

# NOTICE OF SPECIAL MEETING

Pursuant to Section 54956 of the Government Code of the State of California, a Special meeting of the **Tracy City Council** is hereby called for:

**Date/Time:**               **Monday, June 27, 2016, 4:00 p.m.**  
(or as soon thereafter as possible)

**Location:**               **Council Chambers, City Hall**  
**333 Civic Center Plaza, Tracy**

Government Code Section 54954.3 states that every public meeting shall provide an opportunity for the public to address the Tracy City Council on any item, before or during consideration of the item, however no action shall be taken on any item not on the agenda.

1. Call to Order
2. Roll Call
3. Items from the Audience - *In accordance with Procedures for Preparation, Posting and Distribution of Agendas and the Conduct of Public Meetings, adopted by Resolution 2015-052 any item not on the agenda brought up by the public at a meeting, shall be automatically referred to staff. If staff is not able to resolve the matter satisfactorily, the member of the public may request a Council Member to sponsor the item for discussion at a future meeting.*
4. DISCUSS AND PROVIDE STAFF DIRECTION ON PROPOSED REVENUE ENHANCEMENT OPTIONS TO ADDRESS LOCAL INFRASTRUCTURE AND QUALITY OF LIFE NEEDS
5. Adjournment



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Mayor

**Posted: June 23, 2016**

The City of Tracy complies with the Americans with Disabilities Act and makes all reasonable accommodations for the disabled to participate in public meetings. Persons requiring assistance or auxiliary aids in order to participate should call City Hall (209-831-6105), at least 24 hours prior to the meeting.

Any materials distributed to the majority of the Tracy City Council regarding any item on this agenda will be made available for public inspection in the City Clerk's office located at 333 Civic Center Plaza, Tracy, during normal business hours.

AGENDA ITEM 4

REQUEST

**DISCUSS AND PROVIDE STAFF DIRECTION ON PROPOSED REVENUE ENHANCEMENT OPTIONS TO ADDRESS LOCAL INFRASTRUCTURE AND QUALITY OF LIFE NEEDS**

EXECUTIVE SUMMARY

The purpose of this agenda item is to provide City Council with options to enhance revenue for local quality of life services and/or infrastructure needs as requested by Council at a special meeting of City Council on May 24, 2016 held to discuss the Y2016/17 and 2017/18 City Budget.

DISCUSSION

On September 1, 2015, staff presented City Council with an updated Budget Solutions Strategy report prepared by Management Partners (See Attachment A). After some discussion, Council directed staff to focus on strategies to enhance revenue and identify ways to improve service levels.

On May 24, 2016, City Council held a workshop to review and discuss the proposed FY2016/17 and 2017/18 City Budget, Five-Year Forecast, General Fund Reserve Policy, and Budget Principals as the next step in the FY2016/17 and 2017/18 Budget Adoption (see Attachment B).

The budgeted FY 2016/17 General Fund revenues for the City are \$50.8M. The largest sources of general fund revenue are derived from sales and property taxes, which make up approximately 74% of General Fund revenues. As the projected FY 2016/17 budget requires the use of approximately \$3.7M in unallocated fund balance reserves and the projected FY 2017/18 budget uses \$0.2M in unallocated fund balance reserves, due largely to the expiration of Measure E, Council requested staff to return to Council with options to increase revenue.

Economic Development is often the preferred tool to enhance revenues within a City. This can be achieved by attracting activities and projects which provide ongoing revenue sources through sales or property taxes. In doing so, revenues are generated from point-of-sale purchases or increased assessed values through the development of vacant land. Often times economic development efforts take months or years to come to fruition, but can have lasting positive impacts. There are typically three options available to municipalities to increase General Fund revenue.

- Increasing Master Fees and Charges
- Tax Measures
- Property Assessments for Facilities and Services

*Fees for Services*

These fees are collected in exchange for the issuance of a license, a permit, or a franchise and are usually used to finance programs regulating the activities permitted or to mitigate their impact to the community. The City is prohibited from making a profit through fees for services which are restricted to charging no more than the cost of service by law. Not all fees for services are charged at the total cost of the City to provide a service.

FY1415						
Program	Fee Revenue	Expenditures	General Fund Support Contribution	General Fund Support Contribution Percentage		General Fund Support Increase/Decrease from Prior Year
				FY14/15	FY13/14	
<b>Community Facilities</b>						
Facility Rentals	\$ 141,708	\$ 287,059	\$ 145,351	51%	80%	↓
Sports Field Rental	\$ 111,765	\$ 235,399	\$ 123,634	53%	60%	↓
<b>Subtotal</b>	<b>\$ 253,473</b>	<b>\$ 522,458</b>	<b>\$ 268,985</b>			
<b>Animal Services</b>	\$ 49,765	\$ 657,791	\$ 608,026	92%	88%	↑
<b>Fire Prevention</b>	\$ 251,529	\$ 370,098	\$ 118,569	32%	27%	↑
<b>Cultural Arts</b>	\$ 354,697	\$ 1,430,001	\$ 1,075,304	75%	80%	↓
<b>Recreation</b>	\$ 327,916	\$ 1,179,706	\$ 851,790	72%	58%	↑
<b>DS-Planning</b>	\$ 468,873	\$ 974,950	\$ 506,077	52%	39%	↑
<b>DS-Engineering</b>	\$ 3,316,067	\$ 3,617,238	\$ 301,171	8%	0%	↑
<b>Total</b>	<b>\$ 5,022,320</b>	<b>\$ 8,752,242</b>	<b>\$ 3,729,922</b>			

In certain cases, some City activities are subsidized to allow for a broad participation in City programs and services. For example, charging the fully loaded, cost recovery rate for recreational programming could price out segments of the population which may not be able to afford this public service. The above chart shows the amount of general fund subsidy for a variety of City fees for services. Currently, the City subsidizes approximately \$3.8M of its general fund fees.

With City Council approval, and through the required public hearing process, cities can increase fees for City services. For instance, the City's Master Fee Schedule, which is a compilation of most of the fees charged by the city for services, is generally updated annually by a cost-of-living adjustment rounded to the nearest dollar. The Master Fee schedule was recently brought to council for adjustment in May, which resulted in fee increases of \$86,655.

*Taxes/Assessments*

As previously mentioned, taxes and assessments comprise 74% of general fund revenues. Changes in this area generally have a noticeable positive impact on the general fund; however enhancements in taxes and assessments require an affirmative public vote of the people and/or landowners to increase.

Tax measures can only be used for a variety of purposes and require varying level of voter support depending on the measure. A matrix outlining the types of tax measures is attached as Attachment C. Depending on the anticipated use of the funds, cities can select an approach that provides the greatest level of transparency and impact on the financing a variety of services or capital improvements such as streets, roads, buildings, sewer lines or other infrastructure.

Increases to taxes and property assessments for facilities and city services can only be approved by registered voter approval. Thresholds for voter approval differ depending upon what type of tax is being proposed. For instance, a tax measure from which the increased revenue is placed in a general fund requires a simple majority (50%+1) registered voter approval. A special tax measure, from which the increase revenue is placed in a fund to be used for a specific purpose, requires a super majority (2/3) registered voter approval. Property assessments and taxes on facilities also require super majority registered voter approval.

The City has also discussed Community Facilities District assessments for city services as a way to mitigate service impacts from new developments. It has been calculated that an assessment of \$325 per year for each new home will mitigate future service impacts connected to new development. This assessment will not address any shortfalls not directly connected to new housing development.

The City Council will hear a presentation from Catherine Lew, President/CEO of The Lew Edwards Group, the City's long-time consultant for communications, community engagement and budget/revenue planning to review the Tracy community's historic service priorities and preferences as they relate to quality of life issues and revenue enhancement.

The City conducted an Infrastructure and Sustainability Study in Spring of 2015, which showed, among other findings an extraordinarily high satisfaction with Tracy's quality of life and a concern that quality services be fully maintained or enhanced, including potential interest among over two-thirds of respondents for a simple majority requirement revenue measure to support public safety, street maintenance, and local business and revitalization efforts. Best practices being utilized currently by other public agencies for maintaining or enhancing these types of services will be discussed also.

#### STRATEGIC PLAN

This item is in accordance with Goal 2, Objective 2c of City Council's Governance Strategy:

- Goal 2: Ensure continued fiscal sustainability through budgetary and financial stewardship.
- Objective 2c: Identify new revenue opportunities.

#### FISCAL IMPACT

This is an informational agenda item only. As such, there is no fiscal impact with this agenda item. Should Council proceed with any of the preliminary options, there may be fiscal impacts that would need to be identified at a later time.

#### RECOMMENDATION

That City Council discuss and provide staff direction on proposed revenue enhancement options to address local infrastructure and quality of life needs.

Prepared by: Barbara Harb, Economic Development Management Analyst  
Vanessa Carrera, Public Information Officer

Reviewed by: Andrew Malik, Development Services Director  
Stephanie Garrabrant-Sierra, Assistant City Manager

Approved by: Troy Brown, City Manager

ATTACHMENTS

Attachment A – September 1, 2015 Agenda Item 4, Management Partners Presentation, and  
Minutes

Attachment B – May 24, 2016 Agenda Item 4

Attachment C – Approval Requirements for State and Local Revenues

# ATTACHMENT A

September 1, 2015

## AGENDA ITEM 4

### REQUEST

#### **DISCUSS AND PROVIDE DIRECTION RELATIVE TO A PRELIMINARY BUDGET SOLUTIONS STRATEGY UPDATE PREPARED BY MANAGEMENT PARTNERS**

### EXECUTIVE SUMMARY

On December 16, 2008, Council received a Budget Solutions report prepared by Management Partners to address the then City structural budget deficit. The primary cause of the projected structural deficit in 2008 was the collapse of the regional real estate market and the slowdown in the national and global economy, which negatively impacted the City's revenue picture. In 2008, Management Partners presented Council with several budget solution strategies to include: 1) Expenditure Control Shifts; 2) Service Delivery Model Changes; 3) Service Reduction Strategies; and 4) Revenue Strategies. While the City has made significant progress to reduce expenditures and enhance revenues since 2008, with the planned expiration of voter-approved local funding, the City's long-range financial plan suggest an ongoing structural deficit into the future.

Earlier this year the City engaged the services of Management Partners to proactively address the projected long-range structural budget deficit and assist in reviewing and updating the comprehensive list of potential budget solution strategies. Though the City's current budget is balanced and has an adequate level of reserves, it is fiscally prudent to evaluate the future budget deficit now in a strategic and measured way.

### DISCUSSION

In April 2008, the Tracy City Council adopted a fiscal strategy to guide the City's response to a General Fund structural budget deficit identified in the City's long-range financial projects at the time. The primary cause of the projected structural deficit in 2008 was the collapse of the regional real estate market and the slowdown in the national and global economy, which negatively impacted the City's revenue picture and ability to maintain essential city services, including neighborhood police patrols, fire protection and 9-1-1 emergency response.

In 2008, Management Partners was hired and assisted the City in developing Budget Solutions Strategies to address the structural budget deficit, which included Expenditure Control Shifts, Service Delivery Model Changes, Service Reduction Strategies and Revenue Strategies. However, while the City has made significant progress to reduce expenses and enhanced revenues since 2008, the City's long-range financial outlook does suggest an ongoing structural deficit into the future. Unfortunately, like many cities throughout California, Tracy continues to face challenges maintaining quality of life services and infrastructure at the level that residents expect and deserve. Maintaining adequate public safety services, city streets, roads, parks and recreation centers are vital to protecting Tracy's quality of life and local property values.

In March of 2015, the City engaged the services of Management Partners to assist in reviewing and updating a comprehensive list of potential budget solution strategies in an effort to proactively address the future budget deficit. Though the City's current budget is balanced and has an adequate level of reserves, it is fiscally prudent to evaluate the future budget deficit now in a strategic and measured way.

In addition to reviewing and identifying new budget solution strategies, the City has also engaged the community in an effort to better understand community priorities relative to City infrastructure and quality of life needs. A resident community survey shows residents in the City of Tracy are highly satisfied with Tracy's quality of life with 76.5% of respondents rating Tracy's quality of life as either "excellent" or "good."

The survey also showed that respondents viewed public safety, economic development, streets and roads, parks, and youth/teen recreation programs as priorities. This survey information and other community conversations over the coming months will provide important feedback from the community about what infrastructure and quality of life services are important to them.

The purpose of this workshop is to have Management Partners present Council with their preliminary observations and budget solution recommendations. After Council discussion on these preliminary recommendations, staff will work with Management Partners to finalize the report.

#### STRATEGIC PLAN

This agenda item correlates to the Governance Strategy relative to maintaining continued fiscal sustainability through financial and budgetary stewardship.

#### FISCAL IMPACT

This is an informational agenda item only. As such, there is no fiscal impact with this agenda item. Should Council proceed with any of the preliminary recommendations, there may be fiscal impacts that would need to be identified at a later date.

#### RECOMMENDATION

That the City Council discuss and provide direction on the preliminary budget solutions strategy update prepared by Management Partners in response to a projected structural budget deficit forecast over the next five years.

Prepared by: Andrew Malik, Interim Assistant City Manager

Reviewed and  
Approved by: Troy Brown, City Manager

#### ATTACHMENTS

Attachment A – Staff Report dated April 15, 2008

April 15, 2008

## AGENDA ITEM 6

REQUEST**REVIEW, DISCUSS AND ADOPT FY 08-09 COUNCIL GOALS AND WORK PLAN AND BUDGET PRINCIPLES FOR THE DEVELOPMENT OF A 5-YEAR FISCAL STRATEGY**EXECUTIVE SUMMARY

At the February 19, 2008, City Council Goal Prioritization Workshop, the City Council received an update on the FY 07-08 Goals and developed the FY 08-09 Goals. Additionally, the Council discussed budget principles that should guide staff in the development of a five (5) year fiscal strategy to address the structural budget deficit. This agenda item includes the FY 08-09 Goals and Work Plan for this coming fiscal year and outlines both short and long-term fiscal strategies to address the City's structural budget deficit based on budget principles outlined by Council.

DISCUSSION

At the February 19, 2008, Council Goal Prioritization Workshop, Council carried over several goals from FY 07-08 and added 3 new priorities. The attached FY 08-09 Goals and Work Plan were developed based on six (6) areas, which include (A) Public Safety; (B) Land Use/General Plan; (C) Economic Development/Revenue Enhancement; (D) Infrastructure; (E) Organizational Development, and (F) Leisure Services. The goals summarized in Attachment "A" include a total of 62 action items under these six priority areas, which will come before Council throughout this upcoming fiscal year.

The purpose of this staff report is to:

- Present Council with the FY 08-09 Council Goals and Work Plan for review and discussion, and
- Present Council with the Budget Principles discussed at the Workshop, along with the short and long-term fiscal strategies for Council review and discussion.

**PART ONE: FY 08-09 COUNCIL GOALS AND WORK PLAN:**

The six (6) priority areas contain eighteen (18) specific work plan items and sixty two (62) action items associate with the implementation of the Council goals. Below is an outline of the Council Goal areas and Work Programs. Attachment "A" contains the detailed Work Plan for Council reference.

***Public Safety***

- Fire Department Advanced Life Support Program
- Fire Department Response Times

**Council Goal: Land Use/General Plan**

- Surland Development Agreement: Aquatics Center
- AKT Development Agreement
- General Plan Update and Implementation



- Re-Use Options for Schulte Surplus Property

#### **Economic Development/Revenue Enhancement**

- Educational Consortium
- Gateway Development
- Expand Tax Base
- Explore Alternative Revenue (Grant Writing)

#### **Infrastructure**

- Facilities (Boyd Service Center Master Plan)
- Geographic Information Systems (GIS)

#### **Leisure Services (Parks, Seniors, Youth, Recreation, Library)**

- Fee Assessment Cost Recovery
- Wetlands Habitat Project
- Youth Sports Fields

#### **Organizational Development**

- Investment in Excellence Training
- Adopt Best Human Resources Practices
- Investigate Citywide Strategy for Tracy Goes Green Initiative

**Report Back To Council:** The attached Work Plan delineates the month staff will schedule agenda items on each Council goal for Council review, discussion or direction. In addition, staff will provide Council with a mid-year status update on the implementation of the FY 08-09 Council Goals in January 2009. If at any point during the fiscal year there is a need to modify the time frame outlined in the Work Plan, the City Manager will inform the Council via an informational memorandum with an updated time frame.

#### **PART TWO: BUDGET PRINCIPLES AND SHORT AND LONG-TERM FISCAL STRATEGIES:**

During the February 19<sup>th</sup> Workshop, Council discussed a set of principles to guide staff in addressing the City's structural budget deficit. These six (6) principles serve as a guide in the development of a five (5) year fiscal strategy towards a balanced budget. These budget principles include:

- **General Fund Reserves:** Over the next five years through FY 2012-2013, maintain a General Fund Reserve of at least 15% of the City's General Fund Operating Budget;
- **Balanced Budget:** By FY 2012-2013, present a balanced budget for Council adoption (the General Fund annual expenditures should not exceed annual/recurring revenues);
- **Economic Uncertainty Fund:** In five years beginning in FY 2012-2013 or when conditions permit, begin building up the Economic Uncertainty Fund;
- **Service Levels Maintained:** Strive to maintain existing service levels between now and FY 2012-2013;
- **No Employee Layoffs:** Ensure no employee layoffs occur between now and FY 2012-2013;

- **Fiscal Updates To Council:** Increase frequency of fiscal updates to City Council during these next five years.

