



CITY OF LODI

CALIFORNIA



1994 – 96 FINANCIAL PLAN AND BUDGET
AS APPROVED BY THE MAYOR AND CITY COUNCIL

1994-96 FINANCIAL PLAN AND BUDGET

**Jack A. Sieglock, Mayor
Stephen J. Mann, Mayor Pro Tempore
Ray G. Davenport, Council Member
Phillip A. Pennino, Council Member
John R. (Randy) Snider, Council Member**

Thomas A. Peterson, City Manager

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

CITY OF LODI, CALIFORNIA

REPORT PRODUCTION AND ANALYSIS

Budget Review Team

Jerry Glenn, Assistant City Manager
Maxine Cadwallader, Revenue Manager
H. Dixon Flynn, Finance Director
Vicky McAthie, Accounting Manager
Ruby Paiste, Accountant
Cory Wadlow, Accounting Technician

Departments

Sharon Blaufus - Administrative Assistant, Public Works
Dennis Callahan, Building and Equipment Maintenance Superintendent
Fran Forkas, Water/Wastewater Superintendent
Betsy Gandy, Administrative Assistant, Police Department
Kirk Evans, Assistant to the City Manager
Hans Hansen, Assistant Director, Electric Utility
Roger Houston, Chief Building Inspector, Community Development
Sondra Huff, Department Secretary, Recreation and Parks Department
David Morimoto, Senior Planner, Community Development
Joanne Narloch, Personnel Director
Tamra Prachar, Risk Management Technician, Administration
Richard Prima, City Engineer
Steve Raddigan, Acting Fire Chief, Fire Department
Susan Rodriguez, Administrative Clerk, Recreation and Parks Department
Lisa Rudloff, Recreation Supervisor, Camp Hutchins
Karen Tunnell, Personnel Technician, Personnel Department

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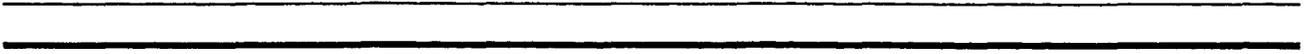
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PREFACE



1994-96 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 (1992-93); current year budget (1993-94); the requested budget (1994-95); and, the proposed budget (1995-96). 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 focuses on teamwork required to deliver services. However, for operational purposes, financial information by Department is provided in Section H (Financial and Statistical Tables).

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 program policies that guide 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.

Section D - Operating Activities

Presents the City's operating activities around the City's major service programs (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 |

1994-96 FINANCIAL PLAN AND BUDGET

Section E - Capital Improvement Budget

Presents the City 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

CITY COUNCIL

JACK A. SIEGLOCK, Mayor
STEPHEN J. MANN
Mayor Pro Tempore
RAY G. DAVENPORT
PHILLIP A. PENNINO
JOHN R. (Randy) SNIDER

CITY OF LODI

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

THOMAS A. PETERSON
City Manager
JENNIFER M. PERRIN
City Clerk
BOB McNATT
City Attorney

August 19, 1994

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

INTRODUCTION

The 1994-96 Financial Plan and Budget is the management, financial and strategic plan for the City of Lodi over the next two years. As was the case with the 1993-94 budget, this budget represents the culmination of a long, strenuous and dedicated effort on the part of the City Council, residents, and City staff to identify service priorities and to outline options for expenditure reductions and increased efficiency, with the ultimate goal being to implement long-term sustainable reductions in City expenditures.

As I discussed during budget hearings, preparation of the 1994-95 budget was made difficult for several reasons. The State has cut the City's revenues by approximately \$1.5 million over the last three years. Again in 1994-95, the State may have to further reduce revenues earmarked for cities before June 30, 1995 in order to balance the State budget. What actions the State will take will probably not be known prior to January 1995. In addition, the City's economy is not growing at the rate we have experienced in recent years. Accordingly sales tax and property tax growth is down, and this trend is not expected to change in the near future.

To integrate the City's financial resources with the City's goals, policies and financial planning process, the City Council elected to adopt a new two-year budget format to assist the City Council and staff focus on the short and intermediate term needs of the City. The new format also includes budget policies to be used by staff to prepare the budget which can be found in Section B. The new format and the new policies are a significant change from past budget practices and required extraordinary effort by staff and Council to complete in time for budget hearings in June.

The benefits which the City Council hopes to achieve from these new budget policies and budget format include:

- * An expanded planning horizon to promote more orderly spending patterns

- * Focusing budget preparation on outputs (goals, objectives and service standards) as well as inputs (dollars, people, material, equipment and facilities)
- * Facilitating top-down policy direction (City Council to staff) as well as bottoms-up budget development (staff to City Council)
- * Focusing on the development of measurable objectives and standards
- * Providing more information on which to evaluate the cost of services and the City's financial condition
- * Informing the public of what is purchased with their taxes and fees

The concepts used to prepare this plan will be further refined in the future and provide the City with a stronger planning foundation.

To present the 1994-96 Financial Plan and Budget in the new format, prior year expenditures and personnel authorizations were restated to insure consistency from year to year between expenditures, appropriations and personnel authorizations. Actual expenditures, appropriations and personnel authorizations for prior years may be found by referring to prior year budget reports and the annual financial statements.

BUDGET ASSUMPTIONS

As discussed above, the 1994-96 Financial Plan is based on policies approved by the City Council prior to its preparation. These policies provide overall planning guidance to staff in preparing the budget. In addition, the budget was prepared based on the following assumptions which were agreed to prior to budget preparation. These assumptions were:

- * Basic services will be maintained at current levels and will be adequately funded.
- * Reserves will be maintained at levels which protect the City from future uncertainties.
- * Revenues and expenditures will be estimated at realistic levels.
- * The City will adopt a balanced budget and limit the use of reserves for economic uncertainties and unplanned contingencies.
- * Activity costs will be arranged to reflect expenditures and not economic costs such as depreciation and indirect overhead.
- * The City is committed to a strong General Fund.

- * The budget will comply with the provisions of the State Constitution, municipal code and adopted budget policies.
- * The City Council will approve a \$1 million increase in the Business License Tax. (On June 15, 1994, the City Council deferred indefinitely the decision to adopt an increase in the Business License Tax)

BACKGROUND SUMMARY

State of California

The City's ability to provide services has been reduced over the last three years by budget balancing initiatives taken by the State of California to balance the State budget. The State diverted \$1.5 million in property taxes and other revenues previously belonging to Lodi to fund schools and other State budget programs. These cuts combined with a low rate of growth in sales tax and property tax have forced the City to cut the budget and impose strong cost control measures for the last two years.

This year, the State is short \$3.1 billion and has balanced the budget with a loan of \$7.1 billion from the banking community. The additional \$4 billion was borrowed for cash management purposes. In light of the State's budget problems, the City anticipates that the State may further cut the City's revenues to repay this loan due June 30, 1995.

Economy and Economic Development

Lodi has a well balanced and strong business community and is considered a premier city in the San Joaquin Valley in which to live, work, raise a family and conduct business. The average and mean income of Lodi residents is one of the highest in the County and Lodi has the highest per capita sales of any city in the County.

Lodi is built on a strong and broad based agricultural industry with national and international markets for its goods and products. Wines, processed foods, nuts, fruit and milk are major products of the area and region. In addition, the City has a wide range of small industries which have remained basically sound through the current recession. These industries and the agricultural products from the Lodi area have acted to insulate Lodi from the economic ups and downs experienced by many other cities and regions in the State.

Lodi is committed to promoting economic development (business retention and attraction) to expand the tax base to fund city services rather than to increase taxes to pay for these services. During the last fiscal year, the City appointed an Economic Development Coordinator, developed long and short term economic development goals in conjunction with the Chamber of Commerce and began developing revitalization plans for the downtown and Cherokee Lane. These initiatives should provide the City with long term solutions to financing city services; however, in the short term, economic development will not solve the City's current financial problems.

In addition to revitalization plans, the City is reviewing a number of incentives to retain and attract new businesses. Among the incentives being considered are infrastructure improvements, property tax abatement, regulatory flexibility, tax credits, utility rate incentives and public financing and/or grants.

Federal and State Mandates

All cities and other local governments must cope with a wide range of unfunded Federal and State mandates which continue to add to the cost of doing business. There is discussion at the State to provide relief to cities in the near future; however, no changes have been made which will save Lodi any money this year. Lodi will continue to support efforts to relieve local government from unfunded State and Federal mandates.

De-Regulation of the Electric Utility Industry

In 1996, California will begin deregulation of the electric utility industry as provided in the National Energy Policy Act of 1992. It is not clear what the impact will be on Lodi's Electric Utility and what actions may have to be taken to provide City customers with competitive rates. We will continue to analyze the changes being made by the Public Utilities Commission and make any adjustments necessary to remain competitive and to retain the City's customer base. This may result in significant changes in the way the City conducts business.

Most analysts anticipate that major electric consumers will be the main beneficiary of deregulation. Accordingly, California will be able to provide consumers with electric rates which are competitive with rates offered in other States and should help in recent efforts to attract and retain businesses in California.

Prior Year Service Cuts

In the last three years the City cut \$1,848,000 from the budget to correct for lost revenues and the increased cost of doing business. A summary of these cuts and budget adjustments are listed below:

- * Eliminated 18 staff positions (a savings of \$900,000 per year beginning 1993-94)
- * Implemented a pay freeze for management and mid-management employees (an estimated savings of \$140,000 per year beginning in January 1992)
- * Eliminated pay for unused administrative leave for management and mid-management employees (an estimated savings of \$79,000 per year beginning in July 1992)
- * Introduced a lower tier medical benefits package at retirement for management and mid-management employees hired after July 1, 1994.
- * Implemented a hire freeze (estimated savings of \$250,000 per year beginning July 1992).

- * Limited travel and training costs and approved new travel policies (an estimated savings of \$10,000 per year beginning November 1993).

In addition, the City staff has invested both time and effort to develop and implement new procedures and policies to improve the efficiency of the City staff.

FUTURE FINANCIAL ISSUES

To balance the 1994-95 budget, the City Council reduced current services and cut operating costs by \$1,027,000. The City Council did consider raising an additional \$1 million with an increase in the business license tax as discussed earlier; however, the City Council elected to achieve a balanced budget by cutting services and operating costs.

Subsequent to the adoption of the 1994-95 Budget, additional information became known that will have to be taken into consideration during the mid-year budget review. This includes:

- * **Electric Utility Fund**

The City will refund approximately \$491,000 in development fees during the first quarter of 1994-95 to developers for fees paid to the City to finance new infrastructure.

The City may lose \$850,000 to \$900,000 per year beginning in 1994-95 for cogeneration power produced by General Mills for use by General Mills.

The City is considering upgrading the Lodi Industrial Substation in 1995-96 at a cost of \$3.4 million.

The City's cost of purchased power may increase to pay for non-recurring power costs charged to the City through the Northern California Power Agency. The City's share of debt with this Agency is approximately \$1.4 million.

- * **Economic Development**

The City is developing a revitalization plan for downtown and Cherokee Lane. The estimated cost of this project is between \$3 and \$4 million. The City will work with its consultant on this project to develop funding sources. A final recommendation should be ready for City Council consideration by October 1994.

- * **Property Tax**

The County Tax Assessor notified the City that the growth in property tax will be 2.1% in 1994-95, down from a 5.5% growth rate experienced in prior years. This decrease was anticipated in part; however, the City's property tax will probably be \$100,000 less than originally projected.

* **Public Employees Retirement System (PERS)**

The City's contribution to PERS will be approximately \$100,000 less in 1994-95 due to new rates developed by PERS for City employees. The contribution rate for fire and the general employee group is up slightly, while the rate for police officers is down significantly.

* The City was billed \$146,456 for "golden handshakes" given employees in 1993-94.

FINANCIAL PLAN AND BUDGET OVERVIEW

The 1994-96 Financial Plan reflects virtually no growth in total appropriations for 1994-95 and a modest 3% growth in 1995-96. In 1994-95, operating programs will grow 4% from \$35.4 million to \$36.5 million, power purchases will grow 1% from \$26.6 million to \$26.7 million and debt service expenditures will grow 12.5% from \$1.4 million to \$1.6 million.

	Budget 1993-94	Approved 1994-95	Estimated 1995-96
Operating Programs	\$35,394,190	\$36,520,725	36,830,945
Capital Improvements	11,384,467	9,603,394	11,046,750
Power Purchases	26,565,400	26,709,000	27,194,000
Other Purchases	2,462,127	2,554,320	2,456,745
Debt Service	<u>1,417,238</u>	<u>1,594,443</u>	<u>1,845,406</u>
Total	<u>\$77,223,422</u>	<u>\$76,981,882</u>	<u>\$79,373,817</u>

To balance the 1994-95 budget, the City Council cut \$1,027,000 from the City Manager's budget request and shifted funding sources for certain activities. A list of budget cuts by activity may be found in Section D under "City Council Budget Adjustments" and on the list of Significant Expenditure and Staffing Changes found in Section H.

A summary of changes directed by the City Council during budget hearings is provided below:

- * In-Lieu Taxes under the City's revenue distribution policies were increased from 9% to 12% for Electric Utility services and from 11% to 20% for Sewer Utility services. This will provide the General Fund with an additional \$983,805.
- * The Library Fund will be charged \$97,396 for indirect general government services plus \$50,000 was transferred from the Library Fund to the General Fund.
- * The City will continue the current hire freeze through June 1995. This will save approximately \$250,000 in 1994-95.
- * The sum of \$92,500 was transferred from the Capital Outlay Fund to the General Fund.

- * The sum of \$50,000 was transferred from the Sewer Utility Fund to the General Fund.
- * The position of the Assistant to the City Manager was eliminated and the incumbent was appointed as the City's Transit Manager effective July 1, 1994. This will save the General Fund \$56,900 in 1994-95.
- * The Transit Fund will be changed 25% of the payroll cost of Assistant City Manager and save the General Fund \$21,795 in 1994-95.

Significant Expenditure and Staffing Changes

The General Fund is the primary source for the delivery of essential City services. Accordingly, it is appropriate to focus special attention on the General Fund. Unlike enterprise activities which can set fees to recover the cost of services, General Fund activities rely primarily on taxes to finance operations.

Modest increases in General Fund services approved in the 1994-95 budget were offset by budget cuts. Total General Fund appropriations are \$21.8 million in 1994-95 and are estimated to be \$21.9 million in 1995-96. This is a 1% decrease from the 1993-94 budget and reflects both increases requested by staff and cuts approved by the City Council. A summary of these changes is provided below.

Significant Expenditure Changes	Approved Changes 1994-95	Estimated Changes 1995-96
Public Safety	\$66,685	\$214,540
Transportation - Streets	(179,035)	0
Leisure, Cultural & Social Services	(172,425)	33,095
Community and Economic Development	74,600	0
General Government	(166,975)	47,000
Total Changes	(\$377,150)	\$294,635

A summary of General Fund staff cuts is listed below and can be found in the personnel summary in Section H.

Staff Changes	Approved Changes 1994-95	Estimated Changes 1995-96
Public Safety	0	5
Transportation - Streets	-3	0
Leisure, Cultural & Social Services	-4	0
Community and Economic Development	0	0
General Government	-4	0
Total Changes	-11	5

REVENUE HIGHLIGHTS

Revenues are projected at realistic levels considering the current economic conditions of the State and the probability that the State will cut revenues to cities or transfer the cost of State programs to cities with new mandates or service charges. The following assumptions were used to project revenues:

- * In-Lieu Taxes will increase from 9% to 12% (electric utility services) and from 11% to 20% (sewer utility services). This will give the General Fund an additional \$983,805.
- * Adjustments to recreation program fees will be made to recover 30% of the overall cost of these programs.
- * The State economy will recover slowly but will remain basically sound in San Joaquin County; however, the increase in sales tax and property tax will be less than in prior years.
- * Property tax will be distributed as described on page B-8 of the City's Budget Policies.
- * Additional funding sources will be identified to finance revitalization of the downtown and improvements on Cherokee Lane.
- * The City will not have the necessary information from the State prior to January 1995 to consider any revenue cuts, service charges or new mandates prior to adoption of the City budget in June 1994.

Based on these assumptions, the following is a summary of projected key General Fund revenues:

General Fund Revenue Projections	1993-94 Budget	1994-95 Proposed	1995-96 Estimated
Sales Tax	\$5,180,000	\$5,270,000	\$5,360,000
Property Tax	3,549,145	2,629,800	2,103,800
In-Lieu Franchise Taxes	4,535,195	5,300,400	5,300,400
Franchise Taxes	497,100	509,100	509,100
Business License Taxes	94,000	90,000	90,000
Transit Lodging Tax	240,200	242,600	242,600
Public Safety Sales Taxes	103,450	137,900	137,900
Real Property Transfer Taxes	<u>58,000</u>	<u>58,000</u>	<u>58,000</u>
Total Taxes	\$14,257,090	\$14,237,800	\$13,801,800
Motor Vehicle In-Lieu Tax	\$1,785,600	\$1,761,700	\$1,796,900

As these assumptions become clear, changes in the City's financial plan will be made as appropriate during the mid-year budget review.

EXPENDITURE HIGHLIGHTS

The expenditures projected over the next two years reflect continued efforts by the City to contain and reduce service costs. There are several costs over which the City has little or no control and must be watched closely. These include:

- * The cost of living index which increased at an annual rate of 2% for the year ending March 1994.
- * Increases in employee compensation and benefits resulting from the implementation of contracts with the City's bargaining groups.
- * Utility costs - primarily for garbage removal.
- * State and Federal mandates.
- * Claims against the City not covered by the City's deductible or exceeding the City's coverage.
- * Natural disasters.
- * Other events and contingencies not anticipated.

OPERATING ACTIVITY SUMMARY

Lodi has traditionally delivered high levels of basic services. Until recently, the City did not have to reduce service levels or cut the budget to provide basic services. To maintain basic services, the City cut operating costs and existing programs by \$1,027,000. A list of significant changes is provided below and in Section H.

Public Safety

- * The Police Department budget was cut \$10,200 in 1994-95 and increased by \$49,800 in 1995-96 to hire an additional police officer for the Community Oriented Policing Program.
- * The Fire Department budget was increased \$76,905 in 1994-95 and \$164,740 in 1995-96. These increases are to fund the cost of additional firefighters and equipment for services to support residential and commercial growth on the west side of Lodi. The City will also evaluate the possibility of contracting with another fire district for these services in-lieu of expanding the Fire Department.

Public Utilities

- * The Water Utility was reduced by \$22,346 in 1994-95. The Water Conservation program was reduced 25% along with other reductions in supplies and minor equipment purchases.
- * The sewer utility was reduced by \$16,975 in 1994-95 for supplies, services and minor equipment purchases.
- * The electric utility was cut by \$59,870 in 1994-95. Two employee positions were eliminated, an administrative clerk and an electrical engineer. The savings from these cuts were in part offset by purchases for minor equipment and software.

Transportation

- * The street and flood control budget was cut by \$179,035 in 1994-95. Four employee positions were eliminated. The City Council eliminated the street tree maintenance program except for emergency tree cutting. Other savings occurred by cutting supplies, services and minor equipment purchases.
- * The City Council increased the Transit Activity by \$22,900 in 1994-95 to pay for a transit manager required to establish a fixed route bus system. This increase is funded by State and Federal funds and has no direct impact on the City's General Fund. In addition the Assistant City Manager will charge 25% of his time to the Transit System for his time in establishing a fixed route bus system.

Leisure, Cultural and Social Services

- * The Parks and Recreation Department was reduced by \$164,025 in 1994-95. Three park maintenance positions were eliminated in addition to funding for supplies, services, overtime and minor equipment purchases. Funding was approved for the purchase of some equipment, pool covers and for part-time hours to assist the Parks and Recreation Department down-size the park maintenance program.
- * The Community Center was cut \$8,400 in 1994-95. One maintenance worker position was eliminated and funding was authorized to purchase minor equipment and for part time hours.

Community and Economic Development

- * The Community Development Department budget was funded \$23,110 in 1994-95 for purchasing minor equipment, supplies and part-time hours to support an increase in building activity. The added cost will be paid for by permit fees.
- * The Engineering budget was cut \$9,460 in 1994-95 by the City Council for supplies, services and part-time hours.
- * The Economic Development Activity was increased \$60,950 in 1994-95 to allow for the cost of benefits charged for the Economic Development Coordinator, part-time hours for an intern and for special payments to the Chamber of Commerce, Downtown Business Association and the San Joaquin Partnership.

General Government

- * The City Manager's Office was cut \$1,145 in 1994-95 for the purchase of supplies.
- * Public Works Administration was cut \$4,720 in 1994-95 for the funding of part-time hours and the purchase of supplies and services.
- * The Risk Management Office was reduced \$66,900 in 1994-95 by the City Council. The position of Risk Manager was eliminated and the incumbent was transferred to the Transit Office as the Transit Manager.
- * The Personnel Office was reduced \$19,400 in 1994-95 by the City Council. The administrative clerk position was eliminated in addition to funding for supplies and services. The Council did add funding for part-time hours to assist the Personnel Office with down-sizing. An additional \$42,500 was added in 1995-96 to conduct a classification study and medical standards review.
- * The Finance Department was cut \$37,580 in 1994-95. Two positions were eliminated, the Field Services Supervisor and one account clerk. The duties of both positions will be absorbed by shifting duties and with part-time employees.
- * The Building Maintenance budget was cut \$4,115 in 1994-95 for supplies and services.
- * The Equipment Maintenance budget was cut \$26,615 in 1994-95 for supplies, services, part-time hours and the reclassification of one position.
- * The General Support budget was cut \$6,500 in 1994-95 for the purchase of City memberships in National and State organization.

CAPITAL IMPROVEMENT BUDGET

Total expenditures for the Capital Improvement Budget (CIB) projects total \$20.1 million over the next two years summarized as follows:

	1993-94	1994-95	1995-96
Public Safety	\$82,078	\$30,000	\$681,300
Public Utilities	4,716,425	6,070,625	3,092,450
Transportation	3,645,642	2,148,500	5,913,000
Community Development	899,876	676,714	900,000
Leisure Services	472,822	85,000	175,000
General Government	<u>1,702,435</u>	<u>49,750</u>	<u>150,000</u>
Total	\$11,519,278	\$9,140,589	\$10,914,750

As reflected above, transportation and public utilities account for over 70% of the recommended CIB projects. The following are the major projects scheduled for 1994-96:

City Hall Remodel	\$1,700,000
Street Reconstruction	5,722,000
DBCP Water Treatment	3,587,000
Construction of Fire Station	400,000
Water Main Replacements	1,270,000
Electric System Improvements	972,310
Storm Drain Improvements	1,204,000

These projects represent the best estimates by City staff at this time. As these projects progress toward construction the estimates will become more accurate and will be revised as appropriate.

CONCLUSION

This plan will chart our course of action for the following year as we face the challenges presented by the State and the economy. The leadership displayed by the City Council in developing this plan and facing the tough issues will allow this City to move forward with confidence in the future. As with last year, department heads were advised at the start of the budget process that assembling the 1994-96 budget would be a most difficult assignment. The implementation of an entirely new budget format added to the difficulty of this task. The responded admirably. Their assistance and the assistance of their staffs is once again acknowledged with appreciation. I am particularly indebted to the Finance Director, Dixon Flynn who is the architect of this document. A special expression of appreciation goes to Vicky McAthie, Accounting Manager, whose attention to detail and research capabilities were invaluable, and to Assistant City Manager Jerry Glenn for his assistance in the budget review process.

Respectfully submitted,

A handwritten signature in cursive script, reading "Thos. A. Peterson". The signature is written in black ink and is positioned above the printed name and title.

Thomas A. Peterson
City Manager

1994-96 FINANCIAL PLAN AND BUDGET

DIRECTORY OF OFFICIALS AND ADVISORY BODIES

CITY COUNCIL

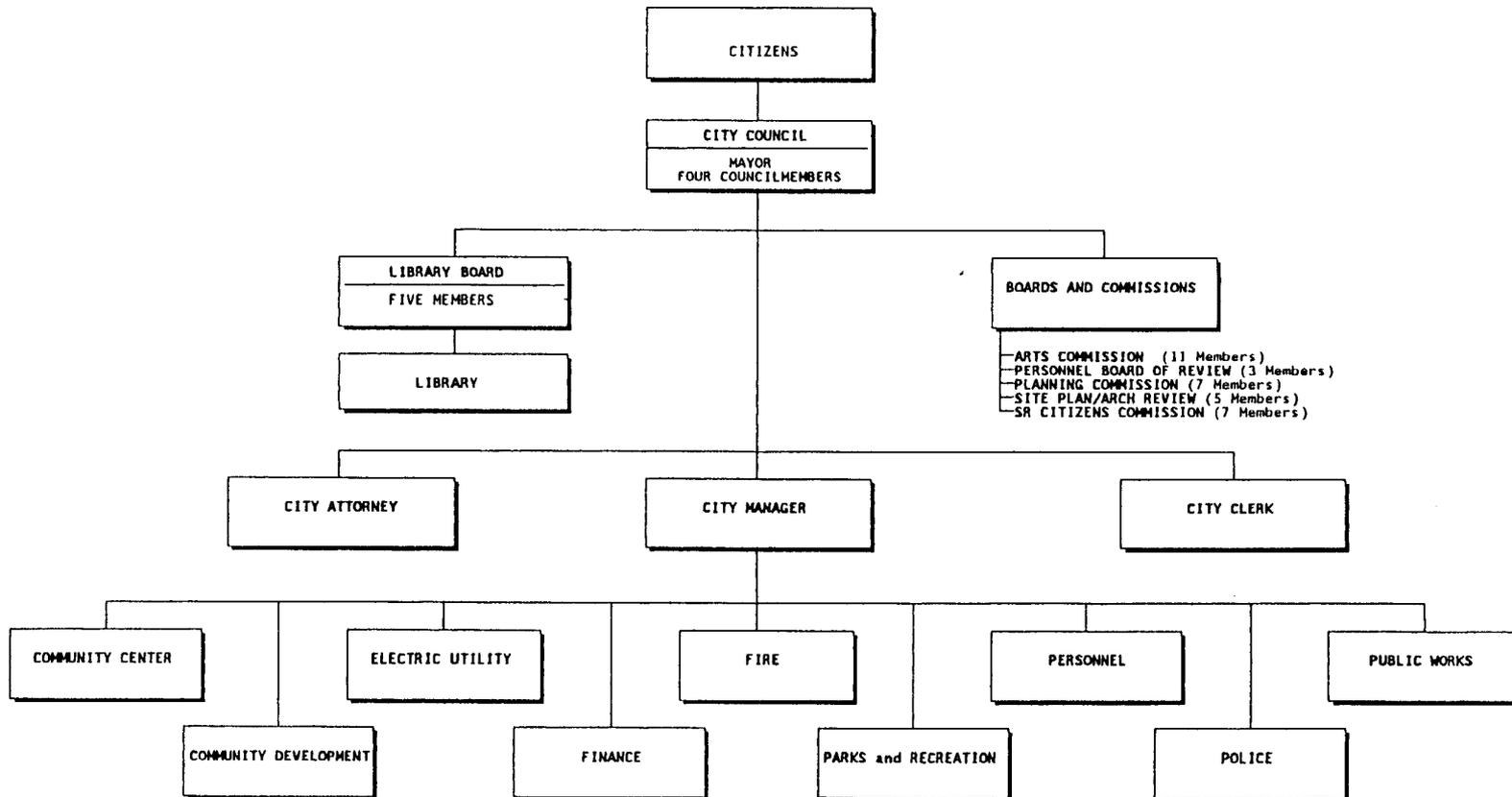
Jack A. Sieglock, Mayor
Stephen J. Mann, Mayor Pro Tempore
Ray G. Davenport, Councilmember
John R. (Randy) Snider, Councilmember
Phillip A. Pennino, Councilmember

ADVISORY BODIES

Planning Commission	Architectural Review Committee
Library Board	Recreation Commission
Arts Commission	Senior Citizens Commission
Youth Commission	Personnel Board
Solid Waste Management Task Force	DBCP Committee
East Side Improvement Committee	Gang Alternative Committee

MANAGEMENT

Thomas A. Peterson, City Manager
Bob W. McNatt, City Attorney
Jennifer M. Perrin, City Clerk
Kathleen Andrade, Librarian
Kirk J. Evans, Administrative Assistant to City Manager
H. Dixon Flynn, Finance Director
Jerry L. Glenn, Assistant City Manager
Janet S. Keeter, Economic Development Coordinator
Charlene J. Lange, Community Center Director
Larry Hansen, Police Chief
Larry F. Hughes, Fire Chief
Joanne Narloch, Personnel Director
Henry J. Rice, Electric Utility Director
Jack L. Ronsko, Public Works Director
James B. Schroeder, Community Development Director
Ronald W. Williamson, Parks and Recreation Director



1994-96 FINANCIAL PLAN AND BUDGET

APPROPRIATION SPENDING LIMIT

BACKGROUND

During any fiscal year, a 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 1994-95

The Appropriation Limit for fiscal year 1994-95 is \$36,515,234 and computed based on growth factors provided by the State Department of Finance. The inflation used to calculate growth was .71% and the population growth used was 1.57%. The appropriations subject to limit for 1994-95 is \$17,292,960 and is under the Limit by \$19,222,274.

The calculations used to establish the Appropriation Limit and appropriations subject to limit are available in the Finance Department for public inspection and review.

Section B
POLICIES AND GOALS

1994-96 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 for the City Council and staff. 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 1994-96 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 (Abatement) |

1994-96 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 1994-96 Financial Plan and Budget.

1994-96 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.

1994-96 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.

1994-96 FINANCIAL PLAN AND BUDGET

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.

1994-96 FINANCIAL PLAN AND BUDGET

BUDGET POLICIES

ENTERPRISE FUND FEES AND RATES

- A. The City will set fees and rates at levels which fully cover the total direct and indirect costsincluding operations, capital outlay and debt service..... of the following enterprise programs: electrical, water, sewer, Camp Hutchins, and transit.
- B. The City will annually review and adjust enterprise fund fees and rates as required to ensure that they remain appropriate and equitable; and to stem large rate increases.

OTHER FEES AND RATES

A. Ongoing Review

Fees and rates will be reviewed and updated on an ongoing basis to ensure that they are correct and appropriate based on the changing needs of the community, i.e. economic concerns, social issues, public safety.

B. General Concepts Regarding the Use of Service Fees and Rates

The use of fees and rates should be subject to the following general concepts:

1. Revenues normally will not exceed the reasonable cost of providing the service.
2. Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization wide cost such as accounting, personnel, data processing, vehicle maintenance and insurance.
3. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
4. Rate structures should be sensitive to the "market" for similar services as well as to smaller, infrequent users of the service and the influence rates and fees have on economic development.
5. A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.

C. Low Cost Recovery Services

Based on the criteria discussed above, the following types of services should have very low cost recovery goals. In selected circumstances, there may be specific activities within the broad scope of services provided that should have user charges associated with them. However, the primary source of funding for the operation as a whole should be general purpose revenues, not user fees.

1. Maintaining and developing public facilities that are provided on a uniform, community wide basis such as streets, parks and general purpose buildings.
2. Delivery of social service programs and economic development activities.

1994-96 FINANCIAL PLAN AND BUDGET

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 1994-96 does not prevent future Councils from directing General Fund resources to other funds and activities as necessary.

1994-96 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:

Fiscal Year 1978-79	Tax Rate Per \$100	Percent
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 1994-96 property tax revenues will be distributed proportionately to the following funds as follows:

	1994-95	1995-96
General Fund	65%	50%
Capital Outlay Fund - General Fund	15%	30%
Library Fund	20%	<u>20%</u>
TOTAL	100%	100%

- B. All Gasoline Tax revenues (which are restricted by the State for street-related purposes) will be used for street maintenance and construction activities. With the State requirement for the City's level of effort of general fund revenues to match or exceed the State transfers to the City for gas tax eligible programs and projects, this approach insures the accounting efforts in meeting State reporting requirements are kept to a minimum.
- 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.

1994-96 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 1994-96 Financial Plan and Budget period based on prior year revenues as follows:

In-lieu Tax - Electric	12%
In-lieu Tax - Water	20%
In-lieu Tax - Sewer	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.

1994-96 FINANCIAL PLAN AND BUDGET

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 Replacement 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 Replacement Fund should be at least 30% of the original purchase cost of the equipment purchased. 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 Replacement 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

1994-96 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.

1994-96 FINANCIAL PLAN AND BUDGET

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.

1994-96 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 Replacement 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.

1994-96 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.

1994-96 FINANCIAL PLAN AND BUDGET

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 Personnel 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 Personnel Department and subject to the approval of the Personnel 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.

1994-96 FINANCIAL PLAN AND BUDGET

MAJOR CITY GOALS

Background

Under the City's financial plan and budget process, the City Council will become involved early in the budget process by identifying major City goals and priorities. These goals become the focus for organization wide efforts to ensure that the most important, highest priority objectives are accomplished....and that these high priority objectives are communicated to the public.

To meet these needs, the City Council will hold a one day goal setting session in January each year as the first step in preparation of the City's financial plan and budget.

In setting the City's major goals the Council will receive a review from the City Manager on the following:

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

Selection of Major City Goals

Under the goal setting process, the City Council and City Manager will meet and establish City-wide goals which will then be ranked using the following criteria:

- * Programs and Projects Rated A
These represent high priority goals for the Council, and as such, they should be included in the Preliminary Financial Plan and adequate funding will be made available.
- * Programs and Projects Rated B
These represent a high priority, but they will be considered in the context of higher priority goals and available resources.
- * Programs and Projects Rated C
These represent programs and projects to be deferred to the next financial plan and budget.

