzed, they can serve as a benchmark for how cost effective the City provides services.

These are difficult questions to address in fairly evaluating fees among different cities.

**REVENUE DISTRIBUTION**

The Council recognizes that generally accepted accounting principles for local government discourage the "earmarking" of General Fund revenues, and accordingly, the practice of earmarking general fund revenues for specific programs should be minimized. Approval of the following Revenue Distribution policies for 1997-99 does not prevent future Councils from directing General Fund resources to other funds and activities as necessary.

**1997-99 FINANCIAL PLAN AND BUDGET**

---

**BUDGET POLICIES**

---

**A. Property Tax Allocation**

1. The City's property tax serves to provide for general municipal services as well as for debt service, retirement obligations, public improvements and library purposes. The passage of Proposition 13 on June 6, 1978, drastically changed the method of establishing and allocating property tax revenues for all local agencies in California. In addition to limiting annual increases in market value, placing a ceiling on voter approved indebtedness and redefining assessed valuations, Proposition 13 established a maximum County wide levy for general revenue purposes of 1% of market value. Under subsequent state legislation which adopted formulas for the distribution of this County wide levy, the City now receives a percentage of total property tax revenues.
2. As discussed above, the City no longer controls the amount or distribution of its property tax. In distributing property tax revenues between funds since the passage of Proposition 13, the following minimum ratios for special purposes have traditionally been used based on the tax rates that were in effect prior to the passage of Proposition 13:

<b>Fiscal Year 1978-79</b>	<b>Tax Rate Per \$100</b>	<b>Percent</b>
Special Municipal Purposes		
Library	\$ .30	17.86%
General Municipal Purposes	<u>1.38</u>	<u>82.14%</u>
TOTAL	\$ 1.68	100.00%

3. For 1997-99 property tax revenues will be distributed proportionately to the following funds as follows:

	<b>1997-98</b>	<b>1998-99</b>
General Fund	50%	50%
Capital Outlay Fund - General Fund	30%	30%
Library Fund	<u>20%</u>	<u>20%</u>
TOTAL	100%	100%

- B. All Gasoline Tax revenues will be used for street maintenance and construction activities. Pursuant to the San Joaquin County's local Transportation Sales Tax (Measure K), the City must meet the "Maintenance of Effort" (MOE) requirement which is based on the annual average of the City's street and road expenditures funded by the General Fund fixed on a three year period.
- C. All Transportation Development Act (TDA) revenues will be allocated to alternative transportation programs, including regional and municipal transit systems, bikeway improvements and other programs or projects designed to reduce automobile usage. It is expected that alternative transportation programs - in conjunction with other state and federal grants for this purpose- will be self-supporting from TDA revenues. As available, TDA funds will also be used for street maintenance projects.

**1997-99 FINANCIAL PLAN AND BUDGET**

---

**BUDGET POLICIES**

---

D. Enterprise Fund Allocations to the General Fund

1. The goal of Proposition 4 is to limit growth in appropriations of both state and local government to changes in the cost of living and population in order to control spending levels. Proposition 4 further describes the difference between "tax proceeds" and fees. Tax proceeds are the revenue from regulatory licenses, user charges and user fees to the extent the revenue exceeds the cost of providing the regulation, product or service. (This includes transfers from an enterprise fund to the extent those funds exceeded the cost of providing the services).
2. As discussed above, the funds transferred from the City's enterprise funds to the City's general fund are "In-Lieu Taxes" to the extent they exceed the cost of services provided by general services (accounting, personnel, legal, insurance, etc.). These taxes will be levied during the 1997-99 Financial Plan And Budget period based on prior year revenues as follows:

	<u>1997-98</u>	<u>1998-99</u>
In-lieu Tax - Electric	12%	12%
In-lieu Tax - Water	17%	17%
In-lieu Tax - Sewer	20%	20%

E. Special Revenue Allocations to the General Fund

Revenues the City receives for specific services (i.e. vehicle tow charges) will not be designated for use by an individual department unless required by statute or approved by the City Council. When required by statute (i.e. asset seizure), these funds will be first allocated to the purchase of necessary and essential equipment and/or services prior to purchase with General Fund resources.

**APPROPRIATION LIMITATION**

- A. The Council will annually adopt a resolution establishing its appropriation limit calculated in accordance with Article XIII B of the Constitution of the State of California, Section 7900 of the State of California Government Code, and any other voter approved amendments or state legislation that affect the City's appropriation limit.
- B. The City will strive to develop revenue sources, both new and existing, which are considered non-tax proceeds in calculating its appropriations subject to limitation.
- C. The City will annually review user fees and charges and report to the Council the amount of program subsidy, if any, that is being provided by the General Fund or Enterprise Funds.

**BUDGET POLICIES**

---

**FUND BALANCE DESIGNATIONS AND RESERVES**

- A. The City should maintain fund balances of at least 15% of operating expenditures in the General Fund as well as the Electric, Sewer, Water and Camp Hutchins Funds. This is considered the minimum level necessary to maintain the City's credit worthiness and to adequately provide for:
  - 1. Economic uncertainties, local disasters, and other financial hardships or downturns in the local economy.
  - 2. Contingencies for unforeseen operation or capital needs.
  - 3. Cash flow requirements.
  
- B. The City will establish and maintain an Equipment Fund to provide for the timely replacement of vehicles and capital equipment. This includes items with an individual replacement cost of \$3,000 or more. The minimum fund balance in the Equipment Fund should allow for annual fluctuations in expenditures while maintaining a level annual transfer and allow for emergency replacement purchases. The annual contribution to the Fund will generally be based on the annual "use allowance" which is determined based on the estimated life of the vehicle or equipment and its original purchase cost. Interest earnings and sales of surplus equipment as well as any related damage and insurance recoveries will be credited to the Equipment Fund.
  
- C. The Council may designate specific fund balance levels for future development of capital projects which it has determined to be in the best long-term interests of the City.
  
- D. In addition to the designations noted above, fund balance levels will be sufficient to meet funding requirements for projects approved in prior years which are carried forward into the new year; debt service reserve requirements; reserves for encumbrances; and other reserves or designations required by contractual obligations, state law, or generally accepted accounting principles.

**INVESTMENTS**

- A. Investments and cash management will be the responsibility of the City Finance Director/Treasurer or designee.
  
- B. The City's primary investment objective is to achieve a reasonable rate of return while minimizing the potential for capital losses arising from market changes or issuer default. Accordingly, the following factors will be considered in priority order in determining individual investment placements:
  - 1. Safety
  - 2. Liquidity
  - 3. Yield

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### BUDGET POLICIES

---

- C. The City will strive to keep idle cash balances fully invested through daily projections of cash flow requirements. To avoid forced liquidations and losses of investment earnings, cash flow and future requirements will be the primary consideration when selecting maturities.
- D. As the market and the City's investment portfolio change, care will be taken to maintain a healthy balance of investment types and maturities.
- E. The City will invest only in those instruments authorized by the California Government Code Section 53601. The City will not invest in stock, will not speculate, and will not deal in futures or options. The investment market is highly volatile and continually offers new and creative opportunities for enhancing interest earnings. Accordingly, the City will thoroughly investigate any new investment vehicles prior to committing City funds to them.
- F. Current financial statements will be maintained for each institution in which cash is invested. Investments will be limited to 20 percent of the total net worth of any institution and may be reduced further or refused altogether if an institution's financial situation becomes unhealthy.
- G. In order to maximize yields from its overall portfolio, the City will consolidate cash balances from all funds for investment purposes, and will allocate investment earnings to each fund in accordance with generally accepted accounting principles.
- H. Ownership of the city's investment securities will be protected through third-party custodial safekeeping.
- I. The City Finance Director/Treasurer will develop and maintain a comprehensive, well documented investment reporting system which complies with Government Code Section 53607. This system will provide the City Council with appropriate investment performance information.
- J. The City Finance Director/Treasurer will develop and maintain an Investment Management Plan which addresses the City's administration of its portfolio, including investment strategies, practices, and procedures.

### CAPITAL FINANCING AND DEBT MANAGEMENT

#### Capital Financing

- A. The City will consider the use of debt financing only for one-time capital projects and only under the following circumstances:
  - 1. When the project's useful life will exceed the term of the financing.
  - 2. When project revenues or specific resources will be sufficient to service the long-term debt.

**BUDGET POLICIES**

---

- B. Debt financing will not be considered appropriate for any recurring purpose such as current operating and maintenance expenditures. The issuance of short-term instruments such as revenue, tax, or bond anticipation notes is excluded from this limitation.
- C. Capital improvements will be financed primarily through user fees, service charges, assessments, special taxes, or developer agreements when benefits can be specifically attributed to users of the facility.
- D. The City will use the following criteria to evaluate pay-as-you-go versus long-term financing in funding capital improvements:

**Pay-As-You-Go**

- 1. When current revenues and adequate fund balances are available or when project phasing can be accomplished.
- 2. When debt levels adversely affect the City's credit rating.
- 3. When market conditions are unstable or present difficulties in marketing.

**Long-Term Financing**

- 1. When revenues available for debt service are deemed to be sufficient and reliable so that long-term financing can be marketed with investment grade credit ratings.
- 2. When the project securing the financing is of the type which will support an investment grade credit rating.
- 3. When market conditions present favorable interest rates and demand for City financing.
- 4. When a project is mandated by State or Federal requirements and current revenues and available fund balances are insufficient.
- 5. When the project is required to meet or relieve service requirements.
- 6. When the life of the project or asset financed is 10 years or longer.

**Debt Management**

- E. The City will not obligate the General Fund to secure long-term financing except when the marketability can be significantly enhanced.
- F. No more than 60% of all capital projects will be funded from long-term financing; and direct debt will not exceed 2% of the City's assessed valuation.
- G. A feasibility analysis will be prepared for each long-term financing to assess debt service on current and future operations. This will also include an analysis on the reliability of revenues to support a debt service.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **BUDGET POLICIES**

---

- H. The City will generally conduct debt financing on a competitive basis. However, negotiated financing may be used due to market volatility or the use of an unusual or complex financing or security structure.
- I. The City will seek investment grade ratings (Baa/BBB or greater) on any direct debt and will seek credit enhancements such as letters of credit or insurance when necessary for marketing purposes, availability and cost-effectiveness.
- J. The City will monitor all forms of debt annually coincident with the budget process.
- K. The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
- L. The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus (Official Statement).

### **CAPITAL IMPROVEMENT BUDGET**

- A. Construction projects and capital purchases (other than vehicles, equipment and major computer software acquired through the Equipment Fund and projects funded by an Enterprise Fund) which cost more than \$10,000 will be included in the Capital Improvement Budget (CIB); minor capital outlays of \$10,000 or less will be included with the operating activity budgets. Enterprise Fund projects and major equipment purchases will be based on the capitalization practices of the Enterprise.
- B. The purpose of the CIB is to systematically plan, schedule, and finance capital acquisitions to ensure cost-effectiveness as well as conformance with established policies. The CIB will be a five year plan organized into the same functional groupings used for the operating budget. The CIB will reflect a balance between capital replacement projects which repair, replace, or enhance existing facilities, equipment or infrastructure; and capital facility projects which significantly expand or add to the City's existing fixed assets.
- C. Every capital project will have a project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and periodically report project status.
- D. A CIB Coordinating Committee, chaired by the Directors of Public Works and the Electric Utility Department, will review project proposals, determine project phasing, recommend project managers, review and evaluate the draft capital budget plan, and report project status at least annually to Council. The Committee will be made up of representative of each Department.

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### BUDGET POLICIES

---

- E. The Capital Improvement Budget will emphasize project planning, with projects progressing through at least two and up to six of the following phases:
- \* **DESIGNATED** - Set aside funding for future project development under "pay-as-you-go" financing.
  - \* **STUDY** - Includes concept design, site selection, feasibility analysis, schematic design, environmental determination, property appraisals, scheduling, grant application, grant approval, and specification preparation for equipment purchases.
  - \* **ACQUISITION** - Includes equipment purchases and property acquisition for projects, if necessary.
  - \* **DESIGN** - Includes final design, plan and specification preparation, and construction cost estimation.
  - \* **CONSTRUCTION** - Includes bid administration, construction, project inspection and management, and closeout.
  - \* **DEBT SERVICE** - Installment payments of principal and interest for completed projects funded through debt financing.

Generally, it will become more difficult for a project to move from one phase to the next. As such, more projects will be studied than will be designed, and more projects will be designed than will be constructed or purchased.

- F. Funding and related appropriation to a project account will only be made upon approval of each phase by the City Council. Accordingly, project appropriations for acquisition and construction will generally be approved when contracts are awarded.
- G. Project phases will be listed as objectives in the program narratives of the Activity responsible for the project.

### PERSONNEL RESOURCE MANAGEMENT

- A. Regular authorized staffing will be fully budgeted and funded.
- B. Staffing and contract service budget ceilings will limit total expenditures for regular employees, temporary employees, overtime and independent contractors hired to provide operating and maintenance services.
- C. Regular employees will be the core work force and the preferred means to staff ongoing, year-round activities rather than independent contractors. The city will strive to provide fair compensation and benefit schedules for its authorized regular work force. Each regular employee will:
1. Fill an authorized regular position.
  2. Be assigned to an appropriate bargaining unit or representative group.
  3. Receive salary and benefits consistent with labor agreements or other compensation plans.

**BUDGET POLICIES**

---

- D. To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:
1. The City Council will authorize all regular positions except in the case of the Library which is governed by the Library Board.
  2. The Human Resources Department will coordinate the hiring of all employees and evaluate the reallocation of existing positions.
  3. All requests for additional regular positions will include an evaluation of:
    - a. The necessity, term, and expected results of the proposed position.
    - b. Staffing and material costs including salary, benefits, equipment, uniforms, clerical support, and facilities.
    - c. The ability of private industry to provide the proposed service.
    - d. Additional revenues or cost savings which may be realized.
  4. Periodically, and prior to any request for additional regular positions, programs will be evaluated to determine if they can be accomplished with fewer regular employees under a "productivity review".
- E. Temporary employees are employees other than regular employees, elected officials, and volunteers budgeted in hours. Temporary employees will augment regular City staffing only as limited term employees, seasonal employees, emergency, intermittent, contract employees, and interns. The City Manager will encourage the use of temporary employees to meet peak workload requirements, fill interim vacancies, and accomplish tasks where less than regular, year-round staffing is required.
- F. Contract employees will be defined as temporary employees with written contracts approved by the City Manager who may receive approved benefits depending on hourly requirements and the length of their contract. Contract employees will generally be used for medium-term (generally between six months and two years) projects, programs, or activities requiring specialized or augmented levels of staffing for a specific period of time. The services of contract employees will be discontinued upon completion of the assigned project, program or activity. Accordingly, contract employees will not be used for services that are anticipated to be delivered on an ongoing basis.
- G. Independent contractors will not be considered City employees. Independent contractors may be used in two situations:
1. Short term, peak work load assignments to be accomplished through the use of personnel contracted through an outside employment agency. All placements through an outside employment agency will be coordinated through the Human Resources Department and subject to the approval of the Human Resources Director.

**BUDGET POLICIES**

---

2. Construction of public works projects and the provision of operating, maintenance, or specialized professional services not routinely performed by City employees. Such services will be provided without close supervision by City staff, and the required methods, skills, and equipment will generally be determined and provided by the contractor.

**PRODUCTIVITY REVIEW**

The City will constantly monitor and review its methods of operation to ensure that services continue to be delivered in the most cost effective manner possible. This review process encompasses a wide range of issues, including:

- A. Maintaining a decentralized approach in managing the City's services. Although some level of centralization is necessary for review and control purposes, decentralization supports productivity by:
  - o Encouraging accountability by delegating authority to the lowest possible level.
  - o Stimulating creativity, innovation, and individual initiative.
  - o Reducing the administrative cost of operation by eliminating unnecessary review procedures.
  - o Improving the organization's ability to respond to changing needs and to identify and implement cost saving programs.
  - o Assigning responsibility for effective operations and citizen responsiveness to the department.
- B. Analyzing systems and procedures to identify and remove unnecessary review requirements.
- C. Evaluating the ability of new technologies and related capital investments to improve productivity.
- D. Investing in the City's most valuable asset - personnel staff - by developing the skills and abilities of all City employees, with special emphasis on first-line supervisors.
- E. Implement annual performance reviews and appropriate methods of recognizing and rewarding exceptional employee performance.
- F. Evaluating local market service providers and other government agencies to determine whether the service is available at a lower cost than provided by City staff.
- G. Periodic formal review of operations on a systematic, ongoing basis.

**BUDGET POLICIES**

---

**CONTRACTING FOR SERVICES**

A. General Policy Guidelines

1. Contracting with the private sector and other government agencies for the delivery of services provides the City with the opportunity for cost containment and productivity enhancement. As such, the City is committed to using private sector resources in delivering municipal services as a key element in our continuing efforts to provide cost effective services.
2. Private sector contracting approaches under this policy include construction projects, professional services, outside employment agencies, and ongoing operation and maintenance services.
3. In evaluating the costs of private sector contracts compared with in-house performance of the service, indirect, direct and contract administration costs of the City will be identified and considered.
4. Whenever private sector providers are available and can meet established service levels, they will be seriously considered as viable service delivery alternatives using the evaluation criteria outlined below.
5. For programs and activities currently provided by City employees, conversions to contract services will generally be made through attrition, reassignment or absorption by the contractor.

B. Evaluation Criteria

Within the general policy guidelines stated above, the cost-effectiveness of contract services in meeting established service levels will be determined on a case-by-case basis using the following criteria:

1. Is a sufficient private sector market available to deliver this service?
2. Can the contract be effectively and efficiently administered?
3. What are the consequences if the contractor fails to perform, and can the contract reasonably be written to compensate the City for any such damages?
4. Can a private sector contractor better respond to expansions, contractions, or special requirements of the service?
5. Can the work scope be sufficiently defined to ensure that competing proposals can be fairly and fully evaluated, as well as the contractor's performance after bid award?
6. Does the use of contract services provide the City with an opportunity to redefine service levels?
7. Will the contract limit the City's ability to deliver emergency or other high priority services?

**BUDGET POLICIES**

---

8. Overall, can the City successfully delegate the performance of the service but still retain accountability and responsibility for its delivery?

**ALLOCATING THE COST OF SERVICES (ABATEMENT)**

**A. General Policy Guidelines**

1. The City is committed to achieving efficiency by centralizing general administrative services to the extent they serve the needs of the City as a whole and provide for greater cost efficiency. Accordingly, general and administrative services will be charged to those activities not financed by the General Fund by use of a cost allocation plan.
2. The City will develop a cost allocation plan for general government services provided the City's enterprise fund and special revenue fund activities in accordance with accepted cost allocation methodology.
3. The cost of general government services will be financed by operating transfers established in the cost allocation plan and transferred to the general fund annually at the time the City budget is adopted.
4. The Finance Director will perform periodic reviews of the City's cost allocation plan to ensure the distribution of costs are made in accordance with accepted practices of the City. The results will be published annually in the City's budget.
5. The City will develop a cost allocation plan in accordance with Federal and State policies to ensure the maximum allowable return to the City of indirect/overhead costs.

**B. Cost Allocation Criteria**

1. Costs will be allocated considering the following criteria:
  - \* Cause and effect - the identification of output in proportion to the service provided.
  - \* Benefits received - the allocation of cost in relation to the benefits received.
  - \* Fairness and equity - the allocation must be mutually satisfactory to the parties affected.
  - \* Ability to bear - the allocation of cost must consider the ability to pay and the impact on the services provided.
2. Costs will be allocated to activities when the overall service benefits the City as a whole but a particular cost benefit can not be shown.
3. The criteria for allocating costs will be included in the City budget to allow for evaluation of the cost distribution criteria.

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### MAJOR CITY GOALS

---

#### **Background**

As shown in this budget document, goals represent the highest level of a hierarchy of planning statements for the City of Lodi. This hierarchy is comprised of:

- Major City Goals
- Major City Objectives
- Major City Projects

Through the process of identifying and incorporating major City goals, objectives and projects into the 1997-99 financial plan and budget, and by continuing this process in future documents, the citizens of Lodi will understand:

- 1) Where the City intends to concentrate expenditure of available resources
- 2) Anticipated outcomes and benefits of this investment of resources

Goals establish a long term vision for the City of Lodi. They are characterized by the following properties:

- Goals establish policy direction and focal points for the efforts of City staff.
- They represent the desired accomplishments of the City organization.
- Goals are not expressed in terms of work that must be performed - but in terms of the desired state or condition of the City after work has been performed.

Since goals represent a desirable state or condition, they are not prone to radical change after the completion of a two year cycle, any more than the fundamental aspirations of the City are likely to change over a very short time frame.

City Council, the City Manager and Department Heads have established five major City goals:

#### **1) Improve Customer Service**

The City of Lodi is in the business of serving its community. Lodi city government operates in a marketplace that competes for business, shoppers, visitors, residents and users of our services.

In order to succeed, we understand all employees must provide exemplary service for external and internal customers.

#### **2) Enhance Access to Information**

In the continuing world of technological change, the City of Lodi must be aware of the position we hold. Part of our mission is providing information to a variety of customers. Enhancing access to information provides for an acknowledgment of that service and an efficiency in the operation.

### **3) Ensure an Efficient and Productive City Organization**

In response to the competitive nature of running the City, it is incumbent upon every member of the organization to investigate and implement policies which increase our productivity.

The City will look to be entrepreneurial where sound policy dictates. The City will continue to use new technologies in a cost-effective manner.

### **4) Enhance Quality of Life and Provide a Safe Environment for Citizens**

Lodi's small town atmosphere and sense of community are assets that make this a special place. Terms like "Quality of Life" are implemented here through recreational and cultural opportunities.

Further, public safety is a basic element of Lodi's quality of life. The City will continue to use education, prevention and enforcement to enhance our citizens' sense of safety.

### **5) Develop the Lodi Economy**

A successful community sustains itself by ensuring a balance in physical, economic and human development. Developing the Lodi economy recognizes there are many players responsible for making the community a success.

The City is committed to providing existing business with a beneficial atmosphere in which to operate. The City believes the same environment will attract new business. It is understood providing high-quality programs and service is based on the need for a strong economic base.

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### MAJOR CITY OBJECTIVES

---

#### Background

Objectives represent the next level of the hierarchy of planning statements for the City of Lodi. They are characterized by the following properties:

- Objectives support one or more major City goals and begin to convert Council policy as expressed through goals into specific project activities.
- Objectives more specifically describe the desired end result of various City programs.

City Council, the City Manager and Department Heads have established sixteen major City objectives:

#### **1) Develop Short and Long Range Operational Plans**

The City operates in an environment of constantly changing regulations and technology. This environment compels us to transform our operations in order to remain competitive.

Departments must develop plans appropriate for the changing circumstances in their industry. These plans will place the City in a position to provide the services citizens desire at prices they are willing to pay.

#### **2) Promote Public Relations and Marketing Efforts**

All existing assets, as well as new forms of service delivery and other planned features for the City, will not enhance our quality of life if the public is not educated. People must understand what the City has to offer if they are to recognize its value.

The City must convey sound information regarding its services to the public. We must promote a positive image to citizens, as well as visitors and business owners outside Lodi, in order to attract them to our community.

#### **3) Implement Information Systems Strategic Plan**

Computer based information technology is a fundamental part of the City's administrative infrastructure. It must be planned and managed with the same care and attention as roads, buildings or staff.

Implementation of the Information Systems Strategic Plan will provide resources needed for progress on many City objectives.

#### **4) Pursue Efforts to be Entrepreneurial**

This objective addresses providing needed services in a business-like fashion. As the face of local government continues to change, the City should think of itself as a service organization first and a government second. The role of competition and choice of service should be considered whenever City programs are reviewed.

#### **5) Maintain City's Sense of Community**

Lodi's small town atmosphere and sense of community are assets. This perception is transmitted through our community's commitment to families. Programs and services, combined with special "family oriented" events, make Lodi a chosen place to live and work.

Constant attention is necessary in order to support this positive community attribute.

#### **6) Promote Commercial/Industrial Base**

Lodi has taken a proactive approach to business retention and attraction. We are committed to providing existing businesses with a healthy atmosphere in which to operate. This attitude will assist us in attracting new business.

City policies and programs should continue to act as catalysts to achieve this objective.

#### **7) Provide Resources to Maintain City's Infrastructure**

All residents of Lodi, existing and future, require a reliable service delivery network to maintain our quality of life.

This objective includes providing adequate staff, and funding for maintaining and replacing all forms of City infrastructure - water, sewer, electric, buildings, HVAC, equipment, and vehicles.

#### **8) Continue to Use Partnerships and Alliances to Advance City's Objectives**

While local control is important to the City, particularly in the area of land use, we recognize we are part of a larger region. Many issues are truly regional (e.g., annexation policy, habitat preservation, air quality).

The City must work with other agencies, both public and private, to develop strategies to address regional issues.

#### **9) Promote Urban Forestry**

Trees add considerably to the aesthetics of our community. They promote a good community environment, contribute to clean air, provide cooling shade and support wildlife.

Policies that continue the "greening" of the City enhance our quality of life.

#### **10) Provide for a Balanced Community**

A balanced community understands the dynamics between the physical, economic and human segments in Lodi.

A balanced community will provide residents and business with infrastructure and services needed to fulfill the community's diverse expectations.

#### **11) Encourage Public Art, Cultural and Recreational Opportunities**

An Art in Public Places program, as well as abundant cultural and recreational opportunities, enhances Lodi's quality of life and strengthens our appeal as a destination.

City staff must continue to pursue development of high quality programs at facilities which encourage expression of the human spirit. These facilities include a well maintained parks and natural areas infrastructure.

**12) Provide Appropriate and Sufficient City Facilities**

Based on community growth and needs, this objective requires providing adequate facilities and equipment to City employees. This will enable us to properly perform our jobs and serve the public.

This objective includes providing sufficient City parks, community center improvements, public art, libraries, etc.

**13) Develop Effective Records Management Program**

A central mission of the City is focused on information delivery. A basic need is to create a systematic program for acquisition, processing, use, protection, storage and retrieval of all recorded information.

The City is committed to providing the public, our customers, with records required to conduct business. The City should take advantage of available technology to implement this program.

**14) Evaluate Telecommunications Opportunities**

All businesses, including the City, will require an advanced telecommunications and information sharing infrastructure to operate effectively in the 21st century.

The City must formulate programs for providing a modern telecommunications infrastructure. This should include features such as transmission towers, underground fiber optics conduit and emergency communications technology.

**15) Develop and Review Policies Relating to Providing Timely and Competent Customer Service**

Consistent policies which apply across all departments must be developed to provide customers with a uniform and professional approach when interacting with the City. Policies should address telephone manners, handling difficult situations, and dealing with potential and actual vendors and consultants.

**16) Provide Employee Training and Education**

In order to provide the best possible services for our community, it is imperative we have the best educated and trained employees possible. The City's investment in itself pays dividends by creating an efficient and productive organization.

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### MAJOR CITY PROJECTS

---

#### Background

Projects represent the foundation of the hierarchy of planning statements for the City of Lodi. They are characterized by the following properties:

- Projects are planned sets of work activities designed to accomplish specific objectives.
- These projects become the focus for organization wide efforts to ensure the most important, highest priority City Council plans are instituted during the 1997-99 budget cycle.

City Council will become involved during the formative stages of the City's financial plan and budget through the identification of major City projects. It is the intent of the City organization to communicate major City projects to the public, initiate all, and accomplish most, during the course of this budget cycle.

To meet these needs, City Council will hold a project setting session as the first step in preparation of the financial plan and budget. In setting the City's major projects Council will receive a review from the City Manager regarding:

- a. Current and projected financial condition
- b. Current policies and community expectations
- c. Current projects

#### Selection of Major City Projects

Under the project setting process, City Council will suggest projects they want accomplished within the 1997-99 budget cycle. Departments will also prepare projects designed to support objectives relevant to their operations. The City Council, City Manager and Department Heads will then meet and work together to select City-wide projects which will be ranked using the following criteria:

- \* **Projects Rated Highest**  
Represent highest priority projects for the Council, and as such, should be included in the Preliminary Financial Plan and adequate funding will be made available. These are not the only projects departments will focus on during this budget cycle, but they will be given highest priority.
- \* **Projects Rated High**  
Represent a high priority, but they will be considered in the context of higher priority projects and available resources.
- \* **Projects Rated Defer**  
Represent projects to be deferred until the next financial plan and budget.

Each project rated Highest will be developed and included in the City's Financial Plan and Budget in this section of the document. This will be in a narrative form with the following information:

- |                            |   |
|----------------------------|---|
| * Objective                | * Responsible Department                  |
| * Background and Workslope | * Financial and Staff Resources Allocated |
| * Action Steps             | * Outcome/Final Product                   |

City Council, working with the City Manager and Department Heads has established ten major City projects:

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **MAJOR CITY PROJECT - Marketing Strategy for Lodi**

---

#### **OBJECTIVE**

Prepare a comprehensive, professional Marketing Strategy for the City of Lodi.

#### **BACKGROUND AND WORKSCOPE**

In April 1994, City Council adopted goals to promote economic growth in targeted business districts and throughout Lodi. These goals provide a commitment by City Council and long-term direction to staff, for the promotion of business growth and retention in the City of Lodi. Included in these goals are:

- Recruit new business which will be compatible with and complementary to the community.
- Create an atmosphere beneficial to conducting business.
- Provide financial assistance to business ventures which will make a significant contribution to the City by increasing or retaining jobs and/or adding capital investment.
- Market Lodi as a tourist and business location.

City staff has determined a Marketing Strategy is needed to identify target industries and specific businesses most compatible with our local economy. Resources available for marketing our community are finite. Temptations are always present in this arena to spend time and money on promotional/incentive efforts that, while superficially appealing, do not provide a satisfactory return for the effort expended. A professional Marketing Strategy will identify Lodi's strengths and weaknesses to determine our market niche as well as business types best suited to fill that niche. The City of Lodi's marketing efforts will then focus on retaining and attracting these businesses through the use of appropriate incentives and land use policies. Using marketing techniques described in the Strategy, the successful retention and attraction of targeted businesses will provide a superior return for the effort expended. Components of the Strategy itself may serve to convince potential businesses that markets exist for their specific products or services in the Lodi region.

#### **ACTION STEPS**

The following action steps have been identified:

- Prepare Request for Proposals for preparation of Marketing Strategy
- Select consulting firm and prepare contract for services
- Conduct inventory and market analysis of commercial/retail and industrial uses
- Critique of draft Marketing Strategy with City staff
- Present final document to City Council for review and adoption
- Time frame: six to nine months

#### **RESPONSIBLE DEPARTMENT**

Economic Development Director Tony Goehring will take the lead on this project.

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

Cost: estimated cost of this study is \$20,000

## **OUTCOME/FINAL PRODUCT**

A Marketing Strategy will contain the following features:

- A Market Analysis of commercial/retail and industrial uses in the City of Lodi.
- A determination of Lodi's strengths and weaknesses in order to identify our market niche and the businesses that are best suited to fill that niche.
- Update and revision of industrial site survey and inventory sheets.
- Update and revision of city-wide and downtown commercial/retail space survey and inventory sheets.
- Preparation of professional promotional materials i.e., trade publication ads, enhanced interactive economic development web page.

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### MAJOR CITY PROJECT - Zoning Ordinance

---

#### OBJECTIVE

Prepare a comprehensive, professional Zoning Ordinance for the City of Lodi.

#### BACKGROUND AND WORKSCOPE

The zoning code for the City of Lodi was originally adopted in 1952. It has been amended 60 times since then. The intent of this project is to repeal the old zoning code and enact a new comprehensive, complete and internally consistent zoning code for the City of Lodi.

A number of existing sections of the current Zoning Ordinance are not consistent with the City General Plan, are not to date with current planning thought, or are no longer appropriate. City staff must pursue amendments to the code for these issues. Due to the quantity and timing of this work, a comprehensive approach to the entire ordinance is required.

#### ACTION STEPS

The following action steps have been identified:

- Prepare Request for Proposals for preparation of a Zoning Code
- Select consulting firm and prepare contract for services
- Form a citizens committee to assist staff and consultant
- Conduct inventory of all land uses in the City of Lodi
- Critique draft of the Zoning Code
- Present final document to Planning Commission and City Council for review and adoption
- Time frame: approx. 18 months

#### RESPONSIBLE DEPARTMENT

Community Development Director Rad Bartlam will take the lead on this project.

#### FINANCIAL AND STAFF RESOURCES ALLOCATED

Cost: estimated cost for developing the new ordinance is \$50,000

#### OUTCOME/FINAL PRODUCT

A comprehensive Zoning Ordinance for the City of Lodi:

- Will be clear and easy to understand
- Will reflect the level of quality the community expects
- Will be internally consistent
- Will implement the goals of the General Plan

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **MAJOR CITY PROJECT - Develop Green Belt Policy**

---

#### **OBJECTIVE**

To establish a policy for the development of a green belt around the City of Lodi.

#### **BACKGROUND AND WORKSCOPE**

One of the distinguishing and positive features of Northern California communities is the physical separation of cities by agricultural or open space areas. There are exceptions to this standard. In the Bay Area, cities do meld together. However, in heavily urbanized regions such as this, there is a concerted effort to designate remaining undeveloped lands and establish permanent preserves or long-term restrictions on land use for open space purposes.

The City of Lodi has a distinct community identity and sense of place which most citizens recognize as "assets" that must be preserved. It is felt a similar form of green belt around Lodi would help protect these assets. In fact, the City's General Plan contains several goals and policies that encourage balanced growth and agricultural preservation.

#### **ACTION STEPS**

The following action steps have been identified:

- Prepare Background Study
- Critique of draft Green Belt Policy with City staff
- Present final document to City Council for review and adoption
- Time frame: approx. 18 months

#### **RESPONSIBLE DEPARTMENT**

Community Development Director Rad Bartlam will take the lead on this project.

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

This project will be completed using Community Development Department Staff.

#### **OUTCOME/FINAL PRODUCT**

A green belt policy for the City of Lodi will:

- Provide a background analysis of the issues
- Identify opportunities and constraints
- Outline various options from which the project can be implemented
- Furnish a set of recommendations in order to proceed

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### MAJOR CITY PROJECT - Information Systems Development - Implement Strategic Plan

---

#### OBJECTIVE

Implement a comprehensive Information Systems Strategic Plan for the City of Lodi.

#### BACKGROUND AND WORKSCOPE

The City is evaluating several options to upgrade information and communications technology. In December 1996, staff presented a report to Council entitled, "Strategic Plan Report for the City of Lodi". Prepared by COMSUL Ltd., this report outlines a series of recommendations that will bring the City up to speed with reference to data processing and communications, and set the scene for further refinements in the future.

Upgrades to current financial systems represent the most significant portion of the full scope of work associated with this project. The current financial system was developed by staff in the 1970's and has not been significantly improved since that time. To acquire hardware and software needed to operate under electric utility deregulation and to calculate year 2000 transactions, the City must consider the following options:

- Acquire new hardware and software
- Contract for information service needs
- Hire additional staff and write software programs

These changes will substantially transform City business practices. All options will be evaluated in terms of cost, benefit, and need.

#### ACTION STEPS

The following action steps have been identified in the COMSUL Strategic Plan Report:

- **Upgrade Telephone System** - the present system is effectively at capacity and requires upgrades to allow further lines.
- **Increase Central Support** - augment current staff with an additional position.
- **Upgrade Financial Systems** - this includes a new utility billing system plus a variety of finance packages, e.g., accounting, budgeting, payroll. Selection of these packages will be carefully evaluated on an individual basis using a cost-benefit approach.
- **Upgrade AS/400 and Local Area Network (LAN) Hardware & Software, and Connect City Facilities** - a primary objective is to provide interconnection between various City facilities.
- **Modernize Personal Computers and Software** - new software developments create a need for enhanced hardware to operate these programs. A systematic process must be developed to stay current with these data processing advances.
- **Increase Training** - new software requires trained staff to take full advantage of the full range of capabilities of these programs.
- **Begin work on Geographic Information System** - the City Engineer will continue to explore this option and report back when a specific program has been shaped.
- **Provide Expanded Automated Information for Public** - an interactive voice response system will make a vast array of information available to the public 24 hours a day.
- Time frame: 3-5 years.

**RESPONSIBLE DEPARTMENT**

Deputy City Manager Janet Keeter will guide implementation of the plan.

**FINANCIAL AND STAFF RESOURCES ALLOCATED**

Cost: estimated costs of these upgrades - exclusive of Financial Systems Upgrade and Geographic Information System - approx. \$500,000.

Cost of Financial Systems Upgrade and Geographic Information System is unknown at this time and will depend on options selected.

**OUTCOME/FINAL PRODUCT**

A fully implemented Information Systems Strategic Plan will contain the following features:

- Improved levels of communication between all City of Lodi employees using the diversified forms of communication available - telephone, e-mail, LAN connectivity.
- Increased levels of training and support to ensure that staff use new technology to its greatest potential.
- Greater equivalence between the City of Lodi and other comparable municipalities and medium sized businesses that have skillfully employed automated information technology.
- A higher order of information available to City of Lodi customers to help them make wise choices and use city resources as pragmatically as possible.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **MAJOR CITY PROJECT - Downtown Theater and Parking Structure**

---

#### **OBJECTIVE**

Construction of a Downtown Theater and Parking Structure complex.

#### **BACKGROUND AND WORKSCOPE**

A downtown theater is a key feature of a revitalized downtown. The introduction of a significant new structure for entertainment purposes would be welcomed by the people of Lodi for its own sake. However, the spin-off benefits are arguably greater than the theater itself.

This multi-screen theater will generate vital foot traffic essential for the success of other downtown businesses. The downtown theater also encourages the introduction of new correspondent entertainment venues, specialty shops and restaurants.

This entire project is contingent upon the construction of a multi-level downtown parking structure to accommodate theater patrons. It will also include capacity to accommodate a percentage of customers for downtown businesses - or at least for those businesses located within an acceptable walking distance of the structure.

#### **ACTION STEPS**

The following action steps have been identified:

- Prepare financing plan for parking structure construction
- Theater and parking structure site acquisition
- Theater and parking structure design
- Theater and parking structure construction
- Marketing and promotion of completed project

#### **RESPONSIBLE DEPARTMENT**

Community Development Director Rad Bartlam will take the lead on this project with assistance from Economic Development Director Tony Goehring and other staff.

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

Cost: estimated cost of the parking structure is \$2.5 million - financed in part by contributions from the theater developer, land sales, section 108 loan paid back by CDBG funds, and business recruitment incentives.

#### **OUTCOME/FINAL PRODUCT**

A multi-screen theater and parking structure may contain the following features:

- 250 +/- stall parking structure
- Twelve screen cinema
- Increased pedestrian traffic volume, and increased sales for downtown merchants
- A greater sense of "place" for the downtown area - a recognition on the part of more people that downtown Lodi is a destination and a point of interest

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### MAJOR CITY PROJECT - Central City and Cherokee Lane Revitalization

---

#### OBJECTIVE

The economic revitalization plan approved by City Council in December 1994 contains the following objectives regarding Central City and Cherokee Lane Revitalization:

- Preserve, enhance and promote the financial stability of the downtown.
- Provide an attractive entryway on Cherokee Lane and build a base for further improvements.
- Promote and preserve economic stability to attract and retain business.

#### BACKGROUND AND WORKSCOPE

##### Central City Revitalization Element

City Council adopted six objectives relative to this element:

1. Focus public investment to create an attractive pedestrian environment.
2. Enhance the visual character and identity of the downtown.
3. Initiate a downtown directional and entrance sign program.
4. Establish incentives to encourage reinvestment in existing buildings and businesses.
5. Promote downtown specialty retail, restaurant, entertainment and cultural uses.
6. Tap the potential of the transit station and adjacent Southern Pacific lands to stimulate private investment.

Essentially, all of the above objectives have been initiated or completed to varying degrees. The physical transformation of School Street will be completed in calendar 1997. Reinvestment incentives have been developed and adopted by City Council. Contained within this list of major projects is the theater and parking structure which will act as a principal new entertainment use. The multi-modal station on Sacramento Street will be underway in 1998.

Several questions remain which frame the issue of the level of continuing effort this community will invest in this new environment:

- Should a Business Improvement Area (B.I.A.) be formed to unite and market the downtown as one entity?
- Should the Farmer's Market be transformed and relocated to a more defined physical structure closer to the multi-modal station?
- The completion of a Marketing Strategy will indicate refinements in direction, work, and activities that should take place Downtown.

##### Cherokee Lane Beautification Element

City Council adopted three objectives relative to this element:

1. Improve streetscape and lighting conditions.
2. Establish development standards and guidelines that improve the appearance of buildings and businesses.
3. Encourage and accommodate lodging, auto and support businesses.

Once again, the above objectives have been initiated to a great degree. The physical transformation of Cherokee Lane will be completed in calendar 1997. The new Zoning Ordinance will provide for standards that will improve the appearance of properties and buildings on Cherokee Lane. In harmony with the envisioned character of Cherokee Lane, further development is anticipated in the area for support businesses.

The remaining issue relative to these elements is the continuation of efforts to the point of "full completion". It can be argued that no place in any city is ever fully completed - all areas are in varying states of development and change. However, after all contract work is finished, two areas of emphasis for this project will be:

- 1) Long term management of all improvements.
- 2) Ensure all funding is clearly enumerated and understood to support the continuation of all future improvements and programs.

#### **ACTION STEPS**

The following action steps have been identified:

- Complete all contract work Downtown and on Cherokee Lane.
- Engage downtown merchants in a dialogue regarding the creation of a B.I.A.
- Use the Marketing Strategy to determine target industries/ business for Downtown and Cherokee Lane.
- Develop promotional programs based on identified target industries to encourage investment Downtown and on Cherokee Lane.

#### **RESPONSIBLE DEPARTMENT**

The various elements of this project will require contributions from several departments. Economic Development Director Tony Goehring, Community Development Director Rad Bartlam, the Public Works and Police Departments will all play roles in this project.

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

\$4 million has been appropriated for Downtown and \$4 million for work on Cherokee Lane. Council has set aside \$510,000 for downtown economic incentives, facade improvements, and maintenance.

If a B.I.A. forms downtown, it will fund anticipated costs of promotional activities in this area.

#### **OUTCOME/FINAL PRODUCT**

- A financially stable downtown with enhanced activity.
- An attractive Cherokee Lane that strengthens the appearance and image of the entire Lodi community.
- A stable economic base that will retain and attract further commercial activity .
- A greater sense of "place" for the entire community - a recognition on the part of more people that the City of Lodi is a destination point.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **MAJOR CITY PROJECT - Fire Emergency Service Plan**

---

#### **OBJECTIVE**

Prepare a comprehensive Fire Emergency Service Plan for the City of Lodi.

#### **BACKGROUND AND WORKSCOPE**

This plan involves a complete audit of the Fire Department - its stated goals, objectives and service levels. It focuses on in-house operations and how they are directed toward providing value for the Lodi community. Residential and commercial growth progressing west of Lodi intensifies the need to study the level and form of service that should be provided to this area. This plan will provide direction regarding the department's organization, staffing levels, facilities and equipment required to provide emergency fire and rescue services city-wide. It will also assess the potential to partner, privatize and contract for services with other agencies or the private sector - should the opportunity for these changes become feasible.

#### **ACTION STEPS**

The following action steps have been identified:

- Assign staff for preparation of Fire Emergency Service Plan
- Conduct inventory and analysis of Fire Department staff and facilities
- Critique of draft plan with department staff
- Present final document to City Council for review and adoption
- Time frame: a rough draft is anticipated for the midpoint of FY 97-98.

#### **RESPONSIBLE DEPARTMENT**

Fire Chief Scott Kenley will take the lead on this project, but all Fire Department staff are working towards its completion.

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

This project will be completed using Fire Department Staff.

#### **OUTCOME/FINAL PRODUCT**

The Fire Emergency Service Plan will contain the following features:

- Strategic Plan for Fire Department manpower and facilities distribution and utilization
- Identification of risks of emergency services to different areas within the City of Lodi
- Recommended options based on needs assessment contained in the Plan

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **MAJOR CITY PROJECT - Electric Utility Strategic Master Plan**

---

#### **OBJECTIVE**

Prepare a comprehensive Electric Utility Strategic Master Plan to provide the City of Lodi with a planning guide for decisions required over the next 5 to 10 year period.

#### **BACKGROUND AND WORKSCOPE**

Risks associated with electric utility industry deregulation make this the most critical project the City will undertake in the next budget cycle. Deregulation of this industry compels the City to develop a long range strategic plan based on Federal and State legislation/ regulation, the City's financial projections, debt structure, customer service needs, power generation, transmission and distribution assets. To remain competitive in a deregulated environment, the City must significantly change the way it conducts business to meet competitive challenges. This may require additional reorganization of the electric utility, a change in relationships with other agencies, developing new public/private partnerships, changes in existing business practices or developing new services.

#### **ACTION STEPS**

The following action steps have been identified:

- Prepare RFP for preparation of Electric Utility Strategic Master Plan (completed)
- Select consulting firm and prepare contract for services (complete for first phase)
- Develop dynamic competitive position model (completed)
- Conduct inventory and analysis of Electric Utility goals, policies, staffing, organizational structure, equipment, facilities, workflow, work load and customer satisfaction levels (ongoing)
- Critique of draft Electric Utility Strategic Master Plan with City staff
- Present final document to City Council for review and adoption

#### **RESPONSIBLE DEPARTMENT**

Electric Utility Director Alan Vallow will take the lead on this project.

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

Cost: estimated cost of plan preparation is \$50,000.

#### **OUTCOME/FINAL PRODUCT**

A plan will contain the following features:

- A planned course of action that will allow the City of Lodi Electric Utility to position itself not only to maintain its current customer base, but to take advantage of emerging opportunities, including:
  - ⇒ Organizational realignment assessment
  - ⇒ Current competitive position (dynamic model)
  - ⇒ Marketing opportunities and strategic alignment
  - ⇒ Financial plan and long term risk assessment

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **MAJOR CITY PROJECT - Water/ Wastewater Utility Service Improvements**

---

#### **OBJECTIVE**

Develop policy guidelines for replacement and financing of deteriorated water and wastewater utility infrastructure throughout the City of Lodi.

#### **BACKGROUND AND WORKSCOPE**

Like most communities in North America, the City of Lodi is faced with a very basic problem - deterioration of aging utility infrastructure. The durability of infrastructure placed in the first half of this century was very limited by the level of technology and availability of materials at the time. Technology today allows for a product with a much longer life span. Unfortunately, old infrastructure must still be replaced. Water and wastewater lines on the Eastside have a disproportionately large degree of deterioration - this is simply a factor of age of the area. Over the years, tree root intrusion and line corrosion has lead to deterioration of an estimated 20 percent of the City's water and wastewater infrastructure. Lodi has "old" sectors located beyond the Eastside which must also be addressed. Another variable that introduces an added element of cost to this problem is the fact that many of these lines are located in rear yards that lack alleys, making access difficult.

The solution to this problem is development of policy guidelines for replacing and financing this deteriorated water and wastewater utility infrastructure throughout the City of Lodi.

#### **ACTION STEPS**

The following action steps have been identified:

- Prioritize areas/ lines for rehabilitation
- Develop plan for coordination with streets /alleys and other utilities
- Evaluate two major options for replacement:
  - ⇒ small replacement projects - "pay as you go" annually
  - ⇒ large scale projects - debt finance, execute every 5, 10 or 15 years
- Critique of policy draft with City staff
- Present final document to City Council for review and adoption
- Time frame: actual implementation of infrastructure improvements will take place over 20 years "plus".

#### **RESPONSIBLE DEPARTMENT**

The Public Works Department will be responsible for project implementation.

#### **FINANCIAL AND STAFF RESOURCES ALLOCATED**

Cost: the estimated cost of preparing this policy is \$20,000.

#### **OUTCOME/FINAL PRODUCT**

Policy guidelines for replacement and financing of deteriorated water and wastewater utility infrastructure would contain the following features:

- Priority Areas
- Costs associated with required work
- Implementation Plan

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### MAJOR CITY PROJECT - Public Safety Building Remodel

---

#### OBJECTIVE

A complete remodel of all work spaces and facilities in the Public Safety Building.

#### BACKGROUND AND WORKSCOPE

The Public Safety Building is over 30 years old. It has many mechanical and design deficiencies. Remodeling this building is estimated to cost \$1.6 million. Before the City commits to this expense, a thorough evaluation of this building will be made in concert with an assessment of suitable alternatives. This will allow Council to select the most cost effective solution. EKONA Consultants is preparing to develop a Public Safety Building long-term plan. Presentation to Council is planned for early FY 97-98.

The public safety building remodel involves the following:

- Development of a master plan projecting for needs over a 15 and 30 year time frame.
- Remodeling will be conducted in phases.
- Critical areas will be addressed first: A.D.A. compliance, HVAC retrofitting, redesign of dispatch center, interior and exterior security deficiencies, redesigned shooting range and classroom that will accommodate 70 - 80 people.

#### ACTION STEPS

As described in the Council adopted budget policies, Capital Improvement Projects will progress through the following phases:

- Designated - set aside funding for future project development.
- Public Safety Building Study - includes concept design, feasibility analysis, schematic design, scheduling, specification preparation.
- Design - includes final design, plan and specification preparation, and construction cost estimation.
- Construction - bid administration, construction, project management, inspection and close-out.

#### RESPONSIBLE DEPARTMENT

Police Chief Larry Hansen, Fire Chief Scott Kenley and the Public Works Department will take the lead.

#### FINANCIAL AND STAFF RESOURCES ALLOCATED

Cost: estimated \$1.6 million or higher

#### OUTCOME/FINAL PRODUCT

A plan will contain the following features:

- Complete retrofit of HVAC system.
- Redesigned shooting range with new air handling system and automated target retrieval system. Possible relocation of entire range to a different site. Classroom facility and new locker rooms.
- Full compliance with Americans with Disabilities Act requirements (not just elevators - wheelchair access to all spaces)
- Comfortable, secure areas for citizens waiting for, and communicating with, public safety officers.
- Quick access for Firefighters to vehicle bays.

**Section C**  
**COMMUNITY PROFILE**

---

---

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **COMMUNITY PROFILE**

---

This section provides valuable information on the community including:

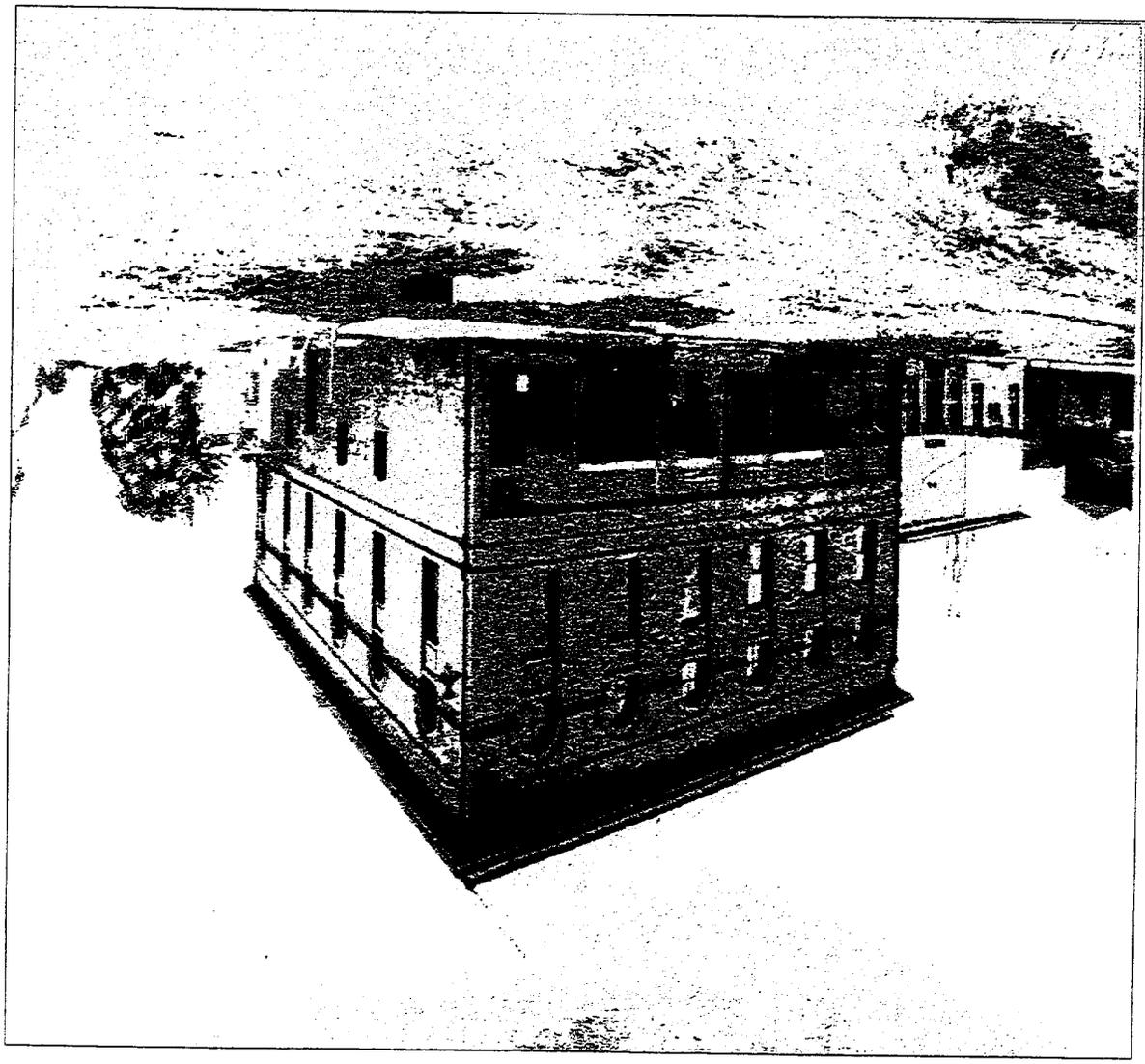
- History
- Population
- Housing
- Principal Employers
- Economy
- Agriculture
- Location & Climate
- Type of Government
- General Information on the Various Activities
- Sketches on Major Capital Projects
  - Performing Arts Center
  - Downtown Revitalization
  - Cherokee Lane Beautification
  - Indoor Sports Facility
- Special Events

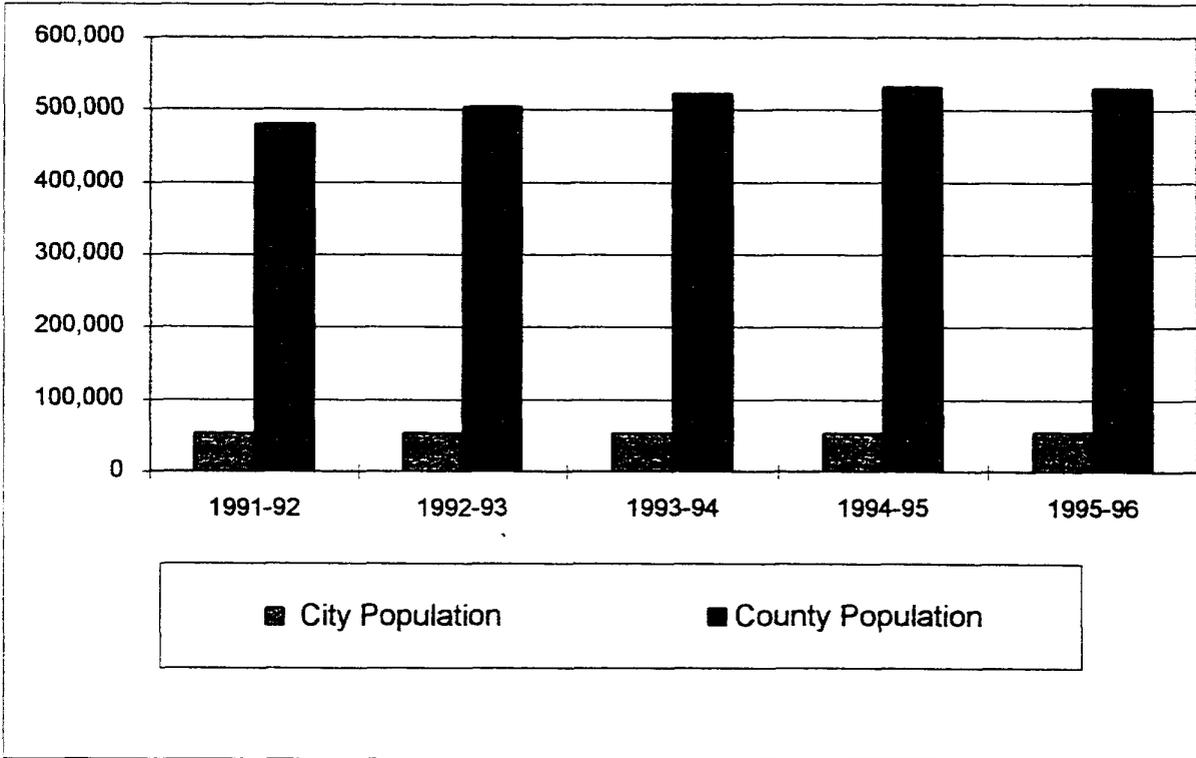
Lodi was first called Mokelumne. It was founded in August, 1869 when the Central Pacific Railroad chose the site for a station on its new route. The town consisted of a store/post office building, a hotel and a station. In the spring of 1870, people from neighboring towns moved to Mokelumne until, by October, there were 56 houses. In 1874, the name of the town was changed to Lodi. The first school in town was built in 1872. The first newspaper, the Valley Review, began publishing in 1878. By 1895, Lodi had a volunteer fire Department but law enforcement was provided by the County until 1906. A library was established in 1901. The Central California Traction Company began electric trolley service through Lodi in 1907. In 1906, by vote of two to one, the residents of Lodi formed a municipal corporation and the City was officially formed.

### HISTORY

*Lodi Opera House - New American House Furniture*

*Photograph courtesy of Ralph M. Lee*





**POPULATION**

The City of Lodi population is 54,700 and is contained in an area of 12 square miles. The City has grown steadily since incorporation in 1906 and is projected to grow to 70,500 people by the year 2007. The City's growth control ordinance allows an increase in population of 2% per year until the growth limits are reached.

Source: State of California, Department of Finance, Demographic Research Unit

In 1901 the Hill family moved into this house, then located on School Street across from the Lodi Post Office. As the city grew, Maurice was forced to move his house in 1948 to its present location. Maurice passed away in 1984. To show his appreciation to the Community, he left the house and its contents in a trust with the stipulation that it be turned into a museum for the people of Lodi. The Hill House Museum provides a grand look into the history of Lodi, with its Victorian architecture and lovely gardens.

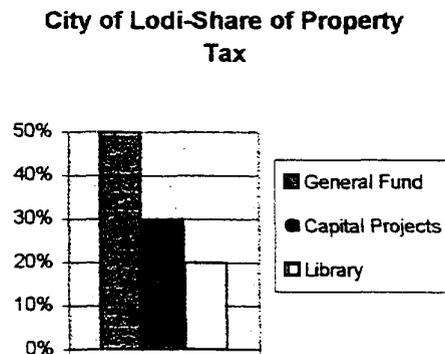
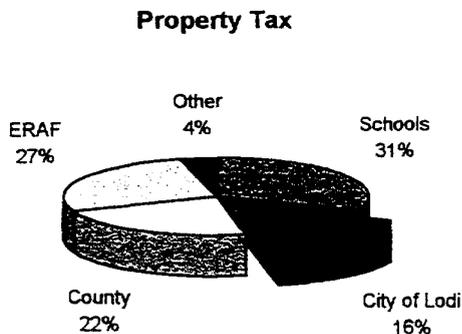


## HOUSING

The San Joaquin County property tax rate is 1.00%. Distribution of the property tax is .31% to Schools, .16% City of Lodi, .22% County General, .27% Education Relief Augmentation Fund and .04% for County Flood Control, Mosquito/Vector Control and Water Conservation.

The median/average priced home in Lodi is \$160,527.00.\* The property tax would be \$1608.80, of that amount \$529.65 would go to Schools, \$263.73 City of Lodi, \$348.55 County General, \$443.54 ERAF and \$23.33 Other County Services.

The amount of property tax received by the City of Lodi is distributed as 50% or \$131.87 to the General Fund, 30% or \$79.12 to Capital Projects and 20% or \$54.75 to the Library.



## PRINCIPAL EMPLOYERS

<u>Employer</u>	<u>Activity</u>	<u>Employees</u>
Lodi Unified School Dist.	Education	2,247
General Mills	Cereals and Food Mixes	852
Lodi Memorial Hospital	Health Care	650
Pacific Coast Producers	Can Manufacturer and Cannery	530
City of Lodi	Government	407
Wal-Mart	General Merchant	226
Target	General Merchant	200
Valley Industries	Trailer Hitches	191
Farmers and Merchants Bank	Banking	183
Interlake/Lodi Fab	Machine Fabrication	170

Of Lodi's employed population, 20.98% are employed in professional services, 19.76% retail trade, 16.67% manufacturing, 7.98% construction and 6.96% finance, insurance and real estate. Prospective employers considering facility locations in the Lodi area will draw from a large semi-skilled and skilled labor force. Lodi is part of the Stockton/San Joaquin labor market.

Source: City of Lodi - Community Development

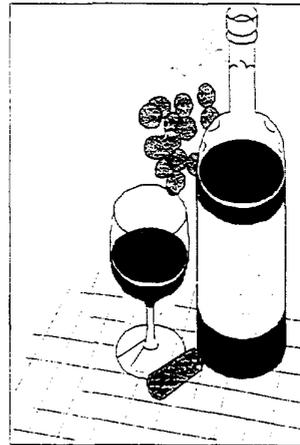


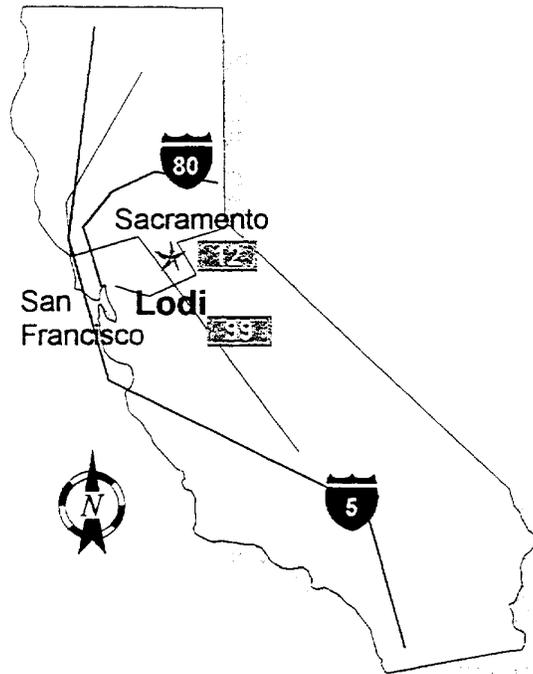
## **ECONOMY**

The main industry of the Lodi District is agriculture. Lodi-Woodbridge wine grape region spans over 45,000 acres. More than 40 percent of the state's Zinfandel come from this area and other popular varieties include Cabernet Sauvignon, Chardonnay, and Merlot. Dairying and milk processing are major industries as well, and industrial establishments such as food packaging, trailer hitches, beverage blending and bottling, fertilizer and cement pipe plants are located in Lodi. Manufactured products include wines and brandy, canned fruit and vegetables, trailer hitches, pumps, cement products, ice cream, sausage, sheet metal products, rubber and dry cereal products.