Staff will utilize the six (6) budget principles mentioned above to develop a five (5) year fiscal strategy towards achieving a balanced budget. Meeting all of these principles simultaneously may be difficult, depending on actual economic circumstances, but they provide a starting point for policies as well as future discussion on trade-offs in the event that economic circumstances do not permit achievement of all of them simultaneously.

### **SHORT AND LONG-TERM FISCAL STRATEGIES:**

#### ***Short-Term Fiscal Strategies:***

***(One Year)***

The proposed short-term fiscal strategies will be implemented for the remainder of the FY 07-08 and will guide the development of the FY 08-09 budget. Implementation of these short-term fiscal strategies is a “stop” gap while the five (5) year plan is developed and presented to Council for consideration (*estimated completion date is Fall 2008*).

- **Vacancies:** The City Manager will evaluate any current or future vacant positions on a case-by-case basis. The assessment will include whether (1) the position can be maintained unfilled for a period of time with minimal service level impacts; (2) recruitment can be postponed; (3) service level modifications can be made to create greater efficiencies, or (4) contract services, temporary staff, or existing staff can complete the required service needed. The City Manager will periodically advise Council of actions taken in regards to these vacancies;
- **Public Safety Positions and non-General Fund positions:** Public Safety positions and non-General Fund positions will continue to be recruited and filled as vacancies arise;
- **No New Programs:** No new or expansion of General Fund programs will be proposed outside of the adopted FY 08-09 Council Goals and budget;
- **No New Full-Time Staff Will Be Added:** No new full-time staffing will be added, unless offset by revenue (revenue-neutral) or a corresponding budget reduction is made;
- **Recognize Historical Spending Averages and Vacancy Rates:** Recognize historical spending averages, including vacancy rates and related budget savings, when projecting expenditures and revenues in the development of the FY 08-09 budget.

#### ***Long-Term Fiscal Strategies:***

***(Five Years)***

In order to achieve a balanced budget in five years, staff will provide Council with a plan that outlines a five-year strategy to address the City’s structural budget deficit based on the Council’s recommended Budget Principles. In preparation for this report, staff will (1) work with a consultant, and (2) establish an internal staff budget committee made up of interdepartmental representatives to begin to outline potential options for Council’s consideration. The five (5) year strategy plan will include:

- **Alternative Revenue Options**: Alternative revenue options will be identified, including a variety of fee studies, cost recovery goals, potential fee assessments or other voter-approved options for Council's consideration;
- **Service Delivery Model Changes**: Current service delivery models will be evaluated. Alternative service delivery models that create greater efficiencies will be identified;
- **Expenditure Controls or Shifts**: Various expenditures will be reviewed, including a review of high cost, low participatory (i.e., attendance or fee paying) programming, utilizing enterprise funds, grant funds, or alternative funding versus general fund where appropriate, assess programmed CIP projects for ongoing operational impacts, and review of other expenditures as deemed necessary;
- **Assessment of Potential Service Level Reductions**: A review of current services and effectiveness will be completed and any potential service level reduction opportunities will be identified for Council consideration;
- **Plan for Use of Reserve Funds**: A plan for utilizing the Reserve for Economic Uncertainty Fund and the General Fund Reserve Fund during this five year period will be developed and presented to Council for consideration.

Staff is recommending that the Council formally adopt these principles and fiscal strategies.

**Report Back To Council**: After the FY 08-09 Budget is approved by Council in June 2008, staff will provide Council with an update on the implementation of the budget principles and the short and long term fiscal strategies three times during this upcoming 2008-2009 fiscal year:

- **Fall 2008**: when amounts for closing out the previous fiscal year have been identified;
- **February 2009**: In conjunction with the mid-year budget review, and
- **May 2009**: During annual budget adoption process.

#### FISCAL IMPACT

The fiscal impacts of the FY 08-09 Council Goals will be reflected in the upcoming City's Annual Budget.

#### RECOMMENDATION

That the City Council adopt the attached resolution establishing FY 08-09 Council Goals and Work Plan, as well as, the budget principles, short and long-term fiscal strategies.

Prepared by: Steve Baker, Acting Assistant City Manager

Reviewed by: Zane Johnston, Finance and Administrative Services Director

Approved by: Maria A. Hurtado, Interim City Manager

Attachment "A": FY 08-09 Council Goals and Work Plan  
Resolution

**Fiscal Year 2008-09  
City of Tracy City Council  
Goals & Work Plan Outline  
April 15, 2008**

**Council Goal: Public Safety**

**Work Programs**

- Fire Department Advanced Life Support Program
- Fire Department Response Times

**Council Goal: Land Use/General Plan**

**Work Programs**

- Development Agreement Aquatics Center
- General Plan Update and Implementation
- AKT Development Agreement Negotiations
- Re-use Options for Schulte Surplus Property

**Council Goal: Economic Development / Revenue Enhancement**

**Work Programs**

- Educational Consortium
- Gateway Development
- Expand Tax Base
- Explore Alternative Revenue Opportunities (Grant Writing)

**Council Goal: Infrastructure**

**Work Programs**

- Boyd Service Center Master Plan
- Geographic Information Systems (GIS)

**Council Goal: Leisure Services (Parks, Seniors, Youth, Recreation, Library)**

**Work Programs**

- Cost Recovery Fee Assessment
- Wetlands Habitat Project
- Youth Sports Fields

**Council Goal: Organizational Development**

**Work Programs**

- Investment in Excellence
- Adopt Best Human Resources Practices
- Citywide Strategy on Sustainability Initiative

FISCAL YEAR 2008-09  
CITY COUNCIL GOALS AND WORK PLAN

Goal: Public Safety (Fire)      Work Program: Advanced Life Support Program

	Action Item	Lead Staff	Time Frame
1	Receive staff report on the status of First Responder ALS Service	Chris Bosch	July '08
2	Consider implementation of First Responder ALS Service at Station 91	Chris Bosch	<sup>1</sup> October '08

<sup>1</sup> Pending Council review and approval of the short-term recommendations of the Standards of Cover Report

FISCAL YEAR 2008-09  
CITY COUNCIL GOALS AND WORK PLAN

Goal: Public Safety (Fire)		Work Program:	Response Times
	Action Item	Lead Staff	Time Frame
1	Receive status report on short-term strategies from Implementation Work Team	Chris Bosch	November '08
2	Review and approve the timeline for the Implementation Strategy of medium and long-term recommendations	Chris Bosch	November '08

Goal: Land Use/General Plan      Work Program: Development Agreement Aquatics Center

	Action Item	Lead Staff	Time Frame
1	City Council Hearing on: <ul style="list-style-type: none"> <li>◦ DA</li> <li>◦ Ellis Specific Plan</li> <li>◦ Ellis EIR</li> </ul>	Bill Dean	1 July - September '08
2	<u>Aquatics Center</u> - Council consideration and discussion of: <ul style="list-style-type: none"> <li>◦ Project cost estimate</li> <li>◦ Aquatic Center Amenities/cost</li> <li>◦ Estimated ongoing Operational cost</li> </ul>	Kul Sharma	December '08
3	LAFCo Hearing approving annexation of Ellis Project	Bill Dean	January '09
4	<u>Aquatics Center</u> : Consider final design scope of work	Kul Sharma	January '09
5	<u>Aquatics Center</u> : Consideration of hiring a Design Consultant	Kul Sharma	March '09
6	<u>Aquatics Center</u> : Consider approval of complete design	Kul Sharma	April '09

<sup>1</sup> Range is dependent on response to comments on EIR

**Goal:** Land Use/General Plan      **Work Program:** General Plan Update and Implementation

	<b>Action Item</b>	<b>Lead Staff</b>	<b>Time Frame</b>
<b>1</b>	Consider approval of a Professional Services Agreement for Water, Wastewater, Storm Drainage, and Roadway Infrastructure Master Plans	Andrew Malik Kul Sharma	<b>August '08</b>
<b>2</b>	Completion of community meetings on Code and Zoning Ordinance	Andrew Malik Bill Dean	<b>September '08</b>
<b>3</b>	Consider approval Short Range (10-Year) Public Transit Plan (tied to Roadway Master Plan Update)	Andrew Malik Rod Buchanan	<b>November '08</b>
<b>4</b>	Consider approval of Downtown Specific Plan including adoption of EIR	Andrew Malik Bill Dean	<b>December '08</b>
<b>5</b>	LAFCo consideration and approval of updated Sphere of Influence, General Plan, and Municipal Service Review	Andrew Malik Kul Sharma	<b>January '09</b>
<b>6</b>	Consideration of affordable work force housing program or alternatives	Andrew Malik Ellen Gripp	<b>May '09</b>



Goal: Land Use/General Plan      Work Program: AKT Development Agreement Negotiations

	Action Item	Lead Staff	Time Frame
1	Council review, consideration and approval of Development Agreement / Environmental Review	Andrew Malik CAO	August '08

Goal: Land Use/General Plan      Work Program: Re-use Options for Schulte Surplus Property

	Action Item	Lead Staff	Time Frame
1	Council consideration of re-use options for the Schulte Road property	Andrew Malik	December '08
2	Consider Amendment to Special Legislation (HR 2508) to comply with new uses (if necessary)	Andrew Malik	January '09
3	Consider defining new project scope and begin Environmental Review if HR 2508 is not amended	Andrew Malik	February '09

Goal: Economic Development/Revenue Enhancement      Work Program: Educational Consortium

	Action Item	Lead Staff	Time Frame
1	Consider approval of a Ground Lease Agreement by and between the City of Tracy and Concord Eastridge for the Chrisman Site	Ursula Luna-Reynosa	* October '08
2	Joint Planning Commission and City Council Workshop on Conceptual Plan for the Educational Consortium project	Ursula Luna-Reynosa	* February '09

\* Note: *This project is a partnership between three entities - the master developer, educational partners and the City. These are target dates that may vary based on the timelines of any one or all of the partners.*

Goal: Economic Development/Revenue Enhancement      Work Program: Gateway Development

	Action Item	Lead Staff	Time Frame
1	Consider approval of Subdivision Infrastructure Agreement, Offsite Infrastructure Agreement, Deferred Infrastructure Agreement, Non-potable Water Agreement, and Final Map	Andrew Malik Kul Sharma	1 July '08
2	Consider approval of Incentive Program to attract targeted retail and higher-wage office users to Gateway Project.	Ursula Luna-Reynosa	August '08

<sup>1</sup> Planning Commission will review in June 2008

Goal: Economic Development/Revenue Enhancement      Work Program: Expand Tax Base

	Action Item	Lead Staff	Time Frame
1	Consider approval of Retail Incentive Program for I-205 Area (includes West Valley Mall, Auto Dealers, Tracy Outlets)	Ursula Luna-Reynosa	July '08
2	Consider approval of Professional Services Agreement with Consultant for Wayfinding Plan, Design, Specifications and Bid Package for Wayfinding Signage Program	Ursula Luna-Reynosa	July '08
3	Consider approval of Brand Base	Ursula Luna-Reynosa	July '08
4	Consider approval of Wayfinding Signage Program and Award of Contract to Manufacture and Install Wayfinding Signs <sup>1</sup>	Ursula Luna-Reynosa Bill Dean Kevin Tobeck	<sup>2</sup> March '09

<sup>1</sup> This item may result in the need to amend the existing Sign Ordinance

<sup>2</sup> Planning Commission will review in February 2009

Goal: Economic Development/Revenue Enhancement      Work Program: Expand Tax Base  
(Continued)

	Action Item	Lead Staff	Time Frame
<b>5</b>	<u>Downtown</u>		
<b>5a</b>	Consider approval of Downtown Incentive Program	Ursula Luna-Reynosa	July '08
<b>5b</b>	Consider approval of Professional Services Agreement with Consultant for Property Business Improvement District (PBID) services	Ursula Luna-Reynosa	July '08
<b>5c</b>	Consider adoption of Resolution of Intent to form a Property Business Improvement District (PBID)	Ursula Luna-Reynosa	March '09
<b>5d</b>	Consider adoption of Resolution of Formation of Property Business Improvement District (PBID)	Ursula Luna-Reynosa	May '09
<b>5e</b>	Consider adoption of Resolution of Establishment of Property Business Improvement District (PBID)	Ursula Luna-Reynosa	June '09

FISCAL YEAR 2008-09  
CITY COUNCIL GOALS AND WORK PLAN

**Goal:** Economic Development/Revenue Enhancement      **Work Program:** Explore Alternative Revenue Opportunities (Grant Writing)

	<b>Action Item</b>	<b>Lead Staff</b>	<b>Time Frame</b>
<b>1</b>	Draft Request for Proposals for Grant Writing Consultant	Ursula Luna-Reynosa	<b>August '08</b>
<b>2</b>	Review and approve Consultant Agreement	Ursula Luna-Reynosa	<b>September '08</b>
<b>3</b>	Review and approve identified programs/projects for potential Grant funding	Ursula Luna-Reynosa	<b>October '08</b>
<b>4</b>	Consideration to adopt resolution for Grant application (on a case-by-case basis)	Ursula Luna-Reynosa	<b>March '09</b>

Goal: Infrastructure Work Program: Boyd Service Center Master Plan

	Action Item	Lead Staff	Time Frame
1	Review and approve Boyd Service Center Design and Construction Documents	Andrew Malik Paul Verma	April '09
2	Consider award of Construction Bids for Boyd Service Center	Andrew Malik Paul Verma	June '09



FISCAL YEAR 2008-09  
CITY COUNCIL GOALS AND WORK PLAN

Goal: Infrastructure Work Program: Geographic Information Systems (GIS)

	Action Item	Lead Staff	Time Frame
1	Review and adopt the GIS Multi-year Implementation Plan	Chris Bosch Jim Galfano Andy Kellogg	October '08
2	Consider appropriation of funding for Phase I of GIS	Chris Bosch Jim Galfano Andy Kellogg	January '09

Goal: Leisure Services Work Program: Cost Recovery Fee Assessment

	Action Item	Lead Staff	Time Frame
1	Receive presentation on Fee Analysis Study and consider adoption of fee recommendations	Rod Buchanan	1 August '08

<sup>1</sup> Parks Commission will review in July 2008

Goal: Leisure Services **Work Program: Wetlands Habitat Project**

	Action Item	Lead Staff	Time Frame
1	Consideration of County/City Agreements for Wetlands Project	Rod Buchanan	July '08
2	Consider approval of Environmental Professional Services Agreement (PSA)	Kevin Tobeck	August '08
3	Consider approval of Preliminary Design Professional Services Agreement (PSA)	Kevin Tobeck	September '08
4	Consider review and adoption of Environmental Report	Kevin Tobeck	January '09
5	Consider approval of Preliminary Design and cost estimates	Kevin Tobeck	February '09
6	Consider approval of Operational Plan, including operations cost estimates	Rod Buchanan	February '09

Goal: Leisure Services Work Program: Youth Sports Fields

	Action Item	Lead Staff	Time Frame
1	Short-term Option 1: Feasibility: Synthetic fields at Sports Complex	Andrew Malik Rod Buchanan	* TBD
2	Short-term Option 2: Feasibility: Synthetic fields at Tracy Ballpark	Andrew Malik Rod Buchanan	* TBD
3	Short-term Option 3: Approach TUSD/Jefferson School District on behalf of leagues regarding extending leagues use of school fields	Andrew Malik Rod Buchanan	* TBD
4	Long-term Option 1: Feasibility: Plan "B"	Andrew Malik Rod Buchanan	* TBD
5	Long-term Option 2: Feasibility: Alvarez property	Andrew Malik Rod Buchanan	* TBD
6	Long-term Option 3: Feasibility: Holly Sugar site	Andrew Malik Rod Buchanan	* TBD
7	Long-term Option 4: Feasibility: Kimball site	Andrew Malik Rod Buchanan	* TBD

\* Note: *Milestones and timeframes will be determined once Council makes final decision on short and/or long-term options.*

Goal: Organizational Development      Work Program: Investment in Excellence

	Action Item	Lead Staff	Time Frame
1	Receive Informational Report on City Manager, Department Heads and other senior Managers visioning sessions and organizational integration efforts	Maria Olvera	November '08
2	Receive Informational Report on completion of 2008 Investment in Excellence Training of all City staff	Maria Olvera	June '09

Goal: Organizational Development      Work Program: Adopt Best Human Resources Practices

	Action Item	Lead Staff	Time Frame
1	Receive report on FY 08-09 2 <sup>nd</sup> 6-month Employee Training Program and schedule	Maria Olvera	July '08
2	Review and approve revisions to City's Personnel Rules	Maria Olvera	August '08

**Goal:** Organizational Development      **Work Program:** Citywide Strategy on Sustainability Initiative

	<b>Action Item</b>	<b>Lead Staff</b>	<b>Time Frame</b>
<b>1</b>	Consideration of Request for Proposals (RFP) for Consultant	Andrew Malik Kevin Tobeck	<b>July '08</b>
<b>2</b>	Review and approve Consultant Agreement	Andrew Malik	<b>August '08</b>
<b>3</b>	Receive report, discuss and consider adoption of Citywide Sustainability Strategy	Andrew Malik	<b>December '08</b>

RESOLUTION 2008-066

ADOPTING THE FY 2008-09 CITY COUNCIL GOALS AND WORK PLAN AND BUDGET PRINCIPLES FOR THE DEVELOPMENT OF A 5-YEAR FISCAL STRATEGY

WHEREAS, The Council Goals and Work Programs were adopted on July 17, 2007, and

WHEREAS, At the November 6, 2007, Council meeting the Goals and Work Programs were reviewed and updated, and

WHEREAS, At the February 19, 2008, Council Goal Prioritization Workshop, budget principles were proposed by Council to guide staff in the development of a five-year fiscal plan to address the City's structural budget deficit, and

WHEREAS, The Fiscal Year 2008-2009 Council Goals were discussed and developed, and

WHEREAS; The Fiscal Year 2008-2009 Council Goals will be included in the City's FY 08-09 budget process;

NOW, THEREFORE, BE IT RESOLVED, That the City Council adopt the attached Fiscal Year 2008-2009 City Council Goals and Work Plan, the budget principles and the short and long-term fiscal strategies.