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

- * Objectives
- * Background
- * Action steps
- * Financial and staff resources required
- * Outcome/final product
- * Responsible Department

Section C
BUDGET GRAPHICS AND SUMMARIES

1994-96 FINANCIAL PLAN AND BUDGET

BUDGET GRAPHICS AND SUMMARIES

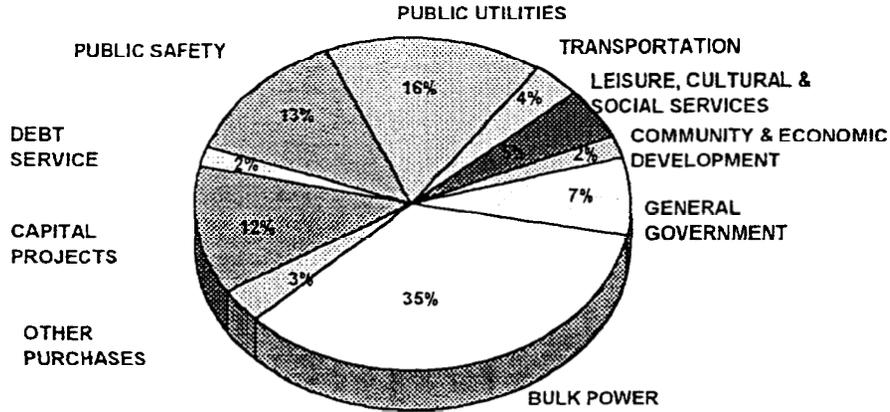
This section provides tables and graphs which highlight key financial relationships and summarize the overall budget. The following tables and graphs are included:

Operating Program Expenditures - All Funds Combined
Total Funding Sources - All Funds Combined
General Fund Operating Expenditures
General Fund Revenues and Sources
General Fund Tax Revenues
Authorized Regular Positions by Mission

BUDGET GRAPHICS AND SUMMARIES

TOTAL EXPENDITURES - ALL FUNDS COMBINED

1994-95 OPERATING BUDGET - \$ 76,981,882

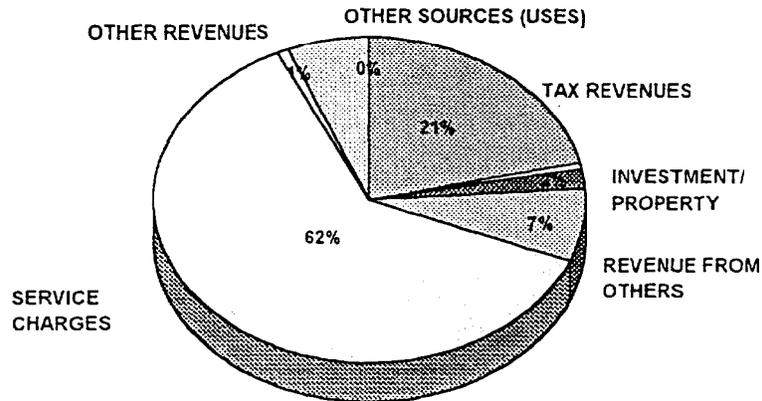


	1992-93 ACTUAL	1993-94 BUDGET	1994-95 APPROVED	1995-96 PROPOSED
Expenditures				
Public Safety	\$9,879,359	\$9,846,396	\$10,141,795	\$10,271,590
Public Utilities	10,999,081	11,444,573	12,270,484	12,368,980
Transportation	2,530,995	2,783,514	2,763,735	2,827,560
Leisure, Cultural & Social Services	3,756,791	4,160,512	3,963,478	3,990,410
Community & Economic Development	1,578,407	1,697,430	1,696,514	1,696,510
General Government	5,605,958	5,461,765	5,684,719	5,675,870
Bulk Power Purchase	25,216,386	26,565,400	26,709,000	27,194,000
Other Purchases	2,444,852	2,462,127	2,554,320	2,456,740
Capital Projects	5,162,818	11,384,467	9,603,394	11,046,750
Debt Service	1,423,007	1,417,238	1,594,443	1,845,370
TOTAL	\$68,597,654	\$77,223,422	\$76,981,882	\$79,373,817

BUDGET GRAPHICS AND SUMMARIES

FUNDING SOURCES - ALL FUNDS COMBINED

1994-95 FUNDING SOURCES - \$ 76,981,882

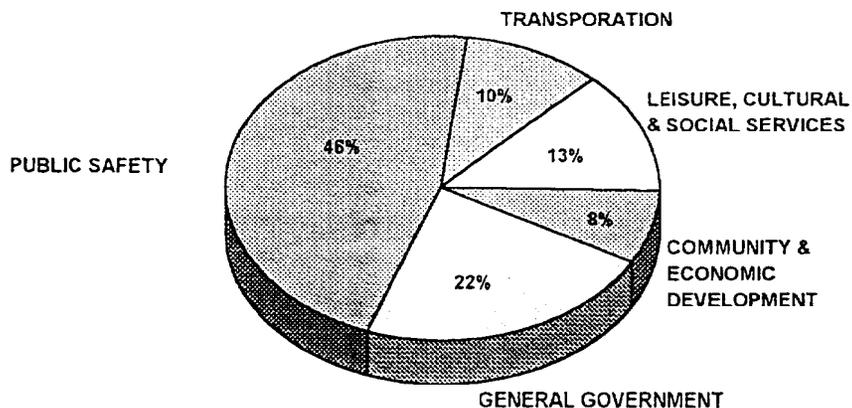


	1992-93 ACTUAL	1993-94 BUDGET	1994-95 APPROVED	1995-96 PROPOSED
Revenues				
Tax Revenues	\$15,232,401	\$15,929,208	\$16,508,985	\$16,758,635
Licenses and Permits	221,997	324,100	355,600	355,600
Fines and Forfeitures	124,673	86,300	86,400	86,400
Investment/Property Revenues	1,485,422	1,466,400	1,485,200	1,485,200
Revenue from Others	5,237,538	5,036,193	5,568,477	5,096,200
Service Charges	46,505,620	48,257,133	47,682,545	47,680,545
Other Revenues	1,403,707	578,484	557,010	557,100
Other Sources (Uses)	(1,613,704)	5,545,604	4,737,665	7,354,137
TOTAL	\$68,597,654	\$77,223,422	\$76,981,882	\$79,373,817

BUDGET GRAPHICS AND SUMMARIES

GENERAL FUND EXPENDITURES

1994-95 GENERAL FUND EXPENDITURES - \$ 21,875,578

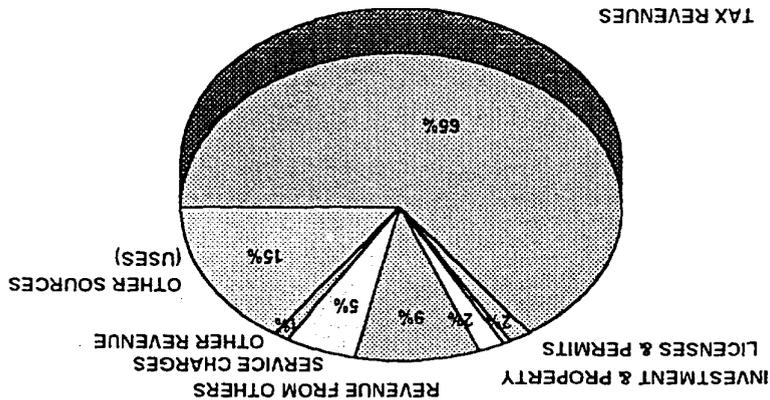


	1992-93 ACTUAL	1993-94 BUDGET	1994-95 APPROVED	1995-96 PROPOSED
EXPENDITURES				
Public Safety	\$9,877,119	\$9,826,101	\$10,141,795	\$10,271,590
Public Utilities				
Transportation	2,156,950	2,428,144	2,254,090	2,269,330
Leisure, Cultural & Social Services	2,833,181	3,063,411	2,876,725	2,845,200
Community & Economic Development	1,578,407	1,697,430	1,696,514	1,696,510
General Government	4,856,035	4,651,537	4,906,454	4,898,780
TOTAL	\$21,301,692	\$21,656,623	\$21,875,578	\$21,981,428

BUDGET GRAPHICS AND SUMMARIES

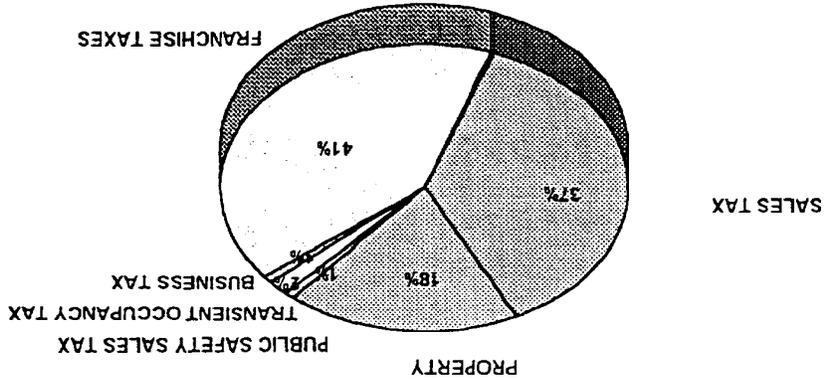
GENERAL FUND REVENUES AND SOURCES

1994-95 GENERAL FUND SOURCES - \$ 21,875,578



REVENUES	1992-93 ACTUAL	1993-94 BUDGET	1994-95 APPROVED	1995-96 PROPOSED
Tax Revenues	\$13,626,651	\$14,257,090	\$14,237,800	\$13,801,800
Licenses and Permits	221,997	324,100	355,600	355,600
Fines and Forfeitures	124,673	86,300	86,400	86,400
Investment/Property Revenues	483,308	467,500	469,500	469,500
Revenue from Others	2,137,815	2,027,500	2,012,000	2,047,200
Service Charges	882,848	1,039,555	1,140,330	1,138,330
Other Revenues	1,038,394	250,600	250,000	250,000
Other Sources (Uses)	2,786,006	3,213,978	3,323,948	3,823,598
TOTAL	\$21,301,692	\$21,666,623	\$21,875,578	\$21,972,428

	1992-93 ACTUAL	1993-94 BUDGET	1994-95 APPROVED	1995-96 PROPOSED
Sales Tax	\$4,968,375	\$5,180,000	\$5,270,000	\$5,360,000
Property Taxes	3,687,686	3,549,145	2,629,800	2,103,800
Public Safety Sales Tax	0	103,450	137,900	137,900
Transient Occupancy Taxes	236,102	240,200	242,600	242,600
Business Tax Receipts	94,612	94,000	90,000	90,000
Franchise Taxes	4,581,965	5,032,295	5,809,500	5,809,500
Real Property Transfer Taxes	57,911	58,000	58,000	58,000
TOTAL	\$13,626,651	\$14,257,090	\$14,237,800	\$13,801,800



1994-95 TAX REVENUES - \$ 14,237,800

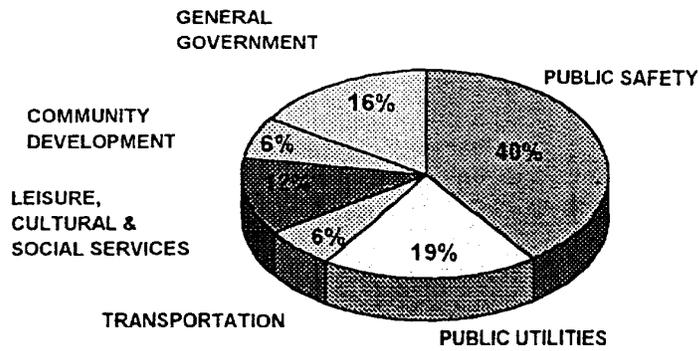
GENERAL FUND TAX REVENUES

BUDGET GRAPHICS AND SUMMARIES

BUDGET GRAPHICS AND SUMMARIES

AUTHORIZED REGULAR POSITIONS BY MISSION

1994-95 AUTHORIZED REGULAR POSITIONS 378.5



	1992-93 ACTUAL	1993-94 BUDGET	1994-95 APPROVED	1995-96 PROPOSED
Public Safety	154.0	151.0	151.0	156.0
Public Utilities	79.0	75.0	73.0	73.0
Transportation	29.5	27.5	24.0	24.0
Leisure, Cultural and Social Services	54.0	49.0	45.0	45.0
Community Development	26.0	25.0	24.5	24.0
General Government	67.5	64.0	61.0	61.0
TOTAL	410.0	391.5	378.5	383.0

Section D
OPERATING ACTIVITIES

1994-96 FINANCIAL PLAN AND BUDGET

OPERATING ACTIVITIES

OVERVIEW

This section lists and describes those Activities organized to deliver approved services and are arranged on services by mission. Accordingly, this format allows the City to organize the budget around the criteria:

- * 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 function represents a fundamental City-wide service mission under which are grouped the related activities crossing organizational (department) boundaries and aimed at accomplishing a major mission. 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 relationship between Missions, Programs, Activities, and Tasks:

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

1994-96 FINANCIAL PLAN AND BUDGET

OPERATING ACTIVITIES

<u>Mission and Program</u>	<u>Responsible Office</u>	<u>Primary Funding Source</u>
Public Safety		
Police Protection	Police	General Fund
Fire Safety	Fire	General Fund
Other Safety Services	Public Works	General Fund
Public Utilities		
Wastewater Utility Services	Public Works	Sewer Fund
Water Utility Services	Public Works	Water Fund
Electric Utility Services	Electric	Electric Fund
Transportation		
Streets and Flood Control	Public Works	General Fund
Street Lights	Electric Utility	Electric Fund
Municipal Transit System	Administration	Transit Fund
Leisure, Cultural and Social Services		
Parks and Recreation Services	Parks and Recreation	General Fund
City Library	Library	Library Fund
Community Center	Administration	General Fund
Child Care Services	Parks and Recreation	Child Care Service Fund
Community and Economic Development		
Planning	Community Development	General Fund
Construction Development:		
Engineering	Public Works	General Fund
Construction Regulation	Community Development	General Fund
Economic Development	Administration	General Fund
General Government		
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		
Personnel Services	Personnel	General Fund
Risk and Solid Waste Management	Administration	General Fund
Information Systems	Administration	General Fund
Finance Services	Finance	General Fund
Organizational Support Services		
Field Services	Finance	General Fund
Building Maintenance	Public Works	General Fund
Equipment Maintenance and Motor Pool	Public Works	Maintenance Fund
Non-Departmental		
General Support	Administration	General Fund
General Liability	Administration	Self Insurance Fund
Other Insurance	Administration	Self Insurance Fund
Benefits Administration	Personnel	Benefits Fund
Contingencies	City Manager	

1994-96 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 (1992-93), the current Budget Year (1993-94) as approved, the Requested Budget Year (1994-95), and the Proposed Budget Year (1995-96). Activity costs are divided into five 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. 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.
5. 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.

1994-96 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

Operating Activities
EXPENDITURE SUMMARIES

Operating Budget By Mission

	Aug 15, 1994			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
PUBLIC SAFETY				
Police Protection	6,597,310	6,592,381	6,755,565	6,791,565
Fire Safety	3,282,049	3,238,015	3,370,330	3,464,125
Other Safety Services	0	16,000	15,900	15,900
Total Public Safety	9,879,359	9,846,396	10,141,795	10,271,590
PUBLIC UTILITIES				
Water Services	2,288,142	2,261,948	2,005,809	2,005,809
Wastewater Services	2,099,317	2,236,251	2,460,015	2,460,015
Electric Services	6,611,622	6,946,374	7,804,660	7,903,160
Total Public Utilities	10,999,081	11,444,573	12,270,484	12,368,984
TRANSPORTATION				
Streets and Flood Control	2,156,950	2,428,144	2,254,090	2,269,335
Transit	374,045	355,370	509,645	558,225
Total Transportation	2,530,995	2,783,514	2,763,735	2,827,560
LEISURE, CULTURAL & SOCIAL SERVICES				
Parks and Recreation	2,351,006	2,545,254	2,378,155	2,358,930
Cultural Services	1,334,305	1,482,026	1,481,268	1,527,433
Social Services	71,480	133,232	104,055	104,055
Total Leisure, Cultural & Social Services	3,756,791	4,160,512	3,963,478	3,990,418
COMMUNITY & ECONOMIC DEVELOPMENT				
Planning	317,664	318,456	319,330	319,330
Construction Development	1,193,285	1,172,834	1,201,294	1,201,294
Economic Development	67,458	206,140	175,890	175,890
Total Community Development	1,578,407	1,697,430	1,696,514	1,696,514
GENERAL GOVERNMENT				
Legislation and Policy	66,343	73,995	74,150	74,150
General Administration	494,465	512,533	496,215	496,215
Legal Services	168,553	178,670	217,640	217,640
City Clerk Services	151,790	128,656	142,525	130,475
Administrative Services	2,068,477	1,981,995	1,980,881	2,009,881
Organizational Support Services	1,638,816	1,715,288	1,645,705	1,644,515
Non-Departmental Services	1,017,514	870,628	1,127,603	1,103,003
Total General Government	5,605,958	5,461,765	5,684,719	5,675,879
TOTAL OPERATING BUDGET	34,350,591	35,394,190	36,520,725	36,830,945

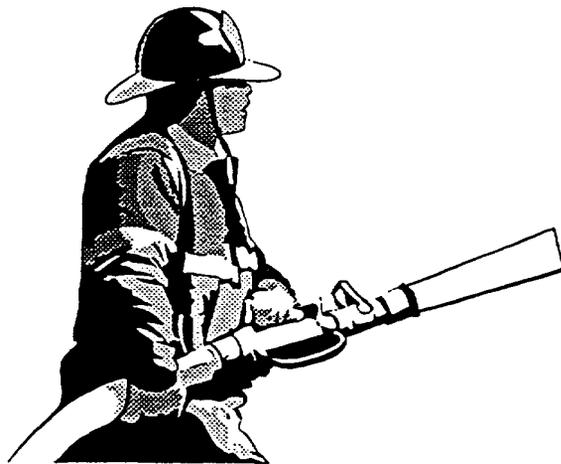
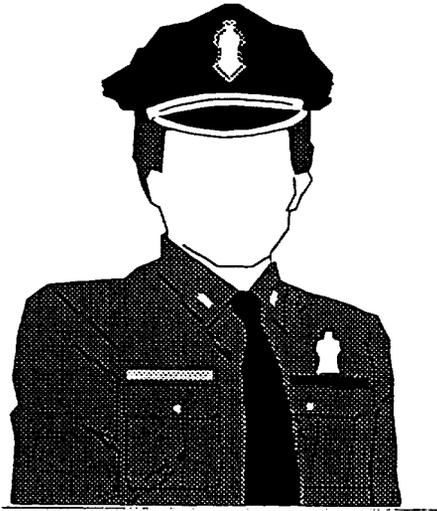
Operating Budget By Activity

	Aug 15, 1994			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Cultural Services				
Library Board			3,523	1,663
Library	852,130	963,869	979,175	1,039,500
Community Center Commissions	91,957	93,396	5,750	5,750
Community Center	352,934	389,261	458,375	446,075
Cultural Activities	37,284	35,500	34,445	34,445
Social Services				
Camp Hutchins	71,480	133,232	104,055	104,055
Total Leisure, Cultural & Social Services	3,756,791	4,160,512	3,963,478	3,990,418
COMMUNITY & ECONOMIC DEVELOPMENT				
Planning				
Community Development Commissions			8,250	8,250
Current and Advance Planning	317,664	318,456	311,080	311,080
Construction Development				
Building and Safety	405,441	423,097	457,480	457,480
Engineering	787,844	749,737	743,814	743,814
Economic Development	67,458	206,140	175,890	175,890
Total Community Development	1,578,407	1,697,430	1,696,514	1,696,514
GENERAL GOVERNMENT				
Legislation and Policy				
City Council	66,343	73,995	74,150	74,150
General Administration				
City Manager	260,055	272,018	259,720	259,720
Public Works Administration	234,410	240,515	236,495	236,495
Legal Services				
City Attorney	168,553	178,670	217,640	217,640
City Clerk Services				
Records Administration	129,351	121,006	120,000	120,000
Election Administration	22,439	7,650	22,525	10,475
Administrative Services				
Personnel Services	224,890	208,680	196,955	239,455
Risk & Solid Waste Management	170,425	196,694	111,655	111,655
Information Systems	0	0	61,451	61,451
Finance Administration	239,878	210,499	224,260	210,760
Accounting Services	314,357	317,410	321,820	321,820
Revenue Services	486,010	491,361	512,730	512,730
Data Processing	394,504	307,620	301,395	301,395
Purchasing	238,413	249,731	250,615	250,615
Organizational Support Services				
Field Services	370,705	369,484	343,785	343,785
Building Maintenance	506,126	521,866	508,680	507,490
Equipment Maintenance and Motor Pool	761,985	823,938	793,240	793,240
Non-Departmental Services				
General Support	189,399	293,563	277,673	277,673
General Liability	596,248	338,625	585,690	561,090
Other Insurance	22,539	19,940	18,940	18,940
Benefits Administration	209,328	218,500	245,300	245,300
Total General Government	5,605,958	5,461,765	5,684,719	5,675,879
TOTAL OPERATING BUDGETS	34,350,591	35,394,190	36,520,725	36,830,945

Operating Budget By Activity

	Aug 15, 1994			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
PUBLIC SAFETY				
Police Protection				
Police Administration	6,297,829	940,421	932,610	932,610
Police Operations	3,833	3,909,728	4,173,895	4,209,895
Police Investigations	206,098	1,648,790	1,555,895	1,555,895
Animal Shelter	89,550	93,442	93,165	93,165
Fire Safety				
Fire Administration	3,069,484	3,030,935	2,951,010	3,030,465
Fire Prevention	210,618	204,580	202,420	229,820
Training	190	2,500	94,565	94,565
Special Services	1,757		122,335	109,275
Other Safety Services				
Graffiti Abatement		16,000	15,900	15,900
Total Public Safety	9,879,359	9,846,396	10,141,795	10,271,590
PUBLIC UTILITIES				
Water Utility Services	2,288,142	2,261,948	2,005,809	2,005,809
Wastewater Utility Services	2,099,317	2,236,251	2,460,015	2,460,015
Electric Utility Services	6,611,622	6,946,374	7,804,660	7,903,160
Total Public Utilities	10,999,081	11,444,573	12,270,484	12,368,984
TRANSPORTATION				
Streets and Flood Control				
Street Maintenance	1,635,281	1,909,151	1,897,800	1,902,300
Street Trees	160,795	180,263	20,000	20,000
Street Cleaning	229,065	164,035	151,725	151,725
Parking Lot Maintenance	15,193	25,020	5,350	5,350
Storm Drains	116,616	149,675	179,215	189,960
Transit	374,045	355,370	509,645	558,225
Total Transportation	2,530,995	2,783,514	2,763,735	2,827,560
LEISURE, CULTURAL & SOCIAL SERVICES				
Parks and Recreation				
Parks & Recreation Commission			1,550	1,550
Parks and Recreation Administration	677,138	623,261	570,155	566,430
Playgrounds	68,982	64,203	74,520	74,520
Youth/Teen Sports	80,197	96,880	112,695	112,695
Indoor/Outdoor Activities	21,991	20,635	34,655	34,655
Aquatics	128,841	157,995	190,360	180,360
Adult Sports	110,010	131,935	107,205	107,205
Specialty Classes	25,284	50,000	26,000	26,000
Concessions	20,260	12,955	20,000	20,000
Sports Facilities	382,172	458,197	365,926	360,426
Lodi Lake Park		149,555	139,825	139,825
Park Maintenance	618,354	508,853	467,724	467,724
Park Rangers	86,543	102,975	101,350	101,350
Equipment Maintenance	131,234	167,810	166,190	166,190

PUBLIC SAFETY



PUBLIC SAFETY

ACTIVITY:	Police Administration	PROGRAM:	Police Protection
DEPARTMENT:	Police	FUND:	General Fund

ACTIVITY DESCRIPTION

Police Administration is responsible for the 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 in 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$5,766,308	\$351,875	\$389,285	\$389,285
Utilities and Communications	47,838	13,000	14,900	14,900
Supplies, Materials and Services	471,959	562,043	528,425	528,425
Minor Capital	11,724	13,503		
Other Payments				
Total	\$6,297,829	\$940,421	\$932,610	\$932,610

STAFFING SUMMARY

Regular Positions				
Police Chief	1	1	1	1
Police Lieutenant	1	1	1	1
Police Sergeant	1	0	0	0
Community Service Officer	2	2	2	2
Administrative Assistant	1	1	1	1
Department Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	7	6	6	6
Temporary Positions:				
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

- * 1994-96: Refinance lease purchase of AS 400 and increase disk capacity (\$15,360 savings)

1994-96 ACTIVITY OBJECTIVES

- * 1994-96: Revise Department Policy and Procedure Manual
- * 1994-96: Expand Police Partners Program to 100 volunteers
- * 1994-96: Coordinate with State Legislature on new "Asset Seizure" legislation.
- * 1994-96: Identify and obtain additional radio frequencies for police operations

RELATED COST CENTERS

Police Administration (10-103.01)
Police "Partners" Volunteer Program (10-103.04)
Crime Prevention Fair (10-103.10)
Asset Forfeiture (23-103.01)
Vehicle Theft (23.1-103.01)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Added \$6,400 for communication costs (200 series)
Added \$2,270 for contract maintenance (300 series)
Subtracted \$5,000 for contract services (300 series)

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Added \$5,000 for contract services (300 series)
Subtracted \$9,360 for supplies, materials and services (300 series)

PUBLIC SAFETY

ACTIVITY: Police Investigations
DEPARTMENT: Police

PROGRAM: Police Protection
FUND: General Fund

CITY COUNCIL BUDGET ADJUSTMENTS

* 1994-95: Subtracted \$4,500 for purchase of video recorder (500 series)

PUBLIC SAFETY

ACTIVITY:	Animal Shelter	PROGRAM:	Police Protection
DEPARTMENT:	Police	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.** Enforcement of City's animal control ordinances; and removal of dead animals found on City streets (75 percent of the activity).
- * **Animal shelter.** Collecting, returning and disposing of lost and stray animals found on City streets and parks (25 percent of the activity).

ACTIVITY COSTS	1992-93	1993-94	1994-95	1995-96
	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	\$78,676	\$79,765	\$80,985	\$80,985
Utilities and Communications	2,158	1,380	1,340	1,340
Supplies, Materials and Services	8,716	12,297	10,840	10,840
Minor Capital				
Other Payments				
Total	<u>\$89,550</u>	<u>\$93,442</u>	<u>\$93,165</u>	<u>\$93,165</u>

STAFFING SUMMARY

Regular Positions				
Animal Control Officer	1	1	1	1
Assistant Animal Control Officer	1	1	1	1
Total	2	2	2	2
Temporary Positions:				
Full-time equivalents	0	0	0	0

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

1994-96 ACTIVITY OBJECTIVES

None

RELATED COST CENTERS

Animal Shelter (10-101.01)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$500 in special materials (300 series)

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, fires, hazardous material incidents, and other emergencies. Activity goals are: 1) responsive, effective and efficient fire department programs; 2) maintaining 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 scheduling 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.** Recognizing and rewarding good performance; interpreting personnel policies; providing advice on personnel matters; documenting personnel actions; developing internal policies and procedures (10 percent of the activity).
- * **Financial administration.** Prepare and monitor the 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$2,863,665	\$2,751,010	\$2,655,490	\$2,783,490
Utilities and Communications	27,934	19,355	19,255	19,255
Supplies, Materials and Services	176,319	257,618	232,730	226,935
Minor Capital	1,469	1,667	42,750	
Other Payments	97	1,285	785	785
Total	\$3,069,484	\$3,030,935	\$2,951,010	\$3,030,465

PUBLIC SAFETY

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

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
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STAFFING SUMMARY

Regular Positions

Fire Chief	1	1	1	1
Fire Administrative Officer	2	2	1	1
Fire Battalion Chief	3	2	1	1
Fire Captain	9	9	9	9
Firefighter/Engineer	30	30	30	33
Administrative Clerk	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
Total	46	44	42	46

Temporary Positions:

Full-time equivalents	0	0	.6	.6
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1994-95: Add part-time clerical support (\$9,600)
- * 1994-95: Purchase 4 Personal Computers and system (\$17,750)
- * 1994-95: Purchase controllers, terminals and printers (\$5,000)
- * 1994-95: Purchase equipment, parts and tools to maintain and refurbish Engines (\$20,000)
- * 1994-95: Refurbish Fire Engine #2 (\$25,000)
- * 1995-96: Purchase firefighting equipment for Fire Engine #4 (\$20,000)
- * 1995-96: Add 3 firefighters for new west-side fire station (\$128,000)

1994-96 ACTIVITY OBJECTIVES

- * 1994-95: Evaluate services to identify savings and efficiencies
- * 1994-95: Correct deficiencies in the communication, information system network
- * 1994-95: Develop architectural drawings for new fire station
- * 1994-95: Refurbish fire engine for assignment to west-side fire station
- * 1995-96: Coordinate construction and equipping of new fire station

RELATED COST CENTERS

Fire Administration (10-201.01)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$1,560 from purchase of gas (200 series)
 Added \$115 for refuse collection (200 series)
 Subtracted \$780 from training (300 series)
 Subtracted \$3,435 for repairs to machinery and equipment (300 series)
 Added \$2,365 for repairs to auto equipment (300 series)
 Subtracted \$2,000 for sublet service contracts (300 series)
 Subtracted \$500 for special payments (600 series)

PUBLIC SAFETY

ACTIVITY: Fire Prevention
DEPARTMENT: Fire

PROGRAM: Fire Safety
FUND: General Fund

ACTIVITY DESCRIPTION

The fire prevention activity administers and enforces fire and life safety codes; determines the 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 inspects commercial, government and industrial sites for fire hazards and responds to citizen complaints about fire hazards (75 percent of the activity).
- * **Fire and arson investigation.** Investigating all reported fires to determine causes and possible prevention measures (5 percent of the activity).
- * **Building plan review.** Reviews development projects and building plans for conformance with fire safety codes (15 percent of the activity).
- * **Public education.** Presents fire safety education classes in schools, hospitals and convalescent homes (5 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$188,919	\$185,755	\$182,115	\$209,515
Utilities and Communications	5,768	3,785	5,015	5,015
Supplies, Materials and Services	15,931	15,040	15,290	15,290
Minor Capital				
Other Payments				
Total	\$210,618	\$204,580	\$202,420	\$229,820

STAFFING SUMMARY

Regular Positions				
Fire Administrative Officer	1	1	1	1
Fire Inspector	1	1	1	1
Administrative Clerk II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	3	3	3	3
Temporary Positions:				
Full-time equivalents	.5	.5	.5	.5

PUBLIC SAFETY

ACTIVITY: Fire Prevention
DEPARTMENT: Fire

PROGRAM: Fire Safety
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1995-96: Add part-time hours for an administrative clerical position (\$15,400)

1994-96 ACTIVITY OBJECTIVES

- * 1994-95: Reorganize the fire prevention bureau to meet demand for service
- * 1994-95: Conduct required inspections as required
- * 1994-96: Review building plans timely and completely
- * 1994-96: Ensure in-depth fire investigations to deter increasing arson fires

RELATED COST CENTERS

Fire Prevention (10-201.03)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$130 for refuse collection (200 series)

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Eliminated purchase of one (1) sedan in the Capital Improvement Budget (\$12,500)
Subtracted \$7,500 of overtime hours for fire inspections (100 series)

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.** Conducts and/or coordinates drills, tests, joint training exercises and classroom training: to introduce new methods and sharpen skills; to maintain skills and technical knowledge; and, to maintain drivers license (85 percent of the activity).
- * **Off-site training.** Schedules and coordinates conferences, workshops and certification classes (5 percent of the activity).
- * **Promotional testing.** Designs and administers tests for evaluating probationary firefighters; and, assists in the preparation and administration of entry level and promotional examinations (5 percent of the activity).
- * **Pre-fire planning.** Establishes criteria and standards for pre-fire planning, reviews submitted documents for compliance with these standards. Schedules and coordinates suppression personnel in achieving pre-fire planning goals (5 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing			\$81,715	\$81,715
Utilities and Communications	\$15			
Supplies, Materials and Services	175	\$2,500	12,850	12,850
Minor Capital				
Other Payments				
Total	\$190	\$2,500	\$94,565	\$94,565

STAFFING SUMMARY

Regular Positions:

Fire Administrative Officer	0	0
Fire Battalion Chief	1	1
Total	1	1

Temporary Positions:

Full-time equivalents	0	0
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1994-95: Reclassify Fire Administrative Officer to Battalion Chief (\$8,675 savings)

1994-96 ACTIVITY OBJECTIVES

None

RELATED COST CENTERS

New activity, Training
 Weed Abatement (10-201.02)

PUBLIC SAFETY

ACTIVITY: Training
DEPARTMENT: Fire

PROGRAM: Fire Safety
FUND: General Fund

CITY MANAGER BUDGET ADJUSTMENTS

None

PUBLIC SAFETY

ACTIVITY: Special Services
DEPARTMENT: Fire

PROGRAM: Fire Safety
FUND: General Fund

ACTIVITY DESCRIPTION

The Special Services activity administers specialized programs and research projects. The goals of this activity have not been identified. This activity has five major elements:

- * **Emergency medical services.** Administers and manages the emergency medical system first responder training, infection control and bloodborne pathogen program; purchase and maintenance of emergency medical equipment and supplies; and, develops and implements emergency medical service practices used by personnel (20 percent of the activity).
- * **Hazardous material services.** Administers and manages first responder hazardous material training; coordinates and supervises hazardous material response team; coordinates City's hazardous material storage and use; and coordinates City's hazardous material emergency response with County and other regional agencies (40 percent of the activity).
- * **Special rescue services.** Administers and manages confined space rescue training; and, develops other special rescue procedures as required (heavy rescue, urban search and water rescue) (15 percent of the activity).
- * **Fire rescue training.** Administers and manages the six week training academy; quarterly evaluation, six month testing and final testing and evaluation of probationary employees (15 percent of the activity).
- * **Special studies.** Conducts special studies as required (10 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing			\$96,360	\$97,700
Utilities and Communications			480	480
Supplies, Materials and Services	\$1,757		15,595	11,095
Minor Capital			9,900	
Other Payments				
Total	\$1,757	—————	\$122,335	\$109,275

STAFFING SUMMARY

Regular Positions:				
Fire Battalion Chief			—1	—1
Total			1	1
Temporary Positions:				
Full-time equivalents			0	0

PUBLIC SAFETY

ACTIVITY: Special Services
DEPARTMENT: Fire

PROGRAM: Fire Safety
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1994-95: Purchase gas detector required by federal mandate (\$2,400)
- * 1994-95: Purchase confined space rescue equipment required by federal mandate (\$7,500)
- * 1994-95: Conduct Emergency Medical Technician training (\$4,500)

1994-96 ACTIVITY OBJECTIVES

- * 1994-95: Provide in-house certification for EMT 1
- * 1994-95: Establish a confined space rescue program
- * 1995-96: Establish a emergency medical technician program

RELATED COST CENTERS

New activity, Special Services
Fire Hazardous Materials Operation (10-201.04)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Added \$1,330 (FY 94-95) and \$1,340 (FY 95-96) for incentive pay (100 series)

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) to maintain property values; 2) to suppress gang activities; and 3) to ensure an attractive and safe community. This activity has three major elements:

- * **Education and promotion.** Educate public of 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 to allow City to remove graffiti as soon as possible (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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing		\$13,170	\$13,800	\$13,800
Utilities and Communications				
Supplies, Materials and Services		980	2,100	2,100
Minor Capital		1,850		
Other Payments				
Total		\$16,000	\$15,900	\$15,900

STAFFING SUMMARY

Regular Positions:			
Temporary Positions:			
Full-time equivalents		.7	.7

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

1994-96 ACTIVITY OBJECTIVES

None

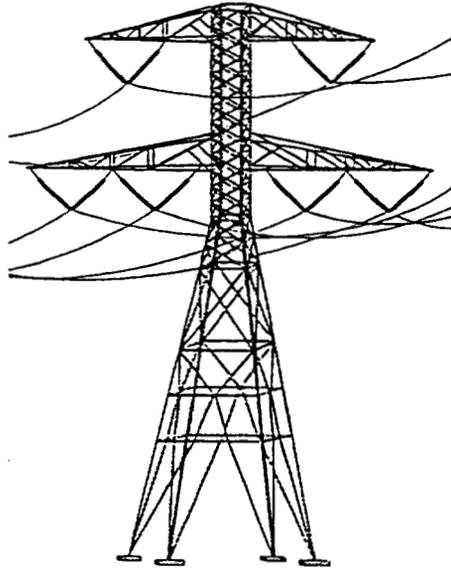
RELATED COST CENTERS

Graffiti Abatement (10-504.02)

CITY MANAGER BUDGET ADJUSTMENTS

None

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.** Provides overall direction, supervision and planning for the water utility activity; prepares studies and reports on water utility service operations and facilities; reviews and researches Federal and State water regulations and legislation, grants, and treatment concepts; represents City on water related issues; and, coordinates and provides liaison with other utilities and public agencies and private firms (15 percent of the activity).
- * **Water conservation.** Plans, promotes and enforces the City's Water Conservation Program; responds to complaints; distributes water conservation material; and, develops and presents water conservation programs in public and private schools (5 percent of the activity).
- * **Water production.** Operates, repairs and maintains the City's water production system (24 wells and related equipment including generators, chlorination systems, sand separators, one elevated water tank and one granulated activated carbon filtration system); production of 4 1/2 billion gallons of water; and ensures compliance with Federal and State safe drinking water standards (55 percent of the activity).
- * **Water distribution.** Operates, repairs and maintains 196 miles of water mains (ranging in size from 2 inches to 14 inches in diameter), 23,000 customer service lines, 3,400 water valves and 1,600 fire hydrants; monitors water for physical, chemical and bacteriological characteristics; and, administers cross connection control program (25 percent of the activity).
- * **Work for others/capital improvement.** Construct water main connections for new subdivisions/developments; 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 aboveground piping, conduits and related appurtenances at new well sites. Fully funded by others (percent of total activity not determined).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$596,896	\$616,925	\$493,229	\$493,229
Utilities and Communications	533,948	440,505	466,255	466,255
Supplies, Materials and Services	373,779	431,343	396,795	396,795
Minor Capital	3,775	3,540	1,000	1,000
Other Payments and Taxes	<u>779,744</u>	<u>769,635</u>	<u>648,530</u>	<u>648,530</u>
Total	\$2,288,142	\$2,261,948	\$2,005,809	\$2,005,809

PUBLIC UTILITIES

ACTIVITY:	Wastewater Utility Services	PROGRAM:	Wastewater Services
DEPARTMENT:	Public Works	FUND:	Sewer Fund

ACTIVITY DESCRIPTION

The wastewater maintenance activity includes the administration and management of the Wastewater Utility; operation of water pollution control programs and facilities; and conveying wastewater to treatment facilities. Activity goals are: 1) efficient wastewater operations; 2) uninterrupted flow from source to treatment facilities without health hazard; 3) safe and efficient treatment of wastewater that meets all Federal and State standards; 4) striving for 100% land disposal for treatment effluent; and, 5) compliance with State and Federal discharge requirements. This activity has six major elements:

- * **Wastewater administration.** Directs, supervises, and plans operation of the wastewater utility; prepares studies and reports; reviews and researches State and Federal regulations and legislation on wastewater operations; represents the City with other agencies and committees on matters regarding wastewater operations; coordinates liaison with other agencies, utilities, and private firms; establishes sewer connection fees (35 percent of the activity).
- * **Domestic collection system.** Operates, repairs and maintains 162 miles of domestic collection systems (wastewater mains ranging in size from 6 inches to 48 inches, 3,600 manholes, 7 domestic pumping stations, and 23,000 service laterals); responds to customer complaints; performs systematic rodding, hydrocleaning, and TVing wastewater mains and storm drain lines (10 percent of the activity).
- * **Industrial collection system.** Operates, repairs and maintains 10 miles of 30 inch outfall line, 2 miles of collection facilities, one industrial wastewater lift station and five service connections (5 percent of the activity).
- * **Work for others/Capital Improvements.** Construct, replace or restore deteriorated wastewater mains and manholes; construct new manholes to ease maintenance requirements; and, perform minor capital improvement projects at White Slough; and TVing of newly installed wastewater and storm facilities (Fully funded by others) (Percent of total activity not determined).
- * **Plant.** Operation and maintenance of a facility which operates 7 days per week 16 hours per day and treats an average domestic flow of 2.1 billion gallons and industrial flow of 260 million gallons; disposal of recycled biosolids in accordance with discharge permit; training of personnel; and providing efficient wastewater service (48 percent of the activity).
- * **Laboratory.** Analyzing untreated and treated wastewater; determining chemical, physical and bacteriological characteristics of untreated and treated wastewater; evaluating treatment effectiveness; analyzing City drinking water to determine physical, chemical and bacteriological characteristics; administering and enforcing pretreatment and the cross connection control programs (2 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$997,674	\$1,111,650	\$1,092,900	\$1,092,900
Utilities and Communications	357,857	329,605	304,605	304,605
Supplies, Materials and Services	327,470	355,556	357,185	357,185
Minor Capital	9,681	10,690		
Other Payments and Taxes	<u>406,635</u>	<u>428,750</u>	<u>705,325</u>	<u>705,325</u>
Total	\$2,099,317	\$2,236,251	\$2,460,015	\$2,460,015

