

CITY OF PIEDMONT 2020 - 21 BUDGET



**CITY OF PIEDMONT
FY 2020-21 BUDGET**

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Teddy Gray King, Vice Mayor

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Tim Rood, Councilmember

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Sara Lillevand

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Michael Szczech - Finance Director

Bret Black - Fire Chief

Kevin Jackson - Planning Director

Jeremy Bowers - Chief of Police

Chester Gene Nakahara - Public Works Director

Chelle Putzer - Recreation Director

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CITY OF PIEDMONT CALIFORNIA

May 6, 2020

Mayor and City Councilmembers
City of Piedmont
120 Vista Avenue
Piedmont, CA 94611

Budget Message for 2020-21 Proposed Budget

OVERVIEW

I am pleased to submit the FY 2020-21 Proposed City Budget for your review and consideration. The Budget outlines the City's financial plan and work program for the upcoming fiscal year; provides a comprehensive statement of the City's organization, operations, projected revenues and estimated expenditures; and serves as a strategic tool in communicating, implementing, and monitoring City Council direction related to City operations.

While the City has worked hard to maintain a stable financial position, the potential impact of COVID-19 on our long term financial health is not yet known. While we are fortunate that the majority (73%) of our revenue will be minimally impacted, we are projecting that several revenue categories will be challenged due to the likelihood of an economic recession for the remainder of FY 2019-20, into FY 2020-21, and possibly beyond.

For FY 2019-20, we are projecting revenue shortfalls as compared to budget in the following categories:

- Recreation Revenue – \$1.3 million due to the suspension of recreation programs and the closure of rental facilities.
- Sales Tax - \$40,000 due to retail sales declines.

We are not projecting a shortfall in Building Permits, Planning and related fees as activity was very robust and exceeded our expectations up until the COVID-19 shelter in place restrictions were put into place. For FY 2020-21, we expect declines from FY 2019-20 projected amounts in this area.

The City's CalPERS pension costs will not be affected through FY 21-22 as our contributions and unfunded liability payment for these periods have already been determined. If the financial markets do not recover, our costs will be adversely impacted beginning with FY 22-23. The impact on our pension costs may be severe if the CalPERS investment portfolio does not meet its targeted return of 7% annually.

Our fiduciary funds, which include Police and Fire Pension Fund, Other Post Employment Benefits (OPEB) Fund, and Pension Stabilization Funds (PARS) have each seen declines in the 5%-7% range for the Fiscal Year to date period ending March 31, 2020. As the nature of these funds have a longer time horizon and are directly affected by changes in the financial markets, it remains to be seen what impact, if any, the current market downturn will have.

The Proposed Budget projects an Operating Net Income of \$1.2 million in the General Fund for 2020-21. After a proposed Capital Transfer to the Equipment Replacement Fund of \$387,000, the General Fund will experience Net Income estimated at \$790,000, which results in a projected ending General Fund Balance of \$5.8 million, or 20% of operating expenditures.

The City's real estate market was very healthy through March, but the outlook now is uncertain. Property tax revenue has historically been relatively stable, even during periods of economic recession. FY 2020-21 revenue is projected to increase 4.5% over 2019-20 levels based on the estimated assessed valuations provided by Alameda County. In contrast, however, Real Property Transfer Tax (RPTT) revenue is extremely sensitive to economic changes. Looking back to 2008, the last time an economic recession occurred, transfer tax receipts declined 40% and did not recover to pre-recession levels for four years. Given this and the current economic climate, it is prudent to continue following the Budget Advisory and Financial Planning Committee's advice of treating this revenue source in a conservative manner. We have budgeted \$2.8 million for 2020-21 which is a 25% decline from the average of the past 5 years.

Pension costs and retiree medical costs continue to rise at a faster pace than revenue despite the various measures taken beginning in 2013 to contain these costs, including elimination of employer paid member pension contributions, employee cost sharing of pension costs, and the restructuring of post-retirement health insurance benefits. We have budgeted pension and retiree medical expenses at \$3.6 million compared to the FY 2019-20 projection of \$3.1, an increase of \$0.5 million or 16%. For reference, had the Council not taken the initiative to implement the cost reduction measures noted above, these costs would have been \$1.1 million higher at \$4.2 million or 36% more than what we are budgeting today.

As a general practice, in years when revenues exceed budget estimates, the City Council prudently treats the surplus as "one-time" revenue and has directed the funds to address facility maintenance, equipment replacement, and underfunded liabilities. This practice is and will continue to be extremely important to the long term health of the City, especially when considering an expanded definition of "facilities maintenance" to include such critical civic infrastructure as our streets, sidewalks, storm drains and parks. As such, I am proposing a transfer of \$387,000 from the General Fund to the Equipment Replacement Fund, bringing the estimated FY 2020-21 beginning Fund balance to \$2.6 million. We are not recommending a capital transfer to the Facilities Maintenance Fund for FY 2020-21 as our General Fund cannot support such expenditure at this time based on our long term plan

While the City has consistently appropriated funds for facility maintenance, equipment replacement, and unfunded liabilities, there is a clear need to apply added focus and attention to our escalating pension costs. Toward that end, the City partnered with the

Public Agency Retirement Services (PARS) to establish a Section 115 Trust Fund during 2017-18. The account was funded with a \$2.0 million transfer from the General Fund, followed by a \$750,000 transfer in November of 2018. The trust will allow the City to smooth the effect of rising pension costs, which are expected to increase significantly over the next ten years, and will contribute to our ability to maintain a reasonable General Fund reserve to address unforeseen and emergency circumstances. As the long term plan indicates the need to supplement our General Fund with transfers from our PARS fund in order to pay our annual pension payments as early as FY 2025-26, we need to monitor the funds' performance very closely.

We are nearing a decision point regarding the future of the Community Pool. The present facility is more than 50 years old and no longer meets the needs of the community. Given its age and the lack of substantial investment over its life, the pool has become increasingly costly to maintain. We completed a comprehensive condition assessment of the entire facility and associated operating systems in 2018. The report indicated an investment of approximately \$350,000 will be required to keep the aquatic facility safe and operational in its current form for the next 3-5 years, and an additional minimum investment of approximately \$1.5 million to extend its life up to ten years. These renovation and repair costs are in addition to the rising subsidy required to operate the pool. For 2020-21 we are budgeting a decrease in revenue due to poor trends and an increase in operating costs of \$120,000. Overall, we are projecting an operating loss of \$368,000. In order to maintain a reasonable reserve of approximately \$66,000 in the Aquatics Fund, we propose a subsidy transfer from the General Fund of \$300,000, which is \$50,000 higher than last year.

Furthermore, we have reached a point of critical mass with respect to needed improvements to the Police and Fire Department facilities, and are faced with severe deficiencies identified in these Essential Services Buildings. In order to move forward with any major improvements to these facilities, a framework to meet these deficiencies must be developed to meet requirements mandated by the Essential Services Act.

GENERAL FUND REVENUES

The City is projecting General Fund revenues in 2020-21 of \$29,220,000 compared to the 2019-20 projection of \$27,616,000. Revenue is reported and tracked in the following categories:

Category	2020-21		2019-20		\$ Change	%
	Proposed Budget	% of Budget	Projected	% of Total		
Property Related Taxes	\$ 20,345,000	70%	\$ 19,799,000	72%	\$ 546,000	3%
Other Taxes & Franchises	2,321,000	8%	2,370,000	9%	(49,000)	-2%
Revenues from Other Agencies	1,865,000	6%	1,674,000	6%	191,000	11%
Charges for Current Services	3,431,000	12%	2,667,000	10%	764,000	29%
Other	1,258,000	4%	1,106,000	4%	152,000	14%
Total	\$ 29,220,000	100%	\$ 27,616,000	100%	\$ 1,604,000	6%

The major sources of revenue in each category are as follows:

Property Related Taxes

Property-related taxes are the City's primary revenue source and account for \$20,345,000 or 70% of General Fund revenues. This amount is an increase of \$546,000 over the 2019-20 projected actual. The 2020-21 Proposed Budget consists of:

- Property Tax revenues, which consists of tax on secured and unsecured property, is budgeted at \$15,135,000, an increase of \$540,000 or 4% as compared to the 2019-20 projection.
- Real Property Transfer Tax revenue is budgeted at \$2,800,000, this is \$50,000 lower than our projection for 2019-20, but consistent with the prior fiscal year budget.
- Parcel Tax revenue, based on the measure approved by 71% of voters in June 2016, is estimated at \$2,410,000, an increase of \$56,000 or 2.5% over the 2019-20 projection. The parcel tax increase is limited by the lower of CPI or 4%.

A strong real estate market is a key factor in maintaining the stability of City revenues, and we have had a strong market for the last 10 years. However, due to COVID-19, the market has slowed, and it remains to be seen how long or severe the slowdown will be.

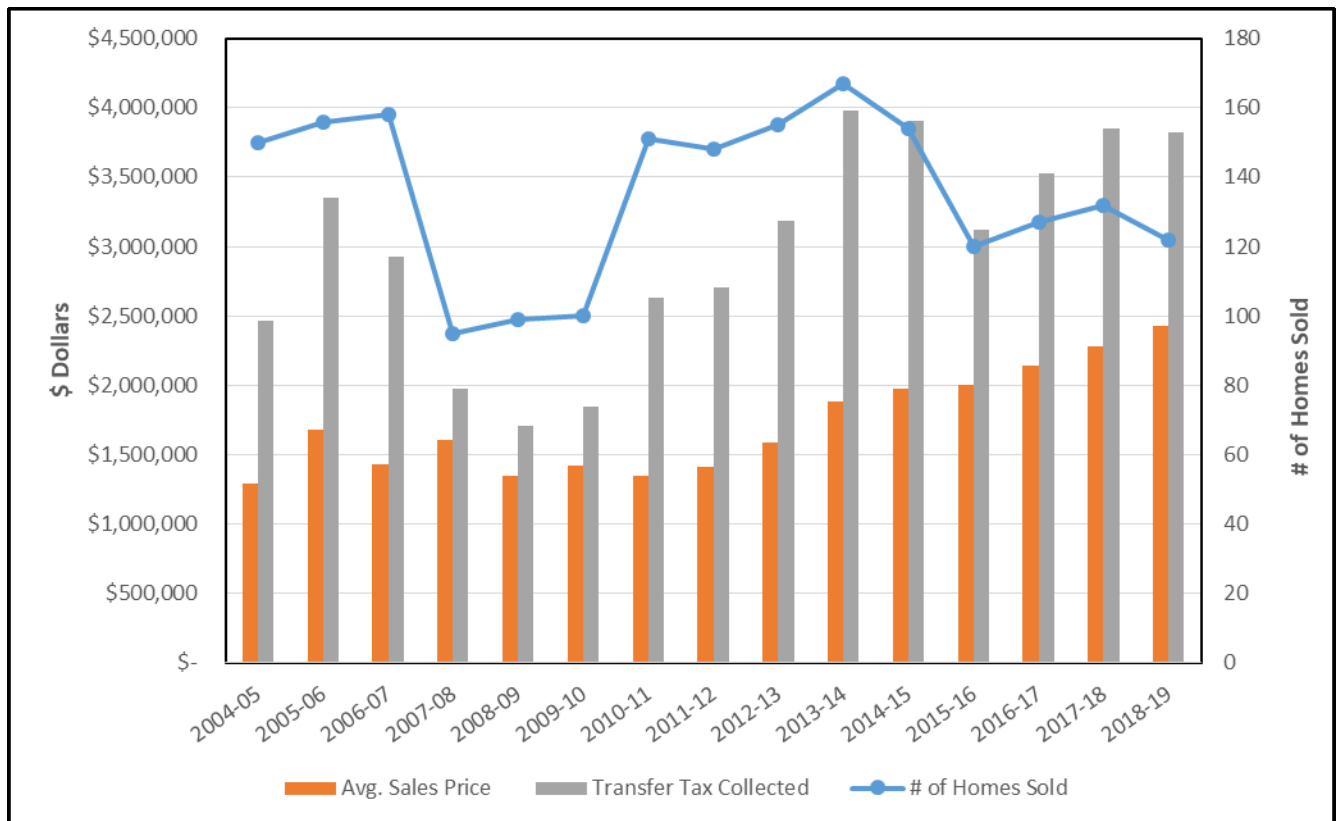
Property tax revenue will not be affected for FY 2020-21, as tax is based on the assessed valuations as of January 1, 2020. If future assessments decline, we may see reduced tax receipts in FY 2021-22 and later. Based on how assessed real property values behaved during the Great Recession (2008-2010), we do not anticipate a major decline in this revenue stream.

Through March we were experiencing a robust market in home sales which drove a 10% increase in Real Property Transfer Tax receipts as compared to the prior year. Since March, home sales have declined 35% compared to the prior year, and we expect the market to be challenged at least until the shelter in place orders are lifted.

During the Great Recession, these tax receipts dropped 40% and did not recover for four years. Since we do not expect the current slowdown to be as severe, we are continuing to budget Real Property Transfer Tax at \$2.8 million annually, which is well below the \$3.3 million average receipts for the past ten years.

Below is a table which summarizes the volatility of the housing market over the last several years.

Annual Statistics related to Real Property Transfer Tax Revenue



Other Taxes & Franchises

Other Taxes and Franchises revenue relates to Business License, Sales and Utility Users taxes, and Franchise fees. These revenues are budgeted at \$2,321,000, a decrease of \$49,000 over the 2019-20 projection.

Revenues from Other Agencies

Revenues from Other Agencies is revenue received from state and regional agencies. These funds are unrestricted and are allocated for General Fund use, except for

approximately \$305,000 in revenue directed to building & planning and public safety. The budget projects revenues of \$1,865,000, which is \$191,000 more than our 2019-20 projection. The increase is primarily due to the anticipated revenue received for SB2 and LEAP grants for climate action and housing policy development purposes.

The largest component of this revenue source is the Motor Vehicle License Fee, which is budgeted at \$1,400,000 and is \$50,000 higher than the 2019-20 projection.

Charges for Current Services

Charges for Current Services consists of revenues generated from service fees and is budgeted at \$3,431,000 in 2020-21. The major components are:

- Recreation revenue is projected at \$2,400,000, an increase of \$800,000 over 2019-20 projection, but \$132,000 less than last year's budget. Recreation revenue was severely impacted by cancelled programs and facility closures in the late third and fourth quarter of FY 2019-20 due to COVID-19. The FY 2020-21 budget assumes some recreation programs will resume in July and our facilities will re-open in some form in August.
- Ambulance Service charges are budgeted at \$300,000, which is consistent with FY 18-19 and prior years. FY 2019-20 was impacted by billing issues with our former third party billing vendor and a substantial drop in 4th quarter transports due to COVID-19.
- Planning related fees (which include Planning, Plan Check, General Plan Maintenance, and Records Management fees) are projected at \$569,000, a decrease of \$126,000 from last year. We have budgeted this amount conservatively as we expect the current challenging environment to continue into next year.

Other Revenue

Other Revenue consists of the following:

- Licenses and Permits – Building permits, dog licenses, and other permits.
- Revenue from use of Money and Property – Rent (Community and Veterans Hall, telecom) and interest
- Other – Employee contribution to OPEB and miscellaneous one time receipts,

The following tables divide our revenue streams into two groups, High Risk and Low Risk, to give you a better idea of how an economic recession will affect our overall revenue.