\*\*\*\*\*


The foregoing Resolution 2008-066 was adopted by the Tracy City Council on the 15<sup>th</sup> day of April, 2008, by the following vote:

AYES: COUNCIL MEMBERS: ABERCROMBIE, SUNDBERG, TOLBERT, TUCKER, IVES

NOES: COUNCIL MEMBERS: NONE

ABSENT: COUNCIL MEMBERS: NONE

ABSTAIN: COUNCIL MEMBERS: NONE

  
\_\_\_\_\_  
Mayor

ATTEST:

  
\_\_\_\_\_  
City Clerk



# City of Tracy

## Budget Solutions Strategies Update

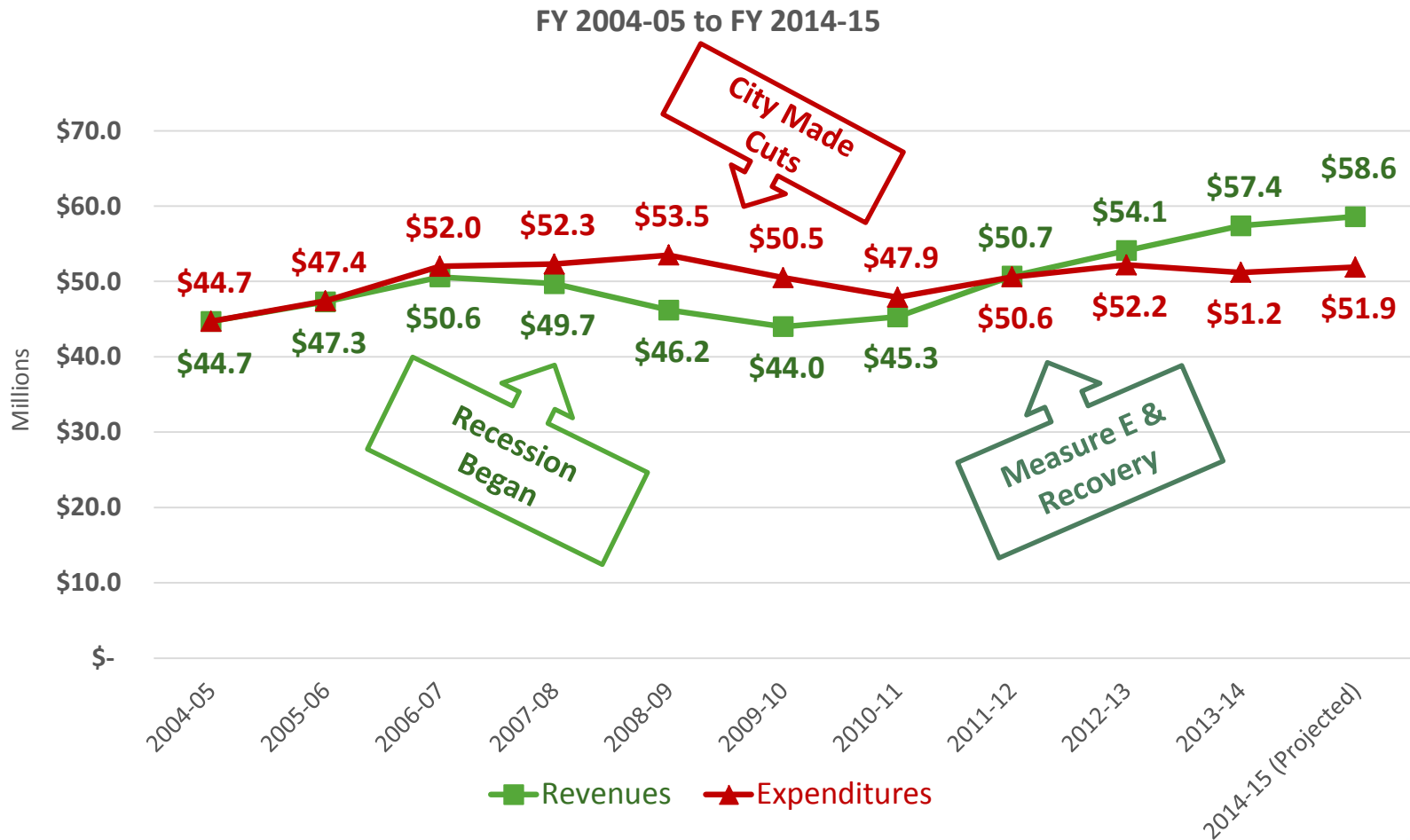
Presentation to City Council

September 1, 2015

Management  
Partners

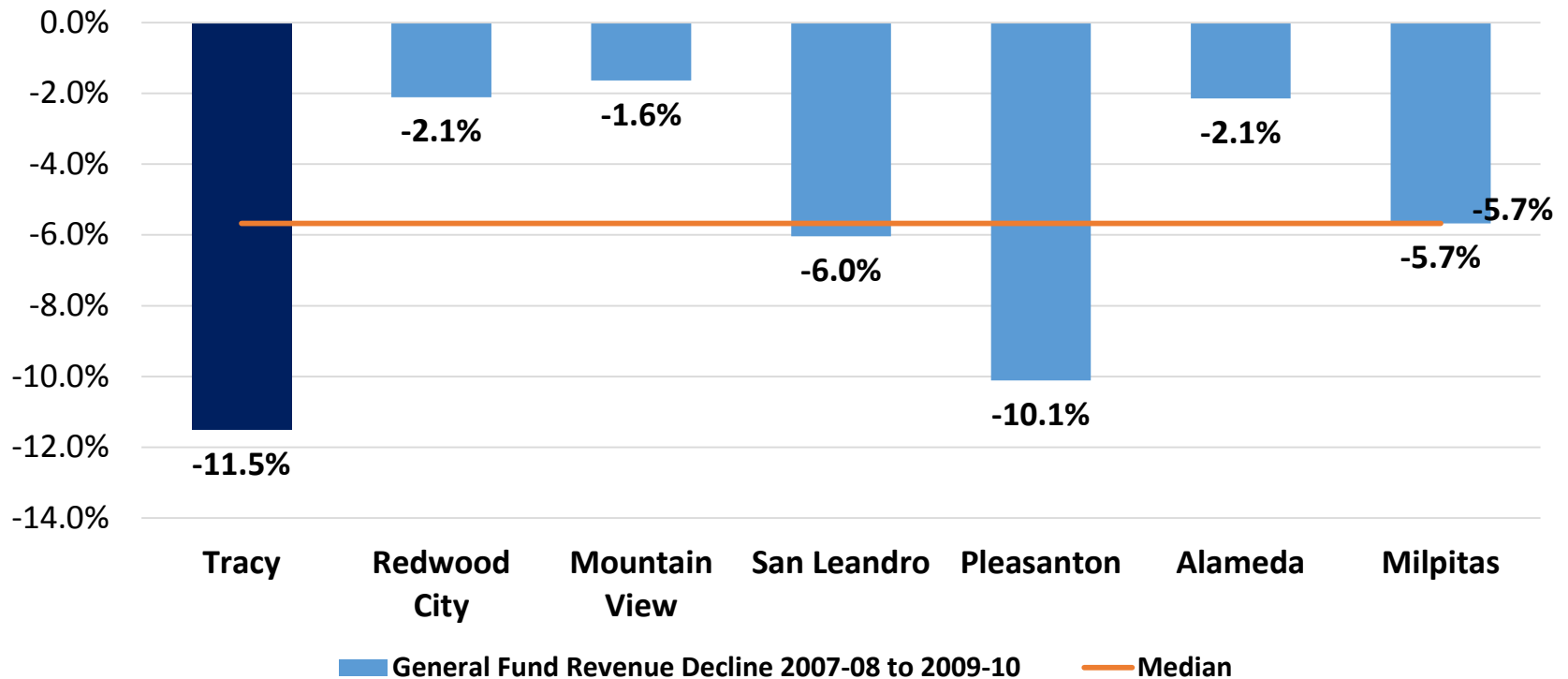


# Tracy's General Fund A Historical Perspective



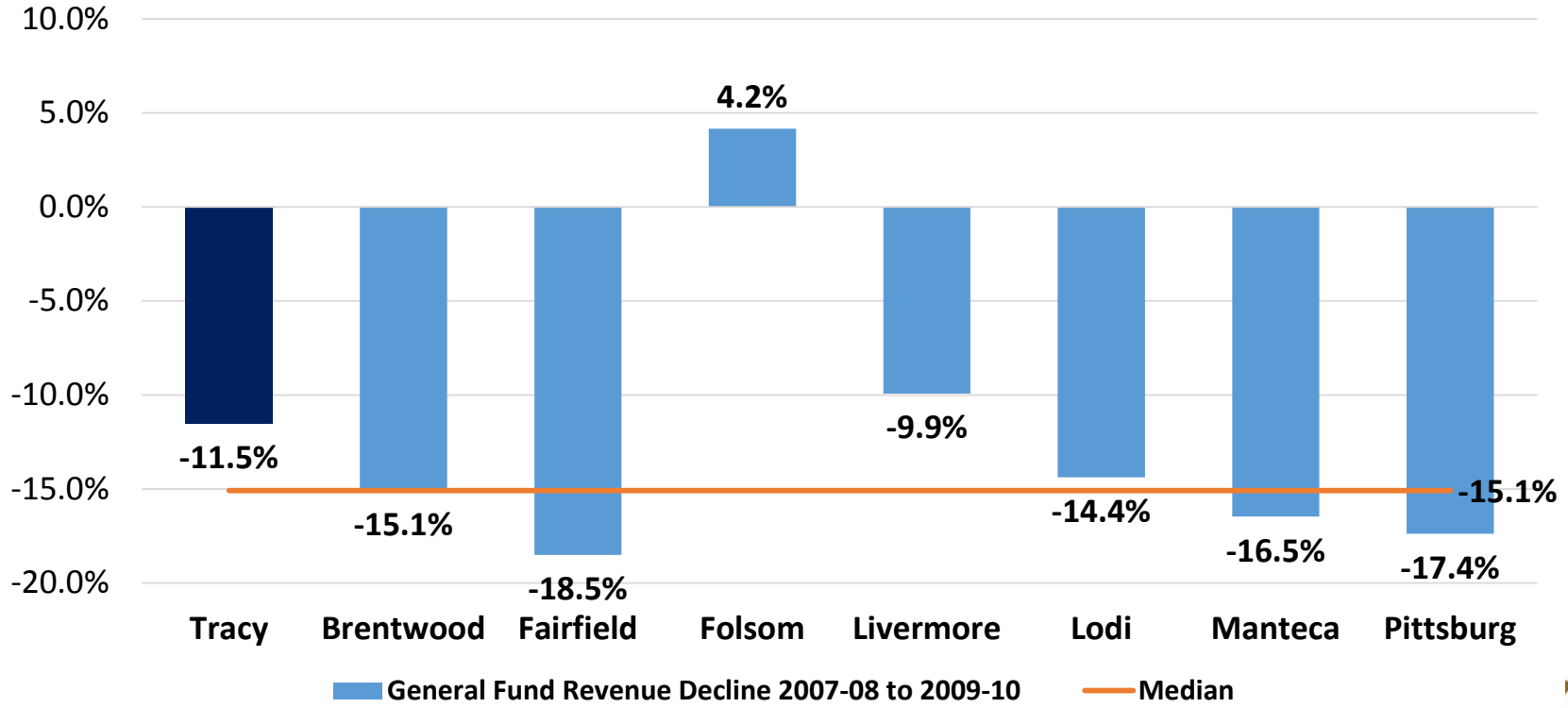
# Recession's Impact on Bay Area Agencies

Tracy was hit harder than other cities in the greater Bay Area



# Recession's Impact on Other Local Agencies

## Impact to Tracy was not as severe as other agencies in the Valley

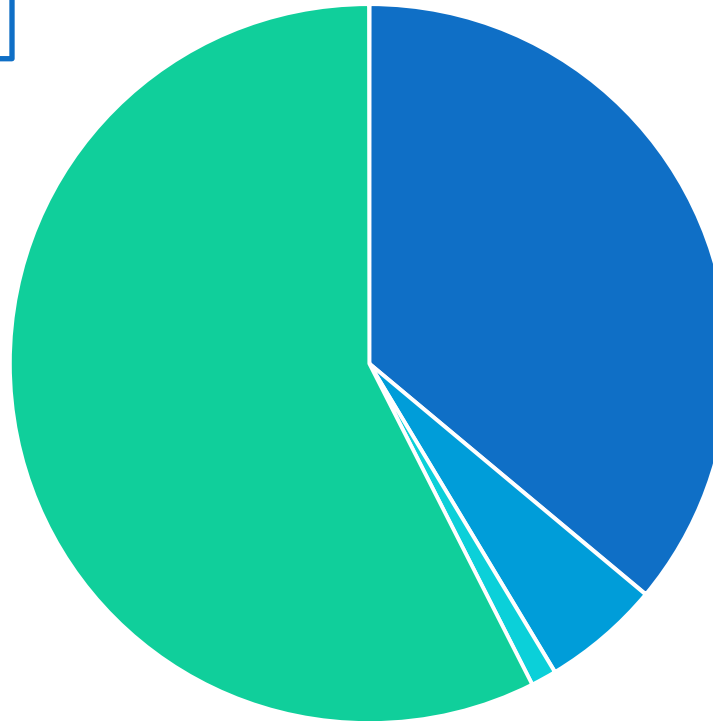


# Tracy Takes Action

## General Fund Impact FY 2009-10 to FY 2014-15

**Total Actions Taken**  
**\$12,179,000**

Revenue  
Enhancements  
\$7,000,000



Expenditure Control  
and Shifts  
\$4,393,000

Service Delivery  
Model Changes  
\$646,000

Service Reductions  
\$140,000

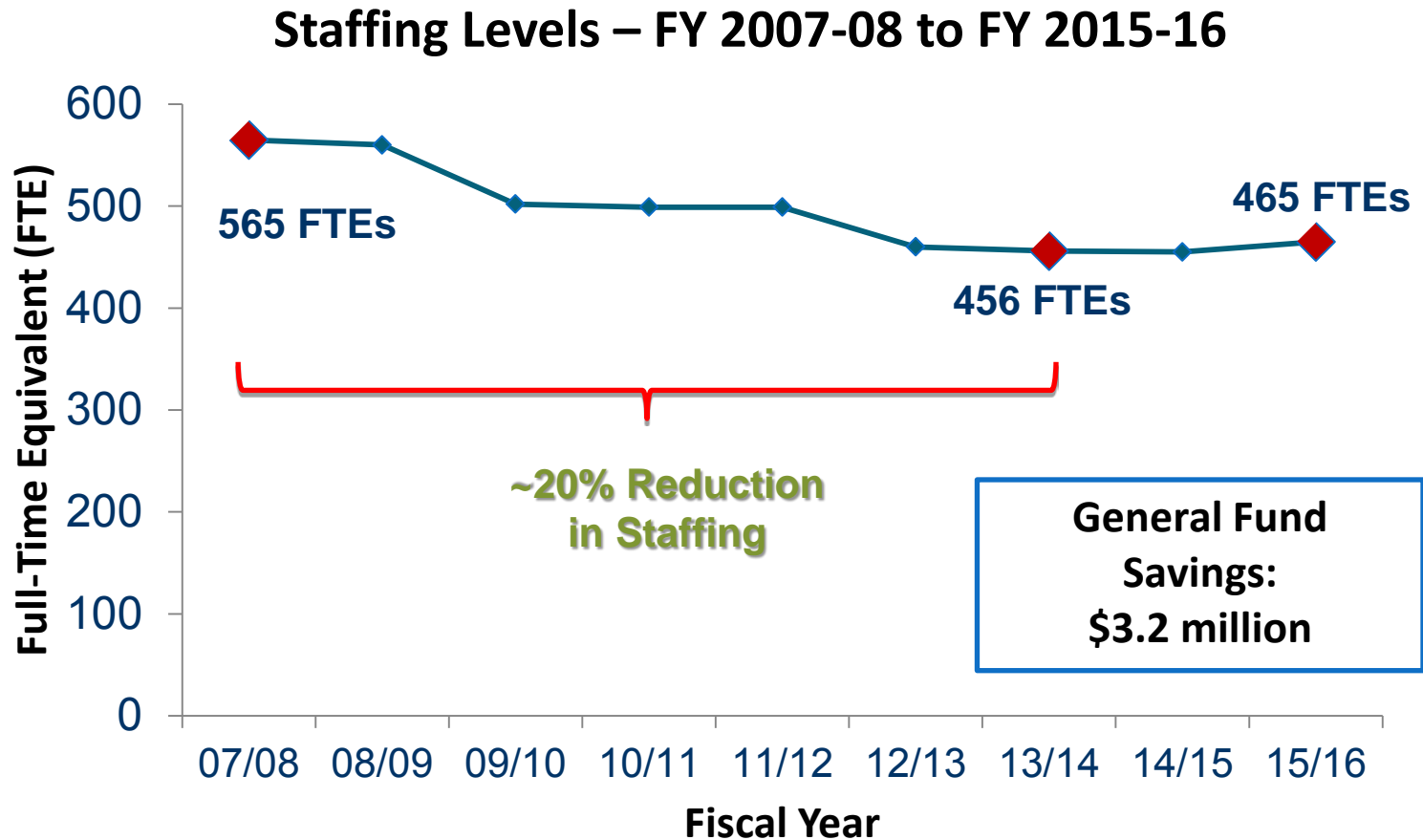
# Tracy Takes Action

Strategy	Description	General Fund Impact
Outsourced custodial services and street tree maintenance	Maintaining levels of service through competitive outsourcing maintenance functions	370,000
Service cuts and revenue enhancements for Grand Theatre operations	Eliminated three (3) positions, reorganized staffing and programming functions, increased attendance (revenues) through marketing and community engagement	300,000
Fees and charges increases for services	Cost allocation plan revised fees and charges for certain services such as development, building, recreation and facilities	150,000
Parks maintenance reductions	Reductions in contract services and supplies based on reductions in parks maintenance personnel impacting mowing schedules, landscape planting and maintenance, and fields maintenance	140,000

