

City of Redding Biennial Budget Fiscal Years Ending June 30, 2010 & 2011



This document contains Bookmarks and Links in order to help you navigate within it.

To open Bookmarks, select [View / Navigation Panels / Bookmarks](#) from the menu (if available) or the [bookmarks icon](#) at the left had side of this page. The bookmarks will appear on the left hand side of this document.

To go to a page via a link, please go to either the Table of Contents (TOC) pages or the Index. Click on the page you wish to go to (the pages are underlined in [green](#) to identify the [links](#)).

The main TOC is located on the next 2 pages.
To **return** to it after following a link, press **Shift + Ctrl + N** and type in page 2 (or 3).

To **access** the main, General Government and Appendix TOC pages or the Index, press the same keys (**Shift + Ctrl + N**) and type in the following page:

Main TOC - [2](#) or [3](#)

General Government TOC - [196](#)

Appendix TOC - [348](#)

Index - [415](#) or [416](#)

TABLE OF CONTENTS

INTRODUCTION

Table of Contents.....	i
GFOA Budget Award	iii
Budget Resolution.....	iv
Municipal Officers	v
City Organizational Chart.....	vi
Budget Users Guide	vii
Budget Development Calendar	xii
Mission Statement.....	xiii

BUDGET MESSAGE

Budget Message	AA-1
----------------------	------

BUDGET SUMMARIES SECTION

Comparative Fund Summary - All Funds	A-3
Revenue Assumptions.....	A-6
Comparative Summary of Estimated Revenues.....	A-8
Statement of Estimated Revenues – All Funds.....	A-10
Summary of Expenditure Programs - All Funds.....	A-21
Comparative Summary of Expenditure Programs - All Funds	A-24
Expenditure Department Requests.....	A-26
General Fund Source and Use Graphs	A-29
Expenditures and Revenues per Resident	A-32
Sales Tax - Where it Goes	A-35
Summary of Net Expenditures - General Fund.....	A-36
General Fund Ten-Year Financial Plan	A-39
Summary of Authorized Full-Time Positions	A-48
Summary of Fund Transfers	A-50
Summary of Cost Allocation and In-Lieu Property Tax Charges.....	A-51
Summary of Internal Service Fund Charges	A-52
Summary of Long Term Debt.....	A-54
Summary of Capital Projects	A-57
History and Locale of Redding	A-61

DEPARTMENT DETAIL

Community Services Department	B-1
Development Services Department.....	C-1
Electric Department	D-1
Fire Department	E-1

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

General Government.....	F-1
City Council.....	F-5
City Manager's Office.....	F-6
Finance.....	F-8
Community Development.....	F-13
City Clerk's Office.....	F-18
City Treasurer's Office.....	F-27
City Attorney's Office.....	F-36
Non-Departmental.....	F-42
Municipal Utilities.....	G-1
Personnel.....	H-1
Police Department.....	I-1
Support Services Department.....	J-1
Transportation & Engineering.....	K-1

APPENDIX

Glossary/Acronyms.....	L-3
Fund Descriptions.....	L-9
Budget Policies.....	L-13
Redding Redevelopment Agency.....	L-31
Redding Area Bus Authority.....	L-51
Redding Housing Authority.....	L-57
Index.....	L-63



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Redding
California**

For the Biennium Beginning

July 1, 2007

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Redding for its annual budget for the fiscal year beginning July 1, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications medium. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Resolution No. 2009 - 61

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF REDDING
APPROVING AND ADOPTING THE BIENNIAL BUDGET FOR
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

WHEREAS, proposed budget requests have been submitted to the City Manager by Department Directors of the City; and

WHEREAS, such requests and all sources of revenue have been studied by the City Manager and the Finance Department; and

WHEREAS, the City Manager has submitted a Proposed Budget which was balanced and prudent; and

WHEREAS, the City Council held a budget hearing and solicited input from the public; and

WHEREAS, the City Council has amended the Proposed Budget to better serve the residents of the City of Redding; and

WHEREAS, it has been determined that this matter is not subject to the provisions of the California Environmental Quality Act;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Redding as follows:

1. That the foregoing recitals are true and correct.
2. That it is deemed to be in the best interest of the City of Redding to adopt and approve the budget appropriations contained in the Biennial Budget for fiscal years ending June 30, 2010 and 2011 at this time.
3. That the budget appropriations referred to hereinabove are set forth in the Proposed Budget for fiscal years ending June 30, 2010 and 2011, and that said budget appropriations are hereby approved as the Biennial Budget for the City of Redding for the fiscal years ending June 30, 2010 and 2011.

I HEREBY CERTIFY that the foregoing Resolution was introduced and read at a special meeting of the City Council of the City of Redding on the 11th day of June, 2009, and was duly adopted at said meeting by the following vote:

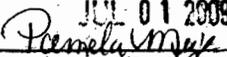
AYES: COUNCIL MEMBERS: Dickerson, Jones, Stegall, and Bosetti

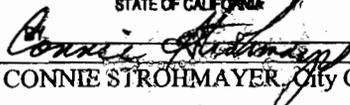
NOES: COUNCIL MEMBERS: McArthur

ABSENT: COUNCIL MEMBERS: None

ADVISOR: COUNCIL MEMBERS: None

ATTEST

JUL 01 2009

 PAMELA KRIZE
 DEPUTY CITY CLERK OF THE CITY COUNCIL
 OF THE CITY OF REDDING, COUNTY OF SHASTA,
 STATE OF CALIFORNIA


 CONNIE STROHMAYER, City Clerk


 RICK BOSETTI, Mayor

FORM APPROVAL:


 RICHARD A. DUVERNAY, City Attorney

2009-61

MUNICIPAL OFFICIALS

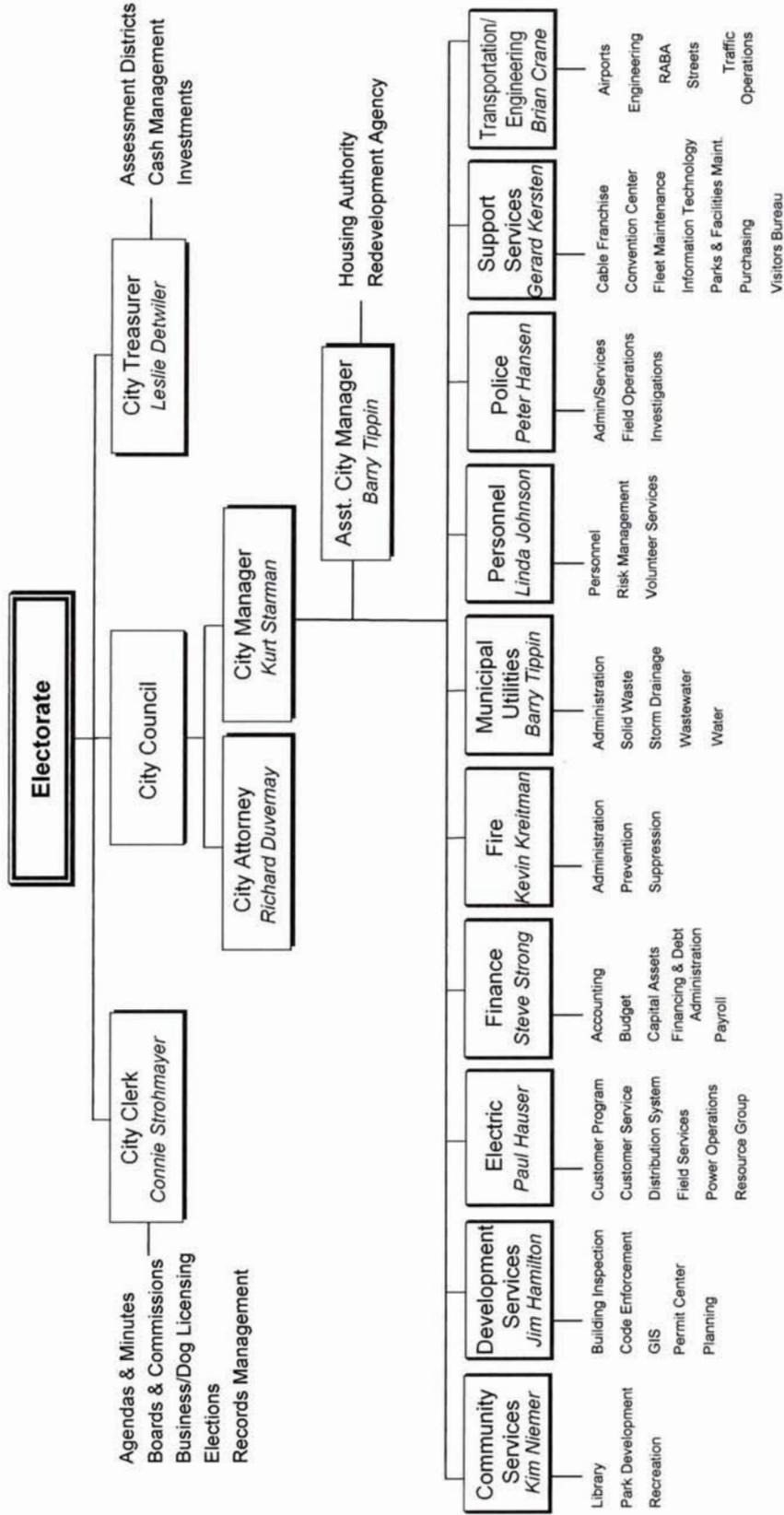
City Council

Mayor	Rick Bosetti
Vice Mayor	Patrick H. Jones
Council Member	Dick Dickerson
Council Member	Missy McArthur
Council Member	Mary Stegall

Administrative Personnel

City Manager	Kurt Starman
Assistant City Manager	Barry Tippin
City Attorney	Richard Duvernay
City Clerk	Connie Strohmayer
City Treasurer	Leslie Detwiler
Director of Community Services	Kim Niemer
Director of Development Services	Jim Hamilton
Director of Electric	Paul Hauser
Director of Finance	Steve Strong
Director of Municipal Utilities	Barry Tippin
Director of Personnel	Linda Johnson
Director of Support Services	Gerard Kersten
Director of Transportation & Engineering	Brian Crane
Fire Chief	Kevin Kreitman
Police Chief	Peter Hansen

City of Redding Organization Chart



BUDGET USER'S GUIDE

Introduction

The City's budget is an important policy document. It serves as a financial plan, identifying the spending priorities for the organization. The budget is used to balance available resources with community needs, as determined by the City Council. It also serves as a tool for communication of the City's financial strategies and for ensuring accountability.

At the Council budget hearing for fiscal year 1997-98 budget, it was agreed upon that the City would prepare a two year budget. Therefore, the City's budget is a plan for two specified fiscal years. The fiscal years for this budget begin on July 1, 2009 and end on June 30, 2011.

Basis of Budgeting

The budget adopted by City Council is prepared on a budgetary basis. The budgetary basis differs from GAAP basis in the following areas:

1. The City does not budget for GASB 31 interest income.
2. The City does not budget for accounts payable
3. The City does not budget for benefit accruals.
4. The City budgets for certain receivables and payables on a cash basis.
5. In proprietary fund types the City does not budget for depreciation, but does budget for capital assets as expenditures.
6. In proprietary fund types the City includes debt proceeds as revenue.
7. Encumbered amounts are recorded as the equivalent of expenditures in the budget as opposed to a reservation of fund balance under GAAP.

The City Manager is authorized to transfer appropriations between divisions of a department within any fund; however, any revisions that alter the total expenditures of any fund require City Council resolution, unless the Council has given authority to the City Manager to increase total appropriations. (Such as in grant expenditures when grant revenue equal or exceeds the expenditure and appropriation carryovers)

Budget Process

Responsibility

The City Manager is responsible for preparing the budget, submitting it to the City Council for adoption, and administering the budget after adoption. The City Manager has assigned preparation and administration of the budget to the Finance Division.

Capital Improvements

The City's Five-Year Capital Improvement Plan is developed every two years, opposite of the biennial budget. Each department provides a listing, including funding and justification, for each project. Upon publication, the first two years of the plan are included in the department's budget amounts.

Planning and Budget Requests

The budget process begins in January when the City Council holds its priority setting meeting to set the goals for the budget. The Finance Department then compiles budget request forms for all departments. They are distributed along with a copy of the Budget Policies and Procedures Manual at the "Budget Kickoff" meeting.

Departments prepare their budget requests and justifications for their requests during January, February and March. The request generally will encompass each budget category. New personnel requests are reviewed by both the Personnel and Finance departments. Other City divisions will review applicable requests and prepare recommendations (Information Technology will review computer equipment requests; Communications, radio equipment requests; and so forth).

Preliminary Hearings

Starting in March, the Finance Department conducts fact-finding hearings with the City departments. Preliminary recommendations for each budget request are reviewed, and each department is given the opportunity to add justifications or to provide additional information in support of their budget requests.

City Manager Review

In April, budget review hearings are held between the departments and the City Manager's Budget Committee. The Budget Committee consists of the City Manager and two citizens. The preliminary recommendations of the Finance Department (including the recommendations of the other aforementioned divisions) are considered by the Budget Committee to determine the Proposed Budget. The departments are given another opportunity to present information in support of their budget requests. At the conclusion of the hearings, the City Manager, along with the two citizens on the Budget Committee determine what is to be incorporated into the Proposed Budget.

City Council Budget Hearings and Adoption

After receipt of the Proposed Biennial Budget, the City Council will establish dates for workshops. At the conclusion of the workshop, the Council will modify the Biennial Budget until a majority consensus is reached, at which time the Biennial Budget is adopted by means of a resolution. Upon adoption, the Finance Division prepares for the start-up of the new year by "booking" the appropriations and estimated revenues into the accounting system. The Finance Department then prepares the final document for distribution to City officials and other interested parties.

Document Format

The Budget consists of 14 sections. The Introduction contains information of a general nature to the reader. The Budget Message presents information about the major goals and program strategies for the City as a whole; proposed budget resources and expenditures; reserve funds; and City priorities.

The Budget Summary follows the City Manager's message. The Budget Summary contains historical information about resources and expenditures for all funds and departments throughout the City.

The next 10 sections provide supporting detail for the Budget Summary information. These sections expand the presentation of prior fund balance and expenditures. In addition, these sections provide a summary of goals and objectives for all divisions.

The final section, the Appendix, provides information to the reader not given in other sections of the document. For example, this section includes a glossary of terms.

The Accounting System, Budgetary Control and Financial Policies

The City of Redding accounting records are maintained in accordance with Generally Accepted Accounting Principles (GAAP), as established by the Governmental Accounting Standards Board (GASB). Government fund types (General Fund, Special Revenue Funds, Capital Project Fund, and Debt Service Funds), Agency funds expendable trust funds are maintained on a modified accrual basis of accounting. Proprietary fund types (Enterprise and Internal Service Funds) are maintained on an accrual accounting basis.

A carefully designed system of internal accounting and budgetary controls is used to insure that revenues and expenditures/expenses are tracked and used as intended. These controls are designed to provide reasonable, but not necessarily absolute, assurance with respect to the reliability of financial and budgetary records for use in the preparation of financial statements as well as accountability for all of the City of Redding assets. The concept of reasonable assurance recognizes that the cost of control should not exceed the benefits and that the evaluation of costs and benefits likely to be derived thereof require estimates and judgments by management. The system is reviewed as regularly as possible and as required by independent, certified public accountants.

The main financial policies are as follows:

1. All Enterprise Funds and the General Fund will prepare long-range ten year financial plans. The adopted budget will be the first two years of the ten year financial plan.
2. All long range financial plans will use consistent economic assumptions in their long range financial plans. The consistent economic assumptions will be developed by the Finance Division with the input from all affected departments.
3. No year end cash reserve balance in any year shall be below five percent of annual expenditures in any ten year plan. Financial plans will be updated during the year and any adjustment to maintain a 5% cash reserve will be presented to Council for their approval.
4. All funds should maintain a 5% of annual expenditures reserve.
5. Each requested change in budget appropriations will include a fiscal impact statement.
6. The City will comply with all the requirements of "Generally Accepted Accounting Principles" (GAAP). However, it must be stressed that the information presented in the Budget is not audited and is not necessarily in full compliance with GAAP. The information presented in the Budget is designed to enhance management control and fiscal planning and is not intended to directly correlate with the data presented in financial reports such as the Comprehensive Annual Financial Report (CAFR). The CAFR is designed to provide a retrospective overview on a fund-by-fund basis.
7. The City uses a cost allocation plan to identify cost associated with providing certain services. These indirect charges reimburse the administration and overhead services provided by certain General Fund divisions. The allocation are made to all non General Fund divisions, however, costs allocation to internal service funds are allocated on to user divisions.
8. The City requires all budgets to be balanced. A balanced budget is defined as beginning budgeted fund balance plus revenues must be equal to or greater than expenditures. However, revenues can include debt for long-term assets.

Fund Types

Government accounting requires the segregation of funds by type. The City of Redding uses five distinct fund types. These fund types include: **General, Special Revenue, Enterprise, Internal Services, and Trust and Agency funds.**

The **General Fund** is used to record all resources and expenditures not required to be accounted for in another fund type. **Special Revenue** funds account for the proceeds of legally restricted resources earmarked for specific purposes. Expenditures can be appropriated within the fund itself or transferred to another fund as reimbursement for expenditures. **Enterprise Funds** are established to account for operations that are financed and operated similar to private business. The intent of the City is to match costs associated with the enterprise operation with the revenues generated. The City's enterprise funds include the Airport, Convention Center, Electric, Water, Wastewater, Storm Drainage, and Solid Waste Funds. **Internal Service Funds** are created to account for services provided by one department for another. Costs of services are usually determined on a cost allocation basis. Expenditures are restricted to the dedicated use of the fund. **Trust and Agency** funds represent the Special Deposit Fund and other Trust Funds. All revenues are restricted to related expenditures within the responsible fund and are typically held in trust.

Revenues

Revenues are monies received by the City and are reported by source as follows: **Taxes; Fines, Forfeitures, and Penalties; Licenses and Permits; Use of Money and Property; Internal Departments; Other Governmental Agencies; Charges for Current Services, and Other.**

Taxes are compulsory charges levied by a governmental agency for the purpose of financing services performed for the common benefit. Primary sources are Property Tax, Sales Tax, and Transient Occupancy Tax. **Fines** represent monies paid as an imposed penalty for an offense such as a traffic or safety violation. **Licenses and Permits** represent a voluntary or officially given right to levy a charge for a service provided. For example, primary sources of revenue from permits are those generated for approval of construction projects within the City limits, i.e., building permits. **Money and Property** identifies revenue received from investments or rental of assets. **Revenue from Internal Departments** is revenue charged to other departments for services provided by another department. The two main sources of revenue from internal departments is in-lieu property tax and cost allocation reimbursement. **Other Governmental Agencies** contribute revenue to the City by participating in specifically approved City activities. Revenues can be received from federal, state, county, or other local governmental agencies. Revenues for the most part are restricted to the guidelines developed by the governmental agency allocating the funds. Some of these include motor vehicle in-lieu fees, state mandated claims, Housing and Urban Development funds, various grants from the State of California and the federal government. **Charges for current services** are user charges applied to specific services provided by the City. The charges are established by resolution adopted by the City Council. Examples of charges for current services are recreation fees, plan check fees, inspection fees, and fingerprinting fees. **Other revenues** are those resources not accounted for in any other category. They include miscellaneous revenue, compensation/property damage, and contributions.

The General Fund's four largest source of revenue are sales tax, property tax, transient occupancy tax and in-lieu property tax. These four sources make up over 70% of the General Fund revenue.

The revenue for the Special Revenue Funds generally consists of revenue from other governmental agencies and from fees for services. These funds are generally restricted and can only be used for specific purposes.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The revenue for the Enterprise Funds are generated by providing services, i.e. the fees paid for water on ones utility bill would go to the water utility, electric charges to the electric utility.

The revenue for the Internal Services Funds is generated by charging the users of their services (usually other City departments).

Expenditures

Expenditures are divided into five categories: **Personnel Costs; Materials, Supplies, and Services; Debt Service, and Capital Outlay.**

Personnel costs account for all direct and indirect costs of City personnel. The cost also includes all employee benefits. **Materials, Supplies, and Services** represent expenditures for the operation of each department. **Debt Service** includes the principal and interest payments on all long-term debt. **Capital Outlay** accounts for any capital improvement, project, or equipment purchases over \$5,000. In prior years, this amount has been only \$1,000. Items that were once budgeted as capital outlay, i.e. computer equipment, are now budgeted as operating materials and supplies. These items are recorded separately.

Fund Balance

Beginning Fund balance in this report is the cumulative (all prior years) difference in all revenues less all expenditures, primarily on a budgetary basis. Ending fund balance is the beginning fund balance increased by all currently budgeted revenues less currently budgeted expenditures, primarily on a budgetary basis.

BUDGET DEVELOPMENT CALENDAR
FOR
BIENNIAL BUDGET 2009-11

<u>DUE DATE</u>	<u>ACTION</u>
1/12/09 to 2/9/09	All departments prepare and submit preliminary budget requests for computers, communication-related equipment and building maintenance projects for two years.
1/19/09	Budget reports will be distributed.
2/19/09	Council priority workshop will be held.
2/24/09	Budget kickoff meeting held in Council Chambers 2:00 pm.
1/09/09 to 2/27/09	Internal Service Funds -- prepare allocations and return to Finance. Due by February 27, 2009
1/19/09 to 3/06/09	Departments prepare and enter budget information for Biennial Budget 2009-11 based on "status-quo" budget. Prepare issue papers for items not in "status-quo" budget. General Fund and Internal Service Funds should identify potential reductions and realistic consequences of potential reductions. Issue papers and reduction reports are due by March 6, 2009. Final date to enter information is March 6, 2009.
3/09/09 to 3/13/09	Departments prepare department overview, which include goals and objectives, performance measures and organizational chart for department. Due by March 13, 2009.
3/07/09 to 3/23/09	Finance Department reviews budget requests and develops preliminary recommendations.
3/07/09 to 3/23/09	Departments answer Finance questions regarding budget and, if requested, prepare additional issue papers and reduction reports.
3/26/09 to 4/07/09	Departments discuss budget requests and department overviews with Finance.
4/16/09 to 4/29/09	City Manager reviews budget requests and makes preliminary decisions.
5/4/09	City Manager makes final budget decisions.
5/05/09 to 5/30/09	Finance Department prepares Proposed Budget for City Manager.
6/05/09	City Manager presents Proposed Budget to City Council; City Council establishes date(s) for budget workshop(s).
June 2009	City Council reviews Proposed Budget and amends it as necessary. Budget is adopted.
7/04/09	Finance Department publishes and disseminates Biennial Budget.

CITY OF REDDING MISSION STATEMENT

Provide a high quality of life, remembering that families and neighborhoods are the centerpiece of our lives; the Redding Community will remain clean and safe and will work aggressively to prevent sprawl through careful community development, planning and smart growth. The city is seen as proactive rather than reactive by focusing on what type of City we would like to be in the future and taking the necessary steps to assure we reach our goals.

CITY OF REDDING VISION STATEMENT

Our vision is:

-  To protect and enhance the City's reputation as the "Jewel of Northern California"
-  To attract and support quality job growth
-  To build neighborhoods rather than homes
-  To have a well-managed City that is in sound financial condition and one in which there is strong leadership that values good governance
-  To provide excellent public services and infrastructure to promote a clean and attractive community
-  To support steps to create a vibrant downtown and riverfront
-  To assure parks, trails and open space
-  To support programs that connect the City's unique natural beauty and rich history


CITY OF REDDING
INTERNAL COMMUNICATION

DATE: June 15, 2009
 B-130-070

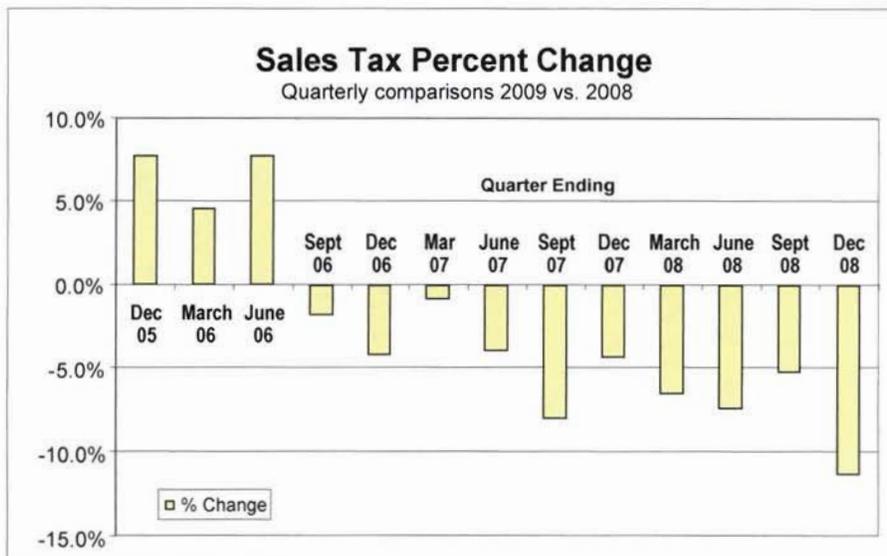
TO: Honorable Mayor and City Council

FROM: Kurt Starman, City Manager 

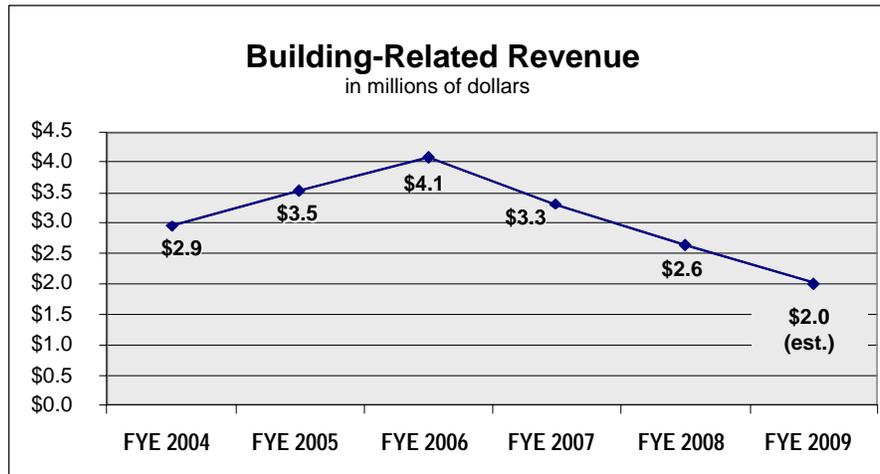
SUBJECT: Biennial Budget for Fiscal Year 2009-10 and Fiscal Year 2010-11

The severe global recession is having a significant impact on local government budgets throughout California. Many cities and counties in California have been forced to make draconian cuts in order to balance their budgets. To compound matters, the State of California is facing a \$24 billion budget crisis.

The City of Redding has also been impacted by the weak economy. Unlike many cities and counties in California, however, the City of Redding has been able to maintain a strong financial position. The City Council has always placed a strong emphasis on fiscal responsibility and long-range financial planning. To that end, the City implemented a number of significant budget reductions in Fiscal Year 2008-09 in order to reflect the current economy. Consequently, the City will start Fiscal Year 2009-10 with a strong General Fund reserve. With that said, however, the City is not immune from the weak economy. Sales tax revenue and building-related fees, in particular, continue to decline rapidly as evidenced by the two charts below.



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011



It is clear that the City will need to continue to be vigilant. Many economists predict that the current recession will end in the third quarter or fourth quarter of 2009, but that is far from certain. Therefore, the City of Redding will continue to utilize a conservative approach until the economy improves and a clear trend emerges.

The City Council adopted a number of “budget reduction guidelines” in November 2008. The City utilized these principles as it developed the Biennial Budget for Fiscal Year 2009-10 and Fiscal Year 2010-11. Some of the key budget reduction guidelines are highlighted below:

1. The City should continue to maintain a strong emphasis on fiscal responsibility. To that end, the City should strive to maintain a minimum of a five percent reserve throughout the 10-Year General Fund Financial Plan.
2. The City should not increase taxes or fees to balance its General Fund budget. Redding residents and businesses are already struggling due to the weak economy.
3. The City should utilize a transparent process as it implements additional budget reductions. The City should explicitly identify proposed budget reductions and clearly describe the impact that these reductions will have on service delivery.
4. The City should attempt to minimize the impact that additional budget reductions will have on the community. The community should recognize, however, that these additional budget reductions will adversely impact City services and programs.
5. The City should utilize conservative revenue estimates until the economy improves and a clear trend emerges.
6. The City should place a strong emphasis on maintaining “frontline” public safety services (i.e., police officers and firefighters in the field). With that said, however, the City should not automatically exclude the Redding Police Department or the Redding Fire Department from future budget reductions. The City should continue to critically evaluate other programs and positions within these two departments (such as support functions and discretionary programs).

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

7. The City should not add any new General Fund positions (including new public safety positions) until the economy improves. The City could make an exception if grant funds become available for this purpose.
8. The City should maintain its existing selective hiring freeze until the economy improves.
9. The City should implement budget reductions in a thoughtful and holistic manner. It would not be advisable, for example, to exempt the Police Department from budget cuts and then eliminate the City's code enforcement program and all of the City's recreation programs. This would ultimately increase the crime rate and lower the quality of life for Redding residents. With that said, however, budget reductions should be made in a strategic manner. The City should place an emphasis on identifying budget reductions in the following areas:
 - A. Administration;
 - B. Programs and positions related to new development activity; and,
 - C. Discretionary programs and services that do not have a direct impact on core City services.
10. The City should be willing to continue to work with employee unions on other potential solutions to mitigate additional layoffs.
11. The City should continue to carefully evaluate its Capital Improvement Plan to determine if any capital projects could be deferred until the economy improves.
12. The City should reduce its contributions to its non-profit partners to reflect the current budget situation. The City should provide ample notice so that these organizations can adjust their budgets in an orderly manner.

Proposition 1A

The City has had to make a number of difficult decisions in order to balance its budget to reflect the severe global recession. Unfortunately, the State of California has not demonstrated this same fiscal discipline. Consequently, the State of California is now facing a \$24 billion budget crisis. Governor Arnold Schwarzenegger has proposed that the State suspend certain provisions of Proposition 1A. Proposition 1A was passed overwhelmingly by the voters of California in 2004. The purpose of Proposition 1A is to protect local government budgets from State raids. Prior to the passage of Proposition 1A, the State of California would routinely confiscate local government revenue in order to balance the State's budget.

As noted above, the Governor is proposing to suspend certain provisions of Proposition 1A. This, in turn, would enable the State to "borrow" \$2 billion from cities, counties, and special districts. If the Governor and the Legislature pursue this option, it is estimated that the City of Redding would lose approximately \$1.8 million in property tax revenue in Fiscal Year 2009-10. The Biennial Budget does not reflect this potential decrease. Therefore, the City of Redding would need to make additional budget reductions if the Governor and the Legislature adopt this proposal.

State Mandates

Notwithstanding the poor economy and the poor business climate in California, the State continues to implement new mandates that have a negative impact on cities and counties. It would be impractical to list all of these mandates here, but I do want to take this opportunity to highlight at least three topics:

California Global Warming Solutions Act

The State passed the California Global Warming Solutions Act (commonly referred to as AB 32) in 2006 to reduce greenhouse gas emissions. This legislation will have a significant impact on the City of Redding. AB 32 will result in additional cost pressures for the Redding Electric Utility, in particular. This, in turn, will result in higher electric rates for the City's customers. AB 32 will also have a profound impact on the Development Services Department and new development within the City.

California Air Resources Board

The California Air Resources Board (CARB) continues to promulgate new regulations that are onerous for both the private and public sector. New CARB rules will continue to have a significant impact on the City of Redding's fleet of vehicles. The City will need to continue to replace or retrofit City vehicles and equipment in order to comply with these new CARB rules. This, in turn, continues to have a significant impact on the City of Redding's budget.

National Pollutant Discharge Elimination System

The National Pollutant Discharge Elimination System (NPDES) impacts the City of Redding in a number of important ways. The City is required to implement new programs and procedures in order to comply with the NPDES, which is intended to protect the quality of storm water runoff. These new rules and regulations continue to have a significant impact on the City of Redding and private development. These NPDES rules will become even more onerous when the City's population exceeds 100,000. These new rules and regulations have a significant impact on the City of Redding's budget.

The three topics outlined above are just a small example of the onerous State and Federal mandates that impact cities and counties. Notwithstanding the poor economy, the State of California continues to promulgate additional rules and regulations that have an adverse impact on city and county budgets.

Economy

The United States and most of the world is experiencing a severe economic recession. Many economists believe that the recession in the United States will end in the third quarter or fourth quarter of 2009. The economic growth rate in 2010 is anticipated to be minimal. It is possible, however, that the recession could linger much longer. It is also possible that the recession could get worse. The Biennial Budget assumes that the recession will end in 2009. It also assumes that the economy will improve slightly in 2010.

The assumptions that were utilized to prepare this Biennial Budget are conservative when compared to the historical growth rates that the City of Redding has experienced. Nonetheless, if the economy continues to decline, the City may have to re-evaluate its long-range financial plans again at the end of 2009.

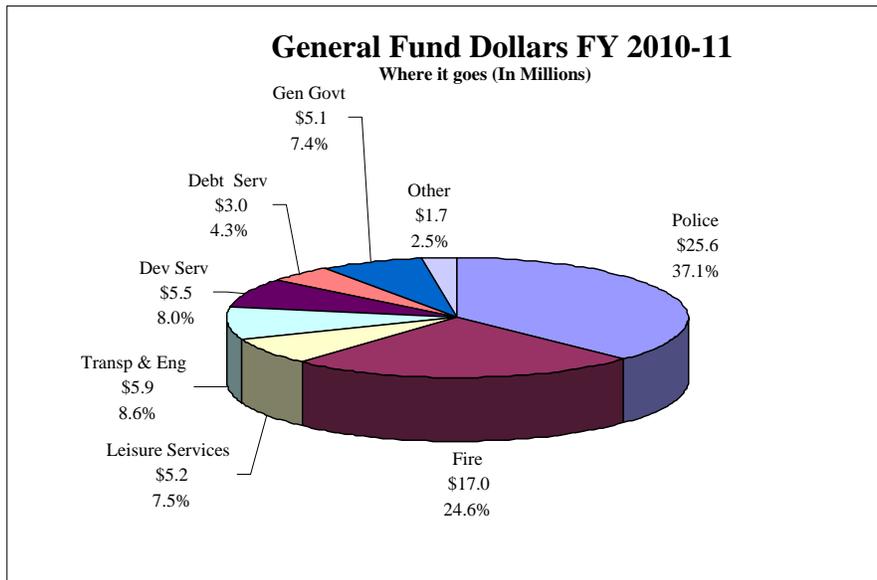
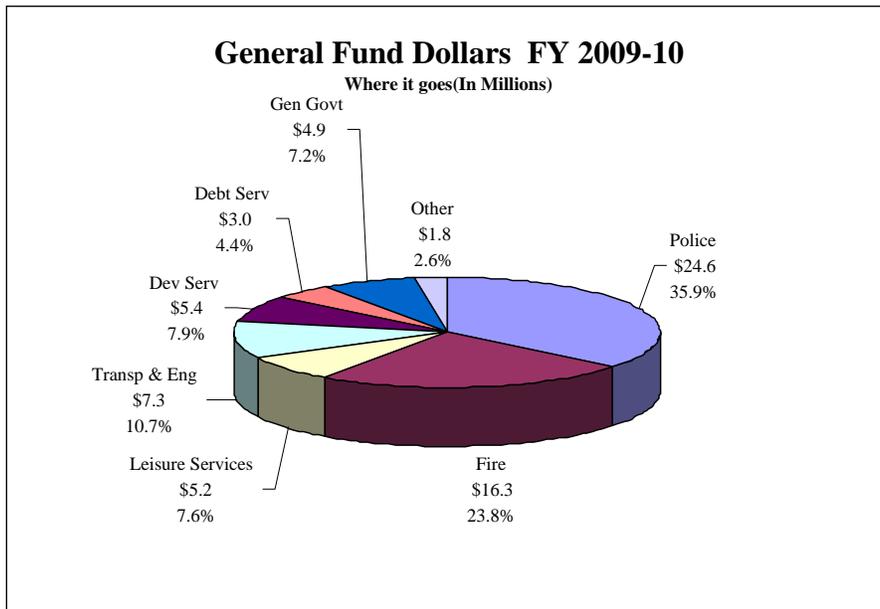
Budget Overview

The budget for Fiscal Year 2009-10 totals \$306,678,590, which represents a decrease of approximately 44 percent when compared to the amended budget for Fiscal Year 2008-09. The budget for Fiscal Year 2010-11 totals \$284,570,710, which represents a decrease of approximately 7.2 percent when compared to the budget for Fiscal Year 2009-10.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

General Fund

The General Fund budget for Fiscal Year 2009-10 totals \$68,527,840, which represents a decrease of approximately 18 percent when compared to the amended General Fund budget for Fiscal Year 2008-09. The General Fund budget for Fiscal Year 2010-11 totals \$69,042,750, which represents an increase of approximately 0.8 percent when compared to the General Fund budget for Fiscal Year 2009-10. As the figures below indicate, approximately 60 percent of the General Fund is utilized to fund public safety services (i.e., the Redding Fire Department and the Redding Police Department).



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Enterprise Funds

The City of Redding owns and operates several utilities, including the Electric Utility, the Water Utility, the Wastewater Utility, the Storm Drain Utility, and the Solid Waste Utility. In addition, the City of Redding operates two Airports and a Convention Center. The City utilizes “Enterprise Funds” to budget and account for these specific operations. As the table below indicates, the budget for Fiscal Year 2009-10 includes approximately \$237,560,500 to operate the departments and divisions referenced above. The budget for Fiscal Year 2010-11 totals approximately \$221,635,800. The majority of these projected expenditures are associated with the Electric Utility.

Enterprise Funds		
Fund	FY 2009-10	FY 2010-11
Electric	\$ 136,999,560	\$ 140,789,850
Solid Waste	16,647,060	17,326,340
Storm Drainage	1,519,810	1,594,330
Water	18,569,950	16,180,200
Wastewater	58,048,650	35,872,240
Airport	3,016,040	7,049,270
Convention Center	2,759,430	2,823,570
Total	\$ 237,560,500	\$ 221,635,800

Special Revenue Funds and Internal Service Funds

The City of Redding’s budget also includes a number of Special Revenue Funds and Internal Service Funds as highlighted in the Budget Summary section of this document. As its name implies, Special Revenue Funds are utilized to account for restricted programs and activities (e.g., the Community Development Block Grant Program, development impact fees, and the Rolling Stock Replacement Fund, to name a few). The City of Redding utilizes Internal Service Funds to account for programs and services that are designed to support other operating departments within the City (e.g., Information Technology, Fleet Maintenance, and Risk Management, to name a few).

Long-Range Financial Plans

The City of Redding has developed long-range financial plans for the General Fund and for each of the City’s Enterprise Funds. These long-range financial plans typically cover a five- or ten-year period of time. These plans allow the City Council and the community to ascertain the long-term impact associated with decisions that are made on a day-to-day basis. Unlike many other cities and counties, the City of Redding does not focus its efforts exclusively on developing a balanced budget for a one- or two-year period of time. For all intents and purposes, the City of Redding develops a 10-year budget that is in balance over the entire 10-year period of time. This is a difficult task to accomplish, but it is essential in order to avoid unanticipated financial problems in the future. Pursuant to City Council policy, the City maintains a minimum of a five-percent reserve throughout the entire planning period.

Gann Limit

The City of Redding is required by State law to calculate and publish an appropriations limit each fiscal year. This appropriations limit is commonly referred to as the “Gann Limit.” This figure represents the maximum amount that the City could spend in certain categories per State law. For Fiscal Year 2009-10, the City of Redding’s Gann Limit is approximately \$171.9 million. The budget for Fiscal Year 2009-10 appropriates \$48.9 million that is subject to the Gann Limit. Thus, the City of Redding’s budget for Fiscal Year 2009-10 is well below the maximum allowed per State law.

New Fees

As noted above, the City does not intend to increase taxes or fees in order to balance the General Fund budget. With that said, however, there are a few specific fee increases that are contemplated as a part of the Biennial Budget. These fees include:

Convention Center

The Convention Center currently collects a Facility Fee of \$2 per ticket. This fee was adopted in 1999, but it has never been increased. The Community Services Advisory Commission has recommended that this fee be increased from \$2 per ticket to \$5 per ticket in order to reflect current market rates. The City Council will consider this proposed fee increase at a public hearing on June 16, 2009. It is anticipated that this proposed fee increase will generate approximately \$100,000 per year. If, for argument’s sake, this new fee is not approved, the City will need to reduce the Convention Center budget by \$100,000. This would require the City to eliminate one full-time position at the Convention Center and one part-time position at the Convention and Visitors Bureau.

Recreation Fees

When the City Council conducted its Priority-Setting Workshop in February 2009, it discussed the need to purchase and implement an online registration system for the Recreation Division. The City Council also discussed the possibility of implementing a \$2 technology charge for each registration in order to partially pay for this new system. The Biennial Budget includes funding to purchase and install an online registration system in the Recreation Division. It also assumes that the City will implement a \$2 technology charge in order to partially cover the ongoing costs associated with this new technology.

Government Accounting Standards Board Statement 45 (GASB 45)

Government Accounting Standards Board Statement 45 (GASB 45) is a relatively new accounting requirement that requires government agencies to calculate and disclose the liability associated with certain post-employment benefits (such as health care benefits). GASB 45 does not, however, require government agencies to specifically set aside funds for this purpose. Nonetheless, the City of Redding has outlined and adopted a plan to set aside funds for its GASB 45 obligations. The City of Redding currently allocates approximately \$2.2 million per year for this purpose. The City originally intended to increase this amount by approximately one percent of payroll each fiscal year. Given the severe economic recession, that will not be possible for Fiscal Year 2009-10 or Fiscal Year 2010-11. It is anticipated, however, that the City will increase its allocation for GASB 45 once the economy improves.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Community Special Events

The City of Redding allocates approximately \$226,000 from the General Fund each year for special events in the community. These events are highlighted in the table below:

Event	FY 2009-10	FY 2010-11
Marketfest	\$ 20,624	\$ 20,624
Banner Program	12,524	12,524
Ducky Derby	4,050	4,050
Christmas Parade	6,034	6,034
Christmas Tree	258	258
Kool April Nites	56,483	56,483
Rodeo	18,123	18,123
Rodeo Parade	5,330	5,330
Air show	25,875	N/A
4th of July	46,324	46,324
Big Bike Weekend	18,385	18,385
3 on 3 Basketball	12,000	12,000
Total	\$ 226,010	\$ 200,135

Notwithstanding the difficult economy, the Biennial Budget continues to allocate funds for the events listed above.

Convention and Visitors Bureau

The City allocated an additional \$100,000 for tourism marketing in 2008. These funds were to be matched by a \$100,000 contribution from all the lodging properties in the community, which makes up the membership of the new Tourism Marketing Business Improvement District (TMBID). Given the severe economic recession, however, both the City and the TMBID agreed to postpone this program. Therefore, the City did not spend an additional \$100,000 on tourism marketing in Fiscal Year 2008-09. In addition, the budget for Fiscal Year 2009-10 and Fiscal Year 2010-11 does not include funds for this purpose. With that said, however, the City continues to generate approximately \$380,000 per year from the TMBID. The City and the TMBID will continue to use this new source of revenue to promote the region and attract additional tourism to the City of Redding.

Turtle Bay Exploration Park

The General Fund budget for Fiscal Year 2009-10 includes \$279,000 in direct financial assistance from the City of Redding to Turtle Bay Exploration Park. The budget for Fiscal Year 2010-11 also includes \$279,000 for this same purpose. With that said, however, the City Council has indicated in the past that it would like to evaluate this contribution on a year-to-year basis. Therefore, staff will continue to bring this issue back to the City Council for its review and consideration on an annual basis before any funds are disbursed.

As noted above, the City implemented a number of budget reductions in Fiscal Year 2008-09 in order to reflect the poor economy. One of these reductions included cancelling the private insurance policy for the Sundial Bridge. This private insurance policy was costing the City approximately \$34,000 per year. The City is still exploring the possibility, however, of obtaining similar insurance from the California Joint Powers Risk Management Authority (CJPRMA). It is anticipated that the cost associated with securing this coverage from the CJPRMA would be less than \$9,000 per year. The CJPRMA has tentatively indicated that it would be willing to provide this coverage.

Integrated Land Management and Activity Tracking System

The City has identified the need for an “Integrated Land Management and Activity Tracking System” as a high priority. It is anticipated that this new system will enable the City to provide a higher level of service to the development community. The new system will also improve productivity and efficiency within the Development Services Department. To that end, the City implemented a five-percent technology surcharge a few years ago in order to partially pay for this new system. Unfortunately, development activity and building-related fees have decreased significantly due to the poor economy. Consequently, the City will need to re-evaluate how to finance this new technology. It is anticipated that the Development Services Department will present a comprehensive financing proposal to the City Council by the end of 2009. This, in turn, may require an amendment to the budget for the Development Services Department at that time.

New Positions

The City of Redding implemented a number of significant budget reductions in December 2008 and May 2009. These reductions included the elimination of 54 full-time positions and 27 part-time positions. In addition, the City reduced 10 full-time positions to part-time positions. Unlike past budgets, the Biennial Budget for Fiscal Year 2009-10 and Fiscal Year 2010-11 includes very few new positions. With that said, however, the Biennial Budget does contemplate the creation of five positions due to workload considerations and regulatory issues. These proposed new positions are highlighted in the chart below.

New Positions		
Department/Division	Classification	Number of Positions
Wastewater	Maintenance Worker	1
Water	Senior Plant Operator	1
Redding Municipal Utilities - Administration	Customer Service Representative	1
Electric*	Instrument and Electrical Technician	1
Electric*	Power Plant Maintenance Mechanic	1
Total		5

*Approved for Fiscal Year 2010-11, in association with Unit 6 at the Redding Power Plant.

The justification for each of these new positions is outlined in each department’s budget section within this document.

Capital Improvement Plan

The City of Redding has adopted an ambitious Capital Improvement Plan as outlined in the Budget Summary section of this document. The budget allocates approximately \$107 million for capital projects over the next two years. These projects are described in more detail within each department’s budget section within this document. It is important to note, however, that this figure does not include some of the major projects that the City Council has already approved, such as the Cypress Bridge Replacement Project, Unit 6 at the Redding Power Plant, and expansion and rehabilitation of the Clear Creek Wastewater Treatment Plant. When these projects are taken into consideration, it is anticipated that the City of Redding will allocate well over \$200 million over the next two years to fund these essential projects. This is the most ambitious Capital Improvement Plan that the City of Redding has ever adopted or implemented. Most of these projects are critical in order to accommodate growth and maintain a high quality of life in the community.

Police Facility

The City Council has identified the need for a new Police Facility as a very high priority. To that end, the City is currently evaluating the possibility of acquiring and retrofitting an existing building in the community for this purpose. The City has also evaluated the possibility of constructing a new Police Facility near City Hall. The budget for the Redding Redevelopment Agency includes \$5 million for this purpose. With that said, however, it is unlikely that this amount of money will be adequate to purchase or construct a new Police Facility. The City will need to continue to identify additional funding sources for this purpose. In the interim, the budget includes \$60,000 for minor roof repairs to the existing Police Facility. If the City is not able to purchase or construct a new Police Facility in the near future, it is likely that the roof at the existing facility will need to be replaced in its entirety. It is anticipated that this would cost approximately \$580,000.

Budget Committee

The City of Redding invited two citizens to serve on the Budget Committee this year. These two citizens worked directly with the City Manager to develop the budget for the City Council's consideration. This year, the Budget Committee included Gary Gerhard and Charlie Menoher. Mr. Gerhard is a retired school administrator. He has also served as a City Council Member for a city in the State of Washington and as a Commissioner for a fire district in the State of Washington. Mr. Gerhard also served on the City's Police Facility Review Committee in 2008. Dr. Menoher is the Executive Director of the Youth Violence Prevention Council. He is also a retired school administrator, having served as the Shasta County Superintendent of Schools for many years. Dr. Menoher has served on a wide variety of committees and boards over the past many years. He has a great deal of management experience and expertise. Mr. Gerhard and Dr. Menoher donated a tremendous amount of their personal time to assist me and the staff to develop the Biennial Budget for the City Council's consideration. Their input and advice were extremely valuable. I would like to take this opportunity to thank Mr. Gerhard and Dr. Menoher for their valuable service to the community.

Summary

The City of Redding is a large and complex organization. The Biennial Budget for Fiscal Year 2009-10 and Fiscal Year 2010-11 is an important fiscal and policy document. It enables the City Council to establish and fund its priorities for the community. This is an extremely difficult task this year due to the severe global recession. Nonetheless, I believe that the budget addresses many of the priorities that have been established by the City Council. I also believe that the Biennial Budget is a sound and prudent financial plan. Therefore, I respectfully transmit to the City Council the Biennial Budget for Fiscal Year 2009-10 and Fiscal Year 2010-11.

BUDGET SUMMARY SECTION

Comparative Fund Summary - All Funds..... A-3

Revenue Assumptions..... A-6

Comparative Summary of Estimated Revenues A-8

Summary of Estimated Revenues – All Funds A-10

Summary of Expenditure Programs – All Funds A-21

Comparative Summary of Expenditure Programs - All Funds..... A-24

Expenditure Department Request A-26

General Fund Source and Use Graphs A-29

Expenditures and Revenues per Resident..... A-32

Sales Tax - Where it Goes A-35

Summary of Net Expenditures - General Fund..... A-36

General Fund Ten-Year Financial Plan A-39

Summary of Authorized Full-Time Positions..... A-48

Summary of Fund Transfers A-50

Summary of Cost Allocation and In-Lieu Property Tax Charges..... A-51

Summary of Internal Service Fund Charges..... A-52

Summary of Long Term Debt..... A-54

Summary of Capital Projects A-57

History & Locale of City of Redding A-61

BUDGET SUMMARY

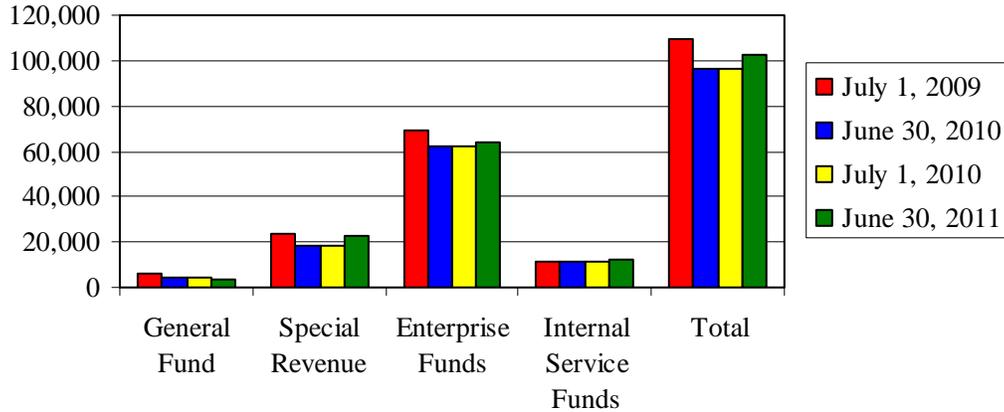
COMPARATIVE FUND SUMMARY - ALL FUNDS

The tables on the following pages provides a summary of all funds reported in the Adopted Biennial Budget, listing the beginning cash balance, revenues, transfers, appropriations and ending cash balance. The purpose of this table is to show the change in the cash position for each fund.

The first column, **Projected Funds Available**, shows the estimated beginning cash balance for each fund. It is not the beginning fund balance. The second column, **Projected Revenue**, shows the revenue estimated from all sources for each fund. The third and fourth columns, **Fund Transfers In** and **Fund Transfers Out**, show funds transferred from one fund to another fund. The fifth column, Expenditure Programs, shows the level of appropriations for the various departments and division of the City. The last two columns, **Adjustments and Restricted Reserves** show any amounts that are restricted for specific purpose and any adjustments to match each individual fund's ten year plan. **Budget Reserves** shows budget reserves for any other eligible purpose. Projected Funds Available for fiscal year 2010-11 includes any restricted reserves.

The graph below displays the difference between beginning cash balances and ending cash balances for each fund type as well as the total for the City for each fiscal year. This graph displays that cash balances over the biennial budget will be decreasing.

Comparison of Beginning to End Balances
 (in thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Comparative Fund Summary for FY 2009-2010 - ALL FUNDS

(In Thousands)

	Projected Fund Balance	Projected Revenue	Fund Transfers In	Fund Transfers Out	Expenditure Programs 2009-2010 [4]	Adjustments & Restricted Reserves [1]	Projected Fund Balance 06/30/2010
GENERAL FUND	\$6,109	\$62,416	\$6,131	(\$3,404)	\$68,528	\$1,920	\$4,644
SPECIAL REVENUE FUNDS							
Parking Fund	34	267	0	(17)	260	0	24
Rolling Stock Replacement Gas Tax Street Improvement Fund	8,130	0	4,558	0	0	0	12,688 [2]
Local Transportation Fund	2,719	3,488	0	(4,944)	0	0	1,263
Library	593	0	0	(593)	0	0	0
Branch Libraries	432	1,187	731	0	1,858	0	492
CD Block Grant Fund	31	197	0	0	207	0	21
Special Development Fund	1,200	2,125	0	0	2,125	0	1,200
Storm Drain Capital Capital Improvement	0	830	0	0	0	(830)	0
Traffic Impact Fee	0	75	0	(67)	0	0	8
Dana Traffic Impact Fee	7,000	1,700	0	0	8,565	0	135
Park In-Lieu	50	20	0	0	50	0	20
Park Development	1,191	50	0	0	0	0	1,241
General Special Revenue	2,100	350	0	(51)	1,017	0	1,382
TOTAL SPECIAL REVENUE FUNDS	0	272	0	(272)	0	0	0
	23,480	10,561	5,289	(5,944)	14,082	(830)	18,474
ENTERPRISE FUNDS							
Tourism/Convention Fund	136	817	1,945	(52)	2,759	0	87
Storm Drain Utility Fund	290	1,423	0	(55)	1,520	830	968
Municipal Airport Fund	0	3,366	0	(184)	3,016	0	166
Electric Utility Fund	32,200	123,087	0	(2,328)	137,000	9,741	25,700
Water Utility Fund	7,327	17,410	0	(175)	18,570	0	5,992
Wastewater Utility Fund	20,857	60,271	45	(150)	58,048	0	22,975
Solid Waste Collection and Disposal	8,000	15,971	0	(1,118)	16,647	0	6,206
TOTAL ENTERPRISE FUNDS	68,810	222,345	1,990	(4,062)	237,560	10,571	62,094
INTERNAL SERVICE FUNDS							
Information Technology	450	2,206	0	0	2,361	0	295
Fleet Maintenance	250	2,780	0	0	2,910	0	120
Building Maintenance & Construction	424	1,747	0	0	1,783	(214)	174
Records Management	20	311	0	0	307	0	24
Employer Services	32	769	0	0	758	0	43
Geographic Information Services	168	771	0	0	865	0	74
Communications	75	471	0	0	462	0	84
Reprographics	110	639	0	0	650	0	99
Volunteer Services	20	145	0	0	145	0	20
Risk Management	8,106	5,369	0	0	4,698	0	8,777
Employee Benefits Payroll	200	21,540	0	0	21,540	0	200
Employee Benefit Group Insurance	1,000	19,027	0	0	18,754	0	1,273
Redding Municipal Utilities Admin.	200	2,867	0	0	2,855	0	212
TOTAL INTERNAL SERVICE FUNDS	11,055	58,642	0	0	58,088	(214)	11,395
Subtotal	109,454	353,964	13,410	(13,410)	378,258	11,447	96,607
Less: Charges Between Funds	0	(71,580)	0	0	(71,580)	0	0
NET TOTAL	\$109,454	\$282,384	\$13,410	(\$13,410)	\$306,678	\$11,447	\$96,607

[1] This column shows adjustments primarily for use of debt funds and projected budget savings

[2] Funds are continuously appropriated and will be utilized throughout the year. Ending balance will be less.

[3] For detail of Revenue see pages A-10 to A-19

[4] For detail of Expenditures see A-20 to A-22

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Comparative Fund Summary for FY 2009-2010 - ALL FUNDS

	(In Thousands)						Projected Fund Balance
	Projected Fund Balance	Projected Revenue	Fund Transfers In	Fund Transfers Out	Expenditure Programs 2010-2011 [4]	Adjustments & Restricted Reserves [1]	
	07/01/2010	20010-2011 [3]	In	Out	2010-2011 [4]	Reserves [1]	
GENERAL FUND	\$4,644	\$64,811	\$4,620	(\$3,521)	\$69,043	\$2,081	\$3,592 [5]
SPECIAL REVENUE FUNDS							
Parking Fund	24	268	0	(15)	265	0	12
Rolling Stock Replacement	12,688	0	4,574	0	0	0	17,262 [2]
Gas Tax Street Improvement Fund	1,263	3,467	0	(4,092)	0	0	638
Local Transportation Fund	0	0	0	0	0	0	0 [6]
Library	492	1,220	753	0	1,910	0	555 [6]
Branch Libraries	21	202	0	0	213	0	10
CD Block Grant Fund	1,200	2,125	0	0	2,125	0	1,200
Special Development Fund	0						0
Storm Drain Capital	0	860	0	0	0	(860)	0
Capital Improvement	8	80	0	(67)	0	0	21
Traffic Impact Fee	135	1,700	0	0	1,062	0	773 [6]
Dana Traffic Impact Fee	20	40	0	0	0	0	60
Park In-Lieu	1,241	50	0	0	0	0	1,291
Park Development	1,382	400	0	(51)	986	0	745
General Special Revenue	0	273	0	(272)	0	0	1
TOTAL SPECIAL REVENUE FUNDS	18,474	10,685	5,327	(4,497)	6,561	(860)	22,568
ENTERPRISE FUNDS							
Tourism/Convention Fund	87	838	2,023	(57)	2,824	0	67
Storm Drain Utility Fund	968	1,532	0	(30)	1,594	860	1,736
Municipal Airport Fund	166	7,316	0	(115)	7,049	0	318
Electric Utility Fund	25,700	127,565	0	(2,328)	140,790	8,753	18,900
Water Utility Fund	5,992	18,436	0	(175)	16,180	0	8,073
Wastewater Utility Fund	22,975	43,514	45	(150)	35,873	0	30,511
Solid Waste Collection and Disposal	6,206	16,386	0	(1,142)	17,326	0	4,124
TOTAL ENTERPRISE FUNDS	62,094	215,587	2,068	(3,997)	221,636	9,613	63,729
INTERNAL SERVICE FUNDS							
Information Technology	295	2,295	0	0	2,324	0	266
Fleet Maintenance	120	2,824	0	0	2,834	0	110
Building Maintenance & Construction	174	1,775	0	0	1,759	0	190
Records Management	24	321	0	0	316	0	29
Employer Services	43	788	0	0	776	0	55
Geographic Information Services	74	793	0	0	783	0	84
Communications	84	482	0	0	451	0	115
Reprographics	99	646	0	0	669	0	76
Volunteer Services	20	155	0	0	154	0	21
Risk Management	8,777	5,556	0	0	4,820	0	9,513
Employee Benefits Payroll	200	22,217	0	0	22,217	0	200
Employee Benefit Group Insurance	1,273	20,155	0	0	19,844	0	1,584
Redding Municipal Utilities Admin.	212	2,914	0	0	2,905	0	221
TOTAL INTERNAL SERVICE FUNDS	11,395	60,921	0	0	59,852	0	12,464
Subtotal	96,607	352,004	12,015	(12,015)	357,092	10,834	102,353
Less: Charges Between Funds	0	(72,521)	0	0	(72,521)	0	0
NET TOTAL	\$96,607	\$279,483	\$12,015	(\$12,015)	\$284,571	\$10,834	\$102,353

[1] This column shows adjustments primarily for use of debt funds.

[2] Funds are continuously appropriated and will be utilized throughout the year. Ending balance will be less.

[3] For detail of Revenue see pages A-10 to A-19

[4] For detail of Expenditures see A-20 to A-22

[5] General Fund resource is being reduced as planned in 10-year financial plan.

[6] Special Revenue Funds are being spent for intended purpose.

[7] Electric and Solid Waste reserves are being decreased to the desired long term financial plan levels.

[8] Reserves are being used for intended capital projects.

REVENUE ASSUMPTIONS

General Assumptions

- California's economy will continue to slow down through the first half of the fiscal year 2010 and then start to recover. Over all there will be no growth in the economy in fiscal year 2010. In fiscal year 2011 the economy will continue to improve.
- Local construction activity will remain below historic levels in fiscal years 2010 and 2011.
- The inflation rate will be approximately 2.5 percent in fiscal years 2010 and 2011.
- Interest rates associated with City investments will remain relatively constant during fiscal years 2010 and 2011 (approximately 3% to 4%).
- The City of Redding's population will grow by approximately 1.5 percent.
- In general, revenue will grow below its historical average during fiscal year 2010 and start to return to its historical average in fiscal year 2011.

Specific Assumptions

General Fund

- Property tax revenue is assumed to increase by 2.5 percent in fiscal year 2010 and by 3.5% in fiscal year 2011. (Property tax revenue grew at 6.7 percent over the past ten years when adjusted for State changes.)
- There will be no increase in sales tax revenue in fiscal year 2010. In fiscal year 2011 will increase by 4.5 percent. (Sales tax revenue grew, on average, by 5.2 percent per year over the past 10 years ending in fiscal year 2008. However, it is anticipated that fiscal year 2009 will decrease by approximately 8%. It is not anticipated that the economy will improve until the second half of fiscal year 2010.)
- Transient Occupancy Tax (TOT) revenue is assumed to increase by 4.0 percent. (TOT revenue grew, on average, by 6.2% percent per year over the past ten years, however the slower economy is affecting TOT.)
- Revenue from taxes will increase by 4 percent per year. (It is assumed that these taxes will grow at similar rates to TOT.)
- Revenue from licenses and permits, fines and penalties, and from service charges will all increase by 4 percent. (These combined revenues grew by over 10 percent per year between FYE 1999 and FYE 2008. The large increases are due to one-time increases and high building activity, which has decreased over the last two years.)

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

- Revenue from other governmental agencies will increase by 3 percent. (Historical growth rates are erratic.)
- Revenue from internal departments is assumed to increase by 4 percent. (Historical growth rates are erratic, but have consistently been around 4 percent when adjusted for one-time changes.)
- Revenue from the use of money and property is a function of the ending cash balance.
- Other revenue is assumed to increase by 3 percent. (Historical growth rates are erratic.)
- Transfers In are assumed to increase by the rate of inflation and other assumed facts; Transfers Out are based on projections contained in the long-range financial plans for other funds.

Special Revenue Funds

- In general, revenue will increase by the historical rate of growth.

Enterprise Funds

- Electric, Water, Wastewater and Solid Waste rates will increase either as approved by City Council or at rates proposed to City Council.
- Storm Drainage fees are not scheduled to increase.

Internal Service Funds

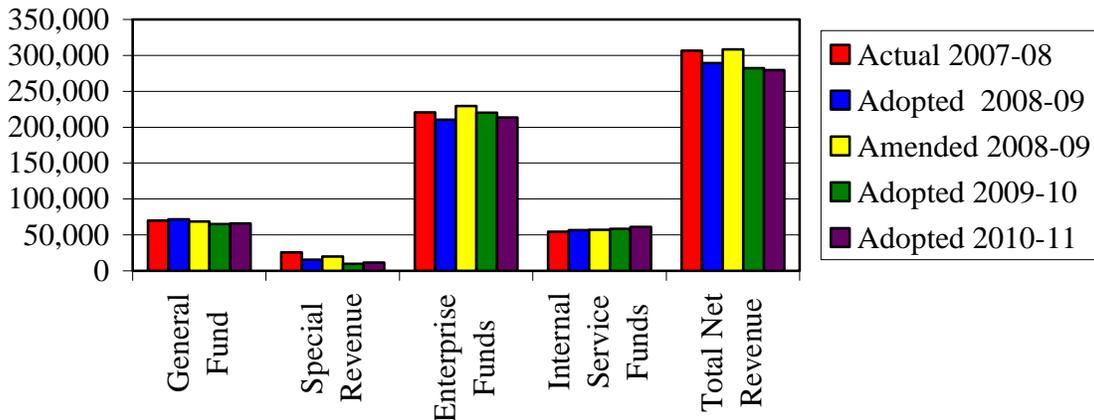
- In general, revenue will be the amounts reflected in other funds as internal service fund expenditures.