	REVENUE					Variance		Comments
	Actual	Budget		Projected	Proposed	20-21 vs 19-20		
	2018-19	2019-20	%	2019-20	2020-21	\$	%	
High Risk								
Real Property Transfer Tax	3,820	2,800	10%	2,850	2,800	(50)	-2%	Prior ten year average was \$3.2 million. Continue to budget conservatively due to COVID-19 and economic recession concerns.
Business License Tax	561	528	2%	550	476	(74)	-13%	15% Decrease from 18-19 level due to COVID-19. Based on behavior during 2008-2010 recession.
Sales & Use Tax	200	180	1%	150	150	-	0%	25% Decrease from 18-19 level due to probable recession. Based on behavior during 2008-2010 recession.
1/2 Cent Sales Tax (Public Safety)	112	90	0%	95	80	(15)	-16%	
TOTAL Sales and Business Taxes	873	798	3%	795	706	(89)	-11%	
Recreation	2,287	2,532	9%	1,600	2,400	800	50%	FY 2019-20 projection assumes recreation programs and facilities cancelled through April. Limited and online programming begins in May. Programs resume in July and facilities open in August.
Community Hall Rental	449	430	2%	170	380	210	124%	
Veterans' Building	95	100	0%	49	80	31	63%	
TOTAL Recreation	2,831	3,062	11%	1,819	2,860	1,041	57%	
Building Permits	457	420	1%	480	366	(114)	-24%	20% Decrease from 18-19 level due to probable recession. Based on behavior during 2008-2010 recession.
Plan Check Fees	243	250	1%	260	194	(66)	-25%	
General Plan Maintenance Fee				205	160	(45)	-22%	New fee in FY 2018-19 which is based on % of job cost. Averages 40%-45% of building permit fee.
Planning Fees	267	270	1%	200	190	(10)	-5%	5% decline from LY. Substantially lower than prior years due to code changes which reduced the number of applications subject to committee review.
Records Management Fees	-	-	0%	27	25	(2)	-7%	
Other Permits	29	20	0%	22	25	3	14%	
Fines & Forfeitures	3	5	0%	5	5	-	0%	
Dog License	23	25	0%	20	20	-	0%	
TOTAL Permits and Planning	1,022	990	3%	1,219	985	(234)	-19%	
Interest Earnings	217	130	0%	80	80	-	0%	Budget is lower than prior years due to the decline in interest rates in 2019-2020 and expected to continue into 2021.
Other	24	2	0%	-	-	-	#DIV/0!	
TOTAL Other	241	132	0%	80	80	-	0%	
TOTAL HIGH RISK	8,787	7,782	27%	6,763	7,431	668	10%	

	REVENUE					Variance		Comments
	Actual	Budget		Projected	Proposed	20-21 vs 19-20		
	2018-19	2019-20	%	2019-20	2020-21	\$	%	
Low Risk								
Property Tax - Secured	\$12,961	\$13,586	48%	\$ 13,600	\$ 14,210	\$ 610	4%	Budgeted increase of 4.5 %. Alameda County roll as of April, 2020 indicates 4.96% increase over prior year. Such estimate is subject to change.
Property Tax - Unsecured	612	613	2%	660	670	10	2%	
Supplemental Assessment	498	300	1%	330	250	(80)	-24%	Additional tax paid due to assessment changes after January 1 valuation date. Tax is based on county wide changes and allocated to cities. Assume lower due to lower projected home sales in calendar year 2020.
Delinquent Taxes & Penalties	8	5	0%	5	5	-	0%	
Homeowner's Property Tax Relief	84	83	0%	81	80	(1)	-1%	
Motor Vehicle License Fees	1,300	1,322	5%	1,350	1,400	50	4%	MVLF is administered by Alameda County and fluctuates the same as property tax.
Parcel Tax	2,262	2,354	8%	2,354	2,410	56	2%	Budgeted 2.5% increase based on CPI. Parcel Tax can be increased by the lower of 4% or CPI.
TOTAL Property Related	17,725	18,263	64%	18,380	19,025	645	4%	
Gas & Electric	76	75	0%	75	75	-	0%	Based on contractual arrangement. No change expected.
Waste Management/Republic	250	220	1%	240	240	-	0%	
Cable Television /Comcast	218	205	1%	205	205	-	0%	
TOTAL Franchises	544	500	2%	520	520	-	0%	
Gas & Electric	759	790	3%	825	850	25	3%	Tax is based on utility usage by the City's residents and businesses. No material impact expected.
Telephone	372	359	1%	280	280	-	0%	
Water	45	45	0%	45	45	-	0%	
TOTAL Utility Users Tax	1,176	1,194	4%	1,150	1,175	25	2%	
City Hall Rental (Telecommunications)	92	90	0%	90	92	2	2%	
Forestry & Fire Protection	383	-	0%	58	-	(58)	N/A	Mutual Aid revenue for wildfire assistance (Strike Teams). Assume zero revenue due to unpredictability.
Emeryville Animal Control	102	93	0%	106	106	-	0%	
Police Services	41	40	0%	40	55	15	38%	
POST Fund	3	3	0%	13	10	(3)	-23%	
Mandated / State & County Grants/ Misc.	51	-	0%	7	225	218	3114%	FY2020-21 Revenue consists of SB2 (\$165 K) and LEAP (\$60 K) grants.
Paramedic Tax	69	70	0%	70	70	-	0%	
Ambulance Service Charges	311	300	1%	225	300	75	33%	
Other Revenue	281	165	1%	194	211	17	9%	
TOTAL Other	1,333	761	3%	803	1,069	266	33%	
TOTAL LOW RISK	20,778	20,718	73%	20,853	21,789	936	4%	

GENERAL FUND EXPENDITURES

The City is budgeting \$28,864,872 in General Fund expenditures (Departmental, Capital Outlay, and Non-Departmental). In developing the Proposed Budget, the City continues efforts to control and contain operating costs in all departments. The following is a summary by cost categories.

General Fund Budget by Expenditure Category

Category	2020-21		2019-20		\$ Change	%
	Proposed Budget	% of Budget	Projected	% of Total		
Personnel Costs	\$ 19,360,113	67%	\$ 18,064,936	68%	\$ 1,295,177	7%
Maintenance & Operations	6,673,788	23%	5,895,822	22%	777,966	13%
Capital Outlay	10,500	0%	21,000	0%	(10,500)	-50%
Non-Departmental	2,820,471	10%	2,495,471	9%	325,000	13%
Total	\$ 28,864,872	100%	\$ 26,477,229	100%	\$ 2,387,643	9%

Personnel Costs

Personnel related costs, which includes salaries & wages, benefits, and retirement costs, is the largest overall expenditure in the General Fund at \$19,360,113, which is \$1,295,177 (7%) higher than the prior year projection. Such costs make up 67% of the total 2019-20 General Fund budget.

The tables below summarize projected personnel costs by department and by type:

Personnel Budget by Department

Category	2020-21		2019-20		\$ Change	%
	Proposed Budget	% of Budget	Projected	% of Total		
Administration	\$ 1,704,725	9%	\$ 1,634,587	9%	\$ 70,138	4%
Public Works	2,033,040	11%	1,838,389	10%	194,651	11%
Planning & Building	1,167,165	6%	1,063,717	6%	103,448	10%
Recreation	1,911,240	10%	1,719,039	10%	192,201	11%
Police	6,153,318	32%	5,872,405	33%	280,913	5%
Fire	6,390,625	33%	5,936,799	33%	453,826	8%
Total	\$ 19,360,113	100%	\$ 18,064,936	100%	\$ 1,295,177	7%

Personnel Budget by Type

Category	2020-21		2019-20		\$ Change	%
	Proposed Budget	% of Budget	Projected	% of Total		
Salaries	\$ 13,855,590	72%	\$ 13,226,594	73%	\$ 628,996	5%
Health Insurance	1,777,194	9%	1,584,341	9%	192,853	12%
Retirement	2,895,900	15%	2,469,100	14%	426,800	17%
Other Benefits	831,429	4%	784,901	4%	46,528	6%
Total	\$ 19,360,113	100%	\$ 18,064,936	100%	\$ 1,295,177	7%

Between 2010 and 2012 City employees did not receive pay raises. Between 2013 and 2016 the City provided its workforce with annual cost of living adjustments of 3%. That adjustment, however, was offset by employees assuming a greater share of the cost of medical and retirement benefits. For a majority of employees, the increased cost-sharing resulted in a net decrease in take-home pay over those four years.

During 2017-18, the City entered into multi-year (3 or 4) labor agreements with its four unions and all unrepresented employees. Recognizing the continued challenges we face with the rising cost of benefits, our employees have agreed with a City proposal to restructure post-retirement health insurance benefits for future employees. This restructuring will significantly reduce the ongoing cost of maintaining a retiree health plan, saving the City an estimated \$6.6 million in the first fifteen years alone. In addition to containing costs for retiree healthcare, the benefit cost-sharing agreements negotiated in 2012 remain in place. While continuing the cost-sharing agreements and significantly reducing our future obligations for retiree medical, the contracts approved by the City Council in 2017 include adjustments to base pay designed to bring employee compensation to within -3% of the median for comparable Cities in our region. To achieve this goal, employees receive compensation adjustments each year designed to result in a 3% annual net pay increase. These compensation changes, after almost 7 years of declining net pay, are bringing our employees closer to median. The City is currently negotiating labor contracts with the Fire and Police unions for Fiscal Year 2020-21 and beyond.

Salaries expense for 2020-21 is budgeted at \$13,855,590 which is just under a 5% increase compared to the 2019-20 projection. The increase is due to an assumed 3% across the board wage increase, one proposed new position (Sustainability Manager), and the assumption of full staffing.

In addition, as compared to the prior year projection (2019-20), the most significant changes in personnel costs are as follows:

- **Health Insurance** – The proposed budget reflects an increase of \$192,853 over last year. Premiums are adjusted by health care providers on January 1, 2021 and any increase above the established baseline will be shared equally between the City and employees. Although premium increases were generally flat in 2019-20, due to the volatile nature of health care costs, we are estimating a 5% increase in medical premiums in 2020-21. Remainder of the increase is due to the assumption of full staffing.

- Retirement - Employee retirement costs are increasing \$427,300 over last year. After a 4-year phased approach to benefit cost sharing, all City employees have assumed the full cost of their “Employee Contribution” in 2017-18. In addition, employees will continue to contribute a portion of the Employer’s Contribution. In 2018-19 CalPERS began a three year phase in to lower their discount rate from 7.5% to 7.0%. The final phase hits in this budget year. As a result, we expect our employer contribution and unfunded liability payments to increase by 17%, from \$2,469,100 (18.6% of salaries) in 2019-20 to \$2,895,900 (20.9% of salaries) in 2020-21

Maintenance and Operations

Maintenance and operations costs are budgeted at \$6,673,788, amounting to 23% of the 2020-21 General Fund budget, and is an increase of \$777,966 as compared to the 2019-20 projection.

This category includes the following major expenses:

- Employee related – Conferences, travel, training, and memberships.
- Supplies – Department supplies
- Equipment – Vehicle maintenance and repair, fuel, and rentals.
- Contract Services – Third party recreational activity providers, legal, consulting, crossing guards.
- IT related – Computer Courage contract, Software licenses and Strategic Planning.
- Other – Public works services (including street patching, landscaping, and tree pruning)
- Utilities

The following summarizes maintenance and operations costs by department:

Operations and Maintenance Budget by Department

Category	2020-21		2019-20		\$ Change	%
	Proposed Budget	% of Budget	Projected	% of Total		
Administration	\$ 1,686,060	25%	\$ 1,614,875	27%	\$ 71,185	4%
Public Works	1,731,360	26%	1,735,473	29%	(4,113)	0%
Planning & Building	460,500	7%	128,500	2%	332,000	258%
Recreation	1,290,000	19%	1,005,586	17%	284,414	28%
Police	904,868	14%	870,388	15%	34,480	4%
Fire	601,000	9%	541,000	9%	60,000	11%
Total	\$ 6,673,788	100%	\$ 5,895,822	100%	\$ 777,966	13%

The most significant increases in Maintenance and Operations costs in the 2020-21 Proposed Budget as compared to the 2019-20 projection are as follows:

- Administration – An increase of \$71,185 is primarily due to increases in Information Services related expenses, including fees for a new financial system and renewal of OpenGov contract.
- Planning and Building – An increase of \$332,000 is primarily due to an expansion of our Supplemental Planning Services. The following programs are being planned for 2020-21:
 - Update of the Pedestrian and Bicycle Master Plan (\$110,000)
 - Development of policies that facilitate housing (\$180,000)
 - Update of the General Plan Housing Element (\$25,000)
 - Development of design guidelines for wireless communication facilities (\$15,000).
 - Update of the wireless communication facilities ordinance (\$10,000)
- Recreation – Due to the stoppage of recreation programs and closure of facilities for the majority of the fourth quarter because of COVID-19, recreation expenses were unusually low in 2019-20. We are expecting expenses to return to a normal level as programs restart in July and facilities return to a more normal state in August. This results in an increase of \$284,414 as compared to 2019-20.
- Fire – We are projecting an increase of approximately \$60,000 over last year primarily due to the cost of switching to a third party dispatch service.

Non Departmental

Non-Departmental costs are budgeted at \$2,820,471, comprising 10% of the 2020-21 General Fund budget. The following costs are included:

- Insurance costs, which include General Liability, Workers Compensation, and Unemployment, comprise \$1,690,000 and is a \$258,000 increase from the estimated 2019-20 actual expense. The increase is due to higher premium costs due to increased payroll and overall actuarial adjustments to the risk pool.
- Library services – \$350,471 is budgeted as a contribution to the City of Oakland, unchanged from prior years.
- OPEB Trust – Consistent with last two years, we plan to transfer only the employee contributions, estimated at \$80,000, into the Trust. The City has suspended its supplemental contributions as it believes it will eventually be able to use funds from the overfunded Police and Fire Pension plan to satisfy the liability.
- Retiree Medical Premiums - Premiums are budgeted at \$700,000 compared to \$625,000 last year. The increase is due to three retirements in 2019-20 and a 5% budgeted increase in premium costs.

GENERAL FUND BALANCE

The 2020-21 Proposed Budget projects an Operating Net Income of approximately \$1.2 million. Capital transfers are proposed for essential capital needs as follows:

- \$386,695 - Equipment Replacement Fund

After these transfers, the General Fund ending balance will be approximately \$5.8 million, or 20% of Operating Expenses. No further transfers are recommended at this time due to the uncertainty of the economic environment and its effect on the City's revenue stream. We can reassess our position as we progress through the COVID-19 pandemic and its aftermath.

TEN YEAR PROJECTION

The ten year forecast of revenues and expenditures (and increasing level of transfers) assist in identifying long range issues and informing future planning and decision making through 2029-30. The following table shows details of the forecast through fiscal 2025-26.