# Tracy Takes Action

Strategy	Description	General Fund Impact
Other various expenditure reductions or revenue enhancements	Examples include: increasing airport fees, reducing fleet vehicles and maintenance, reduced funding and support of community events, and reduced economic development initiatives.	323,000
Increase employee pension contributions	Required employees to increase their contributions toward pension benefits	696,000
Service level reductions through layoffs and attrition	FTEs reduced by over 20% from 2008 with significant operational impacts	\$ 3,200,000
Add-on ½ cent Sales Tax (expires March 2016)	Voter approval of a ½ cent Sales Tax measure (“Measure E”) in 2009 that provided additional sales tax revenues through the period that ends in March 2016	7,000,000
<b>Total actions taken by Tracy</b>		<b>\$12,179,000</b>

# Reduced Staffing Levels During Recession



Source: Tracy Finance Department



# Impacts from Reduced Staffing Levels

Department	Reduction (FTE & %)	Impacts
Public Works	27 (34%)	Reductions in landscape maintenance, delays in response to service requests, reactive response to maintenance issues rather than preventative maintenance, lowered maintenance standards for sports fields and other parks related activities
Police	20 (13%)	Reactive response rather than proactive management of quality of life issues, reduced hours at animal shelter, reduced proactive coaching and supervision of staff
Development Services	18 (30%)	Reactive rather than proactive efforts in areas of advance planning, life safety inspections, infrastructure development and economic development

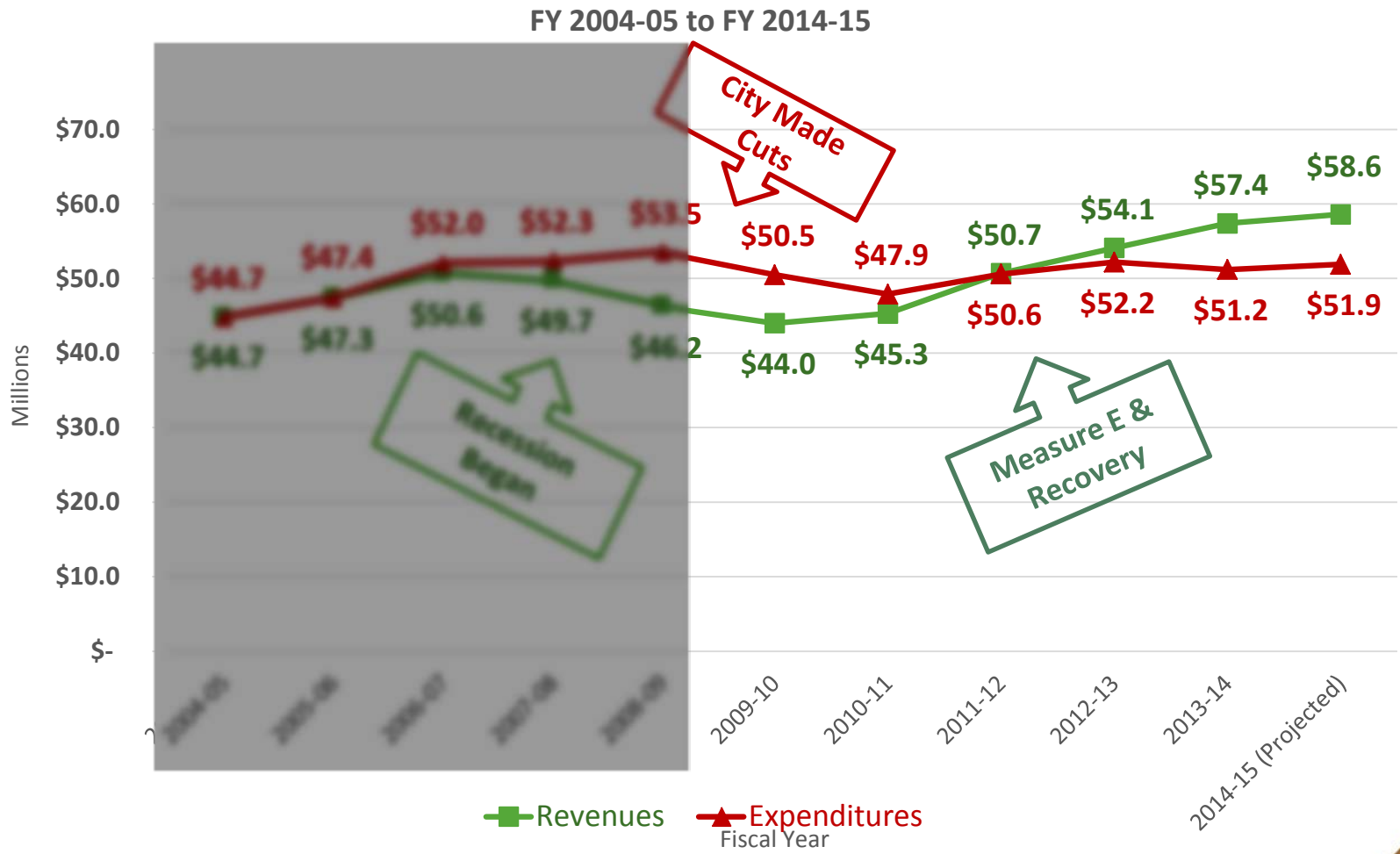
# Impacts from Reduced Staffing Levels

Department	Reduction (FTE & %)	Impacts
Administration	17 (27%)	Reduced capacity for proactive financial and budgetary planning, decreased professional support to departments, reduced cross-training of personnel, change of focus in technology support from business process improvements to help desk support and repairs
Parks and Community Services	14 (29%)	Reduced efforts in strategic areas of parks planning and special projects through elimination of Parks and Community Services Director
Utilities	7 (10%)	Deferred maintenance on critical equipment
Fire	6 (7%)	Advanced planning, training programs and administrative functions curtailed

# Budget Strategies Not Implemented from 2008

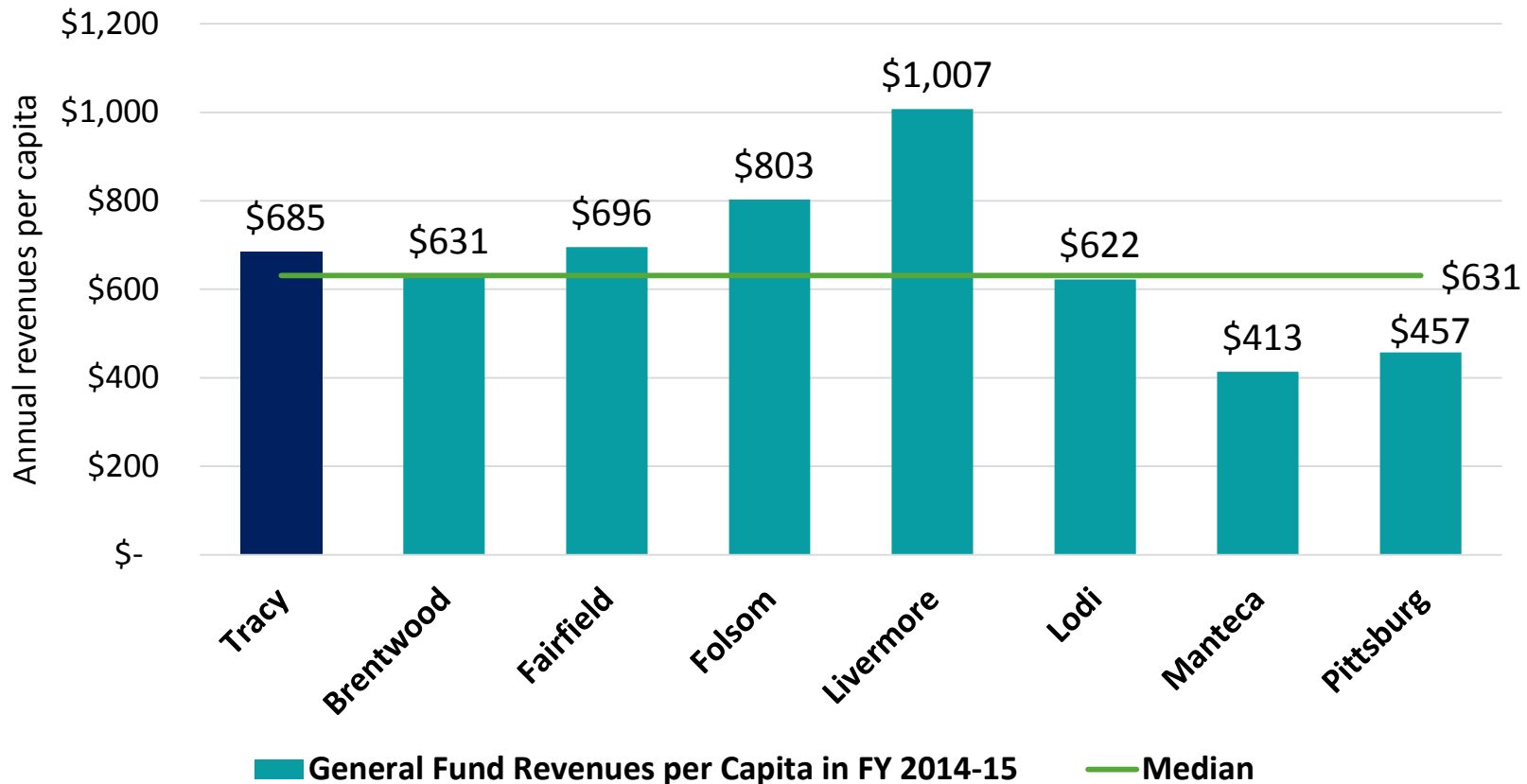
Budget Strategy	Category	Estimated Impact to General Fund
Reduced street tree maintenance	Expenditure controls	\$ 55,000
Slow rate of paid step increases	Expenditure controls	40,000
Shift eligible expenditures to CDBG funding	Expenditure controls	40,000
Utility users tax	Revenue enhancement	5,500,000
Parcel tax for public safety	Revenue enhancement	3,000,000
City-wide landscaping and maintenance district	Revenue enhancement	700,000
Increase or restructure business license tax	Revenue enhancement	800,000
Increase transit occupancy tax	Revenue enhancement	160,000
Implement corporate sponsorship and advertising program	Revenue enhancement	150,000
<b>Total</b>		<b>\$ 10,445,000</b>

# Tracy's General Fund Accomplishing a Balanced Budget



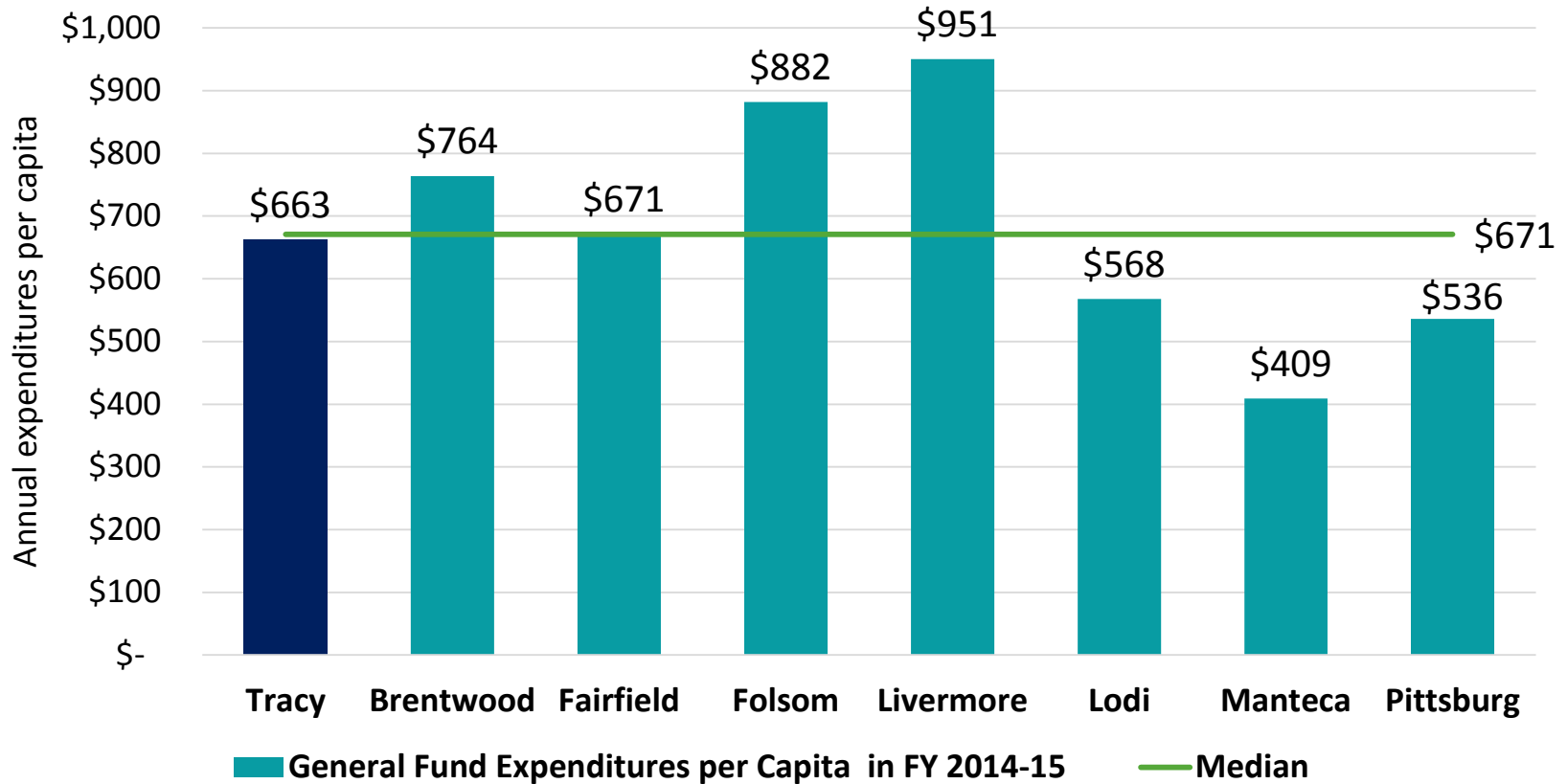
# Revenues are Aligned with Other Agencies

## General Fund Revenues per Capita for FY 2014-15



# Expenditures are Aligned with Other Agencies

## General Fund Expenditures per Capita for FY 2014-15



# Quality of Life in Tracy

## Services



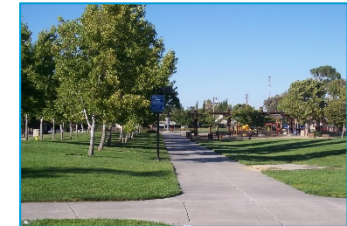
- Public safety
- Emergency response
- Crime prevention
- Animal shelter
- Economic development

## Infrastructure



- Streets
- Landscaping
- Public facilities
- Storm drains
- Flood protection

## Amenities



- Senior/Youth/Teen programs and facilities
- Sports facilities
- Parks/playgrounds
- Community events

“High level of satisfaction”

(The Lew Edwards Group, 2015)