COMPARATIVE SUMMARY OF ESTIMATED REVENUES

The following table and graph provide a four-year review of revenues for all funds. The table is divided by fund type and subtotaled for each of the fund types. Within each fund type is the total for each fund. For the General Fund, the total for each type of revenue is included. The detail is provided in the appendix. The first column of this table, **Actual Revenue 2007-08**, shows the actual revenue for each fund. The second column, **Budget Estimate 2008-09**, shows the revenue estimate originally adopted in the budget for the current fiscal year, while the third column, **Revised Estimate 2008-09**, shows the most recent revenue estimate by the Finance Division. This estimate is based on nine month's of history and a three month projection. The final two columns, **Budget Estimate 2009-10** and **Budget Estimate 2010-11**, show the revenue estimates for the next two fiscal years for all funds.

Total net revenue for fiscal year 2009-10 is estimated at \$284,541,930 and for fiscal year 2010-11 is estimated at \$280,078,350. Revenue from Special Revenue Funds total \$9,906,430 and \$11,515,530, respectively, revenue from Enterprise Funds total \$220,272,750 and \$213,657,640, respectively, revenue from Internal Service Funds total \$58,641,860 and 60,921,100, respectively, and General Fund revenue totals \$65,142,600 and \$65,909,520, respectively.

Comparative Summary of Estimated Revenues (in thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

COMPARATIVE SUMMARY OF REVENUE PROGRAMS

	Actual Revenue 2007-2008	Budget Estimate 2008-2009	Revised Estimate 2008-2009	Budget Estimate 2009-2010	Budget Estimate 2010-2011
GENERAL FUND					
Taxes	\$44,300,764	\$49,106,200	\$42,910,200	\$42,639,000	\$44,780,000
Licenses and Permits	1,331,218	1,483,200	1,383,200	1,008,700	1,048,500
Fines, Forfeits, and Penalties	838,822	657,300	859,980	723,000	748,500
Revenue from Internal Departments	12,033,805	11,540,660	9,602,000	12,478,690	10,860,420
Revenue from Other Governmental Agencies	3,179,027	2,368,930	4,578,965	2,052,310	2,101,500
Other Revenues	3,606,256	2,494,150	5,769,480	2,791,800	2,865,000
Charges for Current Services	3,044,387	2,884,330	2,659,750	2,456,100	2,512,600
Revenue from the Use of Money & Property	1,470,841	1,061,000	1,011,000	993,000	993,000
TOTAL GENERAL FUND	69,805,120	71,595,770	68,774,575	65,142,600	65,909,520
SPECIAL REVENUE FUNDS					
Asset Seizure	6,512	0	0	0	0
Parking Fund	329,805	321,350	386,350	249,650	253,050
Rolling Stock Replacement	1,406,300	6,159,460	5,899,600	4,557,930	4,574,490
Gas Tax Street Improvement Fund	1,029,102	36,000	(611,200)	(1,455,710)	(624,540)
Local Transportation Fund	(204,366)	(995,200)	(995,200)	(592,620)	0
Library	1,961,355	2,027,890	1,980,130	1,917,870	1,972,880
Branch Library	229,794	0	207,620	196,970	202,310
CD Block Grant Fund	1,904,013	2,189,310	3,320,090	2,124,940	2,124,940
Special Development Fund	18,907,316	5,571,420	9,866,790	2,906,900	3,011,900
General Special Revenue	0	0	0	500	500
TOTAL SPECIAL REVENUE FUNDS	25,569,831	15,310,230	20,054,180	9,906,430	11,515,530
ENTERPRISE FUNDS					
Tourism/Convention Fund	2,907,340	2,779,810	3,017,240	2,709,930	2,803,090
Storm Drain Utility Fund	1,469,618	1,420,990	1,421,290	1,367,780	1,502,260
Municipal Airport Fund	5,880,881	4,365,260	9,248,250	3,181,900	7,200,700
Electric Utility Fund	154,544,685	128,977,590	142,196,100	120,758,880	125,236,580
Water Utility Fund	17,375,186	17,170,550	17,285,950	17,234,740	18,261,490
Wastewater Utility Fund	21,320,287	39,862,480	39,862,480	60,165,940	43,409,770
Solid Waste Collection and Disposal	16,967,910	15,802,310	16,397,190	14,853,580	15,243,950
TOTAL ENTERPRISE FUNDS	220,465,907	210,378,990	229,428,500	220,272,750	213,657,840
INTERNAL SERVICE FUNDS					
Information Technology	2,337,094	2,409,900	2,409,900	2,206,220	2,295,230
Fleet Maintenance	2,987,381	2,881,580	2,881,580	2,779,610	2,824,250
Building Maintenance & Construction	1,956,382	1,849,930	1,849,930	1,746,560	1,774,550
Records Management	279,362	281,500	281,500	311,050	320,750
Employer Services	1,604,387	769,350	769,350	769,330	788,190
Geographic Information Services	886,957	917,880	917,880	771,260	792,710
Communications	797,623	546,760	546,760	470,630	481,610
Reprographics	786,044	745,050	745,050	638,740	646,150
Volunteer Services	126,564	128,590	128,590	145,220	154,740
Risk Management	5,698,164	5,215,390	5,215,390	5,368,840	5,556,370
Employee Benefits Payroll	18,221,181	20,632,490	20,632,490	21,540,010	22,216,850
Employee Benefit Group Insurance	16,531,359	17,802,460	18,511,610	19,027,110	20,155,230
Redding Municipal Utilities Admin.	2,324,464	2,359,210	2,391,210	2,867,280	2,914,470
TOTAL INTERNAL SERVICE FUNDS	54,536,962	56,540,090	57,281,240	58,641,860	60,921,100
SUBTOTAL - ALL REVENUE	370,377,820	353,825,080	375,538,495	353,963,640	352,003,990
Less: Charges between funds	(63,708,970)	(64,667,720)	(67,231,560)	(71,579,600)	(72,520,810)
NET TOTAL	\$306,668,850	\$289,157,360	\$308,306,935	\$282,384,040	\$279,483,180

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Budget Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
GENERAL FUND				
TAXES				
Property Taxes	\$15,973,810	\$16,511,000	\$16,950,000	\$17,550,000
Sales Tax-Nondedicated	22,220,309	20,016,000	19,650,000	20,950,000
Transient Occupancy Tax	3,989,031	4,149,000	3,890,000	4,045,000
Viacom Cablevision	704,935	715,000	719,000	748,000
Pacific Gas & Electric Co.	262,214	300,000	286,000	297,000
Business License Tax	842,781	906,200	843,000	877,000
Real Property Transfer Tax	307,684	313,000	301,000	313,000
Total Taxes	44,300,764	42,910,200	42,639,000	44,780,000
LICENSES AND PERMITS				
Animal Licenses	68,880	68,000	70,500	73,500
State Animal Fines Collected	9,690	8,000	8,000	8,000
Building Permits	909,877	914,000	577,000	600,000
Engineering Encroachment Permit	47,777	74,000	74,000	77,000
Electical Permits	108,829	122,000	92,000	96,000
Transportation Permit	15,098	27,500	27,500	28,000
Plumbing Permits	82,033	79,500	69,500	72,000
Mechanical Permit	72,477	69,000	69,000	72,000
Engineering Grading Permits	16,557	21,200	21,200	22,000
Total Licenses and Permits	1,331,218	1,383,200	1,008,700	1,048,500
FINES, FORFEITS, AND PENALTIES				
Traffic Safety Fines	653,824	666,480	575,000	594,000
Code Enforcement Fines	64,018	25,000	25,000	26,000
Other Fines & Fees	117,425	159,000	116,000	121,000
Assessment District Delinquent Fines & Fees	3,555	9,500	7,000	7,500
Total Fines, Forfeits & Penalties	838,822	859,980	723,000	748,500
REVENUE FROM INTERNAL DEPARTMENTS				
Overhead Administration Charge	24,110	73,000	6,370	6,270
Fixed Reimbursements	3,429,900	3,380,650	3,493,860	3,580,740
Real Estate Rentals	2,060	0	0	0
Posse Grandstand Repayment	13,037	13,000	13,000	13,000
In-lieu Payment from 821--Muni Airport	95,000	105,000	115,000	125,000
In-Lieu Payment from Division 854-Electric	4,932,060	4,832,000	6,056,000	5,968,000
In-Lieu Payment from Convention Center	75,200	70,000	68,000	68,000
Total Revenue from Internal Departments	8,571,367	8,473,650	9,752,230	9,761,010

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Budget Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
REVENUE FROM OTHER GOVERNMENTAL AGENCIES				
State Grant Operating for General Gov't	421	0	0	0
State Grant Operating for Planning	276	0	0	0
State Grant Operating for Police	931,036	2,239,890	928,810	956,000
State Grant Capital for Police	0	40,000	0	0
State Grant Operating for Fire	173	0	0	0
State Grant Operating for Public Works	2,781	0	0	0
State Grant Capital for Public Works	327,211	167,030	0	0
State Grant Operating for Rec & Culture	9,657	0	0	0
State Grant Capital for Rec & Culture	0	196,100	0	0
State Grant Operating for Rec & Culture	0	0	50,000	50,000
Federal Grant - Operating - Police	69,572	439,315	0	0
Federal Grant - Operating - Fire	50,526	0	0	0
Federal Grant - Capital - Public Works	0	250,000	0	0
Shasta County Grant - Operating - Police	124,604	1,730	0	0
Shasta County Grant-Capital-Rec & Culture	2,571	0	0	0
State Reimbursement	4,979	0	0	0
Reimbursement of Mandated Costs	63,849	51,000	52,500	54,000
POST Grant - Operating - Police	109,203	110,000	110,000	113,300
Home Owner Property Tax Relief	164,911	175,000	160,000	163,000
Motor Vehicle In-Lieu Tax	384,059	430,000	300,000	310,000
State--Off Hwy Vehicle Fees	0	3,000	0	0
Fire Response	1,179	0	0	0
School District Contrib-Operating-Police	429,326	234,000	140,000	144,200
School Contribution-Operating-Fire	25,183	0	0	0
Redding Rancheria Payment	100,000	100,000	100,000	100,000
Contribution RABA - Operating - Police	25,000	0	25,000	25,000
Buckeye Fire Service Dist-Operating-Fire	5,000	5,000	5,000	5,000
Buckeye Fire District - Capital - Fire	200,000	0	0	0
SHASCOM - Payroll	23,077	25,000	25,000	25,000
MPO Revenue-Operating-Public Works	124,433	111,900	156,000	156,000
Total Revenue - Other Government Agencies	3,179,027	4,578,965	2,052,310	2,101,500
OTHER REVENUES				
Late Fees	2,091,580	2,281,000	2,285,000	2,377,000
Mall - Air Conditioning & Heating	3,254	10,000	0	0
Contributions-Operating-Rec & Culture	90,000	90,000	90,000	90,000
Contributions - Operating - Police	7,691	19,850	5,000	5,000
Contributions - Operating - Public Works	213,421	12,950	0	0
Contributions - Operating - Planning	653	103,350	0	0
Contributions-Operating-Rec & Culture	1,200	106,500	0	0
Contributions-Capital-Recreation & Culture	6,554	0	0	0
Sale of Property	288,377	2,757,500	0	0
Loan Proceeds	400,000	0	0	0
Spay/Neuter Surcharge	2,136	2,000	2,000	2,000
Compensation - Loss & Property Damage	39,302	0	10,000	10,000
Miscellaneous Receipts	191,190	177,900	196,000	202,500
Misc. RCAC Donations and Falcom Match \$	80,724	38,680	0	0
Miscellaneous Receipts	190,174	169,750	203,800	178,500
Total Other Revenues	3,606,256	5,769,480	2,791,800	2,865,000

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Budget Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
CHARGES FOR CURRENT SERVICES				
Assessment District Administration Fees	5,568	5,700	5,600	5,600
Planning Permits (Subdivisions)	442,391	486,000	486,000	497,800
Building Plan - Record Fees	16,985	12,500	12,500	13,000
Building Plan - Check Fees	454,945	461,500	412,000	415,000
Fees for Outside Plan Checks	3,370	3,000	3,000	3,100
Plan Check Fees - Fire Department	59,917	85,000	50,000	52,000
Engineering Land Development Fees	341,051	397,930	375,000	375,000
Technology Surcharge	62,717	100,000	75,000	78,000
Sale of Publications	40,645	18,000	17,500	18,200
Building Permit List	4,460	2,000	2,000	2,100
Animal Shelter Fees	8,962	8,000	8,000	8,000
Inspection Fees	2,323	2,000	2,000	2,100
Fingerprint Fees	43,011	42,000	43,000	44,000
Treasurers Fees	0	1,200	500	600
A/D Segregation Fees	0	1,500	500	600
Fire Permits & Fees	56,224	53,000	56,000	59,000
DUI - Emergency Response	63,667	35,000	65,000	68,000
Swimming Pool Receipts	109,688	127,000	110,000	114,000
RAC Swim Shop / Rental	38,674	30,500	40,000	41,500
RAC Admission	81,054	101,000	90,000	94,000
RAC Swim Team	9,515	6,500	10,000	10,000
Swimming Pool Concession	62,963	72,500	65,000	67,000
Other Charges & Fees	666,297	146,920	40,000	41,500
Recreation Sports	102,997	96,000	105,000	109,000
Recreation Classes	81,480	71,500	80,000	83,000
Recreation Camps Trips	78,006	38,000	80,000	80,000
Recreation Fitness	30,245	54,000	30,000	31,000
Recreation Daycare Summer	176,872	196,000	180,000	187,000
Recreation Daycare After School	0	5,000	0	0
Ticket Surcharge on Ticket Sales	0	0	12,000	12,000
Other Fees & Charges	360	500	500	500
Total Charges for Current Services	3,044,387	2,659,750	2,456,100	2,512,600
REVENUE FROM THE USE OF MONEY & PROPERTY				
Rental - Land or Facility	600,226	563,000	600,000	600,000
SHASCOM Base Rent - Police Portion	41,270	41,500	41,500	41,500
SHASCOM Base Rent - Fire Portion	41,270	41,500	41,500	41,500
Investment Income	772,491	350,000	300,000	300,000
Fiscal Agent Investment Income	15,584	15,000	10,000	10,000
Total Revenue - Use of Money & Property	1,470,841	1,011,000	993,000	993,000
General Fund Net Transfers In (Out)	3,462,438	1,128,350	2,726,460	1,099,410
TOTAL GENERAL FUND	69,805,120	68,774,575	65,142,600	65,909,520
ASSET SEIZURE FUND				
Miscellaneous Receipts	3,602	0	0	0
Investment Income	2,910	0	0	0
TOTAL ASSET SEIZURE FUND	6,512	0	0	0

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Budget Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
PARKING FUND				
On-Street Parking Meters	67,906	62,000	62,000	62,000
Off-Street Parking Meters	431	600	500	500
Parking Meter Space & Hood Fees	80	0	0	0
Parking Space Rental & Permit Fees	9,915	3,050	5,000	5,000
Parking Fines & Fees	50,505	51,000	0	0
Repayment of Advances	35,585	0	34,450	37,250
Miscellaneous Receipts	47,703	50,000	50,000	50,000
Fees for Services-Fines,Towing, Etc.	92,881	92,000	92,000	92,000
Investment Income	3,715	1,700	1,700	1,700
Interest on RRA Loan	21,084	36,000	21,000	20,000
Net transfers in (out)		90,000	-17,000	-15,400
TOTAL PARKING FUND	329,805	386,350	249,650	253,050
ROLLING STOCK REPLACEMENT				
Sale of Property	260,756	0	0	0
Miscellaneous Receipts	26,442	0	0	0
Investment Income	398,263	280,000	0	0
Net transfers in (out)	720,839	5,619,600	4,557,930	4,574,490
TOTAL ROLLING STOCK REPLACEMENT	1,406,300	5,899,600	4,557,930	4,574,490
GAS TAX STREET IMPROVEMENT FUND				
State Grant Operating for Public Works	0	420,000	0	0
State Grant Capital for Public Works	1,448,313	0	0	0
Federal - ISTEPA	1,009,965	952,800	1,053,020	950,000
State of California - Section 2105	406,607	562,500	463,000	463,000
Section 2106	371,122	530,500	434,000	434,000
Section 2107	543,472	753,500	660,000	660,000
Section 2107.5	7,500	7,500	7,500	7,500
St AB 2928 (Chpt 91 10/00) AB438 CH113 01	0	729,790	855,940	937,900
Investment Income	17,202	36,000	15,000	15,000
Net transfers in (out)	(2,775,079)	(4,603,790)	(4,944,170)	(4,091,940)
TOTAL GAS TAX IMPROVEMENT FUND	1,029,102	(611,200)	(1,455,710)	(624,540)

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Revised Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
LOCAL TRANSPORTATION FUND				
State Allocations - SB 325	755,831	807,000	0	0
Investment Income	39,804	4,800	0	0
Net transfers in (out)	(1,000,001)	(1,807,000)	(592,620)	
TOTAL LOCAL TRANSPORTATION FUND	(204,366)	(995,200)	(592,620)	0
LIBRARY				
State Grant Operating for Rec & Culture	157,484	80,000	86,540	86,540
Contributions-Operating-Rec & Culture	84,183	0	0	0
Miscellaneous Receipts	973	0	0	0
Library Operations	968,820	997,880	1,005,330	1,035,490
Other Charges & Fees	95,490	42,270	85,000	87,550
Investment Income	12,932	0	10,000	10,300
Net transfers in (out)	641,473	859,980	731,000	753,000
TOTAL LIBRARY	1,961,355	1,980,130	1,917,870	1,972,880
BRANCH LIBRARIES				
State Grant Operating for Rec & Culture	13,937	20,000	12,410	12,410
Contributions-Operating-Rec & Culture	37,333	10,000	0	0
BRANCH LIBRARY-SHASTA COUNTY	139,608	143,800	144,940	149,280
BRANCH LIBRARY-ANDERSON	28,728	29,590	29,820	30,710
Other Charges & Fees	10,188	4,230	9,300	9,600
Investment Income	0	0	500	310
TOTAL BRANCH LIBRARIES	229,794	207,620	196,970	202,310
CD BLOCK GRANT FUND				
Federal-HUD-Operating-Community Developmnt	860,427	1,264,430	924,140	924,140
HOME Funds-Operating-Community Development	292,875	1,335,210	600,500	600,500
Contribution-Operating-Community Developmt	55,000	0	0	0
Miscellaneous Receipts	34	0	0	0
Loan Repayment-Principal	554,101	570,000	470,000	470,000
Loan Repayment-Interest	141,234	150,000	130,000	130,000
Late Payment Charges	342	450	300	300
TOTAL CD BLOCK GRANT FUND	1,904,013	3,320,090	2,124,940	2,124,940

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Revised Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
SPECIAL DEVELOPMENT FUND				
State Grant Capital for Public Works	2,196,795	325,000	0	0
State Grant Capital for Rec & Culture	2,581,700	1,873,580	0	0
Federal Grant - Capital - Public Works	0	(250,000)	0	0
Federal Grant - Operating - Public Works	1,580	0	0	0
Federal Grant - Capital - Public Works	9,299,085	0	0	0
Contributions - Capital - Public Works	18,051	0	0	0
Contributions-Operating-Rec & Culture	33,339	14,800	0	0
Contributions-Capital-Recreation & Culture	2,400	8,000	0	0
Sale of Property	246,531	0	0	0
Miscellaneous Receipts	(26,100)	0	0	0
Traffic Impact Fee	2,158,071	3,100,000	1,700,000	1,700,000
Dana Drive Traffic Impact Fees	15,873	0	20,000	40,000
Fire Facilities	93,216	0	75,000	80,000
Parks Development	764,709	1,700,000	350,000	400,000
Storm Drainage	225,080	544,480	250,000	260,000
Electric Service	113,306	0	60,000	65,000
Park In-Lieu Fees	228,651	280,000	50,000	50,000
Investment Income	829,950	0	520,000	535,000
Fiscal Agent Investment Income	812,924	0	0	0
Net transfers in (out)	(687,845)	2,270,930	(118,100)	(118,100)
TOTAL SPECIAL DEVELOPMENT FUND	18,907,316	9,866,790	2,906,900	3,011,900
GENERAL SPECIAL REVENUE				
Sales Tax-Dedicated to Public Safety	272,517	272,500	272,500	272,500
Net transfers in (out)	(272,517)	(272,500)	(272,000)	(272,000)
TOTAL GENERAL SPECIAL REVENUE	0	0	500	500
TOURISM/CONVENTION FUND				
In House Promotion	360,313	125,000	225,000	225,000
Transient Occupancy Tax	0	400,000	0	0
Federal Grant-Capital-Convention Center	0	74,340	0	0
Miscellaneous Receipts	1,301	3,000	3,080	3,170
Concession Revenue	1,233	0	0	0
Catering Fees	71,827	70,000	72,100	74,270
Rental Fees	204,521	200,000	206,000	212,180
Ticket Surcharge on Ticket Sales	111,014	92,000	227,000	233,810
Other Fees & Charges	199,333	175,000	180,250	185,660
Investment Income	2,201	2,000	2,000	2,000
Fiscal Agent Investment Income	1,323	1,400	1,000	1,000
Net transfers in (out)	1,954,274	1,874,500	1,793,500	1,866,000
TOTAL TOURISM/CONVENTION FUND	2,907,340	3,017,240	2,709,930	2,803,090

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Revised Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
STORM DRAIN UTILITY FUND				
Storm Drainage - Monthly Fee	1,252,619	1,387,130	1,407,870	1,517,960
Miscellaneous Receipts	2,495	0	0	0
Investment Income	125,344	63,860	14,910	14,300
Net transfers in (out)	89,160	(29,700)	(55,000)	(30,000)
TOTAL STORM DRAIN UTILITY FUND	1,469,618	1,421,290	1,367,780	1,502,260
MUNICIPAL AIRPORT FUND				
Hangar Rent	410,237	416,440	472,700	477,000
Tie-Down Rent	23,555	35,300	52,780	53,500
Facilities/Ground Rent	391,536	428,810	558,080	597,970
Ground Lease	205,850	223,890	230,210	236,740
Fuel Concession	127,115	151,000	132,000	134,000
Landing Fees	189,641	210,000	190,000	190,000
Car Rental Concession Fee	245,527	323,000	264,000	264,000
Restaurant & Concession	48,768	46,000	34,000	36,000
Permit Fees	35,776	43,000	45,000	45,000
Automobile Parking	387,165	350,000	390,000	410,000
Miscellaneous Operating Revenue	3,027	1,400	1,400	1,400
Airport Security Fees	1,350	1,800	1,800	1,800
State Grant CAAP	20,000	0	30,000	0
Passenger Facility Charges	185,889	205,000	255,000	255,000
State Grant Capital for Transportation	51,845	63,280	0	75,120
Federal Grant - Operating - Transportation	200,301	272,280	205,000	205,000
Federal Grant - Capital - Transportation	2,896,248	4,646,900	503,500	1,372,750
Federal Grant - Operating - Transportation	76,749	0	0	0
Federal Grant - Capital - Transportation	412,880	2,034,060	0	3,004,850
Contributions - Operating - Transportation	1,567	0	0	0
Loan Proceeds	842,000	0	0	0
Compensation - Loss & Property Damage	165	0	0	0
Miscellaneous Receipts	5,349	440	200	200
Fiscal Agent Investment Income	2,087	650	650	650
Net transfers in (out)	(883,746)	(205,000)	(184,420)	(160,280)
TOTAL MUNICIPAL AIRPORT FUND	5,880,881	9,248,250	3,181,900	7,200,700

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Revised Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
ELECTIC UTILITY FUND				
Returned Check Fee	0	12,000	0	0
Service Reconnect Fee	134,450	130,000	130,000	130,000
Service Connect-Priority	32,741	30,000	30,000	30,000
Site Delivery Fees	3,000	1,000	1,500	1,500
Transfer Fees	60,775	50,000	55,000	60,000
Credit Report Fees	5,285	5,000	5,000	5,000
Bad Debt Collections	109,922	120,000	100,000	100,000
Power Sales Retail	81,916,025	88,700,000	93,400,000	102,100,000
Power Sales Wholesale	52,165,938	41,440,000	12,746,000	12,408,000
Solar Energy Surcharge	660,125	1,000,000	1,000,000	1,000,000
Natural Gas Sales - Wholesale	13,242,044	6,541,000	9,968,000	6,312,000
Accident & Damage Insur.	413,892	355,050	317,000	317,500
Field Service Meter Reading Allocation	607,330	638,440	618,130	673,590
Customer Service Allocation from Utilities	2,720,040	2,925,100	3,105,250	3,315,990
Sale of Property	128,976	299,500	60,000	60,000
MSR Revenue	975	0	0	0
Miscellaneous Receipts	127,009	521,000	51,000	51,000
Investment Income	3,423,287	1,610,000	1,500,000	1,000,000
Net transfers in (out)	(1,207,129)	(2,181,990)	(2,328,000)	(2,328,000)
TOTAL ELECTRIC UTILITY FUND	154,544,685	142,196,100	120,758,880	125,236,580
WATER UTILITY FUND				
Power Sales Retail	14,024,594	14,100,120	14,950,900	15,921,700
Metered Sales - In City	91,597	88,000	88,000	88,000
Fire Service Revenue	59,676	57,000	60,810	64,730
Fire Hydrant Rental	79,418	70,000	70,000	70,000
Off-Site Charges	2,049,142	2,559,200	1,914,430	1,998,480
Service & Meter Installation Fees	37,714	55,000	56,650	58,350
Paving Cut Fees	3,797	5,600	5,980	6,000
Front Footage Charges	28,905	7,000	7,000	7,370
Miscellaneous Operating Revenue	15,318	10,000	10,300	10,610
Real Estate Rentals	308,294	185,000	0	0
Sale of Property	22,890	5,000	5,150	5,300
Miscellaneous Receipts	100	0	0	0
Investment Income	683,650	170,310	190,520	155,950
Interest - 1977 Sewer Sinking Fund	68,791	33,320	50,000	50,000
Net transfers in (out)	(98,700)	(59,600)	(175,000)	(175,000)
TOTAL WATER UTILITY FUND	17,375,186	17,285,950	17,234,740	18,261,490

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Revised Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
WASTEWATER UTILITY FUND				
Sewer Service Charges	17,017,304	17,255,790	18,145,910	19,861,560
Pretreatment Fees	2,481	0	0	0
Off-Site Charges	1,816	0	0	0
Expansion/Improvmt Fees	2,933,424	3,545,940	1,622,290	1,973,930
Sewer Tap Fees	9,900	5,310	7,380	7,560
Front Footage Charges	59,497	31,830	53,520	54,860
Real Estate Rentals	14,597	12,730	16,720	17,140
State Grant Operating for Wastewater	98	0	0	0
State Loan Funds	0	19,000,000	39,500,000	21,025,000
Sale of Property	1,000	0	0	0
Miscellaneous Receipts	17,791	0	90,820	93,090
Investment Income	1,280,289	101,880	834,300	436,630
Net transfers in (out)	(17,910)	(91,000)	(105,000)	(60,000)
TOTAL WASTEWATER UTILITY FUND	21,320,287	39,862,480	60,165,940	43,409,770
SOLID WASTE COLLECTION AND DISPOSAL				
Power Sales Fixed Usage	6,046,597	6,284,160	6,363,940	6,539,200
Commercial Containers	5,307,615	5,594,860	5,496,670	5,661,530
Drop Boxes	1,614,663	1,742,690	1,493,500	1,537,000
Revenue Set Aside for Monitoring Cost	164,172	139,400	143,000	143,000
Special Pickups	9,042	9,380	8,000	8,000
Transfer Charges	1,110,735	1,284,840	978,500	1,007,000
County Reimbursement for HHW and E-Waste	149,213	99,430	97,500	97,500
Miscellaneous Operating Revenue	119,705	87,390	80,260	80,270
Real Estate Rentals	1,880	1,880	0	0
State Grant Operating for Solid Waste	51,651	46,780	0	0
Freon Recovery Program	0	2,630	0	0
Cardboard	358,468	256,250	70,000	70,000
White Paper Recycling	43,968	22,550	23,110	23,700
Glass Recycling	41,741	30,750	32,000	32,800
Curbside Recycling	782,610	543,250	550,000	550,000
Multi-Family Recycling	34,014	20,500	20,000	20,000
Commercial Recycling	17,857	13,330	13,000	13,000
Battery Recycling	5,706	270	270	280
Volunteer Drop Off	261,991	180,710	178,000	178,000
Waste Oil	229	0	0	0
Revenue -- Collected Anti-Freeze	50	260	0	0
Special Handling Scrap Metal	65,338	0	30,000	30,000
Electronic Recycling Revenue	67,604	0	0	0
Miscellaneous Receipts	43,653	41,000	42,000	43,050
Street Cleaning Contract	16,680	16,680	16,680	16,680
Investment Income	541,028	328,500	334,710	334,920
Net transfers in (out)	111,700	(350,300)	(1,117,560)	(1,141,980)
TOTAL SOLID WASTE COLLECTION & DISPOSAL	16,967,910	16,397,190	14,853,580	15,243,950

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2007-2008	Revised Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
INFORMATION TECHNOLOGY				
Data Processing Allocation	2,283,150	2,400,280	2,180,720	2,269,730
Miscellaneous Receipts	32,508	500	500	500
Investment Income	21,436	9,120	25,000	25,000
TOTAL INFORMATION TECHNOLOGY	2,337,094	2,409,900	2,206,220	2,295,230
FLEET MAINTENANCE				
Equipment Rental Charges	2,974,259	2,869,580	2,766,610	2,811,250
Compensation - Vehicle Damage	1,822	10,000	0	0
Miscellaneous Receipts	8,186	0	10,000	10,000
Investment Income	1,344	2,000	3,000	3,000
Net transfers in (out)	1,770			
TOTAL FLEET MAINTENANCE	2,987,381	2,881,580	2,779,610	2,824,250
BUILDING MAINTENANCE & CONSTRUCTION				
Building Maintenance Allocation	1,949,380	1,847,870	1,731,980	1,759,290
Miscellaneous Receipts	1,556	200	2,000	2,000
Investment Income	11,036	1,860	12,580	13,260
Net transfers in (out)	(5,590)			
TOTAL BUILDING MAINTENANCE & CONSTRUCTION	1,956,382	1,849,930	1,746,560	1,774,550
RECORDS MANAGEMENT				
Records Management Allocation	275,000	280,000	310,050	319,750
Non-Recurring	1,769	0	0	0
Miscellaneous Receipts	6	0	0	0
Investment Income	2,587	1,500	1,000	1,000
TOTAL RECORDS MANAGEMENT	279,362	281,500	311,050	320,750
EMPLOYER SERVICES				
Employer Services Allocation	361,700	372,050	392,330	411,190
Legal Services Allocation	1,250,532	377,000	377,000	377,000
Miscellaneous Receipts	2,581	0	0	0
Other Charges & Fees	9,642	20,000	0	0
Investment Income	136	300	0	0
Net transfers in (out)	(20,204)			
TOTAL EMPLOYER SERVICES	1,604,387	769,350	769,330	788,190
GEOGRAPHIC INFORMATION SERVICES				
Geographic Information Services Allocation	877,540	914,680	768,560	790,010
Sale of Publications	2,581	1,200	700	700
Investment Income	6,836	2,000	2,000	2,000
TOTAL GEOGRAPHIC INFORMATION SERVICES	886,957	917,880	771,260	792,710

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

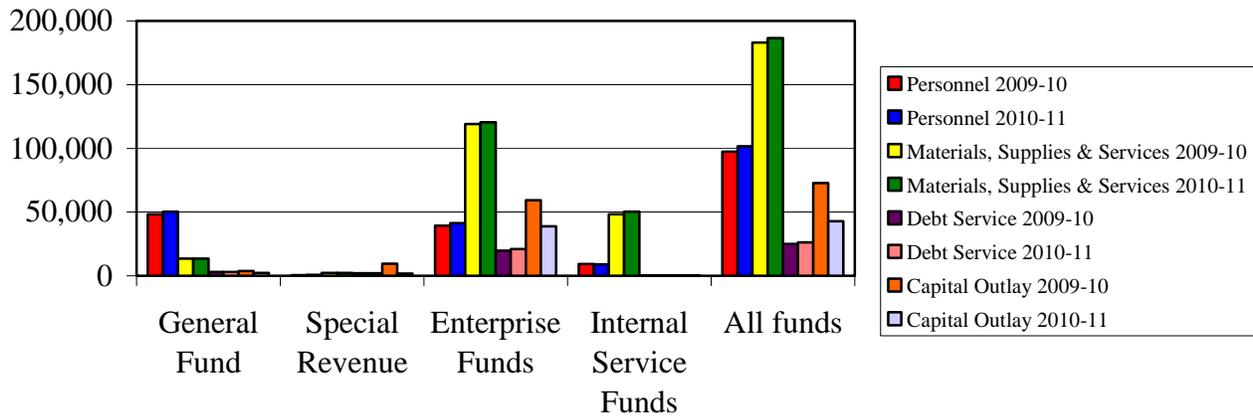
	Actual Revenue 2007-2008	Revised Estimate 2008-2009	Adopted 2009-2010	Adopted 2010-2011
COMMUNICATIONS				
Communications User Charge Allocation	537,190	543,490	456,380	467,070
Miscellaneous Receipts	2,200	500	2,200	2,200
Investment Income	8,591	2,770	12,050	12,340
Net transfers in (out)	249,642			
TOTAL COMMUNICATIONS	797,623	546,760	470,630	481,610
REPROGRAPHICS				
Print Shop Allocation	702,960	743,750	631,290	636,570
Mail Room/Courier Allocation	51,830	0	0	0
Non-Recurring	13,947	0	0	0
Revenue-Service to Outside Accounts	1,714	2,000	0	0
Miscellaneous Receipts	0	0	500	2,000
Investment Income	5,023	3,300	6,950	7,580
Net transfers in (out)	10,570	(4,000)		
TOTAL REPROGRAPHICS	786,044	745,050	638,740	646,150
VOLUNTEER SERVICES				
Volunteer Services Allocation	126,479	128,570	145,220	154,740
Investment Income	85	20	0	0
TOTAL VOLUNTEER SERVICES	126,564	128,590	145,220	154,740
RISK MANAGEMENT				
W/C Reimbursement	3,490,159	3,549,350	3,561,800	3,728,270
Insurance Allocation	1,613,720	1,480,650	1,477,040	1,498,100
Repayment of Advances		0	150,000	150,000
Investment Income	330,977	185,390	80,000	80,000
Net transfers in (out)	263,308		100,000	100,000
TOTAL RISK MANAGEMENT	5,698,164	5,215,390	5,368,840	5,556,370
EMPLOYEE BENEFITS PAYROLL				
Retirement Allocation	14,137,758	16,104,670	16,082,790	16,588,480
Medicare Allocation	739,289	745,970	766,110	795,040
Social Security Allocation	79,225	96,960	81,260	82,080
Public Agency Retirement System (PARS)	3,264,909	3,684,890	4,609,850	4,751,250
TOTAL EMPLOYEE BENEFITS PAYROLL	18,221,181	20,632,490	21,540,010	22,216,850
EMPLOYEE BENEFIT GROUP INSURANCE				
Group Health Allocation	14,549,960	16,495,800	16,500,110	17,596,730
Group Health Contribution-Retired Employee	1,960,064	2,008,810	2,520,000	2,551,500
Investment Income	21,335	7,000	7,000	7,000
TOTAL EMPLOYEE BENEFIT GROUP INSURANCE	16,531,359	18,511,610	19,027,110	20,155,230
REDDING MUNICIPAL UTILITIES ADMINISTRATION				
RMU Admin O/H Allocation	1,138,650	1,203,080	1,357,930	1,404,850
ET/USA Locate Allocation	1,270,510	1,243,130	1,509,350	1,509,620
Other Revenue	2,304	0	0	0
Net transfers in (out)	(87,000)	(55,000)		
REDDING MUNICIPAL UTILITIES ADMINISTRATION	2,324,464	2,391,210	2,867,280	2,914,470

SUMMARY OF EXPENDITURE PROGRAMS - ALL FUNDS

This table provides a summary of projected expenditures for funds by major expenditure categories: Personnel; Materials, Supplies and Services; Debt Service; and Capital Outlay. The table is divided by fund type and within each of the fund types is the department total for that particular fund. The graph below displays this information by percentage of the total expenditure program for each fund type. The graph clearly shows that in the General Fund the majority of the expenditures is on Personnel while in the other funds, except Special Revenue Funds, the majority of the expenditures is on Materials, Supplies, and Services.

The City's total net expenditures for fiscal year 2009-10 are \$306,678,590, of which \$97,560,150 (31.8%) is on Personnel, \$111,325,750 (36.3%) is on Materials, Supplies and Services, \$24,958,060 (8.1%) is on Debt Service, and \$72,834,630 (23.8%) is on Capital Outlay. For fiscal year 2010-11 total net expenditures are \$284,570,710, of which \$101,501,150 (35.7%) is on Personnel, \$114,034,220 (40.1%) is on Materials, Supplies and Services, \$26,089,980 (9.2%) is on Debt Service, and \$42,945,360 (15.1%) is on Capital Outlay. General Fund expenditures total \$68,494,040 and \$69,042,750, respectively; Special Revenue Funds expenditures total \$14,081,810 and \$6,561,010, respectively; Enterprise Funds expenditures total \$237,560,500 and \$221,635,800, respectively; and Internal Service Funds expenditures total \$58,088,040 and \$59,851,960, respectively.

Summary of Expenditure Programs Major Expenditure Categories



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

**SUMMARY OF EXPENDITURE PROGRAMS
FISCAL YEAR 2009-2010**

DEPARTMENTS	Net Personnel Cost	Materials, Supplies, and Services	Debt Service	Capital Outlay	Total
GENERAL FUND					
City Council	148,220	20,720	0	0	168,940
City Clerk	431,410	161,900	0	8,000	601,310
City Manager	514,760	121,590	0	0	636,350
City Treasurer	447,190	92,900	0	0	540,090
City Attorney	520,100	105,720	0	0	625,820
Personnel	453,130	122,340	0	0	575,470
Non-Departmental	382,000	1,119,130	2,984,880	239,010	4,725,020
Finance	1,053,080	268,250	0	0	1,321,330
Police	20,713,550	3,629,090	14,000	271,000	24,627,640
Fire	13,907,710	2,401,310	15,240	0	16,324,260
Development Services	3,769,250	1,039,520	0	578,100	5,386,870
Community Services	1,593,980	904,770	0	93,880	2,592,630
Transportation/Engineering	2,506,230	2,211,840	10,720	2,608,000	7,336,790
Support Services	2,004,240	1,051,080	0	10,000	3,065,320
Subtotal	48,444,850	13,250,160	3,024,840	3,807,990	68,527,840
SPECIAL REVENUE FUNDS					
City Manager	334,940	163,510	0	1,626,480	2,124,930
Police	157,930	33,310	0	0	191,240
Community Services	75,710	1,951,960	1,017,450	36,900	3,082,020
Transportation/Engineering	53,230	31,490	912,980	7,685,920	8,683,620
Subtotal	621,810	2,180,270	1,930,430	9,349,300	14,081,810
ENTERPRISE FUNDS					
Municipal Utilities	13,860,310	24,123,670	5,680,670	51,120,820	94,785,470
Electric Utility	23,206,390	92,340,730	13,793,640	7,658,800	136,999,560
Transportation/Engineering	845,380	1,417,680	199,980	553,000	3,016,040
Support Services	1,487,680	1,193,250	78,500	0	2,759,430
Subtotal	39,399,760	119,075,330	19,752,790	59,332,620	237,560,500
INTERNAL SERVICE FUNDS					
City Clerk	237,700	68,900	0	0	306,600
City Attorney	0	377,000	0	0	377,000
Personnel	1,283,840	44,235,310	0	0	45,519,150
Development Services	653,470	199,820	0	12,000	865,290
Support Services	4,427,970	3,154,030	250,000	332,720	8,164,720
Redding Municipal Utilities Administration	2,490,750	364,530	0	0	2,855,280
Subtotal	9,093,730	48,399,590	250,000	344,720	58,088,040
TOTAL EXPENDITURES	97,560,150	182,905,350	24,958,060	72,834,630	378,258,190
Less: Charges between funds	0	(71,579,600)	0	0	(71,579,600)
NET TOTAL	97,560,150	111,325,750	24,958,060	72,834,630	306,678,590

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

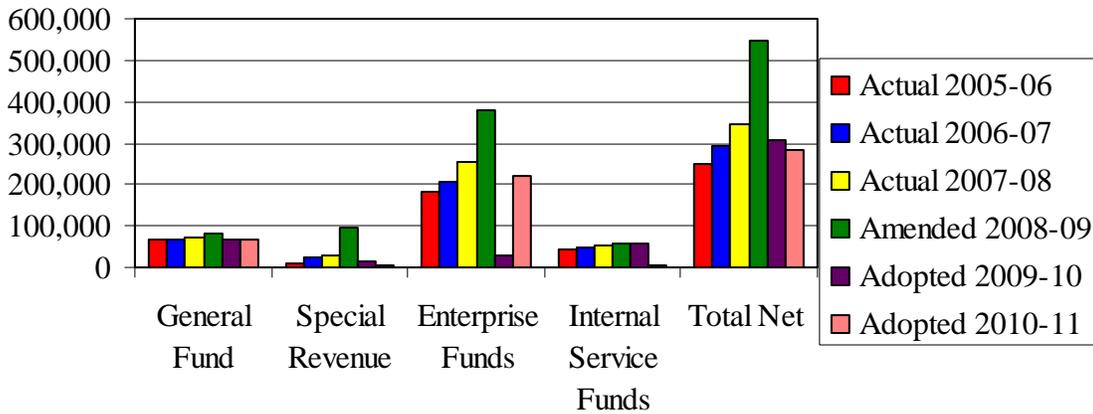
**SUMMARY OF EXPENDITURE PROGRAMS
FISCAL YEAR 2010-2011**

DEPARTMENTS	Net Personnel Cost	Materials, Supplies, and Services	Debt Service	Capital Outlay	Total
GENERAL FUND					
City Council	154,170	20,900	0	0	175,070
City Clerk	453,180	162,760	0	8,000	623,940
City Manager	554,640	123,310	0	0	677,950
City Treasurer	474,070	93,260	0	0	567,330
City Attorney	546,540	107,130	0	0	653,670
Personnel	460,280	126,280	0	0	586,560
Non-Departmental	382,800	1,096,680	2,996,860	213,130	4,689,470
Finance	1,102,860	276,430	0	0	1,379,290
Police	21,605,140	3,707,640	14,000	271,000	25,597,780
Fire	14,533,510	2,498,320	0	0	17,031,830
Development Services	3,836,690	1,062,200	0	578,100	5,476,990
Community Services	1,635,710	915,600	0	20,880	2,572,190
Transportation/Engineering	2,576,080	2,228,490	10,730	1,056,980	5,872,280
Support Services	2,070,180	1,058,220	0	10,000	3,138,400
Subtotal	50,385,850	13,477,220	3,021,590	2,158,090	69,042,750
SPECIAL REVENUE FUNDS					
City Manager	334,660	163,790	0	1,626,480	2,124,930
Police	160,700	33,530	0	0	194,230
Community Services	77,510	2,008,390	986,060	36,900	3,108,860
Transportation/Engineering	54,900	32,210	911,380	134,500	1,132,990
Subtotal	627,770	2,237,920	1,897,440	1,797,880	6,561,010
ENTERPRISE FUNDS					
Municipal Utilities	14,549,250	25,025,590	6,876,810	24,521,460	70,973,110
Electric Utility	24,449,550	92,915,070	13,810,020	9,615,210	140,789,850
Transportation/Engineering	872,590	1,415,570	153,110	4,608,000	7,049,270
Support Services	1,543,730	1,198,830	81,010	0	2,823,570
Subtotal	41,415,120	120,555,060	20,920,950	38,744,670	221,635,800
INTERNAL SERVICE FUNDS					
City Clerk	247,850	68,630	0	0	316,480
City Attorney	0	377,000	0	0	377,000
Personnel	1,323,580	46,110,320	0	0	47,433,900
Development Services	566,350	204,570	0	12,000	782,920
Support Services	4,439,480	3,114,940	250,000	232,720	8,037,140
Redding Municipal Utilities Administration	2,495,150	409,370	0	0	2,904,520
Subtotal	9,072,410	50,284,830	250,000	244,720	59,851,960
TOTAL EXPENDITURES	101,501,150	186,555,030	26,089,980	42,945,360	357,091,520
Less: Charges between funds	0	(72,520,810)	0	0	(72,520,810)
NET TOTAL	101,501,150	114,034,220	26,089,980	42,945,360	284,570,710

COMPARATIVE SUMMARY OF EXPENDITURE PROGRAMS - ALL FUNDS

This table provides a summary of all funds showing the associated expenditures and appropriations over the past five years. The table is divided into fund types and within each of the funds is the associated department. The first three columns, Expended 2005-06, 2006-07 and 2007-08, show actual expenditures for the fiscal years indicated. The fourth column, Budget as Amended 2008-09, shows the appropriation level as amended by the City Council during fiscal year 2008-09. The fifth and sixth columns, Adopted Budget for 2009-10 and 2010-11, show the adopted budget for the 2009-11 biennial budget. The graph compares the data for each fund type and shows the changes that have occurred over this six month period.

**Comparative Summary of Expenditure
 Programs
 (in thousands)**



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

COMPARATIVE SUMMARY OF EXPENDITURE PROGRAMS

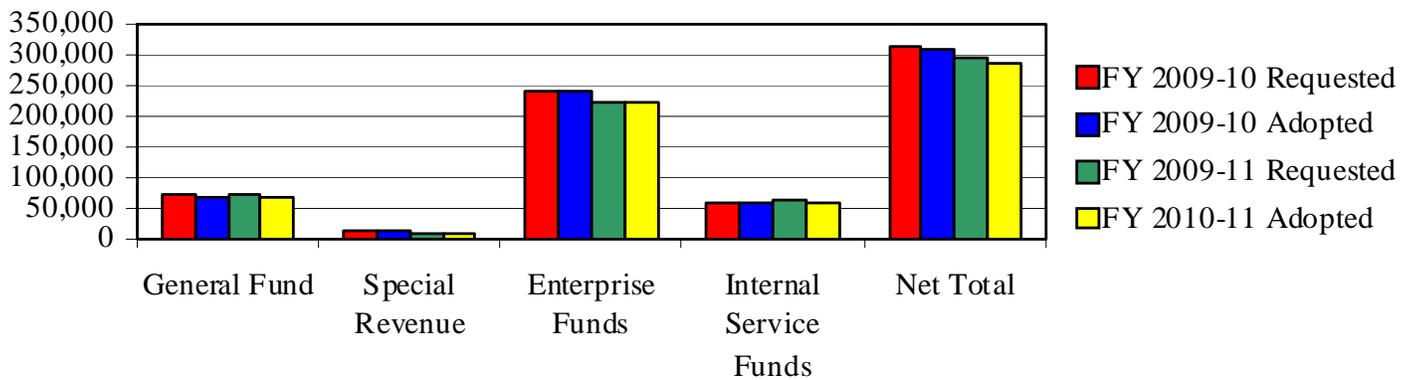
DEPARTMENTS	Expended 2005-2006	Expended 2006-2007	Expended 2007-2008	Budget as Amended 2008-2009	ADOPTED Budget 2009-2010	ADOPTED Budget 2010-2011
GENERAL FUND						
City Council	\$145,303	\$160,742	\$157,835	\$168,500	\$168,940	\$175,070
City Clerk	646,104	698,848	781,046	823,860	601,310	623,940
City Manager	1,083,897	716,750	787,359	827,869	636,350	677,950
City Treasurer	526,412	518,233	531,263	613,315	540,090	567,330
City Attorney	678,991	711,708	629,098	622,350	625,820	653,670
Personnel	526,023	546,923	571,282	561,430	575,470	586,560
Non-Departmental	7,065,036	6,191,380	5,480,548	5,098,925	4,725,020	4,689,470
Finance	1,265,804	1,363,424	1,375,233	1,596,480	1,321,330	1,379,290
Police	22,731,684	24,132,072	25,385,566	28,607,580	24,627,640	25,597,780
Fire	14,260,753	15,023,282	18,128,263	16,633,620	16,324,260	17,031,830
Development Services	5,380,235	5,714,038	6,308,517	6,372,634	5,386,870	5,476,990
Community Services	2,574,502	2,468,740	2,912,927	2,957,570	2,592,630	2,572,190
Transportation/Engineering	8,076,365	6,788,582	6,000,755	15,261,749	7,336,790	5,872,280
Support Services	2,898,796	3,026,485	3,216,079	3,425,064	3,065,320	3,138,400
Subtotal	<u>67,859,905</u>	<u>68,061,207</u>	<u>72,265,771</u>	<u>83,570,946</u>	<u>68,527,840</u>	<u>69,042,750</u>
SPECIAL REVENUE FUNDS						
City Manager	4,885,435	4,382,510	2,258,683	5,852,630	2,124,930	2,124,930
Non-Departmental	914,468	1,743,443	2,400,731	8,816,874	0	0
Police	143,205	151,882	190,683	187,030	191,240	194,230
Community Services	3,350,576	10,914,724	6,056,631	5,461,759	3,082,020	3,108,860
Transportation/Engineering	1,219,309	8,010,014	19,168,304	74,800,648	8,683,620	1,132,990
Subtotal	<u>10,512,993</u>	<u>25,202,573</u>	<u>30,075,032</u>	<u>95,118,941</u>	<u>14,081,810</u>	<u>6,561,010</u>
ENTERPRISE FUNDS						
Municipal Utilities	43,753,924	58,226,853	64,665,333	126,025,140	94,785,470	70,973,110
Electric Utility	134,193,272	141,173,786	180,694,323	239,038,597	136,999,560	140,789,850
Transportation/Engineering	3,067,663	5,401,349	5,106,269	9,419,170	3,016,040	7,049,270
Support Services	2,821,569	2,606,034	2,941,989	4,094,831	2,759,430	2,823,570
Subtotal	<u>183,836,428</u>	<u>207,408,022</u>	<u>253,407,914</u>	<u>378,577,738</u>	<u>237,560,500</u>	<u>221,635,800</u>
INTERNAL SERVICE FUNDS						
City Clerk	260,298	271,979	273,142	311,590	306,600	316,480
City Attorney	88,333	195,739	1,245,016	416,360	377,000	377,000
Personnel	34,538,846	35,667,634	39,999,541	44,570,435	45,519,150	47,433,900
Development Services	603,243	702,104	797,125	910,510	865,290	782,920
Support Services	8,301,637	8,114,206	8,081,469	8,927,987	8,164,720	8,037,140
Redding Municipal Utilities Administration	0	706,761	2,130,550	2,436,204	2,855,280	2,904,520
Subtotal	<u>43,792,357</u>	<u>45,658,423</u>	<u>52,526,843</u>	<u>57,573,086</u>	<u>58,088,040</u>	<u>59,851,960</u>
TOTAL EXPENDITURES	<u>306,001,683</u>	<u>346,330,225</u>	<u>408,275,560</u>	<u>614,840,711</u>	<u>378,258,190</u>	<u>357,091,520</u>
Less: Charges between funds	(54,020,036)	(55,001,772)	(63,708,970)	(67,231,560)	(71,579,600)	(72,520,810)
NET TOTAL	<u>\$251,981,647</u>	<u>\$291,328,453</u>	<u>\$344,566,590</u>	<u>\$547,609,151</u>	<u>\$306,678,590</u>	<u>\$284,570,710</u>

EXPENDITURE – Department Requests

This table provides a summary of all funds showing the requested budget for each department compared to the adopted budget for each fiscal year. The table is divided into fund types and within each of the funds is the associated department.

The following graph displays the difference between each fund’s requested budget and what has been adopted.

**Requested Budget Expenditure Comparisons
 (in thousands)**



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

DEPARTMENT REQUESTS COMPARISON - EXPENDITURES

DEPARTMENTS	Requested FY 2009-2010	Adopted FY 2009-2010	Difference	Requested FY 2010-2011	Adopted FY 2010-2011	Difference
GENERAL FUND						
City Council	\$170,350	\$168,940	(\$1,410)	\$177,350	\$175,070	(\$2,280)
City Clerk	756,600	601,310	(155,290)	788,990	623,940	(165,050)
City Manager	786,210	636,350	(149,860)	825,570	677,950	(147,620)
City Treasurer	589,265	540,090	(49,175)	616,970	567,330	(49,640)
City Attorney	662,030	625,820	(36,210)	694,630	653,670	(40,960)
Personnel	587,800	575,470	(12,330)	603,740	586,560	(17,180)
Non-Departmental	4,855,520	4,725,020	(130,500)	4,856,170	4,689,470	(166,700)
Finance	1,442,580	1,321,330	(121,250)	1,499,700	1,379,290	(120,410)
Police	26,735,620	24,627,640	(2,107,980)	27,278,670	25,597,780	(1,680,890)
Fire	16,813,530	16,324,260	(489,270)	17,534,270	17,031,830	(502,440)
Development Services	5,883,530	5,386,870	(496,660)	6,113,300	5,476,990	(636,310)
Community Services	2,785,750	2,592,630	(193,120)	2,792,180	2,572,190	(219,990)
Transportation/Engineering	7,521,520	7,336,790	(184,730)	6,407,620	5,872,280	(535,340)
Support Services	3,622,398	3,065,320	(557,078)	3,556,612	3,138,400	(418,212)
Subtotal	<u>73,212,703</u>	<u>68,527,840</u>	<u>(4,684,863)</u>	<u>73,745,772</u>	<u>69,042,750</u>	<u>(4,703,022)</u>
SPECIAL REVENUE FUNDS						
City Manager	2,218,860	2,331,510	112,650	2,225,080	2,337,720	112,640
Police	193,640	191,240	(2,400)	196,940	194,230	(2,710)
Community Services	2,875,440	2,875,440	0	2,896,070	2,896,070	0
Municipal Utilities	69,100	69,100	0	71,190	71,190	0
Transportation/Engineering	8,615,730	8,614,520	(1,210)	1,062,970	1,061,800	(1,170)
Subtotal	<u>13,972,770</u>	<u>14,081,810</u>	<u>109,040</u>	<u>6,452,250</u>	<u>6,561,010</u>	<u>108,760</u>
ENTERPRISE FUNDS						
Municipal Utilities	95,611,160	94,785,470	(825,690)	72,041,780	70,973,110	(1,068,670)
Electric Utility	137,024,870	136,999,560	(25,310)	140,986,530	140,789,850	(196,680)
Transportation/Engineering	3,096,290	3,016,040	(80,250)	7,077,340	7,049,270	(28,070)
Support Services	2,762,980	2,759,430	(3,550)	2,838,490	2,823,570	(14,920)
Subtotal	<u>238,495,300</u>	<u>237,560,500</u>	<u>(934,800)</u>	<u>222,944,140</u>	<u>221,635,800</u>	<u>(1,308,340)</u>
INTERNAL SERVICE FUNDS						
City Clerk	310,410	306,600	(3,810)	320,700	316,480	(4,220)
City Attorney	377,000	377,000	0	377,000	377,000	0
Personnel	46,399,400	45,519,150	(880,250)	48,758,830	47,433,900	(1,324,930)
Development Services	962,330	865,290	(97,040)	887,830	782,920	(104,910)
Support Services	8,650,560	8,164,720	(485,840)	8,628,390	8,037,140	(591,250)
Redding Municipal Utilities						
Admin.	2,844,390	2,855,280	10,890	3,191,270	2,904,520	(286,750)
Subtotal	<u>59,544,090</u>	<u>58,088,040</u>	<u>(1,456,050)</u>	<u>62,164,020</u>	<u>59,851,960</u>	<u>(2,312,060)</u>
TOTAL EXPENDITURES						
	<u>385,224,863</u>	<u>378,258,190</u>	<u>(6,966,673)</u>	<u>365,306,182</u>	<u>357,091,520</u>	<u>(8,214,662)</u>
Less: Charges between funds	(72,313,070)	(71,579,600)	733,470	(73,533,465)	(72,520,810)	1,012,655
NET TOTAL	<u>\$312,911,793</u>	<u>\$306,678,590</u>	<u>(\$6,233,203)</u>	<u>\$291,772,717</u>	<u>\$284,570,710</u>	<u>(\$7,202,007)</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

This page left intentionally blank.

GENERAL FUND DOLLARS

The following two pages contain figures that provide a summary of General Fund revenues by major revenue types and expenditures by major areas.

Where It Comes From

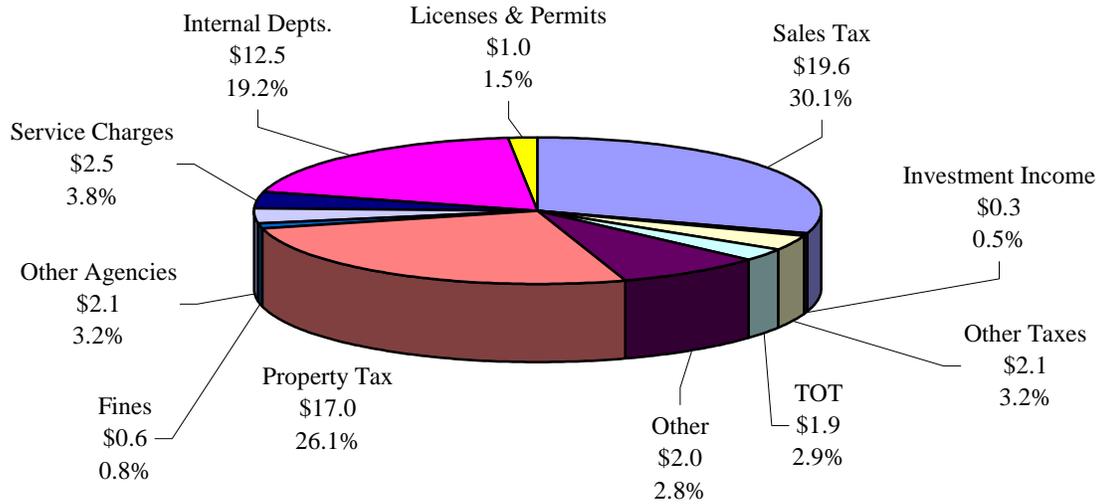
These figures clearly display that the General Fund's main source of revenue comes from sales tax (30.1% and 31.9% respectively). The next largest source of revenue is from property tax (26.1% and 26.7% respectively) followed by internal departments (19.2% and 16.5% respectively). These three sources of revenue make up approximately two-thirds of the City's General Fund.

Where It Goes

These figures clearly display that the Public Safety Programs (Police 35.9% and 37.1% respectively and Fire 23.8% and 22.2%) are the General Fund's largest expenditure areas. Together these two areas make up over half of all General Fund expenditures. The next largest major expenditure is Transportation and Engineering (primarily streets) at 10.7% and 8.6% respectively, followed by Development Services (7.9% and 8.0% respectively) followed by Leisure Services (7.6% and 7.5% respectively) and General Government (7.2% and 7.4% respectively).

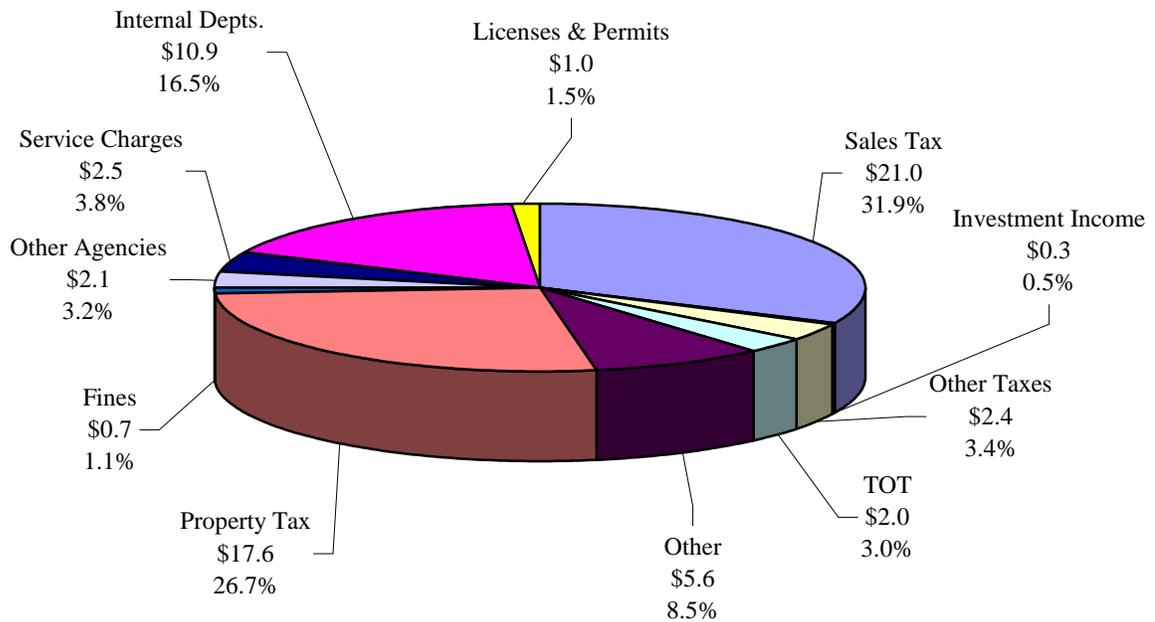
General Fund Dollars FY 2009-10

Where it comes from (In Millions)



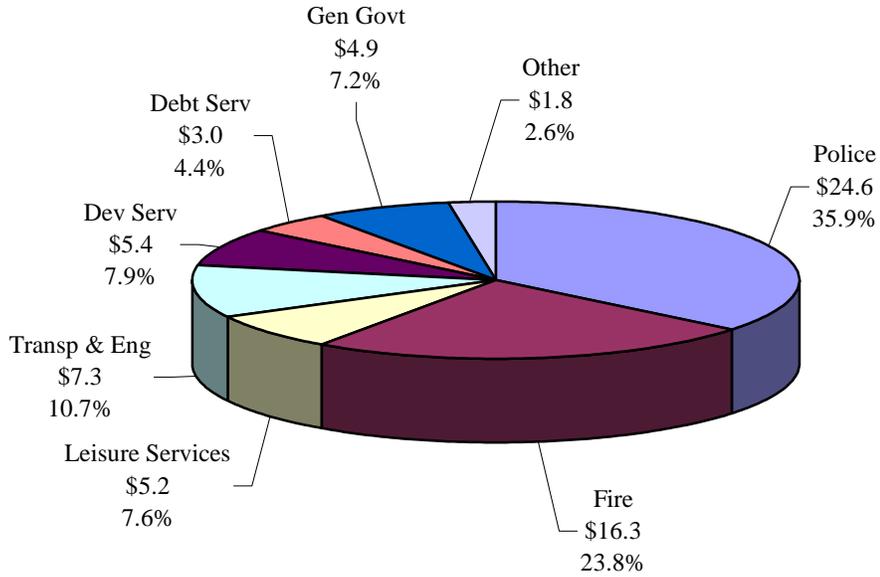
General Fund Dollars FY 2010-11

Where it comes from (In Millions)



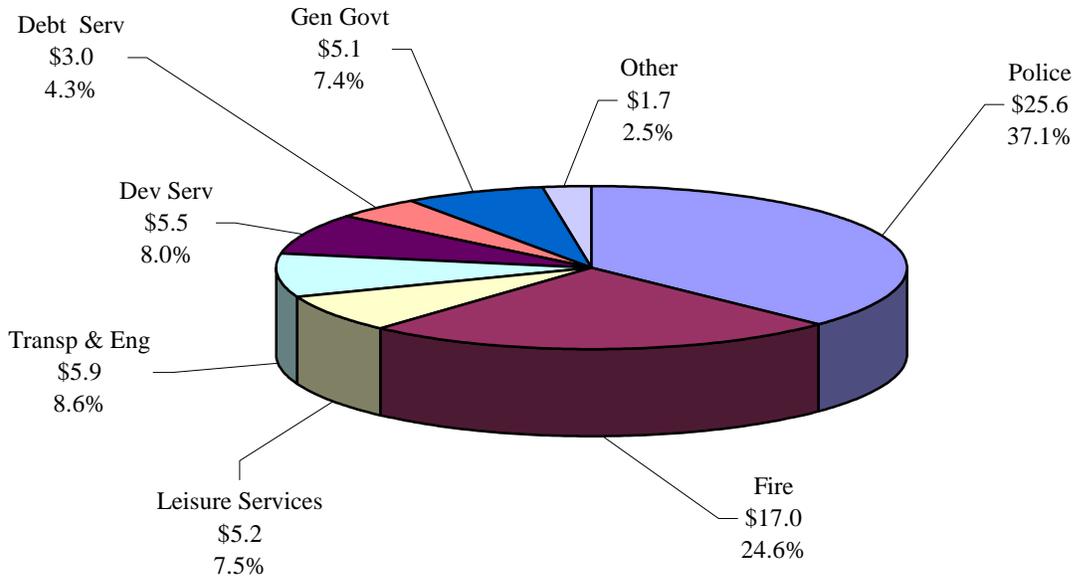
General Fund Dollars FY 2009-10

Where it goes(In Millions)



General Fund Dollars FY 2010-11

Where it goes (In Millions)



EXPENDITURES/REVENUE PER RESIDENT

The following tables display expenditures/revenue per resident for “General City Programs” for the 2009-10 and 2010-11 Adopted Budget compared to the 2008-09 Adopted Budget.