PUBLIC UTILITIES

ACTIVITY: Wastewater Utility Services **PROGRAM:** Wastewater Service
DEPARTMENT: Public Works **FUND:** Sewer Fund

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
STAFFING SUMMARY				
Regular Positions				
Water/Wastewater Superintendent	.5	.5	.5	.5
Assistant Water/Wastewater Superintendent	.2	.2	.2	.2
Administrative Clerk	.5	.5	.5	.5
Water/Wastewater Supervisor	1.4	1.4	1.4	1.4
Plant and Equipment Mechanic	2.525	2.525	2.525	2.525
Maintenance Worker III & II	8.3	7.3	7.3	7.3
Assistant 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	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
Total	25.075	24.075	24.075	24.075
Temporary Positions:				
Full-time equivalents	.25	.50	.75	.75

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

1994-96 ACTIVITY OBJECTIVES

- * 1994-95: Update sewer ordinance
- * 1994-96: Reevaluate collection system preventive maintenance program
- * 1994-95: Reevaluate H2SO4 problem in trunk and outfall sewer lines
- * 1994-95: Evaluate sewer plant staffing schedule
- * 1994-95: Evaluate utilization of #1 sludge lagoon
- * 1994-95: Evaluate upgrading septic tank disposal site

RELATED COST CENTERS

Damage to Property (17-015.02)	
Sewer Administration (17-401.01)	Sewer Engineering (17-402.02)
Sanitary System Maintenance (17-404.01)	Industrial System Maintenance (17-404.02)
In-lieu tax transfers (add to 600 series)	Plant Maintenance (17-403.01)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$1,560 from salaries (series 100)

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$3,850 for supplies, materials and services from administration (300 series)
 Subtracted \$13,125 for minor equipment from administration (500 series)

PUBLIC UTILITIES

ACTIVITY: Electric Utility Services PROGRAM: Electric Services
 DEPARTMENT: Electric Utility FUND: Electric Fund

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
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STAFFING SUMMARY

Regular Positions

Director	1	1	1	1
Assistant Director	1	1	1	1
Manager of Rates and Resources	1	1	1	1
Senior Rate Analyst	1	1	1	1
Rate Analyst	1	1	1	1
Electrical Engineer	2	2	1	1
Drafting Technician	1	1	1	1
Estimator	3	3	3	3
Estimator Assistant	1	0	0	0
Superintendent	1	1	1	1
Operations Supervisor	1	1	1	1
System Supervisor	1	1	1	1
Lineman/Technicians/Operators/Foreman/Mechanics/Others	25	25	24	24
Department Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	41	40	38	38

Temporary Positions:

Full-time equivalents	0	0	0	0
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1994-95: Partitions, shelving and furniture (\$9,000) (In capital budget)
- * 1994-95: Recording voltmeters (\$4,500) (In capital budget)
- * 1994-95: Extension arms (\$7,700) (In capital budget)
- * 1994-95: Autocad workstation software and license (\$5,000) (In capital budget)
- * 1994-95: Portable computer (\$5,000) (In capital budget)
- * 1994-95: Laptop computer (\$3,400) (In capital budget)
- * 1994-95: Autocad workstation and monitor upgrade (\$5,500) (In capital budget)

1994-96 ACTIVITY OBJECTIVES

None

RELATED COST CENTERS

Administration (16-601.01)	Conservation (16-601.03)
Engineering (16-601.12)	Customer Service Maintenance (16-602.02)
Electrical Miscellaneous (16-602.40)	Dawn to Dusk Lighting (16-603.02)
Street Light Maintenance (16-603.03)	
Hazardous Material Handling (16-604.09)	System Maintenance - Overhead (16-604.10)
System Maintenance - Underground (16-604.11)	Substation Maintenance (16-604.12)
System Operation (16-604.13)	Tree Trimming (16-604.14)
Damage to City Property (16-015.02)	Overhead (16-022.02)
Unidentified Returned Materials (16-096.01)	Electric Miscellaneous (16-602.41)
In-Lieu Taxes (16-604.15)	

PUBLIC UTILITIES

ACTIVITY:	Electric Utility Services	PROGRAM:	Electric Services
DEPARTMENT:	Electric Utility	FUND:	Electric Fund

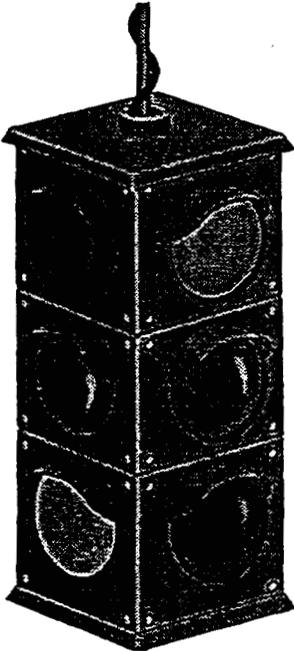
CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$36,000 for purchase of transportation (series 300) (carryover)
Subtracted \$48,000 for purchase of transformers (series 500) (carryover)
Added \$15,000 for part-time salaries (series 100)

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Eliminated one position for admin clerk (\$29,970) (100 series)
Eliminated one position for an electrical engineer (\$70,000) (100 series)

TRANSPORTATION



TRANSPORTATION

ACTIVITY:	Street Maintenance	PROGRAM:	Streets and Flood Control
DEPARTMENT:	Public Works	FUND:	General Fund

ACTIVITY DESCRIPTION

The Street Maintenance activity includes the 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 four major elements:

Streets Administration. Providing the overall direction, supervision and planning for the Streets Division; preparing reports, studies and Council Communications on items related to this division; coordinating, interacting, providing liaison with utilities, public agencies and private firms; providing the Division's equipment maintenance and safety equipment; overseeing the contracts administered through this division; and promoting public relations through numerous programs such as the graffiti abatement and tree planting programs (15 percent of activity).

Street Maintenance. Maintaining 161 miles of street and 16 miles of alleys which includes patching and sealing as needed, repaving utility trenches and pavement cuts, and overlaying approximately 312,000 square feet of streets annually, as well as contracting the annual slurry sealing of approximately 1,000,000 square feet of streets (60 percent of activity).

Curb, Gutter & Sidewalk Maintenance. Removing, replacing and repairing curb, gutter, sidewalk, handicap ramps, and alley approaches with City crews and by contract; and patching existing sidewalks with temporary summer help (5 percent of activity).

Traffic Control Maintenance. Maintaining 4,750 street name, warning, regulatory and guide signs; painting 9.6 miles of curb, pavement legends, crosswalks, railroad crossings, and parking stalls; installing new signs and pavement markings as recommended by the traffic engineer or directed by the City Council, and maintaining with Electric Utility personnel 43 signalized intersections and four flashing beacon intersections, including cost of electricity (20 percent of activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$670,633	\$839,445	\$773,045	\$773,045
Utilities and Communications	126,842	135,615	147,695	147,695
Supplies, Materials and Services	358,758	471,141	444,350	444,350
Minor Capital	92,025	105,490	96,400	87,500
Other Payments	<u>387,023</u>	<u>357,460</u>	<u>436,310</u>	<u>436,310</u>
Total	\$1,635,281	\$1,909,151	\$1,897,800	\$1,902,300

STAFFING SUMMARY

Regular Positions:

Street Superintendent	1	1	1	1
Assistant Street Superintendent	1	0	0	0
Supervising Administrative Clerk	1	1	1	1
Street Supervisor			2	2
Maintenance Worker III			5	5
Maintenance Worker II			<u>9</u>	<u>9</u>
Total	18.8	17.8	18	18

Temporary Positions:

Full-time equivalents	.95	.95	.95	.95
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TRANSPORTATION

ACTIVITY: Street Maintenance
DEPARTMENT: Public Works

PROGRAM: Streets and Flood Control
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1994-95: Copier (\$8,500)

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Improve daily record keeping system/forms
- * 1994-95: Improve recycling of street waste by-products
- * 1994-95: Develop public works hazardous materials training program
- * 1994-96: Update encroachment ordinance
- * 1994-96: Develop computerized inventory and record keeping system
- * 1994-96: Improve public awareness for street division staff

RELATED COST CENTERS

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

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Transferred personnel authorization and funding for a Street Supervisor from the Street Tree Program (\$52,880)
Subtracted \$5,350 for supplies, materials and services in alley maintenance (300 series)
Subtracted \$4,200 for supplies, materials and services in street administration (300 series)
Subtracted \$10,000 for minor equipment in street administration (500 series)
Subtracted \$3,400 for minor equipment in traffic control (500 series)

Note: The Public Works Director in a Memorandum dated June 30, 1994 stated that the City's current budget for 1993-94 and the budget approved by the City Council for 1994-95 does not correctly reflect an administrative clerk position. As requested in this Memorandum, the position of administrative clerk has been deleted from the Street Maintenance Account Activity and added to the Water (50% and Wastewater (50%) activities. No additional funding required.

TRANSPORTATION

ACTIVITY: Street Trees **PROGRAM:** Streets and Flood Control
DEPARTMENT: Public Works **FUND:** General Fund

ACTIVITY DESCRIPTION

The Street Tree activity is responsible for planting, maintaining and preserving trees along City streets and on City property. The activity goal is to provide and maintain attractive, healthy street trees to beautify the City, provide shade, and protect from wind. This activity has three major elements:

- * **Tree Maintenance.** Pruning, trimming, re-staking, and root surgery on the City's 5,140 trees (consisting of 56 different species) in parkways, tree wells, City building grounds and public parking lots; removing dead and diseased City trees; and responding during emergencies to downed private trees to clear power lines, City streets, and rights of way (85 percent of the activity).
- * **Tree Planting.** Planting approximately 100 trees requested under the annual tree planting program on request and at no cost to owners with parkways in front of their property; and, replace City trees that were removed (10 percent of the activity).
- * **Tree Spraying.** Administering contract for spraying of City trees to control blight and disease (5 percent of this activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$144,367	\$162,810		
Utilities and Communications				
Supplies, Materials and Services	15,693	5,678	\$20,000	\$20,000
Minor Capital	735	11,775		
Other Payments				
Total	\$160,796	\$180,263	\$20,000	\$20,000

STAFFING SUMMARY

Regular Positions:				
Street Supervisor			0	0
Senior Tree Trimmer			0	0
Tree Trimmer			0	0
Total	3.6	3.6	0	0
Temporary Positions:				
Full-time equivalents	0	0	0	0

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

TRANSPORTATION

ACTIVITY: Street Trees
DEPARTMENT: Public Works

PROGRAM: Streets and Flood Control
FUND: General Fund

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Develop and implement an annual tree trimming program for park trees.
- * 1994-96: Develop computerized tree inventory/record keeping/work order system

RELATED COST CENTERS

Tree Maintenance (10-503.06)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Eliminated Street Program and transferred one authorization and funding for a street supervisor to street administration.
 - Subtracted \$178,700 for four positions (100 series)
 - Subtracted \$5,775 for supplies, materials and services (300 series)
 - Subtracted \$11,700 for minor equipment (500 series)
 - Added \$20,000 for contract services for emergency tree maintenance (300 series)

TRANSPORTATION

ACTIVITY: Street Cleaning
DEPARTMENT: Public Works

PROGRAM: Streets and Flood Control
FUND: General Fund

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Evaluate sweeping schedule

RELATED COST CENTERS

Street Cleaning (10-503.07)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$850 for minor equipment (500 series)

TRANSPORTATION

ACTIVITY:	Parking Lot Maintenance	PROGRAM:	Streets and Flood Control
DEPARTMENT:	Public Works	FUND:	General Fund

ACTIVITY DESCRIPTION

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

- * **Maintenance.** Sweeping and removing trash, patching and resurfacing pavement, repainting pavement markings, maintaining signs and landscaped areas within the parking lots (100 percent of activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$8,163	\$18,990		
Utilities and Communications				
Supplies, Materials and Services	7,030	6,030	5,350	5,350
Minor Capital				
Other Payments				
Total	<u>\$15,193</u>	<u>\$25,020</u>	<u>\$5,350</u>	<u>\$5,350</u>

STAFFING SUMMARY

Regular Positions:				
Maintenance Worker				
Total	<u>.6</u>	<u>.6</u>	<u>0</u>	<u>0</u>
Temporary Positions:				
Full-time equivalents	0	0	0	0

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Parking Lot Maintenance (10-504.01)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Eliminated maintenance worker position (\$33,380) (100 series)
Subtracted \$1,680 from supplies, materials and services (300 series)

TRANSPORTATION

ACTIVITY:	Storm Drains	PROGRAM:	Streets and Flood Control
DEPARTMENT:	Public Works	FUND:	General Fund

ACTIVITY DESCRIPTION

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

Storm Drain Facility Maintenance. Cleaning and maintaining 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. Clearing debris and other obstructions from catch basins and pumping stations, checking retention basins, and signing flooded areas (5 percent of activity).

Administration of Discharge Agreement. Meeting all requirements of the Discharge Agreement and paying the fees for the discharge of storm water from Beckman and Shady Acres Pumping Stations (5 percent of activity).

	1992-93	1993-94	1994-95	1995-96
ACTIVITY COSTS	ACTUAL	BUDGETED	REQUESTED	PROPOSED
Staffing	\$76,352	\$102,485	\$82,480	\$82,480
Utilities and Communications	23,219	17,350	20,150	20,150
Supplies, Materials and Services	9,426	10,250	12,750	12,750
Minor Capital	\$1,656		\$3,705	
Other Payments	<u>5,963</u>	<u>19,590</u>	<u>60,130</u>	<u>74,580</u>
Total	\$116,616	\$149,675	\$179,215	\$189,960

STAFFING SUMMARY

Regular Positions:

Maintenance Worker III			1	1
Maintenance Worker			<u>1</u>	<u>1</u>
Total	<u>1.9</u>	<u>1.9</u>	2	2

Temporary Positions:

Full-time equivalents	0	0	0	0
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

TRANSPORTATION

ACTIVITY: Storm Drains
DEPARTMENT: Public Works

PROGRAM: Streets and Flood Control
FUND: General Fund

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Storm System Maintenance (10-503.09)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

* 1994-95: Subtracted \$5,380 for minor equipment (500 series)

TRANSPORTATION

ACTIVITY: Transit
 DEPARTMENT: Administration
 PROGRAM: Transit
 FUND: Transit Fund

ACTIVITY DESCRIPTION

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

- * **Bus operations.** Contracting for operations and maintenance of a fixed route bus system (including drivers, fuel, insurance, and other operating costs). Schedule and routes to be established during fiscal year 1994-95 (10 percent of the activity).
- * **Dial-a-ride operations.** Provide an on call, door-to-door transportation system. Weekday service is provided from 7:00 am to 7:00 pm, Saturdays from 9:00 am to 5:00 pm and Sundays from 1:00 pm to 5:00 pm. (10 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 (75 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$244,584	\$263,755	\$383,640	\$419,070
Utilities and Communications	1,508		1,010	1,010
Supplies, Materials and Services	127,953	91,615	119,995	138,145
Minor Capital			5,000	
Other Payments				
Total	\$374,045	\$355,370	\$509,645	\$558,225

STAFFING SUMMARY

Regular Positions:				
Transit Coordinator	.5	.5	0	0
Transit Manager	0	0	1	1
Total	.5	.5	1	1
Temporary Positions:				
Full-time equivalents	9	9	9	9

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

TRANSPORTATION

ACTIVITY: Transit
DEPARTMENT: Administration

PROGRAM: Transit
FUND: Transit Fund

RELATED COST CENTERS

Dial A Ride Administration (125-561.02)
Transit Dial-A-Ride (125-561.03)

Fixed Route System (125-561.07)
Transit Administration (125-561.09)

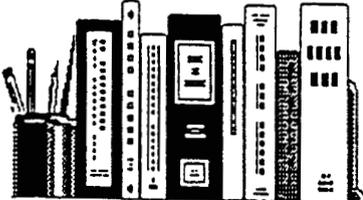
CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Transferred management position from Risk Management
Added \$22,900 for salary (100 series)

LEISURE, CULTURAL AND SOCIAL SERVICES



LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Parks and Recreation Commission
DEPARTMENT: City Council and Advisory Bodies

PROGRAM: Parks and Recreation
FUND: General Fund

ACTIVITY DESCRIPTION

Advises and assists the City Council on park and recreation programs and activities.

- * **Parks and Recreation Commission.** Reviews and recommends programs, activities and capital improvement projects; and, reviews and advises on recreations and park programs. Activity goals are: 1) well-planned and well-maintained facilities; 2) well-organized, balanced and responsive programs, activities and events; and, 3) representation of the citizens of Lodi.

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services			\$1,550	\$1,550
Minor Capital				
Other Payments				
Total	_____	_____	_____ \$1,550	_____ \$1,550

STAFFING SUMMARY

None. Staff assistance is provided through the Parks and Recreation Administration.

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None.

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Parks and Recreation Commission (10-701.02)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$2,000 for conferences (300 series)

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 and programs. 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; and 4) adequately maintained facilities. This activity has six major elements:

- * **Leadership and administration.** Plan, organize, direct, 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 and facilities and cost recovery goals; foster and promote a positive and efficient work place; recognize and reward excellent performance of employees and participants; set fees in accordance with the City's fee policy; 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 support.** Provide necessary support for the Parks and Recreation Commission (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 and manage 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 (15 percent of the activity).
- * **Contract administration.** Manage contract recreation services and concessions for golf driving range and food concessions (5 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$564,570	\$491,877	\$442,070	\$442,070
Utilities and Communications	16,849	10,220	14,045	14,045
Supplies, Materials and Services	90,973	115,064	110,340	110,340
Minor Capital	4,746	6,100		
Other Payments			<u>3,700</u>	
Total	<u>\$677,138</u>	<u>\$623,261</u>	<u>\$570,155</u>	<u>\$566,430</u>

LEISURE, CULTURAL AND SOCIAL SERVICES

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

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
STAFFING SUMMARY				
Regular Positions:				
Parks and Recreation Director	1	1	1	1
Parks Superintendent	1	1	1	1
Recreation Superintendent	1	0	0	0
Recreation Supervisor	3	3	3	3
Department Secretary	1	1	1	1
Administrative Clerk	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total	9	8	8	8
Temporary Positions:				
Full-time equivalents	2.8	2.1	2.1	2.1

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1994-95: Recreation Center counter and cashier system renovation (\$2,900)
- * 1994-95: Credit card payment option (\$800)
- * 1994-96: Additional part-time clerical hours to support BOBS (\$560 reimbursable)
- * 1994-96: Additional part-time hours for teen activities at Hale Park (\$22,635)

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Identify site and establish contract for City golf driving range
- * 1994-95: Reorganize reception area, improve cashier security and allow for payment of recreation fees by credit card

RELATED COST CENTERS

Recreation Administration (10-701.01)
 Parks Administration (10-751.01)
 Parks Overhead (10-751.02)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Added \$500 for purchase of gas (200 series)
 Subtracted \$1,000 for photocopying (300 series)
 Subtracted \$500 for office supplies (300 series)

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$22,635 in part-time salaries for teen activities at Hale Park (100 series)
 Subtracted \$2,500 for conferences (300 series)
 Subtracted \$800 for memberships (300 series)
 Subtracted \$1,500 for contract services (300 series)
 Subtracted \$415 of overtime in parks administration (100 series)
 Subtracted \$2,570 for supplies, materials and services in parks administration (300 series)

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. Activity goals are; 1) to 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 the participants; 3) recover a fair dollar value, depending upon the program; 4) provide for officiating experience to youth-teens, and adults; and 5) coordinate with support grounds and volunteers in our program offerings. This activity has two major elements:

- * **Competitive sports.** Competitive baseball, softball, soccer, basketball, tackle football, camps and clinics co-sponsored by the Boosters of Boys and Girls Sports (BOBS) by a City match of \$1.00 to \$3.00 by BOBS (80 percent of the activity).
- * **Introduction/instructional programs.** Includes basketball, volleyball, flag football and a variety of clinics; revenue recovery goal is 50 percent of cost (20 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$62,365	\$75,780	\$75,095	\$75,095
Utilities and Communications			12,000	12,000
Supplies, Materials and Services	17,832	21,100	25,600	25,600
Minor Capital				
Other Payments				
Total	\$80,197	\$96,880	\$112,695	\$112,695

STAFFING SUMMARY

Regular Positions:

Temporary Positions:

Full-time equivalents	5	5	5	5
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Recreation Playgrounds (10-702.02)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$10,980 for part-time personnel (100 series)

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Indoor/Outdoor Activities
DEPARTMENT: Parks and Recreation

PROGRAM: Recreation
FUND: General Fund

ACTIVITY DESCRIPTION

The Indoor/Outdoor activity offers a wide selection of youth and adult activities and special events sports to promote a constructive outlet for entertainment and competition for children, young adults and adults. Activity goals are; 1) well-organized, fun, challenging and competitive activities and events as an alternative gang related activity; 2) well-organized traditional community events for children and adults of all ages; 3) cost recovery of 50 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, pass and kick 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, walk-on volleyball, Mayor's cup golf tournament) (30 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$8,188	\$12,585	\$15,145	\$15,145
Utilities and Communications	3,426	750	6,850	6,850
Supplies, Materials and Services	7,656	5,300	12,660	12,660
Minor Capital				
Other Payments	<u>2,721</u>	<u>2,000</u>		
Total	\$21,991	\$20,635	\$34,655	\$34,655

STAFFING SUMMARY

Regular Positions:

Temporary Positions:

Full-time equivalents	1	1	1	1
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Develop and implement a drop-in afterschool center at Hale Park

RELATED COST CENTERS

Misc Indoor/Outdoor Activities (10-702.03)

CITY MANAGER BUDGET ADJUSTMENTS

None

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Aquatics
 DEPARTMENT: Parks and Recreation

PROGRAM: 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) a 20% cost recovery. This activity has six major elements:

- * Recreational swimming. Hiring, training and coordinating staff to provide safe recreational swimming (40 percent of the activity).
- * Recreation swim league. Plan, staff and provide an introduction program to competitive swimming (10 percent of the activity).
- * Competitive swimming. Provide assistance and facilities to the youth competitive swimming program (15 percent of the activity).
- * Swimming instruction. Plan, promote, staff and provide a comprehensive schedule of swimming instruction for all ages (20 percent of the activity).
- * Water polo. Provide assistance and facilities for the youth water polo league (5 percent of the activity).
- * Boat rental. Provide recreational boat rental at Lodi Lake Park (10 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$61,372	\$95,545	\$88,810	\$88,810
Utilities and Communications	17,458	18,000	37,300	37,300
Supplies, Materials and Services	50,011	44,450	64,250	54,250
Minor Capital				
Other Payments				
Total	\$128,841	\$157,995	\$190,360	\$180,360

STAFFING SUMMARY

Regular Positions:

Temporary Positions:

Full-time equivalents	7	7	7	7
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1994-95: Purchase pool covers (\$10,000)

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Aquatics
DEPARTMENT: Parks and Recreation

PROGRAM: Recreation
FUND: General Fund

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Increase admission rates for swimming lessons
- * 1994-95: Provide classes for owners of home pools
- * 1994-95: Increase number of trained lifeguards

RELATED COST CENTERS

Aquatics (10-702.04)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$18,690 for part-time personnel (100 series)
Subtracted \$4,000 from purchase of natural gas (200 series)

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Adult Sports PROGRAM: Recreation
 DEPARTMENT: Parks and 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) a 100% cost recovery of adult leagues and tournaments. This activity has four major elements:

- * Softball leagues and tournaments. Provide umpires, scorekeepers, equipment, promotion, administration, awards and facilities for league and tournament play (65 percent of the activity).
- * Basketball leagues and tournaments. Provide umpires, scorekeepers, equipment, promotion, administration, awards and facilities for league and tournament play (20 percent of the activity).
- * Volleyball leagues and tournaments. Provide umpires, scorekeepers, equipment, promotion, administration, awards and facilities for league and tournament play (5 percent of the activity).
- * Rental of facilities. Provide rental facilities for baseball, softball, football and soccer (10 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$56,744	\$82,465	\$61,910	\$61,910
Utilities and Communications	31,790	28,670	27,695	27,695
Supplies, Materials and Services	19,439	20,800	17,600	17,600
Minor Capital	2,037			
Other Payments				
Total	\$110,010	\$131,935	\$107,205	\$107,205

STAFFING SUMMARY

Regular Positions:

Temporary Positions:

Full-time equivalents 5 5 5 5

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Increase adult softball program to 1993 level
- * 1994-95: Develop and offer week night tournaments between softball programs
- * 1994-95: Relocate volleyball program to High School as a Spring or Fall activity

RELATED COST CENTERS

Adult Sports (10-702.05)

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Adult Sports
DEPARTMENT: Parks and Recreation

PROGRAM: Recreation
FUND: General Fund

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$25,000 for part-time hours (100 series)
Revenues from Adult Sports reduced \$25,000

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY:	BOBS Support Services	PROGRAM:	Recreation
DEPARTMENT:	Parks and 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$20,052	\$12,955	\$20,000	\$20,000
Utilities and Communications				
Supplies, Materials and Services	208			
Minor Capital				
Other Payments				
Total	\$20,260	\$12,955	\$20,000	\$20,000

STAFFING SUMMARY

Regular Positions:

Temporary Positions:

Full-time equivalents	0	0	0	0
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Establish seasonal concession at football stadium and Grape Pavillion

RELATED COST CENTERS

Recreation Miscellaneous (10-702.30)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Added \$20,000 for staffing (City is reimbursed cost plus 5% for administration). (100 series)

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY:	Sports Facilities	PROGRAM:	Parks
DEPARTMENT:	Parks and Recreation	FUND:	General Fund

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$3,000 of overtime (100 series)
Subtracted \$77,474 in salaries for 2 maintenance worker II's (100 series)
Subtracted \$8,500 for supplies, materials and services (300 series)

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Lodi Lake Park
 DEPARTMENT: Parks and Recreation

PROGRAM: Parks
 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. Activity goals are: 1) safe, useful, clean and attractive park 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 three 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 inhouse or contract resources (25 percent of the activity).
- * **Janitorial maintenance.** Clean and tend park buildings, remove trash and perform minor repairs (25 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing		\$92,435	\$91,295	\$91,295
Utilities and Communications		6,700	6,960	6,960
Supplies, Materials and Services		40,770	33,070	33,070
Minor Capital		1,650	500	500
Other Payments		<u>8,000</u>	<u>8,000</u>	<u>8,000</u>
Total		<u>\$149,555</u>	<u>\$139,825</u>	<u>\$139,825</u>

STAFFING SUMMARY

Regular Positions:				
Parks Maintenance Worker	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total	0	2	2	2
Temporary Positions:				
Full-time equivalents	.0	.5	.5	.5

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Lodi Lake Park (10-752.02)

CITY MANAGER BUDGET ADJUSTMENTS

None

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Lodi Lake Park
DEPARTMENT: Parks and Recreation

PROGRAM: Parks
FUND: General Fund

CITY COUNCIL BUDGET ADJUSTMENTS

* 1994-95: Subtracted \$10,000 for supplies, materials and services (300 series)

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Parks Maintenance
DEPARTMENT: Parks and Recreation

PROGRAM: Parks
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-96: Continue to work toward achieving activity goals
- * 1994-96: Identify parks maintenance activities to be contracted out

RELATED COST CENTERS

Other Parks (10-752.03)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$38,026 of salary for 1 maintenance worker II (100 series)
Subtracted \$5,000 of overtime (100 series)
Added \$15,000 of part-time salary (100 series)
Subtracted \$22,000 for supplies, material and services (300 series)
Added \$15,000 for the lease/purchase of a mower (300 series)

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Park Rangers
DEPARTMENT: Parks and Recreation

PROGRAM: Parks
FUND: General Fund

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$3,000 for part-time salaries (100 series)
Subtracted \$1,300 for supplies, material and services (300 series)

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 oversees and governs library operations and facilities; develops long term plans for facilities and services; and advises the City Council on funding requirements. Activity goals are: 1) well-planned and and well-maintained Library services; and 2) well-organized and responsive library programs

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services			\$3,523	\$1,663
Minor Capital				
Other Payments				
Total	_____	_____	_____	_____

STAFFING SUMMARY

None - Staff assistance is provided through the Library activity.

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

* 1994-96: Continue to work toward achieving activity goals

RELATED COST CENTERS

To be developed

CITY MANAGER BUDGET ADJUSTMENTS

None

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Library
DEPARTMENT: Library

PROGRAM: Cultural Services
FUND: General Fund

ACTIVITY DESCRIPTION

The Library activity provides informational, recreational, educational and basic research services for the community and promotes increased public awareness of these services. Activity goals are: 1) well-maintained reference service; 2) balanced and frequent children's programs; 3) friendly, responsive and efficient circulation service; and 4) balanced, timely and responsive support services. This activity has four major elements:

- * **Reference service.** Assist customers identify and find material; and, recommends material for purchase and collection development (10 percent of the activity).
- * **Children's services.** Provides storyhour program; conducts activities for pre-school and school age children; and, develops children's materials collection (5 percent of the activity).
- * **Public services.** Circulation desk activities necessary for checking library materials out and in; handling reserves; reshelving returned items; and issuing library cards (30 percent of the activity).
- * **Support services.** Selects, orders and processes materials for collection (books, magazines, papers, audiocassettes, etc.); maintains collection in good order and condition; maintains and repairs Library facility in safe and working condition; and maintains administrative files and records (55 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$640,664	\$662,725	\$676,825	\$697,770
Utilities and Communications	55,775	63,550	64,990	65,200
Supplies, Materials and Services	129,885	204,789	222,080	261,250
Minor Capital				
Other Payments	<u>25,806</u>	<u>32,805</u>	<u>15,280</u>	<u>15,280</u>
Total	\$852,130	\$963,869	\$979,175	\$1,039,500

STAFFING SUMMARY

Regular Positions:

City Librarian	1	1	1	1
Librarians	4	4	4	4
Library Assistants	9	9	9	9
Building Service Worker	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	15	15	15	15

Temporary Positions:

Full-time equivalents	6.8	5	5	6.3
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1995-96: Purchase new copier (\$7,000)
- * 1995-96: Increase part-time hours (\$20,035)

CITY MANAGER BUDGET ADJUSTMENTS

None

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Library
DEPARTMENT: Library

PROGRAM: Cultural Services
FUND: General Fund

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Continue reduced service hours and children's program
- * 1995-96: Return to full service operations
 - Children's programs
 - Open four nights

RELATED COST CENTERS

Library Administration (21-801.01)

CITY MANAGER BUDGET ADJUSTMENTS

None

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY:	Community Center Commissions	PROGRAM:	Cultural Services
DEPARTMENT:	City Council and Advisory Bodies	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 the 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 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 the artistic, creative and cultural achievement of Lodi citizens.

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$77,127	\$79,185		
Utilities and Communications	4,613	1,900	600	600
Supplies, Materials and Services	\$10,217	\$12,311	\$5,150	\$5,150
Minor Capital				
Other Payments				
Total	\$91,957	\$93,396	\$5,750	\$5,750

STAFFING SUMMARY

None - Staff assistance is provided through the Community Center.

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-96: Continue to work toward achieving activity goals

RELATED COST CENTERS

Lodi Arts Commission (120-702.11)
Senior Citizen Commission (120-704.01)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$1,000 for conferences (300 series)

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY:	Community Center	PROGRAM:	Cultural Services
DEPARTMENT:	Administration	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, the Lodi Arts 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.** Plans and promotes workshops for crafts, arts, music and other fine arts; provides for the display of crafts and fine arts of local residents; and, plans, promotes and organizes activities in arts, crafts, music, dance and drama (10 percent of the activity).
- * **Public relations and information.** Prepares and distributes brochures and schedules on senior, fine art and performing art activities; and, works with the Senior Citizen Commission, Lodi Arts Commission, and Hutchins Street Square 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).
- * **Aquatics.** Program, schedule and conduct various swimming activities (recreational swimming and therapeutic swimming); 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$183,597	\$194,690	\$247,208	\$247,208
Utilities and Communications	76,509	85,000	78,500	78,500
Supplies, Materials and Services	90,004	106,781	118,867	115,067
Minor Capital	2,824	2,790	13,800	5,300
Other Payments				
Total	\$352,934	\$389,261	\$458,375	\$446,075

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Cultural Activities
DEPARTMENT: Administration

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 the quality of life to 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services				
Minor Capital				
Other Payments	<u>\$37,284</u>	<u>\$35,500</u>	<u>\$34,445</u>	<u>\$34,445</u>
Total	\$37,284	\$35,500	\$34,445	\$34,445

STAFFING SUMMARY

None - Staff assistance is provided through the Community Center.

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Lodi Arts Commission (120-702.12)

CITY MANAGER BUDGET ADJUSTMENTS

None

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Human Relations
DEPARTMENT: Community Development

PROGRAM: Social Services
FUND: CDBG Fund

ACTIVITY DESCRIPTION

The Human Relations activity provides funding for projects and activities which address the needs of persons with low and moderate income, which eliminate slum or blighted conditions and which are urgent needs of the community. Activity goals are: 1) an effective and equitable grant-in-aid program; 2) open lines of communication with organizations regarding human and social services; and, 3) a positive image for the City of Lodi. This activity has one major element:

- * **Grants administration.** Evaluate requests and recommend funding for local non-profit organizations or projects which address the needs of persons with low or moderate income; eliminate blighted conditions; and meet the urgent needs of the community (100 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services				
Minor Capital				
Other Payments	<u>\$799,876</u>	<u>\$477,293</u>	<u>\$638,801</u>	<u>\$700,000</u>
Total	\$799,876	\$477,293	\$638,801	\$700,000

STAFFING SUMMARY

None. Staffing support provided by Community Development

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

New activity

CITY MANAGER BUDGET ADJUSTMENTS

None

LEISURE, CULTURAL AND SOCIAL SERVICES

ACTIVITY: Camp Hutchins
DEPARTMENT: Parks and Recreation

PROGRAM: Social Services
FUND: Child Care

ACTIVITY DESCRIPTION

The Camp Hutchins activity provides licensed child care for children aged 6 to 12 years every day of the year 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 6 to 12 years of age (65 percent of the activity).
- * **Activities.** Provide programs featuring activities that promote socialization skills through activities in arts, crafts, drama, games, music and science (30 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 (5 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$56,249	\$121,270	\$90,755	\$90,755
Utilities and Communications	787	1,200	1,800	1,800
Supplies, Materials and Services	12,389	9,762	10,500	10,500
Minor Capital	2,055	1,000	1,000	1,000
Other Payments				
Total	\$71,480	\$133,232	\$104,055	\$104,055

STAFFING SUMMARY

Regular Positions:				
Recreation Supervisor	1	1	1	1
Temporary Positions:				
Full-time equivalents	8	7	6	6

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Develop activities to promote social skills through arts, crafts, games, music and science

RELATED COST CENTERS

Camp Hutchins (15-702.15)

CITY MANAGERS BUDGET ADJUSTMENTS

None

COMMUNITY AND ECONOMIC DEVELOPMENT



COMMUNITY AND ECONOMIC DEVELOPMENT

ACTIVITY: Community Development Commissions
DEPARTMENT: City Council and Advisory Bodies
PROGRAM: Planning
FUND: General Fund

ACTIVITY DESCRIPTION

One commission and one committee advise and assist the City Council on planning and design issues.

- * **Planning Commission.** Reviews and recommends changes to the General Plan and zoning regulations, hears appeals of planning staff decisions, and reviews development and land use permit applications. The goal of the Commission is to have a well planned community with compatible land uses.
- * **Site Plan and Architectural Review Committee.** Evaluates the site plan and architectural merit of all commercial, multi-family residential and public building projects. The committee's goal is to have attractive and well designed development within the City.

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing			\$3,360	\$3,360
Utilities and Communications				
Supplies, Materials and Services			4,890	4,890
Minor Capital				
Other Payments				
Total	_____	_____	\$8,250	\$8,250

STAFFING SUMMARY

None. Staff assistance is provided through the Community Development Department.

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None.

