



**CITY OF LODI
COUNCIL COMMUNICATION**

AGENDA TITLE: Introduction of Draft Fiscal Year 2004-05 Financial Plan and Budget

MEETING DATE: June 2, 2004

PREPARED BY: Deputy City Manager

RECOMMENDED ACTION: That Council receive the Draft Fiscal Year 2004-05 Financial Plan and Budget.

BACKGROUND INFORMATION: During the May 19, 2004 City Council meeting, the City Manager advised Council Members that he would introduce the Draft Fiscal Year 2004-05 Financial Plan and Budget during the June 2, 2004 meeting. The Draft Budget document will be distributed to Council during the meeting.

The document that Council will receive will include the following revised sections from the adopted Fiscal Years 2003-05 Financial Plan and Budget:

1. Policies
2. Debt Service
3. Fund Balances
4. Appropriations Limit
5. Revenues by Major Source
6. Interfund Transfers
7. Personnel Staffing
8. Summary of Significant Expenditure Requests

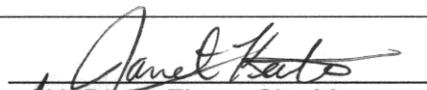
The aforementioned sections will be introduced to Council during the meeting, after which time the City Manager will recommend that Council continue Budget discussions during Shirtsleeve Sessions scheduled in June. Additionally the City Manager will invite Council Members to meet individually with him and staff to review any questions and clarifications regarding the Draft Budget prior to Budget adoption on June 30, 2004.

FUNDING: Not Applicable


Janet S. Keeter
Deputy City Manager

JSK

APPROVED:


H. Dixon Flynn, City Manager

ITEM I-6

All of the attached communications pertain to the issue of the 2004-05 Financial Plan and Budget and were received subsequent to Council Members' mail delivery on Tuesday, June 1, 2004.

(Excerpt from City Clerk's procedure for handling Council Communication – related to the definition of "Blue Sheets".)

"Blue Sheets"

Communication to the City Council pertaining to an item on the current agenda that was received after the last mail delivery to Council Members, is copied on blue paper with the corresponding agenda item number identified at the top right corner. This communication is placed on the Council dais alongside the agenda for review by Council Members prior to the item discussion. Blue sheets are also distributed to the City Manager, City Attorney, other affected departments, the press table, and are included in the "blue sheet" binder on the public information table in the Carnegie Forum on the day of the meeting.

Jennifer Perrin

From: Jim Siemers
Sent: Tuesday, June 01, 2004 8:19 AM
To: Larry Hansen; John Beckman; Susan Hitchcock; Emily Howard; Keith Land
Cc: Dixon Flynn; Rad Bartlam
Subject: FW: Budget Comments

Please disregard the previous document as it is password protected.

Jim Siemers
Building Inspection Division

Please read the enclosed comments concerning the current budget discussions. The enclosed letter has been sent to all council member and a copy to Mr Flynn and Mr Bartlam

Mayor Hanson, Members of the City Council

I would like to say that I appreciate the opportunity to address the Council.

After reading many articles in the News Sentinel and watching the budget discussion at the last Council meeting, I felt that I needed to express my opinion concerning the City's anticipated budget deficit and proposed solutions.

I have quite a number of disjointed topics I would like to present and hope that when I'm finished they will all meld together and make sense.

We are fortunate in this country that we have a free press. The NEWS media, thru television, radio, and print tends to overwhelm up with information on any topic you may have an interest in. And if you can't find it on the news, you can always look it up on the Internet. What this leads to is a public that is as educated as they wish to be on just about any subject they have an interest in.

Then once the NEWS media determines what they think the public's interest is and what their opinions are, then many polls let us know what we think.

When we hear that the federal government is running a large deficit our response is cut out the fat and end pork barrel budgets. Eliminate those programs that benefit a few at the expense of the taxpayers.

When we hear that the state government is running a large deficit our response is cut out the fat and end pork barrel budgets. Eliminate those programs that benefit a few at the expense of the taxpayers.

Here's one of those disjointed topics. I remember Councilman Jim Pinkerton saying that we shouldn't take money provided by grants from the state or the federal government because then we would be obligated to abide by their rules. Is this why we are so dependent on the Vehicle License Fee or why we operate large transit buses that are rarely if ever filled to capacity? Did we accept the Vehicle License Fee as added income that has now, after adding many new programs and expenses, become a necessary part of the revenue side of the budget?

And another. I also remember that there was ballot measure some time ago where the citizens of Lodi were asked if they would agree to an increase in their electric rates to fund the rehab of the Old Lodi High School into what is now known as Hutchins Street Square. The result of the ballot measure was No!

When the electric utility ratepayers have a percentage of their payment transferred into the general fund, and then the general fund provides operating funds and debt service for the Square. Is that what the citizens intended when they said NO?

I've talked about what the taxpayers want the federal government to do when there is a large deficit. Cut spending.

I've talked about what the taxpayers want the state government to do when there is a large deficit. Cut spending.

At both the federal and state levels, the taxpayers are not asking their government to cut spending on those programs that are essential to the well being of the country or the state.

We still need public safety to be protected by the federal and state governments.

We need roads, water, sewage processing, communications, and many other items that we cannot do for ourselves.

How does this impact the City of Lodi when there is a budget crisis?

I don't believe that Lodi's citizens are any different than any other across the state and the nation.

Lodi's citizens want and are willing to pay for the City to provide the services they cannot provide for themselves.

Lodi's citizens need the city to provide Police and Fire protection

Lodi's citizens need the city to provide clean water and sewer processing.

Lodi's citizens need the city to maintain their streets.

Lodi's citizens need the electric utility department to provide a dependable source of electricity.

I've stated that Lodi's citizens need these services, but what about the services they want. We all know there can be a large difference between need and want.

I know, you can always find someone who can justify wants as a quality of life issue and something that makes your community the unique place to live in that it is.

When do you start giving priority to wants over needs? Or when do you look at your expenses and say those are some real nice items and we really like them, but we cannot afford them right now. It is really nice to be able to take your family out to a dinner at a nice restaurant and a movie every week, but often something comes up in your budget that cuts you a little short and you have to settle for dinner at home and something on TV.

When I listen to the discussions concerning how the budget shortfall is to be addressed, what I am hearing is not eliminating some of the nice things, but rather solutions that will lower the level of services Lodi's citizens think they need.

When a decision is made to not fill 20 or 28 positions, where are those positions? Are they positions, which provide a service to the public? Do supervisors have to man a phone or desk because they don't have an employee to do the job?

The 20 or 28 positions; are they positions in city departments where the public has paid fees for a service and the service is not being provided in a timely manner due to lack of staff?

A work furlough has been suggested where every other Friday city offices would be closed to the public. The savings would be 10 percent of the employee's salary. But

not all employees. Just a select few. We can but assume that everyone will still expect 100 percent of the workload to be accomplished.

Meter readers will still need to read all the meters. Finance clerks will still need to get all the utility bills sent out and will still need to process all the payments on those utility bills. Building inspectors will still need to process 100 percent of the plan reviews and do 100 percent of the building inspection. And the list can go on.

I realize that there is a concern about jobs, and none of us want to lose our jobs or have other city employees lose their jobs, but, and this is a big but, is the City government here to provide jobs or services.

Another solution presented is a pay cut for city employees. But not all city employees. Where do you draw the line?

And speaking of pay cuts; I noticed that the job advertisement for the position of Finance Director indicated the salary offered plus a performance bonus. Are we providing pay bonuses to select employees while discussing cutting the pay of other employees?

I believe it's time to look at those programs the city is funding that cannot really be classified as need.

If we have a want program ask the citizens of Lodi if they are willing to pay the extra cost. Should all sports programs be self-funding? Including overhead.

If the skateboard park cannot fund itself, should the city find a buyer for the equipment?

What is the Operating budget for Hutchins Street Square and are revenues even coming close to covering all the costs.

Are the fees paid for sports programs offered by the city even close to covering the cost?

Can we afford the monies we spend on community promotion?

It is time to look at those programs and budget items that are either not needed or not self-funding. They may need to be either shut down, made self-funding, or funded by an increase in fees or taxes approved by the citizens of Lodi.

Jennifer Perrin

From: Donnie Sanford
Sent: Tuesday, June 01, 2004 10:36 AM
To: Jim Siemers
Cc: Tea Silvestre; Greg Ramirez; John Beckman; Emily Howard; Keith Land; Larry Hansen; Susan Hitchcock; Dixon Flynn
Subject: budget

Jim,
You as many others bring up the problems but never any solutions. Many of your points I agree with, and all areas and employees should be treated fairly and equally across the board. Don't give a performance bonus to one person or group and cut the pay of another. *Do your job and get paid fairly that is all the employees ask for.*

I think the City should make the public pay more for some of the wants that they desire ie: soccer, football, art classes, etc. But then the *possibility of those items being dropped come up and WE as the City do not want that to happen.* We all must work together to make this work.

I and my 2 man crew work extremely hard at the Square for this Community, sometimes 7 days a week, and we bring in the % of recovery requested by the City. And you should know how often that number changes. I am stopped at least 3 times a week and told by citizens how much they love HSS and great it is for the city to have it. You have access to the figures you speak of for the Square so look them up. I have Just started getting involved in city politics since I now am in charge of the Maint. budget and I have trimmed about \$6,000 dollars from my budget. I am doing my part, are you doing yours??

I appreciate your comments but stop bashing groups, that will not find solutions only alienate yourself from other people. Try a positive approach and maybe give a solution.

All this negativity makes me wonder if this is even worth it. I love my job and I treat my job and the City I work for with the utmost respect and hope for a successful community It would be nice if everyone did the same.

From the desk of

Donnie Sanford

Senior Facilities Maint. Worker

Hutchins Street Square

(209)333-6800 x2596

dsanford@lodi.gov

Jennifer Perrin

From: Mark Ruggiero
Sent: Tuesday, June 01, 2004 11:26 AM
To: Emily Howard; Dixon Flynn; Jim Siemers; Mark Zollo; Donnie Sanford
Cc: John Beckman; Keith Land; Larry Hansen; Susan Hitchcock; Tea Silvestre; Diane Amaral; Kevin Crews; Greg Ramirez; Billy Gonzalez
Subject: Jim Siemers budget comments

Jim,
Your comments as far as employees need to be treated fairly are on target. But your comment regarding the public says cut and cut some more are off base. Most people are in agreement that Government needs to balance there budgets and that fee and tax increases should be part of that solution! Also most people dont want to pay that tax but do not want to give up there services even the nice ones.

The city sports programs lower crime by keeping youth busy,Hutchins street sqaure provides through Lodi memorial Hospital Childrens and Adult day care, A senior center, Physical rehab at the pool,Arts and cultur programs,Facilities for Business confrences etc etc etc. All valuable services that make Lodi the place it is.

When it comes down to it you could privatise everything and save lots of money.

But you do not want for profit corporations controlling your Water,power,Building inspection,Parks and rec etc etc.

We (city empoyees) need to come together and help provide all the service that this great city deserves and help get through this tough fiscal enviornment!