Expenditures

Expenditures per resident are proposed to decline from fiscal year 2008-09 to fiscal year 2009-10 by \$69.87. The decline is due to reductions made in all departments due to the severe global recession. The decrease in expenditures per resident from fiscal year 2009-10 to 2010-11 is due to a reduction in street overlay, slurry seal and maintenance work of \$16.72 per resident. Most other “General City Programs” increased due to increases in salaries and benefits.

Revenue

Revenues per resident are proposed to decline from fiscal year 2008-09 to fiscal year 2009-10 due to the severe global recession. The largest decline is in sales tax (\$69.01 [24%] decline), which reflects the fact that due to the recession residents are spending less. The next largest decrease in revenue per resident is street funding (\$10.08 [14%] decline) due to reduced gas-related tax and the shifting of street funding by the State. In fiscal year 2010-2011 street funding again declines due to less carryover funds and the same reasons mentioned above. In fiscal year 2010-11 most revenue sources increased based on the assumption that the economy will start to improve.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

EXPENDITURES PER RESIDENT*

Program	Adopted 2008-09	Adopted 2009-10	Difference	Adopted 2010-11	Difference
Police	\$ 289.09	\$ 268.44	\$ (20.65)	\$ 277.18	\$ 8.74
Fire	180.74	178.26	(2.48)	184.43	6.16
Administration	63.33	53.99	(9.33)	55.87	1.88
Street Maintenance	75.63	65.52	(10.11)	48.80	(16.72)
General Fund Debt Service	33.05	32.72	(0.33)	32.58	(0.14)
Parks	31.13	27.96	(3.17)	28.31	0.35
Building & Code Enforcement/Permit Center	33.14	28.57	(4.57)	28.85	0.28
Planning	37.23	30.23	(7.00)	30.45	0.22
Engineering	19.20	14.58	(4.63)	14.79	0.21
Recreation	20.89	20.23	(0.66)	19.63	(0.60)
Miscellaneous	15.54	11.69	(3.85)	11.32	(0.36)
Animal Regulation	7.14	7.48	0.34	7.18	(0.31)
Museums	3.92	3.13	(0.79)	3.11	(0.02)
Community Service Administration	7.59	4.94	(2.65)	5.11	0.17
Total	\$ 817.63	\$ 747.75	\$ (69.87)	\$ 747.62	\$ (0.13)

**Based on populations estimates of 90,898 for 2008-09, 91,600 for 2009-10 and 92,350 for 2010-11*

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

REVENUES PER RESIDENT*

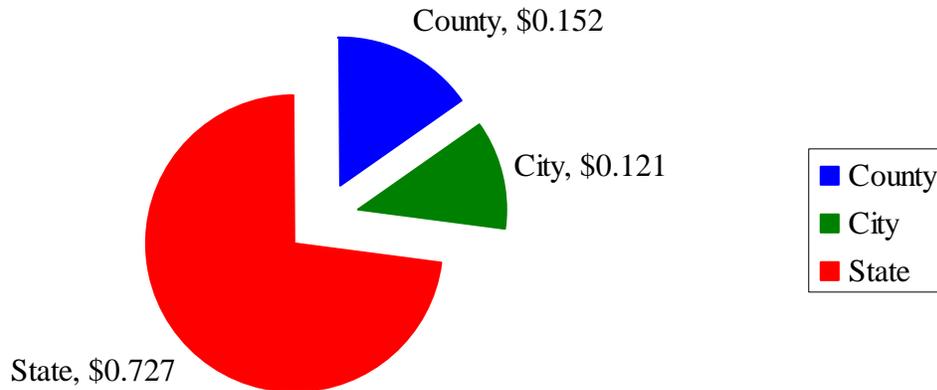
	Adopted 2008-09	Adopted 2009-10	Difference	Adopted 2010-11	Difference
Sales Tax	\$ 283.53	\$ 214.52	\$ (69.01)	\$ 226.85	\$ 12.33
Revenue from City-Owned Business	93.22	106.47	13.24	105.70	(0.77)
Property Tax	183.72	185.04	1.32	190.04	4.99
State of California	20.96	16.94	(4.02)	17.29	0.35
Street Funding	70.53	60.45	(10.08)	44.31	(16.14)
Transient Occupancy Tax (General Fund Portion Or	23.38	21.23	(2.14)	21.90	0.67
Service Fees	31.73	26.81	(4.92)	27.21	0.39
Other Government Agencies	5.10	4.38	(0.73)	4.39	0.01
Licenses and Permits	16.32	11.01	(5.31)	11.35	0.34
Miscellaneous Revenue	18.86	16.10	(2.76)	15.70	(0.40)
Business License Tax	9.97	9.20	(0.77)	9.50	0.29
Franchise Fee	11.17	10.97	(0.19)	11.32	0.34
Fines and Penalties	7.23	7.89	0.66	8.11	0.21
Interest Income	3.85	3.38	(0.47)	3.36	(0.03)
Sales Tax - Public Safety	2.99	2.97	(0.02)	2.95	(0.02)
Miscellaneous Taxes	5.09	3.29	(1.81)	3.39	0.10
Total	\$ 787.65	\$ 700.66	\$ (86.99)	\$ 703.34	\$ 2.68

**Based on populations estimates of 90,898 for 2008-09, 91,600 for 2009-10 and 92,350 for 2010-11*

SALES TAX – WHERE IT GOES

The following pie chart displays for each dollar of sales tax collected in the City of Redding how much of that dollar goes to the State of California, the County of Shasta, and the City of Redding. This graph clearly shows that the State of California receives the majority of the sales tax collected in the City.

Sales Tax - Where it Goes Per \$1 of Sales Tax



SUMMARY OF NET EXPENDITURES

The following two tables provide a summary of projected expenditures, with gross and net from the General Fund by department and division.

The first column, **Adopted Budget**, delineates the recommended appropriation for each General Fund division. The second column, **Estimated Revenue**, delineates the estimated revenue which can be attributed to each division. It does not include revenue which is related to a specific division (e.g. sales tax and property tax revenues.) The third column, **Estimated Net Expenditures**, reflects the difference between gross adopted appropriations and estimated revenues.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

SUMMARY OF NET EXPENDITURES - GENERAL FUND

DEPARTMENTS	ADOPTED Budget 2009-2010	Estimated Revenue & Transfers 2009-2010	Estimated Net Expenditures 2009-2010
City Council	\$ 168,940	\$ -	\$ 168,940
City Clerk	601,310	81,500	519,810
City Manager	636,350	-	636,350
City Treasurer	540,090	29,100	510,990
City Attorney	625,820	12,000	613,820
Personnel	575,470	-	575,470
Finance	1,321,330	25,000	1,296,330
Non-Departmental			
Non-Departmental	992,590	54,114,480	(53,121,890)
Capital Projects	50,000	-	50,000
Animal Regulation	685,550	53,000	632,550
General Fund Debt Service	2,996,880	133,900	2,862,980
Subtotal	<u>4,725,020</u>	<u>54,301,380</u>	<u>(49,576,360)</u>
Police	24,627,640	1,851,240	22,776,400
Fire	16,324,260	6,890	16,317,370
Development Services			
Permit Center	854,700	104,500	750,200
Building & Code Enforcement	1,762,710	1,241,360	521,350
Planning	1,939,910	297,500	1,642,410
Land Development	264,550	95,200	169,350
Engineering & Design	565,000	565,000	-
Subtotal	<u>5,386,870</u>	<u>2,303,560</u>	<u>3,083,310</u>
Community Services			
Recreation	1,853,090	842,520	1,010,570
Museums	286,730	-	286,730
Community Services	452,810	52,000	400,810
Subtotal	<u>2,592,630</u>	<u>894,520</u>	<u>1,698,110</u>
Transportation/Engineering	7,336,790	5,680,960	1,655,830
Support Services			
Purchasing	476,190	-	476,190
Parks	2,561,140	(43,550)	2,604,690
Midtown Mall	27,990	-	27,990
Subtotal	<u>3,065,320</u>	<u>(43,550)</u>	<u>3,108,870</u>
Total General Fund	<u>\$ 68,527,840</u>	<u>\$ 65,142,600</u>	<u>\$ 3,385,240</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

SUMMARY OF NET EXPENDITURES - GENERAL FUND

DEPARTMENTS	ADOPTED Budget 2010-2011	Estimated Revenue & Transfers 2010-2011	Estimated Net Expenditures 2010-2011
City Council	\$ 175,070	\$ -	\$ 175,070
City Clerk	623,940	84,500	539,440
City Manager	677,950	-	677,950
City Treasurer	567,330	30,200	537,130
City Attorney	653,670	12,000	641,670
Personnel	586,560	-	586,560
Finance	1,379,290	25,000	1,354,290
Non-Departmental			
Non-Departmental	967,810	56,214,620	(55,246,810)
Capital Projects	50,000	-	50,000
Animal Regulation	662,800	55,000	607,800
General Fund Debt Service	3,008,860	133,900	2,874,960
Subtotal	<u>4,689,470</u>	<u>56,403,520</u>	<u>(51,714,050)</u>
Police	25,597,780	1,905,600	23,692,180
Fire	17,031,830	(27,960)	17,059,790
Development Services			
Permit Center	842,980	108,100	734,880
Building & Code Enforcement	1,821,620	1,275,300	546,320
Planning	1,973,150	309,400	1,663,750
Land Development	274,240	99,000	175,240
Engineering & Design	565,000	565,000	-
Subtotal	<u>5,476,990</u>	<u>2,356,800</u>	<u>3,120,190</u>
Community Services			
Recreation	1,813,110	870,500	942,610
Museums	287,300	-	287,300
Community Services	471,780	52,000	419,780
Subtotal	<u>2,572,190</u>	<u>922,500</u>	<u>1,649,690</u>
Transportation/Engineering	5,872,280	4,237,840	1,634,440
Support Services			
Purchasing	495,780	-	495,780
Parks	2,614,630	(40,480)	2,655,110
Midtown Mall	27,990	-	27,990
Subtotal	<u>3,138,400</u>	<u>(40,480)</u>	<u>3,178,880</u>
Total General Fund	<u>\$ 69,042,750</u>	<u>\$ 65,909,520</u>	<u>\$ 3,133,230</u>

City of Redding
General Fund Ten-Year Plan

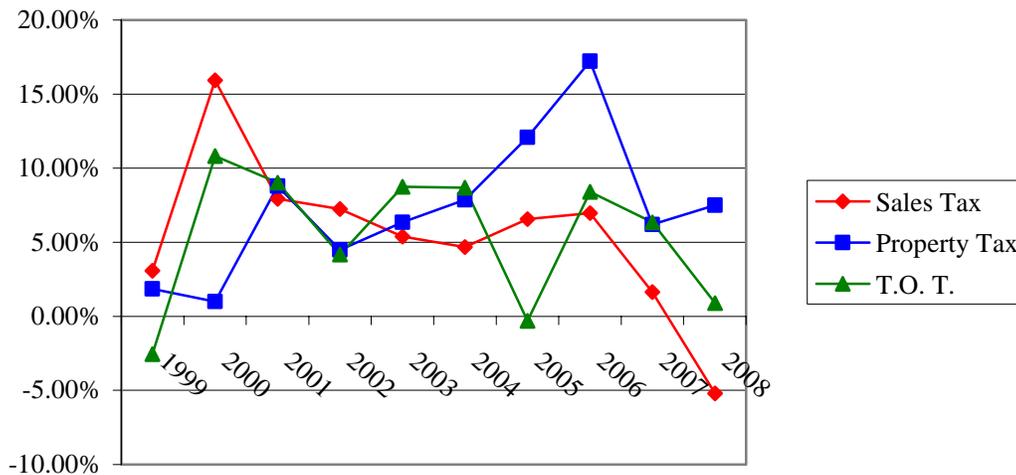
City of Redding General Fund Ten-Year Plan

Budget decisions made today will impact the City’s future by what is accomplished, as well as what resources will be available in the future. Many governments are concerned only with making ends meet this year, giving little thought to what the future will hold. The most profound example of this is probably the State of California, which seems to have a budget crisis every year because of a lack of long-term planning. Many governments become too shortsighted with their budget process, which causes crisis for them down the road. The decisions we make today will have a profound impact on our City’s future.

As a city, we must look ahead at our land use needs and we must also forecast our financial needs in order to avoid serious deficiencies or over-commitments to programs and projects. It is important that we map out our financial future and understand the implications of decisions made today on resources available in the future. In order to develop a better understanding of the City’s financial condition, it is necessary to look at past financial trends and factors and use that information to forecast the impact on the future. The City does this through our Ten-Year Financial Plan. As with any future projection, the plan is only as good as the assumptions it is built on, therefore it is important to have a good understanding of the assumptions on which the plan is predicated. The assumptions used can substantially change the end results of the Ten-Year Plan. Following are the more important assumptions used to develop the Ten-Year Plan.

REVENUES

Sales Tax, Property Tax and Transient Occupancy Tax

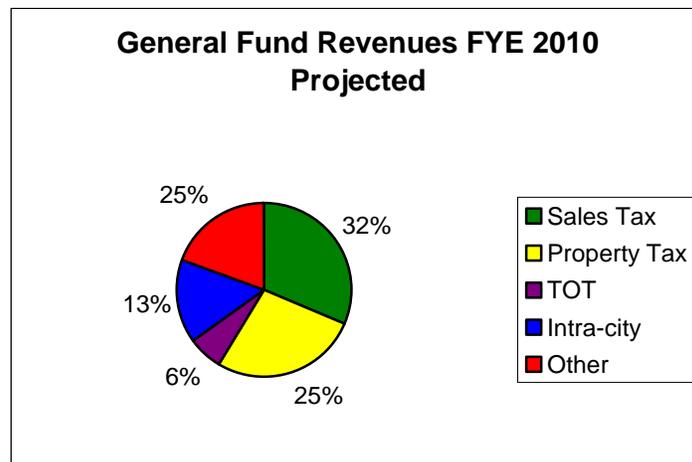


In FYE 2008 sales tax decreased by over 5% and it is expected that sales tax will decrease by about 8% in FYE 2009. For the ten year period ending in FYE 2008 sales tax increased an average rate of 5.4 % per year. However, if fiscal year 2009 projected decrease is included, then the average increase would be 4.3% over the ten years ending in FYE 2009. Staff is projecting that for fiscal year end 2009 there will be no increase in sales tax. Staff is assuming that the recession will continue through the end of the calendar year and then start to improve. The first six months of the year (July to December 2009) while the projected recession continues will be offset by the second half of the fiscal year’s (January to June 2010) when it is projected the economy will improve. After that, staff believes that over the next few years sales tax increases will be closer to the historical averages. Therefore, we are assuming sales tax will increase by 4.5% per year in the Ten-Year Plan for fiscal year 2010-11 and thereafter.

Property tax increases over the last ten years have averaged over 7%, primarily due to large increases in fiscal year 2005 and 2006. If fiscal year 2005 and 2006 are excluded the average increase was 5.5%. There is a time lag in valuing property and collecting taxes, therefore, staff believes that property tax increases will be lower in fiscal year 2010 and 2011 due to the downturn in the economy in fiscal year 2008 and 2009. Staff is assuming that the increase in property taxes will be 2.5% in fiscal year 2010 and 3.5% in fiscal year 2011. In fiscal year 2012 and 2012 staff has used an estimated increase of 5% and a 5.25% increase in property tax in the remainder of the Ten Year Plan.

Transient Occupancy Tax (TOT) increases have been varied over the past ten years, but growth averaged 5.4%. Staff is recommending that a 4% TOT growth rate be used in the Ten-Year Plan.

Other Revenues

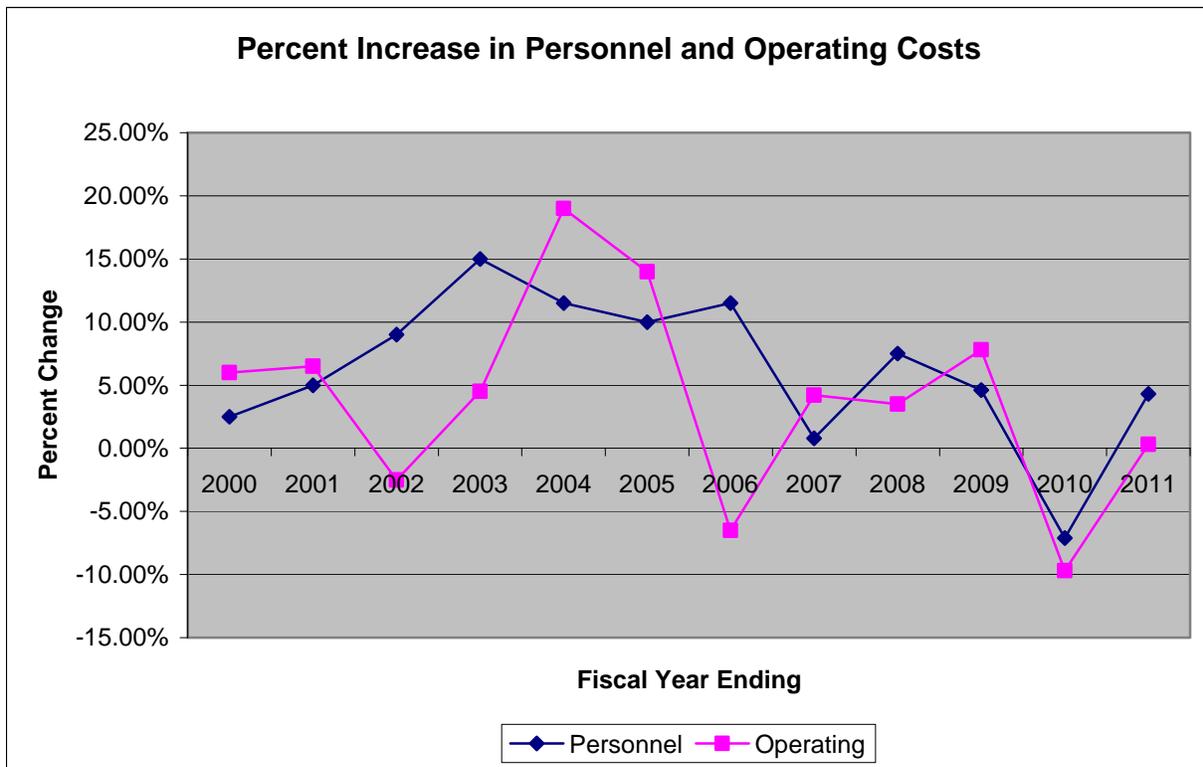


As can be seen from the graph above, sales tax, property tax, transient occupancy tax, and intra-city revenue account for over 75% of the City’s total General Fund Revenue. Therefore, the above discussion covers the majority of the City’s General Fund revenues. Most of the other revenues that are not discussed above are assumed to increase at 3% or 4% per year in the General Fund Ten-Year Plan, which is in line with their historical growth rates but below the City’s overall General Fund revenue growth rate of 4.2% over the past ten years.

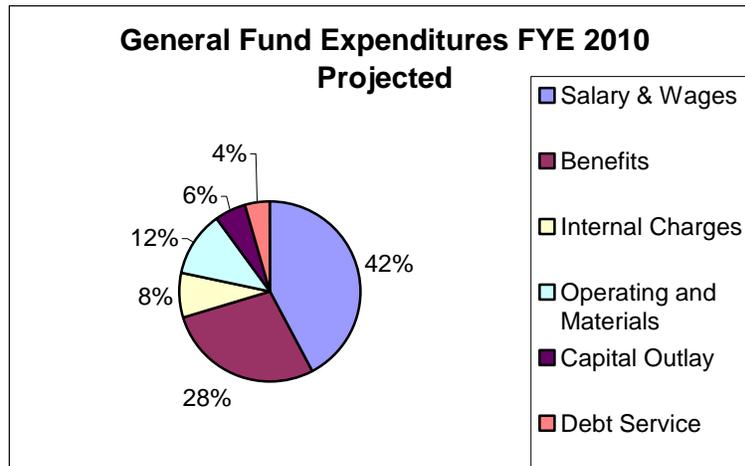
EXPENDITURES

Below is a graph showing the actual and projected percent increase in personnel costs and operating costs for fiscal years 2000 through 2011 (2009 to 2011 are budgeted amounts). As can be seen from the graph, personnel costs increased dramatically over the past few years but are projected to decrease in fiscal year 2010 due to reducing the number of staff. From fiscal year 2000 to 2008 the City's staff increased by over 15%. In fiscal year ending 2010 the adopted budget has 7% less full-time employees than in fiscal year 2008. Most of the reduction in staff is in the General Fund. From 2000 to 2006 the inverse costs are due to adding staff, increased salaries and benefit costs. Benefit costs have more than doubled in that time period. These increased costs have now been built into the Ten-Year Plan and therefore, staff is recommending a 3% growth rate in personnel costs, except medical. It is anticipated that medical costs will increase about 8% per year and, therefore, a blended rate of 3.5% was used for personnel costs in the ten-year plan.

Operating costs have increased by an average of 4.3% per year for fiscal years 1998-2007. However, if the three highest years are ignored, due to large one-time expenditures and grant expenditures in these years, the average increase in operating costs is closer to 2%. Staff is proposing to use a 2.5% growth factor for operating materials and supplies, after fiscal year 2012, as this appears to be in line with historical averages as adjusted and expected for inflation. In fiscal year 2012, staff is recommending no growth in operating materials and supplies due to the current downturn in the economy.



General Fund Expenditures by Category



Summary Ten-Year Plan Assumptions

Following are the adopted changes to the Ten-Year Plan:

1. No projected growth in sales tax for fiscal year ending (FYE) 2010. Thereafter sales tax is projected to grow at 4.5%.
2. In FYE 2010 property tax is projected to grow at 2.5%, in FYE 2011 by 3.5% and in FYE 2012 and 2013 by 5%. Thereafter property tax is projected to grow at 5.25%
3. All other revenue is based on its historical averages, known amounts or if growth rate is erratic, by estimated growth of not more than 4%.
4. Interest income is a function of ending cash balance.
5. Personnel costs are assumed to increase at 3.5%, which is derived from an 8% group insurance increase and 3% other personnel cost increase.
6. In FYE 2010, 2011 and 2012 there is no assumed cost increase in operating costs. In FYE 2013 and thereafter, operating costs are assumed to increase by 2.5%.

GENERAL FUND REVENUE AND ADOPTED EXPENDITURE SUMMARY (in thousands)
 Adopted Budget

7/9/09 11:02 AM

	09-10		Adjusted		10-11		Adjusted		11-12		Adjusted		12-13		Fiscal Year		17-18		18-19		19-20	
	09-10	Adjust.	09-10	Adjusted	10-11	Adjust.	10-11	Adjusted	11-12	Adjusted	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20				
Projected Balance Forward	5,909	0	5,909	4,461	4,461	0	3,428	3,374	3,785	3,920	4,052	4,215	4,350	4,617	5,101							
Projected Revenues	61,454	0	61,454	63,854	63,854	0	66,511	69,382	72,457	75,654	78,996	82,491	86,143	89,970	93,983							
Projected Transfers In	5,992	0	5,992	4,550	4,550	0	4,687	4,827	4,972	5,121	5,275	5,433	5,596	5,764	5,937							
Projected Transfers Out	(3,265)	0	(3,265)	(3,451)	(3,451)	0	(3,597)	(3,727)	(3,861)	(4,000)	(4,145)	(4,294)	(4,449)	(4,610)	(4,776)							
Projected Expenditures	(65,629)	0	(65,629)	(65,987)	(65,987)	0	(67,654)	(70,072)	(73,432)	(76,643)	(79,962)	(83,495)	(87,024)	(90,640)	(93,514)							
Projected Ending Cash	4,461	0	4,461	3,428	3,428	0	3,428	3,374	3,785	3,920	4,052	4,215	4,350	4,617	5,101	6,731						
Ending Cash/Expenditures	6.8%		6.8%	5.2%	5.2%		5.0%	5.4%	5.3%	5.3%	5.3%	5.2%	5.3%	5.6%	7.2%							
Prev. Projection:	5.9%		5.9%	5.1%	5.1%		5.7%	5.9%	6.4%	6.4%	7.4%	8.5%	10.9%	10.2%								

GENERAL FUND PROPOSED EXPENDITURES (in thousands)

Adopted Budget Area	09-10		10-11		Adjusted		10-11		Adjusted		Fiscal Year									
	09-10	Adjust.	09-10	Adjusted	10-11	Adjust.	10-11	Adjusted	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20			
Police Personnel	19,903		19,903	20,892			20,892	21,623	22,380	23,163	23,974	24,813	25,682	26,580	27,511	28,474				
Police Operating	3,710		3,698	3,698			3,698	3,698	3,790	3,885	3,982	4,082	4,184	4,289	4,396	4,506				
Police Capital Outlay	49		49	49			49	49	50	51	53	54	55	57	58	60				
Police Subtotal	23,662	0	23,662	24,639	0		24,639	25,370	26,221	27,100	28,009	28,949	29,921	30,926	31,965	33,039				
Fire																				
Personnel	13,821		13,821	14,534			14,534	15,043	15,569	16,114	16,678	17,262	17,866	18,491	19,139	19,808				
Operating	2,492		2,498	2,498			2,498	2,498	2,560	2,624	2,690	2,757	2,826	2,897	2,969	3,044				
Capital Outlay	15		15	0			0	0	0	0	0	0	0	0	0	0				
Additional 3 man crews																				
Subtotal	16,328	0	16,328	17,032	0		17,032	17,541	18,130	18,739	19,368	20,019	20,692	22,302	23,936	24,744				
Transportation & Engineering																				
Personnel	2,506		2,506	2,576			2,576	2,666	2,759	2,856	2,956	3,059	3,167	3,277	3,390	3,508				
Operating	2,212		2,212	2,228			2,228	2,228	2,284	2,341	2,399	2,459	2,521	2,584	2,648	2,715				
Capital Outlay	2,619		2,619	1,068			1,068	1,068	1,095	1,122	1,150	1,179	1,208	1,239	1,270	1,301				
Subtotal	7,337	0	7,337	5,872	0		5,872	5,962	6,138	6,319	6,505	6,698	6,896	7,099	7,308	7,524				
Recreation & Parks																				
Personnel	3,209		3,209	3,298			3,298	3,413	3,533	3,657	3,785	3,917	4,054	4,195	4,341	4,492				
Operating	1,565		1,565	1,581			1,581	1,581	1,621	1,661	1,703	1,745	1,789	1,833	1,879	1,926				
Capital Outlay	94		94	21			21	21	22	22	23	23	24	24	25	26				
Subtotal	4,868	0	4,868	4,900	0		4,900	5,015	5,175	5,340	5,510	5,685	5,867	6,053	6,245	6,443				
Development Services																				
Personnel	3,769		3,769	3,837			3,837	3,971	4,110	4,254	4,403	4,557	4,717	4,881	5,050	5,226				
Operating	1,040		1,040	1,062			1,062	1,062	1,089	1,116	1,144	1,172	1,202	1,232	1,262	1,294				
Capital Outlay	578		578	578			578	578	592	607	622	638	654	670	687	704				
Subtotal	5,387	0	5,387	5,477	0		5,477	5,611	5,791	5,977	6,169	6,367	6,572	6,782	7,000	7,224				
General Government																				
Personnel	3,950		3,950	4,146			4,146	4,291	4,441	4,597	4,758	4,924	5,096	5,274	5,457	5,646				
Operating	984		984	1,002			1,002	1,002	1,027	1,053	1,079	1,106	1,134	1,162	1,191	1,221				
Capital Outlay	8		8	8			8	8	8	8	9	9	9	9	10	10				
Subtotal	4,942	0	4,942	5,156	0		5,156	5,301	5,477	5,658	5,845	6,039	6,239	6,445	6,657	6,877				
Debt Service	2,997		2,997	3,009			3,009	3,009	3,009	3,009	3,009	3,009	3,009	3,009	3,009	3,009				
Animal Regulation	686		686	663			663	663	680	697	714	732	750	769	788	808				
Museums	287		287	287			287	287	287	287	287	287	287	287	287	287				
Non-Departmental	1,024		1,024	999			999	999	1,024	1,050	1,076	1,103	1,130	1,159	1,187	1,217				
Hiring freeze	(150)		(150)	(300)			(300)	(311)	0	0	0	0	0	0	0	0				
Add back/new positions				0			0	0	0	1,200	2,174	3,181	4,327	4,478	4,633	4,794				
Prepaid PERS savings	(400)		(400)	(400)			(400)	(414)	(428)	(443)	(459)	(475)	(492)	(509)	(526)	(545)				
Other				0			0	0	0	0	0	0	0	0	0	0				
Projected Savings	(1,339)	0	(1,339)	(1,347)	0		(1,347)	(1,381)	(1,430)	(1,499)	(1,564)	(1,632)	(1,704)	(1,776)	(1,850)	(1,908)				
Total Expenditures	65,629	0	65,629	65,987	0		65,987	67,654	70,072	73,432	76,643	79,962	83,495	87,024	90,640	93,514				

GENERAL FUND REVENUE AND ADOPTED EXPENDITURE SUMMARY (in thousands)

Adopted Budget	3,024	3,147	3,247	3,349	3,455	3,565	3,678	3,794	3,914	4,038
----------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

Assumptions

Assumptions	Fiscal Year																		
	09-10	10-11	Adjusted	FY	Adjusted	10-11	Adjusted	10-11	Adjusted	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	
Personnel General	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.03475
O&M & C/O	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.025
Inflation	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03
4% Revenues	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04
Sales tax	1.045	0.95	0.95	1.045	1.02	1.02	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045
Property Tax	1.055	1.055	1.055	1.055	1.045	1.05	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045	1.045
In-Lieu DMV	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06	1.06
Police Personnel	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035
Fire Personnel	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035	1.035
3% Government	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03
Internal Dept	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04	1.04
Interest rate	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
Assumed expenditure savings	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
	0.02																		0

07/09/2009 11:10

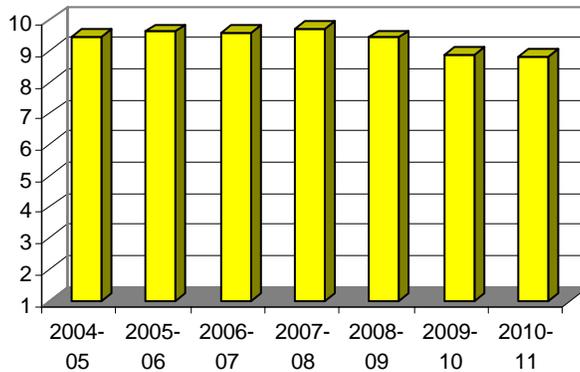
SUMMARY OF AUTHORIZED FULL-TIME POSITIONS

The following table provides a four-year summary of all positions in the City by department. The columns titled “Amended”, show the number of positions authorized as of June 30 for each year. The “Adopted” columns show the number of positions that have been adopted for fiscal years 2009-10 and 2010-11. The graph below the table shows three years’ of history for the number of full-time authorized positions by department.

The table depicts a net decrease of thirty-four (34) employees from the 2008-09 amended budget for fiscal year 2009-10 and a net decrease of nine (9) for fiscal year 2010-11 from fiscal year 2009-10. It should be noted that the reductions in staff approved by City Council in December 2008 are reflected in the 2008-09 amended budget. The reductions in staff approved by City Council in May 2009 are not reflected in the Amended 2008-09 amounts, but are reflected in the Adopted 2009-10 amounts.

There are three new positions being added in fiscal year 2009-10 all in Municipal Utilities. The positions are a maintenance worker in Wastewater, a customer service representative in Redding Municipal Utilities Administration, and a senior plant operator in Water. In fiscal year 2011 there are two new positions being requested. Both positions are in Electric and are required as part of the addition of the Unit Six to the generation portion of the Electric Utility. There are 48 positions being eliminated in this adopted budget, primarily in the General Fund and some internal service funds.

City Employee to Resident Ratio
Employee per 1,000 resident



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

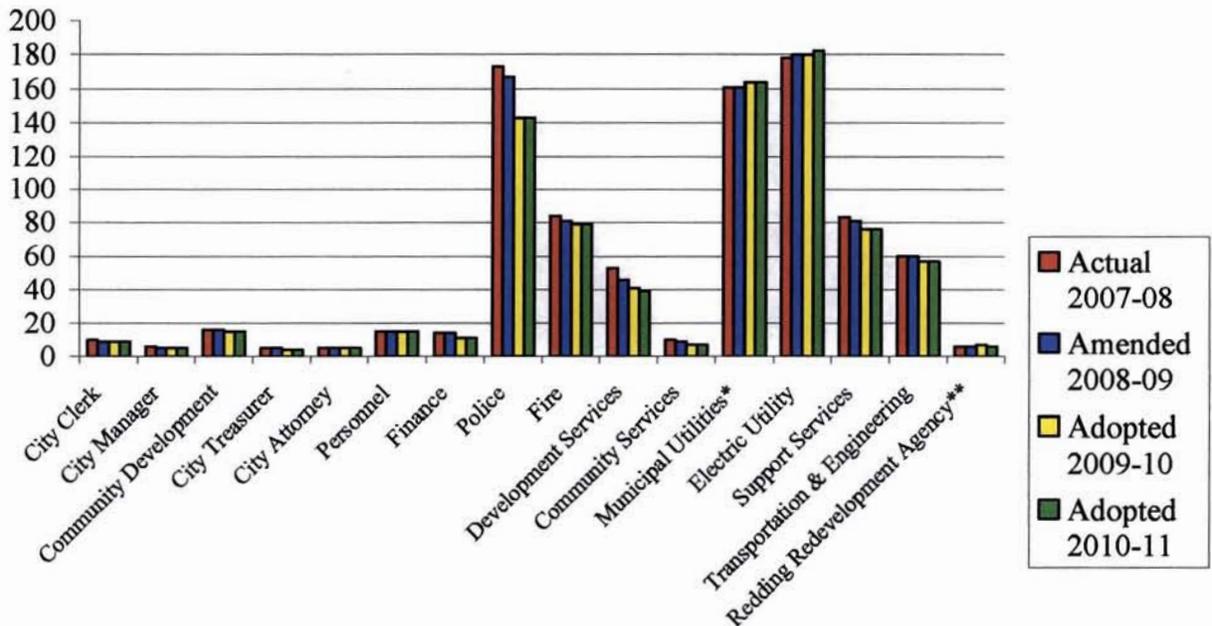
SUMMARY OF AUTHORIZED FULL-TIME POSITIONS

	Amended 2007-2008	Amended 2008-2009	Adopted 2009-2010	Change	Adopted 2010-2011	Change
City Clerk	10	9	9	0	9	0
City Manager	6	5	5	0	5	0
Housing & Community Development	16	16	15	(1)	15	0
City Treasurer	5	5	4	(1)	4	0
City Attorney	5	5	5	0	5	0
Personnel	15	15	15	0	15	0
Finance	14	14	11	(3)	11	0
Police	173	167	150	(17)	143	(7)
Fire	84	81	80	(1)	79	(1)
Development Services	53	45	41	(4)	39	(2)
Community Services	10	9	7	(2)	7	0
Municipal Utilities*	161	161	164	3	164	0
Electric Utility	176	180	180	0	182	2
Transportation/Engineering	60	60	57	(3)	57	0
Support Services	83	81	76	(5)	76	0
Redding Redevelopment Agency**	6	7	7	0	6	(1)
Total	877	860	826	(34)	817	(9)

* Total includes West Central Landfill which is a quasi-autonomous entity.

** Quasi-autonomous entity.

Summary of Authorized Positions



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Summary of Fund Transfers

The following table is a summary of transfers that occur between funds. Each Section shows where the funds are transferring to and where they are transferring from. The General Fund will receive \$6,130,810 in FY 2009-10 and \$4,620,220 in FY 2010-11 from other funds. The General Fund transfers out \$3,404,350 in FY 2009-10 and \$3,520,810 in FY 2010-11 to Enterprise Funds, Rolling Stock Replacement, Equipment Fund, and Library Fund.

	Fiscal Year 2009-2010	Fiscal Year 2010-2011
From: General Special Revenue	\$ 272,000	\$ 272,000
Parking	\$ 17,000	\$ 15,400
Gas Tax Street Improvement Fund	4,944,170	4,091,940
Local Transportation Fund	592,620	0
Special Development Fund	118,100	118,100
Convention Center	47,500	52,500
Municipal Airport Fund	139,420	70,280
To: General Fund	<u>\$ 6,130,810</u>	<u>\$ 4,620,220</u>
From: General Fund	<u>\$ 1,945,000</u>	<u>\$ 2,022,500</u>
To: Tourism/Convention Fund	<u>\$ 1,945,000</u>	<u>\$ 2,022,500</u>
From: General Fund	\$ 587,940	\$ 604,900
Tourism/Convention Fund	4,000	4,000
Electric Utility Fund	528,000	528,000
Water Utility Fund	175,000	175,000
Wastewater Utility Fund	150,000	150,000
Storm Drain Utility Fund	55,000	30,000
Solid Waste Collection and Disposal	1,117,560	1,141,980
To: Rolling Stock Replacement Fund	<u>\$ 2,617,500</u>	<u>\$ 2,633,880</u>
From: Electric Utility Fund	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>
To: Electric Maintenance Fund	<u>\$ 1,800,000</u>	<u>\$ 1,800,000</u>
From: General Fund	<u>\$ 140,410</u>	<u>\$ 140,410</u>
To: Equipment Replacement Fund	<u>\$ 140,410</u>	<u>\$ 140,410</u>
From: Municipal Airport Fund	<u>\$ 45,000</u>	<u>\$ 45,000</u>
To: Wastewater	<u>\$ 45,000</u>	<u>\$ 45,000</u>
From: General Fund	<u>\$ 731,000</u>	<u>\$ 753,000</u>
To: Library	<u>\$ 731,000</u>	<u>\$ 753,000</u>

**SUMMARY OF COST ALLOCATION CHARGES
AND
IN-LIEU PROPERTY TAXES**

The following tables provide a summary of the cost allocation plan and in-lieu property taxes charged to the enterprise funds. The cost allocation plan is the method used to recover the administration cost for the City. In-lieu property taxes are charged to certain City-owned utilities instead of property tax for City-owned property.

Cost Allocation and In Lieu Charges are being allocated to the following funds:

	Cost Allocation Charge FY 2009-10	Cost Allocation Charge FY 2009-10	In Lieu Property Tax FY 2009-10	In Lieu Property Tax FY 2010-11
Special Revenue Parking	\$ 7,670	\$ 7,900		
Special Revenue Library	\$ 6,930	\$ 7,140		
Airport Fund	151,600	156,150	115,000	125,000
Convention/Tourism Fund	107,370	110,590	68,000	68,000
Electric Utility	1,305,980	1,345,150	6,055,950	5,968,220
Water Utility	434,330	441,370	-	-
Wastewater Utility	518,620	528,180	-	-
Storm Drainage Utility	29,800	30,690	-	-
West Central Landfill	53,370	54,970	-	-
Solid Waste Utility	552,950	563,520	-	-
Redding Municipal Utility Administration	49,680	51,170	-	-
CDBG	21,060	21,700	-	-
Housing Authority	38,130	39,270	-	-
RRA	123,140	126,820	-	-
RABA	93,230	96,120	-	-
Total	<u>\$ 3,493,860</u>	<u>\$ 3,580,740</u>	<u>\$ 6,238,950</u>	<u>\$ 6,161,220</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

SUMMARY OF INTERNAL SERVICE FUND CHARGES

The following table summarizes the Internal Service Fund Charges for the City. Internal Service Fund Charges are assessed from other City divisions in order to recover the cost of providing services to those City divisions. Several of these services are reproduction, information systems, health and dental coverage, workers compensation, general liability, payroll taxes and associated costs and central records management.

Internal Service Fund		Adopted 2008-2009	Adopted 2009-2010	Adopted 2010-2011
Building Maintenance	General Fund	\$ 938,970	\$ 862,190	\$ 877,550
	All Other City	881,070	856,050	840,690
	Related entities	44,730	40,370	41,050
	Subtotal	<u>1,864,770</u>	<u>1,758,610</u>	<u>1,759,290</u>
Information Systems	General Fund	973,770	841,800	877,610
	All Other City	1,380,560	1,297,160	1,348,740
	Related entities	45,950	41,760	43,390
	Subtotal	<u>2,400,280</u>	<u>2,180,720</u>	<u>2,269,740</u>
Reprographics	General Fund	412,160	345,670	355,080
	All Other City	280,240	241,830	236,780
	Related entities	51,350	43,790	44,710
	Subtotal	<u>743,750</u>	<u>631,290</u>	<u>636,570</u>
Fleet Maintenance	General Fund	963,870	907,360	922,000
	All Other City	1,902,120	1,857,140	1,887,120
	Related entities	3,590	2,110	2,130
	Subtotal	<u>2,869,580</u>	<u>2,766,610</u>	<u>2,811,250</u>
Risk Management	General Fund	2,744,570	2,539,380	2,577,120
	All Other City	2,133,550	2,276,150	2,396,640
	Related entities	100,150	102,300	103,450
	Subtotal	<u>4,978,270</u>	<u>4,917,830</u>	<u>5,077,210</u>
Records Management	General Fund	151,080	163,130	167,870
	All Other City	116,080	132,020	136,600
	Related entities	12,840	14,900	15,280
	Subtotal	<u>280,000</u>	<u>310,050</u>	<u>319,750</u>
Communications	General Fund	409,850	363,940	368,980
	All Other City	108,880	73,410	78,220
	Related entities	24,760	19,020	19,870
	Subtotal	<u>543,490</u>	<u>456,370</u>	<u>467,070</u>
Health & Dental	General Fund	8,055,920	7,889,560	8,372,350
	All Other City	7,398,490	7,995,100	8,558,060
	Related entities	305,020	325,320	329,390
	Subtotal	<u>15,759,430</u>	<u>16,209,980</u>	<u>17,259,800</u>
GIS	General Fund	558,130	407,730	429,410
	All Other City	280,200	291,500	286,840
	Related entities	76,470	72,910	73,770
	Subtotal	<u>914,800</u>	<u>772,140</u>	<u>790,020</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Internal Service Fund		Adopted 2008-2009	Adopted 2009-2010	Adopted 2010-2011
Volunteer Services	General Fund	75,230	83,200	88,670
	Funds	49,930	57,990	61,580
	Related entities	3,390	4,030	4,490
	Subtotal	<u>128,550</u>	<u>145,220</u>	<u>154,740</u>
Employer Services	General Fund	202,300	224,880	235,670
	Funds	158,730	156,040	163,570
	Related entities	11,020	11,410	11,950
	Subtotal	<u>372,050</u>	<u>392,330</u>	<u>411,190</u>
Legal Services	General Fund	42,200	27,200	27,200
	Funds	118,000	93,000	93,000
	Related entities	16,500	16,500	16,500
	Subtotal	<u>176,700</u>	<u>136,700</u>	<u>136,700</u>
Payroll Taxes & Benefits	General Fund	11,425,820	11,395,820	11,798,280
	Funds	8,698,650	9,537,220	9,771,990
	Related entities	347,790	364,340	364,190
	Subtotal	<u>20,472,260</u>	<u>21,297,380</u>	<u>21,934,460</u>
Totals	General Fund	26,953,870	26,051,860	27,097,790
	Funds	23,506,500	24,864,610	25,859,830
	Related entities	1,043,560	1,058,760	1,070,170
	Total	<u>\$ 51,503,930</u>	<u>\$ 51,975,230</u>	<u>\$ 54,027,790</u>

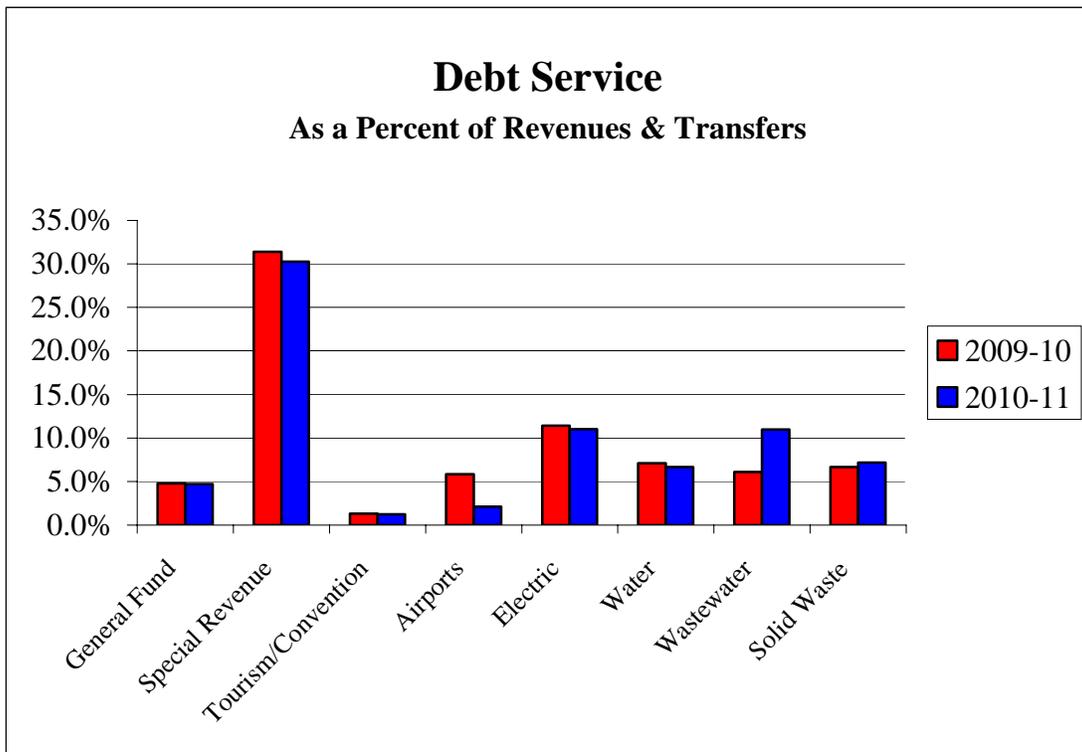
The following table outlines charges to other divisions for administrative/overhead charges.

Charging Department		Adopted 2008-2009	Adopted 2009-2010	Adopted 2010-2011
Redding Municipal				
Utilities Administration	General Fund	\$ 392,120	\$ 372,290	\$ 380,650
	All Other Funds	<u>2,054,090</u>	<u>2,494,990</u>	<u>2,533,820</u>
	Subtotal	<u>2,446,210</u>	<u>2,867,280</u>	<u>2,914,470</u>
Utility Customer Service	General Fund	-	-	-
	All Other Funds	<u>2,925,100</u>	<u>2,720,040</u>	<u>2,925,100</u>
	Subtotal	<u>2,925,100</u>	<u>2,720,040</u>	<u>2,925,100</u>
Utility Field Service	General Fund	-	-	-
	All Other Funds	<u>638,440</u>	<u>607,330</u>	<u>638,440</u>
	Subtotal	<u>638,440</u>	<u>607,330</u>	<u>638,440</u>
Totals	General Fund	392,120	372,290	380,650
	All Other Funds	<u>5,617,630</u>	<u>5,822,360</u>	<u>6,097,360</u>
	Total	<u>\$ 6,009,750</u>	<u>\$ 6,194,650</u>	<u>\$ 6,478,010</u>

SUMMARY OF LONG TERM DEBT

The table on the following page provides a summary of all Long Term Debt, Revenue Bonds, Certificates of Participation and other Long Term Debt agreements. For each of these debt types, the table provides the balance as of June 30, 2009 and the principal payment that will be made in fiscal years 2009-10 and 2010-11. Long term debt for the City totals \$289,210,280; none of which is subject to the City legal debt limit of \$286,996,000. The remainder of the City’s debt is being serviced by revenues primarily from enterprise funds and is not subject to the legal debt limit.

The graph below displays debt service as a percent of revenues and transfers in for the General Fund and the Enterprise Funds.



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Summary of Long Term Debt as of June 30, 2009

	06/30/2009 Balance	FY 09-10 Interest Payment	FY 09-10 Principal Payment	FY 10-11 Interest Payment	FY 10-11 Principal Payment
<u>Revenue Bonds</u>					
2003 Lease Revenue Bonds, Series A:					
Convention Center					
Capital Improvements	\$ 351,980	\$ 15,860	\$ 19,240	\$ 15,240	\$ 19,950
Airport Capital Improvements	555,010	25,010	30,340	24,030	31,460
2003 Water Revenue Bonds, Series A	10,525,000	457,490	765,000	432,630	785,000
2002 Wastewater Revenue Bonds, Series A	16,060,000	563,630	1,365,000	508,030	1,415,000
2004 Lease Revenue Bonds, Series B:					
Corporation Yard Refinancing	6,290,000	288,640	335,000	277,750	345,000
Sports Park Improvements	440,000	20,150	80,000	17,550	85,000
Fire Station #8	1,335,000	61,270	70,000	58,990	75,000
Transfer Station	4,040,000	183,830	720,000	160,430	740,000
2007 Lease Revenue Bonds, Series A:					
Stillwater Park	10,825,000	452,930	210,000	444,530	220,000
Streets Projects	9,080,000	372,980	540,000	351,380	560,000
Total Revenue Bonds	<u>\$ 59,501,990</u>	<u>\$ 2,441,790</u>	<u>\$ 4,134,580</u>	<u>\$ 2,290,560</u>	<u>\$ 4,276,410</u>
<u>Certificate of Participation (COP)</u>					
2005 Electric System Revenue COP	\$ 30,700,000	\$ 1,507,480	\$ -	\$ 1,507,480	\$ -
2008 Electric System Revenue COP	157,585,000	7,291,160	4,995,000	7,172,540	5,130,000
Total Certificates of Participation	<u>\$ 188,285,000</u>	<u>\$ 8,798,640</u>	<u>\$ 4,995,000</u>	<u>\$ 8,680,020</u>	<u>\$ 5,130,000</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Other Long-Term Debt

	06/30/2009 Balance	FY 09-10 Interest Payment	FY 09-10 Principal Payment	FY 10-11 Interest Payment	FY 10-11 Principal Payment
<u>Lease Purchase Agreements</u>					
<i>The following debt is serviced by the General Fund:</i>					
SHASCOM Facility	\$ 1,563,010	\$ 70,440	\$ 85,430	\$ 67,660	\$ 88,560
2003 Aquatic Center	2,795,000	130,810	70,000	128,540	70,000
2003 Sports Park	2,500,000	144,140	50,000	142,250	55,000
2004 Civic Center Refunding	8,180,000	368,030	335,000	357,980	350,000
2004 Park Projects	4,830,000	200,850	735,000	178,800	760,000
2001 California Loan - Police and Fire	15,510	-	15,240	-	-
<i>The following debt is serviced by the Airport Fund:</i>					
1984 California Airport Loan - Municipal Airport	3,550	330	3,550	-	-
1985 California Airport Loan - Municipal Airport	2,690	200	1,350	100	1,340
1997 California Airport Loan - Benton Airport	27,100	1,490	27,100	-	-
1998 California Airport Loan - Municipal Airport	19,130	960	9,560	480	9,570
1998 California Airport Loan - Municipal Airport	27,350	1,310	8,740	890	9,300
2007 California Airport Loan - Municipal Airport	810,030	42,280	33,640	40,520	35,400
<i>The following debt is serviced by the Wastewater Utility Fund:</i>					
California Wastewater Loan	20,649,920	567,300	1,158,420	1,191,060	1,644,660
Total Revenue Bonds	<u>\$ 41,423,290</u>	<u>\$ 1,528,140</u>	<u>\$ 2,533,030</u>	<u>\$ 2,108,280</u>	<u>\$ 3,023,830</u>

SUMMARY OF CAPITAL PROJECTS

The following table lists the capital projects that have been proposed for the fiscal years 2009-10 and 2010-11 biennial budget. All capital projects are included in the long range financial plans for each fund. This is important to ensure that each fund will stay solvent and to ensure that on-going costs related to capital projects can be maintained (i.e. operating expenses and personnel costs).

Definitions:

Capital Outlay

Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, plant, plant improvements, projects, infrastructure, and all other tangible assets that have initial useful lives extending beyond one year and cost more than \$5,000.

Capital Project

A permanent, physical addition to the City's assets including the design, construction, and/or purchase of land, building, facilities or major renovations. Capital projects do not include the direct purchase of equipment, vehicles or machinery, unless part of a larger project.

Comments on Cost of Operations – references from pages 58 to 60

1. On-going cost of maintenance for project is minimal and will be absorbed into the division's operating budget.
2. These are remodel or improvement projects to existing City assets and the operating costs are included in the existing budget.
3. The Clear Creek Plant Expansion is an on-going project that will be completed in phases over the next few years. Some additional costs are included in the budget, but the remainder will be covered by increases in growth related revenues.
4. The Electric Utility Mapping project will require the reclassification of an existing position to be responsible for the additional requirements of this program.
5. This project is related to capacity growth and the additional operation cost will be covered by the increase in fees from capacity.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

SUMMARY OF CAPITAL OUTLAY PROJECTS

	Adopted 2007-2008	Adopted 2008-2009	Cost of Operations See Page
GENERAL FUND			
Pavement Mainenance	52,000	52,000	2
Slurry/Chip Sealing	950,000	648,980	2
Overlay Projects	1,250,000	0	2
Sidewalk Repair Program	200,000	200,000	2
Total General Fund	2,452,000	900,980	
SPECIAL DEVELOPMENT FUND			
Traffic Impact Fee Capital			
Replace Diestelhorst Bridge	193,920	0	2
Master Plan Update	30,000	32,500	2
Quartz Hill Widening Snow?Keswick	30,000		1
Placer Airpark to Boston	7,200,000	0	1
Small Plan Line Studies	0	50,000	1
Airport Road Plan Line	22,000	0	1
Victor Avenue Widening	100,000	0	1
Hilltop/I-5 O-C, Engrng & CALTRANS Permit	10,000	0	1
Traffic Impact Fee Capital Subtotal	7,585,920	82,500	
Dana Traffic Impact Fee Capital			1
Traffic Signal Victor/Old Alturas	50,000		
Dana Traffic Impact Fee Capital Subtotal	50,000	0	
Total Special Development Fund	7,635,920	82,500	
MUNICIPAL AIRPORT FUND			
Airports Administration			
Terminal Remodel	410,000	0	2
Reconstruct General Aviation Apron	0	245,000	2
Contract Cargo Apron	120,000	1,200,000	1
Runway safety area	0	1,600,000	1
REMODEL			
HILLSIDE AVIATION BLDG	5,000	0	1
Fuel Farm Repair	5,000	1,563,000	2
Security & Emergency Systems Upgrade	7,000	0	2
Landscaping projects in the City	6,000	0	1
Total Municipal Airport Fund	553,000	4,608,000	

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

SUMMARY OF CAPITAL OUTLAY PROJECTS

	Adopted 2007-2008	Adopted 2008-2009	Cost of Operations See Page
ELECTIC UTILITY FUND			
Land and Land Rights	9,600	9,800	1
Station Equipment & Controls	107,000	110,200	2
Poles - Towers - Fixtures	433,800	446,800	2
Overhead Conductors & Devices	454,400	468,000	2
Overhead Services	62,400	64,300	2
Underground Conduits	59,000	60,700	2
Underground Conduct & Devices	1,688,900	1,739,600	2
Underground Services	115,000	118,400	2
Transformers	878,400	904,700	2
Meters	167,100	172,100	2
Street Lighting	61,500	63,400	2
Interconnections	136,200	140,300	2
New Extensions	184,700	190,200	5
Buckeye Hydro Generation-05	186,700	1,200,000	2
Unit 2 Generator Upgrade and Modification	171,200	591,400	2
AMI-SMART METERS-05	400,000	0	2
RPP Security Improvements	37,450	26,750	2
Asphalt Paving	5,000	0	2
Control System Upgrade	201,700	0	2
Electric Utility Mapping Program	50,000	0	4
Stillwater BP	2,000,000	3,200,000	5
Unit 3 Control System Upgrade	186,700	0	2
Communications Upgrade	0	50,000	2
Enclose marshalling area, extend roof	0	50,000	2
Total Electric Utility Fund	7,596,750	9,606,650	
WATER UTILITY FUND			
Structure & Improvements	12,500	13,100	2
Transmission & Distribution Mains	167,000	0	2
Services	25,100	26,200	2
Meters	50,200	54,600	2
Hydrants	16,000	16,700	2
Buckeye Hydrants	5,000	5,000	2
Minor Extensions & Overs	100,000	104,500	2
Upgrade Electric Controls	100,000	100,000	2
Replace Undersized Service Mains	627,000	750,000	2
Replace Primary Water Mains	502,000	750,000	2
Replacement of Water Mains - City Staff	167,200	0	2
Replace P.B. Services Throughout City	100,000	0	2
Well Redevelopment	0	109,200	2
UPDATE			
1989 MASTER WATER PLAN	500,000	0	2
Foothill Water Plant Expansion or Improvmt	0	500,000	5
Vault Relocations	450,000		2
Pump Station Repair and Replacement	550,000	300,000	2
Buckeye Water Plant	150,000	156,750	2
PS-1 Raw Water Line	2,500,000	0	2
Purchase Water Rights	250,000	250,000	2
Buckeye Project	0	150,000	2
Total Water Utility Fund	6,272,000	3,286,050	

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

SUMMARY OF CAPITAL OUTLAY PROJECTS

	Adopted 2007-2008	Adopted 2008-2009	Cost of Operations See Page
WASTEWATER UTILITY FUND			
Structure & Improvements	185,000	190,000	2
Minor Extensions & Overs	1,120,000	1,152,000	2
Inflow/Infiltration	668,000	680,000	2
Lift Station Improvement	771,700	793,300	2
Westside Phase I Interceptor	0	3,925,630	2
Master Plan Update	700,000	0	2
Mary Street Sewer	2,420,000	0	2
Highway 44 Wastewater Undercrossing	3,275,000	0	2
RELIEF SEWERS FOR REDDING	325,500	335,000	2
Boulder Creek Interceptor	15,000,000	0	5
Structure & Improvements	954,610	981,340	2
Clear Creek Plant Expansion	17,605,000	5,124,100	3
STILLWATER WWTP	0	7,000,000	5
Total Wastewater Utility Fund	<u>43,024,810</u>	<u>20,181,370</u>	
STORM DRAIN UTILITY FUND			
Minor Storm Drain Projects	250,000	250,000	2
Total Storm Drain Utility Fund	<u>250,000</u>	<u>250,000</u>	
SOLID WASTE COLLECTION AND DISPOSAL			
Investment Plan	100,000	200,000	1
Total Solid Waste Collection & Disposal	<u>100,000</u>	<u>200,000</u>	
City Total	<u>67,884,480</u>	<u>39,115,550</u>	

HISTORY AND LOCALE OF THE CITY OF REDDING

Geography

The City of Redding is located in Shasta County at the northern tip of California's fertile Sacramento Valley. Surrounded by majestic mountains on three sides, the City offers spectacular scenery and an abundance of recreational opportunities. The Sacramento River, which winds its way through the center of Redding, also adds to the unique beauty of the City. Shasta Lake, 11 miles to the north, is the region's most impressive body of water with a shoreline of over 365 miles. It was created 60 years ago by the construction of Shasta Dam, a 602 foot structure that harnesses three rivers. The natural beauty of the area helps to attract many tourists to Redding.

Early History

The City of Redding, now 120 years old, was incorporated in 1887. The first settlers were trappers who arrived in the early 1800's. Among the first permanent residents of Redding was Pierson B. Reading. His subsequent discovery of gold in the late 1840's brought a flood of miners to the hills that surround the Redding area.

After the mining boom ended, the construction of Shasta Dam in the late 1930's and early 1940's brought a new wave of immigrants to the area. As a result, Redding's population more than doubled in the ten years between 1930 and 1940. The construction projects also brought economic prosperity to the area. Following World War II, wood products, agriculture, and tourism became Redding's primary industries. Today, these industries continue to dominate the local economy.

Government and Services

Redding is governed and serviced by five elected members of a city Council. A City Mayor is chosen from among the Council members. The City is administered by an appointed professional City Manager.

The City of Redding provides a variety of services for residents including water, storm drainage, wastewater, and solid waste disposal, electricity, police and fire protection, and recreation programs. The city also operates two airports, a municipal bus service, and a convention center.

REPORTING ENTITY AND ITS SERVICES

This report includes all of the funds of the City. Financial information for separate legal entities related to the City of Redding includes the Redding Housing Authority, Redding Redevelopment Agency, Redding Area Bus Authority, the Redding Joint Powers Financing Authority and the Redding Capital Services Corporation. All are accounted for in the City's financial statements in accordance with Governmental Accounting and Financial Reporting Standards. Component unit financial reports are on file with the City.

City Council members in separate sessions serve as the governing board of the Redding Joint Powers Financing Authority, the Redding Capital Services Corporation and Redding Redevelopment Agency. All five members of the City Council sit on the eight-member governing board of the Redding Area Bus Authority and the six member Housing Authority's board. City staff provides accounting and administrative services to all five agencies. Additional detail is provided in Note 1, Subparagraph A of the financial statements.

Redding is a full-service city. This includes public safety (police and fire), highways and streets, public improvements, planning and zoning, recreation and parks, airports, convention and auditorium facility, utilities (electric, water, wastewater, storm drainage, and solid waste collection and disposal), and general administrative services.

LOCAL ECONOMY

The growth and health of an area's economy can be determined by monitoring a wide variety of indicators. Listed below are some of these indicators in the Redding area.

Population Characteristics

The City was one of the fastest growing cities in California between 1970 and 1990, growing to 66,462 residents in 1990 from 16,659 in 1970. Since 1990 the City's population growth has been approximately 1% to 2% per year. The City's population of 90,491 has increased 11.9% over the 2000 U.S. Census tabulation. The City's population represents approximately 50% of Shasta County's population. The following table indicates population growth for the City and Shasta County from 1970 to 2008:

Year	City of Redding		Shasta County	
	Population	Annualized Percent Change over Interval	Population	Annualized Percent Change over Interval
1970	16,659	3.40%	77,640	9.67%
1980	41,995	15.21%	119,449	5.38%
1990	66,432	5.83%	147,036	2.31%
2000	80,865	2.17%	163,256	1.10%
2001	82,543	2.08%	165,669	1.48%
2002	84,560	2.44%	169,300	2.19%
2003	85,703	1.35%	172,000	1.59%
2004	87,280	1.84%	175,705	2.15%
2005	88,459	1.35%	178,197	1.42%
2006	89,162	0.79%	179,835	0.92%
2007	89,682	0.58%	180,666	0.46%
2008	90,491	0.90%	182,236	0.87%

Source: 1970-2000 data from U.S. Census; 2001-2007 data from the California State Department of Finance as of January 1

The City's population, over the next 10 years, is projected to grow by approximately 9,416 an increase of approximately 10.4%. The Redding area is expected to maintain approximately 50% of the total Shasta County population because of a variety of factors that will support urban development, including utilities (wastewater, storm drainage, water, electric, and solid waste), employment, regional shopping, transportation services, and reduced commuting.

Housing Costs

Housing in the City is less costly than in many other urban areas in the State of California and on the West Coast. The following table sets forth the median price of housing in other urban areas of California as compared to Redding as of June 2008:

Region	Median Home Price
Redding	\$255,000
Sacramento	\$179,000
Los Angeles County	\$415,000
Orange County	\$470,000
San Francisco	\$760,000

Source: California Association of Realtors & Shasta County Board of Realtors

Industry and Employment

Extracting timber and the processing of wood by-products, together with agriculture, tourism, and government, have historically been the major sectors of employment in the City. However, the City's economic base has diversified to a regional service economy supported by retail and wholesale trade plus educational, recreational, medical, and government services for an area covering several counties.