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

New Activity

CITY MANAGER BUDGET ADJUSTMENTS

None

COMMUNITY AND ECONOMIC DEVELOPMENT

ACTIVITY: Current/Advance Planning PROGRAM: Planning
 DEPARTMENT: Community Development FUND: General Fund

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
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STAFFING SUMMARY

Regular Positions:

Community Development Director	1	1	1	1
Senior Planner	1	1	1	1
Assistant Planner	2	2	2	2
Department Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	5	5	5	5

Temporary Positions:

Full-time equivalents	0	0	0	0
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Provide technical support on Downtown and Cherokee Lane Revitalization effort and work with consultant on implementation measures.
- * 1994-96: Revise City's General Plan and Zoning Ordinance to incorporate results of the Downtown and Cherokee Lane Revitalization Study.
- * 1994-95: Support efforts of the City's Economic Development Coordinator to promote and implement business retention and expansion.
- * 1994-95: Revise and adopt new sign ordinance to incorporate new ideas that result from the Downtown Study.
- * 1994-95: Conduct a comprehensive review of the City's growth Management Plan to evaluate the effectiveness of the plan and possible improvements.
- * 1995-96: Conduct 5 year update of the General Plan

RELATED COST CENTERS

Planning Administration (10-045.01)
 Grant Administration (10-045.03)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$5,000 in professional services (300 series)
 Subtracted \$2,200 in office equipment (500 series)

COMMUNITY AND ECONOMIC DEVELOPMENT

ACTIVITY: Building and Safety
DEPARTMENT: Community Development

PROGRAM: Construction Development
FUND: General Fund

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Building Inspection (10-045.02)
Code Enforcement (10-045.04)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

* 1994-95: Subtracted \$20,000 for part-time salary (100 series)

COMMUNITY AND ECONOMIC DEVELOPMENT

ACTIVITY: Engineering
DEPARTMENT: Public Works

PROGRAM: Construction Development
FUND: General Fund

ACTIVITY DESCRIPTION

The Engineering activity plans, designs and oversees construction of City streets, water, wastewater and drainage systems provided in the General Plan, Capital Improvement Budget and development policies; and, provides engineering services for other City activities. Activity goals are: 1) efficient, effective and responsive engineering services; 2) well planned and designed projects; and, 3) timely completion of projects within budget. This activity has four major elements:

- * **Design.** Prepare plans, specifications, contract documents and construction estimates; advertise and award construction contracts; develop and update master plans for water, wastewater, drainage and street facilities; draw and maintain all street, parcel and utility system maps; provide surveys for project design and perform construction staking for City construction projects (42 percent of the activity).
- * **Construction.** Inspect and administer City construction contracts; inspect off-site improvements of private developers; inspect street and underground improvements made by other utility agencies under encroachment permits; and, prepare record (as-built) drawings of all public and private construction projects inspected (20 percent of the activity).
- * **Development services.** Review final subdivision maps, parcel maps, and off-site improvement plans for private development; ensure conformance with City standards and master plans; issue encroachment permits for all work, parades and other activities and uses of the public right of way and utility easements; manages impact fee program; and, prepare legal descriptions needed for annexations, easement and street vacations and acquisition of rights of way, public utility easements and property (20 percent of the activity).
- * **Traffic engineering.** Design the City's traffic control systems; respond to public questions and complaints; design, conduct field investigations and prepare studies/reports on loading zones, pedestrian crossings, school crossings parking and no-parking zones, speed zoning and installation of stop and yield signs; and review private development plans for traffic impacts, parking lot layout and on-site circulation (18 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$755,640	\$710,400	\$708,489	\$708,489
Utilities and Communications	4,370			
Supplies, Materials and Services	26,084	38,687	34,025	34,025
Minor Capital	1,136			
Other Payments	<u>614</u>	<u>650</u>	<u>1,300</u>	<u>1,300</u>
Total	\$787,844	\$749,737	\$743,814	\$743,814

COMMUNITY AND ECONOMIC DEVELOPMENT

ACTIVITY: Economic Development
DEPARTMENT: Administration

PROGRAM: Economic Development
FUND: General Fund

ACTIVITY DESCRIPTION

The Economic Development activity plans, organizes and coordinates the economic development and revitalization program for Lodi and with other agencies and organizations; focuses City resources on specific activities intended to preserve and promote the stability of the business community; to promote job growth; and, to promote Lodi as a regional business center. Activity goals are: 1) recruit new businesses; 2) retain and expand existing businesses; 3) create a beneficial atmosphere for conducting business; 4) promote a competitive tax and fee environment; 5) assist business ventures; 6) coordinate revitalization of downtown; 7) coordinate Cherokee Lane Improvements; and 8) market Lodi as a tourist and business center. This activity has five major elements:

- * **Community promotion.** Provide grants to organizations (Chamber of Commerce, San Joaquin Partnership, Lodi Downtown Business Association) which encourage and provide for economic stability; which promote public events and trade activities; and which advertize Lodi as a tourist destination (10 percent of the activity).
- * **City relations with business community.** Establishes and maintains 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, coordinates with City staff and other agencies to provide answers, regulatory reform or streamlining City services (30 percent of the activity).
- * **Revitalization and beautification.** 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 (40 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) (10 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).

Although no specific projects are identified for funding, the City is contracting with a consultant to develop a revitalization and beautification plan for the downtown and Cherokee Lane. Funding levels will be identified with the final recommendations of the consultant.

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$165	\$28,355	\$67,550	\$67,550
Utilities and Communications			2,150	2,150
Supplies, Materials and Services	22,093	135,085	68,990	68,990
Minor Capital				
Other Payments	<u>45,200</u>	<u>42,700</u>	<u>37,200</u>	<u>37,200</u>
Total	\$67,458	\$206,140	\$175,890	\$175,890



GENERAL GOVERNMENT

ACTIVITY: City Council
DEPARTMENT: City Council and Advisory Bodies
PROGRAM: Legislation and Policy
FUND: General Fund

ACTIVITY DESCRIPTION

The City Council activity governs the City of Lodi by enacting and enforcing laws, policies and regulations concerning municipal affairs, subject only to limitations and restrictions provided in the State of California Government Code and Constitution. Thirteen advisory commissions and committees assist the City Council with this work. Activity goals are: 1) open, informed and democratic public decisions; 2) responsive and appropriate legislation; 3) efficient and effective execution of adopted laws, policies and regulations; and 4) providing the tax payor and residents with the best services and facilities within available resources. This activity has three major elements:

- * **Legislation.** Enacts ordinances, appropriations and resolutions; and, reviews compliance with adopted laws, policies and regulations (40 percent of the activity).
- * **Policy.** Reviews and adopts plans which guide the decisions and actions of the City's activities and capital investment projects (40 percent of the activity).
- * **Supervision.** Directs and evaluates the City Manager, City Attorney and City Clerk (20 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$49,145	\$53,210	\$53,750	\$53,750
Utilities and Communications				
Supplies, Materials and Services	17,198	20,785	20,400	20,400
Minor Capital				
Other Payments				
Total	<u>\$66,343</u>	<u>\$73,995</u>	<u>\$74,150</u>	<u>\$74,150</u>

STAFFING SUMMARY

Regular Positions				
Mayor	1	1	1	1
Councilmembers	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
Total	5	5	5	5

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-96: Outlined in the Major City Goals section of the financial plan.

RELATED COST CENTERS

Council (10-001.03 through 12)

CITY MANAGER BUDGET ADJUSTMENTS

None

GENERAL GOVERNMENT

ACTIVITY:	City Manager	PROGRAM:	General Administration
DEPARTMENT:	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 the implementation and accomplishment of City goals. Activity goals include: 1) fostering 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.** Focus the efforts and contributions of staff on results and not work; establish performance standards; build consensus on important issues; develop budget policies and procedures; establish priorities; and, making decisions. (40 percent of the activity).
- * **Advising and assisting the City 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 the review of services; assist citizens with Council requests; represent the City with other government agencies; anticipate problems; handle Council appointments; and, resolve conflict (40 percent of the activity).
- * **Community relations.** Understand community demands and expectations; foster effective relations with community groups, organizations and interest groups; process citizen requests; and, maintain effective communications with the news media (10 percent of the activity).
- * **Promoting the City's future.** Recommend short, medium and long range plans for land use, economic development, service levels, capital facilities and resources (personnel, material, facilities, money) (10 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$237,688	\$253,995	\$244,545	\$244,545
Utilities and Communications	3,600	500	500	500
Supplies, Materials and Services	15,449	16,550	14,425	14,425
Minor Capital	3,338	973	250	250
Other Payments				
Total	<u>\$260,055</u>	<u>\$272,018</u>	<u>\$259,720</u>	<u>\$259,720</u>

STAFFING SUMMARY

Regular Positions:

City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Assistant to City Manager	.5	0	0	0
Legal Secretary	.5	.5	.5	.5
Secretary to the City Manager	<u>.1</u>	<u>.1</u>	<u>.1</u>	<u>.1</u>
Total	4	3.5	3.5	3.5
Temporary Positions:				
Full-time equivalents	0	0	0	0

GENERAL GOVERNMENT

ACTIVITY: City Manager
DEPARTMENT: Administration

PROGRAM: General Administration
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Facilitate establishment of a fixed route bus system
- * 1994-95: Implement reporting system for federal transit funds
- * 1994-95: Tie Secretary to City Manager into Local Area Network
- * 1994-95: Negotiate new labor contracts for all bargaining units
- * 1994-96: Refine fixed bus route system

RELATED COST CENTERS

City Manager (10-040.01)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$1,600 from photocopy charges (series 300)

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtract \$1,145 in supplies, materials and services (300)
Transfer \$21,795 from TDA fund for work by Assistant City Manager to establish fixed route bus system

GENERAL GOVERNMENT

ACTIVITY:	Public Works Administration	PROGRAM:	General Administration
DEPARTMENT:	Public Works	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 and Water/Wastewater; provides clerical support for Public Works Administration, Building Maintenance, design, construction, 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; develops team building and employee recognition programs, represents 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$214,259	\$219,045	\$217,650	\$217,650
Utilities and Communications	2,654	1,900	1,900	1,900
Supplies, Materials and Services	17,497	18,255	16,945	16,945
Minor Capital		1,315		
Other Payments				
Total	\$234,410	\$240,515	\$236,495	\$236,495

GENERAL GOVERNMENT

ACTIVITY:	City Attorney	PROGRAM:	Legal Services
DEPARTMENT:	City Attorney	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) to reduce the City's liability exposure; and, 2) to 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 Attorneys'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 and 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$141,063	\$152,795	\$188,760	\$188,760
Utilities and Communications	932	475	475	475
Supplies, Materials and Services	26,558	24,801	28,405	28,405
Minor Capital		599		
Other Payments				
Total	\$168,553	\$178,670	\$217,640	\$217,640

STAFFING SUMMARY

Regular Positions:				
City Attorney	1	1	1	1
Deputy City Attorney	0	1	1	1
Legal Secretary	<u>.5</u>	<u>.5</u>	<u>.5</u>	<u>.5</u>
Total	1.5	2.5	2.5	2.5
Temporary Positions:				
Full-time equivalents	0	0	0	0

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

GENERAL GOVERNMENT

ACTIVITY: City Attorney
DEPARTMENT: City Attorney

PROGRAM: Legal Services
FUND: General Fund

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Counsel and Legal Advice (10-035.01)

CITY MANAGER BUDGET ADJUSTMENTS

* 1994-96: Subtracted \$190 from photocopy charges (series 300)

GENERAL GOVERNMENT

ACTIVITY:	City Clerk	PROGRAM:	Records Administration
DEPARTMENT:	City Clerk	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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$103,314	\$95,095	\$98,240	\$98,240
Utilities and Communications	3,921	2,900	2,900	2,900
Supplies, Materials and Services	21,106	23,011	18,860	18,860
Minor Capital	1,010			
Other Payments				
Total	\$129,351	\$121,006	\$120,000	\$120,000

STAFFING SUMMARY

Regular Positions:

City Clerk	1	1	1	1
Deputy City Clerk	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	2	2	2	2

Temporary Positions:

Full-time equivalents	.5	.5	.5	.5
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GENERAL GOVERNMENT

ACTIVITY: City Clerk
DEPARTMENT: City Clerk

PROGRAM: Records Administration
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Computerize records, contracts and other documents maintained for City and other agencies.

RELATED COST CENTERS

City Clerk Administration (10-001.01)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$4,100 for photocopy charges (series 300)

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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$10,320	\$4,900	\$6,125	\$6,125
Utilities and Communications	114	250	400	400
Supplies, Materials and Services	12,005	2,500	16,000	3,950
Minor Capital				
Other Payments				
Total	\$22,439	\$7,650	\$22,525	\$10,475

STAFFING SUMMARY

Regular Positions:

Temporary Positions:

Full-time equivalents	.5	.5	.5	.5
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Election (10-001.02)

CITY MANAGER BUDGET ADJUSTMENTS

None

GENERAL GOVERNMENT

ACTIVITY:	Personnel Services	PROGRAM:	Administrative Services
DEPARTMENT:	Personnel	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) to recruit and retain highly qualified, well-trained and motivated employees; 2) to provide responsive and professional service to City employees and the public; and, 3) to follow fair and objective personnel practices. This activity has seven 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 (25 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 (25 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 (15 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, maintains 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 (2.5 percent of the activity).
- * **Training.** Develop and administer City's employee training and development programs (2.5 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$181,539	\$176,510	\$164,455	\$164,455
Utilities and Communications	3,986	2,000	2,000	2,000
Supplies, Materials and Services	36,515	30,170	30,500	73,000
Minor Capital	2,850			
Other Payments				
Total	\$224,890	\$208,680	\$196,955	\$239,455

GENERAL GOVERNMENT

ACTIVITY: Personnel Services PROGRAM: Administrative Services
 DEPARTMENT: Personnel FUND: General Fund

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
STAFFING SUMMARY				
Regular Positions:				
Personnel Director	1	1	1	1
Personnel Analyst	1	1	1	1
Personnel Technician	2	1	1	1
Administrative Clerk	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
Total	4	4	3	3
Temporary Positions:				
Full-time equivalents	0	0	.9	.9

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1995-96: Performance evaluation training for management and supervisory staff (\$2,500)
- * 1995-96: Classification and compensation study (\$20,000)
- * 1995-96: Medical standards review for preplacement examinations (\$20,000)

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Implement Administrative Policy and Procedures
- * 1994-95: Begin city wide "for cause" drug testing
- * 1994-95: Update affirmative action plan
- * 1994-95: Train staff and begin performance evaluation program
- * 1994-95: Develop system to centralize claims management for grievances, disabilities, retirement, discrimination and workers compensation
- * 1994-95: Assist in negotiations with electrical, maintenance and operators, fire, general services and dispatch bargaining units
- * 1995-96: Assist in negotiations with police and general services bargaining units
- * 1995-96: Implement an automated human resources management program
- * 1995-96: Implement recommendations from the classification study

RELATED COST CENTERS

Personnel Administration (10-040.02)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Added \$1,000 to training (series 100)
Subtracted \$700 from Data Processing Software (series 300)

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$27,900 for salary and position of an administrative clerk (100 series)
Added \$10,000 for part-time hours (100 series)
Subtracted \$1,500 for supplies, materials and services (300 series)

GENERAL GOVERNMENT

ACTIVITY: Risk & Solid Waste Management
DEPARTMENT: Administration

PROGRAM: Administrative Services
FUND: General Fund

ACTIVITY DESCRIPTION

The Risk & Solid Waste Management activity reduces risk of incidents and protects the City from liability due to losses; assists management and employees in reducing work related injuries and disease; promotes health and fitness; oversees refuse collection, industrial waste and recycling franchise agreements; and, enforcement of the property maintenance ordinance. Activity goals are: 1) reduce and eliminate avoidable incidents; 2) reduce City's exposure to risk; ensuring adequate and appropriate insurance coverage for liability due to losses; 3) promote a physically and mentally healthy work force; 4) efficient and reliable solid waste collection and disposal; 5) maximum diversion feasible of solid waste from the landfill; and, 6) reduce or eliminate environmental blight in community. This activity has four major elements:

* **Loss control activities (50 percent of the activity)**

Liability claims administration. Review general liability claims against the City and recommend appropriate administrative action (20 percent of the activity).

Workers' compensation claims administration. Review employee injury claims against the City and recommend appropriate administrative action (50 percent of the activity).

Insurance review. Ensure that contractors and special event sponsors carry adequate insurance to protect the City, review the City's self-insurance provisions to ensure adequate funding to cover losses (15 percent of the activity).

Safety improvement. Identify safety risks and recommend corrective actions (10 percent of the activity).

Health and fitness education. Develop and sponsor classes on health and fitness (5 percent of the activity).

* **General liability, property and workers compensation insurance (10 percent of the activity)**

Liability. Provide general liability coverage to \$10 million with a self-insured retention of \$500,000 (77 percent of the purchased insurance)

Property. Provide coverage for property and damage loss (8 percent of the purchased insurance).

Workers Compensation. Provide workers compensation coverage up to statutory limits with a self-insured retention of \$250,000 (15 percent of the purchased insurance).

* **Solid waste management (20 percent of the activity)**

Solid waste planning and coordination. Review and develop solid waste and household hazardous waste management plans; and coordinate these activities with regional agencies (70 percent of the program).

Solid waste franchise administration. Ensure compliance with franchise agreements, receive and evaluate customer complaints, and review rate adjustment requests (30 percent of the program).

* **Property maintenance activities (20 percent of the activity)**

Property maintenance standards. Develop and recommend property maintenance standards for cleanliness within the City and neighborhoods (10 percent of the program).

GENERAL GOVERNMENT

ACTIVITY: Risk & Solid Waste Management **PROGRAM:** Administrative Services
DEPARTMENT: Administration **FUND:** General Fund

Code enforcement. Investigate violations of the property maintenance ordinance and issue abatement orders (70 percent of the program).

Education and promotion. Coordinate special clean up events; act as liaison to Eastside Improvement Committee representatives, neighborhood residents and tenants and provide information on property maintenance standards (20 percent of the program).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$83,588	\$90,229	\$52,530	\$52,530
Utilities and Communications	688	700	600	600
Supplies, Materials and Services	39,484	59,765	23,525	23,525
Minor Capital				
Other Payments	<u>46,665</u>	<u>46,000</u>	<u>35,000</u>	<u>35,000</u>
Total	\$170,425	\$196,694	\$111,655	\$111,655

STAFFING SUMMARY

Regular Positions:

Administrative Assistant to the City Manager	1	1	0	0
Risk Management Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	2	2	1	1

Temporary Positions:

Full-time equivalents	0	.3	.5	.5
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-96: Reduce or prevent trip and fall incidents by coordinating with Public Works on the sidewalk maintenance program.
- * 1994-96: Support initiatives to remove railroad tracks from Lodi Avenue
- * 1994-96: Develop programs to reduce heart attacks and heart injury
- * 1994-96: Achieve 25 % diversion of solid waste to landfill in 1995 as required under AB 939
- * 1994-96: Establish automated tracking of property maintenance complaints

RELATED COST CENTERS

Risk Management (10-040.03)
 Damage to City Property (10-015.01)
 Community Improvement (10-020.08)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Added \$8,000 for part-time personnel (series 100) (Block Grant)
 Added \$8,000 for special material and assistance (series 300) Block Grant)

GENERAL GOVERNMENT

ACTIVITY: Risk & Solid Waste Management
DEPARTMENT: Administration

PROGRAM: Administrative Services
FUND: General Fund

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$56,900 for salary and position of Administrative Assistant to City Manager (Risk Manager) (100 series)
Subtracted \$10,000 for special payments for damage to city property (600 series)

GENERAL GOVERNMENT

ACTIVITY: Information Systems
DEPARTMENT: Administration

PROGRAM: Administrative Services
FUND: General Fund

CITY MANAGER BUDGET ADJUSTMENTS

* 1994-96: Funded by an equal reduction of funds in Public Works Engineering

GENERAL GOVERNMENT

ACTIVITY:	Finance Administration	PROGRAM:	Administrative Services
DEPARTMENT:	Finance	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; data processing and purchasing. 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, direct, coordinate and review services and activities of the Department; establish rules, procedures and policies to provide for the 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; 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; data processing; purchasing; meter reading; parking enforcement; City Hall reception; mail and distribution; and, other services authorized by the City Manager and Council (30 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$161,329	\$152,445	\$146,820	\$146,820
Utilities and Communications	1,920	1,200	1,500	1,500
Supplies, Materials and Services	76,216	56,854	74,940	61,440
Minor Capital	403		1,000	1,000
Other Payments	<u>10</u>			
Total	\$239,878	\$210,499	\$224,260	\$210,760

STAFFING SUMMARY

Regular Positions:

Finance Director	1	1	1	1
Assistant Finance Director	1	0	0	0
Department Secretary	1	1	1	1
Receptionist/Switchboard Operator	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Total	4	3	2	2

Temporary Positions:

Full-time equivalents	.6	.6	1.6	1.6
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GENERAL GOVERNMENT

ACTIVITY: Finance Administration
DEPARTMENT: Finance

PROGRAM: Administrative Services
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1994-95: Contract hours for support of personal computer program changes, training and integration into the AS 400 system (\$13,500)

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Implement revisions to the Business Tax Ordinance
- * 1994-95: Develop program to help low income customers afford city utility services
- * 1994-95: Identify permanent source of funding to finance park maintenance, street lights, community center and library services
- * 1994-95: Implement a summary utility billing system
- * 1995-96: Develop a Purchasing Policy Manual
- * 1995-96: Develop policies to assist businesses finance development fees and charges

RELATED COST CENTERS

Finance Administration (10-050.01)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$33,853 for salary and position of City Hall Receptionist/Switchboard Operator (100 series)
Subtracted \$4,947 for supplies, materials and services (300 series)
Added \$11,000 for part-time salary and hours (100 series)
Added \$4,900 for payment of unemployment benefits (100 series)

GENERAL GOVERNMENT

ACTIVITY:	Accounting Services	PROGRAM:	Administrative Services
DEPARTMENT:	Finance	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) to maintain accurate and complete records; 2) to provide timely and accurate financial reports; 3) to provide quality service to employees and City customers; and, 4) to protect the financial integrity of the City. This activity has five major elements:

- * **Leadership and administration.** Plan, organize, direct, coordinate and review the City's accounting operations and services; establish rules, procedures and policies to provide for the 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$282,425	\$289,660	\$293,270	\$293,270
Utilities and Communications	5,124	3,400	3,475	3,475
Supplies, Materials and Services	23,110	22,150	22,575	22,575
Minor Capital	3,698	2,200	2,500	2,500
Other Payments				
Total	\$314,357	\$317,410	\$321,820	\$321,820

STAFFING SUMMARY

Regular Positions:

Accounting Manager/Assistant Finance Director	1	1	1	1
Accountant	1	1	1	1
Accounting Technician	1	1	1	1
Account Clerk	4	4	4	4
Total	7	7	7	7

Temporary Positions:

Full-time equivalents	0	0	0	0
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GENERAL GOVERNMENT

ACTIVITY: Accounting Services
DEPARTMENT: Finance

PROGRAM: Administrative Services
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

- * 1994-96: Purchase personal computer replacement (\$2,000 from salary savings - no added cost to Department)

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Coordinate the review, identification and evaluation of a PC based financial information system software package
- * 1994-96: Develop and implement a City wide fixed asset inventory system
- * 1995-96: Establish training standards and program for payroll technician

RELATED COST CENTERS

Finance Accounting (10-050.03)

CITY MANAGER BUDGET ADJUSTMENTS

None

GENERAL GOVERNMENT

ACTIVITY:	Revenue Services	PROGRAM:	Administrative Services
DEPARTMENT:	Finance	FUND:	General Fund

ACTIVITY DESCRIPTION

The Revenue Service activity collects, protects and invests the City's funds; maintains liaison with the City's designated depositories (banks); advises the staff on tax policies; collects taxes, and issues bills; issues utility and other miscellaneous bills of the City; administers and manages the parking collection contract and citation process; and assists in preparing the annual budget and financial reports. Activity goals are: 1) to provide timely, efficient and accurate service to staff and customers; 2) to ensure the maximum return on the City's invested funds; 3) to protect City funds from unauthorized use, diversion or theft; and, to promote positive customer relations. This activity has six major elements:

- * **Leadership and administration.** Plan, organize, direct, coordinate and review the City's billing, collection and fund control operations; establish rules, procedures and policies to provide for the day to day conduct of revenue operations; advise and assist Finance Director and staff on revenue 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).
- * **Collection services.** Prepare, collect and reconcile city bills for utilities and other miscellaneous receivables (60 percent of the activity).
- * **Tax administration and services.** Develop and recommend tax policies and legislation; prepare, collect and/or monitor taxes due the City; enforce provisions of City legislation for collection of locally administered and collected taxes; and, reconcile and analyze tax revenues to annual estimates (10 percent of the activity).
- * **Investment of City funds.** Advise and assist the Finance Director invest City funds in accordance with the City's investment policy; record, track, analyze and report on City investments; development and recommend investment policies; and, prepare the City's monthly investment report. (10 percent of the activity).
- * **Administration of parking citations.** Administer and manage the parking citation collection contract; receive, distribute and deposit parking revenues; reconcile and adjust collections, delinquencies and DMV holds; and, reconcile reports with information from other agencies (5 percent of the activity).
- * **Budget preparation.** Assist and advise Finance Director and staff develop revenue projections for the City's financial plan and budget; track and reconcile projected revenues to actual projections; recommend mid-year adjustments; and prepare cash flow projections (5 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$345,856	\$351,100	\$362,010	\$362,010
Utilities and Communications	78,751	86,780	91,120	91,120
Supplies, Materials and Services	46,282	52,681	58,600	58,600
Minor Capital	15,121	800	1,000	1,000
Other Payments				
Total	\$486,010	\$491,361	\$512,730	\$512,730

GENERAL GOVERNMENT

ACTIVITY: Data Processing
 DEPARTMENT: Finance

PROGRAM: Administrative Services
 FUND: General Fund

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
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STAFFING SUMMARY

Regular Positions:

Data Processing Manager	1	1	1	1
Senior Programmer/Analyst	2	2	2	2
Programmer/Analyst	1	0	0	0
Operations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	5	4	4	4

Temporary Positions:

Full-time equivalents	0	0	0	0
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-96: Develop and implement a "Summary Utility Bill"
- * 1994-96: Coordinate implementation of new financial accounting and reporting systems
- * 1994-95: Coordinate relocation to "City Hall Annex"
- * 1994-96: Assist information systems coordinator establish software standards and policies

RELATED COST CENTERS

Finance Data Processing (10-050.06)

CITY MANAGER BUDGET ADJUSTMENTS

None

GENERAL GOVERNMENT

ACTIVITY:	Purchasing	PROGRAM:	Administrative Services
DEPARTMENT:	Finance	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) to obtain the best value for supplies, material and equipment purchased by the City; 2) to maintain essential levels of common supplies, materials and forms needed to conduct day to day City operations; and, 3) to provide efficient, effective and responsive service to staff, vendors and suppliers. This activity has four major elements:

- * **Leadership and administration.** Plan, organize, direct, coordinate and review the City's purchasing services and operations; establish rules, procedures and policies to provide for the 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 inventory of \$1.5 million of equipment, electrical supplies, janitorial 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$212,624	\$216,827	\$216,480	\$216,480
Utilities and Communications	7,170	5,495	5,800	5,800
Supplies, Materials and Services	16,125	27,409	28,335	28,335
Minor Capital	2,494			
Other Payments				
Total	\$238,413	\$249,731	\$250,615	\$250,615

STAFFING SUMMARY

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	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	5	5	5	5
Temporary Positions:				
Full-time equivalents	0	0	0	0

GENERAL GOVERNMENT

ACTIVITY: Purchasing
DEPARTMENT: Finance

PROGRAM: Administrative Services
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-95: Develop a Purchasing Policy Manual
- * 1994-96: Implement a computerized purchasing and inventory system

RELATED COST CENTERS

Finance Purchasing (10-050.02)

CITY MANAGER BUDGET ADJUSTMENTS

None

GENERAL GOVERNMENT

ACTIVITY:	Field Services	PROGRAM:	Organization Support Services
DEPARTMENT:	Finance	FUND:	General Fund

ACTIVITY DESCRIPTION

The Field Services activity reads, collects the read data and reports electric and water consumption on metered customers; connects authorized customers to City utilities; issues collection and termination notices to delinquent customers; identifies unauthorized or illegal use of City utilities; assists customers with complaints and requests; processes estate and bankruptcy claims; and, issues parking citations in designated districts of the City. Activity goals are: 1) to provide timely and accurate meter reads; 2) to resolve or collect delinquent accounts within 30 days; 3) to provide efficient, effective and responsive services; and, 4) to enforce the City's parking ordinances in a positive and professional manner. This activity has five major elements:

- * **Leadership and administration.** Plan, organize, direct, coordinate and review the City's field service operations; establish rules, procedures and policies to provide for the day to day conduct of employees; advise and assist the Finance Director and staff on utility and parking enforcement 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).
- * **Data reading and collection.** Read and report readings from metered customers (40 percent of the activity).
- * **Service connections and collections.** Connect services for authorized customers and deliver delinquent notices (20 percent of the activity).
- * **Customer services.** Assist and advise customers with complaints or requests for information and process claims (10 percent of the activity).
- * **Parking enforcement.** Enforce City's parking ordinances in designated districts and locations (20 percent of the activity).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$346,019	\$329,995	\$302,590	\$302,590
Utilities and Communications	2,522	2,350	2,500	2,500
Supplies, Materials and Services	20,901	36,339	38,695	38,695
Minor Capital	1,263	800		
Other Payments				
Total	\$370,705	\$369,484	\$343,785	\$343,785

STAFFING SUMMARY

Regular Positions:

Field Services Supervisor	1	1	0	0
Accounts Collector	2	2	2	2
Meter Reader	4	4	4	4
Parking Enforcement Assistant	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	9	8	7	7

Temporary Positions:

Full-time equivalents	2	2	2.6	2.6
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GENERAL GOVERNMENT

ACTIVITY: Field Services
DEPARTMENT: Finance

PROGRAM: Organization Support Services
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Finance Field Services (10-050.07)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$47,000 for salary and position of Field Services Supervisor and authorized reorganization (100 series)
Subtracted \$4,000 for supplies, materials and services (300 series)
Added \$6,000 for reclassifications (100 series)
Added \$7,200 for part-time salary and hours (100 series)
Added \$2,820 for contract mail service (300 series)

GENERAL GOVERNMENT

ACTIVITY: Building Maintenance
DEPARTMENT: Public Works
PROGRAM: Organization Support Services
FUND: General Fund

ACTIVITY DESCRIPTION

The Building Maintenance activity provides for the operation and maintenance of following City buildings except for Parks and Recreation facilities, Hutchins Street Square and the Library; 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.

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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$121,514	\$113,665	\$117,700	\$117,700
Utilities and Communications	199,895	178,805	202,170	202,170
Supplies, Materials and Services	184,767	229,406	185,435	185,435
Minor Capital	(50)		1,190	
Other Payments			<u>2,185</u>	<u>2,185</u>
Total	<u>\$506,126</u>	<u>\$521,866</u>	<u>\$508,680</u>	<u>\$507,490</u>

STAFFING SUMMARY

Regular Positions:

Building & Equipment Maintenance Superintendent	.5	.5	.5	.5
Senior Building Maintenance Worker	1	1	1	1
Building Maintenance Worker	1	0	0	0
Building Service Worker	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	2.5	2.5	2.5	2.5

Temporary Positions:

Full-time equivalents	0	0	0	0
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GENERAL GOVERNMENT

ACTIVITY: Building Maintenance
DEPARTMENT: Public Works

PROGRAM: Organization Support Services
FUND: General Fund

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-96: Select and install a preventive maintenance and work order software program
- * 1994-96: Develop a roof maintenance plan, prevention maintenance program and capital replacement schedule
- * 1994-96: Work with City's ADA Committee to develop ADA priorities
- * 1994-95: Develop City wide HVAC preventive maintenance program

RELATED COST CENTERS

City Building Maintenance (10-351.01)

CITY MANAGER BUDGET ADJUSTMENTS

- * 1994-96: Subtracted \$1,825 from purchase of natural gas (series 200)

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$4,115 for supplies, materials and services (300 series)

GENERAL GOVERNMENT

ACTIVITY:	Equipment Maintenance and Motor Pool	PROGRAM:	Organization Support Services
DEPARTMENT:	Public Works	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 (15 percent of the activity).
- * **Preventive maintenance.** Schedule, inspect and service vehicles, heavy equipment and other equipment (15 percent of the activity).
- * **Vehicle operations.** Purchase and provide gas, oil, tires and miscellaneous parts for vehicles and equipment (40 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).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$349,595	\$415,150	\$366,100	\$366,100
Utilities and Communications	1,260	200	535	535
Supplies, Materials and Services	408,109	405,068	418,610	418,610
Minor Capital	265		3,485	3,485
Other Payments	<u>2,756</u>	<u>3,520</u>	<u>4,510</u>	<u>4,510</u>
Total	\$761,985	\$823,938	\$793,240	\$793,240
Revenues By Transfer	749,923	810,228	778,265	778,265
Operating Transfers	<u>12,062</u>	<u>13,710</u>	<u>14,975</u>	<u>14,975</u>
Net Cost	0	0	0	0

GENERAL GOVERNMENT

ACTIVITY: Equipment Maintenance and Motor Pool PROGRAM: Organization Support Services
 DEPARTMENT: Public Works FUND: General Fund

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
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STAFFING SUMMARY

Regular Positions:

Building & Equipment Maintenance Superintendent	.5	.5	.5	.5
Equipment Maintenance Supervisor	1	1	1	1
Equipment Parts Coordinator	1	0	0	0
Equipment Service Worker	1	0	0	0
Heavy Equipment Mechanic	3	4	4	4
Lead Equipment Mechanic	1	1	1	1
Welder/Mechanic	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total	8.5	7.5	7.5	7.5

Temporary Positions:

Full-time equivalents	.73	.73	.98	.98
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SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

- * 1994-96: Expand use of computer based equipment management system
- * 1994-96: Identify projects and prepare Request for Proposals for Motor Vehicle Emission Reduction Program
- * 1994-95: Evaluate manpower needs for transit system and general City fleet and equipment expansion
- * 1994-96: Evaluate garage expansion requirements
- * 1994-95: Evaluate privatization of equipment maintenance/repairs
- * 1994-96: Plan for and development of Alternative Fueled Vehicles/Equipment including fueling site(s)
- * 1994-96: Develop shop policies and procedures manual
- * 1994-95: Implement fuel card system at the Municipal Services Center
- * 1995-96: Evaluate monitoring of remote fuel tanks and expanding fuel card system
- * 1994-96: Evaluate and upgrade vehicle and equipment washdown system

RELATED COST CENTERS

Equipment Maintenance Administration (26-551.01)
 Equipment Maintenance (26-556.01)
 Motor Pool (26-551.02)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95: Subtracted \$14,780 for reclassification of Heavy Equipment Mechanic (100 series)
 Subtracted \$8,455 for supplies, materials and services (300 series)
 Subtracted \$3,380 for part-time salary and hours (100 series)

GENERAL GOVERNMENT

ACTIVITY:	General Support	PROGRAM:	Non-Departmental Services
DEPARTMENT:	Administration	FUND:	General Fund

ACTIVITY DESCRIPTION

The General Support activity is for programming and administering 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 seven 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 (\$11,000).
- * **Audit services.** Fund for the cost of the City's annual and interim audits by outside auditors (\$40,000).
- * **Property tax.** Fund for the cost of property taxes paid by the City from the General Fund.
- * **Property tax administration.** Fund County's charges for tax administration (assessment, collection and payment) (\$118,000).
- * **Telephone services.** Fund and plan for local and long distance telephone services (\$97,893).
- * **Sister city relations.** Fund the City's share of activities sponsored by the Sister City Committee (\$880).
- * **Copier services.** Fund cost of central copier at City Hall (\$15,000).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing				
Utilities and Communications	\$10,432	90,318	\$90,318	\$90,318
Supplies, Materials and Services	83,029	85,385	62,495	62,495
Minor Capital	66	6,860	6,860	6,860
Other Payments	<u>95,872</u>	<u>111,000</u>	<u>118,000</u>	<u>118,000</u>
Total	\$189,399	\$293,563	\$277,673	\$277,673

STAFFING SUMMARY

None. Staffing provided through Administration and Public Works

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

GENERAL GOVERNMENT

ACTIVITY: General Support
DEPARTMENT: Administration

PROGRAM: Non-Departmental Services
FUND: General Fund

RELATED COST CENTERS

Special Payments Administration (10-020.05)
Sister City (10-020.04)
Photocopy Charges (10-024.01)
Telephone Charges (10-024.02)

CITY MANAGER BUDGET ADJUSTMENTS

None

CITY COUNCIL BUDGET ADJUSTMENTS

* 1994-95: Subtracted \$6,500 for memberships (300 series)

GENERAL GOVERNMENT

ACTIVITY: Workers Compensation
DEPARTMENT: Administration

PROGRAM: Non-Departmental Services
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) establish a reasonable reserve level to protect the City from losses; and 2) pay claims timely and in accordance with policy, State law, court orders and decisions of the City Council. This activity has four major elements:

- * **Administration.** To fund the cost of 3rd party administrator (\$60,375).
- * **Legal services and other professional services.** To fund legal services (\$52,000).
- * **Medical and rehabilitation.** To fund cost of medical, rehabilitation and educational services under workers compensation (\$319,000).
- * **Disability payments.** To fund temporary and permanent disability payments (\$265,000).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing	\$130,208			
Utilities and Communications				
Supplies, Materials and Services	535,988	\$436,800	\$434,375	\$431,075
Minor Capital				
Other Payments	(358,338)	<u>183,000</u>	<u>\$294,000</u>	<u>199,725</u>
Total	\$307,858	\$619,800	\$728,375	\$630,800
Internal Revenues	<u>307,858</u>	<u>619,800</u>	<u>720,375</u>	<u>630,800</u>
Net Cost	0	0	0	0

STAFFING SUMMARY

None.

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None.

MAJOR 1994-96 OBJECTIVES

See Risk and Solid Waste Management Activity

RELATED COST CENTERS

Workers Compensation Charges (31-020.02)

CITY MANAGER BUDGET ADJUSTMENTS

None

GENERAL GOVERNMENT

ACTIVITY:	Other Insurance	PROGRAM:	Non-Departmental Services
DEPARTMENT:	Administration	FUND:	Self-Insurance Fund

ACTIVITY DESCRIPTION

The Other Insurance activity is for programming and funding the cost of insurance purchased by the City to protect from loss of property, personal injuries, travel, maleficence of employees, and special events. The activity goal is to establish effective budgeting and accounting for the City's insurance. This activity has five major elements:

- * **Property insurance.** Insurance for property and structures with self-insurance retention of \$25,000 (\$15,000).
- * **Traveler's Insurance.** Life and medical insurance for management, mid-management employees and spouses when conducting business for the City in a travel status (\$1,200).
- * **Employment insurance (surety).** Insurance to protect the City from maleficence by designated employees (\$2,740).
- * **Special event insurance.** Insurance purchased for special events to protect the City from liability and property losses (reimbursed by sponsor).
- * **Boiler and machinery insurance.** Insurance purchased by the City for losses to designated pumps and equipment (\$17,000).

