

TO: City Council

FROM: James L. App, City Manager  
Jim Throop, Administrative Services Director

SUBJECT: 2014 - 2018 Financial Forecast Update

DATE: June 17, 2014

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NEEDS: For the City Council to receive and file a financial forecast update for the five fiscal years 2014 - 2018.

- Facts:
1. The City suffered significant revenue losses due to the Great Recession.
  2. National, state and local economic forecasts indicate a continued slow recovery.
  3. The General Fund:
    - Provides for police, fire, library, recreation, and other non-utility public services.
    - Cost reduction initiatives to offset revenue losses began five years ago.
    - The annual budget was reduced 29% by cutting staff 34%, freezing wages, reducing employee benefits, implementing 2nd tier retirement plans, and deferring maintenance of City facilities
    - The early and aggressive action to address recession losses, coupled with (marginal) recovery, result in a maintenance of a healthy General Fund reserve (i.e., \$6.9 million, or \$12.3 million in total available balances), balanced budget this fiscal year, and small, but growing, annual operating surpluses through FY2018.
  4. The Enterprise funds are run like a private business – i.e., no tax support - all costs are recovered from users.
  5. There are four Enterprise funds: Water, Sewer, Transit and Airport.
    - The Water Fund:
      - The adopted Water rates are being phased in over 5 years. Two additional rate increases are planned for FY2015 and FY2016.
      - Operating deficits are forecast until FY2016.
      - Reserves are currently \$17.9 Million, and will be used to cover debt payments, Phase I water treatment plant construction, operational

shortfalls, and if/when possible, repairs & replacements, until the water rates are sufficient to cover all operating costs.

- Future water rate adjustments may be needed to cover operating and Phase II water treatment plant costs.

➤ The Sewer Fund:

- New User rates and connection fees have been approved and became effective July 1, 2012. The adopted structure allows for five years of rate increases.
- Operates with a small annual surplus.
- Full rehabilitation of the 50+ year old sewer plant has started and is expected to be completed in October 2015. Rehabilitation will cost approximately \$47,000,000. It will be financed with a low-interest State loan (1.7%). Construction began in the spring of FY2013 and will take approximately 30 months to complete.

➤ The Transit Fund:

- Consolidation of the transit system with the regional system was completed on June 1, 2014. This consolidation should improve customer service and eliminate ongoing City administration costs and impacts.
- Any Transit Development Act funds that are not used by the Regional Transit Authority will be returned to the City to be used in other transit related projects.

➤ The Airport Fund:

- Operates primarily off lease revenue, unsecured property taxes, as well as some fuel flowage and aircraft tie-down fees.
- Excluding the non-cash expense of depreciation, forecasts a small surplus.
- Has a current total cash reserve of approximately \$1.8 million.

ANALYSIS &  
CONCLUSION:

**GENERAL FUND**

The City has significantly reduced General Fund (GF) spending by eliminating over 34% of GF jobs, cutting temporary and contract help, trimming contractual services, suspending wage increases, reducing benefits and eliminating some recurring maintenance services.

This forecast is favorable in that it is projecting small, but growing, positive financial results for the next five years. However, the forecast does not take into account possible financial risks from: FEMA reimbursement, additional PERS increases above those currently known, future State appropriation of local revenues, new program or regulatory (spending) mandates, protracted recovery, and unsustainability of current service demand/staffing ratios,

#### **WATER FUND**

New water rates have been implemented, beginning in January 2012. The rate will be phased in over 5 years. Regardless, reserves are forecast to decline to approximately \$6.6 million by FY2015.

The first phase of a new water treatment plant will begin construction in 2013/14. Future phases, and increasing operating costs, may require additional water rate adjustments.

#### **SEWER FUND**

The current wastewater treatment plant was built in 1954 and does not meet current water quality standards set by the State and Federal government. A comprehensive rehabilitation is required. New rates have been approved to fund plant rehabilitation and operation.

The City received a low-interest loan from the State (1.7%) to build the new treatment plant. With the new rates, rehabilitation of the Plant will begin in FY2013 and take approximately 30 months to complete (Oct. 2015). With the low interest rate, the current rate structure appears sufficient to cover all operational and debt costs.

#### **TRANSIT FUND**

Consolidation of the Paso Robles Transit System with the County's regional system (RTA) was accomplished on June 1, 2014. This consolidation will improve ridership experience by having only one transit system to deal with, rather than a separate system for each agency. This consolidation will also free up City staff to work on other important items.

Any Transit Development Act funds that are not used by the Regional Transit Authority will be returned to the City to be used in other transit related projects.

#### **AIRPORT FUND**

The Airport Fund receives the majority of its operational funding from leases (buildings, hangars), property tax on aircraft, fuel flowage and aircraft tie-down fees. It also receives grant funding through the State and Federal government for airport improvements.

A new fuel island is being constructed to replace the current fuel island that was built in the early 1980's and no longer meets federal/state environmental guidelines.

The Fund is balanced and stable.

**POLICY**

REFERENCE: Council goals – "Live within our means"; Fiscal Policy – maintain 15% reserve.

**FISCAL**

**IMPACT: GENERAL FUND**

With the recession over and recovery on the way, this latest forecast projects small, but growing, favorable financial results for each of the next four fiscal years, ending June 30, 2018.

Not included in the forecast are the potential costs for the following:

1. Possible \$1.0 million payment to FEMA
2. Additional future PERS increases, due to changes in required funding levels
3. State or Federal reduction or take-aways in revenue

These risks to the City's General Fund are dependent upon the rulings of superior agencies.

Bottom line, projected operating surpluses, and a portion of reserves, may be negatively impacted by these risks.

**WATER FUND**

Water rates are being implemented in phases over 5 years beginning January 2012. However, reserves will be drawn down to cover debt and operating obligations. Consequently, major repairs and construction of a required water treatment plant will be deferred until approximately 2015.

**SEWER FUND**

Sewer rates have been approved and started in July 2012. The new rates are needed to fund ongoing operating deficits and rehabilitation of the treatment plant. Low-interest funding (1.7% rate) has been received and the contract has been let such that construction started in the spring of 2013 and should be completed in approximately 30 months (Oct. 2015).

**TRANSIT FUND**

Excluding depreciation costs, which are a non-cash cost, the Fund is forecast to have a very small, but positive balance for FY2014. Consolidation with RTA occurred on June 1, 2014, and should improve customer service and reduce costs.

### **AIRPORT FUND**

The Airport Fund has operated with a surplus each year for the past several years (excluding depreciation). Operational costs are covered by current revenues.

The Airport Fund has accumulated approximately \$1.8 million in total reserves. The Fund is balanced and appears stable.

- OPTIONS:
- a. Receive and file June 2014 financial forecast report; or
  - b. Amend, modify, or reject the above option

Attachment: Spring 2014 Financial Forecast

**Financial Forecast**  
**2014 – 2018**  
**Spring**

**City of Paso Robles**



## Where are we now?

- Tourism still a driving force in the City
  - New hotels being built
  - New hotels/resorts being planned
  - New restaurants and wineries opening
  - Many accolades given to City from around the world
- Expansion in tech sector (IQMIS, Applied Technology, etc.)
- Unemployment rate for Paso Robles has dropped to 6.1% in March 2014
- Housing market is no longer in decline; industrial/commercial is growing
- Retail sales are slowly improving, which means sales tax growth is slow



**WHAT DO THE NEXT FIVE YEARS LOOK LIKE?**

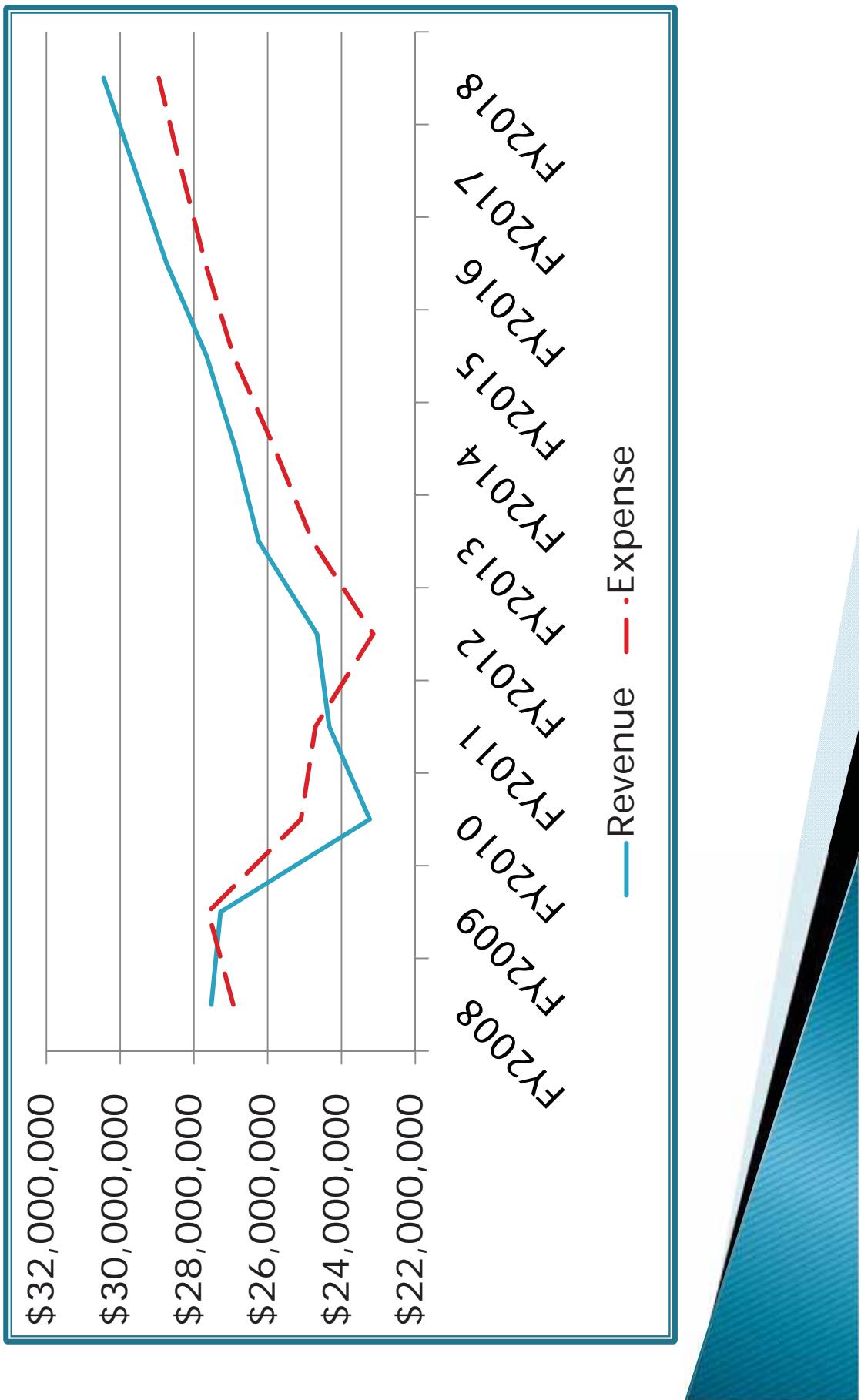


# General Fund Financial Plan/Forecast 2014 - 2018

	<u>FY12/13</u>	<u>FY13/14</u>	<u>FY14/15</u>	<u>FY15/16</u>	<u>FY16/17</u>	<u>FY17/18</u>	<u>5 Yr. Total</u>
Revenue	\$26,241,000	\$26,874,000	\$27,908,000	\$29,141,000	\$30,112,000	\$31,099,000	\$145,134,000
Expense	\$24,782,000	\$25,809,000	\$27,334,000	\$28,088,000	\$28,676,000	\$29,227,000	\$139,134,000
Projected Surplus	<b>\$1,459,000</b>	<b>\$1,065,000</b>	<b>\$574,000</b>	<b>\$1,053,000</b>	<b>\$1,436,000</b>	<b>\$1,872,000</b>	<b>\$6,000,000</b>