Maintaining and Sustaining the Future

# Tracy's Future



FY 2014-15 is in our  
rear view mirror

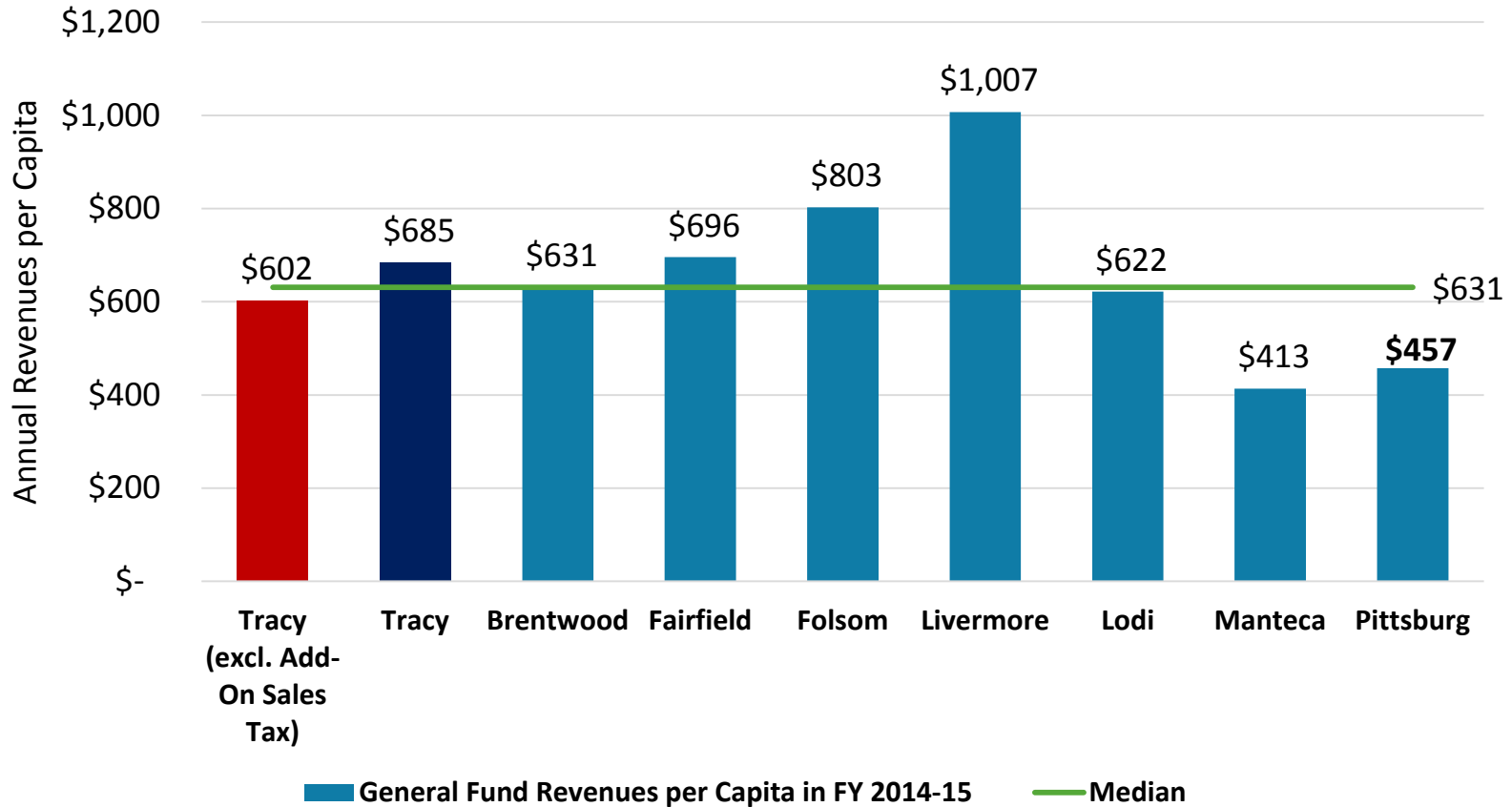
Tracy's future is what  
lies ahead in the  
years to come...

And it is coming  
quickly!



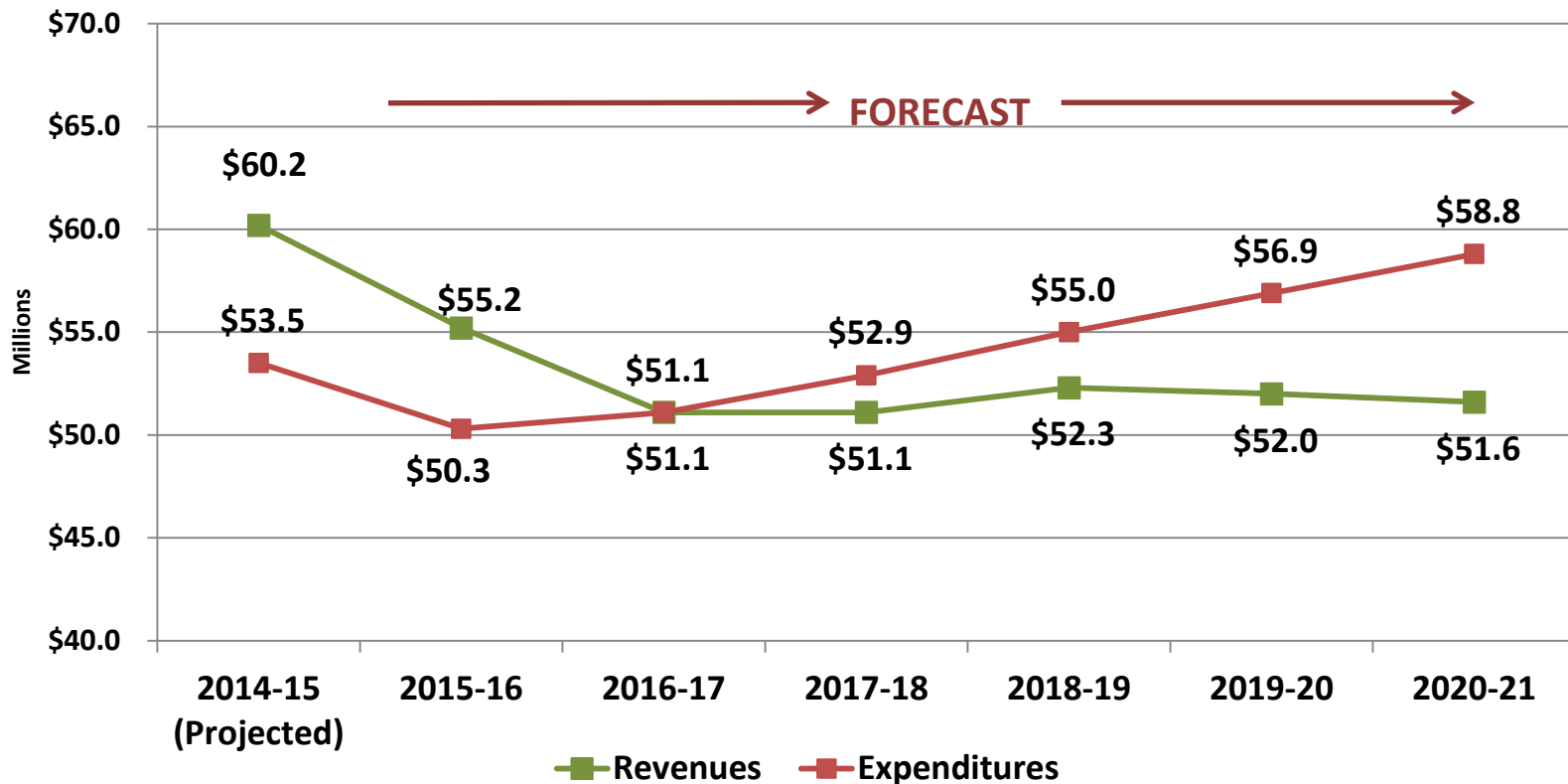
# Tracy General Fund Revenues Excluding Add-on Sales Tax

## General Fund Revenues per Capita for FY 2014-15



# General Fund: Projected Operating Revenues and Expenditures

## Five-Year Forecast – FY 2015-16 to FY 2020-21

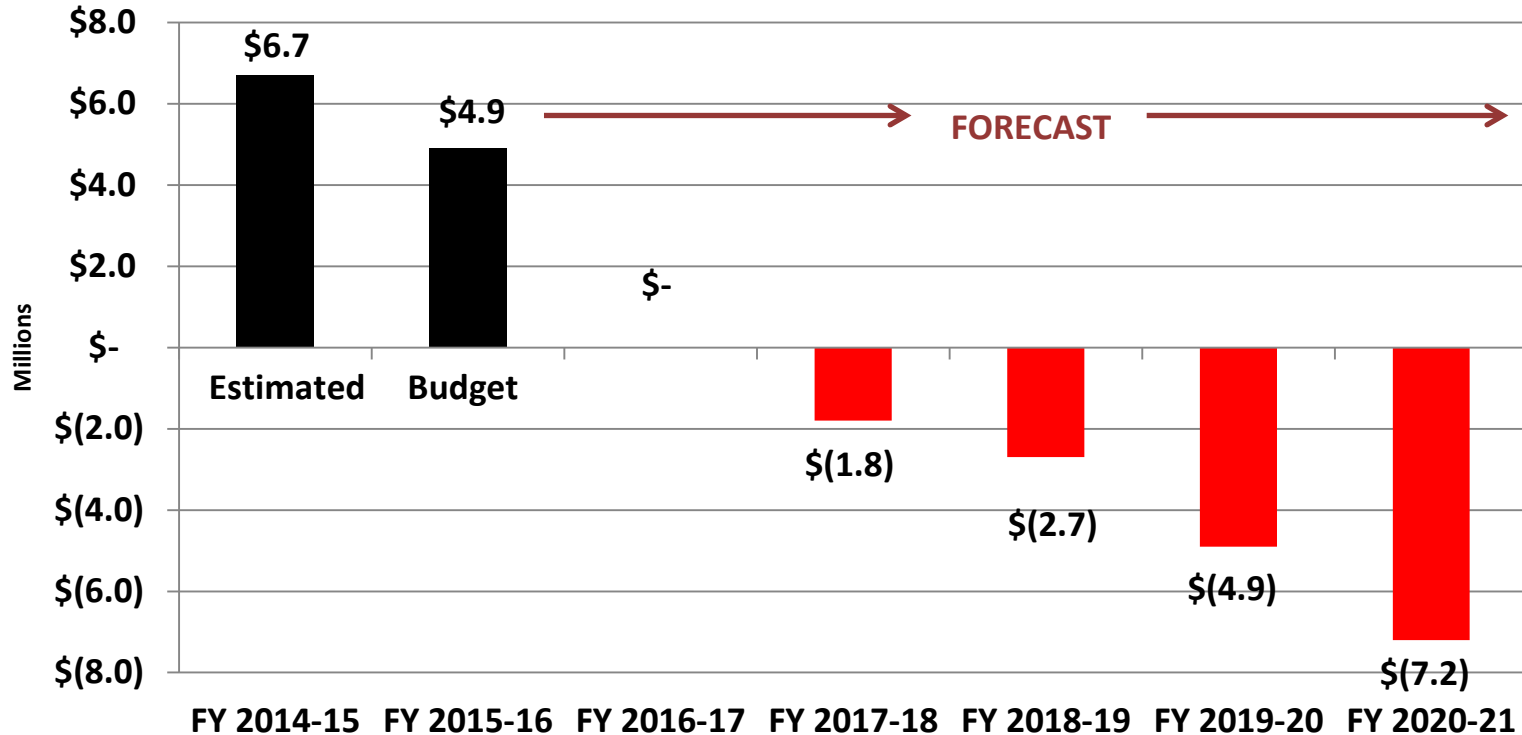


FY 2014-15 projected surplus does not include use of reserves totaling \$11.5 million for capital projects (e.g., Joe Wilson Pool, Legacy Fields, street light retrofits) or contingencies.

Source: Tracy Adopted FY 2015-16 Budget

# General Fund: Projected Surpluses (Deficits)

## Five-Year Forecast from FY 2015-16 to FY 2020-21



FY 2014-15 projected surplus does not include use of reserves totaling \$11.5 million for capital projects (e.g., Joe Wilson Pool, Legacy Fields, street light retrofits) or contingencies.

Source: Tracy Adopted FY 2015-16 Budget

# Expansion of Costs

- Uncontrollable costs
  - Rising health care costs
  - Rising pension costs due to actuarial changes
- Controllable costs
  - Animal shelter renovation and staffing
  - Renovation and opening of Joe Wilson Pool
  - Improvements to Legacy Fields and Sports Complex
  - Refunding the Parks and Community Development Director position

# Key Question



Does Tracy have a revenue problem, or a spending problem?

And how should the City fix it?

# Peer Selection Criteria

## Region

- Counties: Alameda, Contra Costa, Fresno, Merced, Monterey, Napa, Sacramento, San Bernardino, San Joaquin, Santa Clara, Solano, Stanislaus, Yolo

## Population

- 2014 population approximately between 75% and 125% of Tracy's
- 64,000 to 106,000 (Tracy: 85,146)

## Population Growth

- At least 30% growth in population between 2000 and 2014
- Tracy: 50%

## Median Income

- Median income in 2013 between 75% and 125% (approximately) of Tracy
- \$57,000 to \$95,000 (Tracy: \$76,098)

## Population Density

- 2010 population density approximately 85% to 115% of Tracy
- 3,200 to 4,300 persons per square mile (Tracy: 3,769)

# Peer City Benchmarking Data

City	County	2014 Population	Population Growth from 2000 to 2014	2013 Median Household Income	2010 Population Density
Fairfield	Solano	110,018	14%	\$64,702	2,816.80
Tracy	San Joaquin	85,146	50%	\$76,098	3,768.70
Livermore	Alameda	84,852	16%	\$99,161	3,216.50
Folsom	Sacramento	74,014	43%	\$98,359	3,290.20
Manteca	San Joaquin	72,880	48%	\$61,458	3,783.70
Pittsburg	Contra Costa	66,368	17%	\$58,866	3,674.30
Lodi	San Joaquin	63,651	12%	\$48,701	4,565.00
Brentwood	Contra Costa	54,741	135%	\$91,475	3,481.70

# Where does Tracy stand relative to benchmark agencies?

Category	City of Tracy	Benchmark Median	Indicator
GF Revenues (with Tracy Add-On Sales Tax)	\$685	\$631	👍
<b>GF Revenues (excluding Tracy Add-On Sales Tax)</b>	<b>\$602</b>	<b>\$631</b>	👎
GF Expenditures	\$663	\$671	👍
Sales Tax (excludes add-on sales taxes for all)	\$189	\$160	👍
Property Tax	\$180	\$194	👎
Motor Vehicle In-Lieu Fees (MVLF)	\$58	\$69	👎
Transient Occupancy Tax	\$10.10	\$9.02	👍
Business License Tax	\$7.52	\$9.22	👎
Full-Time Employees per 1,000 Residents	5.38	5.34	✓

Note: All figures are per capita totals, unless otherwise specified

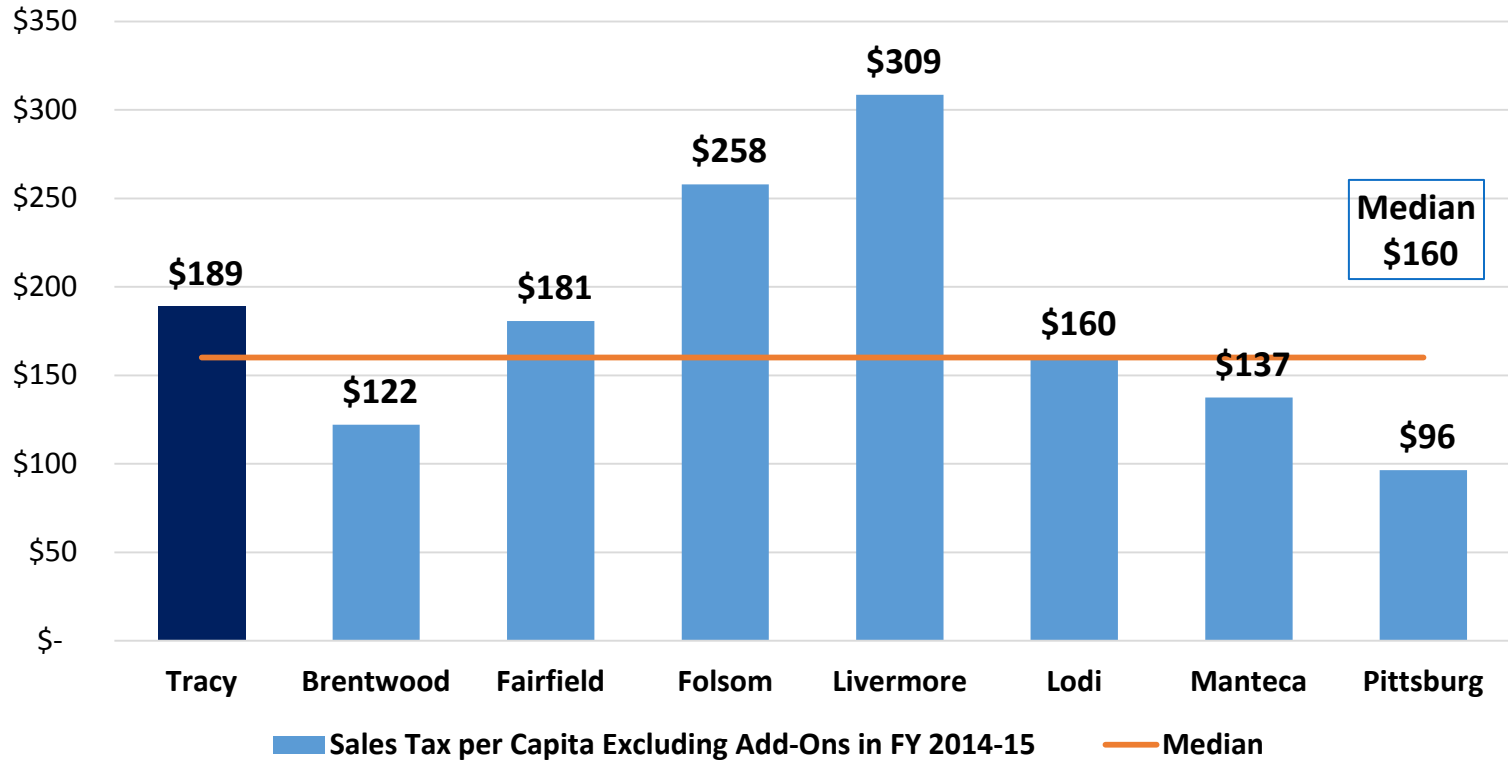
**Key:**  
 👍 – Tracy Above Benchmark  
 👎 – Tracy Below Benchmark  
 ✓ – Tracy At Benchmark