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services				
Minor Capital				
Other Payments	<u>\$22,539</u>	<u>\$19,940</u>	<u>\$18,940</u>	<u>\$18,940</u>
Total	\$22,539	\$19,940	\$18,940	\$18,940

STAFFING SUMMARY

None.

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

See Risk and Solid Waste Management

RELATED COST CENTERS

Allocated on value of assets

CITY MANAGER BUDGET ADJUSTMENTS

None

GENERAL GOVERNMENT

ACTIVITY: Benefits Administration
DEPARTMENT: Personnel

PROGRAM: Non-Departmental Services
FUND: Benefits Fund

ACTIVITY DESCRIPTION

The Benefits Administration activity is for administering and paying for City-wide 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 fifteen major elements:

- * **Medical care.** To program and fund medical care benefits for employees (\$1,450,000). (Payroll charge)
- * **Retiree's medical care.** To fund the cost of medical insurance for retirees (\$215,000). (CAP number of employees)
- * **Medical co-pay reimbursement.** To fund the cost of compensating married employees for using one medical insurance plan (\$3,000). (CAP number of participants by Fund)
- * **Employee self-insured medical care.** To fund the cost of compensating employees for discontinuing medical coverage or carrying single coverage in lieu of family coverage (\$65,000). (Payroll charge holding account)
- * **Dental insurance.** To fund the cost of dental insurance for employees and dependents and administrative fees (\$205,600). (Payroll charge)
- * **Vision care.** To fund employee benefit for cost of vision care (\$53,000). (Payroll charge)
- * **Chiropractic care.** To fund cost of chiropractic care for employees enrolled under the City's medical insurance plan (\$33,000). (Payroll charge)
- * **Employee assistance program.** To fund employee benefit for cost of counseling services (\$10,800). (CAP number of employees)
- * **Life insurance.** To 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 (\$30,060). (Payroll charge)
- * **Accidental death insurance.** To fund cost of accidental death insurance for management, mid-management, general service and police officers in the amount of \$25,000 (\$4,000). (Payroll charge)
- * **Unemployment insurance.** To fund claims against the City under a self-insurance program for unemployment claims paid (\$43,260). (Payroll charge)
- * **Long term disability.** To fund cost of disability payments made to employees except police and fire; pays up to 2/3rds of salary loss (\$7,000). (Payroll charge)
- * **Employee recognition program.** To fund cost of service awards, gifts and annual dinner dance (\$14,000). (CAP number of employees)
- * **Deferred compensation.** Employee benefit allowing employees to deposit monies into a deferred compensation plan as a tax benefit and self-funded retirement plan (paid by employee except City match). (City match is payroll charge holding account)
- * **Flexible spending accounts.** To fund administrative fees for pre-tax costs of dependent care, out of pocket medical/dental expenses and insurance premiums of employees (\$2,500) (CAP number of employees)

GENERAL GOVERNMENT

ACTIVITY: Contingencies
DEPARTMENT: Administration

PROGRAM: Non-Departmental
FUND: Designated Fund Balance

ACTIVITY DESCRIPTION

The Contingencies activity is for programming unplanned expenditures which could not be anticipated prior to adoption of the budget by the City Council. This activity has two major elements:

- * **Unprogrammed expenditures.** To fund the cost of emergencies, natural disasters and other expenditures which could not be anticipated
- * **Ventures.** To fund opportunity costs which result in savings from innovations such as new technology, contract services and/or other long term savings.

ACTIVITY COSTS	1992-93 ACTUAL	1993-94 BUDGETED	1994-95 REQUESTED	1995-96 PROPOSED
Staffing				
Utilities and Communications				
Supplies, Materials and Services				
Minor Capital				
Other Payments	<u>\$300,000</u>	<u>\$300,000</u>	<u>\$300,000</u>	<u>\$300,000</u>
Total	\$300,000	\$300,000	\$300,000	\$300,000

STAFFING SUMMARY

None.

SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

None

MAJOR 1994-96 OBJECTIVES

None

RELATED COST CENTERS

Fund Balance - General Fund

Section E
CAPITAL IMPROVEMENT BUDGET

1994-96 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 two 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

1994-96 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

Capital Budget Detail By Mission

7-11-94

	1993-94	1994-95	1995-96	1996-97	
	Approved	Budget	Requested	Proposed	Total
Public Safety					
Police Services					
Radio Repeater System	30,200				30,200
Computers Investigations	2,011				2,011
Firearms	29,867				29,867
Mobile Data Terminal System			281,300		281,300
Fire Services					
Printers		5,000			5,000
Sedan (1)		12,500			12,500
Fire Station					
Planning and Design	20,000				20,000
Construction			400,000		400,000
Total Public Safety	82,078	17,500	681,300	0	780,878

CITY COUNCIL BUDGET ADJUSTMENTS

- * 1994-95:
Subtracted \$12,500 for the purchase of 1 sedan for the Fire Department

Capital Budget Detail By Mission

	7-11-94				
	1993-94	1994-95	1995-96	1996-97	
	Approved	Budget	Requested	Proposed	Total
Public Utilities					
Water Utility Services					
Source of Supply					
Wells					
Design	22,646				22,646
Water Well 3, 4, 7, 11, 25	1,447,502	184,000			1,631,502
Water Well 26		150,000	194,000		344,000
Water Well 27			150,000	254,000	404,000
Water Well 28				150,000	150,000
Total Source of Supply	1,470,148	334,000	344,000	404,000	2,552,148
Water Treatment					
DBCP Tanks, Filters, Chemicals					
Planning and Design	8,299	390,000			398,299
Construction		3,587,000			3,587,000
Other Treatment	5,317				5,317
Total Treatment	13,616	3,977,000	0	0	3,990,616
Water Distribution					
Systems Improvements					
Design		30,000			30,000
Water Mains	82,463	254,000	1,016,000	621,000	1,973,463
Water Taps	49,262				49,262
Water Crossings					0
Water Tanks	42,776				42,776
Pipe Pusher	4,368				4,368
Relocations	23,460	10,000	24,000	24,000	81,460
Meters	5,233				5,233
Fire Hydrants	4,754	10,000	10,000	10,000	34,754
Generators	268,708	120,000	120,000	120,000	628,708
Total Distribution	481,024	394,000	1,170,000	775,000	2,820,024
Administration					
Computers/Local Area Network – PW	9,250				9,250
Total Administration	9,250	0	0	0	9,250
Total Water Fund	1,974,038	4,705,000	1,514,000	1,179,000	9,372,038
Wastewater Utility Service					
Wastewater Collection					
System Collections					
Maintenance	16,620				16,620
Manholes	14,833				14,833
System Relocations	22,433	20,000	20,000	20,000	82,433
Mains	294,050	245,000	570,000	515,000	1,624,050
Taps	20,462				20,462
Total System Collections	368,398	265,000	590,000	535,000	1,758,398

Capital Budget Detail By Mission

7-11-94

	1993-94	1994-95	1995-96	1996-97	
	Approved	Budget	Requested	Proposed	Total
System Treatment					
Irrigation	134,700	155,000			289,700
Boilers		78,000			78,000
Sedimentation Tanks	2,482				2,482
Erosion Abatement	82,000		85,000	68,000	235,000
Pumps	74,000	11,000			85,000
Total System Treatment	293,182	244,000	85,000	68,000	690,182
Administration					
Computers/Local Area Network – PW	9,750				9,750
Road Maintenance	14,611				14,611
Permits	20,000				20,000
Engineering	10,593				10,593
Security Improvements	52,000		30,000		82,000
Total Administration	106,954	0	30,000	0	136,954
Total Wastewater Fund	768,534	509,000	705,000	603,000	2,585,534
Electric Utility System					
Power Production					
Transmission					
Distribution					
System Expansion	11,960	251,110	251,110	251,110	765,290
System Improvements	468,980	486,155	486,155	486,155	1,927,445
Lighting Construction	2,190	2,175	2,175	2,175	8,715
Line Extensions		17,530	17,530	17,530	52,590
Service Connections	33,330	75,210	75,210	75,210	258,960
Substation Construction/Maintenance	1,140,727	23,620	41,270	41,270	1,246,887
Pole Setting	15,000				15,000
Distribution Total	1,672,187	855,800	873,450	873,450	4,274,887
Administration					
Computers/Local Area Network – PW	1,800				1,800
Computers/Terminals	2,500				2,500
Garage Expansion	78,000				78,000
Security Wall	2,365				2,365
Repair Shop	190,000				190,000
Equipment	15,124	40,100			55,224
Purchase of Mobile Office	5,000				5,000
Storage Racks – Purchasing	6,877				6,877
Administration Total	301,666	40,100	0	0	341,766
Total Electric Fund	1,973,853	895,900	873,450	873,450	4,616,653
Total Utilities	4,716,425	6,109,900	3,092,450	2,655,450	16,574,225

Capital Budget Detail By Mission

7-11-94

	1993-94	1994-95	1995-96	1996-97	
	Approved	Budget	Requested	Proposed	Total
Transportation					
Streets and Flood Control					
Streets Pavement					
Reconstruction and Resurfacing		1,058,000	4,664,000	2,166,000	7,888,000
Misc Street Improvements (500.01)	79,740				
Misc Traffic Operation Impmts (500.09)	32,768				
Thurman Street Impmts (500.10)	34,000				
Mills/Tokay/Vine Overlay (500.11)	92,000				
Stockton/Tokay/Lodi Overlay (500.12)	31,000				
Lodi/Main/Cherokee Overlay (500.24)	25,883				
Railroad Crossing at Loma (500.31)	7,728				
Church Street Improvements (500.33)	48,192				
Stockton/Lodi/Locust Overlay (500.35)	263,499				
Lower Sacramento Overlay (500.62)	20,000				
Highway 12/Lower Sac Widening (500.66)	170,830				
Church Street Rehabilitation (500.69)	234,267				
Oak/Ham/Pacific Reconstruction (500.70)	48,332				
Stockton/Turner Reconstruction (500.72)	308,450				
Tokay/Fairmont Reconstruction (500.73)	87,082				
Tokay/Hutchins Reconstruction (500.74)	54,024				
Peach Street Improvements (500.78)	22,343				
Houston Lane Overlay (500.79)	64,048				
Elm Street Improvements (500.86)	10,144				
Hutchins/Pine/Lodi Widening (500.99)	282,605				
Street Improvement Total	1,916,935	1,058,000	4,664,000	2,166,000	9,804,935
Streets – Signals and Lights					
Traffic Signal Improvements		22,000	270,000	537,000	829,000
Turner/Stockton/Kettleman (500.64)	202,892				202,892
Turner Road/Lower Sac (500.85)	146,000				146,000
Cherokee/Hale (500.95)	17,000				17,000
Traffic Signal Total	365,892	22,000	270,000	537,000	1,194,892
Streets – Other					
Street Lights					
East Side Alley Lighting (CDGB)		100,000			100,000
Other Improvements					
Curb and Gutter Replacement (500.03)	13,137				13,137
Sidewalk Replacements (500.04)	50,331				50,331
Tokay Fence, Gate and Planters (500.30)	5,869				5,869
Tree Replacement (500.76)	15,000				15,000
Bicycle Improvements					
Studies and Design		64,000	7,000	31,000	102,000
Highway 12 (500.61)	92,000				92,000
Overlay Design (500.80)	17,725				17,725
Bicycle Master Plan (500.96)	30,300				30,300
Total Streets – Other	224,362	442,000	174,000	227,000	1,067,362

Capital Budget Detail By Mission

7-11-94

	1993-94	1994-95	1995-96	1996-97	Total
	Approved	Budget	Requested	Proposed	
Flood Control					
Storm Drain Improvements		399,000	805,000	1,108,000	2,312,000
Storm Drains Agreements (525.01)	245,000				245,000
Storm Drains General (525.02)	10,000				10,000
Main Street/Lodi Avenue (525.03)	60,000				60,000
Hutchins/Walnut/Elm (525.31)	58,977				58,977
Evergreen/Lodi (525.47)	29,350				29,350
Tienda Drive (525.48)	75,000				75,000
Catch Basin Improvements					
G Basin Fencing (525.41)	100,433				100,433
E Basin (525.44)	93,715				93,715
Westgate Basin (525.80)	233,600				233,600
Other Improvements					
Box Culverts WID Canal (525.82)	35,000				35,000
Total Flood Control	941,075	399,000	805,000	1,108,000	3,253,075
Total Streets and Flood Control	3,448,264	1,921,000	5,913,000	4,038,000	15,320,264
Transit					
Railroad Station Rehab and Relocation					
Study			20,000		20,000
Construction				180,000	180,000
Vehicles and Equipment	197,378	227,500			424,878
Total Transportation	3,645,642	2,148,500	5,913,000	4,038,000	23,760,679

Capital Budget Detail By Mission

7-11-94

	1993-94	1994-95	1995-96	1996-97	
	Approved	Budget	Requested	Proposed	Total
Leisure, Cultural and Social Services					
Recreation Services					
Playground Improvements & Expansion		30,000	75,000	75,000	180,000
Glaves Park	21,131				21,131
Armory Park	1,039				1,039
Parks and Landscape					
Park Improvements		50,000	100,000	100,000	250,000
Lodi Lake Sediment Removal	11,977				11,977
Stadium Electric Systems	5,553				5,553
Park Master Plan	16,173				16,173
Aerator		5,000			5,000
Indoor Recreation Facility	300				300
Total Parks and Recreation	56,173	85,000	175,000	175,000	491,173
Cultural Services					
Library					
Property Acquisition	300,000				300,000
Computer Upgrade	64,652				64,652
Total Library	364,652	0	0	0	364,652
Community Center					
Performing Arts Center					
Design	51,997				51,997
Construction					
Total Community Center	51,997	0	0	0	51,997
Total Leisure, Cultural Services	472,822	85,000	175,000	175,000	907,822

CITY COUNCIL BUDGET ADJUSTMENTS

* 1994-95:

Subtracted \$80,000 for capital projects in parks and recreation

Capital Budget Detail By Mission

7-11-94

	<u>1993-94</u>	<u>1994-95</u>	<u>1995-96</u>	<u>1996-97</u>	
	Approved	Budget	Requested	Proposed	Total
Community and Economic Development					
Community Development			600,000	600,000	1,200,000
CDBG Projects	799,876				799,876
ADA Compliance Projects (CDBG)		40,000	100,000	100,000	240,000
CHRB Fair Housing (CDBG)		10,324			10,324
Lodi Boys and Girls Club (CDBG)					400,000
Dial A Ride Fares (CDBG)		5,500			5,500
Food Bank (CDBG)		20,890			20,890
Economic Development					
Downtown Revitalization Study	100,000				100,000
Economic Development Projects		200,000	200,000	200,000	600,000
Total Community Development	899,876	676,714	900,000	900,000	3,376,590

Capital Budget Detail By Mission

					7-11-94
	1993-94	1994-95	1995-96	1996-97	
	Approved	Budget	Requested	Proposed	Total
General Government					
Buildings					
City Hall Remodel	1,702,435				1,702,435
Information Systems					
Information Systems Master Plan		20,000			20,000
LAN Upgrade		29,750			29,750
Information Systems Upgrades			50,000	50,000	100,000
Finance Systems Software			100,000	100,000	200,000
Total General Government	1,702,435	49,750	150,000	150,000	2,052,185
Total Capital Projects	11,519,278	9,087,364	10,911,750	7,918,450	47,452,379

Equipment Replacement Schedule By Mission

	5-18-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Public Safety				
Police Services				
Patrol Vehicles	67,385 (3)	114,440 (5)	86,000 (4)	
Sedan			12,500 (1)	
Motorcycle and Radios			17,300	
Lightbars	13,935			
Citation Unit Software	18,000			
PC's, Terminals and Printers	11,000			
Sedan - Partners		13,112		
Fire Services				
Personal Computers (4)			10,000	
Radio	4,934			
Printer	310			
Public Utilities				
Wastewater Utility Service				
Pickup Truck			21,280	
Electric Utility Service				
Sedan			12,500	
Cable Puller	35,000			
Copier	5,500			
DC Tester	5,000			
Mobile Office Buyout	5,000			
PC Software		3,200		
Personal Computer		3,200		
Transportation				
Streets Maintenance				
Dumptruck			28,125 (1)	
Pickup	24,540 (1)			
Tow Sweeper		11,585 (1)		
Trailer Foundation		15,000		
Generator	15,840			
Community and Economic Development				
Building and Safety				
Sound Level Meter		3,545		
Engineering				
Local Area Network System		1,853		
Design Plotter	9,200			

Equipment Replacement Schedule By Mission

	5-18-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Cultural, Leisure and Social Services				
Parks and Recreation Services				
Copier			8,500	
Cushman Scooters			13,000 (2)	
Boat	8,000 (1)			
Duplicator		12,000		
Personal Computers		3,800		
Printer		2,800		
Community Center				
Printer	5,000			
General Government				
Finance Administration				
Sedan			10,000	
Copier		7,500	8,500	
Building Maintenance				
Personal Computer	1,560			
Refrigeration System		4,335		
Equipment Maintenance and Motor Pool				
Sedan	13,470 (1)			
Total Authorized Replacements	243,674	196,370	227,705	200,000

UNFUNDED CAPITAL IMPROVEMENT REQUESTS

Aug 15, 1994

DEPT	ITEM	1994-96
PUBLIC SAFETY		
Fire Department	Purchase EMS defibrillating equipment	30,000
	One Sedan (City Council Budget Adjustment)	12,500
PUBLIC UTILITIES		
TRANSPORTATION		
LEISURE, CULTURAL & SOCIAL SERVICES		
Parks & Recreation Admin	Purchase Cash Net cashiering system	8,000
	Construct In Line skating area	5,000
	Regrade Grape Bowl football field	200,000
	Parks maintenance	148,090
	Kofu Park Improvements \$20,000	
	Backstop @ Kofu and Vinewood Parks \$17,500	
	Salas & English Oaks Sidewalk re-hab \$40,790	
	Resurface tennis courts - Kofu/Legion Parks \$40,000	
	Fencing for Armory & Softball complex \$4,800	
	Refinish and Re-strip 2 basketball floors \$25,000	
	Kofu & Legion Park Recreation Building Improvements	12,000
	Obtain access road right of way - Lodi Lake West Bank	20,000
	Replace Lodi Lake office building	20,000
	Install computerized sprinkler and lighting system	25,000
	Install Salas backstop protective structures	10,000
	Install automatic irrigation system Lodi Lake	25,000
	Install concrete foundation - Parks Office	35,000
	New Spray-type pool- Blakely Park (CDBG)	8,000
	Hale Park improvements (CDBG)	30,000
	Blakely Park fence replacement (CDBG)	50,000
	Van Buskirk Park remodel (CDBG)	10,000
	ADA requirements	766,040
	Park Walkways \$58,800	
	Replace/retro-fit playground equip \$200,000	
	Ramp installations \$49,000	
	Grape Bowl ramp or escalator \$90,240	
	Upgrade restroom Grape Bowl and Vinewood \$190,000	
	Playground ground cover & ramps \$118,000	
	Recreation office remodel \$45,000	
	Grape Bowl restroom remodel \$15,000	
Adult/Youth/Teen Sports	Meter sports facilities lighting	25,000
Other Parks	Filters for Blakely Park Pool	20,000
		<u>1,417,130</u>
COMMUNITY & ECONOMIC DEVELOPMENT		
Building Inspection	Purchase Hard/software for Optical storage system	43,000
GENERAL GOVERNMENT		
Finance Revenue Division	Contract for automated cashiering system	20,000
TOTAL		<u>\$1,522,630</u>

EXPENDITURES BY ACTIVITY

		Expdetai.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
LIBRARY CAPITAL					
21.1- 801.02	PROPERTY ACQUISITION				
500	Equipment, Land & Structures	0	300,000	300,000	300,000
	Total	0	300,000	300,000	300,000
21.1- 801.03	COMPUTER UPGRADE				
200	Utilities & Transportation	143	0	0	0
300	Supplies, Materials & Services	51,412	64,652	64,652	64,652
500	Equipment, Land & Structures	24,020	0	0	0
600	Special Payments	1,688	0	0	0
	Total	77,263	64,652	64,652	64,652
Total Library Capital		77,263	364,652	364,652	364,652
ELECTRIC UTILITY OUTLAY					
16.1- 013.69	PW LOCAL AREA NETWORK SYSTEM				
500	Equipment, Land & Structures	0	1,800	0	0
	Total	0	1,800	0	0
16.1- 350.95	MSC GARAGE EXPANSION				
500	Equipment, Land & Structures	0	78,000	0	0
	Total	0	78,000	0	0
16.1- 650.01	SYSTEM EXPANSION				
100	Personnel Services	9,595	6,160	109,210	109,210
300	Supplies, Materials & Services	100	500	1,700	1,700
500	Equipment, Land & Structures	6,171	5,300	140,200	140,200
	Total	15,866	11,960	251,110	251,110
16.1- 650.02	SYSTEM IMPROVEMENT				
100	Personnel Services	162,163	280,280	305,255	305,255
300	Supplies, Materials & Services	7,539	8,700	8,700	8,700
500	Equipment, Land & Structures	176,768	180,000	172,200	172,200
	Total	346,470	468,980	486,155	486,155
16.1- 650.03	SERVICE CONNECTIONS (CUSTOMER)				
100	Personnel Services	10,017	13,630	33,960	33,960
300	Supplies, Materials & Services	806	850	2,500	2,500
500	Equipment, Land & Structures	26,055	18,850	38,750	38,750
	Total	36,878	33,330	75,210	75,210
16.1- 650.04	LIGHTING CONSTRUCTION (DUSK TO DAWN)				
100	Personnel Services	1,615	1,215	1,200	1,200
300	Supplies, Materials & Services	0	0	0	0
500	Equipment, Land & Structures	1,281	975	975	975
	Total	2,896	2,190	2,175	2,175

EXPENDITURES BY ACTIVITY

		Expdetai.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
ELECTRIC UTILITY OUTLAY (continued)					
16.1- 650.05 LINE EXTENSIONS (SUBDIVISIONS)					
100	Personnel Services	0	0	6,230	6,230
300	Supplies, Materials & Services	0	0	800	800
500	Equipment, Land & Structures	0	0	10,500	10,500
	Total	0	0	17,530	17,530
16.1- 650.23 SUBSTATION CONSTRUCTION					
100	Personnel Services	35,825	68,160	6,230	6,230
300	Supplies, Materials & Services	1,361	2,950	150	150
500	Equipment, Land & Structures	114,214	407,492	8,200	27,100
	Total	151,400	478,602	14,580	33,480
16.1- 650.39 INDUSTRIAL SUBSTATION - OFF-SITE ENGINEER & IMPROVEMENTS					
100	Personnel Services	0	0	0	0
300	Supplies, Materials & Services	0	30,644	0	0
500	Equipment, Land & Structures	0	319,810	0	0
	Total	0	350,454	0	0
16.1- 650.41 INDUSTRIAL SUBSTATION - CONSTRUCTION					
100	Personnel Services	0	0	0	0
300	Supplies, Materials & Services	0	0	0	0
500	Equipment, Land & Structures	(3,239)	0	0	0
	Total	(3,239)	0	0	0
16.1- 650.45 INDUSTRIAL SUBSTATION - 12 K V LINES					
100	Personnel Services	164,988	66,610	7,790	7,790
300	Supplies, Materials & Services	8,724	2,061	250	0
500	Equipment, Land & Structures	38,475	13,000	1,000	0
	Total	212,187	81,671	9,040	7,790
16.1- 650.46 MSC SECURITY WALL					
200	Utilities & Transportation	30	0	0	0
300	Supplies, Materials & Services	2,333	0	0	0
500	Equipment, Land & Structures	27,600	2,366	0	0
	Total	29,963	2,366	0	0
16.1- 655.07 WEST SIDE SUBSTATION					
100	Personnel Services	0	0	0	0
300	Supplies, Materials & Services	6,250	0	0	0
500	Equipment, Land & Structures	0	230,000	0	0
	Total	6,250	230,000	0	0
16.1- 655.08 SERVICE CENTER REPAIR SHOP					
500	Equipment, Land & Structures	0	190,000	0	0
	Total	0	190,000	0	0

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
ELECTRIC UTILITY OUTLAY (continued)					
16.1-	EQUIPMENT PURCHASES				
200	Utilities & Transportation	10		0	0
300	Supplies, Materials & Services	12,817	25	0	0
500	Equipment, Land & Structures	89,382	44,478	0	0
600	Special Payments	0		0	0
	Total	102,199	44,503	0	0
16.1- 680.11	PORTABLE OFFICE BUILDING				
300	Supplies, Materials & Services	95	0	0	0
500	Equipment, Land & Structures	139,181	0	0	0
600	Special Payments	2,099	0	0	0
	Total	141,375	0	0	0
	TOTAL ELECTRIC OUTLAY	1,042,245	1,973,856	838,270	855,920

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

45.0- 301.02	Fair Housing				
45.0- 301.03	Code Enforcement				
45.0- 350.50	Housing Rehabilitation				
45.0- 350.80	Lodi Hotel Rehabilitation				
45.0- 360.60	Women's Center Coalition				
45.0- 360.61	Good Samaritan Food Bank				
45.0- 360.62	East Side Task Force				
45.0- 360.63	Gang Task Force				
45.0- 503.09	Curb Replacement Handicap				
45.0- 503.11	East Side Lighting				
45.0- 704.01	Dial A Ride				
45.0- 705.01	Senior Service Agency				
45.0- 760.52	Blakely Park Restrooms				
45.0- 760.60	Hale Park Improvements				
45.0- 760.62	Kofu Park Sidewalks				
45.0- 760.63	Lawrence Park Restroom				
45.0- 760.64	Emerson Park Restroom				
45.0- 350.51	City Hall Handicap Access				
45.0- 760.66	Lodi Boys and Girls Club				
45.0- 503.12	East Side Alley Lighting				
45.0- 360.64	SJ County Food Bank Brown Bag Program				
45.0- 360.65	SJ County Food Bank New Truck Fair Share				
45.0- 360.66	Contingency				
45.0-	ADA Requirements				
45.0-	New Spray type Blakey Park Pool				
45.0-	Hale Park Improvements				
45.0-	Blakely Park fence replacement				
45.0-	Van Buskirk Park remodel				
	TOTAL BLOCK GRANTS	799,876	477,293	638,801	700,000

Section F
DEBT SERVICE REQUIREMENTS

1994-96 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 1994-96 Financial Plan (July 1, 1994). 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:

1965 Municipal Improvement Bonds - Series A and B

Purpose: Construction of Sewer and drainage facilities and a public safety building.

Maturity Date: 1995

Interest Rate: 3.5% to 5.25%

Original Principal Amount: \$6,240,000

July 1, 1993 Principal Outstanding: \$895,000

Funding Source: General Fund/Sewer Fund

1984 Special Assessment District Bonds

Purpose: Downtown Beautification Project

Maturity Date: 1999

Interest Rate: 6.5% to 9.90%

Original Principal Amount: \$388,720

July 1, 1993 Principal Outstanding: \$214,948

Funding Source: United Downtown Improvement District Assessment

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, 1993 Principal Outstanding: \$10,355,073

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, 1993 Principal Outstanding: \$4,758,000

Funding Source: Water Fund

Annual Debt Service Payments By Mission

	5-18-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Public Utilities				
Water Utility Service	20,020	25,500	258,493	516,987
Wastewater Utility Service	993,593	982,875	987,865	982,484
Total Public Utility	1,013,613	1,008,375	1,246,358	1,499,471
General Government				
Non-Departmental Services	225,936	231,678	171,135	173,306
Total Debt Service Requirements	1,239,549	1,240,053	1,417,493	1,672,777

Annual Debt Service Payments By Source

	5-18-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Debt Service Fund				
1965 Municipal Bonds – Series A				
Principal	106,132	110,214	114,296	118,378
Interest	15,716	12,001	8,144	4,143
1965 Municipal Bonds – Series B				
Principal	50,000	55,000		
Interest	5,138	2,888		
1984 Special Assessments – UDID				
Principal	25,000	30,000	30,000	30,000
Interest	23,950	21,575	18,135	15,785
Total Debt Service	225,936	231,678	170,575	168,306
Water Fund				
1992 Construction Loan				
Principal			173,313	346,627
Interest	20,020	25,500	85,180	170,360
Total Water Fund	20,020	25,500	258,493	516,987
Wastewater Fund				
1965 Municipal Bonds – Series A				
Principal	153,868	159,786	165,704	171,622
Interest	29,590	17,399	11,806	6,007
1991 Certificates of Participation				
Principal	120,000	100,000	110,000	110,000
Interest	690,135	705,690	700,355	694,855
Total Wasterwater Fund	993,593	982,875	987,865	982,484
Total Debt Service Requirements	1,239,549	1,240,053	1,416,933	1,667,777

Section G
CHANGES IN FUND BALANCE

1994-96 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 (1992-93); for the current fiscal year (1993-94); and the two years covered by the 1994-96 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 (CDGB)

Police Special Revenue Fund

Capital Project Funds

Capital Outlay Fund

Equipment Replacement Fund

Debt Service Fund

Enterprise Funds

Water Utility Services

Wastewater Utility Services

Electric Utility Services

Transit Fund

Child Care Service Fund

Internal Service Funds

Benefits Fund

Self Insurance Fund

Equipment Maintenance Fund

Trust Fund

The description of the City's funds is further described on the following page.

1994-96 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's 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 Funds | * Capital Project Funds |
| Library | Capital Outlay |
| Street Fund | Equipment Replacement |
| 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 user charges. The following enterprise funds are used by the City:

- | | |
|--------------|--------------|
| * Water | * Wastewater |
| * Electric | * 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 |
| * Equipment Maintenance Fund | |

Changes in Fund Balance – All Funds Combined

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	15,232,401	15,929,208	16,508,985	16,758,635
Licenses and Permits	221,997	324,100	355,600	355,600
Fines and Forfeitures	124,673	86,300	86,400	86,400
Investment/Property Revenues	1,485,422	1,466,400	1,485,200	1,485,200
Revenue from Others	5,237,538	5,036,193	5,568,477	5,096,200
Service Charges	46,505,620	48,257,133	47,682,545	47,680,545
Other Revenues	1,403,707	578,484	557,010	557,100
Total Revenue	70,211,358	71,677,818	72,244,217	72,019,680
Expenditures				
Operating Programs				
Public Safety	9,879,359	9,846,396	10,141,795	10,271,590
Public Utilities	10,999,081	11,444,573	12,270,484	12,368,984
Transportation	2,530,995	2,783,514	2,763,735	2,827,560
Leisure, Cultural and Social Services	3,756,791	4,160,512	3,963,478	3,990,418
Community and Economic Development	1,578,407	1,697,430	1,696,514	1,696,514
General Government	5,605,958	5,461,765	5,684,719	5,675,879
Total Operating Programs	34,350,591	35,394,190	36,520,725	36,830,945
Bulk Power Purchase	25,216,386	26,565,400	26,709,000	27,194,000
Other Purchases	2,444,852	2,462,127	2,554,320	2,456,745
Capital Projects	5,162,818	11,384,467	9,603,394	11,046,750
Debt Service	1,423,007	1,417,238	1,594,443	1,845,377
Total Expenditures	68,597,654	77,223,422	76,981,882	79,373,817
Revenues/Expenditures Over (Under)	1,613,704	(5,545,604)	(4,737,665)	(7,354,137)
Other Sources (Uses)				
Operating Transfers In	13,402,080	18,189,247	5,491,208	5,111,606
Operating Transfers Out	(13,402,080)	(18,189,247)	(5,491,208)	(5,111,606)
Other Sources (Uses)	693,910	(919,280)	1,170,526	(1,051,485)
Proceeds From Debt Financing	0	781,000	3,977,000	0
Total Other Sources (Uses)	693,910	(138,280)	5,147,526	(1,051,485)
Fund Balance Beginning of the Year	19,979,594	22,287,208	16,603,324	17,013,185
Fund Balance End of the Year				
Reserved for Debt Service	235,325	237,525	239,725	241,925
Designated Reserve	9,252,982	9,059,797	11,502,592	9,847,700
Unreserved	12,798,901	7,306,002	5,270,868	(1,482,062)
Total Fund Balance	22,287,208	16,603,324	17,013,185	8,607,563

Changes in Fund Balance - General Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	13,626,651	14,257,090	14,237,800	13,801,800
Licenses and Permits	221,997	324,100	355,600	355,600
Fines and Forfeitures	124,673	86,300	86,400	86,400
Investment/Property Revenues	483,308	467,500	469,500	469,500
Revenue from Others	2,137,815	2,027,500	2,012,000	2,047,200
Service Charges	882,848	1,039,555	1,140,330	1,138,330
Other Revenues	1,038,394	250,600	250,000	250,000
Total Revenue	18,515,686	18,452,645	18,551,630	18,148,830
Expenditures				
Operating Programs				
Public Safety	9,879,359	9,846,396	10,141,795	10,271,590
Public Utilities				
Transportation	2,156,950	2,428,144	2,254,090	2,269,335
Leisure, Cultural and Social Services	2,833,181	3,063,411	2,876,725	2,845,200
Community and Economic Development	1,578,407	1,697,430	1,696,514	1,696,514
General Government	4,015,858	4,060,762	4,041,549	4,057,309
Total Operating Programs	20,463,755	21,096,143	21,010,673	21,139,948
Bulk Power Purchase				
Other Purchases				
Capital Projects	9,771	1,591		
Debt Service				
Total Expenditures	20,473,526	21,097,734	21,010,673	21,139,948
Revenues/Expenditures Over (Under)	(1,957,840)	(2,645,089)	(2,459,043)	(2,991,118)
Other Sources (Uses)				
Operating Transfers In	4,658,667	4,142,373	3,280,726	3,085,738
Operating Transfers Out	(1,436,688)	(1,036,060)	(662,416)	(642,996)
Other Sources (Uses)	296,300	296,300	628,887	628,887
Proceeds From Debt Financing				
Total Other Sources (Uses)	3,518,279	3,402,613	3,247,197	3,071,629
Fund Balance Beginning of the Year	510,981	2,071,420	2,828,944	3,617,098
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve	0	74,000	300,000	300,000
Unreserved	2,071,420	2,754,944	3,317,098	3,397,609
Total Fund Balance	2,071,420	2,828,944	3,617,098	3,697,609

Changes in Fund Balance -- Library Fund

7-15-94

	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	757,987	813,255	809,100	841,500
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	34,484	34,000	34,000	34,000
Revenue from Others	56,385	48,000	45,000	45,000
Service Charges	0	0	0	0
Other Revenues	52,866	51,200	49,000	49,000
Total Revenue	901,722	946,455	937,100	969,500
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services	852,130	963,869	982,698	1,041,163
Community and Economic Development				
General Government				
Total Operating Programs	852,130	963,869	982,698	1,041,163
Bulk Power Purchase				
Other Purchases				
Capital Projects	77,263			
Debt Service				
Total Expenditures	929,393	963,869	982,698	1,041,163
Revenues/Expenditures Over (Under)	(27,671)	(17,414)	(45,598)	(71,663)
Other Sources (Uses)				
Operating Transfers In		259		
Operating Transfers Out	(38,910)	(35,114)	(147,396)	(98,431)
Other Sources (Uses)				
Proceeds From Debt Financing				
Total Other Sources (Uses)	(38,910)	(34,855)	(147,396)	(98,431)
Fund Balance Beginning of the Year	817,452	750,871	698,602	505,608
Fund Balance End of the Year				
Reserved for Debt Service				
Designated for Capital Projects	287,389	364,652	364,652	364,652
Unreserved	463,482	333,950	140,956	(29,138)
Total Fund Balance	750,871	698,602	505,608	335,514

Changes in Fund Balance – Street Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	438,369	450,000	507,200	507,200
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	72,430	72,600	72,600	72,600
Revenue from Others	899,543	1,234,200	1,750,800	1,171,800
Service Charges	0	0	0	0
Other Revenues	3,806	0	0	0
Total Revenue	1,414,148	1,756,800	2,330,600	1,751,600
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	0	0	0	0
Bulk Power Purchase				
Other Purchases				
Capital Projects	89	3,448,264	1,921,000	5,913,000
Debt Service				
Total Expenditures	89	3,448,264	1,921,000	5,913,000
Revenues/Expenditures Over (Under)	1,414,059	(1,691,464)	409,600	(4,161,400)
Other Sources (Uses)				
Operating Transfers In	197,694	2,308,587	176,749	375,180
Operating Transfers Out	(2,398,371)	(1,293,105)	(1,000,505)	(1,000,505)
Other Sources (Uses)				
Proceeds From Debt Financing				
Total Other Sources (Uses)	(2,200,677)	1,015,482	(823,756)	(625,325)
Fund Balance Beginning of the Year	2,140,953	1,354,335	678,353	264,197
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve	728,563			
Unreserved	625,772	678,353	264,197	(4,522,528)
Total Fund Balance	1,354,335	678,353	264,197	(4,522,528)