Serving with pride

Mark Ruggiero

P.S This was written durning my break

★ Susan Blackston
City Clerk

DRAFT

filed 6-2-04



2004-05

2nd Year of Two Year

FINANCIAL PLAN AND BUDGET

**CITY OF LODI
CALIFORNIA**

**2004-05
FINANCIAL PLAN AND BUDGET**

*Larry Hansen, Mayor
John Beckman, Mayor Pro Tempore
Susan Hitchcock, Council Member
Emily Howard, Council Member
Keith Land, Council Member*

H. Dixon Flynn, City Manager

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

CITY OF LODI, CALIFORNIA

Section A
INTRODUCTION

2004-05 FINANCIAL PLAN AND BUDGET

DIRECTORY OF OFFICIALS AND ADVISORY BODIES

CITY COUNCIL

Larry Hansen, Mayor

John Beckman, Mayor Pro Tempore

Susan Hitchcock, City Council Member

Emily Howard, City Council Member

Keith Land, City Council Member

ADVISORY BODIES

Budget Committee

Planning Commission

Library Board

Arts Commission

Youth Commission

To advise City Council on Budget policies

Site Plan and Architectural Review Committee

Recreation Commission

Senior Citizens' Commission

East Side Improvement Committee

MANAGEMENT

H. Dixon Flynn, City Manager

Steve Schwabauer, Interim City Attorney

Susan Blackston, City Clerk

Jerry Adams, Police Chief

Tony Goehring, Interim Parks and Recreation Director

Konradt Bartlam, Community Development Director

Janet S. Keeter, Deputy City Manager

Tea Silvestre, Community Center Director

James Krueger, Finance Director

Nancy Martinez, Library Services Director

Joanne Narloch, Human Resources Director

Mike Pretz, Fire Chief

Richard Prima, Public Works Director

Alan Vallow, Electric Utility Director

REPORT PRODUCTION AND ANALYSIS

Budget Review Team

H. Dixon Flynn, City Manager
Janet S. Keeter, Deputy City Manager
Janet L. Hamilton, Management Analyst, Administration
Joanne Narloch, Human Resources Director
Maxine Cadwallader, Revenue Manager
James Krueger, Finance Director
Ruby Paiste, Accounting Manager
Cory Wadlow, Senior Accountant

Departments

Jerry Adams, Chief, Police
Ann Areida-Hintz, Senior Services Coordinator, Community Center
Tony Goehring, Interim Parks & Recreation Director, Parks & Recreation
Konradt Bartlam, Community Dev. Director, Community Development
Frank Beeler, Asst. Water/Wastewater Superintendent, Public Works
Susan Bjork, Management Analyst, Parks and Recreation
Susan Blackston, City Clerk, City Clerk's Office
George Bradley, Street Superintendent, Public Works
Dennis Callahan, Fleet and Facilities Manager, Public Works
Kirk Evans, Senior Management Analyst, Human Resources
Tiffani Fink, Transportation Manager, Public Works Transit
Betsy Gandy, Management Analyst, Police
Mel Grandi, Electric Service Manager, Electric Utility
Del Kerlin, Wastewater Assistant Treatment Superintendent, Public Works
Ronnie Kramer, Finance Technician, Finance
Rob Lechner, Customer Programs Manager, Electric Utility
Steve Mann, Information Systems Manager, Information Systems
Nancy Martinez, Library Services Director, Library
Tyson Mordhorst, IS Programmer/Analyst, Finance
David Morimoto, Senior Planner, Community Development
Peggy Nicolini, Legal Secretary, City Attorney's Office
Verne Person, Fire Division Chief, Fire
Mike Pretz, Fire Chief, Fire
Richard Prima, Public Works Director, Public Works
Boris Prokop, Manager, Rates and Resources, Electric Utility
Gregory Ramirez, Administrative Secretary, Community Center
Steve Schwabauer, Interim City Attorney, City Attorney's Office
Jim Siemers, Building Inspector, Community Development
Tea Silvestre, Community Center Director,
Nancy Spinelli, Accounts Clerk, Finance
Linda Tremble, Administrative Secretary, Electric Utility
Alan Vallow, Electric Utility Director, Electric Utility

Section B
POLICIES AND OBJECTIVES

2004-05 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, including recommended annual target funding levels for fleet funds; 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.

F. Fleet Committees

Fleet committees were established to serve the City Manager in all vehicle-related matters to include budgeting, acquisition, disposition, assignments, vehicle operations, maintenance and insurance.

G. Failure to Adopt Budget

If the City Council fails to adopt the budget by July 1 of each year, 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 *materials and services in excess of \$5,000 per contract or purchase order.*

H. Public Record

The budget document will be available on-line at the City's website located at www.lodi.gov. Hard copies will be available for public perusal at the Lodi Public Library, the Finance Department and the the Carnegie Forum during Council meetings.

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.

2004-05 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 annual comprehensive user fee analysis process. It is the City's goal that a minimum of 35% of the total cost of the City's recreation and 40% of the total cost of the City's community center programs should be recovered through fees and charges for recreation activities and the use of City facilities and equipment. In achieving these overall cost recovery goals, the following guidelines will be used:

1. Cost recovery for activities directed to adults should be relatively high *if not at 100% of cost*.
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 Community Center 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 Community Center may waive fees with the approval of the City Manager when it is determined that an undue hardship exists or when in the best interest of the City.

2004-05 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 costs; including operations, capital outlay and debt service, of the following enterprise programs: electrical, water, sewer, 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 on-going 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.

2004-05 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 are 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

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 **2004-05** does not prevent future Councils from directing General Fund resources to other funds and activities as necessary.

2004-05 FINANCIAL PLAN AND BUDGET

BUDGET POLICIES

transportation programs - in conjunction with other State and Federal grants for this purpose, will be self-supporting from TDA revenues. As available, TDA funds will also be used for street maintenance projects.

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 of Taxes" to the extent they exceed the cost of services provided by general services (accounting, personnel, legal, insurance, etc.). These taxes will be levied based on prior year revenues as follows *with changes in future years to coincide with the water/wastewater rate increases approved in April 2004*:

	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
In-lieu of Tax - Electric	12%	12%	12%
In-lieu of Tax - Water	12%	9%	9%
In-lieu of Tax - <i>Wastewater</i>	9%	11%	9%

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.

F. Grants and Donations

Council must approve applications for grants or acceptance of donations containing restrictions that may have an impact on the budget.

G. Use of Community Development Block Grant (CDBG) Funds

Each year, the U.S. Department of Housing and Urban Development (HUD) awards cities grants to carry out a number of community development activities in an effort to revitalize neighborhoods, foster economic development and improve community facilities and services. Lodi receives those grant funds in a formula-based allocation to use to address identified community development needs.

2004-05 FINANCIAL PLAN AND BUDGET

BUDGET POLICIES

FUND BALANCE DESIGNATIONS AND RESERVES

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

INVESTMENTS

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

2004-05 FINANCIAL PLAN AND BUDGET

BUDGET POLICIES

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

Section C
CHANGES IN FUND BALANCE

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - GENERAL FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Adopted Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues	19,447,199	20,213,654	21,160,890		21,160,890	21,950,230	1,881,695	23,831,925
Licenses and Permits	1,464,450	1,669,402	1,555,905		1,555,905	1,586,115		1,586,115
Fines and Forfeitures	743,058	746,857	811,090		811,090	763,945		763,945
Investment/Property Revenues	500,058	217,171	776,260	(444,380)	331,880	776,260	(444,380)	331,880
Intergovernmental Revenues	4,291,718	4,059,062	4,145,331		4,145,331	4,056,961	(69,000)	3,987,961
Service Charges	1,738,806	1,867,525	1,814,930	(148,600)	1,666,330	2,352,060	(387,640)	1,964,420
Other Revenue	138,294	129,858	119,250		119,250	121,235		121,235
Total Revenue	28,323,583	28,903,529	30,383,656	(592,980)	29,790,676	31,606,806	980,675	32,587,481
Expenditures								
Operating Programs								
Public Safety	13,132,941	13,530,180	15,229,994	(360,285)	14,869,709	16,866,399	(1,041,403)	15,824,996
Transportation	1,817,284	1,998,381	2,072,270	(521)	2,071,749	2,158,690	(31,288)	2,127,402
Leisure, Cultural and Social Services	4,082,832	4,397,605	4,670,221	(198,459)	4,471,762	4,794,851	(332,863)	4,461,988
Community and Economic Development	3,152,561	3,190,093	3,289,410	(318,976)	2,970,434	3,557,270	(406,055)	3,151,215
General Government	7,788,217	8,701,782	8,975,052	(340,238)	8,634,814	9,476,549	(914,408)	8,562,141
Total Operating Programs	29,973,835	31,818,041	34,236,947	(1,218,479)	33,018,468	36,853,759	(2,726,017)	34,127,742
Bulk Power Purchase								
Other Purchases								
Capital Projects								
Debt Service								
Total Expenditures	29,973,835	31,818,041	34,236,947	(1,218,479)	33,018,468	36,853,759	(2,726,017)	34,127,742
Revenues/Expenditures (Over/Under)	(1,650,252)	(2,914,512)	(3,853,291)	625,499	(3,227,792)	(5,246,953)	3,706,692	(1,540,261)
Other Sources (Uses)								
Operating Transfers In	4,897,694	6,963,138	6,375,464	1,116,000	7,491,464	6,380,199	702,028	7,082,227
Operating Transfers Out	(4,288,392)	(5,842,729)	(4,490,867)	(470,525)	(4,961,392)	(4,490,867)	(828,662)	(5,319,529)
Other Sources (Uses)		300,000	2,530,001	(1,154,413)	1,375,588	2,701,404	(1,027,267)	1,674,137
Total Other Sources (Uses)	609,302	1,420,409	4,414,599	(508,938)	3,905,661	4,590,737	(1,153,901)	3,436,836
Fund Balance Beginning of the Year	3,629,228	2,588,278	2,642,505	(1,548,471)	1,094,034	3,203,813	(1,431,910)	1,771,903
Adjustment to Fund Balance								
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve								
Unreserved	2,588,278	1,094,175	3,203,813	(1,431,910)	1,771,903	2,547,596	1,120,881	3,668,477
Total Fund Balance	2,588,278	1,094,175	3,203,813	(1,431,910)	1,771,903	2,547,596	1,120,881	3,668,477
	8.64%	3.44%	9.36%		5.37%	6.91%		10.75%

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - LIBRARY FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Adopted Budget	Changes	Revised Budget	Adopted Budget	Changes	Revised Budget
Revenues								
Tax Revenues	1,128,134	1,238,288	1,284,845		1,284,845	1,374,785	(45,120)	1,329,665
Fines and Forfeitures	63,154	56,238	59,000		59,000	59,000		59,000
Investment/Property Revenues	15,847	4,313						
Intergovernmental Revenues	223,557	160,329	107,500		107,500	91,000		91,000
Other Revenue	76,032	28,279	4,030		4,030	4,030		4,030
Total Revenue	1,506,724	1,487,447	1,455,375		1,455,375	1,528,815	(45,120)	1,483,695
Expenditures								
Operating Programs								
Public Safety								
Public Utilities								
Transportation								
Leisure, Cultural and Social Services	1,157,664	1,166,686	1,258,085	(9,200)	1,248,885	1,300,485	(32,911)	1,267,574
Community and Economic Development								
General Government								
Total Operating Programs	1,157,664	1,166,686	1,258,085	(9,200)	1,248,885	1,300,485	(32,911)	1,267,574
Bulk Power Purchase								
Other Purchases								
Capital Projects	144,906	83,665						
Debt Service								
Total Expenditures	1,302,570	1,250,351	1,258,085	(9,200)	1,248,885	1,300,485	(32,911)	1,267,574
Revenues/Expenditures (Over/Under)	204,154	237,096	197,290	9,200	206,490	228,330	(12,209)	216,121
Other Sources (Uses)								
Operating Transfers In	2,715							
Operating Transfers Out	(119,712)	(129,634)	(173,915)		(173,915)	(173,915)		(173,915)
Other Sources (Uses)								
Total Other Sources (Uses)	(116,997)	(129,634)	(173,915)		(173,915)	(173,915)		(173,915)
Fund Balance Beginning of the Year	440,087	527,244	634,706		634,706	658,081	9,200	667,281
and Balance End of the Year								
Reserved for Debt Service								
Designated Reserve								
Unreserved	527,244	634,706	658,081	9,200	667,281	712,497	(3,009)	709,487
Total Fund Balance	527,244	634,706	658,081	9,200	667,281	712,497	(3,009)	709,487

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - CAPITAL OUTLAY FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues	1,692,200	1,857,432	1,927,265		1,927,265	2,062,175	(2,062,175)	
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	607,424	520,585	24,540		24,540	24,540		24,540
Intergovernmental Revenues	4,256,053	24,840	1,115,430		1,115,430	1,250,000		1,250,000
Service Charges	807,994	2,286,281	2,408,360		2,408,360	2,099,340		2,099,340
Other Revenue	1,055,731	215,080	150,000		150,000	150,000		150,000
Total Revenue	8,419,402	4,904,218	5,625,595		5,625,595	5,586,055	(2,062,175)	3,523,880
Expenditures								
Operating Programs								
Public Safety								
Public Utilities								
Transportation								
Leisure, Cultural and Social Services		39,494						
Community and Economic Development								
General Government								
Total Operating Programs		39,494						
Bulk Power Purchase								
Other Purchases								
Capital Projects	5,271,183	9,367,650	8,792,484	(1,430,088)	7,362,396	1,919,550		1,919,550
Debt Service								
Total Expenditures	5,271,183	9,407,144	8,792,484	(1,430,088)	7,362,396	1,919,550		1,919,550
Revenues/Expenditures (Over/Under)	3,148,219	(4,502,926)	(3,166,889)	1,430,088	(1,736,801)	3,666,505	(2,062,175)	1,604,330
Other Sources (Uses)								
Operating Transfers In	4,573,952	1,982,180	350,000	265,177	615,177	350,000	(350,000)	
Operating Transfers Out	(4,899,026)	(4,168,097)	(2,109,994)	(1,388,852)	(3,498,846)	(2,159,954)	(1,116,000)	(3,275,954)
Other Sources (Uses)		9,067		(890,000)	(890,000)			
Proceeds from Debt Financing	13,395,749		4,932,279		4,932,279			
Total Other Sources (Uses)	13,070,675	(2,176,850)	3,172,285	(2,013,675)	1,158,610	(1,809,954)	(1,466,000)	(3,275,954)
Fund Balance Beginning of the Year	3,159,294	19,378,188	12,698,412		12,698,412	12,703,808	(583,587)	12,120,221
Fund Balance End of the Year								
Reserved for Debt Service			1,679,480		1,679,480	1,679,480		1,679,480
Designated Reserve	19,378,188	12,698,412	11,024,328	(583,587)	10,440,741	12,880,879	(4,111,762)	8,769,117
Unreserved								
Total Fund Balance	19,378,188	12,698,412	12,703,808	(583,587)	12,120,221	14,560,359	(4,111,762)	10,448,597