# General Fund Revenue Comparison

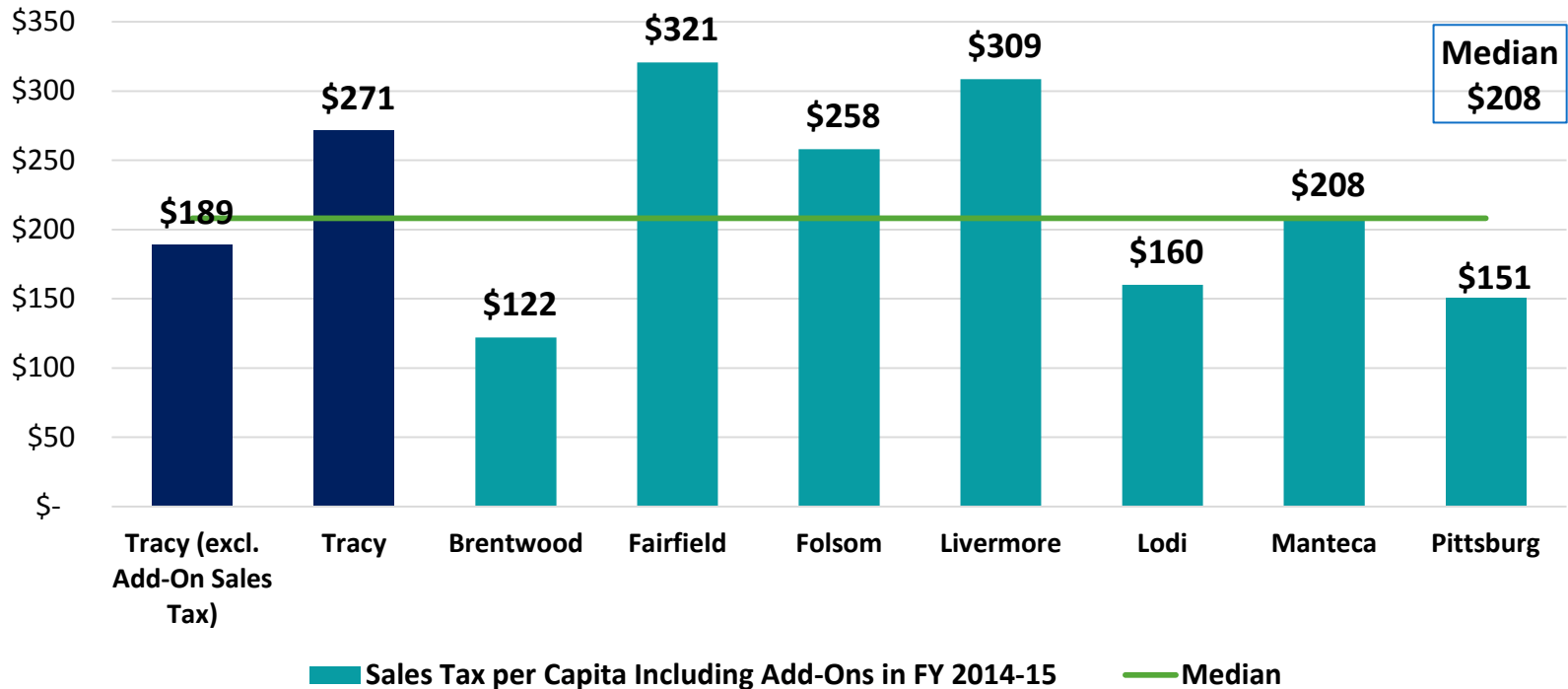
Base Sales Tax Revenue<sup>1</sup> per Capita for FY 2014-15



<sup>1</sup> Sales tax revenue amount includes triple flip, but excludes the ½ cent public safety tax (instituted by Prop 172) and any additional sales tax revenue.

# General Fund Revenue Comparison

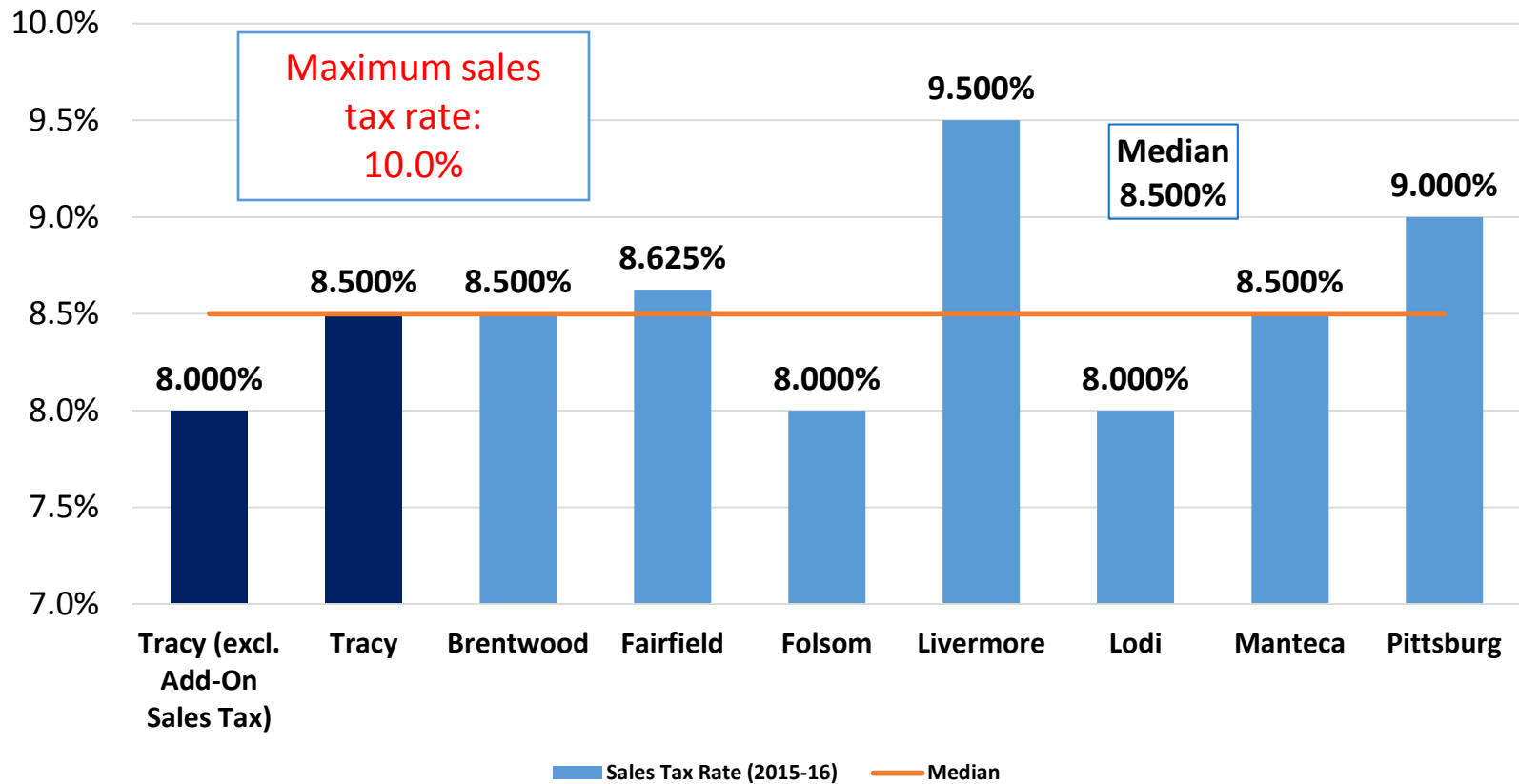
**Total Sales Tax Revenue (including Add-On Sales Tax<sup>1</sup>)  
for FY 2014-15**



<sup>1</sup> Add-On sales tax amounts: Tracy (½ cent, expires 3/2016); Fairfield (1 cent, expires 3/2018); Manteca (½ cent, no expiration); and, Pittsburg (½ cent, expires 9/2017)

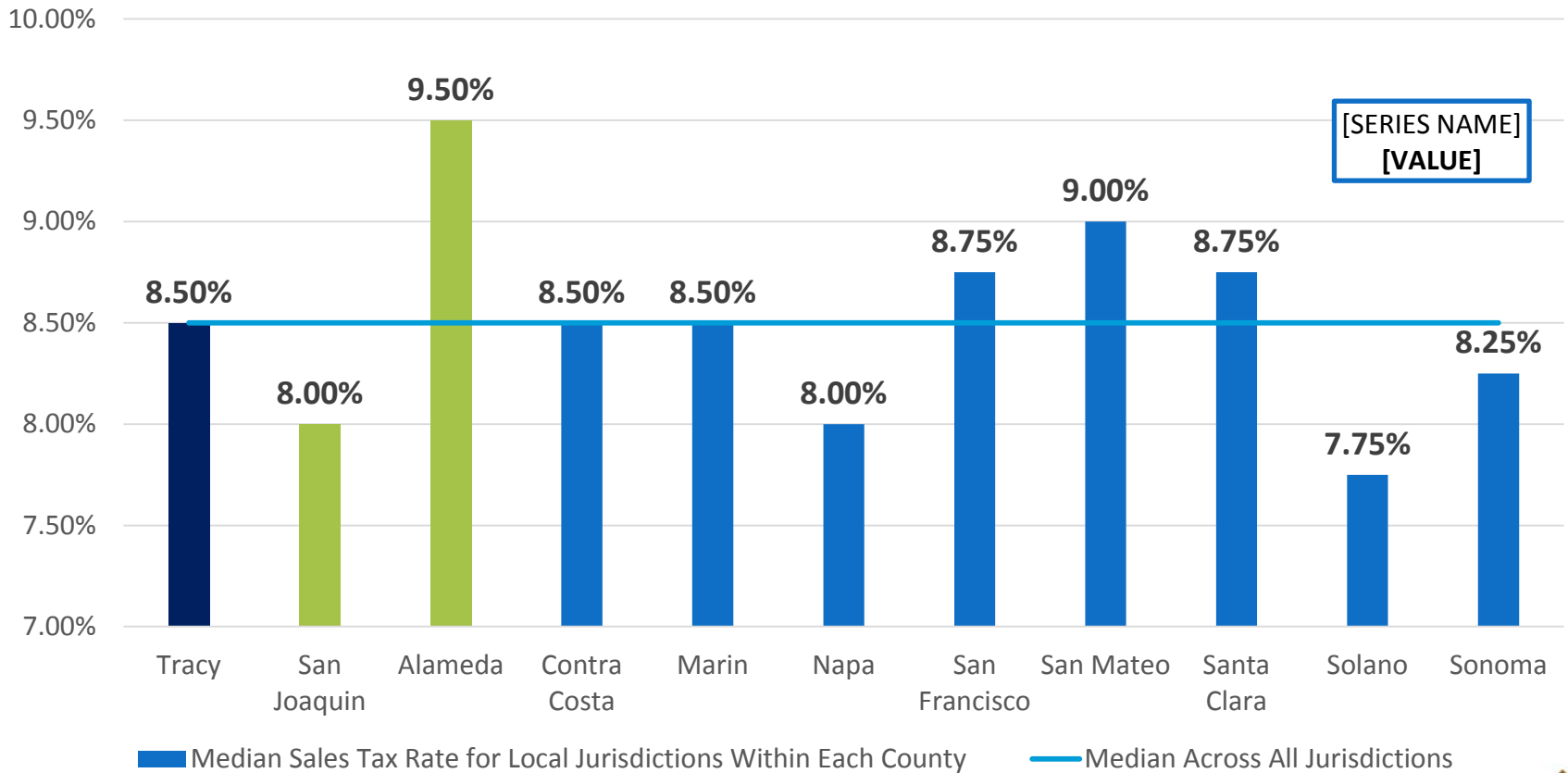
# General Fund Revenue Comparison

## Sales Tax Rates by Jurisdiction – Effective July 1, 2015



# Sales Tax Rates in Nine Bay Area Counties and San Joaquin County

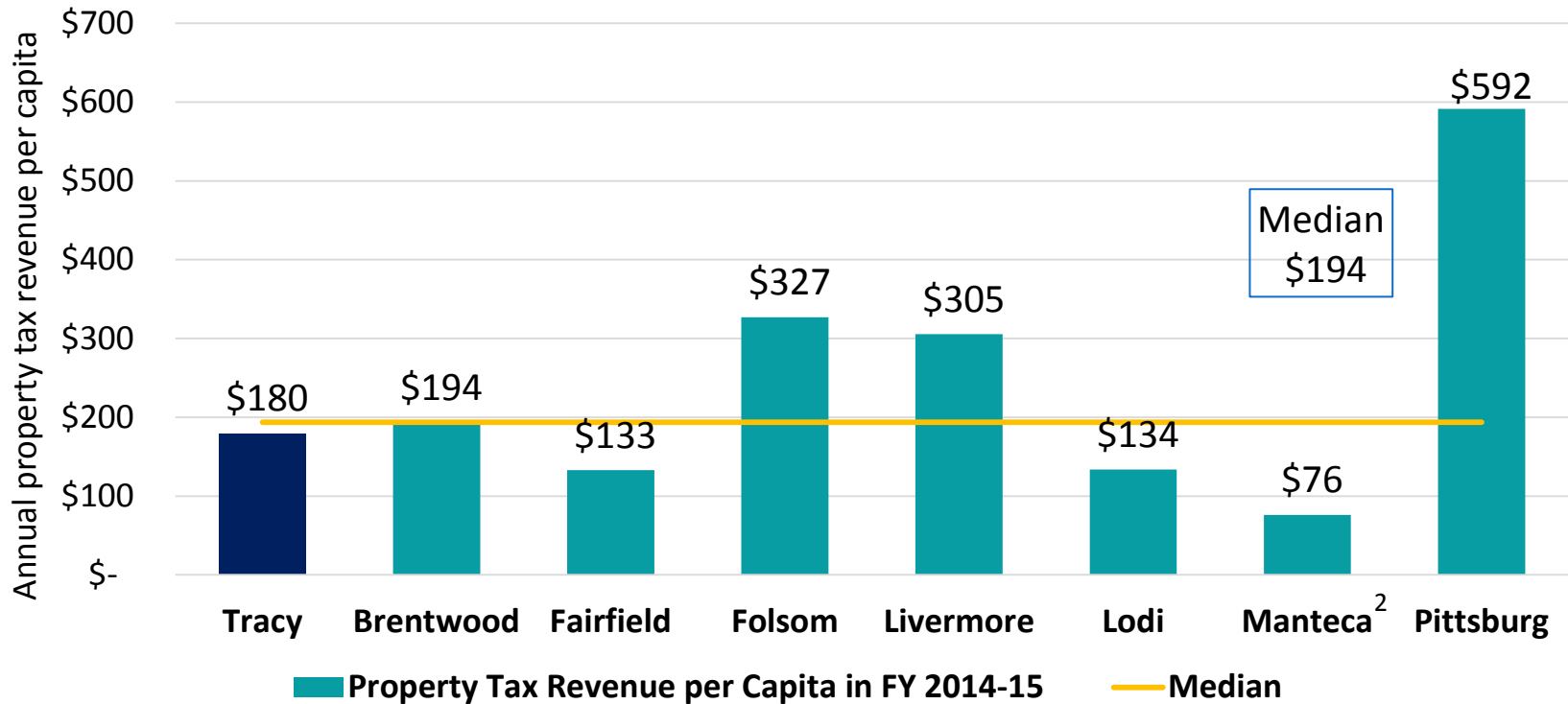
Median Sales Tax Rate within Each County – July 1, 2015