The major non-local government employers in the City and the County include those in medical services, heavy forest products, and retail services. Major employers in the City of Redding, their products or services, and the approximate number of their respective full time employees as of June 2008 are listed in the following table:

Employer	Product/Services	Employees
Shasta County (*)	County Services	1,923
Mercy Medical Center	Medical Facilities/Services	1,600
City of Redding (**)	City Services	873
Shasta Regional Medical Center	Medical Facilities/Services	700
Shasta Community College	Education	700
Blue Shield of California	Health Care Insurance	430
Wal Mart	Retail	375
Redding Rancheria	Casino/Redding Rancheria	370
United States Post Office	Postal Service	300
Shasta Head Start	Early Childhood Education	257

(*) Full –time equivalent budgeted positions. This includes employees who work outside of the City.

(**) Full-time budgeted positions. In 2007-08 there were 840 full-time and 343 part-time/temporary positions filled.

Source: Derived from the Employment Development Department's (EDD) listing of the top employers in Shasta County.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

According to the State Employment Development Department, the unemployment rate of the City's metropolitan area was 9.20 percent on June 30, 2008. The following table sets forth the number and rate (expressed as a percentage) of unemployed persons living within the City's metropolitan area for the month of June 1999 through June 2008:

Fiscal Year Ending June 30	Labor Force	Unemployment Number	Rate
1999	73,100	5,100	7.0%
2000	75,700	4,400	5.8%
2001	77,300	4,400	5.7%
2002	82,600	5,700	6.9%
2003	84,000	6,300	7.5%
2004	84,000	6,300	7.5%
2005	83,100	5,900	7.1%
2006	84,400	5,300	6.3%
2007	84,800	6,000	7.1%
2008	87,500	8,100	9.2%

Source: State Department of Employment

Construction Activity

For the past ten calendar years ending December 2007, the City issued building permits valued at a total of \$1,470,377,861. New construction over the ten-year period represents 73% of the total construction activity. For the 2007 calendar year 3,380 building permits were issued, with a total permit valuation of \$124,086,638. Current trends indicate that the construction activity in the City of Redding is expected to decline in the coming year.

The following table sets forth the value and number of permits for new single and multiple family dwellings and businesses located in the City for the last three calendar years:

	2005	2006	2007
Value Single Family*	\$120,544,146	\$55,897,416	\$41,725,144
Number of Permits	720	587	204
Value Multi-dwellings	\$14,892,727	\$12,019,895	\$15,488,613
Number of Units	216	131	195
Value Business	\$32,379,315	\$38,299,649	\$31,378,290
Number of Permits	68	63	50
Value Total all Permits	\$222,735,090	\$170,142,515	\$124,086,638
Total permits **	4,645	3,885	3,380

* Value of new Construction only
 ** Does not include number of units for multi-dwellings
 Source: COR Development Services Department

Commerce

The City is a regional center of commerce for several Northern California counties. This is evidenced by its many shopping centers and malls. Support for retail sales is derived from a retail trade area population of approximately 181,000 in the primary trade area and approximately 250,000 in the secondary trade area. The primary trade area consists of the metropolitan urban area, including the cities of Redding, Shasta Lake, and Anderson. The secondary trade area consists of Shasta, Trinity, and Tehama counties.

Taxable transactions in the City were approximately \$1.9 billion in calendar year 2007, a 5.7% decrease over the same period for 2006.

Year	Taxable Transactions (In Thousands)	Taxable Transactions Percentage (In Thousands)
1997	1,165,153	4.2%
1998	1,198,000	2.8%
1999	1,327,370	10.8%
2000	1,453,052	9.5%
2001	1,561,842	7.5%
2002	1,652,064	5.8%
2003	1,748,793	5.9%
2004	1,898,286	8.5%
2005	2,046,597	7.8%
2006	2,104,055	2.8%
2007	1,983,496	-5.7%

Source: California State Board of Equalization

Transportation

The City enjoys a strategic location on U.S. Interstate Highway 5, the principal transportation artery running north-south from Mexico to Canada. The City is also bisected by State Highway 299 and State Route 44, key east-west transportation arteries in Northern California.

The City is served by the Union Pacific Railroad and Amtrak for rail transportation. Greyhound serves the City with bus service. United Express Airlines and Horizon Air provide air service from Redding Municipal Airport to cities throughout California and the Pacific Northwest.

“THE RIDE” is the City’s multi-bus transportation system and offers thirteen different fixed routes, rural service and demand response (curb-to-curb) services. THE RIDE had an average total monthly ridership of approximately 61,300 for fiscal year 2007-08.

Utilities

Electricity, solid waste collection and disposal, water, storm drainage, and wastewater services are provided by enterprise operations owned and operated by the City. Natural gas is provided by Pacific Gas and Electric Company (PG&E); basic telephone service by AT&T.

Community Services

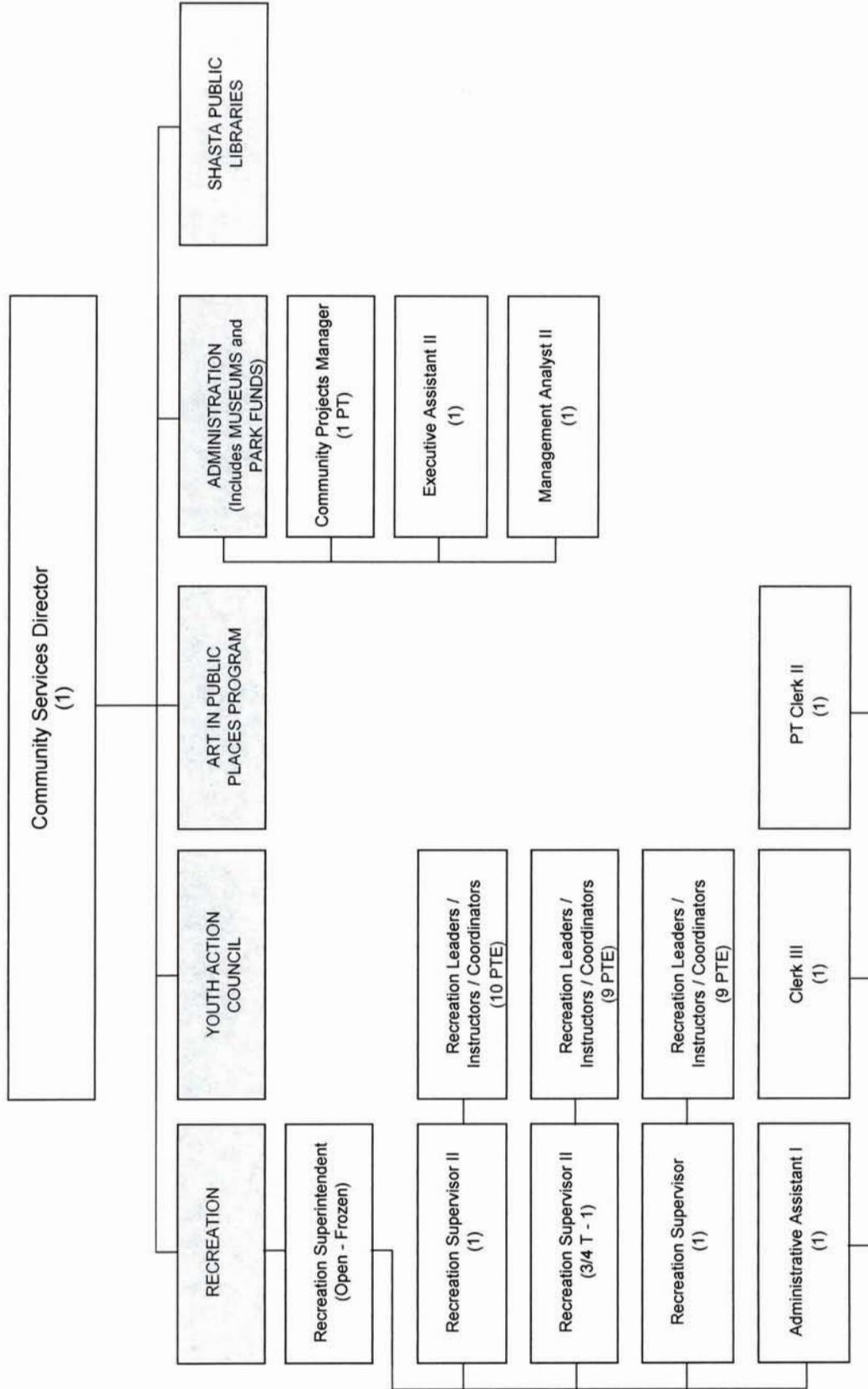
Youth in the area attend school at one of 43 elementary schools, 7 middle schools, 11 charter schools and 13 high schools. There are several higher educational institutions in the immediate area offering bachelor's and master's degrees: Chico State University Center for Regional and Continuing Education (located in the new Health Science & University Center, downtown Redding), National University, Simpson University, and Shasta Bible College & Graduate School. Shasta Community College, a two-year institution, offers both day and evening courses to approximately 16,300 students. In addition, there are several Vocational & Technical schools offering a diverse range of programs.

The City's parks system includes 67 developed parks, encompassing 590 acres. Included in this total acreage are 175 acres of natural area parks (improved open space), and 62 miles of trails. In addition, the City has 14 special purpose facilities, including the Redding Convention Center, which hosts cultural/performing arts programs, conferences, and conventions; The Redding Aquatic Center; the Redding Big League Dreams Sports Park; the Senior Citizens Center; 3 boat ramp facilities providing access to the Sacramento River; and various community centers and special event venues such as the Martin Luther King, Jr. Center, and the Caldwell Recreation Center.

The City serves as the primary medical center for Northern California. The City's two general care hospitals serve approximately 360,000 people in Shasta, Tehama, Trinity, Siskiyou, and Lassen counties. The two hospitals have a total of 519 beds and employ approximately 2,450 staff members. In addition, the City also has several specialized hospitals.

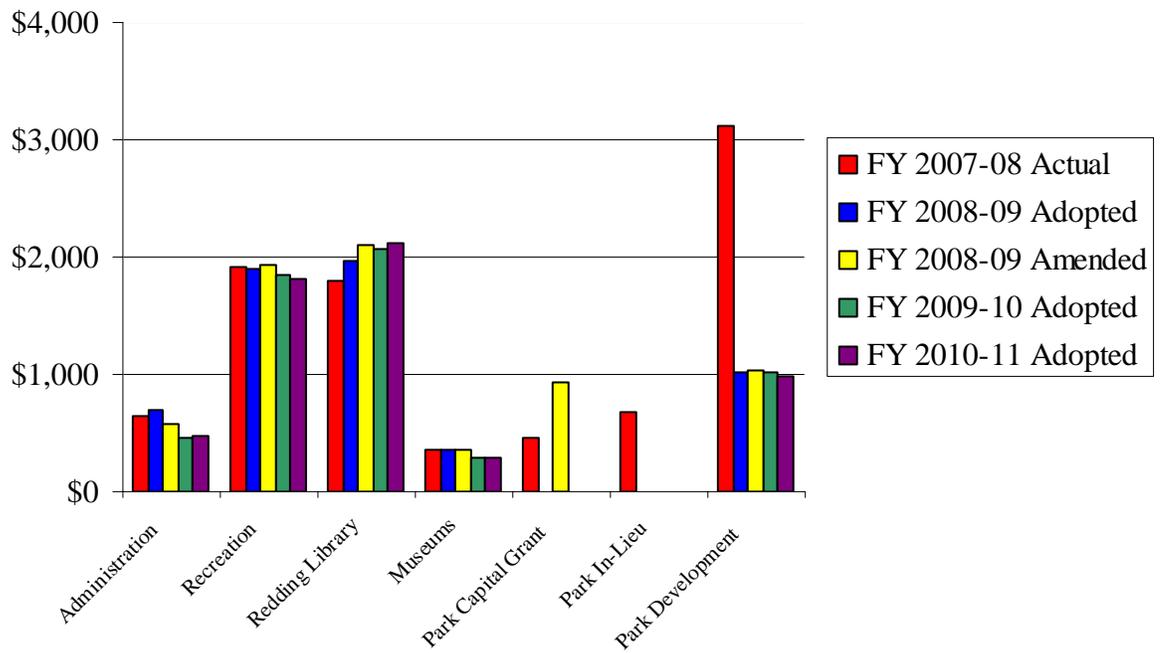
COMMUNITY SERVICES DEPARTMENT

Organizational Chart - May 2009



COMMUNITY SERVICES

Expenditure Comparisons (In Thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

COMMUNITY SERVICES DEPARTMENT

Overview

The Community Services Department consists of the Administration Division, the Recreation Division and the Museum, which are General Fund Divisions; the Library Funds; and the Park Capital Grants, Park In-Lieu and Park Development Divisions, which are part of the Development Fund.

The adopted budget for FY 2009-10 totals \$5,674,650 which is \$1,238,399 less than the amended budget for FY 2008-09 of \$6,913,049. The decrease is related primarily to staff reductions, less funding for Turtle Bay Exploration Park, and a reduction in capital projects budgeted in the Park Development Division. For FY 2010-11, the adopted budget totals \$5,681,050 which is \$6,400 more than the FY 2009-10 adopted budget of \$5,674,650.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Administration	\$ 640,608	\$ 689,940	\$ 568,280	\$ 452,810	\$ (115,470)	\$ 471,780	\$ 18,970
Recreation	1,915,668	1,898,730	1,930,490	1,853,090	(77,400)	1,813,110	(39,980)
Museum	356,651	356,680	351,850	286,730	(65,120)	287,300	570
General Fund Subtotal	2,912,927	2,945,350	2,850,620	2,592,630	(257,990)	2,572,190	(20,440)
Library	1,793,527	1,968,288	2,097,294	2,064,570	(32,724)	2,122,800	58,230
Park Capital Grant Projects	457,603	-	938,235	-	(938,235)	-	-
Park In-Lieu Fee Projects	679,679	-	-	-	-	-	-
Park Development Fee Capital Projects	3,125,822	1,020,900	1,026,900	1,017,450	(9,450)	986,060	(31,390)
Special Revenue Fund Subtotal	6,056,631	2,989,188	4,062,429	3,082,020	(980,409)	3,108,860	26,840
TOTAL	\$ 8,969,558	\$ 5,934,538	\$ 6,913,049	\$ 5,674,650	\$ (1,238,399)	\$ 5,681,050	\$ 6,400

* Excluded carryover amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Supplies & Services	Capital Outlay	Debt Service	Total
Administration	FY 2010-11 Adopted	\$ 378,020	\$ 84,880	\$ 8,880	\$ -	\$ 471,780
	FY 2009-10 Adopted	\$ 360,330	\$ 83,600	\$ 8,880	\$ -	\$ 452,810
	FY 2008-09 Amended	\$ 440,930	\$ 95,970	\$ 31,380	\$ -	\$ 568,280
	FY 2007-08 Actual	\$ 513,936	\$ 95,959	\$ 30,714	\$ -	\$ 640,609
Recreation	FY 2010-11 Adopted	\$ 1,249,890	\$ 551,220	\$ 12,000	\$ -	\$ 1,813,110
	FY 2009-10 Adopted	\$ 1,226,420	\$ 541,670	\$ 85,000	\$ -	\$ 1,853,090
	FY 2008-09 Amended	\$ 1,304,050	\$ 557,830	\$ 68,610	\$ -	\$ 1,930,490
	FY 2007-08 Actual	\$ 1,241,004	\$ 566,806	\$ 107,858	\$ -	\$ 1,915,668
Museums	FY 2010-11 Adopted	\$ 7,800	\$ 279,500	\$ -	\$ -	\$ 287,300
	FY 2009-10 Adopted	\$ 7,230	\$ 279,500	\$ -	\$ -	\$ 286,730
	FY 2008-09 Amended	\$ 6,850	\$ 345,000	\$ -	\$ -	\$ 351,850
	FY 2007-08 Actual	\$ 6,651	\$ 350,000	\$ -	\$ -	\$ 356,651
Library	FY 2010-11 Adopted	\$ 77,510	\$ 2,008,390	\$ 36,900		\$ 2,122,800
	FY 2009-10 Adopted	\$ 75,710	\$ 1,951,960	\$ 36,900		\$ 2,064,570
	FY 2008-09 Amended	\$ 73,950	\$ 1,933,148	\$ 90,196	\$ -	\$ 2,097,294
	FY 2007-08 Actual	\$ 41,771	\$ 1,697,883	\$ 53,873	\$ -	\$ 1,793,527
Park Capital Grant Projects	FY 2010-11 Adopted	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2009-10 Adopted	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2008-09 Amended	\$ -	\$ -	\$ 938,235	\$ -	\$ 938,235
	FY 2007-08 Actual	\$ -	\$ -	\$ 457,603	\$ -	\$ 457,603
Park In-Lieu Fee Capital Projects	FY 2010-11 Adopted	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2009-10 Adopted	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2008-09 Amended	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2007-08 Actual	\$ -	\$ 1,839	\$ 677,840	\$ -	\$ 679,679
Park Development Fee Capital Projects	FY 2010-11 Adopted	\$ -	\$ -	\$ -	\$ 986,060	\$ 986,060
	FY 2009-10 Adopted	\$ -	\$ -	\$ -	\$ 1,017,450	\$ 1,017,450
	FY 2008-09 Amended	\$ -	\$ -	\$ 6,000	\$ 1,020,900	\$ 1,026,900
	FY 2007-08 Actual	\$ 953	\$ 4,249	\$ 2,102,570	\$ 1,018,050	\$ 3,125,822
Total	FY 2010-11 Adopted	\$ 1,713,220	\$ 2,923,990	\$ 57,780	\$ 986,060	\$ 5,681,050
	FY 2009-10 Adopted	\$ 1,669,690	\$ 2,856,730	\$ 130,780	\$ 1,017,450	\$ 5,674,650
	FY 2008-09 Amended	\$ 1,825,780	\$ 2,931,948	\$ 1,134,421	\$ 1,020,900	\$ 6,913,049
	FY 2007-08 Actual	\$ 1,804,315	\$ 2,716,736	\$ 3,430,458	\$ 1,018,050	\$ 8,969,559

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Personnel

The following table depicts the personnel assigned by division within the Community Services Department.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Administration	F/T	5.00	5.00	4.00	3.00	(1.00)	3.00	-
	P/T	-	-	-	-	-	-	-
	Total	5.00	5.00	4.00	3.00	(1.00)	3.00	-
Recreation	F/T	5.00	5.00	5.00	4.00	(1.00)	4.00	-
	P/T	29.65	29.65	29.65	29.00	(0.65)	29.00	-
	Total	34.65	34.65	34.65	33.00	(1.65)	33.00	-
Museums	F/T	-	-	-	-	-	-	-
	P/T	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
Library	F/T	-	-	-	-	-	-	-
	P/T	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
Total	F/T	10.00	10.00	9.00	7.00	(2.00)	7.00	-
	P/T	29.65	29.65	29.65	29.00	(0.65)	29.00	-
	Total	39.65	39.65	38.65	36.00	(2.65)	36.00	-

2007-2009 Goals and Accomplishments

Administration Division

Goal

Continue implementation of the Parks, Trails and Open Space Master Plan.

Status/Accomplishments

The following Parks, Trails and Open Space Master Plan objectives were achieved during the last budget cycle:

1. Rivercrest Park

On October 18, 2008, the City held the grand opening for Phase 1 of Rivercrest Park, located in southwest Redding, off Bechelli Lane. Constructed in partnership with Rivercrest subdivision developer D.R. Horton, Rivercrest Park features playground areas, basketball court, walking trails, a covered picnic pavilion, open turf area, and park signage.

2. Foxtail Park Playground and Improvements

With the assistance of Community Development Block Grant (CDBG) funding, new play equipment was installed at Foxtail Park (located south of East Cypress Avenue, off of Heather Lane). The equipment replaced old concrete climbers and this improvement has been greatly appreciated by neighborhood children. A new park sign, benches and a water fountain were also installed. The Youth Action Council (YAC) adopted the park in 2007 and has held quarterly clean-up days. In spring 2008, the YAC painted a new mural at the site, planted new shrubs, and laid new bark.

3. Alta Mesa Playground Replacement

On March 29, 2008, Community Services staff and the Redding Chapter of the Active 20/30 Club in cooperation with KaBOOM! (a national non-profit constructor of playgrounds) coordinated at build-day to replace the outdated playground at Alta Mesa Park. More than 300 neighborhood volunteers participated in the one-day construction of the new playground that can accommodate over 75 users at once.

This project was one of 10 across the State sponsored by CaliforniaVolunteers honoring the legacy of Cesar Chavez. Other side projects completed during build-day included a mural celebrating Cesar Chavez, a community garden overhaul, and children's activities. Additionally, the existing bark was replaced and a sidewalk extension (including a handicap-accessible ramp into the play area) was installed.

Community planners, including parents and Alta Mesa School teachers, met weekly for months to plan out the project. The coordination of this project included equipment selection, removal of the old swing set, securing donations from several food vendors, recruiting volunteers, securing the tools and other material donations, and planning for more than five different children's activities to occur on build-day.

4. Tiger Field Renovations Completed

Renovations to historic Tiger Field funded by the State of California Park Bond 2000 (Proposition 12) (\$540,000) and the Federal Community Development Block Grant (\$40,000) were completed in spring 2008. Elements included a new concession building with restrooms, a picnic area, improved lighting, new bleachers, concrete walkways, batting cages, and other field improvements.

5. Adopt-A-Park and Adopt-A-Trail Programs

The Adopt-a-Park and Adopt-a-Trail Programs continued to gain recognition over the last two years. The Community Services Department provides opportunities for individuals, families, and businesses to help keep Redding's parks and trails free from litter, assisting our Parks Maintenance staff.

Organizations that have adopted parks for several years have expressed their satisfaction with the program as it affords them the opportunity to help maintain the beauty of their favorite Redding park. To date, six parks and two trails have been adopted, including Caldwell Park and Cascade Community Park and Trail. Under the program guidelines, the applicant conducts a "clean-up" four times per year, which involves primarily picking up litter and, in some cases, weeding or performing other minor maintenance. All participants sign a waiver and a safety orientation is conducted prior to every clean-up event. After the initial cleanup, a customized sign is placed to recognize the family or organization, and to show our appreciation for their contribution.

The parks and trails adopted in 2008 include Buckeye Park, Graham Park, Peppertree Park and Trail, Valley Ridge Park, Buenaventura Trail, and the new Sacramento River Trail extension to Keswick Dam. Additional information on these programs can be found by visiting www.reddingparks.com.

1. Acquisition of Gregory Lake Property

The City acquired 22-acres in northeast Redding for the future Gregory Park. Future plans for this site include a trail system around the 7-acre lake that connects to the Candlewood subdivision.

2. Minor Improvements to Benton Dog Park

A "small dog area" was created at Benton Dog Park to ensure a safe free-roaming area for smaller-sized dogs. Other recent improvements at the Dog Park include new drinking fountains and park benches.

Goal

Continue the expansion of our nationally-recognized trails system.

Status/Accomplishments

The following improvements were achieved to the trail system during the last budget cycle:

1. Sacramento River Parkway

Work commenced, and by summer 2009 was 90 percent completed, on the Sacramento River Parkway project, a cooperative venture between the City and Turtle Bay Exploration Park funded by a \$1,669,000 State grant. The project includes extending the Sacramento River Trail from the Sundial Bridge to Highway 44 (where it will connect to the future bikeway along Highway 44 to Hilltop Drive), restoration of 80 acres of riparian habitat on City-owned land east and south of the Turtle Bay museum campus, providing environmental interpretive signage for both sides of the Sacramento River, and adding way-finding signage for the Sacramento River Trail and museum campus facilities.

As part of the Sacramento River Parkway project, the City's contractor repaired and overlaid new pavement on 2.5 miles of the Sacramento River Trail between the Diestlehorst Bridge and the Stress Ribbon Bridge. This \$200,000-plus improvement was funded through federal Transportation Enhancement funds.

2. Major Trail System Additions Completed

In Spring 2008, the City completed the last of its \$3 million in trail system additions funded by the State of California Park Bond 2000 (Proposition 12). The newly-completed projects included

- Buenaventura Trail Phase 2, a 0.7-mile natural-surface trail, constructed with the assistance of the California Conservation Corps, connecting the Sacramento River Trail to Buenaventura Drive (just north of Eureka Way) featuring 10 boardwalk bridge crossings and an amazing vista of the river corridor, and
- Sacramento River Trail to Rail Trail connection, a 3.5-mile long extension of the Sacramento River Trail near Keswick Dam completed in partnership with the Bureau of Land Management / Bureau of Reclamation.
- Turtle Bay Trailhead improvements including installation of a kayak/canoe launching site, new restrooms and trail lighting on the south trailhead of the Sacramento River Trail leading to the Sundial Bridge.

Previously completed projects with these grant funds include:

- Parkview Trail – improvements to Parkview Park and Trail,
- Redding Aquatic Center Trailhead improvements,
- Lake Redding Trailhead improvements at the Boat Ramp,
- Palatine Trail – new connection to the Sacramento River Trail from Scenic Drive (off Eureka Way),
- Mary Lake Trail – extends Mary Lake Trail through new neighborhood to the Westside Trail,
- Westside Trail – new 18-mile dirt trail from Mary Lake area to Whiskeytown, and
- Old 99 Trail – 1.5+ mile trail adjacent to Sulphur Creek Hill.

3. *Minor Trail System Improvements Completed*

- The Community Services Advisory Commission reviewed rules and regulations related to use of the Sundial Bridge. The meeting was well attended by members of the community. As a result of the dialogue, the Community Services Department incorporated additional signage on both sides of the bridge to raise awareness among cyclists and pedestrians of each other's presence and instituted a pilot program requiring a five-mile-per-hour speed limit for cyclists on the bridge.
- A partnership involving the Shasta County Public Health Department, The McConnell Foundation, and the City produced and distributed in summer 2008 a comprehensive local trail map and brochure with an initial run of 7,500. Information was also posted on the City's website.
- The City in partnership with the California Conservation Corps completed construction of 0.3 miles of the Vistas/Candlewood Trail in northeast Redding.

Goal

Plan for the establishment of a park and community center on Lake Boulevard.

Status/Accomplishments

The City completed a neighborhood survey to determine community needs in the Lake Boulevard corridor to plan the development of a park and community center in this under-served area. Preliminary design concepts for the Community Center were developed based on the survey results. Staff continues to investigate funding opportunities and potential partners for the completion of this facility.

Goal

Facilitate the on-going operations of the Redding Sports Complex and Redding Soccer Park.

Status/Accomplishments

The following accomplishments were achieved during the last budget cycle:

1. Big League Dreams

The park is operating successfully and to date has generated \$125,545 in revenue for the City of Redding's Park Development Fund.

2. Redding Soccer Park

The 23-acre Redding Soccer Park opened March 2007 (ahead of its projected completion date). The facility features four lighted all-weather synthetic turf soccer fields, a concession building, an administration building with team meeting rooms, a children's play structure and other amenities. The addition of the Soccer Park's fields more than doubled the City's inventory of soccer fields and will help address the pressing demand identified in the Parks Master Plan. The field lighting permits extended hours of play and the all-weather surface accommodates year-round use, providing the equivalent benefit of seven additional natural grass fields. The artificial turf has minimal maintenance costs and significant cost savings will be realized over the long term. Tournaments and special events held at the facility provide additional sales tax and transient occupancy tax revenue to the City.

During FYE 2008, the facility served 75,804 paid spectators and 75,000 non-paid spectators (12 and under). Regular users of the Soccer Park include 7 junior high teams, 5 high school teams and 2 college teams. During the course the year, the facility hosted 13 tournaments that drew 280 teams (150 from out of the area), 12,500 players and 25,000 spectators. On November 8, 2008, the Redding Soccer Park was host to a US Youth Soccer Regional Playoff Game between the Los Angeles Rampage and the Washington Crossfire.

Goal

Facilitate partnerships for community-wide Creek Clean-Up events.

Status/Accomplishments

The following events were held during the last budget cycle:

1. Community Creek Clean-Up 2007

The City's second-annual Community Creek Clean-Up was a great success. On September 15, over 400 volunteers scoured eight westside creeks and pulled out mattresses, car parts, plastic toys and more than 100 cubic yards of in-stream vegetation. In total, the volunteers removed over 30 tons of waste from the creeks and adjacent lands. From Middle Creek in Old Shasta to Olney Creek in southwest Redding, volunteers arrived early and were eager to make a difference. Participating organizations included the Rotary Club of Redding, Crystal Creek Boys Camp, Good News Rescue Mission, California Conservation Corps, CalTrans, Sharrah Dunlap Sawyer, the Youth Action Council and many other community groups and organizations. After the Clean-Up effort, volunteers were treated to a BBQ lunch at the Redding Aquatic Center that included swimming and raffle prizes.

The Clean-Up event, sponsored by the Shasta Association of Realtors and many other contributors, was truly a community spirited project. Several reaches of Jenny Creek and Olney Creek were relieved of the primarily invasive plants growing in the creek channels while decades of old landfill materials were extricated from Middle Creek. City employees and their families joined crews in Canyon Hollow Creek and Oregon Gulch while Shasta County employees targeted Calaboose Creek. Teamwork was demonstrated all over west Redding.

2. Community Creek Clean-Up 2008

The Third annual Creek Clean-up was a huge success thanks to the 450-plus volunteers who cleared more than 40 tons of trash and debris from Churn Creek, Clover Creek and several tributaries. Electronic waste, tires, appliances and furniture were all pulled from these creeks over a four-hour period. The invasive plant, Tamarisk, was cut and removed from upper Churn Creek, ridding the creek of this habitat-altering pest. An additional 56 tons of concrete was properly disposed of or recycled as part of this community effort. Participating organizations included many community groups, individuals and a large contingent from Simpson University. After the hard fought battle against the trash and debris, volunteers retired to the Redding Aquatic Center to enjoy a BBQ lunch, great company and a cool dip in the pool.

Goal

Facilitate the Youth Action Council activities.

Status/Accomplishments

As part of the City of Redding's commitment to the Developmental Assets initiative, the Redding Youth Action Council (YAC) was established to provide younger Redding residents with the opportunity to better voice their opinions, effect change and improve the community and lives of youth. The YAC is comprised of 14 high school-aged youth who function in both an advisory and activist capacity and are filled with a passion for helping improve our community.

During its second year of operation in FY 2007-08, the YAC made presentations to the City Council to provide a youth perspective and served on various civic committees and commissions including the General Plan Review Citizen's Committee, and the Planning Commission. The YAC also made a presentation at the 2007 Search Institute "Healthy Communities/Healthy Youth" Conference in Minneapolis.

The YAC undertook the rejuvenation of Foxtail Park (including site clean-up and mural painting), development of a "Bullying Panel" with the Redding Police Department that reached over 300 elementary students, participated in revisions to the City's curfew ordinance, hosted the first-annual Youth Leadership Conference for 100 high school youth, organized Library Park concerts attended by over 300 youth, and participated in a number of community activities ranging from Healthy Shasta Farmer's Market to the Relay for Life.

During its third year of operation in FY 2008-09, the YAC made presentations to the City Council to provide a youth perspective and continued serving on various civic committees and commissions including the General Plan Review Citizen's Committee and the Planning Commission. The YAC assisted with the selection of play structures installed at Foxtail Park and Rivercrest Park, helped coordinate the grand re-opening of Foxtail Park, and adopted Foxtail Park through the Adopt-a-Park program. In addition, the YAC has hosted a number of youth-oriented concerts at the Martin Luther King Jr. Community Center.

Upcoming projects include assisting Shasta County Public Health with the creation of an Underage Drinking Media Campaign and developing a youth-focused web site that will serve as a clearinghouse for youth-related information, opportunities and dialogue.

Goal

Coordinate and administer the City's *Art in Public Places* Program.

Status/Accomplishments

The following improvements were achieved to the through the *Art in Public Places Program* during the last budget cycle:

1. Art In City Hall

The City of Redding's Art at City Hall program, which turns the Civic Center into the community's largest gallery and a showcase for local artists, entered its eighth season in FY 2008-09 year. Three four-month-long shows were held, featuring six different artists or groups at each showing. Other stand-alone works were exhibited throughout the building on a rotating basis. The program celebrates local talent and increases the public's access to artistic works. The key intent of the "Art in Public Places" program remains providing opportunities to improve community projects through the infusion of art and enhances the "City Hall experience" by providing another public use for the public's building. The success of the program and interest from the artistic community has made the annual selection process very competitive. Community partnerships include the Art in Public Places Committee, the Shasta County Arts Council and Shasta College.

2. City Hall December Entertainment – Sounds A Lot Like Christmas Series

This free noontime holiday-season concert series at City Hall featured performances by local area talent including the Shasta High School Madrigal Choir; Parsons Junior High Special Concepts; and the Cypress School First Grade. The program celebrates local talent, increases the public's access to high-quality festive music and provides public performance opportunities for talented youth.

3. *Redding Library*

On July 1, 2008, a dedication celebration was held at the Redding Library for the Iwo Jima photo collage. This gift to the City of Redding from Mike Norman, with the help of the Military Order of the Purple Heart Jack Tolbert Chapter, consists of photographs depicting the flying of the first flag on top of Mount Suribachi at The Battle for Iwo Jima during World War II. Mayor Mary Stegall presided at the dedication ceremony, which included a DVD presentation explaining the events that lead up to the flying of the flag by the last living survivor, Corporal Charles Lindberg. Donated by Mike Norman, in honor of his father, Julius A. Norman, PFC, USMC, the collage was used to raise money for disabled veterans. The Norman family and the Military Order of the Purple Heart hope everyone in the community will appreciate this gift. The Library is truly honored to have this piece of history. The collage is located on the second floor of the Library in the reference collection.

Former Senator Maurice Johannessen and his wife, Marianne, donated a life-size bronze statue of Mark Twain to the Redding Library. They came upon the statue, a bench piece with Becky Thatcher and Tom Sawyer by Mark Twain's side, at a gallery in Carmel. The Johannessens have been strong supporters of the Library and thought the artwork would grab the attention and imagination of Library guests from tots to seniors. The statue was unveiled on October 20, 2008.

The Art in Public Places Committee, along with participation from the Friends of the Library and the Library Advisory Committee, narrowed down 75 proposals to three outstanding finalists to create a sculpture for the entry of the Redding Library. Proposals were received from all over the country and one proposal was even received from Istanbul, Turkey. The three finalists visited Redding and presented their proposals to the selection committee before the end of 2008. The winning piece was selected in January 2009 and installed March 20, 2009.

4. *Downtown Plaza*

Renaissance Redding, with representatives from the Art in Public Places Committee and the Community Services Department, reviewed 53 proposals for a public art master plan and initial installation for the Downtown Plaza area. It was an outstanding response from many experienced and talented public artists. Three artists were invited to come to Redding in November 2008 to present their proposals. The winning piece was selected in December 2008 with installation to occur in summer 2009.

5. *The Sculpture Park at City Hall*

The City of Redding unveiled four new touring pieces at *The Sculpture Park at City Hall* on October 25, 2007 concurrent with the opening of the fall Art in City Hall exhibit. Birmingham, Alabama artist Chris Fennell created two works on-site utilizing wood from the local area. David Mudgett, an artist from Walnut Creek, California, contributed two steel pieces entitled "Flyfish" and "Gather". The unveiling event included the continuation of the City's popular "Artists Talk" series, where Fennell and Mudgett spoke about their work and influences.

The Sculpture Park at City Hall now features identification signs for the diverse plants within the gardens. Approximately 100 new signs were installed in August 2008 by Boy Scout John Somppi of Troop 156 to earn his Eagle Scout badge. The signs feature black faces with white lettering, and are anchored into the ground with metal stakes and cement footings. The easy-to-read signs are placed along the various pathways meandering through the gardens. Most of the Sculpture Park's plants are native or from regions with comparable climates. The new signs provide common and scientific names for most of the plants to provide park visitors with the knowledge to duplicate the plants in their own yards. Mr. Somppi also designed brochures with color photographs that provide additional information on 30 of the shrubs or trees within the park.

Other Significant Accomplishments (Unlisted Goals and Achievements)

Improvements to Upgrade Access to the Sacramento River

- Boating access improvements at the Turtle Bay Boat ramp were completed, including the installation of a kayak/canoe launching site, new restrooms and trail lighting on the south trailhead of the Sacramento River Trail leading to the Sundial Bridge.
- Boating access improvements at the Lake Redding Boat Ramp were completed. The City widened and extended the concrete boat ramp through funding from the Department of Boating and Waterways and the Wildlife Conservation Board.
- The Community Services Department obtained two grants for improvements at the South Bonnyview Boat Ramp to be undertaken in the coming budget cycle.

Recreation Division

Goal

Complete K-2 (Quartz Hill Road) ball field lighting project.

Status/Accomplishments

This project was completed in August 2007 and has greatly improved the use and user enjoyment of this facility.

Goal

Assist the Redding Sunrise Rotary Club with physical improvements to the Martin Luther King, Jr. Community Center.

Status/Accomplishments

The MLK Kitchen Renovation Project was completed in November 2008 and dedicated on Martin Luther King Day, January 19, 2009. The project, funded through Community Development Block Grants and the Redding Sunrise Rotary Club, included expansion of the kitchen space, new appliances, new countertops and new flooring.

Goal

Continue project improvements at the Redding Aquatic Center.

Status/Accomplishments

The Redding Aquatic Center received capital grants from First 5 Shasta (\$7,200 to purchase six new H₂O Innovations Swim Station Platforms and 15 new barbell floats, replacing old and worn-out equipment) and from the California Department of Boating and Waterways (\$6,000 to provide kayak safety training to all members of the Summer Adventures Day Camp and Junior Academies).

Staff have begun the development of a maintenance improvement plan to proactively anticipate forthcoming maintenance needs, Staff have also investigated options for increasing shade at the facility (using platforms that may also house solar generation panels) in addition to facilitating better storage of pool equipment such as lane lines, pool covers and small water craft.

Goal

Initiate a marketing campaign to promote Redding Aquatic Center programs.

Status/Accomplishments

In FY 2007-08 the Redding Aquatic Center received a \$100,000 grant to promote water safety over the next three years, and has gathered other community organizations to get the word out on water safety and that drowning is preventable. The campaign focuses on three key themes – watch your children at all times in the water, take swim lessons, and wear life jackets – and includes the production of television commercials, radio advertising and printed media.

A portion of this grant has been utilized for website improvements and a media campaign to help develop the Redding Recreation brand as advocated in the *Recreation Strategic Plan*.

Goal

Develop joint use and funding agreements with various community partners to improve and expand facilities available for recreational programs.

Status/Accomplishments

Staff continues to seek and develop opportunities to participate in school facility improvements that benefit students and secure facilities City-run programs.

Goal

Assist with transition of the 3-on-3 Basketball Tournament.

Status/Accomplishments

A three-year funding agreement was established with Shasta Union High School District that completes the City's financial participation in this event in FY 2009-10.

Goal

Continue to provide oversight of the Martin Luther King, Jr. Community Center.

Status/Accomplishments

The City continues to offer free drop-in after-school programs and summer camp services at the Martin Luther King Jr. Community Center, which includes a healthy snack. The City has expanded services at the facility by hosting a morning pre-school and providing space for the Eagles Soar educational enrichment and tutoring program. In addition, the City has worked with partners such as Public Health to provide program participants with education on healthy food choices.

Goal

Coordinate the Annual Fourth of July Freedom Festival.

Status/Accomplishments

With the postponement of the annual 4th of July Freedom Festival due to wildfires, the City hosted the Lights of Liberty Fireworks Celebration on October 18, 2008. The event paid special tribute to veterans and active service personnel, and recognized the outstanding work the firefighters during the blazes this past summer. The show, funded by the generosity of The McConnell Foundation, was a great success, delighting thousands of spectators.

Goal

Assist with the transition of teams and leagues to the new Redding Soccer Park.

Status/Accomplishments

Both the City of Redding Soccer Program and the Redding Youth Soccer League moved their game schedules to the park. Redding Soccer Park recruited several tournaments, camps and school league play.

Goal

Complete a recreation program evaluation for the Recreation Division.

Status/Accomplishments

A program evaluation for the Recreation Division was initiated as part of the 2007-09 biennial budget development process and extended through mid-2008 as part of the development of the Recreation Strategic Plan.

In September 2008 the Community Services Advisory Commission approved the *Recreation Strategic Plan*, which establishes the priorities for Redding Recreation over the next three-to-five years. Preparation of the plan included input from several focus groups comprised of recreation program participants (parents), program staff, volunteer coaches and community partners.

The Plan's goals are complementary and support the overall vision, mission, and values. The goals include: 1) Provide Recreation and Learning Opportunities to Support Healthy and Diverse Communities; 2) Actively Engage and Build Relationships with the Community; 3) Develop Team Capacity and Organizational Culture; and 4) Strengthen Organizational Systems and Structures.

Initiatives in the Plan include web page upgrades and brand development, developmental asset training and program assessment, expansion of youth volunteer activities and development of new and growing whole-family recreation activities.

Other Significant Accomplishments (Unlisted Goals and Achievements)

Another Record Setting Year for Recreation Division

Redding Recreation continued to meet the educational, cultural and recreational needs of our community, setting new records for both the number of programs held and total participants served in FY 2007-08 and FY 2008-09:

- During FY 2006-07, the Division held 2,789 classes – ranging from summer day camps for children, to cardio-kick boxing for adults, and art instruction for all ages – that were attended by over 13,191 participants. In addition, the Redding Aquatic Center enjoyed over 100,000 customer visits through its recreation swim and water safety instruction programs, and popular seasonal attractions such as the Halloween Spooky Lagoon. In its five years of operation, the RAC has received nearly 500,000 customer visits and generated over \$1.5 million in revenue.
- During FY 2007-08, the Division held 2,803 classes – ranging from summer day camps for children, to cardio-kick boxing for adults, and art instruction for all ages – that were attended by over 13,547 participants. In addition, the Redding Aquatic Center enjoyed over 100,000 customer visits through its recreation swim and water safety instruction programs, and popular seasonal attractions such as the Halloween Spooky Lagoon. In its six years of operation, the RAC has enjoyed over 500,000 customer visits and generated over \$1.8 million in revenue.

Shasta Public Libraries

Other Significant Accomplishments (Unlisted Goals and Achievements)

1. Oversight by Community Services

In October 2007, the Community Services Administration Division undertook oversight for the Redding Library and financial oversight of the Branch Libraries. Since that time the Division has developed comprehensive budgets and five year funding plans, administered the various agreements related to the Library, liaised with Shasta County and the City of Anderson on branch library issues, and represented the City on the Library's Citizens Advisory Commission.

2. Library Visits and Internet Sessions

The Redding Library opened in March 2007 and has been a huge success. Visits to the Redding Library increased from 191,875 in calendar year 2006 to 442,761 in calendar year 2007 (a 131 percent increase). The number of Internet sessions at the Redding Library increased from 26,306 in 2006 to 110,787 in 2007 (a 326 percent increase). These figures are even more impressive when you consider the fact that the new Redding Library was open for less than 10 months in 2007. This growth continued in 2008, with visits to the Redding Library increasing to 562,499 and internet visits reaching 116,172.

3. Adult Literacy Programs

In FY 2007-08, the Redding Library received \$82,000 in grant funding for adult literacy programs. \$41,000 was funded through the State of California Library Foundation with a \$41,000 match funded by contributions for Shasta College, Scripps Howard, and all local area Rotary clubs. The Library received a further \$36,900 in State of California Library Foundation funding in FY 2008-09 and a similar amount in matching funds.

This ongoing program will improve literacy skills of local area adult learners through one-on-one tutoring, computer instruction, and self-guided computer-based learning that supports the one-on-one instruction.

4. Online Homework Assistance System

In FY 2007-08 the Redding Library also received a \$60,738 grant from the California State Library to serve as the second pilot site for the SchoolRooms online homework assistance system. A similar amount is anticipated in FY 2008-09.

SchoolRooms is an online homework assistance web portal developed by SirsiDynix that allows students and their parents to access educational websites and relevant interactive media. The service allows students to search libraries, interactive education media and the internet to find resources that have been hand-selected by educators and are tailored to student curricular needs. The system was first put into use at the San Diego Public Library in January 2007, and the grant funding will allow the Redding Library to become the second test site as the State evaluates the appropriateness of adopting this service statewide.

5. Business Excellence Services

The Redding Library has many resources to assist the public in its quest for business excellence. Good business practices incorporate a variety of functions. Managing people, keeping apprised of economic trends, and marketing services all hold unique challenges. Print materials available at the Redding Library include books on marketing, strategic planning, and staff motivation. The "Reference" section offers Standard & Poor's 500, a subscription to

Value-Line, and community directories. There are tax forms, Census information, *Stat-USA*, and a wealth of resources provided by Federal agencies. The Library's website provides access to many free databases, including *Newsbank*, with local, regional, and national news coverage, as well as many journals and magazines with articles on business, international news, and science and technology. The online Testing and Education database offers a "Virtual Career Library" with a skill set assessment, and career-oriented books, such as "What Color is Your Parachute?" are available on the shelves.

6. *Big Read*

In FY 2007-08, the Redding Library received a \$20,000 grant from the National Endowment of the Arts to participate in the *Big Read*, the largest federal literature program since the Works Progress Administration. The Redding Library promoted Harper Lee's *To Kill A Mockingbird* during October 2007 by distributing free copies of the book at public events and hosting numerous events such as readings, screenings of the film, writing workshops, and author talks.

- Frances L. Eisenberg Donation

In FY 2008-09, the Anderson Branch Library celebrated the receipt of new books purchased from a portion of \$34,000 bequeathed by Frances L. Eisenberg. \$8,000 of the bequest was expended on hundreds of new books, including fiction, nonfiction, children's and young adult books. The remaining \$26,000 will be held in trust to be used to supplement the books and services of the Anderson Library in the future.

- Anderson and Burney Branch Libraries Wireless Project

In FY 2007-08, library staff in cooperation with the Shasta Library Foundation applied for and received a \$7,900 grant from the Shasta Regional Community Foundation to establish wireless internet service in the Anderson and Burney branch libraries. This capability became fully operational in FY 2008-09 and has significantly improved to service provided to library visitors.

Goals and Objectives for Fiscal Years 2009-2011

Administration Division

Goal

Continue implementation of the Parks, Trails and Open Space Master Plan.

Objectives

1. Seek partnership opportunities for park, trail and open space development.
2. Review new subdivision applications for appropriate park and trail development opportunities.
3. Monitor and implement the several subdivision park agreements in place.

Goal

Continue the expansion of our nationally-recognized trails system.

Objectives

1. Complete final construction of the Sacramento River Parkway Trail extension from the Sundial Bridge to Highway 44.

2. If successful in obtaining \$1.4 million in grants through the River Parkway program, complete the Sacramento River Parkway Trail Phase 2, which includes trail construction and riparian restoration work at Turtle Bay East.
3. If successful in obtaining funds through the State Environmental Enhancement Mitigation Program, complete a 2-mile repair, widening and overlay of the Sacramento River Trail from North Market Street to the Sundial Bridge, and behind Lake Redding Estates.
4. Complete right-of-way acquisition of the Old 99 Trail.
5. Complete construction of Phase I of the Westridge/Canyon Creek Trails.
6. Complete construction of Phase 2 of the Vistas/Candlewood Trail.
7. Be an active partner in regional bicycle transportation planning.
8. Focus on improving trail connections.
9. Continue working with our established partners on further additions and seek new partnerships with other organizations and property owners.

Goal

Plan for the establishment of a park and community center on Lake Boulevard.

Objectives

1. Determine program and facility partners.
2. Develop a program proposal for facilities.
3. Work towards construction.

Goal

Continue to improve and upgrade access to the Sacramento River.

Objectives

Complete \$650,000 of new and upgrade river access improvements at the South Bonnyview Boat Ramp in the coming budget cycle, including a riverfront trail, an ADA fishing platform, new picnic facilities, renovation of the existing restroom, and renovation of the parking lot

Goal

Facilitate the on-going operations of the Big League Dreams Park and Redding Soccer Park.

Objectives

1. Administer the Big League Dreams contract.
2. Administer the Redding Soccer Park contract and represent the City on the RSP Board of Trustees.
3. Work with both facilities to ensure community needs are being met and new program development is explored.
4. Grow tournament offerings at both facilities.
5. Resolve warranty issues at Big League Dreams.

Goal

Facilitate partnerships for community-wide Creek Clean-Up events.

Objectives

1. Establish a working committee.
2. Facilitate project logistics.
3. Promote volunteer opportunities to the community.

Goal

Facilitate the Youth Action Council activities.

Objectives

1. Activate the new youth web site.
2. Assist RABA consultant with youth ridership promotion.
3. Advocate and facilitate involvement of the Youth Action Council in City operations and decision-making.
4. Assist the Youth Action Council members with their projects and goals.

Goal

Coordinate and administer the City's *Art in Public Places* Program.

Objectives

1. Coordinate three annual art exhibits and host the opening night receptions.
2. Develop and implement the *Art in Public Places* website.
3. Coordinate the "December Entertainment" concerts at City Hall.
4. Host reception for the annual community-wide 'Cultural Cruise' held in January.
5. Advise other City departments on public art opportunities.
6. Work with the Art in Public Places Committee to seek opportunities for placement of public art.

Goal

Develop and begin implementation of the updated *Bikeway Plan*.

Objectives

1. Finalize *Bikeway Plan* to address current needs and circumstances, review and update policies related to bikeways, identify future bikeway needs, prioritize bikeway improvements and promote safe cycling awareness
2. Recommend adoption of the *Bikeway Plan* to the Community Services Advisory Commission, the Planning Commission, and the City Council.
3. Work towards realization of the goals and objectives of the *Bikeway Plan*.

Recreation Division

Goal

Continue implementation of the Recreation Strategic Plan 2008-2013.

Objectives

Work towards realization of the goals and objectives of the plan within the projected timeframe.

Goal

Develop and Implement Online Registration Capabilities for Recreation Division Programs.

Objectives

1. Develop a Request for Proposal that identifies Recreation Division online registration system needs and wants.
2. Select a vendor that best meets the Recreation Division online registration and program management information requirements.
3. Integrate the online registration system with the existing Recreation Division web site and City financial systems, and implement the online registration system.

Goal

Continue project improvements at the Redding Aquatic Center.

Objectives

1. Examine ways to provide additional shade for participants.
2. Analyze storage options for lane lines and pool covers.

Goal

Initiate a marketing campaign to promote Redding Aquatic Center programs.

Objectives

1. Design marketing materials.
2. Designate appropriate venues for distribution of marketing materials.
3. Consult or contract with strategic partners for cross-promotional opportunities.
4. Examine alternative methods of advertising.

Goal

Develop joint use and funding agreements with various community partners to improve and expand facilities available for recreational programs.

Objectives

Continue to explore with school district administrators various opportunities for school facility improvements to benefit students at school and city run programs.

Goal

Continue to provide oversight of the Martin Luther King, Jr. Community Center.

Objectives

1. Develop, recommend for adoption and implement an *MLK Jr. Community Center and Park Action Plan* to identify and address program and facility needs.
2. Offer recreational and other life-enriching programs for youth and adults.
3. Update the food menu to include more nutritious food.
4. Work with the Shasta County Multi-Cultural Advisory Board to develop and promote MLK Jr. Community Center programs and activities.

Goal

Coordinate the Annual Fourth of July Freedom Festival.

Objectives

Coordinate the City resources and community participants necessary to ensure an enjoyable, safe community event.

Shasta Public Libraries

Goal

Facilitate the on-going operations of the Redding Library and the branch libraries in Anderson and Burney.

Objectives

1. Administer the Library Systems and Services LLC contract for library operations.
2. Provide administrative and budget oversight.
3. Work with the contracted staff to ensure community needs are being met and new program development opportunities are explored.
4. Staff the Library's Citizens Advisory Commission.

Goal

Continue implementation of the Shasta Public Libraries Strategic Plan 2009-2012.

Objectives

Work towards realization of the goals and objectives of the plan within the projected timeframe.

Unmet Needs

Administration Division

The Community Services Administration Division has the following unmet need in the coming budget cycle:

Community Projects Managers

In the December 2008 and May 2009 budget reductions, the Community Services Department Administration Division lost its Assistant Community Projects Manager and its Senior Community Projects Manager, respectively. This reduction amounted to a 40 percent of the Division's workforce and has resulted in the distribution of numerous project assignments to the remaining already-heavily tasked staff. Coupled with the vacant recreation superintendent position (discussed below), the Division's capacity to address projects is greatly restricted and may result in delayed delivery of important work products or oversight.

Recreation Division

The Recreation Division has the following unmet needs in the coming budget cycle:

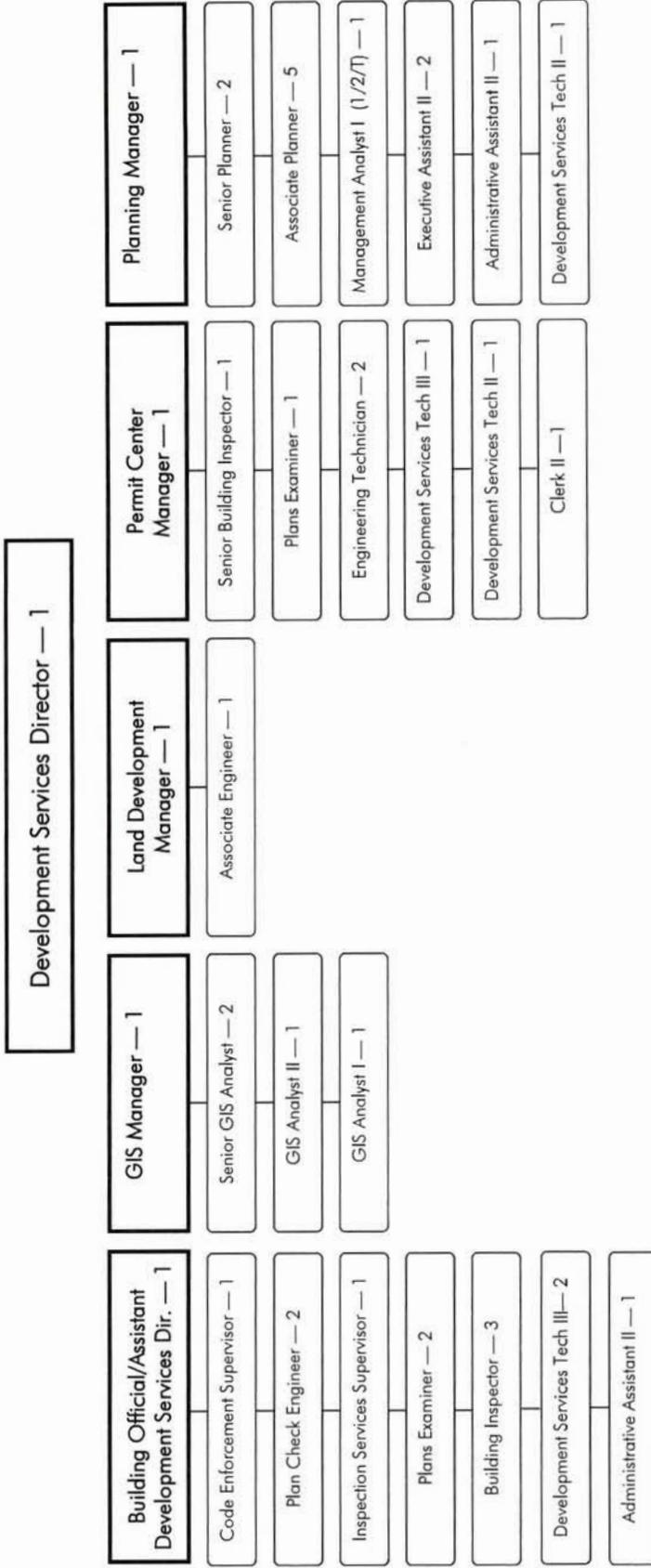
Recreation Superintendent

Due to budget restrictions, the Recreation Division's Recreation Superintendent position has been kept vacant since June 2008. Some of the duties assigned to this position were distributed to the three Recreation Supervisors and the Administration Division's Management Analyst, but the majority of these duties were assumed by the Community Services Director herself. This has resulted in a significant additional workload for both the Director and other Department staff, and has greatly restricted the capacity within this Division to facilitate continuous improvements and undertake emerging projects.

Computer Replacement Schedule

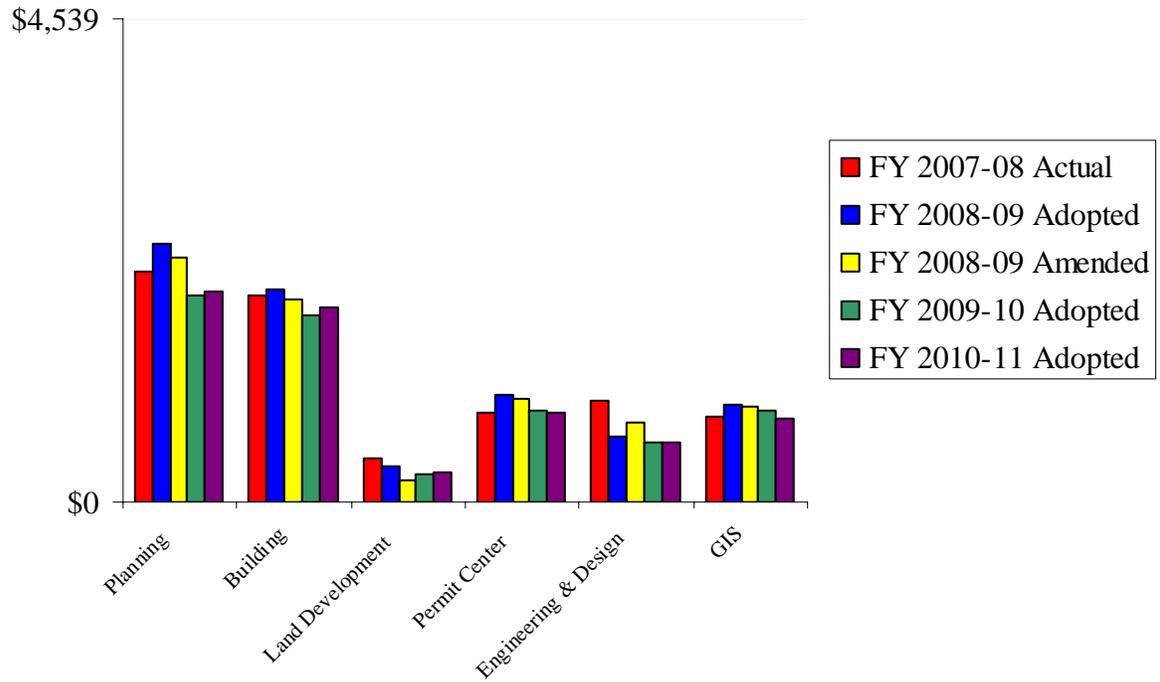
Between its main office and the Redding Aquatic Center locations, the Recreation Division operates 21 computers. The Division has not previously established a systematic computer replacement program to rotate the older machines out for current equipment. The Division seeks a line item increase to correct this deficiency and fund between two to three computer replacements per fiscal year (depending on the quality of the machines being replaced). While this is not an optimum replacement schedule, it begins to proactively address this need.

Development Services Department



DEVELOPMENT SERVICES

Expenditure Comparisons (In Thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

DEVELOPMENT SERVICES DEPARTMENT

Overview

The Development Services Department's adopted budget for Fiscal Year (FY) 2009–10 totals \$6,252,160, which is \$776,665 under the FY 2008–09 amended budget of \$7,028,825. For FY 2010–11, the adopted budget totals \$6,259,910, which is \$7,750 over the adopted FY 2009–10 budget.

Division	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Change	FY 2010-11 Adopted	Change
Planning	\$2,161,384	\$2,430,170	\$ 2,291,850	\$1,939,910	\$ (351,940)	\$1,973,150	\$ 33,240
Building	1,943,098	2,004,540	1,906,930	1,762,710	(144,220)	1,821,620	58,910
Land Development	404,677	338,630	203,760	264,550	60,790	274,240	9,690
Permit Center	845,980	1,008,030	980,080	854,700	(125,380)	842,980	(11,720)
Engineering & Design	953,374	615,430	748,405	565,000	(183,405)	565,000	0
General Fund Subtotal	6,308,513	6,396,800	6,131,025	5,386,870	(744,155)	5,476,990	90,120
Geographic Information Systems (GIS)	797,125	913,520	897,800	865,290	(32,510)	782,920	(82,370)
TOTAL	\$7,105,638	\$7,310,320	\$ 7,028,825	\$6,252,160	\$ (776,665)	\$6,259,910	\$ 7,750

*Excluded carryover amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Planning	FY 2010-11 Adopted	\$ 1,438,040	\$ 535,110	\$ -	\$ -	\$ 1,973,150
	FY 2009-10 Adopted	\$ 1,419,010	\$ 520,900	\$ -	\$ -	\$ 1,939,910
	FY 2008-09 Amended	\$ 1,601,630	\$ 690,220	\$ -	\$ -	\$ 2,291,850
	FY 2007-08 Actual	\$ 1,524,888	\$ 636,496	\$ -	\$ -	\$ 2,161,384
Building	FY 2010-11 Adopted	1,498,540	323,080	-	-	1,821,620
	FY 2009-10 Adopted	1,443,080	319,630	-	-	1,762,710
	FY 2008-09 Amended	1,585,390	321,540	-	-	1,906,930
	FY 2007-08 Actual	1,545,282	368,424	29,392	-	1,943,098
Land Development	FY 2010-11 Adopted	239,530	21,610	13,100	-	274,240
	FY 2009-10 Adopted	229,860	21,590	13,100	-	264,550
	FY 2008-09 Amended	171,750	29,510	2,500	-	203,760
	FY 2007-08 Actual	372,384	22,835	9,458	-	404,677
Permit Center	FY 2010-11 Adopted	660,580	182,400	-	-	842,980
	FY 2009-10 Adopted	677,300	177,400	-	-	854,700
	FY 2008-09 Amended	774,790	205,290	-	-	980,080
	FY 2007-08 Actual	707,160	138,820	-	-	845,980
Engineering and Design	FY 2010-11 Adopted	-	-	565,000	-	565,000
	FY 2009-10 Adopted	-	-	565,000	-	565,000
	FY 2008-09 Amended	-	-	748,405	-	748,405
	FY 2007-08 Actual	-	-	953,374	-	953,374
Geographic Information	FY 2010-11 Adopted	566,350	204,570	12,000	-	782,920
	FY 2009-10 Adopted	653,470	199,820	12,000	-	865,290
Systems (GIS)	FY 2008-09 Amended	685,100	200,700	12,000	-	897,800
	FY 2007-08 Actual	630,320	162,315	4,490	-	797,125
Total	FY 2010-11 Adopted	\$ 4,403,040	\$ 1,266,770	\$ 590,100	\$ -	\$ 6,259,910
	FY 2009-10 Adopted	\$ 4,422,720	\$ 1,239,340	\$ 590,100	\$ -	\$ 6,252,160
	FY 2008-09 Amended	\$ 4,818,660	\$ 1,447,260	\$ 762,905	\$ -	\$ 7,028,825
	FY 2007-08 Actual	\$ 4,780,034	\$ 1,328,890	\$ 996,714	\$ -	\$ 7,105,638

Planning Division

The City of Redding's planning services are administered by a team of 11 planners, technicians, and clerical staff. The Planning Division has primary responsibility for zoning and land use permits as well as long-range community planning efforts and local administration of state environmental review laws. These activities include the review and coordination of public and private development proposals, such as subdivisions, use permits, site development permits, variances, General Plan amendments, rezonings, and a variety of minor zoning permits. Other essential functions of the Division are to provide the public with information and guidance concerning land development proposals, General Plan policies, zoning regulations, floodplain administration, general property information, and demographic trends. The Division budget also includes the Development Services Director and Management Analyst II positions, who provide support to all the Divisions within the Development Services Department.

Building Division

The Building and Code Enforcement Division consists of a staff of 13, including engineers, plans examiners, building inspectors, code enforcement professionals, development technicians, and clerical staff as well as the Building Official, who also serves as the Assistant Development Services Director. The Division includes sections for Plan Checking, Building Inspection, and Code Enforcement. The Division strives not only to ensure that buildings constructed in the City of Redding are structurally sound and safe for people to occupy, but also to see that the process is understandable, efficient, and complete and takes the least amount of time as reasonably possible.