## **AGRICULTURE**

Lodi is one of the top 10 richest agricultural sites in the country. Principal crops include grapes, cherries, peaches, plums, walnuts, almonds, asparagus, celery, tomatoes, spinach, potatoes and onions. In addition, Lodi is one of the largest wine grape producing areas in the U.S. and has the largest group wineries. The 11 largest wineries have a combined capacity of over 40,000,000 gallons. In 1956, Lodi was given the distinction of "appellation of Origin" - the authority to label wines produced and processed in the area as Lodi wine. This Congressional authority is unique in California. All other California Wines must be labeled "California."

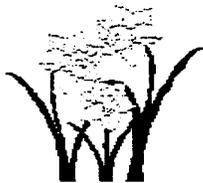




**LOCATION**

As the northern-most city in the San Joaquin County, Lodi bridges the areas of Northern and Central California and places it in the path of a dynamic growth corridor ideally situated for business and industry. The City of Lodi is located 90 miles east of San Francisco, 34 miles south of Sacramento, adjacent to U.S. Highway 99 and is easily accessible to Interstate 5.

73°	92°	78°	54°
44°	53°	44°	36°



**CLIMATE**

Lodi enjoys a mild year-round climate. Summer brings warm, dry days and nights while the winters have moderately cool temperatures. The average high temperature of 73.8 degrees and low temperature of 44.0 degrees. The average rainfall is 16.62 inches. The elevation is 51 feet with prevailing winds North and Northwest.

## **TYPE OF GOVERNMENT**



*Newly Renovated City Hall*

The City of Lodi operates under a Mayor-Council form of Government.

The Councilmembers are elected from the population at large. The Mayor is selected by the Councilmembers.

Policy is established by the Mayor and Council; the day-to-day operations of the City and its employees are the responsibility of the City Manager



*City Hall Annex*

## **PUBLIC SAFETY**

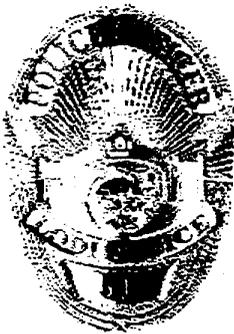
The City provides emergency 911 telephone and maintains 3 fire stations, staffed with 48 firefighters and 1 police station, staffed with 77 police officers and 16 reserve officers.

### ***Lodi Fire Department***

provides a diverse level of service to its citizens, ranging from emergency operations to public education programs.

Firefighters provide emergency medical services to the

EMT-Defibrillator level. The Fire Department participates on a County regional hazardous materials response team and are leading in the development of technical rescue capabilities on a County wide scope which provides for technical services for specialized type emergencies or disaster.



### ***Lodi Police Department***

specialized units include; SWAT, hostage negotiations, street crimes, gangs, motors, bicycle and mounted patrol. Currently the department is in the process of acquiring mobile data computers to automate the vehicles in the field. The community oriented department offers education programs, school resources and has 100 senior volunteers.

Police Department ranked number two nationally, in the national neighborhood night out program and has received national recognition of it's child kidnapping procedures.



### ***Transportation***

Lodi is located on the mainline of the Southern Pacific Railway. Central California Traction Company provides interline service with Western Pacific, Sante Fe and Southern Pacific. There are three major highways serving Lodi, Interstate 5, Highways 99 and 12. Stockton Metropolitan Airport is located 14 miles south at Highway 99 and Airport Way. Bus service includes Greyhound Bus lines, SMART bus fixed route service based in Stockton and Grapeline fixed route bus service based in the City. The Stockton inland deep water seaport is located 14 miles south at Interstate 5 and Weber Avenue, in the City of Stockton.

### ***STREETS***



The Public Works Department maintains 170 miles of streets, 16 miles of alley ways, 4534 street lights, 49 traffic signals, 4,750 signs and sweep 338 miles of curbs and alleys. They also maintain 5,140 trees, 56 species, and remove 7000 cubic yards of leaves November thru January. The City of Lodi provides storm drainage services for the Lodi area, with 102 miles of storm drains, 2,799 catch basins, 14 pumping stations, 45 pumps and 8 retention basins.



*Large Enough to Meet Your Needs . . .*

*Small Enough to Care*

### ***Electric Utility***

The City of Lodi has owned and operated the electrical distribution system which has served residential, commercial and industrial customers within the city limits since 1910. Today's 22,538 customers are served by four substations. The electric load mix is Industrial 24.5%, Commercial 36.4%, Residential 36.7% and City 2.3%. All electric power is currently purchased by the City in bulk from two sources, Northern California Power Agency (NCPA) and the Western Area Power Administration (WAPA). In anticipation of increasing power costs, the city joined NCPA for the purpose of finding and developing new sources of affordable power. Through NCPA, the City is a participant in two geothermal projects, a hydroelectric project and two gas turbine projects. An aggressive electric rate incentive program has been developed and proposed in conjunction with the downtown revitalization project. Incentive rate packages have been developed for new businesses in an attempt to bring them to the City, as well as new incentives to existing customers to make business expansion more economical.



### ***Water Utility***

The City of Lodi provides municipal water service within the City limits. The water is 100 % from ground water pumped by approximately 25 wells, producing 4.5 billion gallons per year. There are 23,000 customer service lines, 3,500 water valves, 1,675 fire hydrants and 900 water meters. Metered accounts are based on \$.296 per 100 cubic foot (748 gallons) with minimum charges based on size of the meter. Non-metered commercial accounts are based on the size of the service. Residential service is non-metered and based on the number of bedrooms.

### ***Wastewater Utility***



The City of Lodi maintains 165 miles of wastewater lines, 3,650 manholes, 7 domestic pumping stations, 23,000 service laterals and operates one wastewater treatment plant with average daily treatment at 6.0 MG and maximum daily capacity at 8.5 MG.

The Lodi Public Library provides many services including reference services, children's services, circulation services, and support services. The "FastCat" computerized card catalog system, convenient book drop and on-going book sale is available for public use.

LIBRARY



Dedicated in 1979, the Lodi Public Library opened to the Public.

The town library for generations, the Carnegie Library building now serves as home for the Lodi City Council.

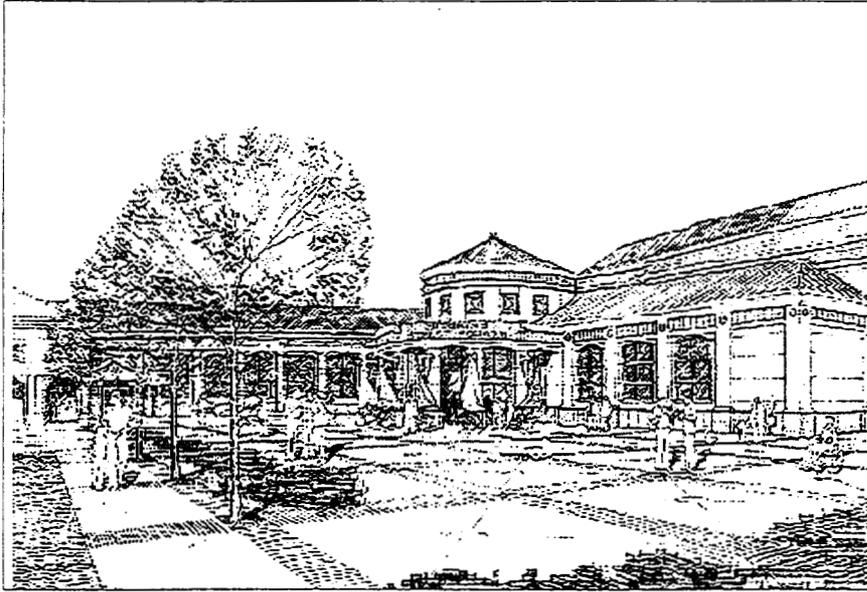
1920 photograph courtesy of Stephen J. Mann





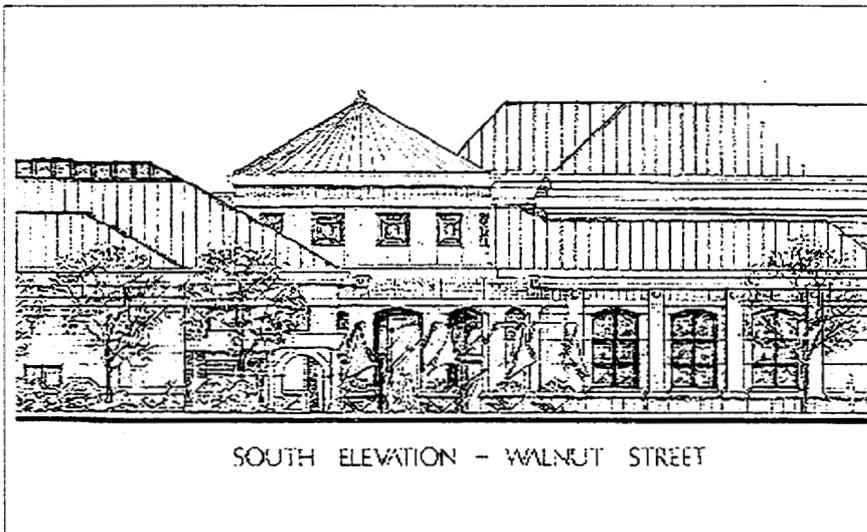
## **LEISURE**

The City has 263 acres of developed parks and 110 acres of undeveloped parks. The amenities at the various parks vary including swimming pools, tennis courts, playgrounds, boat ramp, handball, basketball, volleyball courts, horseshoe pits and ball parks. The City enjoys one lake within the city limits. Lodi Lake offers camping, boating, picnicing and swimming. The Mokelumne River riparian habitat is home to a great variety of wildlife. Walking along the nature trail on the northeast side of the lake, hikers will see many species of birds, mammals, reptiles and fish.



### ***Performing Arts Center***

The project is construction of an 800 seat conferencing/performing arts center in Lodi. This will promote local and regional interest in the performing arts through the production of plays, recitals and concerts. When completed, it will provide conference facilities for the area to benefit commercial activities such as restaurants, hotel/motels, specialty stores and other services. The Center will enhance the quality of life, and increase the desirability of the City as a community to maintain and establish a business and to live and raise a family.





### ***Downtown Revitaliation***

This capital project includes streetscape, lighting, street trees and street arches to promote economic revitalization of the downtown business core and Cherokee Lane. The project combined with other business incentives described in the Central City Revitalization Plan have been developed as the result of community, staff and City Council participation in several "town hall" meetings to develop a vision for the historic, business and social center of Lodi.

### ***Cherokee Lane Beautification***

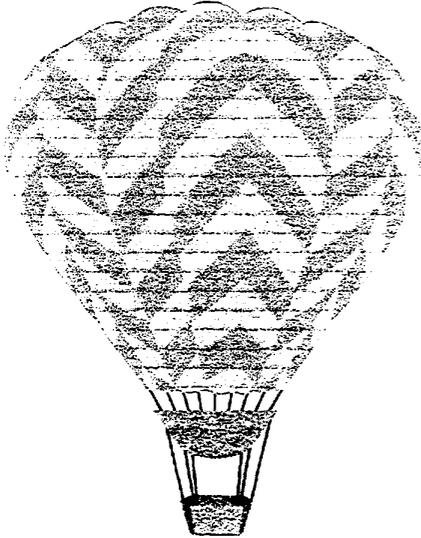
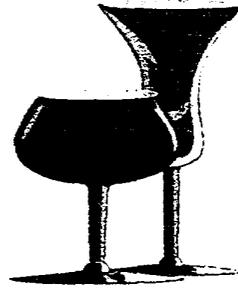


### ***Indoor Sports Facility***

The objective of this capital project is to develop a plan to provide an indoor/sports facility for the residents of Lodi for indoor recreation activities. A citizen support group has been formed to establish a non-profit foundation to raise funds to finance this project and to offset the City's cost. "Town hall meetings" will be held to select a site, determine facility uses and develop financial strategy.

### ***Grape and Wine Festival***

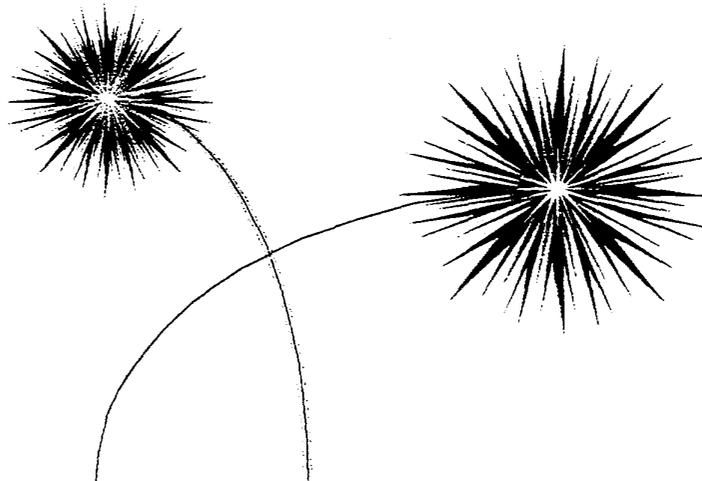
The Grape and Wine Festival is a major attraction in Lodi. Held early September, the Festival highlights grape murals, local wines, grape products and art exhibits.



### ***Field & Fair Days***

Field & Fair Days is an annual event in Lodi. The Labor Day event features hot air balloons, a pancake breakfast, 5 or 10K run, foot races for kids, local dancers and numerous field events.

### ***Lodi Street Faire***



Lodi Street Faire is held in May and October. This event consists of closing downtown Lodi streets for vendors to display their wares. Everyone enjoys strolling down the streets, listening to the music and eating the treats.

---

---

**Section D**  
**OPERATING ACTIVITIES**

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### OPERATING ACTIVITIES

---

#### OVERVIEW

This section lists and describes those Activities authorized to deliver services and are organized by mission. This format allows the City to present the budget based on:

- \* Policies and goals which define the nature and level of services required without emphasizing Department organization and turf concerns.
- \* Suitable activities for delivering services.
- \* Objectives for improving the delivery of services.
- \* Identification and appropriation of resources required to conduct activities and accomplish objectives.

The presentation of the City's operating expenditures is organized along "mission lines" using a pyramid approach summarized as follows:

**Mission** - The highest level of summarization used in the City's financial plan. The mission represents a fundamental City-wide function under which are grouped the related activities crossing organizational (department) boundaries and aimed at major missions. The six missions in the financial plan are:

- \* Public Safety
- \* Public Utilities
- \* Transportation
- \* Leisure, Cultural and Social Services
- \* Community and Economic Development
- \* General Government

**Program** - A grouping of related activities within a functional area such as police protection within Public Safety or electric service within Public Utilities.

**Activities** - The basic unit of service delivery provided to accomplish missions, goals, and objectives.

**Task** - Significant sub-activities conducted to deliver services.

The following is an example of the relationships between Missions, Programs, Activities, and Tasks:

Mission:	Public Utilities
Program:	Electric Service
Activity:	Electric Utility Administration
Task:	Supervision of Department staff

**1997-99 FINANCIAL PLAN AND BUDGET**

---

**OPERATING ACTIVITIES**

---

<u>Mission and Program</u>	<u>Responsible Office</u>	<u>Primary Funding Source</u>
<b>Public Safety</b>		
Police Protection	Police	General Fund
Fire Safety	Fire	General Fund
Other Safety Services	Public Works	General Fund
<b>Public Utilities</b>		
Wastewater Utility Services	Public Works	Sewer Fund
Water Utility Services	Public Works	Water Fund
Electric Utility Services	Electric	Electric Fund
<b>Transportation</b>		
Streets and Flood Control	Public Works	General Fund
Street Lights	Electric Utility	General Fund
Municipal Transit System	Administration	Transit Fund
<b>Leisure, Cultural and Social Services</b>		
Parks and Recreation Services	Parks and Recreation	General Fund
City Library	Library	Library Fund
Community Center	Administration	General Fund
Child Care Services	Administration	Camp Hutchins
<b>Community and Economic Development</b>		
Planning	Community Development	General Fund
Construction Development:		
Engineering	Public Works	General Fund
Construction Regulation	Community Development	General Fund
Economic Development	Administration	General Fund
<b>General Government</b>		
Legislation and Policy	City Clerk	General Fund
General Administration		
City Manager	Administration	General Fund
Public Works Administration	Public Works	General Fund
Legal Services	City Attorney	General Fund
Records Admin & Elections	City Clerk	General Fund
Administrative Services		
Human Resources Administration	Human Resources	General Fund
Risk Management	Human Resources	General Fund
Information Systems	Finance	General Fund
Finance Administration	Finance	General Fund
Organizational Support Services		
Field Services	Finance	General Fund
Building Maintenance	Public Works	General Fund
Equipment Maintenance and Motor Pool	Public Works	General Fund
Non-Departmental		
General Support	Administration	General Fund
General Liability	Human Resources	Self Insurance Fund
Other Insurance	Human Resources	Self Insurance Fund
Benefits Administration	Human Resources	Benefits Fund

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### OPERATING ACTIVITIES

---

The information in an Activity Description includes the following elements:

**Department Title** - The Mission Title, Activity Name, Department responsible for program administration, Program and Primary Fund Source

**Activity Description** - Activity purpose, goals and objectives are described in this part.

**Activity Costs** - Four years of historical and projected expenditures for the last fiscal years, the actual for 1995-96, the current Budget for 1996-97, the Requested Budget for 1997-98, and the Proposed Budget for 1998-99. Activity costs are divided into six cost categories by object code:

1. Personnel Services - These are salary expenditures for all regular employees, part-time employees, temporary employees and contract employees ( as well as their related costs, benefits, and overtime) paid through the City's payroll system.
2. Utilities and Communications - All expenditures for utilities and communications.
3. Supplies, Materials & Services - All expenditures for the purchase of supplies, material and services necessary for the conduct of day-to-day operations.
4. Work for Others - All expenditures for work performed that is reimbursable to the City.
5. Minor Equipment - Expenditures for all purchases of equipment greater than \$3,000 but less than \$10,000. New capital purchases or projects with a cost in excess of \$10,000 are included in the appropriate capital improvement budget.
6. Other - Expenditures for special purposes payments such as taxes, donations, etc.

**Staffing Summary** - A summary of actual, budgeted, requested and proposed staffing. This is a four year summary of authorized regular positions by activity. As such, staffing is based on organization and not cost centers. Staff positions will be assigned to activities in which the employee is expected to spend 50% or more of their time. For enterprise fund employees the "whole person, whole place" rule is for the total enterprise fund, i.e. employee time may be distributed based on level of effort.

**Significant Expenditure and Staffing Changes** - This section provides a summary of any significant expenditure and staffing changes. A significant expenditure and staffing change is defined as a change that meets the following criteria:

- \* Any change in regular staffing
- \* Significant one-time costs
- \* Major service curtailments or expansions
- \* Changes in operations that will significantly affect other departments or customer services
- \* Changes that affect current policy
- \* Dollar parameters vary by Department; however, changes that increase Activity costs by more than \$5,000 should be considered a major expenditure change

**Major Objectives** - This is a list of significant objectives necessary to improve or change service delivery, including Capital Improvement Budget projects that will be managed by the Activity.

---

---

**Operating Activities  
EXPENDITURE SUMMARIES**

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **EXPENDITURE SUMMARIES**

---

#### **OVERVIEW**

The following expenditure summaries are provided to highlight the financial relationships between missions and programs as well as to summarize the overall activity budgets. This summary is presented at the mission, program and activity level.

#### **Expenditures By Mission**

- \* Summarizes operating expenditures at the mission and program level

#### **Expenditures By Activity**

- \* Summarizes operating expenditures at activity and groups these expenditures by program and mission

1997-99 FINANCIAL PLAN AND SUMMARY

OPERATING BUDGET BY MISSION

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Public Safety</b>				
Police Protection	6,645,162	6,971,421	7,569,630	7,744,950
Fire Safety	3,506,606	3,471,550	3,437,945	3,507,087
Other Safety Services	14,965	14,925	32,155	32,155
<b>Total Public Safety</b>	<u>10,166,733</u>	<u>10,457,896</u>	<u>11,039,730</u>	<u>11,284,192</u>
<b>Public Utilities</b>				
Water Utility Services	2,402,983	2,183,485	3,344,253	3,102,908
Wasterwater Utility Services	2,803,386	2,666,139	2,783,455	2,742,975
Electric Utility Services	8,109,918	8,449,212	8,900,202	8,930,460
<b>Total Public Utilities</b>	<u>13,316,287</u>	<u>13,298,836</u>	<u>15,027,910</u>	<u>14,776,343</u>
<b>Transportation</b>				
Streets and Flood Control	2,099,303	2,437,377	2,371,025	2,410,170
Transit	747,945	725,641	1,022,260	1,074,831
<b>Total Transportation</b>	<u>2,847,248</u>	<u>3,163,018</u>	<u>3,393,285</u>	<u>3,485,001</u>
<b>Leisure, Cultural &amp; Social Services</b>				
Parks and Recreation	618,011	627,796	666,450	677,830
Recreation Division	408,509	457,842	420,500	413,780
Parks Division	1,171,099	1,180,715	1,263,411	1,226,650
Cultural Services	1,633,280	1,878,613	1,880,566	1,889,576
Social Services	132,323	148,450	191,629	187,494
<b>Total Leisure, Cultural &amp; Social Services</b>	<u>3,963,222</u>	<u>4,293,416</u>	<u>4,422,556</u>	<u>4,395,330</u>
<b>Community &amp; Economic Development</b>				
Planning	312,900	334,077	409,121	497,773
Construction Development	1,281,091	1,459,625	1,475,144	1,559,399
Economic Development	208,301	404,790	422,049	228,076
<b>Total Community &amp; Economic Development</b>	<u>1,802,292</u>	<u>2,198,492</u>	<u>2,306,314</u>	<u>2,285,248</u>
<b>General Government</b>				
Legislation and Policy	81,810	79,751	90,280	90,280
General Administration	561,921	593,672	693,688	718,901
Legal Services	241,210	246,738	270,145	277,081
City Clerk Services	150,175	156,950	173,791	192,431
Administrative Services	2,131,790	2,200,319	2,293,262	2,345,695
Organizational Support Services	1,478,510	1,781,709	1,798,074	1,798,009
Non-Departmental Services	4,179,698	3,698,687	4,184,370	4,303,278
<b>Total General Government</b>	<u>8,825,113</u>	<u>8,757,826</u>	<u>9,503,610</u>	<u>9,725,674</u>
<b>TOTAL OPERATING BUDGET</b>	<u><u>40,920,896</u></u>	<u><u>42,169,484</u></u>	<u><u>45,693,405</u></u>	<u><u>45,951,788</u></u>

1997-99 FINANCIAL PLAN AND SUMMARY

OPERATING BUDGET BY ACTIVITY

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Public Safety</b>				
Police Protection				
Police Administration	830,963	894,924	820,665	827,970
Police Operations	4,216,885	4,612,017	4,717,460	4,848,200
Police Investigations	1,508,884	1,377,600	1,936,015	1,975,165
Animal Shelter	88,430	86,880	95,490	93,615
Fire Safety				
Fire Administration	3,187,254	2,999,600	3,026,444	3,090,366
Fire Life and Safety	200,999	225,495	192,199	196,356
Training	73,257	95,550	140,730	139,474
Special Services	45,097	150,905	78,572	80,891
Other Safety Services				
Graffiti Abatement	14,965	14,925	32,155	32,155
<b>Total Public Safety</b>	<b>10,166,733</b>	<b>10,457,896</b>	<b>11,039,730</b>	<b>11,284,192</b>
<b>Public Utilities</b>				
Water Utility Services				
Water	2,402,983	2,183,485	3,344,253	3,102,908
Wastewater Utility Services				
Wastewater	2,803,386	2,666,139	2,783,455	2,742,975
Electric Utility Services				
Electrical	8,109,918	8,449,212	8,900,202	8,930,460
<b>Total Public Utilities</b>	<b>13,316,287</b>	<b>13,298,836</b>	<b>15,027,910</b>	<b>14,776,343</b>
<b>Transportation</b>				
Streets and Flood Control				
Street Maintenance	1,701,893	1,847,245	1,836,985	1,843,550
Street Trees	35,440	188,383	135,400	136,000
Street Cleaning	157,313	169,718	165,795	195,650
Parking Lot Maintenance	5,310	7,155	6,500	6,500
Storm Drains	199,348	224,876	226,345	228,470
Transit				
Transit	747,945	725,641	1,022,260	1,074,831
<b>Total Transportation</b>	<b>2,847,248</b>	<b>3,163,018</b>	<b>3,393,285</b>	<b>3,485,001</b>
<b>Leisure, Cultural &amp; Social Services</b>				
Parks and Recreation				
Parks and Recreation Commission	4,719	7,100	4,800	4,800
Parks and Recreation Administration	613,292	620,696	661,650	673,030
Recreation Division				
Youth/Teen Sports	107,156	121,360	112,565	112,845
Indoor/Outdoor Activities	45,996	69,390	40,865	37,215
Aquatics	134,897	144,637	147,445	144,095
Adult Sports	76,846	76,305	77,875	77,875
Specialty Classes	20,524	26,150	19,750	19,750
Concessions	23,090	20,000	22,000	22,000
Parks Division				
Lodi Lake Park	152,649	164,240	159,830	158,280
Park Maintenance	478,340	477,575	488,205	488,280
Park Naturalist	95,039	50,495	71,396	71,400
Equipment Maintenance	116,640	110,933	123,235	115,235

1997-99 FINANCIAL PLAN AND SUMMARY

OPERATING BUDGET BY ACTIVITY

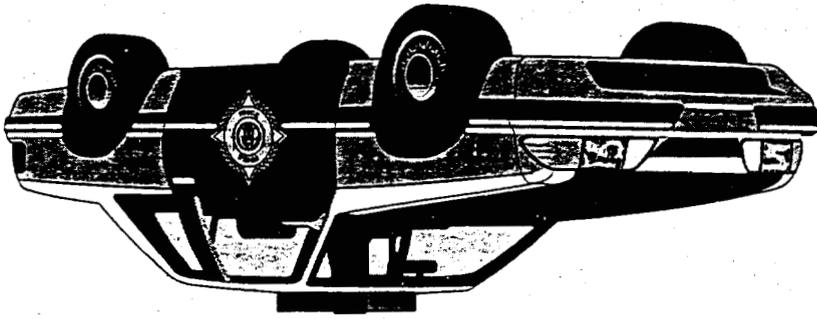
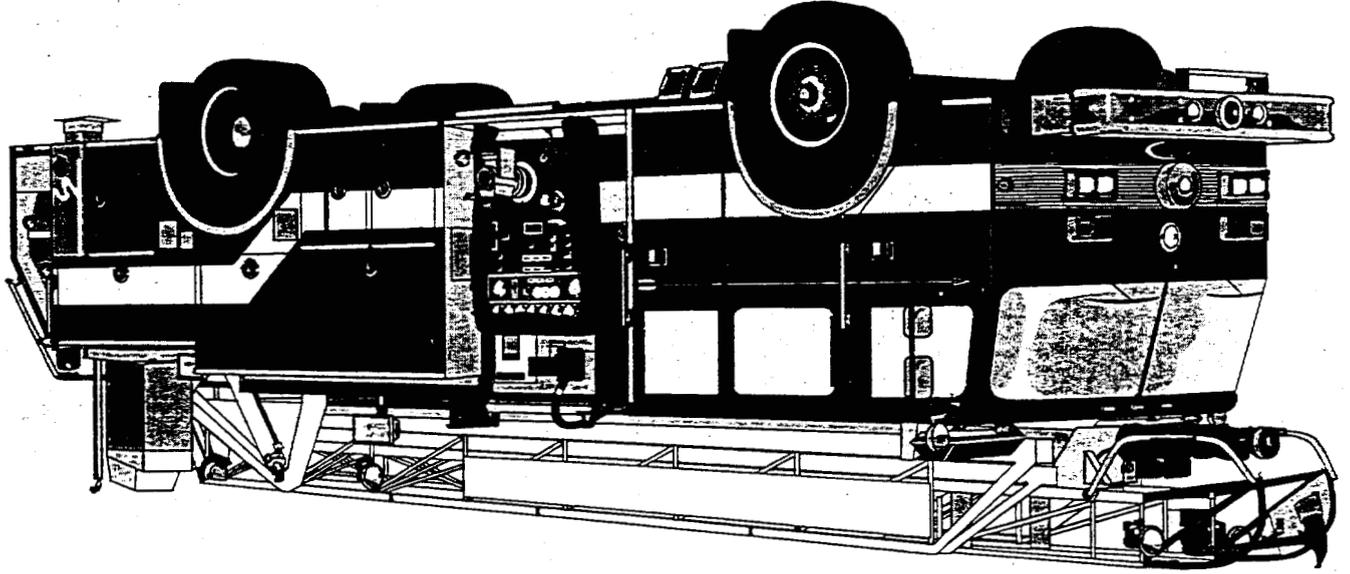
	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
Parks - Sports Facility Maintenance	328,430	377,472	420,745	393,455
Cultural Services				
Library Board	678	3,795	5,000	5,050
Library	953,209	1,006,860	990,533	999,500
Cultural Activities - Community Center	555,308	712,461	730,547	729,743
Afterschool Playgrounds	124,084	155,497	154,486	155,283
Social Services				
Camp Hutchins	132,323	148,450	191,629	187,494
<b>Total Leisure, Cultural &amp; Social Services</b>	<u>3,963,222</u>	<u>4,293,416</u>	<u>4,422,556</u>	<u>4,395,330</u>
<b>Community &amp; Economic Development</b>				
Planning				
Community Development Commissions	5,618	7,745	9,825	9,915
Current and Advanced Planning	307,282	326,332	399,296	487,858
Construction Development				
Code Enforcement	48,934	86,761	140,740	143,094
Building and Safety	433,526	478,451	444,704	449,105
Engineering	798,631	894,413	889,700	967,200
Economic Development				
Economic Development	208,301	404,790	422,049	228,076
<b>Total Community &amp; Economic Development</b>	<u>1,802,292</u>	<u>2,198,492</u>	<u>2,306,314</u>	<u>2,285,248</u>
<b>General Government</b>				
Legislation and Policy				
City Council	81,810	79,751	90,280	90,280
General Administration				
City Manager	292,067	331,627	416,713	437,196
Public Works Administration	269,854	262,045	276,975	281,705
Legal Services				
City Attorney	241,210	246,738	270,145	277,081
City Clerk Services				
Records Administration	148,990	141,030	172,396	174,781
Election Administration	1,185	15,920	1,395	17,650
Administrative Services				
Personnel Services	303,104	276,052	310,085	310,085
Risk Management	48,349	75,195	93,261	93,261
Finance Administration	298,451	275,417	257,700	258,365
Accounting Services	305,392	360,246	366,726	418,406
Revenue Services	546,504	548,773	579,119	580,197
Data Processing	315,560	330,725	349,355	349,355
Information Systems Coordinator	61,792	65,255	80,044	77,266
Purchasing	252,638	268,656	256,972	258,760
Organizational Support Services				
Field Services	288,530	323,524	316,810	316,745
Building Maintenance	520,611	555,936	613,649	613,649
Equipment Maintenance & Motor Pool	669,369	902,249	867,615	867,615
Non-Departmental Services				
General Support	347,201	287,336	312,828	321,196
General Liability	565,462	410,225	715,000	715,000
Other Insurances	19,404	20,475	43,300	43,300
Workers Compensation Charges	837,848	850,641	827,442	827,442

1997-99 FINANCIAL PLAN AND SUMMARY

---

OPERATING BUDGET BY ACTIVITY

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
Benefits Administration	2,409,783	2,130,010	2,285,800	2,396,340
<b>Total General Government</b>	<b>8,825,113</b>	<b>8,757,826</b>	<b>9,503,610</b>	<b>9,725,674</b>
<b>TOTAL OPERATING BUDGET</b>	<b>40,920,896</b>	<b>42,169,484</b>	<b>45,693,405</b>	<b>45,951,788</b>



---

PUBLIC SAFETY

## PUBLIC SAFETY

**ACTIVITY:** Police Administration  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

Police Administration is responsible for general planning, direction and evaluation of all police activities. Activity goals include: 1) responsible, effective and efficient police services; 2) well-trained and highly-qualified police employees; 3) timely response to calls for public safety services; and, 4) citizen participation in public safety efforts. This activity has four major elements:

- \* **Police department leadership.** Develop, implement and maintain police department policies; prepare department budget; fiscal management and grant administration; statistical analysis; recruitment and screening of new police officers; plan ways to meet new demands for police services (55 percent of the activity).
- \* **Training.** Schedule and coordinate in-service and off-site mandated police training (5 percent of the activity).
- \* **Crime prevention and education.** Develop and coordinate public relations efforts to inform and educate citizens regarding self-protection and prevention of victimization (20 percent of the activity).
- \* **Personnel administration.** Coordinate and administer personnel policies and programs; advise and assist employees with personnel matters; maintain department personnel records; process personnel actions and payroll changes (20 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	413,230	389,115	399,165	406,470
Utilities and Communications	32,295	27,162	32,000	32,000
Supplies, Materials and Services	381,667	459,153	389,500	389,500
Minor Capital	292			
Other Payments	3,480	19,494		
<b>Total</b>	<b>830,963</b>	<b>894,924</b>	<b>820,665</b>	<b>827,970</b>

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
<b>Regular Positions:</b>				
Police Chief	1	1	1	1
Police Lieutenant	1	1	1	1
Department Secretary	1	1	1	1
Administrative Assistant	1	1	1	1
Community Service Officer	2	1	1	1
Volunteer Supervisor	0	1	1	1
Community Service Officer	2	2	2	2
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Temporary Positions:</b>				
Full-time equivalents	0	0	0	0

**PUBLIC SAFETY**

---

**ACTIVITY:** Police Administration  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

---

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1997-98 Equestrian unit subsidy (\$4,470)

**MAJOR OBJECTIVES**

- \* 1997-99 Expand Community Oriented Policing
- \* 1997-99: Complete and Issue Revision of Department Policy and Procedure Manual
- \* 1997-99: Continue Police Partners Volunteer Program
- \* 1997-99: Coordinate Legislation efforts
- \* 1997-99: Expand Police Reserve Officer program
- \* 1997-99 Implement Mobile Data Terminals
- \* 1997-99 Implement Lap Top Computers
- \* 1997-99 Refine Street Crimes Unit
- \* 1997-99 Network with other City departments in crime prevention efforts

**RELATED COST CENTERS**

- Police Administration (10-103.01)
- Police "Partners" Volunteer Program (10-103.04)
- Crime Prevention Fair (10-103.10)

**PUBLIC SAFETY**

---

**ACTIVITY:** Police Operations  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

---

**ACTIVITY DESCRIPTION**

The police operations activity maintains public order, apprehends law violators, incarcerates criminals, enforces traffic regulations, and operates and maintains the City's emergency communications and dispatching services. Activity goals are: 1) general public compliance with local, State and Federal laws; 2) timely response to calls for service; 3) safe and efficient traffic circulation; 4) freedom from crime for citizens and visitors to the City; and, 5) successful suppression of criminal conduct. This activity has six major elements:

- \* **General patrol.** Provide area patrols (vehicle, bicycle and foot patrols) for suppression and detection of criminal activity; provide general assistance to citizens and visitors to Lodi; respond to service calls; and, apprehend law violators (70 percent of the activity).
- \* **Traffic patrol.** Provide traffic patrols to enforce local and State traffic and vehicle regulations; issue citations; respond to traffic accidents; and, enforce local parking regulations (5 percent of the activity).
- \* **Extraordinary police response.** Respond to major disturbances and high risk incidents, arrests, and searches (3 percent of the activity).
- \* **Auxiliary police administration.** Manage, coordinate and mobilize volunteer officers based on the demand for service and staffing requirements (2 percent of the activity).
- \* **Communications.** Receive calls for public safety services (police, fire and ambulance); dispatch and coordinate the public safety response; and maintain records of communication activity (13 percent of the activity).
- \* **Jail services.** Receive, process, hold, care and feed prisoners booked into the Lodi jail (7 percent of the activity)

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	4,191,787	4,564,760	4,687,790	4,824,255
Utilities and Communications	5			
Supplies, Materials and Services	17,455	35,652	15,720	15,720
Minor Capital	7,638	11,605	11,450	5,725
Other Payments			2,500	2,500
Total	4,216,885	4,612,017	4,717,460	4,848,200

## PUBLIC SAFETY

ACTIVITY: Police Operations  
DEPARTMENT: Police

PROGRAM: Police Protection  
FUND: General Fund

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Police Captain	1	1	1	1
Police Lieutenant	4	4	5	5
Police Sergeant	6	6	6	6
Police Corporal	6	6	6	6
Police Officer	36	32	34	36
Police Officer Trainee II	0	3	2	0
Police Officer Trainee	0	2	0	0
Lead Dispatcher/Jailer	2	2	2	2
Dispatcher/Jailer	13	14	14	15
Community Service Officer	3	3	3	3
Police Clerk	1	1	1	1
Total	73	74	74	75
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-99: County Wide Bomb Squad (\$2,500)
- \* 1997-98 Radar Unit replacement (\$8,000)
- \* 1997-98 Motorcycle emergency light system (\$3,450)
- \* 1998-99 Add Dispatcher/Jailer (\$38,780)

### MAJOR OBJECTIVES

- \* 1997-99 Expand Community Oriented Policing
- \* 1997-99 Promote Police-Community Partnership
- \* 1997-99 Focus on Neighborhood and Business Districts Crime Prevention
- \* 1997-99 Develop comprehensive interventions for gangs, drugs and hate crimes
- \* 1997-99 Educate the citizens to social problems

### RELATED COST CENTERS

Police Operations (10-103.02)  
Auxiliary Police (10-104.01)  
Asset Forfeiture (23-103.01)  
Vehicle Theft (23.1-103.01)

## PUBLIC SAFETY

**ACTIVITY:** Police Investigations  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The police investigations activity conducts investigations of felony crime; develops and maintains case records, reports and evidence; maintains records and reports on criminal activity and persons; and, crime suppression. Activity goals include: 1) early identification, suppression and/or arrest of felony crime and persons; 2) timely investigation of crimes and criminal activity; 3) successful prosecution of apprehended criminals; and, 4) freedom from crime and criminal activity for citizens and visitors to Lodi. This activity has seven major elements:

- \* **General investigations.** Conduct and coordinate investigations of felony and some misdemeanor crimes or criminal activity; develop case records and reports; obtain and secure evidence; conduct follow-up investigations as required; and make arrests (30 percent of the activity).
- \* **Narcotics investigations and suppression.** Coordinate and conduct investigations of violations of Federal and State illegal drug regulations; and, identify, suppress and arrest persons engaged in the illegal manufacture, transportation, distribution and/or use of controlled substances (25 percent of the activity).
- \* **Suppression of gang activities.** Identify and develop contacts with gang members; develop programs to promote responsible and constructive activity and citizenship by young people; and, respond to community concerns and issues regarding gang activity (20 percent of the activity).
- \* **Evidence administration.** Receive, catalog, organize and maintain evidence obtained during criminal investigations for prosecution of criminal offenses (5 percent of the activity).
- \* **Court liaison.** Coordinate and prepare documents, reports and evidence for courts. This is shared with Operations Division. (5 percent of the activity).
- \* **Recordkeeping.** Update and maintain case reports and arrest records; and provide information to other agencies and public as required (10 percent of the activity)
- \* **Evidence administration.** Receive, catalog, organize and maintain evidence obtained during criminal investigation for prosecution of criminal (5 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	1,490,473	1,366,900	1,931,015	1,970,165
Utilities and Communications				
Supplies, Materials and Services	3,045	10,700	5,000	5,000
Minor Capital	15,366			
Other Payments				
Total	1,508,884	1,377,600	1,936,015	1,975,165

## PUBLIC SAFETY

**ACTIVITY:** Police Investigations  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Police Captain	1	1	1	1
Police Lieutenant	1	1	1	1
Police Sergeant	1	2	2	2
Police Officer (Detective)	12	13	13	13
Police Officer (Street Crimes)	0	4	4	4
Service Division Supervisor	1	0	0	0
Community Service Officer	2	2	2	2
Police Records Clerk	7	7	7	7
Total	25	30	30	30
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

- \* 1997-99 Support to Operations Division by conducting complex and/or long term investigations
- \* 1997-99 Expand the use of citizen volunteers
- \* 1997-99 Work closely with schools and community organizations to reduce gang influence
- \* 1997-99 Assess community concerns and priorities regarding criminal activity
- \* 1997-99 Analyze functions and responsibilities to streamline services

### RELATED COST CENTERS

Police Investigations (10-103.03)  
Drug Suppression Grant (10-103.05)  
CRACNET (10-103.07)  
CRACNET - City March (10-103.08)  
Special Investigations (10-105.01)

**PUBLIC SAFETY**

**ACTIVITY:** Animal Shelter  
**DEPARTMENT:** Police

**PROGRAM:** Police Protection  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Animal Shelter activity is responsible for controlling dogs and cats; impounding of loose, stray or unwanted animals; disposal of dead animals found on City streets; and recording and reporting animal bites and suspected cases of rabies. Activity goals include: 1) responsible control of dogs and cats by owners; 2) enforcement of City's animal control ordinances; and, 3) timely response to calls for assistance. This activity has two major elements:

- \* **Animal control.** Enforce City's animal control ordinances; and remove dead animals found on City streets (75 percent of the activity).
- \* **Animal shelter.** Collect, return and dispose of lost and stray animals found on City streets and parks (25 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	80,724	78,445	82,745	82,965
Utilities and Communications	1,320	1,585	1,535	1,590
Supplies, Materials and Services	6,386	6,850	11,210	9,060
Minor Capital				
Other Payments				
<b>Total</b>	<b>88,430</b>	<b>86,880</b>	<b>95,490</b>	<b>93,615</b>

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Animal Control Officer	1	1	1	1
Assistant Animal Control Officer	1	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

None

**RELATED COST CENTERS**

Animal Shelter (10-101.01)

**PUBLIC SAFETY**

**ACTIVITY:** Administration/Emergency Response  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The fire administration activity plans, directs and evaluates all fire department programs and their activities; and, protects life and property by responding to medical emergencies, rescues, fires, hazardous material incidents, and other emergencies. Activity goals are: 1) responsive, effective and efficient fire department programs; 2) maintain long-term facility and fire service plans; 3) timely response to calls for fire services; 4) no loss of life from reported emergencies; and, 5) minimal property damage from reported emergencies. This activity has eight major elements:

- \* **Advance planning.** Anticipate community needs for fire services and schedule required changes in facilities, equipment and staffing; prepare drawings of buildings; and, identify special hazards within or near the City (5 percent of the activity).
- \* **Personnel administration.** Recognize and reward good performance; interpret personnel policies; provide advice on personnel matters; document personnel actions; develop internal policies and procedures (10 percent of the activity).
- \* **Financial administration.** Prepare and monitor fire department budget; authorize payment to vendors, prepare purchase requests; ensure adherence with purchasing regulations (5 percent of the activity).
- \* **Medical emergency response.** Provide victims of acute trauma and illness with basic life support from certified personnel (57 percent of the activity).
- \* **Fire emergency response.** Answer fire emergency calls and suppress fires (13 percent of the activity).
- \* **Hazardous material emergency response.** Contain and mitigate hazardous materials spills (2 percent of the activity)
- \* **Rescue.** Free trapped victims in wrecked vehicles, caved-in trenches, collapsed buildings and other confined spaces (1 percent of the activity).
- \* **Equipment maintenance.** Maintain, test and inspect equipment, apparatus, hoses, tools and vehicles essential to providing fire safety services (7 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	2,838,843	2,734,660	2,733,594	2,797,516
Utilities and Communications	27,603	27,845	37,850	37,850
Supplies, Materials and Services	274,289	225,460	255,000	255,000
Work for Others	35			
Minor Capital	46,484	10,850		
Other Payments		785		
Total	3,187,254	2,999,600	3,026,444	3,090,366

**PUBLIC SAFETY**

ACTIVITY: Administration/Emergency Response  
 DEPARTMENT: Fire  
 PROGRAM: Fire Safety  
 FUND: General Fund

STAFFING SUMMARY	1995-96	1996-97	1997-98	1998-99
Regular Positions:				
Fire Chief	1	1	1	1
Fire Division Chief	1	1	1	1
Fire Battalion Chief	1	1	1	1
Fire Captain	9	9	9	9
Fire Engineer	27	25	25	22
Firefighter	3	5	5	9
Department Secretary	0	0	1	1
Total	43	43	43	44
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

\* 1998-99: Add Fire Fighter (\$55,000)

**MAJOR OBJECTIVES**

- \* 1997-98: Conduct self-assessment of department
- \* 1997-98: Evaluate services to identify savings and efficiencies
- \* 1997-98: Conduct team building sessions
- \* 1997-98: Plan for construction of new fire station
- \* 1997-98: Revise policy manual
- \* 1997-98: Implement Technical Rescue Program
- \* 1998-99: Set goals and objectives to accomplish plan developed from self-assessment process

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Emergency Response Calls	2,674	3,055	3,100	3,200

**RELATED COST CENTERS**  
 Fire Administration (10-201.01)

**PUBLIC SAFETY**

**ACTIVITY:** Fire and Life Safety  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The fire prevention activity administers and enforces fire and life safety codes; determines cause of fires; and, investigates and prosecutes arson caused fires. Activity goals include: 1) elimination of fire hazards from buildings, equipment and properties; 2) safe handling and containment of hazardous material; and, 3) broad public awareness about the dangers of fire and hazardous material. This activity has four major elements:

- \* **Fire hazard inspection and abatement.** Periodically inspect commercial, government and industrial sites for fire hazards and respond to citizen complaints about fire hazards (75 percent of the activity).
- \* **Fire and arson investigation.** Investigate all reported fires to determine causes and possible prevention measures (5 percent of the activity).
- \* **Building plan review.** Review development projects and building plans for conformance with fire safety codes (15 percent of the activity).
- \* **Public education.** Present fire safety education classes in schools, hospitals and convalescent homes (5 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	185,997	206,990	181,199	185,356
Utilities and Communications	4,330	5,015	1,000	1,000
Supplies, Materials and Services	10,671	13,490	10,000	10,000
Minor Capital				
Other Payments				
Total	200,999	225,495	192,199	196,356

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Fire Division Chief	1	1	1	1
Fire Inspector	1	1	1	1
Administrative Clerk III	1	1	1	1
Total	3	3	3	3
Temporary Positions:				
Full-time equivalents	0	0	0	0

**PUBLIC SAFETY**

---

**ACTIVITY:** Fire and Life Safety  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

---

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-98: Conduct required inspections
- \* 1997-98: Review building plans timely and completely
- \* 1997-98: Ensure in-depth fire investigations to deter arson fires

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Plan Reviews	151	67	75	75
Building Inspections	560	400	450	500
Re-inspections	1,516	906	1,100	1,200
Complaints	240	98	100	100
Weed Abatement	467	435	435	435

**RELATED COST CENTERS**

Fire Fire and Life Safety (10-201.03)

**PUBLIC SAFETY**

**ACTIVITY:** Training  
**DEPARTMENT:** Fire  
**PROGRAM:** Fire Safety  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The training activity develops, manages, schedules and coordinates fire department training. The activity goal is to have well-trained and knowledgeable fire employees. This activity has four major elements:

\* **In-service training.** Conduct and/or coordinate drills, tests, joint training exercises and classroom training: introduce new methods and sharpen skills; maintain skills and technical knowledge; and, maintain drivers licenses (85 percent of the activity).

\* **Off-site training.** Schedule and coordinate conferences, workshops and certification classes (5 percent of the activity).

\* **Promotional testing.** Design and administer tests for evaluating probationary firefighters; and, assist in the preparation and administration of entry level and promotional examinations (5 percent of the activity).

\* **Pre-fire planning.** Establish criteria and standards for pre-fire planning, review submitted documents for compliance with standards. Schedule and coordinate suppression personnel in achieving pre-fire planning goals (5 percent of the activity).

ACTIVITY COSTS	1995-96	1996-97	1997-98	1998-99
ACTUAL	58,765	79,170	115,010	117,654
BUDGETED	303	160		
Supplies, Materials and Services	14,190	16,220	21,820	21,820
Minor Equipment			3,900	
Total	73,257	95,550	140,730	139,474

STAFFING SUMMARY	1995-96	1996-97	1997-98	1998-99
ACTUAL	1	1	1	1
BUDGETED				
Regular Positions:				
Fire Division Chief	1	1	1	1
Total	1	1	1	1

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

\* 1997-98 Portable PC (\$3,900)

**MAJOR OBJECTIVES**

- \* 1997-99 Establish skills maintenance program
- \* 1997-99 Establish annual in house training program
- \* 1997-99 Develop training program to address Captains on truck company

**RELATED COST CENTERS**

Training (10.0-201.05)

**PUBLIC SAFETY**

**ACTIVITY:** Support Services  
**DEPARTMENT:** Fire

**PROGRAM:** Fire Safety  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Support Services Division is responsible for all fire department computers, management information, reports; and is responsible for the purchase and replacement of all personnel safety equipment. This activity has three major elements:

- \* **Management information.** Provide technical support and program development for all department computers; provide training to personnel in the use of computers; and, maintain fire CAD system for filing reports to the State Fire Marshal. (75 percent of the activity).
- \* **Safety equipment.** Purchase and acquire all personnel protective equipment for department; and, analyze types of equipment used and make recommendations to staff for changes. (15 percent of the activity).
- \* **Misc duties.** Perform special assignments as determined by the Fire department. (10 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	32,525	130,455	76,647	78,966
Utilities and Communications	915	805		
Supplies, Materials and Services	8,023	19,655	1,925	1,925
Minor Capital	3,633			
Other Payments				
<b>Total</b>	<b>45,097</b>	<b>150,905</b>	<b>78,572</b>	<b>80,891</b>

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Fire Battalion Chief	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-98: Establish computer training program manual
- \* 1997-98: Establish protective equipment replacement program
- \* 1997-98: Work with police department to establish user-friendly CAD and reporting system

**RELATED COST CENTERS**

Special Services (10.0-201.06)

**PUBLIC SAFETY**

**ACTIVITY:** Graffiti Abatement  
**DEPARTMENT:** Public Works

**PROGRAM:** Other Safety Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The graffiti abatement activity removes graffiti from public and private facilities which can be seen from the public right of way or from areas where the public has the right to be. Activity goals are: 1) maintain property values; 2) suppress gang activities; and 3) ensure an attractive and safe community. This activity has three major elements:

- \* **Education and promotion.** Educate public regarding services provided by City to remove gang related graffiti from buildings, fences, and other structures; and promote citizen participation in the early reporting of gang graffiti (5 percent of the activity).
- \* **Obtaining releases.** Identify and contact property owners of buildings, fences and other structures to obtain release for City to remove graffiti (20 percent of activity).
- \* **Graffiti removal.** Inspect highly vandalized areas on a daily basis; report to police; and, remove graffiti within 24 hours (75 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	12,919	12,825	29,855	29,855
Utilities and Communications				
Supplies, Materials and Services	2,047	2,100	2,300	2,300
Minor Capital				
Total	14,965	14,925	32,155	32,155

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
None	0	0	0	0
Total	0	0	0	0
Temporary Positions:				
Full-time equivalents	.7	.7	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1997-98 Full time permanent status for Graffiti Abatement Coordinator (\$16,660)

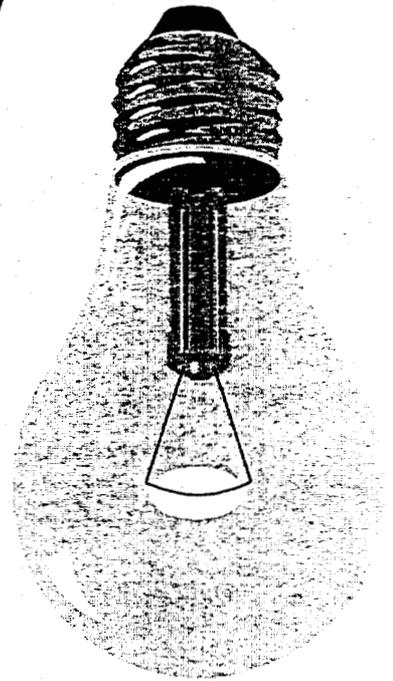
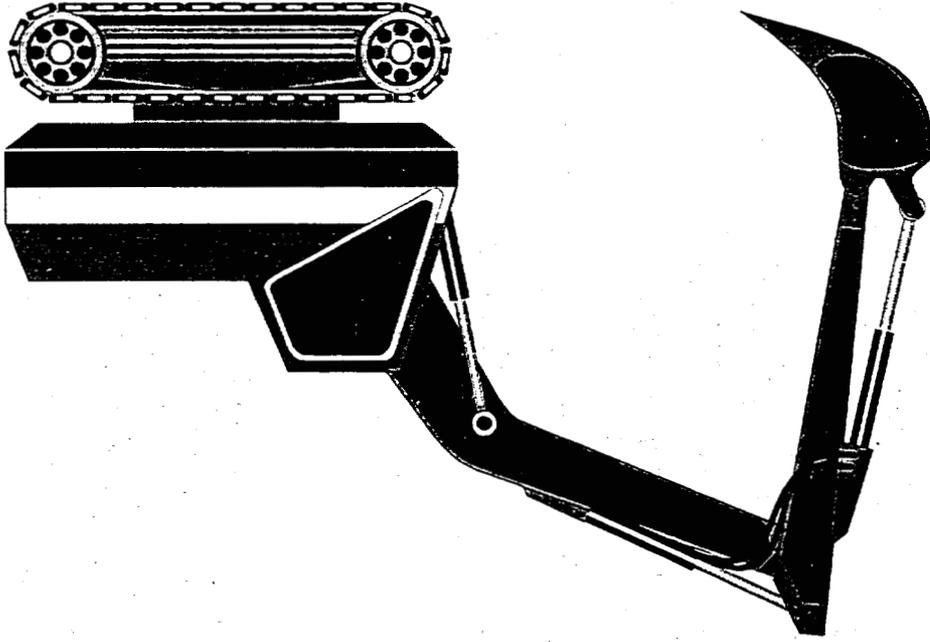
**MAJOR OBJECTIVES**

- \* 1997-99 Expand current Graffiti Abatement program to include all City parks

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Releases Obtained	N/A	N/A	N/A	N/A
Sites Abated	867	1,000	1,100	1,200

**RELATED COST CENTERS**

Graffiti Abatement (10-504.02)



---

PUBLIC UTILITIES

## PUBLIC UTILITIES

ACTIVITY: Water Utility Service  
DEPARTMENT: Public Works

PROGRAM: Water Service  
FUND: Water Fund

### ACTIVITY DESCRIPTION

The water utility service activity provides potable water to approximately 23,000 residential, commercial and industrial customers; and, provides water for adequate fire flows and pressures to fire hydrants, private fire suppression systems and private on site hydrants. Activity goals are: 1) provide a reliable supply of safe drinking water; 2) ensure prudent and responsible water use; and, 3) provide well maintained pumping, distribution and treatment facilities and equipment. This activity has five major elements:

- \* **Administration.** Provide overall direction, supervision and planning for the water utility activity; prepares studies and reports on water utility service operations and facilities; ensure compliance with existing regulations; review and research pending Federal and State water and groundwater regulations, legislation, and grants; represent City on water and groundwater related issues; participate in designing and specifying related capital projects; and, coordinate and provide liaison with other utilities, public agencies and private firms (15 percent of the activity).
- \* **Water conservation.** Plan, promote and enforce the City's Water Conservation Program; develop and present water conservation programs in public and private schools; respond to complaints; and, distribute water conservation material. (5 percent of the activity).
- \* **Water production.** Operate, maintain, repair and monitor the City's water production system (25 wells and related equipment); produce five billion gallons drinking water; and test for compliance with Federal and State safe drinking water standards. (55 percent of the activity).
- \* **Water distribution.** Operate, repair and maintain 200 miles of water mains, service lines for 22,000 customers, 900 meters, 3,600 water valves, 1,600 fire hydrants; respond to customer complaints; and, monitor for compliance with Federal and State safe drinking water standards. (25 percent of the activity).
- \* **Work for others/capital improvement.** Construct water main connections for new subdivisions/developments; and new wells and storage tanks; install fire service lines, hydrants and large water services for new or existing customers; upgrade existing water systems including mains, fire hydrants and well piping; and install underground and above ground piping, conduits and related appurtenances at new well sites and new water treatment systems. Fully funded by others (percent of total activity not determined).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	585,354	570,675	645,488	643,243
Utilities and Communications	546,443	610,765	678,115	679,815
Supplies, Materials and Services	545,829	287,247	1,198,435	953,950
Work for Others	125,854	125,575	134,790	135,850
Minor Capital	9,810	17,173	3,375	3,500
Other Payments	589,695	572,050	684,050	686,550
Total	2,402,983	2,183,485	3,344,253	3,102,908

**PUBLIC UTILITIES**

**ACTIVITY:** Water Utility Service  
**DEPARTMENT:** Public Works

**PROGRAM:** Water Service  
**FUND:** Water Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
<b>Regular Positions:</b>				
Water/Wastewater Superintendent	.5	.5	.5	.5
Assist Water/Wastewater Superintendent	.8	.5	.5	.5
Administrative Clerk	.5	.5	.5	.5
Water/Wastewater Supervisor	1.6	1.65	1.65	1.65
Water Conservation Coordinator	0	0	1	1
Senior Plant & Equipment Mechanic	1.0	1.0	1.0	1.0
Plant & Equipment Mechanic	1.475	1.55	1.55	1.55
Laboratory Services Supervisor	.35	.35	.35	.35
Water/Wastewater Inspector	.8	.8	.8	.8
Laboratory Technician II	.2	.2	.2	.2
Maintenance Worker III & II	4.7	5.6	5.6	5.6
<b>Total</b>	<b>10.925</b>	<b>11.25</b>	<b>11.25</b>	<b>11.25</b>
<b>Temporary Positions:</b>				
Full-time equivalents	3.05	2.05	1.05	1.05

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1997-98 Full-time Water Conservation Coordinator (\$12,663)
- \* 1997-98 Master plan update Phase II (\$40,000)
- \* 1997-98 East San Joaquin Parties study (\$75,000)

**MAJOR OBJECTIVES**

- \* 1997-99: Develop resolve to PCE/TCE dilemma
- \* 1997-99: Develop new bacteriological sampling stations
- \* 1997-99: Update water ordinance
- \* 1997-99: Evaluate low flow retrofit program
- \* 1997-99: Develop standing groundwater graph

<b>WORK FLOW INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Total Production (Million Gallons/Year)	4,921	4,980	5,040	5,100
Number of Customers	21,289	21,544	21,803	22,065
Wells	22	22	23	23
Capacity (Gallons Per Minute)	30,140	30,502	30,868	31,238
Metered Services	892	903	914	924
Bacteriological Samples Taken	1,200	1,214	1,229	1,224
Services Installed/Upgraded	85	86	87	88
Service Calls Responded To	639	647	654	662
Gallons per person per day, April - Oct	271	274	278	281
Total Patrol Miles	23,707	23,991	24,279	24,571
Classroom Presentations	238	244	241	247

**RELATED COST CENTERS**

Damage to City Property (18-015.02)  
 Water Administration (18-451.01)  
 Water Production (18-453.01)  
 Water Distribution (18-454.01)  
 In-lieu tax transfers (added to 600 series)  
 TCE/PCE Monitoring (18.0-453.03)

Water Loan - Interest and Fees (18-060.01)  
 Water Conservation (18-451.03)  
 DBCP Monitoring (18-453.02)  
 Fire Hydrants (18-455.01)  
 Work for Others is salary (400 series)



**PUBLIC UTILITIES**

**ACTIVITY:** Wastewater Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Wastewater Service  
**FUND:** Sewer Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Water/Wastewater Superintendent	.5	.5	.5	.5
Assist Water/Wastewater Superintendent	.2	.2	.4	.5
Administrative Clerk	.5	.5		
Water/Wastewater Supervisor	1.4	1.4	1.35	1.35
Senior Plant & Equipment Mechanic	1.0	1.0	1.0	1.0
Plant & Equipment Mechanic	1.525	1.525	1.45	1.45
Maintenance Worker III & II	7.3	7.3	6.4	6.4
Assist Wastewater Treatment Superintendent	1	1	1	1
Chief Wastewater Plant Operator	1	1	1	1
Laboratory Services Supervisor	.65	.65	.65	.65
Laboratory Technician II	1.8	1.8	1.8	1.8
Water/Wastewater Inspector	1.2	1.2	1.2	1.2
Wastewater Plant Operator	6	6	6	6
Total	24.075	24.075	22.75	22.85
Temporary Positions:				
Full-time equivalents	.50	.75	1.13	.88

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99: Reevaluate collection system preventive maintenance program
- \* 1997-99: Reevaluate H2SO4 problem in trunk and outfall sewer lines
- \* 1997-99: Evaluate utilization of #1 sludge lagoon
- \* 1997-99: Evaluate upgrading septic tank disposal site

<b>WORK FLOW INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Miles Inspected & Cleaned	100	101	102	104
Services Installed/Upgraded	206	208	211	214
Service Calls Responded to	284	287	291	294
Wastewater Treated & Discharged (Million Gallons/Year)	2,200	2,226	2,253	2,280
Tons of Biosolids Produced	625	633	640	648
Reclaimed for Farming Irrigation (Million Galls/Year)	650	658	666	674
Total Reclaimed Water (Million Galls/Year)	870	880	891	902

**RELATED COST CENTERS**

Damage to Property (17-015.02)  
 Sewer Administration (17-401.01)  
 Sanitary System Maintenance (17-404.01)  
 In-lieu tax transfers (add to 600 series)

Bond Debt Interest (17-030.01)  
 Industrial System Maintenance (17-404.02)  
 Plant Maintenance (17-403.01)

**PUBLIC UTILITIES**

**ACTIVITY:** Policy, Legislative and Regulatory  
**DEPARTMENT:** Electric Utility

**PROGRAM:** Electric Services  
**FUND:** Electric Fund

**ACTIVITY DESCRIPTION**

The Policy, Legislative and Regulatory activity provides organizational oversight and administrative support for the two primary Electric Department Divisions: 1) Business Planning and Marketing; and 2) Electric Services. Activity goals are: 1) integrate city-wide policy objectives into departmental operations; 2) foster a corporate culture and work environment which reflects community needs in a competitive industry setting; and, 3) increase Department's standing as an industry leader regionally and statewide. This activity has three major elements:

- \* **Direction and leadership.** Focus the efforts and contributions of staff on exemplary levels of customer service in a growing competitive environment (30% of activity).
- \* **Advocacy.** Position the Department to be competitive on a regional basis through effective, integrated, legislative and regulatory advocacy programs (40% of activity).
- \* **Community relations.** Develop a participatory form of community involvement and relations by engaging in a variety of new partnership programs and other strategic activities which reflect customer expectations and community values (30% of activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	242,380	225,945	249,700	256,855
Utilities and Communications	26,545	31,575	28,995	28,685
Supplies, Materials and Services	313,906	218,025	337,835	338,405
Minor Capital	948	26,000	7,000	7,000
Other Payments	119,826	188,365	193,185	143,685
In-lieu Taxes	4,174,800	4,085,800	4,191,100	4,220,000
Total	4,878,405	4,775,710	5,007,815	4,994,630

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Electric Utility Director	1	1	1	1
Utility Management Administrator	0	1	1	1
Department Secretary	1	1	1	1
Administrative Clerk	1	1	1	1
Total	3	4	4	4
Temporary Positions:				
Full-time equivalents	0	0	0	0

## **PUBLIC UTILITIES**

---

<b>ACTIVITY:</b>	Policy, Legislative and Regulatory	<b>PROGRAM:</b>	Electric Services
<b>DEPARTMENT:</b>	Electric Utility	<b>FUND:</b>	Electric Fund

---

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

### **CAPITAL BUDGET REQUESTS**

None

### **MAJOR OBJECTIVES**

- 1997-99 Create new customer focused programs
- 1997-99 Integrate Department's activities with other City functions to take full advantage of existing City personnel depth.
- 1997-99 Continue development of a power marketing function
- 1997-99 Promote community relations through partnership programs

### **RELATED COST CENTERS**

- 16.0-601.01 Policy, Legislative and Regulatory
- 16.0-604.15 In Lieu Taxes

**PUBLIC UTILITIES**

**ACTIVITY:** Business Planning and Marketing  
**DEPARTMENT:** Electric Utility

**PROGRAM:** Electric Services  
**FUND:** Electric Fund

**ACTIVITY DESCRIPTION**

This activity acquires bulk electric power supplies for retail marketing to Lodi residents, businesses, industries and municipal operations and for wholesale marketing to utilities and other entities. Activity goals are: 1) provide a long-term supply of reliable electric power at the lowest practical cost in accordance with sound business and engineering principles; 2) perform long-range electric utility business planning to ensure continuing benefits of the City's electric utility ownership; and, 3) provide a positive General Fund revenue stream through direct contribution and through retention of existing customers and attraction of new customers. This activity has five major elements:

- \* **Resource development, acquisition and operation.** Develop, acquire and monitor power generation and transmission resources in accordance with forecasted City needs. Provide forecasted bulk power cost and customer usage information for incorporation into the Department's budget process. Identify excess resources available for marketing (25% of activity).
- \* **Power marketing and rates.** Develop and maintain competitive electric rate and service schedules to achieve required revenues. Collect and translate large electric time-of-use customer usage data for billing. Coordinate Department budget process and participate in the development and monitoring of City joint powers agency budgets. Monitor joint powers agency investments and make recommendations for project financing/refinancing in accordance with applicable federal, state and City guidelines. Market excess resources and develop required new electric services and financial products. Coordinate Department activities with Finance Department (45% of activity).
- \* **Bulk power contracts.** Develop and monitor power contracts with suppliers and customers in coordination with the City Attorney (5% of activity).
- \* **Customer retention and development.** Identify customer concerns. Work with the Economic Development Coordinator and Community Development Department to retain existing customers and attract new business. Develop economic models to assist in evaluating customer impact (10% of activity).
- \* **External affairs monitoring.** Maintain City representation at organizations to follow activities related to electric utility business planning and marketing (15% of activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	211,095	238,510	256,805	269,150
Utilities and Communications	77	500	1,050	1,050
Supplies, Materials and Services	14,464	74,550	75,340	74,085
Minor Capital		7,900	10,500	5,000
Other Payments	114,900	47,000	47,000	47,000
Total	340,537	368,460	390,695	396,285

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Manager, Business Planning and Marketing	0	1/0*	1/0*	1/0*
Manager, Rates and Resources	1	1/0*	1/0*	1/0*
Senior Electric Utility Rate Analyst	1	1/0*	1/0*	1/0*
Electric Utility Rate Analyst	1	1/0*	1/0*	1/0*
Total	3	3	3	3

**PUBLIC UTILITIES**

---

**ACTIVITY:** Business Planning and Marketing  
**DEPARTMENT:** Electric Utility

**PROGRAM:** Electric Services  
**FUND:** Electric Fund

---

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**CAPITAL BUDGET REQUESTS**

1997-98 Plant Asset Management System (\$60,000)

**MAJOR OBJECTIVES**

1997-99 Increase customer base  
1997-99 Identify customer service options  
1997-99 Pursue options for restructuring and reduction of project debt service payments

**RELATED COST CENTERS**

16.0-601.03 Business Planning and Marketing  
16.0-604.02 Bulk Power Cost

**PUBLIC UTILITIES**

**ACTIVITY:** Electric Construction and Maintenance  
**DEPARTMENT:** Electric Utility  
**PROGRAM:** Electric Services  
**FUND:** Electric Fund

**ACTIVITY DESCRIPTION**

The Electric Construction and Maintenance activity includes management, supervision, training and support services for the Construction and Maintenance Division. It also provides personnel and equipment for around-the-clock response capability to system and customer electric problems (troubleshooters).