Source: California State Board of Equalization

# General Fund Revenue Comparison

## Property Tax Revenues<sup>1</sup> per Capita for FY 2014-15

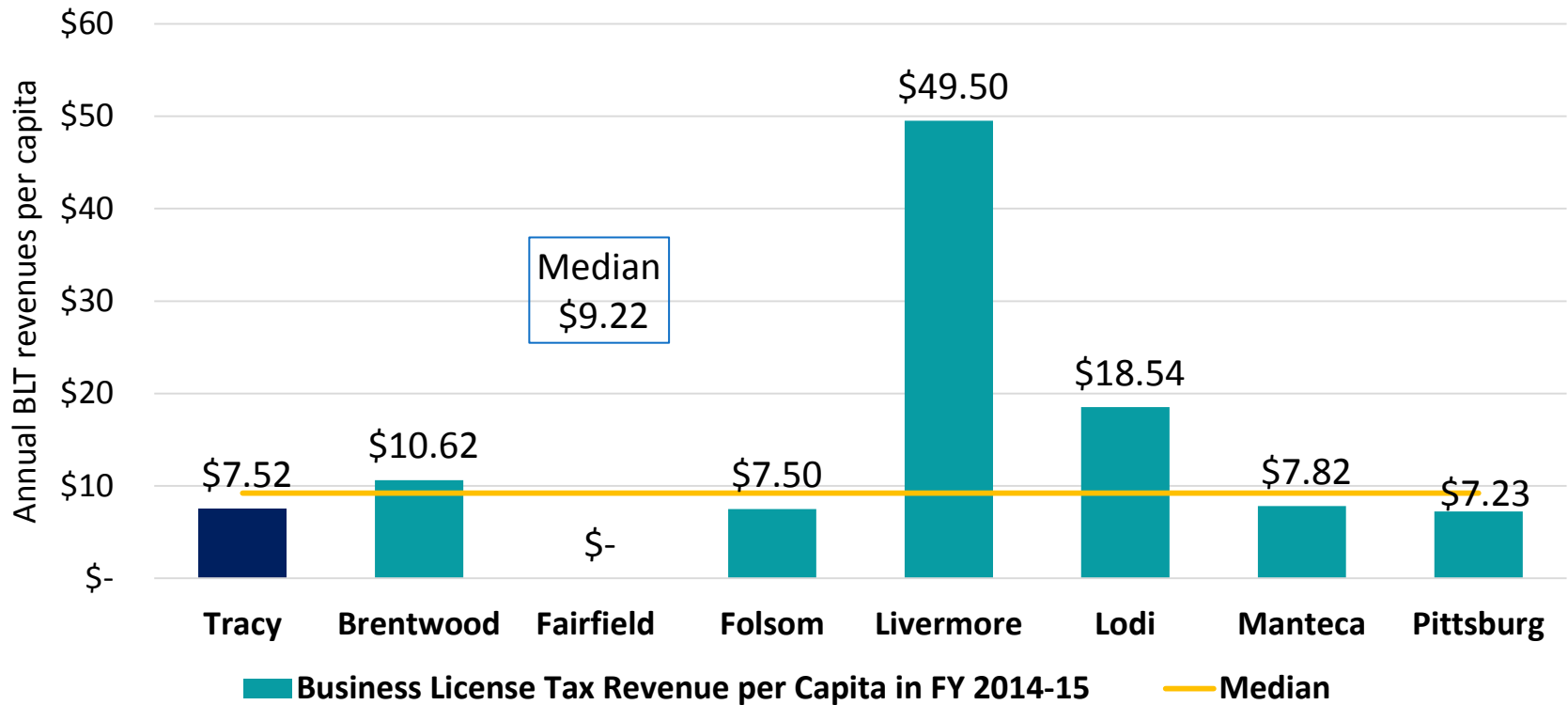


<sup>1</sup> The amount excludes property transfer taxes but includes taxes on all property, including private aircrafts. Property tax revenue amount shows net property tax revenues, meaning the amount accounts for ERAF

<sup>2</sup> The reported property tax revenue for the City of Manteca excludes MVLV revenues, which is included in the property tax revenue reported in the FY 2014-15 City budget. The City of Manteca does not budget for the redevelopment property tax trust fund revenues. The actuals are available in the City CAFRs.

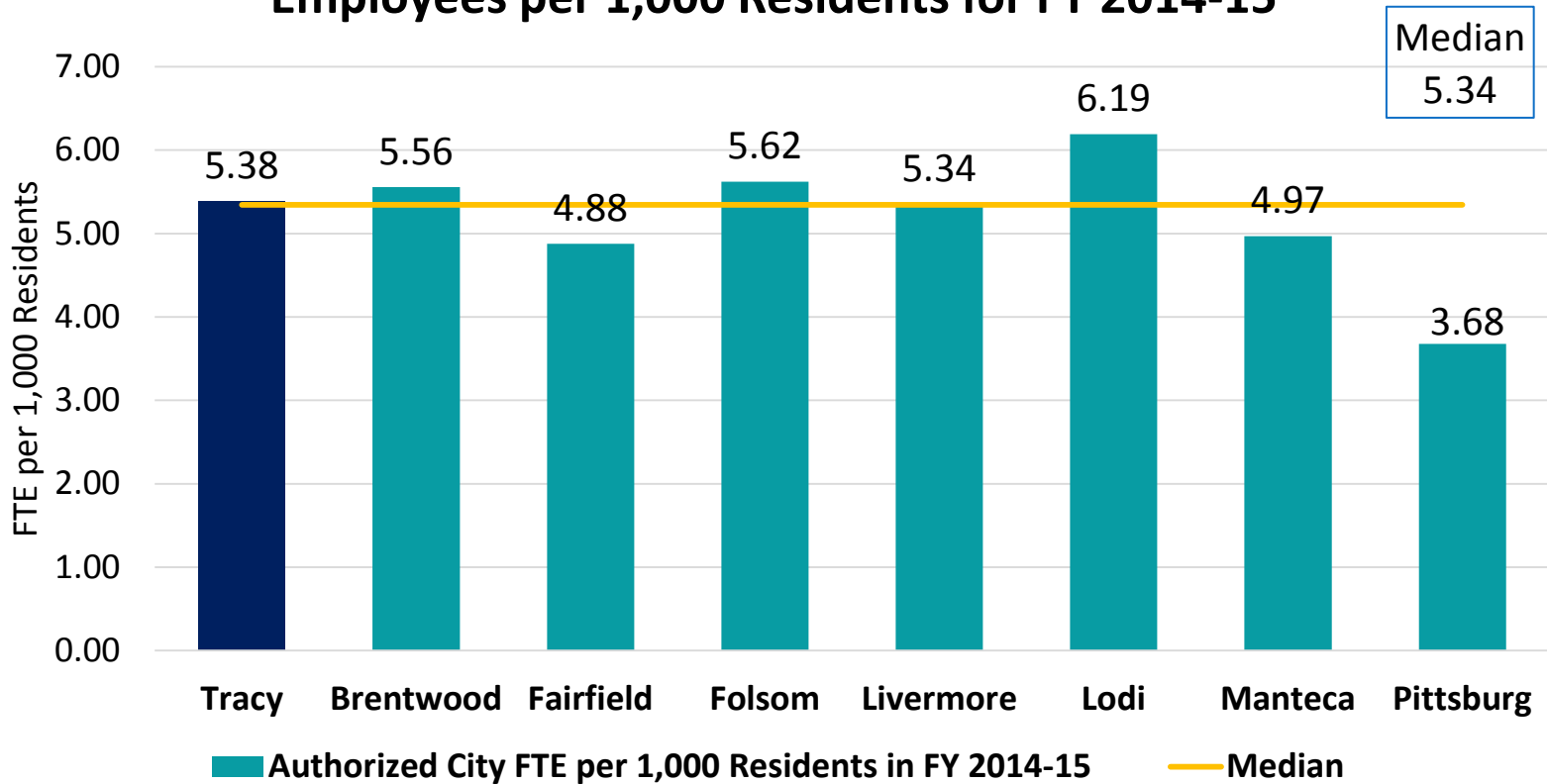
# General Fund Revenue Comparison

## Business License Tax (BLT) Revenues per Capita for FY 2014-15



# Employment Levels

## City-Wide Authorized Full-Time Equivalent (FTE) Employees per 1,000 Residents for FY 2014-15



# Key Question



Does Tracy have a revenue problem, or a spending problem?

**Answer:**

Revenue problem (primarily)



# Solving the Problem Through Spending Cuts

Sample Reductions	Potential Impacts
Reduce fire stations or apparatus	Increased response times to medical and fire calls
Reduce fire prevention programs	Increased exposure to fire hazards
Reduce law enforcement activities	Increased crime rates, traffic accidents, reduced public perception of a safe community
Reduce Grand Theatre services	Decrease of arts and culture programs in community
Reduce or eliminate funding of community initiatives	Reduction in social services or community enrichment programs (e.g., Mayor's Community Youth Support Network)
Reduce development-related services	Increased processing times for development projects and building permits, reduced capacity to address advance planning needs, economic development efforts hampered

# Solving the Problem Through Spending Cuts

Sample Reductions	Potential Impacts
Reduce code enforcement efforts	Decrease in property values, increase in potential life safety hazards, and community nuisances
Reduce street maintenance activities	Increased driving hazards, build-up of dirt that clogs stormdrains, increased risks of property damage from storm/wind damage to street trees
Further reduce parks and landscape maintenance	Park restroom closures on weekdays and/or weekends, increased hazards from reduced playground repair, weed control impaired, reduced mowing frequency, unmaintained median landscape areas
Reduce sports and legacy fields maintenance	Potential for unplayable surfaces impacting youth and adult sports leagues, inability to perform ballfield preps
Reduced community facilities services	Reduction in rentable spaces, reduction in facilities rental income, increased risk of property hazards

Note: This list only includes General Fund related services that are not otherwise fully funded through fees and charges.

# Solving the Problem - Revenues

## Available Types of General Fund Revenue Enhancement Options

### City Council Approval

- Master Fees and Charges
  - Cost allocation study
  - Requires public hearing

### Voter Approval

- General Tax Measures
  - Majority approval vs. super majority (2/3) approval of registered voters
- Property Assessments for Facilities and Services
  - Requires approval of affected property owners

# Conclusion

- Tracy took significant steps to solve its budget gap during the Recession
- Budget gaps still exist in the long-range forecast
  - Gaps do not take into consideration funding for future capital improvement projects
- Tracy has a revenue problem (revenues do not keep pace with service levels and peers)

# Conclusion

- The City faces difficult decisions in eliminating its future structural deficit
  - Cut or reduce services
  - Raise revenues
- City must develop a fiscally sustainable budget model that matches service levels with sustainable funding sources

# Recommendation

- City Council should direct Staff to bring forward long-term sustainable General Fund revenue options for discussion and implementation starting with the FY 2016-17 Budget

# Next Steps

- Does City Council require any additional information about this matter?
- Management Partners will provide a final written report in October, and will be available to support the City as it makes its decisions

# City of Tracy

## Budget Solutions Strategies Update

Presentation to City Council

September 1, 2015

Management  
Partners





TRACY CITY COUNCIL - SPECIAL MEETING MINUTES

**September 1, 2015, 6:00 p.m.**

City Hall, 333 Civic Center Plaza, Room 203, Tracy

1. CALL TO ORDER – Mayor Maciel called the meeting to order at 6:00 p.m.
2. ROLL CALL – Roll call found Council Members Mitracos, Vargas, Young, Mayor Pro Tem Rickman and Mayor Maciel present.
3. ITEMS FROM THE AUDIENCE – None
4. DISCUSS AND PROVIDE DIRECTION RELATIVE TO A PRELIMINARY BUDGET SOLUTIONS STRATEGY UPDATE PREPARED BY MANAGEMENT PARTNERS

Troy Brown, City Manager, provided a brief background of the 2008 structural deficit due to the collapse of the regional real estate market and the slowdown in the national and global economy. While the City has made significant progress since 2008, the City's long-range financial plan suggests an ongoing structural deficit into the future due to the planned expiration of voter-approved local funding.

Andy Belknap, Management Partners presented Council with preliminary observations and budget solution recommendations.

Council comments and questions followed.

Upon consensus it was agreed that the Council was in support of the City engaging in discussions with the County related to property tax allocation. It was also agreed to find ways to enhance services maintaining the same level of service delivery and that staff focus on revenue strategies.

5. ADJOURNMENT - Mayor Pro Tem Rickman motioned to adjourn. Council Member Young seconded the motion. Voice vote found all in favor; passed and so ordered. Time: 7:06 p.m.

The agenda was posted at City Hall on August 25, 2015.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

# ATTACHMENT B

May 24, 2016

## AGENDA ITEM 4

### REQUEST

**CONDUCT WORKSHOP TO REVIEW AND DISCUSS THE PROPOSED FY 2016/17 AND 2017/18 CITY BUDGET, FIVE-YEAR FORECAST, GENERAL FUND RESERVE POLICY AND BUDGET PRINCIPLES AS THE NEXT STEP IN THE FY 2016/17 AND 2017/18 BUDGET ADOPTION**

### EXECUTIVE SUMMARY

The purpose of the FY 2016/17 and 2017/18 City Budget Workshop is to review and discuss the proposed City Budget, Five Year Forecast, General Fund Reserve Policy and Budget Principles.

### DISCUSSION

This report discusses the City's Proposed FY 2016/17 and FY 2017/18 City Budget, Five-Year Forecast, General Fund Reserve Policy and Budget Principles.

### **PROPOSED FY 2016/17 and 2017/18 CITY BUDGET**

The attached budget document (Attachment 1) includes the City Manager's Budget Message which provides a detailed overview of the City budget by fund.

In summary, the proposed FY 2016/17 and 2017/18 City Budget is as follows for all funds:

<b>PROPOSED FY 2016/17 - 17/18 Financial Plan</b>	<b>FY16/17</b>	<b>FY17/18</b>
<i>Operating Budget</i>	\$135.7	\$134.3
<i>Capital Budget</i>	\$66.3	\$66.3
<i>Debt Service</i>	\$19.1	\$20.2
<b>TOTAL PROPOSED BUDGET BY YEAR</b>	<b>\$221.1M</b>	<b>\$220.8M</b>

#### *FY 2016/17 and 2017/18 General Fund Budget*

The proposed FY 2016/17 budget is presented with the expected use of \$3.7 in unallocated fund balance reserves and in FY 2017/18 use of \$.2M in unallocated fund balance reserves. Based on current projections, the City's revenue outlook is positive, but continues to be challenging with approved bargaining agreements and the first full year without the "voter approved" Measure E.

Below is a summary of the FY 2016/17 and 2017/18 General Fund Budget:

<b>GENERAL FUND SOURCES</b>	FY16/17	FY17/18
<i>Property Tax</i>	\$19.2	\$20.0
<i>Sales Tax</i>	\$17.7	\$18.8
<i>Expiring Local Funding Source – Measure E</i>	\$0.0	\$0.0
<i>Other Revenue</i>	\$13.9	\$14.1
<b>Total Sources</b>	<b>\$50.8M</b>	<b>\$52.9M</b>
<b>GENERAL FUND USES</b>		
<i>General Fund Operating Expenses</i>	\$51.1	\$51.7
<i>Capital Projects</i>	\$2.0	\$2.0
<i>Debt Service Payments</i>	\$1.2	\$1.3
<i>Transfers CD</i>	\$0.3	\$0.3
<b>TOTAL GENERAL FUND USE</b>	<b>\$54.6M</b>	<b>\$53.3</b>
<b>TOTAL GENERAL FUND NET RESOURCES</b>	<b>(\$3.8M)</b>	<b>(\$0.4M)</b>

After receiving Council and community input, staff will present the proposed FY 2016/17 and 2017/18 City Budget for Council adoption on June 7, 2016.

**IMPLICATIONS OF LOSS OF MEASURE E TO COMMUNITY QUALITY OF LIFE SERVICES**

Measure E was adopted by voters in 2010 to address community priorities such as maintaining neighborhood police patrols and fire protection services, 9-1-1 emergency response and crime prevention. With the loss of Measure E funds, the City will need to impact reserves to maintain current staffing levels. The loss of this voter-approved, locally controlled funding - amounting to \$6.3 Million in the FY 2015/16 budget – is a significant revenue loss.

## FY 2016/17 GENERAL FUND ON GOING/ONE TIME BUDGET AUGMENTATIONS

Total proposed FY 2016/17 General Fund budget augmentations, including one-time costs, are approximately \$1.3 million. Taking one-time costs of \$400,000 into consideration, proposed on-going augmentations are estimated to be \$900,000 as reflected in the table below.

### Proposed FY 2016/17 General Fund Budget Augmentations

Proposed FY 2015/16 Budget Augmentations	\$1.3M
Less One-Time Expenses	(\$.4M)
<b>Total On Going Budget Augmentations</b>	<b>\$0.9M</b>

### *Ongoing General Fund Budget Augmentations*

Of the \$.9 million of ongoing augmentations, approximately \$311,000 relates to quality of life initiatives and \$419,000 relates to public safety. The remaining ongoing augmentations are for miscellaneous items, including but not limited to increased maintenance and special recruitment costs. In regard to the \$400,000 of one time augmentations, \$240,000 is public safety related; \$73,000 is for increased maintenance needs; and \$100,000 is for increased technology costs.

## GENERAL FUND RESERVES

The City's General Fund Reserves continues to be strong. As of June 30, 2015, the City's total unassigned reserves were \$31.1 million.

In October of 2014, the City Council adopted a Reserve Policy to establish three new Reserve categories along with the general fund balance:

- General Fund "Measure E" Mitigation Reserve
- General Fund Economic/Budget Stability Reserve
- General Fund Contingency Reserve

Council has requested to reevaluate the current reserve categories.

### ***General Fund "Measure E" Mitigation Reserve***

The "Measure E" Mitigation Reserve is to be used as bridge funding upon the sunset of the Measure E sales tax in FY 2016/17. This temporary reserve is to be used over a multi-year period to mitigate the loss of revenue from the half cent sales tax and allow the City time to transition to the reduced revenue level. The "Measure E" Mitigation Reserve was established at \$7 million as this was estimated to be the peak revenue prior to the measure's expiration in March 2016.

**General Fund Economic/Budget Stability Reserve**

The Economic/Budget Stability Reserve is intended to offset revenue/expenditure uncertainty while stabilizing service levels through economic cycles. The Economic/Budget Stability Reserve was established at \$5.8 million with a targeted goal of 10% of the General Fund's adopted annual budget for expenditures and recurring transfers out.