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - TRANSPORTATION DEVELOPMENT ACT FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	2,715	2,266						
Intergovernmental Revenues	1,846,183	36,645	1,750,000	(1,710,633)	39,367	1,750,000	(1,710,633)	39,367
Service Charges								
Other Revenue								
Total Revenue	1,848,898	38,911	1,750,000	(1,710,633)	39,367	1,750,000	(1,710,633)	39,367
Expenditures								
<i>Operating Programs</i>								
Public Safety								
Public Utilities								
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs								
Bulk Power Purchase								
Other Purchases								
Capital Projects	28,888	75,622	48,000		48,000			
Debt Service								
Total Expenditures	28,888	75,622	48,000		48,000			
Revenues/Expenditures (Over/Under)	1,820,010	(36,711)	1,702,000	(1,710,633)	(8,633)	1,750,000	(1,710,633)	39,367
Other Sources (Uses)								
Operating Transfers In								
Operating Transfers Out	(1,502,650)	(329,802)	(1,816,156)	1,750,000	(66,156)	(1,816,156)	1,750,000	(66,156)
Other Sources (Uses)					68,405			26,790
Proceeds from Debt Financing								
Total Other Sources (Uses)	(1,502,650)	(329,802)	(1,816,156)	1,750,000	2,249	(1,816,156)	1,750,000	(39,366)
Fund Balance Beginning of the Year	55,537	372,897	6,384		6,384	(107,772)		(0)
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve	372,897	6,384	(107,772)		(0)	(173,929)		0
Unreserved								
Total Fund Balance	372,897	6,384	(107,772)	39,367	(0)	(173,929)	39,367	0

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - CDBG FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Revised Budget	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues								
Intergovernmental Revenues	616,167	849,670	1,089,110		1,089,110	1,089,110		1,089,110
Service Charges								
Other Revenue								
Total Revenue	616,167	849,670	1,089,110		1,089,110	1,089,110		1,089,110
Expenditures								
Operating Programs								
Public Safety								
Public Utilities								
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs								
Bulk Power Purchase								
Other Purchases								
Capital Projects	616,167	849,670	1,089,110		1,089,110	1,089,110		1,089,110
Debt Service								
Total Expenditures	616,167	849,670	1,089,110		1,089,110	1,089,110		1,089,110
Revenues/Expenditures (Over/Under)								
Other Sources (Uses)								
Operating Transfers In								
Operating Transfers Out								
Other Sources (Uses)								
Total Other Sources (Uses)								
Fund Balance Beginning of the Year								
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve								
Unreserved								
Total Fund Balance								

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - POLICE SPECIAL REVENUE FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Revised Budget	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	23,402	6,890						
Intergovernmental Revenues	626,732	335,924						
Service Charges								
Other Revenue								
Total Revenue	650,134	342,814						
Expenditures								
Operating Programs								
Public Safety	467,571	153,828						
Public Utilities								
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs	467,571	153,828						
Bulk Power Purchase								
Other Purchases								
Capital Projects		101,530						
Debt Service								
Total Expenditures	467,571	255,358						
Revenues/Expenditures (Over/Under)	182,563	87,456						
Other Sources (Uses)								
Operating Transfers In	39,748	9,891						
Operating Transfers Out	(41,229)	(77,671)						
Other Sources (Uses)								
Total Other Sources (Uses)	(1,481)	(67,780)						
End Balance Beginning of the Year	187,808	368,890	388,566		388,566	388,566		388,566
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve								
Unreserved	368,890	388,566	388,566		388,566	388,566		388,566
Total Fund Balance	368,890	388,566	388,566		388,566	388,566		388,566

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - STREET FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues	775,524	790,560	838,370		838,370	886,155		886,155
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	84,500	80,308						
Intergovernmental Revenues	10,139,549	1,891,337	5,217,000		5,217,000	8,482,000		8,482,000
Service Charges	1,333,525	2,096,206	1,144,000		1,144,000	1,355,000		1,355,000
Other Revenue	24,746	40,278	20,000		20,000			
Total Revenue	12,357,844	4,898,689	7,219,370		7,219,370	10,723,155		10,723,155
Expenditures								
Operating Programs								
Public Safety								
Public Utilities								
Transportation		24,864						
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs		24,864						
Bulk Power Purchase								
Other Purchases								
Capital Projects	11,626,452	2,690,992	5,532,700		5,532,700	9,796,880		9,796,880
Debt Service								
Total Expenditures	11,626,452	2,715,856	5,532,700		5,532,700	9,796,880		9,796,880
Revenues/Expenditures (Over/Under)	731,392	2,182,833	1,686,670		1,686,670	926,275		926,275
Other Sources (Uses)								
Operating Transfers In	538,470		150,000	(150,000)		150,000	(150,000)	
Operating Transfers Out	(1,645,871)	(1,601,998)	(1,411,277)	(711,003)	(2,122,280)	(1,411,277)		(1,411,277)
Other Sources (Uses)								
Total Other Sources (Uses)	(1,107,401)	(1,601,998)	(1,261,277)	(861,003)	(2,122,280)	(1,261,277)	(150,000)	(1,411,277)
Fund Balance Beginning of the Year	2,806,972	2,430,963	3,011,798		3,011,798	3,437,190	(861,003)	2,576,187
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve								
Unreserved	2,430,963	3,011,798	3,437,190		2,576,187	3,102,188		2,091,185
Total Fund Balance	2,430,963	3,011,798	3,437,190	(861,003)	2,576,187	3,102,188	(1,011,003)	2,091,185

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - DEBT SERVICE FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Revised Budget	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues								
Intergovernmental Revenues								
Service Charges								
Other Revenue								
Total Revenue								
Expenditures								
Operating Programs								
Public Safety								
Public Utilities								
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs								
Bulk Power Purchase								
Other Purchases								
Capital Projects								
Debt Service	1,233,699	1,950,040	1,671,446		1,671,446	1,671,671		1,671,671
Total Expenditures	1,233,699	1,950,040	1,671,446		1,671,446	1,671,671		1,671,671
Revenues/Expenditures (Over/Under)	(1,233,699)	(1,950,040)	(1,671,446)		(1,671,446)	(1,671,671)		(1,671,671)
Other Sources (Uses)								
Operating Transfers In	1,233,699	1,950,040	1,671,446		1,671,446	1,671,671		1,671,671
Operating Transfers Out								
Other Sources (Uses)								
Total Other Sources (Uses)	1,233,699	1,950,040	1,671,446		1,671,446	1,671,671		1,671,671
and Balance Beginning of the Year								
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve								
Unreserved								
Total Fund Balance								

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - WATER FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	28,054	15,597	9,830		9,830	10,220		10,220
Intergovernmental Revenues								
Service Charges	4,617,785	6,140,820	5,917,845		5,917,845	6,187,165	2,000,000	8,187,165
Other Revenue	345,795	2,990,340	245,000		245,000	249,000		249,000
Total Revenue	4,991,634	9,146,757	6,172,675		6,172,675	6,446,385	2,000,000	8,446,385
Expenditures								
<i>Operating Programs</i>								
Public Safety								
Public Utilities	2,505,539	2,536,719	3,215,800	(93,285)	3,122,515	3,199,415	(41,994)	3,157,421
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs	2,505,539	2,536,719	3,215,800	(93,285)	3,122,515	3,199,415	(41,994)	3,157,421
Bulk Power Purchase								
Other Purchases		49,925	37,185		37,185			
Capital Projects		6,401,075	2,625,930		2,625,930	4,019,840	800,500	4,820,340
Debt Service	227,283	2,324,861	226,699		226,699	226,767		226,767
Total Expenditures	2,732,822	11,262,655	6,105,614	(93,285)	6,012,329	7,446,022	758,506	8,204,528
Revenues/Expenditures (Over/Under)	2,258,812	(2,115,898)	67,061	93,285	160,346	(999,637)	1,241,494	241,857
Other Sources (Uses)								
Operating Transfers In	312,563	40,646						
Operating Transfers Out	(1,186,209)	(913,767)	(902,503)	(17,935)	(920,438)	(902,503)	(28,792)	(931,295)
Other Sources (Uses)	(2,245,425)	1,370,508				600,000	(656,400)	(56,400)
Proceeds from Debt financing		3,000,000						
Total Other Sources (Uses)	(3,119,071)	3,497,387	(902,503)	(17,935)	(920,438)	(302,503)	(685,192)	(987,695)
Fund Balance Beginning of the Year	994,107	133,848	1,515,337		1,515,337	755,245		755,245
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve	133,848	1,515,337	679,895		755,245	(546,895)	556,302	9,407
Unreserved								
Total Fund Balance	133,848	1,515,337	679,895	75,350	755,245	(546,895)	556,302	9,407

* Proceeds from the Environmental Abatement Program for the PCE/TCE expenditures.

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - WASTEWATER FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	231,760	304,024	205,645	59,029	264,674	205,645	244,937	450,582
Intergovernmental Revenues								
Service Charges	4,391,091	6,919,475	6,652,250	664,328	7,316,578	6,858,300	2,116,478	8,974,778
Other Revenue	754,123	293,457						
Total Revenue	5,376,974	7,516,956	6,857,895	723,357	7,581,252	7,063,945	2,361,415	9,425,360
Expenditures								
Operating Programs								
Public Safety								
Public Utilities	3,774,025	3,527,937	3,855,345	344,676	4,200,021	3,937,305	309,796	4,247,101
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs	3,774,025	3,527,937	3,855,345	344,676	4,200,021	3,937,305	309,796	4,247,101
Bulk Power Purchase								
Other Purchases		50,112	206,455		206,455			
Capital Projects		1,340,521	19,974,500	11,625,150	31,599,650	2,881,340	300,500	3,181,840
Debt Service	825,131	825,557	817,465		817,465	816,440	1,621,975	2,438,415
Total Expenditures	4,599,156	5,744,127	24,853,765	11,969,826	36,823,591	7,635,085	2,232,271	9,867,356
Revenues/Expenditures (Over/Under)	777,818	1,772,829	(17,995,870)	(11,246,469)	(29,242,339)	(571,140)	129,144	(441,996)
Other Sources (Uses)								
Operating Transfers In	871,395	47,529						
Operating Transfers Out	(1,881,645)	(1,000,290)	(1,099,713)	(42,860)	(1,142,573)	(1,099,713)	(64,578)	(1,164,291)
Other Sources (Uses)	(2,501,363)	1,698,062					(49,350)	(49,350)
Proceeds from Debt Financing			18,000,000 *	14,295,000	32,295,000			
Total Other Sources (Uses)	(3,511,613)	745,301	16,900,287	14,252,140	31,152,427	(1,099,713)	(113,928)	(1,213,641)
Fund Balance Beginning of the Year	2,733,795		2,518,130		2,518,130	1,422,547	3,005,671	4,428,218
Fund Balance End of the Year								
Reserved for Debt Service				2,169,850	2,169,850		2,169,850	2,169,850
Designated Reserve		2,518,130	1,422,547	835,821	2,258,368	(248,305)	851,037	602,732
Unreserved								
Total Fund Balance		2,518,130	1,422,547	3,005,671	4,428,218	(248,305)	3,020,887	2,772,582