## General Fund - 2008 - 2018



# General Fund Summary Revenue/Expense Five Year Summary

	<u>ACTUALS</u>	<u>PROJECTED</u>		
	<u>FY12/13</u>	<u>FY13/14</u>	<u>FY14/15</u>	<u>FY15/16</u>
<b>GENERAL FUND REVENUE</b>				
Property Tax	8,431,000	8,554,000	8,851,000	9,162,000
Sales Tax	7,979,000	8,346,000	8,530,000	8,936,000
Transient Occupancy Tax	3,550,000	3,934,000	4,452,000	4,897,000
Other Taxes	2,456,000	2,609,000	2,688,000	2,718,000
Licenses/Fees	1,019,000	978,000	1,000,000	1,027,000
Fines/Interest/Other Agency	586,000	584,000	585,000	586,000
Charges for Current Services	1,074,000	874,000	883,000	898,000
Transfers In/Miscellaneous	1,146,000	995,000	919,000	917,000
<b>Total Revenue</b>	<b>26,241,000</b>	<b>27,908,000</b>	<b>29,141,000</b>	<b>30,112,000</b>
				<b>31,099,000</b>
				<b>145,134,000</b>
<b>GENERAL FUND EXPENSE</b>				
	<u>FY12/13</u>	<u>FY13/14</u>	<u>FY14/15</u>	<u>FY15/16</u>
Salaries/Wages/Benefits	16,388,000	16,990,000	17,849,000	18,290,000
Maintenance & Operations	11,659,000	11,761,000	12,712,000	13,025,000
Transfers/Debt Service/Equip.	952,000	946,000	661,000	661,000
Costs Paid by Enterprise Funds	(4,217,000)	(3,888,000)	(3,888,000)	(3,888,000)
<b>Total Expense</b>	<b>24,782,000</b>	<b>25,809,000</b>	<b>27,334,000</b>	<b>28,088,000</b>
				<b>28,676,000</b>
				<b>29,227,000</b>
<b>Projected Revenue vs Expense</b>	<b>1,459,000</b>	<b>1,065,000</b>	<b>574,000</b>	<b>1,053,000</b>
				<b>1,436,000</b>
				<b>1,872,000</b>
				<b>6,000,000</b>

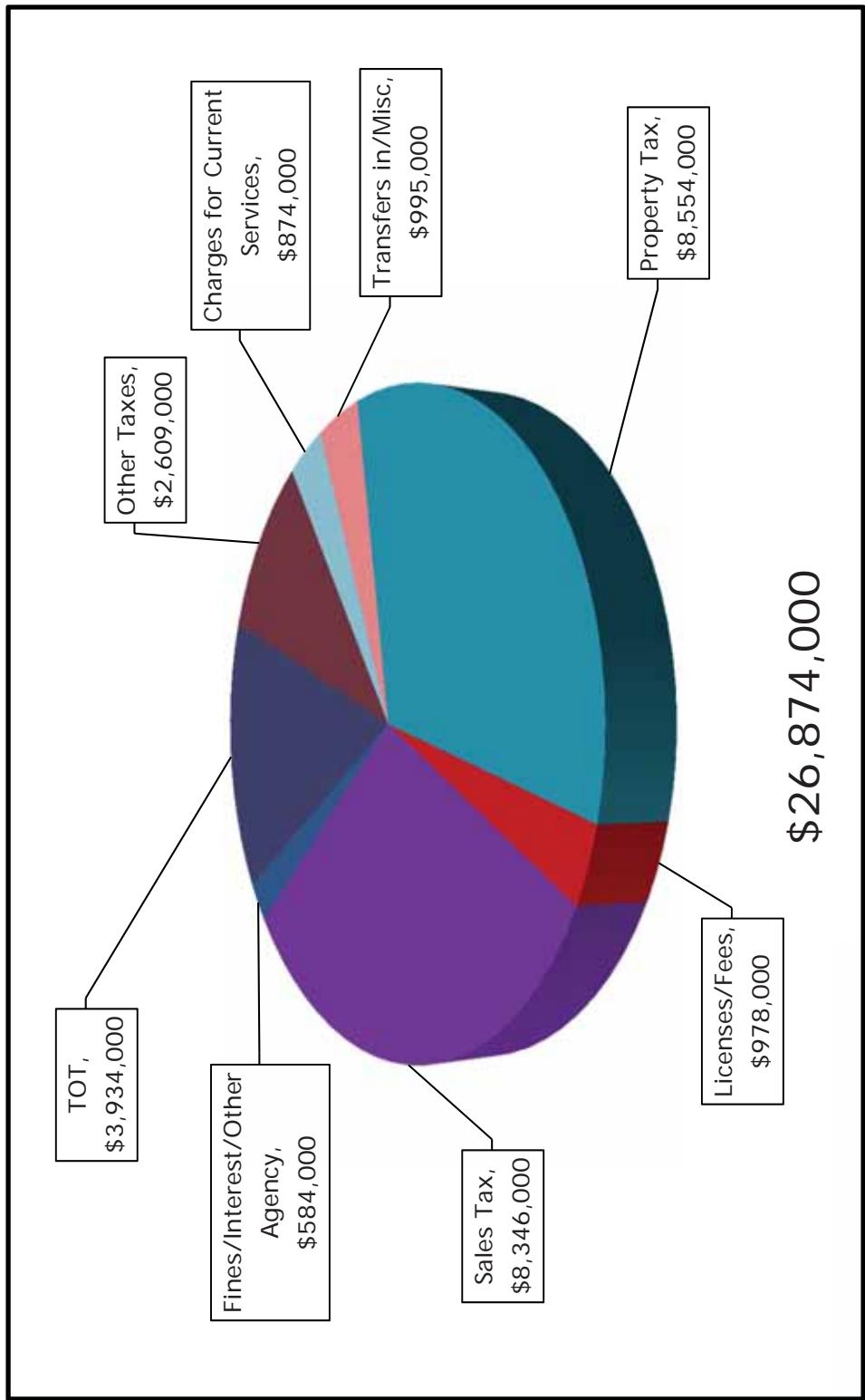
Note: Supplemental Sales Tax is tracked separately.

Note: Does not include possible \$1.0M FEMA payment

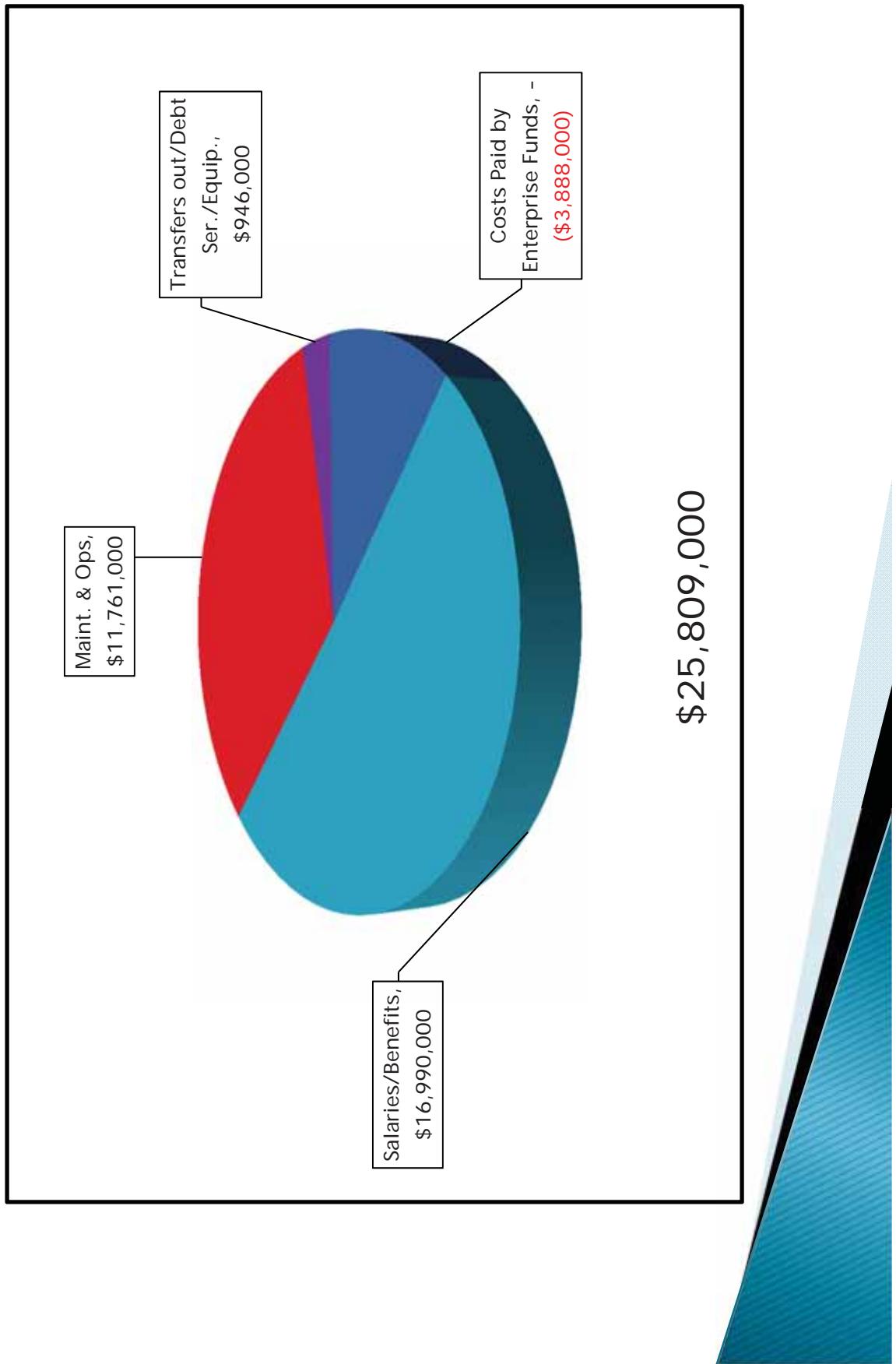
Note: Does not include possible new PERS rate increases

Note: Assumes no new contractual wage increase after July 2012.