General Fund Balance 2019-20 through 2025-26

	Projected	Proposed	Estimated				
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Beginning Balance	\$ 5,289	\$ 4,985	\$ 5,775	\$ 5,939	\$ 6,002	\$ 6,038	\$ 5,924
Revenue	27,616	29,220	30,200	31,086	32,002	32,948	33,928
Expenditures:							
Operating	(23,982)	(26,044)	(26,929)	(28,016)	(29,020)	(30,070)	(31,149)
Non-Department	(2,495)	(2,820)	(2,951)	(3,085)	(3,212)	(3,313)	(2,919)
Operating Transfers	(338)	822	820	854	889	925	962
Capital Transfers	(1,104)	(387)	(977)	(776)	(623)	(603)	(864)
Net	(304)	790	164	63	36	(113)	(42)
Ending Balance	\$ 4,985	\$ 5,775	\$ 5,939	\$ 6,002	\$ 6,038	\$ 5,924	\$ 5,882
% of Operating Exp	19%	20%	20%	19%	19%	18%	17%
Revenue Growth Rate	-2%	6%	3%	3%	3%	3%	3%
Expense Highlights:							
Pension costs	2,469	2,896	3,358	3,735	4,015	4,318	4,643
Growth Rate	31%	17%	16%	11%	8%	8%	8%
Retiree Medical	625	700	779	861	933	978	1,053
Growth Rate	35%	12%	11%	11%	8%	5%	8%

The major assumptions used to build the Ten Year Projection are as follows:

Revenues:

- Property Taxes are assumed to grow 3.7% annually. This is lower than the average increase over the past ten years of 4.6%, but we expect the rate of increase to decline as the number of homes with low assessed valuations due to Proposition 13 decline due to turnover.
- Real Property Transfer Tax revenue is budgeted at \$2.8 million each year.
 - Transfer tax revenue has averaged \$3.6 million annually over the past 5 years and \$3.3 million over the past 10 years.
 - Conservatively budgeted due to real estate market volatility and in line with the recommendation of the Budget Advisory and Financial Planning Committee. During the last downturn, transfer tax revenue declined 40% and did not recover to pre-recession levels for four years.
- Parcel Tax - The tax was last approved on the March 2020 ballot and is subject to voter approval every four years. We have assumed the tax will continue to be approved and have increased it each year by 3% (estimated CPI).
- The growth rate for all other revenue categories averages 2.4%

Expenditures:

- Salary and other compensation expenses are based on the three and four year labor agreements entered into in 2017-18. Upon expiration of the agreements, compensation costs are assumed to increase 3% per year.
- Medical and other benefit costs assume a 4%-5% growth rate, which approximates the historical trend.
- Pension costs are based on an actuarial study prepared by Bartel and Associates. The CalPERS Board of Administration approved lowering the CalPERS discount rate assumption, the long term rate of return, from 7.5% to 7.0% over three years beginning in 2018-19. The study assumes the rate will continue to decline, and eventually settle around 6.0%. This decline causes pension costs to approximately double over the next 5 years and rise almost 132% in ten years. During 2018 the City established a Pension Rate Stabilization Trust with PARS to aid in funding our future pension expense. \$2,750,000 has been contributed to the fund to date.
- Operating expenses, other than personnel costs, are projected to grow at a rate of 3% per year.

OTHER FUNDS

In addition to the General Fund, the City maintains a number of major funds to provide for the long-term capital needs of the organization.

Recreation Department \ Schoolmates \ Aquatics

While the Recreation Department is a component of the General Fund, two programs under its purview, Schoolmates and Aquatics, are accounted for in separate funds. Below is a recap of the proposed 2020-21 budget and the prior two years.

RECREATION DEPARTMENT				
COST RECOVERY				
	Recreation	School- mates	Aquatics	Total
ACTUAL 2018-19				
Revenues	\$ 2,831,156	\$ 772,007	\$ 504,142	\$ 4,107,305
Expenses:				
Salary & Benefits	1,707,130	559,124	434,903	2,701,156
Other	1,224,473	143,850	254,239	1,622,561
Less: July 4th & Harvest	(26,568)			(26,568)
Total Expenses	2,905,034	702,973	689,142	4,297,149
Revenues less Expenses	\$ (73,878)	\$ 69,034	\$ (185,000)	\$ (189,844)
Cost Recovery %	97%	110%	73%	96%
PROJECTED 2019-20				
Revenues	\$ 1,819,000	\$ 641,000	\$ 343,000	\$ 2,803,000
Expenses:				
Salary & Benefits	1,719,039	633,058	482,593	2,834,690
Other	1,026,586	130,181	240,500	1,397,267
Less: July 4th & Harvest	(26,569)			(26,569)
Total Expenses	2,719,056	763,239	723,093	4,205,388
Revenues less Expenses	\$ (900,056)	\$ (122,239)	\$ (380,093)	\$ (1,402,388)
Cost Recovery %	67%	84%	47%	67%
BUDGET 2020-21				
Revenues	\$ 2,860,000	\$ 850,000	\$ 475,000	\$ 4,185,000
Expenses:				
Salary & Benefits	1,911,240	683,565	554,425	3,149,230
Other	1,300,500	118,500	288,800	1,707,800
Less: July 4th & Harvest	(29,000)			(29,000)
Total Expenses	3,182,740	802,065	843,225	4,828,030
Revenues less Expenses	\$ (322,740)	\$ 47,935	\$ (368,225)	\$ (643,030)
Cost Recovery %	90%	106%	56%	87%

We have historically targeted the Recreation Department to be cost neutral. In 2020-21, we are projecting approximately 87% total department cost recovery (90% General Recreation; 106% Schoolmates; and 56% Aquatics).

In 2019-20, we are projecting Schoolmates cost recovery to be negative at 84%. The decline is due to the closure of Schoolmates from mid-March through the end of the fiscal year. In 2020-21, assuming school resumes in August, we expect to return to approximately the same level as 2018-19. If COVID-19 precludes school from re-opening in the fall, we will need to re-visit the Schoolmates budget.

For Aquatics, we are projecting cost recovery to drop from 73% in 2018-19 to a projected 47% in 2019-20 (which was adversely affected by the closure of the pool due to COVID-19) and 56% budgeted in 2020-21. This is primarily due to flattening revenue coupled with rising labor and maintenance costs. This results in an annual projected loss of approximately \$370,000. In order to maintain a reasonable reserve in the Aquatics Fund, we propose to transfer a subsidy from the General Fund of \$300,000.

Street Infrastructure Maintenance & Replacement

The City's FY2020-21 budget for street infrastructure maintenance and replacement is \$1.3 million. Funding sources include Measure B, Measure BB, Measure F, and the Gas Tax, which also now includes funds from SB-1 that was recently approved by the state legislature. These sources are funded by Sales taxes. The budget is based on the assumption that funding will decline 15% from 2018-19 levels due to the current economic uncertainty. We will receive funding estimates from the County in late May and will adjust the budget if necessary. The majority of available funding is dedicated to street resurfacing and sidewalk repair work, with the balance dedicated to important sub-categories such as the implementation of projects prioritized by the approved Pedestrian & Bicycle Master Plan, and those related to the Complete Streets program.

Summary Street Report					
	Gas Tax	Measure B	Measure BB	Measure F	Total Street
PROJECTED 2019-20					
Beginning Balance	\$ 633,638	\$ 136,758	\$ 250,966	\$ 39,255	\$ 1,060,618
HUTA	293,200				293,200
SB 1	210,392				210,392
Alameda County		475,000	440,000	40,800	955,800
Total Revenues	503,592	475,000	440,000	40,800	1,459,392
Expenses:					
Street/Sidewalk Work	(1,119,000)	(600,000)	(680,000)	(67,500)	(2,466,500)
Total Expenses	(1,119,000)	(600,000)	(680,000)	(67,500)	(2,466,500)
Ending Balance	\$ 18,230	\$ 11,758	\$ 10,966	\$ 12,555	\$ 53,510
PROPOSED 2020-21					
Beginning Balance	\$ 18,230	\$ 11,758	\$ 10,966	\$ 12,555	\$ 53,510
HUTA	243,000				243,000
SB 1	180,000				180,000
Alameda County		430,000	400,000	40,000	870,000
Total Revenues	423,000	430,000	400,000	40,000	1,293,000
Expenses:					
Street/Sidewalk Work	(430,000)	(430,000)	(400,000)	(45,000)	(1,305,000)
Total Expenses	(430,000)	(430,000)	(400,000)	(45,000)	(1,305,000)
Ending Balance	\$ 11,230	\$ 11,758	\$ 10,966	\$ 7,555	\$ 41,510

Facilities Maintenance Fund

The City Council established the Facilities Maintenance Fund in 2013 to provide a long-term plan for addressing City-owned facilities. In 2014, responsibility for facilities was transferred from the Recreation Department to the Public Works Department. Since that time staff has been working to develop a thorough and well-documented plan that addresses deferred maintenance, on-going maintenance and repair, and, importantly, the desire to build reserves to address long-term, life-cycle maintenance and replacement costs. While advances have been made in refining the plan, it should be viewed as a work in progress and will continue to evolve and improve as facility investigations present new, more detailed data.

Beginning with 2019-20, we removed annual on-going maintenance costs, including janitorial, pest control and alarm maintenance, from this fund and are now accounting for them in the General Fund. These costs are budgeted at \$300,000 per year for all facilities and parks. General Fund transfers into the Facilities Maintenance Fund are reduced by a corresponding amount. Prior year amounts have been restated for comparable purposes. The removal of these costs will allow us to focus this fund on only non-routine repairs, scheduled component replacement, and capital improvements for our facilities.

The following schedule is extracted from the Facilities Plan presented to the City Council in March of 2018. The schedule has been updated for new developments and recaps the facility maintenance plan for the next 5 years (in thousands):

Fiscal Year	Annual Repairs & Maint.	City Hall & Fire		Vets Hall & Police		Rec. Building		Community Hall		Parks & Tennis		Other		Total Expend.
		Sched. Maint.	Projects	Sched. Maint.	Projects	Sched. Maint.	Projects	Sched. Maint.	Projects	Sched. Maint.	Projects	Sched. Maint.	Projects	
19/20	\$ (286)	\$ (107)	\$ (36)	\$ (80)	\$ (29)	\$ (130)	\$ -	\$ (55)	\$ -	\$ (218)	\$ (269)	\$ -	\$ (34)	\$ (1,245)
20/21	(300)	(185)	(185)	(20)	(15)	(70)	-	-	(70)	(58)	(100)	(135)	(193)	\$ (1,330)
21/22	(315)	(205)	(45)	(110)	(106)	(62)	(145)	(28)	(455)	(138)	-	(129)	(25)	\$ (1,762)
22/23	(331)	(75)	(65)	(158)	(170)	(25)	(200)	(45)	(10)	(50)	-	(18)	-	\$ (1,147)
23/24	(341)	(65)	-	(285)	(195)	(200)	(90)	(90)	(255)	(81)	-	(34)	-	\$ (1,636)
24/25	(351)	(140)	-	(65)	-	(65)	-	(150)	-	(240)	-	(58)	-	\$ (1,069)

Below is a schedule summarizing the Facility Maintenance Fund Activity for the next ten years:

FACILITIES MAINTENANCE FUND							
(in thousands)							
Fiscal Year	Begin Balance	Planned Funding	Interest	Total Expend.	Balance	Reserve	Available Balance
19/20	\$ 6,411	\$ 550	\$ 100	\$ (1,245)	\$ 5,816	\$ (1,166)	\$ 4,650
20/21	5,816	0	62	\$ (1,330)	4,548	(1,166)	3,382
21/22	4,548	800	45	\$ (1,762)	3,631	(1,166)	2,465
22/23	3,631	0	36	\$ (1,147)	2,521	(1,166)	1,355
23/24	2,521	0	25	\$ (1,636)	910	(1,166)	(256)
24/25	910	0	9	\$ (1,069)	(149)	(1,166)	(1,315)
25/26	(149)	0	-	\$ (737)	(887)	(1,166)	(2,053)
26/27	(887)	0	-	\$ (602)	(1,489)	(1,166)	(2,655)
27/28	(1,489)	0	-	\$ (719)	(2,207)	(1,166)	(3,373)
28/29	(2,207)	0	-	\$ (811)	(3,018)	(1,166)	(4,184)
29/30	(3,018)	0	-	\$ (826)	(3,844)	(1,166)	(5,010)

The Facilities Maintenance Fund is estimated to have a Fund balance of approximately \$4.6 million as of June 30, 2020. The reserve of \$1.2 million is for projects which were approved in prior year budgets but have not yet been scheduled. The \$800,000 funding in 2021-22 is a charitable donation from the Estate of Anne Kroger which was received in 2017 and must be used to benefit children.

The fund balance at the end of 2020-21 is estimated at \$3.4 million, with an unrestricted fund balance of \$3.2. The restriction is the City Council approved loan to the Sewer Fund for system rehabilitation.

Annual funding is determined based on available funds in the General Fund after consideration of the needs of the equipment replacement fund and maintaining a General Fund reserve in the range of 18% +/- . Due to escalating pension, retiree medical and insurance expenses, and the uncertainty of our revenue stream due to the current economic climate, we are not proposing any General Fund transfers after 2019-20.

The facilities maintenance fund does not include major capital improvements currently being evaluated by the City. The estimated costs of these projects include:

	Cost \$
<u>Essential Services</u>	
Fire Department\City Hall	\$ 14,000,000
Police Department	\$ 18,000,000
	<u>\$ 32,000,000</u>
<u>Other:</u>	
New Aquatics Center	\$ 15,000,000
Veterans Hall Renovation	\$ 2,500,000
Coaches Field	\$ 5,000,000
Linda Beach	\$ 10,500,000
Recreation Building Renovation	\$ 5,000,000
	<u>\$ 38,000,000</u>

Recent high level assessments of the Police Department and Fire Department reveal significant deficiencies in these Essential Services Buildings which must be addressed. We are currently working on a more detailed analysis of options and costs. Beyond the Essential Services Buildings, City staff believes the renovation of the City Hall basement and Recreation Center are critical as the accessibility and fire/life safety issues of these facilities need to be addressed. Although \$1.0 million is included in the Facilities Maintenance budget to address these issues for the Recreation Center, we feel it would be more cost effective to completely renovate the building at the same time to utilize the existing space more efficiently. However, based on our ten year projections for the General Fund, we do not have adequate funding for any of these projects.

Capital Improvement Projects Fund

The Capital Improvement Fund is used to account for resources that are restricted and committed to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Historically, prior to creation of the Facilities Maintenance Fund and the Equipment Replacement Fund, the Capital Improvement Projects Fund was used to account for a very wide range of projects and activities.

Appropriation of resources to this Fund are typically considered following a receipt of a report on projects recommended by the Capital Improvement Projects Review Committee. The Committee, on an annual basis, initiates a process to solicit community input, conduct site visits, analyze the merits of potential projects, and make recommendations to the City Council as to which projects should be funded. This year, the Capital Improvement Projects Review Committee was forced to suspend its activity due to COVID-19. At this time, it is unclear when this committee will meet again.

Equipment Replacement Fund

The Equipment Replacement Fund sets aside funds in anticipation of the orderly replacement of City vehicles, heavy equipment, general equipment, as well as IT infrastructure. A replacement schedule has been developed including the replacement year(s) and estimated replacement costs.

The Equipment Replacement Fund is estimated to have a Fund Balance of approximately \$2,209,000 as of June 30, 2020. The fund balance at the end of 2020-21 is projected at \$1,561,000, with an unrestricted fund balance of \$961,000 and a restricted balance of \$600,000. The restriction is the City Council approved system rehabilitation loan to the Sewer Fund. The proposed General Fund transfer in 2020-21 is \$386,695.