* New financing

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - ELECTRIC FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	1,919,887	6,504,143	1,320,000		1,320,000	1,220,000		1,220,000
Intergovernmental Revenues								
Service Charges	47,837,843	49,267,619	51,831,475		51,831,475	52,604,775		52,604,775
Other Revenue	100,173	75,718	6,500		6,500	6,500		6,500
Total Revenue	49,857,903	55,847,480	53,157,975		53,157,975	53,831,275		53,831,275
Expenditures								
Operating Programs								
Public Safety								
Public Utilities	11,148,606	11,679,473	13,862,020	(544,026)	13,317,994	14,463,990	(130,250)	14,333,740
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs	11,148,606	11,679,473	13,862,020	(544,026)	13,317,994	14,463,990	(130,250)	14,333,740
Bulk Power Purchase	52,375,146	30,772,425	32,723,000		32,723,000	32,650,000		32,650,000
Other Purchases						105,000		105,000
Capital Projects		3,090,335	5,902,700		5,902,700	5,734,590		5,734,590
Debt Service	2,459,377	7,602,777	7,920,308		7,920,308	6,317,569		6,317,569
Total Expenditures	65,983,129	53,145,010	60,408,028	(544,026)	59,864,002	59,271,149	(130,250)	59,140,899
Revenues/Expenditures (Over/Under)	(16,125,226)	2,702,470	(7,250,053)	544,026	(6,706,027)	(5,439,874)	130,250	(5,309,624)
Other Sources (Uses)								
Operating Transfers In	508,433	47,273						
Operating Transfers Out	(3,266,285)	(2,901,081)	(4,447,479)	(99,643)	(4,547,122)	(4,447,479)	(168,512)	(3,814,386)
Other Sources (Uses)	4,266,968	(4,431,804)	7,300,000		7,300,000	3,400,000	(373,650)	3,026,350
Proceeds from Debt financing	11,653,507	2,931,555	5,902,700		5,902,700	5,734,590		5,734,590
Total Other Sources (Uses)	13,162,623	(4,354,057)	8,755,221	(99,643)	8,655,578	4,687,111	(542,162)	4,946,554
Fund Balance Beginning of the Year	5,385,778	2,423,175	771,588		771,588	2,276,756	444,383	2,721,139
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve	2,423,175	771,588	2,276,756	444,383	2,721,139	1,523,993	834,076	2,358,069
Unreserved								
Total Fund Balance	2,423,175	771,588	2,276,756	444,383	2,721,139	1,523,993	32,471	2,358,069

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - TRANSIT FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	(137,061)	(44,774)						
Intergovernmental Revenues	3,443,392	1,997,933	2,693,405	315,392	3,008,797	2,693,405	315,392	3,008,797
Service Charges	234,200	293,046	250,000		250,000	261,000		261,000
Other Revenue	347,091	1,620,444						
Total Revenue	3,887,622	3,866,649	2,943,405	315,392	3,258,797	2,954,405	315,392	3,269,797
Expenditures								
<i>Operating Programs</i>								
Public Safety								
Public Utilities								
Transportation	2,306,402	2,474,765	2,419,430		2,419,430	2,542,285		2,542,285
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs	2,306,402	2,474,765	2,419,430		2,419,430	2,542,285		2,542,285
Bulk Power Purchase								
Other Purchases			175,000		175,000	175,000		175,000
Capital Projects		2,363,513	55,000		55,000	238,000		238,000
Debt Service								
Total Expenditures	2,306,402	4,838,278	2,649,430		2,649,430	2,955,285		2,955,285
Revenues/Expenditures (Over/Under)	1,581,220	(971,629)	293,975	315,392	609,367	(880)	315,392	314,512
Other Sources (Uses)								
Operating Transfers In	1,173,511	497,920	1,600,000	(881,322)	718,678	1,600,000	(1,600,000)	
Operating Transfers Out	(300,704)	(363,552)	(478,709)		(478,709)	(478,709)		(478,709)
Other Sources (Uses)	(2,454,027)	(1,831,700)		1,710,000	1,710,000		273,821	273,821
Total Other Sources (Uses)	(1,581,220)	(1,697,332)	1,121,291	828,678	1,949,969	1,121,291	(1,326,179)	(204,888)
ad Balance Beginning of the Year			(2,668,961)		(2,668,961)	(1,253,695)		(109,625)
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve								
Unreserved		(2,668,961)	(1,253,695)		(109,625)	(133,283)		(0)
Total Fund Balance		(2,668,961)	(1,253,695)	1,144,070	(109,625)	133,283	(1,010,787)	(0)

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - BENEFITS FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	(37,243)	(10,914)						
Intergovernmental Revenues								
Service Charges	177,945	312,263	284,240	252,369	536,609	294,005	67,325	361,330
Other Revenue	32,821	13,449		11,755	11,755			
Total Revenue	173,523	314,798	284,240	264,124	548,364	294,005	67,325	361,330
Expenditures								
Operating Programs								
Public Safety								
Public Utilities								
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government	3,190,451	3,907,191	4,556,925		4,556,925	5,159,150		5,159,150
Total Operating Programs	3,190,451	3,907,191	4,556,925		4,556,925	5,159,150		5,159,150
Bulk Power Purchase								
Other Purchases								
Capital Projects								
Debt Service								
Total Expenditures	3,190,451	3,907,191	4,556,925		4,556,925	5,159,150		5,159,150
Revenues/Expenditures (Over/Under)	(3,016,928)	(3,592,393)	(4,272,685)	264,124	(4,008,561)	(4,865,145)	67,325	(4,797,820)
Other Sources (Uses)								
Operating Transfers In	3,023,472	3,991,097	3,741,722	530,955	4,272,677	3,741,722	1,183,411	4,925,133
Operating Transfers Out		(128,649)						
Other Sources (Uses)	(19,977)	(254,831)	213,242		213,242			
Total Other Sources (Uses)	3,003,495	3,607,617	3,954,964	530,955	4,485,919	3,741,722	1,183,411	4,925,133
End Balance Beginning of the Year	(606,462)	(619,895)	(604,671)		(604,671)	(922,392)	795,079	(127,313)
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve								
Unreserved	(619,895)	(604,671)	(922,392)	795,079	(127,313)	(2,045,815)	2,045,815	0
Total Fund Balance	(619,895)	(604,671)	(922,392)	795,079	(127,313)	(2,045,815)	2,045,815	0

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - SELF INSURANCE FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Actual	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	91,684	17,420						
Intergovernmental Revenues	130,395	122,147						
Service Charges								
Other Revenue	162,708	310,657	200,000		200,000	200,000		200,000
Total Revenue	384,787	450,224	200,000		200,000	200,000		200,000
Expenditures								
Operating Programs								
Public Safety								
Public Utilities								
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government	2,060,552	2,194,382	2,711,980	100,000	2,811,980	2,862,500	(130,500)	2,732,000
Total Operating Programs	2,060,552	2,194,382	2,711,980	100,000	2,811,980	2,862,500	(130,500)	2,732,000
Bulk Power Purchase								
Other Purchases								
Capital Projects								
Debt Service								
Total Expenditures	2,060,552	2,194,382	2,711,980	100,000	2,811,980	2,862,500	(130,500)	2,732,000
Revenues/Expenditures (Over/Under)	(1,675,765)	(1,744,158)	(2,511,980)	(100,000)	(2,611,980)	(2,662,500)	130,500	(2,532,000)
Other Sources (Uses)								
Operating Transfers In	807,795	1,407,795	2,711,980	100,000	2,811,980	2,711,980	(130,500)	2,581,480
Operating Transfers Out								
Other Sources (Uses)	(69,052)	103,275						
Total Other Sources (Uses)	738,743	1,511,070	2,711,980	100,000	2,811,980	2,711,980	(130,500)	2,581,480
and Balance Beginning of the Year	2,535,894	1,598,872	1,365,784		1,365,784	1,565,784		1,565,784
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve	1,598,872	1,365,784	1,565,784		1,565,784	1,615,264		1,615,264
Unreserved								
Total Fund Balance	1,598,872	1,365,784	1,565,784		1,565,784	1,615,264		1,615,264

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - VEHICLE & EQUIPMENT REPLACEMENT FUND

	2001-2002	2002-2003	2003-2004		2003-004	2004-2005		2004-2005
	Actual	Budget	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Tax Revenues								
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	21,306							
Intergovernmental Revenues								
Service Charges								
Other Revenue	39,853							
Total Revenue	61,159							
Operating Programs								
Public Safety								
Public Utilities								
Transportation								
Leisure, Cultural and Social Services								
Community and Economic Development								
General Government								
Total Operating Programs								
Bulk Power Purchase								
Other Purchases	820,772	559,222	255,000		255,000	300,000		300,000
Capital Projects						55,500		55,500
Debt Service								
Total Expenditures	820,772	559,222	255,000		255,000	355,500		355,500
Revenues/Expenditures (Over/Under)	(759,613)	(559,222)	(255,000)		(255,000)	(355,500)		(355,500)
Other Sources (Uses)								
Operating Transfers In	738,389	550,079	330,000		330,000	375,000		375,000
Operating Transfers Out	(80,185)	(20,000)						
Other Sources (Uses)								
Cost of Medical Care/Dental, Vision								
Total Other Sources (Uses)	658,204	530,079	330,000		330,000	375,000		375,000
Fund Balance Beginning of the Year	276,189	174,780	145,637		145,637	220,637		220,637
Reserved for Debt Service								
Designated Reserve								
Unreserved	174,780	145,637	220,637	19,500	220,637	240,137		240,137
Total Fund Balance	174,780	145,637	220,637		220,637	240,137		240,137

2004-2005 FINANCIAL PLAN AND SUMMARY

CHANGES IN FUND BALANCE - TRUST AND AGENCY FUND

	2001-2002	2002-2003	2003-2004		2003-2004	2004-2005		2004-2005
	Actual	Revised Budget	Budget	Changes	Revised Budget	Budget	Changes	Revised Budget
Revenues								
Tax Revenues	204,469	208,318	187,500		187,500	167,000		167,000
Licenses and Permits								
Fines and Forfeitures								
Investment/Property Revenues	18,967	(36,699)						
Intergovernmental Revenues								
Service Charges								
Other Revenue								
Total Revenue	223,436	171,619	187,500		187,500	167,000		167,000
Expenditures								
Operating Programs								
Public Safety								
Public Utilities								
Transportation								
Leisure, Cultural and Social Services	70,000							
Community and Economic Development								
General Government								
Total Operating Programs	70,000							
Bulk Power Purchase								
Other Purchases								
Capital Projects		25,075						
Debt Service								
Total Expenditures	70,000	25,075						
Revenues/Expenditures (Over/Under)	153,436	146,544	187,500		187,500	167,000		167,000
Other Sources (Uses)								
Operating Transfers In								
Operating Transfers Out	(18,361)	(10,318)						
Other Sources (Uses)	(206,223)	(227,558)	(192,880)		(192,880)	(196,005)		(196,005)
Cost of Medical Care/Dental, Vision								
Total Other Sources (Uses)	(224,584)	(237,876)	(192,880)		(192,880)	(196,005)		(196,005)
Fund Balance Beginning of the Year	1,105,232	1,034,084	942,752		942,752	937,372		937,372
Fund Balance End of the Year								
Reserved for Debt Service								
Designated Reserve								
Unreserved	1,034,084	942,752	937,372		937,372	908,367		908,367
Total Fund Balance	1,034,084	942,752	937,372		937,372	908,367		908,367

Section D
FINANCIAL & STATISTICAL TABLES

REVENUES by MAJOR CATEGORY & SOURCE

- **Tax Revenue**
 - **Licenses & Permits**
 - **Fines & Forfeitures**
 - **Investment & Property Revenues**
 - **Revenue from Others**
 - **Service Fees & Charges**
 - **Other Revenue**
-
-