The technical services section provides 24-hour electrical maintenance and troubleshooting of the City's substations, traffic signals, storm pumps, water production, sewage lift station and sewage treatment plant. Supervision of the Department's Hazardous Material Handling element is provided through this section as well.

Activity goals are 1) maintain the transmission and distribution system in the safest, most reliable and efficient operating condition possible; 2) construct line extensions and improvements in the most effective, economic and efficient manner with a minimum of interruptions to existing customers; 3) maintain staff trained in the latest techniques, practices and components utilized in electric distribution systems; 4) provide the most efficient, courteous and expeditious response to customer and system electric problems; and, 5) maintain Electric Substations and Electric Systems infrastructure to high quality standards the equipment manufacturer intended at the lowest cost to the citizens of Lodi without jeopardizing safety of the public or City personnel. This activity has eight major elements:

\* **Construction.** Construct overhead and underground line extensions to serve new and additional loads to all customer classes. Construct system upgrades and expansions for capacity, reliability and operating flexibility increases; examples include transmission and main feeder line additions, substation construction and expansion, get-a-ways and distribution system installation equipment to improve efficiency, system operation and service restoration. The wood utility pole replacement program is also included in this activity. There are 45 poles scheduled for replacement during Fiscal Year 1997-98 and 47 poles scheduled for replacement during Fiscal Year 1998-99 (28% of activity).

\* **Maintenance.** Maintain 133 miles of overhead and 116 miles of underground 12 kV distribution lines as well as 12 miles of 60 kV transmission lines which includes periodic inspections, corrective work and record keeping. Repair and replace system components and install and maintain the City's Dusk to Dawn Lighting Program. Continue "work for others" which includes customer requested system modifications and damage to equipment (20% of activity).

\* **Customer Service.** Provide response to electric system and customer trouble around the clock. Locate underground facilities in response to requests by contractors, citizens, and others through Underground Service Alert. Obtain system data such as voltage and current readings. Connect and disconnect customers, and set meters at new customer locations. Respond to approximately 800 service calls per year, including 300 after hour calls, 600 locating calls and 550 meter-sets (10% of activity).

\* **Hazardous Material Handling.** Remove and prepare polychlorinated biphenyl (PCB) contaminated distribution system equipment for disposal. Prepare utility wood poles treated with pentachlorophenol or creosote for disposal at an approved disposal site. Disposal scheduled for approximately 50 wood poles for Fiscal Year 1997-98 and approximately 55 wood poles for Fiscal Year 1998-99 (5% of activity).

\* **Streetlight Maintenance.** Maintain 4,476 unit street and alley lighting system. Respond to approximately 650 calls for service to the system per year. Convert mercury vapor luminaires to the more efficient high pressure sodium at the rate of 190 ± units per year. Conversion program is scheduled to be completed in three years. Electrical energy utilized by the lighting system is also included. The cost of streetlight maintenance is reimbursed by the Public Works Department (8% of activity).

**PUBLIC UTILITIES**

**ACTIVITY:** Electric Construction and Maintenance  
**DEPARTMENT:** Electric Utility  
**PROGRAM:** Electric Services  
**FUND:** Electric Fund

\* **Tree Trimming.** Provide line clearance for overhead power lines from trees. This element is performed via a private contractor supervised by Department staff. Approximately 50 miles of overhead line is cleared per year involving 4,500 trees (2% of activity-Department staff).

\* **Substations and Customer Support Services.** The Technical Service Section's technical personnel (Electric Technicians) maintain all equipment in four 60/12 kV power substations. Calibrate and repair microprocessor based protective relays and data/control equipment. Perform regular scheduled maintenance on 22 60 kV power circuit breakers, 38 12kV power circuit breakers, and seven large power transformers. Install 60kV and 12kV circuit breakers, relays, panelboards and control systems. Install and maintain substation area lighting and intrusion alarm systems. Perform weekly substation inspections and document observed readings and deficiencies. Draw and update electrical and electronic drawings and schematics. Install and troubleshoot SCADA systems and data communication phone lines. Provide customer support services through power quality surveys, including harmonics analyzing, voltage recording and radio/T.V. interference locating (17% of activity).

\* **Electrical Systems (Public Works).** Electrical staff (Electricians) provide electrical repair, maintenance and upgrading of 38 traffic signal intersections, 25 wells, 45 storm pumps, 10 sewage lift pumps, the White Slough Water Pollution Control Plant and data communication equipment. Install motor control centers, SCADA terminal units, electronic control systems and logic controllers. Respond to emergency after hours repairs and system troubleshooting. Install, repair and calibrate electronic measuring equipment, motor speed controllers and equipment associated with sewage treatment plant operations. Troubleshoot traffic control systems including controllers, conflict monitor, emergency vehicle preempt equipment and load switches. Perform monthly preventive maintenance on the City's electrical infrastructure. Maintain logs, records, and trouble reports. This element is reimbursed by the Public Works Department (10% of activity).

ACTIVITY COSTS	1995-96	1996-97	1997-98	1998-99
	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	1,209,002	1,336,425	1,217,070	1,375,780
Utilities and Communications	316,002	356,500	323,895	345,445
Supplies, Materials and Services	313,348	430,630	570,227	441,450
Minor Capital	176,320	200,176	189,080	159,165
Other Payments	243	2,000		
Total	2,015,025	2,325,731	2,300,272	2,321,840

STAFFING SUMMARY	1995-96	1996-97	1997-98	1998-99
	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Electric Superintendent	1	1	1	1
Construction/Maintenance Supervisor	0	1	1	1
Electric Troubleshooter	3	3	3	3
Electric Apparatus Mechanic	1	1	1	1
Electric Foreman/Forewoman	3	3	3	3
Electric Lineman/Linewoman	7	8	8	8
Technical Services Manager	1	1	1	1
Electrical Technician	2	2	2	2
Electrician	2	2	2	2
Total	20	22	22	22
Temporary Positions:				
Full-time equivalents	0	.5	0	0

## **PUBLIC UTILITIES**

---

<b>ACTIVITY:</b>	Electric Construction and Maintenance	<b>PROGRAM:</b>	Electric Services
<b>DEPARTMENT:</b>	Electric Utility	<b>FUND:</b>	Electric Fund

---

### **SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

1997-98 Tree Trimming (\$137,242)  
1997-99 Travel/Business Expenses (\$7,000)  
1997-99 Small Tool and Equipment (\$15,000; \$10,000)  
1997-99 Safety Equipment (\$7,890; \$10,835)

### **MAJOR OBJECTIVES**

1997-99 Increase exposure of field personnel to day to day operation of the Technical Services Division  
1997-99 Implement program to measure reliability of power circuit breakers through the use of a speed travel analyzer  
1997-99 Increase training on complex systems  
1997-99 Continue Underground Inspection/Maintenance Program  
1997-99 Implement Overhead Inspection Program  
1997-99 Continue to eliminate backlog work  
1997-99 Implement a program to bring Tree Trimming in compliance with new P.U.C. Rule

## **PUBLIC UTILITIES**

---

**ACTIVITY:** Electric Construction and Maintenance  
**DEPARTMENT:** Electric Utility

**PROGRAM:** Electric Services  
**FUND:** Electric Fund

---

### **RELATED COST CENTERS**

16.0-601.02 EC&M Supervision  
16.0-602.02 Customer Service Maintenance  
16.0-602.03 Power Quality  
16.0-602.40 Electrical Miscellaneous  
16.0-602.41 Electric Systems - Other Department  
16.0-603.02 Dusk to Dawn Lighting  
16.0-603.03 Street Light Maintenance  
16.0-604.09 Hazardous Material Handling  
16.0-604.10 System Maintenance-Overhead  
16.0-604.11 System Maintenance-Underground  
16.0-604.12 Substations Maintenance  
16.0-604.14 Tree Trimming



## **PUBLIC UTILITIES**

---

<b>ACTIVITY:</b>	Electric Services	<b>PROGRAM:</b>	Electric Services
<b>DEPARTMENT:</b>	Electric Utility	<b>FUND:</b>	Electric Fund

---

### **MAJOR OBJECTIVES**

**1997-99 Upgrade LAN:** Increase data transfer rate from a two mbs data transfer rate to a 100 mbs. This project includes new cabling and equipment to provide the City with the flexibility and capability necessary for present and future demands in the electric industry.

**1997-99 230 kV Interconnect Project Development.** This project would consist of a new 230 kV switchyard facility, 230-60 kV transformation and several miles of 60 kV transmission line to connect with the existing 60 kV system on the western edge of the City.

**1997-99 Broadband Communication Services.** This project involves strategic research necessary to determine optimum plans for development of two-way voice, data, and video communication capabilities to be available to all residents, businesses and institutions, as well as enhance the City's networking capabilities.

### **RELATED COST CENTERS**

16.0-601.06 Electric Services (New activity)

## PUBLIC UTILITIES

**ACTIVITY:** Electrical Engineering and Operations      **PROGRAM:** Electric Services  
**DEPARTMENT:** Electric Utility      **FUND:** Electric Fund

### ACTIVITY DESCRIPTION

The Electrical Engineering and Operations activity includes management, supervision, training and support services for the Engineering, Metering and Operations Sections. Activity goals are: 1) plan for future growth; 2) design an electric system that is cost effective, reliable, efficient and safe; 3) operate the City's utility systems in the most efficient and reliable manner; 4) restore service as rapidly as possible following interruption; 5) respond efficiently to customer constraints and project schedules; and 6) respond to calls and inquiries from customers and the public in a courteous, expedient and professional manner. This activity has three major elements:

- \* **Engineering.** Design and prepare plans, specifications, construction drawings and cost estimates. Develop and maintain engineering, material and construction specifications. Collect and analyze data for design of projects and prepare written proposals. Perform short and long range system planning to accommodate growth and annexations and to identify system modifications and improvements. Perform system coordination and protection studies and implement results to maximize system reliability. Provide and coordinate engineering services for developers, architects, project engineers, other utilities and other City Departments. Review building and development plans such as subdivision maps, parcel maps, off-site improvement plans and remodel/modification projects. Acquire encroachment permits, rights-of-ways and public utility easements. Respond to questions and provide consultation to staff and the public regarding applicable laws, codes, regulations and construction details. Provide necessary training. Develop, maintain and audit computer generated system maps, schematics and diagrams. Develop and maintain engineering, construction and metering specifications and drawings. Develop and maintain various standards and policies including engineering, construction and materials standards, Rules and Regulations, and electric service and metering manuals. Conduct Electric and Magnetic Fields (EMF), power quality and energy conservation audits. Provide information and training to educate the public in areas involving electric power services.
- \* **Metering.** Install revenue metering equipment at industrial and commercial facilities. Test and calibrate all metering installations periodically, city wide. Procure and maintain inventory of all metering associated equipment. Investigate power diversion and vandalism cases as well as metering and billing complaints. Retrieve monthly meter date for time-of-use customers. Provide customer service on matters relating to energy usage.
- \* **Operations (System control and dispatch).** Monitor, control and operate the Electric, Water/Wastewater and Storm Systems and dispatch personnel for all City operations, with the exception of Public Safety Personnel, on a 24 hours per day basis. Maintain system maps, records and dispatch boards. Operate and program the System Control and Data Acquisition System (SCADA). Evaluate data received from SCADA. Implement proper corrective measures and prepare various associated reports. Prepare written switching procedures as well as various electric and water system operating reports. Call out and dispatch personnel for emergency service restorations. Respond to and/or reroute calls from the public.

*Note:* The Operations activity is funded thirty percent (approximately) by the Public Works Department.

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	821,600	883,220	988,060	1,019,680
Utilities and Communications	8,167	7,050	10,875	10,940
Supplies, Materials and Services	23,826	31,172	50,950	43,775
Minor Capital	22,359	57,869	20,425	8,050
Other Payments				
Total	875,952	979,311	1,070,310	1,082,445

## PUBLIC UTILITIES

ACTIVITY: Electrical Engineering and Operations  
 DEPARTMENT: Electric Utility

PROGRAM: Electric Services  
 FUND: Electric Fund

STAFFING SUMMARY	1995-96 ACTUAL	1996-97 BUDGETED	1997-98 REQUESTED	1998-99 PROPOSED
<b>Regular Positions:</b>				
Manager, Engineering and Operations	0*	1	1	1
Electrical Engineer	1	0	1	1
Senior Electrical Estimator	0	1	1	1
Electrical Estimator	3	2	2	2
Electrical Drafting Technician	1	1	1	1
Electric Meter Technician	1	1	1	1
Metering Electrician	1	1	1	1
Utility Operations Supervisor	1	1	1	1
Utility Service Operator - Relief	1	1	1	1
Utility Service Operator	3	3	3	3
<b>Total</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>
<b>Temporary Positions:</b>				
Full-time equivalents	0	0	.5	.5

\* This position was budgeted in Electric Construction and Maintenance during the 1995-97 fiscal period.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

1997-98: Electrical Engineer (\$70,275; (\$14,180)  
 1997-98: Sr. Electrical Estimator, upgrade (\$4,390)  
 1997-98: Copy Machine (Replacement \$8,500)  
 1997-98: Laser Jet Printer (\$5,000)  
 1997-98: Office Wall Remodel (\$7,500)  
 1997-98: Portable Watthour Tester (\$3,500)  
 1998-99: Office Equipment (\$9,500)  
 1997-98: Contract/Professional Services (\$15,000)  
 1997-99: Travel/Business Expenses ( \$7,000)  
 1997-99: Administrative Clerk, Temporary (\$10,645)

### ACTIVITY OBJECTIVES

1997-99: Implement Engineering Design Software  
 1997-99: Implement remotely interrogated revenue meter system for 30 industrial/commercial customers  
 1997-99: Conduct a long and short range system planning study and identify necessary system modifications to serve load under normal and emergency conditions. System protection and coordination will be included in this task.

## **PUBLIC UTILITIES**

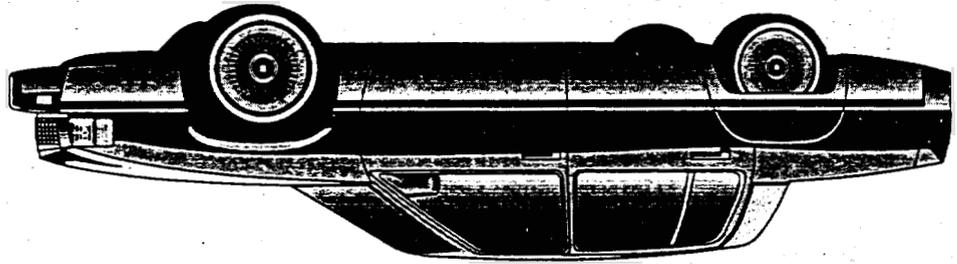
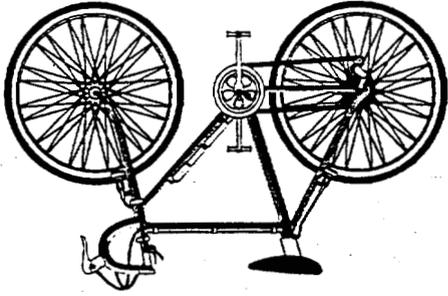
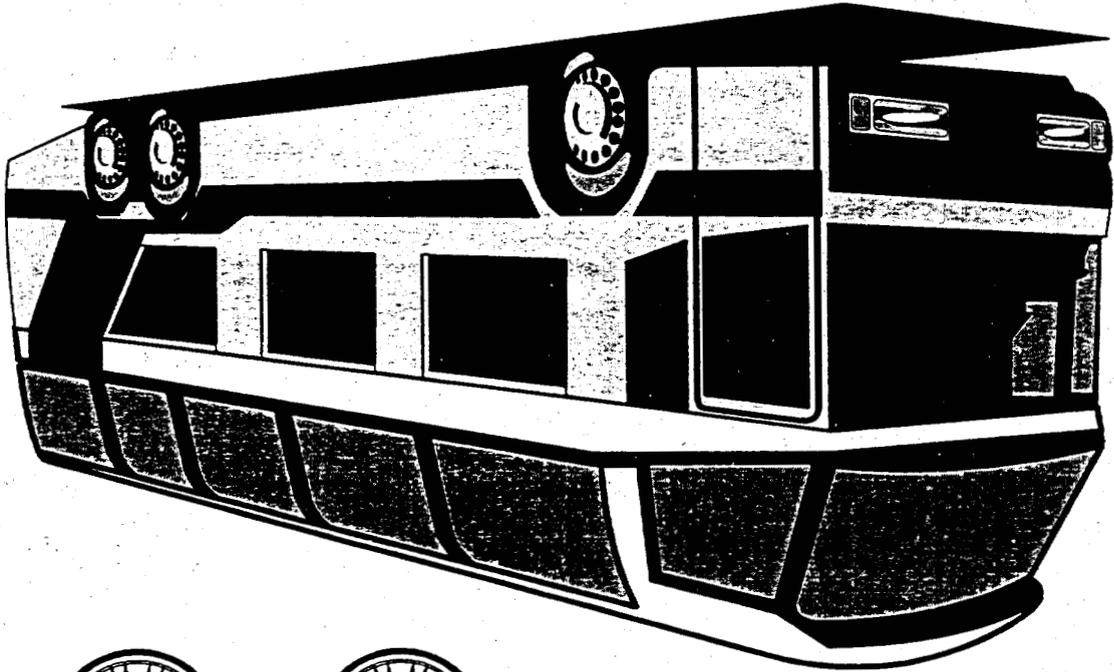
---

<b>ACTIVITY:</b>	Electrical Engineering and Operations	<b>PROGRAM:</b>	Electric Services
<b>DEPARTMENT:</b>	Electric Utility	<b>FUND:</b>	Electric Fund

---

### **RELATED COST CENTERS**

16.0-601.11: Electrical Engineering and Operations, Supervision (New Account)  
16.0-601.12: Engineering  
16.0-601.13: Meter Maintenance  
16.0-602.42: Utility Systems Control & Dispatch (Other Departments)  
16.0-604.13: Utility Systems Control & Dispatch  
16.1-650.06: Customer Service - Metering



---

TRANSPORTATION

**TRANSPORTATION**

---

**ACTIVITY:** Street Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Streets and Flood Control  
**FUND:** General Fund

---

**ACTIVITY DESCRIPTION**

The Street Maintenance activity includes administration and management support for the Streets Division and provides street and alley maintenance; curb, gutter and sidewalk maintenance; and traffic control maintenance. Activity goals are: 1) safe and smooth streets and sidewalks; 2) safe and efficient traffic circulation; and, 3) efficient and effective street services. This activity has five major elements:

- \* **Streets administration.** Provide overall direction, supervision and planning for the Streets Division; prepare reports and studies; coordinate, interact, and provide liaison with utilities, public agencies and private firms; provide equipment maintenance and safety equipment; oversee contracts; and promote public relations (10 percent of activity).
- \* **Street maintenance.** Maintain 169 miles of street and 16 miles of alleys which includes patching and sealing as needed, subdivision oil treatment, repave utility trenches and pavement cuts; overlay approximately 312,000 square feet of streets annually; and contract for annual slurry sealing of approximately 1,000,000 square feet of streets (60 percent of activity).
- \* **Curb, gutter & sidewalk maintenance.** Remove, replace and repair curb, gutter, sidewalk, handicap ramps, and alley approaches; and patch existing sidewalks (5 percent of activity).
- \* **Traffic control maintenance.** Maintain 4,800 street names, warning, regulatory and guide signs; paint 10 miles of curbs, pavement legends, crosswalks, railroad crossings, and parking stalls; install new signs and pavement markings; and maintain 47 signalized intersections and one flashing beacon intersection (15 percent of activity)
- \* **Maintenance of street lights.** Maintain 4,967 street lights including the cost of replacing lamps, incidental cleaning of glassware and fixtures, routine patrolling for lamp outages, extraneous nuisances or encroachments, testing lines and equipment including voltage and current measurement, street lamp renewals and tool expenses (15 percent of activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	744,971	827,390	796,775	799,060
Utilities and Communications	96,414	147,695	117,545	117,545
Supplies, Materials and Services	238,415	267,014	279,280	279,330
Work for Others	535,870	469,340	520,610	541,840
Minor Capital	86,221	135,806	122,775	105,775
Other Payments				
Total	1,701,893	1,847,245	1,836,985	1,843,550

**TRANSPORTATION**

**ACTIVITY:** Street Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Streets and Flood Control  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Street Superintendent	1	1	1	1
Supervising Administrative Clerk	1	1	1	1
Administrative Clerk	1	1	1	1
Street Supervisor	2	2	2	2
Maintenance Worker III	5	5	5	5
Maintenance Worker II	9	9	9	9
Total	19	19	19	19
Temporary Positions:				
Full-time equivalents	.95	.95	1.1	1.1

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1998-99: Develop computerized inventory and record keeping system
- \* 1998-99: Evaluate sidewalk grinding program
- \* 1997-98: Develop public works hazardous materials training program
- \* 1997-98: Update encroachment ordinance

<b>WORK FLOW INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Street Miles Under City Jurisdiction	167	169	170	175
Tons of Asphalt Placed by City Forces	2,315	3,645	3,950	3,950
Sidewalk Repairs Made	336	495	525	550
Gallons of Street Paint Applied	2,225	2,250	2,300	2,350
Traffic Signals Maintained	36	37	37	38
Street Lights Maintained	3,922	4,472	4,967	5,057

**RELATED COST CENTERS**

Street Administration (10-501.01)  
 Work for Others (10.0-501.02)  
 Street Maintenance (10-503.01)  
 Alley Maintenance (10-503.04)  
 Sidewalk, Curb and Gutter Maintenance (10-503.05)  
 Traffic Control Maintenance (10-503.08)  
 Street Light Maintenance (10-503.10)

## TRANSPORTATION

ACTIVITY: Street Trees  
DEPARTMENT: Public Works

PROGRAM: Streets and Flood Control  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Street Tree activity is responsible for tree maintenance. This activity has one major element:

- \* **Tree maintenance.** By use of contract maintenance this activity provides for pruning, trimming, restaking, and root surgery on the City's 5,140 trees and 1,802 park trees. This maintenance effort is directed toward 56 different species located in parkways, tree wells, public parking lots, building and park grounds. Maintenance provides for removing dead and diseased trees; and responding to downed private trees in public rights of way and parks during emergencies (100 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	136	37,220	52,090	52,090
Utilities and Communications				
Supplies, Materials and Services	30,417	82,780	23,110	23,710
Minor Capital			200	200
Other Payments	4,887	68,383	60,000	60,000
Total	35,440	188,383	135,400	136,000

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Tree Operations Supervisor	0	1	1	1
Total	0	1	1	1
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-98 Implement Tree Inventory (\$15,000)
- \* 1997-98 Increase tree planting to 250 trees each year (\$15,000)

### MAJOR OBJECTIVES

- \* 1998-99: Develop computerized tree inventory/record keeping/work order system
- \* 1997-98: Reestablish tree planting and maintenance program

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Street Trees	5,140	5,150	5,500	5,600
Park Trees	1,800	1,800	1,850	1,900
Trimmed by Contract	480	900	1,100	1,200
Trees Removed	20	100	100	200
Trees Planted	25	100	200	250

### RELATED COST CENTERS

Tree Maintenance (10-503.06)

## TRANSPORTATION

ACTIVITY: Street Cleaning  
DEPARTMENT: Public Works

PROGRAM: Streets and Flood Control  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Street Cleaning activity provides for sweeping of City streets, alleys, and parking lots, removal of leaves during leaf season, weed abatement, and landscape maintenance of Public Works facilities. Activity goals are: 1) ensure streets are clean and free of debris; and, 2) ensure landscaped areas are well maintained. This activity has four major elements:

- \* **Street sweeping.** Sweep approximately 338 miles of street curbs, 16 miles of alleys, and 19 public parking lots on the following schedule: downtown area 3 times a week, arterials once every two weeks, all other streets once a month, alleys and parking lots bimonthly or as needed, and State Highway on-ramps at Kettleman Lane and Turner Road biannually per agreement with Caltrans (40 percent of the activity).
- \* **Leaf removal.** Remove approximately 7,000 cubic yards of leaves placed in the street right of way during leaf season, (November through January) on a 10-day frequency (30 percent of the activity).
- \* **Landscape maintenance.** Provide landscape maintenance of Public Works facilities and provide repair and maintenance of sprinkler systems (20 percent of the activity).
- \* **Weed abatement.** Spray weeds with herbicide and remove weeds and other debris along street shoulders, alleys and along 2.6 miles of street medians (10 percent of the activity)

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	133,269	132,280	138,495	168,350
Utilities and Communications				
Supplies, Materials and Services	22,667	26,110	26,000	26,000
Work for Others				
Minor Capital	1,358	1,328	1,300	1,300
Other Payments				
Total	157,313	169,718	165,795	195,650

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Street Supervisor	1	1	1	1
Street Sweeper Operator	1	1	1	1
Maintenance Worker II	1	1	1	1
Total	3	3	3	3
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1998-99 Laborer for clean-up (\$29,855)

## TRANSPORTATION

---

ACTIVITY: Street Cleaning  
DEPARTMENT: Public Works

PROGRAM: Streets and Flood Control  
FUND: General Fund

---

### MAJOR OBJECTIVES

- \* 1997-98: Assist in keeping Downtown area aesthetically pleasing.

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Curb Miles of Street Swept	4,750	4,800	4,850	4,900
Truck Loads of Leaves Removed	552	465	550	550
Gallons of Herbicide Applied	210	215	220	225
Facilities' Landscape Maintained by Contract	45	48	48	50

### RELATED COST CENTERS

Street Cleaning (10-503.07)

**TRANSPORTATION**

**ACTIVITY:** Parking Lot Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Streets and Flood Control  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Parking Lot Maintenance activity is responsible for maintenance of the City's 19 public parking lots. The activity goal is to provide adequate and safe parking for visitors, customers and employees. This activity's major element is:

- \* **Maintenance.** Sweep and remove trash, patch and resurface pavement, repaint pavement markings, maintain signs and landscaped areas within parking lots (100 percent of activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing				
Utilities and Communications				
Supplies, Materials and Services	5,310	7,155	6,500	6,500
Minor Capital				
Other Payments				
Total	5,310	7,155	6,500	6,500

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
None	0	0	0	0
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

None

<b>WORK FLOW INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Total Parking Lots	20	20	20	21
Total Spaces	1,761	1,761	1,761	1,761

**RELATED COST CENTERS**

Parking Lot Maintenance (10-504.01)

## TRANSPORTATION

**ACTIVITY:** Storm Drains  
**DEPARTMENT:** Public Works

**PROGRAM:** Streets and Flood Control  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Storm Drains activity is responsible for maintaining the City's storm drain system, coordinating emergency response during storms, and meeting requirements of the Storm Water Discharge Agreement with Woodbridge Irrigation District. Activity goals are: 1) ensure a well designed and maintained storm drainage system; 2) ensure minimum property damage; and, 3) keep pumping stations and retention basins operating at full capacity. This activity has three major elements:

- \* **Storm drain facility maintenance.** Clean and maintain 102 miles of storm drains, 2,799 catch basins, 1,515 manholes, 14 pumping stations, 45 pumps and motors (5 hp to 50 hp) and 8 retention basins (90 percent of activity).
- \* **Storm emergency response.** Clear debris and other obstructions from catch basins and pumping stations, check retention basins, and sign flooded areas (5 percent of activity).
- \* **Administration of discharge agreement.** Meet all requirements of the Discharge Agreement and pay fees for discharge of storm water from Beckman and Shady Acres Pumping Stations (5 percent of activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	84,777	84,210	88,580	88,580
Utilities and Communications	26,681	20,450	26,100	26,100
Supplies, Materials and Services	7,688	31,801	30,050	20,050
Work for Others	23,142	21,300	21,600	21,600
Minor Capital	3,822	12,000	12,500	12,500
Other Payments	53,239	55,115	57,515	56,640
Total	199,348	224,876	226,345	228,470

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Maintenance Worker III	1	1	1	1
Maintenance Worker	1	1	1	1
Total	2	2	2	2
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

- \* 1997-98 Evaluate impact of National Storm Water Pollution Act

## TRANSPORTATION

---

**ACTIVITY:** Storm Drains  
**DEPARTMENT:** Public Works

**PROGRAM:** Streets and Flood Control  
**FUND:** General Fund

---

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Miles of Storm Line	102	104	107	110
Miles of Storm Line Cleaned	60	60	64	65
Storm Pumps	45	45	45	45
Catch Basins	2,799	2,855	2,910	2,965
Manholes	1,515	1,545	1,575	1,600

### RELATED COST CENTERS

Storm System Maintenance (10-503.09)

## TRANSPORTATION

ACTIVITY: Transportation  
DEPARTMENT: Public Works

PROGRAM: Transportation  
FUND: Transportation Fund

### ACTIVITY DESCRIPTION

The transportation activity provides a daily fixed route bus system and door-to-door service for the general public within the City limits. Activity goals are: 1) provide quality transportation for transit dependent persons; 2) provide convenient transportation to all persons; and, 3) reduce traffic congestion and air pollution. This activity has four major elements:

- \* **Grapeline.** Operation and maintenance of a five route fixed route bus system. Grapeline service is provided from 6:30 am to 6:30 pm weekdays, and 8:00 am to 6:00 pm Saturday. There is no Grapeline service on Sunday. (40 percent of the activity).
- \* **Dial-a-ride operations.** Provide an on call, door-to-door transportation system. Weekday service is provided from 6:30 am to 7:00 pm, Saturdays from 7:30 am to 6:30 pm and Sundays from 8:00 am to 4:00 pm. (40 percent of the activity).
- \* **Non-vehicle maintenance.** Maintain benches, shelters and signs (5 percent of the activity).
- \* **Administration.** Manage operator contracts, plan future services and operations, file reports and claims for transportation funding and administer taxi franchises (15 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	528,330	582,115	52,490	56,046
Utilities and Communications	1,412	4,665	1,900	1,900
Supplies, Materials and Services	216,377	138,011	964,370	1,013,385
Minor Capital	1,459		3,500	3,500
Other Payments	367	850		
Total	747,945	725,641	1,022,260	1,074,831

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Transit Manager	0	1	1	1
Total	0	1	1	1
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

- \* 1997-99 Establish reservation system for Dial-A-Ride
- \* 1997-99 Reduce demand response waiting time to 15 minutes
- \* 1997-99 Establish a 5th fixed route
- \* 1997-99 Build CNG fueling station and convert 5 transit vehicles to CNG
- \* 1997-99 Purchase land, and build new maintenance facility
- \* 1997-99 Rebuild the S.P. Depot station into a first class multi-model station

## TRANSPORTATION

---

**ACTIVITY:** Transportation  
**DEPARTMENT:** Public Works

**PROGRAM:** Transportation  
**FUND:** Transportation Fund

---

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Ridership (Fixed Route)	144,257	175,495	193,045	202,700
Ridership (Dial-A-Ride)	76,600	64,715	67,950	69,650

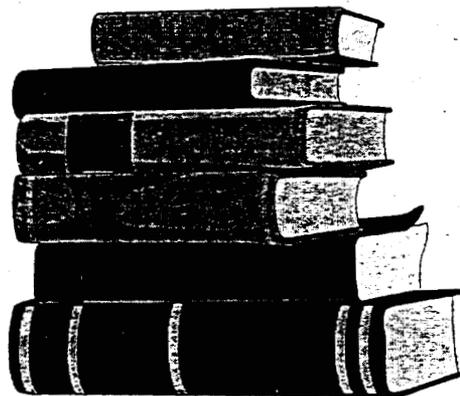
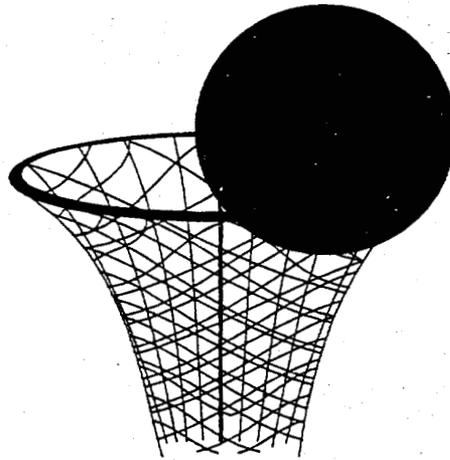
### RELATED COST

Transit Dial-A-Ride (125-561.03)  
Fixed Route System (125-561.07)  
Transportation Administration (125-561.09)

# LESIURE, CULTURAL AND SOCIAL SERVICES

---

---





## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Parks and Recreation Administration  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks and Recreation  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Parks and Recreation Administration activity plans, directs and evaluates all park and recreation programs and activities; plans and coordinates facility development; prepares and revises long-range plans; and, works with the Parks and Recreation Commission to review projects, fees and charges. Activity goals are: 1) responsive, cost effective and well organized recreation programs; 2) a combined 30 percent cost recovery from park and recreation programs (adult programs, youth and teen programs, specialty classes); 3) a balance of programs and facilities based on age, interests, opportunity and location; 4) adequately maintained facilities; 5) coordination of parks and facilities for rental, tournament and passive uses; 6) coordinate all Parks and Recreation capital, CDBG and internal projects; and, 7) develop and coordinate community partnership for Capital Projects and operating programs. This activity has five major elements:

- \* **Leadership and administration.** Plan, organize, coordinate and evaluate the City's parks and recreation activities, programs and maintenance; develop and recommend budget, cost recovery fees, grant applications, and funding through public/private partnerships; establish rules, procedures, and policies to govern the day to day conduct of park and recreation services; advise and assist the City Manager, Parks and Recreation Commission and City Council on programs, development of new parks, facilities and cost recovery goals; foster and promote a positive and efficient work place; recognize and reward excellent performance of employees and participants; and negotiate and coordinate major department contracts and agreements and oversee same (40 percent of the activity).
- \* **Public relations and information.** Develop and distribute brochures and advertising on recreation programs, events and activities; prepare press releases; and, represent the City at City-wide functions and with other agencies or private groups (10 percent of the activity).
- \* **Commission and Board support.** Provide necessary support for the Parks and Recreation Commission, Lodi Sports Foundation, Nare Area Advisory Committee, Lodi Lake Docents, Swim Club Board, and Adults Sports Board. Also advise Booster of Boys/Girls Sports and Friends of Lodi Lake. (15 percent of the activity).
- \* **Parks and recreation facility planning, capital improvement and general project management.** Develop current and long range plans for new parks and recreation facilities for both indoor and outdoor space needs; and develop, prioritize and coordinate requests for capital improvement projects and department general projects (15 percent of the activity).
- \* **Activity administration.** Collect, receipt and deposit department fees and charges; receive and schedule reservations for facilities and activities; and provide over the counter information to customers (20 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	497,523	485,985	538,780	547,660
Utilities and Communications	12,925	16,530	17,220	17,220
Supplies, Materials and Services	102,843	118,181	102,650	102,650
Minor Capital			3,000	5,500
Other Payments				
Total	613,292	620,696	661,650	673,030

**LEISURE, CULTURAL AND SOCIAL SERVICES**

**ACTIVITY:** Parks and Recreation Administration  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks and Recreation  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
<b>Regular Positions:</b>				
Parks and Recreation Director	1	1	1	1
Parks Superintendent	1	1	1	1
Recreation Supervisor	3	3	3	3
Parks Project Coordinator	1	1	1	1
Department Secretary	1	1	1	1
Administrative Clerk III	1	1	1	1
Administrative Clerk II	1	1	1	1
Total	9	9	9	9
<b>Temporary Positions:</b>				
Full-time equivalents	2.3	2.3	2.3	2.3

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1997-98 Recreation Intern for summer 1997 (\$2,685)
- \* 1997-98: Part-time CAD operator (\$6,720)
- \* 1997-98: ASA National Softball Tournament Bid (\$1,500 offset by revenue in second yr)
- \* 1997-98 Purchase of lectern (\$3,000)
- \* 1997-98 Electrostatic painting of office furniture (\$2,000)
- \* 1997-98 Purchase of two color drums for Risograph machine(\$1,500)
- \* 1998-99 Purchase of two workstations (\$5,500)

**MAJOR OBJECTIVES**

- \* 1997-99: Continue high level and effective programming and services
- \* 1997-99: Make maintenance #1 priority in 1997-98
- \* 1997-99 Reorganize Parks and Recreation administrative staff - Phase I (1997-98) and Phase II (1998-99)
- \* 1997-99 Work toward completing CIP and CDBG projects

<b>WORK FLOW INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Program Attendance	471,171	480,000	490,000	500,000
Revenue Produced	406,117	388,100	396,500	400,000
Projects Completed	4	11	14	10
Programs offered	73	65	65	65

**RELATED COST CENTERS**

Recreation Administration (10-701.01)  
Parks Administration (10-751.01)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Youth/Teen Sports  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Recreation  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Youth/Teen Sports activity offers a wide selection of youth sports. Over 7,000 youth and teens participate annually in these programs. Activity goals are: 1) provide quality opportunities and sport experiences in a wide variety of programs; 2) organize well-run and coordinated leagues, tournaments, camps, and clinics that instruct, provide opportunity to participate and meet social and physical needs of participants; 3) recover a fair-dollar value, depending upon the program; 4) provide officiating experience for teens and adults; and, 5) coordinate with support groups and volunteers in our program offerings. This activity has two major elements:

- \* **Competitive sports.** Competitive levels are co-sponsored by a local advisory organization (which is affiliated directly with the department). This joint involvement produces programs in baseball, softball, soccer, basketball, tackle football, clinics and camps. 5000+ youth and teens participate in these programs. City receives only nonresident fees associated with participation in these programs. **(80 percent of the activity).**
- \* **Introduction/instructional programs.** These programs are run 100 percent by the city. They include basketball, volleyball, flag football, hockey, wrestling, and a variety of clinics. 2000+ youth and teens participate in these programs. Fee recovery is kept low to encourage participation by all youth **(20 percent of the activity).**

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	65,936	81,860	71,005	71,285
Utilities and Communications	10,510	12,000	11,560	11,560
Supplies, Materials and Services	30,710	27,500	30,000	30,000
Minor Capital				
Other Payments				
Total	107,156	121,360	112,565	112,845

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
None	0	0	0	0
Temporary Positions:				
Full-time equivalents	5	5	5	5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

- \* 1997-99 Offer and encourage more participation by underprivileged and low income youth
- \* 1997-99 Encourage continuation of facility development to support programs
- \* 1997-99 Review and improve programs
- \* 1997-99 Continue gang alternative involvement

**LEISURE, CULTURAL AND SOCIAL SERVICES**

---

**ACTIVITY:** Youth/Teen Sports  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Recreation  
**FUND:** General Fund

---

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Program Attendance	184,504	190,000	193,000	197,000
Revenue Produced	26,128	35,000	30,000	30,000
Programs offered	15	18	18	18
Partnerships	276	280	280	280

**RELATED COST CENTERS**

Recreation Playgrounds (10-702.02)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Indoor/Outdoor Activities      PROGRAM: Recreation  
 DEPARTMENT: Parks and Recreation      FUND: General Fund

### ACTIVITY DESCRIPTION

The Indoor/Outdoor activity offers a wide selection of youth and adult activities and special sports events to promote a constructive outlet for entertainment and competition for children, young adults and adults. Activity goals are: 1) well-organized, fun, and challenging activities and events as an alternative to gang related activity; 2) well-organized traditional community events for children and adults of all ages; 3) cost recovery of 100 percent; and, 4) well-organized instructional programs. This activity has four major elements:

- \* **Instruction classes.** Provide instructors and facilities for gymnastics (10 percent of the activity).
- \* **Traditional events.** Plan, organize and coordinate special community events (youth track meet, Easter egg hunt, Halloween Carnival, Christmas Tree run) (40 percent of the activity).
- \* **Special events.** Plan, organize and coordinate special events (hot shot basketball contest; punt, kick and pass football contest; rollin' in the mud bicycle event; sleepovers) (20 percent of the activity).
- \* **Special recreation activities.** Plan, organize and coordinate special recreation activities and tournaments (late night basketball, grass volleyball, Mayor's cup golf tournament, bicycle tour) (30 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	16,959	16,665	17,355	17,365
Utilities and Communications	8,156	8,835	8,500	9,300
Supplies, Materials and Services	20,881	43,890	10,550	10,550
Minor Capital			4,460	
Other Payments				
Total	45,996	69,390	40,865	37,215

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	1	1	0.7	0.7

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

- \* 1997-99: Increase participation by 30% through redesign of some activities
- \* 1997-99: Increase quality of traditional special events
- \* 1997-99: Return youth track meet to Tokay High facility
- \* 1997-99: Continue to add new events

## LEISURE, CULTURAL AND SOCIAL SERVICES

---

ACTIVITY: Indoor/Outdoor Activities      PROGRAM: Recreation  
DEPARTMENT: Parks and Recreation      FUND: General Fund

---

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Program Attendance	7,684	10,000	8,000	8,000
Revenue Produced	31,997	64,800	50,000	50,000
Programs offered	19	20	20	20
Partnerships	9	9	9	9

### RELATED COST CENTERS

Misc. Indoor/Outdoor Activities (10-702.03)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Aquatics PROGRAM: Recreation  
 DEPARTMENT: Parks and Recreation FUND: General Fund

### ACTIVITY DESCRIPTION

The Aquatics activity schedules, organizes and conducts swimming activities (swim lessons, competitive swimming, water polo, boat rentals). Activity goals are: 1) a comprehensive swimming and recreational program for all ages and abilities; and, 2) 50% cost recovery. This activity has six major elements:

- \* **Recreational swimming.** Hire, train and coordinate staff to provide safe recreational swimming (43 percent of the activity).
- \* **Recreation swim league.** Plan, staff and provide an introduction program to competitive swimming (18 percent of the activity).
- \* **Competitive swimming.** Provide assistance and facilities for a youth competitive swimming program (7 percent of the activity).
- \* **Swimming instruction.** Plan, promote, and staff a comprehensive schedule of swimming instruction for all ages (18 percent of the activity).
- \* **Water polo.** Provide assistance and facilities for youth water polo (2 percent of the activity).
- \* **Boat rental.** Provide recreational boat rental at Lodi Lake Park (12 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	74,355	71,895	73,745	74,845
Utilities and Communications	14,458	34,000	34,250	34,250
Supplies, Materials and Services	35,013	38,742	35,000	35,000
Minor Capital	11,071		4,450	
Other Payments				
Total	134,897	144,637	147,445	144,095

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	5.3	5.3	5.3	5.3

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-98 Purchase 25 HP boat motor (\$4,450)

### MAJOR OBJECTIVES

- \* 1997-99: Continue effective and meaningful aquatic operations and programming
- \* 1997-99: Assemble the most well trained staff available
- \* 1997-99: Increase revenue production in all activities
- \* 1997-99: Improve the professional appearance and feel of the aquatic facilities and programs
- \* 1997-99: Move forward with capital improvements at Lodi Lake Beach



## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Adult Sports/Athletic Facility Rental  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Recreation  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Adult Sports activity offers athletic leagues and tournaments for adults. Activity goals are: 1) well-organized and competitive sports leagues and tournaments for adults; and, 2) 100% cost recovery of adult leagues and tournaments. This activity has five major elements:

- \* **Softball leagues and tournaments.** Provide official, scorekeepers, equipment, promotion, administration, awards and facilities for league and tournament play (50 percent of the activity).
- \* **Basketball leagues and tournaments.** Provide official, scorekeepers, equipment, promotion, administration, awards and facilities for league and tournament play (25 percent of the activity).
- \* **Volleyball leagues and tournaments.** Provide official, scorekeepers, equipment, promotion, administration, awards and facilities for league and tournament play (15 percent of the activity).
- \* **Soccer leagues.** Provide official, scorekeepers, equipment, promotion, administration, awards and facilities for league play (5 percent of the activity).
- \* **Miscellaneous opportunities.** (5 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	43,008	40,785	42,175	42,175
Utilities and Communications	25,430	25,470	25,700	25,700
Supplies, Materials and Services	8,408	10,050	10,000	10,000
Minor Capital				
Other Payments				
Total	76,846	76,305	77,875	77,875

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	2.2	2.2	2.2	2.2

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

- \* 1997-99: Continue growth in basketball program
- \* 1997-99: Establish new grass volleyball summer league for young adults
- \* 1997-99: Increase quality of softball tournament offerings
- \* 1997-99: Provide quality 1998 National Softball championship tournament

**LEISURE, CULTURAL AND SOCIAL SERVICES**

---

**ACTIVITY:** Adult Sports/Athletic Facility Rental  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Recreation  
**FUND:** General Fund

---

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Program Attendance	57,737	57,000	57,500	58,000
Revenue Produced	83,658	104,200	90,000	90,000
Programs offered	7	7	7	7
Partnerships	4	4	4	4
Tournaments	25	26	26	27

**RELATED COST CENTERS**

Adult Sports (10-702.05)

**LEISURE, CULTURAL AND SOCIAL SERVICES**

**ACTIVITY:** Concessions  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Recreation  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Concessions activity serves to account for cost of part-time employees who operate concessions at games and tournaments. Activity goals are: 1) 105% cost recovery from BOBS; and 2) quality and cost effective operations. This activity has one major element:

- \* Operate concessions. Provide snacks, food and drinks at scheduled games, tournaments and activities (100 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	23,015	20,000	22,000	22,000
Utilities and Communications				
Supplies, Materials and Services	75			
Minor Capital				
Other Payments				
Total	23,090	20,000	22,000	22,000

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents				

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99: Run quality and cost effective concession operations at Salas, Kofu, and Zupo Parks
- \* 1997-99 Provide seasonal concession operations at Grape Bowl (football) and Grape Pavilion (Comet Basketball Tournament)

<b>WORK FLOW INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Cost recovery	92%	105%	105%	105%

**RELATED COST CENTERS**

Concessions (10-702.30)



## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Sports Facilities  
DEPARTMENT: Parks and Recreation

PROGRAM: Parks  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Sport Facilities activity maintains and manages park facilities, landscaped areas and open park space within the City. Activity goals are: 1) support of Recreation programs; 2) safe, useful and attractive parks and facilities; 3) efficient and effective maintenance service; and, 4) a positive image for the City. This activity has four major elements:

- \* **Field and court maintenance.** Groom and mark playing fields; and maintain basketball courts (45 percent of the activity).
- \* **Janitorial maintenance.** Clean and tend park buildings; remove trash; and, perform minor repairs (30 percent of the activity)
- \* **Renovation and installation of sports facilities.** Rebuilding fields; fencing; installation of basketball floors; and set up and take down soccer goals (20 percent of the activity).
- \* **Interdepartmental set up.** Set up and breakdown recreation program and events equipment (5 percent of activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	262,541	301,505	322,045	321,205
Utilities and Communications	17,044	25,720	22,000	22,000
Supplies, Materials and Services	39,610	49,747	46,000	46,000
Minor Capital	500	500	1,000	1,000
Other Payments	8,736		26,700	3,250
Total	328,430	377,472	420,745	393,455

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Parks Superintendent	1	1	1	1
Parks Maintenance Worker	2	2	2	2
Laborer, Park Maint Worker	3	3	3	3
Total	6	6	6	6
Temporary Positions:				
Full-time equivalents	3.8	3.8	3.8	3.8

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-98: Reclass Laborer (3) (\$9,055)
- \* 1997-98: Increase Part-time hours (\$5,315)
- \* 1997-98: Fence material for Vinewood (\$3,000)
- \* 1997-98: Basketball backboards (2) (\$19,200)
- \* 1997-98: Purchase three point aerator (\$4,000)
- \* 1998-99: Electronic scoreboard (\$3,500)

**LEISURE, CULTURAL AND SOCIAL SERVICES**

---

**ACTIVITY:** Sports Facilities  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks  
**FUND:** General Fund

---

**MAJOR OBJECTIVES**

- \* 1997-99: Provide safe, clean and attractive sports facilities
- \* 1997-99: Support weekend tournaments
- \* 1997-99: Host 1998 Women's C National Softball Tournament
- \* 1997-99: Develop comprehensive standard of maintenance

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Level of recreation program support	100%	100%	100%	100%
Level of park standards	70%	75%	75%	75%

**RELATED COST CENTERS**

Sports Facilities (10-752.01)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Lodi Lake Park PROGRAM: Parks  
 DEPARTMENT: Parks and Recreation FUND: General Fund

### ACTIVITY DESCRIPTION

The Lodi Lake Park activity maintains and manages Lodi Lake Park facilities, landscaped areas and open park space within the Park, and includes maintenance of Candy Cane Park. Activity goals are: 1) safe, useful, clean and attractive park and facilities; 2) efficient and effective maintenance service; and, 3) a positive image for the City. This activity has four major elements:

- \* **Landscape maintenance.** Control weeds, maintain irrigation, fertilize, trim and maintain shrubs and trees, replace nursery stock, aerate and mow turf (50 percent of the activity).
- \* **Repair and remodel.** Perform carpentry, paint, plumbing, electrical and mechanical repairs, perform minor repairs with in-house or contract resources (25 percent of the activity).
- \* **Janitorial maintenance.** Clean and tend park buildings, remove trash and perform minor repairs (20 percent of the activity).
- \* **Irrigation installation.** Install irrigation and Maxicom control systems in north and south side of lake. (5 percent of activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	95,174	90,330	103,130	101,430
Utilities and Communications	8,015	6,960	8,200	8,350
Supplies, Materials and Services	33,961	58,450	33,000	33,000
Work for Others	500	500	500	500
Minor Capital				
Other Payments	15,000	8,000	15,000	15,000
Total	152,649	164,240	159,830	158,280

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Parks Maintenance Worker	1	1	1	1
Laborer, Park Main Worker	1	1	1	1
Total	2	2	2	2
Temporary Positions:				
Full-time equivalents	.5	.5	.5	.5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-98 Additional part-time hours (\$10,145)
- \* 1997-98 Laborer - irrigation installer part time (\$9,385)

**LEISURE, CULTURAL AND SOCIAL SERVICES**

---

**ACTIVITY:** Lodi Lake Park  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks  
**FUND:** General Fund

---

**MAJOR OBJECTIVES**

- \* 1997-99 Install new playground on south side
- \* 1997-99 Develop new entry to lake
- \* 1997-99 Install new handicap fishing dock
- \* 1997-99 Install new children's water feature in beach area
- \* 1997-99 Install phase II of irrigation (south side)
- \* 1997-99 Develop a comprehensive standard of maintenance

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Projects complete	3	4	8	6
Level of park standards	70%	75%	80%	80%

**RELATED COST CENTERS**

Lodi Lake Park (10-752.02)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Park Maintenance  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Parks Maintenance activity maintains and manages general park facilities, landscaped areas and open park space within the City. Activity goals are: 1) safe, useful, clean and attractive parks and facilities; 2) efficient and effective maintenance service; 3) a positive image for the City; and 4) a balanced distribution of parks and playground equipment throughout the City. This activity has five major elements:

- \* **Landscape maintenance.** Control weeds, maintain irrigation, fertilize, aerate, mow, edge, turf, maintain shrubs and trees, replace nursery stock, aerate and mow turf (65 percent of the activity).
- \* **Repair and remodel.** Perform carpentry, paint, plumbing, electrical and mechanical repairs, perform minor repairs with in-house or contract resources (10 percent of the activity).
- \* **Janitorial maintenance.** Clean and tend park buildings, remove trash and perform minor repairs (10 percent of the activity).
- \* **Pool maintenance.** Vacuum, scrub tiles, maintain water temperature, maintain chemical balance and cleanliness to State and Federal standards, maintain pumps, filters, automatic chemical dispensers and chemical alarms (10 percent of the activity).
- \* **Interdepartmental set up.** Set up and breakdown of various recreation program equipment for events and rentals (5 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	337,455	341,225	358,540	358,615
Utilities and Communications	24,610	21,140	25,000	25,000
Supplies, Materials and Services	114,610	113,545	103,000	103,000
Work for others				
Minor Capital				
Other Payments	1,665	1,665	1,665	1,665
Total	478,340	477,575	488,205	488,280

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Parks Supervisor	1	1	1	1
Sr. Building Maint Wrkr	1	1	1	1
Parks Maint Wrkr III	2	2	2	2
Laborer - PMW I/II	3	3	3	3
Total	7	7	7	7
Temporary Positions:				
Full-time equivalents	3.3	3.7	3.7	3.7

## LEISURE, CULTURAL AND SOCIAL SERVICES

---

ACTIVITY: Park Maintenance  
DEPARTMENT: Parks and Recreation

PROGRAM: Parks  
FUND: General Fund

---

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-98 Part-time maintenance staff (\$10,990)
- \* 1997-98 Increase part time hours (\$6,200)
- \* 1997-98 Reclass laborers (\$4,270)

### MAJOR OBJECTIVES

- \* 1997-99: Provide safe, clean and attractive park areas and park facilities
- \* 1997-99: Address deferred maintenance issues with additional man power
- \* 1997-99: Support facility rentals
- \* 1997-98: Develop comprehensive standard of maintenance

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Level of standards	70%	70%	70%	75%

### RELATED COST CENTERS

Other Parks (10-752.03)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Park Naturalist  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Park Naturalist activity provides interpretive programs, coordinates special events and schedules park and gate attendants for Lodi Lake Park. Activity goals are: 1) educational programs that promote respect for nature and parks in general; 2) interpretive programs and tours of Lodi Lake and river environments; and, 3) promotion of Lodi Lake as a major city-wide and regional tourism element. This activity has three major elements:

- \* **Interpretive programs.** Plan and coordinate interpretive programs for the Nature Area and Discovery Center (80 percent of the activity).
- \* **Facility operations.** Provide support for facility and campground (10 percent of the activity).
- \* **Park and gate attendants.** Coordinate and schedule part time (10 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	87,621	47,900	67,636	67,640
Utilities and Communications	256	600	450	450
Supplies, Materials and Services	7,163	1,995	3,310	3,310
Minor Capital				
Other Payments				
Total	95,039	50,495	71,396	71,400

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Sr Park Ranger	1	0	0	0
Park Naturalist	0	1	1	1
Total	1	1	1	1
Temporary Positions:				
Full-time equivalents	2.6	1.7	1.7	1.7

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

- \* 1997-99: Broaden interpretive programs to include going to schools and other parks
- \* 1997-99: Create new programs and special events that will generate revenue
- \* 1997-99: Strengthen the docent interpretive program for Nature Area tours
- \* 1997-99: Increase program participation
- \* 1997-99: Initiate grant writing for funding sources

**LEISURE, CULTURAL AND SOCIAL SERVICES**

---

**ACTIVITY:** Park Naturalist  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks  
**FUND:** General Fund

---

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Programs attendance	822	1,275	2,750	3,860
Revenue produced	375	400	400	400
Programs offered	3	3	5	6

**RELATED COST CENTERS**  
Park Naturalist (10-752.08)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Equipment Maintenance PROGRAM: Parks  
 DEPARTMENT: Parks and Recreation FUND: General Fund

### ACTIVITY DESCRIPTION

The Equipment Maintenance activity repairs and maintains mower, scooters, playground equipment and other equipment; and recommends safety standards for playground equipment. Activity goals are: 1) safe and reliable mowers, scooters and equipment; 2) obtain maximum service life from equipment; and, 3) ensure safe playgrounds. This activity has three major elements:

- \* **Equipment maintenance.** Repair, service and inspect mowers, scooters and park maintenance equipment; and, maintain inventory (including two boats) and maintenance records (75 percent of the activity).
- \* **Playground safety.** Inspect, repair and service playground equipment; and, develop playground equipment safety standards (20 percent of the activity).
- \* **Other department maintenance.** Repair and service Finance Department parking scooters. Repair and service Hutchins Street Square small equipment and scooter. (5 percent of the activity)

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	50,050	48,310	50,840	50,840
Utilities and Communications	3,655	2,200	3,750	3,750
Supplies, Materials and Services	62,935	60,423	60,645	60,645
Minor Capital			8,000	
Other Payments				
Total	116,640	110,933	123,235	115,235

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Welder/Mechanic	1	1	1	1
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-98: Purchase top dresser (\$8,000)
- \* 1997-99: Mechanic part time (\$4,475)

### MAJOR OBJECTIVES

- \* 1997-99: Bring playground equipment up to ADA standards
- \* 1997-99: Maintain playground equipment for a safe environment
- \* 1997-99: Maintain equipment in a safe and reliable condition

**LEISURE, CULTURAL AND SOCIAL SERVICES**

---

**ACTIVITY:** Equipment Maintenance  
**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks  
**FUND:** General Fund

---

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Playgrounds brought up to ADA requirements	0	5	4	2
Down time of equipment	0	0	0	0

**RELATED COST CENTERS**

Equipment Maintenance (10-753.01)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Library Board  
**DEPARTMENT:** City Council and Boards

**PROGRAM:** Legislation and Policy  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Library Board governs operation of the library. They are responsible for working with the City Council, and state legislators to ensure full funding for operations now and into the future. They are responsible to work with the citizens of the community to meet their informational, and educational needs. Activity goals are: 1) well-planned and well-maintained Library services; and 2) well-organized and responsive library programs

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing			600	650
Utilities and Communications				
Supplies, Materials and Services	678	3,795	4,400	4,400
Minor Capital				
Other Payments				
Total	678	3,795	5,000	5,050

### STAFFING SUMMARY

Staff assistance is provided through the Library activity, and a secretary who attends the monthly board meetings to take notes and create monthly minutes.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

\* 1997-99: Expand information services for the community through print and non-print media.

### RELATED COST CENTERS

Library Board (21.0-801.02)

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Library  
DEPARTMENT: Library

PROGRAM: Cultural Services  
FUND: General Fund

### ACTIVITY DESCRIPTION

The Library activity provides informational, and educational Library services to the community through lending library materials and offering informative programming. Activity goals are: 1) materials and/or services to meet the informational needs of the community; 2) well-staffed and supported reference service; 3) customer service oriented circulation service; 4) frequent and varied children's programs; and, 5) effective and timely support services. This activity has four major elements:

- \* **Reference service.** Assist individuals of all ages to find information they want. Select and develop collection for adults and young adults. (15 percent of the activity).
- \* **Children's services.** Provide storytimes and activities for youths ages 0-15. Develop and maintain children's collections. (5 percent of the activity).
- \* **Circulation services.** Issue library cards. Assist in the location of materials. Perform circulation functions including checkout, reservations, fine collection, etc. (30 percent of the activity).
- \* **Support services.** Order, catalog and process materials for collection. Maintain condition of the collection. Maintain library buildings in safe and working condition. Planning and budgeting for library's future (50 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	695,156	753,090	691,638	698,540
Utilities and Communications	59,271	75,900	66,570	66,470
Supplies, Materials and Services	188,938	98,693	232,325	234,490
Minor Capital				
Other Payments	9,844	79,177		
Total	953,209	1,006,860	990,533	999,500

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Library Services Director	1	1	1	1
Manager Adult Services	1	1	1	1
Children's Librarian	1	1	1	1
Assist Adult Ser Libn	2	2	2	2
Sen Library Asst	1	1	1	1
Library Assistant	8	8	8	8
Building Service Worker	1	1	0	0
Total	15	15	14	14
Temporary Positions:				
Full-time equivalents	5	5	5	5



**LEISURE, CULTURAL AND SOCIAL SERVICES**

**ACTIVITY:** Commissions and Committees  
**DEPARTMENT:** City Council and Advisory Bodies

**PROGRAM:** Cultural Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

Two Commissions advise the City Council on cultural and senior programs.