The following is the detail of proposed Equipment Replacement expenditures for 2020-21 of \$1,073,800:

Description	\$ Amount
<u>Administration:</u>	
Video Equipment Upgrade	\$ 50,000
Station Renovation (KCOM)	\$ 250,000
<u>Recreation:</u>	
Automobile: Van	34,000
<u>Police:</u>	
Captain's Vehicle	35,000
Automated License Plate Readers	60,000
<u>Fire:</u>	
Utility Pickup Vehicle	75,000
Automated External Defibrillators	10,000
LUCAS Device (CPR Machine)	30,000
P25 Compatible Radios	20,000
<u>IT:</u>	
Applications & Systems	338,000
Infrastructure & Operations	136,100
Hardware	35,700
Total Proposed Expenditures	\$ 1,073,800

Sewer Fund

The Sewer Fund is used to account for costs related to the inspection, maintenance, repair, and replacement of the sanitary sewer and storm sewer system in the City. In July 2014, the City and other East Bay jurisdictions entered into a Consent Decree (CD) mandated by the U.S. Environmental Protection Agency (EPA) which requires the City to complete a rehabilitation of the sewer system and to establish a comprehensive

monitoring of system performance. With the CD finalized, and all of the mandated improvement measures identified, the City has moved forward with definitive plans to achieve full compliance.

To this end, the City Council previously approved loans totaling \$800,000 to the Sewer Fund from the Equipment Replacement Fund and the Facilities Maintenance Fund. These loans made the need for increasing the Sewer Tax or Real Property Transfer Tax unnecessary and provided the resources needed to initiate the next phase of required sewer rehabilitation.

With the approval of a low-interest loan by the State Water Resources Control Board (SWRCB), construction of Phase V of the sewer rehabilitation project began in 2017-18 and was completed in the first quarter of FY 2018-19. Thereafter, Phase VI design work began in FY 2018-19 with construction anticipated to begin in FY 20-21. All phases of rehabilitation are projected to be completed over the next decade, ahead of the schedule established under the CD.

A significant benchmark affirming Piedmont’s strategy for compliance to the EPA Consent Decree was reinforced in April of 2018. After the first EPA performance review of all participants, it was determined that Piedmont was in compliance and would not be assessed any stipulated penalties.

Sewer Fund Recap

SEWER FUND	Projected	Proposed Budget	Projected			
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Beginning Balance	\$2,926,379	\$ 3,153,735	\$ 3,068,998	\$ 2,984,674	\$ 964,421	\$ 4,133,158
Sewer Service Charges \ Interest	2,747,074	2,776,150	2,849,889	2,925,593	3,003,315	3,083,108
Loan Proceeds	0	0	0	1,020,620	3,061,860	0
Total Revenue	2,747,074	2,776,150	2,849,889	3,946,213	6,065,175	3,083,108
Operating Costs	(1,697,154)	(1,837,662)	(1,910,295)	(1,986,160)	(2,065,368)	(2,148,036)
Capital Costs:						
General Sewer Replacement	(13,223)	(13,885)	(14,579)	(15,308)	(16,073)	(16,877)
Phase V	0	0	0	0	0	0
Phase VI	0	(200,000)	(200,000)	(3,300,000)	0	0
Phase VII	0	0	0	0	(150,000)	(300,000)
Debt Service	(809,340)	(809,340)	(809,340)	(664,998)	(664,998)	(771,049)
Total Expenditures	(2,519,718)	(2,860,887)	(2,934,214)	(5,966,466)	(2,896,439)	(3,235,962)
Ending Balance	\$ 3,153,735	\$ 3,068,998	\$ 2,984,674	\$ 964,421	\$ 4,133,158	\$ 3,980,304

In addition to the construction of rehabilitation projects, the Sewer Fund reimburses the General Fund for sewer related expenses charged to the General Fund. Public Works and Finance have refined expense estimates and capture actual costs related to personnel, supplies and services. Based on the data collected, the proposed transfer for 2019-20 is projected at \$945,000, an increase of \$98,000 over last fiscal year.

2014 Taxable Pension Obligation Fund

In 2003, CalPERS required pension plans with less than 100 active members to be assigned to risk sharing pools with other agencies offering similar benefits. The City's Miscellaneous and Safety plans had small numbers of active members and CalPERS assigned these plans to risk pools and established Side Fund debt equal to the unfunded accrued liability for the plans. CalPERS amortized the obligation over a fixed period and charged interest at 7.5%.

In May 2014, the City Council authorized issuing \$7,305,000 in Taxable Pension Obligation Bonds to refinance the CalPERS Side Fund debt with an annual interest rate of 2.79%. The final payment was made in March 2020.

Pension Rate Stabilization Fund

In 2017-18, we established a Pension Rate Stabilization Fund. We partnered with the Public Agency Retirement Services (PARS) to establish a Section 115 Trust. The trust will allow us to smooth the effect of rising pension costs which are expected to more than double over the next ten years. Through the deposit of funds into the Section 115 Trust Program, the City could expect to earn a rate of return greater than what would be attained through the City's investment with the State of California Local Agency Investment Fund (LAIF). The higher return is made possible because the Section 115 Trust Program is not prohibited by the State law from making purchases of higher yield equities.

In May 2018, we transferred \$2.0 million from the General Fund into the Pension Rate Stabilization Fund. An additional \$750,000 was transferred into the trust in November 2018. Based on our current projections, the fund level is sufficient to meet our pension obligations and continue to maintain a minimal General Fund Reserve, which we are targeting long term at 17% of total expenditures. We will monitor our pension costs and the performance of this fund closely to assure adequate funding is maintained.

CONCLUSION

Over the past several years, the continuation of benefit cost sharing agreements with employees and the significant reduction of retiree healthcare benefits for future hires, combined with a healthy regional economy and support of Piedmont residents to renew the Parcel Tax, has sustained the City's ability to continue the provision of a high level of services to our residents.

We now suddenly find ourselves in the uncharted territories of a widespread economic shutdown due to COVID-19, and the resulting extended stay home orders. Despite the very real and significant local, regional, national, and global economic impacts of COVID-19, at present Piedmont is relatively well situated to weather this storm.

Prior to COVID-19, we were in a favorable mid-year position for FY 19-20. The City is not heavily dependent on sales tax or transient occupancy tax, which have been greatly reduced by the extended stay home orders. We will finish FY 19-20 \$0.7M to \$1M short of mid-year projections, but very close to budget. As a result, we will not be able to set aside additional needed funding to address facilities maintenance. However, we will be

able to balance the FY 19-20 budget, and in the short term, we will be able to continue to provide outstanding levels of service to Piedmont residents.

Longer term budgetary impacts are difficult to predict at this time due to tremendous economic uncertainty. Our primary long term concerns relate to our Real Property Transfer Tax receipts and pension costs. The transfer tax is especially sensitive to the state of the economy. As mentioned above, these tax receipts declined by 40% during the last economic recession and did not recover for four years. Also of great concern is the effect a downturn will have on our pension costs. If the financial markets continue to struggle, and CalPERS annual investment performance is lower than its 7% discount rate, our future pension payments may rise significantly. Looking ahead, the City finance team will continue to closely monitor the economic repercussions from COVID 19.

As followers of prior City budget discussions are aware, in order to maintain a balanced budget and a minimal General Fund reserve, the City has not been able to adequately invest in our aging infrastructure. Many of our facilities and streets need substantial improvement, due to age, accessibility, and emergency safety. The City is not able to save funds sufficient to address major renovations. There is no additional source of State or Federal funding currently available to address these significant needs, and it is unlikely that there will be any additional State or Federal revenue in the coming years.

A year ago, the City had identified \$5 million of critical renovations to City Hall and the Recreation Building, of which only \$1.2 million is funded (as a result of earmarked private donations). In addition, over the past several years, the City had identified significant needs at our other facilities and parks, including replacement of the Community Pool. Together, these facility renovations were estimated to cost approximately \$32.4 million. This year, the City was also made aware of significant deficiencies in our Essential Services Buildings (Police and Fire) which must be addressed. Despite the economic uncertainties of today, the City needs to continue to focus on plans to renovate, replace, or close these facilities in the coming years.

In conclusion, I want to thank the residents of Piedmont whose volunteerism and on-going financial support enables the City to sustain a responsive and high level of service. I also want to acknowledge the City's management team for their service and for diligently managing Departmental budgets. Lastly, I want to particularly recognize the City's Finance team — Finance Director Mike Szczech, Accountant Ken Lee, and Human Resources Administrator Stacy Jennings, for their focus and dedication in preparing this budget.



Sara Lillevand
City Administrator

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CITY OF PIEDMONT
FY 2020-21 BUDGET SUMMARY

OPERATING BUDGET

Expenditures:	Current Budget 2019-20	Estimated Expenditures 2019-20	Proposed Budget 2020-21	Budget % Change
Administration & KCOM	\$ 3,374,711	\$ 3,249,462	\$ 3,390,785	0.5%
Public Works	3,634,073	3,573,862	3,764,400	3.6%
Planning & Building	1,299,300	1,192,217	1,627,665	25.3%
Recreation	3,267,800	2,745,625	3,211,740	-1.7%
Police	6,563,888	6,742,793	7,058,186	7.5%
Fire	6,684,800	6,477,799	6,991,625	4.6%
Non-Departmental	2,616,671	2,495,471	2,820,471	7.8%
TOTAL General Fund	27,441,243	26,477,229	28,864,872	5.2%
Other Operating Funds				
Aquatics Fund	884,600	723,093	843,225	-4.7%
Schoolmates Fund	745,300	763,239	802,065	7.6%
TOTAL Other Operating Expenditures	1,629,900	1,486,332	1,645,290	0.9%
Total Operating Expenditures	\$ 29,071,143	\$ 27,963,561	\$ 30,510,162	4.9%

OTHER FUNDS BUDGET

Expenditures:	Current Budget 2019-20	Estimated Expenditures 2019-20	Proposed Budget 2020-21	Budget % Change
Special Revenue Funds				
Athletic Facility Preservation Fund	\$ 40,000	\$ 40,000	\$ 40,000	0.0%
COPS Fund	481,750	200,000	481,750	0.0%
Juvenile Officer Grant Fund	-	-	-	NA
Traffic Congestion Fund	-	38,429	-	NA
Gas Tax Fund	390,000	1,119,000	430,000	10.3%
Measure B Fund	460,000	600,000	430,000	-6.5%
Measure BB Fund	425,000	680,000	400,000	-5.9%
Measure D Fund	40,000	40,000	40,000	0.0%
Measure F - VRF	45,000	67,500	45,000	0.0%
Sidewalk Repair Fund	110,000	15,000	20,000	-81.8%
Total Special Revenue Funds	1,991,750	2,799,929	1,886,750	-5.3%
Capital Project Funds				
Capital Improvement Fund	3,055	75,000	3,055	0.0%
Urban County CDBG Fund	42,000	34,000	20,000	-52.4%
Equipment Replacement Fund	1,579,500	1,345,500	1,073,800	-32.0%
Facility Maintenance Fund	2,016,730	1,244,514	1,330,300	-34.0%
Total Capital Project Funds	3,641,285	2,699,014	2,427,155	-33.3%
Debt Service Fund				
2014 Pension Obligation Fund	1,127,300	1,127,300	-	-100.0%
Total Debt Service Fund	1,127,300	1,127,300	-	-100.0%
Enterprise Fund				
Sewer Fund	1,952,430	1,672,718	2,215,887	13.5%
Total Enterprise Fund	1,952,430	1,672,718	2,215,887	13.5%
TOTAL Other Funds	\$ 8,712,765	\$ 8,298,961	\$ 6,529,792	-25.1%
Grand Total	\$ 37,783,908	\$ 36,262,522	\$ 37,039,954	-2.0%

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OPERATING BUDGET

GENERAL FUND OPERATING DEPARTMENTS

	Budget 19/20	Estimated Expenditures 19/20	Proposed Expenditures 20/21	Proposed % Change
SALARIES	\$ 13,003,000	\$ 13,226,594	\$ 13,855,590	6.6%
FRINGE BENEFITS	5,187,600	4,838,342	5,504,523	6.1%
PERSONNEL EXPENSES	307,160	281,492	298,260	-2.9%
SUPPLIES & SERVICES	6,304,812	5,614,330	6,375,528	1.1%
CAPITAL EXPENDITURES	22,000	21,000	10,500	-52.3%
OTHER	2,616,671	2,495,471	2,820,471	7.8%
TOTAL - ALL DEPARTMENTS	\$ 27,441,243	\$ 26,477,229	\$ 28,864,872	5.2%

EXPENDITURE DETAIL:

SALARIES

Regular Salaries	\$ 11,194,000	\$ 10,942,384	\$ 11,796,734	5.4%
Part Time Salaries	1,002,000	982,940	1,232,312	23.0%
Overtime Salaries	807,000	1,301,270	826,544	2.4%
Subtotal	13,003,000	13,226,594	13,855,590	6.6%

FRINGE BENEFITS

Health Insurance	1,906,300	1,584,341	1,777,194	-6.8%
Retirement	2,496,500	2,469,100	2,895,900	16.0%
Other Benefits	784,800	784,901	831,429	5.9%
Subtotal	5,187,600	4,838,342	5,504,523	6.1%

PERSONNEL EXPENSES

Memberships/Conferences/Training	307,160	281,492	298,260	-2.9%
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SUPPLIES & SERVICES

Department Supplies	334,650	362,150	339,650	1.5%
Utilities/Telephone/Radio	498,200	561,700	557,200	11.8%
Equipment/Maintenance/Gas/Oil	282,450	232,450	232,450	-17.7%
Contract Services	2,468,011	2,301,611	2,694,978	9.2%
Buildings/Grounds Maintenance	349,000	361,000	349,000	0.0%
Other Expenses	1,632,301	1,146,919	1,473,050	-9.8%
Information Services	740,200	648,500	729,200	-1.5%
Subtotal	6,304,812	5,614,330	6,375,528	1.1%

CAPITAL EXPENDITURES

Capital Outlay	22,000	21,000	10,500	-52.3%
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OTHER

General Fund Non Departmental	2,616,671	2,495,471	2,820,471	7.8%
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TOTAL - ALL DEPARTMENTS	\$ 27,441,243	\$ 26,477,229	\$ 28,864,872	5.2%
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GENERAL FUND BUDGET SUMMARY				
Expenditures and Revenues				
	FUND USES		VARIANCE	
	Proposed 2020-21	Estimated 2019-20	%	\$
EXPENDITURES				
Administration	\$ 3,390,785	\$ 3,249,462	4.3%	\$ 141,323
Public Works	3,764,400	3,573,862	5.3%	190,538
Planning and Building	1,627,665	1,192,217	36.5%	435,448
Recreation	3,211,740	2,745,625	17.0%	466,115
Police	7,058,186	6,742,793	4.7%	315,393
Fire	6,991,625	6,477,799	7.9%	513,826
Non-Departmental	2,820,471	2,495,471	13.0%	325,000
TOTAL Expenditures	28,864,872	26,477,229	9.0%	2,387,643
TRANSFER OUT:				
2014 Pension Obligation Fund	-	1,127,300	-100.0%	(1,127,300)
Equipment Replacement Fund	386,695	400,000	-3.3%	(13,305)
Aquatics	300,000	250,000	20.0%	50,000
Capital Improvement Fund	-	154,215	-100.0%	(154,215)
Facility Maintenance	-	550,000	-100.0%	(550,000)
TOTAL Transfer Out	686,695	2,481,515	-72.3%	(1,794,820)
TOTAL Expenditures/Transfer Out	\$ 29,551,567	\$ 28,958,744	2.0%	\$ 592,823
	FUND SOURCES		VARIANCE	
	Proposed 2020-21	Estimated 2019-20	%	\$
REVENUE				
Property Tax	\$ 15,135,000	\$ 14,595,000	3.7%	\$ 540,000
Property Transfer Tax & Parcel Tax	5,210,000	5,204,000	0.1%	6,000
Other Taxes and Franchises	2,321,000	2,370,000	-2.1%	(49,000)
Licenses and Permits	416,000	527,000	-21.1%	(111,000)
Use of Money and Property	632,000	389,000	62.5%	243,000
Revenue from Other Agencies	1,865,000	1,674,000	11.4%	191,000
Charges for Current Services	3,431,000	2,667,000	28.6%	764,000
Other	210,000	190,000	10.5%	20,000
TOTAL Revenue	29,220,000	27,616,000	5.8%	1,604,000
TRANSFER IN:				
Juvenile Officer Grant Fund	140,000	150,000	-6.7%	(10,000)
Measure D Fund	17,000	17,000	0.0%	-
Private Contribution Fund	-	5,000	-100.0%	(5,000)
Sewer Fund	945,000	847,000	11.6%	98,000
Traffic Safety Fund	20,000	20,000	0.0%	-
TOTAL Transfer In	1,122,000	1,039,000	8.0%	83,000
TOTAL Revenue/Transfer In	\$ 30,342,000	\$ 28,655,000	5.9%	\$ 1,687,000
Excess: Revenues over Expenditures	790,433	(303,744)		
Beginning Fund Balance:	4,984,482	5,288,226		
Estimated Ending Fund Balance:	\$ 5,774,915	\$ 4,984,482		