2004-2005 FINANCIAL PLAN AND SUMMARY

REVENUES BY MAJOR CATEGORY AND SOURCE

	2001-2002	2002-2003	2003-2004	2004-2005	Revenue Adjustments	
	Actual	Actual	Recommended Budget	Recommended Budget	03-04	04-05
TAX REVENUES						
Property Tax	5,640,668	6,191,440	6,424,220	6,648,320		(225,600)
Special Assessment	204,469	208,318	187,500	167,000		
Sales & Use Tax	8,284,631	8,639,582	8,755,000	9,105,000		
Public Safety Sales Tax (Prop 172)	230,748	247,317	282,400	307,815		
Street Maintenance Sales Tax (K)	775,524	790,560	838,370	886,155		
Transient Occupancy Tax	438,694	399,759	288,695	288,695		
Waste Removal Franchise Tax	317,875	333,916	317,875	317,875		
Industrial Franchise	44,733	44,517	42,805	42,805		
Gas Franchise	268,724	127,356	268,725	268,725		
Cable TV Franchise	283,428	205,980	200,000	205,000		
Electric Franchise	16,389	17,715	16,390	16,390		
In-Lieu Franchise - Electric	4,783,089	5,671,989	5,881,475	6,059,180		
In-Lieu Franchise - Sewer	939,410	496,648	755,040	794,550		
In-Lieu Franchise - Water	612,015	485,485	715,080	681,940		
In-Lieu Franchise - Refuse	234,839	240,945	240,945	240,945		
Real Property Transfer Tax	172,290	206,725	184,350	184,350		
Total Tax Revenues	23,247,526	24,308,252	25,398,870	26,214,745		(225,600)
LICENSES AND PERMITS						
Animal License	20,715	19,268	21,550	21,980		
Bicycle License	1,157	1,244	1,205	1,230		
Business License Tax	786,924	821,859	818,400	834,765		
Alarm Permits	12,750	26,675	16,950	17,000		
Building Permits	464,256	600,346	530,000	540,000		
Transportation Permit	5,789	4,077	6,020	6,140		
Electric Permits	58,407	72,567	61,000	62,000		
Mechanical Permits (Gas)	46,274	56,020	47,000	48,000		
Plumbing Permits	41,498	54,109	43,000	44,000		
Industrial Refuse Collection Permit	1,000	2,000	1,000	1,000		
Parking Permits	25,680	11,237	9,780	10,000		
Total Licenses and Permits	1,464,450	1,669,402	1,555,905	1,586,115		
FINES AND FORFEITURES						
Vehicle Code Fines	165,983	163,401	166,000	166,000		
Court Fines	10,769	9,833	12,000	12,000		
Parking Fines	79,066	78,238	80,000	80,000		
Parking Fines - DMV Hold	20,746	24,222	20,745	20,745		
False Alarm Penalty			47,190			
Late Payment - Utility Billing	431,295	436,720	448,545	448,545		
Nuisance Fees	2,300	2,800	2,395	2,440		
Library Fines, Fees & Gifts	63,154	56,238	59,000	59,000		
Utility Connections	19,831	19,938	20,625	20,625		
Returned Check Charge	13,068	11,705	13,590	13,590		
Total Fines and Forfeitures	806,212	803,095	870,090	822,945		
INVESTMENT/PROPERTY REVENUES						
Investment Earnings	2,755,141	6,992,598	1,359,029	1,444,937	(385,351)	(199,443)
Sale of City Property	38,119	98,734				
Sale of System (Joint Pole-Elec)	78,715	36,365	20,000	20,000		
Rent of City Property	499,325	510,113	571,895	572,285		
Total Investment/Property Revenues	3,371,300	7,637,810	1,950,924	2,037,222	(385,351)	(199,443)
INTERGOVERNMENTAL REVENUES						
Motor Vehicle In-Lieu Tax	3,275,523	3,429,824	3,532,591	3,532,591		
Other Grants & Subventions	138,581	278,469	200,400			
Police Training (POST)	72,463	39,423	30,000	30,000		
Cracnet & Drug Suppression Grants	240,978	248,322	241,025	241,025		
Police/Parks Grants	4,832,352	355,680	1,115,430	1,250,000		(69,000)
Asset Seizure	30,138	15,087				
Street Maintenance Measure (K)-reimbursements	4,253,480	7,234	750,000	3,900,000		
Auto Theft Revenue	21,945	17,326				
State Hiway Maintenance	5,066	3,799	5,065	5,065		
Gas Tax Subvention (2105)	334,071	367,620	334,070	334,070		
Gas Tax Subvention (2106)	212,552	237,057	212,550	212,550		
Gas Tax Subvention (2107)	438,382	494,884	438,380	438,380		
Transportation Dev Act (Gen./Allot)	1,846,183	1,763,747	39,367	39,367	(1,710,633)	(1,710,633)
Federal Assistance Section IX	3,419,518	270,831	1,000,000	1,000,000		
CTC Reimbursement	2,600,000	492,807	2,629,000	2,856,000		

2004-2005 FINANCIAL PLAN AND SUMMARY

REVENUES BY MAJOR CATEGORY AND SOURCE

	2001-2002		2002-2003		2003-2004		2004-2005		Revenue Adjustments	
	Actual		Actual		Recommended Budget		Recommended Budget		03-04	04-05
Surface Transportation (ISTEA)/Fed TEA Transit	2,155,000	137,660	163,000							
Streets Federal grants			690,000			741,000				
State Transit Assistance	23,874									
State Special Grants-Transit			2,008,797		2,008,797			315,392	315,392	
Parks & Recreation Grants/Allotment	101,283	53,447	128,250		171,280					
State Mandates SB 90	99,297	5,778	8,000		8,000					
CJPRMA Rebate	130,395	122,147								
Community Development Block Grant	616,167	849,670	1,089,110		1,089,110					
Library Grants	223,557	160,329	107,500		91,000					
Traffic Congestion Relief	146,064	154,075								
PERS	356,877									
Total Intergovernmental Revenues	25,573,746	9,695,936	14,722,535		17,949,235			(1,395,241)	(1,464,241)	
SERVICE FEES AND CHARGES										
Public Safety Fees										
Fingerprinting	17,418	21,117	20,000		20,000					
Police Record Fees	16,658	185	200		200					
Vehicle Towing	80,295	68,748	81,900		83,535					
Other Police Fees	756	3,008	750		750					
Fix Ticket/Vin Verification	3,170	1,960	3,150		3,150					
Fire Department Services - Other	145	171	245		245					
First Responder Fee-paramedic program					239,040					(239,040)
Animal Shelter Fees	21,246	18,685	21,670		22,105					
Total	139,688	113,874	127,915		369,025					(239,040)
Total	47,266,575	48,872,488	51,375,055		52,148,355					
Sewer Operating Revenues										
City Accounts	15,871	14,956	29,540		30,130					
Other Accounts	3,101,444	3,122,220	4,256,838		5,518,785		457,128	1,681,075		
Sewer Connection Fees	735,171	1,394,287	777,000		1,139,403		31,000	250,403		
Infrastructure Repl	286,243	2,228,915	2,046,000		2,066,460					
Total	4,138,729	6,760,378	7,109,378		8,754,778		488,128	1,931,478		
Water Operating Revenues										
City Accounts	71,805	70,954	92,455		96,155					
Other Accounts	3,719,068	3,519,716	3,672,725		5,819,635			2,000,000		
Infrastructure Repl	254,832	1,940,903	1,917,665		1,994,375					
Total	4,045,705	5,531,573	5,682,845		7,910,165			2,000,000		
Non-Operating Utility Revenues										
Revenue - Contract Work for City	237,026	275,736	416,420		416,420					
Revenue - Contract Work for Others	164,626	18,886								
Electric Capacity Revenues	169,616	100,509	40,000		40,000					
Water Tap Fees	98,269	162,508								
Sewer Tap Fees	13,461	63,421								
Liftstation Reimbursement	141,753	6,543								
Total	824,751	627,603	456,420		456,420					
Transit Fees										
Dial-A-Ride Passenger Fares	234,200	293,046	250,000		261,000					
Total	234,200	293,046	250,000		261,000					
Park and Recreation Fees										
Revenue from Playgrounds	204,393	194,382	210,000		210,000					
Revenue from Youth/Teen Sports	36,852	62,752	53,000		53,000		(148,600)	(148,600)		
Revenue - Indoor/Outdoor Activities	31,846	32,183	30,000		30,000					
Revenue from Aquatics	77,447	74,971	77,500		77,500					
Revenue from Adult Sports	58,087	65,154	59,000		59,000					
BOBS Reimbursements	18,108	30,663	25,000		25,000					
Revenue from Lodi Lake Park	90,489	92,028	96,000		96,000					
Other Park Fees	8,408	9,855								
Admin Services-Parks & Rec	2,355	2,955								
Total	527,985	564,943	550,500		550,500		(148,600)	(148,600)		
Community Center Fees										
Swimming	69,731	80,020	101,080		105,080					
Rents	28,113	54,832	29,240		29,825					
Other Fees	95,946	117,605	95,970		113,075					
Total	193,790	252,457	226,290		247,980					

2004-2005 FINANCIAL PLAN AND SUMMARY

REVENUES BY MAJOR CATEGORY AND SOURCE

	2001-2002	2002-2003	2003-2004	2004-2005	Revenue Adjustments	
	Actual	Actual	Recommended Budget	Recommended Budget	03-04	04-05
Community Development Fees						
Plan Check Fees	296,499	338,481	325,000	330,000		
Inspection/Reinspection Fees	6,551	8,862	7,000	7,000		
Planning Fees	85,058	109,314	88,460	90,230		
Total	388,108	456,657	420,460	427,230		
Work for others						
General fund: reimbursable charges(work for other	84,120	9,004	20,000	20,400		
General fund: reimbursable charges(work for other	20,810	35,646	21,645	22,075		
Extra refuse	750		780	795		
General fund: reimbursable charges(work for other	128,548	152,152	133,690	136,365		
Total	234,228	196,802	176,115	179,635		
Public Works Engineering Fees						
Engineering Fees	97,180	133,303	73,000	81,000		
Development Impact Fees	2,712,478	4,823,255	3,320,560	3,153,340	176,200	185,000
Special Inspections	3,517	3,878	3,550	3,550		
Plans & Specs	3,593	3,768	3,500	3,500		
Engineering Inspections	150,717	144,643	85,000	102,000		
Total	2,967,485	5,108,847	4,159,610	4,141,390	176,200	185,000
Benefit and Insurance Fees						
COBRA Admin Fee					186,050	
Medical Care	786	46,095	186,050			
Dental Insurance	48,421	81,876	53,340	53,341	53,340	53,341
Vision Care	334	2,046	2,924	2,924	2,924	2,924
Chiropractic		33	40	40	40	40
Life Insurance	31,741	44,619	101,405	106,475		
Accidental Death Insurance	6,742	7,891	10,015	11,020	10,015	11,020
Unemployment Insurance	52,126	50,492	27,835	28,810		
Long Term Disability	37,795	79,211	155,000	158,720		
Total	177,945	312,263	536,609	361,330	252,369	67,325
Total Service Fees and Charges	61,139,189	69,090,931	71,071,197	75,807,808	768,097	3,796,163
OTHER REVENUE						
Damage to Property Reimbursements	2,867	16,420	2,985	3,040		
Donations/Sale of City property	1,198,196	310,126	238,130	219,030		
Revenues NOC	1,862,689	5,352,563	515,420	508,695	11,755	
Reimbursable charges	2,150					
Revenue by Transfer	11,465					
Total Other Revenue	3,077,367	5,612,380	756,535	730,765	11,755	
REVENUE TOTAL	118,679,790	118,817,806	116,326,056	125,147,835	(1,000,740)	1,906,879

INTERFUND TRANSFERS

- **General Fund**
 - **Library Fund**
 - **Street Fund**
 - **Transportation Fund**
 - **CDBG Fund**
 - **Police Special Revenue Fund**
 - **Capital Outlay Fund**
 - **Equipment Fund**
 - **Debt Service Fund**
 - **Water Fund**
 - **Wastewater Fund**
 - **Electric Fund**
 - **Transit Fund**
 - **Child Care Service Fund**
 - **Benefits Fund**
 - **Self Insurance Fund**
 - **Trust & Agency Fund**
-
-

2004-2005 FINANCIAL PLAN AND SUMMARY

INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	2001-2002	2002-2003	2003-2004	2004-2005
	Actual	Actual	Revised Budget	Revised Budget
GENERAL FUND				
Operating Transfers In				
Cost of Services Transactions	3,257,172	3,393,225	4,724,167	4,310,167
Arts in Public Places (1214)			3,100	3,100
Capital Outlay		1,460,147	1,116,000	1,116,000
Impact fees (1216) - Fire Truck Lease		123,312	105,448	110,183
Electric- IS Personnel cost		146,072	131,500	131,500
Street Fund - gas tax to offset street maint	1,047,540	1,047,540	985,000	985,000
Engineering costs	375,728	375,728	426,277	426,277
Sewer- additional street sweeping (storm drains)	82,000	82,000		
Water/Sewer-Safety Program (PW)	25,000			
Electric -IIPP	25,000			
Total Other Operating Transfers	85,254	335,114		
Total Transfers In	4,897,694	6,963,138	7,491,492	7,082,227
Operating Transfers Out				
Benefits Fund	(282,729)	(282,729)	(3,114,231)	(3,624,498)
Insurance Funds	(426,984)	(1,026,984)	(1,780,161)	(1,628,031)
Cost of Medical, Dental, Vision and Chiro	(1,973,179)	(2,821,948)		
General Fund Capital	(1,500,000)	(1,500,000)		
Total Other Operating Transfers	(105,500)	(211,068)	(67,000)	(67,000)
Total Transfers Out	(4,288,392)	(5,842,729)	(4,961,392)	(5,319,529)
TOTAL GENERAL FUND	609,302	1,120,409	2,530,101	1,762,699
LIBRARY FUND				
Operating Transfers In	2,715			
Total Transfers In	2,715	-		
Operating Transfers Out				
Cost of Medical, Dental, Vision and Chiro	(70,304)	(80,226)	(125,000)	(125,000)
Cost of Services Transactions	(49,408)	(49,408)	(48,915)	(48,915)
Total Transfers Out	(119,712)	(129,634)	(173,915)	(173,915)
TOTAL LIBRARY FUND	(116,997)	(129,634)	(173,915)	(173,915)
STREET FUND				
Operating Transfers In	538,470			
TDA Fund			-	-
Total Transfers In	538,470	-	-	-
Operating Transfers Out				
Cost of Services Transactions		(375,728)	(426,277)	(426,277)
General Fund Street Maintenance (gas tax)	(1,047,540)	(1,047,540)	(985,000)	(985,000)
Total Transfers	(598,331)	(178,730)	(711,003)	
Total Transfers Out	(1,645,871)	(1,601,998)	(2,122,280)	(1,411,277)
TOTAL STREET FUND	178730 (1,107,401)	(1,601,998)	(2,122,280)	(1,411,277)
TRANSPORTATION DEVELOPMENT ACT FUND				
Total Transfers In	-	-		
Operating Transfers Out	(1,502,650)			
Cost of Services Transactions		(73,437)	(66,156)	(66,156)
Street Fund			-	-
Transit Fund		(256,365)	-	-
Total Transfers Out	(1,502,650)	(329,802)	(66,156)	(66,156)
TOTAL TRANSPORTATION DEVELOPMENT ACT	(1,502,650)	(329,802)	(66,156)	(66,156)
POLICE SPECIAL REVENUE FUND				
Operating Transfers In	39,748	9,891		
Total Transfers In	39,748	9,891		
Operating Transfers Out				
Total Transfers	(41,229)	(77,671)		
Total Transfers Out	(41,229)	(77,671)		
TOTAL POLICE SPECIAL REVENUE FUND	(1,481)	(67,780)		
CAPITAL OUTLAY FUND				
Operating Transfers In	3,073,952			
Total Transfers		30,300	265,177	