- \* **Senior Citizen Commission.** The Senior Citizen Commission advises the City Council on programs, policies and activities which serve seniors in the community. Activity goals are: 1) identify needs of the aging; 2) create community awareness; 3) explore improved standards of service; and 4) develop services and programs.
- \* **Lodi Arts Commission.** The Lodi Arts Commission advises and assists the City Council to establish and promote fine art and performing art programs. Activity goals are: 1) enrichment of the community through fine art and performing art programs; 2) develop and promote creativity; 3) celebrate the cultural heritage of the community; and, 4) recognize artistic, creative and cultural achievements of Lodi citizens.
- \* **Youth Commission.** Communicates with young people and takes a leadership role in developing their futures. Activity goals are: 1) provide youth services in a safe and non-discriminatory environment; 2) provide support programs and services; and, 3) provide for unmet social and educational needs of area teens and youths.

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	16,418	66,805	76,473	76,473
Utilities and Communications	575	1,310	2,335	2,335
Supplies, Materials and Services	18,918	18,813	19,280	19,280
Minor Capital		5,000		
Other Payments				
Total	35,911	91,928	98,088	98,088

**STAFFING SUMMARY**

None - Staff assistance is provided through the Community Center.

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99: Develop and distribute newsletter regarding Lodi's senior population
- \* 1997-99: Establish and maintain a resource directory of available volunteer opportunities
- \* 1997-99: Recognize and honor excellence in high school youth
- \* 1997-99: Recognize and expand the owl management program in urban parks
- \* 1997-99: Create talent show to blend talents of Lodi Arts Commission and Youth Commission

**RELATED COST CENTERS**

- Lodi Arts Commission (10.0-802.11)
- Senior Citizen Commission (10.0-804.01)
- Youth Commission (10.0-701.03)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Community Center  
**DEPARTMENT:** Community Center

**PROGRAM:** Cultural Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Community Center activity provides a focal point for cultural, fine art, performing art and senior programs within the community; provides facilities for meetings, conferences, recreational activities and events sponsored by the City, community groups and private individuals and organizations; and, works with the Senior Citizen Commission, Lodi Arts Commission, Youth Commission and other private organizations to develop programs and facilities. Activity goals are: 1) well-maintained facilities; 2) well-balanced programs for seniors; 3) promotion of fine art and performing art within the City; and, 4) 30% to 50% cost recovery. This activity has seven major elements:

- \* **Senior services.** Social and recreational activities; referral services; emotional and physical wellness programs; and legal, consumer, financial and educational services and counseling (20 percent of the activity).
- \* **Cultural programs.** Plan and promote workshops for crafts, arts, music and other fine arts; provide for display of crafts and fine arts of local residents; and, plan, promote and organize activities in arts, crafts, music, dance and drama (10 percent of the activity).
- \* **Public relations and information.** Prepare and distribute brochures and schedules for senior, fine art and performing art activities; and, works with the Adult Day Advisory Committee, the Senior Citizen Commission, Lodi Arts Commission, and Old Lodi Union High School Site Foundation to develop programs, plan facilities and obtain funds from private and public sources (5 percent of the activity).
- \* **Facility scheduling and administration.** Process reservations for facilities, liability review, receive and deposit fees and maintain responsive relations with customers (5 percent of the activity).
- \* **Special events management.** Plan, organize and coordinate special events sponsored by the City (Field and Fair Day, Fourth of July); create, design and distribute flyers; prepare news releases; and, solicit and schedule vendors, entertainers and participants (10 percent of the activity).
- \* **Therapeutic swim.** Program, schedule and conduct various therapeutic swimming activities; and, vacuum, scrub tiles, maintain water temperature, maintain chemical balance and cleanliness of facilities (20 percent of the activity).
- \* **Facility and janitorial maintenance.** Clean, remove trash, maintain equipment and perform minor repairs (30 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	282,784	312,024	333,434	332,630
Utilities and Communications	74,662	83,750	84,110	84,110
Supplies, Materials and Services	106,717	135,305	120,935	120,935
Minor Capital	264			
Other Payments	14,189	24,900	19,500	19,500
Total	478,616	555,979	557,979	557,175

## LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Community Center  
DEPARTMENT: Community Center

PROGRAM: Cultural Services  
FUND: General Fund

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Community Center Director	1	1	1	1
Senior Services Coordinator	1	1	1	1
Administrative Clerk	1	1	1	1
Building Maintenance Worker	1	1	1	1
Maintenance Worker	1	1	1	1
Total	5	5	5	5
Temporary Positions:				
Full-time equivalents	5.5	5.5	5.5	5.5

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-98: Purchase Chairs (\$8,500)
- \* 1997-98 Increase part time hours Admin Clerk (\$8,700)

### MAJOR OBJECTIVES

- \* 1997-99: Continue to work toward achieving activity goals

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Mo. Requests for service - Senior Referral Center	630	729	800	898
Mo. Volunteer hours - Senior Referral Center	252	255	326	357
# of monthly swims	1,991	2,074	2,302	2,577
Monthly revenue	3,815	4,027	4,284	4,641

### RELATED COST CENTERS

Community Center Administration (10.0-840.03)  
Senior Information (10.0-804.02)  
Hutchins Street Square Pool (10.0-804.03)  
Hutchins Square Maintenance (10.0-852.05)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** Arts Specialty Classes  
**DEPARTMENT:** Community Center

**PROGRAM:** Cultural Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Specialty Class activity schedules and conducts a variety of physical activity classes for youth and adults. Activity goals are: 1) enhance cultural awareness 2) a 100% cost recovery of adult classes; and 3) a 40% cost recovery for youth classes. This activity has one major element:

- \* **Fine arts instruction.** Provide arts, crafts, music and other fine art classes for children, youth and adults.

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications			650	650
Supplies, Materials and Services	431	10,060	18,100	18,100
Minor Capital				
Other Payments		5,284		
Total	431	15,344	18,750	18,750

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:	0	0	0	0
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-98 Increase funding (offset by revenues \$18,750 & \$22,640 in 1998-99)
- \* 1997-98 Arts contingency fund (\$5,000)

### MAJOR OBJECTIVES

- \* 1997-99: Increase revenue by 15%
- \* 1997-99: Offer new classes for youth and adults
- \* 1997-99: Arrange for use of school facilities for classroom activity such as chess, financial planning
- \* 1997-99: Offer flexible time scheduling to meet public's needs

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Program Attendance	14,468	12,000	12,000	12,000
Revenue Produced	33,389	22,000	22,000	22,000
Programs offered	20	12	12	12

### RELATED COST CENTERS

Specialty Classes (10-802.06)

**LEISURE, CULTURAL AND SOCIAL SERVICES**

**ACTIVITY:** Cultural Activities  
**DEPARTMENT:** Community Center

**PROGRAM:** Cultural Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Cultural Activities program is responsible for encouraging, promoting and providing for cultural development in the fine arts and performing arts (crafts, art, music, dance, drama). Activity goals are: 1) improve quality of life for residents and visitors to Lodi; 2) promote Lodi as a regional center for cultural activities; and, 3) develop long-term programs to encourage cultural growth. This activity has one major element:

- \* **Cultural activity grants.** Evaluate requests and recommend funding for local non-profit organizations that promote cultural activities (100 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing				
Utilities and Communications				
Supplies, Materials and Services			5,000	5,000
Minor Capital				
Other Payments	40,350	49,210	50,730	50,730
<b>Total</b>	<b>40,350</b>	<b>49,210</b>	<b>55,730</b>	<b>55,730</b>

**STAFFING SUMMARY**

None - Staff assistance is provided through the Community Center.

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1997-98: Lodi Community Concert Association (\$3,000)
- \* 1997-98: Lodi Writers Association (\$600)
- \* 1997-98: Lodi Historical Society (\$1,600)
- \* 1997-98: Kids Unlimited (\$1,300)
- \* 1997-98: Lodi Arts Center (\$1,000)
- \* 1997-98: Lodi Children's Chorus (\$600)
- \* 1997-98: Tokay Players Community Theatre (\$10,000)
- \* 1997-98: Lodi Community Band (\$2,200)
- \* 1997-98: Lodi Eastside Improvement Committee (\$1,500)
- \* 1997-98: Lodi Children's Theatre (\$1,200)
- \* 1997-98: International Dance Studios (\$2,230)
- \* 1997-98: Arts Commission Projects (\$25,500)

**MAJOR OBJECTIVES**

None

<b>WORK FLOW INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Grants to Community Groups	20,850	29,710	25,230	25,230
Grants to Arts Commission Projects	19,500	19,500	25,500	28,000

**RELATED COST CENTERS**

Lodi Arts Commission Grants (10.0-802.12)

## LEISURE, CULTURAL AND SOCIAL SERVICES

**ACTIVITY:** After School Playgrounds  
**DEPARTMENT:** Community Center

**PROGRAM:** Cultural Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The After School Playground activity provides for after school child care for children in school. Activity goals are: 1) safe, attentive and reliable child care; 2) a balanced educational and recreational program; and 3) 100% cost recovery. This activity has three major elements:

- \* **Child care and safety.** Organized, available and safe after school care for children ages 5 to 12 years of age (50 percent of the activity).
- \* **Administration.** Sign in children daily, update attendance sheets, complete incident reports (5 percent of the activity).
- \* **Recreational and educational programs.** Organize recreational and educational after school programs (45 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	98,893	140,750	143,901	144,098
Utilities and Communications	178	2,119	1,500	2,100
Supplies, Materials and Services	25,013	12,628	9,085	9,085
Minor Capital				
Other Payments				
Total	124,084	155,497	154,486	155,283

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
none	0	0	0	0
Temporary Positions:				
Full-time equivalents	5	5	8	8

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-99 Increase general supplies (\$39,085)

### MAJOR OBJECTIVES

- \* 1997-99: Reach a 100% return on the After School program
- \* 1997-99: Increase participation enrollment and offer quality child care

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Clients	2,400	2,820	3,000	3,000

### RELATED COST CENTERS

Recreation Playgrounds (10-702.01)

**LEISURE, CULTURAL AND SOCIAL SERVICES**

**ACTIVITY:** Camp Hutchins  
**DEPARTMENT:** Community Center

**PROGRAM:** Social Services  
**FUND:** Child Care

**ACTIVITY DESCRIPTION**

The Camp Hutchins activity provides licensed child care for children aged 5 to 12 years except weekends and school holidays. Activity goals are: 1) safe, reliable and attentive child care for children of working parents; 2) adherence to all State licensing requirements; and 3) 100 percent cost recovery through child care fees. This activity has three major elements:

- \* **Child care services.** Provide qualified and licensed child care services for children from ages 5 to 12 years of age (50 percent of the activity).
- \* **Activities.** Provide programs featuring activities that promote socialization skills through activities in arts, crafts, drama, games, music and science (25 percent of the activity).
- \* **Administration and management.** Maintain records, personnel qualifications, admission policies and procedures and prepare reports; hire and evaluate staff; organize and conduct training for staff; and, develop curriculum (25 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	105,789	109,700	145,849	159,844
Utilities and Communications	1,188	250	500	500
Supplies, Materials and Services	23,252	38,000	45,280	24,150
Minor Capital	2,091	500		3,000
Other Payments				
<b>Total</b>	<b>132,323</b>	<b>148,450</b>	<b>191,629</b>	<b>187,494</b>

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Recreation Supervisor	1	1	1	1
Day Care Teacher	0	0	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>
Temporary Positions:				
Full-time equivalents	4	4	5	5

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGE**

- \* 1997-98 Add full time Day Care Teacher (\$20,568)
- \* 1997-98 Add supplies/materials to keep pace with growing enrollment(\$60,380)
- \* 1997-98 Copier (\$6,000)
- \* 1997-98 HP computer & printer (\$4,000)

**MAJOR OBJECTIVES**

- \* 1997-99: Develop activities to promote social skills through arts, crafts, games, music and science

**LEISURE, CULTURAL AND SOCIAL SERVICES**

---

**ACTIVITY:** Camp Hutchins  
**DEPARTMENT:** Community Center

**PROGRAM:** Social Services  
**FUND:** Child Care

---

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Clients	2,399	2,712	2,800	3,000
Revenue Generated above expenditures	5,205	0	0	0

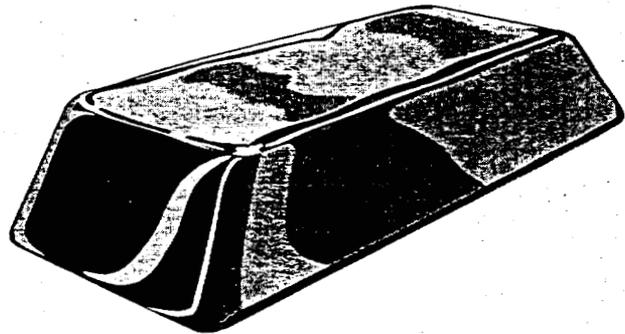
**RELATED COST CENTERS**  
Camp Hutchins (15-702.15)



# COMMUNITY AND ECONOMIC DEVELOPMENT

---

---









**COMMUNITY AND ECONOMIC DEVELOPMENT**

**ACTIVITY:** Current/Advance Planning      **PROGRAM:** Planning  
**DEPARTMENT:** Community Development      **FUND:** General Fund

**ACTIVITY DESCRIPTION**

The planning activity prepares and revises the General Plan, manages long-range planning projects and works with the Planning Commission and Site Plan and Architectural Review Committee; reviews development permits; ensures projects comply with City development and land use regulations; manages the City's growth management program; and, assists the public with inquiries or complaints. Activity goals are: 1) a well planned community; 2) managed community growth and change; 3) protection and preservation of environmental resources; 4) balanced economic development; and 5) a high level of public service. This activity has five major elements:

- \* **Long range planning.** Prepare ordinances and policies necessary for long term development of the City; maintain and update the General Plan; evaluate proposed annexations to the City; coordinate with the County and Council of Governments (COG) on planning and transportation issues; update City maps and data base (15 percent of the activity).
- \* **Development review and environmental assessment.** Prepare ordinances and policies aimed at setting standards for development and its review; process and review planning applications for compliance with applicable codes and ordinances; coordinate with other departments in the review of projects; perform environmental assessments and monitor environmental mitigation measures; respond to public inquiries on development issues (50 percent of the activity).
- \* **Council/Commission support.** Provide necessary support for the City Council, Planning Commission, and Site Plan and Architectural Review Committee (15 percent of the activity).
- \* **Economic development.** Assist in the City's economic development effort; and provide land use, demographic and property information (15 percent of the activity).
- \* **Department administration.** This element includes the Department Head and provides overall fiscal and personnel management for the Department. Additionally, coordination between Community Development staff, the Community, and other departments is a major element. (5 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	285,876	305,270	333,406	421,968
Utilities and Communications	1,335	1,350	1,000	1,000
Supplies, Materials and Services	14,273	19,185	64,890	64,890
Minor Capital	5,797			
Other Payments		527		
<b>Total</b>	<b>307,282</b>	<b>326,332</b>	<b>399,296</b>	<b>487,858</b>

## COMMUNITY AND ECONOMIC DEVELOPMENT

ACTIVITY: Current/Advance Planning      PROGRAM: Planning  
 DEPARTMENT: Community Development      FUND: General Fund

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Community Development Director	1	1	1	1
Senior Planner	1	1	1	1
Associate Planner	2	2	2	2
Department Secretary	1	1	1	1
Total	5	5	5	5
Temporary Positions:				
Full-time equivalents	0	0	0	0

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-99 Retain consultant to prepare new Zoning Ordinance. (\$50,000 ea yr)
- \* 1998-99 Hire City Planner (\$83,600)

### MAJOR OBJECTIVES

- \* 1997-99: Adopt a new Zoning Ordinance.
- \* 1997-99 Initiate and develop a Green Belt Policy for ultimate City growth.
- \* 1997-99 Continue to implement the objectives of the Central City Revitalization program.
- \* 1997-99 Provide technical and program support to the Economic Development program.
- \* 1997-99: Conduct a comprehensive review of the Growth Allocation program.
- \* 1997-99: Complete the review of the General Plan Policy and Implementation program.
- \* 1997-99 Develop an Industrial Park feasibility plan in conjunction with the Economic Development coordinator.

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Planning Applications	32	30	35	40
SPARC	4	8	10	10
City Council Communications	53	50	50	60
Growth Management Projects	6	6	5	5
Growth Management Allocations	266	250	270	280
Annexations	1	0	1	1

### RELATED COST CENTERS

Planning Administration (10-045.01)  
 Grant Administration (10-045.03)



## COMMUNITY AND ECONOMIC DEVELOPMENT

---

ACTIVITY: Building and Safety                      PROGRAM: Construction Development  
DEPARTMENT: Community Development              FUND: General Fund

---

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

- \* 1997-99 Continue to computerize with the purchase of a new Building Inspection/Planning management program.
- \* 1997-99 Explore and develop methods of operation that will encourage new business to locate in Lodi.
- \* 1997-99 Purchase an optical system for storage of plans and documents.

WORK FLOW INDICATORS	1995-96	1996-97	1997-98	1998-99
Permits Issued	1,484	1,477	1,505	1,550
New residential	137	169	185	185
Remodel Residential	678	610	625	650
New Commercial/Industrial	12	25	25	27
Remodel Commercial/Industrial	147	120	120	130
Miscellaneous	510	553	550	558
Valuation	\$29,019,000	\$56,455,000	\$55,000,000	\$60,000,000

### RELATED COST CENTERS

Building Inspection (10-045.02)



**COMMUNITY AND ECONOMIC DEVELOPMENT**

**ACTIVITY:** Engineering  
**DEPARTMENT:** Public Works

**PROGRAM:** Construction Development  
**FUND:** General Fund

<b>STAFFING SUMMARY</b>	<b>1995-96 ACTUAL</b>	<b>1996-97 BUDGETED</b>	<b>1997-98 REQUESTED</b>	<b>1998-99 PROPOSED</b>
<b>Regular Positions:</b>				
City Engineer	1	1	1	1
Senior Civil Engineer	1	1	1	1
Civil Engineer *	3.6	3.7	4	4
Engineering Supervisor	2	2	2	2
Senior Engineering Technician	2	2	2	2
Engineering Technician	1	1	1	1
Public Works Inspector	2	2	2	2
<b>Total</b>	<b>12.6</b>	<b>12.7</b>	<b>13</b>	<b>13</b>
<b>Temporary Positions:</b>				
Full-time equivalents	.4	1.9	1.9	1.9

\* One Traffic engineer position is authorized full-time but presently filled 70% time and is budgeted to increase to full time in FY 97/98/

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

\* 1998-99 Hire Senior Civil Engineer (\$59,600) and computer/furniture (\$7,000)

**MAJOR OBJECTIVES**

- \* 1997-98: Update Development Impact Fee Program
- \* 1997-98: Update construction specifications and standard plans
- \* 1997-98: Evaluate encroachment permit program and recommend new fee structure
- \* 1998-99: Update Design Standards
- \* 1998-99 Evaluate Engineering Fees for subdivisions/developments

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Encroachment/Transportation Permits issued	269	300	320	340
Development Plans & Maps Processed	320	300	310	320
Traffic Complaints Processed	147	150	155	160
Traffic Work Orders Issued	59	60	60	65
CIP Plans/Specs Prepared (by Eng Div)	9	10	11	12
CIP Plans/Specs Processed (Outside/other dept)	10	12	9	8
Minor Projects (Purchase Order)	27	24	25	25

**RELATED COST CENTERS**

General Engineering (10-302.01)

## COMMUNITY AND ECONOMIC DEVELOPMENT

**ACTIVITY:** Economic Development  
**DEPARTMENT:** Administration

**PROGRAM:** Economic Development  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The focus of the Economic Development activity is to plan, organize and coordinate the economic development and revitalization program for Lodi with other agencies and organizations; utilize City resources on specific activities intended to preserve and enhance the stability of the business community; promote job growth; and, market Lodi as a regional business center. Central City Revitalization is currently underway. Efforts are ongoing to attract quality industry to Lodi. Notable successes during the 1995-97 budget year are: Apache Plastics, Ltd. Arkay Industries, Inc., Mondavi Wine Distribution Center and Sweetner Products, Inc.. Activity goals are: 1) recruit new businesses; 2) retain and expand existing businesses; 3) create a "business friendly" atmosphere for conducting business; 4) promote a competitive fee and tax environment; 5) assist business ventures; 6) coordinate revitalization of downtown and Cherokee Lane improvement plans; and, 7) market Lodi as a business and tourist center. This activity has four major elements:

- \* **City relations with business community.** Establish and maintain day to day communication with business community and business organizations to identify issues, concerns and interests of existing businesses, potential new businesses or business organizations; and, coordinate with City staff and other agencies to suggest sound "business friendly" policy and provide answers to regulatory reform and/or streamlining City services (25 percent of the activity).
- \* **Revitalization and beautification.** Continue to work with business and property owners to develop plans, projects and incentives to revitalize business in existing commercial and industrial zones; assist and coordinate with community groups to sponsor public events, trade fairs and activities in the downtown and other commercial business zones to attract shoppers to Lodi; and, act as project manager for the City for projects and programs approved by the City Council (45 percent of the activity).
- \* **Funding economic development activities.** Plan and develop strategies to fund economic development projects and programs (public-private partnerships, redevelopment agency, assessment districts) (20 percent of the activity).
- \* **Financial assistance.** Recommend, administer and manage financial assistance programs approved by the City Council to assist businesses and property owners, expand business and/or create new jobs (10 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	67,452	66,520	118,525	75,059
Utilities and Communications	116	2,150	1,300	1,000
Supplies, Materials and Services	42,711	113,920	115,725	39,654
Minor Capital	322			
Other Payments		99,500		
Total	110,601	282,090	235,550	115,713

**COMMUNITY AND ECONOMIC DEVELOPMENT**

**ACTIVITY:** Economic Development  
**DEPARTMENT:** Administration

**PROGRAM:** Economic Development  
**FUND:** General Fund

	1995-95	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Economic Development Coordinator	1	1	1	1
Total	1	1	1	1
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1997-98: Downtown Marketing advertising (\$7,300)

**MAJOR OBJECTIVES**

- \* 1997-98: Implement Downtown Revitalization Study
- \* 1997-98: Implement Cherokee Lane Improvement Study
- \* 1997-98: Market and promote Lodi on a regional and National basis
- \* 1997-98: Coordinate the City's Business Attraction/Retention Program
- \* 1997-98: Continue involvement with local Economic Development Corporation (San Joaquin Partnership) and other agencies to promote economic development activity

<b>WORK FLOW INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Incentive Package Followups	3	10	11	12
Targeted Industries Contacted		4	10	10
Tageted Com/Retail Contacted	10	12	15	15
Business Retintion Visits per Year	4	6	24	24
Client Alert Responses	20	34	25	25
Promotions/Advertisement Activity	5	12	10	10

**RELATED COST CENTERS**

Economic Development (10-043.01)

## COMMUNITY AND ECONOMIC DEVELOPMENT

**ACTIVITY:** Community Promotion  
**DEPARTMENT:** Administration

**PROGRAM:** Economic Development  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Community Promotion activity promotes the City as a center for trade, recreation and tourism. The activity goal is to foster and promote a strong reliable tourist industry for the City's economic base. Major activities funded through this program include:

- \* Lodi Conference and Visitors Bureau. (\$75,000)
- \* San Joaquin Partnership. (\$20,000)
- \* Lodi Downtown Business Association. (\$2,700)
- \* Highway Advertising. (\$28,799)
- \* Lodi Chamber of Commerce (\$10,000)
- \* Business Improvement District (\$50,000)

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services		25,000	28,799	29,663
Minor Capital				
Other Payments	97,700	97,700	157,700	82,700
Total	97,700	122,700	186,499	112,363

### STAFFING SUMMARY

None. Staffing provided through Economic Development Division of Administration

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- \* 1997-99 Lodi Chamber (\$10,000)

### MAJOR 1995-97 OBJECTIVES

- \* 1997-99 Develop, obtain Council approval and implement promotional program

### RELATED COST CENTERS

Community Promotion (10-020.06)

# GENERAL GOVERNMENT

---

---





**GENERAL GOVERNMENT**

---

**ACTIVITY:** City Manager  
**DEPARTMENT:** Administration

**PROGRAM:** General Administration  
**FUND:** General Fund

---

**ACTIVITY DESCRIPTION**

The City Manager activity implements City Council legislation, policies and regulations; provides information and recommendations to the City Council; directs delivery of City services; and, manages implementation and accomplishment of City goals. Activity goals include: 1) foster an informed public decision making process; 2) responsive, effective and efficient City services; and 3) effective City management. This activity has four major elements:

- \* **Direction and leadership.** Build consensus for projects and for problem solving; focus on proactive rather than reactive actions; encourage creativity and leadership from all employees; establish priorities; empower employees to make decisions; and, maintain financial stability for City. **(40 percent of the activity).**
- \* **Advising and assisting the City Council.** Recommend actions to Council; orient new councilmembers on the operation and functions of city government; recommend legislation, policies and regulations; establish effective employee relations and conduct labor negotiations; provide for review of services; assist citizens with Council requests; staff Council appointed Boards, Commissions, Committees, and Task Forces; represent the City with other government agencies; anticipate problems; and, resolve conflict **(40 percent of the activity).**
- \* **Community relations.** Encourage citizen participation; promote citizen awareness and education; maintain effective communication with the news media, Lodi Unified School District, Chamber of Commerce, and other agencies; understand community demands and expectations; and, foster effective relations with community and interest groups. **(10 percent of the activity).**
- \* **Promoting the City's future.** Advocate evolving technology and utility service levels; foster strong economic development opportunities; ensure effective short and long range planning for land use, service levels, capital facilities and resources **(10 percent of the activity).**

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	265,145	255,205	393,791	403,669
Utilities and Communications	595	650	900	900
Supplies, Materials and Services	17,219	70,233	22,022	32,627
Minor Capital	9,109	5,539		
Other Payments				
Total	292,067	331,627	416,713	437,196

**GENERAL GOVERNMENT**

**ACTIVITY:** City Manager  
**DEPARTMENT:** Administration

**PROGRAM:** General Administration  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
City Manager	1	1	1	1
Deputy City Manager	1	1	1	1
Administrative Assistant - CM	1	1	1	1
MIS Manager	0	0	1	1
Secretary to the City Manager	1	1	1	1
Total	4.0	4	5.0	5.0
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99: Develop and Implement Overall Information Management System Strategy
- \* 1997-99: Negotiate City and County Pre-Annexation Agreement
- \* 1997-99: Coordinate Year 2000 Millennium Task Force
- \* 1997-99: Transition Solid Waste Management Program to Public Works Department
- \* 1997-99: Pursue New Privatization Opportunities
- \* 1997-99: Review Boards, Commissions and Committees
- \* 1997-99: Evaluate Feasibility of Beckman Building Purchase
- \* 1997-99: Assess Customer Service Satisfaction
- \* 1997-99: Refine Grant Services Allocation
- \* 1997-99: Develop Strategies for Financing Parks and Recreation Facilities and Programs
- \* 1997-99: Partner with the Lodi Unified School District to Support and Encourage Ongoing Joint Facilities Use

<b>WORK LOAD INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Respond to Citizen Inquiries	4,656	4,800	4,944	5,092
Review, Approve & Oversee Council Packets	24	24	24	24
Attend/Staff Council Meetings	24	24	24	24
Coordinate/Staff Shirtsleeve Meetings	52	52	52	52
Oversee/Direct City Departments	9	9	9	9
Partner with Outside Agencies	11	11	13	15
Coordinate/Staff Special Meetings	20	9	16	16

**RELATED COST CENTERS**

City Manager (10-040.01)

## GENERAL GOVERNMENT

<b>ACTIVITY:</b>	Solid Waste Management	<b>PROGRAM:</b>	Administrative Services
<b>DEPARTMENT:</b>	Administration	<b>FUND:</b>	General Fund

### ACTIVITY DESCRIPTION

The Solid Waste Management Activity oversees residential, commercial and industrial refuse collection franchise agreements in the City of Lodi. This activity is also responsible for the development of refuse and recyclable materials processing programs for all forms of collection. The City of Lodi is noted for the superior quality of refuse services delivered to its citizens, the professional image of staff and equipment presented by franchised collectors to their customers, and state-of-the-art recycling technology which has achieved very high diversion rates in conformance with Assembly Bill 939 directives. Solid Waste Management Activity goals are: 1) Provide efficient and reliable solid waste collection and disposal services for residents and businesses in Lodi; 2) Achieve maximum feasible diversion of recyclable and compostable materials away from the North County Landfill within reasonable cost parameters; and, 3) Ensure that ultimate processing and/or disposal of all collected materials is performed in compliance with relevant federal, state and locals laws and regulations.

This activity has two major elements:

- \* **Solid waste planning and coordination.** Review, develop and implement source reduction, recycling, composting and household hazardous waste management plans. Coordinate the planning process and actual program implementation with regional agencies (60 per cent of the activity).
- \* **Solid waste franchise administration.** Ensure that California Waste Recovery Systems, and all firms authorized to collect industrial refuse in the City of Lodi, provide high quality services and conduct their operations in compliance with franchise agreements. Review applications for non-exclusive industrial refuse collection permits. Receive, evaluate and resolve customer complaints. Review rate adjustment applications for conformance with the adopted rate methodology. When necessary, recommend adjustments to solid waste collection rate schedule. (40 per cent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	N/A	N/A	N/A	N/A
Utilities and Communications	N/A	N/A	N/A	N/A
Total	N/A	N/A	N/A	

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES:

None

### MAJOR OBJECTIVES:

- \* **1997-99:** Achieve 50% diversion of solid waste from North County Landfill by 2000 as required by AB 939 and calculated in conformance with California Integrated Waste Management Board (CIWMB) procedures.
- \* **1997-99:** Create refuse rate stabilization fund.

WORK LOAD INDICATORS	1995-96	1996-97	1997-98	1998-99
CIWMB Disposal Reduction	43.65%	45.50%	47.00%	48.50%
Refuse Customers Serviced	22,000	22,300	22,600	22,900
Tons of Refuse Disposed	51.659	51.000	50.375	49.750

## GENERAL GOVERNMENT

**ACTIVITY:** Public Works Administration  
**DEPARTMENT:** Public Works

**PROGRAM:** General Administration  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Public Works Administration activity provides overall direction, administrative support and management for the following Public Works divisions: Engineering, Building and Equipment Maintenance, Streets, Transportation and Water/Wastewater; provides clerical support for Public Works Administration, Building Maintenance, design, construction, transit, traffic and development services. Activity goals are: 1) responsive, professional and courteous services; 2) efficient and effective operations; and, 3) well designed City facilities. This activity has six major elements:

- \* **Clerical support.** Prepare correspondence, council communications, reports and specifications; organize, maintain and research correspondence and computer files; handle vehicle registration, contract documents, purchase orders, claims, public counter inquiries and complaints; and answer phones and relays radio messages (30 percent of the activity).
- \* **Project management.** Handle labor compliance requirements on public works construction projects, oversee design, construction and administration of building projects; and, resolve all major problems on City construction projects (5 percent of the activity).
- \* **Department administration.** Establish department rules, policies and procedures, monitor and evaluate department activities; develop team building and employee recognition programs, represent the City with other government agencies, private firms and organizations (30 percent of the activity).
- \* **Enterprise management.** Oversee the water and wastewater utility services and ensure conformance with Federal, State and local health requirements (10 percent of the activity).
- \* **Budget administration.** Coordinate and compile the total Public Works Department operation and maintenance budget and capital improvement budget; review and approve all procurement documents and purchase orders; ensure expenditures conform to approved budgets (10 percent of the activity).
- \* **Personnel administration.** Develop department policies and work rules; interpret City personnel rules, policies and employment contracts; develop and coordinate in-service safety and training programs (15 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	230,725	239,055	252,670	257,400
Utilities and Communications	2,548	2,900	4,375	4,375
Supplies, Materials and Services	19,126	20,090	19,930	19,930
Minor Capital	17,456			
Other Payments				
Total	269,854	262,045	276,975	281,705

**GENERAL GOVERNMENT**

**ACTIVITY:** Public Works Administration  
**DEPARTMENT:** Public Works

**PROGRAM:** General Administration  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Public Works Director	1	1	1	1
Administrative Assistant	1	1	1	1
Department Secretary	1	1	1	1
Administrative Clerk II	1	1	1	1
Total	4	4	4	4
Temporary Positions:				
Full-time equivalents		.65	.5	1.0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99: Complete Public Safety Building Master Plan
- \* 1997-99: Acquire property for MSC expansion
- \* 1997-99: Clear Mokelumne River of fallen trees and improve bank protection
- \* 1997-99: Update Department Safety Program
- \* 1997-99: Develop more inclusive overhead rates for each Public Works Division
- \* 1997-99: Review and evaluate Utility Franchise Agreements

<b>WORK LOAD INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Percentage of Departmental Objectives achieved	40%	60%	75%	80%

**RELATED COST CENTERS**

Public Works Administration (10-301.01)  
 Damage to Property

**GENERAL GOVERNMENT**

**ACTIVITY:** City Attorney  
**DEPARTMENT:** City Attorney

**PROGRAM:** Legal Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The City Attorney activity reviews, monitors and evaluates the conduct of City activities for conformance with laws, regulations, policies and rules; represents the City in civil litigation; and ensures that violators of city laws are prosecuted. Activity goals are: 1) reduce the City's liability exposure; and, 2) provide timely and complete legal advice and services. This activity has five major elements:

- \* **Legal review and advice.** Review ordinances, resolutions, contracts and advise on employment issues (40 percent of the activity).
- \* **Advise and assist the City Council.** Orient new councilmembers on the services and functions of the City Attorney's Office; advise and assist the City Council and staff with proposed and existing legislation, policies and regulations; process citizen requests; anticipate problems; and, assist in resolving conflict (10 percent of the activity).
- \* **Legal representation.** Represent the City at council meetings; defend the City against litigation and claims; and, represent the City with other government agencies (30 percent of the activity).
- \* **Document preparation.** Prepare ordinances, resolutions, contracts, legal pleadings, reports, correspondence and other legal documents (10 percent of the activity).
- \* **Enforcement.** Enforce and prosecute violations of the municipal code (10 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	175,994	214,795	232,360	237,591
Utilities and Communications	654	1,075	1,625	1,700
Supplies, Materials and Services	64,562	30,868	36,160	37,790
Total	241,210	246,738	270,145	277,081

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
City Attorney	1	1	1	1
Deputy City Attorney I/II	1	1	1	1
Legal Secretary	1	1	1	1
Total	3	3	3	3

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

None

**RELATED COST CENTERS**

Counsel and Legal Advice (10-035.01)

**GENERAL GOVERNMENT**

---

**ACTIVITY:** City Clerk  
**DEPARTMENT:** City Clerk

**PROGRAM:** Records Administration  
**FUND:** General Fund

---

**ACTIVITY DESCRIPTION**

The City Clerk activity records and preserves all city records as provided by the State of California Government Code and provides support and information to the City Council, public and staff. Activity goals are: 1) open and informed public decision making; 2) complete and accurate records of Council actions and policies; and 3) prompt response to requests for recorded information. This activity has seven major elements:

- \* **Information dissemination.** Prepare and coordinate publications; post ordinances, resolutions, public hearings, appointments, and other actions as required; respond to requests by Council, the public and staff (20 percent of the activity).
- \* **Agenda coordination.** Coordinate and schedule agenda items; and, review, assemble and distribute agenda reports (25 percent of the activity).
- \* **Recruitment.** Solicit and coordinate appointments to advisory bodies (10 percent of the activity).
- \* **Records management.** Record and preserve Council minutes; manage official records (ordinances, resolutions, deeds and contracts); and, codify and distribute the City's Municipal Code (20 percent of the activity).
- \* **Advising and assisting the City Council.** Orient new councilmembers on the services and functions of the City Clerk's Office; prepare Council correspondence and reports; schedule appointments; distribute information to advisory bodies and other government agencies involving the City Council (10 percent of the activity).
- \* **Ministerial duties.** Administer oaths of office; attest and seal official documents; receive claims against the City; and, process certain permits (10 percent of the activity).
- \* **Conflict of Interest.** Act as the filing officer; and, review and approve State disclosure statements (5 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	128,492	121,070	136,396	138,081
Utilities and Communications	3,265	3,000	3,000	3,000
Supplies, Materials and Services	16,911	16,960	19,000	19,000
Minor Capital	322			
Other Payments			14,000	14,700
Total	148,990	141,030	172,396	174,781

**GENERAL GOVERNMENT**

---

**ACTIVITY:** City Clerk  
**DEPARTMENT:** City Clerk

**PROGRAM:** Records Administration  
**FUND:** General Fund

---

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
City Clerk	1	1	1	1
Deputy City Clerk	1	1	1	1
Administrative Clerk I/II	1	1	1	1
Total	3	3	3	3
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1997-99 Transfer Employee Recognition to this account from Human Resources

**MAJOR OBJECTIVES**

- \* 1997-99: Implement a Computerize Records Management Program

<b>WORK LOAD INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Council packets/agenda	24	24	24	24
Shirtsleeve packets/meetings	52	52	52	52
Special Council meetings	20	9	16	16
Research Requests	4,000	4,000	4,000	4,000

**RELATED COST CENTERS**

City Clerk Administration (10-001.01)

**GENERAL GOVERNMENT**

**ACTIVITY:** Elections  
**DEPARTMENT:** City Clerk

**PROGRAM:** Election Administration  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Elections activity conducts City elections for elective offices, initiatives, referenda and recalls. Activity goals are: 1) elections which conform to the State elections code; and, 2) a high level of voter registration and turnout. This activity has two major elements:

- \* **Election administration.** Conduct regular and special elections: process and certify nomination and candidate statements and citizen generated petitions; prepare and advertise legal notifications in compliance with State regulations; review and update the City's election manual; and, assist with voter registration and absentee ballot application (70 percent of the activity).
- \* **Disclosure reporting.** Process and file campaign financial disclosure statements; and oversee preparation of candidate conflict of interest statements (30 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing		420	645	1,200
Utilities and Communications		450	450	450
Supplies, Materials and Services	1,185	15,050	300	16,000
Minor Capital				
Other Payments				
<b>Total</b>	<b>1,185</b>	<b>15,920</b>	<b>1,395</b>	<b>17,650</b>

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

None

<b>WORK LOAD INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Election packets/meetings	0	25	0	25
Assist voters with election info	200	500	200	500

**RELATED COST CENTERS**

Election (10-001.02)

**GENERAL GOVERNMENT**

**ACTIVITY:** Personnel Services  
**DEPARTMENT:** Human Resources

**PROGRAM:** Administrative Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Personnel Services activity is responsible for developing, advising and enforcing human resource programs by policies, rules, regulations and legislation; advising staff and Council on personnel matters and relations; promoting compliance with existing personnel rules, regulations, policies and legal mandates; overseeing the City's personnel classification and pay program; and, developing and administering the City's employee training programs. Activity goals are: 1) recruit and retain highly qualified, well-trained and motivated employees; 2) provide responsive and professional service to City employees and the public; and, 3) follow fair and objective personnel practices. This activity has six major elements:

- \* **Employee recruitment and selection.** Develop recruitment strategies and conduct examinations for hiring employees (20 percent of the activity).
- \* **Personnel services.** Coordinate personnel support services to include: processing employment inquiries/verifications, pre-employment and fitness for duty medical examinations, drug testing and personnel actions; performance appraisal management; maintain official personnel files; and maintain official personnel policies and procedures (30 percent of the activity).
- \* **Benefit administration.** Manage the City's benefit programs: health insurance plans, retirement services, employee assistance services, long-term disability insurance, deferred compensation, flexible spending plans and other city self-insured benefits (20 percent of the activity).
- \* **Employer/employee relations.** Advise and assist staff in resolving complaints in the work place and interpretation of employment agreements (MOU's, policies, rules, etc.); advise and assist in preparing disciplinary actions; advise and assist negotiating employment, compensation and benefit agreements; conduct and analyze negotiation surveys (17 percent of the activity).
- \* **Classification and pay.** Develop and maintain the City's position classification and pay system; evaluate and determine employee classification and pay for new and existing positions; and, maintain official pay and classification files (10 percent of the activity).
- \* **Equal employment opportunity and affirmative action.** Ensure employment decisions are nondiscriminatory and without artificial barriers to recruitment, examination and promotion practices; develop, maintain and monitor City's affirmative action plan; and respond to complaints of alleged violation (3 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	199,087	195,729	225,217	225,217
Utilities and Communications	4,000	2,400	3,000	3,000
Supplies, Materials and Services	90,362	64,422	73,300	73,300
Minor Capital	7,178	7,201	5,268	5,268
Other Payments				
Total	300,628	269,752	306,785	306,785

## GENERAL GOVERNMENT

ACTIVITY: Personnel Services  
DEPARTMENT: Human Resources

PROGRAM: Administrative Services  
FUND: General Fund

	1995-96	1996-97	1997-98	1998-99
STAFFING SUMMARY	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Regular Positions:				
Human Resources Director	1	1	1	1
Human Resources I Analyst	1	1	1	1
Human Resources Technician	1	1	1	1
Administrative Clerk I/II	1	1	1	1
Total	4	4	4	4
Temporary Positions:				
Full-time equivalents	.9	.9	.9	.9

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

- \* 1997-98: Conduct negotiations with Fire and IBEW
- \* 1997-98: Develop and implement an employee recognition program
- \* 1997-98: Develop cafeteria benefits program
- \* 1997-98: Implement Customer Service training
- \* 1998-99: Conduct negotiations with Maintenance and Operators, General Services and Dispatch bargaining units

### RELATED COST CENTERS

Human Resources Administration (10-040.02)

**GENERAL GOVERNMENT**

**ACTIVITY:** City Wide Training  
**DEPARTMENT:** Human Resources

**PROGRAM:** Training & Development  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

Employees are a most valuable asset. The City wide training activity is responsible for promoting a quality workforce by providing training and development opportunities for employees to increase productivity, and enhance the overall effectiveness of staff. This activity has one major element:

- \* **Employee training and development.** Develop programs to promote training of employees (100 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services	2,476	6,300	3,300	3,300
Minor Capital				
Other Payments				
Total	2,476	6,300	3,300	3,300

**STAFFING SUMMARY**

Staffing support from Human Resources Department

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-98: Train staff and begin management performance evaluation program
- \* 1997-98: Develop and train supervisors on administrative procedures and methods of disciplinary actions
- \* 1997-99: Obtain management training of employment and labor relations matters

WORK LOAD INDICATORS	1995-96	1996-97	1997-98	1998-99
Classes given		1	2	1
Number of staff trained		17	82	409
Number of supervisors		65	65	65

**RELATED COST CENTERS**

Training - City Wide (10-040.04)

**GENERAL GOVERNMENT**

**ACTIVITY:** Risk Management  
**DEPARTMENT:** Human Resources

**PROGRAM:** Administrative Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Risk Management activity identifies loss exposures to the City, and develops and implements programs designed to control those exposures to prevent accidental losses from occurring and/or reduce the effects of losses on the City's resources and operations. Risk Management impacts the costs of Workers' Compensation and General Liability activities by developing, implementing, and providing funding for preventative and loss control programs. Activity goals are: 1) identify loss exposures which may result from the City's operations, and exposures from outside the City; 2) develop programs to prevent and reduce the occurrence of loss; 3) provide adequate funding for loss prevention programs; 4) develop/implement program(s) designed to promote preventative workplace safety; and, 5) develop/implement program(s) designed to promote employee health and wellness. This activity has three major elements:

- \* **Safety and training - prevention.** Identify all safety risks to employees and general public; review all incidents and take appropriate responsive action; ensure compliance with all State and Federal OSHA regulations; develop/implement comprehensive safety training programs (40 percent of the activity).
- \* **General Liability and Workers' Compensation.** Review all claims filed against the City, determine the City's liability, and take appropriate responsive action; identify the causes (exposures) for claims filed against the City, and work with the appropriate personnel and entities to prevent and reduce losses from such exposures (40 percent of the activity).
- \* **Health and fitness education.** Develop and implement an employee health and wellness program (20 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	31,152	61,465	69,261	69,261
Utilities and Communications	678	300		
Supplies, Materials and Services	13,443	13,430	24,000	24,000
Minor Capital	3,077			
Other Payments				
Total	48,349	75,195	93,261	93,261

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Risk Management Technician	1	0	0	0
Risk Manager	0	1	1	1
Total	1	1	1	1
Temporary Positions:				
Full-time equivalents	0	0	0	0

**GENERAL GOVERNMENT**

---

<b>ACTIVITY:</b>	Risk Management	<b>PROGRAM:</b>	Administrative Services
<b>DEPARTMENT:</b>	Human Resources	<b>FUND:</b>	General Fund

---

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99: Develop/implement a comprehensive loss prevention program through workplace safety training
- \* 1997-99: Update and implement the City's safety training program in accordance with State and Federal requirements
- \* 1997-99: Develop/implement activities to increase employee self-awareness of behaviors and perceptions conducive to healthier and productive lifestyles
- \* 1997-99: Increase monitoring of General Liability and Workers' Compensation claims so as to reduce claim costs, through the development of a comprehensive claims management system

**RELATED COST CENTERS**

Risk Management (10-040.03)

**GENERAL GOVERNMENT**

**ACTIVITY:** Information Systems  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Information Systems activity develops, plans and coordinates the City's information system. Information Systems consists of personal computers, local and wide-area networks, computer software, telephone and wireless communications, telecom wiring infrastructure and geographic information systems. Activity goals include: 1) long-range policies and standards for acquiring, maintaining and replacing equipment and software; and 2) responsive and on-going support and training for computer equipment and software, telephones, central copy machines and other miscellaneous equipment. This activity has three major elements:

- \* **Policies and standards.** Develop, implement and manage information system policies and standards, and specifications for computer hardware and software acquisition, maintenance, and replacement (20 percent of the activity).
- \* **System support.** Provide for on-going maintenance of equipment and training of personnel to ensure full utilization of equipment and software (40 percent of the activity).
- \* **Other systems and equipment.** Manage, maintain and support the City's equipment and systems to include telephone systems, website, voice-mail, call accounting, radio and wireless communications systems LAN/WAN systems, and, microcomputer hardware and software (40 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	58,201	57,455	59,839	61,466
Utilities and Communications	280		500	500
Supplies, Materials and Services	3,301	7,800	14,055	14,055
Minor Capital	11		5,650	1,245
Other Payments				
<b>Total</b>	<b>61,792</b>	<b>65,255</b>	<b>80,044</b>	<b>77,266</b>

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Information System Coordinator	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1997-98 Replace one desktop microcomputer (\$4,500)
- \* 1997-99 Provide certification training for Information System Coordinator (\$6,500)
- \* 1998-99 Portable microcomputer (\$4,800)

## **GENERAL GOVERNMENT**

---

<b>ACTIVITY:</b>	Information Systems	<b>PROGRAM:</b>	Administrative Services
<b>DEPARTMENT:</b>	Finance	<b>FUND:</b>	General Fund

---

### **MAJOR OBJECTIVES**

- \* 1997-98 Prepare Citywide inventory of City owned or leased computers and software
- \* 1997-98 Prepare Citywide inventory of City owned or leased radio and wireless communication equipment
- \* 1997-98 Develop and implement an internal quick response team to response team for software virus attacks and network security threats
- \* 1998-99 Prepare Citywide priority list for purchase and replacement of computer and software
- \* 1998-99 Develop and implement an Internet web and e-mail server to support the City's webpage

### **RELATED COST CENTERS**

Information Systems (10.0-041.01)  
Telephone Systems (1-.0-024.02)

**GENERAL GOVERNMENT**

**ACTIVITY:** Finance Administration  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Finance Administration activity provides financial and other support services to include: financial planning; accounting; cashier services; investment; billing and tax administration; utility meter reading; parking enforcement; information systems and data processing, mail processing, purchasing, and collection services. Activity goals include: 1) efficient, effective and responsive service; 2) accurate and timely reporting; and 3) protection of the City's assets from unauthorized use. This activity has four major elements:

- \* **Leadership and administration.** Plan, organize, coordinate and review services and activities of the Department; establish rules, procedures and policies to provide for day to day conduct of services, staff training and personnel management in accordance with City policies; foster and promote a positive and efficient work place; recognize and reward excellent performance; and, make decisions (10 percent of the activity).
- \* **Accounting and financial planning.** Coordinate preparation of the City's financial plan and budget; provide accounting services and financial reports; and, review, analyze and evaluate financial procedures for accuracy and completeness; and, guide and direct preparation of financial reports, studies and plans (30 percent of the activity).
- \* **Revenue management.** Provide billing and collection services; oversee investment of City funds; manage and administer debt financing; and, develop cost recovery programs (30 percent of the activity).
- \* **Support services.** Provide administrative support services to include; administrative; collection; information systems and data processing; purchasing; meter reading; parking enforcement; mail and distribution; and, other services authorized by the City Manager and Council (30 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	203,445	197,305	191,325	193,990
Utilities and Communications	1,023	1,200	1,200	1,200
Supplies, Materials and Services	90,179	52,571	62,125	60,125
Minor Capital	3,783	24,341	3,000	3,000
Other Payments	20		50	50
Total	298,451	275,417	257,700	258,365

**GENERAL GOVERNMENT**

**ACTIVITY:** Finance Administration  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Finance Director	1	1	1	1
Parking Enforcement Assistant	1	1	1	1
Support Services Supervisor	1	1	1	1
Total	3	3	3	3
Temporary Positions:				
Full-time equivalents	.8	.8	.6	.6
Total	.8	.8	.6	.6

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99: Implement new software program for delinquent accounts
- \* 1997-99: Aggressively and fairly enforce parking regulations to ensure maximum use of available parking
- \* 1997-99: Provide parking regulation information to the public
- \* 1997-99: Work to reduce delinquent accounts & return checks

<b>WORK LOAD INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Active Utility Accounts	25,000	25,000	26,000	27,000
Delinquent Utility Accounts	2,000	2,500	2,500	2,000
Personal Contact with Delinquent Accounts	400	500	500	400
Parking Citations issued		2,500	2,500	2,500
Mail Pieces Processed		35,000	40,000	45,000
Returned check notices mailed	40	60	60	50

**RELATED COST CENTERS**

Finance Administration (10-050.01)

## GENERAL GOVERNMENT

**ACTIVITY:** Accounting Services  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Accounting Service activity maintains and controls the City's financial records and books of original entry; prepares, analyzes and publishes financial reports; records debt obligations; maintains cost accounting systems and fixed asset records; prepares payroll and associated reports; and, pays invoices for purchases made by City. Activity goals are: 1) maintain accurate and complete records; 2) provide timely and accurate financial reports; 3) provide quality service to employees and City customers; and, 4) protect the financial integrity of the City. This activity has five major elements:

- \* **Leadership and administration.** Plan, organize, coordinate and review the City's accounting operations and services; establish rules, procedures and policies to provide for day to day conduct of accounting operations; advise and assist the Finance Director and staff on accounting policies and procedures; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (10 percent of the activity).
- \* **Accounting and reporting.** Collect, organize, process, analyze and classify the City's financial transactions for preparation of interim and annual financial reports; distribute reports and respond to inquiries; maintain books of original entry and other financial records; and, conduct financial analysis studies (30 percent of the activity).
- \* **Conduct annual audit.** Assist City auditors in conducting the annual audit; prepare and distribute the City's annual financial reports, single audit report and management letter; and, prepare the City's response to recommendations made by the auditors (10 percent of the activity).
- \* **Budget preparation and management.** Advise and assist in preparing the City's financial plan and budget; develop budget policies and prepare projections, analysis, and source data; prepare and publish the City's financial plan and budget; and, assist staff with budget preparation (20 percent of the activity).
- \* **Accounting services.** Provide payroll and accounts payable services; prepare and distribute reports; and, respond to employee and customer inquiries as required (30 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	266,553	311,475	323,551	375,231
Utilities and Communications	4,555	4,800	4,800	4,800
Supplies, Materials and Services	31,634	25,471	34,375	34,375
Minor Capital	2,651	18,500	4,000	4,000
Other Payments				
Total	305,392	360,246	366,726	418,406

**GENERAL GOVERNMENT**

**ACTIVITY:** Accounting Services  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Accounting Manager	1	1	1	1
Accountant	1	1	1	2
Accounting Technician	2	2	2	2
Account Clerk	3	3	3	3
Total	7	7	7	8
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1998-99 Hire additional Accountant (\$48,300)

**MAJOR OBJECTIVES**

- \* 1997-99 Earn fifth and sixth consecutive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada
- \* 1997-99: Coordinate the review, identification and evaluation of financial information system software package
- \* 1997-99: Assist in the development of a disaster recovery plan for the City's financial records

<b>WORK LOAD INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
# of payroll checks issued	14,600	14,700	14,700	14,700
# of Accounts Payable checks issued	11,084	11,200	11,250	11,250
# of journal vouchers posted	1,505	1,550	1,575	1,580
# of reports produced	600	600	600	600
# of wire payment transactions				

**RELATED COST CENTERS**

Finance Accounting (10-050.03)



**GENERAL GOVERNMENT**

**ACTIVITY:** Revenue Services  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Revenue Manager	1	1	1	1
Senior Account Clerk	2	2	2	2
Account Clerk	6	6	6	6
Total	9	9	9	9
Temporary Positions:				
Full-time equivalents	2.5	3.5	3.5	3.5

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99 Assist in review and selection of computer software for cashier system and utility billing system
- \* 1997-99: Rewrite pet ordinance to allow for anniversary and multiple year renewals by mail
- \* 1997-99: Complete cross training of all staff for better efficiency
- \* 1997-99 Assist in implementing an update to telephone system that would allow repetitive questions such as office hours, location etc to be computerized

<b>WORK LOAD INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Utility customers service starts/stops	18,186	18,200	18,500	18,500
Phone calls answered	54,547	54,550	54,600	53,500
Utility Payment Arrangements Made	8,154	8,200	8,250	8,250
Parking Citations processed	1,926	1,950	2,000	2,000
Business Licenses issued	4,000	4,000	4,000	4,000

**RELATED COST CENTERS**

Finance Revenue Division (10-050.05)

## GENERAL GOVERNMENT

**ACTIVITY:** Data Processing  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The Data Processing activity provides centralized data processing and programming services for City Departments; provides advice and assistance to staff on the use, application and operation of central computer services; advises and assists staff in the development of applications and/or purchase of "canned" programs and applications; and, maintains and operates the City's computer mainframe. Activity goals are: 1) provide efficient, effective and responsive service; 2) maintain current programs and applications at levels necessary to conduct operations; 3) assist staff to increase productivity through data processing service; and 4) maintain operations 24 hour per day. This activity has six major elements:

- \* **Leadership and administration.** Plan, organize, coordinate and review the City's data processing services and operations; establish rules, procedures and policies to provide for day to day conduct of data processing operations; advise and assist the Finance Director and staff on data processing policies and procedures; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (10 percent of the activity).
- \* **Operations.** Maintain and operate system applications (payroll, utility billing, police files, etc.) in support of City departments; maintain and operate general support applications (word processing, spread sheet, etc.) in support of City departments; and, maintain and operate peripheral equipment (25 percent of the activity).
- \* **System maintenance.** Maintain central computers; provide backup and recovery support; repair and replace defective equipment; monitor and analyze uses of storage and operating capacity; and, recommend and advise on expanding hardware and software capacity (15 percent of the activity).
- \* **Application maintenance.** Correct, adjust and update defective applications; advise and assist users to update applications; and, assist and advise users with changing application technology (15 percent of the activity).
- \* **User support.** Advise and assist users in assessing needs, applications and equipment requirements; provide other general support services; and, assist in identifying efficiency measures which can be achieved through a central computer service (20 percent of the activity).
- \* **Software development.** Enhance, design and implement systems and programs to meet user needs (15 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	233,718	266,765	296,855	296,855
Utilities and Communications	1,277	1,100	1,300	1,300
Supplies, Materials and Services	38,544	49,560	51,200	51,200
Minor Capital	42,020	13,300		
Other Payments				
Total	315,560	330,725	349,355	349,355

**GENERAL GOVERNMENT****ACTIVITY:** Data Processing  
**DEPARTMENT:** Finance**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Data Processing Manager	1	1	1	1
Senior Programmer/Analyst	2	2	2	2
Programmer/Analyst	0	1	1	1
Operations Specialist	1	1	1	1
Total	4	5	5	5
Temporary Positions:				
Contract Programmer	1	0	0	0
Full-time equivalents	1	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99: Implement a purchased Utility Billing software product
- \* 1997-99: Implement a purchased General Accounting & Payroll/Human Resources software product
- \* 1997-99: Develop plan for implementing additional purchased software

<b>WORK LOAD INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Connections supported	420	489	560	620
Users supported	260	285	295	315
Programs & Files Maintained	26,200	26,200	26,200	26,200
General Acctg Transactions	98,000	106,000	106,000	106,000
Payable checks processed	10,000	11,000	11,000	11,000

**RELATED COST CENTERS**

Finance Data Processing (10-050.06)

**GENERAL GOVERNMENT**

**ACTIVITY:** Purchasing  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Purchasing activity provides centralized purchasing and procurement services; centralized inventory management and distribution services; centralized disposal of surplus equipment, supplies and material; and maintains lists of approved suppliers, vendors and contractors. Activity goals are: 1) obtain the best value for supplies, material and equipment purchased by the City; 2) maintain essential levels of common supplies, materials and forms needed to conduct day to day City operations; and, 3) provide efficient, effective and responsive service to staff, vendors and suppliers. This activity has four major elements:

- \* **Leadership and administration.** Plan, organize, coordinate and review the City's purchasing services and operations; establish rules, procedures and policies to provide for day to day conduct of purchasing operations; advise and assist the Finance Director and staff on purchasing policies and procedures; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (5 percent of the activity).
- \* **Purchasing services.** Obtain product and pricing information; identify sources of supply; write and assist in writing specifications; negotiate, obtain bids and purchase supplies and equipment; process purchase orders and invoices; obtain and maintain warranty/maintenance information; and resolve problems (60 percent of the activity).
- \* **Inventory services.** Maintain and manage \$1.5 million inventory of equipment, electrical supplies and common office supplies and forms and janitorial supplies; distribute and deliver supplies, materials and supplies to departments; and, inspect supplies, materials and forms for conformance with City's specifications. (30 percent of the activity).
- \* **Disposal services.** Dispose of surplus material and equipment as required (5 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	223,640	214,385	227,247	229,035
Utilities and Communications	5,986	6,115	6,365	6,365
Supplies, Materials and Services	23,013	48,156	23,360	23,360
Minor Capital				
Other Payments				
Total	252,638	268,656	256,972	258,760

**GENERAL GOVERNMENT**

**ACTIVITY:** Purchasing  
**DEPARTMENT:** Finance

**PROGRAM:** Administrative Services  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Purchasing Officer	1	1	1	1
Buyer	1	1	1	1
Storekeeper/Buyer	1	1	1	1
Storekeeper	1	1	1	1
Purchasing Assistant	1	1	1	1
Total	5	5	5	5
Temporary Positions:				
Full-time equivalents	0	0	0	0

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-98: Propose and implement revised and updated Lodi City Code Purchasing System (Chapter 3.20)
- \* 1998-99: Implement Procurement Card Program for all departments

<b>WORK LOAD INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Formal Bids Developed/Managed	28	27	25	25
Purchase Orders Placed	1,547	1,600	1,600	1,600
Office Supplies Items Purchased	5,745	6,000	6,000	6,000
Packages Del'd to Users (Excl EUD)	7,371	8,400	8,500	8,500
Issues from EUD Invty (Value)	\$409,000	\$595,000	\$625,000	\$650,000

**RELATED COST CENTERS**

Finance Purchasing (10-050.02)

**GENERAL GOVERNMENT**

**ACTIVITY:** Field Services  
**DEPARTMENT:** Finance

**PROGRAM:** Organization Support Services  
**FUND:** General Fund

**ACTIVITY DESCRIPTION**

The Field Services activity reads, collects the read data and reports electric and water consumption on metered customers; connects and disconnects authorized customers to City utilities; issues final and 48-hour notices to delinquent customers; disconnects customers for non-payment, returned check or those not meeting utility service requirements; identifies and assists the Electric Utility Department to investigate unauthorized or illegal use of City utilities; assists customers with complaints and requests; and, maintains active file of terminated customers for Finance and Utility Department use. Activity goals are: 1) provide timely and accurate meter reads; 2) resolve or collect delinquent accounts within 60 days; and, 3) provide efficient, effective and responsive services. This activity has four major elements:

- \* **Leadership and administration.** Plan, organize, coordinate and review the City's field service operations; establish rules, procedures and policies to provide for day to day conduct of employees; advise and assist the Finance Director and staff on utility policies and procedures; assist in the preparation of the budget for the Field Services Unit; assist with and perform a variety of personnel actions including selections, promotions, performance evaluations, disciplinary measures and dismissals; attend weekly Executive Meetings; oversee and schedule vehicles for service; verify and sign payroll forms; approve vacation schedule; pick up gasoline usage tags; plan and conduct monthly Safety Section meetings; take postage meter to Post Office; interact effectively and courteously with the public; foster and promote a positive and efficient work place; recognize and reward excellent performance; and make decisions (15 percent of the activity).
- \* **Data reading and collection.** Collect and report readings from metered customers (40 percent of the activity).
- \* **Service connections and collections.** Connect and disconnect services for authorized customers; issue final notices to delinquent customers; disconnect unauthorized customers; maintain list of terminated customers for Finance and Utility Department use; fill out daily work report; check sealed accounts, and perform related duties as required (30 percent of the activity).
- \* **Customer services.** Assist and advise customers with complaints or requests for information. Maintain meter routes; assign new accounts; and, work closely with Billing and Collection staff (15 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	259,324	270,900	289,530	289,530
Utilities and Communications	6,511	6,500	6,500	6,500
Supplies, Materials and Services	21,691	46,124	19,280	19,215
Minor Capital	1,004		1,500	1,500
Other Payments				
Total	288,530	323,524	316,810	316,745

**GENERAL GOVERNMENT**

**ACTIVITY:** Field Services  
**DEPARTMENT:** Finance

**PROGRAM:** Organization Support Services  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Customer Services Supervisor	1	1	1	1
Accounts Collector	1	1	1	1
Meter Reader	4	4	4	4
Total	6	6	6	6
Temporary Positions:				
Full-time equivalents	1.5	1.5	1.6	1.6

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99 Eliminate hand-writing of 48-hour notices
- \* 1997-99 Reroute all accounts
- \* 1997-99 Streamline the delinquent procedure

<b>WORK LOAD INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Annual cost per meter read	\$6.69	\$6.66	\$6.50	\$6.40
Meters re-read per month	300	250	200	200
Delinquent Accounts per month	2,270	2,600	2,900	3,300
Accounts read	24,000	24,500	25,000	25,500

**RELATED COST CENTERS**

Finance Field Services (10-050.07)

## GENERAL GOVERNMENT

<b>ACTIVITY:</b>	Building Maintenance	<b>PROGRAM:</b>	Organization Support Services
<b>DEPARTMENT:</b>	Public Works	<b>FUND:</b>	General Fund

### ACTIVITY DESCRIPTION

The Building Maintenance activity provides for operation and maintenance of following City buildings except for Parks and Recreation facilities, and Hutchins Street Square; and, administers building construction projects:

City Hall	20,000 sq. ft.	Carnegie Forum	10,200 sq. ft.
Public Safety Building	35,300 sq. ft.	City Hall Annex	7,200 sq. ft.
Fire Prevention Building	2,000 sq. ft.	Fire Station #2	6,300 sq. ft.
Municipal Service Center	58,300 sq. ft.	Fire Station #3	5,700 sq. ft.
Library	30,750 sq. ft.		