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GENERAL FUND

2016-17 to 2020-21

	Actual 2016-17	Actual 2017-18	Actual 2018-19	Estimated 2019-20	Proposed 2020-21
General Fund Beginning Balance	\$ 4,717,975	\$ 4,688,649	\$ 5,531,642	\$ 5,288,226	\$ 4,984,482
Revenues					
Property Taxes	12,512,001	13,375,004	14,078,549	14,595,000	15,135,000
Real Property Transfer Tax	3,522,078	3,845,198	3,819,816	2,850,000	2,800,000
Parcel Tax: Muni Tax	1,745,533	2,197,571	2,261,531	2,354,000	2,410,000
Other Taxes and Franchises	2,473,923	2,411,719	2,481,403	2,370,000	2,321,000
License and Permits	577,031	588,652	512,131	527,000	416,000
Revenue from Use of Money or Property	615,611	738,051	828,696	389,000	632,000
Revenue from Other Agencies	1,699,190	2,036,728	2,002,026	1,674,000	1,865,000
Charges for Current Services	3,342,416	3,544,881	3,251,529	2,667,000	3,431,000
Other Revenue	169,447	267,028	327,870	190,000	210,000
	<u>26,657,232</u>	<u>29,004,834</u>	<u>29,563,551</u>	<u>27,616,000</u>	<u>29,220,000</u>
Operating Transfers in					
Sewer Fund Reimbursement	728,000	746,840	783,994	847,000	945,000
Traffic Safety Fund Reimbursement	50,000	15,000	20,000	20,000	20,000
Juvenile Officer Grant Fund Reimbursement				150,000	140,000
Schoolmates Fund Reimbursement	48,895	-	-	-	-
Private Contribution Fund	1,431	945	1,280	5,000	-
Gas Tax Supplement	250,000	-	-	-	-
COPS	6,117	-	-	-	-
Measure D Reimbursement	25,010	30,320	22,086	17,000	17,000
	<u>1,109,453</u>	<u>793,105</u>	<u>827,360</u>	<u>1,039,000</u>	<u>1,122,000</u>
Total Income	27,766,684	29,797,939	30,390,910	28,655,000	30,342,000
Departmental Expenditures					
Administration	2,527,851	2,880,104	2,919,216	3,249,462	3,390,785
Public Works	4,160,551	4,275,037	3,273,121	3,573,862	3,764,400
Planning & Building	-	-	1,300,000	1,192,217	1,627,665
Recreation	2,771,670	2,839,432	2,905,410	2,724,625	3,201,240
Police	5,757,399	6,203,835	6,333,036	6,742,793	7,058,186
Fire	5,440,638	5,959,922	6,142,768	6,477,799	6,991,625
	<u>20,658,109</u>	<u>22,158,328</u>	<u>22,873,551</u>	<u>23,960,758</u>	<u>26,033,901</u>
Operating Capital Outlay	-	15,792	12,721	21,000	10,500
Non Departmental Expenditures					
Library	350,471	350,471	350,471	350,471	350,471
Unemployment Insurance	8,323	8,414	76	20,000	20,000
Workers Compensation	555,206	614,638	793,587	610,000	680,000
Liability Insurance	434,911	553,186	685,742	802,000	990,000
Other Expense	-	2,112	6,459	-	-
Pension Rate Stabilization	2,000,000	750,000	-	-	-
OPEB - Retiree Payments	-	-	519,905	625,000	700,000
OPEB - Contributions	312,000	85,550	99,250	88,000	80,000
	<u>3,660,910</u>	<u>2,364,371</u>	<u>2,455,490</u>	<u>2,495,471</u>	<u>2,820,471</u>
Operating Transfers-out					
Aquatics	130,000	130,000	250,000	250,000	300,000
2014 Pension Obligation Fund	1,346,991	1,388,734	1,437,565	1,127,300	-
	<u>1,476,991</u>	<u>1,518,734</u>	<u>1,687,565</u>	<u>1,377,300</u>	<u>300,000</u>
Total Expenditures and Transfers-out	25,796,011	26,057,225	27,029,327	27,854,529	29,164,872
Operating Net Income	1,970,674	3,740,713	3,361,584	800,471	1,177,128
Capital Transfers-out					
Capital Improvement Fund	-	1,750	50,000	154,215	-
Streets \ Sidewalks	-	-	1,205,000	-	-
Facility Maintenance	1,600,000	3,331,000	1,950,000	550,000	-
Equipment Replacement Fund	400,000	400,000	400,000	400,000	386,695
	<u>2,000,000</u>	<u>3,732,750</u>	<u>3,605,000</u>	<u>1,104,215</u>	<u>386,695</u>
Net Income after Capital Transfers	(29,326)	7,963	(243,416)	(303,744)	790,433
Prior Year Adjustment (Audit)		833,000			
General Fund Ending Fund Balance	\$ 4,688,649	\$ 5,529,612	\$ 5,288,226	\$ 4,984,482	\$ 5,774,915
Fund Balance as % of Operating Exp	19%	23%	21%	19%	20%
Fund Balance as % of Exp & Debt	18%	21%	20%	18%	20%

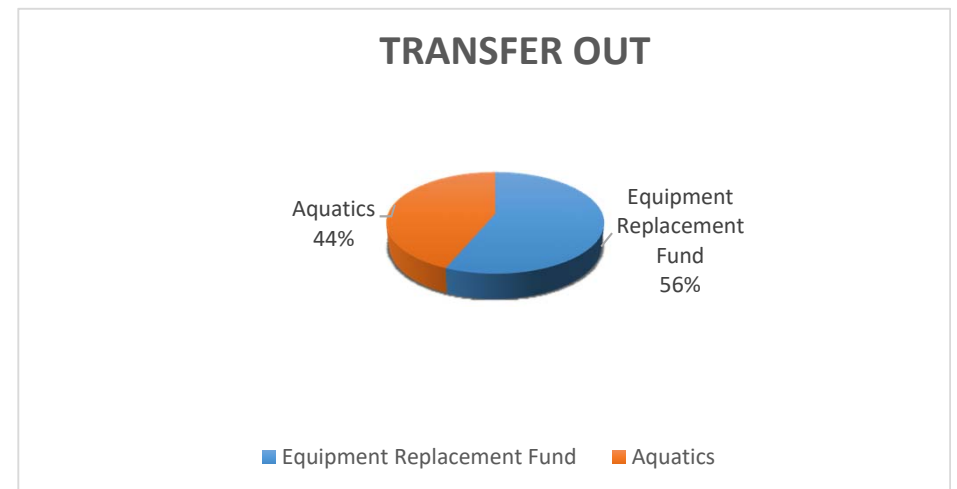
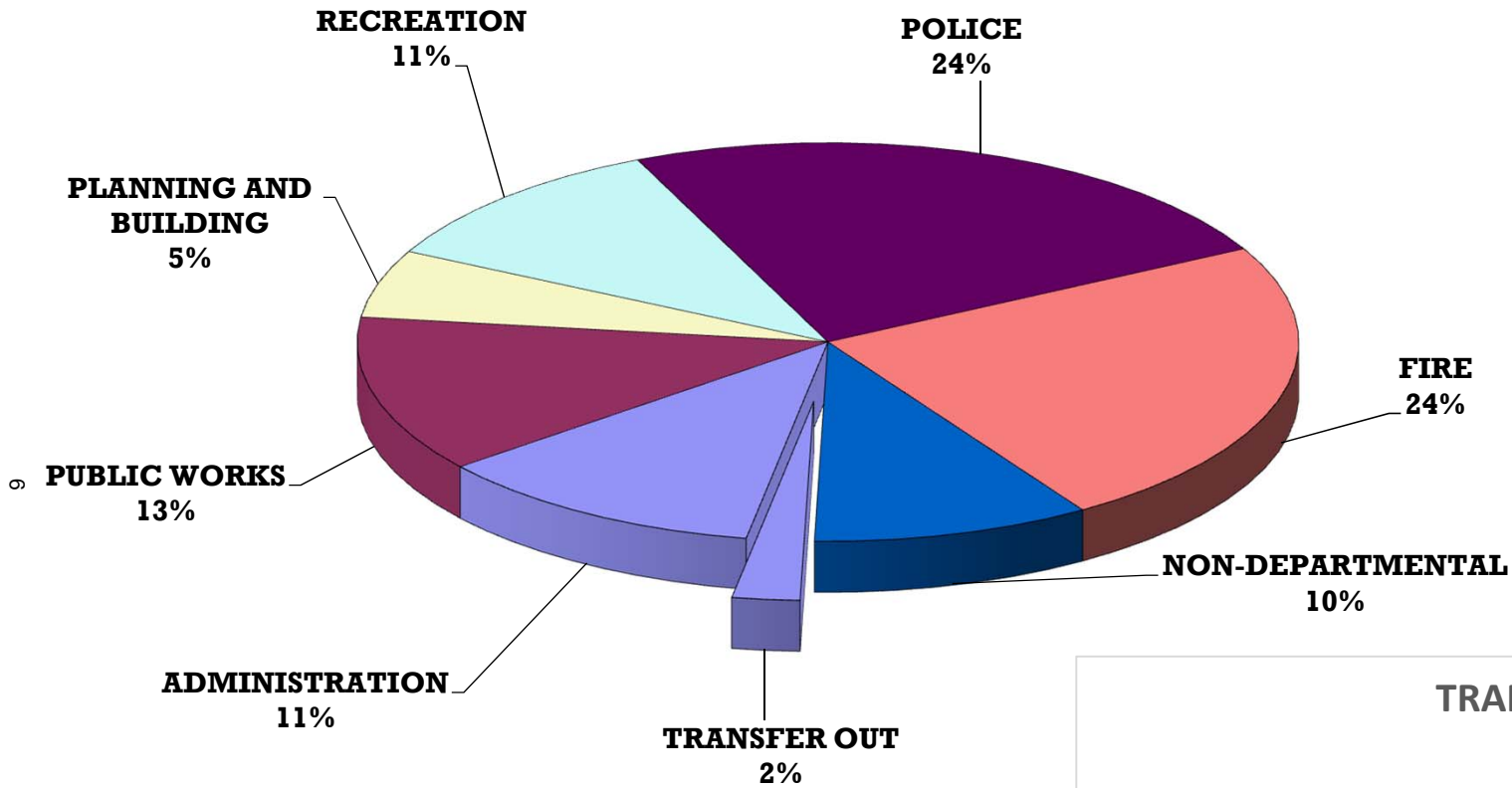
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GENERAL FUND SUMMARY

	Proposed Budget 2020-21	% of Budget
<u>Administration (Total)</u>	<u>\$ 3,390,785</u>	<u>11.5%</u>
Personal Services	1,704,725	5.8%
Maintenance & Operations	1,686,060	5.7%
Capital Outlay	-	0.0%
<u>Public Works (Total)</u>	<u>3,764,400</u>	<u>12.7%</u>
Personal Services	2,033,040	6.9%
Maintenance & Operations	1,731,360	5.9%
Capital Outlay	-	0.0%
<u>Planning & Building (Total)</u>	<u>1,627,665</u>	<u>5.5%</u>
Personal Services	1,167,165	3.9%
Maintenance & Operations	460,500	1.6%
Capital Outlay	-	0.0%
<u>Recreation (Total)</u>	<u>3,211,740</u>	<u>10.9%</u>
Personal Services	1,911,240	6.5%
Maintenance & Operations	1,290,000	4.4%
Capital Outlay	10,500	0.0%
<u>Police (Total)</u>	<u>7,058,186</u>	<u>23.9%</u>
Personal Services	6,153,318	20.8%
Maintenance & Operations	904,868	3.1%
Capital Outlay	-	0.0%
<u>Fire (Total)</u>	<u>6,991,625</u>	<u>23.7%</u>
Personal Services	6,390,625	21.6%
Maintenance & Operations	601,000	2.0%
Capital Outlay	-	0.0%
Non-Departmental (Total)	2,820,471	9.5%
Transfer Out (Total)	<u>686,695</u>	<u>2.3%</u>
General Fund: Expenditures/Transfers Out	<u><u>\$ 29,551,567</u></u>	<u><u>100.0%</u></u>

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**CITY OF PIEDMONT
GENERAL FUND
PROPOSED EXPENDITURES AND TRANSFERS 2020-21**



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CITY OF PIEDMONT

SUMMARY OF FUND TYPES

GENERAL FUND – The City’s primary operating fund and accounts for all financial resources of the City, except those required to be accounted for in another fund.

OTHER FUND TYPES

SPECIAL REVENUE FUNDS – Funds to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than Debt Service or Capital Projects.

CAPITAL PROJECTS FUNDS – Funds used to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

DEBT SERVICE FUND – Fund used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

ENTERPRISE FUNDS – Funds used to report any activity for which a fee is charged to external users for good or services.

INTERNAL SERVICE FUNDS – Funds used to report activity that provides goods or services to other funds, departments, or agencies of the primary government or other governments on a cost reimbursement basis.

TRUST FUNDS – Funds used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, other postemployment benefits, or other employee benefit plans.