Land Development

The Land Development Division consists of land development review of private development in the City. The Division has a staff of two full-time positions. Both are licensed engineers. The Division provides engineering support and land development plan review services for the Planning and Building Divisions, Redding Municipal Utility (RMU), Redding Electric Utility (REU), the Transportation and Engineering Department, and others, working cooperatively with applicants and development-industry professionals to ensure that projects interface well with private and public infrastructure.

Permit Center Division

The Permit Center Division provides direct customer services for the Transportation and Engineering Department, Planning and Building Divisions, Fire Department, and Redding Area Bus Authority (RABA). The Permit Center's focus is to make the customer's experience as efficient and convenient as possible. Continuing efforts are made to train and broaden the knowledge base of the Division's seven professional and technical staff members and to expand the array of information and services available to the public.

Engineering and Design Division

The 502 Division was created for deposit-based permits. Included in this division are expenditures for staff time and materials associated with Tentative Map Applications, Environmental Impact Reports, and deposit-based Grading Permits. All charges for these permits are posted to this account and when the project is completed, the applicant is billed for the actual cost of the permit. Projects, and resulting charges, can span several years. Charges to this division will fluctuate with development. All costs are offset by an equal amount of revenue collected at the completion of the project.

Geographic Information Systems (GIS) Division

The GIS Division's goal is to deliver high-quality spatial and attribute data to the desktops, laptops, and PDAs of users, be they City staff, other agencies, or the general public, which allows decisions based on spatial information to be made as rapid and accurately as possible. The GIS Division produces nearly 3,400 finished mapping products a year, including sophisticated map query and analysis for both internal and external customers. Maintaining the "Mapguide" Internet-based service as an enterprise-wide data viewer for City staff and the public is a "mission critical" service. Over 500 map and data layers are used and maintained by the GIS Division, with much of that data available through the City's Mapguide service to realtors, engineers, and the general public. The Division has five full-time members, including the Division Manager.

Capital Outlay

Planning Division

The Division's Capital Outlay request is \$0 for both fiscal years.

Building and Code Enforcement Division

The Division's Capital Outlay request is \$0 for both fiscal years.

Land Development Division

The Division's Capital Outlay request is \$13,100 in both FY 2009-10 and FY 2010-11 for the Overall Work Program established by the Metropolitan Planning Organization.

Permit Center Division

The Division's Capital Outlay request is \$0 for both fiscal years.

Engineering and Design Division

The Division's Capital Outlay request is \$565,000 in both FY 2009-10 and FY 2010-11 for deposit-based permits. All costs are offset by an equal amount of revenue collected from the developers at the completion of the project.

GIS Division

The Division's Capital Outlay request is \$12,000 for FY 2009-10 and \$12,000 for FY 2010-11. The FY 2009-10 amount is for routine server replacement. The FY 2010-11 amount is also for routine server replacement.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Personnel

There are no new positions within the budget.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Planning	F/T	17.00	17.00	14.00	13.00	(1.00)	12.00	(1.00)
	P/T	-	-	1.00	0.50	(0.50)	0.50	-
	Total	17.00	17.00	15.00	13.50	(1.50)	12.50	(1.00)
Building	F/T	16.00	16.00	15.00	13.00	(2.00)	13.00	-
	P/T	1.00	1.00	1.00	-	(1.00)	-	-
	Total	17.00	17.00	16.00	13.00	(3.00)	13.00	-
Land Development	F/T	4.00	4.00	2.00	2.00	-	2.00	-
	P/T	-	-	-	-	-	-	-
	Total	4.00	4.00	2.00	2.00	-	2.00	-
Permit Center	F/T	9.00	9.00	8.00	8.00	-	7.00	(1.00)
	P/T	-	-	-	-	-	-	-
	Total	9.00	9.00	8.00	8.00	-	7.00	(1.00)
Geographic Information Systems (GIS)	F/T	7.00	7.00	6.00	5.00	(1.00)	5.00	-
	P/T	-	-	-	-	-	-	-
	Total	7.00	7.00	6.00	5.00	(1.00)	5.00	-
Total	F/T	53.00	53.00	45.00	41.00	(4.00)	39.00	(2.00)
	P/T	1.00	1.00	2.00	0.50	(1.50)	0.50	-
	Total	54.00	54.00	47.00	41.50	(5.50)	39.50	(2.00)

Significant Issues

Major Project Workload

During the coming two-year budget cycle, major work efforts requiring Department resources will:

1. Provide planning, building, land development engineering, GIS, and Permit Center customer services in support of approximately \$150-200 million of private development.
2. Issue approximately 3,000 building permits.
3. Perform in excess of 15,000 construction inspections within 24 hours of request.
4. Process between 2,000 and 2,500 building plan reviews.
5. Provide service for an estimated 25,000 customer contacts through the Permit Center.
6. Manage 2,500-3,000 Code Enforcement cases and complaints.
7. Provide map information services and analysis for more than 3,000-4,000 mapping requests per year.
8. Maintain a minimum customer satisfaction score of 4.5 (excellent) on a scale of 1 to 5 for services at the Permit Center.
9. Directly support new development activities that will generate approximately \$8 million in revenue for public infrastructure projects.
10. Complete state-mandated update of the General Plan Housing Element and associated revisions to the Health and Safety Element and Natural Resources Element
11. Complete update/revision of the Subdivision Ordinance.

12. Complete a minor "clean-up" of the Downtown Redding Specific Plan to be consistent with the General Plan and Zoning Ordinance and established policy.
13. Work in conjunction with RMU to adopt state-mandated Water Efficiency Landscape Ordinance.
14. Convert building permit process and requirements for the Uniform Building Code to the International Building Code, as required by the state of California.
15. Continued implementation of computerized system, where information on development activity can be accessed by all Departments and the public. This project involves the redesigning of the current business practices and systems to facilitate computerized integration with a system when purchased.
16. Incorporate enforcement of the California Green Building Code, the 2008 California Energy Code, and other legislative requirements into the plan review and inspection process.
17. Provide plan check and inspection services for the EarthAdvantage Program.
18. Adjust work focus to minimize negative impacts to the community caused by the downturn in construction activity and increased foreclosure and Code Enforcement activity.
19. Provide substantial staffing and resource support for Redding Electric Utility's GIS program.
20. Provide technical support to the Regional Transportation Planning Agency "Shasta Forward" program and Phase II Grant Program, regarding maintenance, editing, and distribution of framework GIS data used in the Shasta Forward project.
21. Mapping, data, and GIS integration and support for Development Services' permit/project tracking system.
22. Integration of GIS data with RMU's maintenance management system, Cartegraph, for Wastewater and Water.
23. Continue implementation of National Pollution Discharge Elimination System (NPDES) Phase II and implementation of the Storm Drain Master Plan.
24. Mapping and data support for RMU's Solid Waste Automatic Vehicle Locator/GPS location for Solid Waste Collection vehicles.
25. Support Census 2010, including final Master Address File verification and final Census Boundary edits and changes.
26. Systematic conversion from existing Mapguide Web-based map services to ESRI ArcGIS Server Web-based map services.
27. Continued support for SHASCOM's Computer Aided Dispatch mapping and data for Police, Fire, and Emergency Medical Services.

2007-2009 Goals and Accomplishments

Planning Division

Goal

The Planning Division continued its efforts toward helping the community achieve its vision as expressed in the General Plan, while also effectively working with the individual property owner or resident to realize his/her objective. This was accomplished by:

1. Performing competent project review for conformance with General Plan and zoning requirements as well as state law.
2. Working to ensure that projects support the maintenance of an exceptional quality of life for current and future residents.
3. Performing all work with integrity, cooperation, and concern for fairness and customer satisfaction.

4. Meeting permit processing timelines.
5. Receiving a high level of satisfactory customer feedback.

Accomplishments

During the past two years, the Division has supported communitywide improvements with an estimated value of more than \$191 million.

The status of specific work program goals from the FY 2007–09 budget is outlined below:

Goal

Continue to provide exceptional service for internal and external customers.

Accomplishments

1. Maintained full business-hour staffing and backup at the Permit Center counter despite mid-year budget staff reduction.
2. Received an overall satisfaction score of 4.8 points out of a possible 5 points, as indicated on the return of customer feedback forms.
3. Satisfied the timeline objective of 98 percent of those permit applications, which established processing-time objectives.
4. Continued to dedicate Senior Planner staff to economic development activities and liaison to the City's Housing Loan Committee.
5. Completed processing of the tentative map and planned development plan in support of the Stillwater Business Park.

Goal

Continue implementation of the Redding General Plan.

Accomplishment

1. Completed update of the Community Development and Design Element to address policy issues related to community form/building heights and "Regional Commercial" land allocation.
2. Initiated state-mandated update of the Housing Element.
3. Amended the Recreation Element to reflect policies of the Parks, Trails and Open Space Master Plan.
4. Amended the Transportation Element to reflect land use decisions affecting planned street links.
5. Provided continued technical support of the RTPA "Blueprint Planning" effort.
6. Carried to adoption the Oasis Road Area Plan Public Facilities Financing Plan.
7. Carried to adoption the North Redding Traffic Benefit Fee District.
8. Carried to adoption the state-mandated revision to the Housing Density Bonus Ordinance.
9. Carried to adoption a new Historic Preservation Ordinance.
10. Initiated an update of the Subdivision Ordinance.

Goal

Implement the National Pollution Discharge Elimination System and CEQA mitigation monitoring requirements in project review and conditioning.

Accomplishments

1. Coordinated CEQA analysis and project review and conditioning consistent with the City's state-approved NPDES permit.
2. Supported RMU state-reporting requirements.

Goal

Perform assessment and system evaluation work preliminary to selection and implementation of computerized permit tracking system in 2009–10.

Accomplishments

1. Provided staff liaison and support to committee assessing needs and system evaluation.
2. Assisted in preparation of grant application for potential funding sources.

Goals which have not been completed:

- Complete a parallel zoning code. This effort was to be initiated in the latter half of the 2008–09 budget year, but was set aside due to budget constraints and lowering of priority by the City Council.
- Complete cluster and small-lot design standards. This effort was initiated by a joint staff/industry committee; a draft has been completed and agreement reached with the development community on basic standards, but has been placed on hold due to changes in priorities in Development Services and Transportation and Engineering.
- Prepare Diestelhorst Neighborhood General Plan amendments. Alternative conceptual plans were developed and a neighborhood meeting conducted. It was determined that the neighborhood wished to retain existing General Plan designations and the matter was not pursued.

Building Division

Goal

The Building and Code Enforcement Division was very successful in protecting the public by ensuring that buildings be constructed and property maintained in compliance with the minimum requirements of state and municipal codes. This was accomplished by performing competent plan reviews, inspections, and code enforcement, while maintaining a high-level work ethic, integrity, cooperation, and sense of direction. A major Division focus continues to be conveying a sense of fairness and satisfaction to customers.

Accomplishments

1. Through FY 2007–08 and the first half of FY 2008–09, 76 percent of single-family residence applications were reviewed on the first cycle in 10 working days or less, slightly exceeding the stated goal of 75 percent. Average review time was 7.8 working days, which was 4 days shorter than in FY 2005–06 and FY 2006–07. The timelines for plan check decreased due to a slowdown in construction, an improved master plan process, and increased levels of experience and training among newer staff members.
2. All inspections requested were provided within 24 hours of the request.

3. Code Enforcement continued to successfully abate nuisance and substandard properties throughout the City. In FY 2007–08, there were 1,868 new cases and 1,797 closed cases. In the first half of FY 2008–09, there were 1,126 new cases and 1,272 closed cases. These activity levels represent a continuing trend of annual increases in the number of complaints received.
4. In FY 2007–08 and the first half of FY 2008–09, building inspectors performed 19,166 inspections, averaging 14.6 inspections per day, which slightly exceeded the Division’s benchmark target of 12 to 14 inspections per day, but is within acceptable limits.
5. Staff met with members of the construction and development community to improve the quality of submitted plans in order to decrease the number of plan check cycles on new single-family dwellings.
6. The Division provided extensive training opportunities for the general public and construction community in an effort to smooth the transition into the 2007 California Building Standards Code which became effective throughout the state on January 1, 2008, and involved major changes in how buildings are constructed within the state.
7. In FY 2007–08, 3,238 permits were issued; and in the first half of FY 2008–09, 1,477 permits were issued, 64 percent of which were issued over the counter.
8. The Division coordinated efforts with other cities and counties in the North State to provide greater consistency in building code enforcement and interpretations from Sacramento north.
9. Creation of a centralized plan check comment repository and naming convention was established which enabled instant access to all plan check comment records from any location within City Hall, including the Permit Center counter.
10. Started a major effort to develop building inspection checklists, which will provide greater consistency and accuracy on building inspections. This effort will lead to improved automation of the inspection process and handouts which will assist in contractors and developers being better prepared for inspections. This will ultimately result in a higher percentage of inspections being approved on the first site visit.

Land Development Division

Goal

Continue to maintain high level of service to the public by promptly returning telephone calls and written correspondence, generally within four hours and four days, respectively. Continue to pursue improvements in the permitting process for Land Development review by participating in the Development Review Committee with local developers, contractors, and consulting engineers. Provide project comments and/or conditioning within two weeks of planners' requests. Provide first plan check within three weeks and second check within two weeks, with a 90 percent success rate.

Accomplishment

The committee completed its work, and project conditioning targets were met. First plan check was completed 82 percent of the time within three weeks, and the second check was completed 94 percent of the time within two weeks.

Goal

Perform assessment and system evaluation work preliminary to selection and implementation of computerized permit tracking system in FY 2009–10. Participated in the development of the Division needs for the new system and the selection process of a new tracking system pending budget/Council approval.

Accomplishment

The preliminary assessment and system evaluation was completed in December 2008. The continuation of the project is pending funding approval for project implementation.

Permit Center Division

Goal

Improve staff awareness of customer needs. Invite local developers to share their perspective on Permit Center services through regular outreach efforts.

Accomplishment

This objective was not realized as Department staffing levels prevented scheduling of outside training activities. However, outreach efforts to seek feedback from industry customers were made through regular counter and phone contacts and evaluation of customer service survey cards.

Goal

Continue to develop information handouts of value to our customers for all services and activities conducted or supported at the Permit Center.

Accomplishment

Developed a simple "deck" handout and plan for customer use, and commenced development of a design and permitting handout for new carports.

Goal

Improve data collection and distribution system between the Development Services Department and REU, RMU, and other City functions for new development or change in building uses. Determine data needs and triggers for distribution. Determine path of data from Building Division to Utility billing and to automate or simplify where possible.

Accomplishments

1. Permit Center staff met with representatives of the Water, Wastewater, and Storm Drain Divisions of RMU to review areas where we can provide more complete or consistent data and to determine the source of the data- generation.
2. Through the meetings noted above, we have clarified the path of information from the Building Division to the RMU/REU utility customer service billing system. While the software to automate the flow of data in many instances is not currently available, we did improve the flow of information by utilizing staff in the utilities, so that they can improve their tracking efforts and stay on top of projects that are prone to billing errors.

Goal

Change vacant position to Plans Examiner from Senior Inspector to broaden the pool of applicants suited to the position.

Accomplishment

The change of classification was realized, and it did provide a broadened pool of applicants. After four rounds of interviews, it became apparent that the salary range was not attracting qualified, experienced applicants. Ultimately, we were able to find a qualified but less experienced person for the position.

Goal

Issue 60 percent or more of all building permits over the counter, and continue to seek opportunities to simplify the permit process.

Accomplishment

Of all permits issued in FY 2007–08, 64 percent were issued over the counter.

Goal

Continue to expand online services.

Accomplishment

During the budget process, mechanical permits were added to the list of online permit opportunities. This has been well-received by the heating and cooling contractors in the area.

Goal

Perform assessment and system evaluation work preliminary to selection and implementation of computerized permit tracking system in FY 2009–10.

Accomplishment

Permit Center and other Development Services staff participated with the IT Division in a comprehensive evaluation of business practices and needs assessment for the new system. Staff participated in regular dialogs with IT staff to document the flow of development and permit related information within the City.

Goal

Complete digital conversion of some Department records preliminary to implementation of computerized tracking system.

Accomplishment

This objective was not realized due to budget considerations.

GIS Division

Goal

Support the use of distributed mapping and analysis as an interface to Departmental and legacy data.

Accomplishments

1. Completed interface upgrades to Mapguide Server to provide additional data and improved ease of use and updates.
2. Added data layers to Mapguide, including backflow devices, additional storm-drain layers, redevelopment project areas, improved Traffic Control Device and Sign data, and preliminary REU GIS data.
3. Performed significant updates for utility data, and established new update processes and schedules.
4. Added more commonly utilized GIS data layers to our website and made them freely available for download to the public.

5. Added more commonly utilized GIS data layers in Google Earth format and made them freely available for download to the public.
6. Completed development of core GIS data layers for use on the RABA web-mapping site.
7. Completed the integration of Phase I of RMU's implementation of Cartegraph Maintenance Management System.
8. Completed the integration of Phase I of REU's conversion to enterprise GIS data.
9. Continued to utilize mobile GIS for the Storm Drain Division and completed mobile GIS implementations for the Wastewater, Industrial Waste, and Traffic Operations Divisions.
10. Limited Mapguide outages to approximately 100 events in 2008, with the longest outage limited to 6 hours.

Goal

Provide a wide range of GIS services, including mapping, data creation and analysis, reporting, imaging, data maintenance, and data delivery to City Departments, City consultants, outside agencies, and the public.

Accomplishments

1. Completed over 3,500 mapping/work requests in FY 2007–08 and over 3,600 mapping/work requests in FY 2008–09.
2. Completed conversion of the Water Utility's Atlas Books to GIS Map Books.
3. Provided quick-turnaround maps, exhibits, and presentation materials for numerous economic development prospects and grant applications.
4. Coordinated the transfer and/or dissemination of hundreds of gigabytes of digital mapping and data to various consultants and agencies on behalf of several City Departments and Divisions.
5. Provided training to multiple City Departments in the use of GIS data, mobile GIS software, and applications.
6. GIS also responded to several unanticipated assignments during the FY 2007–09 budget cycle, which included support for:
 - Stillwater Business Park
 - Shasta Metro Enterprise Zone Boundary update and approval
 - Redding Electric Utility GIS conversion project
 - Trails Projects
 - Redding Municipal Utility's Cartegraph Maintenance Management System GIS integration
 - Zoning Ordinance and General Plan Elements mapping and analysis support
 - SHASCOM's CAD Map implementation and GIS data integration

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Performance Measures and Workload Indicators

Planning Division

The following table displays some of the workload indicators for the past, present and projected future of the Planning Division:

	FY 2007-08	FY 2008-09 Projected	FY 2009-10 Projected	FY 2010-11 Projected
Development Applications Received				
Site Development Permit	22	12	12	13
Use Permit	12	9	9	9
Parcel Map	13	6	6	6
Subdivision	3	3	3	3
Planned Development	2	0	0	0
Rezoning	3	5	5	5
General Plan Amendment	2	3	3	3
All Others	196	110	110	116
TOTAL	253	148	148	155

* Through February Annualized.

Turnaround times were established in 1996 for nine types of permit applications, with a success rate objective of 80 percent for subdivision maps and 90 percent for all other types of applications:

	No. of Approvals	Goal	Success Rate	No. of Approvals	Goal	Success Rate
Subdivisions	13	80%	100%	2	80%	100%
All Others	103	90%	90%	70	90%	90%**

* Through February.

** Estimated

Building Division

The following table displays some of the workload indicators for the past, present and projected future of the Building Division:

	FY 2007-08 Actual	FY 2008-09 Estimated	2009-10 Projected	2010-11 Projected
New Single Family (# of units)	161	185	185	194
New Single Family (valuation)	34,563,000	35,176,000	35,176,000	36,934,000
New Multiple Family (# of units)	181	309	309	324
New Multiple Family (valuation)	13,908,000	12,750,000	12,750,000	13,387,000
New Commercial (# of buildings)	40	38	38	40
New Commercial (valuation)	15,391,000	27,672,000	27,672,000	29,056,000
Remodels & Repairs (valuation)	25,586,000	15,697,000	15,697,000	16,482,000
Other (valuation)	9,925,000	11,320,000	11,320,000	11,886,000
TOTAL	99,373,000	102,615,000	102,615,000	107,745,000

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

PERMIT PROCESSING GOALS 1 & 2					
Plan Type	Working Days to Review			Target % Success Rate	Maximum Review Time - Days
	2008-09	2009-10	2010-11		
Commercial/Multiple Family - New Buildings and Additions	20	20	20	75	35
Commercial/Multiple Family - Resubmit Corrections for New Buildings/Additions	10	10	10	75	20
Commercial - Tenant Improvement/Remodel	10	10	10	75	20
Commercial - Resubmit Corrections for Tenant Improvement/Remodel	5	5	5	75	15
Single Family Dwelling (Conventional) ³	10	10	10	75	20
Single Family Dwelling (Engineered)	15	15	15	75	20
Residential Resubmit for Corrections	5	5	5	75	15
Miscellaneous Permits Qualifying for Express Review	0-1	0-1	0-1	75	0-2
Miscellaneous Permits not Qualifying for Express Review	5	5	5	75	10
INSPECTION GOALS					
Inspections made within 24 hours of request (%)	100	100	100	100	48 hrs.

¹ Actual processing times will vary with workload. These review times are based on the assumptions of: (1) current staff levels being maintained, (2) a consultant budget of \$31,000, and (3) an annual construction valuation of \$103,000,000.

Land Development Division

The following table displays some of the workload indicators for the past, present and projected future of the Land Development Division:

ACTIVITY	FY 2007-08 Actual	FY 2008-09 Annualized*	FY 2009-10 Projected	FY 2010-11 Projected
Encroachment Permits Plan Checked	69	56	56	59
Grading Permits Plan Checked	42	41	41	43

* Annualized @ 2/28/09

Permit Center Division

The following table displays some of the workload indicators for the past, present and projected future of the Permit Center Division:

Description	FY 2007-08 Actual	FY 2008-09 Annualized*	2009-10 Projected	2010-11 Projected
Plans Submitted for Review	1,414	978	978	1,207
Over-the-Counter Permits Processed	2,163	1,724	1,724	1,810
Total Permits Issued	3,380	2,693	2,693	2,828
Average Monthly Customer Survey Responses	3	2	2	3
Average Score for Customer Survey Responses (1 - lowest, 5 - highest)	4.6	4.9	4.8	4.8
Transportation Permits Issued	642	623	623	654
Encroachment Permits Issued	231	188	188	197
RABA Passes Issued	363	303	303	318

*Annualized @ 2/28/09

GIS Division

The following table displays some of the workload indicators for the past, present and projected future of the GIS Division:

Description	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Estimated	2009-10 Projected	2010-11 Projected
Mapping/Analysis Requests	3,500	3,600	3,700	3,800	3,900
Mapguide Server Map Visits	980,000	990,000	1,000,000	1,250,000	1,450,000

2009-11 Goals and Objectives

Planning Division

The Planning Division was successful in working toward ensuring that new development meets or exceeds the goals of the community as set forth in the General Plan and Redding Municipal Code. This was accomplished by coordinating comprehensive citywide reviews of new development projects; supporting high levels of public involvement in the planning process; and maintaining integrity, a sense of cooperation, and continually working to obtain fairness for customers and the public.

Goal

Continue to provide exceptional service to both internal and external customers.

Objectives

1. Provide adequate staff and customer user-friendly materials at the Permit Center counter.
2. Maintain a high customer-service satisfaction rating.
3. Process complete permit applications within target timeline objectives.

Goal

Continue implementation of the Redding General Plan.

Objectives

1. Complete state-mandated update of the Housing Element and associated revisions to the Safety Element and Natural Resources Element.
2. Complete update/revision of the Subdivision Ordinance.

Goal

Complete a cleanup of the Downtown Redding Specific Plan.

Objectives

1. Revise the Plan to be consistent with permit nomenclature and processes established with adoption of the revised Zoning Ordinance in 2002.
2. Address recent amendments to the General Plan affecting height and density standards in the Downtown.
3. Review development and sign standards.

Goal

Satisfy the state's mandate for adoption of a Water Efficiency Landscape Ordinance.

Objective

Work in conjunction with the Water Utility Division of RMU to develop an ordinance meeting the state's requirement.

Building Division

Goal

Protect the public by ensuring that buildings are constructed and property maintained to meet the minimum requirements of state and municipal codes.

Objectives

1. Review plans for conformance with minimum code requirements.
2. Perform competent inspections.
3. Maintain accurate records.
4. Process projects according to established policy and regulation.
5. Maintain a high-level work ethic, integrity, cooperation, and sense of direction.
6. Focus on ways to reshape services in a manner that will reduce processing timelines, increase understanding, and convey a sense of fairness and satisfaction.

Goal

To maintain and improve the quality of life and safety in the City's buildings and neighborhoods through an effective Code Enforcement program.

Objectives

1. Receive complaints, determine validity, and ensure compliance with the Redding Municipal Code within the minimum length of time required.
2. Work with owners and tenants in a respectful and assertive manner, leading to voluntary compliance whenever possible.
3. Work cooperatively with other Departments and agencies, internal and external, to achieve the stated goal.
4. Maintain the highest standard of professional ethics in the performance of our duties.

Goal

Continue to seek new and innovative ways to improve plan check processing, where possible, given declining resources.

Objectives

1. Improve plan check tracking, workload indicators, and statistical gathering.
2. Work with the development community to identify and implement improvements.
3. Develop additional standard approvals for minor structures.
4. Issue at least 60 percent of all building permits over the counter.

Goal

Meet plan review and inspection turnaround timelines.

Objectives

1. Meet turnaround timelines on plan checks and inspections within the listed percent of reviews.
2. Perform inspections in the morning, afternoon, or at a specific time as requested by the customer consistent with available department resources.

Goal

Implement the adoption and enforcement of the 2008 California Energy and Green Building Codes as well as other new legislative mandates.

Objectives

1. Modify the Redding Municipal Code to adopt the 2008 California Energy and Green Building Codes to provide consistency with the State Health and Safety Code.
2. Provide training opportunities for staff and the construction industry on the new codes.
3. Provide training opportunities for the public.
4. Implement enforcement of the new codes.
5. Update the Division policy manual to be consistent with the new state building codes.
6. Update handouts to be consistent with the new codes.

Goal

Implement enforcement of the National Pollution Discharge Elimination System.

Objectives

1. Implement NPDES enforcement consistent with the state NPDES permit.
2. Coordinate NPDES enforcement efforts with other City Departments.
3. Provide training to staff.
4. Develop and distribute brochures and handouts clarifying the requirements of NPDES.

Goal

Continually work to improve communication with the building community.

Objectives

1. Involve the building community in code and policy change discussions.
2. Continue to solicit public comment on how well we are doing our job and where we can improve.
3. Improve public image through the use of public information programs.

Goal

Perform preliminary assessment and system evaluation work prior to selection and implementation of computerized permit tracking system in FY 2009-11.

Objectives

1. Participate in the selection process of a new tracking system pending budget/Council approval.
2. Participate in the development of the Division needs assessment for the new system.

Goal

Adjust service delivery to accommodate a changing economy, while maintaining core services.

Objectives

1. Adjust to slowdown in construction activity.
2. Explore the demand for new services in areas such as green building technology and increased energy efficiencies.
3. Minimize impact of increased foreclosure activity on neighborhoods.
4. Explore and pursue alternative funding sources as they may become available

Land Development Division

Goal

Maintain high level of service to the public consistent with available Division resources.

Objectives

1. Promptly return telephone calls and written correspondence, generally within four hours and four days, respectively.
2. Continue to pursue process improvements for Land Development plan review and conditioning.
3. Provide project comments and conditioning within two weeks of request.
4. Provide first plan check within three weeks and second check within two weeks.

Permit Center Division

Goal

Provide additional interim online permit opportunities.

Objectives

1. Expand the HVAC online permits to allow for more than one unit per address.
2. Provide targeted instruction sheets that will be based on the selections of the online applicant.
3. Continue to work on implementation of new permit tracking system—assuming funding for the project.

Goal

Accommodate the anticipated reduction of staff for Engineering permits within available resources.

Objectives

1. Streamline permitting process, where possible, to minimize staff review.
2. Train Engineering Technician II to perform some of the basic tasks related to permit processing.

Goal

Improve layout and functionality of the Development Services Internet presence.

Objectives

1. Develop new look that is visually more inviting.
2. Develop layout that is more intuitive and catered more to the needs of the public rather than the needs of staff.
3. Work with IT staff to rewrite the coded pages for the Website.

GIS Division

Goal

The use of distributed mapping and analysis as an interface to departmental and legacy data.

Objectives

1. Develop technology infrastructure and software applications to provide access to GIS data, analysis, reports, documents, and images to the desktop of City staff, to the field using mobile GIS, and to the public via the internet.
2. Reduce the number of individual and custom mapping requests by making routine map data and analysis available to staff that requires it.
3. Develop efficiencies in workflow to allow better timeliness and fewer steps in the maintenance, update, and management of new and existing data.

Goal

Provide a wide range of GIS services, including mapping, data creation and analysis, reporting, imaging, data maintenance, and data delivery to City Departments, City consultants, outside agencies, and the public.

Objectives

1. Provide timely, efficient, and accurate GIS mapping and analysis support for City Departments.
2. Provide complete and thorough analysis, reporting, and final presentation of GIS data for special projects.
3. Assist City Departments and Divisions in the capture and collection, organization, implementation, presentation, and distribution of GIS data and applications.
4. Continue maintenance and implementation of new and existing map and data layers and GIS applications.

Goal

Perform assessment, system evaluation work, and integration/implementation plans for: (1) computerized land development activity tracking system; (2) Cartegraph for Water and Wastewater; (3) Mapping for Solid Waste's AVL/GPS mapping project; and (4) Phase II of REU's conversion to GIS, web mapping services, and mobile data.

Objectives

1. Participate in the assessment, system evaluation work, and integration/implementation plans for the four above projects.
2. Participate in the identification of infrastructure needs in support of the new systems, including servers, software, data conversion and ongoing maintenance, and implementation and integration.

Unmet Needs

Building Division

Operations and Materials/Supplies/Communications – \$25,000. The Division's O & M budget has not kept up with inflation, resulting in a repeated shortfall. This typically becomes evident in the last quarter of each fiscal year when there are insufficient funds to purchase supplies and other materials.

Operations and Materials/Supplies/Professional Services/Consulting – \$60,000. The Division's Professional Services/Consulting budget was cut in FYE 2009 because of a budget shortfall in the General Fund. The loss of this funding will reduce the ability of the Division to meet the needs of the development community as construction activity increases due to seasonal fluctuations, normal peaks in workload, and eventually due to an improving economy.

Building Inspector – \$100,000. In FYE 2009, a building inspector position in the Code Enforcement section was eliminated. The lack of this position has resulted in backfilling the need for a building inspector in Code Enforcement with a regular building inspector. Currently, this is not problematic given the slowdown in construction activity. However, the loss of this position will present a significant constraint as construction activity increases due to seasonal peaks in workload and an improving economy.

Upgrade Plan Check Engineer to Senior Engineer – \$15,000. The Plan Check section is currently supervised directly by the Building Official. The result is that this section works without supervision when the Building Official is involved in other duties, such as management of other sections in the Division, meetings, and field issues. Upgrading one engineer position to a Senior Engineer position would make a more balanced organization by creating three sections in the Division, with a supervisor over each section.

Total Unmet Needs for the Building and Code Enforcement Division — \$200,000

GIS Division

Consulting Services for New Application Development – \$100,000. The GIS Division has over 20 project requests pending for services that either require custom programming or require specialized expertise beyond current in-house resources. This money would be used to procure consulting services for those projects.

Servers and Application Software – \$75,000. The GIS Division utilizes the minimum level of software application necessary for most projects. As reliance on GIS services has grown, so has the need for more advanced software to handle complex projects and analysis. Servers and application software include: ArcGIS Server, ArcEditor software for editing Enterprise Multi-User Geodatabases, and database connectivity tools and software for integration of legacy databases.

Update of the 2004 Aerial Orthoimagery – \$100,000. In 2004, the City utilized a variety of funding sources to obtain high-resolution aerial orthoimagery and a digital elevation model of approximately 105 square miles within the City's Planning Area. The aerial imagery is utilized in almost every aspect of the public infrastructure construction and private development process. There is currently a high demand for an update of that aerial imagery, which is now three years old and will be four years old by the time a reflight can be scheduled.

Additional Staffing – \$120,000. The GIS Division currently has a backlog of over three years' worth of GIS service requests. Many of these project and GIS service requests are for core services and processes that are very difficult to outsource effectively. The Division currently does not have sufficient staff resources to meet these needs.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Application Programmer for Web Mapping Services - \$125,000. The GIS Division's current application that provides web mapping services (MapGuide) is at "end-of-life." Today's industry standard web mapping services and servers typically require application development and specialized database programming expertise beyond current in-house resources. Outsourcing of these services is extremely expensive and not cost-efficient due to the inability to accurately predict service-level requirements.

Total Unmet Needs for the GIS Division — \$520,000

REDDING CITY COUNCIL

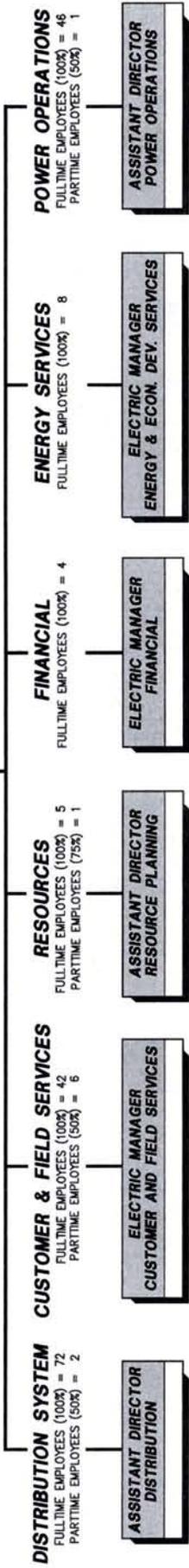
CITY MANAGER
KURT STARMAN

ADMINISTRATION
FULLTIME EMPLOYEES (100%) = 3
VACANT POSITIONS (100%) = 0

ELECTRIC UTILITY DIRECTOR
PAUL HAUSER

1 - OFFICE SERVICES SUPRV.

1 - CLERK III

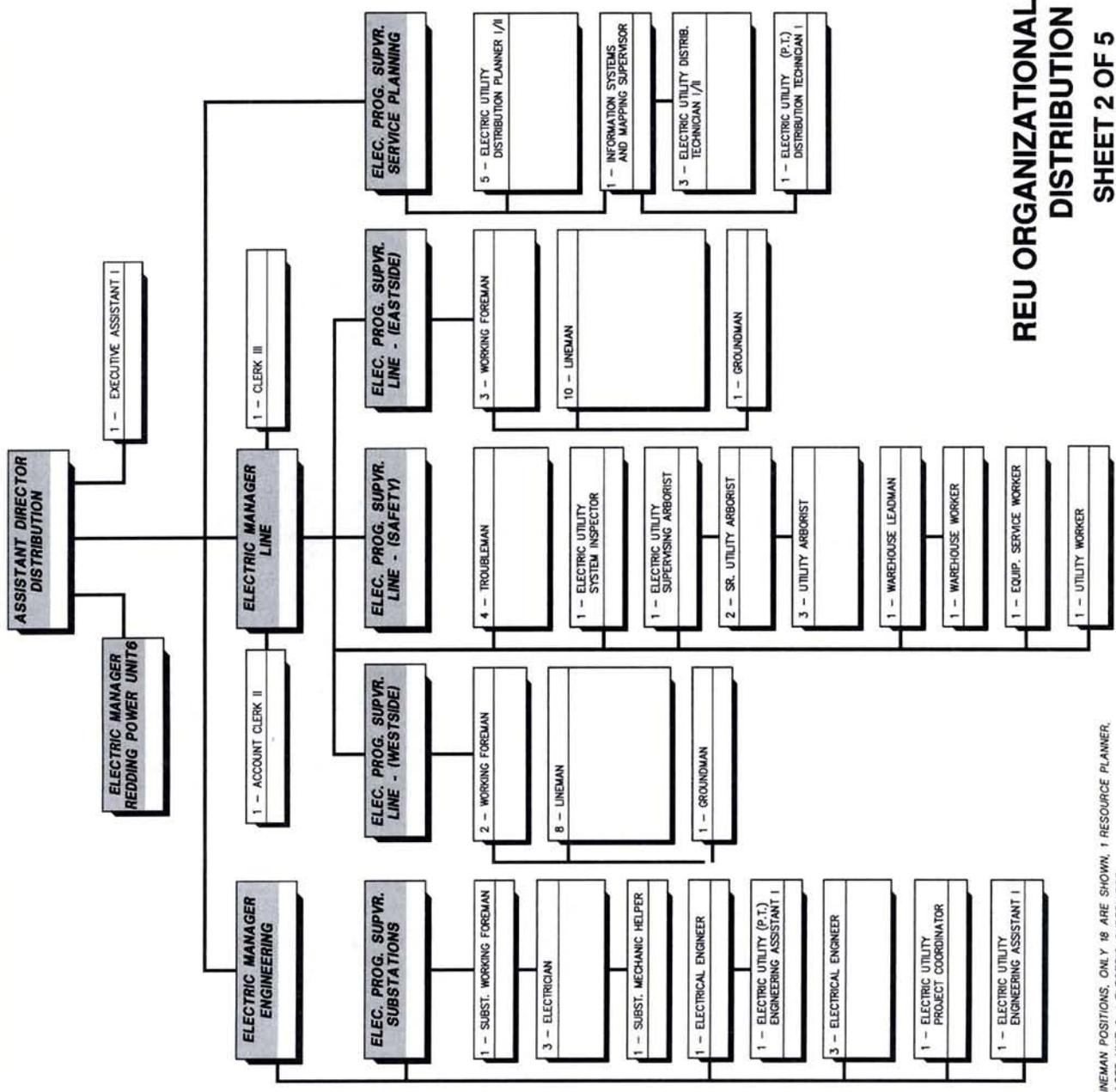


TOTALS:	FTE'S
FULLTIME EMPLOYEES	= 180
PARTTIME EMPLOYEES	= 10
TOTAL REU EMPLOYEES	= 190
	180.00
	5.25
	185.25



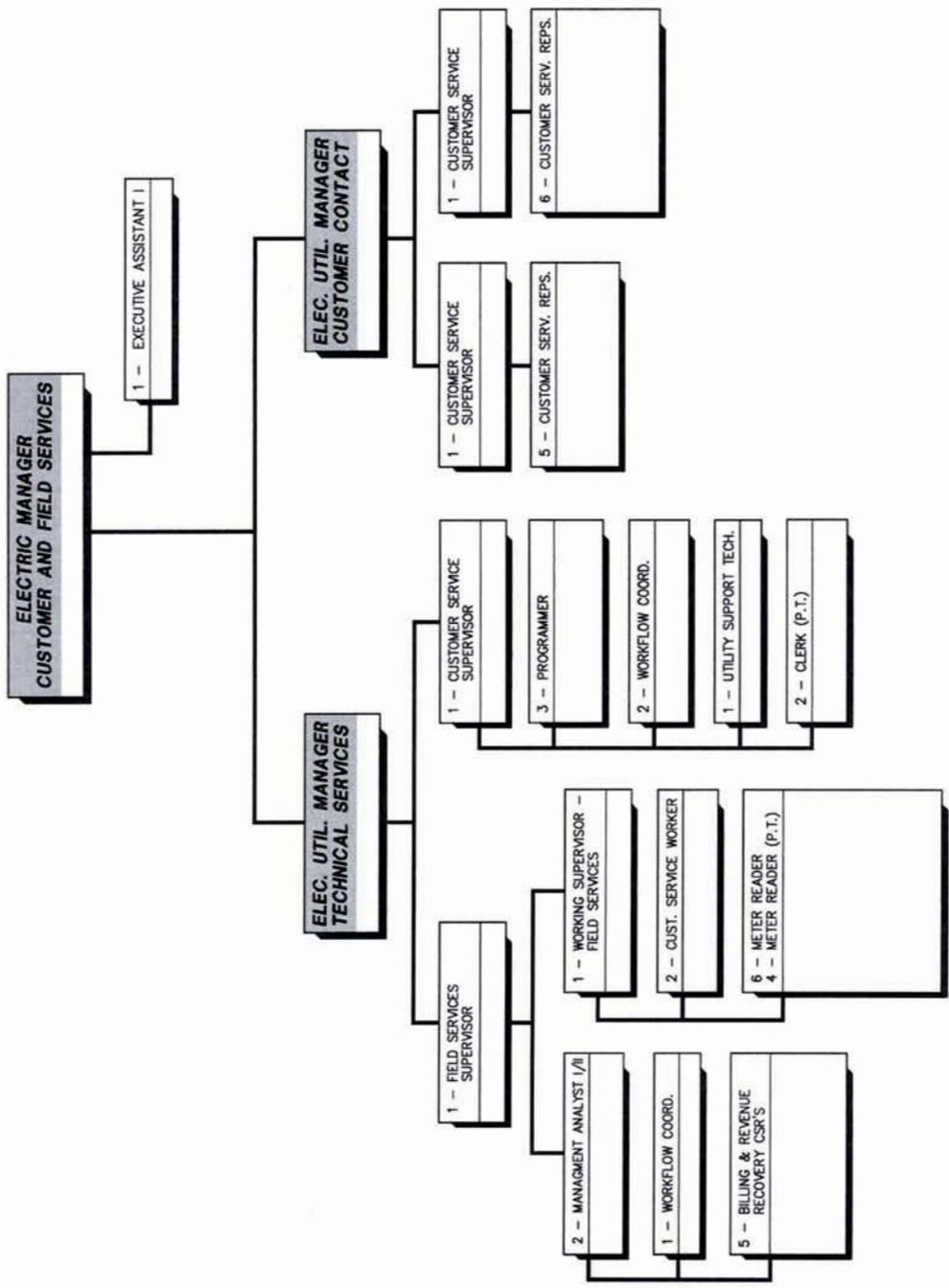
REU ORGANIZATIONAL CHART
SHEET 1 OF 5

**REU ORGANIZATIONAL CHART
DISTRIBUTION
SHEET 2 OF 5**

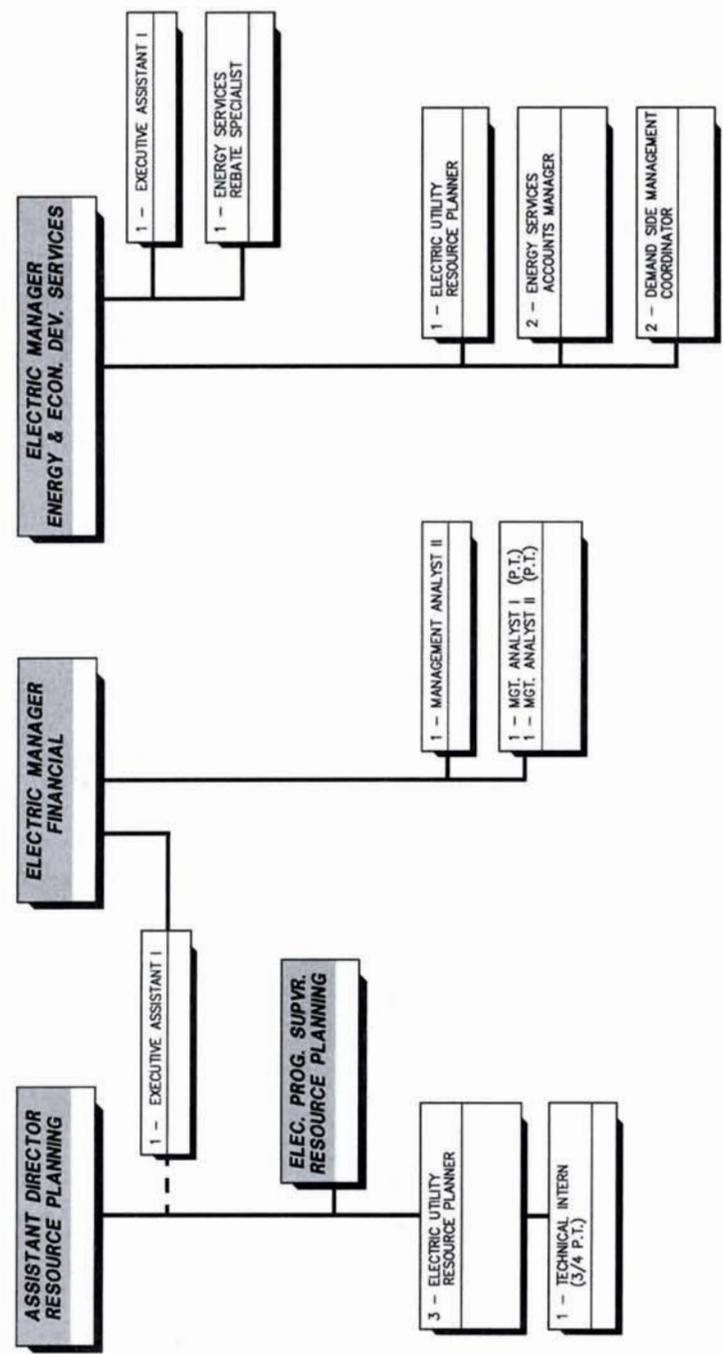


THERE ARE 21 LINEMAN POSITIONS, ONLY 18 ARE SHOWN, 1 RESOURCE PLANNER,
1 ELECTRIC MANAGER UNIT 6, 1 ELECTRIC SUPERVISOR

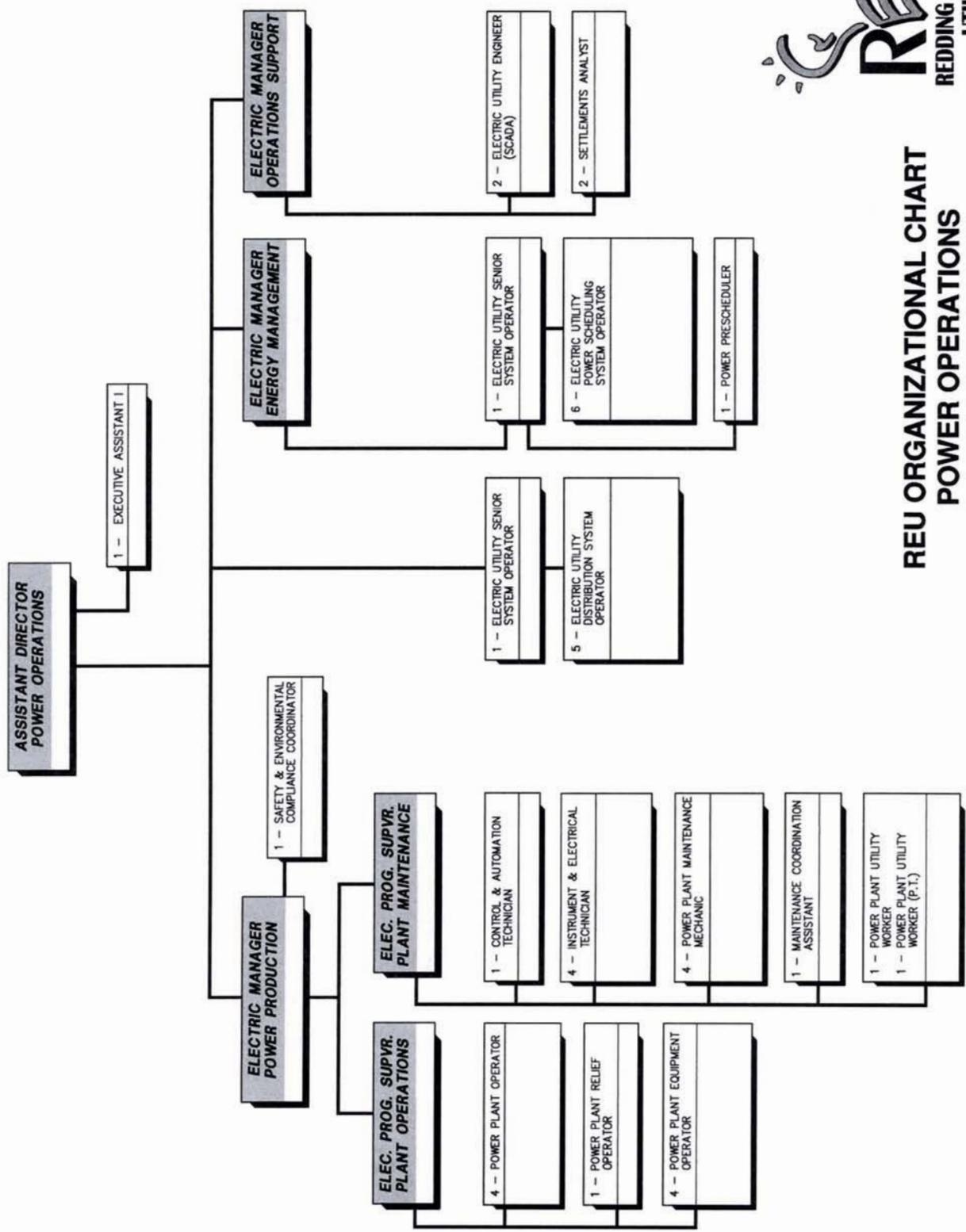
**REU ORGANIZATIONAL CHART
CUSTOMER AND FIELD SERVICES
SHEET 3 OF 5**



**REU ORGANIZATIONAL CHART
RESOURCE - FINANCIAL - ENERGY SERVICES
SHEET 4 OF 5**

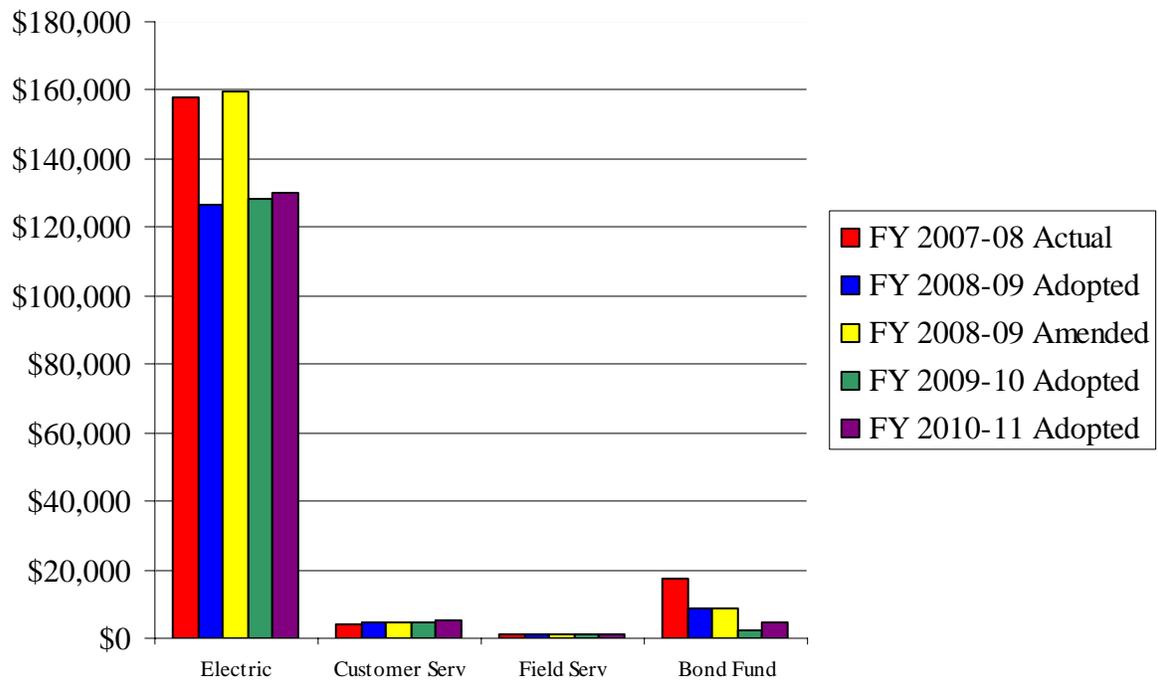


**REU ORGANIZATIONAL CHART
POWER OPERATIONS
SHEET 5 OF 5**



ELECTRIC UTILITY DEPARTMENT (REU)

Expenditure Comparisons (In Thousands)



**ELECTRIC UTILITY DEPARTMENT
(REU)**

Overview

The primary forces shaping REU's budget development for fiscal years 2009-10 (FY10) and 2010-11 (FY11) are rising costs associated with power production and acquisition, particularly natural gas and renewable resources. While REU's customer base continues to grow, our traditional electric resource portfolio has undergone a dramatic change, restructuring of our WAPA hydroelectric contract, and further legislative pressure promoting environmentally friendly "Green Power" from renewable resources such as solar and wind. In addition, AB32 legislation has brought climate change and our "Carbon Footprint" to the forefront and may significantly impact REU's cost structure in the future. REU is committed to providing the safest, most reliable electric service possible, at the lowest possible price to our customers.

The following table distinguishes budget categories according to primary functions, that is, Electric Generation and Distribution, Customer Service, and Field Services; and also aggregates capital spending funded by special financing services.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Electric	\$ 158,002,829	\$ 126,526,610	\$ 159,647,800	\$ 128,498,930	\$ (31,148,870)	\$ 129,862,920	\$ 1,363,990
Customer Service	4,048,299	4,627,550	4,638,780	4,892,370	253,590	5,207,740	315,370
Field Service	1,077,240	1,201,180	1,230,960	1,208,260	(22,700)	1,319,190	110,930
Electric System Bond Fund	17,565,955	8,500,000	8,900,000	2,400,000	(6,500,000)	4,400,000	2,000,000
TOTAL	\$ 180,694,323	\$ 140,855,340	\$ 174,417,540	\$ 136,999,560	\$ (37,417,980)	\$ 140,789,850	\$ 3,790,290

* Excluded carryover amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Electric	FY 2010-11 Adopted	\$ 20,075,560	\$ 90,769,630	\$ 5,115,210	\$ 13,902,520	\$ 129,862,920
	FY 2009-10 Adopted	\$ 19,139,010	\$ 90,244,930	\$ 5,253,500	\$ 13,861,490	\$ 128,498,930
	FY 2008-09 Amended	\$ 17,667,300	\$ 122,594,080	\$ 5,224,510	\$ 14,161,910	\$ 159,647,800
	FY 2007-08 Actual	\$ 16,483,168	\$ 126,053,551	\$ 4,981,280	\$ 10,484,830	\$ 158,002,829
Customer Service	FY 2010-11 Adopted	\$ 3,216,640	\$ 1,891,100	\$ 100,000	\$ -	\$ 5,207,740
	FY 2009-10 Adopted	\$ 3,036,030	\$ 1,851,040	\$ 5,300	\$ -	\$ 4,892,370
	FY 2008-09 Amended	\$ 2,829,540	\$ 1,809,240	\$ -	\$ -	\$ 4,638,780
	FY 2007-08 Actual	\$ 2,385,084	\$ 1,657,683	\$ 5,532	\$ -	\$ 4,048,299
Field Service	FY 2010-11 Adopted	\$ 1,157,350	\$ 161,840	\$ -	\$ -	\$ 1,319,190
	FY 2009-10 Adopted	\$ 1,031,350	\$ 176,910	\$ -	\$ -	\$ 1,208,260
	FY 2008-09 Amended	\$ 1,044,850	\$ 186,110	\$ -	\$ -	\$ 1,230,960
	FY 2007-08 Actual	\$ 916,981	\$ 135,677	\$ 24,582	\$ -	\$ 1,077,240
Electric System Bond Fund	FY 2010-11 Adopted	\$ -	\$ -	\$ 4,400,000	\$ -	\$ 4,400,000
	FY 2009-10 Adopted	\$ -	\$ -	\$ 2,400,000	\$ -	\$ 2,400,000
	FY 2008-09 Amended	\$ -	\$ -	\$ 8,900,000	\$ -	\$ 8,900,000
	FY 2007-08 Actual	\$ -	\$ -	\$ 17,565,955	\$ -	\$ 17,565,955
Total	FY 2010-11 Adopted	\$ 24,449,550	\$ 92,822,570	\$ 9,615,210	\$ 13,902,520	\$ 140,789,850
	FY 2009-10 Adopted	\$ 23,206,390	\$ 92,272,880	\$ 7,658,800	\$ 13,861,490	\$ 136,999,560
	FY 2008-09 Amended	\$ 21,541,690	\$ 124,589,430	\$ 14,124,510	\$ 14,161,910	\$ 174,417,540
	FY 2007-08 Actual	\$ 19,785,233	\$ 127,846,911	\$ 22,577,349	\$ 10,484,830	\$ 180,694,323

Key elements of the budget are described in the following paragraphs, including personnel, operation and maintenance, debt service, revenue and bond funded capital outlay, major plant maintenance, and rolling stock replacement.

Personnel

This budget cycle we have not budgeted any new positions except for the final two maintenance positions already discussed with the adding of Unit 6 to the power plant. A reduction in capital expenditures negatively impacts the cross charges as less time will be spent by employees on these projects. Net of cross-charges, REU personnel costs are up 7.7% in FY10 and 5.4% in FY11.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The Electric Utility's full-time, part-time, and total staffing levels for fiscal years FY 2009-10 through FY 2010-11 are as follows:

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Electric	F/T	133.00	134.00	138.00	138.00	-	140.00	2.00
	P/T	2.25	2.25	2.25	2.25	-	2.25	-
	Total	135.25	136.25	140.25	140.25	-	142.25	2.00
Customer Service	F/T	30.00	31.00	31.00	31.00	-	31.00	-
	P/T	1.00	1.00	1.00	1.00	-	1.00	-
	Total	31.00	32.00	32.00	32.00	-	32.00	-
Field Services	F/T	11.00	11.00	11.00	11.00	-	11.00	-
	P/T	3.00	3.00	2.00	2.00	-	2.00	-
	Total	14.00	14.00	13.00	13.00	-	13.00	-
Totals	F/T	174.00	176.00	180.00	180.00	-	182.00	2.00
	P/T	6.25	6.25	5.25	5.25	-	5.25	-
	Total	180.25	182.25	185.25	185.25	-	187.25	2.00

For FY11, REU budgeted the following two new positions. *Power Production Division* budgeted the final two positions of the six that were originally requested in August 2008 when a staffing plan was presented to the City Council for the new Unit Six generator. The Council approved the first and second of these positions at that time. The Council approved the third and fourth of these positions in February 2009 as part of the mid-year budget update. These two positions are needed due to the completion of the new Unit Six generator about June 2010. The complex technical needs and requirements of the power plant maintenance staff indicate the need for these positions. The two new positions are one Working Foreman-Power Plant Maintenance and one Power Plant Relief Operator. The total cost of these positions is approximately \$233,000.

Operation and Maintenance

Operation and Maintenance (O&M) Expenses are grouped into two categories: (1) Electric Utility-specific O&M expenses (Operating Materials), which includes the cost of power, and (2) Interdepartmental Charges. Operating Materials are directly determined by the Electric Utility. Interdepartmental Charges include: fixed charges from other departments; Allocation to the General Fund; In Lieu fees; Rent for the Corporation Yard and Civic Center; and Property Insurance. Total O&M expenses are budgeted to decrease \$32.3 million (25.9%) for FY10, followed by an increase of \$0.5 million (0.6%) for FY11. The decrease is partially due to not including the cost of power purchased for resale in the FY10 & FY11 budgets.

With respect to Operating Materials, a major shift in the Electric Utility's Purchase Power supply portfolio occurred in FY2004-05 with the termination of the Western contract. This contract has been replaced with a combination of a smaller Western contract and a higher cost, but still cost-effective, contract with AEP. In addition, natural gas fuel increases have resulted in higher production costs. Early signs in calendar 2009 point to another year of the continuing drought, causing REU to anticipate higher costs and lower availability of hydro power, and the need to manage our resource portfolio with a strategic combination of our own generation and market purchases.

For the most part, increases in Interdepartmental Charges in the first year of the adopted budget -- up \$1,011,980 (11.2%)--are due to a marked increase in In-Lieu of tax due to the addition of the Unit Six generator, as well as increases in fixed charges from other departments. For the second year of the adopted budget, Interdepartmental charges are set to increase marginally, \$70,870 (0.7%) as a result of increased fixed charges.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Debt Service

The Electric Utility Debt Service adopted budgets for FY10 and FY11, at \$13.9 and \$13.9 million per year, respectively, reflect the levelized debt service structure of the Utility's existing debt. Annual debt service increased beginning in FY09 as a result of the issuance of additional bonds to fund the construction of the new Unit Six generator at Redding Power.

When the City Council approved restructuring REU's outstanding distribution debt and issuing additional bonds to finance the Unit Six generator, it also elected to have a level debt service profile for future years. Notably these debt service figures include all costs associated with maintaining a fixed rate debt structure which have protected the utility from the vagaries of the variable rate interest market.

Capital Outlay

REU's Division 859 contains the preponderance of the Capital Outlay adopted budgets. The table below presents the components of the Capital Outlay adopted budgets for FY10 and FY11 compared with the actual FY08 expenditures, and the adopted and amended FY09 Budget (excluding carry-over amounts).

Description	FY2007-08 Actual	FY2008-09 Adopted	FY2008-09 Amended	FY2009-10 Adopted	Increase (Decrease)	FY2010-11 Adopted	Increase (Decrease)
General System Improvements	\$ 3,677,496	\$ 5,231,000	\$ 4,531,000	\$ 4,358,000	\$ (173,000)	\$ 4,488,500	\$ 130,500
Projects, Programs, & Equipment and Furnishings	\$ 1,333,898	\$ 814,000	\$ 693,510	\$ 900,800	\$ 207,290	\$ 726,710	\$ (174,090)
Bond Funded	\$ 17,565,955	\$ 8,500,000	\$ 8,900,000	\$ 2,400,000	\$ (6,500,000)	\$ 4,400,000	\$ 2,000,000
Total Capital Outlay	\$ 22,577,349	\$ 14,545,000	\$ 14,124,510	\$ 7,658,800	\$ (6,465,710)	\$ 9,615,210	\$ 1,956,410

The majority of the revenue funded capital outlay budgets are for General System Improvements. These costs include the annual recurring expenditures for installation of facilities required to provide reliable electric service to new customers/development and to maintain reliable electric service to existing customers. The facilities installed by City crews and contractors include transformers, poles, overhead/underground conductors, trenching, conduit, vaults, etc. Due to reduced level of new development the request for General System Improvement funds is significantly reduced from prior years. In addition, the undergrounding for aesthetic purposes program has been suspended at a savings of \$500,000 per year. The remaining capital items are for projects and programs, as follows:

FY 10-Unit 1, 2, & 3 Control System Upgrade, \$575,100;

FY10- Distribution System Mapping Program for safety and site locating needs, \$50,000;

FY11-Unit 2 Gearbox, \$400,000;

FY10/11 - Various generation equipment and minor projects totaling \$270,400 in FY10, and \$226,710 in FY11: Unit 5 Painting (\$48,150); Automation Improvements (\$273,050); Security Improvements (\$64,200); Asphalt Paving (\$5,000); Heat Balance Software (\$56,750); Unit 2 Compressor Wash (\$41,400); and Storage Shelving (\$8,560).

Three major capital projects are proposed to be funded by REU bond proceeds as justified below.

First, Stillwater infrastructure costs are budgeted at \$2.0 and \$3.2 million, respectively, for FY10 and FY11. Most of these funds would be spent only if and when a tenant with large energy needs has signed a contract to locate at Stillwater.

Second, the first phase of Advanced Metering Infrastructure AMI to enable Smart Metering may be implemented in FY10 costing \$400,000. The state legislature appears to be committed to a plan to implement energy reduction through the construction of a "smart grid". AMI is the cornerstone of any Smart Grid system. To be proactive in developing a system that fits the needs of the city, \$400,000 is budgeted to begin a measured approach to implementing AMI.

Third, a hydroelectric project at the Buckeye water treatment facility is budgeted in FY11 at a cost of \$1.2 million. This hydroelectric generation project is expected to meet the requirements set forth by the City Council in the Renewable Portfolio Standard and Senate Bills 1078 and 107, as well as the requirement for the installation of all cost effective, reliable energy efficiency, demand-side management and renewable energy generation per Assembly Bills 1037 and 2021 (Loading Order). Further, this project will serve as a collaborative effort between the Electric Department and the Water Utility of the Municipal Utilities Department. This project has the potential to reduce Redding's Water Utility's power bill, while aiding the Electric Department in procuring cost effective, reliable renewable energy resources.