Activity goals are: 1) attractive buildings; 2) productive work environment; 3) safe and energy efficient buildings; 4) a positive image for the City; and 5) maximum building service life. This activity has three major elements:

- \* **Administration.** Provide overall direction, supervision and planning (12 percent of the activity)
- \* **Maintenance and remodeling.** Perform general and preventive maintenance, carpentry, painting, plumbing, electrical and mechanical repairs and improvements (80 percent of the activity).
- \* **Contract administration.** Coordinate and manage contracts for janitorial and other maintenance services, remodel and repair projects and provide contract administration on major remodel and construction projects including all phases from planning to project construction (8 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
<b>ACTIVITY COSTS</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Staffing	119,766	117,915	164,644	164,644
Utilities and Communications	193,598	195,365	202,465	202,465
Supplies, Materials and Services	206,096	238,671	241,000	241,000
Work for Others	890	750	5,540	5,540
Minor Capital	211	3,235		
Other Payments	50			
<b>Total</b>	<b>520,611</b>	<b>555,936</b>	<b>613,649</b>	<b>613,649</b>

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
<b>Regular Positions:</b>				
Build & Equip Maint Superintendent	.5	.5	.5	.5
Senior Build Maint Worker	1	1	1	1
Building Service Worker	1	1	1	1
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>
<b>Temporary Positions:</b>				
Full-time equivalents	.25	.25	.75	.75

**GENERAL GOVERNMENT**

---

**ACTIVITY:** Building Maintenance  
**DEPARTMENT:** Public Works

**PROGRAM:** Organization Support Services  
**FUND:** General Fund

---

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

- \* 1997-98 Move one Building Maintenance Worker from Library to Building Maintenance \$32,262

**MAJOR OBJECTIVES**

- \* 1997-99: Provide contract administration on major and minor remodel and construction projects
- \* 1997-99: Select and install a preventive maintenance and work order software program
- \* 1997-99: Work with City's ADA committee to develop ADA priorities
- \* 1997-99: Develop City-wide HVAC preventive maintenance program
- \* 1997-99: Develop & implement plan for CFC conversions in all HVAC systems
- \* 1997-99: Complete and implement master plan for Public Safety Building remodel

<b>WORK LOAD INDICATORS</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
Square feet of buildings maintained	153,586	153,586	184,336	184,336
Program cost/square foot of building maintained	3.39	3.48	3.90	3.92

**RELATED COST CENTERS**

City Building Maintenance (10-351.01)

**GENERAL GOVERNMENT**

**ACTIVITY:** Equipment Maintenance and Motor Pool  
**DEPARTMENT:** Public Works

**PROGRAM:** Organization Support Services  
**FUND:** Equipment Service Fund

**ACTIVITY DESCRIPTION**

The Equipment Maintenance activity provides maintenance, repair and operation of City vehicles and equipment (except larger trucks in the Fire Department and mowers and scooters in the Parks Department). Activity goals are: 1) safe and reliable city vehicles and equipment; 2) maximum service life; and 3) a positive image for the City. This activity has six major elements:

- \* **Administration.** Direct, supervise, and plan equipment maintenance activities; provide clerical and administrative support; establish shop rules and procedures; train and develop staff; promote and foster a positive and efficient work place; and maintain shop materials and supplies. (20 percent of the activity)
- \* **Repairs.** Repair malfunctions and overhaul engines and transmissions (20 percent of the activity).
- \* **Preventive maintenance.** Schedule, inspect and service vehicles, heavy equipment and other equipment (20 percent of the activity).
- \* **Vehicle operations.** Purchase and provide gas, oil, tires and miscellaneous parts for vehicles and equipment (30 percent of the activity).
- \* **Fabrication and repair.** Fabricate parts and equipment; and, perform welding and machine work as needed (5 percent of the activity).
- \* **Motor pool operations.** Provide and maintain a pool of vehicles and equipment for use by staff in conducting City business as needed (5 percent of the activity).

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	390,530	466,820	514,275	514,275
Utilities and Communications	772	415	840	840
Supplies, Materials and Services	277,200	432,514	350,000	350,000
Minor Capital	866	2,500	2,500	2,500
Other Payments				
Total	669,369	902,249	867,615	867,615
Operating Transfers	669,369	902,249	867,615	867,615
Total	0	0	0	0

**GENERAL GOVERNMENT**

**ACTIVITY:** Equipment Maintenance and Motor Pool  
**DEPARTMENT:** Public Works

**PROGRAM:** Organization Support Services  
**FUND:** General Fund

	1995-96	1996-97	1997-98	1998-99
<b>STAFFING SUMMARY</b>	<b>ACTUAL</b>	<b>BUDGETED</b>	<b>REQUESTED</b>	<b>PROPOSED</b>
Regular Positions:				
Administrative Clerk I/II	1	1	1	1
Build & Equip Maint Superintendent	.5	.5	.5	.5
Equip Maintenance Supervisor	1	1	1	1
Heavy Equipment Mechanic	4	5	5	5
Lead Equipment Mechanic	1	1	1	1
Equipment Service Worker	0	1	1	1
Welder/Mechanic	1	1	1	1
Total	8.5	10.5	10.5	10.5
Temporary Positions:				
Full-time equivalents	0	.5	.75	.75

**SIGNIFICANT EXPENDITURE AND STAFFING CHANGES**

None

**MAJOR OBJECTIVES**

- \* 1997-99: Complete the following minor capital maintenance projects:  
 Upgrade and renovation of wash-down system  
 Fuel card system
- \* 1997-99: Expand use of computer based equipment management system
- \* 1997-99: Identify projects and prepare Request for Proposal for Motor Vehicle Emission Reduction Program (staff time only)
- \* 1997-99: Plan shop expansion along with MSC expansion (staff time only)
- \* 1997-99: Plan for and development of Alternative Fueled Vehicles/Equipment including fueling site(s)
- \* 1997-99: Expand vehicles in motor pool and add vehicles which are alternatively fueled
- \* 1997-99: Implement fuel card system at Public Safety Building

<b>WORK LOAD INDICATORS</b>	1995-96	1996-97	1997-98	1998-99
Vehicle and heavy equipment fleet size	371	390	390	390
Work orders completed	6,430	6,480	6,480	6,480
Smog certifications	88	96	96	96
Services/safety checks/tune-ups	1,169	1,205	1,205	1,205

**RELATED COST CENTERS**

- Equipment Maintenance Administration (10-551.01)
- Equipment Maintenance (10-556.01)
- Motor Pool (10-551.02)

## GENERAL GOVERNMENT

**ACTIVITY:** General Support  
**DEPARTMENT:** Administration

**PROGRAM:** Non-Departmental Services  
**FUND:** General Fund

### ACTIVITY DESCRIPTION

The General Support activity programs and administers indirect costs not easily charged to operating activities or projects. The activity goal is to establish cost effective budgeting and accounting for indirect costs. This activity has eight major elements:

- \* **City memberships.** Fund for the cost of memberships in organizations which represent, assist, provide training and promote the interests of the City as a whole
- \* **Audit services.** Fund for the cost of the City's annual and interim audits by outside auditors
- \* **Property tax administration.** Fund County's charges for tax administration (assessment, collection and payment)
- \* **Telephone services.** Fund and plan for local and long distance telephone services
- \* **Sister city relations.** Fund the City's share of activities sponsored by the Sister City Committee

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	667			
Utilities and Communications	147,384	115,927	105,025	108,175
Supplies, Materials and Services	99,230	70,659	91,980	93,723
Minor Capital	2,959		12,050	12,412
Other Payments	96,960	100,750	103,773	106,886
Total	347,200	287,336	312,828	321,196

### STAFFING SUMMARY

None. Staffing provided through Administration and Public Works

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### RELATED COST CENTERS

Sister City (10.0-020.04)  
Special Payments Administration (10.0-020.05)  
Photocopy Charges (10-024.01)  
Telephone Charges (10-024.02)

## GENERAL GOVERNMENT

**ACTIVITY:** Workers Compensation                      **PROGRAM:** Non-Departmental Services  
**DEPARTMENT:** Human Resources                      **FUND:** Self-Insurance Fund

### ACTIVITY DESCRIPTION

The Workers Compensation activity provides funding for losses due to work related injuries, illness and lost labor hours. The activity goals are to: 1) ensure the rights of injured workers are protected in accordance with State and Federal law; 2) provide injured workers with appropriate benefits; 3) administer claims in a manner which minimizes costs and disruption to City business; and, 4) establish adequate funding for loss control of claims incurred. This activity has five major elements:

- \* **Claims Administration.** Utilize and monitor the services of a third party administrator to ensure effective and efficient claims management (\$61,942)
- \* **Legal services and professional services.** Fund legal services (\$25,000)
- \* **Medical and rehabilitation.** Fund cost of medical treatment and vocational rehabilitation (\$370,000).
- \* **Disability payments.** Fund temporary and permanent disability payments (\$370,500).
- \* **Excess insurance.** Provide coverage up to statutory limits with a self-insured retention of \$250,000.

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services	485,539	482,141	456,942	456,942
Minor Capital				
Other Payments	352,309	368,500	370,500	370,500
Total	837,848	850,641	827,442	827,442
Internal Revenues	837,848	850,641	827,442	827,442
Net Cost	0	0	0	0

### STAFFING SUMMARY

Staffing by Risk Manager with Human Resources clerical support.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None.

### MAJOR OBJECTIVES

- \* 1997-99      Increase monitoring of claims administration, including the development/implementation of a temporary modified duty plan.
- \* 1997-99      Coordinate efforts of supervisors, medical professionals, legal counsel, third party administrator, and the injured worker for synchronized and effective claims management.

### RELATED COST CENTERS

Workers Compensation Charges (31-020.02)





## GENERAL GOVERNMENT

---

**ACTIVITY:** Benefits Administration  
**DEPARTMENT:** Human Resources

**PROGRAM:** Non-Departmental Services  
**FUND:** Benefits Fund

---

### ACTIVITY DESCRIPTION

The Benefits Administration activity is for administering and paying for employee benefits as provided by agreement. The activity goal is to establish effective planning, budgeting and accounting for the City's benefits program. This activity has thirteen major elements:

- \* **Medical care.** Program and fund medical care benefits for employees **(\$1,500,000)** (Payroll charge).
- \* **Retiree's medical insurance.** Fund the cost of medical insurance for retirees **(\$240,000)** (CAP number of employees).
- \* **Medical co-pay reimbursement.** Fund the cost of compensating married employees for using one medical/dental insurance plan **(\$2,000)** (CAP number of participants by Fund).
- \* **Dental insurance.** Fund the cost of dental insurance for employees and dependents and administrative fees **(\$300,000)** (Payroll charge).
- \* **Vision care.** Fund employee benefit for cost of vision **(\$63,000)** (Payroll charge).
- \* **Chiropractic care.** Fund cost of chiropractic care for employees enrolled under the City's medical insurance plan **(\$15,000)** (Payroll charge).
- \* **Employee assistance program.** Fund employee benefit for cost of counseling services **(\$10,800)** (CAP number of employees).
- \* **Life insurance.** Fund the cost of life insurance for employees and spouses with the exception of police and fire in amounts from \$10,000 to \$150,000 **(\$32,000)** (Payroll charge).
- \* **Accidental death insurance.** Fund cost of accidental death insurance for management, mid-management, general service and police officers in the amount of \$25,000 **(\$5,800)** (Payroll charge).
- \* **Unemployment insurance.** Fund claims against the City under a self-insurance program for unemployment claims paid **(\$40,000)** (Payroll charge).
- \* **Long term disability.** Fund cost of disability payments made to employees except police and fire; pays up to 2/3 rds of salary loss **(\$108,000)** (Payroll charge).
- \* **Employee recognition program.** Fund cost of service awards, gifts and annual dinner dance **(\$14,000)** (CAP number of employees).
- \* **Flexible spending accounts.** Fund administrative fees for pre-tax costs of dependent care, out of pocket costs of medical/dental expenses and insurance premiums of employees **(\$3,200)** (CAP number of employees).

## GENERAL GOVERNMENT

---

ACTIVITY: Benefit Administration  
DEPARTMENT: Human Resources

PROGRAM: Non-Departmental Services  
FUND: Benefits Fund

---

	1995-96	1996-97	1997-98	1998-99
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services	2,170,456	2,018,390	2,212,000	2,217,250
Minor Capital				
Other Payments	239,327	111,620	165,800	179,090
Total	2,409,783	2,130,010	2,285,800	2,396,340

### STAFFING SUMMARY

None.

### SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

### MAJOR OBJECTIVES

None

### RELATED COST CENTERS

- Medical Care (27.0-020.04)
- Retirees Medical (27.0-020.05)
- Medical Co-Pay Reimbursement (27-020.06)
- Dental Insurance (27.0-020.07)
- Vision Care (27.0-020.08)
- Chiropractic Expense (27.0-020.09)
- Employee Assistance Program (27-020.10)
- Life Insurance (27.0-020.11)
- Accidental Death Insurance (27.0-020.12)
- Unemployment Insurance (27.0-020.13)
- Long Term Disability (27.0-020.14)
- Employee Recognition Program (27-020.15)
- Flexible Spending Account (27-020.16)



## 1997-99 FINANCIAL PLAN AND BUDGET

---

### CAPITAL IMPROVEMENT BUDGET

---

#### OVERVIEW

All construction projects and capital purchases which cost more than \$10,000 are included in the Capital Improvement Budget. Purchases of vehicles and equipment on an equipment replacement schedule are purchased by the Equipment Replacement Fund. Minor capital purchases of less than \$10,000 are included with the Activity Budgets. Through the Capital Improvement Budget and Capital Improvement Plan, the City systematically plans, schedules and finances capital projects to ensure conformance with City policies and funding sources. The Capital Improvement Budget is a four year plan organized by mission.

Public Safety	Leisure, Cultural, and Social Services
Public Utilities	Community and Economic Development
Transportation	General Government

The Capital Improvement Budget emphasizes project planning, with projects progressing through at least two and up to six of the following phases:

1. **Designate.** Appropriates funds to the Control Account based on projects designated for funding by the Council through adoption of the Financial Plan and Budget.
2. **Study.** Includes concept design, site selection, feasibility analysis, schematic design, environmental determination, property appraisals, scheduling, grant application, grant approval, and preparation of specifications for equipment purchases.
3. **Acquisition.** Includes equipment purchases and property acquisition for projects, if necessary.
4. **Design.** Includes final design, plan and specification preparation, and construction cost estimation.
5. **Construction.** Includes bid administration, construction, project inspection and management and closeout.
6. **Debt Service.** Includes installment payments of principal and interest for completed projects funded through debt financing. Expenditures for this project phase are included in the Debt Service section.

Generally, it will become more difficult for a project to move from one phase to the next. As such, more projects will be studied than designed, and more projects will be designed than constructed.

#### ORGANIZATION

The Capital Improvement Budget consists of four parts:

1. Summary of Capital Improvement Budget expenditures.
2. Summary of Equipment Replacement expenditures.
3. Summary of Unfunded Capital Improvement Requests.
4. Summary of Expenditures By Activity.

**PROJECT EXPENDITURES BY SOURCE - OVERVIEW**

---

**CAPITAL APPROPRIATION POLICY**

The City's annual appropriation for capital projects is based on the projects designated by the City Council through adoption of the Financial Plan. Adoption of the projects listed in the Financial Plan does not automatically allocate funding for specific projects. The appropriation is made to a capital control account and held there pending specific authorization to release and appropriate funds to a project account. This authorization generally occurs only after the preceding project phase has been completed and approved by the Council and the costs for the succeeding phases have been fully developed. Accordingly, project appropriations for acquisitions and construction are generally made when contracts are awarded.

Capital project appropriations to the capital control account, which represent the funds not allocated to a specific project, lapse after three years. Projects which lapse from lack of project account allocations may be resubmitted. Projects accounts which have been allocated funds will not lapse until the project is completed. All project appropriations should generally come from the capital control account, such as, no adjustments to the capital budget appropriation will be required even if the project costs are greater than original estimates.

This approach has several advantages and disadvantages:

**Advantages:**

- Ensures that project appropriations are based on realistic cost estimates and that funding is committed only after a significant milestone is achieved, such as contract award
- Avoids the overstatement of project funding for projects which may be canceled or deferred
- Ensures that projects are not initiated until adequate study or design has been completed
- Avoids financial commitments to projects before required grants, agreements or other external funding is secured
- Avoids overstatement of capital funding needs based on actual expenditure levels which historically have been less than budgeted amounts

**Disadvantage:**

- A few high priority projects may be deferred due to the "first come, first serve" approach to project appropriations

Based on historical cash flow and expenditure patterns, the probability of such deferrals is considered minimal. Further the benefits associated with this approach far outweighs the possible disadvantage of deferring higher priority projects. This policy encourages ongoing project planning and management by requiring each phase to be reviewed and approved on a step-by-step basis, ensuring that projects are well conceived, designed and implemented.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **PROJECT EXPENDITURES BY SOURCE - OVERVIEW**

---

The following pages provide a listing of all Capital Improvement Projects by funding source. The following is a list of primary funding sources for projects.

#### **Capital Outlay Fund**

Donations

Community Development Block Grants

Impact Fees

Debt Financing

Other sources - primarily allocations for the City's property tax revenues as provided in the City's General Budget Policies.

#### **Street Fund**

Gas Tax

Transportation Development Act (TDA)

Measure K Sales Tax

Impact Fees

Other Federal and State subventions

#### **Enterprise Funds**

Electric Fund

Water Fund

Wastewater Fund

Transit Fund

Child Care Fund

#### **Debt Financing**

7 YEAR CAPITAL BUDGET PLAN GENERAL FUND (Sources and Uses) (1995-2001)

Annual Financial Plan

	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	TOTAL
<b>SOURCES</b>								
Revenues								
Fund Balance prior year			1,304,933	1,026,733				2,331,666
Property Tax Distribution	1,300,000	1,347,000	1,299,000	1,300,000	1,326,000	1,352,520	1,379,570	9,304,090
Electric Fund Investment		350,000	350,000	350,000	350,000	350,000		1,750,000
Loan Receivable - General Plan		394,000						394,000
Assessment District Receipts		1,910,900						1,910,900
Impact Fees - Police		168,000						168,000
Impact Fees - Parks & Recreation		601,125						601,125
Other- interest on bond proceeds	160,000	315,000						475,000
Other - interest on fund balance			92,800	92,800	50,000	50,000	50,000	335,600
Other- payment from Foundation			150,000	150,000	150,000	150,000	150,000	750,000
CDBG				50,000	50,000	50,000		150,000
Transfer from General Fund F/B			500,000					500,000
Unidentified							9,942,026	9,942,026
Bond Proceeds	4,712,000	9,600,000						14,312,000
<b>Total Sources</b>	<b>6,172,000</b>	<b>14,686,025</b>	<b>3,696,733</b>	<b>2,969,533</b>	<b>1,926,000</b>	<b>1,952,520</b>	<b>11,521,596</b>	<b>42,924,407</b>

**USES**

Capital Projects								
Downtown/Cherokee Lane Improveme	690,000	4,710,000					5,400,000	
Performing Arts/Conference Center	650,000	8,950,000					9,600,000	
City Hall Remodel	570,000						570,000	
Beckman Annex building			687,057				687,057	
Downtown Parking Structure		50,000			250,000	2,500,000	2,800,000	
Public Safety Building Improvements								
Basement of Carnegie Forum		168,000					168,000	
Misc Police equip/projects			72,500	71,950			144,450	
Building Renovation					50,000	1,550,000	1,600,000	
Park & Recreation Facilities								
Lodi Lake Improvements					120,000	1,121,000	1,241,000	
Indoor Sports Facility		25,000			300,000	8,775,000	9,100,000	
P & R Administration					500,000		500,000	
Park Corporation Yard					845,000		845,000	
Millswood Soccer Fields					200,000		200,000	
P & R Capital Misc	75,000	150,000	150,000	150,000	150,000	150,000	825,000	
Playgrounds		50,000	50,000	50,000	50,000		200,000	
Information Systems		100,000	200,000	150,000	150,000	150,000	750,000	
Records Mgmt software			17,500				17,500	
Permit software			43,200				43,200	
Debt Service	132,000	776,000	1,286,300	1,286,300	1,286,300	1,286,300	6,053,200	
Equipment Replacement		580,000	400,000	400,000	400,000	400,000	2,180,000	
<b>Total Uses</b>	<b>2,117,000</b>	<b>15,559,000</b>	<b>2,906,557</b>	<b>2,108,250</b>	<b>4,301,300</b>	<b>15,932,300</b>	<b>42,924,407</b>	

7 YEAR CAPITAL BUDGET PLAN GENERAL FUND (Sources and Uses) (1995-2001)

Capital Projects List

USES	USES	SOURCES	General Fund Revenues	\$5 M COP	\$10 M COP	Assessment	Impact Fees	Other sources	CDBG
Capital Projects									
Downtown/Cherokee Lane Improve	5,400,000								
COP (\$4.8)		3,489,100		3,489,100					
Assessment District		1,910,900				1,910,900			
Beckman Annex building	687,057								
COP (\$4.8)		687,057		687,057					
Performing Arts/Conference Center	9,600,000								
COP (\$9.6)		9,600,000			9,600,000				
City Hall Remodel	570,000			570,000					
COP (\$4.8)		570,000							
Downtown Parking Structure	2,800,000								
Unidentified		2,800,000						2,800,000	
Basement of Carnegie Forum	168,000								
Impact Fees		168,000					168,000		
Misc PD equip/projects	144,450								
Unidentified		144,450	144,450						
Public Safety Building Renovation	1,600,000								
Unidentified		1,600,000						1,600,000	
Lodi Lake Improvements	1,241,000								
Unidentified		1,241,000						1,241,000	
Indoor Sports Facility	9,100,000								
General Fund Revenues		25,000	25,000						
Unidentified		9,075,000						9,075,000	
P & R Administration	500,000								
Unidentified		500,000						500,000	
Park Corporation Yard	845,000								
Unidentified		243,875						243,875	
impact fees		601,125					601,125		
Millswood Soccer Fields	200,000								
Unidentified		200,000						200,000	
P & R Capital Misc (5 Years)	825,000								
General Fund Revenues		825,000	825,000						
School Playgrounds	200,000								
General Fund Revenues		50,000							
CDBG		150,000							150,000
Information Systems (5 Years)	750,000								
General Fund Revenues		750,000	750,000						
Records Mgmt Software	17,500								
General Fund Revenues		17,500	17,500						
Permit Software	43,200								
General Fund Revenues		43,200	43,200						
Debt Service	6,053,200								
General Fund Revenues		6,053,200	6,053,200						
Equipment Replacement	2,180,000								
General Fund Revenues		2,180,000	2,180,000						
<b>Total Uses</b>	<b>42,924,407</b>	<b>42,924,407</b>	<b>10,038,350</b>	<b>4,746,157</b>	<b>9,600,000</b>	<b>1,910,900</b>	<b>769,125</b>	<b>15,659,875</b>	<b>150,000</b>
<b>SOURCES</b>									
General Fund Revenues		9,304,090	9,304,090						
Electric Fund Contribution		1,750,000	1,750,000						
Foundation Contribution		750,000	750,000						
\$5 M COP		4,712,000		4,712,000					
\$10 M COP		9,600,000			9,600,000				
Interest		810,600	335,600	475,000					
Assessment District		1,910,900				1,910,900			
Impact Fees		769,125					769,125		
Loan Receivable (General Plan)		394,000	394,000						
CDBG		150,000							150,000
Transfer from General Fund F/B		500,000	500,000						
Balance forward		2,331,666						2,331,666	
Other sources		9,942,026						9,942,026	
<b>Total</b>		<b>42,924,407</b>	<b>13,033,690</b>	<b>5,187,000</b>	<b>9,600,000</b>	<b>1,910,900</b>	<b>769,125</b>	<b>12,273,692</b>	<b>150,000</b>
Over (Under)									

1997-99 FINANCIAL PLAN AND SUMMARY

SUMMARY OF CAPITAL BUDGET EXPENDITURES BY MISSION

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mgr Approved	Proposed
<b>Public Safety</b>				
Police Protection	233,460	562,505	72,500	71,950
Fire Safety	240,000	293,000		
<b>Total Public Safety</b>	<u>473,460</u>	<u>855,505</u>	<u>72,500</u>	<u>71,950</u>
<b>Public Utilities</b>				
Water Utility Services			1,498,500	898,500
Wastewater Utility Services	1,445,562	1,420,850	3,187,000	405,000
Electric Utility Services	978,705	995,269	2,629,690	1,499,335
<b>Total Public Utilities</b>	<u>2,424,267</u>	<u>2,416,119</u>	<u>7,315,190</u>	<u>2,802,835</u>
<b>Transportation</b>				
Streets and Flood Control	2,851,234	2,054,134	4,455,000	3,389,000
Transit		189,000	2,640,000	
<b>Total Transportation</b>	<u>2,851,234</u>	<u>2,243,134</u>	<u>7,095,000</u>	<u>3,389,000</u>
<b>Leisure, Cultural &amp; Social Services</b>				
Parks and Recreation	650,450	633,500	200,000	200,000
Cultural Services	791,950	6,335,000	9,700	44,450
<b>Total Leisure, Cultural &amp; Social Services</b>	<u>1,442,400</u>	<u>6,968,500</u>	<u>209,700</u>	<u>244,450</u>
<b>Community &amp; Economic Development</b>				
Planning	50,000			
Construction Development	37,800		986,506	893,306
Economic Development	5,600,000			
<b>Total Community &amp; Economic Development</b>	<u>5,687,800</u>	<u>-</u>	<u>986,506</u>	<u>893,306</u>
<b>General Government</b>				
General Administration	1,320,000	200,000	687,057	
City Clerk Services			17,500	
Administrative Services	300,000	900,000	200,000	150,000
Debt service			2,605,441	2,599,483
Organizational Support Services	22,060	23,000		
<b>Total General Government</b>	<u>1,642,060</u>	<u>1,123,000</u>	<u>3,509,998</u>	<u>2,749,483</u>
<b>TOTAL CAPITAL BUDGET</b>	<u>14,521,221</u>	<u>13,606,258</u>	<u>19,188,894</u>	<u>10,151,024</u>

1997-99 FINANCIAL PLAN AND SUMMARY

CAPITAL BUDGET DETAIL BY ACTIVITY

	1997-98 Requested Cost	City Manager Approved	1998-99 Requested Cost	City Manager Approved
<b>Public Safety</b>				
Police Protection				
Police Administration				
Network hub	12,500	-		
Police Operations				
CLETS Enhancement	32,500	32,500		
Auto dialer computer system	71,950		71,950	71,950
Radio channel infrastructure	40,000	40,000		
Vehicle -truck (Equestrian)	1	17,000		
<b>Total Public Safety</b>	<b>1</b>	<b>173,950</b>	<b>71,950</b>	<b>71,950</b>
<b>Public Utilities</b>				
Water Utility Services				
Misc system relocations (CM)	24,500	24,500	24,500	24,500
Misc landscaping/renovation well sites	20,000	20,000		
Standby generators (Wells 8 & 13)	200,000	200,000		
Well # 27/#29	300,000	300,000	300,000	300,000
Treatment TCE/PCE	330,000	330,000		
Main upgrades & Fire Hydrant	500,000	500,000	500,000	500,000
Well #11 landscaping	50,000	50,000		
Oversize water mains & crossing	34,000	34,000	34,000	34,000
Water service taps (CM)	40,000	40,000	40,000	40,000
Wastewater Utility Services				
Misc System relocations (CM)	15,000	15,000	15,000	15,000
Mains - New & Replacements	200,000	200,000	200,000	200,000
Treatment plant landscape	40,000	40,000		
WSWPCF land acquisition	2,500,000	2,500,000		
Sewer taps (CM)	20,000	20,000	20,000	20,000
Erosion abatement program	80,000	80,000	85,000	85,000
Sludge Pump replacement	12,000	12,000		
White Slough roadway improvements	13,000	13,000		
Boiler replacement	80,000	80,000	85,000	85,000
White Slough primary sedimentation tanks	25,000	25,000		
Replacement of air handling units	12,000	12,000		
Chopper pump replacement	10,000	10,000		
Effluent Flow study	40,000	40,000		
Wastesteam Heat/Biosolids study	40,000	40,000		
Pond cleaning	25,000	25,000		
Flood Control Improvements	15,000	15,000		
Emergency electric supply to White Slough	60,000	60,000		
Electric Utility Services				
Business Planning & Marketing				
Plant Asset Management System			60,000	60,000
Upgrade LAN	40,000	40,000	15,000	15,000
Electrical Engineering & Operations				
Engineering Design software	24,200	24,200	4,700	4,700
Electric Construction & Maintenance				
High Voltage & Protection	870,275	870,275	81,850	81,850
Line Extensions	507,505	507,505	507,025	507,025
Distribution System Improv	917,710	917,710	551,760	551,760
Protective Relay Test Set			59,000	59,000

1997-99 FINANCIAL PLAN AND SUMMARY

CAPITAL BUDGET DETAIL BY ACTIVITY

	1997-98		1998-99	
	Requested Cost	City Manager Approved	Requested Cost	City Manager Approved
Training Equipment			15,000	15,000
Wood Pole Testing & Treatment	25,000	25,000	25,000	25,000
Vehicle (new)- Pickup truck	1 25,000	25,000		
Support Trailer	1 40,000	40,000		
Vehicle (new)- Bucket Truck 65'	1 180,000	180,000		
Vehicle (new)- Van			1 45,000	45,000
Digger/derrick - self-propelled			1 85,000	85,000
SF-6 Gas Reclamation Equipment			50,000	50,000
<b>Total Public Utilities</b>	<b>3 7,315,190</b>	<b>7,315,190</b>	<b>2 2,802,835</b>	<b>2,802,835</b>

**Transportation**

**Streets and Flood Control**

Traffic Operations & Safety

Misc traffic improvements (CM)

50,000 50,000 50,000 50,000

Street Widening

Hutchins St - Lodi to Pine construction

300,000 300,000

Hwy 12/Kettleman Lane/99 Interchange

300,000 300,000 2,610,000 2,610,000

Lower Sac Prelim eng for widening

50,000 50,000

Lower Sac overlay, N/Turner

100,000 100,000

Street Maintenance

Stockton Street Lodi to Lockeford

262,000 262,000

Tokay St Fairmont to Mills reconstruction

252,000 252,000

Beckman Road overlay Kettleman to Pine

462,000 462,000

Elm Street overlay Mills to Ham

354,000 354,000

Hutchins Street Kettleman to Harney

232,000 232,000

Lodi Ave overlay track removal

376,000 376,000

Box Culverts @ WID Canal

Mills Aven N/Kettleman

165,000 165,000

Miscellaneous Projects

Misc Street Improvements CM)

15,000 15,000 15,000 15,000

Misc curb & Gutter replacements (CM)

10,000 10,000 10,000 10,000

Sidewalk replacements

50,000 50,000 50,000 50,000

Misc Bicycle transportation impr's

15,000 15,000 16,000 16,000

Land acquisition at MSC

2,100,000 2,100,000

Transit

Multimodal Station site acquisition

660,000 660,000

Multimodal Station construction

1,980,000 1,980,000

**Total Transportation**

**7,095,000 7,095,000 3,389,000 3,389,000**

**Leisure, Cultural & Social Services**

**Parks and Recreation**

Parks & Recreation Capital

150,000 150,000 150,000 150,000

Deferred Maintenance (50,000)

Lodi Lake Entry Phase II (25,000)

Lodi Lake Irrigation (25,000)

Computerized Irrigation (30,000)

Floor Lift (11,000)

Basketball Court/Legion (30,000)

Tennis Court Resurfacing (30,000)

Sports Fencing (15,000)

1997-99 FINANCIAL PLAN AND SUMMARY

CAPITAL BUDGET DETAIL BY ACTIVITY

	1997-98		1998-99	
	Requested (est)	City Manager Approved	Requested (est)	City Manager Approved
Basketball Court Hale Park (15,000)				
Playgrounds P & R	50,000	50,000		
Playgrounds schools			50,000	50,000
Cultural Services				
Library				
Remodel checkout counter	2,000	2,000	10,000	10,000
Public computer lab	200	200	10,200	10,200
PC LAN	7,500	7,500	24,250	24,250
<b>Total Leisure, Cultural &amp; Social Services</b>	<b>209,700</b>	<b>209,700</b>	<b>244,450</b>	<b>244,450</b>
<b>Community &amp; Economic Development</b>				
Planning				
Construction Development				
Building and Safety				
Permit tracking software	43,200	43,200	10,000	
CDBG grant	943,306	943,306	893,306	893,306
<b>Total Community &amp; Economic Development</b>	<b>986,506</b>	<b>986,506</b>	<b>903,306</b>	<b>893,306</b>
<b>General Government</b>				
General Administration				
City Clerk				
Records Management System	17,500	17,500	15,000	
City Manager				
Purchase of City Hall Annex	687,057	687,057		
Accounting Services				
Financial Software	550,000	200,000	120,000	150,000
<b>Total General Government</b>	<b>1,254,557</b>	<b>904,557</b>	<b>135,000</b>	<b>150,000</b>
<b>TOTAL CAPITAL BUDGET</b>	<b>2,450,963</b>	<b>2,120,763</b>	<b>2,372,806</b>	<b>2,287,756</b>
Debt service				
General Fund Capital	1,286,236	1,286,236	1,282,466	1,282,466
Sewer Fund	802,218	802,218	800,030	800,030
Water Fund	516,987	516,987	516,987	516,987
	2,605,441	2,605,441	2,599,483	2,599,483
<b>TOTAL CAPITAL &amp; DEBT SERVICE</b>	<b>5,056,404</b>	<b>4,726,204</b>	<b>4,972,289</b>	<b>4,887,239</b>

1997-99 FINANCIAL PLAN AND SUMMARY

CAPITAL BUDGET DETAIL BY ACTIVITY

	1997-98		1998-99	
	Requested	City Manager	Requested	City Manager
	Cost	Approved	Cost	Approved

FUNDING SOURCES:

GENERAL FUND - CAPITAL	533,200		317,987	
GENERAL FUND DEBT SERVICE	1,286,236		1,282,466	
GENERAL FUND	687,057			
LIBRARY GRANTS	4,700		44,450	
LIBRARY OPERATING	5,000			
CDBG GRANT FUND	943,306		943,306	
GAS TAX	250,000		150,000	
GAS TAX 2105	55,000		55,000	
MEASURE K	359,000		16,000	
MEASURE K -GRANT	882,000		1,030,000	
STREET FEDERAL GRANTS	1,156,000		1,112,000	
IMPACT FEE FUNDS	249,000		1,006,000	
BICYCLE/PED FUND	20,000		20,000	
FEDERAL-ISTEA	528,000			
FTA FUND	520,000			
ELECTRIC FUND	334,200		17,987	
ELECTRIC FUND-LONG-TERM	3,247,990		1,499,335	
WATER FUND	1,464,500		916,487	
WATER DEBT SERVICE	516,987		516,987	
WATER-DBCP	105,000			
WATER IMF	232,500			
WASTEWATER FUND	3,187,000		422,989	
SEWER DEBT SERVICE	802,218		800,030	
SEWER IMF	225,000			
STATE TRANSIT GRANT	1,420,000			
CLEAN AIR GRANT	135,000			
TDA	40,000			
TOTAL	<u>19,188,894</u>		<u>10,151,024</u>	

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Police Department  
**REQUEST TITLE:** California Law Enforcement Technology System (CLETS) Enhancement

---

**Project Description**

The City has been notified mandated changes are being made to the California Law Enforcement Technology system (CLETS). This system enables the Police Department to access Department of Justice database via computer.

**Project Objectives**

The primary objective to remain in compliance with requirements for our CLETS Interface. This interface with the Department of Justice database is a valuable tool used in the operation of the Police Department.

**Existing Situation**

Periodically changes to the are mandated by CLETS. This year the required change involves the maintenance of transaction journals which are used to ensure the integrity of the database.

Historically the state has maintained journals of all transactions for use in investigation of misuse. They are mandating that each message switch maintain the journals themselves starting next year. The journal function must be capable of searching by terminal or operator by day and hour for at least one full year of transactions.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				32,500		32,500
Construction						
Total				32,500		32,500
<b>Recommended Funding Sources</b>						
Capital Outlay Fund				32,500		32,500
Electric Utility Fund						
Water Fund						
Sewer Fund						
Total				32,500		32,500

**Alternatives**

If this enhancement/modification is not added to our communication interface, we will be out of compliance and our line could be disabled or removed.

**Project Effect on Operating Budget**

None

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Police Department  
**REQUEST TITLE:** Emergency/Information System

---

**Project Description:**

The purchase of a auto-dialer computer system would allow a pre-recorded message to be delivered to a set of phone numbers - either business or residential. The message can be delivered to a large number of people in a very short time, with a minimal amount of effort. To send a message to a certain geographic area you can highlight that area on the map on the computer screen and the system will automatically deliver the message to all listed phones in that area. The system also has an in-bound capability. A bulletin board system allows residents to call in and get information about, crime, emergencies, special events, road-closures, etc. This equipment provides for city-wide use and we would recommend that the cost be shared between Police, Fire, Public Works, Electric Utility, Etc.

**Project Objective:**

The primary objective is to enhance the City's ability to communicate with citizens and business. The major emphasis would be for safety and emergency usage, however the system has a wide range of potentials for virtually all city departments.

**Existing Situation:**

Currently city staff disseminate information via the local news paper, or through utility billing. During emergencies, such as the recent flooding the Public Works Department crews went door to door handing-out informational flyers to residents. Crime prevention information does go out monthly through a neighborhood watch news letter. However, this information does not reach non-neighborhood watch areas or most businesses. Information is disseminated through traditional means and without intensive efforts by staff it may not reach the intended audience in a timely manner.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition					71,950	71,950
Construction						
Total					71,950	71,950
<b>Recommended Funding Sources</b>						
Capital Outlay Fund					17,987	17,987
Electric Utility Fund					17,987	17,987
Water Fund					17,988	17,988
Sewer Fund					17,988	17,988
Total					71,950	71,950

**Alternatives:**

The traditional methods of citywide communications could be continued. A city-wide radio frequency is being explored as another option or would act in unison with this equipment.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Police Department  
**REQUEST TITLE:** New Radio Channel Infra-Structure

---

**Project Description:**

The Police Department has been in the process of adding an additional radio channel to the existing frequencies for the past two years. We were recently approved by the Associated Public-Safety Communications Officials (APCO) for the new channel. The addition of this frequency will allow us to transmit on secure channels, that are not "scanable" to the public, and give us the option of switching frequencies during lengthy transmissions. The implementation of this new frequency will include programming of all portable radios and vehicle radios. The additional frequency will also need to be added to the radio console at three Dispatch stations. Upgrade and modification of our existing repeater system will need to be done to facilitate the two repeated radio channels.

**Project Objective:**

The primary objective is to provide more options and security measures for the officers in the performance of their duties.

**Existing Situation:**

The current radio frequency has not changed or been enhanced in many years. New technology of scanning equipment available to the public has significantly advanced. We currently have no security from scanners during any transmission between Dispatch and officers, this creates safety problems during police operations.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				40,000		40,000
Construction						
Total				40,000		40,000
<b>Recommended Funding Sources</b>						
Capital Outlay Fund				40,000		40,000
Electric Utility Fund						
Water Fund						
Sewer Fund						
Total				40,000		40,000

**Alternatives:**

Continue with current radio frequency.

**Project Effect on Operating Budget**

None

1997-99 Financial Plan and Budget  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

**ACTIVITY:** Engineering  
**REQUEST TITLE:** Water System Capital Maintenance

**MISSION CATEGORY:** Water Utility

**Project Description**

Major replacements of mains, wells and other system components as described in the Capital Improvement Program and Water Utility Status Report (both dated November 1993) and as updated through various Council approvals and completed projects.

**Project Objectives**

Maintain reliability of water delivery and the ability to provide clean water at the pressure and quantity desired by customers.

**Existing Situation**

See the above mentioned reports

**Project Work Completed**

See the above mentioned reports. Water rates have been increased slightly and the successful settlement of the DBCP lawsuit has provided funds to begin work on these projects. Ongoing funding levels are not yet available to increase levels of water main replacements as recommended in the Water Utility Status Report.

**Schedule and Project Costs**

Fiscal Year:	97/98	98/99	99/00	00/01	Total
<b>Construction:</b>					
System Relocations (CM)	\$24,500	\$24,500	\$24,500	\$24,500	\$98,000
Misc. Main & Hydrant Replacements	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Misc. Well Site Landscaping Renovation	\$20,000	\$0	\$0	\$0	\$20,000
Well 11 - New Landscaping	\$50,000	\$0	\$0	\$0	\$50,000
Standby Generators - Wells 8 & 13 Repl.	\$200,000				\$200,000
TCE/PCE Treatment Program	\$330,000	Future years not estimated			\$330,000
Water Service Taps (CM)	\$40,000	\$40,000	\$40,000	\$40,000	\$160,000
<b>Total:</b>	<b>\$1,164,500</b>	<b>\$564,500</b>	<b>\$564,500</b>	<b>\$564,500</b>	<b>\$2,858,000</b>

Notes: All funding from Water Capital Outlay Fund, 18.1.

(CM) means Capital Maintenance project account automatically appropriated with budget.

**Alternatives**

1. For slight reductions in expenses, the well landscaping projects can be deferred. Also, the generator replacement projects can be phased over two years.
2. For major reductions in expenses, main replacements can be deferred or scaled down, however this only puts off the inevitable need for a major replacement program.

**Project Effect on Operating Budget**

Additional engineering staff or consultant time will be needed to accomplish the main replacement program shown and these costs are included. Main replacements will have a negligible effect on next year's water operating budget, however, over time, increases due to repairs of old mains will be reduced as more are replaced.

1997-99 Financial Plan and Budget  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

**ACTIVITY:** Engineering  
**REQUEST TITLE:** Water System Capital Expansion

**MISSION CATEGORY:** Water Utility

**Project Description**

Installation of new wells and oversize mains to provide capacity for new developments as described in the Capital Improvement Program and Water Utility Status Report (both dated November 1993).

**Project Objectives**

Provide clean water at the pressure and quantity desired by new customers.

**Existing Situation**

See the above mentioned reports

**Project Work Completed**

Preliminary site location planning has been done for Well 27, to be located in the Bridgetown Park on the north side of Turner Road. Well 29, to be located on the City parcel located at the southeast corner of Lodi Avenue and Sacramento Street, is planned as part of the PCE/TCE cleanup, but will provide system capacity. The cost of treatment equipment is not included.

**Schedule and Project Costs**

	Fiscal Year:				Total
	97/98	98/99	99/00	00/01	
<b>Construction:</b>					
Oversize Mains, City participation	\$34,000	\$34,000	\$45,000	\$45,000	\$158,000
Well 27 Turner W/Lower Sacramento	\$300,000			\$0	\$300,000
Well 28 (future site)			\$300,000		\$300,000
Well 29 (Lodi @ Sacramento)	\$0	\$300,000			\$300,000
<b>Total:</b>	<b>\$334,000</b>	<b>\$334,000</b>	<b>\$345,000</b>	<b>\$45,000</b>	<b>\$1,058,000</b>

Note: All funding from Water Development Impact Mitigation Fees Fund, 18.2.

**Alternatives**

1. For reductions in expenditures, a vigorous water conservation program coupled with residential metering and billing could defer the need for new water wells and ultimately reduce the total number of new wells needed.

**Project Effect on Operating Budget**

New water wells will add power and other maintenance costs as shown in the operating budget submittals.

1997-99 Financial Plan and Budget  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

**ACTIVITY:** Engineering **MISSION CATEGORY:** Wastewater Utility  
**REQUEST TITLE:** Wastewater System Capital Maintenance

**Project Description**

Major replacements and repairs of mains, treatment plant systems and other system components as described in the Capital Improvement Program (dated November 1993).

**Project Objectives**

Maintain reliability and efficiency of wastewater collection and treatment facilities.

**Existing Situation**

See the above mentioned CIP report. Two additional major projects and two studies not shown in the CIP are included below. The projects are the White Slough Wastewater Pollution Control Facility boiler replacements and emergency electric supply projects. The boilers are an important part of the treatment process, providing hot water to the digesters. They burn waste gas from the treatment process which is highly corrosive. The existing boilers are over 12 years old and have deteriorated excessively. The electric supply project consists of an independent power source from the Western Area Power Administration lines west of the facility. Presently, the facility is fed from two PG&E substations. However a major problem in their system can leave the facility without power.

**Project Work Completed**

See the above mentioned reports. While the Wastewater Utility has a positive fund balance, rates are under review to ensure that adequate funding will be available for these projects.

**Schedule and Project Costs**

Fiscal Year:	97/98	98/99	99/00	00/01	Total
<b>Construction:</b>					
Miscellaneous System Relocations (CM)	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
Misc. Sanitary Main Replacements	\$200,000	\$200,000	\$500,000	\$500,000	\$1,400,000
Sewer Taps (CM)	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
<b>Subtotal 17.1 fund:</b>	<b>\$235,000</b>	<b>\$235,000</b>	<b>\$535,000</b>	<b>\$535,000</b>	<b>\$1,540,000</b>
<b>WSWPCF projects</b>					
Erosion Abatement Program	\$80,000	\$85,000	\$0	\$0	\$165,000
Landscaping Improvements	\$40,000	\$0	\$0	\$0	\$40,000
Sludge Pump Replacement	\$11,000	\$0	\$0	\$0	\$11,000
Roadway Improvements	\$13,000	\$0	\$0	\$0	\$13,000
Primary Sedimentation Tank Liner Repl.	\$25,000	\$0	\$0	\$0	\$25,000
Air handler replacements	\$12,000	\$0	\$0	\$0	\$12,000
Chopper Pump Replacements	\$10,000	\$0	\$0	\$0	\$10,000
Effluent Flow Study	\$40,000	\$0	\$0	\$0	\$40,000
Wastestream Heat/Biosolids Study	\$40,000	\$0	\$0	\$0	\$40,000
Pond Cleaning	\$25,000	\$0	\$0	\$0	\$25,000
Flood Control Improvements	\$15,000	\$0	\$0	\$0	\$15,000
Emergency Electric Supply	\$60,000	\$0	\$0	\$0	\$60,000
Boiler Replacement (WSWPCF)	\$80,000	\$85,000	\$0	\$0	\$165,000
<b>Subtotal 17.2 fund:</b>	<b>\$451,000</b>	<b>\$170,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$621,000</b>
<b>Total:</b>	<b>\$686,000</b>	<b>\$405,000</b>	<b>\$535,000</b>	<b>\$535,000</b>	<b>\$2,161,000</b>

Notes: All funding from Wastewater Capital Outlay Funds, 17.1 & 17.2.  
 (CM) means Capital Maintenance project account automatically appropriated with budget.

**Alternatives**

1. For slight reductions in expenses, the landscaping and erosion/roadway projects can be deferred.

**Project Effect on Operating Budget**

Additional engineering staff or consultant time will be needed to accomplish the main replacement program shown and these costs are included.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Business Planning and Marketing  
**REQUEST TITLE:** Plant Asset Management System

---

**Project Description**

Obtain/develop a PC-based Electric Utility Plant Asset Management (PAM) System for tracking Distribution and Transmission System expenditures in order to develop defensible billing determinants and electric rate schedules. This will insure the City's ability to recoup costs of maintaining and improving Electric Distribution and Transmission Systems in a deregulated electric industry environment. System mapping and inventorying are in progress, the next phase is to incorporate the existing and future data into a PAM System which would make information available and usable to all concerned.

**Project Objectives**

- Insure recovery of all funds expended to maintain and improve the City's Electric Distribution and Transmission Systems.
- Ability to justify Electric Rate Schedules to City, State, and Federal agencies as required.
- Properly allocate costs of service.
- Identify cost components for customer billing and inquiries.

**Existing Situation**

The transition of the electric industry to a deregulated environment will require accurate assignment and tracking of the City owned Distribution and Transmission Systems. A PAM system must be developed to identify costs by levels and types of service.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study					30,000	30,000
Design						
Acquisition					30,000	30,000
Construction						
Total					60,000	60,000
<b>Recommended Funding Sources</b>						
Electric Utility Fund					60,000	60,000
Total					60,000	60,000

**Alternatives**

- Use another city's existing electric utility PAM system (not recommended). This alternative would require significant additional work and expense. The licensed computer program on which the system was developed would have to be purchased and Lodi's data entered. Available systems would have to be customized to interface with other Departments, primarily Finance.
- Develop our own system (not recommended). Staff may be able to develop a plant asset management system in house. This would still require purchase of the licensed computer database program on which to develop a system. The system would be significantly delayed. Time spent to complete this project would adversely effect other Division functions.

**Implementation**

Upon approval, develop an RFP to acquire the necessary system. Bid and select a system from among qualified vendors. Begin inputting existing data.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Services  
**REQUEST TITLE:** Upgrade Electric Utility Local Area Network

---

**Project Description**

Upgrade local area network equipment. This includes: network cabling, hubs, network cards and equipment as needed over the next two years. This upgrade will improve system reliability, provide for future expansion and system interconnection to other systems.

**Project Objectives**

The primary objectives of this projects are to provide sufficient system capacity and capability to properly address:

- Long range needs of the Department.
- System reliability.
- Mail and scheduler services.
- Modem and Internet access.
- Data storage and backup functions.
- Geographical Information System (GIS) and mapping activities.
- CD-Rom data services.
- Fax server.

**Existing Situation**

Over the last few years, with workstation additions and increased network traffic, the Electric Utility Department network has been operating at capacity. Coupled with increasing dependency on local area network capabilities, the Department initiated a hardware/software study to identify viable expansion options. Out of this study the above objectives were identified based upon system needs and Department business objectives. Ultimately, this project will increase data transfer rates from two mega bits (mbs) per second to 100 mbs. This upgrade coupled with the new server provides the City with flexibility and capability necessary for present and future demands on the Electric Utility Department in a competitive deregulated market place.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				40,000	15,000	55,000
Construction						
Total				40,000	15,000	55,000
<b>Recommended Funding Sources</b>						
Electric Utility Fund				40,000	15,000	55,000
Total				40,000	15,000	55,000

**Alternatives**

Continue to operate with existing network topology (not recommended). The Department will not have the ability to operate effectively and efficiently. The existing topology and equipment is slow. Data and files are either lost or corrupted causing lost staff time retyping documents or restoring files.

**Implementation**

Upon approval, following City bidding and purchasing procedure, purchase necessary hardware and software in both the 1997-98 and 1998-99 Fiscal Years.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Substation Construction High Voltage and Protection

---

**Project Description**

This project provides for various construction projects within the four Substations to provide normal and emergency capacity to serve the electric load and improve operating flexibility. This work will be done by department personnel as part of normal operations of the Capital maintenance expenditure program.

**Project Objectives**

Specific projects, as shown below, have been identified for construction during this fiscal period.

**Fiscal year 1997-98**

Industrial Substation #2 Bank, steel structures, circuit breakers, bus structure and foundations	\$766,025
Industrial Substation 12kV bus be breaker	46,805
McLane Substation 12kV (1230) breaker	45,445
Industrial Substation south gate reconstruct	<u>12,000</u>
<b>Total:</b>	<b>\$870,275</b>

**Fiscal year 1998-99**

Industrial Substation #2 Bank installation	\$ 11,270
Industrial Substation 12kV (1272) breaker	45,580
Kilelea Substation - Engineering study/design	<u>25,000</u>
<b>Total:</b>	<b>\$ 81,850</b>

<b>Item</b>	<b>Account Title and Number</b>	<b>1997-98</b>	<b>1998-99</b>
1.	Substation Construction - High Voltage (1 6.1-650.23)	\$789,695	\$63,370
2.	Substation Construction - Protection (16.1-650.24)	<u>80,580</u>	<u>18,480</u>
	<b>Total:</b>	<b>\$870,275</b>	<b>\$81,850</b>

**Existing Situation**

The Industrial Substation at present has one 60-12kV power transformer with four 12kV circuits supplying a 1996 peak load of 17.5 MVA. Industrial development in the area will add 6.2 MVA to this station by the peak load season of 1998. In the event the transformer should fail, this magnitude of load cannot be transferred to adjacent stations. To solve this emergency capacity deficiency it is recommended the second power transformer be installed. The Substation is designed for ultimately three (3) power transformers. This second transformer would be required to serve normal load in the area by the year 2000 based on current load growth.

The Industrial Substation 12kV bus tie breaker is required for operating flexibility, service restoration time and to minimize system losses following installation of the second power transformer.

The McLane Substation 12kV breaker is required to serve primarily residential load growth west of Lower Sacramento Road.

The Industrial Substation 12kV breaker is required to serve projected new industrial and commercial load east of Hwy 99.

The Kilelea Substation was constructed in 1965. The 12kV section is metal clad enclosed switchgear parts are extremely difficult to obtain. The 60kV bus structure served as the City's main 60kV distribution facility until 1991. It is recommended that an engineering study be conducted to identify options available to upgrade this facility. This station is a vital part of the City's distribution system. It will require reconstruction to remain a reliable and dependable substation.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Substation Construction High Voltage and Protection (Continued)

**Schedule and Project Costs**

	Prior Budgets	1997-98	1998-99	1999-00	2000-01	Project Total
Phasing						
Study						
Design						
Acquisition		870,275	81,850	300,000	145,000	1,397,125
Construction						
Total		870,275	81,850	300,000	145,000	1,397,125
Recommended Funding Sources						
Electric Utility Fund		870,275	81,850	300,000	145,000	1,397,125
Total		870,275	81,850	300,000	145,000	1,397,125

**Alternatives**

Do nothing (not recommended).

**Implementation**

Following approval, the above projects will be constructed during the indicated fiscal periods to meet system requirements.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electrical Engineering and Operations  
**REQUEST TITLE:** Engineering Design Software

---

**Project Description**

Purchase engineering design and database software. This system will provide the Department with information to develop cost of service studies and, in turn, rates for coming deregulation and unbundling of rates and services.

**Project Objectives**

The primary objective of this project is to develop Graphical Information System (GIS) which will:

- Create database records.
- Integrate AutoCAD with database records.
- Create interactive mapping.

**Existing Situation**

Our goal is to have all records entered into a database either directly or via AutoCAD Data Extension (ADE). ADE is software that allows data and drawings to be linked. For example: when a transformer is charged out and the database is updated, AutoCAD drawing text attribute (tag) is automatically updated and visa-versa. With the addition of AutoCAD Map, information from the database can be shown in a graphical form, i.e., color coded maps. As with drawing tags, when the database is updated AutoCAD Map recalculates the graphical display. By having drawings and databases linked, questions can be asked of maps with regard to system loading, facility locations, history, etc. In turn, maps and/or reports are generated. The benefit of GIS is one base of information and many forms of retrieval.

Currently, equipment records are compiled, recorded and stored a number of different ways: in folders, in binders and in various computer programs. A number of these records continue to hand written. Our goal is to enter data into an ADE program and AutoCAD Map through which equipment, pole, transformer, streetlight and GIS location database records will be created. Furthermore, system maps will have intelligence by becoming interactive. Identifying equipment, totaling material, calculating length of conductor and GIS location will be readily available. This will save time and effort where duplications of records are kept along with a complete inventory of equipment. The computer programs will be compatible with other City Departments' equipment.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition				24,200	4,700	28,900
Construction						
Total				24,200	4,700	28,900
Recommended Funding Sources						
Electric Utility Fund				24,200	4,700	28,900
Total				24,200	4,700	28,900

**Alternatives**

Do nothing. ( not recommended) The Department will lose the ability to compete effectively if cost components of various services are not accurately understood. Efficiencies to be gained from this system in day to day availability of information would likewise be lost.

**Implementation**

Upon purchase, the software will be placed into service.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Line Extensions-Service Connections-Substructures-Metering

**Project Description**

This project provides for extensions of existing facilities to serve new electrical loads in subdivisions and developments for all customer classes. Work will be done by department personnel as part of the Capital Maintenance expenditure program.

**Project Objectives**

- Extend existing distribution facilities to serve new loads as they develop within subdivisions and developments.
- Connect customer service entrance facilities to the City's electric distribution system.
- Install substructures (vaults, conduits, etc.) to accommodate distribution facilities indicated above. The developer has the option of contracting for this element with the City (City is reimbursed for all costs) or contract with the private sector.
- Install revenue metering facilities

**Existing Situation**

At present, based on the Electric Utility Departments Rules and Regulations, items 1,2 and 4 are performed by Department staff and provided at the City's expense. Item #4 includes \$55,530 and \$9,230 for 1997-98 and 1998-99, respectively, for purchase of 30 remotely interrogated revenue meters and associated communication equipment. With scheduled commencement of deregulation on January 1,1998, the City must be able to provide direct access accounts with metering equipment capable of being remotely interrogated daily.

**Schedule and Project Costs**

	Prior Budgets	1997-98	1998-99	1999-00	2000-01	Project Total
Phasing						
Study						
Design						
Acquisition		507,505	507,025	450,000	450,000	1,918,030
Construction						
Total		507,505	507,025	450,000	450,000	1,918,030
Recommended Funding Sources						
Electric Utility Fund		507,505	507,025	450,000	450,000	1,918,030
Total		507,505	507,025	450,000	450,000	1,918,030

**Alternatives**

Have items 1,2 and 4 funded by advances from the developers. This would require a change to the Rules and Regulations.

**Implementation**

This project will be implemented as required by developments within the City.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Distribution System improvement

---

**Project Description**

This project provides for various construction projects to increase overall system capacity, reliability and operating flexibility to serve electric load under normal and emergency conditions. Dusk to Dawn lighting is also included under this project. This work will be done by department personnel as part of the normal operation of the Capital Maintenance expenditure program.

**Project Objectives**

The objectives of this project are to meet service requirements as outlined under "Project Description" above. Specific projects have been identified below. However, funding for unidentified projects is included based on past experience regarding such improvement projects.

**Fiscal Year: 1997-98**

- 1230 McLane feeder & conduits
- Killelea get-a-way, south
- Pad mount switch (replacement, 6)
- OH & neutral to LeBec Ct. area
- Primary substructures, Tudor St. area
- Downtown loops, Hotel Lodi
- #6 OH conductor rebuild
- Circuit tie, Rive Rivergate - River Point
- Transformer upgrade, F & M Bank - PAC Bell
- Secondary conduit rebuild - Mills Ave.
- Overtime (prearranged and unscheduled), including material Dusk to Dawn Lighting

**Fiscal Year: 1998-99**

- McLane get-a-way, conduit
- Downtown loops
- 1272 Industrial feeder, Guild Ave.
- #6 OH conductor rebuild
- Secondary conduit rebuild-Tejon area
- Main feeder w/o L. Sac s/o Turner
- Transformer upgrade, Payless-Lodi Ave.
- Overtime (prearranged and unscheduled), including material
- Dusk to Dawn Lighting

**Schedule and Project Costs**

	Prior Budgets	1997-98	1998-99	1999-00	2000-01	Project Total
Phasing						
Study						
Design						
Acquisition		917,710	551,760			1,469,470
Construction						
Total		917,710	551,760			1,469,470
Recommended Funding Sources						
Electric Utility Fund		917,710	551,760			1,469,470
Total		917,710	551,760			1,469,470

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** SF-6 Gas Reclamation Equipment

---

**Project Description**

Purchase SF-6 Gas filter and reclamation equipment.

**Project Objectives**

To meet Federal and State hazardous material handling procedures.

**Existing Situation**

There are 13 power circuit breakers that contain SF-6 as an insulation media. Pending federal legislation will mandate this gas not escape to the atmosphere during maintenance. With this equipment, we can filter and store the gas and meet federal regulations.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition					50,000	50,000
Construction						
Total					50,000	50,000
<b>Recommended Funding Sources</b>						
Electric Utility Fund					50,000	50,000
Total					50,000	50,000

**Alternatives**

Delay purchase until maintenance is required (not recommended).

**Implementation**

Upon approval, purchase in 1998-99 Fiscal Year

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Training Equipment

---

**Project Description**

Purchase material, poles and vaults for training area.

**Project Objectives**

To be in compliance with Cal-OSHA Rules and Regulations. To provide the safest work environment possible for our line crew personnel. To provide proper training for all line crew personnel in the use of equipment provided, and in first-aid and rescue procedures in all potential accident scenarios.

**Existing Situation**

Cal-OSHA Rules and Regulations mandate that line personnel receive periodic training (annual and bi-annual) in pole climbing, pole top rescue and vault rescue etc.

At this time, we have a pole set in a corner of the Electric Utility storage yard which is used for pole top rescue training. There are no vaults, pole-lines, or apparatus for vault rescue training, hot-sticking, or other types of equipment training. When new tools and equipment are purchased that are new to the industry and personnel, the line crew must be trained in proper handling and use of this equipment to maintain a safe work environment. In case of accidents and injuries, it is mandatory that all line crew personnel be properly trained on rescue procedure.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition					15,000	15,000
Construction						
Total					15,000	15,000
Recommended Funding Sources						
Electric Utility Fund					15,000	15,000
Total					15,000	15,000

**Alternatives**

None

**Implementation**

Material, poles and vaults to be purchased in the 1998-99 Fiscal Year.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Wood Pole Testing and Treatment

---

**Project Description**

To award a contract for the testing and chemical treatment of wood utility poles.

**Project Objectives**

To have all wood utility poles tested for external and/or internal decay, and to have chemical treatment installed on the exterior and/or interior of poles to prolong their useful life.

External treatment consist of a chemical product being applied 18 inches below ground level to two inches above ground level. Internal treatment is applied by drilling a 7/8 inch hole and inserting the internal treatment canister and a treated wood plug.

**Existing Situation**

Sound equipment will insure reliable service to all of our customers and provide a significantly safer environment for the public and utility service employees. Pole testing is important in identifying untreatable poles which need to be replaced, and replacing decayed poles before they fall due to wind. Treating the poles to prevent decay saves exorbitant costs associated with premature replacements, power outages, emergency callouts, damage claims for personal property, and all other costs associated with unscheduled power outages. Fewer unscheduled power interruptions will increase reliability, customer service and productivity by providing better planning of crew time and allowing more time for scheduled projects and system maintenance.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				25,000	25,000	50,000
Construction						
Total				25,000	25,000	50,000
<b>Recommended Funding Sources</b>						
Electric Utility Fund				25,000	25,000	50,000
Total				25,000	25,000	50,000

**Alternatives**

Not inspecting and treating the poles (not recommended).

**Implementation**

Upon approval, following the City's bidding procedure, award contract for 1997-98 and 1998-99 Fiscal Years.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Pickup Truck (One-Half Ton)

---

**Project Description**

Purchase a one-half ton pickup truck and increase the Electric Utility fleet by one vehicle.

**Project Objectives**

To provide transportation for the Construction Maintenance Supervisor.

**Existing Situation**

Construction/Maintenance Supervisor is a new position for the 1996-97 fiscal year. This employee must have a vehicle on a regular, daily basis to field check crews, pre-check work orders, inspect completed jobs, meet with customers, etc. The Electric Utility Department does not have a vehicle for this employee. The Vehicle Maintenance motor-pool does not have a vehicle available for daily, long term use.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition				25,000		25,000
Construction						
Total				25,000		25,000
Recommended Funding Sources						
Electric Utility Fund				25,000		25,000
Total				25,000		25,000

**Alternatives**

None

**Implementation**

Upon approval, purchase vehicle in 1997-98 Fiscal Year.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Support Trailer

---

**Project Description**

Purchase one construction and maintenance trailer. Add important on-site support to overhead and underground job sites.

**Project Objectives**

On both overhead and underground jobs, this support trailer when properly equipped will provide hydraulic pressure for pressing splices and running vault pumps to 60 ton hydraulic heads. This trailer, equipped with hydraulics and electrical generation capability, will provide necessary lighting for night-emergency projects.