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FUND BALANCE SUMMARY
Fiscal Years 2012-2021

FUND	2011-12 Actual Fund Balance	2012-13 Actual Fund Balance	2013-14 Actual Fund Balance	2014-15 Actual Fund Balance	2015-16 Actual Fund Balance	2016-17 Actual Fund Balance	2017-18 Actual Fund Balance	2018-19 Actual Fund Balance	2019-20 Estimated Fund Balance	2020-21 Proposed Fund Balance
GENERAL FUND	\$ 4,007,291	\$ 4,198,390	\$ 4,489,854	\$ 4,617,678	\$ 4,717,679	\$ 4,688,649	\$ 5,531,642	\$ 5,288,226	\$ 4,984,482	\$ 5,774,915
SPECIAL REVENUE FUNDS										
Abandoned Vehicle	55,948	35,278	39,843	41,911	45,472	52,739	23,514	28,658	28,658	28,658
Athletic Facility Preservation	-	32,166	28,570	129,574	25,016	85,136	137,095	169,382	159,382	149,382
COPS	234,333	152,504	213,466	297,881	283,216	406,933	436,134	526,291	481,291	150,541
Juvenile Officer Grant Fund	-	-	-	-	-	-	-	-	-	-
EECBG	5,459	5,459	5,459	-	-	-	-	-	-	-
Gas Tax	370,419	441,668	489,279	495,332	498,212	152,283	438,652	633,638	18,230	11,230
Measure B Sales Tax	420,534	558,322	396,135	117,959	84,666	75,556	7,478	136,758	11,758	11,758
Measure BB Sales Tax	-	-	-	79,133	23,751	238,316	2,380	250,966	10,966	10,966
Measure D	150,099	148,491	142,723	86,781	48,227	68,033	69,634	43,961	29,961	15,961
Measure F	49,408	94,409	141,877	30,452	3,184	4,932	105	39,255	12,555	7,555
Private Contribution	219,555	241,567	129,396	141,151	46,548	872,072	1,258,755	1,262,382	1,267,382	1,272,382
Schoolmates Program	78,091	93,108	226,979	316,387	344,698	326,316	301,049	370,083	247,844	295,779
Sidewalk Repair	59,087	62,515	47,907	54,860	60,231	62,051	69,296	16,373	16,373	11,373
Traffic Congestion Relief	-	-	-	-	-	-	12,827	25,590	0	0
Traffic Safety	4,020	7,292	15	51,394	8,876	5,305	11,077	25,009	25,009	25,009
TOTAL SPECIAL REVENUE FUNDS	1,646,953	1,902,902	1,865,193	1,844,606	1,473,888	2,349,673	2,767,996	3,528,348	2,309,410	1,990,595
CAPITAL PROJECT FUNDS										
Capital Improvement	1,072,137	1,195,023	493,334	475,216	330,437	440,456	103,897	14,499	93,714	90,659
Urban County CDBG	-	30,123	3,543	1,791	1,791	(145)	17,715	17,715	25,715	5,715
Equipment Replacement	2,017,019	2,173,174	2,861,650	2,958,928	3,702,889	3,937,414	3,803,442	3,100,790	2,209,290	1,561,185
Facilities Maintenance	139,907	918,655	2,114,247	2,123,889	4,375,941	3,782,199	5,654,456	6,410,608	5,816,094	4,547,794
TOTAL CAPITAL PROJECT FUNDS	3,229,063	4,286,852	5,469,231	5,558,033	8,409,267	8,159,924	9,579,509	9,543,612	8,144,813	6,205,353
ENTERPRISE FUNDS										
Aquatics	(124,650)	(72,477)	12,763	43,188	28,741	129,500	199,447	264,446	134,353	66,128
Sewer	1,203,721	1,153,481	680,087	1,296,051	801,035	1,303,950	(1,464,168)	2,926,379	3,153,735	2,768,999
TOTAL ENTERPRISE FUNDS	1,079,071	1,081,004	692,850	1,339,240	829,777	1,433,450	(1,264,722)	3,190,825	3,288,089	2,835,127
INTERNAL SERVICE FUNDS										
Employee Benefits	(3,212,055)	(3,852,737)	(3,874,525)	(4,135,522)	(4,135,522)	(5,218,206)	-	-	-	-
Liability Insurance	214,573	265,151	282,171	292,863	287,106	287,106	223,535	261,126	261,126	261,126
Workers Compensation	328,829	257,623	328,447	586,435	745,568	745,568	874,568	745,568	745,568	745,568
TOTAL INTERNAL SERVICE FUNDS	(2,668,653)	(3,329,963)	(3,263,907)	(3,256,223)	(3,102,848)	(4,185,533)	1,098,102	1,006,693	1,006,693	1,006,693
TOTAL FUNDS	\$ 7,293,725	\$ 8,139,185	\$ 9,253,221	\$ 10,103,334	\$ 12,327,762	\$ 12,446,164	\$ 17,712,529	\$ 22,557,704	\$ 19,733,487	\$ 17,812,683
TRUST FUNDS										
Police & Fire Pension Fund	\$ 8,967,953	\$ 10,164,732	\$ 11,719,273	\$ 11,645,257	\$ 10,853,164	\$ 11,933,986	\$ 12,352,060	\$ 12,950,030	\$ 12,630,683	\$ 12,860,683
Pension Rate Stabilization	-	-	-	-	-	2,000,000	2,752,527	2,917,104	2,899,104	3,027,104
OPEB Fund	3,052,875	3,427,173	4,353,290	5,530,561	6,194,988	7,171,296	8,161,570	8,857,496	8,945,496	9,560,496
TOTAL TRUST FUNDS	\$ 12,020,828	\$ 13,591,905	\$ 16,072,563	\$ 17,175,819	\$ 17,048,152	\$ 21,105,282	\$ 23,266,157	\$ 24,724,630	\$ 24,475,283	\$ 25,448,283

**CITY OF PIEDMONT
FUND BALANCE DETAIL
2019 - 2020**

	Description	6/30/2019 Fund Balance	Estimated		Estimated Transfer		6/30/2020 Estimated Fund Balance
			Revenue	Expenditures	In	Out	
GENERAL FUND	General Fund	\$ 5,288,226	\$ 27,616,000	\$ 26,477,229	\$ 1,039,000	\$ 2,481,515	\$ 4,984,482
INTERNAL SERVICE FUNDS	Liability Insurance	261,126	802,000	802,000	-	-	261,126
	Workers Compensation	745,568	610,000	610,000	-	-	745,568
	Gas Tax	633,638	503,592	1,119,000	-	-	18,230
	Measure B	136,758	475,000	600,000	-	-	11,758
	Measure BB	250,966	440,000	680,000	-	-	10,966
	Measure F	39,255	40,800	67,500	-	-	12,555
	Sidewalk Repair	16,373	15,000	15,000	-	-	16,373
	Sub-Total Street Related	1,076,991	1,474,392	2,481,500	-	-	69,883
SPECIAL REVENUE FUNDS	Abandoned Vehicle	28,658	-	-	-	-	28,658
	COPS	526,291	155,000	200,000	-	-	481,291
	Juvenile Officer Grant	-	150,000	-	-	150,000	-
	Traffic Safety	25,009	20,000	-	-	20,000	25,009
	Traffic Congestion	25,590	12,839	38,429	-	-	0
	Athletic Facility Preservation	169,382	30,000	40,000	-	-	159,382
	Measure D	43,961	43,000	40,000	-	17,000	29,961
	Private Contribution	1,262,382	10,000	-	-	5,000	1,267,382
	Schoolmates Program	370,083	641,000	763,239	-	-	247,844
CAPITAL PROJECT FUNDS	Equipment Replacement	3,100,790	54,000	1,345,500	400,000	-	2,209,290
	Facilities Maintenance	6,410,608	100,000	1,244,514	550,000	-	5,816,094
	Capital Improvement	14,499	-	75,000	154,215	-	93,714
	Urban County CDBG	17,715	42,000	34,000	-	-	25,715
DEBT SERVICE FUND	2014 Taxable Pension Oblig.	-	-	1,127,300	1,127,300	-	-
ENTERPRISE FUNDS	Aquatics	264,446	343,000	723,093	250,000	-	134,353
	Sewer	2,926,379	2,747,074	1,672,718	-	847,000	3,153,735
	TOTAL	\$ 22,557,704	\$ 34,850,305	\$ 37,674,522	\$ 3,520,515	\$ 3,520,515	\$ 19,733,487
TRUST FUNDS	OPEB Fund	\$ 8,857,496	\$ 88,000	\$ -	\$ -	\$ -	\$ 8,945,496
	Police & Fire Pension Fund	12,950,030	-	319,347	-	-	12,630,683
	Pension Rate Stabilization	2,917,104	-	18,000	-	-	2,899,104
	TOTAL TRUST FUNDS	\$ 24,724,630	\$ 88,000	\$ 337,347	\$ -	\$ -	\$ 24,475,283

**CITY OF PIEDMONT
ESTIMATED FUND BALANCE DETAIL
2020 - 2021**

	Description	6/30/2020 Fund Balance	Estimated		Estimated Transfer		6/30/2021 Estimated Fund Balance
			Revenue	Expenditures	In	Out	
GENERAL FUND	General Fund	\$ 4,984,482	\$ 29,220,000	\$ 28,864,872	\$ 1,122,000	\$ 686,695	\$ 5,774,915
INTERNAL SERVICE	Liability Insurance	261,126	990,000	990,000	-	-	261,126
	Workers Compensation	745,568	680,000	680,000	-	-	745,568
SPECIAL REVENUE FUNDS	Gas Tax	18,230	423,000	430,000	-	-	11,230
	Measure B	11,758	430,000	430,000	-	-	11,758
	Measure BB	10,966	400,000	400,000	-	-	10,966
	Measure F	12,555	40,000	45,000	-	-	7,555
	Sidewalk Repair	16,373	15,000	20,000	-	-	11,373
	Sub-Total Street Related	69,883	1,308,000	1,325,000	-	-	52,883
	Abandoned Vehicle	28,658	-	-	-	-	28,658
	COPS	481,291	151,000	481,750	-	-	150,541
	Juvenile Officer Grant	-	140,000	-	-	140,000	-
	Traffic Safety	25,009	20,000	-	-	20,000	25,009
	Traffic Congestion	0	-	-	-	-	0
	Athletic Facility Preservation	159,382	30,000	40,000	-	-	149,382
	Measure D	29,961	43,000	40,000	-	17,000	15,961
Private Contribution	1,267,382	5,000	-	-	-	1,272,382	
Schoolmates Program	247,844	850,000	802,065	-	-	295,779	
CAPITAL PROJECT FUNDS	Equipment Replacement	2,209,290	39,000	1,073,800	386,695	-	1,561,185
	Facilities Maintenance	5,816,094	62,000	1,330,300	-	-	4,547,794
	Capital Improvement	93,714	-	3,055	-	-	90,659
	Urban County CDBG	25,715	-	20,000	-	-	5,715
ENTERPRISE FUNDS	Aquatics	134,353	475,000	843,225	300,000	-	66,128
	Sewer	3,153,735	2,776,150	2,215,887	-	945,000	2,768,999
	TOTAL	\$ 19,733,487	\$ 36,789,150	\$ 38,709,954	\$ 1,808,695	\$ 1,808,695	\$ 17,812,683
TRUST FUNDS	OPEB Fund	\$ 8,945,496	\$ 615,000	\$ -	\$ -	\$ -	\$ 9,560,496
	Police & Fire Pension Fund	12,630,683	630,000	400,000	-	-	12,860,683
	Pension Rate Stabilization	2,899,104	145,000	17,000	-	-	3,027,104
	TOTAL TRUST FUNDS	\$ 24,475,283	\$ 1,390,000	\$ 417,000	\$ -	\$ -	\$ 25,448,283

GENERAL FUND REVENUE ANALYSIS
2020 - 2021

	Actual Revenue 2017-18	Actual Revenue 2018-19	Projected Revenue 2019-20	Proposed Revenue 2020-21
PROPERTY TAXES				
Property Tax - Secured	\$ 12,292,474	\$ 12,960,748	\$ 13,600,000	\$ 14,210,000
Property Tax - Unsecured	580,856	612,220	660,000	670,000
Supplemental Assessment	494,359	497,983	330,000	250,000
Delinquent Taxes & Penalties	7,315	7,598	5,000	5,000
TOTAL Property Taxes	13,375,004	14,078,549	14,595,000	15,135,000
PROPERTY TRANSFER TAX & PARCEL TAX				
Real Property Transfer Tax	3,845,198	3,819,816	2,850,000	2,800,000
Parcel Tax	2,197,571	2,261,531	2,354,000	2,410,000
TOTAL Transfer Tax and Parcel Tax	6,042,769	6,081,348	5,204,000	5,210,000
OTHER TAXES & FRANCHISES				
Other Taxes				
Sales & Use Tax	191,892	200,158	150,000	150,000
Business License Tax	563,453	560,515	550,000	476,000
TOTAL Other Taxes	755,345	760,673	700,000	626,000
Franchises				
Gas & Electric	81,347	75,718	75,000	75,000
Waste Management	164,741	249,549	240,000	240,000
Cable Television	161,732	218,068	205,000	205,000
TOTAL Franchises	407,820	543,335	520,000	520,000
Utility Users Tax				
Gas & Electric	811,175	759,441	825,000	850,000
Telephone	392,282	372,806	280,000	280,000
Water	45,097	45,149	45,000	45,000
TOTAL Utility Users Tax	1,248,554	1,177,395	1,150,000	1,175,000
TOTAL Other Taxes & Franchises	2,411,719	2,481,403	2,370,000	2,321,000
LICENSES & PERMITS				
Dog License	23,666	22,958	20,000	20,000
Building Permits	532,433	457,598	480,000	366,000
Other Permits	27,985	28,568	22,000	25,000
Fines & Forfeitures	4,568	3,007	5,000	5,000
TOTAL Licenses & Permits	\$ 588,652	\$ 512,131	\$ 527,000	\$ 416,000

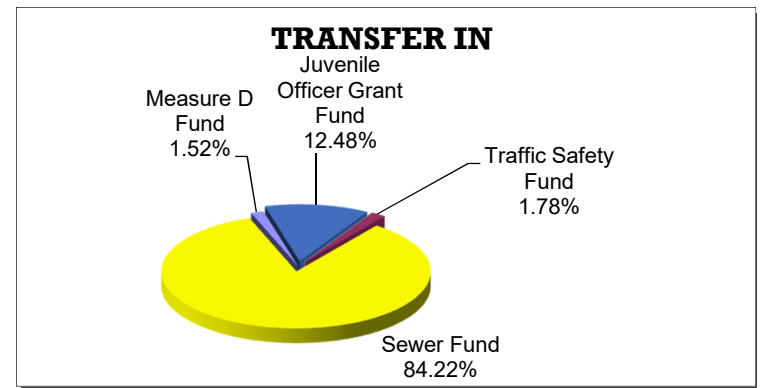
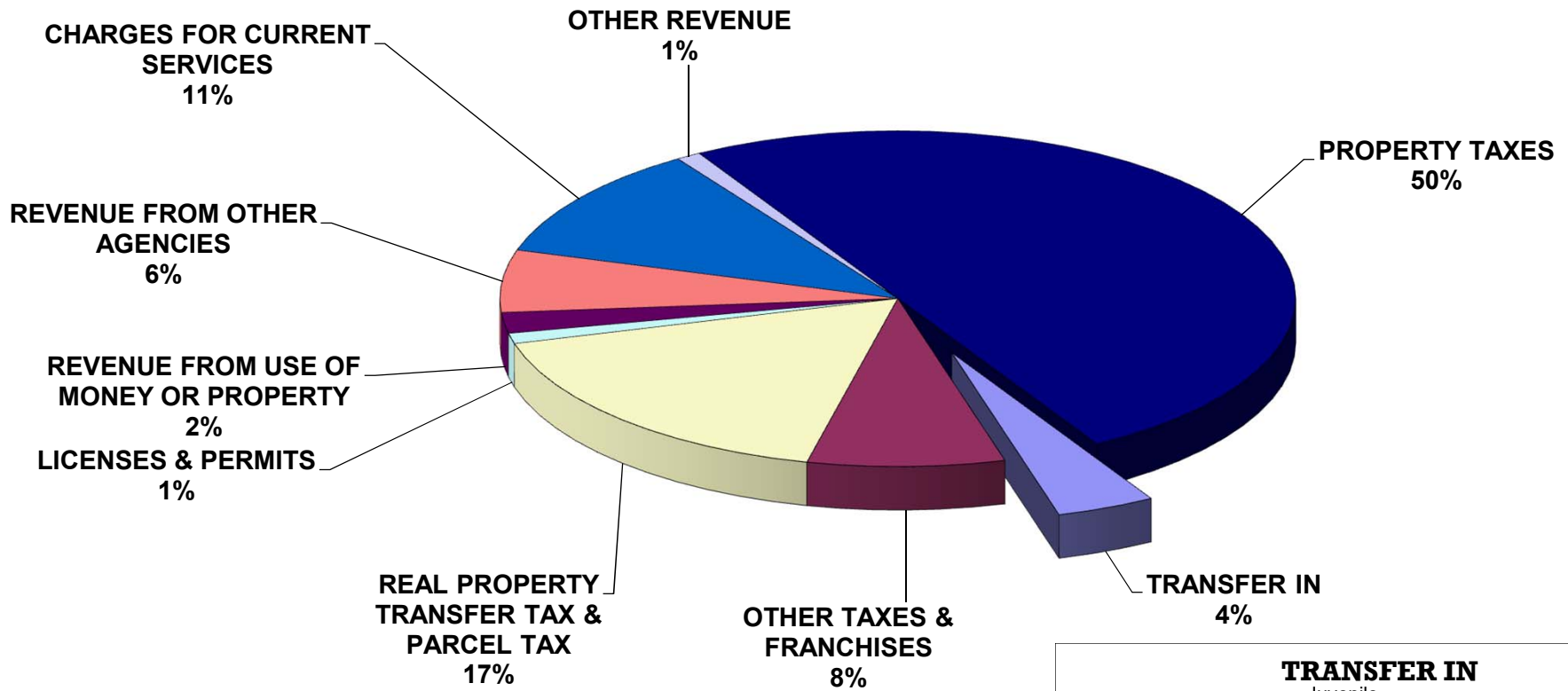
GENERAL FUND REVENUE ANALYSIS