2004-2005 FINANCIAL PLAN AND SUMMARY

INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	2001-2002	2002-2003	2003-2004	2004-2005
	Actual	Actual	Revised Budget	Revised Budget
General Fund	1,500,000	1,500,000		
General Fund-reroofing- East Pine/asbestos		101,880		
Electric Fund		350,000	350,000	-
Total Transfers In	4,573,952	1,982,180	615,177	-
Operating Transfers Out	(3,240,327)			
Cost of Services			(3,100)	(3,100)
General Fund-Arts in Public Places Board			(105,448)	(110,183)
General Fund - Fire Truck Lease Purchase-IMF (1216)		(123,312)	(75,000)	(75,000)
Computer Replacement Fund		(425,000)	(255,000)	(300,000)
Vehicle Maintenance Fund	(425,000)	(1,460,147)	(1,116,000)	(1,116,000)
General Fund -Administration costs		(1,950,040)	(1,671,446)	(1,671,671)
Debt Service	(1,233,699)	(134,598)	(272,852)	
Total Transfers				
Total Transfers Out	(4,899,026)	(4,168,097)	(3,498,846)	(3,275,954)
TOTAL CAPITAL OUTLAY FUND	(325,074)	(2,185,917)	(2,883,669)	(3,275,954)
VEHICLE /Equipment MAINTENANCE FUND				
Operating Transfers In	313,389	50,079		
Capital Outlay Fund	425,000	500,000	330,000	375,000
Total Transfers In	738,389	550,079	330,000	375,000
Operating Transfer Out	(13,185)			
Equipment Replacement Fund	(67,000)	(20,000)		
Total Transfers Out	(80,185)	(20,000)	-	-
TOTAL VEHICLE MAINTENANCE FUND	658,204	530,079	330,000	375,000
DEBT SERVICE FUND				
Operating Transfers In				
Capital Outlay Fund	1,233,699	1,950,040	1,671,446	1,671,671
Total Transfers In	1,233,699	1,950,040	1,671,446	1,671,671
TOTAL DEBT SERVICE FUND	1,233,699	1,950,040	1,671,446	1,671,671
WATER FUND				
Operating Transfers In	312,563	40,646		
Total Transfers				
Total Transfers In	312,563	40,646		
Operating Transfers Out				
Cost of Services Transactions	(680,288)	(680,288)	(685,480)	(685,480)
Benefits Fund	(17,896)	(17,896)	(128,184)	(145,956)
Insurance Funds	(72,065)	(72,065)	(104,774)	(97,859)
General Fund	(12,500)			
Additional transfer to General Liability			(2,000)	(2,000)
Total Transfers	(403,460)	(913,767)	(920,438)	(931,295)
Total Transfers Out	(1,186,209)	(913,767)	(920,438)	(931,295)
TOTAL WATER FUND	(873,646)	(873,121)	(920,438)	(931,295)
WASTEWATER FUND				
Operating Transfers In	871,395	47,529		
Total Transfers In	871,395	47,529		
Operating Transfers Out				
Cost of Services Transactions	(537,354)	(537,354)	(665,859)	(665,859)
General Fund	(12,500)			
General Fund-additional street sweeping (storm drains)	(82,000)	(82,000)		
Benefits Fund	(17,894)	(17,894)	(256,360)	(291,908)
Insurance Funds	(102,097)	(102,097)	(209,354)	(195,524)
Additional transfer for General Liability		(229,705)	(11,000)	(11,000)
Total Transfers	(1,129,800)	(31,240)		
Total Transfers Out	(1,881,645)	(1,000,290)	(1,142,573)	(1,164,291)
TOTAL WASTEWATER FUND	(1,010,250)	(952,761)	(1,142,573)	(1,164,291)
ELECTRIC FUND				
Operating Transfers In	508,433	47,273		
Total Transfers In	508,433	47,273		

2004-2005 FINANCIAL PLAN AND SUMMARY

INTERFUND TRANSACTIONS - OPERATING TRANSFERS

	2001-2002	2002-2003	2003-2004	2004-2005
	Actual	Actual	Revised Budget	Revised Budget
Operating Transfers Out				
Cost of Services Transactions	(1,697,136)	(1,697,136)	(2,787,048)	(2,373,048)
Benefits Fund	(39,368)	(39,368)	(640,903)	(729,772)
Insurance Funds	(206,649)	(206,649)	(617,691)	(560,066)
General Fund CIP	(350,000)	(350,000)	(350,000)	-
General Fund -IS Personnel cost		(77,000)	(131,500)	(131,500)
Additional transfer for General Liability		(369,572)	(20,000)	(20,000)
Total Transfers	(973,132)	(161,356)		
Total Transfers Out	<u>(3,266,285)</u>	<u>(2,901,081)</u>	<u>(4,547,142)</u>	<u>(3,814,386)</u>
TOTAL ELECTRIC FUND	<u>(2,757,852)</u>	<u>(2,853,808)</u>	<u>(4,547,142)</u>	<u>(3,814,386)</u>

TRANSIT FUND

Operating Transfers In				
Transportation Development Act	1,173,511	497,920	-	-
Total Transfers			718,678	
Total Transfers In	<u>1,173,511</u>	<u>497,920</u>	<u>718,678</u>	<u>-</u>
Operating Transfers Out				
Cost of Services Transactions		(355,811)	(470,709)	(470,709)
Benefits Fund		(7,741)	(8,000)	(8,000)
Total Transfers	<u>(300,704)</u>	<u></u>	<u></u>	<u></u>
Total Transfers Out	<u>(300,704)</u>	<u>(363,552)</u>	<u>(478,709)</u>	<u>(478,709)</u>
TOTAL TRANSIT FUND	<u>872,807</u>	<u>134,368</u>	<u>239,969</u>	<u>(478,709)</u>

BENEFITS FUND

Operating Transfers In				
General Fund	282,729	282,729	3,114,231	3,624,498
Electric Fund	39,368	39,368	640,903	729,772
Wastewater Fund	17,894	17,894	256,360	291,908
Water Fund	17,896	17,896	128,184	145,956
General Fund -Cost of Medical		2,821,948		
Electric Fund-Medical		369,572		
Sewer-Medical		229,705		
Water Fund-medical		124,018		
Library-medical		80,226	125,000	125,000
Transit Fund		7,741	8,000	8,000
Total Transfers	<u>2,665,585</u>	<u></u>	<u></u>	<u></u>
Total Transfers In	<u>3,023,472</u>	<u>3,991,097</u>	<u>4,272,677</u>	<u>4,925,133</u>
Operating Transfers Out				
Total Transfers from April Exp Report				
Total Transfers		(128,649)		
Total Transfers Out	<u>-</u>	<u>(128,649)</u>	<u>-</u>	<u>-</u>
TOTAL BENEFITS FUND	<u>3,023,472</u>	<u>3,862,448</u>	<u>4,272,677</u>	<u>4,925,133</u>

SELF INSURANCE FUND

Operating Transfers In				
General Fund	426,984	1,026,984	1,847,161	1,695,031
Electric Fund	206,649	206,649	637,691	580,066
Wastewater Fund	102,097	102,097	220,354	206,524
Water Fund	72,065	72,065	106,774	99,859
Total Transfers In	<u>807,795</u>	<u>1,407,795</u>	<u>2,811,980</u>	<u>2,581,480</u>
TOTAL SELF INSURANCE FUND	<u>807,795</u>	<u>1,407,795</u>	<u>2,811,980</u>	<u>2,581,480</u>

TRUST AND AGENCY FUND

Operating Transfers Out	(18,361)	(10,318)		
Total Transfers Out	<u>(18,361)</u>	<u>(10,318)</u>		
TOTAL TRUST AND AGENCY FUND	<u>(18,361)</u>	<u>(10,318)</u>		

**SUMMARY OF SIGNIFICANT EXPENDITURES
and
STAFFING CHANGES**

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

2004-05 Financial Plan and Budget

Significant Expenditure & Staffing Changes

Tentatively approved
as shown on pg H-28

Additional
Dept Requests

Recommendation		Defer	Denied
Approved	No Cost		

Comments

Funding

	Tentatively approved as shown on pg H-28	Additional Dept Requests	Approved	No Cost	Defer	Denied	Comments	Funding
Public Safety								
1 Police Protection					5,185 *			GF
2 Police Administration	5,185							GF
3 Reclass Management Analyst II					69,000 *			
4 Support Services	69,000							
5 Hire High Crime Investigator (1)								GF
6 Fire Safety						40,000		
7 Fire Administration		40,000						GF
8 Fire Administration Office Relocation					81,000 *			GF
9 Emergency Operations	81,000				506,845 *		Approved MOU	GF
10 Hire Firefighter (1)	506,845							GF
11 Implement Paramedic Program		48,000	48,000			5,000	Approved by Council	GF
12 Performance Incentive Bonus		5,000						GF
13 Increase in physical examination cost		41,000	41,000			65,400		GF
14 Increase in Dispatching Contract fee		65,400				24,750		GF
15 MDC Technology Grant Funding		24,750				4,500	use current budget	GF
16 Self-contained Breathing Apparatus Grant funding		4,500						
17 Foam Consortium purchase					12,595 *			GF
18 Fire Training	12,595							
19 Fund Emergency Vehicle Operations Course								
20 Public Utilities				(66,000)		25,000 *		WW
21 Water/Wastewater Utility Services	(66,000)						approved by cc 4/27/04	WW
22 Storm water Management Program	25,000							WW
23 Organization Evaluation and Restructure		42,725	42,725					WWWW
24 Hire PW Maintenance worker for White Slough		250,000	250,000					WWWW
25 Audit of Envision		1,351,000	1,351,000					
26 TCE/PCE Litigation								
27 Electric Utility Services						10,000 *		EU
28 Business Planning and Marketing	10,000							EU
29 Professional Services increase						2,000 *		EU
30 Electrical Engineering & Operations	2,000							EU
31 Contract for Automated meter reading	7,000							
32 Replace 4 desktop & laptop computers		72,021				72,021		EU
33 Convert Contract Electrical Drafting Technician to FT								EU
34 Electric Construction & Maintenance	(45,000)			(45,000)		76,375		
35 Hire Electrical Technician		76,375						EU no cost appr
36 Convert Contract Utility Equipment Specialist to FT					86,000			EU
37 Public Benefits						44,000		
38 Convert Contract Customer Service & Program Manager and		44,000						
39 Convert Program Coordinator to FT								GF
40 Transportation								
41 Streets & Engineering		17,500	17,500					
42 Traffic Monitor replacement								
43 Leisure, Cultural & Social Services								
44 Parks & Recreation						11,495 *		GF
45 Parks Administration	11,495							GF
46 P/I intern CAD operator		16,000	16,000					GF
47 Relocation - Parks Office						5,000 *		GF
48 Sports Facilities	5,000							GF
49 Refinish basketball floors						5,000 *		GF
50 Equipment Maintenance	5,000							LIB
51 Purchase sod cutter						36,148		
52 Library		36,148						
53 Convert contract Literacy Program Coordinator to FT								GF
54 Community & Economic Development						26,400 *		GF
55 Public Works Engineering	26,400							
56 Reclass Engineering positions		18,000						
57 AutoCAD Version upgrade/Software subscription service								
58 General Government								
59 City Clerk		62,350	62,350					GF,EU,W,WW
60 Additional Election cost								
61 Human Resources		100,000	100,000					
62 Additional appropriation for Gen. Liability						11,000	use current training budget	GF
63 Information Systems		11,000						
64 Software upgrade for Orcom GUI interface								