Provide material handling/storage needs for all jobs reducing a significant amount of man-hours needed to provide onsite material and construction needs. This support trailer, easily towed by any electrical truck, provides job site security for tool storage and material handling.

**Existing Situation**

Material handling and storage is a constant problem for all crews. It adds costs to jobs including time spent away from job sites collecting and loading necessary tools and equipment. Federal and State safety requirements continue to change. Work done in an underground setting calls for an increased amount of safety equipment for vault rescues that tax the limited resources of Lodi's electrical fleet.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				40,000		40,000
Construction						
Total				40,000		40,000
<b>Recommended Funding Sources</b>						
Electric Utility Fund				40,000		40,000
Total				40,000		40,000

**Alternatives**

Continue existing methods, which are ineffective.

**Implementation**

Upon approval, purchase immediately for 1997-98 Fiscal Year.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Bucket Truck 65'

---

**Project Description**

Purchase a Bucket Truck 65' to increase the Electric Utility fleet by one vehicle.

**Project Objectives**

To have necessary equipment available to reduce existing backlog and schedule for the increase in work load expected in this, and the upcoming fiscal year. With the increased growth of the City and need to upgrade the aging electric system, new projects such as the City Revitalization Project and the scheduled and expected increase in new commercial/industrial customers, etc. It is essential to have necessary equipment available to perform related tasks in the safest and most efficient manner possible.

In addition to added work load, the Electric Utility Department must also be prepared for the onset of deregulation. The Electric Utility Department must have necessary equipment available to perform required tasks and be prepared for emergency calls.

**Existing Situation**

The bucket truck is the safest and most economical vehicle available to perform necessary hot work required to build and maintain the electric overhead system. There is an increasing difficulty scheduling work around availability of the existing bucket truck. The problem compounds when the existing bucket truck is down for repairs and/or maintenance. This results in customers not receiving service in a timely manner and developing additional backlog.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				180,000		180,000
Construction						
<b>Total</b>				180,000		180,000
<b>Recommended Funding Sources</b>						
Electric Utility Fund				180,000		180,000
<b>Total</b>				180,000		180,000

**Alternatives**

Renting the vehicle (not recommended). Bidding and delivery takes approximately four to six weeks and is not cost effective.

**Implementation**

Upon approval. 65' Bucket Truck will be purchased in the 1997-98 Fiscal Year.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Walk-in Van

---

**Project Description**

Purchase one (1) walk-in van with a 157" wheel base and a 15,000 lb. Gross Vehicle Weight (GVW) rating.

**Project Objectives**

The primary objectives of this project is to provide modern mobile work platform for the on site repairs and maintenance of underground utility facilities; cutting costs that exist inherently in e)existing vehicle restrictions as it pertains to use and work method.

**Existing Situation**

The City's fleet of vehicles has many specified uses that often hinder accomplishing sound work practices. Our electrical line trucks cannot be stocked with any appropriate amount of underground equipment without seriously impeding their designed use. Specific underground equipment, tools, and protective equipment require special storage and handling space not provided in our current fleet of vehicles. Many trips to and from job sites are frequently required. The fleet requires specialized equipment to meet an ever increasing work load of underground outages - both emergency and routine. Hundreds of hours charged to jobs could be eliminated by a vehicle that contains a complete inventory of needed tools and equipment.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition					45,000	45,000
Construction						
Total					45,000	45,000
<b>Recommended Funding Sources</b>						
Electric Utility Fund					45,000	45,000
Total					45,000	45,000

**Alternatives**

Continue inefficient methods that continuously waste rate payer Moines.

**Implementation**

Upon approval, purchase new vehicle in 1998-99 Fiscal Year.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Digger/Derrick Equipment (Self-Propelled)

---

**Project Description**

Purchase self-propelled digger/derrick for digging and setting utility poles.

**Project Objectives**

The primary objective of this projects is to provide the proper equipment for safety and increased productivity.

**Existing Situation**

The requested equipment is designed to prepare for and install poles in the same manner as large line trucks. Yet it is compact enough to maneuver through the small gateway entrances into backyard easements.

Currently, setting wood poles in backyard easements is done manually. This procedure requires additional linemen, time and equipment. It currently requires the following manual tools and labor: a shovel to dig a minimum 5' hole; a two wheel dolly to move the poles to and/or from the location; installation of wood blocks for raising the poles; an electric capstan for raising and lowering; guying to stabilize the old pole if necessary; rope lines to guide the pole. The current procedure is time consuming and more importantly creates a hazardous work environment. By providing new equipment, this cumbersome procedure and the additional work force and hours it requires will be eliminated and a significantly safer work environment will be provided. Considering that 90% of the electric service-poles are installed in backyard easements, this equipment is essential to provide safety and efficiency for the line crew.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition					85,000	85,000
Construction						
Total					85,000	85,000
<b>Recommended Funding Sources</b>						
Electric Utility Fund					85,000	85,000
Total					85,000	85,000

**Alternatives**

Continue current operating procedure (not recommended).  
 Renting this equipment would not be an option since such specialized equipment is not available from local rental companies.

**Implementation**

Equipment will be purchased in Fiscal Year 1998-99.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Electric Construction and Maintenance  
**REQUEST TITLE:** Protective Relay Test Set

---

**Project Description**

Replace aging relay test equipment with new micro processor based equipment.

**Project Objectives**

Increase speed and reliability of testing substations protective relays.

**Existing Situation**

Present relay test equipment is vintage. It weighs over 300 pounds and is in four sections. The requested new equipment is faster, more reliable and weighs 90 pounds. Less time would be spent setting up equipment for testing relays.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition					50,000	50,000
Construction						
Total					50,000	50,000
<b>Recommended Funding Sources</b>						
Capital Outlay Fund						
Electric Utility Fund					50,000	50,000
Water Fund						
Sewer Fund						
Total					50,000	50,000

**Alternatives**

Continue using less efficient test equipment.

**Implementation**

Upon approval, purchase in 1998-99 Fiscal Year.

1997-99 Financial Plan and Budget  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

**ACTIVITY:** Engineering **MISSION CATEGORY:** Transportation  
**REQUEST TITLE:** Street System Capital Projects

**Project Description**

Major repairs to existing streets as described in the Capital Improvement Program (dated November 1993) and the Bicycle Transportation Master Plan (1994).

**Project Objectives**

Primarily to maintain the safety and structural integrity of City streets and secondarily to improve ride and appearance and to enhance alternate forms of transportation.

**Existing Situation**

See the above reports. Projects pending grant or other categorical funding, have not been included. One noteworthy project, the Lodi Ave. CCT track removal project is being redefined to incorporate other rail safety components. It will utilize the unused Measure K allocation for the Lodi Avenue grade separation project which has been dropped by the City.

**Schedule and Project Costs**

Fiscal Year:	97/98	98/99	99/00	00/01	Total
<b>Construction:</b>					
Misc. Traffic Improvements (CM)	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Hutchins St. - Lodi to Pine reconstructio	\$300,000				\$300,000
Hwy. 12/99 Interchange	\$300,000	\$2,610,000			\$2,910,000
Lower Sacramento Road widening	\$50,000	future project costs not updated			\$50,000
Lower Sacramento Rd. N/Tuner overla	\$100,000				\$100,000
Stockton St. Lodi to Lockeford reconst.		\$262,000			\$262,000
Tokay St. Fairmont to Mills reconst.	\$252,000				\$252,000
Beckman Rd. Kettleman to Pine overlay	\$462,000				\$462,000
Elm St. Mills to Ham overlay	\$354,000				\$354,000
Hutchins St. Kettleman to Hamey overla	\$232,000				\$232,000
Lodi Ave. SPRR to Cherokee overlay/track removal		\$376,000			\$376,000
Mills Ave. N/Kettleman Box Culvert	\$165,000				\$165,000
Misc. Street Improvements (CM)	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
Misc. Curb & Gutter Improvements (CM)	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
Sidewalk Replacements	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Pavement Rehabilitation Projects			\$800,000	\$800,000	\$1,600,000
Misc. Bicycle Transp. Improvements	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
Multimodal Station Site Acquisition	\$660,000				\$660,000
Multimodal Station Construction	\$1,980,000				\$1,980,000
<b>Total:</b>	<b>\$4,995,000</b>	<b>\$3,388,000</b>	<b>\$940,000</b>	<b>\$940,000</b>	<b>\$10,263,000</b>

**Alternatives**

1. For major reductions in expenditures, street maintenance projects would have to be deferred, which will ultimately result in higher costs for complete reconstruction.

**Project Effect on Operating Budget**

The proposed projects will have a minor effect in reducing the operating budget that has not been quantified.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

**ACTIVITY:** Parks and Recreation Administration  
**REQUEST TITLE:** Parks Maintenance Projects/Equipment (Multi-year)

**Project Description**

This is a multi-year program to finance capital maintenance of park and recreation grounds and facilities at a level sufficient to protect the City's investment in these assets, to ensure grounds and facilities are maintained in a safe and useable condition and at standards set by the City, State and Federal agencies. The projects which may be financed or equipment purchased include but are not limited to the following and will be completed based on the availability of funds:

- Address deferred maintenance needs
- Lodi Lake Entry Phase II
- Lodi Lake Irrigation North Side Phase II
- Computerized Irrigation (Maxicom)
- Floor Lift
- Basketball Court/Legion Park
- Tennis Court Resurfacing
- Sports Fencing
- Basketball Court/Handball Wall - Hale Park

**Project Objectives**

The objective of the Park Maintenance Program is to ensure that a reasonable level of investment is made in maintaining safe and usable park facilities which comply with the City, State and Federal policy for public recreation facilities.

**Existing Situation**

The Parks and Recreation Department is responsible for maintaining City Park and Recreation Facilities. The number of projects and equipment needed changes from year to year based on fair wear and tear, public use, the increase in the number of park facilities, exposure to weather conditions and the need to improve the efficiency of maintenance activities. Accordingly, the funding level for this project is established to ensure a minimum level for parks maintenance. The priorities are to be determined by the Parks and Recreation Department in conjunction with the Parks and Recreation Commission.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition				150,000	150,000	300,000
Construction						
Total				150,000	150,000	300,000
Recommended Funding Sources						
Capital Outlay Fund				150,000	150,000	300,000
Total				150,000	150,000	300,000

**Alternatives**

Defer maintenance or reduce the size and scope of the City's park maintenance

**Project Effect on Operating Budget**

None

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Parks and Recreation Administration  
**REQUEST TITLE:** Playgrounds (Multi-year - Joint City/Lodi Unified School District)

---

**Project Description**

This is a multi-year program that started in 1996/97 budget year to upgrade playgrounds to American with Disability Act (ADA) requirements in city parks, as well as Lodi Unified School District playgrounds.

**Project Objectives**

The primary objective of this project is to upgrade and bring playgrounds up to acceptable ADA requirements for accessibility and safety.

**Existing Situation**

The City and Lodi Unified School District entered into a joint use agreement for the use of the school district playgrounds to facilitate the afterschool program. All playgrounds (both city and school district) are required to meet federally mandated ADA requirements by the year 2000. This capital project was established to fund the needed upgrades to the playgrounds to ensure compliance with this mandate.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				50,000	50,000	100,000
Construction						
Total				50,000	50,000	100,000
<b>Recommended Funding Sources</b>						
Capital Outlay Fund				50,000		50,000
CDBG funds					50,000	50,000
Water Fund						
Sewer Fund						
Total				50,000	50,000	100,000

**Alternatives**

- Do not rebuild and upgrade playgrounds.
- Do not comply with the ADA requirements

**Project Effect on Operating Budget**

None.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Library  
**REQUEST TITLE:** Remodel Checkout counter

---

**Project Description:**

This project would study circulation desk procedures and remodel the circulation counter for more efficient service and ergonomic safety.

**Project Objectives:**

The primary objective of this project is to increase efficient service to the public and improve safety conditions for library workers staffing the circulation counter.

**Existing Situation:**

The design of the circulation counter is inherently deficient for current purposes in several ways:

1. the counter purchased in 1978 was designed for a manual checkout system and cannot adequately accommodate the computer equipment and wiring of an automated system,
2. the square configuration with center island housing the phones causes the staff to turn their backs on the public as library users approach from all sides of the counter expecting service
3. the counter design may be inappropriate in height, etc. for the repetitive motions required for staff to perform circulation tasks
4. additionally new procedures and equipment may increase the need for a modification of the counter top

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				2,000	10,000	12,000
Construction						
Total				2,000	10,000	12,000
<b>Recommended Funding Sources</b>						
Grant				2,000	10,000	12,000
Electric Utility Fund						
Water Fund						
Sewer Fund						
Total				2,000	10,000	12,000

**Alternatives:**

Retain the current counter adjusting with only work flow corrections which may increase Worker's compensation claims.

**Project Effect on Operating Budget:**

None

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Library  
**REQUEST TITLE:** Public Computer Lab

---

**Project Description:**

This project would provide a computer lab with at least three personal computers available for public use. The computer lab would include software for students to increase their math and language skills. Assistance in using the computer would be provided through library volunteers.

**Project Objectives:**

The primary objective of this project is to allow access to the current computer technology for public use in word processing, etc. Educational software will be provided to help students with their homework. This project will reinforce the library as a central location for learning and continuing education. In addition, it will provide access to technology for community members unlikely to have other avenues to this resource.

**Existing Situation:**

Library users frequently ask if any computers are available for their use. Presently there are no personal computers available. Many students do not have access to computers following the closing of their schools in the afternoon.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				200	10,200	10,400
Construction						
<b>Total</b>				200	10,200	10,400
<b>Recommended Funding Sources</b>						
Grant				200	10,200	10,400
Electric Utility Fund						
Water Fund						
Sewer Fund						
<b>Total</b>				200	10,200	10,400

**Alternatives:**

Do not provide access to computers for the public.

**Project Effect on the Operating Budget:**

None

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Library  
**REQUEST TITLE:** Personal Computer Local Area Network (PC LAN)

---

**Project Description:**

This project would provide a personal computer local area network (PC LAN) for public access to 1) the Internet from online catalog stations, 2) access to information housed in a CD-ROM tower, and 3) access to catalogs at other libraries.

**Project Objectives:**

The PC LAN would provide a network of one-stop stations for patrons to successfully search for materials and information in a variety of library databases and CD-ROM products.

**Existing Situation:**

Currently the library has an online public access catalog. An application for public Internet access through the InfoPeople project was submitted in January 1997. The Lodi Public Library's automated computer system is equipped with Z39.50 protocol for communicating with other similarly equipped library databases.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition				7,500	24,250	31,750
Construction						
<b>Total</b>				7,500	24,250	31,750
<b>Recommended Funding Sources</b>						
Grant				2,500	24,250	26,750
Library Operating Fund				5,000		5,000
Water Fund						
Sewer Fund						
<b>Total</b>				7,500	24,250	31,750

**Alternatives:**

Informational services will continue at the current level. Print indices will be the basic form of access to periodical information.

**Project Effect on Operating Budget:**

The bulk of the funding is part of the 49/99 Cooperative Library System grant application asking for \$500,000 to fund telecommunications and a virtual catalog for the databases of its member libraries. \$5,000 is requested as one time funds from the Library Operating budget for CD-ROM material.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Community Development Department  
**REQUEST TITLE:** Permit/Project Tracking Soft-Ware

---

**Project Description**

Purchase and install Sierra Permit Software for the Community Development Department.

**Project Objectives**

This software package is the most comprehensive available. Further, it has the capabilities to be expanded for use in each of the departments with plan check responsibility. The goal of this program is to streamline our operations and be more efficient with staff time.

**Existing Situation**

The current computer program, utilized by the Community Development Department to maintain Building Inspection activities, was purchased in 1985 from Northern California Systems (NCS). This program was designed to interface with computer hardware which is five generations removed from the hardware now employed by the department. Although the software has had extensive modification and upgrades in the last ten years, it does not meet current requirements for either tracking of information or access to information. The cost of further upgrades to the NCS software greatly exceeds any benefits derived when compared with the software we are requesting. Further, the current program does not interface with other City departments' project management capabilities.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
<b>Phasing</b>						
Study						
Design						
Acquisition			20,000	43,200		63,200
Construction						
Total			20,000	43,200		63,200
<b>Recommended Funding Sources</b>						
Capital Outlay Fund				43,200		63,200
Departmental Carryover Fund		20,000				
Total		20,000		43,200		63,200

**Alternatives**

Do nothing.

**Project Effect on Operating Budget**

Community Development Department carryover of \$20,000 will be spent on the above in order to reduce total budget request to \$43,200 for fiscal year 1997-98.

The balance of the software, installation, training and support will be purchased following City Council approval.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** City Clerk  
**REQUEST TITLE:** Records Management Program

---

**Project Description**

With this two-year budget, the City Clerk's goal is to create a Records Management Program, which will include a Council approved records retention and destruction schedule, records management software and/or hardware, replacement of paper documents on electronic media and proper storage of the archived documents, and the availability of information over the internet.

**Primary Objective**

1. Ensure that City information is easily retrievable and available to the Council, staff and public by utilizing technology to its fullest;
2. Ensure that City-wide public records are retained and/or destroyed pursuant to the Public Records Act

**SUMMARY OF FACTORS DRIVING THE REQUEST FOR CHANGE**

We are currently not using technology to its fullest, which would make researching information much easier and allow staff and public to access information from their office or home. In addition, the City of Lodi does not have a City-wide records management program. As a start, the City Clerk's office has received a proposal for a software program to track Council actions and contracts entered into between the City of Lodi and other agencies at a cost of \$9,000 - \$15,500 (to be negotiated). We currently use the AS/400 to do this. By purchasing this software, it can be tracked on the network, which would allow staff to access the information from their office and ultimately the public on the internet. Further, this program would mean the scanning of several thousand documents (which we would accomplish with the use of volunteers), and, therefore, we would like to purchase a scanner as well (approximately \$2,000 for scanner and the required software). In the second year of the two-year budget, we may be looking at costs for storage of archived documents on an off-site facility and additional software, for example the Lodi Municipal Code on Windows and the internet, etc.

**Schedule and Project Costs**

	Prior Budgets	1995-96	1996-97	1997-98	1998-99	Project Total
Phasing						
Study						
Design						
Acquisition				17,500		17,500
Construction						
Total				17,500		17,500
Recommended Funding Sources						
Capital Outlay Fund				17,500		17,500
Sewer Fund						
Total				17,500		17,500

**ALTERNATIVES**

Maintain status quo

Forego updating our technology and just establish Citywide guidelines to follow in regards to records retention and destruction schedules

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Public Works  
**REQUEST TITLE:** Land Acquisition at Municipal Service Center

---

**Project Description**

Acquire fourteen acres on the north side of Kettleman Lane immediately west of the existing Municipal Service Center (MSC) and the Woodbridge Irrigation District canal.

**Project Objectives**

This land acquisition will provide the following City functions with thirty years of growth capacity:

Electric Utility Department  
Parks Maintenance Division  
Sewer Utility  
Wastewater Utility  
Public Works Department's Street Division  
Public Transit Enterprise Fund  
Public Works Department's Equipment Maintenance Division  
Finance Department's Purchasing Division  
Public Works Department's soils laboratory

This land acquisition will also provide for a new water well site together with a municipal and public alternative fueling station.

**Existing Situation**

The City's ultimate goal is to have all of the equipment maintained by the Public Works Equipment Maintenance Division stored at the MSC. Currently, the Transit Dial-A-Ride and fixed-route buses are being parked in the Public Safety Building's parking lot, the parking lot adjacent to Fire Administration, or actually on the street.

Parks and Recreation's maintenance facilities are in need of major upgrading. Moving the park maintenance facilities to the MSC will allow them to store their equipment at the MSC and provide better Citywide utilization of equipment, easier access, and better and immediate maintenance and repair of their vehicles and equipment.

Based on a recent MSC Master Plan study, it has been determined that the current MSC property is already over utilized.

**Project Work Completed**

The firm of Wenell Mattheis Bowe recently completed an MSC expansion evaluation study which evaluated four different alternative expansion plans. The most feasible and least expensive alternative was to locate all City maintenance and purchasing operations at one location and on property immediately west of the existing MSC. A copy of this study is on file in the Public Works Department.

The Public Works Department is presently obtaining proposals from firms which do appraisal and acquisition work. By June 1997, we should have the final appraisal on this property and by the end of 1997 we hope to have acquisition of the property completed.

**1997-99 Financial Plan and Budget Request**  
**CAPITAL IMPROVEMENT BUDGET REQUEST**

**ACTIVITY:** Public Works  
**REQUEST TITLE:** Land Acquisition at Municipal Service Center (Continued)

**Schedule and Project Costs**

	Prior Budgets	1997-98	1998-99	1999-00	2000-01	Project Total
<b>Phasing</b>						
Study	6,000					6,000
Appraisal	7,000					7,000
Negotiation		6,000				6,000
Acquisition		2,100,000				2,100,000
<b>Total</b>		2,106,000				2,119,000
<b>Recommended Funding Sources</b>						
To Be Determined		2,100,000				2,100,000
Operating Budget	13,000	6,000				6,000
<b>Total</b>	13,000	2,106,000				2,119,000

Recommended Funding Sources - TO BE DETERMINED. As part of the negotiation process, it may be possible to purchase this property over time. A breakdown of the funding requirements could be justified as follows:

**Acquisition**

Transit (Federal)	\$360,000	
Transit (Local)	\$90,000	(TDA or split of those below)
Water Impact Fee	\$232,500	
Water (DBCP) Fund	\$105,000	
Sewer Impact Fee	\$225,000	
Electrical Fund -	\$952,500	
Clean Air Grant	\$ 135,000	
<b>Total</b>	<b>\$21,100,000</b>	

**Alternatives**

Three other expansion alternatives were evaluated as part of the report prepared by Wenell Mattheis Bowe. It is felt that a "do nothing" alternative is unrealistic if the City is going to continue to operate the four enterprise funds—electrical, water, wastewater and transit—and provide for the growth requirements of the other departments.

Due to pending development of the area west of the MSC, the property needs to be acquired as soon as possible.

**Project Effect on Operating Budget**

None at this time.

**CAPITAL IMPROVEMENT BUDGET REQUEST**

---

**ACTIVITY:** Finance Accounting  
**REQUEST TITLE:** Accounting, payroll and Financial Systems (SOFTWARE)

---

**Project Description**

Purchase a new General Ledger, Payroll System and Financial system to replace current system.

**Project Objectives**

The primary objectives of this project are to increase productivity, improve timeliness and accuracy of information, improve information flow and to meet the inevitable impact of the coming of the year 2000. In addition, this project will provide easy-to-use application integration, user defined information and on-line documentation.

**Existing Situation**

The current system was written to be used for an AS36 environment and has been "patched" by in-house staff over the years in an attempt to accommodate the demands for the current business requirements of the City. This system has become inefficient and cannot take advantage of new and modern technology. For example, it does not have the ability to provide application integration which would allow sharing data and functions which would eliminate unnecessary duplication. In addition, the current system does not have easy access to detail information which is needed for analytical purposes and for request for reimbursement on grants.

**Schedule and Project Costs**

	Prior Budgets	1997-98	1998-99	1999-00	2000-01	Project Total
<b>Phasing</b>						
Study						
Design						
Negotiation						
Acquisition		200,000	150,000			350,000
Total		200,000	150,000			350,000
<b>Recommended Funding Sources</b>						
To Be Determined		200,000	150,000			350,000
Sewer Fund						
Total		200,000	150,000			350,000

Recommended funding is a lease purchase with total costs split with the Electric, Water and Wastewater funds.

**Alternatives**

Continued use of the current system is not an alternative without major rewrites to the programs.

1997-99 FINANCIAL PLAN AND SUMMARY

CAPITAL BUDGET DETAIL BY MISSION - Replacement Vehicles

	1997-98		1998-99		Comments
	Requested	Est.	Requested	Est.	
<b>Public Safety</b>					
Police Protection					
Police Administration					
Vehicle Replacement - sedan	1	23,000			
Police Investigations					
Vehicle Replacement - under cover units	3	72,000	3	72,000	
Police Operations					
Vehicle Replacement -patrol sedans	5	138,890	5	145,505	
Vehicle Replacement - motorcycle	1	12,990	1	13,850	
<b>Total Public Safety</b>	<b>10</b>	<b>246,880</b>	<b>9</b>	<b>231,355</b>	
<b>Public Utilities</b>					
Wastewater Utility Services					
Vehicle Replacement - sedan	1	17,820			net sale \$500
Vehicle Replacement -Hydrocleaner truck	1	180,910			net transfer value of \$29,300
Electric Utility Services					
Electrical Engineering & Operations					
Vehicle Replacement - pick up trucks	1	20,000	1	20,000	
Vehicle Replacement - Van	1	30,000			
Electric Construction & Maintenance					
Vehicle Replacement - One ton flat bed	1	43,000			
Vehicle Replacement - Line Truck/Digger	1	180,000			
Vehicle Replacement - truck	1	37,000			
Vehicle Replacement - Pickup truck			1	43,000	
Vehicle Replacement -One ton Truck			1	45,000	
Vehicle Replacement -sedan			1	15,000	
Vehicle Replacement -van			1	25,000	
Vehicle Replacement - One ton flat bed			1	43,000	
Vehicle Replacement -Bucket truck			1	130,000	
<b>Total Public Utilities</b>	<b>7</b>	<b>508,730</b>	<b>7</b>	<b>321,000</b>	
<b>Transportation</b>					
Streets and Flood Control					
Street Maintenance					
Vehicle Replacement - Pickup truck	3	67,340			
Vehicle Replacement - Hydrocleaner truck	1	29,300			transfer veh less trade-in
<b>Total Transportation</b>	<b>4</b>	<b>96,640</b>			
<b>Leisure, Cultural &amp; Social Services</b>					
Parks and Recreation					
Parks Division					
Other Parks					
Leaf Sweeper	1	18,000			
Equipment Maintenance					
Vehicle Replacement - Turf vehicles	1	15,000	3	59,435	
Vehicle Replacement - Dump Truck	1	32,000			
Vehicle Replacement - 1/2 Ton Truck			1	17,000	
Vehicle Replacement - Utility Truck			1	26,500	
<b>Total Leisure, Cultural &amp; Social Services</b>	<b>3</b>	<b>65,000</b>	<b>5</b>	<b>102,935</b>	

1997-99 FINANCIAL PLAN AND SUMMARY

CAPITAL BUDGET DETAIL BY MISSION - Replacement Vehicles

	1997-98		1998-99		
	Quantity	Requested Cost	Quantity	Requested Cost	Comments
<b>Community &amp; Economic Development</b>					
Planning					
Construction Development					
Building and Safety					
Vehicle Replacement - sedan	1	17,500			
<b>Total Community &amp; Economic Development</b>	1	17,500			
<b>General Government</b>					
General Administration					
Finance Administration					
Vehicle replacement - Parking (electric veh)	1	21,500			
Purchasing					
Vehicle replacement sedan			1	16,800	
Organizational Support Services					
Vehicle replacement -sedans	1	14,000	1	14,000	
<b>Total General Government</b>	2	35,500	2	30,800	
<b>TOTAL OPERATING BUDGET</b>		<b>53,000</b>		<b>30,800</b>	

FUNDING SOURCES:

EQUIPMENT FUND	461,520	348,290
ELECTRIC FUND	310,000	321,000
WASTEWATER FUND	198,730	-
	<u>970,250</u>	<u>669,290</u>

**Section F**  
**DEBT SERVICE REQUIREMENTS**

---

---

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **DEBT SERVICE REQUIREMENTS**

---

The section is used to summarize the resources that will be used to service general long-term debt that is recorded in the General Long Term Debt Group and Enterprise Funds of the City as of the beginning of the 1997-99 Financial Plan (July 1, 1997). These obligations represent the City's annual installment payments of principal and interest for capital projects funded by debt financing. The following is a description of each existing obligation:

#### **1991 Certificates of Participation**

**Purpose:** Wastewater Treatment Plant Facility Expansion (White Slough)  
**Maturity Date:** 2026  
**Interest Rate:** 4.5% to 6.60%  
**Original Principal Amount:** \$11,170,000  
**July 1, 1996 Principal Outstanding:** \$10,078,498  
**Funding Source:** Sewer Fund

#### **1992 Water Bond Construction Loan**

**Purpose:** Finance construction of treatment facilities and wells to meet safe drinking water standards  
**Maturity Date:** 2014  
**Interest Rate:** 3.4%  
**Original Principal Amount:** \$4,758,000  
**July 1, 1996 Principle Outstanding:** \$4,758,000  
**Funding Source:** Water Fund

#### **1995 Certificates of Participation**

**Purpose:** Central City Revitalization  
**Maturity Date:** 2015  
**Interest Rate:** 4.0% to 5.9%  
**Original Principal Amount:** \$5,000,000  
**July 1, 1996 Principal Outstanding:** \$5,000,000  
**Funding Source:** General Fund Capital Outlay Fund

#### **1996 Certificates of Participation**

**Purpose:** Conferencing/Performing Art Center  
**Maturity Date:** 2016  
**Interest Rate:** 3.8% to 5.75%  
**Original Principal Amount:** \$10,120,000  
**July 1, 1996 Principle Outstanding:** \$10,120,000  
**Funding Source:** General Fund Capital Outlay Fund

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### DEBT SERVICE REQUIREMENTS

---

The indentures listed below are liabilities of the City of Lodi under joint agreement with the 14 other Northern California Agency (NCPA) member cities and districts. Under these agreements the City of Lodi is obligated to pay its share through a "take or pay" arrangement based on the City's contribution to the construction and development of each project. As such, payments are made through the purchase of bulk power.

#### **Geothermal Project - Revenue Bonds 1987 Refunding Series A**

**Purpose:** Refinancing 1983 and 1987 Bonds

**Maturity Date:** 2009

**Interest Rate:** 5% to 7%

**Original Principal Amount NCPA:** \$606,555,000

**Current Principal Amount City:** \$7,923,824 (10.28% of total)

**Funding Source:** Electric Fund

#### **Geothermal Project - Special Refunding Revenue Bonds 1993 Series A**

**Purpose:** Refinancing 1983, 1985, 1987 Bonds

**Maturity Date:** 2010

**Interest Rate:** 3.0% to 5.85%

**Original Principal Amount NCPA:** \$254,530,000

**Current Principal Amount City:** \$25,954,430 (10.28% of total)

**Funding Source:** Electric Fund

#### **Geothermal Project - Revenue Bonds 1996 Refunding Series A, B & C**

**Purpose:** Refinancing 1987 Series A Bonds

**Maturity Date:** 2002-2005

**Interest Rate:** 4.4% to 5.5%

**Original Principal Amount NCPA:** \$298,360,000

**Current Principal Amount City:** \$30,671,408 (10.28% of total)

**Funding Source:** Electric Fund

#### **Hydroelectric Project Number One- Revenue Bonds 1991 Refunding Series E,F,G**

**Purpose:** Refinancing 1985 and 1986 Series A Bonds

**Maturity Date:** 2024

**Interest Rate:** 7.15%

**Original Principal Amount NCPA:** \$315,045,000

**Current Principal Amount City:** \$31,842,641 (10.37% of total)

**Funding Source:** Electric Fund

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### DEBT SERVICE REQUIREMENTS

---

#### Hydroelectric Project Number One- Revenue Bonds 1992 Series A

**Purpose:** Refinancing 1986 Series A Bonds  
**Maturity Date:** 2023  
**Interest Rate:** 3.0% to 6.0%  
**Original Principal Amount NCPA:** \$195,610,000  
**Current Principal Amount City:** \$20,036,914 (10.37% of total)  
**Funding Source:** Electric Fund

#### Hydroelectric Project Number One- Revenue Bonds 1993 Series A

**Purpose:** Refinancing 1985 and 1986 Series A Bonds  
**Maturity Date:** 2024  
**Interest Rate:** 2.85% to 5.4%  
**Original Principal Amount NCPA:** \$63,600,000  
**Current Principal Amount City:** \$6,208,000 (10.37% of total)  
**Funding Source:** Electric Fund

#### Combustion Turbine Project Number One - Refunding Revenue Bonds 1989 Series A

**Purpose:** Refinance 1985 Series A Bonds  
**Maturity Date:** 2010  
**Interest Rate:** 5.75% to 6.25%  
**Original Principal Amount NCPA:** \$68,958,247  
**Current Principal Amount City:** \$16,688,573 (34.78% of total)  
**Funding Source:** Electric Fund

#### Transmission Project: Revenue Bonds 1989 Refunding Series A

**Purpose:** Refinancing 1985 Revenue Bonds  
**Maturity Date:** 2010  
**Interest Rate:** 5.75% to 6.25%  
**Original Principal Amount NCPA:** \$15,744,336  
**Current Principal Amount City:** \$2,160,902 (18.4861% of total)  
**Funding Source:** Electric Fund

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **DEBT SERVICE REQUIREMENTS**

---

#### **Multiple Capital Facilities: Revenue Bonds 1992 Series A**

**Purpose:** Finance construction of a Combustion Turbine in Lodi and Combustion Turbine in Ceres and for system improvements in Lodi for the City of Lodi

**Maturity Date:** 2025

**Interest Rate:** 4.75% to 6.5%

**Original Principal Amount NCPA:** \$152,320,000

**Current Principal Amount City:** \$40,758,648 (27.12% of total)

**Funding Source:** Electric Fund

#### **Northwest Resource - Revenue Bonds 1997 Series A**

**Purpose:** Finance termination of the NCPA-WWP agreement

**Maturity Date:** 2001

**Interest Rate:** 3.75% to 4.2%

**Original Principal Amount NCPA:** \$17,310,000

**Current Principal Amount City:** \$2,205,813(12.7430% of total)

**Funding Source:** Electric Fund

1997-99 FINANCIAL PLAN AND BUDGET

Debt Service Schedule-Principal Payments  
Northern California Power Agency

Year Ending	Geothermal Projects	Transmission	Comb. Turbine	Hydroelectric	Northwest Resource	Multiple Cap. Facilities	NCPA Total Bond Principal
1998	3,477,724	148,120	1,140,349	704,123	453,969	581,385	6,505,671
1999	3,697,202	157,286	1,211,359	751,825	480,942	463,752	6,762,365
2000	3,937,754	167,376	1,285,845	805,231	529,472	639,241	7,364,919
2001	4,022,050	89,776	690,355	889,746	703,785	527,032	6,922,745
2002	4,287,274	77,813	598,487	871,080		709,188	6,543,842
2003	4,565,862	72,850	560,319	939,522		766,592	6,905,146
2004	4,714,408	68,204	523,976	1,032,852		649,637	6,989,077
2005	4,908,700	169,176	1,390,414	1,137,071		841,285	8,446,646
2006	5,049,022	188,558	1,550,753	1,225,734		744,105	8,758,173
2007	5,184,204	199,650	1,325,408	1,360,026		943,663	9,012,950
2008	6,033,846	211,589	1,713,930	1,465,800		855,862	10,281,026
2009	5,776,332	224,452	1,846,818	1,578,314		1,063,669	10,489,585
2010	5,630,356	237,392	1,574,954	1,698,606		985,247	10,126,556
2011		19,873	129,121	1,900,303		1,201,303	3,250,599
2012				2,048,075		1,297,579	3,345,654
2013				2,209,329		1,301,986	3,511,314
2014				2,351,916		1,550,360	3,902,276
2015				2,530,280		1,523,240	4,053,520
2016				2,722,125		1,742,460	4,464,585
2017				2,775,531		1,762,800	4,538,331
2018				3,000,560		2,180,900	5,181,460
2019				3,245,292		1,963,940	5,209,232
2020				3,499,875		2,192,200	5,692,075
2021				3,775,717		2,395,600	6,171,317
2022				4,067,633		2,513,120	6,580,753
2023				4,310,291		2,745,900	7,056,191
2024				4,530,653		2,890,540	7,421,193
2025						3,100,720	3,100,720
2026						259,900	259,900
<b>Total</b>	<b>61,284,734</b>	<b>2,032,116</b>	<b>15,542,087</b>	<b>57,427,505</b>	<b>2,168,168</b>	<b>40,393,205</b>	<b>178,847,815</b>

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### DEBT SERVICE REQUIREMENTS

---

The indentures listed below are liabilities of the City of Lodi under joint agreement with 13 other Transmission Agency of Northern California (TANC) member cities and districts. Under these agreements the City of Lodi is obligated to pay its share through a "take or pay" arrangement based on the City's contribution to the construction and development of each project. As such, payments are made through the purchase of bulk power.

#### **California - Oregon Transmission Project: Revenue Bonds 1990 Series A**

**Purpose:** Finance construction of a transmission path between electric systems in the Pacific Northwest and those in California

**Maturity Date:** 2013

**Interest Rate:** 6.4% to 7.0%

**Original Principal Amount TANC:** \$283,634,036

**Current Principal Amount City:** \$1,127,650 (1.89% of total)

**Funding Source:** Electric Fund

#### **California - Oregon Transmission Project: Revenue Bonds 1992 Series A**

**Purpose:** Finance or refinance a portion of the cost of acquisition or construction of the California-Oregon Transmission Project

**Maturity Date:** 2024

**Interest Rate:** 4.25% to 6.4%

**Original Principal Amount TANC:** \$117,730,000

**Current Principal Amount City:** \$2,109,524 (1.89% of total)

**Funding Source:** Electric Fund

#### **California - Oregon Transmission Project: Revenue Bonds 1992 Series A**

**Purpose:** Finance or refinance a portion of the cost of acquisition or construction of the California-Oregon Transmission Project

**Maturity Date:** 2024

**Interest Rate:** 3.25% to 5.30%

**Original Principal Amount TANC:** \$240,480,000

**Current Principal Amount City:** \$4,487,710 (1.89% of total)

**Funding Source:** Electric Fund

1997-99 FINANCIAL PLAN AND BUDGET

Debt Service Schedule-Principal and Interest Payments  
 Transmission Agency of Northern California Revenue Bonds  
 California-Oregon Transmission Project

Year Ending	Series A Total Debt Service	1993 Series A	Interest	Total	City of Lodi Participation % of	Payments
1998	16,676,635	1,115,000	12,600,650	30,392,285	1.89%	574,414
1999	16,653,330	1,160,000	12,552,852	30,366,182	1.89%	573,921
2000	16,637,318	1,210,000	12,500,687	30,348,005	1.89%	573,577
2001	16,618,290	1,265,000	12,525,376	30,408,666	1.89%	574,724
2002	16,818,000	1,320,000	12,382,960	30,520,960	1.89%	576,846
2003	16,814,565	1,305,000	12,319,307	30,438,872	1.89%	575,295
2004	16,810,620	1,450,000	12,251,085	30,511,705	1.89%	576,671
2005	16,805,270	1,520,000	12,176,835	30,502,105	1.89%	576,490
2006	10,488,270	7,905,000	11,937,257	30,330,527	1.89%	573,247
2007	10,479,430	8,315,000	11,600,814	30,395,244	1.89%	574,470
2008	10,475,856	8,660,000	11,075,975	30,211,831	1.89%	571,004
2009	10,472,575	9,195,000	10,604,982	30,272,557	1.89%	572,151
2010	10,466,794	9,690,000	10,104,530	30,261,324	1.89%	571,939
2011	18,998,350	1,345,000	9,810,757	30,154,107	1.89%	569,913
2012	18,964,325	1,420,000	9,816,044	30,200,369	1.89%	570,787
2013	18,934,413	1,500,000	9,654,420	30,088,833	1.89%	568,679
2014	8,433,888	12,345,000	9,273,682	30,052,570	1.89%	567,994
2015	8,424,888	13,105,000	8,590,188	30,120,076	1.89%	569,269
2016	8,416,388	13,795,000	7,884,063	30,095,451	1.89%	568,804
2017	8,420,550	14,520,000	7,140,795	30,081,345	1.89%	568,537
2018	8,407,850	15,280,000	6,439,869	30,127,719	1.89%	569,414
2019	8,400,200	16,080,000	5,535,345	30,015,545	1.89%	567,294
2020	8,391,250	16,845,000	4,671,063	29,907,313	1.89%	565,248
2021	8,374,950	17,800,000	3,735,359	29,910,309	1.89%	565,305
2022	8,364,950	18,700,000	2,734,088	29,799,038	1.89%	563,202
2023	8,349,750	19,800,000	1,677,907	29,827,657	1.89%	563,743
2024	8,337,850	20,800,000	564,164	29,702,014	1.89%	561,368
				-		
				-		
<b>Total</b>	<b>335,436,555</b>	<b>237,445,000</b>	<b>242,161,054</b>	<b>815,042,609</b>	<b>1.89%</b>	<b>15,404,305</b>

1997-99 FINANCIAL PLAN AND BUDGET

Debt Service Schedule-Principal Payments and Interest  
Northern California Power Agency and Transmission Agency of Northern California

Year Ending	Geothermal Projects	Transmission/ Comb. Turbine	Hydroelectric	Northwest Resource	Multiple Cap. Facilities	NCPA Total Bond Principal & Interest
1998	7,173,082	2,193,767	4,498,579	542,212	3,178,621	17,586,261
1999	7,173,510	2,194,744	4,506,889	552,061	3,030,822	17,458,026
2000	7,172,018	2,195,492	4,513,987	581,269	3,186,387	17,649,152
2001	6,997,586	2,194,535	4,548,308	733,344	3,033,437	17,507,211
2002	6,997,754	2,194,443	4,473,448		3,185,371	16,851,016
2003	7,000,933	2,194,443	4,486,034		3,201,164	16,882,574
2004	6,855,854	2,192,849	4,499,157		3,043,307	16,591,168
2005	6,722,441	2,283,567	4,515,078		3,190,373	16,711,459
2006	6,575,629	2,292,661	4,528,966		3,041,087	16,438,343
2007	6,428,066	1,974,049	4,581,920		3,193,838	16,177,873
2008	6,984,800	2,283,006	4,597,145		3,050,722	16,915,673
2009	6,425,278	2,313,227	4,613,800		3,197,960	16,550,265
2010	5,959,732	1,930,027	4,630,721		3,050,400	15,570,880
2011	-	157,933	4,718,907		3,202,414	8,079,254
2012			4,739,846		3,225,624	7,965,470
2013			4,764,262		3,140,670	7,904,932
2014			4,758,548		3,305,497	8,064,044
2015			4,786,842		3,182,969	7,969,810
2016			4,816,870		3,302,492	8,119,362
2017			4,695,788		3,211,184	7,906,972
2018			4,732,450		3,509,296	8,241,746
2019			4,773,356		3,156,123	7,929,479
2020			4,818,025		3,255,437	8,073,462
2021			4,866,956		3,306,563	8,173,519
2022			4,913,521		3,276,284	8,189,806
2023			4,891,189		3,338,457	8,229,647
2024			4,829,305		3,314,978	8,144,283
2025					3,327,498	3,327,498
2026					295,654	295,654
<b>Total</b>	<b>88,466,683</b>	<b>28,594,744</b>	<b>126,099,898</b>	<b>2,408,886</b>	<b>89,934,626</b>	<b>335,504,837</b>

NCPA-TANC P&I

**1997-99 FINANCIAL PLAN AND BUDGET**

Debt Service Schedule-Principal Payments and Interest  
Northern California Power Agency and Transmission Agency of Northern California

Year Ending	NCPA Total Bond Principal & Interest	TANC-COTP Total Bond Principal & Interest	Total Debt Service Req.	Remaining Balance Prin and Int
1998	17,586,261	574,414	18,160,675	332,748,467
1999	17,458,026	573,921	18,031,947	314,716,520
2000	17,649,152	573,577	18,222,729	296,493,791
2001	17,507,211	574,724	18,081,934	278,411,856
2002	16,851,016	576,846	17,427,862	260,983,994
2003	16,882,574	575,295	17,457,869	243,526,126
2004	16,591,168	576,671	17,167,839	226,358,286
2005	16,711,459	576,490	17,287,948	209,070,338
2006	16,438,343	573,247	17,011,590	192,058,748
2007	16,177,873	574,470	16,752,343	175,306,405
2008	16,915,673	571,004	17,486,677	157,819,728
2009	16,550,265	572,151	17,122,416	140,697,312
2010	15,570,880	571,939	16,142,819	124,554,493
2011	8,079,254	569,913	8,649,167	115,905,326
2012	7,965,470	570,787	8,536,257	107,369,070
2013	7,904,932	568,679	8,473,611	98,895,459
2014	8,064,044	567,994	8,632,038	90,263,421
2015	7,969,810	569,269	8,539,080	81,724,341
2016	8,119,362	568,804	8,688,166	73,036,176
2017	7,906,972	568,537	8,475,509	64,560,666
2018	8,241,746	569,414	8,811,160	55,749,506
2019	7,929,479	567,294	8,496,773	47,252,733
2020	8,073,462	565,248	8,638,710	38,614,023
2021	8,173,519	565,305	8,738,824	29,875,199
2022	8,189,806	563,202	8,753,007	21,122,192
2023	8,229,647	563,743	8,793,389	12,328,802
2024	8,144,283	561,368	8,705,651	3,623,151
2025	3,327,498		3,327,498	295,654
2026	295,654		295,654	0
<b>Total</b>	<b>335,504,837</b>	<b>15,404,305</b>	<b>350,909,142</b>	

**1997-99 FINANCIAL PLAN AND BUDGET**

**ANNUAL DEBT SERVICE PAYMENTS BY MISSION**

	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
	<b>Actual</b>	<b>Revised Budget</b>	<b>Requested</b>	<b>Proposed</b>
<b>Public Utilities</b>				
Electric Utility Service	13,728,043	16,093,840	18,160,675	18,031,947
Water Utility Service	35,190	516,987	516,987	516,987
Wastewater Utility Service	804,855	803,818	802,218	800,030
Total Public Utility	14,568,088	17,414,645	19,479,880	19,348,964
<b>General Government</b>				
1995 Certificates of Participation		900,000	429,871	427,881
1995 Certificates of Participation			856,365	854,585
Total General Government	0	900,000	1,286,236	1,282,466
<b>Total Debt Service Requirements</b>	<b>14,568,088</b>	<b>18,314,645</b>	<b>20,766,116</b>	<b>20,631,430</b>

**1997-99 FINANCIAL PLAN AND BUDGET**

**ANNUAL DEBT SERVICE PAYMENTS BY SOURCE**

	<b>1995-96</b>	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>
	<b>Actual</b>	<b>Revised Budget</b>	<b>Requested</b>	<b>Proposed</b>
<b>Debt Service Fund</b>				
1995 Certificates of Participation				
Principal		450,000	160,000	165,000
Interest		450,000	269,871	262,881
1996 Certificates of Participation				
Principal			310,000	320,000
Interest			546,365	534,585
<b>Total Debt Service</b>	<b>0</b>	<b>900,000</b>	<b>1,286,236</b>	<b>1,282,466</b>
<b>Electric Fund</b>				
Northern California Power Association Bonds				
Principal	4,025,062	4,985,499	6,505,671	6,762,365
Interest	9,702,981	11,108,341	11,080,590	10,695,661
Transmission Agency of Northern California Bonds				
Principal	122,472	129,276	144,869	153,563
Interest	452,832	447,258	429,545	420,358
<b>Total Electric Fund</b>	<b>13,728,043</b>	<b>16,093,840</b>	<b>18,160,675</b>	<b>18,031,947</b>
<b>Water Fund</b>				
1992 Construction Loan - DBCP				
Principal		346,627	346,627	346,627
Interest	35,190	170,360	170,360	170,360
<b>Total Water Fund</b>	<b>35,190</b>	<b>516,987</b>	<b>516,987</b>	<b>516,987</b>
<b>Wastewater Fund</b>				
1991 Certificates of Participation				
Principal	110,000	115,000	120,000	125,000
Interest	694,855	688,818	682,218	675,030
<b>Total Wastewater Fund</b>	<b>804,855</b>	<b>803,818</b>	<b>802,218</b>	<b>800,030</b>
<b>Total Debt Service Requirements</b>	<b>14,568,088</b>	<b>18,314,645</b>	<b>20,766,116</b>	<b>20,631,430</b>

**1997-99 FINANCIAL PLAN AND BUDGET**

---

**COMPUTATION OF LEGAL DEBT MARGIN**

Assessed Full Cash Value as of June 30, 1997 <sup>1</sup>	<u>\$ 2,593,000,000</u>
Debt Limit - 15 Percent of Assessed Full Cash Value <sup>2</sup>	388,950,000
Amount of Debt Applicable to Debt Limit	<u>0</u>
<b>LEGAL DEBT MARGIN</b>	<u><b>\$ 388,950,000</b></u>

**COMPUTATION OF DIRECT AND OVERLAPPING GENERAL BONDED DEBT**

	Total COP	Percent Applicable	City's Share of Debt
<b>DIRECT DEBT:</b>			
Certificate of Participation	\$ 14,970,000	100.00 %	\$ 14,970,000
<b>OVERLAPPING DEBT:</b>			
None	<u>0</u>		<u>0</u>
<b>Total</b>	<u><b>\$ 14,970,000</b></u>		<u><b>\$ 14,970,000</b></u>

**DEBT RATIOS**

Ratio of Direct Overlapping Debt to Assessed Full Cash Value: \$14,970,000/\$2,593,000,000	0.58%
Direct and Overlapping Debt per Capita: \$14,970,000/54,700	\$274
Taxable Assessed Full Cash Values per Capita: \$2,593,000,000/54,700	\$47,404

<sup>1</sup> Assessed Value before exemptions applicable to 1996-97 Tax Roll

<sup>2</sup> Section 43605 California Government Code

SOURCES: San Joaquin County Auditor/Controller's Office  
City of Lodi, Finance Department

**Section G**  
**CHANGES IN FUND BALANCE**

---

---

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **CHANGES IN FUND BALANCE**

---

This section summarizes revenues, expenditures and changes in fund balance for each of the City's operating funds. Changes in fund balance are provided for the last completed fiscal year (1995-96); for the current fiscal year (1995-97); and the two years covered by the 1997-99 Financial Plan And Budget.

The following schedules are included in this section:

#### **Combining Fund Balance Statements**

All Funds Combined

#### **Individual Fund Balance Statements**

General Fund

Special Revenue Funds

Library Fund

Street Fund

Transportation Development Act Fund

Block Grant Fund (CDBG)

Police Special Revenue Fund

Capital Project Funds

Capital Project Fund

Equipment Fund

Debt Service Fund

Enterprise Funds

Water Utility Services

Wastewater Utility Services

Electric Utility Services

Transit Fund

Camp Hutchins Fund

Internal Service Funds

Benefits Fund

Self Insurance Fund

Trust Fund

The description of the City's funds is further described on the following pages.

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### DESCRIPTION OF THE CITY'S FUNDS

---

In accordance with generally accepted accounting principles, the City's financial reporting system is organized on a fund basis consisting of three major fund types - Governmental, Proprietary and Fiduciary - and two self-balancing Account Groups; General Fixed Assets and General Long Term Liability. The City various funds have been established in order to segregate and identify those financial transactions and resources associated with providing specific activities or programs in conformance with special regulations, restrictions, or limitations. The following funds are included in the Financial Plan; additional descriptions of each fund type are provided in the Budget Glossary (Section I):

#### Governmental Funds

Most of the City's programs and functions are provided and financed through the following Governmental Funds, which are distinguished by their measurement focus on determining financial position and changes in financial position, rather than upon determining net income:

- |                                |                         |
|--------------------------------|-------------------------|
| * General Fund                 | * Debt Service Fund     |
| * Special Revenue Fund         | * Capital Project Funds |
| Library                        | Capital Outlay          |
| Street Tax                     | Equipment               |
| Transportation Development Act |                         |
| Block Grant Fund (CDBG)        |                         |
| Police Special Revenue Fund    |                         |

#### Enterprise Funds

Enterprise funds are distinguished from Governmental Funds by their similarity to private sector enterprises, as it is intended that the cost of providing services will be financed or recovered primarily through use charges. The following enterprise funds are used by the City:

- |              |              |
|--------------|--------------|
| * Electric   | * Wastewater |
| * Water      | * Transit    |
| * Child Care |              |

#### Internal Service Funds

Internal Service funds exist to account for, measure and generally recover the cost of centralized services established to provide goods and services to other operating activities. The following Internal Service funds are used by the City:

- |                 |                       |
|-----------------|-----------------------|
| * Benefits Fund | * Self-Insurance Fund |
|-----------------|-----------------------|

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - ALL FUND COMBINED

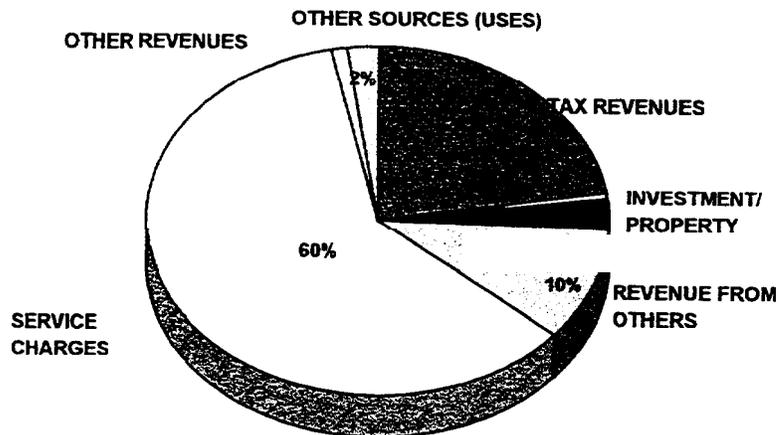
	1995-96 Actual	1996-97 Revised Budget	1997-98 City Mngr/ Approved	1998-99 Proposed
<b>Revenues</b>				
Tax Revenues	17,725,304	18,084,824	18,203,165	18,484,065
Licenses and Permits	372,594	369,300	471,980	492,980
Fines and Forfeitures	90,064	94,900	91,500	91,500
Investment/Property Revenues	2,038,632	2,200,040	2,142,366	2,189,466
Revenue from Others	7,370,827	7,653,796	11,535,790	8,659,510
Service Charges	47,959,447	47,314,565	49,008,924	50,152,726
Other Revenue	3,490,267	154,850	932,860	933,310
<b>Total Revenue</b>	<b>79,047,135</b>	<b>75,872,275</b>	<b>82,386,585</b>	<b>81,003,557</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety	10,166,733	10,457,896	11,039,730	11,284,192
Public Utilities	13,316,287	13,298,836	15,027,910	14,776,343
Transportation	2,847,248	3,163,018	3,393,285	3,485,001
Leisure, Cultural and Social Services	3,963,222	4,293,416	4,422,556	4,395,330
Community and Economic Development	1,802,292	2,198,492	2,306,314	2,285,248
General Government	8,825,113	8,757,826	9,503,610	9,725,674
<b>Total Operating Programs</b>	<b>40,920,896</b>	<b>42,169,484</b>	<b>45,693,405</b>	<b>45,951,788</b>
<b>Bulk Power Purchase</b>	<b>25,814,822</b>	<b>25,574,600</b>	<b>24,869,900</b>	<b>25,873,200</b>
<b>Other Purchases</b>				
Capital Projects	9,803,067	21,845,005	18,304,675	8,509,319
Debt Service	1,429,776	2,273,160	2,605,441	2,599,483
<b>Total Expenditures</b>	<b>77,968,560</b>	<b>91,862,249</b>	<b>91,473,421</b>	<b>82,933,790</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>1,078,575</b>	<b>(15,989,974)</b>	<b>(9,086,836)</b>	<b>(1,930,233)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	14,322,152	7,421,867	8,643,971	8,155,201
Operating Transfers Out	(14,322,152)	(7,421,867)	(8,643,971)	(8,155,201)
Other Sources (Uses)	(2,669,400)	5,505,657	906,479	1,617,520
Proceeds from Debt Financing	4,719,177	11,938,611	5,747,990	1,499,335
<b>Total Other Sources (Uses)</b>	<b>2,049,777</b>	<b>17,444,268</b>	<b>6,654,469</b>	<b>3,116,855</b>
<b>Fund Balance Beginning of the Year</b>	<b>29,988,707</b>	<b>33,117,069</b>	<b>34,571,363</b>	<b>32,138,996</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service	271,191	273,091	276,399	279,707
Designated Reserve	21,787,328	22,310,096	19,808,270	19,708,519
Unreserved	11,058,540	11,988,176	12,054,327	13,337,392
<b>Total Fund Balance</b>	<b>33,117,059</b>	<b>34,571,363</b>	<b>32,138,996</b>	<b>33,325,618</b>

# BUDGET GRAPHICS AND SUMMARIES

## FUNDING SOURCES - ALL FUNDS COMBINED

1997-98 FUNDING SOURCES - \$91,473,421

	1995-96 ACTUAL	1996-97 BUDGET	1997-98 APPROVED	1998-99 PROPOSED
<b>Revenues</b>				
Tax Revenues	\$17,725,304	\$18,084,824	\$18,203,165	\$18,484,065
Licenses and Permits	372,594	369,300	471,980	492,980
Fines and Forfeitures	90,064	94,900	91,500	91,500
Investment/Property Revenues	2,038,632	2,200,040	2,142,366	2,189,466
Revenue from Others	7,370,827	7,653,796	11,535,790	8,659,510
Service Charges	47,959,447	47,314,565	49,008,924	50,152,726
Other Revenues	3,490,267	154,850	932,860	933,310
Other Sources (Uses)	(1,078,575)	15,989,974	9,086,836	1,930,233
<b>TOTAL</b>	<b>\$77,968,560</b>	<b>\$91,862,249</b>	<b>\$91,473,421</b>	<b>\$82,933,790</b>

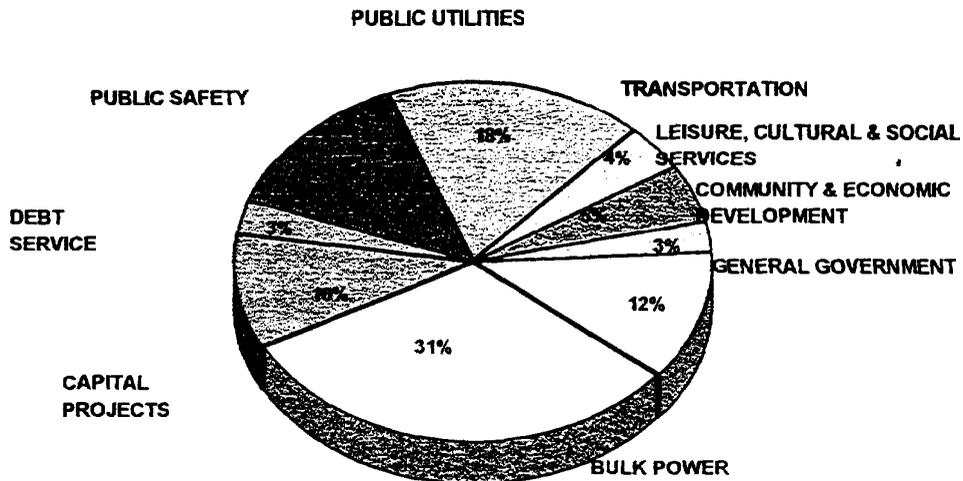


# BUDGET GRAPHICS AND SUMMARIES

## TOTAL EXPENDITURES - ALL FUNDS COMBINED

**1997-98 EXPENDITURES BUDGET - \$91,473,421**

	1995-96 ACTUAL	1996-97 ACTUAL	1997-98 ADOPTED BUDGET	1998-99 PROPOSED BUDGET
<b>Expenditures</b>				
Public Safety	\$10,166,733	\$10,457,896	\$11,039,730	\$11,284,192
Public Utilities	13,316,287	13,298,836	15,027,910	14,776,343
Transportation	2,847,248	3,163,018	3,393,285	3,485,001
Leisure, Cultural & Social Services	3,963,222	4,293,416	4,422,556	4,395,330
Community & Economic Development	1,802,292	2,198,492	2,306,314	2,285,248
General Government	8,825,113	8,757,826	9,503,610	9,725,674
Bulk Power Purchase	25,814,822	25,574,600	24,869,900	25,873,200
Capital Projects	9,803,067	21,845,005	18,304,675	8,509,319
Debt Service	1,429,776	2,273,160	2,605,441	2,599,483
<b>TOTAL</b>	<b>\$77,968,559</b>	<b>\$91,862,249</b>	<b>\$91,473,421</b>	<b>\$82,933,790</b>



1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - GENERAL FUND

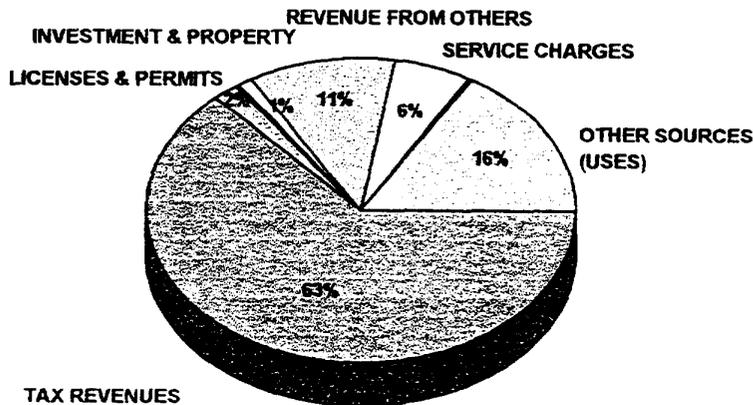
	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues	14,765,972	15,270,324	15,516,165	15,754,065
Licenses and Permits	372,594	369,300	471,980	492,980
Fines and Forfeitures	90,064	94,900	91,500	91,500
Investment/Property Revenues	296,213	398,905	273,181	273,181
Revenue from Others	2,467,458	3,547,142	2,680,865	2,740,565
Service Charges	1,389,256	1,319,300	1,468,231	1,506,778
Other Revenue	97,865	30,350	50,350	50,350
<b>Total Revenue</b>	<b>19,479,422</b>	<b>21,030,221</b>	<b>20,552,272</b>	<b>20,909,419</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety	10,157,420	10,452,896	11,039,730	11,284,192
Public Utilities				
Transportation	2,099,303	2,437,377	2,371,025	2,410,170
Leisure, Cultural and Social Services	2,877,011	3,134,311	3,235,394	3,203,286
Community and Economic Development	1,802,292	2,198,492	2,306,314	2,285,248
General Government	4,992,616	5,346,475	5,632,068	5,743,592
<b>Total Operating Programs</b>	<b>21,928,643</b>	<b>23,569,551</b>	<b>24,584,531</b>	<b>24,926,488</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects				
Debt Service				
<b>Total Expenditures</b>	<b>21,928,643</b>	<b>23,569,551</b>	<b>24,584,531</b>	<b>24,926,488</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(2,449,220)</b>	<b>(2,539,330)</b>	<b>(4,032,259)</b>	<b>(4,017,069)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	3,735,394	3,466,308	3,697,303	3,697,303
Operating Transfers Out	(1,883,144)	(945,892)	(1,446,980)	(946,980)
Other Sources (Uses)	77,643	580,000	1,250,000	1,500,000
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>1,929,893</b>	<b>3,100,416</b>	<b>3,500,323</b>	<b>4,250,323</b>
<b>Fund Balance Beginning of the Year</b>	<b>3,749,647</b>	<b>3,230,320</b>	<b>3,791,406</b>	<b>3,259,470</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve		570,000	765,000	960,000
Unreserved	3,230,320	3,221,406	2,494,470	2,532,724
<b>Total Fund Balance</b>	<b>3,230,320</b>	<b>3,791,406</b>	<b>3,259,470</b>	<b>3,492,724</b>