Changes in Fund Balance – Transportation Development Act Fund

7-15-94

	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	9,700	9,700	9,700	9,700
Revenue from Others	972,125	923,300	973,500	973,500
Service Charges	0	0	0	0
Other Revenues	2,381	0	0	0
Total Revenue	984,206	933,000	983,200	983,200
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	0	0	0	0
Bulk Power Purchase				
Other Purchases				
Capital Projects	8,763			
Debt Service				
Total Expenditures	8,763	0	0	0
Revenues/Expenditures Over (Under)	975,443	933,000	983,200	983,200
Other Sources (Uses)				
Operating Transfers In	0	140,855		
Operating Transfers Out	(1,130,230)	(1,370,224)	(975,201)	(1,014,712)
Other Sources (Uses)	(42,178)	296,369		
Proceeds From Debt Financing				
Total Other Sources (Uses)	(1,172,408)	(933,000)	(975,201)	(1,014,712)
Fund Balance Beginning of the Year	196,965	0	0	7,999
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve	0	0	0	0
Unreserved	0	0	7,999	(23,513)
Total Fund Balance	0	0	7,999	(23,513)

Changes in Fund Balance – CDGB Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	0	0	0	0
Revenue from Others	835,319	477,293	628,477	700,000
Service Charges	0	0	0	0
Other Revenues	0	0	0	0
Total Revenue	835,319	477,293	628,477	700,000
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	0	0	0	0
Bulk Power Purchase				
Other Purchases				
Capital Projects	799,876	799,876	676,714	700,000
Debt Service				
Total Expenditures	799,876	799,876	676,714	700,000
Revenues/Expenditures Over (Under)	35,443	(322,583)	(48,237)	0
Other Sources (Uses)				
Operating Transfers In				
Operating Transfers Out	(20,750)	(22,162)	(89,812)	(89,812)
Other Sources (Uses)	31,164	344,745	138,049	89,812
Proceeds From Debt Financing				
Total Other Sources (Uses)	10,414	322,583	48,237	0
Fund Balance Beginning of the Year	(45,857)	0	0	0
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve				
Unreserved	0	0	0	0
Total Fund Balance	0	0	0	0

Changes in Fund Balance – Police Special Revenue Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	4,750	4,000	4,000	4,000
Revenue from Others	52,624	35,000	12,000	12,000
Service Charges	0	0	0	0
Other Revenues	630	0	0	0
Total Revenue	58,004	39,000	16,000	16,000
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	0	0	0	0
Bulk Power Purchase				
Other Purchases	7,811	11,647		
Capital Projects	26,258	31,878		
Debt Service				
Total Expenditures	34,069	43,525	0	0
Revenues/Expenditures Over (Under)	23,935	(4,525)	16,000	16,000
Other Sources (Uses)				
Operating Transfers In				
Operating Transfers Out	(35,192)	(5,000)	(9,600)	
Other Sources (Uses)				
Proceeds From Debt Financing				
Total Other Sources (Uses)	(35,192)	(5,000)	(9,600)	0
Fund Balance Beginning of the Year	122,624	111,367	101,842	108,242
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve				
Unreserved	111,367	101,842	108,242	124,242
Total Fund Balance	111,367	101,842	108,242	124,242

Changes in Fund Balance – Capital Outlay Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	606,800	1,262,200
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	57,698	58,000	58,000	58,000
Revenue from Others	73,776	41,500	0	0
Service Charges	1,206,473	1,847,000	1,847,000	1,847,000
Other Revenues	0	0	0	0
Total Revenue	1,337,947	1,946,500	2,511,800	3,167,200
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	0	0	0	0
Bulk Power Purchase				
Other Purchases				
Capital Projects	1,376,147	1,992,683	352,250	1,206,300
Debt Service				
Total Expenditures	1,376,147	1,992,683	352,250	1,206,300
Revenues/Expenditures Over (Under)	(38,200)	(46,183)	2,159,550	1,960,900
Other Sources (Uses)				
Operating Transfers In	3,855,190	3,978,416		
Operating Transfers Out	(2,225,504)	(6,432,298)	(643,589)	(556,064)
Other Sources (Uses)	287,992	(1,667,559)		
Proceeds From Debt Financing				
Total Other Sources (Uses)	1,917,678	(4,121,441)	(643,589)	(556,064)
Fund Balance Beginning of the Year	3,398,834	5,278,312	1,110,688	2,626,649
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve	917,281	1,240,755	3,087,755	4,934,755
Unreserved	4,361,031	(130,067)	(461,106)	(903,270)
Total Fund Balance	5,278,312	1,110,688	2,626,649	4,031,485

Changes in Fund Balance – Equipment Replacement Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	0	10,000	0	0
Revenue from Others	0	0	0	0
Service Charges	0	0	0	0
Other Revenues	0	0	0	0
Total Revenue	0	10,000	0	0
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	0	0	0	0
Bulk Power Purchase				
Other Purchases				
Capital Projects	193,174	189,970	193,925	200,000
Debt Service				
Total Expenditures	193,174	189,970	193,925	200,000
Revenues/Expenditures Over (Under)	(193,174)	(179,970)	(193,925)	(200,000)
Other Sources (Uses)				
Operating Transfers In	229,520	153,260	193,925	200,000
Operating Transfers Out				
Other Sources (Uses)				
Proceeds From Debt Financing				
Total Other Sources (Uses)	229,520	153,260	193,925	200,000
Fund Balance Beginning of the Year	249,249	285,595	258,885	258,885
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve	0	0	0	0
Unreserved	285,595	258,885	258,885	258,885
Total Fund Balance	285,595	258,885	258,885	258,885

Changes in Fund Balance – Debt Service Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	225,936	231,678	170,575	168,306
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	2,260	2,200	2,200	2,200
Revenue from Others	0	0	0	0
Service Charges	0	0	0	0
Other Revenues	184,200	177,184	177,510	177,600
Total Revenue	412,396	411,062	350,285	348,106
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	0	0	0	0
Bulk Power Purchase				
Other Purchases				
Capital Projects				
Debt Service	409,394	408,863	348,085	345,906
Total Expenditures	409,394	408,863	348,085	345,906
Revenues/Expenditures Over (Under)	3,002	2,199	2,200	2,200
Other Sources (Uses)				
Operating Transfers In				
Operating Transfers Out				
Other Sources (Uses)				
Proceeds From Debt Financing				
Total Other Sources (Uses)	0	0	0	0
Fund Balance Beginning of the Year	233,065	236,067	238,266	240,466
Fund Balance End of the Year				
Reserved for Debt Service	235,325	237,525	239,725	241,925
Designated Reserve				
Unreserved	742	741	741	741
Total Fund Balance	236,067	238,266	240,466	242,666

Changes in Fund Balance - Water Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	43,210	36,000	36,000	36,000
Revenue from Others	0	0	0	0
Service Charges	2,733,409	2,856,200	2,853,500	2,853,500
Other Revenues	9,296	30,000	10,000	10,000
Total Revenue	2,785,915	2,922,200	2,899,500	2,899,500
Expenditures				
Operating Programs				
Public Safety				
Public Utilities	2,288,142	2,261,948	2,005,809	2,005,809
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	2,288,142	2,261,948	2,005,809	2,005,809
Bulk Power Purchase				
Other Purchases				
Capital Projects	693,919	1,974,038	4,705,000	1,514,000
Debt Service	20,020	25,500	258,493	516,987
Total Expenditures	3,002,081	4,261,486	6,969,302	4,036,796
Revenues/Expenditures Over (Under)	(216,166)	(1,339,286)	(4,069,802)	(1,137,296)
Other Sources (Uses)				
Operating Transfers In	956,567	1,054,147		
Operating Transfers Out	(1,173,235)	(643,936)	(511,120)	(307,119)
Other Sources (Uses)	(68,233)	(68,233)	(68,233)	(68,233)
Proceeds From Debt Financing		781,000	3,977,000	
Total Other Sources (Uses)	(284,901)	1,122,978	3,397,647	(375,352)
Fund Balance Beginning of the Year	641,560	140,493	(75,815)	(747,970)
Fund Balance End of the Year				
Reserved for Debt Service	0	0	0	0
Designated Reserve	208,726			
Unreserved	(68,233)	(75,815)	(747,970)	(2,260,618)
Total Fund Balance	140,493	(75,815)	(747,970)	(2,260,618)

Changes in Fund Balance - Wastewater Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	183,458	177,185	177,510	177,629
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	334,049	330,800	330,800	330,800
Revenue from Others	0	0	0	0
Service Charges	3,045,279	3,303,200	3,064,600	3,064,600
Other Revenues	102,584	64,000	65,000	65,000
Total Revenue	3,665,370	3,875,185	3,637,910	3,638,029
Expenditures				
Operating Programs				
Public Safety				
Public Utilities	2,099,317	2,236,251	2,460,015	2,460,015
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	2,099,317	2,236,251	2,460,015	2,460,015
Bulk Power Purchase				
Other Purchases				
Capital Projects	586,887	768,534	630,280	620,000
Debt Service	993,593	982,875	987,865	982,484
Total Expenditures	3,679,797	3,987,660	4,078,160	4,062,499
Revenues/Expenditures Over (Under)	(14,427)	(112,475)	(440,250)	(424,470)
Other Sources (Uses)				
Operating Transfers In	1,409,811	4,043,604		
Operating Transfers Out	(1,820,380)	(4,189,331)	(372,386)	(322,960)
Other Sources (Uses)	(280,997)	(280,997)	718,870	725,482
Proceeds From Debt Financing				
Total Other Sources (Uses)	(691,566)	(426,724)	346,484	402,522
Fund Balance Beginning of the Year	5,065,420	4,359,427	3,820,228	3,726,462
Fund Balance End of the Year				
Reserved for Debt Service	0	0	0	0
Designated Reserve	2,422,578	1,936,695	1,936,695	1,936,695
Unreserved	1,936,849	1,883,533	1,789,767	1,767,819
Total Fund Balance	4,359,427	3,820,228	3,726,462	3,704,514

Changes in Fund Balance – Electric Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	324,146	324,600	351,400	351,400
Revenue from Others	0	0	0	0
Service Charges	35,118,999	35,597,060	35,284,500	35,284,500
Other Revenues	5,585	5,500	5,500	5,500
Total Revenue	35,448,730	35,927,160	35,641,400	35,641,400
Expenditures				
Operating Programs				
Public Safety				
Public Utilities	6,611,622	6,946,374	7,804,660	7,903,160
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	6,611,622	6,946,374	7,804,660	7,903,160
Bulk Power Purchase	25,216,386	26,565,400	26,709,000	27,194,000
Other Purchases				
Capital Projects	1,042,255	1,980,255	896,725	873,450
Debt Service				
Total Expenditures	32,870,263	35,492,029	35,410,385	35,970,610
Revenues/Expenditures Over (Under)	2,578,467	435,131	231,015	(329,210)
Other Sources (Uses)				
Operating Transfers In	1,485,154	1,564,207	256,700	51,100
Operating Transfers Out	(3,031,748)	(3,047,632)	(1,000,064)	(999,019)
Other Sources (Uses)	263,225	263,225	(248,866)	(2,430,121)
Proceeds From Debt Financing				
Total Other Sources (Uses)	(1,283,369)	(1,220,200)	(992,230)	(3,378,040)
Fund Balance Beginning of the Year	4,395,361	5,690,459	4,905,390	4,144,175
Fund Balance End of the Year				
Reserved for Debt Service	0	0	0	0
Designated Reserve	3,275,588	3,955,138	4,144,175	436,925
Unreserved	2,414,871	950,252	0	0
Total Fund Balance	5,690,459	4,905,390	4,144,175	436,925

Changes in Fund Balance – Transit Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	3,606	3,600	3,600	3,600
Revenue from Others	71,654	70,200	21,700	21,700
Service Charges	51,949	52,000	52,000	52,000
Other Revenues	3,965	0	0	0
Total Revenue	131,174	125,800	77,300	77,300
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation	374,045	355,370	509,645	558,225
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	374,045	355,370	509,645	558,225
Bulk Power Purchase				
Other Purchases				
Capital Projects	339,337	197,378	227,500	20,000
Debt Service				
Total Expenditures	713,382	552,748	737,145	578,225
Revenues/Expenditures Over (Under)	(582,208)	(426,948)	(659,845)	(500,925)
Other Sources (Uses)				
Operating Transfers In	341,252	552,749	737,145	578,225
Operating Transfers Out	(10,362)		(79,119)	(79,988)
Other Sources (Uses)	206,637	(125,520)	1,819	2,688
Proceeds From Debt Financing				
Total Other Sources (Uses)	537,527	427,229	659,845	500,925
Fund Balance Beginning of the Year	44,681	0	281	281
Fund Balance End of the Year				
Reserved for Debt Service	0	0	0	0
Designated Reserve	0	0	0	0
Unreserved	0	281	281	281
Total Fund Balance	0	281	281	281

Changes in Fund Balance – Child Care Service Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	0	0	0	0
Revenue from Others	0	0	0	0
Service Charges	85,837	94,700	104,055	104,055
Other Revenues	0	0	0	0
Total Revenue	85,837	94,700	104,055	104,055
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services	71,480	133,232	104,055	104,055
Community and Economic Development				
General Government				
Total Operating Programs	71,480	133,232	104,055	104,055
Bulk Power Purchase				
Other Purchases				
Capital Projects				
Debt Service				
Total Expenditures	71,480	133,232	104,055	104,055
Revenues/Expenditures Over (Under)	14,357	(38,532)	0	0
Other Sources (Uses)				
Operating Transfers In		762		
Operating Transfers Out				
Other Sources (Uses)		23,413		
Proceeds From Debt Financing				
Total Other Sources (Uses)	0	24,175	0	0
Fund Balance Beginning of the Year	0	14,357	0	0
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve				
Unreserved	14,357	0	0	0
Total Fund Balance	14,357	0	0	0

Changes in Fund Balance – Benefits Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	10,380	10,300	10,300	10,300
Revenue from Others	0	0	0	0
Service Charges	2,310,983	2,023,680	1,829,920	1,829,920
Other Revenues	0	0	0	0
Total Revenue	2,321,363	2,033,980	1,840,220	1,840,220
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government	209,328	218,500	245,300	245,300
Total Operating Programs	209,328	218,500	245,300	245,300
Bulk Power Purchase				
Other Purchases	2,129,183	1,830,680	1,825,945	1,825,945
Capital Projects				
Debt Service				
Total Expenditures	2,338,511	2,049,180	2,071,245	2,071,245
Revenues/Expenditures Over (Under)	(17,148)	(15,200)	(231,025)	(231,025)
Other Sources (Uses)				
Operating Transfers In			245,300	245,300
Operating Transfers Out		(45,745)		
Other Sources (Uses)				
Proceeds From Debt Financing				
Total Other Sources (Uses)	0	(45,745)	245,300	245,300
Fund Balance Beginning of the Year	267,882	250,734	189,789	204,064
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve				
Unreserved	250,734	189,789	204,064	218,339
Total Fund Balance	250,734	189,789	204,064	218,339

Changes in Fund Balance – Self Insurance Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	74,845	74,700	74,700	74,700
Revenue from Others	138,297	179,200	125,000	125,000
Service Charges	307,858	619,800	728,375	728,375
Other Revenues	0	0	0	0
Total Revenue	521,000	873,700	928,075	928,075
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government	618,787	358,565	604,630	580,030
Total Operating Programs	618,787	358,565	604,630	580,030
Bulk Power Purchase				
Other Purchases	307,858	619,800	728,375	630,800
Capital Projects				
Debt Service				
Total Expenditures	926,645	978,365	1,333,005	1,210,830
Revenues/Expenditures Over (Under)	(405,645)	(104,665)	(404,930)	(282,755)
Other Sources (Uses)				
Operating Transfers In	268,225	249,005	585,688	561,088
Operating Transfers Out	(80,710)	(68,640)		
Other Sources (Uses)				
Proceeds From Debt Financing				
Total Other Sources (Uses)	187,515	180,365	585,688	561,088
Fund Balance Beginning of the Year	1,630,987	1,412,857	1,488,557	1,669,315
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve	1,412,857	1,488,557	1,669,315	1,874,673
Unreserved	0	0	0	72,975
Total Fund Balance	1,412,857	1,488,557	1,669,315	1,947,648

Changes in Fund Balance - Vehicle Maintenance Fund

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	0	0	0	0
Revenue from Others	0	0	0	0
Service Charges	761,985	823,938	778,265	778,265
Other Revenues	0	0	0	0
Total Revenue	761,985	823,938	778,265	778,265
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government	761,985	823,938	793,240	793,240
Total Operating Programs	761,985	823,938	793,240	793,240
Bulk Power Purchase				
Other Purchases				
Capital Projects				
Debt Service				
Total Expenditures	761,985	823,938	793,240	793,240
Revenues/Expenditures Over (Under)	0	0	(14,975)	(14,975)
Other Sources (Uses)				
Operating Transfers In		1,023	14,975	14,975
Operating Transfers Out				
Other Sources (Uses)		(1,023)		
Proceeds From Debt Financing				
Total Other Sources (Uses)	0	0	14,975	14,975
Fund Balance Beginning of the Year	0	0	0	0
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve				
Unreserved	0	0	0	0
Total Fund Balance	0	0	0	0

Changes in Fund Balance – Trust and Agency Funds

	7-15-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Revenues				
Tax Revenues	0	0	0	0
Licenses and Permits	0	0	0	0
Fines and Forfeitures	0	0	0	0
Investment/Property Revenues	30,556	28,400	28,400	28,400
Revenue from Others	0	0	0	0
Service Charges	0	0	0	0
Other Revenues	0	0	0	0
Total Revenue	30,556	28,400	28,400	28,400
Expenditures				
Operating Programs				
Public Safety				
Public Utilities				
Transportation				
Leisure, Cultural and Social Services				
Community and Economic Development				
General Government				
Total Operating Programs	0	0	0	0
Bulk Power Purchase				
Other Purchases				
Capital Projects	9,079			
Debt Service				
Total Expenditures	9,079	0	0	0
Revenues/Expenditures Over (Under)	21,477	28,400	28,400	28,400
Other Sources (Uses)				
Operating Transfers In				
Operating Transfers Out				
Other Sources (Uses)				
Proceeds From Debt Financing				
Total Other Sources (Uses)	0	0	0	0
Fund Balance Beginning of the Year	309,437	330,914	359,314	387,714
Fund Balance End of the Year				
Reserved for Debt Service				
Designated Reserve				
Unreserved	330,914	359,314	387,714	416,114
Total Fund Balance	330,914	359,314	387,714	416,114

Section H
FINANCIAL AND STATISTICAL TABLES

1994-96 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:

- * 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 Expenditures By Activity
- * Summary of Operating Program Changes
- * Demographic and Statistical Data

Revenues By Major Category and Source

	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Estimated	Estimated
TAX REVENUES				
Property Tax	4,445,673	4,362,400	4,045,700	4,207,500
Property Tax Bond Redemption	360,444	357,288	299,950	300,150
Special Assessment	48,950	51,575	48,135	45,785
Sales & Use Tax	4,968,375	5,180,000	5,270,000	5,360,000
Public Safety Sales Tax (Prop 172)	0	103,450	137,900	137,900
Street Maintenance Sales Tax (Measure K)	438,369	450,000	507,200	507,200
Transit Lodging Tax	236,102	240,200	242,600	242,600
Waste Removal Franchise	216,036	235,200	247,200	247,200
Industrial Franchise	0	24,500	24,500	24,500
Gas Franchise	112,074	108,500	108,500	108,500
Cable TV Franchise	110,942	118,000	118,000	118,000
Electric Franchise	7,913	10,900	10,900	10,900
In-Lieu Franchise Tax – Electric	3,000,000	3,400,195	4,160,000	4,160,000
In-Lieu Franchise Tax – Sewer	385,000	385,000	609,000	609,000
In-Lieu Franchise Tax – Water	750,000	750,000	531,400	531,400
Business Tax	94,612	94,000	90,000	90,000
Real Property Transfer Tax	57,911	58,000	58,000	58,000
Total Tax Revenue	15,232,401	15,929,208	16,508,985	16,758,635
LICENSES AND PERMITS				
Animal Licenses	8,605	8,500	8,500	8,500
Bicycle Licenses	2,436	2,500	2,500	2,500
Alarm Permits	1,875	1,550	1,500	1,500
Building Permits	133,681	200,000	230,000	230,000
Transportation Permit	0	1,600	1,600	1,600
Electric Permits	24,633	38,000	38,400	38,400
Mechanical Permits (Gas)	9,676	22,700		22,900
Plumbing Permits	10,481	24,000	24,200	24,200
Industrial Refuse Collection Permit	0	250	1,000	1,000
Parking Permits	30,610	25,000	25,000	25,000
Total Licenses and Permits	221,997	324,100	355,600	355,600
FINES AND FORFEITURES				
Vehicle Code Fines	66,215	52,000	52,000	52,000
Court Fines	2,121	3,300	3,400	3,400
Parking Fines	54,176	30,000	30,000	30,000
Parking Fines – DMV Hold	1,936	1,000	1,000	1,000
False Alarm Penalty	225	0	0	0
Total Fines and Forfeitures	124,673	86,300	86,400	86,400
INVESTMENT/PROPERTY REVENUES				
Investment Earnings	1,055,363	1,109,400	1,109,400	1,109,400
Sale of City Property	37,456	18,800	8,800	8,800
Sale of System (Joint Pole – Elec)	35,685	53,200	80,000	80,000
Rent of City Property	356,918	285,000	287,000	287,000
Total Investment and Property Revenues	1,485,422	1,466,400	1,485,200	1,485,200

Revenues By Major Category and Source

	6-24-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Estimated	Estimated
REVENUE FROM OTHERS				
Motor Vehicle In-Lieu Tax	1,867,775	1,785,600	1,761,700	1,796,900
Other Grants & Subventions	10,505	41,500	0	0
Police Training (POST)	82,905	70,000	78,000	78,000
Cracnet & Drug Suppression Grants	104,114	123,600	123,600	123,600
Asset Seizure	42,979	23,000	0	0
Auto Theft Revenue	9,645	12,000	12,000	12,000
State Hiway Maintenance	5,012	6,300	6,700	6,700
Cigarette Tax	7,065	0	0	0
Gas Tax Subventions (2105)	248,698	289,300	302,300	302,300
Gas Tax Subventions (2106)	201,759	205,100	206,100	206,100
Gas Tax Subventions (2107)	427,820	441,700	425,400	425,400
Transportation Development Act (General Allot)	951,125	903,200	953,700	953,700
Transportation Development Act (Ped/Bike)	21,000	20,100	19,800	19,800
State Transit Assistance	50,675	50,200	1,700	1,700
Federal Assistance Section IX	0	0	0	0
Surface Transportation (ISTEA)	0	0	579,000	0
Transportation – FAU Reimbursement	0	192,000	192,000	192,000
Street Maintenance SB 300	21,266	106,100	46,000	46,000
Dial-A-Ride – Woodbridge	20,979	20,000	20,000	20,000
Parks and Recreation Grants/Allotments	88,574	0	0	0
State Mandates SB 90	45,641	42,000	42,000	42,000
CJPRMA Rebate	138,297	179,200	125,000	125,000
Community Development Block Grant (HUD)	835,319	477,293	628,477	700,000
Library Grants	56,385	48,000	45,000	45,000
<i>Total from Other Agencies and Grants</i>	<i>5,237,538</i>	<i>5,036,193</i>	<i>5,568,477</i>	<i>5,096,200</i>
SERVICE FEES & CHARGES				
Public Safety Fees				
Fingerprinting	2,418	4,600	9,600	9,600
Police Record Fees	8,000	8,000	8,000	8,000
Vehicle Towing	0	6,000	12,000	12,000
Hazardous Material Drug Clean-up Charges	0	0	6,500	6,500
Other Police Fees	0	0	0	0
Fire Department Services – Other	0	0	0	0
Weed and Lot Clearing	0	0	0	0
Animal Shelter Fees	3,377	3,400	3,400	3,400
Total	13,795	22,000	39,500	39,500
Electric Operating Revenues				
Domestic Residential	12,877,958	13,234,600	13,113,000	13,113,000
Small Commercial	4,549,687	4,482,200	4,571,500	4,571,500
Dusk to Dawn	40,389	40,400	39,100	39,100
Domestic Mobile Home	242,385	251,900	254,100	254,100
Large Commercial	7,743,731	7,956,800	7,891,500	7,891,500
Small Industrial	732,533	806,300	798,000	798,000

Revenues By Major Category and Source

	6-24-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Estimated	Estimated
City Accounts	746,103	756,800	744,000	744,000
Medium Industrial	2,693,511	2,630,600	2,806,000	2,806,000
Large Industrial	4,973,789	4,953,100	4,588,600	4,588,600
Residential Low Income	67,270	69,900	95,000	95,000
Other Operating Income	0	0	(295,800)	(295,800)
Total	34,667,356	35,182,600	34,605,000	34,605,000
Sewer Operating Revenues				
City Accounts	13,512	13,600	13,600	13,600
Other Accounts	2,734,852	2,730,000	2,730,000	2,730,000
Sewer Connection Fees	290,671	540,000	300,000	300,000
Other Operating Income	0	0	0	0
Total	3,039,035	3,283,600	3,043,600	3,043,600
Water Operating Revenues				
City Accounts	19,680	16,300	16,300	16,300
Other Accounts	2,637,355	2,764,600	2,764,600	2,764,600
Other Operating Income	0	0	0	0
Total	2,657,035	2,780,900	2,780,900	2,780,900
Non-Operating Utility Revenues				
Revenue from Contract Work for City	387,023	357,460	572,500	572,500
Revenue from Contract Work for Others	0	0	50,000	50,000
Electric Capacity Revenues	5,055	6,000	6,000	6,000
Standby Service Revenues	59,565	51,000	51,000	51,000
Water Reimbursements	0	2,700	0	0
Water Tap Fees	76,374	72,600	72,600	72,600
Sewer Reimbursements	89	8,600	10,000	10,000
Sewer Tap Fees	6,155	11,000	11,000	11,000
Total	534,261	509,360	773,100	773,100
Public Works Street Fees				
Revenue from Contract Work for Others	0	0	0	0
Total	0	0	0	0
Transit Fees				
Dial-A-Ride – Passenger Fares	51,949	52,000	52,000	52,000
Total	51,949	52,000	52,000	52,000
Park and Recreation Fees				
Revenue from Playgrounds	14,454	40,000	22,356	22,356
Revenue from Youth/Teen Sports	0	0	11,270	11,270
Revenue from Indoor/Outdoor Activities	0	0	17,328	17,328
Revenue from Aquatics	47,574	52,000	38,072	36,072
Revenue from Adult Sports	86,044	84,000	107,205	107,205
Revenue from Specialty Classes	25,284	50,000	13,000	13,000
BOBS Reimbursements	20,260	12,955	21,000	21,000
Revenue from Lodi Lake Park	57,821	60,000	60,000	60,000
Other Park Fees	0	2,000	2,000	2,000

Revenues By Major Category and Source

	6-24-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Estimated	Estimated
Rent of Park & Recreation Facilities	0	0	0	0
Other Recreation	89,075	82,000	82,000	82,000
Camp Hutchins Fees	85,837	94,700	104,055	104,055
Park Maintenance – LUSD	62,981	13,800	14,000	14,000
Revenue from Contract Work for Others	0	0	1,000	1,000
Total	489,330	491,455	493,285	491,285
Community Center Fees				
Swimming	38,526	38,000	45,000	45,000
Rents	52,489	68,800	95,000	95,000
Other Fees	0	0	10,000	10,000
Total	91,015	106,800	150,000	150,000
Community Development Fees				
Plan Check Fees	76,151	140,900	142,300	142,300
Inspection/Reinspection Fees	0	0	0	0
Planning Fees	4,800	30,200	30,500	30,500
Total	80,951	171,100	172,800	172,800
Public Works Engineering Fees				
Engineering Fees	119,627	36,000	66,000	66,000
Development Impact Fees	1,022,500	1,847,000	1,847,000	1,847,000
Special Inspections	3,495	3,000	3,000	3,000
Subdivision Fees	183,973	0	0	0
Plans & Specs	5,351	1,500	1,500	1,500
Engineering Inspections	0	55,000	69,000	69,000
Total	1,334,946	1,942,500	1,986,500	1,986,500
Administrative Fees				
Late Payment – Utility Billing	132,203	216,000	216,000	216,000
Utility Connections	23,310	21,600	22,500	22,500
Photocopy Charges	2,653	3,000	4,000	4,000
Other Service Charges	0	0	0	0
Returned Check Charge	6,685	6,500	6,500	6,500
Total	164,851	247,100	249,000	249,000
Benefit & Insurance Fees				
Medical Care	1,745,378	1,450,000	1,450,000	1,450,000
Retiree's Medical Care	179,816	190,000	0	0
Medical Co Pay	2,917	3,000	0	0
Dental Insurance	227,671	203,280	205,600	205,600
Vision Care	54,196	54,000	53,000	53,000
Chiropractic	29,792	33,000	33,000	33,000
Life Insurance	34,122	36,400	30,060	30,060
Accidental Death Insurance	0	0	4,000	4,000
Unemployment Insurance	28,668	35,000	43,260	43,260
Long Term Disability	5,356	15,000	7,000	7,000
COBRA Admin Fee	270	300	300	300

Revenues By Major Category and Source

	6-24-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Estimated	Estimated
* Medical Insurance (COBRA Premium)	0	0	0	0
Dental Insurance (COBRA Premium)	3,067	4,000	4,000	4,000
Employee Assistance Program (COBRA Premium)	0	0	0	0
Employee Recognition Program	0	0	0	0
Flexible Spending Accounts	0	0	0	0
Workers Compensation	307,858	619,800	728,375	728,375
Other Service Charges and Revenues	0	0	0	0
Total	2,619,111	2,643,780	2,558,595	2,558,595
Building Maintenance Fees				
Revenue from Contract Work for City	0	0	0	0
Total	0	0	0	0
Vehicle Maintenance Fees				
Revenue from Contract Work for City	761,985	823,938	778,265	778,265
Total	761,985	823,938	778,265	778,265
Total Service Fees	46,505,620	48,257,133	47,682,545	47,680,545
OTHER REVENUES				
PERS Refund	885,141	0	0	0
Special Assessments – Turner/Cluff	742	0	0	0
Library Fines, Fees & Gifts	50,865	47,000	49,000	49,000
Damage to Property Reimbursement	27,705	10,000	10,000	10,000
Donations	7,353	8,800	4,000	4,000
Revenues NOC	233,126	335,500	316,500	316,500
Debt Service – Revenue by Transfer	183,458	177,184	177,510	177,600
Reimbursable Charges (Work for Others)	15,317	0	0	0
Total Other Revenues	1,403,707	578,484	557,010	557,100
REVENUE TOTAL:	70,211,358	71,677,818	72,244,217	72,019,680

Interfund Transactions – Cost of Services

	7-8-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
General Fund	(1,806,485)	(1,600,135)	(2,072,731)	(2,079,843)
Special Revenue Funds				
Library Fund	38,910	34,855	86,253	87,362
Street Fund			66,705	66,705
Transportation Development Act (TDA)			39,512	39,512
Community Development Block Grant			39,512	39,512
Capital Funds				
Capital Fund			304,964	304,964
Enterprise Funds				
Transit Fund			71,760	72,629
Electric	1,367,500	1,274,165	881,885	884,776
Wastewater	244,715	166,620	298,635	299,794
Water	155,360	124,495	283,505	284,589
NET TRANSFERS	0	0	0	0

Interfund Transactions – Operating Transfers

	7-8-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
General Fund				
Operating Transfers In				
Capital Outlay/City Council Adjustment	(185,640)	(223,180)	(92,500)	
Library/City Council Adjustment			(50,000)	
Transportation Development Act	(320,990)	(650,515)	(21,795)	(21,795)
Police Special Revenue	0	0	(9,600)	0
Block Grant	(47,630)	(72,210)	(50,300)	(50,300)
Insurance Funds	(80,710)	(145,385)		
Street Fund	(454,835)	(640,000)	(933,800)	(933,800)
Wastewater	(73,215)	(23,180)		
Wastewater/City Council Adjustment			(50,000)	
Water		(30,905)		
Total Transfers In	(1,163,020)	(1,785,375)	(1,207,995)	(1,005,895)
Operating Transfers Out				
Benefits Fund			185,098	185,098
Insurance Funds			462,343	442,923
Vehicle Maintenance Fund			14,975	14,975
Total Transfers Out	0	0	662,416	642,996
Total Operating Transfers	(1,163,020)	(1,785,375)	(545,579)	(362,899)
Electric Fund				
Operating Transfers In				
Water Fund Loan	(218,000)	(209,000)	(204,500)	
CIP Loan	(56,750)	(54,500)	(52,200)	(51,100)
Operating Transfers Out				
Benefits Fund			24,469	24,469
Insurance Funds			93,710	89,774
Total Operating Transfers	(274,750)	(263,500)	(138,521)	63,143
Sewer Fund				
Operating Transfers Out				
General Fund Engineering	73,215	23,180		
General Fund/City Council Adjustment			50,000	
Benefits Fund			9,812	9,812
Insurance Fund			13,939	13,354
Total Operating Transfers	73,215	23,180	73,751	23,166

Interfund Transactions - Operating Transfers

	7-8-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Water Fund				
Operating Transfers Out				
General Fund Engineering		30,905		
Benefits Fund			9,176	9,176
Insurance Fund			13,939	13,354
Electric Fund Loan	218,000	209,000	204,500	
Total Operating Transfers				
	218,000	239,905	227,615	22,530
Transit Fund				
Operating Transfers In				
Transportation Development Act			(737,145)	(578,225)
Operating Transfers Out				
Benefits Fund			7,359	7,359
Total Operating Transfers				
	0	0	(729,786)	(570,866)
Library Fund				
Operating Transfers Out				
General Fund/City Council Adjustments			50,000	
Benefits Fund			9,386	9,386
Insurance Fund			1,757	1,683
Total Operating Transfers				
	0	0	61,143	11,069
Block Grant Fund				
Operating Transfers Out				
General Fund Risk Management			24,000	24,000
Community Development Services	47,630	72,210	26,300	26,300
Total Operating Transfers				
	47,630	72,210	50,300	50,300
Transportation Development Act				
Operating Transfers Out				
General Fund Transit	320,990	650,515	21,795	21,795
Street Fund			176,749	375,180
Transit Fund			737,145	578,225
Total Operating Transfers				
	320,990	650,515	935,689	975,200

Interfund Transactions – Operating Transfers

	7-8-94			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Street Fund				
Operating Transfers In				
TDA Fund			(176,749)	(375,180)
Operating Transfers Out				
General Fund Street Maintenance	454,835	640,000	933,800	933,800
General Fund Engineering				
Total Operating Transfers	454,835	640,000	757,051	558,620
Self-Insurance Fund				
Operating Transfers Out				
General Fund Services	80,710	145,385		
Operating Transfers In				
General Fund			(462,343)	(442,923)
Electric Fund			(93,710)	(89,774)
Wastewater Fund			(13,939)	(13,354)
Water Fund			(13,939)	(13,354)
Library Fund			(1,757)	(1,683)
Total Operating Transfers	80,710	145,385	(585,688)	(561,088)
Benefits Fund				
Operating Transfers In				
General Fund			(185,098)	(185,098)
Electric Fund			(24,469)	(24,469)
Wastewater Fund			(9,812)	(9,812)
Water Fund			(9,176)	(9,176)
Library Fund			(9,386)	(9,386)
Transit Fund			(7,359)	(7,359)
Total Operating Transfers	0	0	(245,300)	(245,300)
Equipment Maintenance Fund				
Operating Transfers In				
General Fund Services			(14,975)	(14,975)
Total Operating Transfers	0	0	(14,975)	(14,975)
Equipment Replacement Fund				
Operating Transfers In				
Capital Outlay Fund	(96,635)	(127,125)	(193,925)	(200,000)
Total Operating Transfers	(96,635)	(127,125)	(193,925)	(200,000)

Interfund Transactions – Operating Transfers

7-8-94

	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Capital Outlay Fund				
Operating Transfers Out				
General Fund Services	185,640	223,180		
General Fund/City Council Adjustments			92,500	
Electric Fund Loan	56,750	54,500	52,200	51,100
Equipment Replacement Fund	96,635	127,125	193,925	200,000
Total Operating Transfers	339,025	404,805	338,625	251,100
Police Special Revenue Fund				
Operating Transfers Out				
General Fund Purchases			9,600	
Total Operating Transfers	0	0	9,600	0
NET OPERATING TRANSFERS	0	0	0	0