## General Fund Revenue – FY2013/2014



## General Fund Expense – FY2013/2014



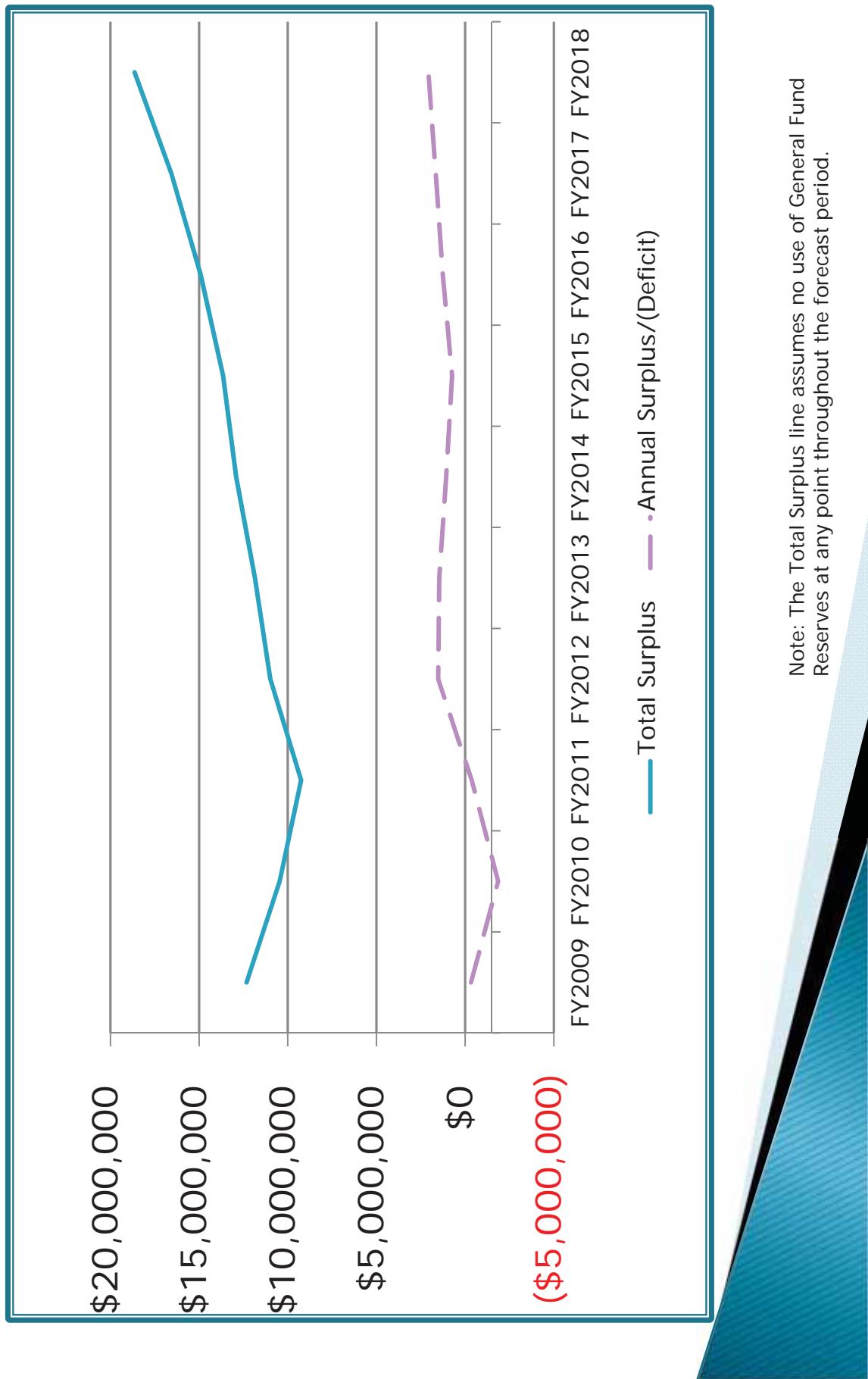
# General Fund Liquidity

GF Liquidity	<u>6/30/13</u>
General Fund Reserve	\$6,984,000
As % of Total GF Expense	26.7%
Other Available Funds	
City Hall Dev. Fund	\$2,208,000
Public Facilities Dev. Fund	\$1,555,000
Veh/Equip. Replacement Fund, Annual Payment	\$925,000
CCCSIF Over Deposit	\$618,000
General Fund Reserve and Contingency	<u>\$91,000</u>
<b>Total Available</b>	<b>\$12,381,000</b>

As of June 30, 2013



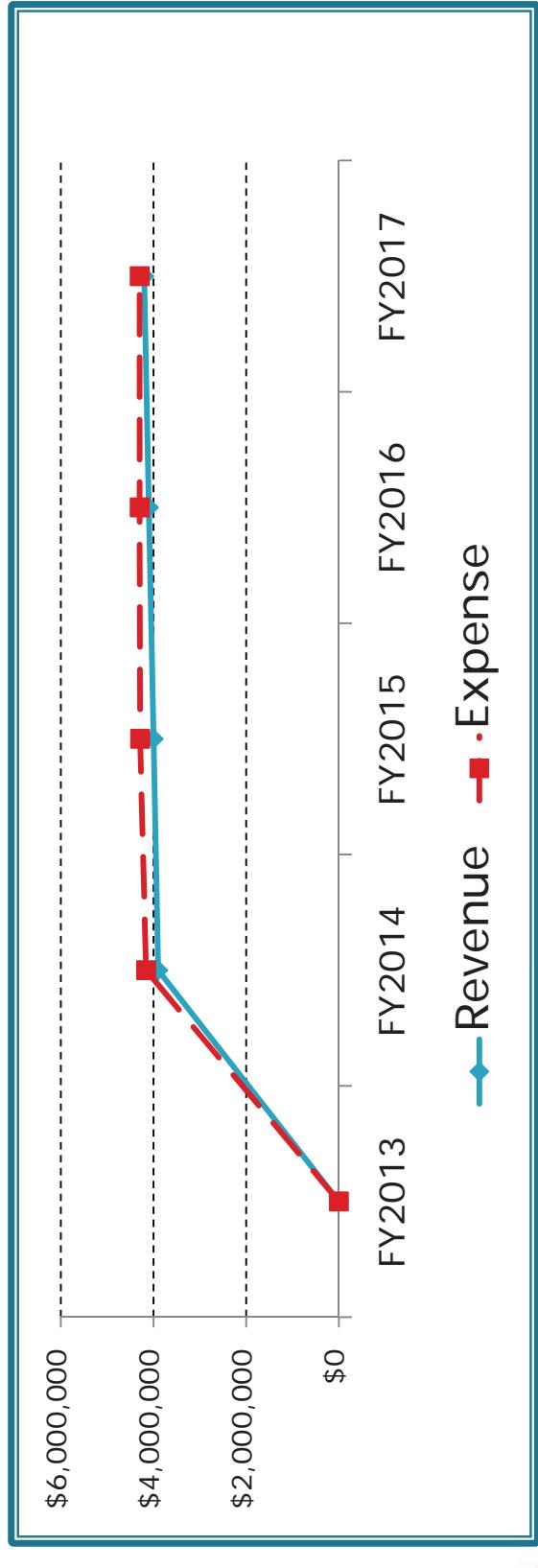
## General Fund Surplus - 2009 - 2018



# Supplemental Sales Tax Estimates

## Five Year Summary

	FY12/13	FY13/14	FY14/15	Fy15/16	FY16/17	5 Yr. Total
Revenue	\$0	\$3,900,000	\$4,000,000	\$4,100,000	\$4,200,000	\$16,200,000
Expense	\$0	\$4,160,000	\$4,290,000	\$4,300,000	\$4,300,000	\$17,050,000
Annual Surplus	\$0	(\$260,000)	(\$290,000)	(\$200,000)	(\$100,000)	(\$850,000)



Note: Road repairs will be adjusted to match revenues.

# Water Fund Summary Revenue/Expense Five Year Summary

	<u>ACTUAL</u>	<u>PROJECTED</u>
<u>WATER FUND REVENUE</u>		
Consumption Charge	<u>FY12/13</u> <u>\$9,084,000</u>	<u>FY13/14</u> <u>\$10,333,000</u>
Connection Fees	<u>\$1,897,000</u>	<u>\$1,175,000</u>
Interest/Misc/Bond Proceeds	<u>\$284,000</u>	<u>\$257,000</u>
Total Revenue	<u><b>\$9,819,000</b></u>	<u><b>\$10,516,000</b></u>
<u>WATER FUND EXPENSE</u>		
Utility Billing/Administration	<u>FY12/13</u> <u>\$472,000</u>	<u>FY13/14</u> <u>\$641,000</u>
Water Production/Distribution	<u>\$4,025,000</u>	<u>\$4,424,000</u>
Regional Naci O&M	<u>\$845,000</u>	<u>\$1,232,000</u>
Naci Pipeline Debt Service	<u>\$3,812,000</u>	<u>\$4,200,000</u>
Depreciation	<u>\$0</u>	<u>\$0</u>
Misc/Reserve Req./New Debt	<u>\$1,508,000</u>	<u><b>\$1,508,000)</b></u>
Capital Expenditures	<u>\$1,152,000</u>	<u><b>\$2,000,000</b></u>
Total Expense	<u><b>\$11,814,000</b></u>	<u><b>\$12,497,000</b></u>
<u>Projected Revenue vs Expense</u>	<u><b>(\$1,995,000)</b></u>	<u><b>(\$9,388,000)</b></u>
<u>Projected Water Fund Reserves</u>	<u>\$17,962,000</u>	<u>\$15,981,000</u>

Note: Water Fund Reserves are sufficient to cover all annual deficits.