2020 - 2021

	Actual Revenue 2017-18	Actual Revenue 2018-19	Projected Revenue 2019-20	Proposed Revenue 2020-21
REVENUE FROM USE OF MONEY OR PROPERTY				
Interest Earnings	\$ 119,628	\$ 217,037	\$ 80,000	\$ 80,000
Community Hall Rental	414,835	449,482	170,000	380,000
Veterans' Building	115,324	95,023	49,000	80,000
City Hall Rental (Telecommunications)	87,433	89,107	90,000	92,000
Other	830	2,651		-
TOTAL Revenue from Use of Money or Property	738,051	853,300	389,000	632,000
REVENUE FROM OTHER AGENCIES				
State of California				
Forestry & Fire Protection	480,769	383,294	58,000	-
Homeowner's Property Tax Relief	84,589	83,672	81,000	80,000
POST Fund	2,219	2,642	13,000	10,000
Mandated Costs/ State & County Grants/ Misc.	19,334	51,437	7,000	225,000
Motor Vehicle License Fees	1,228,577	1,299,718	1,350,000	1,400,000
1/2 Cent Sales Tax (Public Safety)	84,737	111,810	95,000	80,000
TOTAL State of California	1,900,225	1,932,573	1,604,000	1,795,000
County of Alameda				
County of Alameda-FRALS	67,128	-		
County Paramedic Tax	69,375	69,453	70,000	70,000
TOTAL County of Alameda	136,503	69,453	70,000	70,000
TOTAL Revenue from Other Agencies	2,036,728	2,002,026	1,674,000	1,865,000
CHARGES FOR CURRENT SERVICES				
Planning Fees	250,560	266,845	200,000	190,000
Plan Check Fees	270,547	243,272	260,000	194,000
General Plan Maintenance Fee			205,000	160,000
Records Management Fee			30,000	25,000
Emeryville Animal Control	82,609	102,033	106,000	106,000
Ambulance Service Charges	345,897	310,766	225,000	300,000
Recreation	2,552,934	2,286,651	1,600,000	2,400,000
Police & Fire Services	42,334	41,286	40,000	55,000
Variance Appeal	-	675	1,000	1,000
TOTAL Charges for Current Services	3,544,881	3,251,529	2,667,000	3,431,000
OTHER REVENUE				
Sale of Property	8,243	23,434	-	
Other Revenue	258,785	279,832	190,000	210,000
TOTAL Other Revenue	267,028	303,266	190,000	210,000
TOTAL GENERAL FUND REVENUE	\$ 29,004,834	\$ 29,563,551	\$ 27,616,000	\$ 29,220,000

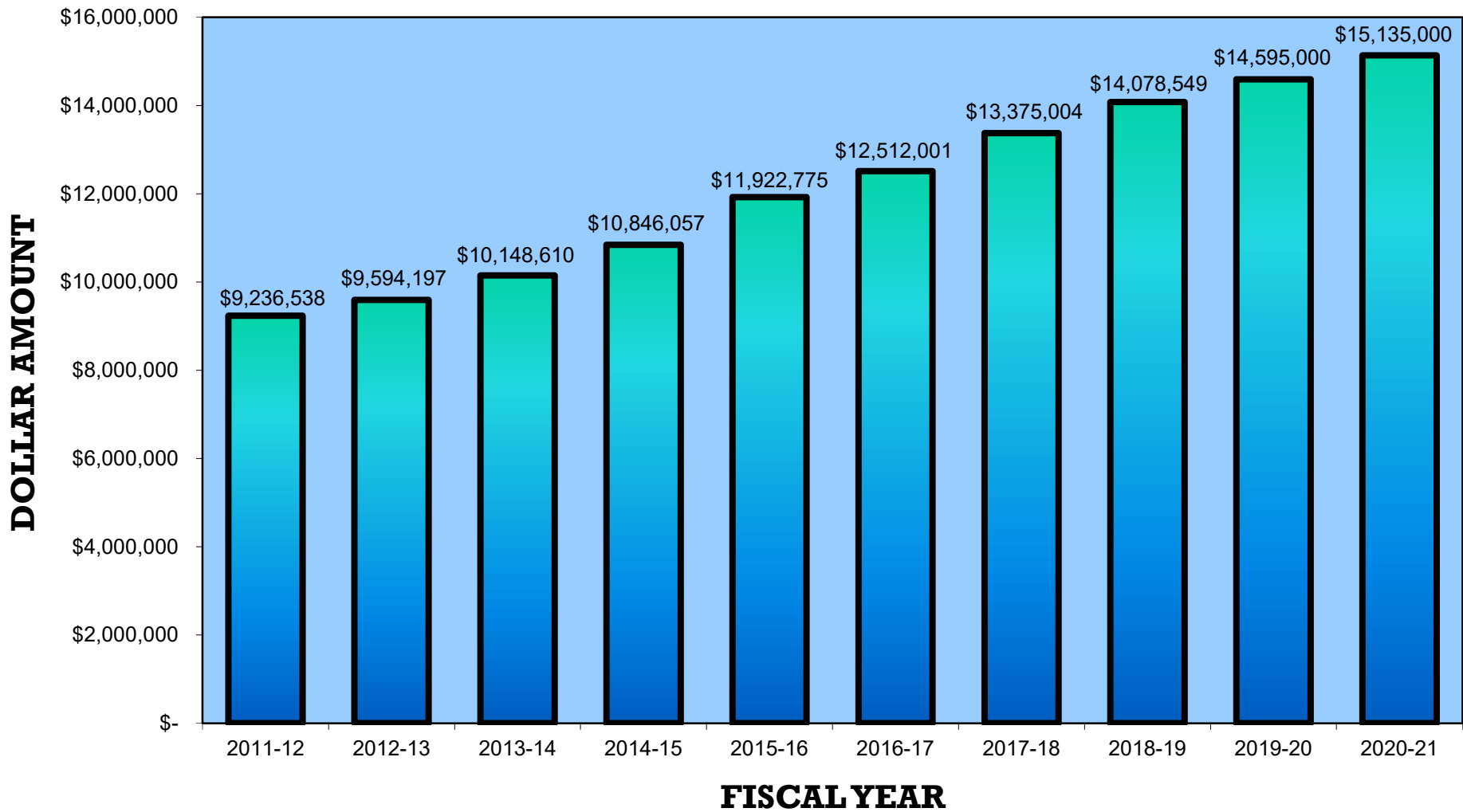
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**CITY OF PIEDMONT
GENERAL FUND
PROPOSED REVENUES AND TRANSFERS 2020-21**



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CITY OF PIEDMONT PROPERTY TAXES

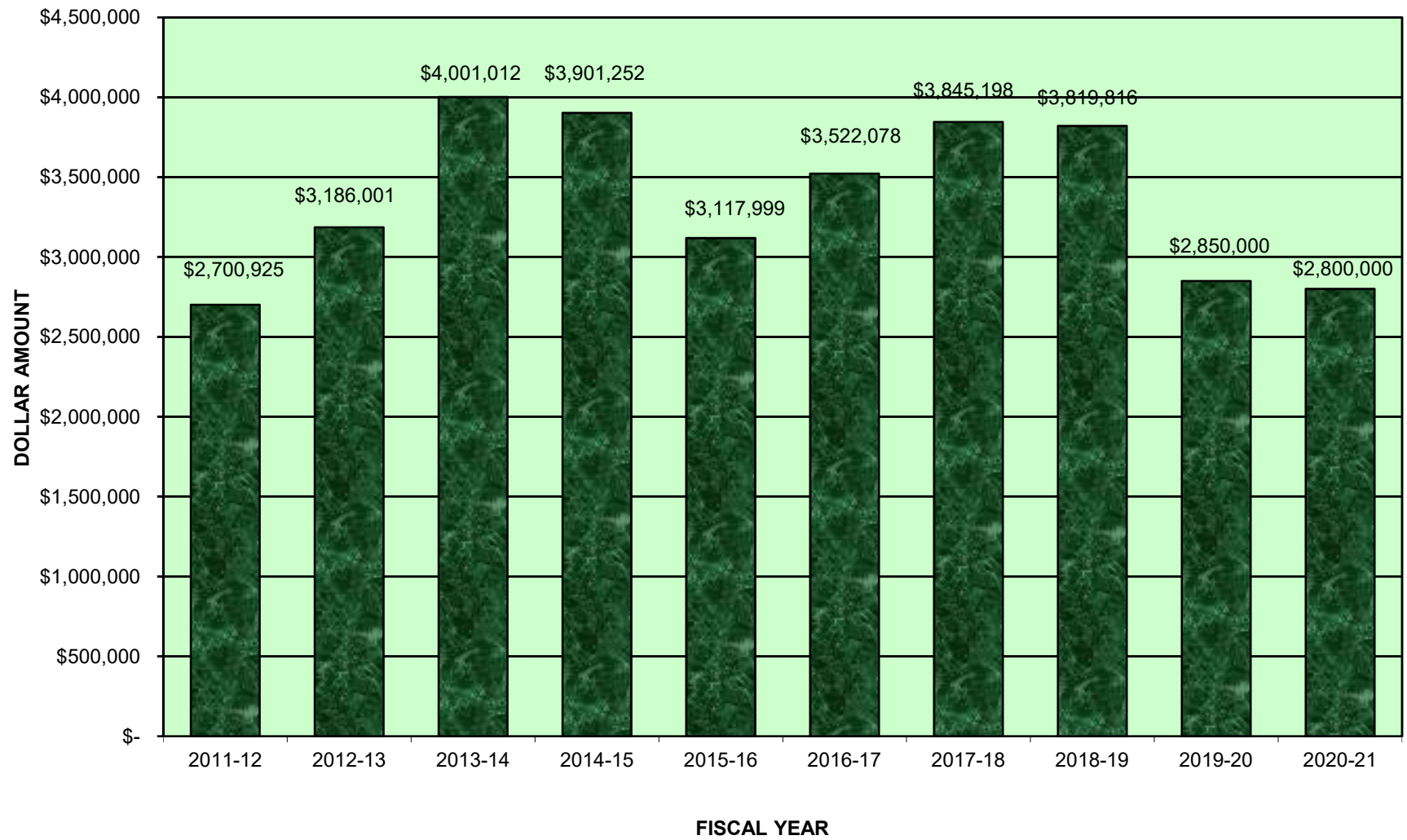


**City of Piedmont
Real Property Transfer Tax
Ten Fiscal Years**

	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>
July	292,883	346,451	425,855	332,328	288,813
August	283,252	262,314	368,287	302,523	487,629
September	168,918	190,768	221,180	185,428	282,242
October	140,902	128,329	294,937	251,647	362,364
November	296,296	160,968	242,797	146,917	235,333
December	154,638	169,509	206,659	108,217	139,080
Sub-total	1,336,889	1,258,338	1,759,714	1,327,059	1,795,460
January	52,712	48,948	101,154	336,347	126,810
February	103,050	98,522	166,443	151,898	232,870
March	194,488	176,668	143,241	383,419	322,464
April	384,022	271,789	290,244	497,929	553,675
May	244,519	281,138	389,425	972,438	429,821
June	313,241	565,523	335,781	331,923	440,152
Sub-total	1,292,032	1,442,587	1,426,287	2,673,953	2,105,792
Total	2,628,921	2,700,925	3,186,001	4,001,012	3,901,252

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
July	282,328	350,398	200,598	316,735	311,635
August	221,679	267,712	283,149	219,586	284,289
September	240,762	319,329	207,213	155,043	201,542
October	427,046	228,809	511,624	433,243	361,995
November	197,250	174,900	419,968	192,354	381,647
December	80,553	244,380	310,250	128,076	200,626
Sub-total	1,449,618	1,585,528	1,932,802	1,445,037	1,741,734
January	34,158	72,959	29,716	154,454	41,698
February	17,334	124,214	128,043	142,862	133,653
March	280,635	339,104	251,723	502,520	508,702
April	586,053	474,029	503,035	547,787	
May	410,247	384,509	396,514	552,603	
June	339,954	541,736	603,365	492,105	
Sub-total	1,668,381	1,936,551	1,912,396	2,392,330	684,053
Total	3,117,999	3,522,078	3,845,198	3,837,366	2,425,787