Major Maintenance and Rolling Stock Funds

In addition to the regular Capital Outlay Budget, Resolution No. 98-139 established a "Special Purpose Fund" for the periodic major maintenance of the Electric Utility's power generating equipment (Major Maintenance Fund). In accordance with this resolution, the amount to be added to this fund each year shall be based on the number of equivalent running hours accrued, multiplied by the current estimated cost of major maintenance per equivalent operating hour. Maintenance is budgeted in the fund and ultimately expensed during the year in which the work is completed. The annual funding for the Power Plant Maintenance Fund is budgeted to increase from \$1.6 million in FY09 to \$1.8 million beginning in FY10.

The Rolling Stock Replacement Fund is functionally similar to the Power Plant Maintenance Fund. Budgeted FY08 and FY09 funding amounts for the Rolling Stock Replacement Fund were \$1.4 million and \$1 million, respectively. This was due to the need for CARB compliance. The annual funding is budgeted to decrease to \$500,000 beginning in FY10.

The Major Maintenance Fund is for major expenditures of a periodic nature, based on the wear and tear that the generating units accumulate due to their use. The expense that is incurred does not fit the normal Operations & Maintenance budget due to its periodic and sometimes unpredictable nature. From a risk management perspective, it is prudent utility practice to follow manufacturers' maintenance guidelines to ensure the continued, reliable operation of the generating units. The primary increase in the major maintenance costs are higher manufacturer field support charges, maintenance requirements based upon projected operating hours, as well as manufacturer's guidelines governing major maintenance scheduling. To not pursue this enhanced preventive and periodic maintenance schedule could result in catastrophic failure of a generator, resulting in millions of additional dollars in repair costs and untold millions in replacement power purchases.

As for the Rolling Stock Replacement Fund request, the Electric Utility has a demonstrated need for scheduled periodic replacement and upgrade of heavy rolling stock, such as line trucks, and for vehicles such as sedans and light trucks, and trailers. Fleet maintenance concurrence of need has been provided as appropriate. The Rolling Stock Replacement Fund should be decreased as indicated based upon the demonstrated and projected needs of the Utility as shown in their 10-year vehicle replacement worksheet.

Public Benefits Program

REU's Public Benefits Program has been successful and well received in the Redding community since its inception. The Public Benefits Program provides financial incentives and support in four areas of electric utility operation and function, as mandated by State law:

1. Energy Efficiency improvements
2. Low income assistance
3. Research, Development and Demonstration (RD&D) of emerging electric technologies; and
4. Renewable resource development.

Approximately 60 percent or almost two-thirds of REU's Public Benefits Program expenditures have historically been directed toward energy efficiency improvements. REU strives to build upon our relationships with local businesses, including trade allies and the development community to increase the awareness of cost-effective energy efficiency opportunities in new construction and remodeling projects throughout the community.

Low income assistance spending continues to be the second largest area of expenditures. For FY2008 Low Income support increased significantly from the previous year and this amount is expected to increase again in FY2009. These increases are primarily driven by REU's work with Redding's Housing Division on the rehabilitation of low-income homes that are inefficient and the new construction of energy efficient, affordable housing. Beyond FY2009, REU anticipates a substantial increase in Low Income support and program enhancements as a result of the City's ongoing efforts to reduce the impact and burden of the struggling economy on this sector of our Community.

The increase in funding for Low Income Assistance related programs will continue to be achieved through reductions in spending on renewable resource development. This is possible because almost all of REU's renewable resource development efforts are in the solar photovoltaic (PV) development area. PV development is now a separate program in and of itself, as mandated by State Senate Bill 1's passage and implementation. SB1 funding has allowed REU to redirect dollars previously devoted to renewable development to Low Income assistance.

REU's existing RD&D Projects are focused on the development and implementation of Thermal Energy Storage (TES) in our service territory. REU has more than 10 TES projects in place and under measurement and evaluation assessments to provide empirical data for future cost-effectiveness evaluations for TES development by the City and by our customers. Because of the reduced need for renewable and RD&D support, REU projects spending approximately 10 percent of total Public Benefits funds in these 2 areas over the FY09-10 and FY10-11 budget period.

These Public Benefits Programs will continue to provide benefits for our community.

The table that follows provides a summary of the components of the expected FY 2008-09 expenditures and the approved FY 2009-10 and FY 2010-11 expenditures for REU's continuing Public Benefits Program. The expenditures are set at 2.85 percent of REU's forecast retail revenue in the future fiscal years.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Public Benefits Program	Estimated	Adopted	Adopted
Description	FY 2008-09	FY 2009-10	FY 2010-11
Energy Efficiency			
Project Expenses (including labor)	\$ 1,570,000	\$ 1,500,000	\$ 1,500,000
Low Income Assistance			
Project Expenses (including labor)	\$ 480,000	\$ 600,000	\$ 600,000
Research, Development & Demonstration			
Project Expenses (including labor)	\$ 148,000	\$ 150,000	\$ 150,000
Renewable Resources			
Project Expenses (including labor)	\$ 86,000	\$ 50,000	\$ 50,000
TOTAL PBP Charges	\$ 2,284,000	\$ 2,300,000	\$ 2,300,000

Five-Year Financial Plan

The Electric Utility's financial plan for the current year and subsequent five years is summarized in the table below.

FIVE-YEAR FINANCIAL PLAN	Fiscal Years Ending June 30					
	2009	2010	2011	2012	2013	2014
Electric Utility Fund Beginning Balance	40.7	32.2	25.7	18.9	15.0	14.7
Rate Adjustments	7.84%	7.84%	9.10%	9.10%	9.10%	9.10%
Revenues (\$ Mil)						
Retail Electric Sales	86.3	93.4	102.1	110.1	121.6	134.6
Wholesale Electric Sales	26.6	22.7	18.7	12.2	11.7	10.5
Miscellaneous Income	6.1	5.4	5.7	5.9	6.0	6.2
Total	119.0	121.5	126.5	128.2	139.3	151.3
Operating Expenses (\$ Mil)						
Power Supply	85.0	81.4	82.3	80.4	79.8	81.1
O & M	26.0	27.5	28.5	29.4	30.3	31.2
Total	111.0	108.9	110.8	109.8	110.1	112.3
Net Operating Revenue	8.0	12.6	15.7	18.4	29.2	39.0
Total Net Debt Service	5.2	10.0	13.9	13.9	13.9	14.0
Revenue Remaining after Debt Service	2.8	2.6	1.8	4.5	15.3	25.0
Other Revenues & Expenses						
Other Revenues	2.1	1.6	1.2	0.9	0.7	0.7
Reimbursements from Bond Proceeds	6.0	2.0	2.0	4.0	0.0	0.0
General Fund Payback for Land Purchase	0.2	0.2	0.2	0.2	0.2	0.2
Revenue-Funded Capital Projects	-6.5	-5.8	-5.2	-6.0	-6.2	-6.3
In-Lieu Payment to City	-5.2	-6.1	-6.0	-6.1	-6.3	-6.5
Rolling Stock, Major Plant Maintenance	-7.9	-1.0	-0.8	-1.4	-4.0	-5.5
Total	-11.3	-9.1	-8.6	-8.4	-15.6	-17.4
Increase (Decrease) in Funds (\$ Mil)	-8.5	-6.5	-6.8	-3.9	-0.3	7.6
Electric Utility Fund Ending Balance (\$ Mil)	32.2	25.7	18.9	15.0	14.7	22.3
Reserves (as a % of O&M Requirement)	29.0%	23.7%	17.1%	13.6%	13.4%	20.0%
Debt Service Coverage Ratio	1.93	1.42	1.22	1.39	2.14	2.85

2007-2009 Goals and Accomplishments

Resources Group

Goal

Work closely with Western Area Power Administration (Western) to improve the reliable and cost effective operation of the Western Sub-Control Area. Additionally, work with Western on optimizing the hydro-thermal integration between Redding and Western's electric systems.

Accomplishment

During 2009, Resources worked diligently to providing Western with REU's perspective within Western's four year rate process. Further, Resources has helped develop a displacement agreement that will further help Redding and Western avoid the high costs of the California ISO's Market Redesign and Technical Upgrade (MRTU). The Resource group has also worked with REU generation to complete a reserve swap agreement with Western.

Goal

Protect Redding's customers from the California electric deregulation fallout as much as possible. Provide an interface to the California Independent System Operator and other state agencies with regard to wholesale power and natural gas transactions. With the aid of legal counsel, participate at the Federal Energy Regulatory Commission in the continued evolution of the California Independent System Operator's market such that the City's interests are protected.

Accomplishment

The Resource group has worked with FERC Counsel to defend Redding against numerous attempts by the California ISO to devalue Redding's transmission rights. Resources has tracked the implementation of the Cal ISO's MRTU and attempted to keep any market mis-steps from impacting the Redding electric system. Resources has worked to bring value to Redding's generation and transmission facilities and ensure that costs are not shifted from other markets to Redding, and that Redding's efficient use of its facilities is preserved.

Goal

Manage the long-term resource portfolio to ensure a cost-effective, reliable power supply and transmission access for the City's electric customers. Ensure renewable energy resources are integrated into the traditional power supply in the most reliable and cost effective manner possible.

Accomplishment

Resources has worked to add new renewable and conventional resources to REU's resource portfolio, including energy efficiency and demand-side management resources that provides incremental rate stability. The Resource group has implemented the development of Redding Power Unit #6 as a resource replacement for the American Electric Power contract that expires in December 2010 and the PacifiCorp contract that expires in 2015.

Goal

Manage Redding Electric Utility's (REU) long-term natural gas portfolio.

Accomplishment

Under current City Council levels of contracting authority, REU has worked to optimize the City's natural gas resources; including commodity, transportation, storage and balancing services, with the City's long-term natural gas needs for local electric generation. The Resource group has developed a gas working group that reviews both the short and long-term gas strategies in concert with existing market conditions.

Goal

Provide support as necessary to Modesto-Santa Clara-Redding and the Transmission Agency of Northern California to further the joint powers agencies' efforts to optimize use of agency assets.

Accomplishment

Resources has provided consistent oversight of joint powers agency operations in a manner consistent with the City's interests while maximizing the City's benefits realized from each joint powers agency. Resources has supported REU's efforts to develop new high voltage transmission to renewable energy resources and worked toward the development of a natural gas prepay agreement with the new joint power agency known as the MSR Energy Authority (MSREA).

Goal

Monitor and participate in the formation and/or resolution of issues at the local, state, and federal levels that may impact REU.

Accomplishment

REU has participated and helped positively influence state legislation associated with the implementation of greenhouse gas legislation on Redding's existing power plants. The Resources group works with California Municipal Utilities Association and Northern California Power Agency to develop and support public power issues.

Goal

Monitor trends in electric deregulation and stay apprised of current activity both in California and across the nation.

Accomplishment

The Resources group works diligently with adjacent utilities to protect Redding's electric customers from being impacted by the state's ongoing deregulation efforts at the legislature, as well as the California Energy Commission and the California Public Utilities Commission.

Goal

Monitor activities at the Western Electric Coordinating Council (WECC) to ensure REU is planning for and operating within the recently enacted requirements of the Energy Policy Act, including such developments as resource adequacy guidelines and reliability standards.

Accomplishment

Resources has participated in the WECC Loads and Resources Subcommittee and helped shape the Reserve Reliability requirements for the SMUD/Western Balancing Authority. Resources has actively participated in the development of REU's Reliability Compliance Committee and responded to the necessary reporting requirements for resource planning. The Resource group has devoted extensive effort to working with the California Air Resources Board (CARB) as the state begins to implement Greenhouse Gas reduction policies.

Goal

Assist the City of Redding with implementation of new State policies relating to climate change and greenhouse gas emissions reduction strategies.

Accomplishment

The Resource group has provided the City and the local communities with insight into the state's greenhouse gas policy implementation process. The Resource group has established a working group with other public power utilities to develop standard power plant emissions reporting practices that are in compliance with the state's evolving GHG reporting requirements.

Power Operations Group

Goal

Manage the electric power resource portfolio to maximize the benefit to the City while maintaining a safe, reliable supply to meet the City's electrical needs.

Accomplishment

The energy product provided by the Western Area Power Administration is a slice-type (run of river) product which is bound by constraints that are typically not congruent with the City's load profile. In addition, due to extreme variation in water deliveries (associated with either drought or abnormally high rainfall totals) this resource can vary dramatically from delivery year to delivery year or even from day to day. REU staff has managed this resource effectively to maximize its potential benefit to the City while freeing up more traditional contractual resources and surplus generation to capture revenue from the wholesale market. These efforts have been accomplished without deterring from our mission of providing a safe and reliable electric product to our customers.

REU staff has actively managed its natural gas resource portfolio (commodity, pipeline assets, and the Wild Goose storage facility capacity) in order to help continue their goal of longer-term rate stabilization. Additional storage capacity, through Wild Goose, has recently been negotiated beginning in April of 2010 which will further enhance REU staff's ability to protection against system constraints and transmission interruptions, as well as to reduce the effects of market fluctuations in gas commodity supply prices.

Additionally, REU operation staff has managed mid-term contracts (one year or less) with SMUD to optimize Redding's COTP and CVP transmission assets; staff has also actively traded wholesale power and transmission positions to minimize the cost of power delivery.

Goal

Maintain accurate and complete business records of all energy related transactions conducted by the division.

Accomplishment

Staff continues to work through the vast amounts of varying data in an efficient and accurate manner. Through the continued use of the OATI (Open Access Technology International) system, REU has been able to maintain contractual counterparty billing and settlements data in a secure environment. REU also continues to retain a redundant local database on a secure server which is backed up regularly. On a daily basis, both Settlements Analysts and the Senior System Operator confer to validate and check on data for completeness, accuracy, and contractual compliance.

Goal

Manage the Power Control group to ensure the safe and reliable operation of the City's electric system through 24-hour dispatching of the distribution system and real-time scheduling of the City's power production, transmission, and contractual resources.

Accomplishment

In the course of this budget period, the decision was made to "split" the responsibilities of personnel assigned to either the Real-time or Distribution desks. With the inordinate amount of new policies, regulations, and even software changes being placed upon the industry, it was decided such a move would provide a more stable and knowledgeable personnel base and would facilitate the training of existing employees as well as in the recruitment of new staff in the future. To date, the positions have been made on a permanent basis with the addition of a Senior System Operator over each side to monitor and assist each function as we move forward.

The distribution dispatch operation provided safe, reliable switching control and coordination of field crews throughout the year. With streamlined resources in both the control center and in the field, restoration times have been managed to very acceptable levels. Four operators and two supervisors in this group have received their North American Electric Reliability Corporation (NERC) certifications.

The Real-time Operators, Energy Trader, and Senior System Operators constantly monitor the energy market for opportunities to reduce power supply costs. This group has been instrumental in holding down overall costs and reducing both budgetary and rate related impacts to the City.

The continued goal of clear and effective communications from distribution dispatchers to field crews, power plant operators, and between dispatchers and real-time schedulers remained unimpeded and effective. In addition, all procedural manuals were up-dated and operators refreshed in their use, as well as in current reliability requirements, to ensure a high standard of safe, reliable service to the City's customers

Goal

Ensure acceptable availability of the City's power production facilities in order to meet the City's peak usage needs, as well as its' daily operational requirements.

Accomplishment

The Power Plant group continued a diligent "long term maintenance plan" designed to keep each generation unit in peak condition. Some of our significant accomplishments: performed six year major maintenance on Unit 9 (increasing unit performance), four year maintenance on unit #4 (alleviating a possible over-speed condition), enabled combustion turbines #2 & #3 to continue to deliver power reserves to the electrical system, and enabled a variable operation profile on our main generator (#5) which increases efficiency by improving the power plant output flexibility.

Goal

Ensure continued environmental stewardship of the Redding Power Plant site. Comply with all permit emission requirements.

Accomplishment

During this last budget cycle, the Redding Power Plant team has been very diligent in complying with existing and new regulations while maintaining focus on overall environmental stewardship. In the area of emission compliance, the group has successfully passed a complicated EPA PM10 emission retest of Unit 5, fared very well in a CalOSHA Consultation audit, implemented a County Agricultural hazardous material handling program, implemented a Department of Transportation pipeline safety program, and worked diligently to modify our Shasta County Air Quality Management District air permits for our main generators. On the environmental stewardship front, the Power Plant has participated in the development of AB 32 reporting requirements (the California Global Warming Initiative), plus performed major repairs on two generator emission systems and performed upgrades to the burners and controls on our main generator, thus improving control of stack emissions.

Distribution System Group

Goal

Continue construction of new or upgrading of existing 115kV transmission, generation, substation, and distribution facilities to meet expanding system needs and maintain a reliable and safe electric system. Strive to complete projects on time and under budget.

Accomplishment

Completed the Canby Bank No. 4 substation expansion; the Stillwater Business Park transmission line substation terminals at Airport and East Redding; retired Canby Bank No. 1; and, installed approximately seven miles of new 12kV distribution. Maintained high system reliability (as measured by the system average customer-sustained outage time or SAIDI Index) and met the objective for the two year average to be less than or equal to the previous seven-year average of 30 minutes (excluding major storm events).

The engineering and material procurement was started for the addition of Unit No. 6 to the City of Redding Power Plant. All major equipment including the turbine/generator, heat recovery steam generator, emission equipment, and power transformer was specified and placed on order. Site geotechnical stabilization efforts were bid, awarded, and completed. The switchyard expansion and plant civil infrastructure contracts were bid and awarded. This major project was not anticipated in the previous budget cycle.

Goal

Continue to provide superior customer service to the development community through responsive electric utility designs and timely installation of electric utility supply facilities.

Accomplishment

Staff continued to receive high ratings on surveys of new businesses/developers that were implemented in April 1996. These surveys are filled out by the developer/customer after City electric facilities are installed to serve a developer/customer project. The surveys rated the Electric Utility in several areas including cooperation, professionalism, quality of work, and timeliness of design and installation of new electric utility facilities. Staff received an overall rating of four out of five possible (excellent rating).

Goal

Continue to implement a program that allows for trimming of trees on a three-year or less trim cycle that meets new California State Public Utility Commission (CPUC) tree trimming clearance standards that were established in January 1997. State safety standards require a minimum of 18-inch clearance from trees and 12,000-volt power lines (18-inch rule). Included in this goal is continuation of a program implemented in FY 1999-00 to apply tree growth regulators (TGRs) to slow the growth of faster growing trees located adjacent to or under overhead power lines. In addition, efforts will be continued to clear vegetation around power poles, padmounted equipment, and substations to comply with State standards, reduce fire threat/liability, and improve operations.

Accomplishment

Continued a program started in FY 1997-98 of supplementing existing Electric Department tree crews with contract tree trimming crews. We expanded the state mandated minimum from the "18-inch" rule to seven feet and expanded the 115kV clearance to 15 feet. In addition, the application of TGRs implemented at the beginning of FY 1999-00 was continued by staff. TGRs were applied to the faster growing Redding trees by REU staff on a regular cycle that was dependent on tree species. TGRs promote healthier, greener trees in addition to slowing tree growth. These programs allow trees to be trimmed on a two-year cycle and help meet State tree trimming safety standards. Contracts were issued to clear vegetation around poles, pad equipment, and substations to comply with State standards, reduce fire threat, and improve operations.

Goal

Continue programs to: (a) accommodate a growing electrical system, (b) provide State-mandated inspection programs, and (c) replace aging system elements such as wooden poles and underground facilities.

Accomplishment

During fiscal years 2007-08 and 2008-09, REU continued an overhead and underground inspection program that includes a pole treatment program started in FY 1998-99. The pole treatment program has extended the average life of the City's wood poles by at roughly 10 to 15 years.

Started during this budget cycle was implementing the federally mandated NERC reliability standards that became required starting in July of 2007. This required staff to review, document, file and post all policies and procedures that pertain to safe and reliable industry practices within REU. Failure to comply subjects the City to monetary penalties. A three-party standing committee and working group was created. The Distribution group is one of the three participants.

Goal

Continue to review warehouse-ordering procedures in an attempt to minimize inventory and other costs.

Accomplishment

A study was completed that examined reducing the cable neutral size for both the 1000 and 750KCM sizes and start implementing just-in-time cut-cable deliveries. A program to implement this decision will begin when the cable bid is renewed.

Goal

Continue to review new products and procedures available in the industry for possible use by the Utility in its effort to cut costs while maintaining reliable service.

Accomplishment

Staff implemented many new products including: load limiting banner arms, maintainable decorative streetlights, different plastic conduit, and new box and vault designs.

Goal

Review and update existing 115kV transmission, 115/12kV substation and 12kV distribution expansion plans with the goal that all customers can be served in the event of a single contingency equipment failure or 12kV main feeder line failure.

Accomplishment

As a result of changing system conditions, the global financial crisis, and updated load growth data, efforts focused on deferring the need for electric system expansion projects without sacrificing service quality.

Goal

Continue the program that began in FY 2002-03 to convert overhead utility facilities to underground in selected areas of the City.

Accomplishment

The FY 2007-08 and FY 2008-09 funds were utilized to fund undergrounding of overhead 12kV lines along Hilltop Drive and the lines adjacent to the Dr. Kraffert Downtown project (alley between Sacramento, Placer, Market, and California Streets). All undergrounding efforts will be 90% complete by the end of the budget two-year cycle.

Goal

To convert the existing 12kV Distribution mapping system from an Automated Mapping/Facilities Management (AM/FM) to an upgraded Geographical Information System (GIS).

Accomplishment

The conversion of the Distribution AM/FM to a Geographical Information System (GIS) was bid, awarded, and started during this two-year budget cycle. When completed by July 2009, this conversion will allow streamlining workflow practices; provide new services; and, manage data by: providing advanced engineering analysis programs to be used by the Engineering staff; and providing Distribution Planners with new staking tools and work order programs.

Goal

Continue to implement a program to allow the use of rubber gloving in the performance of high voltage electrical line work.

Accomplishment

The implementation of the use of rubber gloves in working with voltages up to 21kV was completed during this two-year budget cycle. This included training and certification of 29 City employees to use rubber gloves; and, the acquisition, testing, and replacement of the new tools and equipment.

Energy Services Group

Goal

Maximize customer awareness of the potential energy and cost savings from efficiency improvements and assist in developing cost-effective demand-side management measures that are best suited for all of the customer classes in our community that will meet or exceed the state mandated legislation requirements.

Accomplishment

REU's energy efficiency programs were very effective in saving energy and reducing peak demand for our customers. In FY 08, REU saved more than 1.6 million kilowatt hours (kWh) and reduced peak demand by almost 1 megawatt (MW). These programs are on pace in FY 09 to exceed these annual savings. REU is confident that the program's participation level will continue to increase.

Goal

Increase the awareness of the state-mandated Solar Initiative under Senate Bill 1 and increase development of qualifying solar technologies for REU customers.

Accomplishment

REU has hired a Solar Program coordinator to ensure REU's program is in accordance with legislative requirements and assist our customers who desire to install solar photovoltaic systems. During FY08, REU billed customers \$660,125 under the SB1 surcharge and distributed \$108,430 to customers in support of solar PV system development in our service territory.

Goal

Comply with the reporting requirements from Assembly Bill 2021 and Senate Bill 1037 and on REU's existing energy efficiency programs and development of a forecast of the achievable energy efficiency savings in our community.

Accomplishment

REU has provided all of the required historic reports as well as forecasts of the potential, long-term, cost-effective energy efficiency improvements available to our customers and REU. This includes contracting of an independent, third-party to perform an evaluation, measurement and verification of the REU energy efficiency program savings, as required by state law.

Goal

Continue to increase and improve REU's and the City's business relationships through the Key Accounts program.

Accomplishment

REU's Key Accounts program continues to provide customers with an accessible resource so as to address any issues they may have regarding City Utility services. REU continues to provide meetings, gatherings, and luncheons to our Key Accounts to improve our electric service and provide communication with City Management. These connections provide long-lasting business relationships for REU and the City.

Goal

Maintain and enhance REU's on-going public relations campaign to promote brand loyalty for the City's Electric Utility.

Accomplishment

Continue to present REU in a favorable light for all observers. Enhance the City's Economic Development opportunities using the strength of REU's electric utility service reliability as the primary platform.

Goal

Promote Economic Development and Economic Attraction Service for new and existing manufacturing and industrial businesses.

Accomplishment

Key REU staff will actively assist the City Manager's office and the Economic Development Corporation of Shasta County in local efforts to promote Redding for business expansions and relocations. This includes attendance and representation at local and national trade shows and presentations to potential customers.

Goal

Work in coordination with the City Manager's office in support of Redding's Stillwater Business Park development, including promotion and attraction of select manufacturing jobs and specific entities.

Accomplishment

REU will play a vital role in the Stillwater Business Park's attractiveness to outside companies and will help serve to bring new jobs and economic development opportunities to the community.

Goal

Manage Redding's Public Benefits Program for the benefit of our customers and REU.

Accomplishment

REU continues to enhance its PBP to most cost-effectively meet the state requirements and standards, as well as to provide the greatest benefit to our customers, the City and REU. Part of this effort included a nearly doubling of REU's low income assistance program expenditures in FY08, as compared to FY07

Goal

Continue the implementation of REU's Earth Advantage[®] Green Building Program.

Accomplishment

REU's Green Program has been a tremendous success since its beginning in 2005, with 14 builders participating in the program. In total, more than 150 homes have been built to meet the standards of REU's Earth Advantage Program. This Program requires customers, developers and builders to build environmentally responsible homes that are at least 20% more energy efficient than state mandated standards, promote healthier indoor air quality and use resources wisely in the planning, construction and occupancy/operation of the residence.

Goal

Continue to enhance media relationships affording the best and most positive exposure for REU and Citywide programs.

Accomplishment

Energy Services maintains a positive interface with all media promoting REU's programs and services and also enlightens the press and media on the positions the City takes on relevant issues.

Goal

Assist the Director on on-going legislative matters that have major impacts on local control and ensure that REU's customer base has the most reliable and most affordable energy delivered while ensuring cost effectiveness for our community.

Accomplishment

Energy Service staff, when appropriate and directed, interfaces with legislative bodies and other concerns ensuring that Public Power initiatives are heard and understood protecting the sovereignty of REU and other municipalities.

Customer Service

Goal

Improve the handling of our communications with both internal and external customers in the most effective and expedient way possible.

Accomplishment

Mapped data acquisition and transfer process for all City Utilities and for the Development Services Division including the permit process and GIS. Synchronized premise information in the Utility billing system with GIS property information data. Increased reliability and accuracy of customer and premise records.

Goal

Fully implement a Revenue Protection Program.

Accomplishment

A successful Revenue Protection Pilot Program inclusive of the development of an Identity Theft Prevention Program, Utility Theft Prevention and Response Procedures, and Payment Process/Service Level Assessments was completed in January 2009. The formalization of the Revenue Protection Program was approved in February 2009

Goal

Increase and improve employee safety and productivity, and reduce the cost of providing customer service.

Accomplishment

A cross-training program was implemented in which staff was cross-trained on the processes to complete paperwork; and billing functions. In addition, a monitoring and coaching program was developed to measure quality and accuracy, prompt process improvement, evaluate past training, and identify future training needs. Through this program, employees received coaching and training to build upon their existing skills and knowledge. The monitoring and coaching program defined the purpose, standards, and guidelines that were used for each monitoring and coaching assessment.

Field Service

Goal

Increase efficiency, safety, and productivity within Utility Field Services.

Accomplishment

The daily Tailgate Meeting was established to improve communication and identification of meter access and employee safety issues in the field. Tailgate Meetings also include a weekly safety presentation to provide up-to-date safety information and ongoing communication regarding pertinent safety issues.

Goal

Develop a vehicle maintenance and supply program.

Accomplishment

Control measures for the issuance of vehicles have been established along with the development of a vehicle replacement spreadsheet that tracks repair costs, vehicle age, and projected vehicle replacement times.

Goal

Improve wireless service order capabilities for all Utility Field Services staff.

Accomplishment

Implemented an initial training program for Field Services staff required to process service orders in the field and completed the installation of hardware required in half of the service vehicles. The purchase of remaining hardware and completion of the staff training program are currently underway to fully implement the wireless service order program.

Performance Measures and Workload Indicators

The table below indicates various measures of growth in the number of customers to be served, the level of service required in terms of capacity and energy, and the continued development of the City's electric service territory.

Utility

Workload Indicators	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected	FY 2011 Projected
Peak Demand (MW)	253	245	247	252	256
Gigawatt-Hour Sales	803	792	792	775	779
Transmission Line Miles	67.3	67.3	67.3	67.3	67.3
Distribution Line Miles	630	637	637	640	643

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Customer Service

Workload Indicators	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected	FY 2011 Projected
Electric customers billed monthly	44,091	44,394	44,394	44,838	45,286
Water customers billed monthly	28,125	28,154	28,154	28,436	28,720
Total amount billed (all utilities)	\$126,880,770	\$134,107,40	\$147,518,141	\$154,894,048	\$162,638,750
Payment transactions - Credit Card	73,633	96,250	173,250	216,563	270,703
Electronic Funds Transfer	3,168	3,458	3,562	3,669	3,779
Total Walk-In Traffic – Cashiers	85,963	84,803	85,227	85,653	86,081
Payment transactions – Mailed	356,444	343,133	322,545	303,192	294,096
Customer Service phone calls received	86,819	95,908	97,826	99,783	101,778
Call Center’s avg. wait time (minutes: seconds)	3:00	3:23	4:01	4:00	3:45
Call Center’s avg. time per call (minutes: seconds)	5:25	3:47	3:50	3:50	3:50
Call Center calls abandoned	8%	15%	8%	7%	6%
Call Center’s avg. grade of service	59%	63%	67%	70%	72%
Electric meter reads	529,093	532,729	532,729	538,056	543,437
Water meter reads	337,502	337,850	337,850	341,229	344,641
Utility service requests	37,726	44,966	46,315	47,704	49,136
Utility service miles logged	89,290	99,032	102,003	105,063	108,215
Error ratio per 1,000 meters read	.32	.24	.19	.17	.15

The table below shows numerous standard measurements of utility performance. Measures include: staff effectiveness in providing safe, reliable electric service at competitive prices to consumers; comparison of the City’s residential and commercial electric rates with other utilities; and various ratios showing the utility’s financial health.

Performance Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected	FY 2011 Projected
1. Transmission and distribution system expense per circuit mile of line ⁽¹⁾	\$6,096	\$6,435	\$6,717	\$6,161	\$6,319
2. Number of employees ⁽²⁾	174.25	180.25	185.25	185.25	187.25
3. Lost work days due to work-related injuries & illnesses ⁽⁵⁾	22	291	80	40	40
4. Electric retail kWh sales/Electric worker hours ⁽³⁾	2,216	2,112	2,055	2,011	2,001
5. Number of customers per Electric employee ⁽²⁾	245	238	231	226	225
6. Number of outages ^{(5),(6)}	253	320	300	300	300
Average duration of outages(hours) ^{(5),(6)}	3.5	3.9	3.8	3.8	3.8
7. Electric service reliability: ^{(4),(6),(8)}	99.98	99.98	99.98	99.98	99.97
8. Average customer-sustained outage time per year (minutes) ^{(5),(7)}	18.6	37.8	39.0	39.0	39.0
Average customer-sustained outage time per year (minutes) ^{(5),(7)} (excludes major events/storms) ⁽⁸⁾	18.6	25.0	29.0	29.0	29.0
9. Average number of sustained outages per customer per year ^{(5),(7)}	0.18	0.46	0.46	0.46	0.46
Average number of sustained outages per customer per year ^{(5),(7)} (excludes major events/storms) ⁽⁸⁾	0.18	0.28	0.34	0.34	0.34
10. Redding Power Plant Availability %	97.9	92.8	95	95	95
11. Redding Power Startup Success %	95.5	97.6	98.0	98	99
12. System average retail rates (¢/kWh)	9.6	10.3	10.9	12.1	13.0
13. Total retail GWh available for use	841	836	827	818	823
14. Cost of power, cents/kWh ⁽⁹⁾	5.5	6.3	6.6	6.8	7.1
15. Debt to total assets ratio	.41	.52	.54	.51	.49
16. Total operating expenses to total expense ratio	.95	.89	.93	.95	.94
17. Safety margin, cash as a percentage of operating revenue	30%	24%	27%	21%	15%
18. Retail revenue as a percent of total revenue	56%	52%	73%	77%	81%

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Notes:

1. Total O&M expense includes all expenses except debt service and capital outlay. Transmission and distribution O&M Expense is total Distribution System expense excluding FERC Distribution Administrative and General Expenses and In-lieu payments. Miles of line is total transmission and distribution circuit miles.
2. The number of workers represents the number of full-time equivalent Electric Utility employees. Therefore, all authorized positions are represented, but may not necessarily be filled. Part-time employees are included based upon their proportional number of hours worked compared with a full-time employee.
3. Worker hours are computed by multiplying the number of full-time equivalent employees by 2080 hours.
4. Average Service Availability Index (in percent) =
$$\frac{\text{Customer hours service availability} \times 100}{\text{Customer hours service demand}}$$
5. The information is based upon a calendar year summary. Based on OSHA Form 800 data.
6. Number of outages includes outages for any reason.
7. Sustained outage is defined as any outage five minutes or greater in duration. Excludes planned outages and single transformer or service outages.
8. Major event/storms are defined as an event where 10 percent or more of City customers were outaged during a 48-hour period.
9. Based on line 101 of PWR030509Buda.xls.

2009-11 Goals and Objectives

Resources Group

Goal

Work closely with Western Area Power Administration (Western) to maintain the reliable and cost effective operation of the Western Sub-Control Area. Additionally, work with SMUD and Western to maintain the viability of the SMUD/Western Balancing Authority.

Objective

Keep the benefits of the Western Sub-Control area available to Redding. Increase the value of Redding's natural gas peaking generation resources within the Western Sub-Control area with better options to schedule Western energy and optimize the Western resource around existing market conditions. Help isolate Redding from any impacts of the California Independent System Operator by remaining a part of the SMUD/Western Balancing Authority.

Goal

Protect Redding's customers from the California ISO's new Market Redesign and Technical Upgrade (MRTU) as much as possible. Provide an interface to the California Independent System Operator and other state agencies with regard to wholesale power and natural gas transactions. With the aid of legal counsel, participate at the Federal Energy Regulatory Commission in the continued evolution of the California Independent System Operator's MRTU market such that the City's interests are protected.

Objective

Minimize the cost and staffing impacts associated with the interfacing with California's rules and procedures, while retaining Redding's current usage of its generation and transmission facilities and ensure that costs are not shifted to Redding, and that Redding's efficient use of its facilities is preserved.

Goal

Manage the long-term resource portfolio to ensure a cost-effective, reliable power supply and transmission access for the City's electric customers. Ensure renewable energy resources are integrated into the traditional power supply in the most reliable and cost effective manner possible.

Objective

Continue to develop a diverse resource portfolio, including energy efficiency and demand-side management resources that provides rate stability while incorporating renewable energy supplies. Plan for additional peaking resources

Goal

Manage Redding Electric Utility's (REU) long-term natural gas portfolio.

Objective

Under current City Council levels of contracting authority, provide for the optimization of the City's natural gas resources; including commodity, transportation, storage and balancing services, with the City's long-term natural gas needs for local electric generation.

Goal

Provide support as necessary to the MSR Joint Powers Agency, the MSR Energy Authority, NCPA, BANC and the Transmission Agency of Northern California to further the joint powers agencies' efforts to optimize use of agency assets for the benefit of Redding.

Objective

Provide oversight of joint powers agency operations in a manner consistent with the City's interests while maximizing the City's benefits realized from each joint powers agency. Support agency efforts to secure long-term transmission arrangements.

Goal

Monitor and participate in the formation and/or resolution of issues at the local, state, and federal levels that may impact REU.

Objective

Participate in and influence the appropriate forums and industry groups such as California Municipal Utilities Association and Northern California Power Agency to develop and support public power issues.

Goal

Monitor trends in California's electric market redesign and stay apprised of similar activity across the nation.

Objective

Continue to monitor and review other utilities' activities in the California energy markets, as well as monitor the state's legislation regarding deregulation.

Goal

Monitor activities at the Western Electric Coordinating Council (WECC) to ensure REU is planning for and operating within the recently enacted Reliability Standards of the Energy Policy Act, including such developments associated with resource adequacy.

Objective

Participate in the WECC Loads and Resources Subcommittee, as well as other committees that may be formed to address the recently enacted Reliability Standards of the Energy Policy Act. Evaluate evolving Greenhouse Gas reduction policies and provide input as necessary to develop future policy directives for the Western Interconnection using impacts to the City as a foundation for decisions.

Goal

Assist the City of Redding with implementation of new State policies relating to climate change and greenhouse gas emissions reduction strategies.

Objective

Provide the City with insight on policy implementation proceedings at the State and guidance and assistance with strategic planning. Monitor REU's power plant emissions reporting and reduction efforts with a primary focus on the impacts associated with new and pending State legislation on REU's electric resource portfolio.

Power Operations Group

Goal

Manage the electric power resource portfolio to optimize the benefit to the City while maintaining a safe, reliable supply to meet the City's electrical needs.

Objective

Optimize wholesale revenues through a combination of sales of excess energy, gas, and generation capacity reserves; sales/swaps/exchanges of unutilized natural gas storage and transmission resources; and other approved energy trading transactions that benefit the City's customers. Ensure that energy supplies are adequate to meet customer demands.

Goal

Work closely with Western Area Power Administration (Western) to improve the reliable and cost effective operation of the Western Sub-Balancing Area. Work with Western on optimizing the hydro-thermal integration between Redding and Western's electric systems and serve an active role in the formation and analysis of the IBAA, NWPP, BANC, and Displacement programs.

Objective

Increase the value of Redding's resources within the SMUD Balancing Area with better options to schedule Western energy and optimize the Western resource in the post-MRTU time period. Help isolate Redding from any impacts of the California Independent System Operator by remaining a part of the SMUD/Western BA or the IBAA if it replaces the current BA.

Goal

Monitor activities at the WECC, NERC, FERC, DOT, and CARB to ensure REU is planning for and operating within recently enacted policies, requirements, and reporting standards.

Objective

Participate in organizational committees that may impact the operational aspects of REU and serve an active role in evaluating policy decisions that may have an adverse effect of REU's ability to provide a safe, reliable, clean, and economic energy product to ratepayers.

Goal

Maintain accurate and complete business records of all energy/gas related transactions conducted by the division.

Objective

Maintain accurate accounting records of all energy/gas billings and settlements. Maintain complete and accurate transaction records of all energy/gas related business deals.

Goal

Manage the Power Control group to ensure the safe and reliable operation of the City's electric system through 24-hour dispatching of the electrical system and real-time scheduling of the City's power production, transmission, and contractual resources.

Objective

Communications from distribution dispatchers to field crews, power plant operators, and real-time schedulers will be clear and effective. Procedures manuals will be kept up-to-date and operators will be trained in their use, as well as in current reliability requirements, to ensure a high standard of safe, reliable service to the City's customers.

Goal

Operate and maintain REU generating facilities in a manner where safety of the utility staff, utility contractors, and facility visitors comes first.

Objective

With a goal of no injuries there should also be no incidences of unsafe acts. All recognized unsafe conditions need to be identified and made safe. A plant culture of being aware of your surroundings and alert to unsafe conditions is foremost in the prevention of unsafe conditions.

Goal

Ensure environmental stewardship of REU power generating facilities. Comply with all environmental permit requirements and regulations.

Objective

Operate and maintain all generating units in accordance with their Operating permits and compliance regulations.

Goal

Operate and maintain REU power generating facilities to achieve availability and reliability levels to support the City's peak usage needs as well as daily operation requirements. Show annual availability and reliability improvement year to year.

Objective

Maintain REU power generating facilities in accordance with Good Utility Practices. Benchmark REU power facility availability and reliability against industry accepted National Electric Reliability Council statistics. Develop improvement plans where necessary.

Goal

Improve REU generating facilities plant operating and maintenance efficiency. Discover enhanced methods of operating the plant, enhanced equipment, and extend staff knowledge to reduce the expense of providing safe, clean, and reliable energy to the utility.

Objective

The efficiency improvement programs could be operations improvements or maintenance improvements. As facility process are conducted in a manner that save expenses. The results will be reflected on the facility financial budget.

Distribution System Group

Goal

Continue construction of new or upgrading of existing 115kV transmission, substation, generation, and distribution facilities to meet expanding system needs and maintain a reliable and safe electric system. Strive to complete projects on time and under budget.

Objective

Completion of the Redding Power Plant Unit No. 6; maintain the design viability of the Stillwater Business Park transmission line; continue the replacement of obsolete substation relay, communication, and automation equipment; and, install approximately 6 miles of new 12kV distribution by June 30, 2011. Continue efforts to maintain high system reliability (as measured by the system average customer-sustained outage time or SAIDI Index) with an objective for the system average annual customer outage time over the two-year budget period to be less than or equal 30 minutes (excluding major storm events). Continue efforts to reduce injury and illness rates in the Distribution Group and with an objective of no lost time injuries.

Goal

Continue to provide superior customer service to the development community through responsive electric utility designs and timely installation of electric utility supply facilities.

Objective

Continue to receive high ratings on the surveys of new businesses/developers that were implemented during April 1996. These surveys are filled out by the developer/customer after City electric facilities are installed to serve a developer/customer project. The surveys rate the Electric Utility in several areas including cooperation, professionalism, quality of work, and timeliness of design and installation of new electric utility facilities. Staff will strive to achieve the highest overall rating possible (5, outstanding). An overall rating of four out of five possible is considered a minimum acceptable objective (excellent rating).

Goal

Continue to implement a program that allows for trimming of trees on a three-year or less trim cycle that meets or exceeds California State Public Utility Commission (CPUC) tree trimming clearance standards that were established in January 1997. Included in this goal is continuation of a program implemented in FY 1999-00 to apply tree growth regulators (TGRs) to slow the growth of faster growing trees located adjacent to or under overhead power lines. In addition, efforts will be continued to clear vegetation around power poles, padmounted equipment, and substations to comply with State standards, reduce fire threat/liability, and improve operations.

Objective

It is planned to continue to improve a program started in FY 1997-98 of supplementing existing Electric Department tree crews with contract tree trimming crews. It is proposed that a new contract for tree trimming be in place by November 1, 2010. In addition, the application of TGRs implemented at the beginning of FY 1999-00 is planned to be continued by staff. TGRs will be applied to the faster growing Redding trees by existing staff on a regular cycle that is dependent on tree species. TGRs promote healthier, greener trees in addition to slowing tree growth. These programs should allow trees to be trimmed on a two-year cycle and help meet State tree trimming safety standards. Contracts will also continue to be issued to clear vegetation around poles, pad equipment, and substations to comply with State standards, reduce fire threat, and improve operations.

Goal

Continue programs to: (a) accommodate a growing electrical system, (b) provide State-mandated distribution line inspection programs, and (c) replace aging system elements such as wooden poles and underground facilities.

Objective

During fiscal years 2009-10 and 2010-11, it is planned to continue an overhead and underground inspection program that includes a pole treatment program started in FY 1998-99. An ongoing pole treatment program is expected to save money over time by extending the average life of the City's 11,900 wood poles by at least 10 to 15 years or more.

Goal

Continue to review warehouse-ordering procedures in an attempt to minimize inventory and other costs.

Objective

Switch to smaller neutral 600 ampere cable and develop just in time, cut-to-fit, cable ordering.

Goal

Continue to meet County, State and Federal laws and mandated reliability standards.

Objective

Meet all required reporting deadlines. Continue to review and document all new procedures and verify the accuracy of all information and correct any discrepancies.

Goal

Review and update existing 115kV transmission, 115/12kV substation and 12kV distribution expansion plans with the goal that all customers can be served in the event of a single contingency equipment failure or 12kV main feeder line failure.

Objective

As a result of changing system conditions and updated load growth data, efforts will, as in the past, focus on creative ways to defer or eliminate the need for electric system expansion projects without sacrificing service quality. Monitor the transmission and generation single contingency requirements.

Goal

To convert the existing 12kV Distribution mapping system from an Automated Mapping/Facilities Management (AM/FM) to an upgraded Geographical Information System (GIS).

Objective

Continue the program started in FY2007-08 for the conversion of the Distribution AM/FM to a Geographical Information System (GIS). The objective is to provide advanced engineering analysis programs to be used by the Engineering staff; providing Distribution Planners with new staking tools and work order programs; and, providing the model necessary for the an outage management program for Power Control.

Goal

Continue to implement a program to allow the use of rubber gloving in the performance of high voltage electrical line work.

Objective

The objective in the next two years is to continue the implementation the use of rubber gloves in working with voltages up to 21kV and capture the productivity gains estimated by this program. To this end, the FY 2009-10 and FY 2010-11 budgets continue funding for the training and certification of the line crews; and, the acquisition, testing, and replacement of the new tools and equipment.

Energy Services Group

Goal

Maximize customer awareness of the potential energy and cost savings from efficiency improvements and assist in developing cost-effective demand-side management measures for all customer classes.

Objective

To satisfy all state mandated legislation by providing valued energy efficiency programs to our community.

Goal

Increase the awareness of the state-mandated Solar Initiative under Senate Bill 1 and increase development of qualifying solar technologies for REU customers.

Objective

To ensure REU's program is in accordance with legislative requirements.

Goal

Complete the initial third-party evaluation, measurement and verification study of REU's energy efficiency programs and develop a long-term plan/forecast of cost-effective energy efficiency measures that are available and achievable for our customers and REU, respectively.

Objective

To meet all legislative requirements and comply with California Energy Commission reporting guidelines.

Goal

Continue to increase and improve REU's and the City's business relationships through the Key Accounts program.

Objective

This program provides REU's Key Accounts with a vital resource to address any issues they may have regarding City Utility services. REU will enhance the programs that are offered to our Key Accounts to improve our electric service and provide communication with City Management. This connection provides long-lasting business relationships for REU and the City.

Goal

Maintain and enhance REU's on-going public relations campaign to promote brand loyalty for the City's Electric Utility.

Objective

Continue to present REU in a favorable light for all observers. Enhance the City's Economic Development opportunities using the strength of REU's electric utility service reliability as the primary platform.

Goal

Promote Economic Development and Economic Attraction Service for new and existing manufacturing and industrial businesses.

Objective

Key REU staff will actively assist the Economic Development Corporation of Shasta County and the City Manager's office in local efforts to promote Redding for business expansions and relocations. This includes attendance and representation at local and national trade shows and presentations to potential customers.

Goal

Work in coordination with the City Manager's office in support of Redding's Stillwater Business Park development, including promotion and attraction of select manufacturing jobs and specific entities.

Objective

REU will play a vital role in the Stillwater Business Park's attractiveness to outside companies and will help serve to bring new jobs and economic development opportunities to the community.

Goal

Manage Redding's Public Benefits Program for the benefit of our customers and REU.

Objective

REU will look to continue to enhance its PBP to most cost-effectively meet the state requirements and standards, as well as to provide the greatest benefit to our customers, the City and REU.

Goal

Continue the implementation of REU's Earth Advantage[®] Green Building Program.

Objective

To enhance the building standards and related energy efficiency in the new housing stock that will benefit Redding residents for generations through the development of homes that: 1) are at least 20% more energy efficient than state mandated standards, 2) promote healthier indoor air quality and 3) use resources wisely in the planning, construction and occupancy/operation of the residence.

Goal

Continue to enhance media relationships affording the best and most positive exposure for REU and Citywide programs.

Objective

REU maintains a positive interface with all media promoting the programs and services both from the perspective of REU and also enlighten the press and media on the positions the City takes on relevant issues.

Goal

Assist the Director on on-going legislative matters that have major impacts on local control and ensure that REU's customer base has the most reliable and most affordable energy delivered while ensuring cost effectiveness for our community.

Objective

Energy Service staff, when appropriate and directed, interfaces with legislative bodies and other concerns ensuring that Public Power initiatives are heard and understood protecting the sovereignty of REU and other municipalities.

Customer Service

Goal

Initiate validation of customer/utility billing information maintained within the Enterprise Customer Information Billing System (E-CIS). Ensure ongoing accuracy of Utility billing and revenue recovery.

Objective

Develop a set of standardized service rules, for the Resource Recovery Project, which will dictate how a utility account is established and billed in a consistent manner, on going, for all five City Utility Divisions.

Goal

Fully implement the approved Revenue Protection Program including the development of formal utility theft response procedures and the Identity Theft Prevention Program.

Objective

Develop procedures for identifying areas of revenue loss through the assessment of the credit and collections process. Formalize the Identity Theft Prevention Program as required under the Fair and Accurate Credit Transactions Act (FACTA). Implement procedures for training employees to respond to potential identity theft or other activities that may indicate potential revenue loss or utility theft.

Goal

Improve employee safety and productivity and enhance level of service provided to Utility customers.

Objective

Fully implement the defined monitoring and coaching program to increase customer satisfaction. Provide additional cross training opportunities for specific Customer Service functions and provide additional training to all staff through a third-party vendor.

Field Services

Goal

Complete all work orders in the field using wireless technology.

Objective

Work towards full implementation of the wireless service order program through the purchase of all needed hardware and the provision of training for all Field Services Staff.

Goal

Establish effective field response protocols in order to identify, mitigate, and respond to meter by-pass and utility theft activities. Develop procedures for recovering revenue lost due to these types of activities.

Objective

Develop procedures for high-risk premise identification and formalize field response protocols. Implement a formalized meter seal program and a process for evaluating meters and high-risk premises.

Goal

Provide advanced training to Field Services staff responsible for pulling and setting meters.

Objective

Complete identified training and coursework, by select Field Services staff, in order to meet the requirements to pull and set self-contained poly-phase meters.

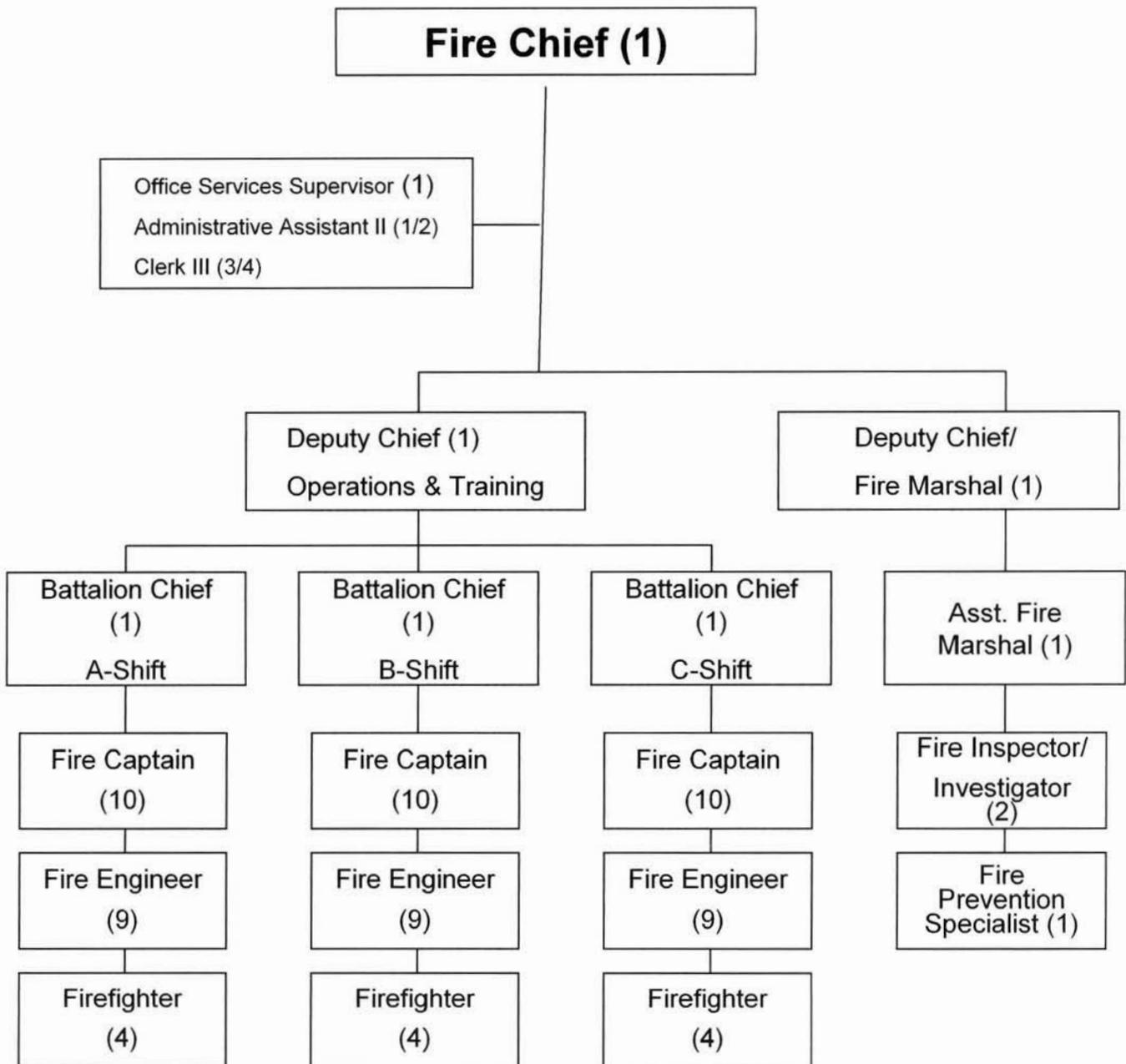
Goal

Convert our present system of manual revenue data collection to an automated meter information system to provide a flexible, and cost-effective, combination of bundled and real-time services.

Objective

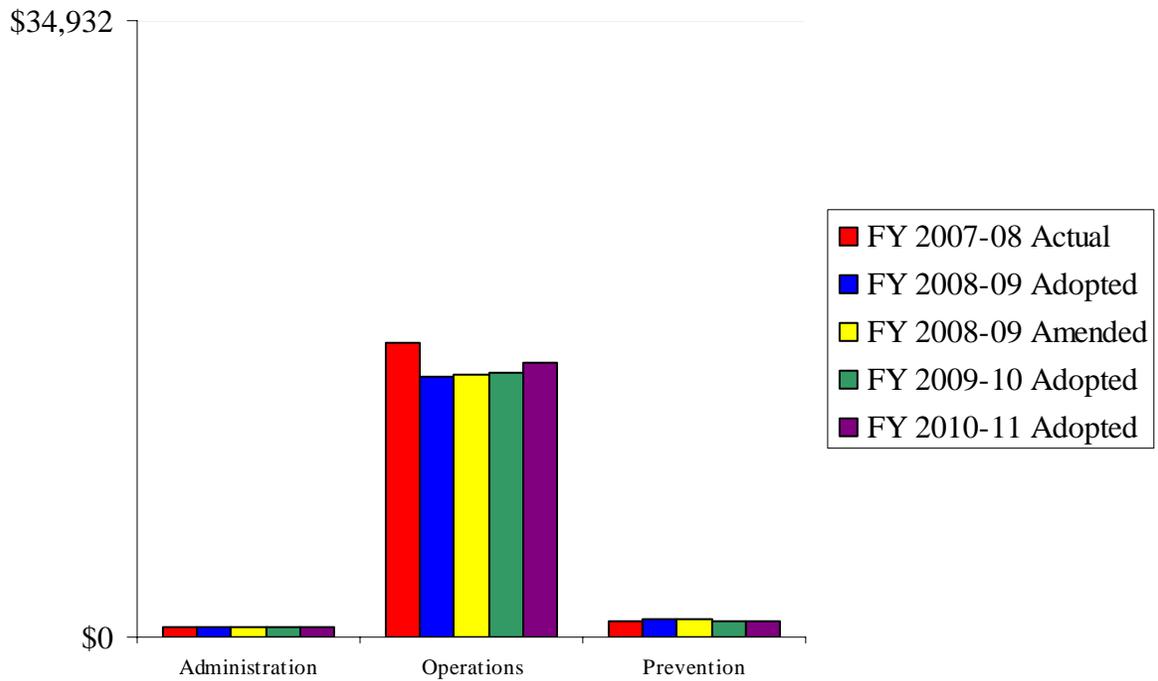
Determine if the present system of revenue data collection is sufficient to meet REU's anticipated needs for the next 5-7 years; review the cost, implications, and options for alternate methods of meter data collection; and build a communication backbone infrastructure if economically justified.

Redding Fire Department Organizational Chart



FIRE DEPARTMENT

Expenditure Comparisons (In Thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

FIRE DEPARTMENT

Overview

The Fire Department's adopted budget for FY 2009-10 totals \$16,324,260 which is \$228,760 less than the amended budget for FY 2008-09 of \$16,553,020. The decrease is related to dropping the seasonal firefighter's program and the lay off of one Fire Prevention staff. The adopted budget for FY 2009-10 is less than the amended budget for 2008-09 in the specific areas of capital outlay and debt service due to transfers from the rolling stock fund to cover the purchase of and debt service payments for fire engines. For FY 2010-11, the adopted budget totals \$17,031,830 which is \$707,570 over the FY 2009-10 adopted budget of \$16,324,260. The increase is related to increases in personnel costs and internal service fund charges. One additional Fire Prevention staff is also scheduled for lay off during FY 2010-11.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Administration	\$ 584,707	\$ 611,160	\$ 609,630	\$ 541,860	\$ (67,770)	\$ 574,110	\$ 32,250
Operations	16,634,431	14,758,350	14,891,680	14,844,770	(46,910)	15,571,880	727,110
Prevention	909,125	1,059,440	1,051,710	937,630	(114,080)	885,840	(51,790)
TOTAL	\$ 18,128,263	\$ 16,428,950	\$ 16,553,020	\$ 16,324,260	\$ (228,760)	\$ 17,031,830	\$ 707,570

* Excluded carryover amounts

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Administration	FY 2010-11 Adopted	\$ 431,970	\$ 142,140	\$ -	\$ -	\$ 574,110
	FY 2009-10 Adopted	\$ 402,340	\$ 139,520	\$ -	\$ -	\$ 541,860
	FY 2008-09 Amended	\$ 454,870	\$ 154,760	\$ -	\$ -	\$ 609,630
	FY 2007-08 Actual	\$ 421,274	\$ 163,433	\$ -	\$ -	\$ 584,707
Operations	FY 2010-11 Adopted	13,308,080	2,263,800	-	-	\$ 15,571,880
	FY 2009-10 Adopted	12,659,450	2,170,080	-	15,240	\$ 14,844,770
	FY 2008-09 Amended	12,119,470	2,310,850	179,300	282,060	\$ 14,891,680
	FY 2007-08 Actual	12,660,182	2,510,453	1,198,961	264,835	\$ 16,634,431
Prevention	FY 2010-11 Adopted	793,460	92,380	-	-	\$ 885,840
	FY 2009-10 Adopted	845,920	91,710	-	-	\$ 937,630
	FY 2008-09 Amended	950,390	101,320	-	-	\$ 1,051,710
	FY 2007-08 Actual	812,610	77,283	19,232	-	\$ 909,125
Total	FY 2010-11 Adopted	\$ 14,533,510	\$ 2,498,320	\$ -	\$ -	\$ 17,031,830
	FY 2009-10 Adopted	\$ 13,907,710	\$ 2,401,310	\$ -	\$ 15,240	\$ 16,324,260
	FY 2008-09 Amended	\$ 13,524,730	\$ 2,566,930	\$ 179,300	\$ 282,060	\$ 16,553,020
	FY 2007-08 Actual	\$ 13,894,066	\$ 2,751,169	\$ 1,218,193	\$ 264,835	\$ 18,128,263

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Personnel

The Department was not able to fund the Paid-On-Call Firefighter’s Program which provided seasonal firefighters to assist in the augmentation of our two-person engine companies and provided availability to additional resources on major emergency incidents. The lay offs of two Fire Prevention personnel also occurred due to budget cuts that will impact our fuels reduction and management programs dealing with high risk wildland fire interface areas and our public education program. The Fire Prevention personnel loss will also impact our ability to review building construction plans and the inspection of occupancies to ensure protective measures are in place and maintained

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Administration	F/T	3.00	3.00	3.00	3.00	-	3.00	-
	P/T	1.23	1.23	1.23	1.23	-	1.23	-
	Total	4.23	4.23	4.23	4.23	-	4.23	-
Operations	F/T	72.00	75.00	72.00	72.00	-	72.00	-
	P/T	7.55	7.86	7.86	-	(7.86)	-	-
	Total	79.55	82.86	79.86	72.00	(7.86)	72.00	-
Prevention	F/T	6.00	6.00	6.00	5.00	(1.00)	4.00	(1.00)
	P/T	0.48	0.48	0.48	-	(0.48)	-	-
	Total	6.48	6.48	6.48	5.00	(1.48)	4.00	(1.00)
Total	F/T	81.00	84.00	81.00	80.00	(1.00)	79.00	(1.00)
	P/T	9.26	9.57	9.57	1.23	(8.34)	1.23	-
	Total	90.26	93.57	90.57	81.23	(9.34)	80.23	(1.00)

Significant Issues

1. The Department lost three Firefighter positions due to budget reductions and has increased the total needed Firefighters from twelve back to fifteen to provide three-person engine companies in the City. This, coupled with the loss of our Paid-on-Call program, will place additional challenges on the Department in meeting our emergency response needs. The Department requests that the City Council give strong consideration to restoring these positions when funding improves and continue with the “Ten Year Plan” provisions to incrementally fund the remaining needed Firefighter positions to allow us to provide three-person engine companies throughout the City.
2. Previously the City has budgeted for critical staffing needs based on high risk weather events primarily during the months on June – November. Funding for this program is not included in this budget.
3. The Department also lost two Fire Prevention positions due to budget reductions that will have a significant impact on our prevention efforts, as well as impacting our suppression capabilities with the loss of our fuels modification programs that greatly assist with the reduction of wildland fire risks in the community. We would also request that the Council give strong consideration to the restoration of these positions on improvement of the budget to assist us in meeting difficult needs within the community.
4. The Department’s annual rolling stock allocation was reduced and will require future modification to ensure the timely and effective replacement of our fleet to enable us to maintain operational efficiency and avoid long-term maintenance issues.

5. The Fire Department has historically operated with an extremely lean budget. With the current economic climate and reductions required to balance the budget, numerous items have been deferred that will result in increased costs in the future. With our current budget, situations may arise that require the purchase of mandated safety clothing and/or equipment that are required for daily operational needs that could exceed our current budget allocations.

Status of 2007-09 Goals and Objectives

Administration Division

Goal

Complete the replacement fire station construction for the Airport Fire Station 7.

Accomplishment

Completed and occupied June 2007.

Goal

Complete update of 1999 Fire Facilities Impact Fees.

Accomplishment

Council approved the new Fire Facilities Impact Fees in 2007.

Goal

Complete upgrade of station computer network.

Accomplishments

1. Success with this budget cycle will bring us within the replacement cycle recommended by the Information Technology Division. This objective was not obtained due to budget cut backs.
2. Software programs requested were purchased which will allow us to implement fire pre-plans for our “target hazard” buildings and provide invaluable information about the building on fires (i.e., special hazards, where the shutoffs are located, etc.). Additionally, it improved our ability to retain our Insurance Services Office (ISO) Class 3 rating in the future.

Operations and Training Division

Goal

Improve radio interoperability.

Accomplishment

The Department was unable to resolve the continuing problems with the implementation of a second frequency due to funding issues. It would have provided redundancy and improved coverage of our single radio frequency. The Department currently relies on a single frequency for dispatch and initial fireground activities. This places us at extreme risk and can negatively impact the request for additional emergency resources or in dispatching of resources to additional calls.

Goal

Improve training methodology.

Accomplishments

1. Dispersed training responsibilities to various fire station personnel.
2. Continued to improve cooperation with Shasta College, resulting in more fire-related courses being offered.
3. Computer fire simulation training occurred.

Goal

Reduce job-induced injuries and associated time loss.

Accomplishments

1. Unable to conduct annual health screening of all employees due to budget cut backs.
2. Conducted annual fitness evaluations.
3. Conducted annual FIT testing for self-contained breathing apparatus (SCBA) and respirators. Personnel are being FIT tested annually to meet Federal mandates.
4. Conducted injury reduction training by health care and risk management professionals.
5. Conducted mandatory safety meetings. Completed every other month.
6. Unable to train all supervisors in the concept of "hot coaching."
7. Conducted safety inspections of facilities and equipment. Partially completed, not all equipment is inspected and tested based on National Standards currently.

Goal

Increase certification level of all Division employees.

Accomplishments

1. All personnel assigned to drive fire apparatus certified to NFPA 1021 Standard.
2. All Officers obtain CSFM Fire Officer Certification commensurate with their rank and assignment. This is an ongoing process that has not been completed.