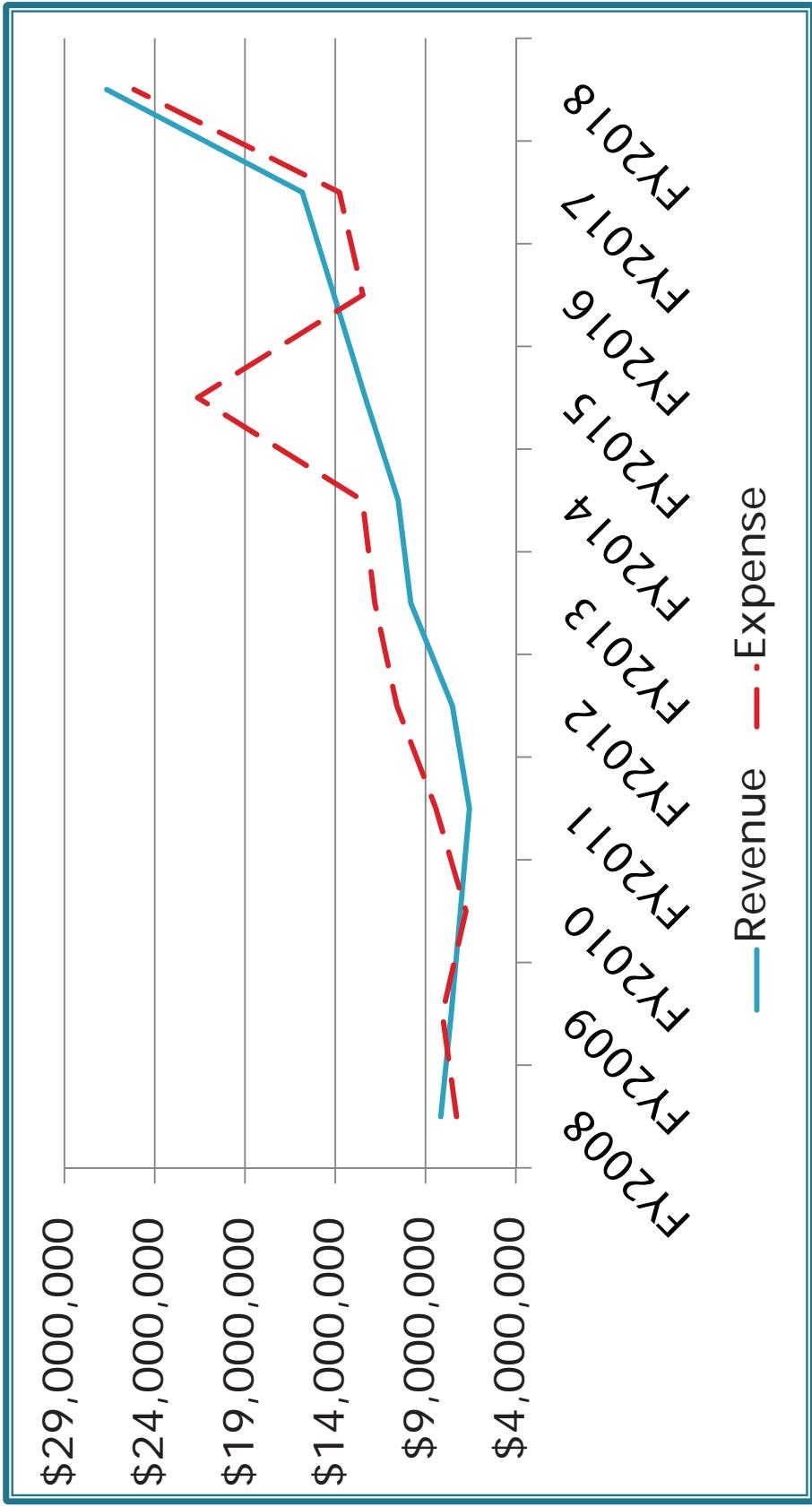
Note: Assumes Water Treatment Plant construction in FY2014.

Note: Expenses include additional staffing needed for new treatment plant.

Note: Capital expense in FY18 is West Reservoir Replacement.



## Water Fund – 2008 to 2018



Note: Expense in FY15 is Water Treatment Plant.  
Note: Expense in FY18 is West Side Reservoir Replacement.  
Note: Revenue in FY18 includes bond proceeds of \$9 million.

# Sewer Fund Summary Revenue/Expense Five Year Summary

	<u>ACTUAL</u>	<u>PROJECTED</u>
<b><u>SEWER FUND REVENUE</u></b>		
<b>FY12/13</b>	<b>FY13/14</b>	<b>FY14/15</b>
\$5,863,000	\$7,275,000	\$8,531,000
\$574,000	\$383,000	\$617,000
\$155,000	\$221,000	\$242,000
\$3,723,000	\$18,000,000	\$18,000,000
\$4,586	\$189,000	\$225,000
<b>\$10,319,586</b>	<b>\$26,068,000</b>	<b>\$27,615,000</b>
<b>FY12/13</b>	<b>FY13/14</b>	<b>FY14/15</b>
\$1,194,000	\$1,426,000	\$1,532,000
\$2,160,000	\$2,329,000	\$2,585,000
\$334,000	\$387,000	\$401,000
\$414,000	\$664,000	\$690,000
\$1,641,000	\$1,232,000	\$1,242,000
\$279,000	\$466,000	\$467,000
\$0	\$0	\$0
<b>\$2,749,000</b>	<b>\$19,000,000</b>	<b>\$19,000,000</b>
<b>\$8,771,000</b>	<b>\$25,504,000</b>	<b>\$25,917,000</b>
<b>Projected Revenue vs Expense</b>	<b>\$1,548,586</b>	<b>\$1,698,000</b>
<b>Projected Sewer Fund Reserves</b>	<b>\$5,772,000</b>	<b>\$6,336,000</b>

	<u>FY12/13</u>	<u>FY13/14</u>	<u>FY14/15</u>	<u>FY15/16</u>	<u>FY16/17</u>	<u>FY17/18</u>	<u>Total 5 Years</u>
Consumption Charge	\$7,275,000	\$8,531,000	\$10,020,000	\$10,723,000	\$11,245,000	\$11,245,000	\$47,794,000
Connection Fees	\$383,000	\$617,000	\$927,000	\$1,406,000	\$1,874,000	\$1,874,000	\$5,207,000
TCSD WW O&M Charges	\$221,000	\$242,000	\$273,000	\$295,000	\$311,000	\$311,000	\$1,342,000
SRF Loan Disbursement	\$18,000,000	\$18,000,000	\$3,000,000	\$0	\$0	\$0	\$39,000,000
Interest/Misc	\$189,000	\$225,000	\$295,000	\$409,000	\$450,000	\$450,000	\$1,568,000
<b>Total Revenue</b>	<b>\$26,068,000</b>	<b>\$27,615,000</b>	<b>\$14,515,000</b>	<b>\$12,833,000</b>	<b>\$13,880,000</b>	<b>\$94,911,000</b>	
<b>SEWER FUND EXPENSE</b>							
<b>FY12/13</b>	<b>FY13/14</b>	<b>FY14/15</b>	<b>FY15/16</b>	<b>FY16/17</b>	<b>FY17/18</b>		
WW Collection System	\$1,426,000	\$1,532,000	\$1,597,000	\$1,666,000	\$1,738,000		
WW Treatment	\$2,160,000	\$2,329,000	\$2,585,000	\$2,814,000	\$3,013,000		
Industrial Waste/Stormwater	\$334,000	\$387,000	\$401,000	\$550,000	\$571,000		
Utility Billing/Administration	\$414,000	\$664,000	\$690,000	\$718,000	\$746,000		
Depreciation	\$1,641,000	\$1,232,000	\$1,242,000	\$1,256,000	\$1,274,000		
Debt Service	\$279,000	\$466,000	\$467,000	\$465,000	\$463,000		
New Debt Service	\$0	\$0	\$0	\$0	\$2,365,000		
Capital Expenditures	<b>\$2,749,000</b>	<b>\$19,000,000</b>	<b>\$19,000,000</b>	<b>\$4,000,000</b>	<b>\$11,133,000</b>		
<b>Total Expense</b>	<b>\$8,771,000</b>	<b>\$25,504,000</b>	<b>\$25,917,000</b>	<b>\$11,400,000</b>	<b>\$11,231,000</b>	<b>\$12,748,000</b>	<b>\$86,800,000</b>
<b>Projected Revenue vs Expense</b>	<b>\$1,548,586</b>	<b>\$1,698,000</b>	<b>\$3,115,000</b>	<b>\$1,602,000</b>	<b>\$1,132,000</b>	<b>\$8,111,000</b>	
<b>Projected Sewer Fund Reserves</b>	<b>\$5,772,000</b>	<b>\$6,336,000</b>	<b>\$8,034,000</b>	<b>\$11,149,000</b>	<b>\$12,751,000</b>	<b>\$13,883,000</b>	

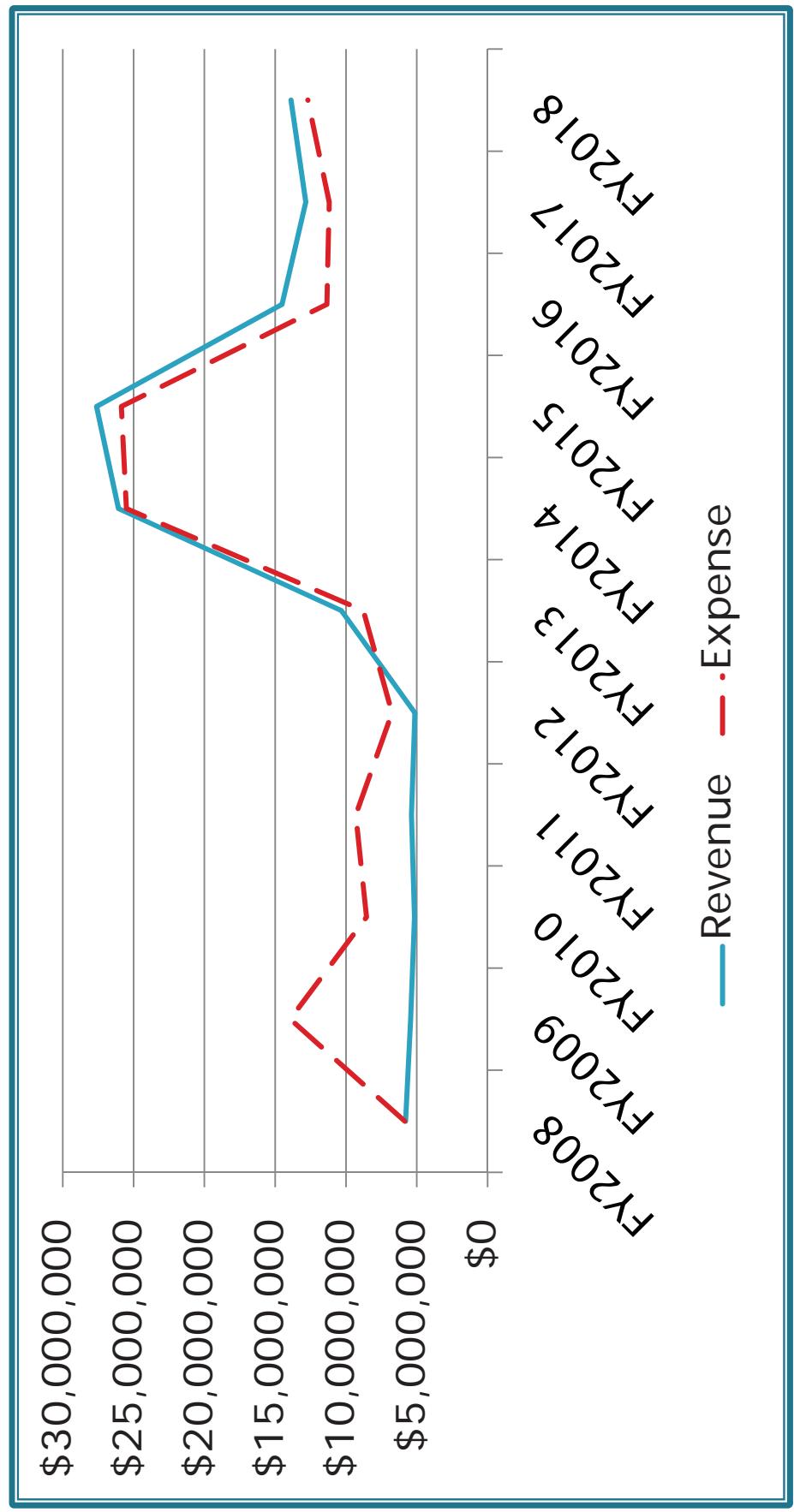
Note: Projections include sewer rate increases.