2004-05 Financial Plan and Budget

Significant Expenditure & Staffing Changes

	Tentatively approved as shown on pg H-28	Additional Dept Requests	Recommendation				Comments	Funding
			Approved	No Cost	Defer	Denied		
65 Organizational Support Services								
66 Facilities Services								
67 Fund additional maintenance- PD Bldg	128,500	(8,500)	120,000					GF
68 Reduction of Janitorial services		(57,500)	(57,500)					GF
69 Increase rental - New Finance Dept Facilities		108,085	108,085					GF
70	784,020	2,453,854	1,988,160	86,000	741,520	422,194		
71								

Funding:	Tentatively approved	Additional Requests	Recommendations	Grand Total Funding
General Fund	782,020	462,585	(822,170)	422,435
General Fund Revenue	69,000		(69,000)	-
Library		36,148	(36,148)	-
Water/Wastewater	(41,000)	1,656,725	(25,000)	1,590,725
Electric	(26,000)	298,396	(297,396)	(25,000)
Total	784,020	2,453,854	(1,249,714)	1,988,160

2004-05 Financial Plan and Budget

Significant Expenditure & Staffing Changes	Tentatively approved as shown on pg H-28	Additional Dept Requests	Recommendation				Comments	Funding
			Approved	No Cost	Defer	Denied		
Public Safety								
1 Police Protection								
2 Police Administration					5,185 *			GF
3 Reclass Management Analyst II	5,185							
4 Support Services					69,000 *			GF
5 Hire High Crime Investigator (1)	69,000							
6 Fire Safety								
7 Fire Administration			40,000				40,000	GF
8 Fire Administration Office Relocation								
9 Emergency Operations					81,000 *			GF
10 Hire Firefighter (1)	81,000				506,845 *			GF
11 Implement Paramedic Program	506,845		48,000	48,000				GF
12 Performance Incentive Bonus			5,000				5,000	GF
13 Increase in physical examination cost			41,000	41,000				GF
14 Increase in Dispatching Contract fee							65,400	GF
15 MDC Technology Grant Funding							24,750	GF
16 Self-contained Breathing Apparatus Grant funding							4,500	GF
17 Foam Consortium purchase			4,500					GF
18 Fire Training					12,595 *			GF
19 Fund Emergency Vehicle Operations Course	12,595							
20 Public Utilities								
21 Water/Wastewater Utility Services				(66,000)				WW
22 Storm water Management Program	(66,000)						25,000 *	WW
23 Organization Evaluation and Restructure	25,000							WW
24 Hire PV Maintenance worker for White Slough			42,725	42,725				WWW
25 Audit of Envision			250,000	250,000				WWW
26 TCE/PCE Litigation			1,351,000	1,351,000				
27 Electric Utility Services								
28 Business Planning and Marketing							10,000 *	EU
29 Professional Services increase	10,000							EU
30 Electrical Engineering & Operations							2,000 *	EU
31 Contract for Automated meter reading	2,000						7,000 *	EU
32 Replace 4 desktop & laptop computers	7,000							EU
33 Convert Contract Electrical Drafting Technician to FT			72,021				72,021	
34 Electric Construction & Maintenance				(45,000)				EU
35 Hire Electrical Technician	(45,000)		76,375				76,375	EU
36 Convert Contract Utility Equipment Specialist to FT								
37 Public Benefits					86,000			EU no cost appr
38 Convert Contract Customer Service & Program Manager and			86,000					EU
39 Convert Program Coordinator to FT			44,000				44,000	
40 Transportation								
41 Streets & Engineering			17,500	17,500				GF
42 Traffic Monitor replacement								
43 Leisure, Cultural & Social Services								
44 Parks & Recreation								
45 Parks Administration							11,495 *	GF
46 P/t intern CAD operator	11,495							GF
47 Relocation - Parks Office			16,000	16,000				GF
48 Sports Facilities							5,000 *	GF
49 Refinish basketball floors	5,000							GF
50 Equipment Maintenance	5,000						5,000 *	GF
51 Purchase sod cutter								
52 Library							36,148	LIB
53 Convert contract Literacy Program Coordinator to FT			36,148					
54 Community & Economic Development								
55 Public Works Engineering							26,400 *	GF
56 Reclass Engineering positions	26,400							GF
57 AutoCAD Version upgrade/Software subscription service			18,000					
58 General Government								
59 City Clerk			62,350	62,350				
60 Additional Election cost								
61 Human Resources			100,000	100,000				GF,EU,W,WW
62 Additional appropriation for Gen. Liability								
63 Information Systems							11,000	GF
64 Software upgrade for Orcom GUI interface			11,000					use current training budget

2004-05 Financial Plan and Budget

Significant Expenditure & Staffing Changes	Tentatively approved as shown on pg H-28	Additional Dept Requests	Recommendation			Comments	Funding
			Approved	No Cost	Defer		
65 Organizational Support Services							
66 Facilities Services							
67 Fund additional maintenance- PD Bldg	128,500	(8,500)	120,000				GF
68 Reduction of Janitorial services		(57,500)	(57,500)				GF
69 Increase rental - New Finance Dept Facilities		108,085	108,085				GF
70							GF
71	784,020	2,453,854	1,988,160	86,000	741,520	422,194	

Funding:	Tentatively approved	Additional Requests	Recommendations	Grand Total Funding
General Fund	782,020	462,585	(822,170)	422,435
General Fund Revenue	69,000		(69,000)	-
Library		36,148	(36,148)	-
Water/Wastewater	(41,000)	1,656,725	(25,000)	1,590,725
Electric	(26,000)	298,396	(297,396)	(25,000)
Total	784,020	2,453,854	(1,249,714)	1,988,160

2004-05 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

	2001-02	2002-03	2003-04	2004-05 <i>Recommended</i>
	Budget	Budget	Budget	Budget
CITY MANAGER				
City Manager	1.0	1.0	1.0	1.0
Assistant City Manager	0.0	0.0	0.0	0.0
Deputy City Manager	1.0	1.0	1.0	1.0
Management Analyst Trainee I/II	1.0	1.0	1.0	1.0
Secretary to the City Manager	1.0	1.0	1.0	1.0
	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>
CITY ATTORNEY				
City Attorney	1.0	1.0	1.0	1.0
Deputy City Attorney I/II	1.0	1.0	1.0	1.0
Legal Secretary	1.0	1.0	1.0	1.0
	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
CITY CLERK				
Administrative Clerk	0.0	1.0	1.0	1.0
City Clerk	1.0	1.0	1.0	1.0
Deputy City Clerk	2.0	2.0	2.0	2.0
	<u>3.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>
COMMUNITY CENTER				
Administrative Clerk	0.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0
Aquatics Coordinator	1.0	1.0	1.0	1.0
Arts Coordinator	1.0	1.0	1.0	1.0
Community Center Director	1.0	1.0	1.0	1.0
Facilities Maintenance Worker	2.0	2.0	2.0	2.0
Senior Services Coordinator	1.0	1.0	1.0	1.0
Sr. Facilities Maintenance Worker	1.0	1.0	1.0	1.0
Stage Technician	1.0	1.0	1.0	1.0
	<u>9.0</u>	<u>10.0</u>	<u>10.0</u>	<u>10.0</u>
COMMUNITY DEVELOPMENT				
Administrative Clerk	2.0	2.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0
Building Inspector I/II	3.0	3.0	3.0	3.0
Building Official	1.0	1.0	1.0	1.0
City Planner	1.0	1.0	1.0	1.0
Community Development Director	1.0	1.0	1.0	1.0
Community Improvement Officer	2.0	2.0	2.0	2.0
Community Improvement Manager	1.0	1.0	1.0	1.0
Junior/Assistant/Associate Planner	2.0	2.0	2.0	2.0
Permit Technician	0.0	0.0	1.0	1.0
Sr. Administrative Clerk	1.0	1.0	1.0	1.0
Senior Building Inspector	1.0	1.0	1.0	1.0
Senior Planner	1.0	1.0	1.0	1.0
	<u>17.0</u>	<u>17.0</u>	<u>17.0</u>	<u>17.0</u>
ECONOMIC DEVELOPMENT				
Economic Development Coordinator	1.0	1.0	1.0	0.0
	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	0.0
ELECTRIC UTILITY				
Administrative Clerk	2.0	2.0	2.0	2.0
Administrative Secretary	1.0	1.0	1.0	1.0
Construction/Maintenance Supervisor	1.0	1.0	1.0	1.0
Customer Service & Program Manager	0.0	0.0	0.0	1.0
Electric Apparatus Mechanic	1.0	1.0	1.0	1.0

2004-05 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

	2001-02	2002-03	2003-04	2004-05 <i>Recommended</i>
	Budget	Budget	Budget	Budget
Electric Foreman/Forewoman	4.0	4.0	4.0	4.0
Electric Lineman/Linewoman	10.0	10.0	10.0	10.0
Electric Lineman/Linewoman (Apprentice)	0.0	1.0	1.0	1.0
Electric Meter Technician	1.0	1.0	1.0	1.0
Electric System Supervisor	1.0	1.0	1.0	1.0
Electric Troubleshooter	2.0	2.0	2.0	2.0
Electric Utility Director	1.0	1.0	1.0	1.0
Electric Utility Rate Analyst*	1.0	1.0	1.0	1.0
Electric Utility Superintendent	1.0	1.0	1.0	1.0
Electrical Drafting Technician	1.0	1.0	1.0	1.0
Electrical Engineer	1.0	1.0	0.0	0.0
Electrical Estimator	3.0	3.0	3.0	3.0
Electrical Technician	2.0	2.0	3.0	3.0
Electrician	2.0	2.0	2.0	2.0
Field Service Representative	0.0	0.0	0.0	3.0
Field Services Supervisor	0.0	0.0	0.0	1.0
Manager Business Plan & Marketing*	1.0	1.0	1.0	1.0
Manager Electric Services	1.0	1.0	1.0	1.0
Manager Engineering & Operations	1.0	1.0	1.0	1.0
Manager, Rates & Resources*	1.0	1.0	1.0	1.0
Meter Reader	0.0	0.0	0.0	3.0
Metering Electrician	1.0	1.0	1.0	1.0
Senior Electric Troubleshooter	1.0	1.0	1.0	1.0
Senior Electric Utility Rate Analyst*	1.0	1.0	1.0	1.0
Senior Electrical Estimator	1.0	1.0	1.0	1.0
Senior Power Engineer	0.0	0.0	1.0	1.0
Sr. Administrative Clerk	1.0	1.0	1.0	1.0
Utility Equipment Specialist	1.0	1.0	1.0	1.0
Utility Operations Supervisor	1.0	1.0	1.0	1.0
Utility Service Operator I/II	3.0	3.0	3.0	3.0
Utility Service Operator I/II - Relief	1.0	1.0	1.0	1.0
	<u>50.0</u>	<u>51.0</u>	<u>52.0</u>	<u>60.0</u>

*only three positions will be filled at any one time

FINANCE DEPARTMENT

Accountant I/II	2.0	2.0	2.0	2.0
Accounting Clerk I/II	3.0	4.0	4.0	4.0
Accounting Manager	1.0	1.0	1.0	1.0
Buyer	1.0	1.0	1.0	1.0
Customer Service and Revenue Manager	1.0	1.0	1.0	1.0
Customer Service Representative I/II	7.0	9.0	9.0	9.0
Customer Service Supervisor	1.0	1.0	1.0	1.0
Field Service Representative	3.0	3.0	3.0	0.0
Field Service Supervisor	1.0	1.0	1.0	0.0
Finance Technician	3.0	3.0	3.0	3.0
Finance Director	1.0	1.0	1.0	1.0
Meter Reader	3.0	3.0	3.0	0.0
Parking Enforcement Assistant	1.0	0.0	0.0	0.0
Purchasing Technician	1.0	1.0	1.0	1.0
Purchasing Officer	1.0	1.0	1.0	1.0
Senior Accountant	0.0	1.0	1.0	1.0
Senior Customer Service Representative	3.0	3.0	3.0	3.0
Senior Storekeeper	1.0	1.0	1.0	1.0
Storekeeper	1.0	1.0	1.0	1.0
	<u>35.0</u>	<u>38.0</u>	<u>38.0</u>	<u>31.0</u>