Goal

Improve conditions and protect capital assets.

Accomplishments

1. **Station No. 2:** Landscaping refreshed.
New floor coverings.
2. **Station No. 5:** Replaced emergency generator.
Replaced sidewalk/driveway.
3. **Station No. 7:** New station completed in June 2007.

Items not accomplished

1. **Station No. 1:** Replacement of emergency generator.
2. **Station No.2:** Replacement of the driveway and small parking area was deferred due to budget reductions; this item continues to present a safety issue and was identified as a hazard in the most recent inspection by the Risk Management team as an item that needs to be addressed.
3. **Station No. 4:** New floor coverings

Fire Prevention Division

Goal

Reduce the threat of wildland fires in the City of Redding.

Accomplishments

1. Executed contracts to conduct fuels mitigation work.
2. Worked with CAL FIRE to provide fire mitigation work.
3. Worked with developers in efficiently reducing fuel loads surrounding new subdivisions.
4. Worked with Resource Conservation District in coordinating effective vegetation mitigation plans.
5. Worked with homeowners in educating and enforcing fire hazard mitigation.

Goal

Conduct timely and effective fire and life safety inspections.

Accomplishments

1. Ensured that new businesses are inspected in a timely manner for fire and life safety hazards through screening and inspecting as needed.
2. Canceled implementation of new technology, including a new computerized tracking system utilizing Palm devices, due to budget constraints.

Goal

Maintain the Emergency Operations Center (EOC) and Emergency Operations Plan.

Accomplishments

1. Conducted training of EOC members.
2. Continued to provide updated materials to support the EOC, such as evacuation relocation maps of care facilities.

Goal

Support and participate on City of Redding committees, such as Planning, Pre-Bar, C-SET, Permit Center, Safety Team.

Accomplishment

Attended 90 percent of these meetings.

Goal

Ensure efficient and timely plan reviews are completed for structural and built-in fire protection systems.

Accomplishments

1. Completed plan reviews within established time frames.
2. Attended training sessions, keeping up-to-date with the most current standards.

Goal

Provide the best public fire safety programs in the most economical ways.

Accomplishments

1. Educated developers and public on fire prevention tools, i.e., residential sprinklers, public education for controlling fires. Completed at a minimal level due to staffing constraints.
2. Provided information at public events, providing up-to-date information regarding fire safety. Completed at a minimal level due to staffing constraints.

Goal

Investigate all fires to determine origin and cause.

Accomplishments

1. Participated in Shasta Arson Task Force.
2. Participated in training opportunities for fire investigation.
3. Assisted in Shasta County Fire Department and CAL FIRE when additional personnel were needed for determining origin and cause of arson fires adjacent to City properties.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Performance Measures and Workload Indicators

Operations and Training Division

The following table displays some of the workload indicators for the past, present and projected future of the Fire Operations Division. Workload comparisons per/1,000 residents based on ICMA performance measurements for cities under 100,000 in population.

Workload Indicators	2006 Actual	2007 Actual	2008 Actual	2009 Projected
Calls for service	11,417	11,512	12,465	13,000
Percentage of responses meeting general plan on scene goal of 5 minutes 90% of the time	-	29.38%	28.60%	28.90%
Average response times for first unit arrival	7:20	6:50	6:40	6:40
Total training hours completed	24,520	24,520	24,520	23,800
Total fires per/1000 residents vs. national	5.78/3.49	5.50/3.49	4.92/3.49	4.92/3.49
Total EMS calls per/1000 residents vs. national	100.4/55	101.3/55	102.4/55	102/55
Total number of company inspections	1,492	1,627	1,407	1,584

Fire Prevention Division

The following table displays some of the workload indicators for the past, present and projected future of the Fire Prevention Division:

Workload Indicators	2006 Actual	2007 Actual	2008 Actual	2009 Projected
Arson fires	59	36	34	35
Fire investigations	152	173	87	100
Fire inspections (Bureau)	1,497	1,523	1,684	1,800
Plans reviewed	592	371	359	350
Weed complaints	118	169	189	200
Public education requests	150	159	237	200
Vegetation management inspections	1,101	1,100	802	1,100
Burn permits	1,333	1,874	1,811	1,800

2009-11 Goals and Objectives

Administration Division

Goal

Strive to maintain current service levels given economic challenges

Objectives

Maintain General Plan Goals and Objectives of:

1. Five-minute response time to 90% of emergency incidents.
2. Maintain an ISO rating of 3 or better.

Goal

Continue work on improving labor and management relationships.

Objective

Conduct the IAFF/IAFC Labor/Management program initiative training program for members of the Redding Fire Department Bargaining and Management teams to continue progress towards: improved interpersonal communications between labor and management, increased involvement and cooperation from all members of the organization, increased focus on goals benefiting both the organization and its members and reduction in adverse actions that affect labor-management relationships.

Goal

Establish a mission, vision and values statement for the Redding Fire Department.

Objective

Develop a mission, vision and values statement for the Redding Fire Department with involvement of Department members.

Goal

Establish a customer feedback process for random surveying of Redding residents after interaction on emergency and non-emergency events.

Objective

Conduct random sampling of Redding residents after they have received emergency services and services through our Fire Prevention Division, with a goal of achieving an excellent rating 90% of the time or greater.

Operations and Training Division

Goal

Review and prioritize our core services that we can effectively provide to the community.

Objectives

1. Evaluate priority medical dispatching program and protocols for responses to medical emergencies for adoption through SHASCOM.
2. Evaluate our records management and training program for compliance with CAL OSHA and NFPA 1500, Fire Department Occupational Safety and Health Program, requirements.
3. Review our current capabilities and availability of technical rescue resources. Identify needs, cost, training and planning required to improve local response capabilities.
4. Evaluate our current pre-planning activities for high hazard businesses and occupancies within the community and steps required to maintain and improve our current system.

Goal

Ensure adequate succession planning for potential vacancies.

Objectives

1. Ensure adequate planning to address up to 14 potential retirements over the next five years and that adequate personnel with proper training and skills are available for potential promotional vacancies.
2. Evaluate training and funding to ensure adequate training is made available to provide staff with the requisite knowledge, skills and required certifications for vacancies within all positions.

Goal

Evaluate Fire Department maintenance and replacement funds.

Objectives

1. Given the current economic conditions evaluate our rolling stock and equipment reserve funds; work with Finance to evaluate options and updates that maybe required ensuring funding and replacement of equipment.
2. Develop a maintenance and replacement plan for Department facilities and associated equipment and appliances to address maintenance and replacement needs for our fire stations.

Goal

Review and update Department policies and procedures

Objectives

1. Review our current policies and procedures to ensure we are adequately addressing safety and operational requirements that meet NFPA 1500, Fire Department Occupational Safety and Health Program, requirements.
2. Continue the update and development of company evolution and emergency scene task performance requirements.

Fire Prevention Division

Goal

Complete additional SOP's for Fire Prevention Activities.

Objective

Review Department policies and update and/or create new policies to ensure Fire Prevention activities are accurately addressed.

Goal

Implementation of annual operating permits (CFC) and convert highest hazard company inspections to Fire Prevention Bureau inspections.

Objectives

1. Identify required permits for high risk operations and occupancies.
2. Evaluate and identify those businesses that are currently being inspected by engine companies and convert the highest hazards to the Fire Prevention Staff.

Goal

Increase vegetation management program.

Objectives

1. Update the Shasta Strategic Fuels Management Plan.
2. Update Community Wildfire Protection Plan.
3. Pursue grants for additional funding for top priority projects.

Goal

Present quarterly training and updates for Operations personnel.

Objectives

1. Schedule dates for all shifts quarterly.
2. Analyze training needs.
3. Develop programs to meet training needs, and keep crews informed of changes in fire prevention programs.

Goal

Increase public education/relations.

Objectives

1. Provide improved education to the community to address home safety, wildfire safety, all risk hazard reduction, and injury prevention.
2. Provide in depth education/information on Department website
3. Complete, publish, and distribute annual report

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Goal

Update EOC forms and contact numbers, review and adjust EOC procedures.

Objectives

1. Increase the utilization of standardized ICS forms for the EOC.
2. Update procedures to reflect form changes.
3. Utilize updated technology as budget allows, moving towards “paperless” forms and displays.

Goal

Develop and conduct section level training programs for EOC personnel.

Objectives

1. Schedule training for each section:
 - Operations
 - Finance/Administration
 - Planning
 - Logistics
2. Train Public Works personnel who work at EOC site in the initial set up of the EOC.

Unmet Needs (in order of priority)

Staffing for Fire Engines (third person on duty for remaining (5) 2-person engine companies	\$	1,440,000
Training Officer		198,000
Rolling Stock/Equipment Replacement Fund *		699,600
Management Analyst I		94,870
Clerical Staff (Upgrade of two part-time positions)		75,000
Fire Inspector/Public Educator (2)		270,000
Facilities Maintenance (See attached)		540,000
Fire Engine Pump (Underground) Test Pit (4,000 gallon)		95,000
 Total Unmet Needs	 \$	 3,412,470

*Need per year for fiscal years 2009-10 and 2010-11

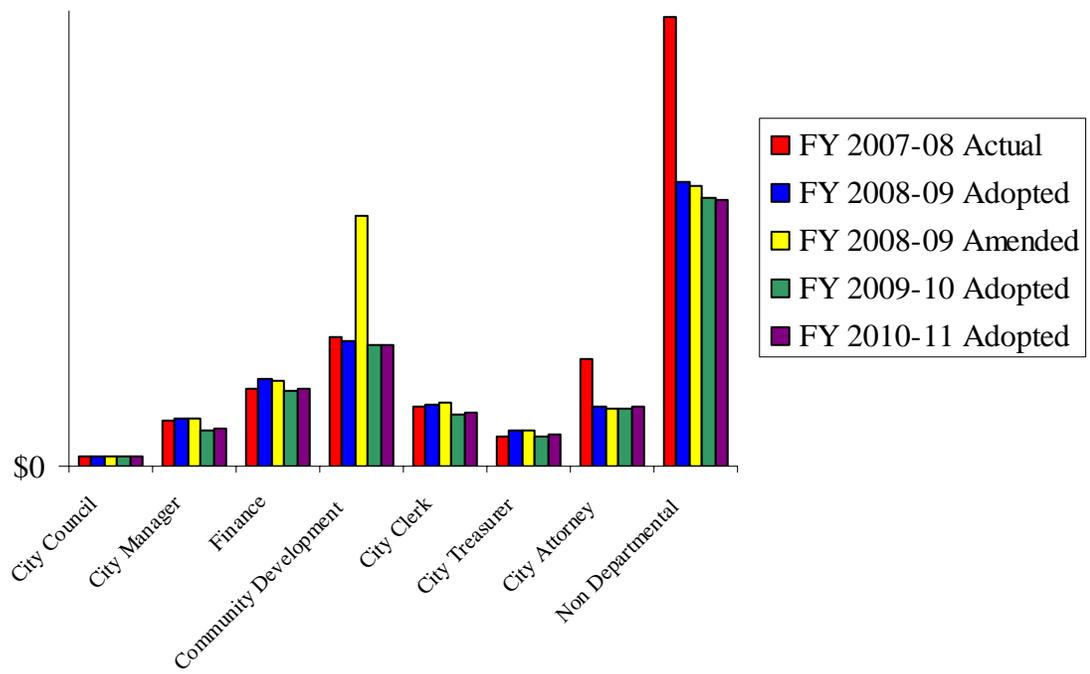
GENERAL GOVERNMENT

Table of Contents

City Council F-5
City Manager F-6
Finance F-8
Community Development F-13
City Clerk’s Office F-18
City Treasurer’s Office F-27
City Attorney’s Office F-36
Non-Departmental F-42

GENERAL GOVERNMENT

Expenditure Comparisons (In Thousands)



CITY COUNCIL

Overview

The City Council is the elected governing body of the City of Redding municipal corporation. The City Council's budget accounts for personnel expenses related to five part-time City Council members and the operating materials and supplies necessary to operate the office. The City Council's adopted budget for FY 2009-10 totals \$168,940 which is \$780 more than the amended budget for FY 2008-09 of \$168,160. For FY 2010-11, the adopted budget totals \$175,070 which is \$6,130 over the FY 2009-10 adopted budget of \$168,940. The increase in both fiscal years is primarily due to an increase in group health costs and retirement costs.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
City Council	\$ 157,835	\$ 168,410	\$ 168,160	\$ 168,940	\$ 780	\$ 175,070	\$ 6,130

* Excluded carryover amounts

The following table displays how the budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
City Council	FY 2010-11 Adopted	\$ 154,170	\$ 20,900	\$ -	\$ -	\$ 175,070
	FY 2009-10 Adopted	\$ 148,220	\$ 20,720	\$ -	\$ -	\$ 168,940
	FY 2008-09 Amended	\$ 145,870	\$ 22,290	\$ -	\$ -	\$ 168,160
	FY 2007-08 Actual	\$ 136,228	\$ 21,607	\$ -	\$ -	\$ 157,835

Significant Issues

There are no significant issues.

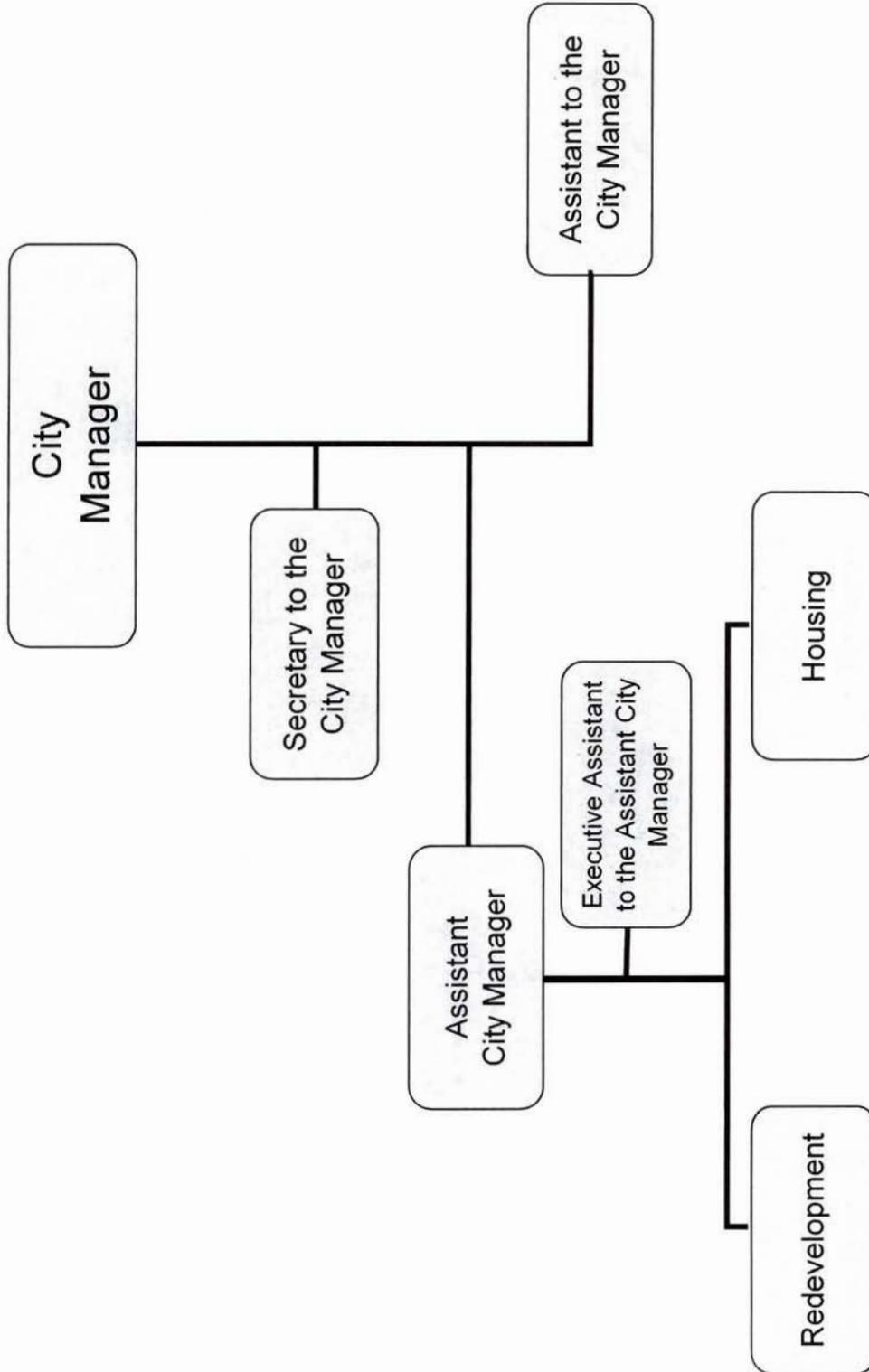
Goals and Objectives

The City's goals and objectives are outlined in the budget message and in each section of this document.

Unmet Needs (in order of priority)

None.

City Manager's Office



CITY MANAGER

Overview

The City Manager's Office is responsible for the overall management of the City of Redding municipal corporation. The City Manager's adopted budget for FY 2009-10 totals \$636,350 which is \$186,790 less than the amended budget for FY 2008-09 of \$823,140. The decrease is primarily related to the elimination of the Economic Development Director position and the reallocation of the Assistant City Manager's position to serve as the Municipal Utilities Director. For FY 2010-11, the adopted budget totals \$677,950 which is \$41,600 over the FY 2009-10 adopted budget of \$636,350. The increase is related to salaries, the City's contribution to the California Public Employees Retirement System and health insurance costs.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
City Manager	\$ 787,359	\$ 851,020	\$ 823,140	\$ 636,350	\$ (186,790)	\$ 677,950	\$ 41,600

* Excluded carryover amounts

The following table displays how the department's budget is broken down between the major expenditure groups

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
City Manager	FY 2010-11 Adopted	\$ 554,640	\$ 123,310	\$ -	\$ -	\$ 677,950
	FY 2009-10 Adopted	\$ 514,760	\$ 121,590	\$ -	\$ -	\$ 636,350
	FY 2008-09 Amended	\$ 663,920	\$ 159,220	\$ -	\$ -	\$ 823,140
	FY 2007-08 Actual	\$ 641,647	\$ 145,712	\$ -	\$ -	\$ 787,359

Personnel

The Economic Development Director position was eliminated in FY 2008-09.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
City Manager	F/T	6.00	6.00	5.00	5.00	-	5.00	-
	P/T	0.48	-	-	-	-	-	-
	Total	6.48	6.00	5.00	5.00	-	5.00	-

Significant Issues

There are no significant issues.

Goals and Objectives

The City's goals and objectives are outlined in the budget message and in each section of this document.

Unmet Needs (in order of priority)

None.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

FINANCE DEPARTMENT

Overview

The Finance Department's adopted budget for FY 2009-10 totals \$1,321,330 which is \$175,760 less than the amended budget for FY 2008-09 of \$1,497,090. The decrease is due to reducing full-time employees from 14 to 11 due to the down turn in the economy. For FY 2010-11, the adopted budget totals \$1,379,290 which is \$57,960 over the FY 2009-10 adopted budget of \$1,321,330. The increase is primarily related contractual increases in payroll related costs and increases in interdepartmental allocations.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Finance	\$ 1,375,233	\$ 1,552,730	\$ 1,497,090	\$ 1,321,330	\$ (175,760)	\$ 1,379,290	\$ 57,960

* Excluded carryover amounts

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Finance	FY 2010-11 Adopted	\$ 1,102,860	\$ 276,430	\$ -	\$ -	\$ 1,379,290
	FY 2009-10 Adopted	\$ 1,053,080	\$ 268,250	\$ -	\$ -	\$ 1,321,330
	FY 2008-09 Amended	\$ 1,181,990	\$ 315,100	\$ -	\$ -	\$ 1,497,090
	FY 2007-08 Actual	\$ 1,087,855	\$ 287,378	\$ -	\$ -	\$ 1,375,233

Personnel

The Department's personnel costs has decreased due to eliminating one full-time position and converting two other full-time positions to part-time. Due to the reduction in personnel there will be some service impact. The department is committed to managing and safeguarding the City's resources, facilitating the effective and efficient use of City resources, providing high quality financial information and support services for decision makers and protecting and enhancing the City's financial well-being.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Finance	F/T	14.00	14.00	14.00	11.00	(3.00)	11.00	-
	P/T	0.48	0.48	0.07	1.32	1.25	1.32	-
	Total	14.48	14.48	14.07	12.32	(1.75)	12.32	-

Status of 2007-08 and 2008-09 Goals and Objectives

Goal

Provide relevant financial information to operating departments, the City Manager, the City Council, and the public in a timely fashion and in an understandable format.

Accomplishments

1. Reviewed budget request, identified and prepared recommendations on budget issues for the Budget Committee and the City Manager's Office. Prepared Budget document and worked with City Manager on presenting the City's two-year budget. Prepared recommendations for budget adjustments due to the downturn in the economy. Worked with departments to amend their budgets. Prepared and updated long-range financial plan for City Manager and City Council review.
2. Received the "Distinguished Budget Presentation Award" from the Government Finance Officers Association for the 2007-09 budget.
3. Completed the Comprehensive Annual Financial Report (CAFR) by December 31 of each year. The completed CAFR and management letter were accepted by City Council in January of each year. The CAFR for FYE 2006-07 received the "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association and we anticipate that the CAFR for FYE 2007-08 will also receive the "Certificate of Achievement for Excellence in Financial Reporting."
4. Implemented Governmental Accounting Standards Board Statement 45 "Accounting and Financial Reporting by Employers for Postemployment Benefits other than Pensions."
5. Provided timely monthly financial reports to divisions, departments, City Manager and City Council.

Goal

Process all accounting transactions in a timely and accurate manner.

Accomplishments

1. Processed over 95% of accounts payable checks within seven days of completed request.
2. Transmitted all biweekly payrolls by noon on Wednesday of the payroll week.
3. All information for processing monthly financial reports was provided to Information Systems by the 8th of each month. Monthly financial reports were distributed within one business day of receiving reports from Information Systems.

Goal

Implement new procedures and technologies to improve operational efficiency.

Accomplishments

1. Improved procedures in various finance functions that helped improve operational efficiencies. Improved use of computers to generate work papers for the audit. Reorganized the workload assignments in the Finance Department resulting in more efficient operations within the Department. The efficiency was demonstrated by the reduction of 7% of the budgeted full-time equivalents in the Department since fiscal year 2006-07.
2. Automated preparation of the Comprehensive Annual Financial Report (CAFR), which saved time and allowed the Department to prepare the CAFR in-house.
3. Prepared updated Finance Procedure Manual for the Department.

Goal

Assist other departments with their financial needs.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Accomplishment

Met with other departments to discuss potential grant opportunities. Worked with other departments and assisted them with filing grant reports and other required reports. Assisted various departments with their accounting and financial needs. Offered training to departments on the City's available financial information.

Goal

Insure information is available to decision makers to assist in maintaining the City's strong financial standing.

Accomplishment

Helped insure the City maintained a strong financial position by working with departments on budget issues, capital projects and bond issuance. Information was provided to decision makers, which helped them to make decisions that insured the City's strong financial standing was not eroded.

Performance Measures and Workload Indicators

Workload Indicators	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Accounts Payable Transactions	12,735	12,800	12,900	13,000
Payroll Transactions	27,869	28,000	26,500	26,500
General Accounts Receivable	26,554	27,000	27,000	27,000
Audited Field Work Completed	12/2/08	12/15/09	12/15/10	12/15/11
Budget Presented to Council	-	6/11/09	-	6/15/11

2009-10 and 2010-11 Goals and Objectives

Goal

Provide relevant financial information to operating departments, the City Manager, the City Council, and the public in a timely fashion and in an understandable format.

Objectives

1. Produce an understandable annual financial report that conforms to generally accepted accounting principles by December 31 of each year. Qualify for the "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association.
2. Produce a two-year budget document that is easy to read and understand for the City Council's consideration by June 30, 2009. The two-year budget will qualify for the "Distinguished Budget Presentation Award" from the Government Finance Officers Association.
3. Produce monthly financial reports that are easy to read and understand.

Goal

Process all accounting transactions in a timely and accurate manner.

Objectives

1. Transmit the biweekly payroll by noon on Wednesday of payroll week.
2. Issue 95 percent of all accounts payable checks within seven days of completed request.
3. Have all information for processing monthly financial reports to Information Systems no later than the 8th of each month. Distribute monthly financial reports within one business day of receiving reports from Information Systems.
4. Insure staff is fully trained and cross-trained to back up other staff members when necessary to avoid backlogs or delays.

Goal

Implement new procedures and technologies to improve operational efficiency in the Finance Department.

Objectives

1. Improve organizational functions, assignments and procedures to help the Department be more efficient in processing information.
2. Continue to streamline work through computer use.

Goal

Assist other departments with their financial needs.

Objectives

1. Meet with departments on an individual basis to inform them of grant opportunities.
2. Assist departments with grant application and administration to insure the City is successful in the grant application process.
3. Offer training course to other divisions on the available City financial information.

Goal

Insure information is available to decision makers to assist in maintaining the City's strong financial standing.

Objectives

1. Update General Fund Ten-Year Plan on a monthly basis and maintain a 5% reserve throughout the ten-year planning period.
2. Develop a long-term debt policy for City Council review and approval.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

COMMUNITY DEVELOPMENT

Overview

The Community Development budget is funded through grants from the Community Development Block Grant (CDBG) program and the Home Investment Partnerships (HOME) program. Each year the amount of grant funding varies. For FY 2009-10, the adopted budget totals \$2,124,930 (\$1,054,140 CDBG + \$1,070,790 HOME). The FY 2010-11 adopted budget is assumed based on the FY 2009-10 budget. The following table outlines the budget in comparison to the previous fiscal year.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
CDBG	\$ 1,269,013	\$ 1,150,960	\$ 2,612,100	\$ 1,054,140	\$ (1,557,960)	\$ 1,054,140	\$ -
Home	989,670	1,039,150	1,796,360	1,070,790	\$ (725,570)	1,070,790	\$ -
Community Development Totals	\$ 2,258,683	\$ 2,190,110	\$ 4,408,460	\$ 2,124,930	\$ (2,283,530)	\$ 2,124,930	\$ -

* Excludes carryover amounts

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
CDBG	FY 2010-11 Adopted	\$ 233,130	\$ 158,250	\$ 662,760	\$ -	\$ 1,054,140
	FY 2009-10 Adopted	\$ 233,670	\$ 157,710	\$ 662,760	\$ -	\$ 1,054,140
	FY 2008-09 Amended	\$ 236,500	\$ 162,460	\$ 2,213,140	\$ -	\$ 2,612,100
	FY 2007-08 Actual	\$ 226,587	\$ 140,876	\$ 901,550	\$ -	\$ 1,269,013
Home	FY 2010-11 Adopted	101,530	5,540	963,720	-	1,070,790
	FY 2009-10 Adopted	101,270	5,800	963,720	-	1,070,790
	FY 2008-09 Amended	111,540	4,500	1,680,320	-	1,796,360
	FY 2007-08 Actual	109,824	4,518	869,613	5,715	989,670
Total	FY 2010-11 Adopted	\$ 334,660	\$ 163,790	\$ 1,626,480	\$ -	\$ 2,124,930
	FY 2009-10 Adopted	\$ 334,940	\$ 163,510	\$ 1,626,480	\$ -	\$ 2,124,930
	FY 2008-09 Amended	\$ 348,040	\$ 166,960	\$ 3,893,460	\$ -	\$ 4,408,460
	FY 2007-08 Actual	\$ 336,411	\$ 145,394	\$ 1,771,163	\$ 5,715	\$ 2,258,683

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Personnel

The Housing & Community Development Fund currently has budgeted 15 full-time and 1 part-time employees for the two year budget cycle. These employees are shared between Community Development and the Housing Authority of the City of Redding (RHA). At this time no new personnel hires are anticipated during the 2009-10 and 2010-2011 budget years. During the past two years two employees left (a Senior Housing Specialist and a Housing Specialist II) and a part-time employee was added; an Administrative Assistant. The Housing Specialist II position will not be filled and has been deleted from the adopted budget. The Senior Housing Specialist position is currently vacant, but remains in the budget. The part-time Administrative Assistant is funded by the RHA. A full-time employee plans to retire in FY 2009-10. The Division also currently pays half the medical premiums for three retired employees.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Community Development	F/T	16.00	16.00	16.00	15.00	(1.00)	15.00	-
	P/T	-	-	0.48	0.48	-	0.48	-
	Total	16.00	16.00	16.48	15.48	(1.00)	15.48	-

Capital Outlay

Capital expenditures for both fiscal years include expenditures for CDBG and HOME projects and programs.

Significant Issues

There are no significant issues for Community Development.

2007-2009 Goals and Accomplishments

Goal

Broaden and diversify staff capabilities through cross-training, education, and other mechanisms designed to improve staff abilities to recognize opportunities and needs, and to perform complex tasks.

Accomplishments

Ongoing cross-training and education efforts for Housing Division staff over the past two years have benefited the organization in several ways:

1. Back-up resources are now available for all job duties including loan servicing, program monitoring and rental/owner-occupied activities;
2. Continuing education and training has improved staff knowledge and performance in data entry capability, asbestos and lead-based paint regulations, and neighborhood new development projects and tracking; and
3. Team field inspections, utilizing various specialized staff, have increased our efficiency in provision of a more comprehensive, professional assessment package for large-scale housing development projects.

Goal

Utilize CDBG, HOME, and to the extent possible, other program funding to accomplish City objectives with an emphasis on Downtown revitalization, neighborhood revitalization, and development partnerships.

Accomplishments

Over the past two years, \$280,500 in private and local dollars was leveraged through the HOME Rental Program, while \$8.8 million was leveraged through the Downpayment Assistance Program. Six of the twelve CDBG Public Improvement activities approved in the 2007 and 2008 programs years were designated in either the Downtown area or target neighborhoods.

Goal

Coordinate with the Redding Redevelopment Agency (RRA) to develop a unified, efficient response to large-scale housing development opportunities and neighborhood revitalization efforts.

Accomplishment

Large-scale, housing development proposals are regularly evaluated by an assessment team consisting of the City Manager or his designee, Housing Division staff and Redevelopment personnel to facilitate a coordinated response. To date the Housing Division partnered with the RRA and several housing nonprofit organizations to facilitate the development of six large-scale development projects. Three projects have been completed, while the others are in various stages of development. They are listed below:

Project Name or Address	# Units	Project Amount	Status
Linden Apartments (new construction)	30	\$8.2 million	Complete
Compass - 2124 Market Street	3	\$237,200	Complete
Watson - 1805 Grant/1810 Logan (new construction)	2	\$279,000	Complete
CRDC – 2052 Placer Street	4	\$355,000	In progress
CRDC – 657 Parkview Avenue (new construction)	2	\$709,860	In progress
Saint Clare Court – 2465 Beverly Drive (new construction)	14	\$2.8 million	In progress

Goal

Aggressively seek new funding from Federal, State, and other sources which complement City housing, community development, and preservation efforts.

Accomplishments

In the two-year period, the Housing Division has secured \$1.1 million from the Federal-administered Home Investment Partnerships Program, and \$1.7 million from the Federal Community Development Block Grant Program. The City applied for and was awarded \$600,000 in CalHome funds through the State of California Department of Housing and Community Development. These funds are to be used for rehabilitation projects and downpayment assistance to first-time homebuyers.

Goal

Work to empower target neighborhoods with both the skills and resources to manage quality of life issues in the community.

Accomplishments

The Housing Division, in cooperation with the RRA staff, has built upon previous years' experience to facilitate the Parkview and Martin Luther King (MLK) Jr. Neighborhood Revitalization Strategies to strengthen and expand partnerships between local government, nonprofit organizations, businesses and the neighborhood committees. The Buckeye Neighborhood has been identified as the next target neighborhood. RRA staff is currently developing the Buckeye Revitalization Strategy. Newsletter articles, flyers, mail outs, and resident meetings are used to promote ongoing discussion and interaction to promote sustained neighborhood involvement which will likely ensure that the renewal process is a community-driven effort.

Goal

Expand the capacity of nonprofit housing and service organizations and respond to community needs with an emphasis on special needs projects.

Accomplishments

The 2007 and 2008 program years witnessed increased cooperation and capacity-building between the City and local nonprofit groups. These efforts focused on partnering with our local nonprofit groups and Community Housing Development Organizations (CHDOs) to develop affordable housing consistent with the Consolidated Plan. The Housing Division continues to foster and develop the capacity of our CHDOs. In depth workshops and liaison between city/county staff and local nonprofit agencies helped to identify community needs and consensus of funding priorities.

Goal

Proactively encourage the development of partnerships between developers, financial institutions, and nonprofit agencies.

Accomplishment

The City currently uses this strategy in formulating funding applications for local housing projects. The City has been successful in partnering with Northern Valley Catholic Social Service on development of their Saint Clare Court housing project through the HUD 811 - People with Disabilities Program. The City was awarded \$3.5 million in state-administered HOME funds for a 30-unit multi-family new construction project designed for the MLK neighborhood in conjunction with Federal and State low-income tax credit funding. Construction is complete.

Performance Measures and Workload Indicators

1. Access Federal entitlement monies through the U.S. Department of Housing and Urban Development's (HUD) Home Investment Partnerships Program (HOME) as a Participating Jurisdiction (PJ).
2. Consistent with the Consolidated Plan goals, rehabilitate a minimum of 20 low-income rental units and 15 low-income homeowner units; construct a minimum of 50 low-income rental units; and assist a minimum of eight low-income first-time homebuyers.
3. Assist at least two applicants in their submission of applications for tax credits, HUD 202, HUD 811, or related "stand alone" development programs.

4. The City's CDBG Program will meet HUD's annual timeliness of expenditure rate (entitlement grant funds on hand shall not exceed 1.5 of the current entitlement amount); Public Services projects will be completed within 12 months, and all other activities will be completed within 18 months of contract execution.
5. Assist a minimum of 100 low-income households through the Senior Minor Repair Program and 10 low-income households through the Emergency Repair Program.
6. 100 percent of all HOME funded rental units shall be monitored for contract compliance.
7. All residential housing units assisted with Federal funds will be assessed and mitigated for lead-based paint hazards, as applicable.
8. Apply for additional funding through the State of California Department of Housing and Community Development and Housing Finance Agency that complements the City's anticipated developments. Potential funding sources are Cal Home funds, Begin funds, and/or HELP funds.

2009-11 Goals and Objectives

Goal

Promote a wide range of quality affordable housing opportunities in the City of Redding.

Objective

1. Utilize CDBG, HOME, and, to the extent possible, other program funding to accomplish City objectives with an emphasis on downtown revitalization, neighborhood revitalization, and development partnerships.
2. Coordinate with the Redding Redevelopment Agency (RRA) to develop a unified, efficient response to large-scale housing development opportunities and neighborhood revitalization efforts.
3. Aggressively seek new funding from Federal, State, and other sources which complement City housing, community development, and preservation efforts.
4. Proactively encourage the development of partnerships between developers, financial institutions, and nonprofit agencies.

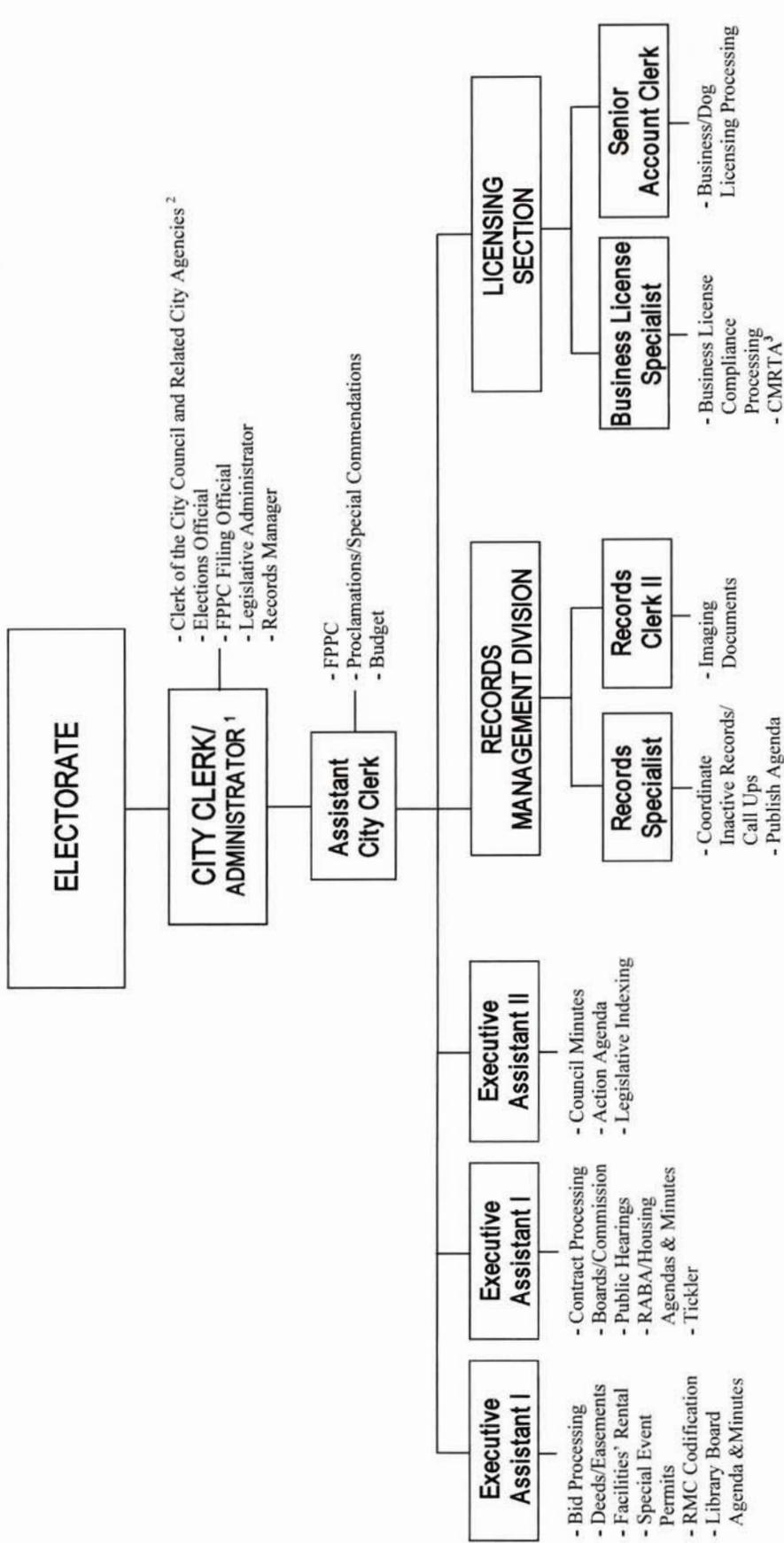
Goal

Develop and implement strategies to preserve and enhance neighborhoods, especially those with a significant number of low- and moderate-income households.

Objective

1. Work to empower target neighborhoods with both the skills and resources to manage quality of life issues in the community.
2. Expand the capacity of nonprofit housing and service organizations and respond to community needs with an emphasis on special needs projects.

CITY OF REDDING CITY CLERK Organizational Chart⁴



² Clerk of the City Council and Related City Agencies

- Elections Official
- FPPC Filing Official
- Legislative Administrator
- Records Manager

³ FPPC Proclamations/Special Commendations Budget

¹ The City Clerk/Administrator is a full-time, elected position which has oversight for City Clerk proper, Records Management Division, and administration of the licensing programs

² In the role of Clerk of the City Council and Secretary to related City agencies, the Office also provides staff support to these governing bodies: RABA, Housing Authority, Redding Municipal Library Board, Redding Joint Powers Financing Authority, and Redding Capital Services Corporation

³ California Municipal Revenue and Taxation Association

⁴ The tasks listed on this chart are only a partial list to provide an example of responsibilities

CITY CLERK'S DEPARTMENT

Overview

The City Clerk's Department comprises the Office of the City Clerk and the Records Management Division. The adopted budget for FY 2009-10 totals \$907,910, a decrease of \$202,830 over the FY 2008-09 Amended Budget. The decrease is primarily attributed to retirement of the City Clerk and the loss of a full-time Clerk III position in the City Clerk's License Section and not filling the City Clerk position due to retirement. The adopted budget for FY 2010-11 totals \$940,420, \$32,510 over the FY 2009-10 adopted budget due to necessary budgeting of \$11,000 for the 2010 General Municipal Election, and escalating Indirect Personnel costs.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
City Clerk	\$ 781,046	\$ 807,860	\$ 821,920	\$ 601,310	\$ (220,610)	\$ 623,940	\$ 22,630
Records Management	273,142	288,820	288,820	306,600	\$ 17,780	316,480	\$ 9,880
TOTAL	\$ 1,054,188	\$ 1,096,680	\$ 1,110,740	\$ 907,910	\$ (202,830)	\$ 940,420	\$ 32,510

*Excluded carryover amounts

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay*	Debt Service	Total
City Clerk	FY 2010-11 Adopted	\$ 453,180	\$ 162,760	\$ 8,000	\$ -	\$ 623,940
	FY 2009-10 Adopted	\$ 431,410	\$ 161,900	\$ 8,000	\$ -	\$ 601,310
	FY 2008-09 Amended	\$ 619,330	\$ 194,590	\$ 8,000	\$ -	\$ 821,920
	FY 2007-08 Actual	\$ 592,935	\$ 176,528	\$ 11,583	\$ -	\$ 781,046
Records Management	FY 2010-11 Adopted	247,850	68,630	-	-	316,480
	FY 2009-10 Adopted	237,700	68,900	-	-	306,600
	FY 2008-09 Amended	206,200	82,620	-	-	288,820
	FY 2007-08 Actual	210,145	62,997	-	-	273,142
Total	FY 2010-11 Adopted	\$ 701,030	\$ 231,390	\$ 8,000	\$ -	\$ 940,420
	FY 2009-10 Adopted	\$ 669,110	\$ 230,800	\$ 8,000	\$ -	\$ 907,910
	FY 2008-09 Amended	\$ 825,530	\$ 277,210	\$ 8,000	\$ -	\$ 1,110,740

*Budgeted for State Mandated Animal Fines revenue

Capital Outlay

The City Clerk's Department's Capital Outlay of \$8,000 each fiscal year represents mandatory budgeting for State Animal Fines which are offset by revenue in a like amount.

Personnel

With the elimination of the full-time Clerk III position in the Licensing Section, the total number of employees in the Department is nine. Loss of the Clerk III position has had a significant impact on the productivity of the Licensing Section. The two remaining staff members are often bogged down in the day-to-day work of processing the existing business and dog license renewals and have little time to pursue new business license leads or delinquent accounts resulting in reduced tax revenue. Upon the retirement of the City Clerk, the Assistant City Clerk was promoted to be the Administrator of the Office of the City Clerk and thereby leaving the Assistant City Clerk position open and unfilled. At this point, it is unknown what the workload impact will be in the City Clerk's office.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The following table displays total personnel for City Clerk and Records Management Division:

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
City Clerk	F/T	8.00	8.00	7.00	7.00	-	7.00	-
	P/T	-	-	-	-	-	-	-
	Total	8.00	8.00	7.00	7.00	-	7.00	-
Records Management	F/T	2.00	2.00	2.00	2.00	-	2.00	-
	P/T	-	-	-	-	-	-	-
	Total	2.00	2.00	2.00	2.00	-	2.00	-
Total	F/T	10.00	10.00	9.00	9.00	-	9.00	-
	P/T	-	-	-	-	-	-	-

Significant Issues

While the City and the workload have grown significantly over the years, the Department has fewer staff now than in fiscal year 1992-93 when there were 12 full-time staff members. The Department will continue diligent efforts toward maintaining the level of service, but adequate staffing is critical to meet legal requirements and maintain quality of service.

2007-2009 Goals and Accomplishments

Goal

Prepare for the General Municipal Election of November 2008.

Accomplishment

The City Clerk's Office began preparations for the November 4, 2008, General Municipal Election in December 2007 with a review of the new election laws enacted in the previous year. Preparations in the summer of 2008 included developing/updating a comprehensive Candidate's Guidelines booklet that includes general information about the City, qualifications for office, nomination filing procedures, Candidate's Statement of Qualifications, Fair Political Practices Commission (FPPC) information and filing requirements and Campaign Statements information.

In cooperation with the GIS Division and utilizing information provided by the Shasta County Elections Department, a full-color precinct map and updated precinct list were prepared and provided to candidates. Eight candidates applied for two positions on the City Council and the City Treasurer's position was also up for election. Staff issued/received candidates' nomination papers and Fair Political Practices Commission (FPPC) filings.

The City Clerk prepared and submitted a Report to City Council regarding Certification of Election Results and assisted with the City Council reorganization at the regular meeting of December 2, 2008. The City Clerk administered Oaths of Office for new City Council Member Missy McArthur, incumbent Council Member Dick Dickerson, and appointed incumbent City Treasurer Leslie Detwiler. Election results were published on the City's web page.

Goal

Set up the legislative filing and indexing system for the Redding Municipal Library Board of Trustees.

Accomplishment

The Redding Municipal Library Board of Trustees, comprised of Redding City Council Members, was established in October 2006. As the Clerk of the City Council, the City Clerk assumed responsibility for preparation, posting, and distribution of Board agendas and minutes in addition to the maintenance and preservation of its legislative history and records. This entailed setting up the filing system for the maintenance of those records. In addition, the Board's records are indexed on the City's electronic A/S 400 Indexing System for future retrieval.

Goal

Enhance research capabilities of the City's historical records, 1980 and prior.

Accomplishment

This project was started under the Goals and Objectives for 2005-07 and was completed during the 2008-09 budget cycle. The City Clerk crafted an introduction and history of the manual system, as well as instructions on how to access information from the manual index. City staff is now able to access the old manual indexing system at their own computers to research legislative history and records created prior to 1980, in lieu of going to the Records Division to view the index and attendant legislative ledger cards on microfilm.

Goal

Organize City Clerk's Office vault and library research area.

Accomplishment

City Clerk's staff reorganized the records maintained in the vault and reviewed future space needs. In addition, staff reorganized all the printed material in the library shelves so that similar information is grouped and alphabetized and can more readily be accessed. Staff inventoried information housed in the old filing cabinets in the library area and purged as necessary.

The City Clerk worked with Information Technology (IT) to obtain a personal computer (PC) for the library area. This PC is available for staff and citizens to use for research projects and it has special programming which restricts access to only "public record" materials.

Goal (Ongoing)

Continue to explore additional opportunities to convert services, programs, and information resources to the City's web-page or Intranet to enhance public and internal convenience, efficiency, and to reduce paper.

Accomplishment

Improvements have been made to the AS400 Contract Tracking Program (Menu 27) to provide additional search/query options, such as date range and name searches.

The Special Event application process was automated and streamlined by utilizing a scanner and emailing the application and supporting documents to designated departments for the approval/review process.

An interactive application form for Boards and Commissions appointees was added to the City's web site.

Goal (Ongoing)

Continue to increase business license revenue and enforce compliance measures in accordance with the Municipal Code.

Accomplishment

Although the loss of the full-time Clerk III position in the Licensing Section has seriously impacted the Section's ability to accomplish its goal, staff continues to strive to produce tax revenue. With only two staff positions, processing and maintaining the workload associated with existing accounts consumes the majority of the work day. As time allowed, staff attempted to:

1. Utilize information obtained from myriad government agencies and other resources to locate unlicensed business owners to improve compliance.
2. Pursue a high level of compliance through follow up on delinquent accounts, and work with the Police Department for enforcement.
3. Monitor legislation affecting business licensing through affiliation with CMRTA and the League of California Cities.

Due to reduced staffing, the Department was unable to produce informational pamphlets explaining business license requirements for the following specialized business types: Taxi and Limousine Services, vehicles for hire, exempt and non-exempt trucking activities, commercial and residential property ownership (develop a letter to area real estate agents and title companies asking that pamphlets be made available to their clients).

Goal

Improve efficiencies in the Dog Licensing Program.

Accomplishment

Due to time constraints, staff was unable to complete the redesigned dog license application for production on the laser printer and eliminate the use for NCR paper or to surplus the antiquated tractor-feeder printers.

Staff conducted two successful rabies vaccination clinics and promoted spaying and neutering through public education outreach efforts such as the Annual Spay/Neuter Month campaign, participation in the City's Services and Energy Fair, and promotional give-aways purchased with State-mandated animal fines revenue.

Goal

Finalize Records Retention Schedule.

Accomplishment

The Department completed review of the Draft Records Retention Schedule and distributed it to City staff for review. The final Records Retention Schedule was presented to City Council for consideration and adoption on October 16, 2007.

Goal

Upgrade old micrographic reader/printers equipment in Records Management Division.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Accomplishment

Records Management staff researched and reviewed various types of digital microform scanners for compatibility with existing software and equipment and purchased a new digital scanning system.

Goal

Broaden and diversify staff knowledge through educational opportunities.

Accomplishment

Due to the economic down-turn, the City Clerk's Travel and Training budget was reduced from \$6,505 in 2007-08 to \$2,350 in 2008-09 which limited the training opportunities available to staff. Staff was unable to attend the annual California Municipal Revenue & Tax Association (CMRTA) conference or quarterly meeting or the City Clerk's Association of California (CCAC) quarterly meetings.

Third Floor Clerk's Staff continued cross-training to provide coverage during vacations or other absences with the goal of providing timely service to the public and completion of daily tasks.

Performance Measures and Workload Indicators

City Clerk's Division

The following table displays some of the workload indicators for the past, present and projected future of the City Clerk's Division:

Workload Indicators	FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Projected	FY 2010-11 Projected
Business Licenses	9,072	9,000	9,100	9,200
Business Licenses Revenue	\$844,764	\$840,000	\$845,000	\$850,000
Dog Licenses	5,166	5,200	5,250	5,300
Spay/Neuter Vouchers	248	375	400	425
Proclamations, Cermonial Certificates & Resolutions	86	80	93	100
Legislative Indexing	1,907	2,025	2,100	2,200
Bids	137	125	130	135
Contracts - (City, RABA, Housing) New/Renewed/Amended/Extended	501	459	470	480
Mintues of Meetings - City Council, RABA, RHA and Library Board	46	52	55	57
Community Room/Council Chambers Rental	20	39	42	46
Special Event Processing	38	42	45	50
Public Hearings	27	29	30	31
Easement/Deeds	133	140	150	160

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Records Management Division

The following table displays some of the workload indicators for the past, present and projected future of the Records Management Division:

Workload Indicators	FY 2007-08 Actual	FY 2008-09 Estimate	FY 2009-10 Projected	FY 2010-11 Projected
Documents/Maps Prepped/Processed/Stored	1,219,095	1,112,550	1,165,823	1,200,798
Agendas, Staff Reports and Meeting Minutes, Imaged and Published (City Council, RABA, RRA, Housing	90	85	88	88

2009-11 Goals and Objectives

Goal

Plan and perform related tasks in preparation for the General Municipal Election to be held in November 2010.

Objective

Attend New Law & Election Seminar in December 2009 to stay abreast of new legislation governing elections, the Political Reform Act, etc.

Goal

Upgrade old micrographic reader/printer equipment in Records Management Division.

Objective

One of two antiquated micrographic reader/printers was replaced during the last budget cycle. The second outdated reader/printer currently used as research back-up should be replaced with a new digital scanning system in this budget cycle. This item is listed as an unmet need.

Goal (Ongoing)

Continue to explore additional opportunities to convert services, programs and information resources to the City's web-page and/or Intranet to enhance public and internal convenience, efficiency, and to reduce use of paper.

Objective

Work with IT to include "Instructions for Online Business License Search" on the web site to simplify this task for customers. Obtain appropriate software and training to provide on-line interactive forms and applications such as the Special Events form.

Goal (Ongoing)

Continue to increase business license revenue and enforce compliance measures in accordance with the Municipal Code.

Objective

Although the elimination of a full-time position in the Licensing Section will make the task more daunting, as time permits, staff will pursue leads from myriad government agencies and other resources to locate unlicensed businesses.

Continue to monitor legislation affecting business license through affiliation with CMRTA and the League of California Cities.

Goal (Ongoing)

Improve efficiencies in the Dog Licensing Program.

Objective

Continue to encourage citizens to license their dogs through offering two annual rabies vaccination clinics.

Continue to promote spaying and neutering through public education outreach efforts such as the Annual Spay/Neuter Month campaign, participation in the City's Services and Energy Fair, and promotional give-aways purchased with State-mandated animal fines revenue.

Redesign the dog license application for production on the laser printer and eliminate the use of NCR paper and the antiquated tractor-feeder printer. Due to the elimination of the full-time position in the Licensing Section it may not be possible to achieve this goal.

Goal

Improve, streamline, and automate the monthly Tickler program.

Objective

Work with IT to implement a four-phase plan to revamp the Tickler program as follows:

Phase 1: Convert matrix format to spreadsheet format and distribute to departments electronically.

Phase 2: Create automated reply from departments to the Clerk's staff for tickled items.

Phase 3: Create automated system to send reminders to departments when they have not responded to Clerk's notice in a timely manner.

Phase 4: Create program to update spreadsheet to enable automated replies to tickled items.

Goal (Ongoing)

Broaden and diversify staff knowledge with education opportunities and cross-training.

Objective

Obtain approval for requested Travel and Training funds in 2009-11 Budget to provide staff with opportunities to attend the annual City Clerk's Association of California (CCAC) conference, CCAC's New Law and Election seminar, the California Municipal Revenue & Tax Association (CMRTA) annual conference, and other professional training courses as available funding allows.

Due to the loss of a full-time position in the first floor Licensing Section, initiate cross-training of third floor Clerk's staff on licensing duties to provide coverage during vacations or other absences. The goal is to provide timely service to the public.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Unmet Needs

City Clerk's Division

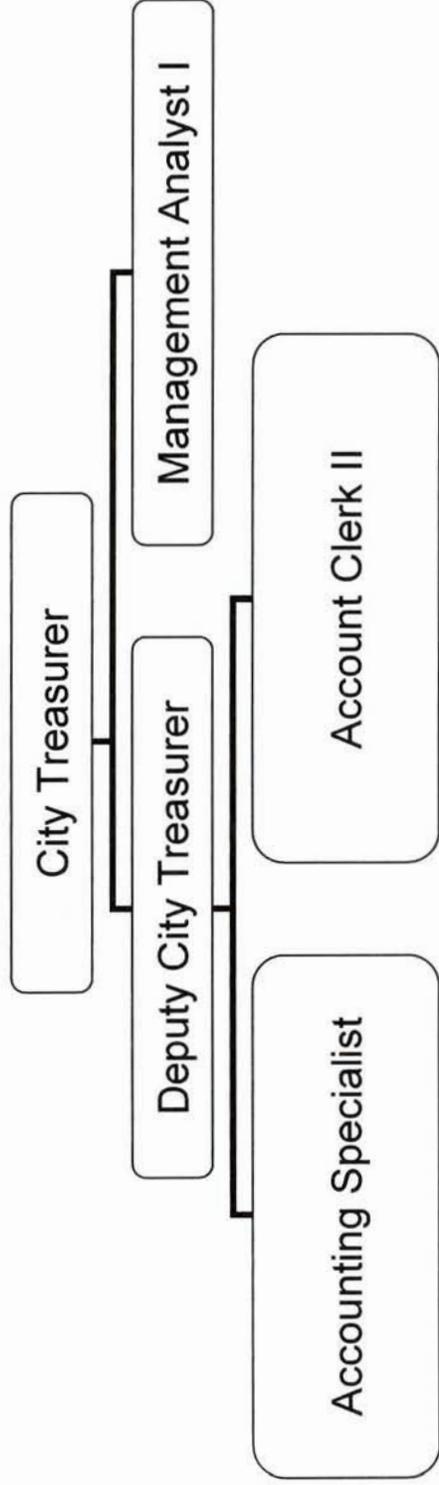
Additional position for first floor Licensing Station	\$ 40,000
Restoration of old City Council Minute Books	6,000
Two new computers	3,200
CEPO training for Assistant City Clerk	<u>6,000</u>
Total Unmet Needs	<u>\$ 55,200</u>

Records Management Division

Digital scanning system	\$ 14,500
New computer	<u>2,000</u>
Total Unmet Needs	<u>\$ 16,500</u>
City Clerk and Records Management Divisions Total Unmet Needs	<u>\$ 71,700</u>

Office of the City Treasurer

Organizational Chart



CITY TREASURER'S OFFICE

Overview

The City Treasurer's adopted budget for fiscal year 2009-10 is \$540,090, a decrease of \$71,720 from fiscal year 2008-09 amended budget of \$611,810. For fiscal year 2010-11, the City Treasurer's adopted budget totals \$567,330. The fiscal year 2010-11 requested budget reflects an increase of \$27,240 over the fiscal year 2009-10 requested budget due to the City's MOU with SEIU, cost of living increases, and higher projected costs for group insurance expense, PERS, and PARS.

Division	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Change	FY 2010-11 Adopted	Change
City Treasurer	\$ 531,263	\$ 624,440	\$ 611,810	\$ 540,090	\$ (71,720)	\$ 567,330	\$ 27,240

*Excluded carryover amounts

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
City Treasurer	FY 2010-11 Adopted	\$ 474,070	\$ 93,260	\$ -	\$ -	\$ 567,330
	FY 2009-10 Adopted	\$ 447,190	\$ 92,900	\$ -	\$ -	\$ 540,090
	FY 2008-09 Amended	\$ 509,880	\$ 101,930	\$ -	\$ -	\$ 611,810
	FY 2007-08 Actual	\$ 424,882	\$ 106,381	\$ -	\$ -	\$ 531,263

Capital Outlay

At this time, no capital outlay expenditures are planned for this department.

Personnel

There are no new positions contained within this budget, rather, due to budget cuts directed by City Council on May 5, 2009, a full-time Account Clerk position was reduced to part-time.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
City Treasurer	F/T	5.00	5.00	5.00	4.00	(1.00)	4.00	0.00
	P/T	0.00	1.00	0.00	0.50	0.50	0.50	0.00
	Total	5.00	6.00	5.00	4.50	(0.50)	4.50	0.00

Significant Issues

Due to budget reductions adopted in fiscal year 2008-09, the City Treasurer no longer has access to Bloomberg, the preeminent financial market reporting network, which provides real-time market values, credit ratings, and analysis of those investments managed by the City Treasurer and held by the City in its portfolio. In addition to the loss of Bloomberg, the City Treasurer's Office was required to reduce a full-time Account Clerk II position to a half-time Account Clerk II position. This position reduction will have a negative impact on the level of customer service that the City Treasurer's Office provides to the public and the City's internal departments, and is expected to result in reduced hours that the department is open to the public and internal departments, as well as delays in service.

2007-2009 Goals and Accomplishments

Department Support and Customer Service

Goal

To provide the citizens of Redding and fellow departments with efficient payment options that meet their needs and are current with industry standards. To receipt payments in a secure, timely, accurate, and efficient manner.

Objectives

1. Integrate credit card credits (electronic reversal of payments) into the Request for Demand process;
2. Conduct study regarding the impact of credit card processing fees on revenue collected;
3. Ensure equipment failure does not impact customer service by requesting appropriations to fund equipment replacement;
4. Determine staff time and costs spent on functions not revenue related (RABA activities, parking citation appeal processing, *etc.*) in order to identify potential revenue sources;
5. Continue to explore EFT/ACH expansion:
 - Hangar Rentals
 - HUD payments for Housing
 - Childcare payments for Recreation
6. Finalize the fully integrated web based payment system for Accounts Receivable, and encourage the development of web based payments for Recreation programs and City Clerk business and dog licenses;
7. Reorganize and/or restructure the staffing of the City Treasurer's Office, including the addition of a part-time Account Clerk I position, in order to better manage the demands of the current workload, accommodate growth in electronic payment reconciliation and web based payment system development and implementation, and take on the additional workload due to the formation of the new special assessment districts.

Accomplishments

The City Treasurer's Office worked with Finance and Information Technology (IT) to create a process to issue credit card credits to customers. In August 2007, the City Treasurer's Office received its first Request for Demand for the issuance of a credit card credit, which was met with success. This process resulted in the City being in compliance with its applicable merchant agreements.

A monthly report was created by the Accounting Specialist to depict the credit card fees assessed to each Merchant ID number assigned to the City (the City currently has 12 Merchant IDs), to identify the costs associated with each respective Merchant ID.

Due to the budget reductions required for fiscal years ending 2008 and 2009, the City Treasurer was not able to purchase new computer equipment for the front counter customer service; however, the operating system and memory in an older, existing computer was upgraded, with the goal of prolonging the useful life of the equipment with limited customer delay.

The City Treasurer's Office completed its goal of conducting time studies to identify staff time dedicated to functions which are not revenue related as well as to identify the time spent on remit related processes. The City Treasurer's Office determined from these time studies that the current time allocations, which were derived in or about 1988, are not reflective of modern day operations and processes of department staff.

The City Treasurer's Office has approached IT regarding the capabilities of other departments accepting EFT/ACH payments. The programming required for the allowance of these types of payments will need to be facilitated by the individual departments at their discretion, and is not within the City Treasurer's control.

The goal of finalizing the fully integrated web based payment system for accounts receivable and other departmental payments has not been met at this time. The City Treasurer's Office has submitted this item as an IT work order request, and it will be processed in the future as prioritized with other IT related requests.

At this time, the City Treasurer's Office is unable to fill a part-time Account Clerk I position, which was funded in budget year 2008-09, due to mandated budget reductions. As such, the City Treasurer's Office has not been able to implement the goal of reorganizing the staffing.

Investments

Goal

To invest the City's funds in the most secure and efficient manner in accordance with Investment Policy 408. To accurately project cash flow needs of the City, and to meet those needs in a timely and efficient manner.

Objectives

8. Obtain training for all City Treasurer staff on the upgraded SymPro Investment software;
9. Obtain Bloomberg certification for all interested City Treasurer staff; and
10. Continue investment training for the City Treasurer, Management Analyst, and Deputy Treasurer as budgets allow.

Accomplishments

The City Treasurer has developed and streamlined a cash flow management system that provides a comprehensive overview of the City's cash flow needs on a weekly, monthly, quarterly, and semi-annual basis. The current cash flow management system has significantly reduced the fees incurred by the City for daily wire transfers to and from LAIF, as the prior administration generally transferred cash on a daily basis to and from LAIF depending upon operational needs. In addition to reducing banking fees, the current cash flow management system has also allowed the City Treasurer to identify idle funds to pursue investment opportunities, with a goal of maximizing the earning potential of the City's portfolio.

The Deputy Treasurer and the Management Analyst both obtained certification for Bloomberg during the prior budget cycle.

The City Treasurer attended the annual CMTA conference in April 2008. Due to mandatory budget reductions, other City Treasurer Office personnel were unable to attend any outside training.

Policy and Procedures

Goal

To implement tested procedures to ensure the consistent application of policy and provide adequate guidance and stability to processes.

Objectives

1. Complete the development of the investment procedure manual;
2. Develop and maintain office and procedure manuals; and
3. Develop and maintain cash handling manual.

Accomplishments

The City Treasurer has created written procedures for documenting investment purchases, sale, maturities, and calls as well as updated the investment records management system. The City Treasurer also developed reports to analyze call potential of the City's investment portfolio. The Management Analyst, who drafted a basic investment procedure manual prior to the last budget cycle, transferred to another department in October 2007. Due to the departure of the prior Management Analyst, staff turnover and training in this position, the elimination of the unfilled part time Account Clerk I position, and the current workflow of the office, little or no time has been allotted to the completion of the investment procedure manual.

The City Treasurer's Office currently has a Procedures Manual which includes procedures for the positions within the office. City Treasurer staff review and revise any procedures as needed.

Currently, cash handling procedures are developed and maintained by supervisors of individual cash receiving departments. It is at the supervisor's discretion to make adaptations to their internal cash handling procedures. The City Treasurer's Office has guidelines set in place as to how the cash received by other departments is remitted to the City Treasurer.

Staff Development, Education and Supervision

Goal

To provide a supportive environment for employees who desire to expand their knowledge basis and increase their skill levels. To provide constructive guidance, feedback, and a communicative environment for a positive work experience from which our customers benefit.

Objectives

1. Encourage further educational development with all City Treasurer staff to enhance job performance, support career development, and improve customer service, and;
2. Develop succession plans for each position within the Office of the City Treasurer.

Accomplishments

Staff members within the City Treasurer's Department have continued to expand their knowledge base and increase their skill levels. All staff members of the City Treasurer's Department have demonstrated the desire to cross train on the various positions within the office in order to maintain the office functionality if short staffed due to an emergency situation.