Note: Debt Service payments on bond issue start in FY16/17.

Note: Reserve balance is increased above the reported amount by a \$6M receivable.

Note: Expenses include additional staffing needed for new treatment plant.

## Wastewater Fund – 2008 to 2018



# Transit Fund Summary Revenue/Expense Five Year Summary

	<u>ACTUAL</u>	<u>PROJECTED</u>					
	<u>FY12/13</u>	<u>FY13/14</u>	<u>FY14/15</u>	<u>FY15/16</u>	<u>FY16/17</u>	<u>FY17/18</u>	<u>Total 5 Years</u>
<b>Fares</b>	\$174,000	\$177,000	N/A	N/A	N/A	N/A	\$177,000
<b>Federal/State Funding</b>	\$1,479,000	\$1,490,000	N/A	N/A	N/A	N/A	\$1,490,000
<b>Interest/Misc</b>	\$4,000	\$2,000	N/A	N/A	N/A	N/A	\$2,000
<b>Total Revenue</b>	<b>\$1,657,000</b>	<b>\$1,669,000</b>					<b>\$1,669,000</b>
 <b>TRANSIT FUND REVENUE</b>							
<b>Fares</b>	<b>FY12/13</b>	<b>FY13/14</b>	<b>FY14/15</b>	<b>FY15/16</b>	<b>FY16/17</b>	<b>FY17/18</b>	<b>Total 5 Years</b>
<b>Professional Services</b>	\$113,000	\$156,000	N/A	N/A	N/A	N/A	\$156,000
<b>Maintenance/Fuel</b>	\$795,000	\$850,000	N/A	N/A	N/A	N/A	\$850,000
<b>Depreciation</b>	\$493,000	\$425,000	N/A	N/A	N/A	N/A	\$425,000
<b>Capital Expenditures</b>	\$145,000	\$175,000	N/A	N/A	N/A	N/A	\$175,000
<b>Misc Expense</b>	\$264,000	\$210,000	N/A	N/A	N/A	N/A	\$210,000
<b>Total Expense</b>	<b>\$1,810,000</b>	<b>\$1,836,000</b>					<b>\$1,836,000</b>
 <b>Projected Revenue vs Expense</b>							
<b>Projected Surplus w/o Depreciation</b>	<b>(\$153,000)</b>	<b>(\$167,000)</b>					<b>(\$167,000)</b>
<b>Projected Transit Fund Reserves w/o Depreciation</b>	\$169,559	\$177,559	N/A	N/A	N/A	N/A	\$177,559

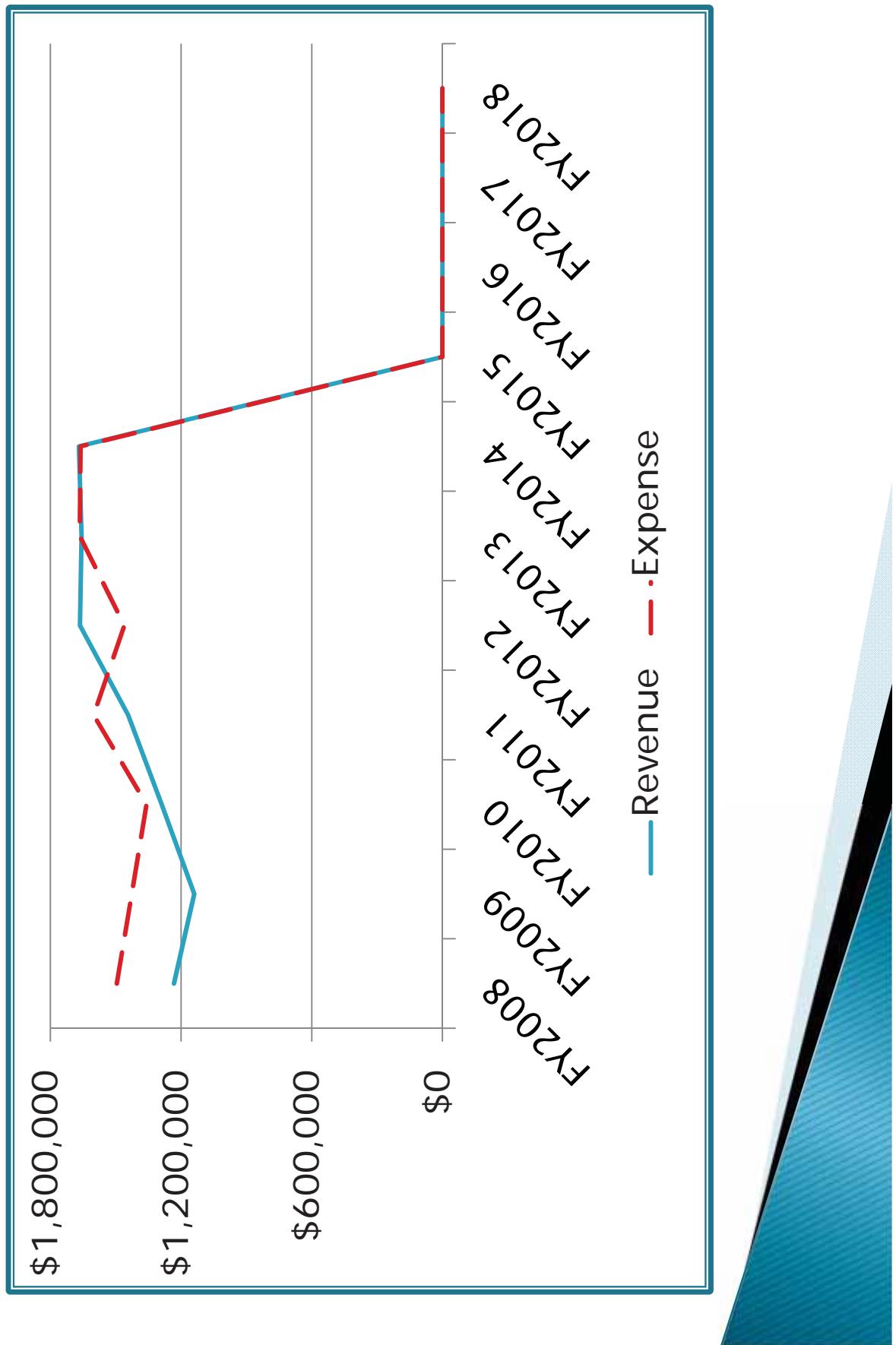
Note: Fed/State Funding excludes regional funds that pass thru to SLOCOG/SLORTA.

Note: Fed/State funding sources are unpredictable and may change rapidly.

Note: Assumes Transit consolidation beginning FY2015.



## Transit Fund – 2008 to 2018



# Airport Fund Summary Revenue/Expense Five Year Summary

	<u>ACTUAL</u>	<u>PROJECTED</u>		
	<u>FY12/13</u>	<u>FY13/14</u>	<u>FY14/15</u>	<u>FY15/16</u>
<b>AIRPORT FUND REVENUE</b>				
Property Taxes - Aircraft	\$46,000	\$45,000	\$45,000	\$45,000
Rental - Airport Property	\$492,000	\$475,000	\$484,000	\$494,000
Rental - Farm	\$22,000	\$18,000	\$18,000	\$18,000
Federal Airport Aid	\$0	\$0	\$500,000	\$0
Flowage Fees	\$53,000	\$41,000	\$42,000	\$43,000
Landing/Tie Down Fees	\$26,000	\$33,000	\$33,000	\$33,000
Day Receipts	\$0	\$1,000	\$1,000	\$1,000
Interest/Misc/State Loan	\$4,000	\$615,000	\$15,000	\$15,000
<b>Total Revenue</b>	<b>\$643,000</b>	<b>\$1,228,000</b>	<b>\$1,138,000</b>	<b>\$649,000</b>
<b>AIRPORT FUND EXPENSE</b>				
Salaries/Benefits	\$204,000	\$202,000	\$216,000	\$217,000
Operating & Maintenance	\$173,000	\$220,000	\$270,000	\$270,000
Depreciation	\$353,000	\$342,000	\$342,000	\$342,000
Capital Expenditures	\$64,000	\$630,000	\$500,000	\$0
<b>Total Expense</b>	<b>\$794,000</b>	<b>\$1,394,000</b>	<b>\$1,328,000</b>	<b>\$829,000</b>
<b>Projected Revenue vs Expense</b>	<b>(\$151,000)</b>	<b>(\$166,000)</b>	<b>(\$190,000)</b>	<b>(\$180,000)</b>
<b>Projected Annual Surplus w/o Depreciation</b>	\$202,000	\$176,000	\$152,000	\$162,000
<b>Projected Airport Fund Reserves</b>	\$719,000	\$895,000	\$1,047,000	\$1,209,000

Note: Operating deficit due to depreciation expense. Removing this non-cash expense reveals annual surplus in all years. Part of the annual surplus includes receivables, thus will not tie to cash schedule.