**CITY OF PIEDMONT
REAL PROPERTY TRANSFER TAX**



OTHER FUNDS REVENUE ANALYSIS
2020 - 2021

	Actual Revenue 2017-18	Actual Revenue 2018-19	Projected Revenue 2019-20	Proposed Revenue 2020-21
<u>SPECIAL REVENUE FUNDS</u>				
<u>ABANDONED VEHICLE ABATEMENT FUND</u>				
Alameda County	\$ 5,774	\$ 6,330		
TOTAL	5,774	6,330	-	-
<u>ATHLETIC FACILITY PRESERVATION FUND</u>				
Facility Fee/Contributions	61,959	32,287	30,000	30,000
TOTAL	61,959	32,287	30,000	30,000
<u>COPS</u>				
County of Alameda	167,206	158,119	145,000	145,000
Investment Income	7,549	12,913	10,000	6,000
TOTAL	174,755	171,032	155,000	151,000
<u>JUVENILE OFFICER GRANT FUND</u>				
State of California	-	-	150,000	140,000
TOTAL	-	-	150,000	140,000
<u>GAS TAX FUND</u>				
HUT 2103 Allocation	44,027	37,720	94,817	85,000
HUT 2105 Allocation	61,014	61,873	62,579	55,000
HUT 2106 Allocation	42,342	42,561	42,440	35,000
HUT 2107 Allocation	79,783	77,790	78,364	65,000
HUT 2107.5 Allocation	3,030	2,880	3,000	3,000
SB1 RMRP	52,011	204,071	210,392	180,000
Investment Income	4,163	14,277	12,000	-
TOTAL	286,369	441,171	503,592	423,000
<u>MEASURE B SALES TAX FUND</u>				
ACTC/Investment Income	455,529	503,891	475,000	430,000
TOTAL	455,529	503,891	475,000	430,000
<u>MEASURE BB SALES TAX FUND</u>				
ACTC	425,799	476,963	440,000	400,000
TOTAL	425,799	476,963	440,000	400,000
<u>MEASURE D FUND</u>				
Measure D Allocation/Mitigation Fees/Inv	37,218	40,312	38,000	38,000
Recycling Funds	5,000	5,000	5,000	5,000
TOTAL	42,218	45,312	43,000	43,000
<u>MEASURE F FUND</u>				
ACTC/Investment Income	47,578	46,235	40,800	40,000
TOTAL	47,578	46,235	40,800	40,000
<u>PRIVATE CONTRIBUTION FUND</u>				
Miscellaneous	387,628	211,125	10,000	5,000
TOTAL	387,628	211,125	10,000	5,000
<u>TRAFFIC CONGESTION RELIEF FUND</u>				
Allocation	12,827	12,763	12,839	-
TOTAL	12,827	12,763	12,839	-
<u>SCHOOLMATES PROGRAM FUND</u>				
Investment Income	5,880	9,077		5,000
Schoolmates Fees	703,107	762,930	641,000	845,000
TOTAL	708,987	772,007	641,000	850,000
<u>SIDEWALK REPAIR FUND</u>				
Miscellaneous	7,245	9,693	15,000	15,000
TOTAL	7,245	9,693	15,000	15,000
<u>TRAFFIC SAFETY FUND</u>				
State of California	\$ 20,772	\$ 33,912	\$ 20,000	\$ 20,000
TOTAL	20,772	33,912	20,000	20,000

OTHER FUNDS REVENUE ANALYSIS
2020 - 2021

	Actual Revenue 2017-18	Actual Revenue 2018-19	Projected Revenue 2019-20	Proposed Revenue 2020-21
<u>CAPITAL PROJECT FUNDS</u>				
<u>CAPITAL IMPROVEMENT FUND</u>				
Investment Income	-	492	-	-
TOTAL	-	492	-	-
<u>URBAN COUNTY CDBG FUND</u>				
Alameda County	106,760	-	42,000	-
TOTAL	106,760	-	42,000	-
<u>EQUIPMENT REPLACEMENT FUND</u>				
Investment Income	82,193	87,147	54,000	39,000
TOTAL	82,193	87,147	54,000	39,000
<u>FACILITIES MAINTENANCE FUND</u>				
Contributions/Investment Income	2,130	220,974	100,000	62,000
TOTAL	2,130	220,974	100,000	62,000
<u>ENTERPRISE FUNDS</u>				
<u>AQUATICS</u>				
Charge for Service	549,501	504,142	343,000	475,000
TOTAL	549,501	504,142	343,000	475,000
<u>SEWER FUND</u>				
Sewer Service Charges	2,492,261	2,565,383	2,686,000	2,753,150
Sewer Loan Proceeds	-	-	-	-
Investment Income	7,161	68,058	61,074	23,000
TOTAL	2,499,422	2,633,441	2,747,074	2,776,150
<u>LIABILITY INSURANCE</u>				
Non Departmental Revenue	553,186	685,742	802,000	990,000
TOTAL	553,186	685,742	802,000	990,000
<u>WORKERS COMPENSATION</u>				
Non Departmental Revenue	614,638	793,587	610,000	680,000
TOTAL	614,638	793,587	610,000	680,000
TOTAL REVENUE - OTHER FUNDS	7,045,271	7,688,244	7,234,305	7,569,150
TOTAL REVENUE - ALL FUNDS	\$ 36,050,105	\$ 37,251,795	\$ 34,850,305	\$ 7,569,150
<u>TRUST FUNDS</u>				
<u>150 - POLICE & FIRE PENSION TRUST FUND</u>				
Investments	\$ 715,442	\$ 902,565	\$ -	\$ 630,000
TOTAL	715,442	902,565	-	630,000
<u>120 - PENSION RATE STABILIZATION FUND</u>				
Investments	2,752,944	170,714	-	145,000
TOTAL	2,752,944	170,714	-	145,000
<u>156 - OPEB TRUST FUND</u>				
Investments	525,875	596,676	-	535,000
Non Departmental Revenue	464,399	99,250	88,000	80,000
TOTAL	990,274	695,926	88,000	615,000

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**Proposed General Fund Non Departmental Budget
Fiscal Year 2020-21**

GENERAL FUND NON DEPARTMENTAL

EXPENDITURE DETAIL:

	Approved Budget 19/20	Estimated 19/20	Proposed Budget 20/21	
NON DEPARTMENTAL				
Library	\$ 350,471	\$ 350,471	\$ 350,471	0.0%
Unemployment & Bounced Check	20,000	20,000	20,000	0.0%
Workers Compensation	650,000	610,000	680,000	4.6%
Liability Insurance	805,000	802,000	990,000	23.0%
Pension Rate Stabilization	-	-	-	NA
Retiree Medical	700,000	625,000	700,000	0.0%
OPEB Trust	91,200	88,000	80,000	-12.3%
TOTAL NON DEPARTMENTAL	\$ 2,616,671	\$ 2,495,471	\$2,820,471	7.8%

**CITY OF PIEDMONT
Roster of Authorized
Full-Time Positions**

	<u>2019-20</u>	<u>2020-21</u>
<u>ADMINISTRATION</u>		
City Administrator	1	1
Assistant City Administrator/City Clerk	1	1
Finance Director	1	1
Accountant	1	1
Administrative Services Technician II	1	1
Deputy City Clerk	1	1
Human Resources Administrator	1	1
Television Station Manager	1	1
	<hr/> 8	<hr/> 8
<u>POLICE</u>		
Police Chief	1	1
Captain	1	1
Support Services Commander	1	1
Administrative Assistant	1	1
Animal Control Officer	2	2
Dispatcher	5	5
Police Officer	14	14
Police Records Specialist	1	1
Sergeant	4	4
	<hr/> 30	<hr/> 30
<u>FIRE</u>		
Fire Chief	1	1
Captain	1	1
Captain/Paramedic	2	2
Lieutenant	1	1
Lieutenant/Paramedic	2	2
Firefighter	4	4
Firefighter/Paramedic	11	11
Fire Engineer	3	3
Fiscal Services Technician (40% Fire - 60% Recreation)	0.4	0.4
	<hr/> 25.4	<hr/> 25.4
<u>PLANNING & BUILDING</u>		
Planning & Building Director	1	1
Administrative Assistant	1.5	1.5
Associate Planner	1	1
Assistant Planner	1	1
Planning Technician I	1	1
Plans Examiner	1	1
Senior Planner	1	1
Sustainability Coordinator ¹	0	1
	<hr/> 7.5	<hr/> 8.5

PUBLIC WORKS

Public Works Director	1	1
Administrative Assistant	1.5	1.5
Building Official	1	1
Facilities Maintenance	1	1
Maintenance Worker I	2	2
Maintenance Worker II	2	2
Parks & Project Manager	1	1
Public Works Maintenance Supervisor	1	1
Senior Maintenance Worker	2	2
	<u>12.5</u>	<u>12.5</u>

RECREATION

Recreation Director	1	1
Administrative Assistant	2	2
Aquatics Coordinator	1	1
Assistant Childcare Program Coordinator	1	1
Childcare Program Coordinator	1	1
Fiscal Services Technician (40% Fire - 60% Recreation)	0.6	0.6
Recreation Program Coordinator	3	3
Recreation Supervisor	2	2
	<u>11.6</u>	<u>11.6</u>

TOTAL

95	96
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Part-Time Positions with Benefits *

Recreation:		
Assistant Pool Manager	1	1
Schoolmates Site Coordinator	2	2
*Employees who work over 1,000 hours, but aren't classified	<u>3</u>	<u>3</u>

1- Job classification pending

CITY OF PIEDMONT
MONTHLY SALARIES
as of July 1, 2020

PUBLIC WORKS - LOCAL 1021

Contract expires 6/30/21 This salary effective as of: 7/1/2020 - 6/30/21	# of EEs	First Step	Last Step	Top Step Annual Salary	Subject to O/T
Facilities Maintenance Worker w/class B	1	4,875	5,926	71,112	•
Maintenance Worker I	1	4,733	5,753	69,036	•
Maintenance Worker I w/Class B	1	4,875	5,926	71,112	•
Maintenance Worker II/CWEA & PACP	1		6,597	79,164	•
Maintenance Worker II/ w/ CWEA, PACP & Class B License	1	0	6,795	81,540	•
Sr. Maintenance Worker	1	5,576	6,778	81,336	•
Sr. Maintenance Worker w/CWEA & PACP	1	6,089	7,402	88,824	•
	<u>7</u>				

GENERAL - LOCAL 1021

Contract expires 6/30/21 This salary effective as of: 7/1/2020 - 6/30/21	# of EE's	First Step	Last Step	Annual Salary	Subject to O/T
Animal Control Officer w/ 2% EDU	2	4,812	5,847	70,164	•
Dispatcher with 2% POST & Shift Diff.	2	6,376	7,747	92,964	•
Dispatcher with 2% POST Certificate	3	6,130	7,449	89,388	•
Police Records Specialist	1	5,464	6,638	79,656	•
	<u>9</u>				

FIRE

Contract expired 6/30/2020 This salary effective as of: 7/1/19 - 6/30/20	# of EE's	First Step	Last Step	Annual Salary	Subject to O/T
Lieutenant	0		10,499	125,988	•
Lieutenant with 5% FOC	1		11,024	132,288	•
Lieutenant with 12% Paramedic	0		11,758	141,096	•
Lieutenant with FO & Paramedic	2		12,283	147,396	•
Firefighter	3	7,993	9,180	110,160	•
Firefighter with 5% FOC	1	8,392	9,639	115,668	•
Firefighter with 12% Paramedic	7	8,952	10,282	123,384	•
Firefighter with FO & Paramedic	4	9,352	10,741	128,892	•
Engineer	0	8,392	9,639	115,668	•
Engineer with 5% FOC	2	8,812	10,121	121,452	•
Engineer with 5% FOC & Paramedic	1	9,819	11,278	135,336	•
	<u>21</u>				

POLICE

Contract expired 6/30/2020 This salary effective as of: 7/1/19 - 6/30/20	# of EE's	First Step	Last Step	Annual Salary	Subject to O/T
Sergeant	0		11,800	141,600	•
Sergeant with POST Advanced + SD	1		13,131	157,572	•
Sergeant with POST Advanced + Supv Cert	2		12,862	154,344	•
Sergeant with POST Adv, Supv Cert + SD	1		13,377	160,524	•
Police Officer	1	8,005	9,660	115,920	•
Police Officer + Shift Differential	1	8,325	10,047	120,564	•
Police Officer with POST Intermediate	2	8,405	10,144	121,728	•
Police Officer with POST Int + SD	1	8,741	10,549	126,588	•
Police Officer with POST Advanced	1	8,565	10,337	124,044	•
Police Officer with POST Advanced + SD	4	8,908	10,750	129,000	•
Detective with POST Advanced	2	8,965	10,820	129,840	•
School Resources Officer with POST Int	1	8,805	10,627	127,524	•
Traffic Officer with POST Intermediate	1	8,805	10,627	127,524	•
	18				

CONFIDENTIAL

Contract expires 6/30/21 This salary effective as of: 7/1/2020 - 6/30/21	# of EE's	First Step	Last Step	Annual Salary	Subject to O/T
Accountant w/ 2% EDU	1	7,343	8,929	107,148	•
Administrative Assistant	5	5,536	6,732	80,784	•
Administrative Assistant w/ 2% EDU	1	5,647	6,867	82,404	•
Administrative Services Technician II	1	7,199	8,754	105,048	•
Deputy City Clerk w/ 2% EDU	1	6,745	8,199	98,388	•
Fiscal Services Technician w/ 2% EDU	1	6,164	7,489	89,868	•
Television Station Mgr. w/ 2% EDU	1	7,343	8,929	107,148	•
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CHILDCARE

Contract expires 6/30/21 This salary effective as of: 7/1/2020 - 6/30/21	# of EE's	First Step	Last Step	Annual Salary	Subject to O/T
Assistant Childcare Program Coordinator	1	3,871	5,182	62,184	•
Aquatics Coordinator	1	4,480	6,003	72,036	•
Childcare Program Coordinator	1	4,480	6,003	72,036	•
Recreation Coordinator	3	3,871	5,182	62,184	•
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PROFESSIONAL/TECHNICAL/ SUP.

Contract expires 6/30/21 This salary effective as of: 7/1/2020 - 6/30/21	# of EE's	First Step	Last Step	Annual Salary	Subject to O/T	
Assistant Planner	1	6,374	7,747	92,964		
Associate Planner	1	6,876	8,356	100,272		
Human Resources Administrator	1	7,707	9,371	112,452		
Planning Technician I	1	4,696	5,706	68,472	•	
Planning Technician II	0	5,165	6,277	75,324	•	
Plans Examiner	1		9,212	110,544	•	
Public Works Maint. Supv + Certificate Pay	1	8,863	10,775	129,300		
Recreation Supervisor	2	6,236	7,584	91,008		
Senior Planner	1	7,562	9,192	110,304		
Sustainability Coordinator	1	TO BE DETERMINED				
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MID-MANAGEMENT

Contract expired 6/30/20 This salary effective as of: 7/1/19 - 6/30/20	# of EE's	First Step	Last Step	Annual Salary	Subject to O/T
Fire Captain w/5% Fire Officer & Paramedic	1	11,042	13,417	161,004	•
Fire Captain w/ 10% Chief Officer	1	11,143	13,539	162,468	•
Fire Captain w/Chief Officer & Paramedic	1	12,359	15,016	180,192	•

Contract expires 6/30/21
This salary effective as of: 7/1/2020 - 6/30/21

Police Captain with 6% POST	1	13,228	16,074	192,888	
Support Services Commander	1	-	12,475	149,700	

Contract expires 6/30/21
This salary effective as of: 7/1/2020 - 6/30/21

Building Official	1		11,054	132,648	
Parks & Projects Manager	1	10,231	12,429	149,148	
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MANAGEMENT

	Effective	#	Last Step	Top Step Annual Salary
City Administrator	Effective 7/1/2020	1	19,313	231,750
Asst City Admin/City Clerk	Effective 7/1/2020	1	12,492	149,904
Finance Director	Effective 7/1/2020	1	15,757	189,084
Fire Chief	Effective 7/1/2020	1	17,078	204,936
Planning & Building Director	Effective 7/1/2020	1	13,600	163,200
Police Chief	Effective 7/1/2020	1	18,418	221,016
Public Works Director	Effective 7/1/2020	1	15,438	185,256
Recreation Director	Effective 7/1/2020	1	15,374	184,488
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Number of Employees & Open Positions 96