2004-05 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

	2001-02	2002-03	2003-04	2004-05
	Budget	Budget	Budget	<i>Recommended</i> Budget
FIRE DEPARTMENT				
Administrative Secretary	1.0	1.0	1.0	1.0
Fire Battalion Chief	4.0	4.0	4.0	4.0
Fire Captain	12.0	12.0	12.0	12.0
Fire Chief	1.0	1.0	1.0	1.0
Fire Division Chief	2.0	2.0	2.0	2.0
Fire Inspector	1.0	1.0	1.0	1.0
Fire Engineer	16.0	16.0	16.0	16.0
Firefighter I/II	17.0	20.0	23.0	23.0
Paramedic/Firefighters	0.0	0.0	0.0	0.0
Sr. Administrative Clerk	1.0	1.0	1.0	1.0
	<u>55.0</u>	<u>58.0</u>	<u>61.0</u>	<u>61.0</u>
HUMAN RESOURCES				
Administrative Clerk	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0
Human Resources Director	1.0	1.0	1.0	1.0
Human Resources Technician	1.0	1.0	1.0	1.0
Management Analyst Trainee I/II	1.0	1.0	1.0	1.0
Risk Manager	0.0	0.0	1.0	1.0
Senior Human Resources Analyst	1.0	1.0	0.0	0.0
	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>
INFORMATION SYSTEMS				
Data Processing Manager	1.0	1.0	1.0	1.0
Data Processing Programmer Analyst I/II	1.0	1.0	1.0	1.0
Information Systems Specialist	1.0	1.0	1.0	1.0
Information Systems Manager	1.0	1.0	1.0	1.0
Information Systems Coordinator	1.0	1.0	1.0	1.0
Network Administrator	1.0	1.0	1.0	1.0
Network Technician	1.0	2.0	2.0	2.0
Senior Programmer Analyst	1.0	1.0	1.0	1.0
	<u>8.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>
LIBRARY				
Administrative Clerk	0.0	1.0	1.0	1.0
Librarian I/II	3.0	3.0	3.0	3.0
Library Assistant	6.0	6.0	6.0	6.0
Library Services Director	1.0	1.0	1.0	1.0
Senior Library Assistant	3.0	3.0	3.0	3.0
Supervising Librarian	1.0	1.0	1.0	1.0
	<u>14.0</u>	<u>15.0</u>	<u>15.0</u>	<u>15.0</u>
PARKS & RECREATION DEPARTMENT				
Administrative Clerk	1.0	2.0	2.0	2.0
Administrative Secretary	1.0	1.0	1.0	1.0
Laborer/Park Maintenance Worker I/II	8.0	12.0	12.0	12.0
Management Analyst Trainee I/II	1.0	1.0	1.0	1.0
Park Maintenance Worker III	5.0	5.0	5.0	5.0
Park Project Coordinator	1.0	1.0	1.0	1.0
Parks Program Specialist	1.0	1.0	1.0	1.0
Parks & Recreation Director	1.0	1.0	1.0	1.0
Parks Superintendent	1.0	1.0	1.0	1.0
Parks Supervisor	2.0	2.0	2.0	2.0
Recreation Supervisor	4.0	4.0	4.0	4.0
Sr. Administrative Clerk	1.0	1.0	1.0	1.0

2004-05 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

	2001-02	2002-03	2003-04	2004-05
	Budget	Budget	Budget	<i>Recommended</i> Budget
Senior Facilities Maintenance Worker	1.0	1.0	1.0	1.0
Welder-Mechanic	1.0	1.0	1.0	1.0
	<u>29.0</u>	<u>34.0</u>	<u>34.0</u>	<u>34.0</u>
POLICE DEPARTMENT				
Administrative Secretary	1.0	1.0	1.0	1.0
Animal Services Officer	1.0	0.0	0.0	0.0
Animal Services Supervisor	0.0	1.0	1.0	1.0
Assistant Animal Services Officer	2.0	2.0	2.0	2.0
Community Service Officer	3.0	3.0	1.0	1.0
Dispatcher/Jailer	16.0	16.0	18.0	18.0
Dispatcher Supervisor	2.0	2.0	2.0	2.0
Lead Dispatcher/Jailer	2.0	2.0	2.0	2.0
Management Analyst Trainee I/II	1.0	1.0	1.0	1.0
Management Analyst III	0.0	0.0	0.0	0.0
Parking Enforcement Assistant	0.0	1.0	1.0	1.0
Police Captain	2.0	2.0	2.0	2.0
Police Chief	1.0	1.0	1.0	1.0
Police Corporal	8.0	8.0	8.0	8.0
Police Lieutenant	6.0	6.0	6.0	6.0
Police Officer	52.0	52.0	52.0	52.0
Police Records Clerk I/II	5.0	5.0	5.0	5.0
Police Records Clerk Supervisor	1.0	1.0	1.0	1.0
Police Sergeant	9.0	9.0	9.0	9.0
Police Volunteer Supervisor	1.0	1.0	1.0	1.0
Sr. Police Administrative Clerk	2.0	2.0	2.0	2.0
	<u>115.0</u>	<u>116.0</u>	<u>116.0</u>	<u>116.0</u>
PUBLIC WORKS DEPARTMENT				
ADMINISTRATION				
Administrative Clerk	2.0	2.0	2.0	2.0
Administrative Secretary	1.0	1.0	1.0	1.0
Construction Project Manager	1.0	1.0	1.0	1.0
Management Analyst Trainee I/II	1.0	1.0	1.0	1.0
Public Works Director	1.0	1.0	1.0	1.0
	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>
ENGINEERING DIVISION				
City Engineer	1.0	1.0	1.0	1.0
Engineering Technician I/II	2.0	2.0	2.0	2.0
Jr./Assistant Engineer/Associate Civil Engineer	2.0	3.0	3.0	3.0
Public Works Inspector I/II	2.0	2.0	2.0	2.0
Senior Civil Engineer	2.0	2.0	2.0	2.0
Senior Engineering Technician	4.0	4.0	4.0	4.0
Engineering Technician I/II/III/IV	0.0	0.0	0.0	0.0
Senior Traffic Engineer	1.0	1.0	1.0	1.0
	<u>14.0</u>	<u>15.0</u>	<u>15.0</u>	<u>15.0</u>
FLEET & FACILITIES				
Administrative Clerk	1.0	1.0	0.0	0.0
Equipment Service Worker	2.0	2.0	2.0	2.0
Facilities Maintenance Worker	2.0	2.0	2.0	2.0
Facilities Supervisor	1.0	1.0	1.0	1.0
Fleet & Facilities Manager	1.0	1.0	1.0	1.0
Fleets Services Supervisor	1.0	1.0	1.0	1.0
Heavy Equipment Mechanic	4.0	4.0	4.0	4.0

2004-05 FINANCIAL PLAN AND BUDGET

REGULAR POSITIONS BY DEPARTMENT

	2001-02	2002-03	2003-04	2004-05 <i>Recommended</i>
	Budget	Budget	Budget	Budget
Lead Equipment Mechanic	2.0	2.0	2.0	2.0
Parts Clerk	1.0	1.0	1.0	1.0
Senior Administrative Clerk	0.0	0.0	1.0	1.0
Senior Facilities Maintenance Worker	1.0	1.0	1.0	1.0
Welder-Mechanic	1.0	1.0	1.0	1.0
	<u>17.0</u>	<u>17.0</u>	<u>17.0</u>	<u>17.0</u>
STREETS DIVISION				
Administrative Clerk	0.0	1.0	1.0	1.0
Assistant Streets Superintendent	0.0	0.0	1.0	1.0
Laborer/Maintenance Worker I/II	13.0	13.0	13.0	13.0
Management Analyst Trainee I/II	0.0	0.0	0.0	0.0
Office Supervisor	1.0	1.0	1.0	1.0
Sr. Administrative Clerk	1.0	1.0	1.0	1.0
Street Cleanup Worker I/II	1.0	1.0	1.0	1.0
Street Maintenance Worker III	8.0	8.0	8.0	8.0
Street Superintendent	1.0	1.0	1.0	1.0
Street Supervisor	3.0	3.0	3.0	3.0
Street Contracts Administrator	1.0	1.0	0.0	0.0
Tree Operations Supervisor	1.0	1.0	1.0	1.0
	<u>30.0</u>	<u>31.0</u>	<u>31.0</u>	<u>31.0</u>
WATER/WASTEWATER DIVISION				
Assistant Wastewater Treatment Superintendent	1.0	1.0	1.0	1.0
Assistant Water/Wastewater Superintendent	1.0	1.0	1.0	1.0
Chief Wastewater Plant Operator	1.0	1.0	1.0	1.0
Engineering Technician I/II/III/IV	0.0	0.0	0.0	0.0
Environmental Compliance Inspector	2.0	2.0	2.0	2.0
Laboratory Services Supervisor	1.0	1.0	1.0	1.0
Laboratory Technician I/II	2.0	2.0	2.0	2.0
Laborer/Maintenance Worker I/II	7.0	7.0	7.0	8.0
Plant & Equipment Mechanic	4.0	4.0	4.0	4.0
Public Works Inspector I/II	1.0	1.0	1.0	1.0
Senior Civil Engineer	1.0	1.0	1.0	1.0
Senior Engineering Technician	1.0	1.0	1.0	1.0
Senior Plant & Equipment Mechanic	2.0	2.0	2.0	2.0
Wastewater Plant Operator I/II	6.0	6.0	6.0	6.0
Water Conservation Officer	1.0	1.0	1.0	1.0
Water/Wastewater Maintenance Worker III	5.0	5.0	5.0	5.0
Water/Wastewater Superintendent	1.0	1.0	1.0	1.0
Water/Wastewater Supervisor	3.0	3.0	3.0	3.0
	<u>40.0</u>	<u>40.0</u>	<u>40.0</u>	<u>41.0</u>
TRANSPORTATION & COMMUNICATIONS				
Transportation Manager	1.0	1.0	1.0	1.0
	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Total Public Works	<u>108.0</u>	<u>110.0</u>	<u>110.0</u>	<u>111.0</u>
TOTAL REGULAR POSITIONS	<u>457.0</u>	<u>476.0</u>	<u>480.0</u>	<u>481.0</u>

Section E
DEBT SERVICE REQUIREMENTS

2004 - 2005 FINANCIAL PLAN & BUDGET
DEBT SERVICE REQUIREMENTS

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, 2004 Principal Outstanding: 9,390,000
Funding Source: Sewer Fund

1992 Construction Loan under the CA. Safe Drinking Water Bond Law of 1988

Purpose: Finance the construction of wells to meet safe drinking water standards (DBCP)
Maturity Date: 2014
Interest Rate: 3.4%
Original Principal Amount: 4,758,000
July 1, 2004 Principal Outstanding: 2,378,412
Funding Source: Water Fund

2002 Certificates of Participation

Purpose: New Public Safety Financing and Refunding of 1995 and 1996 Certificates of Participation
Maturity Date: 2021
Interest Rate: 1.40% to 4.95%
Original Principal Amount: 26,745,000
July 1, 2004 Principal Outstanding: 25,530,000
Funding Source: General Fund Capital Outlay

2002 Electric System Revenue Certificates of Participation Series A

Purpose: Refund 1999 Current Interest COPS Series A and Capital Appreciation Certificates Series B
Maturity Date: 2032
Interest Rate: Variable rate
Original Principal Amount Series A: 46,760,000
July 1, 2004 Principal Outstanding: 46,760,000
Funding Source: Electric Utility Fund

2002 Electric System Revenue Certificates of Participation Taxable Series B

Purpose: Applied to Power Purchase costs
Maturity Date: 2005
Interest Rate: 2.14% to 4.53%
Original Principal Amount: 8,400,000
July 1, 2004 Principal Outstanding: 1,100,000
Funding Source: Electric Utility Fund

2002 Electric System Revenue Certificates of Participation Series C and Taxable Series D

Purpose: Acquisition cost of the rights to the Amended Energy Purchase Agreement with Calpine

Maturity Date: 2015

Interest Rate: 2.0% to 5.25%

Original Principal Amount: 43,965,000

July 1, 2004 Principal Outstanding: 40,840,000

Funding Source: Electric Utility Fund

2003 CSCDA Pooled Financing Program Series 2003B

Maturity Date: 2019

Interest Rate: 2.0% to 5.25%

Original Principal Amount: 5,000,000

July 1, 2004 Principal Outstanding: 5,000,000

Funding Source: Wastewater Funds

2004 Wastewater System Revenue Certificates of Participation Series A

Maturity Date: 2024

Interest Rate: 2.0% to 5.50%

Original Principal Amount: 27,360,000

July 1, 2004 Principal Outstanding: 27,360,000

Funding Source: Wastewater Fund

REGULAR POSITIONS
by
DEPARTMENT

- **City Manager**
 - **City Attorney**
 - **City Clerk**
 - **Community Center**
 - **Community Development**
 - **Economic Development**
 - **Electric Utility**
 - **Finance Department**
 - **Fire Department**
 - **Human Resources**
 - **Library**
 - **Parks & Recreation**
 - **Police Department**
 - **Public Works**
-
-