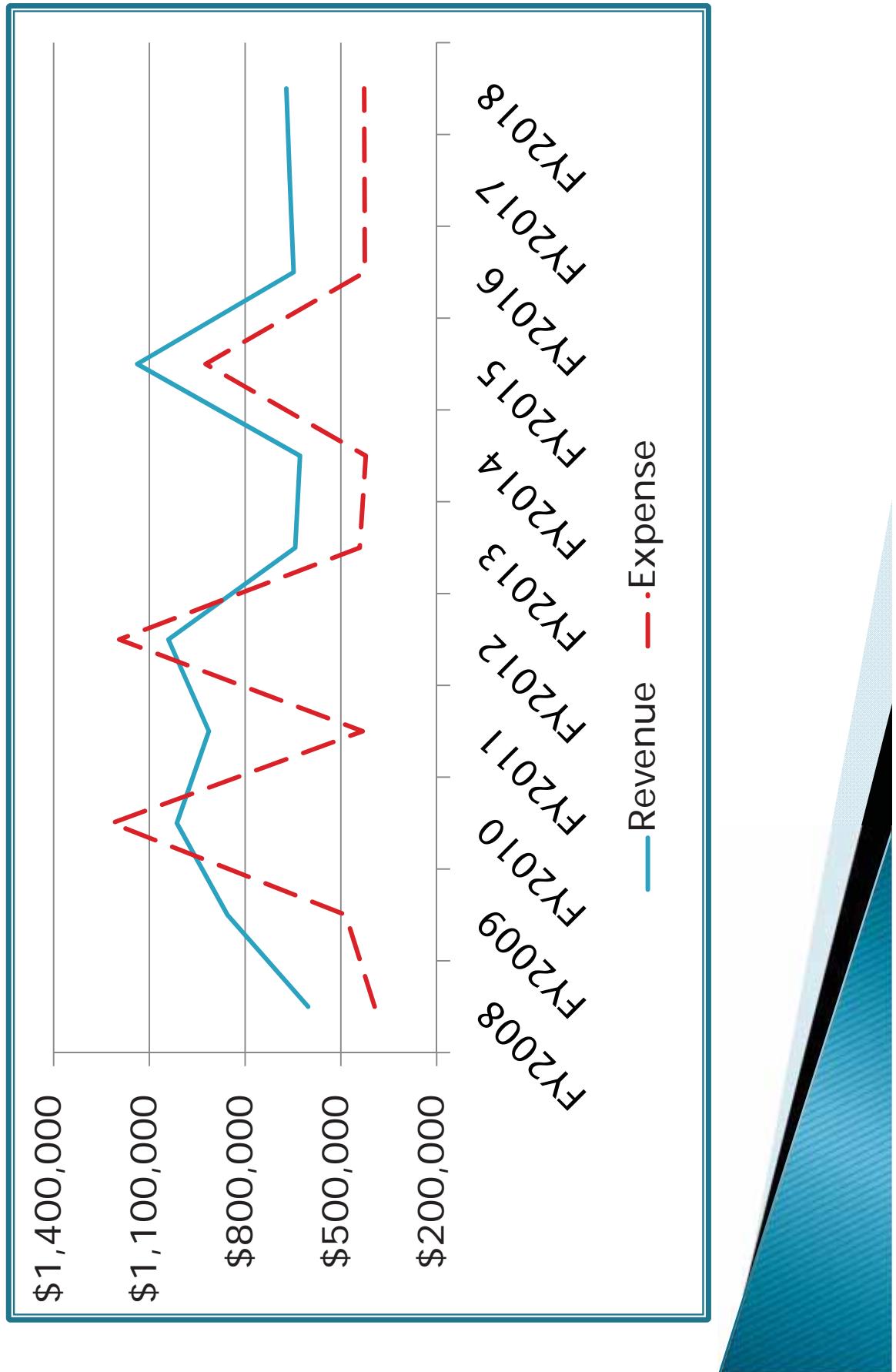
Note: Gross Airport Reserves are increased by Airport Terminal Repair Fund of \$198,000.

Note: Airport Reserves include only operating reserves. Reserve including capital funds are \$1,834,000.

Note: FY14 includes new fuel island. Approximate cost \$630,000. Using low-interest Caltrans loan. 18



## Airport Fund – 2008 to 2018



Questions?

# Recession Adjustments – Staffing\*

<u>General Fund - Dept</u>	<u>Budget</u>	<u>Current</u>	<u>Amount</u>	<u>Variance</u>	<u>Percent</u>
City Manager's Office	15.0	11.0	(4.00)		(26.67)%
Administrative Services	6.0	6.0	0.00		00.00%
Community Development	9.0	5.0	(4.00)		(44.44)%
Emergency Services	31.5	24.0	(7.50)		(23.81)%
Library & Recreation Services	17.0	9.6	(7.40)		(43.53)%
Police	60.0	43.0	(17.00)		(28.33)%
Public Works	<u>45.0</u>	<u>26.4</u>	<u>(18.60)</u>		(41.33)%
<b>SUBTOTAL GENERAL FUND</b>	<b>183.5</b>	<b>125.0</b>		<b>(58.50)</b>	<b>(31.88)%</b>
Enterprise Staffing	<u>51.0</u>	<u>37.0</u>		<u>(14.00)</u>	<u>(27.45)%</u>
<b>TOTAL CITY STAFFING</b>	<b>234.5</b>	<b>162.0</b>		<b>(72.50)</b>	<b>(30.92)%</b>

\*As of 5/20/2014.

# All Staff Comparison\*

## FY1991 vs FY2014

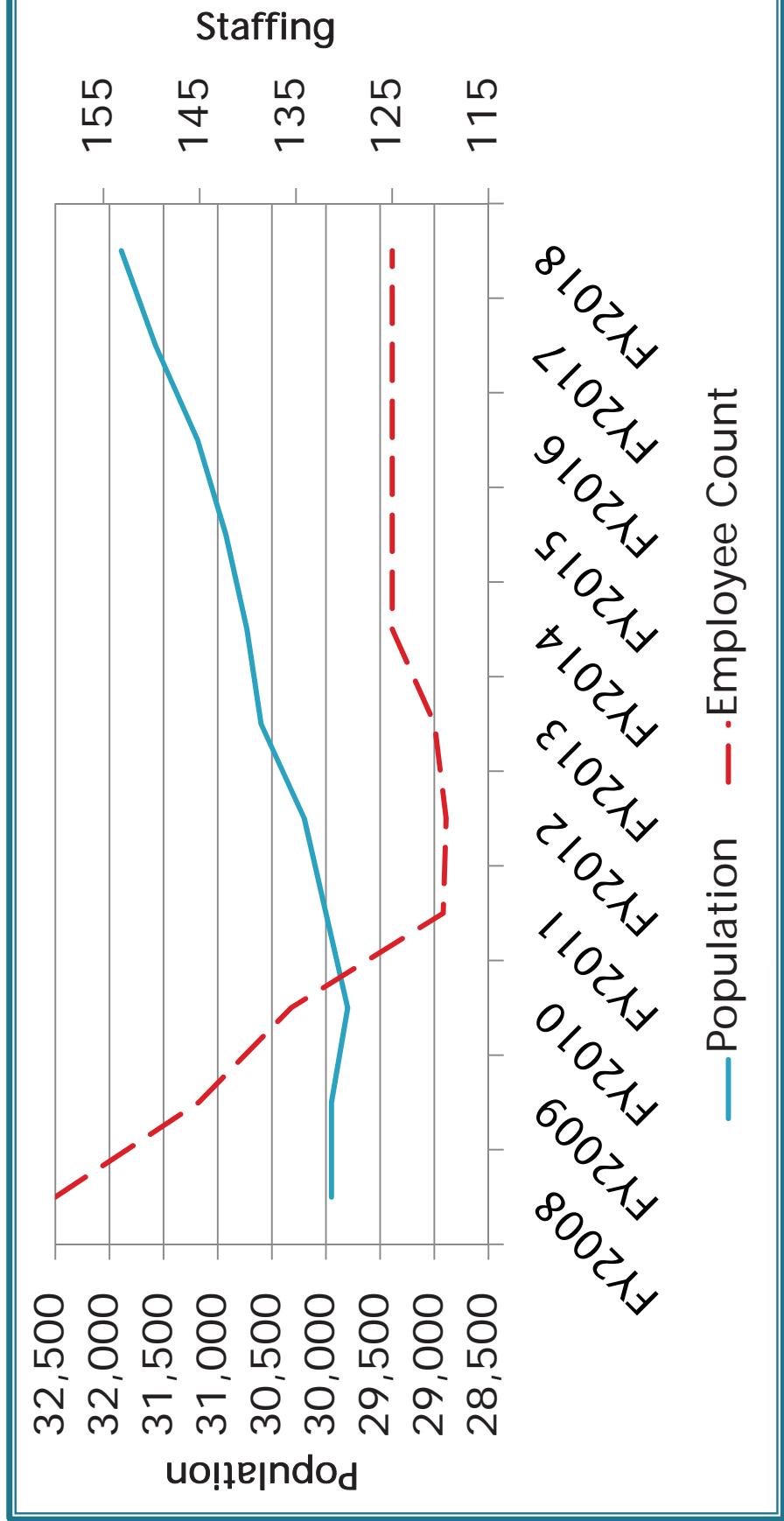
Staffing Group	<u>FY1991</u>	<u>FY2014</u>	FTE Per 1,000 Population	
			<u>FY1991</u>	<u>FY2014</u>
Non-Public Safety	115	106.0	5.74	3.48
Police	31	33	1.55	1.08
Fire	4	<u>23</u>	<u>0.20</u>	<u>0.75</u>
<b>Total</b>	<b>150</b>	<b>162</b>	<b>7.49</b>	<b>5.31</b>
Population			20,034	30,500

\* As of 5/20/14

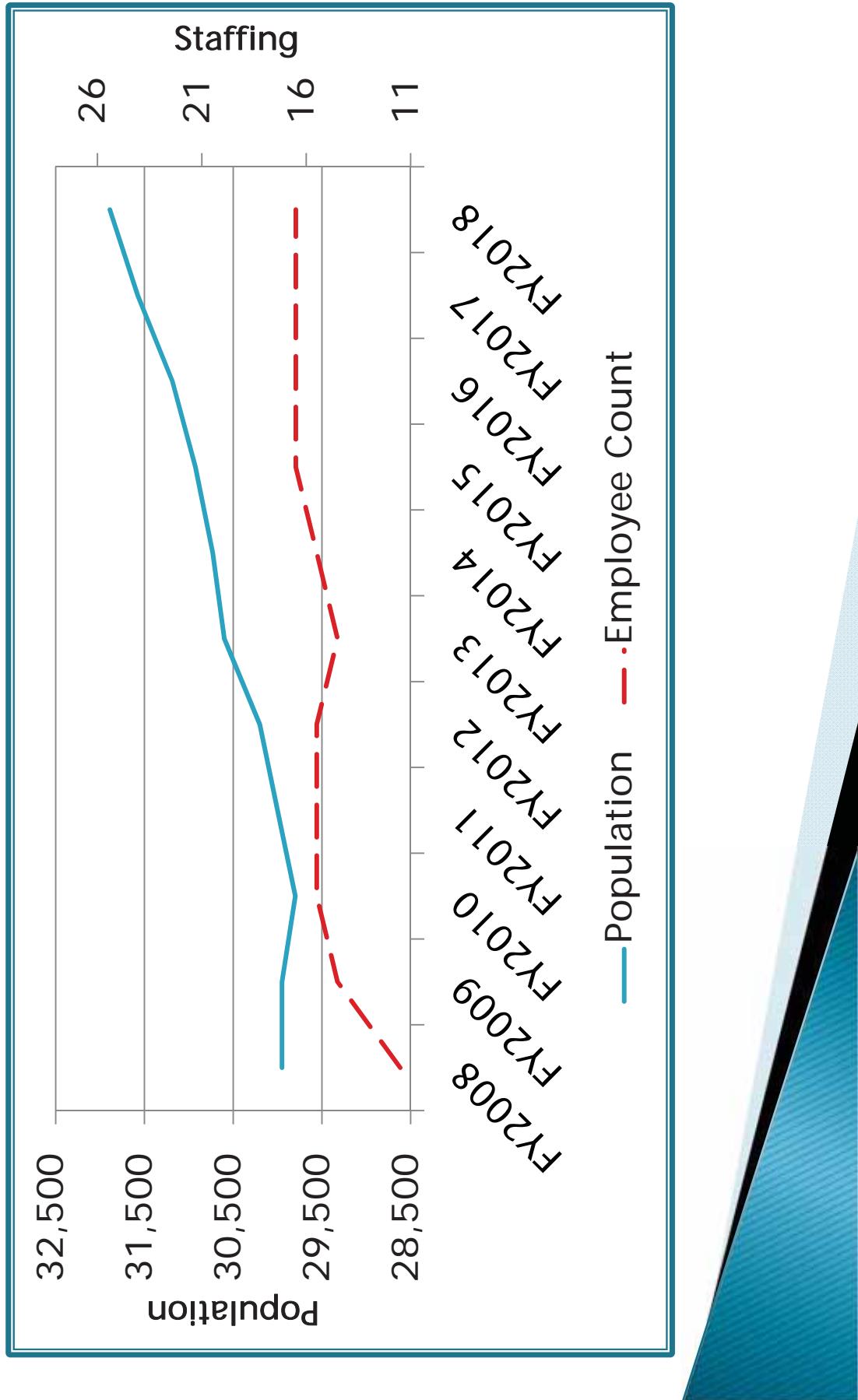
Note: "Non-Public Safety" includes all non-sworn General Fund and Enterprise Employees (Water, Sewer, Transit and Airport)

Note: Police includes only SWORN Officers. Fire includes only CERTIFIED Safety employees.