**General Fund Contingency Reserve**

The Contingency Reserve funds help mitigate the effects of unanticipated situations such as natural disasters and severe, unforeseen events. **This reserve should be used only in extreme situations.** The Contingency Reserve was established at \$11.6 million with a targeted goal of 20% of the General Fund's adopted annual budget for expenditures, including recurring transfers out.

**General Fund Balance**

Unassigned, unallocated generic fund balance that can be used for most purposes.

The table below shows the estimated Fund Balance and the Reserve Balances at May FY 2015/16 and the estimated beginning balances for FY 2016/17 and FY2017/18.

<b>FY 2016/17 &amp; FY 2017/18 Estimated Fund Balance</b>							
<b>Fund Balance &amp; Reserve Balances (Millions)</b>	<b>FY 15/16 Estimated Fund Balance</b>			<b>FY 2016/17 Estimated Fund Balance</b>			<b>FY 2017/18 Estimated Fund Balance</b>
	<b>Balance</b>	<b>Additions</b>	<b>(Uses)</b>	<b>Balance</b>	<b>Additions</b>	<b>(Uses)</b>	<b>Balance</b>
Fund Balance	\$8.7	\$1.5	(\$5.2)	\$5.0	\$1.8	(\$2.0)	\$4.8
Measure "E" Mitigation Reserve	\$7.0			\$7.0			\$7.0
Economic/Budget Stability Reserve	\$5.8			\$5.8			\$5.8
Contingency/Emergency Reserve	\$11.6			\$11.6			\$11.6
<b>Total Fund Balance &amp; Reserve</b>	<b>\$33.1</b>	<b>\$1.5</b>	<b>(\$5.2)</b>	<b>\$29.4</b>	<b>\$1.8</b>	<b>(\$2.0)</b>	<b>\$29.2</b>

In the table above the additions and uses are the estimated year end operational results including Capital Projects.

**FIVE-YEAR FORECAST**

The General Fund Five-Year Forecast spans FY 2016/17 – FY 2021/22, setting the stage for the FY 2016/17-2017/18 budget development. The Five-Year Forecast is an independent financial tool that is based upon current cost and revenue forecasts, but is designed to be fluid in nature to plan for expected changes in revenues and/or increases in expenditures.

The updated forecast, which covers FY 2016/17 through FY 2021/22, is based on several key general fund revenue and expenditure assumptions, many of which are determined by established policy, trend analysis from prior years, and/or empirical data provided by consulting and auditing firms.

The five-year financial projections below reflect revenues less expenditures projections for FY 2015/16 through FY 2021/22. It should be noted that with the on sunset of Measure E in FY 2015/16 beginning in FY 2016/17 and continuing through the forecast the City is projected to run a deficit in each subsequent year.

*Five-Year Forecast*

<b>GENERAL FUND FORECAST</b>	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
REVENUES	\$58.8M	\$50.8M	\$53.0M	\$53.1M	\$54.1M	\$54.1M	\$55.6M
EXPENDITURES	\$56.7M	\$54.5M	\$53.2M	\$55.4M	\$57.2M	\$59.2M	\$60.9M
<b>REVENUES LESS EXPENDITURES</b>	<b>\$2.1M</b>	<b>(\$3.8M)</b>	<b>(\$.2M)</b>	<b>(\$2.3M)</b>	<b>(\$4.3M)</b>	<b>(\$5.1M)</b>	<b>(\$5.3M)</b>

In the table above, the estimated FY 2016/17 (\$3.8M) deficit is a combination of two factors:

The economy is improving with the uptick in development; property tax has increased at a robust 4% annually, whereas Sales Tax is anticipated to increase at a mild 1% annually. The City received one-time funds of \$1.0M for a CDA refund realized in property tax, and \$0.5M triple flip final payment realized in Sales Tax. Preliminary trends indicate that assessed value in San Joaquin County will continue to steadily increase.

Recent Investments in our employees and in the community, along with the expiration of Measure E has put the City in a structural deficit. The City has a strong reserve balance, but future increased revenue opportunities will need to be investigated before the reserves fall below mandatory limits.

Several revenue opportunities are on the horizon, but cannot be incorporated into the forecast until there is a higher level of certainty as to if and when those projects will occur. In the interim, staff continues to develop revenue enhancement strategies and cost-containment approaches to mitigate assumed future deficits.

The following table shows the effects of the Five Year Forecast has on the City's reserves:

<b>Projected Impact on Use of Balance &amp; Reserves (By FY21/22)</b>				
<b>Fund Balance &amp; Reserve Balances (Millions)</b>	<b>FY 16/17 Estimated Fund Balance</b>			<b>FY 21/22 Estimated Fund Balance</b>
	<b>Additions</b>	<b>(Uses)</b>		
Fund Balance	\$5.07	\$5.0	(\$10.0)	\$0.0
Measure "E" Mitigation Reserve	\$7.0		(\$7.0)	\$0.0
Economic/Budget Stability Reserve	\$5.8		(\$5.3)	\$0.5
Contingency/Emergency Reserve	\$11.6		0.0	\$11.6
<b>Total Fund Balance &amp; Reserve</b>	<b>\$28.1</b>	<b>\$5.0</b>	<b>(\$22.3)</b>	<b>\$4.5</b>

In 2011, during the middle of the recession, the Council Adopted 14 Budget Principles. Now is the appropriate time to revisit those Budget Principles to ensure the principles align with Council's goals.

- General Fund Reserves – 20%
- Budget – Balanced budget, use of reserves if necessary
- Economic Uncertainty Fund – Increase as budget allows
- Structurally Balanced Budget
- Proposed Budget Revisions – Annual proposed budget balancing plan shall be presented and discussed in context of the updated five-year forecast.
- Use of One-Time Resources - Used only for one-time payments
- Reserves – All funds shall maintain a 20% reserve
- Prudent Use of Debt – General Obligation debt limited to 8% of budget
- Capital Improvement Projects – City Council approval over \$25,000
- Fees and Charges – fees should cover cost of service
- Grants – Maximize use of Grants
- Personnel Services Costs – should not exceed 75% of General Fund operating budget
- Performance Measures - Funding requests include performance measurement data
- Budget Offsets – Supplemental appropriations accompanied by a corresponding reduction

**FY 2016/17 CAPITAL BUDGET**

The total proposed FY 2016/17 Capital Budget is approximately \$164 million including carry forward amounts. There are 56 new projects and 26 current with increased appropriations request which total \$66.3M.

- 161 Active Projects – Funded from FY 15/16 or Prior Years
- 56 New Projects for FY 16/17
- 219 Future Projects (Planning Purposes Only; No Funds Appropriated)
- \$66.3M Proposed New Appropriations for FY16/17(GF \$2.2 M)(Others \$64.1M)
- \$164M Grand Total Proposed FY 16/17 CIP Budget, including Carry-forwards.

This year funding for General Fund (Fund 301) projects is approximately \$4,200,000.

Available Funds for FY15/16	\$ 4,200,000
Projects Proposed for FY15/16	\$ 2,220,000
Unallocated Funds	\$1,980,000

As part of the FY 2016/17 Capital Budget Workshop, Council recommended use of Fund 301 monies to support the following active projects:

- Recarpet Police Facility (\$110.5K) Council Chamber Audio/Visual System Upgrade (\$142.9K)
- Replace Cooling Tower Police Facility (\$133K)
- Public Works Renovation Phase 2 (\$180K)
- Community Center Upgrades (\$200K)
- Senior Center Upgrades (\$70K)
- Median Landscape Improvements (\$70K)
- Roof Replacement – Tracy Library (\$232K)
- Basketball & Tennis Court Resurfacing – (\$75K)
- Playground Replacement Larsen Park – (\$250K)
- Public Restrooms – Legacy Fields – (\$450K)
- Computerized Maintenance Management System (CMMS) – (\$10K)
- Rehabilitation of Old Fire Station 96 – (\$70K)
- Fire Station 97 Repair and Renovation – (\$90K)

Funding was also recommended for an existing project:

- Joe Wilson Pool - Dr. Powers Park (\$135K)

The proposed **Non** General Fund projects are as follows:

- General Government and Public Safety Facilities – 2 Projects - \$973,730
- Traffic Safety - 3 Projects - \$256,250
- Water Improvements -7 Projects - \$1,737,000



- Streets & Highways - 9 Projects - \$5,332,650
- Wastewater Improvements - 12 Projects - \$1,876,000
- Drainage Improvements - 4 Projects - \$1,110,300
- Parks & Recreation Improvements – 2 Projects - \$2,327,615
- Miscellaneous Improvements - 1 Projects - \$50,000

### STRATEGIC PLAN

This item is in accordance with Council Governance Strategy, Goal 2: Ensure continued fiscal sustainability through budgetary and financial stewardship and Objectives 1- 3: Update General Fund Reserve Policy, Develop Revenue Growth and Expenditure Reduction Strategies, and Enhance Fiscal Transparency.

### FISCAL IMPACT

The attached proposed budget details the fiscal impact on all City funds.

### RECOMMENDATION

It is recommended that the Council conduct a budget workshop to review and discuss the Proposed FY 2016/17 and 2017/18 City of Tracy Budget, Five-year Forecast, General Fund Reserve Policy and Budget Principles. No City Council action is required at the workshop.

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Reviewed by: Stephanie Garrabrant-Sierra, Assistant City Manager

Approved by: Troy Brown, City Manager

Attachment:

1. Legacy Fields Phase 1 and Phase 2 Remaining Amenities Menu
2. Proposed FY 2016/17 and 2017/18 City of Tracy Budget (Oversized: Available at the City Clerk's Office in City Hall and on the City of Tracy Website at: [http://www.ci.tracy.ca.us/documents/FY1617\\_1718\\_Proposed\\_Financial\\_Plan.pdf](http://www.ci.tracy.ca.us/documents/FY1617_1718_Proposed_Financial_Plan.pdf))

Legacy Fields Phase 1 and Phase 2 Remaining Amenities Menu					
Item #	Location	Item	Description	Cost Estimate	Priority
1	Various	Develop Site Strategic Plan	Create a plan to address vision and goals for Legacy Fields	\$25,000	1
2	Various	Drinking Fountains	Place drinking fountains (8 @ \$3,500 each) throughout the complex	\$28,000	1
3	Various	Additional Restrooms/Concession	Construct 1 set of restroom/concession building per original specifications (includes 3 stalls for men and 3 for women with attached concession stand and storage room)	\$350,000	1
4	TBR 5th Baseball Field	Backstop and Dugouts	Construct backstop, overhang netting and 2 dugouts on the 5th baseball field that has only irrigation and drainage	\$325,000	1
5	TBR 5th Baseball Field	Outfield Turf	Seed outfield turf on the 5th baseball field that has only irrigation and drainage	\$85,000	1
6	TBR 5th Baseball Field	Infield Mix and Bases	Place infield mix and bases (Note - must be completed if backstop is completed) on the 5th baseball field that only has irrigation and drainage	\$75,000	1
7	TBR Site	Outfield Fencing and Warning Track	Secure the entire baseball wheel with 7 foot fencing and construct warning tracks	\$350,000	1
8	TBR/TLL	Bleachers	16 total @ \$7,500 each (5-row style bleachers)	\$120,000	1
9	TBR/TLL	Landscaping	Construct trees, shrubs, turf, hydro seed and other landscaping items for shade, wind block and aesthetics	\$350,000	1
10	TBR/TLL	Extend Electrical Service	To serve the electrical needs of each baseball wagon wheel restroom/concession	\$200,000	1
11	TYSL Soccer	Complete 2 Unfinished Soccer Fields	Includes soil prep, seed and 90-day maintenance period	\$135,000	1
12	TYSL Soccer	Landscaping	Planting of trees for shade and wind block	\$150,000	1
<b>Sub-Total</b>				<b>\$2,193,000</b>	
13	Various	Paved Parking	Pave existing parking lots (4) with asphalt for dust and mud control	\$570,000	1
14	Various	Security System	Placement of cameras in various locations to prevent vandalism and theft	\$50,000	2
15	Various	Maintenance Yard	Construct a centralized maintenance yard for large equipment and maintenance staff	\$250,000	2
16	Various	Parking Lot Gates	Place gates at entrance of parking lots to allow leagues to charge fees for parking	\$16,000	2
17	Various	Backflow/Flow Meter	Prevent cross contamination of water and sewer	\$60,000	2
18	Various	Site Furnishings	Picnic benches/tables (26), bike racks (22), trash receptacles (28) throughout the complex	\$90,000	2
19	Various	Restrooms/Concession	Construct 1 set of restroom/concession buildings per original specifications (includes 3 stalls for men and 3 for women with attached concession stand and storage room)	\$350,000	2
20	Various	Upgrade Water System	This will add a redundant source of water in the event the pond fails - eventually will be connected to the new recycle	\$50,000	2
21	TBR Site	Foul Line Fencing	Placement of foul line fencing to prevent spectators from entering the field and to prevent line drive foul balls from entering spectator area	\$100,000	2
22	TBR/TLL	Hardscaping	Construct hardscape (decomposed granite, asphalt or concrete) in the middle of wagon wheels (fields currently have only an ADA concrete pathway surrounded by dirt - this would cover the dirt area). Includes construction of concrete sidewalks, DG paths and viewing areas, and other surface treatments at \$200,000 per wagon wheel.	\$400,000	2
23	TBR/TLL	Shade Structures	Throughout the site	\$150,000	2
24	TLL Site	Complete Outfield and Foul Line Fencing	Secure the entire baseball wheel with 7 foot fencing (gates and foul line fencing)	\$75,000	2
25	TYSL Soccer	Bleachers	8 total @ \$7,500 each (5-row style bleachers)	\$60,000	2
26	TYSL Soccer	Shade Structures	Place shade structures throughout the soccer site	\$100,000	2
<b>Sub-Total</b>				<b>\$2,321,000</b>	
27	Various	Drinking Fountains	Place drinking fountains (16 @ \$3,500 each) throughout the complex	\$56,000	3
28	Various	Storage Units	Construct storage units in various locations for field prep materials and tools	\$50,000	3
29	Various	Signage	Place large entrance signage (similar to the entrance at the Tracy High football stadium) and way finding signage throughout the complex	\$100,000	3
30	Various	Flag Poles w/ Lights	Place flag poles and lights throughout the complex	\$10,000	3
31	TLL Site	Construct 2 Large Baseball Fields	Construct the 2 planned large baseball fields that will include all amenities (backstop, dugouts, turf, infield, irrigation, drainage, fencing, stadium lights, ADA pathways, bleachers)	\$726,000	3
32	TYSL Soccer	Stadium Lights	4 soccer fields	\$1,500,000	3
33	TBR/TLL	Stadium Lights	Stadium lights for 9 baseball fields (including all electrical work)	\$4,200,000	3
34	TBR/TLL	Scoreboards	Electronic scoreboards at each field (8 total @ \$20,000 each)	\$160,000	3
35	TBR/TLL	Playgrounds	construct playground structures for youth and toddlers in various locations	\$300,000	3
36	TBR/TLL	Batting Cages	For both wagon wheels	\$250,000	3
<b>Sub-Total</b>				<b>\$7,352,000</b>	
<b>Phase 1 Total</b>				<b>\$11,866,000</b>	
37	Phase 2	Infrastructure Expansion for Phase 2	Construct necessary infrastructure to serve remaining 84 acres of Legacy Fields (also referred to as Phase 2) that includes mass grading, offsite roadway and utilities, onsite roadway, gravel parking lots, storm drainage, sewer, water, irrigation and landscaping (does not include construction of any sports fields)	<b>\$8.3-\$9.3M</b>	4

	Priority 1 = 1-3 years
	Priority 2 = 3-5 years
	Priority 3 = 5-10 years

\*Menu and menu items do not include design support and construction management related costs.

## Approval Requirements for State and Local Revenues

State Level	Legislative Approval	Voter Approval
Taxes	2/3	None
General obligation bonds	2/3	Majority
Other debt <sup>a</sup>	Majority	None
Fees	Majority	None
Local Level	Governing Body Approval	Voter Approval
City or county “general” taxes (revenues used for unrestricted purposes)	<p>If consolidated with a regularly scheduled election of members of the legislative body:</p> <ul style="list-style-type: none"> <li>• 2/3 for transactions &amp; use taxes</li> <li>• Other taxes: 2/3 for general law cities; majority for charter cities.</li> </ul> <p>If not consolidated, unanimous declaration of “emergency” required.</p>	Majority
City or county “special” taxes (revenues used for specific purposes)	Majority (2/3 for transactions & use taxes)	2/3
All school or special district taxes	Majority	2/3
General obligation bonds	Majority	2/3 <sup>b</sup>
Other debt	Majority	None
Property assessments	Majority	Majority of affected property owners. Votes weighted by assessment liability
Property—related fees	Majority	2/3 of voters or majority of affected property owners <sup>c</sup>
Fees—all other	Majority	None
<p><sup>a</sup> Includes revenue and lease-revenue bonds and certificates of participation.</p> <p><sup>b</sup> Exception: The Constitution specifies that a majority of voters can approve bonds used for repairing or replacing unsafe public school buildings and 55 percent of voters can approve bonds for new school facilities under certain conditions.</p> <p><sup>c</sup> No vote required for gas, electric, water, sewer, refuse, or developer fees.</p>		

Source: Adapted from CALFACTS, Legislative Analyst's Office

[CaliforniaCityFinance.com](http://CaliforniaCityFinance.com)

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