Regular Positions By Mission

	Aug 15, 1994			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
PUBLIC SAFETY				
Police Protection	105.0	104.0	104.0	105.0
Fire Safety	49.0	47.0	47.0	51.0
Other Safety Services	0.0	0.0	0.0	0.0
Total Public Safety	154.0	151.0	151.0	156.0
PUBLIC UTILITIES				
Water Services	12.9	10.9	10.9	10.9
Wastewater Services	25.1	24.1	24.1	24.1
Electric Services	41.0	40.0	38.0	38.0
Total Public Utilities	79.0	75.0	73.0	73.0
TRANSPORTATION				
Streets and Flood Control	29.0	27.0	23.0	23.0
Transit	0.5	0.5	1.0	1.0
Total Transportation	29.5	27.5	24.0	24.0
LEISURE, CULTURAL & SOCIAL SERVICES				
Parks and Recreation	33.0	28.0	25.0	25.0
Cultural Services	20.0	20.0	19.0	19.0
Social Services	1.0	1.0	1.0	1.0
Total Leisure, Cultural & Social Services	54.0	49.0	45.0	45.0
COMMUNITY & ECONOMIC DEVELOPMENT				
Planning	5.0	5.0	5.0	5.0
Construction Development	21.0	19.5	18.5	18.5
Economic Development	0.0	0.5	1.0	1.0
Total Community Development	26.0	25.0	24.5	24.5
GENERAL GOVERNMENT				
Legislation and Policy	0.0	0.0	0.0	0.0
General Administration	8.0	7.5	7.5	7.5
Legal Services	1.5	2.5	2.5	2.5
City Clerk Services	2.0	2.0	2.0	2.0
Administrative Services	36.0	34.0	32.0	32.0
Organizational Support Services	20.0	18.0	17.0	17.0
Non-Departmental Services	0.0	0.0	0.0	0.0
Total General Government	67.5	64.0	61.0	61.0
TOTAL OPERATING BUDGET	410.0	391.5	378.5	383.5

1994 – 96 Financial Plan and Budget

Temporary Full–Time Equivalents (FTE's)

	1992–93	1993–94	1994–95	1995–96
	Actual	Estimate	Estimate	Estimate
PUBLIC SAFETY				
Police Protection				
Fire and Environmental Safety	0.50	5.00	0.50	1.30
Graffiti Abatement	0.00	0.70	0.70	0.70
Total Public Safety	0.50	5.70	1.20	2.00
PUBLIC UTILITIES				
Electric Utility Services				
Water Utility Service	3.05	3.05	3.05	3.05
Wastewater Utility Service	0.25	0.50	0.75	0.75
Total Public Utilities	3.30	3.55	3.80	3.80
TRANSPORTATION				
Streets and Flood Control	0.95	0.95	0.95	0.95
Transit System	9.00	9.00	9.00	9.00
Total Transportation	9.95	9.95	9.95	9.95
LEISURE, CULTURAL & SOCIAL SERVICES				
Recreation and Parks Programs	37.30	34.60	36.60	33.60
Library	6.80	5.00	5.00	5.00
Community Center			1.00	1.00
Camp Hutchins	8.00	7.00	6.00	6.00
Total Leisure, Culture & Social Services	52.10	46.60	48.60	45.60
COMMUNITY AND ECONOMIC DEVELOPMENT				
Planning				
Building Inspections			1.00	1.00
Engineering	0.60	0.60	0.60	0.60
Economic Development			0.50	0.50
Total Community Development	0.60	0.60	2.10	2.10
GENERAL GOVERNMENT				
City Manager				
Public Works Administration	0.20	0.20	0.20	0.20
Legal Services				
City Clerk Services	1.00	1.00	1.00	1.00
Personnel Administration				
Risk and Solid Waste Management		0.30	0.50	0.50
Information Systems Management				
Financial Administration	6.10	6.10	6.10	6.10
Building Maintenance			0.25	0.25
Equipment Maintenance	0.73	0.73	0.98	0.98
Total General Government	8.03	8.33	9.03	9.03
TOTAL TEMPORARY FTE'S	74.48	74.73	74.68	72.48

Regular Positions By Department

	Aug 15, 1994			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
CITY MANAGER				
Assistant City Manager	1	1	1	1
City Manager	1	1	1	1
Legal Secretary	0.5	0.5	0.5	0.5
Secretary to the City Manager	1	1	1	1
	<u>3.5</u>	<u>3.5</u>	<u>3.5</u>	<u>3.5</u>
CITY ATTORNEY				
Deputy City Attorney I/II	0	1	1	1
City Attorney	1	1	1	1
Legal Secretary	0.5	0.5	0.5	0.5
	<u>1.5</u>	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>
CITY CLERK				
City Clerk	1	1	1	1
Deputy City Clerk				
	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
COMMUNITY CENTER				
Community Center Director	1	1	1	1
Senior Service Coordinator	1	1	1	1
Administrative Clerk I/II	1	1	1	1
Maintenance Worker	2	2	1	1
	<u>5</u>	<u>5</u>	<u>4</u>	<u>4</u>
COMMUNITY DEVELOPMENT				
Administrative Clerk III	1	1	1	1
Building Inspector I/II	3	3	3	3
Chief Building Inspector	1	1	1	1
Community Development Director	1	1	1	1
Department Secretary	1	1	1	1
Junior/Assistant/Associate Planner	2	2	2	2
Senior Building Inspector	1	1	1	1
Senior Planner	1	1	1	1
	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>
ELECTRIC UTILITY DEPARTMENT				
Administrative Clerk I/II	1	1	0	0
Assistant Electric Utility Director	1	1	1	1
Department Secretary	1	1	1	1
Electric Apparatus Mechanic	1	1	1	1
Electric Data Technician/Relief Operator	1	0	0	0
Electric Foreman/Forewoman	3	3	3	3
Electric Lineman/Linewoman	7	7	7	7
Electric Meter Technician	1	1	1	1
Electric System Supervisor	1	1	1	1
Electric Troubleshooter	3	3	3	3

Regular Positions By Department

	Aug 15, 1994			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
Electric Utility Director	1	1	1	1
Electric Utility Rate Analyst	1	1	1	1
Electric Utility Superintendent	1	1	1	1
Electrical Drafting Technician	1	1	1	1
Electrical Engineer	1	1	1	1
Electrical Engineer—Standards	1	1	0	0
Electrical Estimator	3	3	3	3
Electrical Estimator Assistant	1	0	0	0
Electrical Technician	2	2	2	2
Electrician	2	2	2	2
Manager, Rates & Resources	1	1	1	1
Metering Electrician	1	1	1	1
Senior Electric Utility Rate Analyst	1	1	1	1
Utility Operations Supervisor	1	1	1	1
Utility Service Operator I/II	3	3	3	3
Utility Service Operator I/II Relief	0	1	1	1
	41	40	38	38

FINANCE DEPARTMENT

Account Clerk	12	11	10	10
Accountant I/II	2	1	1	1
Accounting Manager	0	1	1	1
Accounts Collector	2	2	2	2
Account Technician	0	1	1	1
Assistant Finance Director	1	0	0	0
Buyer	1	1	1	1
Data Processing Manager	1	1	1	1
Data Processing Operations Specialist	1	1	1	1
Data Processing Programmer/Analyst I/II	1	0	0	0
Department Secretary	1	1	1	1
Field Services Supervisor	1	1	0	0
Finance Director	1	1	1	1
Meter Reader	4	4	4	4
Parking Enforcement Assistant	2	1	1	1
Purchasing Assistant	1	1	1	1
Purchasing Officer	1	1	1	1
Revenue/Collection Technician	1	0	0	0
Revenue Manager	0	1	1	1
Senior Account Clerk	2	2	2	2
Senior Programmer Analyst	2	2	2	2
Senior Storekeeper/Buyer	1	1	1	1
Storekeeper	1	1	1	1
	39	36	34	34

Regular Positions By Department

	Aug 15, 1994			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
FIRE DEPARTMENT				
Administrative Clerk III	2	1	1	1
Fire Administrative Officer	3	3	2	2
Fire Battalion Chief	3	2	3	3
Fire Captain	9	9	9	9
Fire Chief	1	1	1	1
Fire Inspector	1	1	1	2
Firefighter I/II/Engineer	30	30	30	33
	49	47	47	51
INFORMATION SYSTEMS OPERATIONS				
Information Systems Coordinator	0	0	1	1
	0	0	1	1
LIBRARY				
Building Service Worker	1	1	1	1
Childrens Librarian	1	1	1	1
Librarian	1	1	1	1
Librarian I/II	2	2	2	2
Library Assistant	8	8	8	8
Manager of Adult Services	1	1	1	1
Senior Library Assistant	1	1	1	1
	15	15	15	15
PARKS & RECREATION DEPARTMENT				
Administrative Clerk I/II	2	1	1	1
Administrative Clerk III	0	1	1	1
Department Secretary	1	1	1	1
Laborer/Park Maintenance Worker I/II	11	10	7	7
Park Maintenance Worker III	5	5	5	5
Park Naturalist	1	0	0	0
Parks & Recreation Director	1	1	1	1
Parks Ranger I/II	1	0	0	0
Parks Superintendent	1	1	1	1
Parks Supervisor	2	2	2	2
Project Coordinator	1	0	0	0
Recreation Superintendent	1	0	0	0
Recreation Supervisor	4	4	4	4
Senior Building Maintenance Worker	1	1	1	1
Senior Parks Ranger	1	1	1	1
Welder-Mechanic	1	1	1	1
	34	29	26	26

Regular Positions By Department

	Aug 15, 1994			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
PERSONNEL				
Administrative Clerk I/II	0	1	0	0
Personnel Analyst	1	1	1	1
Personnel Director	1	1	1	1
Personnel Technician	2	1	1	1
	4	4	3	3
POLICE DEPARTMENT				
Administrative Assistant	1	1	1	1
Animal Control Officer	1	1	1	1
Assistant Animal Control Officer	1	1	1	1
Community Service Officer	7	7	7	7
Crime Analyst	1	0	0	0
Department Secretary	1	1	1	1
Dispatcher Supervisor	0	0	1	1
Dispatcher/Jailer	15	14	13	13
Police Captain	3	2	2	2
Police Chief	1	1	1	1
Police Lieutenant	5	6	6	6
Police Officer	52	54	54	55
Police Records Clerk I/II/III	8	8	8	8
Police Sergeant	8	7	7	7
Service Division Supervisor	1	1	1	1
	105	104	104	105
PUBLIC WORKS DEPARTMENT				
ADMINISTRATION				
Administrative Assistant	1	1	1	1
Administrative Clerk I/II	1	1	1	1
Department Secretary	1	1	1	1
Public Works Director	1	1	1	1
	4	4	4	4
ENGINEERING DIVISION				
Assistant City Engineer	1	0	0	0
City Engineer	0	1	1	1
Engineering Assistant	1	1	0	0
Engineering Technician I/II	3	1	1	1
Engineering Technician Supervisor	2	2	2	2
Jr./Assistant Engineer/Associate Civil Engineer	4	3.5	3.5	3.5
Public Works Inspector I/II	2	2	2	2
Senior Civil Engineer	1	1	1	1
Senior Engineering Technician	1	2	2	2
	15	13.5	12.5	12.5

Regular Positions By Department

	Aug 15, 1994			
	1992-93	1993-94	1994-95	1995-96
	Actual	Budget	Requested	Proposed
BUILDING AND EQUIPMENT MAINTENANCE				
Building/Equipment Maintenance Superintendent	1	1	1	1
Building Maintenance Worker	1	0	0	0
Building Service Worker	0	1	1	1
Equipment Maintenance Supervisor	1	1	1	1
Equipment Parts Coordinator	1	0	0	0
Equipment Service Worker	1	0	0	0
Heavy Equipment Mechanic	3	4	4	4
Lead Equipment Mechanic	1	1	1	1
Senior Building Maintenance Worker	1	1	1	1
Welder-Mechanic	1	1	1	1
	11	10	10	10
STREETS DIVISION				
Assistant Street Superintendent	1	0	0	0
Laborer/Maintenance Worker I/II	14	12	11	11
Senior Tree Trimmer	1	1	0	0
Street Maintenance Worker III	6	6	6	6
Street Superintendent	1	1	1	1
Street Supervisor	2	3	3	3
Street Sweeper Operator	1	1	1	1
Supervising Administrative Clerk	1	1	1	1
Tree Trimmer	2	2	0	0
	29	27	23	23
WATER/WASTEWATER DIVISION				
Assistant Wastewater Treatment Superintendent	1	1	1	1
Assistant Water/Wastewater Superintendent	1	1	1	1
Administrative Clerk I/II	1	1	1	1
Chief Wastewater Plant Operator	1	1	1	1
Laboratory Services Supervisor	1	1	1	1
Laboratory Technician I/II	2	2	2	2
Laborer/Maintenance Worker I/II	10	7	7	7
Plant & Equipment Mechanic	4	2	2	2
Senior Plant & Equipment Mechanic	0	2	2	2
Wastewater Plant Operator I/II	6	6	6	6
Water/Wastewater Inspector	2	2	2	2
Water/Wastewater Maintenance Worker III	5	5	5	5
Water/Wastewater Superintendent	1	1	1	1
Water/Wastewater Supervisor	3	3	3	3
	38	35	35	35

Regular Positions By Department

	1992-93	1993-94	1994-95	Aug 15, 1994 1995-96
	Actual	Budget	Requested	Proposed
RISK MANAGEMENT				
Administrative Assistant to the City Manager	1	1	0	0
Administrative Clerk I/II	1	0	0	0
Risk Management Technician	0	1	1	1
	2	2	1	1
TRANSPORTATION & COMMUNICATIONS				
Administrative Assistant to the City Manager	0.5	0	0	0
Transit Manager	0	0	1	1
Economic Development Coordinator	0	0.5	1	1
Transportation Coordinator	0.5	0.5	0	0
	1	1	2	2
TOTAL REGULAR POSITIONS	410	391.5	378.5	383.5

* CITY COUNCIL BUDGET ADJUSTMENTS

Eliminated the following positions

- Maintenance Worker in the Community Center (1)
- Administrative Clerk in Electric Utility (1)
- Electrical Engineer – Standards in Electric Utility (1)
- Three (3) Park Maintenance Worker in Parks (3)
- Administrative Clerk in Personnel (1)
- Account Clerk in Finance (1)
- Field Services Supervisor in Finance (1)
- Maintenance Worker I – Streets (1)
- Senior Tree Trimmer (1)
- Two (2) Tree Trimmers (2)
- Administrative Assistant to City Manager (1)

Added the following position

- Transit Manager (1)

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
CITY CLERK					
10- 001.01	CITY CLERK – ADMINISTRATION				
100	Personnel Services	103,314	95,095	98,240	98,240
200	Utilities & Communications	3,921	2,900	2,900	2,900
300	Supplies, Materials & Services	21,106	23,011	18,860	18,860
500	Equipment, Land & Structures	1,010	0	0	0
600	Special Payments	0	0	0	0
	Total	<u>129,351</u>	<u>121,006</u>	<u>120,000</u>	<u>120,000</u>
10- 001.02	ELECTION				
100	Personnel Services	10,320	4,900	6,125	6,125
200	Utilities & Communications	114	250	400	400
300	Supplies, Materials & Services	12,005	2,500	16,000	3,950
	Total	<u>22,439</u>	<u>7,650</u>	<u>22,525</u>	<u>10,475</u>
	Total City Clerk	<u><u>151,790</u></u>	<u><u>128,656</u></u>	<u><u>142,525</u></u>	<u><u>130,475</u></u>
CITY COUNCIL					
10- 001.03	CITY COUNCIL				
100	Personnel Services	49,145	53,210	53,750	53,750
300	Supplies, Materials & Services	17,198	7,900	7,900	7,900
500	Equipment, Land & Structures	0	0	0	0
	Total	<u>66,343</u>	<u>61,110</u>	<u>61,650</u>	<u>61,650</u>
10- 001.08	COUNCIL/SIEGLOCK				
300	Supplies, Materials & Services	0	2,577	2,500	2,500
	Total	<u>0</u>	<u>2,577</u>	<u>2,500</u>	<u>2,500</u>
10- 001.09	COUNCIL/MANN				
300	Supplies, Materials & Services	0	2,577	2,500	2,500
	Total	<u>0</u>	<u>2,577</u>	<u>2,500</u>	<u>2,500</u>
10- 001.10	COUNCIL/DAVENPORT				
300	Supplies, Materials & Services	0	2,577	2,500	2,500
	Total	<u>0</u>	<u>2,577</u>	<u>2,500</u>	<u>2,500</u>
10- 001.11	COUNCIL/SNIDER				
300	Supplies, Materials & Services	0	2,577	2,500	2,500
	Total	<u>0</u>	<u>2,577</u>	<u>2,500</u>	<u>2,500</u>
10- 001.12	COUNCIL/PENNINO				
300	Supplies, Materials & Services	0	2,577	2,500	2,500
	Total	<u>0</u>	<u>2,577</u>	<u>2,500</u>	<u>2,500</u>
	Total City Council	<u><u>66,343</u></u>	<u><u>73,995</u></u>	<u><u>74,150</u></u>	<u><u>74,150</u></u>

EXPENDITURES BY ACTIVITY

		Expdetai.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
GENERAL SUPPORT CHARGES					
10- 020.05	SPECIAL PAYMENTS – ADMINISTRATION				
300	Supplies, Materials & Services	71,144	68,790	45,900	45,900
600	Special Payments	95,872	111,000	118,000	118,000
	Total	167,016	179,790	163,900	163,900
10- 020.04	SISTER CITY				
300	Supplies, Materials & Services	880	880	880	880
	Total	880	880	880	880
10- 024.01	PHOTOCOPIER				
300	Supplies, Materials & Services		15,000	15,000	15,000
	Total		15,000	15,000	15,000
10- 024.02	TELEPHONE CHARGES				
200	Utilities & Communications	10,432	90,318	90,318	90,318
300	Supplies, Materials & Services	11,005	715	715	715
500	Equipment, Land & Structures	66	6,860	6,860	6,860
	Total	21,503	97,893	97,893	97,893
	Total General Support Charges	189,399	293,563	277,673	277,673
CITY ATTORNEY					
10- 035.01	COUNSEL AND LEGAL SERVICES				
100	Personnel Services	141,063	152,795	188,760	188,760
200	Utilities & Communications	932	475	475	475
300	Supplies, Materials & Services	26,558	24,801	28,405	28,405
500	Equipment, Land & Structures	0	599	0	0
	Total City Attorney	168,553	178,670	217,640	217,640
CITY MANAGER					
10- 040.01	CITY MANAGER				
100	Personnel Services	237,668	253,995	244,545	244,545
200	Utilities & Communications	3,600	500	500	500
300	Supplies, Materials & Services	15,449	16,550	14,425	14,425
500	Equipment, Land & Structures	3,338	973	250	250
600	Special Payments	0	0	0	0
	Total City Manager	260,055	272,018	259,720	259,720
PERSONNEL					
10- 040.02	PERSONNEL – ADMINISTRATION				
100	Personnel Services	181,539	176,510	164,455	164,455
200	Utilities & Communications	3,986	2,000	2,000	2,000
300	Supplies, Materials & Services	36,515	30,170	30,500	73,000
500	Equipment, Land & Structures	2,850	0	0	0
600	Special Payments	0	0	0	0
	Total Personnel	224,890	208,680	196,955	239,455

EXPENDITURES BY ACTIVITY

		Expdetai.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
RISK & SOLID WASTE MANAGEMENT					
10- 040.03 RISK MANAGEMENT					
100	Personnel Services	83,479	84,229	33,665	33,665
200	Utilities & Communications	427	700	600	600
300	Supplies, Materials & Services	2,426	20,765	15,475	15,475
500	Equipment, Land & Structures	0	0	0	0
	Total	86,332	105,694	49,740	49,740
10- 015.01 DAMAGE TO CITY PROPERTY					
600	Special Payments	45,524	45,000	35,000	35,000
	Total	45,524	45,000	35,000	35,000
10- 020.01 REFUSE COLLECTION CONTRACT					
100	Personnel Services	109	0	0	0
200	Utilities & Communications	261	0	0	0
300	Supplies, Materials & Services	37,058	39,000	0	0
600	Special Payments	1,141	1,000	0	0
	Total	38,569	40,000	0	0
10- 020.08 COMMUNITY IMPROVEMENT					
100	Personnel Services	0	6,000	18,865	18,865
300	Supplies, Materials & Services	0	0	8,050	8,050
500	Equipment, Land & Structures	0	0	0	0
	Total	0	6,000	26,915	26,915
	Total Risk Management	170,425	196,694	111,655	111,655
INFORMATION SYSTEMS					
10- 041.01 INFORMATION SYSTEMS					
100	Personnel Services	0	0	53,636	53,636
300	Supplies, Materials & Services	0	0	7,815	7,815
500	Equipment, Land & Structures	0	0	0	0
	Total	0	0	61,451	61,451
	Total Information Systems	0	0	61,451	61,451
ECONOMIC DEVELOPMENT					
10- 043.01 ECONOMIC DEVELOPMENT					
100	Personnel Services	0	28,355	67,550	67,550
200	Utilities & Communications	165	0	2,150	2,150
300	Supplies, Materials & Services	22,093	135,085	68,990	68,990
600	Special Payments	45,200	42,700	37,200	37,200
	Total Economic Development	67,458	206,140	175,890	175,890

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
COMMUNITY DEVELOPMENT DEPARTMENT					
10- 045.05 PLANNING - COMMISSIONS/COMMITTEES					
100	Personnel Services	0	0	3,360	3,360
300	Supplies, Materials & Services	0	0	4,890	4,890
	Total	0	0	8,250	8,250
10- 045.01 PLANNING - ADMINISTRATION					
100	Personnel Services	299,575	286,910	291,590	291,590
200	Utilities & Communications	2,217	1,200	1,200	1,200
300	Supplies, Materials & Services	15,872	28,546	18,290	18,290
500	Equipment, Land & Structures	0	1,800	0	0
600	Special Payments	0	0	0	0
	Total	317,664	318,456	311,080	311,080
10- 045.02 BUILDING INSPECTION					
100	Personnel Services	321,185	278,345	349,160	349,160
200	Utilities & Communications	3,523	1,600	1,600	1,600
300	Supplies, Materials & Services	67,259	86,092	99,220	99,220
500	Equipment, Land & Structures	12,375	4,000	4,500	4,500
600	Special Payments	1,099	2,000	3,000	3,000
	Total	405,441	372,037	457,480	457,480
10- 045.04 CODE ENFORCEMENT					
100	Personnel Services	0	51,060	0	0
	Total	0	51,060	0	0
Total Community Development Total		723,105	741,553	776,810	776,810
FINANCE DEPARTMENT					
10- 050.01 ADMINISTRATION					
100	Personnel Services	161,329	152,445	146,767	146,767
200	Utilities & Communications	1,920	1,200	1,500	1,500
300	Supplies, Materials & Services	76,216	56,854	74,993	61,493
500	Equipment, Land & Structures	403	0	1,000	1,000
600	Special Payments	10	0	0	0
	Total	239,878	210,499	224,260	210,760
10- 050.02 PURCHASING					
100	Personnel Services	212,624	216,827	216,480	216,480
200	Utilities & Communications	7,170	5,495	5,800	5,800
300	Supplies, Materials & Services	16,125	27,409	28,335	28,335
500	Equipment, Land & Structures	2,494	0	0	0
	Total	238,413	249,731	250,615	250,615

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
FINANCE DEPARTMENT (continued)					
10- 050.03	ACCOUNTING SERVICES				
100	Personnel Services	282,425	289,660	293,270	293,270
200	Utilities & Communications	5,124	3,400	3,475	3,475
300	Supplies, Materials & Services	23,110	22,150	22,575	22,575
500	Equipment, Land & Structures	3,698	2,200	2,500	2,500
600	Special Payments	0	0	0	0
	Total	314,357	317,410	321,820	321,820
10- 050.05	REVENUE DIVISION				
100	Personnel Services	345,856	351,100	362,010	362,010
200	Utilities & Communications	78,751	86,780	91,120	91,120
300	Supplies, Materials & Services	46,282	52,681	58,600	58,600
500	Equipment, Land & Structures	15,121	800		1,000
	Total	486,010	491,361	512,730	512,730
10- 050.06	DATA PROCESSING				
100	Personnel Services	242,369	219,330	220,320	220,320
200	Utilities & Communications	1,039	100	100	100
300	Supplies, Materials & Services	83,743	82,890	80,975	80,975
500	Equipment, Land & Structures	67,353	5,300	0	0
600	Special Payments	0	0	0	0
	Total	394,504	307,620	301,395	301,395
10- 050.07	FIELD SERVICES DIVISION				
100	Personnel Services	346,019	329,995	302,590	302,590
200	Utilities & Communications	2,522	2,350	2,500	2,500
300	Supplies, Materials & Services	20,901	36,339	38,695	38,695
500	Equipment, Land & Structures	1,263	800	0	0
600	Special Payments	0	0	0	0
	Total	370,705	369,484	343,785	343,785
	Total Finance Department	2,043,867	1,946,105	1,954,605	1,941,105

POLICE DEPARTMENT

10- 101.01	ANIMAL SHELTER				
100	Personnel Services	78,676	79,765	80,985	80,985
200	Utilities & Communications	2,158	1,380	1,340	1,340
300	Supplies, Materials & Services	8,716	12,297	10,840	10,840
500	Equipment, Land & Structures	0	0	0	0
	Total	89,550	93,442	93,165	93,165
10- 103.01	POLICE ADMINISTRATION				
100	Personnel Services	5,766,308	351,875	389,285	389,285
200	Utilities & Communications	44,234	13,000	14,900	14,900
300	Supplies, Materials & Services	465,713	536,980	528,425	528,425
500	Equipment, Land & Structures	11,523	6,967	0	0
	Total	6,287,778	908,822	932,610	932,610

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
POLICE DEPARTMENT - continued					
10-	103.02	POLICE OPERATIONS			
100	Personnel Services	0	3,900,428	4,155,470	4,205,270
200	Utilities & Communications	0	0	0	0
300	Supplies, Materials & Services	0	0	0	0
500	Equipment, Land & Structures	0	650	14,125	325
	Total	0	3,901,078	4,169,595	4,205,595
10-	103.03	POLICE INVESTIGATIONS			
100	Personnel Services	0	1,376,275	1,294,010	1,294,010
200	Utilities & Communications	0	0	0	0
300	Supplies, Materials & Services	0	0	0	0
500	Equipment, Land & Structures	0	0	0	0
600	Special Payments	0	0	0	0
	Total	0	1,376,275	1,294,010	1,294,010
10-	103.04	PARTNERS PROGRAM (R)			
100	Personnel Services	0	0	0	0
300	Supplies, Materials & Services	0	5,000	0	0
	Total	0	5,000	0	0
10-	103.05	DRUG SUPPRESSION PROGRAM - GRANT			
100	Personnel Services	124,894	65,580	59,340	59,340
200	Utilities & Communications	0	0	0	0
300	Supplies, Materials & Services	0	0	0	0
500	Equipment, Land & Structures	0	0	0	0
600	Special Payments	0	0	0	0
	Total	124,894	65,580	59,340	59,340
10-	103.06	DRUG SUPPRESSION PROGRAM - CITY MATCH			
100	Personnel Services	0	65,580	59,455	59,455
300	Supplies, Materials & Services	0	0	0	0
500	Equipment, Land & Structures	0	0	0	0
	Total	0	65,580	59,455	59,455
10-	103.07	CRACNET - GRANT			
100	Personnel Services	77,204	78,200	72,695	72,695
300	Supplies, Materials & Services	0	400	0	0
	Total	77,204	78,600	72,695	72,695
10-	103.08	CRACNET - CITY MATCH			
100	Personnel Services	0	60,755	68,395	68,395
	Total	0	60,755	68,395	68,395
10-	103.10	CRIME PREVENTION FAIR (R)			
300	Supplies, Materials & Services	2,240	15,295	0	0
	Total	2,240	15,295	0	0

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
POLICE DEPARTMENT (continued)					
10- 104.01	AUXILIARY POLICE				
300	Supplies, Materials & Services	3,833	8,650	4,300	4,300
	Total	3,833	8,650	4,300	4,300
10- 105.01	SPECIAL INVESTIGATIONS				
300	Supplies, Materials & Services	4,000	2,000	2,000	2,000
	Total	4,000	2,000	2,000	2,000
	Total Police Department	6,589,499	6,581,077	6,755,565	6,791,565
FIRE DEPARTMENT					
10- 201.01	ADMINISTRATION				
100	Personnel Services	2,863,665	2,751,010	2,655,490	2,783,490
200	Utilities & Communications	27,934	19,355	19,255	19,255
300	Supplies, Materials & Services	176,319	257,618	232,730	226,935
500	Equipment, Land & Structures	1,469	1,667	42,750	0
600	Special Payments	97	1,285	785	785
	Total	3,069,484	3,030,935	2,951,010	3,030,465
10- 201.02	WEED ABATEMENT				
200	Utilities & Communications	15	0	0	0
300	Supplies, Materials & Services	175	2,500	0	0
	Total	190	2,500	0	0
10- 201.05	TRAINING				
100	Personnel Services	0	0	81,715	81,715
200	Utilities & Communications	0	0	0	0
300	Supplies, Materials & Services	0	0	12,850	12,850
500	Equipment, Land & Structures	0	0	0	0
600	Special Payments	0	0	0	0
	Total	0	0	94,565	94,565
10- 201.03	FIRE PREVENTION				
100	Personnel Services	188,919	185,755	182,115	209,515
200	Utilities & Communications	5,768	3,785	5,015	5,015
300	Supplies, Materials & Services	15,931	15,040	15,290	15,290
500	Equipment, Land & Structures	0	0	0	0
600	Special Payments	0	0	0	0
	Total	210,618	204,580	202,420	229,820
10- 201.04	FIRE HAZARDOUS MATERIALS OPERATION				
300	Supplies, Materials & Services	1,757	0	0	0
500	Equipment, Land & Structures	0	0	0	0
	Total	1,757	0	0	0

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
FIRE DEPARTMENT (continued)					
10- 201.06	SPECIAL SERVICES				
100	Personnel Services	0	0	96,360	97,700
200	Utilities & Communications	0	0	480	480
300	Supplies, Materials & Services	0	0	15,595	11,095
500	Equipment, Land & Structures	0	0	9,900	0
	Total	0	0	122,335	109,275
	Total Fire Department	Total	Total	Total	Total
		<u>3,282,049</u>	<u>3,238,015</u>	<u>3,370,330</u>	<u>3,464,125</u>
PUBLIC WORKS DEPARTMENT					
10- 301.01	ADMINISTRATION				
100	Personnel Services	214,259	219,045	217,650	217,650
200	Utilities & Communications	2,654	1,900	1,900	1,900
300	Supplies, Materials & Services	17,497	18,255	16,945	16,945
500	Equipment, Land & Structures	0	1,315	0	0
600	Special Payments	0	0	0	0
	Total	234,410	240,515	236,495	236,495
10- 301.02	OVERHEAD				
100	Personnel Services	81,380	82,000	0	0
	Total	81,380	82,000	0	0
10- 302.01	GENERAL ENGINEERING				
100	Personnel Services	755,640	710,400	708,489	708,489
200	Utilities & Communications	4,370	0	0	0
300	Supplies, Materials & Services	26,084	38,687	34,025	34,025
500	Equipment, Land & Structures	1,136	0	0	0
600	Special Payments	614	650	1,300	1,300
	Total	787,844	749,737	743,814	743,814
10- 351.01	CITY BUILDING MAINTENANCE				
100	Personnel Services	121,514	113,655	117,700	117,700
200	Utilities & Communications	199,895	178,805	202,170	202,170
300	Supplies, Materials & Services	184,767	229,406	185,435	185,435
400	Work for Others			2,185	2,185
500	Equipment, Land & Structures	(50)	0	1,190	0
600	Special Payments	0	0	0	0
	Total	506,126	521,866	508,680	507,490
10- 501.01	STREETS ADMINISTRATION				
100	Personnel Services	119,487	107,530	103,165	103,165
200	Utilities & Communications	76,257	83,945	91,325	91,325
300	Supplies, Materials & Services	196,567	275,068	270,540	270,540
500	Equipment, Land & Structures	277	3,000	9,400	500
	Total	392,588	469,543	474,430	465,530

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
PUBLIC WORKS DEPARTMENT (continued)					
10- 503.01	STREETS MAINTENANCE				
100	Personnel Services	349,523	454,235	470,680	470,680
300	Supplies, Materials & Services	110,285	142,742	117,130	117,130
500	Equipment, Land & Structures	44,581	47,050	35,000	35,000
	Total	504,389	644,027	622,810	622,810
10- 503.04	ALLEY MAINTENANCE				
100	Personnel Services	9,877	30,185	33,385	33,385
300	Supplies, Materials & Services	7,442	10,160	6,600	6,600
	Total	17,319	40,345	39,985	39,985
10- 503.05	CURB AND GUTTER MAINTENANCE				
100	Personnel Services	63,099	65,830	47,235	47,235
300	Supplies, Materials & Services	1,148	750	750	750
500	Equipment, Land & Structures	18,387	21,000	21,000	21,000
	Total	82,634	87,580	68,985	68,985
10- 503.06	TREE MAINTENANCE				
100	Personnel Services	144,367	162,810	0	0
300	Supplies, Materials & Services	15,694	5,678	20,000	20,000
500	Equipment, Land & Structures	735	11,775	0	0
	Total	160,796	180,263	20,000	20,000
10- 503.07	STREET CLEANING				
100	Personnel Services	193,352	139,385	126,950	126,950
200	Utilities & Communications	0	0	0	0
300	Supplies, Materials & Services	35,713	24,275	24,275	24,275
500	Equipment, Land & Structures	0	375	500	500
	Total	229,065	164,035	151,725	151,725
10- 503.08	TRAFFIC CONTROL MAINTENANCE				
100	Personnel Services	128,647	181,665	118,580	118,580
200	Utilities & Communications	50,585	51,670	56,370	56,370
300	Supplies, Materials & Services	43,316	42,421	49,330	49,330
400	Work for Others	0	0	11,840	11,840
500	Equipment, Land & Structures	28,780	34,440	31,000	31,000
	Total	251,328	310,196	267,120	267,120
10- 503.09	STORM SYSTEM MAINTENANCE				
100	Personnel Services	76,352	102,485	82,480	82,480
200	Utilities & Communications	23,219	17,350	20,150	20,150
300	Supplies, Materials & Services	9,426	10,250	12,750	12,750
400	Work for Others	0	0	21,630	21,630
500	Equipment, Land & Structures	1,656	0	3,705	0
600	Special Payments	5,963	19,590	38,500	52,950
	Total	116,616	149,675	179,215	189,960

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
PUBLIC WORKS DEPARTMENT (continued)					
10- 503.10	STREET LIGHT MAINTENANCE				
400	Work for Others	387,023	357,460	424,470	424,470
	Total	387,023	357,460	424,470	424,470
10- 504.01	PARKING LOT MAINTENANCE				
100	Personnel Services	8,163	18,990	0	0
300	Supplies, Materials & Services	7,030	6,030	5,350	5,350
	Total	15,193	25,020	5,350	5,350
10- 504.02	GRAFFITI ABATEMENT				
100	Personnel Services	0	13,170	13,800	13,800
300	Supplies, Materials & Services	0	980	2,100	2,100
500	Equipment, Land & Structures	0	1,850	0	0
	Total	0	16,000	15,900	15,900
	Total Public Works Department Total	3,685,331	3,956,262	3,758,979	3,759,634
PARKS AND RECREATION DEPARTMENT					
10- 701.02	PARKS AND RECREATION COMMISSION				
300	Supplies, Materials & Services	0	0	1,550	1,550
	Total	0	0	1,550	1,550
10- 701.01	ADMINISTRATION				
100	Personnel Services	384,945	303,735	337,673	337,673
200	Utilities & Communications	11,308	7,500	10,500	10,500
300	Supplies, Materials & Services	77,937	99,379	95,010	95,010
500	Equipment, Land & Structures	3,615	6,100	3,700	0
	Total	477,805	416,714	446,883	443,183
10- 702.01	PLAYGROUNDS				
100	Personnel Services	58,378	54,595	63,620	63,620
300	Supplies, Materials & Services	10,604	9,608	10,900	10,900
	Total	68,982	64,203	74,520	74,520
10- 702.02	YOUTH-TEEN SPORTS				
100	Personnel Services	62,365	75,780	75,095	75,095
200	Utilities & Communication	0	0	12,000	12,000
300	Supplies, Materials & Services	17,832	21,100	25,600	25,600
	Total	80,197	96,880	112,695	112,695

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
PARKS AND RECREATION DEPARTMENT (continued)					
10- 702.03	INDOOR/OUTDOOR ACTIVITIES				
100	Personnel Services	8,188	12,585	15,145	15,145
200	Utilities & Communication	3,426	750	6,850	6,850
300	Supplies, Materials & Services	7,656	5,300	12,660	12,660
500	Equipment, Land & Structures	0	0	0	0
600	Special Payments	2,721	2,000	0	0
	Total	21,991	20,635	34,655	34,655
10- 702.04	AQUATICS				
100	Personnel Services	61,372	95,545	88,810	88,810
200	Utilities & Communication	17,458	18,000	37,300	37,300
300	Supplies, Materials & Services	50,011	44,450	64,250	54,250
500	Equipment, Land & Structures	0	0	0	0
600	Special Payments	0	0	0	0
	Total	128,841	157,995	190,360	180,360
10- 702.05	ADULT SPORTS				
100	Personnel Services	56,744	82,465	61,910	61,910
200	Utilities & Communication	31,790	28,670	27,695	27,695
300	Supplies, Materials & Services	19,439	20,800	17,600	17,600
500	Equipment, Land & Structure	2,037	0	0	0
	Total	110,010	131,935	107,205	107,205
10- 702.06	SPECIALITY CLASSES				
100	Personnel Services	473	0	0	0
200	Utilities & Communication	0	0	0	0
300	Supplies, Materials & Services	24,811	50,000	26,000	26,000
500	Equipment, Land & Structure	0	0	0	0
	Total	25,284	50,000	26,000	26,000
10- 702.30	BOBS SUPPORT SERVICES				
100	Personnel Services	20,052	12,955	20,000	20,000
300	Supplies, Materials & Services	208	0	0	0
	Total	20,260	12,955	20,000	20,000
	TOTAL RECREATION DIVISION	933,370	951,317	1,013,868	1,000,168