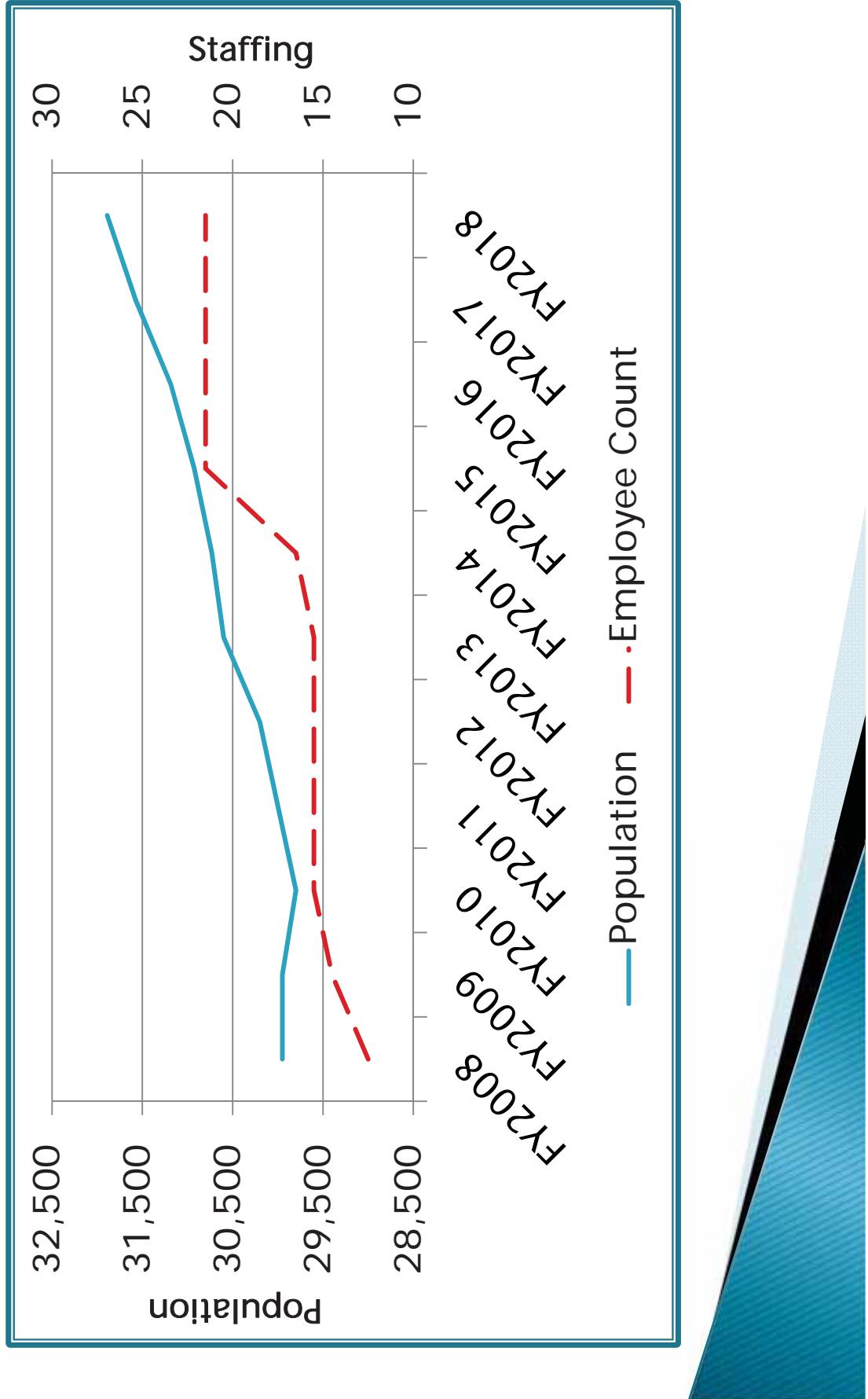
## General Fund Staffing vs Population



## Water Fund Staffing vs Population

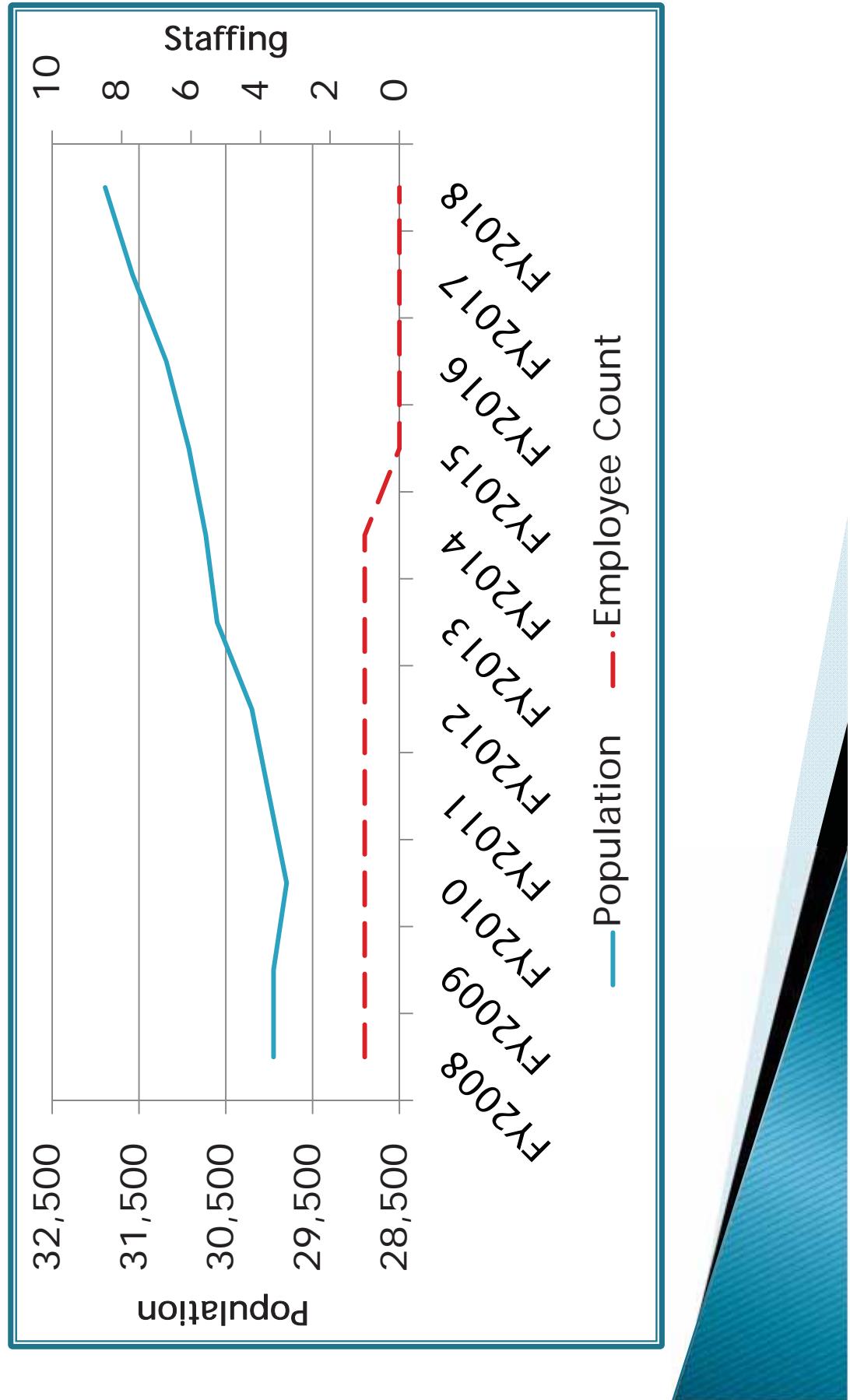


## Wastewater Fund Staffing vs Population

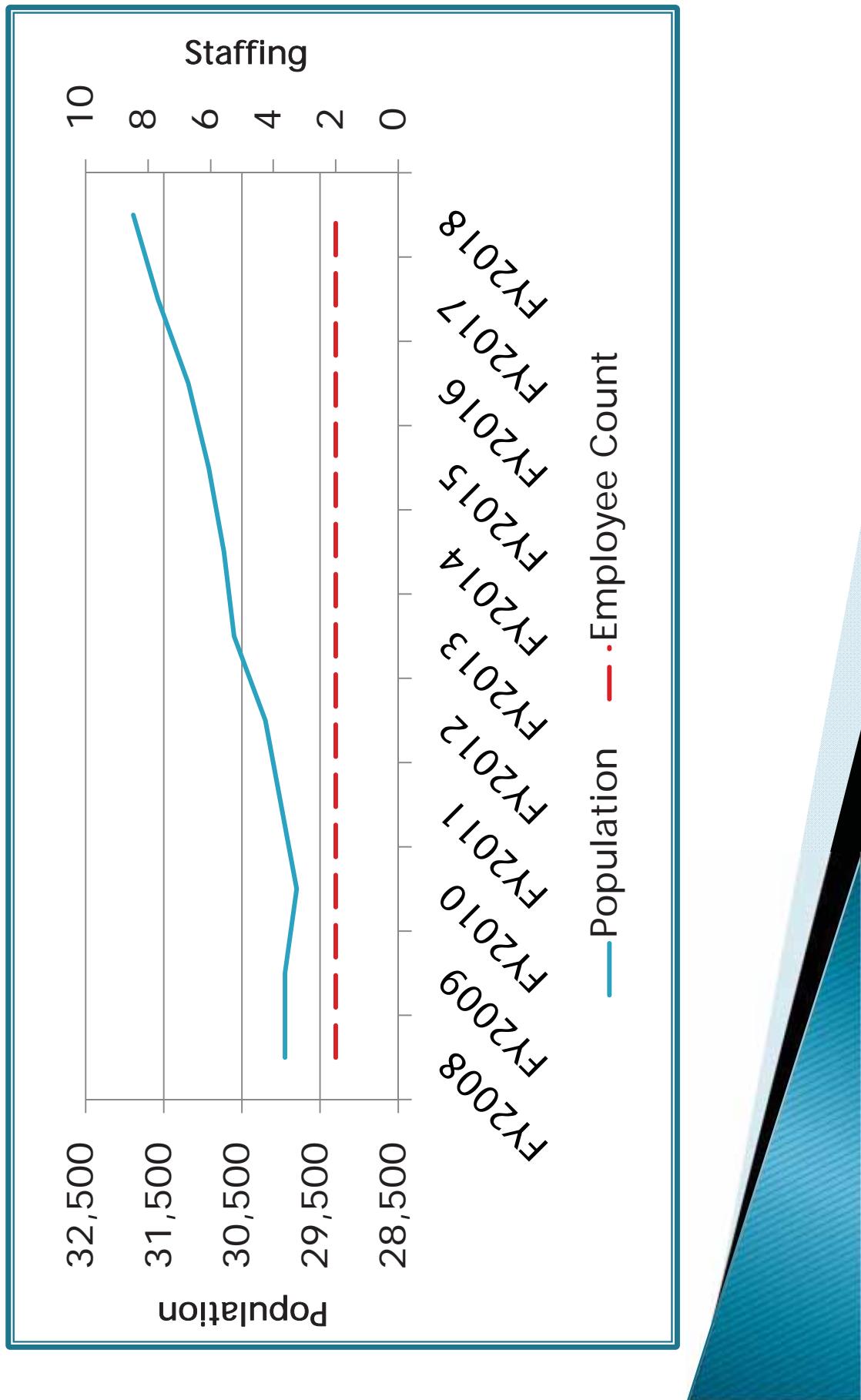
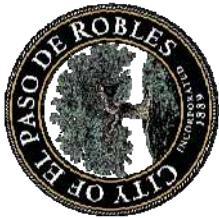


# Transit Fund

## Staffing vs Population



## Airport Fund Staffing vs Population



# City-Wide Fund Balance Summary

## Summary of Funds

<u>Fund #</u>	<u>Fund Name</u>	<u>6/30/2012</u>	<u>6/30/2013</u>	<u>Fund Description</u>
<b><u>Unrestricted Funds*</u></b>				
100	General Fund	\$5,524,855	\$6,983,855	General reserve funds
110	General Reserve & Contingency Fund	\$202,914	\$91,181	Contingency funds
121	City Hall Development Fund	\$2,328,524	\$2,208,733	General Revenue funds for new/expanded city hall
224	Public Facilities Development Fund	\$1,569,177	\$1,555,702	RDA repayment for Library
	<b>Subtotal Unrestricted Funds</b>	<b>\$9,625,470</b>	<b>\$10,839,476</b>	
<b><u>Restricted Funds</u></b>				
<b><u>General Operation Funds</u></b>				
101	Capital Projects Fund - New	\$0	\$1,010,626	Grant revenue
103	Supplemental Sales Tax Fund	\$0	\$39,782	Supplemental Sales Tax - approved Nov. 2012
112	Equipment Replacement Fund - Technology	\$1,509,513	\$1,547,472	Annual depreciation for purchase of new equipment
116	City/School Facility Improvements Fund	\$34,419	\$39,314	Agreement with PRSD for maintenance/repair
119	City Facility Repair Fund	\$124,904	\$139,397	Funds generated by recreation surcharge
120	Capital Improvement Fund	\$70,144	\$127,388	Grant revenue
125	Equipment Replacement Fund - Vehicle	\$2,688,034	\$3,185,184	Vehicle replacement funds
126	Public Works Grants - Various	\$644	\$644	Grant revenue
228	Borkey Specific Plan Fund	\$156,693	\$191,011	Funds related to specific plan
230	Youth Scholarship Fund	\$25,550	\$19,142	To assist recreation participants
234	Oak Tree Preservation Fund	\$9,985	\$10,306	Oak Tree Replacement
308	Landscape and Lighting Dist #1 Fund	\$582,578	\$671,325	Assessment District

# City-Wide Fund Balance Summary

310	CFD Community Facilities District	\$0	\$0 Assessment District
320	Art in Public Places Fund	\$599	\$599 For public art work
612	Solid Waste Contingency Fund	\$838	\$838 To assist with landfill closure/operations
	<b>Subtotal General Operation Funds</b>	<b>\$5,203,901</b>	<b>\$5,932,620</b>
	<b>Impact Fee Funds</b>		
219	Public Meeting Facility Development	\$374,116	\$375,836 Impact Fee Revenue
222	Aquatics Facility Development Fund	\$391,196	\$391,479 Impact Fee Revenue
223	Library Expansion Facility	\$936,632	\$950,893 Impact Fee Revenue
231	City Hall/General Government	\$2,638,778	\$2,687,662 Impact Fee Revenue
113	Electronic Archiving Fees Fund	\$145,134	\$153,250 Fees charged during permitting
114	Building Education Fund	\$126,305	\$128,465 Fees charged during permitting
122	Permit Automation Fee Fund	\$198,279	\$226,915 Fees charged during permitting
124	Police Grants	\$0	\$0 Grant revenue
123	Community Development Nexus	\$6,218	\$7,422 Fees charged during permitting
213	Streets, Traffic Signal, Bridge	\$1,772,345	\$1,550,228 Impact Fee Revenue
225	Union/46 SP Development Fund	\$340,813	\$488,804 Impact Fee Revenue
237	Bike & Pedestrian Path Facilities	\$63,143	\$9,997 Impact Fee Revenue
211	Law Enforcement Facility	\$122,595	\$132,320 Impact Fee Revenue
212	Fire Protection Facility Development	\$1,564,677	\$1,606,538 Impact Fee Revenue
216	Park/Land & Open Space Acquisition	\$1,890,576	\$1,236,131 Impact Fee Revenue
217	Storm Drainage Development Fund	\$313,378	\$84,887 Impact Fee Revenue
238	Downtown Parking In-Lieu Fee Fund	\$543,984	\$542,682 Impact Fee Revenue