# BUDGET GRAPHICS AND SUMMARIES

## GENERAL FUND REVENUES AND SOURCES

1997-98 GENERAL FUND SOURCES - \$24,584,531

	1995-96 ACTUAL	1996-97 ACTUAL	1997-98 ADOPTED BUDGET	1998-99 PROPOSED BUDGET
<b>REVENUES</b>				
Tax Revenues	\$14,765,972	\$15,270,324	\$15,516,165	\$15,754,065
Licenses and Permits	372,594	369,300	471,980	492,980
Fines and Forfeitures	90,064	94,900	91,500	91,500
Investment/Property Revenues	296,213	398,905	273,181	273,181
Revenue from Others	2,467,458	3,547,142	2,680,865	2,740,565
Service Charges	1,389,256	1,319,300	1,468,231	1,506,778
Other Revenues	97,865	30,350	50,350	50,350
Other Sources (Uses)	2,449,221	2,539,330	4,032,259	4,017,069
<b>TOTAL</b>	<b>\$21,928,643</b>	<b>\$23,569,551</b>	<b>\$24,584,531</b>	<b>\$24,926,488</b>

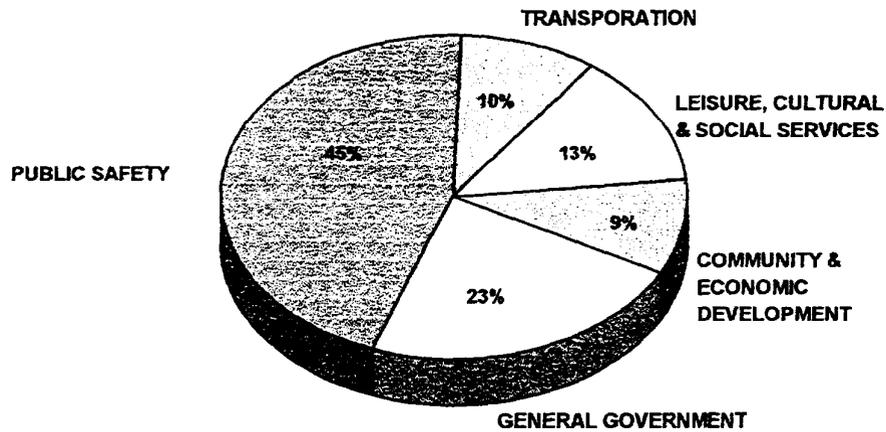


# BUDGET GRAPHICS AND SUMMARIES

## GENERAL FUND EXPENDITURES

### 1997-98 GENERAL FUND EXPENDITURES - \$24,584,531

	1995-96 ACTUAL	1996-97 BUDGET	1997-98 APPROVED	1998-99 PROPOSED
<b>EXPENDITURES</b>				
Public Safety	\$10,157,420	\$10,452,896	\$11,039,730	\$11,284,192
Public Utilities				
Transportation	2,099,303	2,437,377	2,371,025	2,410,170
Leisure, Cultural & Social Services	2,877,011	3,134,311	3,235,394	3,203,286
Community & Economic Development	1,802,293	2,198,492	2,306,314	2,285,248
General Government	4,992,616	5,346,475	5,632,068	5,743,592
<b>TOTAL</b>	<b>\$21,928,643</b>	<b>\$23,569,551</b>	<b>\$24,584,531</b>	<b>\$24,926,488</b>



1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - LIBRARY FUND

	1995-96 Actual	1996-97 Revised Budget	1997-98 City Mngr/ Approved	1998-99 Proposed
<b>Revenues</b>				
Tax Revenues	844,704	898,000	866,000	883,200
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	10,551	10,000	13,233	13,233
Revenue from Others	63,117	45,000	66,500	66,500
Service Charges				
Other Revenue	52,551	48,000	63,010	63,460
<b>Total Revenue</b>	<b>970,923</b>	<b>1,001,000</b>	<b>1,008,743</b>	<b>1,026,393</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services	953,887	1,010,655	995,533	1,004,550
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>953,887</b>	<b>1,010,655</b>	<b>995,533</b>	<b>1,004,550</b>
<b>Bulk Power Purchase</b>				
<b>Other Purchases</b>				
<b>Capital Projects</b>	<b>64,198</b>	<b>115,760</b>	<b>25,700</b>	<b>45,450</b>
<b>Debt Service</b>				
<b>Total Expenditures</b>	<b>1,018,086</b>	<b>1,126,415</b>	<b>1,021,233</b>	<b>1,050,000</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(47,163)</b>	<b>(125,415)</b>	<b>(12,490)</b>	<b>(23,607)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	15,000			55,000
Operating Transfers Out	(133,204)	(129,380)	(75,000)	(75,000)
Other Sources (Uses)			4,700	44,450
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(118,204)</b>	<b>(129,380)</b>	<b>(70,300)</b>	<b>24,450</b>
<b>Fund Balance Beginning of the Year</b>	<b>607,448</b>	<b>442,081</b>	<b>187,286</b>	<b>104,496</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	285,454	169,694	143,994	98,544
Unreserved	156,627	17,592	(39,498)	6,795
<b>Total Fund Balance</b>	<b>442,081</b>	<b>187,286</b>	<b>104,496</b>	<b>105,339</b>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - STREET FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues	484,010	517,200	522,000	522,000
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	276,610	193,595	268,292	268,292
Revenue from Others	1,428,166	1,380,200	3,163,563	3,262,563
Service Charges	562,910	518,000	673,000	653,000
Other Revenue				
<b>Total Revenue</b>	<b>2,751,695</b>	<b>2,608,995</b>	<b>4,626,855</b>	<b>4,705,855</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>				
Bulk Power Purchase				
Other Purchases				
Capital Projects	988,161	1,557,116	2,702,000	2,363,000
Debt Service				
<b>Total Expenditures</b>	<b>988,161</b>	<b>1,557,116</b>	<b>2,702,000</b>	<b>2,363,000</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>1,763,534</b>	<b>1,051,879</b>	<b>1,924,855</b>	<b>2,342,855</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	2,433,190	586,098	115,290	125,290
Operating Transfers Out	(2,823,489)	(1,181,489)	(1,227,893)	(1,227,893)
Other Sources (Uses)				
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(390,299)</b>	<b>(595,391)</b>	<b>(1,112,603)</b>	<b>(1,102,603)</b>
<b>Fund Balance Beginning of the Year</b>	<b>5,179,591</b>	<b>6,552,835</b>	<b>7,009,323</b>	<b>7,821,575</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	6,552,826	7,009,323	7,821,575	9,061,827
<b>Total Fund Balance</b>	<b>6,552,826</b>	<b>7,009,323</b>	<b>7,821,575</b>	<b>9,061,827</b>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - TRANSPORTATION DEVELOPMENT ACT FUND

	1995-96 Actual	1996-97 Revised Budget	1997-98 City Mngt/ Approved	1998-99 Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	4,185	775	4,059	4,059
Revenue from Others	1,106,388	1,035,240	1,240,106	1,200,106
Service Charges				
Other Revenue	5,109			
<b>Total Revenue</b>	<b>1,115,682</b>	<b>1,036,015</b>	<b>1,244,165</b>	<b>1,204,165</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>				
<b>Bulk Power Purchase</b>				
<b>Other Purchases</b>				
<b>Capital Projects</b>			20,000	20,000
<b>Debt Service</b>				
<b>Total Expenditures</b>			<b>20,000</b>	<b>20,000</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>1,115,682</b>	<b>1,036,015</b>	<b>1,224,165</b>	<b>1,184,165</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	207,941			
Operating Transfers Out	(1,813,477)	(1,036,015)	(1,240,281)	(1,200,281)
Other Sources (Uses)		(122,898)	16,116	16,116
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(1,605,536)</b>	<b>(1,158,913)</b>	<b>(1,224,165)</b>	<b>(1,184,165)</b>
<b>Fund Balance Beginning of the Year</b>	<b>612,752</b>	<b>122,898</b>		
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	122,898			
Unreserved				
<b>Total Fund Balance</b>	<b>122,898</b>			

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - CDBG FUND

	1995-96 Actual	1996-97 Revised Budget	1997-98 City Mngr/ Approved	1998-99 Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues				
Revenue from Others	1,684,625	780,000	943,306	943,306
Service Charges				
Other Revenue				
<b>Total Revenue</b>	<b>1,684,625</b>	<b>780,000</b>	<b>943,306</b>	<b>943,306</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>				
Bulk Power Purchase				
Other Purchases				
Capital Projects	1,684,625	1,291,071	943,306	943,306
Debt Service				
<b>Total Expenditures</b>	<b>1,684,625</b>	<b>1,291,071</b>	<b>943,306</b>	<b>943,306</b>
<b>Revenues/Expenditures (Over/Under)</b>		<b>(511,071)</b>		
<b>Other Sources (Uses)</b>				
Operating Transfers In				
Operating Transfers Out		(68,516)	(96,997)	(96,997)
Other Sources (Uses)		579,587	96,997	96,997
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>		<b>511,071</b>		
<b>Fund Balance Beginning of the Year</b>				
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved				
<b>Total Fund Balance</b>				

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - POLICE SPECIAL REVENUE FUND

	1995-96 Actual	1996-97 Revised Budget	1997-98 City Mngr/ Approved	1998-99 Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	2,711	2,230	2,630	2,630
Revenue from Others	10,503	252,814	20,280	20,300
Service Charges				
Other Revenue				
<b>Total Revenue</b>	<b>13,214</b>	<b>255,044</b>	<b>22,910</b>	<b>22,930</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety	9,313	5,000		
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>9,313</b>	<b>5,000</b>		
<b>Bulk Power Purchase</b>				
<b>Other Purchases</b>				
Capital Projects	20,350	176,167	87,692	3,166
Debt Service				
<b>Total Expenditures</b>	<b>29,663</b>	<b>181,167</b>	<b>87,692</b>	<b>3,166</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(16,448)</b>	<b>73,877</b>	<b>(64,782)</b>	<b>19,764</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In				
Operating Transfers Out				
Other Sources (Uses)		134,523		
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>		<b>134,523</b>		
<b>Fund Balance Beginning of the Year</b>	<b>38,862</b>	<b>22,414</b>	<b>230,814</b>	<b>166,032</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	22,414	230,814	166,032	185,796
<b>Total Fund Balance</b>	<b>22,414</b>	<b>230,814</b>	<b>166,032</b>	<b>185,796</b>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - CAPITAL OUTLAY FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues	1,267,056	1,347,000	1,299,000	1,324,800
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	343,472	196,590	333,145	333,145
Revenue from Others				
Service Charges	767,742	1,062,000	896,000	1,511,000
Other Revenue	14,156			
<b>Total Revenue</b>	<b>2,392,427</b>	<b>2,605,590</b>	<b>2,528,145</b>	<b>3,168,945</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>				
Bulk Power Purchase				
Other Purchases				
Capital Projects	3,788,184	13,115,213	1,469,257	1,323,987
Debt Service				
<b>Total Expenditures</b>	<b>3,788,184</b>	<b>13,115,213</b>	<b>1,469,257</b>	<b>1,323,987</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(1,395,757)</b>	<b>(10,509,623)</b>	<b>1,058,888</b>	<b>1,844,958</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	3,927,438		500,000	
Operating Transfers Out	(4,743,448)	(1,741,080)	(1,749,215)	(1,745,445)
Other Sources (Uses)	(1,214)		500,000	500,000
Proceeds from Debt Financing	4,719,177	11,938,611		
<b>Total Other Sources (Uses)</b>	<b>3,901,953</b>	<b>10,197,531</b>	<b>(749,215)</b>	<b>(1,245,445)</b>
<b>Fund Balance Beginning of the Year</b>	<b>3,377,504</b>	<b>5,883,700</b>	<b>5,571,608</b>	<b>5,881,281</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	5,883,700	5,571,608	5,881,281	6,480,794
Unreserved				
<b>Total Fund Balance</b>	<b>5,883,700</b>	<b>5,571,608</b>	<b>5,881,281</b>	<b>6,480,794</b>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - EQUIPMENT FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues				
Revenue from Others				
Service Charges				
Other Revenue				
<b>Total Revenue</b>				
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>				
Bulk Power Purchase				
Other Purchases				
Capital Projects	537,267	419,761	400,000	400,000
Debt Service				
<b>Total Expenditures</b>	<u>537,267</u>	<u>419,761</u>	<u>400,000</u>	<u>400,000</u>
<b>Revenues/Expenditures (Over/Under)</b>	<u>(537,267)</u>	<u>(419,761)</u>	<u>(400,000)</u>	<u>(400,000)</u>
<b>Other Sources (Uses)</b>				
Operating Transfers In	731,839	729,520	400,000	400,000
Operating Transfers Out				
Other Sources (Uses)				
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<u>731,839</u>	<u>729,520</u>	<u>400,000</u>	<u>400,000</u>
<b>Fund Balance Beginning of the Year</b>	190,213	384,784	694,543	694,543
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	384,785	694,543	694,543	694,543
<b>Total Fund Balance</b>	<u>384,785</u>	<u>694,543</u>	<u>694,543</u>	<u>694,543</u>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - DEBT SERVICE FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues	178,035	52,300		
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	3,415	1,955	3,308	3,308
Revenue from Others				
Service Charges				
Other Revenue	174,669			
<b>Total Revenue</b>	<b>356,119</b>	<b>54,255</b>	<b>3,308</b>	<b>3,308</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>				
Bulk Power Purchase				
Other Purchases				
Capital Projects				
Debt Service	500,203	952,355	1,286,236	1,282,466
<b>Total Expenditures</b>	<b>500,203</b>	<b>952,355</b>	<b>1,286,236</b>	<b>1,282,466</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(144,084)</b>	<b>(898,100)</b>	<b>(1,282,928)</b>	<b>(1,279,158)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	152,261	900,000	1,286,236	1,282,466
Operating Transfers Out				
Other Sources (Uses)				
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>152,261</b>	<b>900,000</b>	<b>1,286,236</b>	<b>1,282,466</b>
<b>Fund Balance Beginning of the Year</b>	<b>263,014</b>	<b>271,191</b>	<b>273,091</b>	<b>276,399</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service	271,191	273,091	276,399	279,707
Designated Reserve				
Unreserved				
<b>Total Fund Balance</b>	<b>271,191</b>	<b>273,091</b>	<b>276,399</b>	<b>279,707</b>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - WATER FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	42,106	89,475	219,715	224,715
Revenue from Others				
Service Charges	3,661,663	3,652,600	4,091,430	4,125,790
Other Revenue	3,041,348	10,000	741,000	741,000
<b>Total Revenue</b>	<b>6,745,117</b>	<b>3,752,075</b>	<b>5,052,145</b>	<b>5,091,505</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities	2,402,983	2,183,485	3,344,253	3,102,908
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>2,402,983</b>	<b>2,183,485</b>	<b>3,344,253</b>	<b>3,102,908</b>
Bulk Power Purchase				
Other Purchases				
Capital Projects	1,441,933	2,637,473	2,500,000	1,268,987
Debt Service	35,190	516,987	516,987	516,987
<b>Total Expenditures</b>	<b>3,880,106</b>	<b>5,337,945</b>	<b>6,361,240</b>	<b>4,888,882</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>2,865,011</b>	<b>(1,585,870)</b>	<b>(1,309,095)</b>	<b>202,623</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	357,315			
Operating Transfers Out	(610,834)	(506,631)	(539,505)	(539,505)
Other Sources (Uses)	(2,408,215)	4,081,199		
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>(2,661,734)</b>	<b>3,574,568</b>	<b>(539,505)</b>	<b>(539,505)</b>
<b>Fund Balance Beginning of the Year</b>	<b>1,111,607</b>	<b>1,314,884</b>	<b>3,303,582</b>	<b>1,454,982</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	1,314,884	3,303,582	1,454,982	1,118,100
Unreserved				
<b>Total Fund Balance</b>	<b>1,314,884</b>	<b>3,303,582</b>	<b>1,454,982</b>	<b>1,118,100</b>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - WASTEWATER FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues	185,527			
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	358,503	395,315	385,059	426,059
Revenue from Others				
Service Charges	3,458,167	3,446,600	3,510,110	3,549,305
Other Revenue	89,526	65,000	65,000	65,000
<b>Total Revenue</b>	<b>4,091,724</b>	<b>3,906,915</b>	<b>3,960,169</b>	<b>4,040,364</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities	2,803,386	2,666,139	2,783,455	2,742,975
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>2,803,386</b>	<b>2,666,139</b>	<b>2,783,455</b>	<b>2,742,975</b>
<b>Bulk Power Purchase</b>				
<b>Other Purchases</b>				
<b>Capital Projects</b>	425,623	467,510	3,610,730	420,801
<b>Debt Service</b>	894,383	803,818	802,218	800,030
<b>Total Expenditures</b>	<b>4,123,392</b>	<b>3,937,467</b>	<b>7,196,403</b>	<b>3,963,806</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(31,668)</b>	<b>(30,552)</b>	<b>(3,236,234)</b>	<b>76,558</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	105,753	33,025		
Operating Transfers Out	(428,716)	(394,805)	(515,206)	(515,206)
Other Sources (Uses)	(68,970)			
Proceeds from Debt Financing			2,500,000	
<b>Total Other Sources (Uses)</b>	<b>(391,933)</b>	<b>(361,780)</b>	<b>1,984,794</b>	<b>(515,206)</b>
<b>Fund Balance Beginning of the Year</b>	<b>5,423,265</b>	<b>4,999,664</b>	<b>4,607,332</b>	<b>3,355,892</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	4,999,664	4,607,332	3,355,892	2,917,244
Unreserved				
<b>Total Fund Balance</b>	<b>4,999,664</b>	<b>4,607,332</b>	<b>3,355,892</b>	<b>2,917,244</b>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - ELECTRIC FUND

	1995-96 Actual	1996-97 Revised Budget	1997-98 City Mngr/ Approved	1998-99 Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	566,376	741,095	505,779	505,779
Revenue from Others				
Service Charges	35,854,479	34,949,465	35,850,100	36,289,700
Other Revenue	277	1,500	500	500
<b>Total Revenue</b>	<b>36,421,132</b>	<b>35,692,060</b>	<b>36,356,379</b>	<b>36,795,979</b>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities	8,109,918	8,449,212	8,900,202	8,930,460
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>8,109,918</b>	<b>8,449,212</b>	<b>8,900,202</b>	<b>8,930,460</b>
<b>Bulk Power Purchase</b>	<b>25,814,822</b>	<b>25,574,600</b>	<b>24,869,900</b>	<b>25,873,200</b>
<b>Other Purchases</b>				
<b>Capital Projects</b>	<b>700,370</b>	<b>1,636,184</b>	<b>3,862,990</b>	<b>1,720,622</b>
<b>Debt Service</b>				
<b>Total Expenditures</b>	<b>34,625,110</b>	<b>35,659,996</b>	<b>37,633,092</b>	<b>36,524,282</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>1,796,022</b>	<b>32,064</b>	<b>(1,276,713)</b>	<b>271,697</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	423,836	52,880		
Operating Transfers Out	(1,448,773)	(1,178,806)	(1,549,511)	(1,549,511)
Other Sources (Uses)	(601,082)		(350,000)	(350,000)
Proceeds from Debt Financing			3,247,990	1,499,335
<b>Total Other Sources (Uses)</b>	<b>(1,626,019)</b>	<b>(1,125,926)</b>	<b>1,348,479</b>	<b>(400,176)</b>
<b>Fund Balance Beginning of the Year</b>	<b>7,418,417</b>	<b>7,588,420</b>	<b>6,494,558</b>	<b>6,566,324</b>
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	7,588,420	6,494,558	6,566,324	6,437,845
Unreserved				
<b>Total Fund Balance</b>	<b>7,588,420</b>	<b>6,494,558</b>	<b>6,566,324</b>	<b>6,437,845</b>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - TRANSIT FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	(9,252)	40,235	(9,313)	(9,313)
Revenue from Others	497,606	563,400	3,326,170	331,170
Service Charges	116,124	153,000	120,000	121,000
Other Revenue				
<b>Total Revenue</b>	<b>604,477</b>	<b>756,635</b>	<b>3,436,857</b>	<b>442,857</b>
<b>Expenditures</b>				
<b>Operating Programs</b>				
Public Safety				
Public Utilities				
Transportation	747,945	725,641	1,022,260	1,074,831
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<b>747,945</b>	<b>725,641</b>	<b>1,022,260</b>	<b>1,074,831</b>
<b>Bulk Power Purchase</b>				
<b>Other Purchases</b>				
<b>Capital Projects</b>	132,080	428,750	2,683,000	
<b>Debt Service</b>				
<b>Total Expenditures</b>	<b>880,025</b>	<b>1,154,391</b>	<b>3,705,260</b>	<b>1,074,831</b>
<b>Revenues/Expenditures (Over/Under)</b>	<b>(275,548)</b>	<b>(397,756)</b>	<b>(268,403)</b>	<b>(631,974)</b>
<b>Other Sources (Uses)</b>				
Operating Transfers In	749,097	385,061	1,075,400	1,025,400
Operating Transfers Out	(427,149)	(239,253)	(203,383)	(203,383)
Other Sources (Uses)	(46,400)	251,948	(603,614)	(190,043)
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<b>275,548</b>	<b>397,756</b>	<b>268,403</b>	<b>631,974</b>
<b>Fund Balance Beginning of the Year</b>				
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved				
<b>Total Fund Balance</b>	<b>0</b>			

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - CHILD CARE SERVICE FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	537	705	521	521
Revenue from Others				
Service Charges	137,528	123,700	191,108	186,973
Other Revenue				
<b>Total Revenue</b>	<u>138,066</u>	<u>124,405</u>	<u>191,629</u>	<u>187,494</u>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services	132,323	148,450	191,629	187,494
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>	<u>132,323</u>	<u>148,450</u>	<u>191,629</u>	<u>187,494</u>
Bulk Power Purchase				
Other Purchases				
Capital Projects				
Debt Service				
<b>Total Expenditures</b>	<u>132,323</u>	<u>148,450</u>	<u>191,629</u>	<u>187,494</u>
<b>Revenues/Expenditures (Over/Under)</b>	<u>5,743</u>	<u>(24,045)</u>		
<b>Other Sources (Uses)</b>				
Operating Transfers In				
Operating Transfers Out				
Other Sources (Uses)	2,385	1,298		
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<u>2,385</u>	<u>1,298</u>		
<b>Fund Balance Beginning of the Year</b>	14,619	22,747		
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	22,747			
<b>Total Fund Balance</b>	<u>22,747</u>			

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - BENEFITS FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	(240)	29,450	(233)	(233)
Revenue from Others				
Service Charges	2,011,579	2,089,900	2,208,945	2,209,180
Other Revenue	14,366		13,000	13,000
<b>Total Revenue</b>	<u>2,025,705</u>	<u>2,119,350</u>	<u>2,221,712</u>	<u>2,221,947</u>
<b>Expenditures</b>				
<b>Operating Programs</b>				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government	2,409,783	2,130,010	2,285,800	2,396,340
<b>Total Operating Programs</b>	<u>2,409,783</u>	<u>2,130,010</u>	<u>2,285,800</u>	<u>2,396,340</u>
<b>Bulk Power Purchase</b>				
<b>Other Purchases</b>				
<b>Capital Projects</b>				
<b>Debt Service</b>				
<b>Total Expenditures</b>	<u>2,409,783</u>	<u>2,130,010</u>	<u>2,285,800</u>	<u>2,396,340</u>
<b>Revenues/Expenditures (Over/Under)</b>	<u>(384,079)</u>	<u>(10,660)</u>	<u>(64,088)</u>	<u>(174,393)</u>
<b>Other Sources (Uses)</b>				
Operating Transfers In	322,863	108,750	133,999	133,999
Operating Transfers Out				
Other Sources (Uses)	181,014			
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<u>503,877</u>	<u>108,750</u>	<u>133,999</u>	<u>133,999</u>
<b>Fund Balance Beginning of the Year</b>	203,189	322,987	421,077	490,988
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	322,987	421,077	490,988	450,594
<b>Total Fund Balance</b>	<u>322,987</u>	<u>421,077</u>	<u>490,988</u>	<u>450,594</u>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - SELF INSURANCE FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	113,610	72,130	110,194	110,194
Revenue from Others	95,325	50,000	95,000	95,000
Service Charges				
Other Revenue	400			
<b>Total Revenue</b>	<u>209,335</u>	<u>122,130</u>	<u>205,194</u>	<u>205,194</u>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government	1,422,714	1,281,341	1,585,742	1,585,742
<b>Total Operating Programs</b>	<u>1,422,714</u>	<u>1,281,341</u>	<u>1,585,742</u>	<u>1,585,742</u>
<b>Bulk Power Purchase</b>				
<b>Other Purchases</b>				
<b>Capital Projects</b>				
<b>Debt Service</b>				
<b>Total Expenditures</b>	<u>1,422,714</u>	<u>1,281,341</u>	<u>1,585,742</u>	<u>1,585,742</u>
<b>Revenues/Expenditures (Over/Under)</b>	<u>(1,213,379)</u>	<u>(1,159,211)</u>	<u>(1,380,548)</u>	<u>(1,380,548)</u>
<b>Other Sources (Uses)</b>				
Operating Transfers In	1,160,225	1,160,225	1,435,743	1,435,743
Operating Transfers Out				
Other Sources (Uses)	212,973			
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<u>1,373,198</u>	<u>1,160,225</u>	<u>1,435,743</u>	<u>1,435,743</u>
<b>Fund Balance Beginning of the Year</b>	1,424,769	1,584,588	1,585,602	1,640,797
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve	1,584,588	1,585,602	1,640,797	1,695,992
Unreserved				
<b>Total Fund Balance</b>	<u>1,584,588</u>	<u>1,585,602</u>	<u>1,640,797</u>	<u>1,695,992</u>

1997-99 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - TRUST AND AGENCY FUND

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Mngr/ Approved	Proposed
<b>Revenues</b>				
Tax Revenues				
Licenses and Permits				
Fines and Forfeitures				
Investment/Property Revenues	29,834	27,585	32,796	33,896
Revenue from Others				
Service Charges				
Other Revenue				
<b>Total Revenue</b>	<u>29,834</u>	<u>27,585</u>	<u>32,796</u>	<u>33,896</u>
<b>Expenditures</b>				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
<b>Total Operating Programs</b>				
Bulk Power Purchase				
Other Purchases				
Capital Projects	20,276			
Debt Service				
<b>Total Expenditures</b>	<u>20,276</u>			
<b>Revenues/Expenditures (Over/Under)</b>	<u>9,558</u>	<u>27,585</u>	<u>32,796</u>	<u>33,896</u>
<b>Other Sources (Uses)</b>				
Operating Transfers In				
Operating Transfers Out				(55,000)
Other Sources (Uses)	(9,813)			
Proceeds from Debt Financing				
<b>Total Other Sources (Uses)</b>	<u>(9,813)</u>			<u>(55,000)</u>
<b>Fund Balance Beginning of the Year</b>	366,090	365,836	393,421	426,217
<b>Fund Balance End of the Year</b>				
Reserved for Debt Service				
Designated Reserve				
Unreserved	365,835	393,421	426,21	405,113
<b>Total Fund Balance</b>	<u>365,835</u>	<u>393,421</u>	<u>426,21</u>	<u>405,113</u>

**Section H**  
**FINANCIAL AND STATISTICAL TABLES**

---

---

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **FINANCIAL AND STATISTICAL TABLES**

---

This section contains summaries which integrate the other sections of the Financial Plan as well as supplemental and statistical information. Generally each schedule provides information for four years. The following schedules are included in this section:

- \* Appropriation Spending Limit
- \* Revenues by Major Category and Source
- \* Summary of Interfund Transactions
- \* Summary of Regular Positions By Mission
- \* Summary of Temporary Positions By Mission
- \* Summary of Regular Positions By Department
- \* Summary of Operating Program Changes

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **APPROPRIATION SPENDING LIMIT**

---

#### **BACKGROUND**

During any fiscal year, the city may not appropriate tax revenues in excess of the Appropriation Limit defined in Article XIII B of the State Constitution. Tax revenues which exceed the Limit may be carried forward to the next fiscal year to offset a shortfall in the Appropriation Limit. Any excess funds remaining after the second year have to be returned to the taxpayers by reducing tax rates or fees. A majority of voters may approve an "override" to increase the Limit up to a maximum of four years.

The amount of tax revenue which can be appropriated in any fiscal year is determined based on formulas provided in Article XIII B. The growth in revenues is based on actual appropriations in Fiscal Year 1978-79 and adjusted for growth of population and inflation. Not all revenues are restricted by the Limit; only revenues which are considered proceeds of taxes are subject to this limitation.

In addition, proceeds of taxes are allowed to be spent on several types of appropriations and are not included in the Limit. For instance, tax proceeds for voter approved debt, costs of complying with court orders, certain federal mandates and qualified capital outlay are excluded and do not count against the Limit.

To ensure that taxes are counted in the Appropriation Limit of only one agency of government, Article XIII B and Government Code Section 7903 require that if the State provides funds to a local government with no strings attached, these revenues will be counted as "State Subventions" and will not be included in the calculation of the local agency. If the State specifies that the funds are restricted in their use, such as Gas Tax, they are to be counted in the State's Limit.

The statutes require the adoption of the Appropriation Limit by resolution of the City Council with a recorded vote regarding which of the annual adjustment factors have been selected. The adoption is done at a regular meeting or a noticed special meeting. There is no required hearing or public notice. The documentation used to compute the Limit must be available to the public at least 15 days prior to the meeting. Once the Limit is adopted, the public has 45 days from the effective date of the resolution to initiate judicial action regarding the Limit.

Once the Appropriation Limit is adopted, there are two publication requirements:

- \* The Limitation must be published in the annual budget
- \* An informational form filed with the Annual Statement of Transactions no later than 90 days after the start of the fiscal year.

#### **APPROPRIATION LIMIT 1997-98**

The Appropriation Limit for the fiscal year 1997-98 is \$ 43,456,825 and computed based on growth factors provided by the State Department of Finance. The inflation used to calculate growth was 1.0467% and the population growth used was 1.007%. The appropriations subject to limit for 1997-98 is \$ 20,096,975 and is under the Limit by \$ 23,359,850.

The calculations used to establish the Appropriation Limit and appropriations subject to limit are available in the Finance Department for public inspection and review.

BUDGETSHEET

1997-99 FINANCIAL PLAN AND BUDGET

APPROPRIATIONS SPENDING LIMIT

1997-98 APPROPRIATIONS SPENDING LIMIT

				97-98 Amount
Last Year's Limit				41,229,332
Adjustment Factors				
1	Population %	1.007		
2	Inflation %	1.0467		
Total Adjustment %				1.0540
Annual Adjustment				2,227,493
Adjustments				None
Total Adjustments				2,227,493
<b>97-98 APPROPRIATIONS SPENDING LIMIT</b>				<b>43,456,825</b>

1997-98 APPROPRIATIONS SUBJECT TO LIMITATION

		1997-98 AMOUNT
PROCEEDS OF TAXES		20,096,975
EXCLUSIONS		-
APPROPRIATIONS SUBJECT TO LIMITATION		20,096,975
CURRENT YEAR LIMIT		43,456,825
<b>OVER(UNDER) LIMIT</b>		<b>(23,359,850)</b>

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **REVENUES BY MAJOR CATEGORY AND SOURCE**

---

The preparation of revenue projections is predicated on the fact that the City wants to project revenues realistically but conservatively. The City has determined that based on its financial projections for the next two fiscal years, the City can fund known increases in compensation, operating expenses and capital projects. In preparing these revenue projections, which directly impact the estimated available fund balance, the following information was considered:

- Departmental projections.
- Prior year experience.
- Analysis of actual revenues and expenditures.

Several factors were considered in conjunction with the above information:

1. Revenues tied to construction activity can swing significantly up and down based on demand for housing and commercial facilities.
2. Several items are difficult to predict, including year-end encumbrances, other reserve amounts, and revenues accrued at year-end which have been earned but not received. This is particularly true of utility revenues for water, sewer and electric services.
3. Revenues proposed in 1998-99 are assumed to be the same as the 1997-98 except when revenue is specifically tied to projected expenditures and/or the City can identify specific justification for the increase other than inflation or growth.

The following is a discussion of the City's primary revenues in the 1997-99 Financial Plan and Budget.

#### **PROPERTY TAX**

The authority to levy property tax is contained in Article XIII and XIII A of the California Constitution and Sections I - 6000 of the Revenue and Taxation Code. The County Assessor assesses property, the County Tax Collector collects the tax, and the County Auditor distributes the tax. The property tax is imposed on real property and tangible personal property located within the State. Property is assessed by the County Assessor, except for certain public utility properties which are assessed by the State Board of Equalization. The property is assessed annually as of 12:01 a.m. on March 1 by the County and January 1 by the State Board of Equalization. The tax rate for real property is 1% of the property value plus rates imposed to fund voter approved indebtedness. The City receives approximately 21 cents of every dollar collected from property assessed in the City. No additional property tax may be imposed without voter approval.

The projected property tax revenues are lower due to a decrease in the assessed value of Lodi properties. The County Tax Assessor processed a backlog in claims submitted by Lodi residents that will result in lower property tax revenues in 1997-98.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **REVENUES BY MAJOR CATEGORY AND SOURCE**

---

#### **SALES AND USE TAX**

The authority to levy sales and use tax is contained in Article, XIII, Section 29 of the California Constitution, Section 7200 of the Revenue and Taxation Code and Section 37101 of the Government Code. This tax is administered by the State Board of Equalization and is imposed on retailers for the privilege of selling at retail. The tax is based on the sales price of any taxable transaction of tangible personal property. Leases are considered to be a continuing sale or use and are subject to taxation. The tax rate within San Joaquin County is 7.75% of which the City is directly entitled to 1%.

The sales tax projection is based on information supplied by the firm of Hinderleiter and DeLamas who prepares annual sales tax projections for the City.

#### **IN-LIEU FRANCHISE TAX**

The City imposes an "in-lieu franchise tax" on city owned utilities (electric, water and sewer) as provided in Section 6001 and 6201 of the Public Utilities Code. This tax is administered by the City and applied to City owned utilities similar to privately owned utilities for the privilege of doing business in the City.

The "in-lieu franchise tax" is used solely to finance general government services.

#### **BUSINESS LICENSE TAX**

The authority to levy a business license tax is contained in Section 37101 of the Government Code and Section 16000 of the Business and Professions Code. This tax is imposed on businesses for the privilege of conducting business within the City. Prior to budget year 1995-96 the tax used was a flat rate tax based on number of employees. Beginning with budget year 1995-96, the tax will be based on gross receipts.

#### **INVESTMENT EARNINGS**

The City invests its surplus funds of approximately \$30 million with the State Treasurer's Office and in U.S. Treasury instruments as provided by the City's Investment Policy.

#### **MOTOR VEHICLE IN-LIEU TAX**

The motor vehicle in-lieu tax is authorized under Article XIX, Section 3 of the California Constitution and Sections 10751 and 11005 of the Revenue and Taxation Code. This tax is administered by the State Department of Motor Vehicles. This is a special license fee equivalent to 2% of the market rate of motor vehicles imposed annually in lieu of local property taxes. The city receives 18.75% of the tax collected for vehicles registered in the City of Lodi. This tax is estimated based on information received from the State Controller's Office.

1997-99 FINANCIAL PLAN AND SUMMARY

REVENUES BY MAJOR CATEGORY AND SOURCE

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Estimated	Revised Estimated	Proposed
<b>TAX REVENUES</b>				
Property Tax	4,223,521	4,490,000	4,330,000	4,416,000
Property Tax Bond Redemption	313,496			
Special Assessment	50,066	52,300		
Sales & Use Tax	5,762,784	5,981,524	6,110,000	6,300,000
Public Safety Sales Tax (Prop 172)	153,698	156,700	163,050	167,950
Street Maintenance Sales Tax (K)	484,010	517,200	522,000	522,000
Transit Lodging Tax	277,793	262,000	280,000	280,000
Waste Removal Franchise Tax	239,985	245,000	262,080	262,080
Industrial Franchise	23,028	22,000	23,000	23,000
Gas Franchise	108,087	108,500	108,500	108,500
Cable TV Franchise	120,542	118,000	128,325	128,325
Electric Franchise	10,984	10,900	10,900	10,900
In-Lieu Franchise - Electric	4,174,800	4,174,800	4,266,010	4,266,010
In-Lieu Franchise - Sewer	690,800	690,800	667,900	667,900
In-Lieu Franchise - Water	547,100	547,100	656,400	656,400
Business Tax	469,704	630,000	600,000	600,000
Real Property Transfer Tax	74,906	78,000	75,000	75,000
<b>Total Tax Revenues</b>	<b>17,725,304</b>	<b>18,084,824</b>	<b>18,203,165</b>	<b>18,484,065</b>
<b>LICENSES AND PERMITS</b>				
Animal License	24,310	23,000	23,380	23,380
Bicycle License	2,058	2,500	2,000	2,000
Alarm Permits	1,150	1,200	1,200	1,200
Building Permits	231,432	230,000	325,000	341,000
Transportation Permit	1,615	1,600	2,400	2,400
Electric Permits	37,983	38,400	38,000	40,000
Mechanical Permits (Gas)	24,912	22,900	27,000	28,500
Plumbing Permits	24,606	24,200	27,000	28,500
Industrial Refuse Collection Permit	500	500	1,000	1,000
Parking Permits	24,028	25,000	25,000	25,000
<b>Total Licenses and Permits</b>	<b>372,594</b>	<b>369,300</b>	<b>471,980</b>	<b>492,980</b>
<b>FINES AND FORFEITURES</b>				
Vehicle Code Fines	41,431	45,000	42,000	42,000
Court Fines	4,535	3,400	4,500	4,500
Parking Fines	32,618	33,000	33,000	33,000
Parking Fines - DMV Hold	11,480	12,000	12,000	12,000
False Alarm Penalty		1,500		
<b>Total Fines and Forfeitures</b>	<b>90,064</b>	<b>94,900</b>	<b>91,500</b>	<b>91,500</b>
<b>INVESTMENT/PROPERTY REVENUES</b>				
Investment Earnings	1,784,463	1,895,540	1,929,666	1,935,766
Sale of City Property	75,995	9,500	12,700	12,700
Sale of System (Joint Pole-Elec)	17,381	50,000	20,000	20,000
Rent of City Property	160,788	245,000	180,000	221,000
<b>Total Investment/Property Revenues</b>	<b>2,038,627</b>	<b>2,200,040</b>	<b>2,142,366</b>	<b>2,189,466</b>

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **REVENUES BY MAJOR CATEGORY AND SOURCE**

---

#### **WATER, WASTEWATER AND ELECTRIC UTILITY FEES**

The City charges 100% of the cost for providing utility services. These fees are based on the cost of operating and maintaining each system and are charged monthly based on a rate schedule. The cost of expanding the system is not charged to current customers but to the customer responsible for the expansion of the system, whether a new resident/business or an existing resident/business.

#### **PARK AND RECREATION FEES**

The City charges from 0% to 100% of the cost of providing recreation and park services in accordance with City Council budget policy for fees.

#### **WATER UTILITY - REVENUES NOC - DBCP SETTLEMENT**

These estimates are based solely on speculation as to possible outcomes in the on-going enforcement efforts of the City of Lodi against certain potentially responsible parties. As with all enforcement efforts, outcomes cannot be predicted with any certainty.

1997-99 FINANCIAL PLAN AND SUMMARY

REVENUES BY MAJOR CATEGORY AND SOURCE

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Estimated	Revised Estimated	Proposed
<b>REVENUE FROM OTHERS</b>				
Motor Vehicle In-Lieu Tax	2,023,190	2,132,442	2,219,000	2,308,700
Other Grants & Subventions		69,000		
Police Training (POST)	46,881	68,000	45,000	45,000
Cracnet & Drug Suppression Grants	127,459	126,000	127,600	127,600
Police Grants		1,080,814	120,000	90,000
Asset Seizure	2,644	10,000	5,000	5,000
Street Maintenance Sales Tax (K)	33,332		882,000	1,030,000
Auto Theft Revenue	7,859	12,000	15,280	15,300
State Hiway Maintenance	3,799	6,700	5,065	5,065
Gas Tax Subvention (2105)	317,463	308,700	322,484	322,484
Gas Tax Subvention (2106)	195,950	207,200	200,723	200,723
Gas Tax Subvention (2107)	452,172	443,100	459,356	459,356
Transportation Dev Act (Gen./Allot)	1,221,169	1,014,115	1,493,398	1,313,398
Transportation Dev Act (Ped/Bike)	20,923	21,125	24,708	24,708
State Transit Assistance	5,000	1,400	1,420,000	
Federal Assistance Section IX	476,249	526,000	1,223,170	311,170
Surface Transportation (ISTEA)/Fed TEA Transit	258,436		528,000	
Streets Federal grants		221,800	1,156,000	1,112,000
Street Maintenance SB 300	35,109	199,400		
Dial-A-Ride Woodbridge	16,357	36,000	20,000	20,000
Parks & Recreation Grants/Allotment	17,639			
State Mandates SB 90	25,770	20,000	44,200	44,200
CJPRMA Rebate	95,325	50,000	95,000	95,000
Community Development Block Grant	1,684,625	780,000	943,306	943,306
Library Grants	63,117	45,000	66,500	66,500
PERS Holding Account	240,358	275,000		
<b>Total Revenue from Others</b>	<b>7,370,827</b>	<b>7,653,796</b>	<b>11,415,790</b>	<b>8,539,510</b>
<b>SERVICE FEES AND CHARGES</b>				
<b>Public Safety Fees</b>				
Fingerprinting	5,687	6,200	6,360	6,360
Police Record Fees	18,650	14,000	16,000	16,000
Vehicle Towing	73,512	86,000	70,000	70,000
Hazardous Material Drug Clean-up	7,396	6,500		
Other Police Fees	14,168	15,500	5,550	5,550
Fire Department Services - Other	56	3,000	100	100
Weed and Lot Clearing				
Animal Shelter Fees	13,815	11,600	12,000	12,000
<b>Total</b>	<b>133,284</b>	<b>142,800</b>	<b>110,010</b>	<b>110,010</b>
<b>Electric Operating Revenue</b>				
Domestic Residential	13,457,783	13,134,000	13,346,200	13,463,500
Small Commercial	4,963,384	4,783,000	4,782,800	4,795,600
Dusk to Dawn	40,258	40,000	40,800	40,800
Domestic Mobile Home	241,919	235,000	233,200	233,200
Large Commercial	8,423,644	8,301,000	8,827,800	8,899,900
Small Industrial	594,910	595,000	705,300	705,300
City Accounts	741,249	746,000	751,300	751,300
Medium Industrial	2,741,695	2,700,000	2,386,400	2,386,400

1997-99 FINANCIAL PLAN AND SUMMARY

REVENUES BY MAJOR CATEGORY AND SOURCE

	1995-96 Actual	1996-97 Revised Estimated	1997-98 Revised Estimated	1998-99 Proposed
Large Industrial	3,323,621	3,289,000	3,694,000	3,917,500
Residential Low Income	397,429	401,000	323,600	314,000
<b>Total</b>	<b>34,925,892</b>	<b>34,224,000</b>	<b>35,091,400</b>	<b>35,507,500</b>
<b>Sewer Operating Revenues</b>				
City Accounts	13,223	13,700	13,700	13,700
Other Accounts	2,821,426	2,750,000	2,872,305	2,906,910
Sewer Connection Fees	504,456	628,900	547,105	553,695
Inspection/Reinspection Fees				
<b>Total</b>	<b>3,339,105</b>	<b>3,392,600</b>	<b>3,433,110</b>	<b>3,474,305</b>
<b>Water Operating Revenues</b>				
City Accounts	27,189	20,000	28,000	28,000
Other Accounts	3,254,748	3,335,000	3,668,430	3,712,790
<b>Total</b>	<b>3,281,937</b>	<b>3,355,000</b>	<b>3,696,430</b>	<b>3,740,790</b>
<b>Non-Operating Utility Revenues</b>				
Revenue - Contract Work for City	760,077	685,465	743,700	767,200
Revenue - Contract Work for Others	195,738	20,000	15,000	15,000
Electric Capacity Revenues		20,000		
Standby Service Revenues				
Water Reimbursements	1,273			
Water Tap Fees	32,514	72,600	40,000	40,000
Sewer Reimbursements	6,223	1,000		
Sewer Tap Fees	29,164	11,000	11,000	11,000
<b>Total</b>	<b>1,024,989</b>	<b>810,065</b>	<b>809,700</b>	<b>833,200</b>
<b>Public Works Street Fees</b>				
Revenue - Contract Work for Others	122,054		8,000	8,000
<b>Total</b>	<b>122,054</b>		<b>8,000</b>	<b>8,000</b>
<b>Transit Fees</b>				
Dial-A-Ride Passenger Fares	116,124	153,000	120,000	121,000
<b>Total</b>	<b>116,124</b>	<b>153,000</b>	<b>120,000</b>	<b>121,000</b>
<b>Park and Recreation Fees</b>				
Revenue from Playgrounds	88,157	100,000	122,000	122,000
Revenue from Youth/Teen Sports	26,128	35,000	30,000	30,000
Revenue - Indoor/Outdoor Activities	31,997	64,800	50,000	50,000
Revenue from Aquatics	54,835	38,100	50,000	50,000
Revenue from Adult Sports	83,658	104,200	90,000	90,000
Revenue from Specialty Classes	33,389	22,000	22,000	22,000
BOBS Reimbursements	21,347	21,000	21,000	21,000
Revenue from Lodi Lake Park	64,959	55,000	60,000	60,000
Other Park Fees	3,566	2,000	2,500	2,500
Rent - Park & Recreation Facilities	83,891	45,000	70,000	70,000
Camp Hutchins Fees	137,528	123,700	191,108	186,973
Park Maintenance - LUSD				
Revenue - Contract Work for Others	2,347	1,000	1,000	1,000
<b>Total</b>	<b>631,803</b>	<b>611,800</b>	<b>709,608</b>	<b>705,473</b>

1997-99 FINANCIAL PLAN AND SUMMARY

REVENUES BY MAJOR CATEGORY AND SOURCE

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Estimated	Revised Estimated	Proposed
<b>Community Center Fees</b>				
Swimming	45,727	45,000	49,705	52,910
Rents	62,824	95,000	20,000	50,000
Other Fees	888		13,855	15,200
Revenues NOC		20,000		
Total	109,439	160,000	83,560	118,110
<b>Community Development Fees</b>				
Plan Check Fees	128,903	142,300	162,000	170,000
Inspection/Reinspection Fees			1,400	1,400
Planning Fees	30,642	30,500	30,500	30,500
Total	159,545	172,800	193,900	201,900
<b>Public Works Engineering Fees</b>				
Engineering Fees	32,111	30,000	110,000	107,000
Development Impact Fees	1,733,037	1,847,000	1,990,000	2,573,000
Special Inspections	2,771	3,000	4,000	4,200
Plans & Specs	7,544	4,500	14,000	14,000
Engineering Inspections	38,189	35,000	64,000	62,000
Total	1,813,652	1,919,500	2,182,000	2,760,200
<b>Administrative Fees</b>				
Late Payment - Utility Billing	265,821	233,400	280,458	280,458
Utility Connections	9,024	25,000	9,000	9,000
Photocopy Charges	8,162	18,000	10,000	10,000
Returned Check Charge	6,830	6,500	7,000	7,000
Total	289,837	282,900	306,458	306,458
<b>Benefit and Insurance Fees</b>				
COBRA Admin Fee	208	200	200	200
Medical Care	1,438,550	1,493,500	1,511,235	1,511,235
Retiree's Medical Care	114,240	140,000	120,000	120,000
Medical Co Pay	13,838	3,090	10,000	10,000
Dental Insurance	192,488	211,700	273,305	273,305
Vision Care	56,970	54,590	64,335	64,335
Chiropractic	31,322	33,990	26,170	26,170
Life Insurance	27,859	30,060	37,530	37,530
Accidental Death Insurance	8,109	4,000	8,000	8,000
Unemployment Insurance	43,253	43,260	45,000	45,000
Long Term Disability	7,386	7,210	23,750	23,985
COBRA Admin Fee	65			
Medical Insurance (COBRA Premium)	8,650	7,750	8,000	8,000
Dental Insurance (COBRA Premium)	2,264	500	2,000	2,000
Vision Insurance (COBRA Premium)	816	50	1,000	1,000
Chiropractic Ins (COBRA Premium)	168	50	100	100
Employee Assistance Program (COBRA)	35		20	20
Flexible Spending Accounts	65,567	60,150	78,500	78,500
Total	2,011,787	2,090,100	2,209,145	2,209,380

1997-99 FINANCIAL PLAN AND SUMMARY

REVENUES BY MAJOR CATEGORY AND SOURCE

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Estimated	Revised Estimated	Proposed
<b>Total Service Fees and Charges</b>	<u>47,959,447</u>	<u>47,314,565</u>	<u>48,953,321</u>	<u>50,096,326</u>
<b>OTHER REVENUE</b>				
Damage to Property Reimbursements	12,293	10,000	10,000	10,000
Donations	32,127	4,000	18,000	18,000
Library Fines, Fees & Gifts	48,301	48,000	58,010	58,460
Donations	4,250		5,000	5,000
Revenues NOC	3,186,570	91,500	839,500	839,500
Reimbursable Charges (Work-Others)	1,482	1,000	2,000	2,000
Debt Service - Revenue by Transfer	203,425			
Extra Refuse	1,818	350	350	350
<b>Total Other Revenue</b>	<u>3,490,267</u>	<u>154,850</u>	<u>932,860</u>	<u>933,310</u>
<b>REVENUE TOTAL</b>	<u>79,047,135</u>	<u>75,872,275</u>	<u>82,210,982</u>	<u>80,827,157</u>

**Interfund Transactions**

---

**Cost Allocation Plan**

By policy the City accounts for all operating expenditures and revenues in a primary Fund. General government services are in the General Fund; water, sewer and electric services are in their respective Funds; transit services are in the Transit Fund; and, so on. The cost of providing support (human resources, finance, legal, city management, etc.) to enterprise fund activities, special revenue fund activities and capital fund projects is charged by interfund transfer as provided in the City's cost allocation plan.

In addition to support services, all eligible funds are charged a prorated share of the cost for liability and worker's compensation. The charge to each fund is based on level of impact projected on historical experience and known risk.

The purpose of the cost allocation plan is to identify the total cost of providing services. While there are different approaches to developing costs, the City has elected to use a "step down" cost-finding method. This is an informal cost accounting method used by many government agencies to determine the cost of services. No formal accounting entries are required during the year to record costs incurred in specific accounts. Instead, cost finding involves taking available accounting data and recasting it to derive costs. This methodology is best suited to costing general government services under accounting principles which focus on expenditures rather than on expenses.

In performing the cost allocations, all indirect costs have been allocated only to direct cost activities rather than using a more complex sequential allocation system. Although there are some conceptual difficulties with this approach, the end result is insignificant, and the cost of preparation, review and audit is significantly less.

**Other Transfers**

In addition to the distribution of costs between funds, the City also includes loans and some direct service charges in its interfund transfers. These transfers are not significant and have little impact on the financial condition of any one fund.

1997-99 FINANCIAL PLAN AND SUMMARY

INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	1995-96	1996-97	1997-98	1998-99
	Actual	Revised Budget	City Manager Approved	Proposed
<b>GENERAL FUND</b>				
Operating Transfers In				
Cost of Services Transactions		2,455,668	2,666,303	2,666,303
General Bond Obligation	179,462			
Capital Outlay				
Library-employee recognition			536	536
Transportation Development Act		23,764		
Police Special Revenue				
Block Grant		26,300	45,000	45,000
Insurance Funds				
Street Fund		960,576	982,563	982,563
Wastewater			560	560
Transit-employee recognition			420	420
Water			524	524
Electric-employee recognition			1,397	1,397
Total Transfers	3,555,932			
Total Transfers In	<u>3,735,394</u>	<u>3,466,308</u>	<u>3,697,303</u>	<u>3,697,303</u>
Operating Transfers Out				
Benefits Fund		(82,060)	(101,113)	(101,113)
Insurance Funds		(863,832)	(845,867)	(845,867)
General Fund Capital			(500,000)	
Total Transfers	(1,883,144)			
Total Transfers Out	<u>(1,883,144)</u>	<u>(945,892)</u>	<u>(1,446,980)</u>	<u>(946,980)</u>
<b>TOTAL GENERAL FUND</b>	<b><u>1,852,250</u></b>	<b><u>2,520,416</u></b>	<b><u>2,250,323</u></b>	<b><u>2,750,323</u></b>
<b>LIBRARY FUND</b>				
Operating Transfers In				55,000
Total Transfers	15,000			
Total Transfers In	<u>15,000</u>			<u>55,000</u>
Operating Transfers Out				
Cost of Services Transactions		(93,988)	(62,802)	(62,802)
General Fund/City Council Adjustments				
Benefits Fund		(4,161)	(5,127)	(5,127)
Insurance Funds		(31,231)	(6,535)	(6,535)
General Fund-employee recognition			(536)	(536)
Total Transfers	(133,204)			
Total Transfers Out	<u>(133,204)</u>	<u>(129,380)</u>	<u>(75,000)</u>	<u>(75,000)</u>
<b>TOTAL LIBRARY FUND</b>	<b><u>(118,204)</u></b>	<b><u>(129,380)</u></b>	<b><u>(75,000)</u></b>	<b><u>(20,000)</u></b>
<b>STREET FUND</b>				
Operating Transfers In				
TDA Fund		586,098	115,290	125,290
Total Transfers	2,433,190			
Total Transfers In	<u>2,433,190</u>	<u>586,098</u>	<u>115,290</u>	<u>125,290</u>
Operating Transfers Out				
Cost of Services Transactions		(220,913)	(245,330)	(245,330)
General Fund Street Maintenance		(960,576)	(982,563)	(982,563)
Total Transfers	(2,823,489)			
Total Transfers Out	<u>(2,823,489)</u>	<u>(1,181,489)</u>	<u>(1,227,893)</u>	<u>(1,227,893)</u>
<b>TOTAL STREET FUND</b>	<b><u>(390,299)</u></b>	<b><u>(595,391)</u></b>	<b><u>(1,112,603)</u></b>	<b><u>(1,102,603)</u></b>

1997-99 FINANCIAL PLAN AND SUMMARY

INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	1995-96 Actual	1996-97 Revised Budget	1997-98 City Manager Approved	1998-99 Proposed
<b>TRANSPORTATION DEVELOPMENT ACT FUND</b>				
Operating Transfers In				
Total Transfers	207,941			
Total Transfers In	207,941			
Operating Transfers Out				
Cost of Services Transactions		(41,092)	(49,591)	(49,591)
General Fund Transit		(23,764)		
Street Fund		(586,098)	(115,290)	(125,290)
Transit Fund		(385,061)	(1,075,400)	(1,025,400)
Total Transfers	(1,813,477)			
Total Transfers Out	(1,813,477)	(1,036,015)	(1,240,281)	(1,200,281)
<b>TOTAL TRANSPORTATION DEVELOPMENT AC</b>	<b>(1,605,536)</b>	<b>(1,036,015)</b>	<b>(1,240,281)</b>	<b>(1,200,281)</b>
<b>CDBG FUND</b>				
Operating Transfers In				
Total Transfers				
Total Transfers In				
Operating Transfers Out				
Cost of Services Transactions		(42,216)	(51,997)	(51,997)
General Fund Risk Management				
Community Development Services		(26,300)	(45,000)	(45,000)
Total Transfers				
Total Transfers Out		(68,516)	(96,997)	(96,997)
<b>TOTAL CDBG FUND</b>		<b>(68,516)</b>	<b>(96,997)</b>	<b>(96,997)</b>
<b>POLICE SPECIAL REVENUE FUND</b>				
Operating Transfers In				
Total Transfers In				
Operating Transfers Out				
General Fund Purchases				
Total Transfers				
Total Transfers Out				
<b>TOTAL POLICE SPECIAL REVENUE FUND</b>				
<b>CAPITAL OUTLAY FUND</b>				
Operating Transfers In			500,000	
Total Transfers	3,927,438			
Total Transfers In	3,927,438		500,000	
Operating Transfers Out				
Cost of Services Transactions		(58,680)	(62,979)	(62,979)
Debt service		(900,000)	(1,286,236)	(1,282,466)
General Fund				
Electric Fund Loan		(52,880)		
Equipment Replacement Fund		(729,520)	(400,000)	(400,000)
Total Transfers	(4,743,448)			
Total Transfers Out	(4,743,448)	(1,741,080)	(1,749,215)	(1,745,445)
<b>TOTAL CAPITAL OUTLAY FUND</b>	<b>(816,010)</b>	<b>(1,741,080)</b>	<b>(1,249,215)</b>	<b>(1,745,445)</b>

1997-99 FINANCIAL PLAN AND SUMMARY

INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	1995-96 Actual	1996-97 Revised Budget	1997-98 City Mgr Approved	1998-99 Proposed
<b>EQUIPMENT FUND</b>				
Operating Transfers In				
Capital Outlay Fund		729,520	400,000	400,000
Total Transfers	731,839			
Total Transfers In	<u>731,839</u>	<u>729,520</u>	<u>400,000</u>	<u>400,000</u>
Operating Transfers Out				
Total Transfers Out				
<b>TOTAL EQUIPMENT FUND</b>	<b><u>731,839</u></b>	<b><u>729,520</u></b>	<b><u>400,000</u></b>	<b><u>400,000</u></b>
<b>DEBT SERVICE FUND</b>				
Operating Transfers In	152,261			
Capital Outlay Fund		900,000	1,286,236	1,282,466
Total Transfers In	<u>152,261</u>	<u>900,000</u>	<u>1,286,236</u>	<u>1,282,466</u>
Operating Transfers Out				
Total Transfers Out				
<b>TOTAL DEBT SERVICE FUND</b>	<b><u>152,261</u></b>	<b><u>900,000</u></b>	<b><u>1,286,236</u></b>	<b><u>1,282,466</u></b>
<b>WATER FUND</b>				
Operating Transfers In				
Total Transfers	357,315			
Total Transfers In	<u>357,315</u>			
Operating Transfers Out				
Cost of Services Transactions		(429,775)	(472,654)	(472,654)
General Fund -employee recognition			(524)	(524)
Benefits Fund		(4,068)	(5,013)	(5,013)
Insurance Funds		(39,763)	(61,314)	(61,314)
Electric Fund Loan				
Sewer Equipment		(33,025)		
Total Transfers	(610,834)			
Total Transfers Out	<u>(610,834)</u>	<u>(506,631)</u>	<u>(539,505)</u>	<u>(539,505)</u>
<b>TOTAL WATER FUND</b>	<b><u>(253,519)</u></b>	<b><u>(506,631)</u></b>	<b><u>(539,505)</u></b>	<b><u>(539,505)</u></b>
<b>WASTEWATER FUND</b>				
Operating Transfers In				
Water fund Equipment		33,025		
Total Transfers	105,753			
Total Transfers In	<u>105,753</u>	<u>33,025</u>		
Operating Transfers Out				
Cost of Services Transactions		(350,692)	(388,518)	(388,518)
General Fund-employee recognition			(560)	(560)
Benefits Fund		(4,350)	(5,360)	(5,360)
Insurance Funds		(39,763)	(120,768)	(120,768)
Total Transfers	(428,716)			
Total Transfers Out	<u>(428,716)</u>	<u>(394,805)</u>	<u>(515,206)</u>	<u>(515,206)</u>
<b>TOTAL WASTEWATER FUND</b>	<b><u>(322,963)</u></b>	<b><u>(361,780)</u></b>	<b><u>(515,206)</u></b>	<b><u>(515,206)</u></b>

1997-99 FINANCIAL PLAN AND SUMMARY

INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	1997-98	1997-99	1997-98	1998-99
	Actual	Revised Budget	City Mngr Approved	Proposed
<b>ELECTRIC FUND</b>				
Operating Transfers In				
Water Fund Loan				
CIP Loan		52,880		
Total Transfers	423,836			
Total Transfers In	<u>423,836</u>	<u>52,880</u>		
Operating Transfers Out				
Cost of Services Transactions		(1,027,322)	(1,133,695)	(1,133,695)
Benefits Fund		(10,848)	(13,366)	(13,366)
Insurance Funds		(140,636)	(401,053)	(401,053)
General Fund-employee recognition			(1,397)	(1,397)
Total Transfers	(1,448,773)			
Total Transfers Out	<u>(1,448,773)</u>	<u>(1,178,806)</u>	<u>(1,549,511)</u>	<u>(1,549,511)</u>
<b>TOTAL ELECTRIC FUND</b>	<u><b>(1,024,937)</b></u>	<u><b>(1,125,926)</b></u>	<u><b>(1,549,511)</b></u>	<u><b>(1,549,511)</b></u>
<b>TRANSIT FUND</b>				
Operating Transfers In				
Transportation Development Act	749,097	385,061	1,075,400	1,025,400
Total Transfers				
Total Transfers from January Executive Report				
Total Transfers In	<u>749,097</u>	<u>385,061</u>	<u>1,075,400</u>	<u>1,025,400</u>
Operating Transfers Out				
Cost of Services Transactions		(190,990)	(198,737)	(198,737)
Benefits Fund		(3,263)	(4,020)	(4,020)
Insurance Fund		(45,000)	(206)	(206)
General Fund-employee recognition			(420)	(420)
Total Transfers	(427,149)			
Total Transfers Out	<u>(427,149)</u>	<u>(239,253)</u>	<u>(203,383)</u>	<u>(203,383)</u>
<b>TOTAL TRANSIT FUND</b>	<u><b>321,948</b></u>	<u><b>145,808</b></u>	<u><b>872,017</b></u>	<u><b>822,017</b></u>
<b>CHILD CARE SERVICE FUND</b>				
Operating Transfers In				
Total Transfers				
Total Transfers In				
Operating Transfers Out				
Total Transfers Out				
<b>TOTAL CHILD CARE SERVICE FUND</b>				
<b>BENEFITS FUND</b>				
Operating Transfers In	322,863			
General Fund		82,060	101,113	101,113
Electric Fund		10,848	13,366	13,366
Wastewater Fund		4,350	5,360	5,360
Water Fund		4,068	5,013	5,013
Library Fund		4,161	5,127	5,127
Transit Fund		3,263	4,020	4,020
Total Transfers In	<u>322,863</u>	<u>108,750</u>	<u>133,999</u>	<u>133,999</u>
Operating Transfers Out				

1997-99 FINANCIAL PLAN AND SUMMARY

INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	1995-96 Actual	1996-97 Revised Budget	1997-98 City Manager Approved	1998-99 Proposed
Total Transfers				
Total Transfers Out				
<b>TOTAL BENEFITS FUND</b>	<b>322,863</b>	<b>108,750</b>	<b>133,999</b>	<b>133,999</b>
<b>SELF INSURANCE FUND</b>				
Operating Transfers In				
General Fund		863,832	845,867	845,867
Electric Fund		140,636	401,053	401,053
Wastewater Fund		39,763	120,768	120,768
Water Fund		39,763	61,314	61,314
Library Fund		31,231	6,535	6,535
Transit Fund		45,000	206	206
Total Transfers	1,160,225			
Total Transfers In	1,160,225	1,160,225	1,435,743	1,435,743
Operating Transfers Out				
Total Transfers				
Total Transfers Out				
<b>TOTAL SELF INSURANCE FUND</b>	<b>1,160,225</b>	<b>1,160,225</b>	<b>1,435,743</b>	<b>1,435,743</b>
<b>TRUST AND AGENCY FUND</b>				
Operating Transfers In				
Total Transfers In				
Operating Transfers Out				
Total Transfers				(55,000)
Total Transfers Out				(55,000)
<b>TOTAL TRUST AND AGENCY FUND</b>				<b>(55,000)</b>

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **Personnel Summary**

---

The City of Lodi's number one priority is to provide the most effective and efficient services to its citizens possible. These services will be delivered daily by 413 full-time employees in 1997-98 and 418 full-time employees in 1998-99. These employees are the core of the City's service capacity and define the quality and efficiency of city to provide service.