PARKS DIVISION

10- 751.01	ADMINISTRATION				
100	Personnel Services	144,554	143,185	104,397	104,397
200	Utilities & Communications	5,541	2,720	3,545	3,545
300	Supplies, Materials & Services	13,036	15,685	15,330	15,330
500	Equipment, Land & Structures	1,131	0	0	0
	Total	164,262	161,590	123,272	123,272

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
PARKS AND RECREATION DEPARTMENT (continued)					
10- 751.02 OVERHEAD					
100	Personnel Services	35,071	44,957	0	0
	Total	35,071	44,957	0	0
10- 752.01 SPORTS FACILITES					
100	Personnel Services	302,649	367,135	288,081	288,081
200	Utilities & Communications	20,673	36,450	25,720	25,720
300	Supplies, Materials & Services	58,850	54,612	46,125	46,125
400	Work for Others	0	0	500	500
500	Equipment, Land & Structures	0	0	5,500	0
	Total	382,172	458,197	365,926	360,426
10- 752.02 LODI LAKE PARK					
100	Personnel Services	0	92,435	91,295	91,295
200	Utilities & Communications	0	6,700	6,960	6,960
300	Supplies, Materials & Services	0	40,770	33,070	33,070
400	Work for Others	0	0	500	500
500	Equipment, Land & Structures	0	1,650	0	0
600	Special Payments	0	8,000	8,000	8,000
	Total	0	149,555	139,825	139,825
10- 752.03 PARKS MAINTENANCE					
100	Personnel Services	435,173	374,085	348,874	348,874
200	Utilities & Communications	53,805	32,425	21,020	21,020
300	Supplies, Materials & Services	121,376	102,343	96,830	96,830
400	Work for Others	0	0	1,000	1,000
500	Equipment, Land & Structures	0	0	0	0
600	Special Payments	8,000	0	0	0
	Total	618,354	508,853	467,724	467,724
10- 752.08 PARK RANGERS					
100	Personnel Services	77,020	88,270	89,910	89,910
200	Utilities & Communications	0	0	1,200	1,200
300	Supplies, Materials & Services	9,523	14,705	10,240	10,240
500	Equipment, Land & Structures	0	0	0	0
	Total	86,543	102,975	101,350	101,350
10- 753.01 PARKS EQUIP MAINTENANCE					
100	Personnel Services	45,630	48,510	49,485	49,485
200	Utilities & Communications	951	800	800	800
300	Supplies, Materials & Services	84,261	118,500	115,905	115,905
500	Equipment, Land & Structures	324	0	0	0
600	Special Payments	68	0	0	0
	Total	131,234	167,810	166,190	166,190
TOTAL PARKS DIVISION		1,417,636	1,593,937	1,364,287	1,358,787

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
COMMUNITY CENTER FUND					
120- 040.03	ADMINISTRATION				
100	Personnel Services	100,657	99,540	97,400	97,400
200	Utilities & Communications	7,290	4,500	4,000	4,000
300	Supplies, Materials & Services	10,760	12,842	17,190	17,190
500	Equipment, Land & Structures	0	0	8,500	0
	Total	118,707	116,882	127,090	118,590
120- 702.11	LODI ARTS COMMISSION				
100	Personnel Services	1,922	0	0	0
200	Utilities & Communications	1,031	400	400	400
300	Supplies, Materials & Services	6,066	7,682	4,750	4,750
	Total	9,019	8,082	5,150	5,150
120- 702.12	LODI ARTS COMMISSION GRANTS				
600	Special Payments	37,284	35,500	34,445	34,445
	Total	37,284	35,500	34,445	34,445
120- 704.01	SENIOR CITIZENS COMMISSION				
100	Personnel Services	75,205	79,185	0	0
200	Utilities & Communications	3,582	1,500	200	200
300	Supplies, Materials & Services	4,151	4,629	400	400
500	Equipment, Land & Structures	0	0	0	0
	Total	82,938	85,314	600	600
120- 704.02	SENIOR INFORMATION/REFERRAL CENTER				
100	Personnel Services	0	0	47,840	47,840
200	Utilities & Communications	0	0	500	500
300	Supplies, Materials & Services	0	0	3,150	3,150
500	Equipment, Land & Structures	0	0	0	0
	Total	0	0	51,490	51,490
120- 704.03	HUTCHINS ST SQUARE POOL				
100	Personnel Services	0	0	34,520	34,520
200	Utilities & Communications	0	0	9,600	9,600
300	Supplies, Materials & Services	0	0	3,550	3,550
500	Equipment, Land & Structures	0	0	5,300	5,300
	Total	0	0	52,970	52,970
120- 752.05	MAINTENANCE				
100	Personnel Services	82,940	95,150	67,448	67,448
200	Utilities & Communications	69,219	80,500	64,400	64,400
300	Supplies, Materials & Services	79,244	93,939	94,977	91,177
500	Equipment, Land & Structures	2,824	2,790	0	0
	Total	234,227	272,379	226,825	223,025
TOTAL COMMUNITY CENTER		482,175	518,157	498,570	486,270
TOTAL GENERAL FUND		20,455,945	21,084,839	21,010,673	21,126,573

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
ASSET FORFEITURE FUND					
23- 103.01	ASSET FORFEITURE				
200	Utilities & Communication	3,604	0	0	0
300	Supplies, Materials & Services	4,006	4,768	0	0
500	Equipment, Land & Structures	201	6,536	0	0
600	Special Payments	0	0	0	0
	Total	7,811	11,304	0	0
TOTAL ASSET FORFEITURE		7,811	11,304	0	0
LIBRARY FUND					
21- 801.02	LIBRARY BOARD				
100	Personnel Services	0	0	0	0
200	Utilities & Communications	0	0	0	0
300	Supplies, Materials & Services	0	0	3,523	1,663
600	Special Payments	0	0	0	0
	Total	0	0	3,523	1,663
21- 801.01	ADMINISTRATION				
100	Personnel Services	640,664	662,725	676,825	697,770
200	Utilities & Communications	55,775	63,550	64,990	65,200
300	Supplies, Materials & Services	129,885	204,789	222,080	261,250
600	Special Payments	25,806	32,805	15,280	15,280
	Total	852,130	963,869	979,175	1,039,500
TOTAL LIBRARY FUND		852,130	963,869	982,698	1,041,163
TOTAL SPECIAL REVENUE FUND		859,941	975,173	982,698	1,041,163
CAMP HUTCHINS					
15- 702.15	CAMP HUTCHINS				
100	Personnel Services	56,249	121,270	90,755	90,755
200	Utilities & Communications	787	1,200	1,800	1,800
300	Supplies, Materials & Services	12,389	9,762	10,500	10,500
500	Equipment, Land & Structures	2,055	1,000	1,000	1,000
	Total	71,480	133,232	104,055	104,055
TOTAL CAMP HUTCHINS		71,480	133,232	104,055	104,055
ELECTRIC UTILITY					
16- 015.02	DAMAGE TO CITY PROPERTY				
600	Special Payments	(2,687)	10,235	10,235	10,235
	Total	(2,687)	10,235	10,235	10,235

EXPENDITURES BY ACTIVITY

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		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
ELECTRIC UTILITY (continued)					
16- 022.02 OVERHEAD					
100	Personnel Services	44,128	59,092	0	0
	Total	44,128	59,092	0	0
16- 096.01 UNIDENTIFIED RETURNED MATERIALS					
300	Supplies, Materials & Services	(23,528)	(24,827)	0	0
	Total	(23,528)	(24,827)	0	0
16- 601.01 ADMINISTRATION					
100	Personnel Services	550,614	531,125	513,475	513,475
200	Utilities & Communications	23,364	29,175	27,075	27,075
300	Supplies, Materials & Services	347,268	356,699	448,910	448,910
500	Equipment, Land & Structures	14,226	7,000	6,200	6,200
600	Special Payments	510,527	304,515	240,070	240,070
	Total	1,445,999	1,228,514	1,235,730	1,235,730
16- 601.03 CONSERVATION PROGRAM					
100	Personnel Services	2,830	35,330	6,415	6,415
300	Supplies, Materials & Services	5,746	8,300	31,000	129,500
500	Equipment, Land & Structures	0	8,500	0	0
	Total	8,576	52,130	37,415	135,915
16- 601.12 ENGINEERING					
100	Personnel Services	417,230	347,470	294,570	294,570
200	Utilities & Communications	1,369	1,450	1,500	1,500
300	Supplies, Materials & Services	5,164	5,475	5,900	5,900
500	Equipment, Land & Structures	6,961	1,275	3,500	3,500
	Total	430,724	355,670	305,470	305,470
16- 602.02 CUSTOMER SERVICE MAINTENANCE					
100	Personnel Services	239,291	237,685	240,630	240,630
200	Utilities & Communications	273	1,000	500	500
300	Supplies, Materials & Services	7,732	4,664	4,625	4,625
500	Equipment, Land & Structures	8,588	7,775	8,425	8,425
	Total	255,884	251,124	254,180	254,180
16- 602.40 ELECTRICAL MISCELLANEOUS (NCPA Turbine)					
100	Personnel Services	40,087	0	24,380	24,380
300	Supplies, Materials & Services	556	0	0	0
500	Equipment, Land & Structures	4,476	0	0	0
	Total	45,119	0	24,380	24,380
16- 602.41 ELECTRICAL MISC - OTHER DEPTS					
100	Personnel Services	0	0	243,050	243,050
	Total	0	0	243,050	243,050

EXPENDITURES BY ACTIVITY

		Expdetai.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
ELECTRIC UTILITY (continued)					
16- 603.02	DUSK-TO-DAWN LIGHTING				
100	Personnel Services	0	330	310	310
300	Supplies, Materials & Services	0	0	0	0
500	Equipment, Land & Structures	86	400	400	400
	Total	86	730	710	710
16- 603.03	STREET LIGHT MAINTENANCE				
100	Personnel Services	35,649	28,960	63,320	63,320
200	Utilities & Communications	309,581	310,000	309,250	309,250
300	Supplies, Materials & Services	688	400	400	400
500	Equipment, Land & Structures	41,105	18,100	51,500	51,500
	Total	387,023	357,460	424,470	424,470
16- 604.09	HAZARDOUS MATERIAL HANDLING (PCB)				
100	Personnel Services	1,389	45,520	45,820	45,820
200	Utilities & Communications	58	50	50	50
300	Supplies, Materials & Services	853	46,733	1,750	1,750
500	Equipment, Land & Structures	19,005	50,400	1,800	1,800
600	Special Payments	1,193	2,500	2,500	2,500
	Total	22,498	145,203	51,920	51,920
16- 604.10	SYSTEM MAINTENANCE - OVERHEAD				
100	Personnel Services	185,676	219,685	151,525	151,525
200	Utilities & Communications	210	250	350	350
300	Supplies, Materials & Services	62,875	45,799	44,750	44,750
500	Equipment, Land & Structures	39,695	44,860	41,800	41,800
	Total	288,456	310,594	238,425	238,425
16- 604.11	SYSTEM MAINTENANCE - UNDERGROUND				
100	Personnel Services	83,416	97,020	97,625	97,625
300	Supplies, Materials & Services	7,718	8,450	8,450	8,450
500	Equipment, Land & Structures	19,128	18,200	11,200	11,200
	Total	110,262	123,670	117,275	117,275
16- 604.12	SUBSTATION MAINTENANCE				
100	Personnel Services	101,055	135,360	151,940	151,940
200	Utilities & Communications	77	100	100	100
300	Supplies, Materials & Services	31,178	36,839	36,775	36,775
500	Equipment, Land & Structures	6,208	5,578	2,450	2,450
	Total	138,518	177,877	191,265	191,265
16- 604.13	SYSTEM OPERATION				
100	Personnel Services	284,192	310,735	321,985	321,985
200	Utilities & Communications	5,030	4,875	5,300	5,300
300	Supplies, Materials & Services	10,908	20,107	16,150	16,150
500	Equipment, Land & Structures	2,819	9,690	2,900	2,900
	Total	302,949	345,407	346,335	346,335

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
ELECTRIC UTILITY (continued)					
16- 604.14	TREE TRIMMING				
100	Personnel Services	0	0	0	0
300	Supplies, Materials & Services	157,615	153,300	163,800	163,800
	Total	157,615	153,300	163,800	163,800
16- 604.15	IN-LIEU TAXES				
600	Special Payments	3,000,000	3,400,195	4,160,000	4,160,000
	Total	3,000,000	3,400,195	4,160,000	4,160,000
TOTAL ELECTRIC OPERATING		6,611,622	6,946,374	7,804,660	7,903,160
16- 604.02	BULK POWER PURCHASE				
800	Bulk Power Purchase	25,216,386	26,565,400	26,709,000	27,194,000
	Total	25,216,386	26,565,400	26,709,000	27,194,000
TOTAL ELECTRIC		31,828,008	33,511,774	34,513,660	35,097,160
WASTEWATER UTILITY					
17- 015.02	DAMAGE TO CITY PROPERTY				
600	Special Payments	(3,187)	7,700	7,700	7,700
	Total	(3,187)	7,700	7,700	7,700
17- 401.01	ADMINISTRATION				
100	Personnel Services	63,781	86,665	61,870	61,870
200	Utilities & Communications	1,511	1,400	1,450	1,450
300	Supplies, Materials & Services	116,900	127,019	124,650	124,650
500	Equipment, Land & Structures	2,272	2,015	0	0
600	Special Payments	23	0	0	0
	Total	184,487	217,099	187,970	187,970
17- 403.01	PLANT MAINTENANCE				
100	Personnel Services	706,449	724,640	716,015	716,015
200	Utilities & Communications	342,162	312,190	286,910	286,910
300	Supplies, Materials & Services	192,477	208,102	212,475	212,475
400	Work for Others	0	0	50,000	50,000
500	Equipment, Land & Structures	4,856	8,675	0	0
600	Special Payments	24,799	36,050	36,050	36,050
	Total	1,270,743	1,289,657	1,301,450	1,301,450
17- 404.01	SANITARY SYSTEM MAINTENANCE				
100	Personnel Services	225,808	297,425	313,660	313,660
200	Utilities & Communications	10,818	12,065	11,645	11,645
300	Supplies, Materials & Services	14,576	14,635	17,060	17,060
400	Work for Others	0	0	2,000	2,000
500	Equipment, Land & Structures	2,553	0	0	0
	Total	253,755	324,125	344,365	344,365

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
WASTEWATER (continued)					
17- 404.02 INDUSTRIAL SYSTEM MAINTENANCE					
100	Personnel Services	1,636	2,920	1,355	1,355
200	Utilities & Communications	3,366	3,950	4,600	4,600
300	Supplies, Materials & Services	3,517	5,800	3,000	3,000
400	Work for Others	0	0	575	575
	Total	8,519	12,670	9,530	9,530
17- 407.02 IN-LIEU TAXES					
600	Special Payments	385,000	385,000	609,000	609,000
	Total	385,000	385,000	609,000	609,000
WASTEWATER UTILITY		2,099,317	2,236,251	2,460,015	2,460,015
WATER UTILITY					
18- 015.02 DAMAGE TO CITY PROPERTY					
600	Special Payments	15,565	7,000	7,000	7,000
	Total	15,565	7,000	7,000	7,000
18- 451.01 ADMINISTRATION					
100	Personnel Services	90,050	101,590	101,000	101,000
200	Utilities & Communications	2,115	4,150	2,450	2,450
300	Supplies, Materials & Services	69,319	72,312	65,355	65,355
500	Equipment, Land & Structures	1,121	1,690	0	0
600	Special Payments	13,746	12,085	11,085	11,085
	Total	176,351	191,827	179,890	179,890
18- 451.03 WATER CONSERVATION PROGRAM					
100	Personnel Services	30,768	41,125	30,444	30,444
200	Utilities & Communications	887	1,300	975	975
300	Supplies, Materials & Services	2,371	2,071	1,535	1,535
500	Equipment, Land & Structures	0	0	0	0
600	Special Payments	150	300	170	170
	Total	34,176	44,796	33,124	33,124
18- 453.01 PRODUCTION					
100	Personnel Services	165,292	146,710	33,650	33,650
200	Utilities & Communications	530,663	434,855	462,830	462,830
300	Supplies, Materials & Services	101,914	62,891	61,650	61,650
400	Work for Others	0	0	98,750	98,750
500	Equipment, Land & Structures	2,654	0	1,000	1,000
600	Special Payments	283	250	125	125
	Total	800,806	644,706	658,005	658,005
18- 453.02 DBCP MONITORING					
100	Personnel Services	29,703	27,455	32,955	32,955
200	Utilities & Communications	270	200	0	0
300	Supplies, Materials & Services	177,693	266,419	246,880	246,880
	Total	207,666	294,074	279,835	279,835

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
WATER (continued)					
18- 454.01	DISTRIBUTION				
100	Personnel Services	278,590	295,110	290,390	290,390
200	Utilities & Communications	13	0	0	0
300	Supplies, Materials & Services	22,238	26,600	21,025	21,025
	Total	300,841	321,710	311,415	311,415
18- 455.01	FIRE HYDRANTS				
100	Personnel Services	2,493	4,935	4,790	4,790
300	Supplies, Materials & Services	244	1,050	350	350
500	Equipment, Land & Structures	0	1,850	0	0
	Total	2,737	7,835	5,140	5,140
18- 455.02	IN-LIEU TAXES				
600	Special Payments	750,000	750,000	531,400	531,400
	Total	750,000	750,000	531,400	531,400
TOTAL WATER UTILITY FUND		2,288,142	2,261,948	2,005,809	2,005,809
TRANSIT SYSTEM					
125.0-561.02	Dial A Ride Administration				
100	Personnel Services	55,172	28,355	0	0
200	Utilities & Communications	0	0	0	0
300	Supplies, Materials & Services	1,681	0	0	0
500	Equipment, Land & Structures	0	0	0	0
	Total	56,853	28,355	0	0
125.0-561.03	Dial A Ride				
100	Personnel Services	189,412	235,400	260,055	260,055
200	Utilities & Communications	1,508	0	1,010	1,010
300	Supplies, Materials & Services	126,272	91,615	86,245	86,245
500	Equipment, Land & Structures	0	0	0	0
	Total	317,192	327,015	347,310	347,310
125.0-561.07	Fixed Route System				
100	Personnel Services	0	0	66,685	102,115
200	Utilities & Communications	0	0	0	0
300	Supplies, Materials & Services	0	0	28,750	46,900
500	Equipment, Land & Structures	0	0	0	0
	Total	0	0	95,435	149,015
125.0-561.08	Vehicle Maintenance				
100	Personnel Services	0	0	0	0
200	Utilities & Communications	0	0	0	0
300	Supplies, Materials & Services	0	0	0	0
500	Equipment, Land & Structures	0	0	0	0
	Total	0	0	0	0

EXPENDITURES BY ACTIVITY

		Expdetail.wk3				
		1992-93	1993-94	1994-95	1995-96	
		Actual	Budget	Approved	Proposed	
TRANSIT (continued)						
125.0-561.09	Transit Administration					
100	Personnel Services	0	0	56,900	56,900	
200	Utilities & Communications	0	0	0	0	
300	Supplies, Materials & Services	0	0	5,000	5,000	
500	Equipment, Land & Structures	0	0	5,000	0	
	Total	0	0	66,900	61,900	
TOTAL TRANSIT SYSTEM		Total	374,045	355,370	509,645	558,225
TOTAL ENTERPRISE FUNDS			36,660,992	38,498,575	39,593,184	40,225,264

EXPENDITURES BY ACTIVITY

		Expdetai.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
EQUIPMENT MAINTENANCE					
26- 551.01	EQUIPMENT MAINTENANCE - ADMINISTRATION				
100	Personnel Services	153,228	135,195	125,695	125,695
200	Utilities & Communications	1,260	200	535	535
300	Supplies, Materials & Services	30,897	35,073	29,775	29,775
500	Equipment, Land & Structures	265	0	3,485	3,485
600	Special Payments	2,756	3,520	4,510	4,510
	Total	<u>188,406</u>	<u>173,988</u>	<u>164,000</u>	<u>164,000</u>
26- 551.02	MOTOR POOL				
300	Supplies, Materials & Services	12,062	13,710	14,975	14,975
	Total	<u>12,062</u>	<u>13,710</u>	<u>14,975</u>	<u>14,975</u>
26- 556.01	EQUIPMENT MAINTENANCE				
100	Personnel Services	196,367	279,955	240,405	240,405
300	Supplies, Materials & Services	365,150	356,285	373,860	373,860
	Total	<u>561,517</u>	<u>636,240</u>	<u>614,265</u>	<u>614,265</u>
	Total Equipment Maintenance Total	<u>761,985</u>	<u>823,938</u>	<u>793,240</u>	<u>793,240</u>

EXPENDITURES BY ACTIVITY

		Expdetail.wk3			
		1992-93	1993-94	1994-95	1995-96
		Actual	Budget	Approved	Proposed
INTER FUND LOANS					
WATER UTILITY LOAN					
18.1- 450.50	Loan to Rate Stabilization Fund				
	Principal (GL account)	200,000	200,000	200,000	0
600	Interest	18,000	9,000	4,500	0
	Total	218,000	209,000	204,500	0
121.0 350.01	Loan to Rate Stabilization Fund (217 W Elm)				
	Principal (GL account)	50,000	50,000	50,000	50,000
600	Interest	6,750	4,500	2,200	1,100
	Total	56,750	54,500	52,200	51,100
TOTAL INTERFUND LOANS		274,750	263,500	256,700	51,100
GRAND TOTAL:		65,681,423	69,074,840	69,177,774	69,493,761

SUMMARY OF SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

	1994-95		1995-96	
	Position	Approved	Position	Proposed
PUBLIC SAFETY				
Police Department				
Lease purchase of AS 400 – Police Administration		(15,360)		
Contract services – Police Administration		5,000		
Supplies, materials and services – Police Administration		(9,360)		
Radios – Police Operations		13,800		
Supplies, materials and services – Police Operations		(4,300)		
Add patrol officer – Police Operations			1	49,800
Fire Department				
Part-time clerical support – Administration		9,600		
Personal computers – Administration		17,750		
Controllers, terminals and printers – Administration		5,000		
Service equipment for Fire Engines – Administration		20,000		
Refurbish Engine #2 – Administration		25,000		
Equipment for Engine #4 – Administration				20,000
Firefighters for new fire station – Administration			3	128,000
Fire Inspection – Fire Prevention		(7,500)		
Part-time administrative clerical position – Fire Prevention				15,400
Reclassify Fire Administrative Officer – Training		(8,675)		
Gas detector – Special Services		2,400		
Confined space rescue equipment – Special Services		7,500		
Incentive Pay – Special Services		1,330		1,340
Emergency Medical Technician training – Special Services		4,500		
Total	0	66,685	4	214,540
PUBLIC UTILITIES				
Water Utility				
Decrease water conservation program 25%		(11,041)		
Supplies, materials and services		(6,430)		
Minor equipment		(4,875)		
Sewer Utility				
Supplies, materials and services		(3,850)		
Minor Equipment		(13,125)		
Electric Utility				
Partitions, shelving & furniture (Capital Budget)		9,000		
Replace 3 recording voltmeters (Capital Budget)		4,500		
Purchase 32 extension arms (Capital Budget)		7,700		
Autocad workstation software and license (Capital Budget)		5,000		
Portable computer (Capital Budget)				3,400
Laptop computer (Capital Budget)				5,500
Autocad workstation and monitor upgrade (Capital Budget)				(29,970)
Administrative Clerk	-1	(29,970)		
Electrical Engineer – Standards	-1	(70,000)		
Total	-2	(99,191)	0	0
TRANSPORTATION				
Streets				
Replace Copier – Street Maintenance		8,500		
Supplies, materials and services – Street Maintenance		(9,550)		
Street Supervisor – Street Maintenance	1	52,880		
Minor Equipment		(13,400)		
Contract Tree Maintenance		20,000		
Street Supervisor – Street Trees	-1	(52,880)		
Tree Trimmers – Street Trees	-3	(125,820)		
Supplies, materials and services – Street Trees		(5,775)		
Minor Equipment – Street Trees		(11,700)		
Minor Equipment – Street Cleaning		(850)		
Street Maintenance Worker	-1	(33,380)		
Supplies, materials and services – Parking Lot Maintenance		(1,680)		
Supplies, materials and services – Storm Drains		(5,380)		

SUMMARY OF SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

Aug 15, 1994

	1994-95		1995-96	
	Position	Approved	Position	Proposed
Transit				
Transit Manager (net compensation increase)	1	22,900		
Total	-3	(156,135)	0	0
LEISURE, CULTURAL & SOCIAL SERVICES				
Parks and Recreation				
Conferences - Parks and Recreation Commission		(2,000)		
Counter & cashier system - Administration		2,900		
Credit Card Equipment - Administration		800		
Part-time clerical hours - BOBS (reimbursable)		560		560
Conferences - Administration		(2,500)		
Memberships - Administration		(800)		
Contract Services - Administration		(1,500)		
Overtime - Administration		(415)		
Supplies, materials and services - Administration		(2,570)		
Pool covers - Aquatics		10,000		
Part-time hours - Adult Sports		(25,000)		
Automatic floor scrubber - Sports Facilities				5,500
Overtime hours - Sports Facilities		(3,000)		
Maintenance Workers - Sports Facilities	-2	(77,474)		
Supplies, materials and services - Sports Facilities		(8,500)		
Supplies, materials and services - Lodi Lake Park		(10,000)		
Maintenance Worker - Parks Maintenance	-1	(38,026)		
Overtime - Parks Maintenance		(5,000)		
Part-time hours - Parks Maintenance		15,000		
Supplies, materials and services - Parks Maintenance		(22,000)		
Lease/purchase mower - Parks Maintenance		15,000		
Part-time hours - Park Rangers		(3,000)		
Supplies, materials and services - Park Rangers		(1,300)		
Supplies, materials and services - Equipment Maintenance		(5,200)		
Library				
Purchase new copier				7,000
Part-time hours				20,035
Community Center				
Conferences - Senior Citizen Commission		(1,000)		
Part-time hours		8,000		
Purchase replacement copier		8,500		
Replace tables		3,800		
Maintenance Worker	-1	(24,000)		
Contract Services		(3,700)		
Total	-4	(172,425)	0	33,095
COMMUNITY & ECONOMIC DEVELOPMENT				
Building and Safety				
Part-time hours		5,480		
Personal computer		4,500		
Supplies, materials and services		13,130		
Engineering				
Part-time hours		(8,260)		
Supplies, materials and services		(1,200)		
Economic Development				
Employee benefits		13,150		
Part-time hours		10,600		
Special payments		37,200		
Total	0	74,600		0

SUMMARY OF SIGNIFICANT EXPENDITURE AND STAFFING CHANGES

Aug 15, 1994

	1994-95		1995-96	
	Position	Approved	Position	Proposed
GENERAL GOVERNMENT				
City Manager				
Supplies, materials and services		(1,145)		
Public Works Administration				
Part-time hours		(3,290)		
Supplies, materials and services		(1,430)		
Personnel				
Administrative Clerk	-1	(27,900)		
Part-time hours		10,000		
Supplies, materials and services		(1,500)		
Performance evaluation training				2,500
Classification and compensation study				20,000
Medical standards review for preplacement examinations				20,000
Risk & Solid Waste Management				
Risk Manager (position transferred to Transit)	-1	(56,900)		
Special payments		(10,000)		
Finance				
Account Clerk - Administration	-1	(33,853)		
Part-time hours - Administration		11,000		
Supplies, materials and services - Administration		(4,947)		
Unemployment benefits - Administration		4,900		
Contract services - Administration		13,500		
Personal computer - Accounting		2,000		
Personal computer and printer - Revenue		4,800		
Field Services Supervisor	-1	(47,000)		
Supplies, materials and services - Field Services		(4,000)		
Reclassification of employees - Field Services		6,000		
Part-time hours - Field Services		7,200		
Contract services - Field Services		2,820		
Building Maintenance				
Supplies, materials and services		(4,115)		
Equipment Maintenance & Motor Pool				
Reclassification		(14,780)		
Supplies, materials and services		(8,455)		
Part-time hours		(3,380)		
General Support				
Memberships		(6,500)		
Total	-4	(166,975)	0	42,500
TOTAL	(13)	(453,441)	4	290,135

STATISTICAL SUMMARY

Aug 15, 1994

	1992-93	1993-94	1994-95	1995-96
	Actual	Estimate	Estimate	Estimate
SIZE OF CITY				
Area in Square Miles	11.82	12.14	12.29	12.29
Population	53,300	54,366	55,453	56,562
Number of Registered Voters	27,118	27,660	28,213	28,777
ASSESSED VALUE	\$ 2.2m	\$ 2.3m	\$ 2.4m	\$ 2.5m
TOTAL PERMITS ISSUED	1,279	1,356	1,506	1,611
POLICE PROTECTION				
Number of Stations	1	1	1	1
Number of Police Officers	68	70	70	71
Number of Reserve Officers	15	9	15	20
Number of Support Personnel	33	32	32	36
Number of Calls Answered	57,899	54,838	58,500	60,000
FIRE PROTECTION				
Number of Stations	3	3	3	4
Number of Firefighters	49	47	48	51
Number of Calls Answered	2,500	2,617	2,800	3,000
UTILITY SERVICES				
Electric:				
Number of Customers	21,965	22,185	22,406	22,631
Energy Sales (M WH)	361,107	364,818	375,924	380,995
Peak Demand(KW)	101,949	105,800	107,100	108,700
Water/Wastewater:				
Miles of Water Mains	196	202	205	209
Miles of Wastewater Lines	162	165	168	171
Number of Wastewater Treatment Plants	1	1	1	1
Average Daily Treatment	5.8MG	5.8MG	6.0MG	6.2MG
Maximum Daily Capacity	8.5MG	8.5MG	8.5MG	8.5MG
STREETS AND LIGHTS				
Miles of Streets	161	163	166	169
Miles of Alley Ways	16	16	16	16
Number of Street Lights	4,030			
Number of Traffic Signals	41	47	49	51

STATISTICAL SUMMARY

Aug 15, 1994

	1992-93	1993-94	1994-95	1995-96
	Actual	Estimate	Estimate	Estimate
PARKS AND COMMUNITY FACILITIES				
Parks Developed	21	21	21	21
Acres Parks Developed	263	263	263	263
Parks Undeveloped	4	4	4	4
Acres Parks Undeveloped	107	107	107	107
Community Center	1	1	1	1
Swimming Pools	3	3	3	3
Tennis Courts	11	11	11	11
Boat Ramps	1	1	1	1
Playgrounds	16	16	16	16
Ball Parks Various	17	17	17	17
Soccer Fields	21	21	21	21
Football Field	1	1	1	1
Handball/Basketball/Volleyball Courts	6	6	6	6
Horseshoe Pits	12	12	12	12
PUBLIC EDUCATION				
Elementary Schools	8	8	8	8
Middle Schools	2	2	2	2
High Schools	3	3	3	3
Elementary School Enrollment	5,239	5,468	5,480	5,480
Middle School Enrollment	1,495	1,546	1,596	1,596
High School Enrollment	5,884	4,094	4,352	4,352
HOSPITALS				
Number of Hospitals	2	1	1	1
Number of Patient Beds	186	101	101	101
NUMBER OF BUSINESSES				
Agriculture, Forestry and Fishing	153	183	185	185
Construction	286	629	630	630
Manufacturing	127	133	135	135
Transportation and Public Utilities	51	51	50	50
Wholesale Trade	148	190	190	190
Retail Trade	728	705	705	705
Finance, Insurance and Real Estate	111	109	110	110
Services	1,520	1,579	1,580	1,580

Section I
BUDGET REFERENCE MATERIAL

1994-96 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
- * General Plan
- * Cost Allocation Plan
- * Monthly Financial Report
- * Comprehensive Annual 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.

Major Preparation Guidelines

Describes the steps, procedures and calendar used in developing and documenting the 1994-96 Financial Plan and Budget.

1994-96 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.

1994-96 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.

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.

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)

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 GLOSSARY

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.

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

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.

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)

1994-96 Financial Plan and Budget Instructions

BUDGET GLOSSARY

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.

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, solid waste and transit. (See Fund)

BUDGET GLOSSARY

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.

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.

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.

BUDGET GLOSSARY

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.

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)

BUDGET GLOSSARY

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.

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)

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.

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)

User Charges

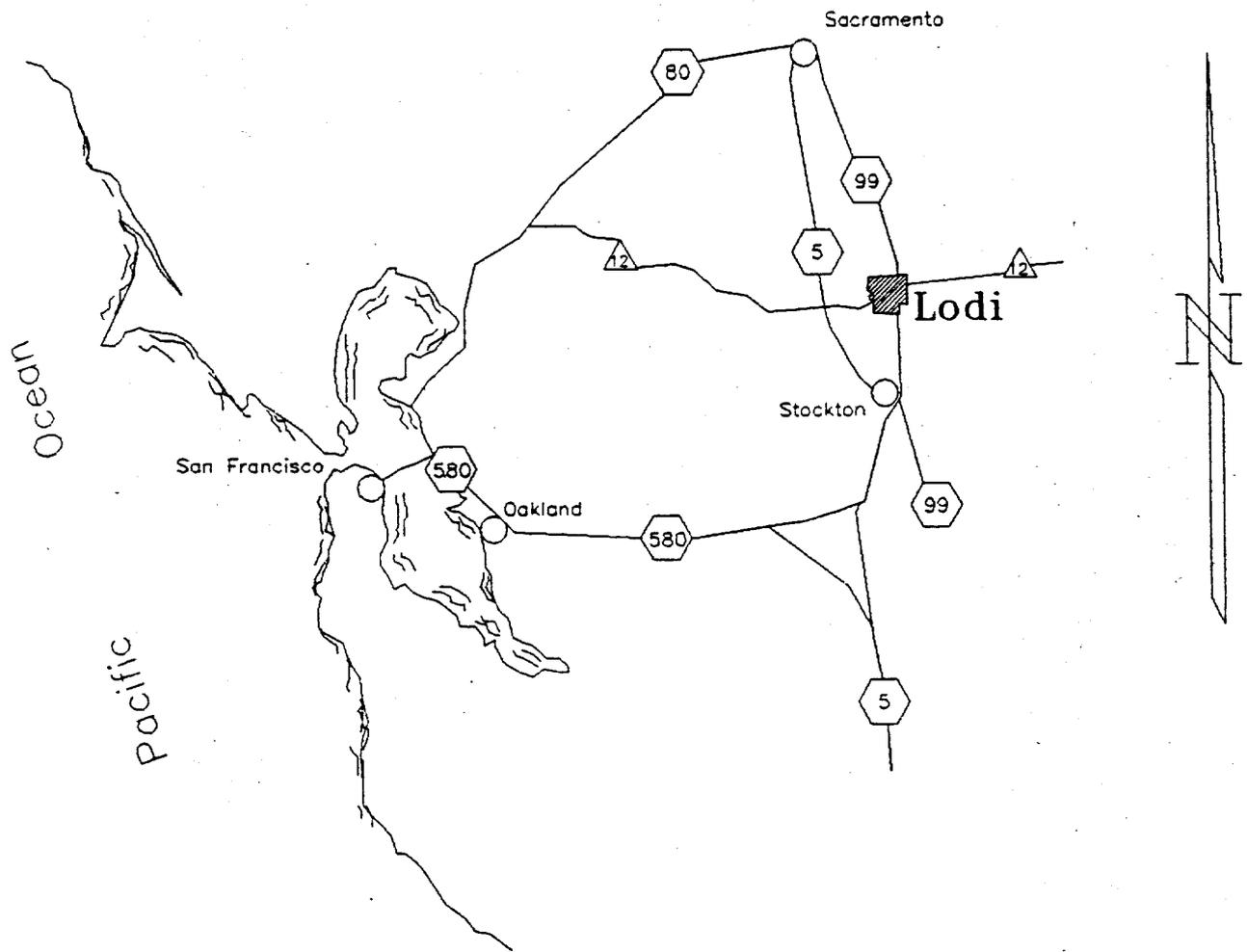
The payment of a fee for direct receipt of a public service by the party benefitting from the service.

1994-96 Financial Plan and Budget Instructions

MAJOR BUDGET PREPARATION GUIDELINES

BUDGET CALENDAR

Meeting with City Council to review current and projected financial status of City.	January 11, 1994
Meeting with Department Heads to review 1994-96 Financial Plan and Budget.	January 27, 1994
Meeting with City Council to review 1994-96 Financial Plan and Budget formats, policies and concepts.	February 8, 1994
Issue Budget Instructions, detail line item worksheets and personnel budget projections.	February 10, 1994
Meeting with City Council to review fiscal policies and Budget Review Policy.	February 15, 1994
Regular City Council meeting to adopt budget policies.	February 16, 1994
Departments submit activity descriptions.	March 11, 1994
Departments submit the following documents: Detail line item budget request Significant Expenditure and Staffing Change Requests Activity Objectives Capital Project Requests	March 21 - April 1, 1994
City Manager Budget Review	April 18 - April 22, 1994
City Manager Budget Review	April 25 - April 29, 1994
Preliminary Financial Plan and Budget	May 27, 1994
Council Study Sessions Revenue Estimates, Projected Fund Balances, Budget Highlights Operating Activity and Significant Expenditure Requests	June 7, 1994 June 7 - June 22, 1994
Public Hearing - 1994-96 Financial Plan and Budget Adoption	June 22, 1994



LOCATION MAP

No Scale