	<b>Subtotal Impact Fee Funds</b>	<b>\$11,428,169</b>	<b>\$10,573,509</b>
	<b>Water Funds</b>		
600	Water Operations Fund	\$4,169,853	\$1,886,921 Water User Fees
220	Water Connections Fund	\$2,120,810	\$2,539,369 Impact Fee Revenue
229	Nacimiento Water Treatment Fund	\$123,064	\$0 Planning of treatment plant
606	Nacimiento Water - Enterprise Fund	\$12,345,164	\$12,315,974 Monthly fixed fee of \$18.
226	Nacimiento Water Project Fund	\$2,139,875	\$1,219,739 Impact Fee Revenue
	<b>Subtotal Water Funds</b>	<b>\$20,898,766</b>	<b>\$17,962,003</b>

# City-Wide Fund Balance Summary

<u>Sewer Funds</u>			
221	Sewer Connections Fund	\$2,258,127	\$2,498,942 Impact Fee Revenue
601	Sewer Operations Fund	\$1,286,002	\$3,273,056 Sewer User Fees
<b>Subtotal Sewer Funds</b>		<b>\$3,544,129</b>	<b>\$5,771,998</b>
<u>Airport Funds</u>			
602	Airport Operations Fund	\$1,584,767	\$719,031 User Fees
604	Airport Capital Match Fund	\$0	\$917,250
603	Airport Terminal Repair Fund	\$198,163	\$197,686 Funding reserved for repair of airport terminal
<b>Subtotal Airport Funds</b>		<b>\$1,782,930</b>	<b>\$1,833,967</b>
<u>Transportation Funds</u>			
200	Gas Tax 2106 Fund	\$613,865	\$263,551 Revenue for transportation projects only
203	Gas Tax 2103	\$646,571	\$741,459 Revenue for transportation projects only
204	AB 2928 Traffic Congestion Relief	\$0	\$17 Revenue for transportation projects only
205	TDA Article 8A Fund	\$40,337	\$62,266 Revenue for transportation projects only
206	TDA Article 8C Fund	\$133,804	\$169,559 Transit System Revenue
207	Prop 1B Public Transportation Fund	\$720,322	\$134,311 Revenue for transportation projects only
210	Gas Tax 2105 Fund	\$0	\$0 Revenue for transportation projects only
<b>Subtotal Transportation Funds</b>		<b>\$2,154,899</b>	<b>\$1,371,163</b>
<u>Trustee Funds</u>			
<u>RDA/CDBG</u>			
227	Community Development Block Grant Fund	\$330,134	\$252,746 blighted areas
700/710	Redevelop. Agency Operations Fund	\$0	\$0 RDA operations
701/711	Redevelopment Agency Housing	\$0	\$0 20% set aside required for all RDAs
702/712	Redevelopment Agency Debt Service Fund	\$6,764,518	\$5,518,266 Debt Service

704/714	Cuesta College Fiscal Agreement Fund	\$497,396	\$0	Agreement between City and College
705/715	SLO County Schools Fiscal Agreement Fund	\$272,206	\$0	Agreement between City and County
	<b>Subtotal RDA/CDBG Funds</b>	<b>\$7,864,254</b>	<b>\$5,771,012</b>	
<b><u>Other Trustee Funds</u></b>				
401	Cal Home Loan Fund	\$96,607	\$96,375	Trustee Fund
402	Senior Citizens Trust Fund	\$201,868	\$185,869	Trustee Fund
	Hospital District Trust Fund	\$101,631	\$98,639	Trustee Fund
405	Business Improvement Association Trust Fund	\$7,206	\$5,474	Trustee Fund
406	Customer Deposits Fund	\$719,036	\$620,340	Trustee Fund
410	Tourism & Lodging BID	\$64,643	\$123,620	Trustee Fund
611	Landfill Closure/Post Closure Fund	\$1,933,856	\$2,151,396	Federal/State requirements
117	Citizens Option Public Safety Fund	\$124,124	\$116,875	To account for State AB3229 funds.
	<b>Subtotal Other Trustee Funds</b>	<b>\$3,248,971</b>	<b>\$3,398,588</b>	
	<b>Subtotal Trustee Funds</b>	<b>\$11,113,225</b>	<b>\$9,169,600</b>	
<b><u>Debt Service Funds</u></b>				
505	Library/City Hall Debt Service Fund	\$427,006	\$428,272	Debt Service
506	1998 Measure D GO Bonds Fund	\$6,657,764	\$6,192,956	Debt Service
	<b>Subtotal Debt Service Funds</b>	<b>\$7,084,770</b>	<b>\$6,621,228</b>	
	<b>Total Reserve All Funds</b>	<b>\$72,836,259</b>	<b>\$70,075,564</b>	

\*NOTE: Gross "Unrestricted Reserves" are increased by the following:

1. CCCSIF Over-deposit = \$618,000
  2. Equip. Rep. Fund Annual Payment = \$926,000