The 1997-99 Financial Plan and Budget for personnel services includes salary and fringe benefits offered to employees.

The regular full-time staff will increase 4 positions in 1997-98 and 5 positions in 1998-99.

The following justification is provided for the added staffing levels:

#### **Community Center**

The Council has approved the addition of a Day Care Teacher for the Camp Hutchins child care activity due to the expansion of these successful program. The cost of this position will be offset by increased revenues.

#### **Community Development**

An addition of a City Planner in the Community Development department is approved for 1998-99. The activities in the department point to a need for a professional level planning manager that can handle the day-to-day activities.

#### **Finance Department - Accounting**

The Accounting division of the Finance Department needs an additional Accountant to handle the increased workload created by the demands of increased Federal/State grants, additional debt service requirements, and the increased demand for compliance to SEC continuing disclosure requirements. The addition of this position has been approved for funding in 1998/99.

#### **Public Works - Engineering**

The Engineering Division of Public Works has responded to the City's economic development and major capital improvement initiatives with existing staff and, in doing so, has neglected some of its basic activities. For example, management of the design process and record keeping has suffered. In addition, the City has taken interest in the renewal of its aging water and wastewater infrastructure. The division has been utilizing engineering students however, this effort requires experienced management and ongoing oversight. The addition of this position has been approved for 1998/99.

#### **Public Works - Building Maintenance**

One Building Maintenance Worker position has been reallocated to Public Works from the Library on a trail basis. If this arrangement proves to be satisfactory to both the Library and Public Works, the realignment of responsibilities and staff will become permanent. If not, the responsibility for Library building maintenance will be returned to the Library.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **Personnel Summary**

---

#### **Public Works - Street Division**

The Streets Division request the Graffiti Abatement Coordinator position be reclassified to a full time authorized position. The position was funded for three-quarter time, but the work load has increased due to the new responsibility of abating graffiti in the parks. The addition of this full time authorized position was approved for 1997/98.

#### **Police Department**

The Police Department has a request for one Dispatch/Records Manager and one additional Dispatcher. The Dispatch/Records Manager would be a reallocation of one Police Lieutenant position which will enable the department to staff this position with no additional personnel while preserving the number of Officers working patrol to protect the public. The Dispatch/Records Manager reallocation has been approved for 1997/98. The additional dispatcher position is approved for 1998/99.

#### **Fire Department**

The addition of one firefighter in 1998/99 has been approved. This addition was requested to maintain a three person truck company with a regularly assigned supervisor for the suppression division.

#### **Water Utility**

The upgrade of the current year-round, part time Water Conservation Officer position to a full-time authorized position was approved in 1997/98. The Water Conservation Program in Lodi has been one of the most successful on-going water conservation programs in the state. This program is being reviewed in the upcoming water supply study and the position is instrumental in the study and implementation of any changes.

#### **Electric Utility - Electrical Engineering and Operations**

The reestablishing of the Electrical Engineer position was approved in 1997/98. For the Department to maintain the status of "supplier of choice" in the deregulated environment, it must be able to provide engineering support and advice to both existing and potential new customers. This position is needed to place the Department in a much improved, competitive position as well as provide the tools to increase efficiency and effectiveness.

1997-99 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY MISSION

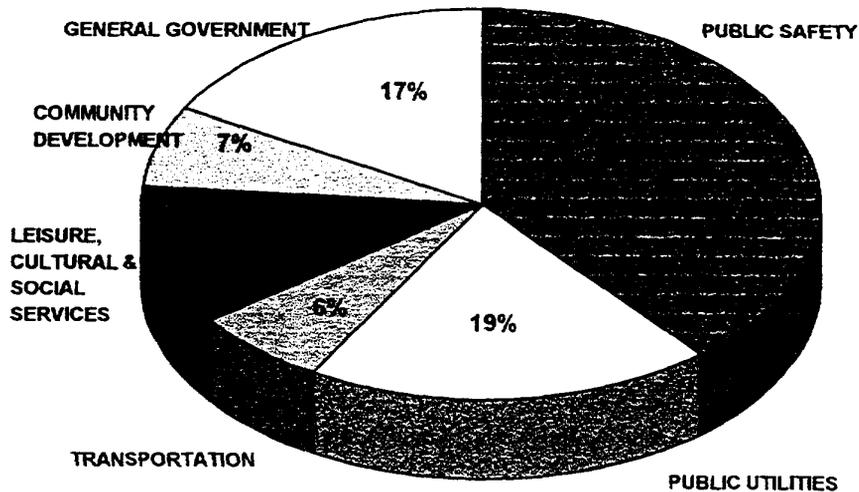
	1995-96	1996-97	1997-98	1998-99
	Actual	Budget	Requested	Proposed
<b>Public Safety</b>				
Police Protection	106.0	112.0	112.0	113.0
Fire Safety	48.0	48.0	48.0	49.0
Other Safety Services	0.0	0.0	1.0	1.0
<b>Total Public Safety</b>	<b>154.0</b>	<b>160.0</b>	<b>161.0</b>	<b>163.0</b>
<b>Public Utilities</b>				
Water Utility Services	11.3	11.8	12.8	12.8
Wastewater Utility Services	22.7	23.2	23.2	23.2
Electric Utility Services	39.0	43.0	44.0	44.0
<b>Total Public Utilities</b>	<b>73.0</b>	<b>78.0</b>	<b>80.0</b>	<b>80.0</b>
<b>Transportation</b>				
Streets and Flood Control	25.0	25.0	25.0	25.0
Transit	0.0	1.0	1.0	1.0
<b>Total Transportation</b>	<b>25.0</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>
<b>Leisure, Cultural &amp; Social Services</b>				
Parks and Recreation	27.0	26.0	26.0	26.0
Cultural Services	19.0	20.0	20.0	20.0
Social Services	1.0	1.0	2.0	2.0
<b>Total Leisure, Cultural &amp; Social Services</b>	<b>47.0</b>	<b>47.0</b>	<b>48.0</b>	<b>48.0</b>
<b>Community &amp; Economic Development</b>				
Planning	5.0	5.0	5.0	6.0
Community Improvement	1.0	2.0	2.0	2.0
Construction Development	20.0	20.0	20.0	21.0
Economic Development	1.0	1.0	1.0	1.0
<b>Total Community &amp; Economic Development</b>	<b>27.0</b>	<b>28.0</b>	<b>28.0</b>	<b>30.0</b>
<b>General Government</b>				
Legislation and Policy	0.0	0.0	0.0	0.0
General Administration	8.0	9.0	9.0	9.0
Legal Services	3.0	3.0	3.0	3.0
City Clerk Services	3.0	3.0	3.0	3.0
Administrative Services	34.0	35.0	35.0	36.0
Organizational Support Services	17.0	20.0	20.0	20.0
Non-Departmental Services	0.0	0.0	0.0	0.0
<b>Total General Government</b>	<b>65.0</b>	<b>70.0</b>	<b>70.0</b>	<b>71.0</b>
<b>TOTAL OPERATING BUDGET</b>	<b>391.0</b>	<b>409.0</b>	<b>413.0</b>	<b>418.0</b>

# BUDGET GRAPHICS AND SUMMARIES

## AUTHORIZED REGULAR POSITIONS BY MISSION

### 1997-98 AUTHORIZED REGULAR POSITIONS 413

	1995-96 ACTUAL	1996-97 BUDGET	1997-98 APPROVED	1998-99 PROPOSED
Public Safety	154.0	160.0	161.0	163.0
Public Utilities	73.0	78.0	80.0	80.0
Transportation	25.0	26.0	26.0	26.0
Leisure, Cultural and Social Services	47.0	47.0	48.0	48.0
Community Development	27.0	28.0	28.0	30.0
General Government	65.0	70.0	70.0	71.0
<b>TOTAL</b>	<b>391.0</b>	<b>409.0</b>	<b>413.0</b>	<b>418.0</b>



1997-99 FINANCIAL PLAN AND BUDGET

TEMPORARY FULL-TIME EQUIVALENTS (FTE's)

	1995-96	1996-97	1997-98	1998-99
	Actual	Actual	Adopted	Proposed
<b>Public Safety</b>				
Police Protection	0.37	0.00	0.00	0.00
Fire Safety	0.00	0.50	0.00	0.00
Graffiti Abatement	0.70	0.70	0.00	0.00
<b>Total Public Safety</b>	<u>1.07</u>	<u>1.20</u>	<u>0.00</u>	<u>0.00</u>
<b>Public Utilities</b>				
Water Utility Services	3.05	2.05	1.05	1.05
Wastewater Utility Services	0.50	0.75	1.13	0.88
Electric Utility Services	1.44	0.00	0.00	0.00
<b>Total Public Utilities</b>	<u>4.99</u>	<u>2.80</u>	<u>2.18</u>	<u>1.93</u>
<b>Transportation</b>				
Streets and Flood Control	0.95	0.95	0.95	0.95
Transit	15.10	15.00	15.00	15.50
<b>Total Transportation</b>	<u>16.05</u>	<u>15.95</u>	<u>15.95</u>	<u>16.45</u>
<b>Leisure, Cultural &amp; Social Services</b>				
Parks and Recreation	37.90	37.90	37.20	37.20
Library	5.00	5.00	6.00	6.00
Community Center		1.00	6.50	6.00
Camp Hutchins	7.00	6.00	4.00	4.00
<b>Total Leisure, Cultural &amp; Social Services</b>	<u>49.90</u>	<u>49.90</u>	<u>53.70</u>	<u>53.20</u>
<b>Community &amp; Economic Development</b>				
Planning				
Building Inspections		0.90	1.40	0.80
Engineering	0.60		0.40	1.90
Economic Development		0.50		
<b>Total Community &amp; Economic Development</b>	<u>0.60</u>	<u>1.40</u>	<u>1.80</u>	<u>2.70</u>
<b>General Government</b>				
City Manager				1.00
Public Works Administration	0.20			
Legal Services				
City Clerk Services	1.00	1.00	0.00	0.00
Personnel Administration		0.90		0.60
Risk and Solid Waste Management	0.45	0.30	0.00	0.00
Information Systems Management				
Financial Administration	5.10	6.70	5.80	4.80
Building Maintenance				
Equipment Maintenance	0.98	0.98	0.25	0.25
<b>Total General Government</b>	<u>7.73</u>	<u>9.88</u>	<u>6.05</u>	<u>6.65</u>
<b>TOTAL OPERATING BUDGET</b>	<u><u>80.34</u></u>	<u><u>81.13</u></u>	<u><u>79.68</u></u>	<u><u>80.93</u></u>

1997-99 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

	1995-96	1996-97	1997-98	1998-99
	Actual	Actual	Approved	Proposed
<b>CITY MANAGER</b>				
Administrative Assistant to City Manager	1.0	1.0	1.0	1.0
City Manager	1.0	1.0	1.0	1.0
Deputy City Manager	1.0	1.0	1.0	1.0
Information Systems Manager	0.0	1.0	1.0	1.0
Secretary to the City Manager	1.0	1.0	1.0	1.0
	<u>4.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
<b>CITY ATTORNEY</b>				
Deputy City Attorney I/II	1.0	1.0	1.0	1.0
City Attorney	1.0	1.0	1.0	1.0
Legal Secretary	1.0	1.0	1.0	1.0
	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
<b>CITY CLERK</b>				
City Clerk	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0
Administrative Clerk I/II	1.0	1.0	1.0	1.0
	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
<b>COMMUNITY CENTER</b>				
Administrative Clerk I/II	1.0	0.0	0.0	0.0
Arts Coordinator	0.0	1.0	1.0	1.0
Building Maintenance Worker	1.0	0.0	0.0	0.0
Camp Hutchins Day Care Teacher	0.0	0.0	1.0	1.0
Community Center Director	1.0	1.0	1.0	1.0
Department Secretary	0.0	1.0	1.0	1.0
Laborer/Maint Wkr I/II	1.0	1.0	1.0	1.0
Recreation Supervisor	0.0	1.0	1.0	1.0
Sr Building Maintenance Worker	0.0	1.0	1.0	1.0
Senior Service Coordinator	1.0	1.0	1.0	1.0
	<u>5.0</u>	<u>7.0</u>	<u>8.0</u>	<u>8.0</u>
<b>COMMUNITY DEVELOPMENT</b>				
Administrative Clerk III	2.0	2.0	2.0	2.0
Building Inspector I/II	3.0	3.0	3.0	3.0
Chief Building Inspector	1.0	1.0	1.0	1.0
City Planner	0.0	0.0	0.0	1.0
Community Development Director	1.0	1.0	1.0	1.0
Community Improvement Officer	0.0	1.0	1.0	1.0
Community Improvement Manager	1.0	1.0	1.0	1.0
Department Secretary	1.0	1.0	1.0	1.0
Junior/Assistant/Associate Planner	2.0	2.0	2.0	2.0
Senior Building Inspector	1.0	1.0	1.0	1.0
Senior Planner	1.0	1.0	1.0	1.0
	<u>13.0</u>	<u>14.0</u>	<u>14.0</u>	<u>15.0</u>

1997-99 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

	1995-96	1996-97	1997-98	1998-99
	Actual	Actual	Approved	Proposed
<b>ECONOMIC DEVELOPMENT</b>				
Economic Development Coordinator	1.0	1.0	1.0	1.0
	1.0	1.0	1.0	1.0
<b>ELECTRIC UTILITY DEVELOPMENT</b>				
Administrative Clerk I/II	1.0	1.0	1.0	1.0
Assistant Electric Utility Director	1.0	0.0	0.0	0.0
Construction/Maint Supervisor	0.0	1.0	1.0	1.0
Department Secretary	1.0	1.0	1.0	1.0
Manager Business Plan & Marketing	0.0	1.0	1.0	1.0
Manager Electric Services	0.0	1.0	1.0	1.0
Electric Apparatus Mechanic	1.0	1.0	1.0	1.0
Electric Foreman/Forewoman	3.0	3.0	3.0	3.0
Electric Lineman/Linewoman	7.0	8.0	8.0	8.0
Electric Utility Mgmt Administrator	0.0	1.0	1.0	1.0
Electric Meter Technician	1.0	1.0	1.0	1.0
Electric System Supervisor	1.0	1.0	1.0	1.0
Electric Troubleshooter	3.0	3.0	3.0	3.0
Electric Utility Director	1.0	1.0	1.0	1.0
Electric Utility Rate Analyst	1.0	1.0	1.0	1.0
Electric Utility Superintendent	1.0	1.0	1.0	1.0
Electrical Drafting Technician	1.0	1.0	1.0	1.0
Electrical Engineer	1.0	0.0	1.0	1.0
Electrical Estimator	3.0	2.0	2.0	2.0
Electrical Technician	2.0	2.0	2.0	2.0
Electrician	2.0	2.0	2.0	2.0
Manager Rates & Resources	1.0	1.0	1.0	1.0
Manager Engineering & Operations	0.0	1.0	1.0	1.0
Metering Electrician	1.0	1.0	1.0	1.0
Senior Electric Utility Rate Analyst	1.0	1.0	1.0	1.0
Senior Electrical Estimator	0.0	1.0	1.0	1.0
Utility Operations Supervisor	1.0	1.0	1.0	1.0
Utility Service Operator I/II	3.0	3.0	3.0	3.0
Utility Service Operator I/II - Relief	1.0	1.0	1.0	1.0
	39.0	43.0	44.0	44.0

\* only three positions will be filled at any one time

**FINANCE DEPARTMENT**

Account Clerk	9.0	9.0	9.0	9.0
Accountant I/II	1.0	1.0	1.0	2.0
Accounting Manager	1.0	1.0	1.0	1.0
Account Collector	1.0	1.0	1.0	1.0
Accounting Technician	2.0	2.0	2.0	2.0
Buyer	1.0	1.0	1.0	1.0
Customer Services Supervisor	1.0	1.0	1.0	1.0
Data Processing Manager	1.0	1.0	1.0	1.0
Data Processing Operations Specialist	1.0	1.0	1.0	1.0
Finance Director	1.0	1.0	1.0	1.0

**1997-99 FINANCIAL PLAN AND BUDGET**

**REGULAR POSITIONS BY DEPARTMENT**

	1995-96	1996-97	1997-98	1998-99
	Actual	Actual	Approved	Proposed
Information Systems Coordinator	1.0	1.0	1.0	1.0
Meter Reader	4.0	4.0	4.0	4.0
Parking Enforcement Assistant	1.0	1.0	1.0	1.0
Programmer Analyst	0.0	1.0	1.0	1.0
Purchasing Assistant	1.0	1.0	1.0	1.0
Purchasing Officer	1.0	1.0	1.0	1.0
Revenue Manager	1.0	1.0	1.0	1.0
Senior Account Clerk	2.0	2.0	2.0	2.0
Senior Programmer Analyst	2.0	2.0	2.0	2.0
Senior Storekeeper/Buyer	1.0	1.0	1.0	1.0
Storekeeper	1.0	1.0	1.0	1.0
Support Services Supervisor	1.0	1.0	1.0	1.0
	<u>35.0</u>	<u>36.0</u>	<u>36.0</u>	<u>37.0</u>
<b>FIRE DEPARTMENT</b>				
Administrative Clerk III	1.0	1.0	1.0	1.0
Department Secretary	1.0	1.0	1.0	1.0
Fire Administrative Officer	0.0	0.0	0.0	0.0
Fire Battalion Chief	2.0	2.0	2.0	2.0
Fire Captain	9.0	9.0	9.0	9.0
Fire Chief	1.0	1.0	1.0	1.0
Fire Division Chief	3.0	3.0	3.0	3.0
Fire Inspector	1.0	1.0	1.0	1.0
Firefighter I/II/Engineer	30.0	30.0	30.0	31.0
	<u>48.0</u>	<u>48.0</u>	<u>48.0</u>	<u>49.0</u>
<b>HUMAN RESOURCES</b>				
Administrative Clerk I/II	1.0	1.0	1.0	1.0
Human Resources Analyst	1.0	1.0	1.0	1.0
Human Resources Director	1.0	1.0	1.0	1.0
Human Resources Technician	1.0	1.0	1.0	1.0
Risk Manager	1.0	1.0	1.0	1.0
	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
<b>LIBRARY</b>				
Building Service Worker	1.0	0.0	0.0	0.0
Children's Librarian	1.0	1.0	1.0	1.0
Librarian	1.0	0.0	0.0	0.0
Librarian I/II	2.0	2.0	2.0	2.0
Library Assistant	8.0	8.0	8.0	8.0
Library Services Director	0.0	1.0	1.0	1.0
Manager of Adult Services	1.0	1.0	1.0	1.0
Senior Library Assistant	1.0	1.0	1.0	1.0
	<u>15.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.0</u>

1997-99 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

1995-96	1996-97	1997-98	1998-99
Actual	Actual	Approved	Proposed

**PARKS & RECREATION DEPARTMENT**

Administrative Clerk III	1.0	1.0	1.0
Administrative Clerk III	1.0	1.0	1.0
Department Secretary	1.0	1.0	1.0
Laborer/Park Maintenance Worker III	7.0	7.0	7.0
Park Maintenance Worker III	5.0	5.0	5.0
Park Project Coordinator	1.0	1.0	1.0
Parks & Recreation Director	1.0	1.0	1.0
Parks Naturalist	0.0	1.0	1.0
Parks Superintendent	1.0	1.0	1.0
Parks Supervisor	2.0	2.0	2.0
Recreation Supervisor	4.0	3.0	3.0
Senior Building Maintenance Worker	1.0	1.0	1.0
Senior Parks Ranger	1.0	0.0	0.0
Welder-Mechanic	1.0	1.0	1.0

**POLICE DEPARTMENT**

Administrative Assistant	1.0	1.0	1.0
Animal Control Officer	1.0	1.0	1.0
Assistant Animal Control Officer	1.0	1.0	1.0
Community Service Officer	6.0	6.0	6.0
Department Secretary	1.0	1.0	1.0
Dispatcher/Jailer	12.0	14.0	15.0
Lead Dispatcher/Jailer	2.0	2.0	2.0
Police Captain	2.0	2.0	2.0
Police Chief	1.0	1.0	1.0
Police Corporal	6.0	6.0	6.0
Police Lieutenant	6.0	6.0	7.0
Police Officer	50.0	54.0	53.0
Police Records Clerk I/II/III	8.0	8.0	8.0
Police Sergeant	8.0	8.0	8.0
Police Volunteer Supervisor	1.0	1.0	1.0

**PUBLIC WORKS DEPARTMENT**

**ADMINISTRATION**

Administrative Assistant	1.0	1.0	1.0
Administrative Clerk III	1.0	1.0	1.0
Department Secretary	1.0	1.0	1.0
Public Works Director	1.0	1.0	1.0

**ENGINEERING DIVISION**

City Engineer	1.0	1.0	1.0
Engineering Technician III	1.0	1.0	1.0
Engineering Technician Supervisor	2.0	2.0	2.0
Jr./Assistant Engineer/Associate Civil Engineer	4.0	4.0	4.0
Public Works Inspector III	2.0	2.0	2.0
Senior Civil Engineer	1.0	1.0	2.0
Senior Engineering Technician	2.0	2.0	2.0

1997-99 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

	1995-96	1996-97	1997-98	1998-99
	Actual	Actual	Approved	Proposed
<b>BUILDING AND EQUIPMENT MAINTENANCE</b>				
Administrative Clerk I/II	1.0	1.0	1.0	1.0
Building/Equipment Maintenance Superintende	1.0	1.0	1.0	1.0
Building Service Worker	1.0	2.0	2.0	2.0
Equipment Maintenance Supervisor	1.0	1.0	1.0	1.0
Equipment Service Worker	0.0	1.0	1.0	1.0
Heavy Equipment Mechanic	4.0	5.0	5.0	5.0
Lead Equipment Mechanic	1.0	1.0	1.0	1.0
Senior Building Maintenance Worker	1.0	1.0	1.0	1.0
Welder-Mechanic	1.0	1.0	1.0	1.0
	<u>11.0</u>	<u>14.0</u>	<u>14.0</u>	<u>14.0</u>
<b>STREETS DIVISION</b>				
Administrative Clerk I/II	1.0	1.0	1.0	1.0
Graffiti Abatement Coordinator	0.0	0.0	1.0	1.0
Laborer/Maintenance Worker I/II	11.0	11.0	11.0	11.0
Street Maintenance Worker III	6.0	6.0	6.0	6.0
Street Superintendent	1.0	1.0	1.0	1.0
Street Supervisor	3.0	3.0	3.0	3.0
Street Sweeper Operator	1.0	1.0	1.0	1.0
Supervising Administrative Clerk	1.0	1.0	1.0	1.0
Tree Operations Supervisor	1.0	1.0	1.0	1.0
	<u>25.0</u>	<u>25.0</u>	<u>26.0</u>	<u>26.0</u>
<b>WATER/WASTEWATER DIVISION</b>				
Assistant Wastewater Treatment Superintenden	1.0	1.0	1.0	1.0
Assistant Water/Wastewater Superintendent	1.0	1.0	1.0	1.0
Chief Wastewater Plant Operator	1.0	1.0	1.0	1.0
Laboratory Services Supervisor	1.0	1.0	1.0	1.0
Laboratory Technician I/II	2.0	2.0	2.0	2.0
Laborer/Maintenance Worker I/II	7.0	7.0	7.0	7.0
Plant & Equipment Mechanic	4.0	3.0	3.0	3.0
Senior Plant & Equipment Mechanic	0.0	2.0	2.0	2.0
Wastewater Plant Operator I/II	6.0	6.0	6.0	6.0
Wastewater Plant Inspector	2.0	2.0	2.0	2.0
Water Conservation Coordinator	0.0	0.0	1.0	1.0
Water/Wastewater Maintenance Worker III	5.0	5.0	5.0	5.0
Water/Wastewater Superintendent	1.0	1.0	1.0	1.0
Water/Wastewater Supervisor	3.0	3.0	3.0	3.0
	<u>34.0</u>	<u>35.0</u>	<u>36.0</u>	<u>36.0</u>
<b>TRANSPORTATION &amp; COMMUNICATIONS</b>				
Transit Manager	0.0	1.0	1.0	1.0
Admin Assistant to City Manager	0.0	0.0	0.0	0.0
	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total Public Works	<u>87.0</u>	<u>92.0</u>	<u>94.0</u>	<u>95.0</u>
<b>TOTAL REGULAR POSITIONS</b>	<b><u>391.0</u></b>	<b><u>409.0</u></b>	<b><u>413.0</u></b>	<b><u>418.0</u></b>

1997-99 FINANCIAL PLAN AND SUMMARY

SUMMARY OF SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

	1997-98		1998-99		Comment
	Requested Cost	City Manager Approved	Requested Cost	City Manager Approved	
<b>Public Safety</b>					
Police Protection					
Police Administration					
Equestrian unit subsidy	4,470	4,470			
Computer scanner,printer,software	11,500	11,500			police grants
Computer printers & terminals (replacement)	5,600	5,600			police grants
Police Operations					
Dispatch/Records Manager	1 66,310				
Dispatchers/Jailers	1 38,780			1 38,780	
Handheld citation computers	20,000	20,000			police grants
Lap Top computers - Watch commanders	12,000	12,000	(9,000)	(9,000)	police grants
Lap Top computers - Traffic/MAIT Team	10,000	10,000			police grants
Call check capability for CAD	7,467	7,467	(7,301)	(7,301)	police grants
Radar unit replacement	8,000	8,000	(4,000)	(4,000)	
Motorcycle emergency light system	3,450	3,450	(1,725)	(1,725)	
Bomb Squad Funding	2,500	2,500			
Police Investigations					
Lap Top computers - Investigations	10,500	10,500			police grants
Stolen Vehicle Bait System	6,600	6,600			police grants
Synthesized audio intelligence system	4,025	4,025			police grants
Fire Safety					
Fire Administration					
Add Captains - Suppression	3 121,025			1 55,000	
Fire Training					
Portable PC	3,900	3,900			one time cost
<b>Total Public Safety</b>	<b>5 336,127</b>	<b>110,012</b>	<b>(22,026)</b>	<b>2 71,754</b>	
<b>Public Utilities</b>					
Water Utility Services					
Water Conservation Coordinator	0.25 12,663	0.25 12,663			upgrade from part time position
Master plan update Phase II	40,000	40,000			
East San Joaquin Parties study	75,000	75,000			
Wastewater Utility Services					
Electric Utility Services					
Policy, Legislative & Regulatory					
Senior Utility Management Admin			1 69,775	-	
Electrical Engineering & Operations					
Hire consultant Audocad input	15,000	15,000			
Senior Programmer/Analyst	1 54,675				
Electrical Engineer	1 70,275	1 70,275	14,180	14,180	95 reorg eliminated position current funding level
Senior Electrical Estimator	4,390	4,390			
Electrical Estimator	1 81,725		(14,400)		one time equip costs
Auto cad mapper - temporary	11,205	11,205			
Copy Machine (replacement)	8,500	8,500			current funding level
Office equip-workstations			9,500	9,500	current funding level
Laser Jet Printer	5,000	5,000			current funding level
Portable Wathour tester	3,500	3,500			current funding level
Office Wall Remodel	7,500	7,500			
Travel expenses	7,000	7,000			
Administrative Clerk II - temporary	10,645	10,645			95-97 funded .5 clerical position
Electric Construction & Maintenance					
Electric Utility Clerk	1 43,285				
Linemen/Linewoman	2 129,020				
Line Truck Driver/equipment operator	1 47,740				
Linemen/Linewoman			1 64,510		
Groundperson/Apprentice Linemen	220,750				
Increase contract tree trimming	137,242	137,242			
Safety Equipment	7,890	7,890	10,835	10,835	current funding level
Travel expenses	7,000	7,000			
Small tools and equipment	15,000	15,000	(5,000)	(5,000)	current funding level
Electric Services					
Prof fees-design and eng'g studies	26,000	26,000	1,000	1,000	
Repairs to Office equipment	5,000	5,000			current funding level
Travel expenses	3,450	3,450	3,450		
Data Processing Software	17,000		(2,000)		

1997-99 FINANCIAL PLAN AND SUMMARY

SUMMARY OF SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

	1997-98		1998-99		City Manager Approved	City Manager Approved	Comment	
	Requested Cost		Requested Cost					
<b>Total Public Utilities</b>	7.25	1,082,455	1.25	488,260	2	151,850	30,515	
<b>Transportation</b>								
Streets and Flood Control								
Laborer - Downtown clean-up		29,855					29,855	2 yr contract employee
Graffiti Abatement Coordinator	0.25	16,660	0.25	16,660				increase from 3/4 position
Mistletoe removal & pruning		20,000						one time cost
Tree inventory implementation		29,000		15,000				one time cost
Tree planting program		31,250		15,000				
<b>Total Transportation</b>	0.25	126,765	0.25	46,660			29,855	
<b>Leisure, Cultural &amp; Social Services</b>								
Recreation Program Coordinator								
Intern		2,685		2,685				current funding level
Cad operator - part time		6,720		6,720				
ASA National Softball Tournament Bid		1,500		1,500				current funding level
Purchase of lectern		3,000		3,000				one time cost
Electrostatic painting of office furniture		2,000		2,000				one time cost
Purchase two workstations						5,500	5,500	one time cost
Color drums for Risograph machine		1,500		1,500				current funding level
Recreation Division								
Indoor/Outdoor Activities								
Skate Park operations		40,215						net cost after \$30,500 rev
Aquatics								
25 HP boat motor		4,450		4,450				one time cost
Sports Facilities								
Reclass Laborer (3)		9,055		9,055		2,810	-	
Additional PT laborer hours		5,315		5,315		310	-	
Fence material for Vinewood Ball Diamond		3,000		3,000				one time cost
Electronic scoreboard for Pavilion		3,500		3,500				one time cost
Three point aerator		4,000		4,000				one time cost
Basketball backboards (2)		19,200		19,200				one time cost
Parks Division								
Lodi Lake Park								
Laborer part time		10,145		10,145				
Laborer - irrigation installer part time		9,385		9,385				one time cost
Park Maintenance								
Laborer part time		10,990		10,990		3,065	-	
Laborer increase hours		6,200		6,200		675	-	
Reclass laborers		4,270		4,270		4,060	-	
Equipment Maintenance								
Mechanic part time		4,475		4,475				
Sports turf top dresser		8,000		8,000				one time cost
Community Center Administration								
Increase part time hours Admin clerk		8,700		8,700		2,581	-	current funding level
Chairs		8,500		8,500				one time costs
Lodi Arts Specialty Classes								
Increase funding		18,750		18,750		22,640	22,640	cost offset by revenues (18,750;22,640
Special Events/artist fee contingency		5,000		5,000				
After School Program								
Recreation aide	1	23,117						
General supplies increase		39,085		39,085				
Camp Hutchins								
Copier		6,000		6,000				one time cost
HP Computer & Printer		4,000		4,000				one time cost
Day Care Teacher	1	20,568	1	20,568				
Portable leasing:supplies		60,380		60,380		(33,230)	(33,230)	some one time cost - leasing
Social Services								
Library								
Internet access		7,100		7,100		(5,000)	(5,000)	one time equip costs
Building Maintenance worker	(1)	(24,035)	(1)	(36,262)				transfer to PW - Building
Compact disks, videos and CD Rom		13,000		13,000		(1,500)	(1,500)	one time furniture costs
<b>Total Leisure, Cultural &amp; Social Ser</b>	2	390,460		274,211		1,911	(11,590)	

1997-99 FINANCIAL PLAN AND SUMMARY

SUMMARY OF SIGNIFICANT EXPENDITURES AND STAFFING CHANGES

	1997-98		1998-99		Comment			
	Requested Cost	City Manager Approved	Requested Cost	City Manager Approved				
<b>Community &amp; Economic Development</b>								
Planning								
Current and Advanced Planning								
City Planner	1	93,000		1	83,600			
Zoning ordinance consultant		50,000	50,000					
Engineering								
Senior Civil Engineer	1	66,600	(7,000)	1	66,600	one time office furniture		
Intern -part time		6,500			6,500			
<b>Community &amp; Econ Dev</b>	<b>2</b>	<b>251,100</b>	<b>75,000</b>	<b>(7,000)</b>	<b>2</b>	<b>156,700</b>		
<b>General Government</b>								
General Administration								
Public Works Administration								
Administrative Clerk I/II	1	11,270				increase from part time		
Administrative Services								
City Manager								
Downtown Marketing advertising		7,300	7,300					
Additional funds for Chamber		10,000	10,000					
Downtown Outdoor Ice Skating Park		15,900		(5,900)	-	some one time start up costs		
Information Systems								
Information System Technician	1	48,500		(2,500)	-	not approved		
Replace microcomputer		4,500	4,500			one time cost		
Portable microcomputer				4,800	4,800	one time cost - approved		
Microsoft certified engineer training		6,500	6,500	(4,500)	(4,500)			
Finance Administration								
Accountant I/II	1	48,300		1	48,300			
Budget Data Analyst	1	50,000				resume budget analyst		
Building Maintenance								
Building Maintenance Worker	1	24,035	1	36,262		reclass from library		
<b>Total General Government</b>	<b>5</b>	<b>226,305</b>	<b>1</b>	<b>64,562</b>	<b>(8,100)</b>	<b>1</b>	<b>48,600</b>	
<b>TOTAL OPERATING BUDGET</b>	<b>21.5</b>	<b>2,413,212</b>	<b>2.50</b>	<b>1,058,705</b>	<b>2</b>	<b>116,635</b>	<b>5</b>	<b>325,834</b>

FUNDING SOURCES:

General Fund	1.25	335,747		5	301,819
Current Funding		14,385			
Offset by revenues	1	148,785			
Grant Funding		87,692			
Library Fund	(1)	(16,162)			(6,500)
Water Fund	0.25	127,663			
Wastewater Fund		16,000			
Electric Fund	1	295,317			
Electric Fund-current funding		49,280			30,515
	<b>2.50</b>	<b>1,058,705</b>		<b>5</b>	<b>325,834</b>

**Section I**  
**BUDGET REFERENCE MATERIAL**

---

---

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **BUDGET REFERENCE MATERIALS**

---

#### **Overview**

Complementing the general budget policies in Section B are a number of major policy documents that also guide the preparation and execution of the City's financial plan. A brief description of each of the following documents is provided in this section:

- \* Municipal Code
- \* Cost Allocation Plan
- \* Comprehensive Annual Financial Report
- \* Fleet Policies
- \* General Plan
- \* Monthly Financial Report
- \* Travel and Business Expense Policy

The following materials are also included in this section to facilitate the reader's understanding of the Financial Plan and Budget and the preparation process:

#### **Budget Glossary**

Defines terms that may be used in a manner unique to public finance or the City's budget process in order to establish common terminology.

#### **Expenditure Object Codes**

Defines object codes used to group and disclose expenditures in monthly reports.

#### **Major Preparation Guidelines**

Describes the steps, procedures and calendar used in developing and documenting the 1997-99 Financial Plan and Budget.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **SUMMARY OF MAJOR CITY POLICY DOCUMENTS**

---

#### **Municipal Code**

The municipal code contains the regulatory, penal and administrative ordinances of the City codified according to the Government Code of the State of California.

#### **General Plan**

The General Plan is the blueprint of the City's future addressing land use, transportation, housing, open space preservation, conservation of resources, public safety and noise. The General Plan discusses ideas about the City's future change as new concepts are developed, new problems are identified, old solutions are reconsidered, and the population changes. Accordingly, the General Plan is constantly being studied and revised.

#### **Cost Allocation Plan**

The City prepared a Cost Allocation Plan in 1992 to identify the total cost of providing City services by allocating indirect costs such as accounting, personnel, legal, etc. to direct program cost areas. The identification of total program cost is essential in establishing user fees and cost recovery programs.

#### **Monthly Financial Report**

The City publishes interim financial statements on a monthly basis. These reports are organized and presented on the basis of the end user. In addition to budget, actual and encumbrance comparisons for revenues and expenditures, the report also provides trial balance and fund balance information. In the Executive Report, summaries of revenues, expenditures, fund balance, cash balance, investment transactions, personnel status and operating transfers are included.

#### **Comprehensive Annual Financial Report (CAFR)**

The CAFR includes the City's audited general purpose financial statements as well as a comprehensive review of the City's financial operations and statistical information of general interest about the City of Lodi.

#### **Travel and Business Expense Policy**

This policy contains the City policies and procedures used to advance, reimbursement or purchase the expenses of the City Council and employees of the City for travel and business expenses incurred in the conduct of City business. The policy includes provisions for the reimbursement and payment of expenses incurred by others in the conduct of City business.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **BUDGET GLOSSARY**

---

#### **Activities**

Specific services performed to accomplish program objectives and goals. (See Function)

#### **Annual Operating Budget**

Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled.

#### **Appropriation**

A legal authorization made by Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

#### **Assessment District**

Not a separate governmental entity, but rather a defined area of land which will be benefited by the acquisition, construction or maintenance of a public improvement.

#### **Assessed Valuation**

A value established for real property for use as a basis in levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the utility property tax roll is valued by the State Board of Equalization. Under Article XIII of the State Constitution (Proposition 13 adopted by the voters on June 6, 1978), properties are assessed at 100% of full value. Proposition 13 also modified the value of real taxable property for fiscal 1979 by rolling back values to fiscal 1976 levels. From this base of assessment, subsequent annual increases in valuation are limited to a maximum of 2%. However, increases to full value are allowed for property improvements or upon change in ownership. Personal property is excluded from these limitations, and is subject to annual reappraisal.

#### **Audit**

Prepared by an independent certified public accountant (CPA), the primary objective of an audit is to determine if the City's Financial Statements present fairly the City's financial position and result of operations in conformity with generally accepted accounting principles. In conjunction with their performance of an audit, it is customary for an independent auditor to issue a Management Letter stating the adequacy of the City's internal controls as well as recommending improvements to the City's financial management practices.

#### **Benefit Assessment**

Charges levied on parcels to pay for public improvements or services provided within a pre-determined district or area according to the benefit the parcel receives from the improvement or services.

#### **Bonds**

A form of borrowing (debt financing) which reflects a written promise from the City to repay a sum of money on a specific date at a specified interest rate. Bonds are used to finance large capital projects such as buildings, streets, utility infrastructure, and bridges. (See Debt Financing Policy and Revenue Bonds)

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **BUDGET GLOSSARY**

---

#### **Budget**

A financial plan for a specified period of time that matches planned revenues and expenditures to municipal services. The City of Lodi uses a financial plan covering the fiscal year July 1 through June 30.

#### **Budget Amendment**

The Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by majority vote. The City Manager has the authority to approve administrative adjustments to the budget as long as those changes will not have a significant policy impact nor affect budgeted year-end fund balances.

#### **Budget Message**

Included in the opening section of the budget, the Budget Message provides the Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

#### **Budget Policies**

General and specific guidelines adopted by the Council that govern financial plan preparation and administration.

#### **Business License Tax**

A type of excise tax imposed on businesses for the privilege of conducting business within the city. The tax is most commonly based on gross receipts or levied at a flat rate.

#### **Capital Improvement Plan (CIP)**

A plan to provide for the maintenance or replacement of existing public facilities and assets and for the constructions or acquisition of new ones. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

#### **Capital Outlay**

Expenditures which result in the acquisition of or addition to fixed assets.

#### **Capital Project Funds**

This fund type is used to account for financial resources used in the acquisition or construction of major capital facilities other than those financed by Proprietary Funds and Trust Funds. (See Fund)

#### **Certificates of Participation (C.O.P.)**

Form of lease-purchase financing used to construct or acquire capital facilities and equipment.

#### **Contingent Account**

Funds budgeted to cover a possible, unforeseen, or accidental occurrence. A special allocation form is to be used to transfer funds from this account to an operating account to cover other unforeseen items.

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### BUDGET GLOSSARY

---

#### **Contributions**

A transfer of funds to the general fund in order to provide adequate funding for the Operating Budget. Also referred to as an "In-Lieu Franchise Tax".

#### **Debt Financing**

Borrowing funds as needed and pledging future revenues to make current expenditures. The City of Lodi uses debt financing only for one-time capital improvements whose life will exceed the term of financing and where expected revenues are sufficient to cover the long-term debt. (See Debt Financing Policy)

#### **Debt Instrument**

Methods of borrowing funds, including general obligation (G.O.) bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation (COP's), and assessment district bonds. (See Bonds and Revenue Bonds)

#### **Debt Service**

Payments of principal and interest on bonds and other debt instruments according to a pre-determined schedule.

#### **Debt Service Funds**

This fund type is used to account for the payment and accumulation of resources related to general long-term debt principal and interest. (See Fund)

#### **Department**

A major organizational unit of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

#### **Depreciation**

Expiration in the service life of fixed assets, other than normal wear and tear. The portion of the cost of a fixed asset which is charged as an expense during a particular accounting period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset. Each period is charged a portion of this total cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

#### **Designated Fund Balance**

Designated fund balances are amounts set aside for planned actions and do not represent actual commitments. Designated funds are not reserves. Reserves arise from statutory requirements or actions already taken by the City Council.

#### **Development Impact Fees**

Fees placed on the development of land or conditions required for the approval of a development project such as the donation (dedication or exaction) of certain lands (or money) to specific public uses. The fees are typically justified as an offset to the future impact that development will have on existing infrastructure.

## 1997-99 FINANCIAL PLAN AND BUDGET

### BUDGET GLOSSARY

---

#### **Encumbrances**

Commitments related to unperformed (executory) contracts for goods or services which are a legal obligation.

#### **Enterprise Funds**

This fund type is used to account for operations that are: (a) financed and operated in a manner similar to private sector enterprises and it is the intent of the City that the costs (including depreciation) of providing goods or services to the general public be financed or recovered primarily through user charges; or (b) the City or an outside grantor agency has determined that a periodic determination of revenues earned, expenses, and net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Six enterprise funds have been established by the City: electric, water, wastewater, Camp Hutchins Child Care Center, and transit. (See Fund)

#### **Expenditure**

The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure; and encumbrance reserves funds to be expended.

#### **Expenditure Savings**

Under the City's budgeting procedures, personnel cost projections are based on all positions being filled throughout the year. Cost projections for major supply purchases and service contracts are projected on a similar basis. However, past experience indicates that expenditures are consistently less than budgeted amounts, due at least in part to this costing methodology. Accordingly, the Expenditure Savings is used to account for this factor in preparing fund balance projections.

#### **Fee**

A charge to the consumer for the cost of providing a particular service. City fee levies may not exceed the estimated reasonable cost of providing the particular service or facility for which the fee is charged, plus overhead.

#### **Financial Plan**

A parent document for the budget which establishes management policies, goals and objectives for all programs within the City for a two year period. (See Budget)

#### **Fiscal Year**

The beginning and ending period for recording financial transactions. The City has specified July 1 to June 30 as its fiscal year.

#### **Fixed Assets**

Assets of long-term nature such as land, buildings, machinery, furniture and other equipment. The City has defined such assets as those with an expected life in excess of one year and an acquisition cost in excess of \$3,000.

## 1997-99 FINANCIAL PLAN AND BUDGET

---

### BUDGET GLOSSARY

---

#### **Full-Time Equivalent (FTE)**

The decimal equivalent of a part-time position converted to a full-time bases. i.e. One person working half-time would equate to 0.5 FTE.

#### **Fund**

An accounting entity that records all financial transactions for specific activities or government functions. The seven generic fund types used by the City are: General Fund, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

#### **Fund Balance**

Also known as financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing uses.

#### **Function**

A group of related activities crossing organizational (departmental) boundaries and aimed at accomplished a broad goal or accomplishing a major service. The six functions in the City's financial plan are: Public Safety; Public Utilities; Transportation; Leisure, Cultural and Social Services; Community Development; and General Government.

#### **General Fund**

The primary operating fund of the City, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. General Fund resources can be utilized for any legitimate governmental purpose with the exception of subvention or grant revenues restricted for specific purposes. (See Fund)

#### **General Obligation Bonds**

Bonds in which a government has pledged its full faith and credit to their repayment of the issues. Sometimes used to refer to bonds which are to be repaid from taxes and other general revenues.

#### **Goal**

A statement of broad direction, purpose or intent.

#### **Internal Service Fund**

A fund used to account for the goods and services provided to other departments or agencies of a government on a cost-reimbursement basis.

#### **Investment Revenue**

Revenue received as interest from the investment of funds not immediately required to meet cash disbursement obligations.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **BUDGET GLOSSARY**

---

#### **Licenses and Permits**

Charge designed to reimburse city for costs of regulating activities being licensed, such as licensing of animals, bicycles, etc.

#### **Line-Item Budget**

A budget that lists detailed expenditure categories (salary, utilities and communications, materials and supplies, etc) separately, along with the amount budgeted for each specified category. The City uses a program rather than line-item budget, although detail line-item accounts are maintained and recorded for financial reporting and control purposes.

#### **Management Objectives**

Objectives which concern the operation of the whole City rather than individual departments or programs.

#### **Operating Budget**

The portion of the budget that pertains to daily operations providing basic governmental services. The program budgets in the financial plan form the operating budget.

#### **Operating Transfers**

Operating transfers represent transfers of funds from one governmental fund to another governmental fund when both governmental funds are part of the same reporting entity. An operating transfer is a legally authorized transfer between funds in which one fund is responsible for the initial receipt of funds, and another fund is authorized to use the resources to finance its operating expenditures or expenses.

#### **Operations**

A grouping of related activities within a functional area (See Function and Activity)

#### **Ordinance**

A formal legislative enactment by the governing board of a municipality. It has the full force and effect of law within the boundaries of the municipality to which it applies, provided it is not in conflict with any higher form of law, such as State statute or constitutional provision. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.

#### **Performance Factors**

A performance factor is a public oriented measure which, whether stated in terms of effectiveness or efficiency, quantitatively describes how well a service is being performed.

#### **Reimbursable Expenses**

An expenditure that will be repaid through a billing, contract, or agreement with a third party.

#### **Reserve**

An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**BUDGET GLOSSARY**

---

**Residual Equity Transfers**

A residual equity transfers represent nonrecurring or nonroutine transfer of equity between funds -- for example, contribution of enterprise fund or internal service fund capital by the general fund, subsequent return of all or part of such contribution to the general fund, and transfers of residual balances of discontinued funds to the general fund or a debt service fund.

**Restricted Assets**

Monies or other resources, the use of which is restricted by legal or contractual requirements. In governmental accounting, special treatments are applied to restricted assets arising out of debt in Enterprise Funds.

**Revenue**

Amounts received from taxes, fees, permits, licenses, interest and inter-governmental sources during the fiscal year.

**Revenue Bonds**

Bonds sold to construct a project that will produce revenues pledged for the payment of related principal and interest. (See Bonds)

**Sales Tax**

The sales tax is imposed on retailers for the privilege of selling tangible personal property in California. Tax base is the total retail price.

**Secured Property**

As the property tax is guaranteed by placing a lien on the real property, secured property is that real property in which the value of the lien on the real property and personal property located thereon is sufficient to assure payment of the tax.

**Service Charges**

Charges imposed to support services to individuals or to cover the cost of providing such services.

**Special Revenue Funds**

This fund type is used to account for the proceeds from specific revenue sources (other than trusts or major capital projects) that are legally restricted to expenditures for specific purposes. (See Fund)

**Subventions**

Revenues collected by the State (or other level of government) which are allocated to the City on a formula basis. The major subventions received by the City from the State of California include motor vehicle in-lieu, and gasoline taxes.

## **1997-99 FINANCIAL PLAN AND BUDGET**

---

### **BUDGET GLOSSARY**

---

#### **Taxes**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying for such services.

#### **Trust and Agency Funds**

Also known as Fiduciary Fund Types, these funds are used to account for assets held by the City in a trustee capacity or as an agent for private individuals, organizations, or other governmental agencies. The fiduciary funds used by the City are expendable trust, non-expendable trust and agency funds. (See Fund)

#### **Unsecured Property**

As the property tax is guaranteed by placing a lien on the real property, unsecured property is that real property in which the value of the lien is not sufficient to assure payment of the property tax.

#### **User Charges**

The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**1997-99 Financial Plan and Budget**

**OBJECT CODE DESCRIPTIONS**

---

- 101 Regular Salaries** -- Regular full-time employees with full benefit packages.
- 102 Overtime** -- All time for which compensation is received greater than the normal workday or workweek as defined by current Memorandum of Understanding or FLSA rules. Overtime is paid at 50% above normal time or stated differently at time and 1/2 (1.5 \* normal base pay per hour).
- 103 Salaries Part-Time/Temp** -- Salaries for persons employed on a part-time or seasonal basis who are paid through the payroll system and receive some benefits.
- 104 Separation Pay** -- Pay off compensation for retirements and terminations.
- 105 Auto Allowance** -- Car allowance for department heads.
- 106 Uniform Allowance** -- Uniform Allowance paid per MOU's.
- 108 Meal Allowance** -- Allowance for cost of employee meals paid per MOU's.
- 109 Educational Incentive** -- Additional compensation for education and certificates as covered in current Memorandum of Understanding.
- 110 Administrative Leave** -- Payment for administrative leave.
- 111 Compensation Insurance** -- The City's cost of compensation charges for worker's compensation insurance.
- 112 Medical Insurance** -- The City's cost of insurance premiums for employee health insurance.
- 113 Dental Insurance** -- The City's cost of insurance premiums for employee dental insurance.
- 114 Vision Care** -- The City's cost of insurance premiums for employee vision care insurance.
- 115 Medicare Insurance** -- A rate for Medicare cost for all employees hired after March 31, 1986 based on employee wages.
- 117 Flexible Spending Administration Charge** -- Administration charge per employee for flexible spending program.
- 121 Service Contribution PERS** -- The City's cost of PERS contribution for employees.

**OBJECT CODE DESCRIPTIONS**

---

**123 Deferred Compensation** – The City's contribution to employee deferred compensation plans.

**124 LI & AD & D** – The City's cost of insurance premiums for employee life insurance and disability insurance.

**125 Unemployment Insurance** – The City's cost of insurance premiums for employee unemployment insurance. **127 Permanent Disability, Workers Comp** – Cost incurred for payment of permanent disability and permanent workers compensation claims.

**126 Temporary Disability, Workers Comp** – Cost incurred for payment of temporary disability and worker compensation claims.

**127 Permanent Disability, Workers Comp** – Cost incurred for payment of permanent disability and permanent workers compensation claims.

**128 LTD** – The City's cost of insurance premiums for employee long-term disability insurance.

**129 Chiropractic** – The City's cost of insurance premiums for employee chiropractic care.

**201 Postage** – Cost associated with mailing of City documents.

**202 Telephone & Telegraph** – Telephone costs includes installation cost in addition to telephone company monthly billing. DO NOT use for cost of equipment such as cellular telephones.

**211 Electricity** – The cost of monthly electricity billings.

**212 Gas** – The cost of monthly gas utility charges. DO NOT use for vehicle gasoline charges.

**213 Water** – The cost of monthly water utility charges.

**214 Sewer** – The cost of monthly sewer utility charges.

**215 Refuse** – The cost of monthly refuse billings.

**301 Printing, Binding & Duplication** – Cost of printing, binding and duplicating of City documents.

**302 Photocopying** – Cost of copies made using copy machines owned and operated by City.

**303 Advertising** – The cost of public or special notices placed in the newspaper or published in magazines.

## **1997-99 Financial Plan and Budget**

---

### **OBJECT CODE DESCRIPTIONS**

---

**304 Laundry & Drycleaning** – Cost associated with laundry and drycleaning of City owned items (ie Fire Dept bedding etc).

**305 Uniforms** – Cost associated with purchase of uniforms and for the uniform allowance payments to employees for maintenance of their uniforms.

**306 Safety Equipment** – Cost of equipment purchased as part of OSHA requirements for safety.  
**308 Books & Periodicals** – Cost of magazine subscriptions, newspapers, professional publications and service bureaus.

**307 Materials & Supplies** – Supplies for general departmental operations with a value less than \$3,000 per individual item.

**308 Books and Periodicals** – Cost of magazine subscriptions, newspapers, professional publications and service bureaus.

**309 Membership & Dues** – Cost of membership and dues for professional organizations.

**310 Uncollectible Account Expense** – Cost associated with the writing off of an uncollectible account.

**311 Collection Agency Fees** – Cost paid to private collection firm for fees associated with uncollectible accounts.

**312 Bank Service Charges** – Cost paid to bank's for monthly service charges on City bank accounts.

**313 Data Processing Software** – Purchase of all additional or upgraded computer programs and software. Software for new computers are to be included as part of the purchase price of the new computer.

**314 Business Expense** – Cost associated with a one-day meeting or event (ie. business luncheons). This would include meals, parking, mileage, tips and refreshments.

**315 Conference Expense** – Cost associated with professional meetings, conventions, and special functions that are usually not in a "classroom" atmosphere (ie League of California Cities). It includes the airfare, meals, registrations, lodging, taxis, buses, and other costs related to the travel.

**316 Auto Allowance** – This is used for auto allowances paid.

**318 Microfiche Expense** – Cost of having documents microfilmed.

**1997-99 Financial Plan and Budget**

---

**OBJECT CODE DESCRIPTIONS**

---

**321 Rental of Land & Facilities** – Rental payments to vendors for rental of land and facilities not owned by the City.

**322 Rental of Equipment** – Rental payments to vendors for rental of equipment not owned by the City.

**323 Professional Services** – Contractual arrangements with individuals or organizations from which the City receives services. Compensation for persons paid an hourly or flat rate who work on an as needed or seasonal basis and who do not receive benefits.

**324 Purchased Transportation** – Payments for cost associated with Dial-A-Ride taxi.

**330 Repairs to Communication Equipment** – Maintenance and repair costs to communication equipment.

**331 Repairs to Machinery and Equipment** – Maintenance and repair costs to machinery and equipment other than vehicles.

**333 Repairs to Vehicles** – Maintenance and repair cost to equipment that have a City vehicle number assigned.

**334 Repairs to Buildings** – Maintenance and repair costs to buildings.

**335 Sublet Service Contracts** – Maintenance contracts with third party vendors.

**336 Car Wash** – Car wash costs for City vehicles.

**341 Fire Insurance** – Cost of City fire insurance premiums.

**342 Surety Bonds** – Cost of City surety bond premiums.

**343 PL & PD Insurance** – Cost of City personal liability and property damage claims.

**345 City Rental Insurance Fee** – Cost of City rental insurance premiums.

**350 Tires & Tubes** – Cost of tires and tubes for City vehicles.

**351 Motor Vehicle Fuel & Lube** – Cost of fuels used to maintain and operate City equipment such as vehicles and generators. This object code is distinguished from GAS (212) which is used to pay for natural gas associated with utility costs.

**1997-99 Financial Plan and Budget**

---

**OBJECT CODE DESCRIPTIONS**

---

**353 Janitorial Supplies** – Cost associated with supplies needed for performance of janitorial duties in City buildings.

**357 Care of Prisoners** – Cost associated with the care of prisoners.

**358 Training & Education** – Cost of training staff is generally defined as meetings during which there is a "classroom" atmosphere instruction on one or more topics. Training can be for one or more hours or may be for several months in duration. The cost of travel to and from the training is included in the total cost of the training. Travel includes the airfare, meals, registrations, lodging, taxis, buses, and other costs related to attending the training. Training is not generally in conjunction with annual or semi-annual professional organization conventions or meetings.

**359 Small Tools & Equipment** – Costs of tools, furniture and equipment with a value less than \$3,000 per individual item.

**360 Overtime Meals** – Cost of meals for employees working overtime as covered in current Memorandum of Understanding.

**361 Employee Relations** – Cost associated with employee relations.

**362 Laboratory Supplies** –Cost of chemicals and supplies used in laboratory.

**363 Employee Physical Examination** – Cost that the City reimburses the employee toward physical examinations as covered in current Memorandum of Understanding.

**365 Post Training** – Cost of Police Officer training that is reimbursable to the City under the POST program.

**399 Supplies, Materials & Services, NOC** – Small cost items that do not fall under any other 300 series category.

**500 Equipment** – The following 500 series numbers are to be used for individual pieces of equipment with a value of \$3,001 or greater:

- 501 Office Equipment**
- 502 Household Equipment**
- 503 Auto Equipment**
- 504 Heavy Equipment**
- 505 Fire Fighting Equipment**
- 506 Traffic Signal Equipment**

**OBJECT CODE DESCRIPTIONS**

---

- 507 Street Lighting Equipment
- 508 Sewer & Disposal Equipment
- 509 Shop Equipment
- 510 Recreation Equipment
- 511 Transformers 512 Meters
- 513 Wire
- 514 Poles & Pole Line Hardware
- 515 Data Processing Hardware
- 517 Communication Equipment
- 518 Grant Equipment
- 519 Other Equipment

521 Acquisition of Land – Cost associated with the City's purchase of land other than rights of way and easements.

522 Rights of Way – Cost associated with the City's purchase of land for rights of way.

523 Easements – Cost associated with the City's purchase of land for easements.

524 Buildings – Cost associated with major repairs and acquisition of buildings.

525 Other Structures – Cost associated with major repairs and acquisition of structures other than buildings.

526 Streets – Cost associated with repair and acquisition of streets.

527 Curbs, Gutter & Sidewalks – Cost associated with construction and repair of curbs, gutters and sidewalks.

528 Sanitary Sewer Lines – Cost associated with construction and repair of sanitary sewer lines.

529 Water Well Lines – Cost associated with construction and repair of water well lines, other than those purchased with DBCP loan funds.

530 Underground Lines & Hardware – Cost associated with construction of underground lines and hardware.

531 Storm Drains – Cost associated with construction and repair of storm drains.

**1997-99 Financial Plan and Budget**

---

**OBJECT CODE DESCRIPTIONS**

---

**535 DBCP Water Well Costs** -- Cost associated with construction and repair of DBCP water wells finance with loan.

**621 Donations** -- Donations made by the City.

**622 Taxes** -- Tax payments made by the City.

**623 Refunds** -- Refunds issued by the City.

**624 Bond Interest** -- Bond interest payments made by the City.

**625 Bond Redemption** -- Bond principle payments made by the City.

**699 Special Payment NOC** -- One time payments made by the City that do not fall within any other category.

**1997-99 FINANCIAL PLAN AND BUDGET**

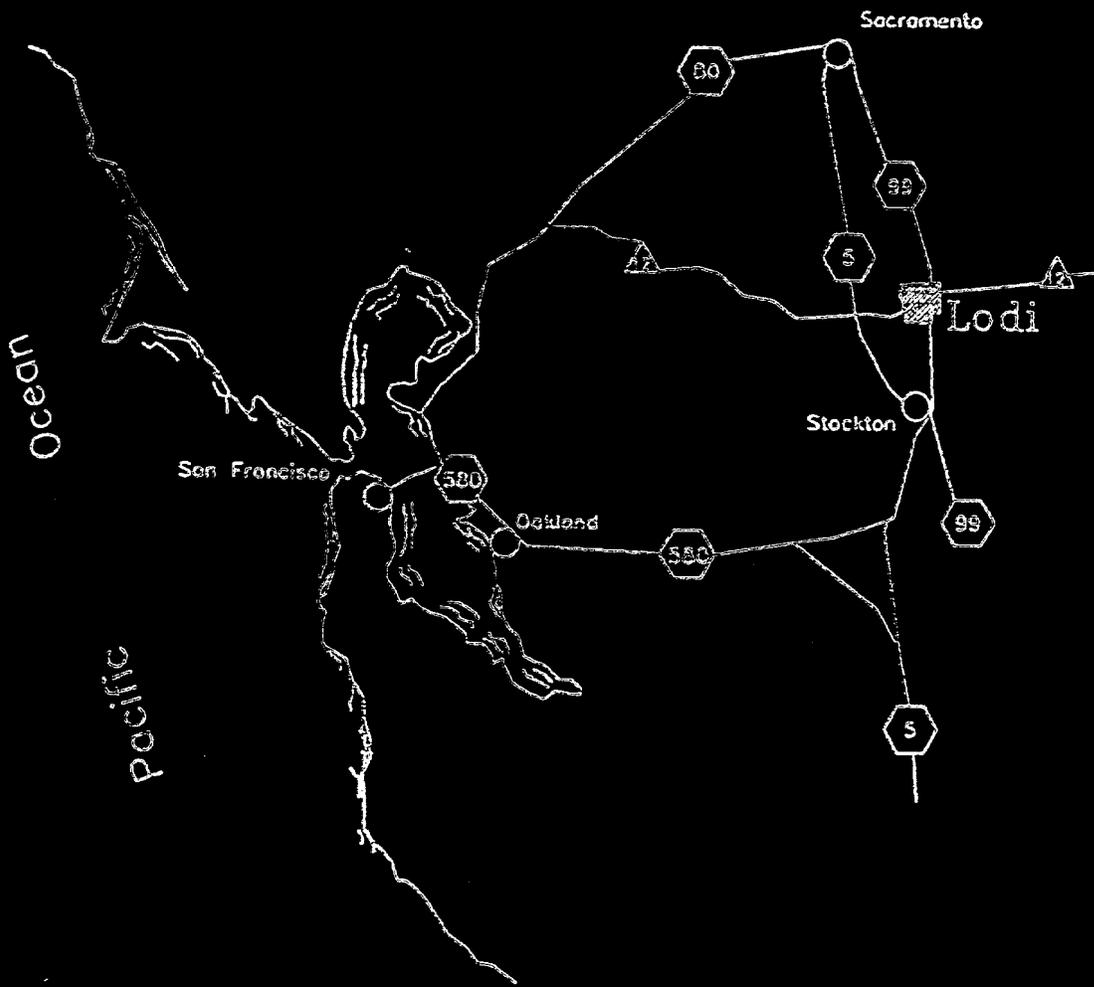
---

**MAJOR BUDGET PREPARATION GUIDELINES**

---

**BUDGET CALENDAR**

<b>Capital Improvement Plan (CIP)- Meeting</b>	<b>8/19/96</b>
<b>Budget Calendar Shirtsleeve</b>	<b>8/27/96</b>
<b>CIP Meeting with all Departments</b>	<b>late Aug - Sept/97</b>
<b>Capital Improvement Plan (CIP) - Shirtsleeve</b>	<b>Oct/96</b>
<b>Issue budget instructions &amp; Department Goals</b>	<b>early Nov/96</b>
<b>City Council Review ( 1996 financial status)</b>	<b>Nov after audit</b>
<b>City Council Review (budget formats, policies and concepts)</b>	<b>early Dec/96</b>
<b>City Council Goals</b>	<b>early Dec/96</b>
<b>City Council Goals</b>	<b>early Jan/97</b>
<b>City Council Review (goals, objectives, fiscal policies)</b>	<b>early Feb/97</b>
<b>Submit Budget Requests to City Manager</b>	<b>end Feb/97</b>
<b>City Manager Revenue Review</b>	<b>end Feb/97</b>
<b>City Manager Budget Review</b>	<b>March/97</b>
<b>City Council Budget Overview - Shirtsleeve Revenue Projections, &amp; Goals Budget Assumptions, Objectives, &amp; Policies</b>	<b>April/97</b>
<b>City Council Budget Overview - Shirtsleeve Expenditure &amp; CIB Fund Status</b>	<b>May/97</b>
<b>Draft Financial Plan and Budget - shirtsleeve meeting</b>	<b>June/97</b>
<b>Introduced at Regular City Council Meeting - first meeting</b>	<b>June/97</b>
<b>Adopt 1997-99 Financial Plan and Budget - final meeting</b>	<b>June/97</b>



LOCATION MAP

No Scale