Performance Measures and Workload Indicators

The following table displays some of the workload indicators for the past, present and projected future of the City Treasurer’s Division:

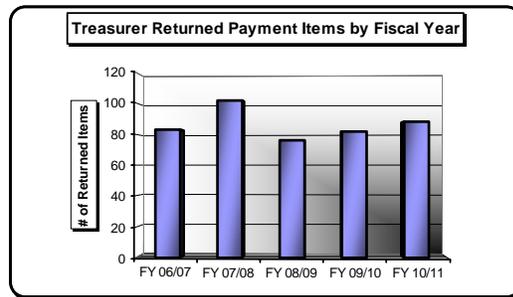
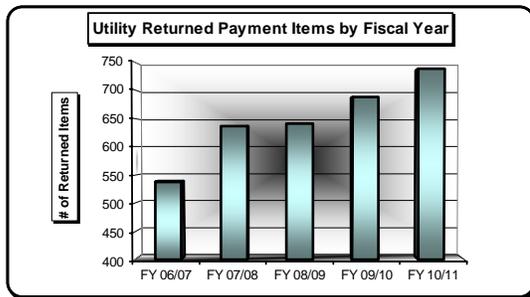
Workload Indicators	FY 2006-2007 Actual	FY 2007-08 Actual	FY 2008-09 Estimated*	FY 2009-10 Projected	FY 2010-11 Projected
Delinquent Assessment & Penalties Collected	\$26,548	\$30,898	\$57,455	\$38,300	\$36,700
Investment Interest Earnings Average Yield	4.49%	4.65%	3.40%	3.00%	2.75%
Number of Check Deposited	383,051	359,626	338,390	323,365	309,008
Number of Returned Checks	621	739	694	744	798
Number of Credit Card Transactions	113,031	141,856	154,236	187,813	228,700
Credit Card Charges Processed	\$22,975,906	\$22,797,858	\$25,863,158	\$30,702,155	\$36,446,528
Number of Electronic Funds Transfers	33,514	36,573	37,518	40,561	43,851
Electronic Fund Transfer Charges Processed	\$6,240,795	\$7,059,179	\$8,197,257	\$9,345,693	\$10,852,219
Number of Wires Processed	2,614	2,230	2,038	2,025	2,000
Number of Checks Processed for Release	43,809	45,114	50,620	54,462	58,596
Cash Processed and Deposited	\$7,304,240	\$7,397,321	\$7,904,519	\$8,226,233	\$8,561,041

*Average percent calculations include 08-09 estimates

Summary of Workload Indicator Analysis

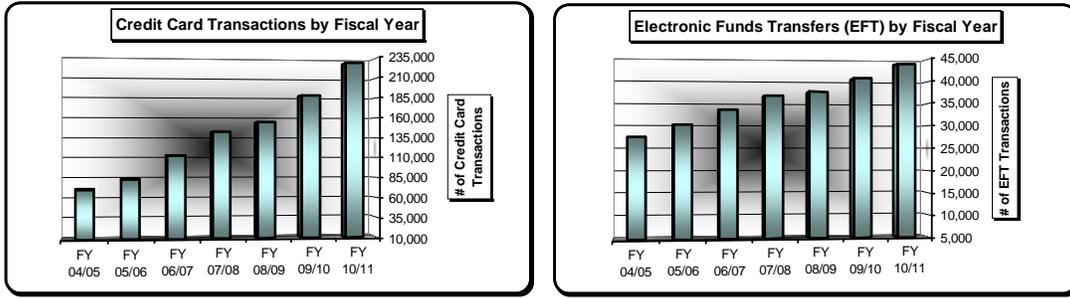
Investment Interest Earnings Average Yield: In the last budget cycle projections, investment returns were projected at 4.3% in 2007-08 and 4.325% in 2008-09. The City’s portfolio performance surpassed the projections in fiscal year 2007-08 with actual earnings as noted above. Due to the dramatic changes in our economy, the City Treasurer anticipates realizing annualized returns of 3.4% in fiscal year 2008-09.

Number of Returned Checks: The number of physical checks deposited has steadily declined since fiscal year 2004-05 by an average of 9.5% in each year due to the increase of electronic transactions; however, the number of returned payments (checks, EFTs and credit cards) have increased an average of 7.26% each year since fiscal year 2004-05.



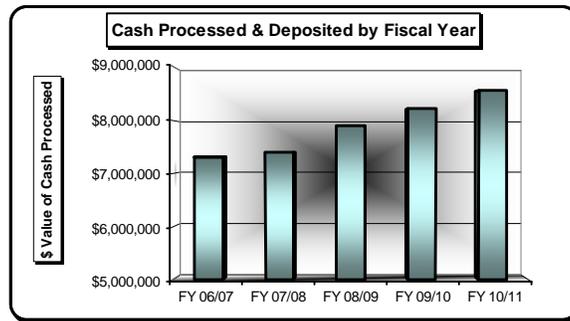
Number of Credit Card Transactions and Electronic Fund Transfers: Although a reduction in the number of checks deposited is observed, the average increase of 22% in the number of credit card transactions, and an increase of 14% in the number of electronic funds transfers each year since fiscal year 2004-05, depicts the increased workload created by the transition from traditional paper checks to electronic forms of payment.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011



Number of Checks Processed for Release: Checks processed for release have increased an average of 7.5% since the last budget projections and are estimated to increase 12% in fiscal year 2008-09 over the quantity processed during fiscal year 2007-08.

Department Reports Received & Processed, Cash Counted: Department reports received and processed remain constant each year due to the daily remit process; however, the volume of cash verified (cash is counted at least twice, with dual verification required) is estimated to increase by 7% in fiscal year 2008-09 over fiscal year 2007-08.



2009-11 Goals and Objectives

The City Treasurer’s Office goals and objectives are broken down by activity center as noted below:

Departmental Support and Customer Service

Goal

To provide the citizens of Redding and fellow departments with efficient payment options that meet their needs and are current with industry standards. To receipt payments in a secure, timely, accurate, and efficient manner. The Treasurer’s Office plans to accomplish these goals by implementing the following objectives:

Objectives

1. Continue to pursue a web based payment system for accounts receivable, and continue the exploration of EFT/ACH expansion for other payment types such as hangar rentals, HUD payments for Housing, and program payments for Recreation;
2. Restructure the staffing of the City Treasurer’s Office to optimize the level of customer service, and streamline current workflows;

3. Explore the option of a software based credit card reconciliation program, cost permitting;
4. Obtain City-wide uniformity in the remitting and reporting process;
5. Identify a system to segregate the credit card costs and fees incurred by the Treasurer's Office and associated with the acceptance of credit card payments for the entity and enterprise funds, such as Airport and Housing Authority. Current process allows for the payment via credit card of airport hangar rental fees, HUD overpayments, TOT, and retiree health care at the City Treasurer's Office;
6. Transition all City departments to creating imaged checks, which can be deposited electronically, as opposed to the current practice of depositing actual paper checks, due to the implementation of "Check 21" and the continued progression of technology to banking processes. This transition is necessary due to continued cost increases by the Federal Reserve for the handling of paper checks. Although the City's existing banking contract with Wells Fargo Bank guarantees current pricing for the deposit of paper checks through October 2011, a plan must be developed to transition all revenue receipting departments so as to avoid substantial increases in banking costs;
7. Revise the City's parking citation tracking program; and
8. Create and implement a web based appeal process for parking citations.

Investments

Goal

To invest the City's funds in the most secure and efficient manner in accordance with Investment Policy 408. To accurately project cash flow needs of the City, and to meet those needs in a timely and efficient manner. The Treasurer's Office plans to accomplish these goals by implementing the following objectives:

Objectives

1. Create and implement new tools to allow for the accurate tracking of portfolio values on a following day basis, as recent budget reductions resulted in the loss of the City Treasurer's Bloomberg subscription, which allowed the City Treasurer real time access to market values and credit ratings;
2. Explore new investment training opportunities for the City Treasurer, Deputy City Treasurer, and Management Analyst, as allowed by the budget; and
3. Maintain the City's average rate of return in the current volatile investment environment.

Policy and Procedures

Goal

To implement tested procedures to ensure the consistent application of policy and provide adequate guidance and stability to processes. The Treasurer's Office plans to accomplish this goal by implementing the following objectives:

Objectives

1. Maintain current office and procedure manuals for all positions within the City Treasurer's Office; and
2. Identify potential changes to current procedures in an effort to increase efficiency within the office.

Staff Development, Education/Training, and Supervision

Goal

To provide a supportive environment for employees who desire to expand their knowledge basis and increase their skill levels. To provide constructive guidance, feedback, and a communicative environment for a positive work experience from which our customers benefit. The Treasurer's Office plans to accomplish these goals by implementing the following objectives:

Objectives

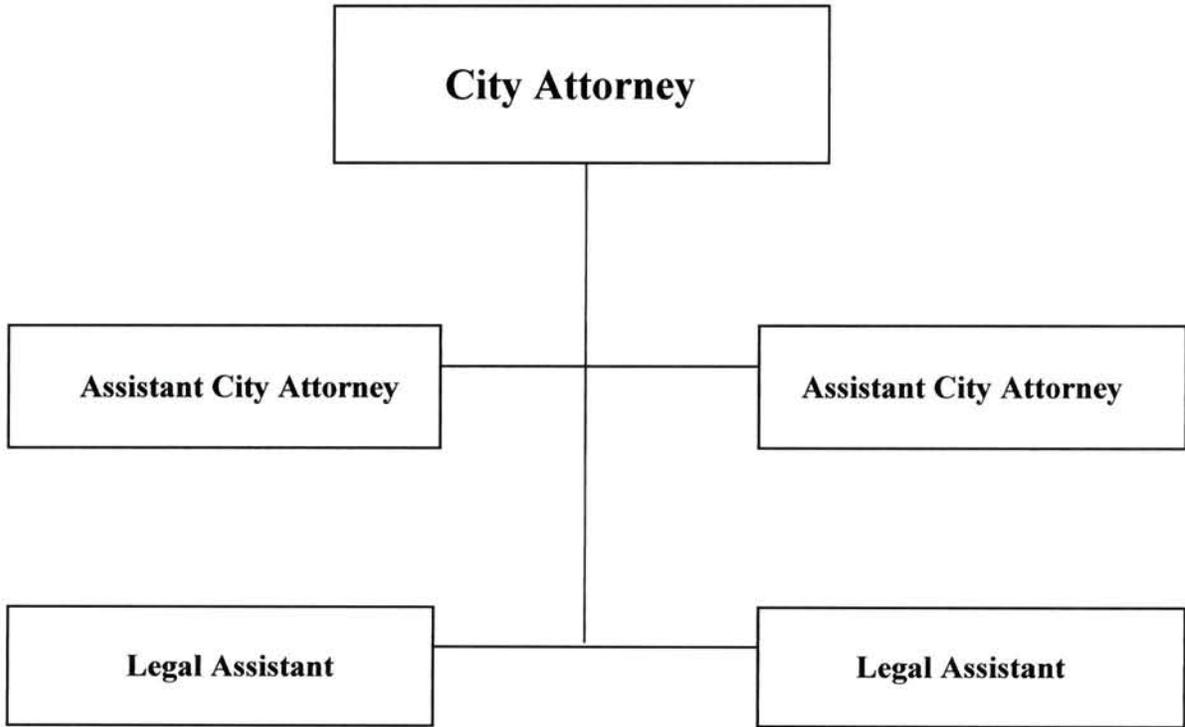
3. Maintain current office and procedure manuals for all positions within the City Treasurer's Office;
4. Identify potential changes to current procedures in an effort to increase efficiency within the office;
5. Continue the development of succession plans for each position within the Office of the City Treasurer; and
6. Continue the cross training of each position within the Office of the City Treasurer.

Unmet Needs (in order of priority)

Full-time Account Clerk II*	\$ 35,000
Bloomberg Subscription*	22,000
Computers/Computer Repair/Replacement Printer	3,600
Total Unmet Needs	<u>\$ 60,600</u>

*Need per year for fiscal years 2009-10 and 2010-11

**CITY OF REDDING
ATTORNEY'S OFFICE
ORGANIZATION CHART**



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

CITY ATTORNEY

Overview

The City Attorney's adopted budget for FY 2009-10 totals \$1,002,820 which is \$16,530 less than the amended budget for FY 2008-09 of \$1,019,350. The decrease pertains to the elimination of a part-time Administrative Assistant I position offset by changes in other personnel costs. This budget includes a stipend for the City Attorney to act in the vacant position of the recently retired City Clerk. For FY 2010-11, the adopted budget totals \$1,030,670 which is \$27,850 over the FY 2009-10 adopted budget of \$1,002,820. The increase is related to contractual increases in personnel costs.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
City Attorney	\$ 629,098	\$ 649,220	\$ 622,350	\$ 625,820	\$ 3,470	\$ 653,670	\$ 27,850
Outside Legal Services	1,245,016	397,000	397,000	377,000	(20,000)	377,000	-
TOTAL	\$ 1,874,114	\$ 1,046,220	\$ 1,019,350	\$ 1,002,820	\$ (16,530)	\$ 1,030,670	\$ 27,850

* Excluded carryover amounts

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
City Attorney	FY 2010-11 Adopted	\$ 546,540	\$ 107,130	\$ -	\$ -	\$ 653,670
	FY 2009-10 Adopted	\$ 520,100	\$ 105,720	\$ -	\$ -	\$ 625,820
	FY 2008-09 Amended	\$ 510,480	\$ 111,870	\$ -	\$ -	\$ 622,350
	FY 2007-08 Actual	\$ 520,111	\$ 108,987	\$ -	\$ -	\$ 629,098
Outside Legal Services	FY 2010-11 Adopted	\$ -	\$ 377,000	\$ -	\$ -	\$ 377,000
	FY 2009-10 Adopted	\$ -	\$ 377,000	\$ -	\$ -	\$ 377,000
	FY 2008-09 Amended	\$ 20,000	\$ 377,000	\$ -	\$ -	\$ 397,000
	FY 2007-08 Actual	\$ 10,134	\$ 1,234,882	\$ -	\$ -	\$ 1,245,016
Total	FY 2010-11 Adopted	\$ 546,540	\$ 484,130	\$ -	\$ -	\$ 1,030,670
	FY 2009-10 Adopted	\$ 520,100	\$ 482,720	\$ -	\$ -	\$ 1,002,820
	FY 2008-09 Amended	\$ 530,480	\$ 488,870	\$ -	\$ -	\$ 1,019,350
	FY 2007-08 Actual	\$ 530,245	\$ 1,343,869	\$ -	\$ -	\$ 1,874,114

Personnel

The Administrative Assistant I position was eliminated in FY 2008-09.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Attorney's Office	F/T	5.00	5.00	5.00	5.00	-	5.00	-
	P/T	0.50	0.50	-	-	-	-	-
	Total	5.50	5.50	5.00	5.00	-	5.00	-

Significant Issues

There are no significant issues occurring in this budget cycle.

2007-2009 STATUS OF GOALS AND OBJECTIVES

Goal

Provide timely response to all departments seeking legal support services. Look for additional opportunities to partner with City departments and programs to engage in proactive lawyering as a means of avoiding disputes.

Accomplishment

There have been no complaints or problems associated with backlog of work in the City Attorney's (C.A.) Office. The CA's Office has been able to fulfill the goal of meeting all court deadlines, staffing all boards, commissions and committees as requested and turnaround transactional documents for review and approval generally within a 48 hour period.

Goal

Continue to provide timely response to all departments seeking legal support services. Look for opportunities to partner with City departments and programs to engage in proactive lawyering as a means of avoiding disputes.

Accomplishment

Goal was accomplished of partnering with the City Clerk and IT Department to review electronic data retention policies and practices and partnering and to create an updated City Policy.

Goal

Partner with new in-house claims administrator to aggressively avoid and/or settle claims and reduce reliance on outside legal counsel for litigation matters not involving extensive discovery or jury trials.

Accomplishment

A positive and constructive working relationship has been developed with City's Claims Administrator hired in 2007. The Claims Administrators' office is located in the City Attorney's Office, thus ensuring access to legal guidance whenever needed. This has resulted in settlement or mitigation of numerous matters and has made it possible to avoid expensive litigation costs associated with retention of outside counsel.

Goal

Continue to assist Development Services with efforts to clarify and improve administrative processes and standard set forth in the Municipal Code for development projects.

Accomplishment

Provided support to the Development Services Department, the Planning Commission and the Council in refining and improving processes and standards. A new ordinance to preserve historic structures was approved and incorporated into the Code. Work is ongoing in modifying Council Policy 1802 related to drainage policies, a memorandum of understanding was developed and approved between A.C.I.D. and the City and legal support is ongoing in assisting the Development Services Department with a Subdivision Ordinance Update.

Goal

Aggressively and creatively support the City's Economic Development efforts.

Accomplishment

Significant work has been accomplished in updating the City's economic development policies and the CA Office supporting the successful defense of litigation brought by an environmental group challenging federal approval. Develop a strong and productive working relationship with the City's newly hired Economic Development Director and bring creativity and strong commitment to further the City's policy objectives in the area of redevelopment and economic development. In addition, during difficult economic times the City Attorney has worked in conjunction with the City Manager to create incentives to spur new development and construction activity.

PERFORMANCE MEASURES AND WORKLOAD INDICATORS

All matters in which the City Attorney's office is involved, including litigation, are tracked using Outlook computerized calendaring system. New litigation filed during the year, short-term and long-term projects and their aging are workload indicators which the office uses to continuously prioritize its workload.

The City Attorney supports the City Council and the City organization with legal advice and services such as: providing legal advice and information to the Council and staff; preparing legislation and legal documents; reviewing contracts, leases, and agreements; providing legal defense for the City in a manner that minimizes City liability and exposure; providing legal advice to the City Council, City Manager, Departments, Boards and Commissions; and supporting staff in enforcing community standards and codes fairly.

In addition, the City Attorney's office has been responsible for, participated in, or provided review in the following areas:

Real Property Issues

The City Attorney's office provides direct support to departments for real property matters. This includes purchase and sale agreements, easements and licenses, deeds, leases, abandonment proceedings, escrow instructions, option agreements, development agreements, loan transaction documents and related correspondence and consultations. In addition, numerous property acquisitions for pipelines, redevelopment projects and flood control projects have been accomplished or are in progress.

Legal Opinions

A core function of any municipal law office is to render legal opinions. A system has been implemented to document and catalog the written work product of the City Attorney's Office through the issuance of Memorandums of Law. These opinions are reserved for matters of importance where it is anticipated that having written work product will have precedential value to City staff, the public and future lawyers working in the City Attorney's Office. These Memorandums are reserved for opinions which become public record and therefore are not used to confidentially communicate with the constituent parts of the organization. Other opinions are rendered in writing, verbally, or by use of e-mail. The City Attorney's office maintains an open-door policy and answers as many verbal requests for opinions and assistance as possible.

Contracts, Ordinances and Resolutions

Another core function of this office is assisting in the drafting of and review of the many contracts the City and the Redevelopment Agency enter into. It is expected that this area of City Attorney involvement will continue to be very active during the next budget cycle. The preparation of ordinances and resolutions will continue at the same rate.

Litigation and Miscellaneous Court Appearances

The City Attorney's office has lead responsibility for a variety of litigation cases. This includes representing the City in matters such as *Pitchess* motions (motions for discovery of police officer personnel files), petitions for determination of return of firearms, motions to suppress production of police department incident reports, unlawful detainer actions, real estate litigation, construction litigation, contract dispute litigation, eminent domain litigation, trials resulting from Redding Municipal Code violations including animal control matters, and appeals of parking citations.

Personal injury cases are referred to outside counsel but supervised and monitored by the City Attorney.

In the past two years the City Attorney's Office has seen a rise in the number of Public Record Act requests, Subpoenas Duces Tecum, and Subpoenas for personal appearance of staff. The City Attorney's Office takes an active role in supervising and assisting all departments with requests for documents and staff.

Support Administrative Hearing Board

The City Attorney's office supports the Administrative Hearing Board. One of the Assistant City Attorney's supports Haven Humane Society and City staff with regard to violations of the City's Municipal Code, Title 7, Animals while another Assistant City Attorney supports City Code Enforcement staff with regard to issues coming before the Board concerning violations of Title 1, General Provisions.

Provide Mandatory Training to City staff, Supervisors, City Council, Boards & Commission Members

California state law mandates training in the area of sexual harassment in the workplace for all supervisors every other year and for all City staff every four years. The City Attorney's Office provides this training in conjunction with the Personnel Department.

Ethics training, mandated by AB 1234, is also provided by the City Attorney's Office every two years to all City officials including City Council members, and members of City boards and commissions.

2009-2011 GOALS AND OBJECTIVES

Goal

Partner closely with City Staff to monitor implementation of the numerous capital improvement program projects under construction to mitigate the risk of claims and/or litigation which can arise in the public contract area.

Objective

Continue with periodic and regular meetings to advise staff on claims and contract issues related to the Cypress Bridge Project, wastewater facility improvement program projects, Redding Electric Unit 6 construction, and Stillwater Business Park construction.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Goal

Partner closely with the Personnel Department to support and advise on labor negotiation and contract issues.

Objective

In these difficult economic times when the City is in a budget reduction mode, numerous labor issues will arise and the City Attorney's Office shall be readily available to assist and support the Personnel Director and City Manager on resolution of these issues.

Goal

Provide enhanced support to the City Clerk's Office.

Objective

With the impending retirement of long tenured City Clerk Connie Strohmayer, a void will be left and the City Attorney's Office is prepared to assist with the transition to a new City Clerk and to work closely with and to provide advice and support to that Department.

UNMET NEEDS

There are no unmet needs.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

NON-DEPARTMENTAL

Overview

This budget includes the following: Animal Regulation, Non-Departmental Division, General Fund Debt Service, General Fund Capital Projects and General City Projects. The adopted budgets for FY 2009-10 total \$4,725,020 which is \$192,040 less than the amended budget for FY 2008-09 of \$4,917,060. For FY 2010-11, the adopted budgets total \$4,689,470 which is \$35,550 less than the FY 2009-10 adopted budget of \$4,725,020. The decreases in each year are primarily related to changing the contract with the Economic Development Corporation to concentrate on the redevelopment areas as well as reductions to various other activities due to a slower economy.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Animal Regulation	\$ 620,783	\$ 649,240	\$ 649,240	\$ 685,550	\$ 36,310	\$ 662,800	\$ (22,750)
Non-Departmental	1,741,103	1,298,060	1,213,670	992,590	(221,080)	967,810	(24,780)
General Fund Debt Service	3,036,948	3,004,150	3,004,150	2,996,880	(7,270)	3,008,860	11,980
Capital Projects Division	81,714	50,000	50,000	50,000	-	50,000	-
General Fund Subtotal	\$ 5,480,548	\$ 5,001,450	\$ 4,917,060	\$ 4,725,020	\$ (192,040)	\$ 4,689,470	\$ (35,550)
General City Projects	2,400,731	-	-	-	-	-	-
TOTAL	\$ 7,881,279	\$ 5,001,450	\$ 4,917,060	\$ 4,725,020	\$ (192,040)	\$ 4,689,470	\$ (35,550)

* Excluded carryover amounts

The following table displays how the Department's budget is broken down between the major expenditure groups.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Animal Regulation	FY 2010-11 Adopted	\$ 37,800	\$ 625,000	\$ -	\$ -	\$ 662,800
	FY 2009-10 Adopted	\$ 37,000	\$ 648,550	\$ -	\$ -	\$ 685,550
	FY 2008-09 Amended	\$ 33,600	\$ 615,640	\$ -	\$ -	\$ 649,240
	FY 2007-08 Actual	\$ 31,987	\$ 588,796	\$ -	\$ -	\$ 620,783
Non-Departmental	FY 2010-11 Adopted	\$ 300,000	\$ 454,680	\$ 213,130	\$ -	\$ 967,810
	FY 2009-10 Adopted	\$ 300,000	\$ 453,580	\$ 239,010	\$ -	\$ 992,590
	FY 2008-09 Amended	\$ 300,000	\$ 684,270	\$ 229,400	\$ -	\$ 1,213,670
	FY 2007-08 Actual	\$ 241,638	\$ 868,210	\$ 631,255	\$ -	\$ 1,741,103
General Fund Debt Service	FY 2010-11 Adopted	\$ -	\$ 12,000	\$ -	\$ 2,996,860	\$ 3,008,860
	FY 2009-10 Adopted	\$ -	\$ 12,000	\$ -	\$ 2,984,880	\$ 2,996,880
	FY 2008-09 Amended	\$ -	\$ 12,000	\$ -	\$ 2,992,150	\$ 3,004,150
	FY 2007-08 Actual	\$ -	\$ 10,457	\$ -	\$ 3,026,491	\$ 3,036,948
Capital Projects Division	FY 2010-11 Adopted	\$ 45,000	\$ 5,000	\$ -	\$ -	\$ 50,000
	FY 2009-10 Adopted	\$ 45,000	\$ 5,000	\$ -	\$ -	\$ 50,000
	FY 2008-09 Amended	\$ 45,000	\$ 5,000	\$ -	\$ -	\$ 50,000
	FY 2007-08 Actual	\$ 76,414	\$ 5,300	\$ -	\$ -	\$ 81,714
General City Projects	FY 2010-11 Adopted	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2009-10 Adopted	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2008-09 Amended	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2007-08 Actual	\$ -	\$ 3,692	\$ 2,397,039	\$ -	\$ 2,400,731
Total	FY 2010-11 Adopted	\$ 382,800	\$ 1,096,680	\$ 213,130	\$ 2,996,860	\$ 4,689,470
	FY 2009-10 Adopted	\$ 382,000	\$ 1,119,130	\$ 239,010	\$ 2,984,880	\$ 4,725,020
	FY 2008-09 Amended	\$ 378,600	\$ 1,316,910	\$ 229,400	\$ 2,992,150	\$ 4,917,060
	FY 2007-08 Actual	\$ 350,039	\$ 1,476,455	\$ 3,028,294	\$ 3,026,491	\$ 7,881,279

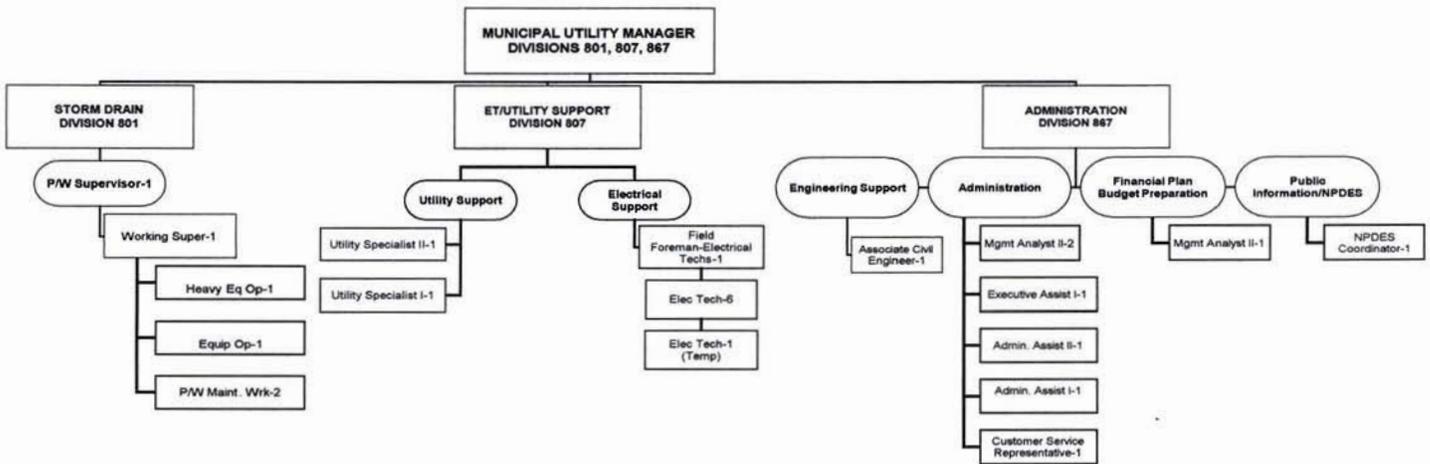
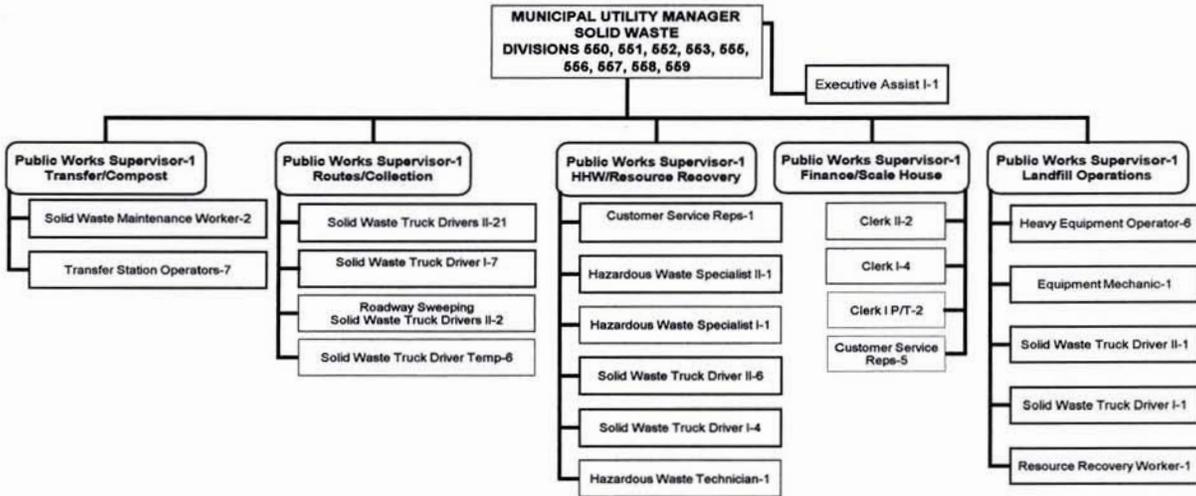
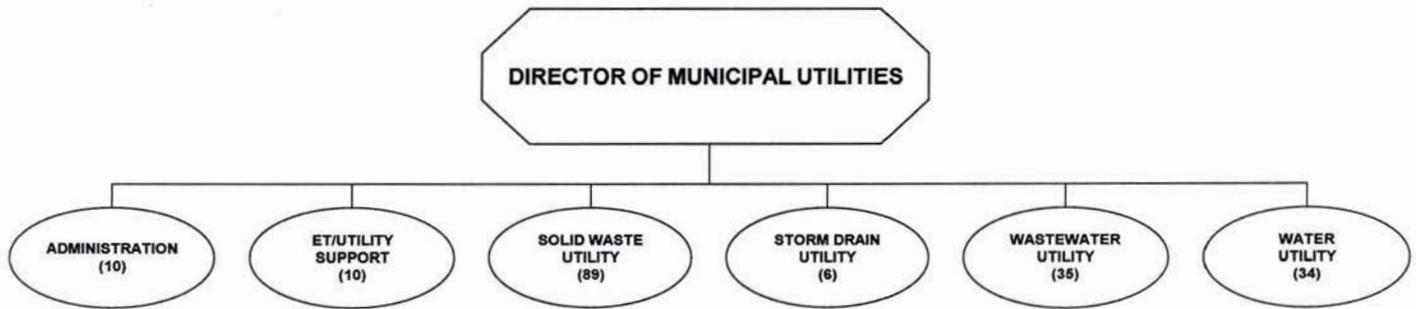
Significant Issues

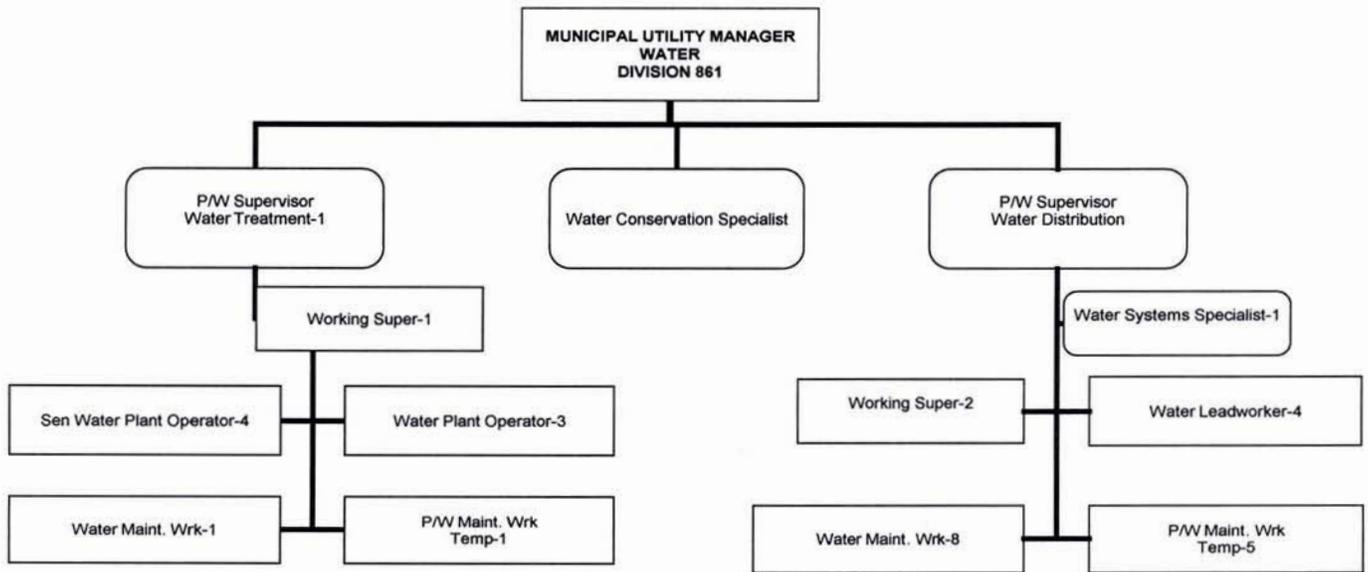
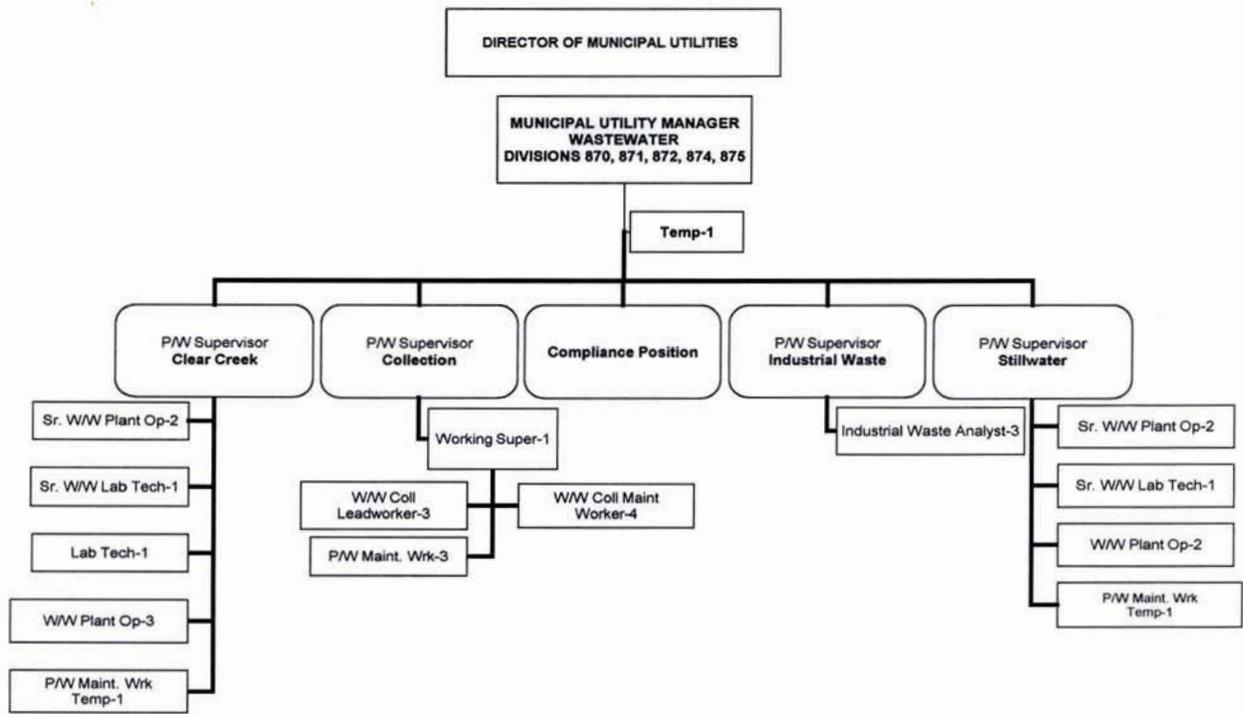
There are no significant issues.

Community Special Events

Each year through the budget process, the City Council authorizes staff to expend time and resources to assist in certain community special events. Listed in the following table are the supported events and the amount of support being requested.

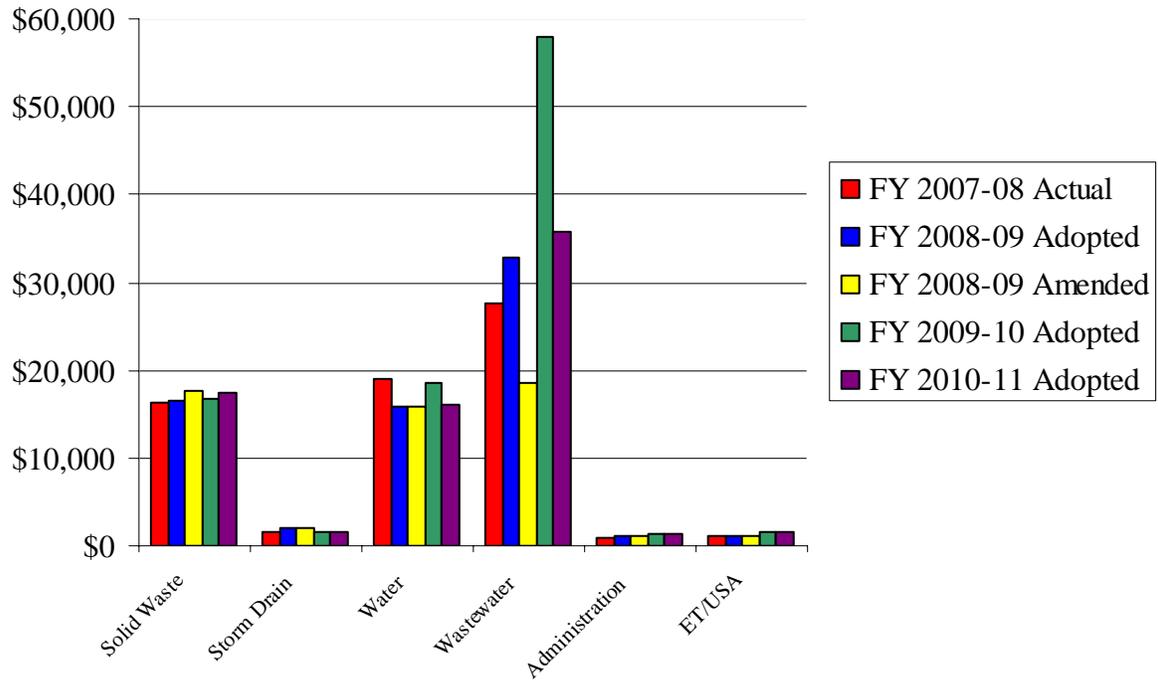
Event	FY 2009-10	FY 2010-11
Marketfest	\$ 20,624	\$ 20,624
Banner Program	12,524	12,524
Ducky Derby	4,050	4,050
Christmas Parade	6,034	6,034
Christmas Tree	258	258
Kool April Nites	56,483	56,483
Rodeo	18,123	18,123
Rodeo Parade	5,330	5,330
Air show	25,875	-
4th of July	46,324	46,324
Big Bike Weekend	18,385	18,385
3 on 3 Basketball	12,000	12,000
Total	\$ 226,010	\$ 200,135





MUNICIPAL UTILITIES

Expenditure Comparisons (In Thousands)



REDDING MUNICIPAL UTILITIES

Overview

The Municipal Utilities Department's adopted budget for fiscal year 2009-10 totals \$195,281,500, an increase of \$82,203,480 from the fiscal year 2008-09 amended budget of \$113,078,020 (excluding carry-overs). This increase is primarily due to adjustments in the scheduling of construction projects, and three new positions. The adopted budget for fiscal year 2010-11 totals \$147,755,260, a decrease of \$47,526,240 from fiscal year 2009-10 budget. This decrease is primarily due to completion of construction projects.

The Municipal Utilities Department consists of five operating divisions: Administration & ET-USA Locate Support; Solid Waste Utility; Storm Drain Utility; Water Utility; and Wastewater Utility. The main charge of the Department is to plan, construct, and maintain the assigned infrastructure to accommodate a growing urban area. Coupled with the needs of growth are the challenges of maintaining various components of the underground systems that are continually aging. The four utility divisions are termed Enterprise funds since they operate entirely with self-supporting revenues and require no General Fund support. Each is essentially a stand-alone budget and has a 10-year financial plan. The balance of the Department receives revenue support from the divisions within Municipal Utilities or other City Departments for which they do work.

The following table depicts the Municipal Utilities Department's net budget for the various operating divisions:

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Solid Waste Utility	\$ 16,252,453	\$ 16,530,620	\$ 17,688,770	\$ 16,647,060	\$ (1,041,710)	\$ 17,326,340	\$ 679,280
Storm Drain Utility	1,664,667	1,925,450	1,977,700	1,519,810	(457,890)	1,594,330	74,520
Water Utility	19,070,974	15,934,060	15,938,590	18,569,950	2,631,360	16,180,200	(2,389,750)
Wastewater Utility	27,677,243	32,792,940	18,504,820	58,048,650	39,543,830	35,872,240	(22,176,410)
Subtotal Enterprise Funds	64,665,337	67,183,070	54,109,880	94,785,470	40,675,590	70,973,110	(23,812,360)
Administration	950,883	1,196,130	1,193,210	1,350,520	157,310	1,398,760	48,240
ET/USA Locate	1,179,669	1,163,130	1,235,920	1,504,760	268,840	1,505,760	1,000
Subtotal Internal Service Funds	2,130,552	2,359,260	2,429,130	2,855,280	426,150	2,904,520	49,240
Totals	\$ 133,591,778	\$ 139,084,660	\$ 113,078,020	\$ 195,281,500	\$ 82,203,480	\$ 147,755,260	\$ (47,526,240)

* Excludes carryover amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The following table displays how the Department's budget is broken down between the major expenditure groups within each operating division:

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Administration	FY 2010-11 Adopted	\$ 1,244,880	\$ 153,880	\$ -	\$ -	\$ 1,398,760
	FY 2009-10 Adopted	\$ 1,200,710	\$ 149,810	\$ -	\$ -	\$ 1,350,520
	FY 2008-09 Amended	\$ 1,052,520	\$ 140,690	\$ -	\$ -	\$ 1,193,210
	FY 2007-08 Actual	\$ 818,419	\$ 132,464	\$ -	\$ -	\$ 950,883
ET/USA Locate	FY 2010-11 Adopted	1,250,270	255,490	-	-	1,505,760
	FY 2009-10 Adopted	1,290,040	214,720	-	-	1,504,760
	FY 2008-09 Amended	1,086,040	101,880	48,000	-	1,235,920
	FY 2007-08 Actual	1,078,706	100,963	-	-	1,179,669
Solid Waste Utility	FY 2010-11 Adopted	6,410,400	9,473,890	541,620	900,430	17,326,340
	FY 2009-10 Adopted	6,185,120	9,117,490	440,620	903,830	16,647,060
	FY 2008-09 Amended	6,157,610	8,894,265	1,732,015	904,880	17,688,770
	FY 2007-08 Actual	5,753,284	8,274,275	220,319	904,575	15,152,453
Stom Drain Utility	FY 2010-11 Adopted	486,720	857,610	250,000	-	1,594,330
	FY 2009-10 Adopted	461,830	807,980	250,000	-	1,519,810
	FY 2008-09 Amended	640,830	811,570	470,000	55,300	1,977,700
	FY 2007-08 Actual	558,474	746,194	240,849	119,150	1,664,667
Water Utility	FY 2010-11 Adopted	3,521,310	8,018,610	3,422,650	1,217,630	16,180,200
	FY 2009-10 Adopted	3,326,950	7,663,510	6,357,000	1,222,490	18,569,950
	FY 2008-09 Amended	3,127,900	7,330,450	4,255,400	1,224,840	15,938,590
	FY 2007-08 Actual	2,828,895	6,339,677	8,674,314	1,228,088	19,070,974
Wastewater Utility	FY 2010-11 Adopted	4,130,820	6,675,480	20,307,190	4,758,750	35,872,240
	FY 2009-10 Adopted	3,886,410	6,534,690	44,073,200	3,554,350	58,048,650
	FY 2008-09 Amended	3,545,940	6,131,110	5,519,220	3,308,550	18,504,820
	FY 2007-08 Actual	3,131,779	5,310,614	16,193,982	3,040,868	27,677,243
Total	FY 2010-11 Adopted	\$ 17,044,400	\$ 25,434,960	\$ 24,521,460	\$ 6,876,810	\$ 73,877,630
	FY 2009-10 Adopted	\$ 16,351,060	\$ 24,488,200	\$ 51,120,820	\$ 5,680,670	\$ 97,640,750
	FY 2008-09 Amended	\$ 15,610,840	\$ 23,409,965	\$ 12,024,635	\$ 5,493,570	\$ 56,539,010
	FY 2007-08 Actual	\$ 14,169,557	\$ 20,904,187	\$ 25,329,464	\$ 5,292,681	\$ 65,695,889

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Personnel

The following table depicts the personnel assigned by division within the Municipal Utilities Department:

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Administration	F/T	7.00	7.00	7.00	8.00	1.00	8.00	-
	P/T	2.10	2.10	2.10	2.10	-	2.10	-
	Total	9.10	9.10	9.10	10.10	1.00	10.10	-
ET/USA Locate	F/T	9.00	9.00	9.00	9.00	-	9.00	-
	P/T	-	-	-	0.46	0.46	0.46	-
	Total	9.00	9.00	9.00	9.46	0.46	9.46	-
Solid Waste Utility*	F/T	68.00	68.00	68.00	68.00	-	68.00	-
	P/T	3.37	3.37	3.37	3.37	-	3.37	-
	Total	71.37	71.37	71.37	71.37	-	71.37	-
Storm Drain Utility	F/T	6.00	6.00	6.00	6.00	-	6.00	-
	P/T	-	-	-	-	-	-	-
	Total	6.00	6.00	6.00	6.00	-	6.00	-
Water Utility	F/T	27.00	27.00	27.00	28.00	1.00	28.00	-
	P/T	3.80	3.80	3.80	2.55	(1.25)	2.55	-
	Total	30.80	30.80	30.80	30.55	(0.25)	30.55	-
Wastewater Utility	F/T	31.00	31.00	31.00	32.00	1.00	32.00	-
	P/T	2.40	2.40	2.40	1.44	(0.96)	1.44	-
	Total	33.40	33.40	33.40	33.44	0.04	33.44	-
Total	F/T	148.00	148.00	148.00	151.00	3.00	151.00	-
	P/T	11.67	11.67	11.67	9.92	(1.75)	9.92	-
	Total	159.67	159.67	159.67	160.92	1.25	160.92	-

*Does not include positions at West Central Landfill (a quasi autonomous entity): [12.75 in 07-08, 13.75 in 08-09, 09-10 and 10-11].

Capital Outlay

The capital outlay program for the Municipal Utilities Department for this budget cycle consists of three components: purchasing of new equipment, replacement of rolling stock, and infrastructure improvement projects. The rolling stock replacement / retro-fit / refurbish program is developed in conformance with a set of criteria provided by the City and implemented utilizing funds made available annually to the Department within the respective operating divisions. Requirements of the State of California Air Resources Board related to air quality will impact vehicle costs and the timeframe of replacement. Capital projects are selected by need and review of master plans. The following is a brief description of the major projects within each division by budget year:

Capital Projects - 2009-2010

Solid Waste Utility

Funds in the amount of \$161,820 are budgeted for replacement of worn recycling and green waste carts and to purchase new carts and drop boxes to accommodate growth. The budget also includes \$88,700 for the purchase of new sanitation containers and drop boxes.

Wastewater Utility

The major capital expenditures in FY 09-10 include: minor line extensions and oversizing in the amount of \$1,120,000, Mary Street Lift Station in the amount of \$2,420,000, Boulder Creek Interceptor in the amount of \$15,000,000, line replacement / maintenance in the amount of \$668,000, line construction in conjunction with Highway 44 under-crossing in the amount of \$3,275,000, plant structures and improvements in the amount of \$954,600, and continued construction on the Clear Creek Treatment Plant Expansion in the amount of \$17,605,000.

Water Utility

Funds are budgeted for general system improvements and various water main replacements in the amount of \$1,400,000, construction of the Pump Station #1 raw water line in the amount of \$2,500,000, Cypress Booster pump station in the amount of \$350,000 and vault relocations in the amount of \$450,000.

Storm Drain Utility

Capital Improvements are budgeted in the amount of \$250,000 for minor system improvements.

Capital Projects - 2010-2011

Solid Waste Utility

Funds in the amount of \$161,820 are budgeted for replacement of worn recycling and green waste carts and to purchase new carts to accommodate growth. The budget also includes \$89,700 for the purchase of new sanitation containers and drop boxes.

Wastewater Utility

The major capital expenditures in FY 10-11 include: minor line extensions and oversizing in the amount of \$1,152,000, line replacement / maintenance in the amount of \$680,000, continued construction of the Clear Creek Treatment Plant Expansion in the amount of \$5,124,100, line replacement in conjunction with Westside Interceptor – Phase II in the amount of \$3,925,600, Lift Station improvements in the amount of \$793,300, and Phase 1 of the Stillwater Treatment Plant Expansion in the amount of \$7,000,000.

Water Utility

Funds are budgeted for general system improvements and various water line replacements in the amount of \$1,655,000, El Reno pump station replacement in the amount of \$300,000 and treatment plant up-grades in the amount of \$806,750.

Storm Drain Utility

Capital Improvements are budgeted in the amount of \$250,000 for minor system improvements.

Significant Issues

Administration

Besides overall management, the focus is on the following:

1. Data improvement as it pertains to: asset management, useful life record keeping, mapping, repair records, work orders, inventory control, and related topics that will enable the divisions do a better job of managing and preventing failures.
2. Meeting the State and Federal N.P.D.E.S. requirements.
3. Preventing spills and other failures that could lead to fines.
4. Having a well-trained, efficient, and safe workforce.
5. Maintaining the investment the City has in the infrastructure and resources assigned to the department.

Solid Waste Utility

Significant issues for the Solid Waste Utility relate to the following:

1. Increase waste diversion.
2. Handle more recyclables and increase revenues.
3. Increase efficiency and minimize costs.
4. Meet State mandates on materials banned from the landfill.

The following table depicts the first five years of the 10-year plan for the Solid Waste Utility:

Solid Waste Utility (In Thousands)	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Beginning Balance	\$ 8,000	\$ 7,146	\$ 6,028	\$ 5,873	\$ 5,581
Revenues	15,793	16,208	18,037	18,932	19,867
Expenses	16,647	17,326	18,192	19,224	19,459
Net Income	(854)	(1,118)	(155)	(292)	408
Ending Balance	\$ 7,146	\$ 6,028	\$ 5,873	\$ 5,581	\$ 5,989

Storm Drain Utility

This division is responsible for the maintenance of the catch basins, storm drains, ditches, storm channels, and road crossings. The budget, as developed, remains in a positive position during the budget period due to revenue adjustments being made as part of an overall customer account audit. The significant issue for the division is the inability to increase monthly service rates to maintain the system without a vote of the electorate as a result of Proposition 218. This has resulted in revenues being insufficient to cover staffing at the level needed to maintain an expanding storm drain system with ever increasing regulatory requirements. The current monthly rate is the same today as it was when established in 1993. The Utility has little to no funding to meet N.P.D.E.S. requirements, emergencies, and to replace worn out capital infrastructure. The focus will be on having property owners maintain detention basins and having developers install low maintenance channels for storm water runoff. Regulatory agencies continue to try to restrict use of mechanical equipment to clean channels that can become overgrown with weeds. Cleaning by hand labor is prohibitive in a City the size of Redding with this climate.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

A significant task will be the continuing update of the Storm Water Master Plan by drainage basin to provide for the orderly construction of storm water improvements to meet the needs of development. The Plan will provide additional overview regarding Federal regulations that will become effective during this budget cycle and will develop a capital improvement plan for both maintenance and development needs.

The following tables illustrate the projected operating and capital fund balances for the next five years for the Storm Drain Utility:

Storm Drain Utility Rate Fund (In Thousands)	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Beginning Balance	\$ 290	\$ 329	\$ 358	\$ 477	\$ 513
Revenues	1,364	1,403	1,411	1,423	1,433
Expenses	1,325	1,374	1,292	1,387	1,358
Net Income	39	29	119	36	75
Ending Balance	\$ 329	\$ 358	\$ 477	\$ 513	\$ 588

Storm Drain Utility Connection Fee Fund (In Thousands)	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Beginning Balance	\$ 1,773	\$ 2,023	\$ 2,409	\$ 2,967	\$ 3,569
Revenues	500	636	815	867	897
Expenses	250	250	257	265	273
Net Income	250	386	558	602	624
Ending Balance	\$ 2,023	\$ 2,409	\$ 2,967	\$ 3,569	\$ 4,193

Water

The Water Utility's focus is to provide clean, reliable water and fire flows to a growing City. The Water Utility maintains two treatment plants (Buckeye and Foothill), 15 wells, and their portion of the Corporation Yard facility. The Utility is responsible for the supply, treatment, distribution, and storage of the City's potable water, as well as the fire flows, fire hydrant maintenance, and public education related to water and water conservation.

The tables below indicate the estimated financial position for operations and capital over the next five-year period:

Water Utility Rate Fund (In Thousands)	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Beginning Balance	\$ 6,166	\$ 4,449	\$ 5,616	\$ 6,923	\$ 7,570
Revenues	15,199	16,285	17,177	17,972	18,744
Expenses	16,916	15,118	15,870	17,325	21,309
Net Income	(1,717)	1,167	1,307	647	(2,565)
Ending Balance	\$ 4,449	\$ 5,616	\$ 6,923	\$ 7,570	\$ 5,005

Water Utility Connection Fee Fund (In Thousands)	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Beginning Balance	\$ 1,161	\$ 1,733	\$ 2,849	\$ 3,654	\$ 3,517
Revenues	2,226	2,178	2,525	3,044	3,629
Expenses	1,654	1,062	1,720	3,181	4,972
Net Income	572	1,116	805	(137)	(1,343)
Ending Balance	\$ 1,733	\$ 2,849	\$ 3,654	\$ 3,517	\$ 2,174

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Wastewater

The Wastewater Utility is focusing on mandates for prevention of spills, protecting water quality, and reducing inflow and infiltration. These affect operations and reporting requirements related to minimizing fines.

The tables below indicate the estimated financial positions for expenditures and revenues over the next five year period:

Wastewater Utility Rate Fund (In Thousands)	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Beginning Balance	\$ 7,263	\$ 2,110	\$ 7,374	\$ 10,875	\$ 10,111
Revenues	47,727	36,669	30,251	27,611	26,350
Expenses	52,880	31,405	26,750	28,375	26,565
Net Income	(5,153)	5,264	3,501	(764)	(215)
Ending Balance	\$ 2,110	\$ 7,374	\$ 10,875	\$ 10,111	\$ 9,896

Wastewater Utility Connection Fee Fund (In Thousands)	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Beginning Balance	\$ 13,594	\$ 8,238	\$ 5,917	\$ 1,534	\$ (2,266)
Revenues	12,922	7,412	4,780	3,298	2,329
Expenses	18,278	9,733	9,163	7,098	3,977
Net Income	(5,356)	(2,321)	(4,383)	(3,800)	(1,648)
Ending Balance	\$ 8,238	\$ 5,917	\$ 1,534	\$ (2,266)	\$ (3,914)

2007-2009 Goals and Accomplishments

Solid Waste

Goal

Provide solid waste, recycling and green waste collection services for the City of Redding's residential solid waste customers.

Accomplishments

The Utility provided residential, green waste and recyclables collection for approximately 28,000 households. City collection trucks collected 22,282 tons of waste, 13,257 tons of green waste and 8,584 tons of recyclables in fiscal year 2007-08. This was done with a minimum of incidental overtime. The Utility has collected 14,074 tons of waste, 8,010 tons of green waste and 5,352.54 tons of recyclables to date (February 2009) in fiscal year 2008-09.

Goal

Provide solid waste and commercial recyclables collection services for the City of Redding's commercial solid waste customers.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Accomplishments

The Utility collected and is projected to collect the following tonnage of commercial wastes in fiscal years 2007-08 and recyclables through February 2009 in fiscal year 2008-09:

	FY 2007-08	FY 2008-09
Commercial waste from commercial customers	32,865	20,309
Mixed recyclables from approximately 2,800 customers	8,584	5,353
Cardboard from several hundred customers	3,741	2,290
Newspaper from commercial customers	121	61
Office paper from commercial customers	331	204

Goal

Process all incoming waste from City collection trucks and from ‘self-hauled’ waste from the public.

Accomplishments

The transfer station processed 85,308 tons of waste in fiscal year 2007-08. Through February 2009, 47,890 tons of waste has been processed. Total tonnage processed for fiscal year 2008-09 is projected to be lower than the volume processed in fiscal year 2007-08.

Goal

Process and market the recyclables collected through all of the City’s recycling programs.

Accomplishments

The Utility processed and marketed the following tonnage of recyclables in fiscal year 2007-08:

	Quantity	Revenue
Recyclables	8,581 tons	\$1,585,757
Compost	2,850 yards	\$ 51,243
Wood fuel	8,205 tons	\$ 47,112

It is projected that the Utility will process and market about the same amounts of wood fuel and compost in fiscal year 2008-09.

Goal

Seek alternate recycling options to avoid burying the City’s green waste in the landfill.

Accomplishments

In fiscal year 2007-08, the Utility processed and sold 2,850 yards of compost and 8,205 tons of wood fuel. No green waste was buried at the landfill in fiscal year 2007-08. For fiscal year 2008-09, it is estimated that compost yardage and wood fuel tonnage will be within 2% of the fiscal year 2007-08 figures.

Goal

Continue to offer a coupon for free waste disposal, valued at the fee for a full-sized pickup, loaded above the bed level, to single-family, residential customers.

Accomplishments

In 2007, 25,207 free disposal coupons, worth \$18 each from May 2007 – June 2007 and \$18.50 each from July 2007 – October 2007, were mailed, of which, 1,749 coupons were redeemed. The coupon usage generated 466 tons of waste at a disposal cost, not including free disposal coupon printing and postage, of \$27,175. The average cost per coupon-redeeming customer was \$15.54. In 2008, 25,415 free disposal coupons were mailed, and 1,483 were redeemed, resulting in 418 tons of waste and a cost of \$24,124, not including free disposal coupon printing and postage. The average cost per coupon-redeeming customer was \$16.27.

Goal

Sweep streets once per month in residential neighborhoods and once every two weeks in commercial areas.

Accomplishments

The City's curbed residential streets were swept once monthly and its curbed commercial streets were swept once every two weeks.

Goal

Process customers' transactions at the scale house in an expedient and efficient manner.

Accomplishments

The scale house staff processed a total of 91,099 transactions (not vehicle trips) in fiscal year 2007-08, excluding metal boxes with tares and electronics. More than 22,079 of these transactions required weighing vehicles at the inbound and outbound scales; thus, they were handled twice. The number of transactions (not vehicle trips) through February 2009 in fiscal year 2008-09 was 55,470, excluding metal boxes with tares and electronics. Three scale house Clerks (one for each window) have provided expedient and efficient service for customers at the transfer station.

Goal

Continue to provide Household Hazardous Waste (HHW) services, including electronic waste and appliance recycling, at the transfer station.

Accomplishments

The Household Hazardous Waste Facility staff served 6,283 customers in fiscal year 2007-08, collecting 129 tons of hazardous waste. Motors were removed from 3,523 appliances, and the staff collected 414 tons of electronic waste.

Goal

Reduce the number of at-fault vehicle incidents.

Accomplishments

In 2007, the Utility recorded 21 driver-involved vehicle incidents. The number of driver-involved vehicle incidents was decreased to 13 in 2008. A concerted effort was made to provide training and increase driver awareness at regular safety meetings. In fiscal year 2007-08, The Utility placed Automatic External Defibrillators in all of its facilities and trained its employees in compliance with OSHA-mandated requirements. In fiscal year 2008-09, the Utility initiated a Lockout/Tagout/Blockout program and trained employees in compliance with OSHA-mandated requirements. The Utility also provided blood-borne pathogens training, hearing assessments and hearing protection training in compliance with OSHA-mandated requirements.

Goal

Develop City-owned property on the west side of Abernathy Lane for growth and expansion of the transfer station.

Accomplishments

This goal was unmet and carried forward.

Other Accomplishments

1. The Utility continues to operate an electronic waste diversion program to provide free e-waste disposal to residents of the City and Shasta County, including the Cities of Anderson and Shasta Lake. By negotiating a good contract with an e-waste processor, it was possible to provide free disposal for not only computers and televisions but other electronics as well.
2. The Utility reached an agreement with other agencies in the County to fund the Household Hazardous Waste Facility and the E-waste Program for use by all County residents, using a phased-in approach.
3. In 2007 the State introduced a new per capita disposal rate measurement system for determining compliance with AB 939. This new system changed from focusing on diversion rates in terms of percentages to Calculated Disposal Rate (pounds/person/day). The target Calculated Disposal Rate set by the State for our 2007 Annual Electronic Report was 6.4. Our actual rate was 5.5, almost a pound lower than the target.
4. The Solid Waste Utility acquired the property at 9787 Abernathy Lane, which is located just south of the transfer station. This property will be included in the plans for future expansion of the transfer facility.
5. The Utility installed new security cameras in several locations at the transfer station. The staff uses the cameras to monitor illegal dumping and verify load contents.
6. The Utility assumed operation and responsibility of the street sweeping operation from the Storm Drain Utility in 2004 and doubled the frequency of sweeping for residential streets to comply with NPDES requirements in 2005. In 2005, the Utility also purchased roll-off boxes to be placed near routes during leaf season to minimize trips to and from the disposal site.
7. The Utility readjusted collection routes to maximize and balance the number of residences served by each Solid Waste Truck Driver.
8. The Utility provided better safety training for supervisors and enhanced the Department's safety programs.
9. The Utility set a record for revenue received from the sale of recyclables in the amount of \$1,585,757 for fiscal year 2007-08.

Storm Drain Utility

Goal

Maintain the City's Storm Drain System in the most efficient manner possible and continue to improve service to the public.

Accomplishments

1. Continued implementation of the Storm Drain Maintenance Operational Plan.
2. Purchased a computerized Storm Drain Maintenance Program for better accountability.
3. Continued working with Water Quality Control on issues pertaining to N.P.D.E.S. Phase 2 requirements.

4. Worked closely with the Engineering Division to finalize the Churn Creek Basin Storm Drain Master Plan for the City.
5. Submitted a Stream Bed Alteration/Maintenance permit application through the Departments of Fish and Game and Army Corp of Engineers. The application was approved and a five (5) year permit was granted from Fish and Game. There was no response, either positive or negative for the Army Corp of Engineers.

Water Utility

Goal

Provide clean potable water to the citizens of the City.

Accomplishments

1. Met all water quality standards established by the U.S.E.P.A. and the California Department of Public Health - Division of Drinking Water.
2. Met City-wide water demands during a historic peak demand period of 44.8 MGD in August 2008.
3. Completed monitoring for compliance with the Federal LT2SWT and Stage 2 DBR programs, to ensure high quality raw water supply and water quality throughout the water distribution system.
4. Improved the monitoring and control system for water treatment plants, pumping stations and groundwater wells.
5. Developed long term strategy and selected standard technology for treatment of new groundwater well sources, as needed to meet State and Federal water quality standards.
6. Completed the three-year, on site Process Safety Management (PSM) program audit for the Buckeye and Foothill Water Treatment Plants and the Groundwater Well system as required by the U.S.E.P.A.
7. Completed the revised U.S.E.P.A. required Business Plan for hazardous chemicals regulated by Shasta County Environmental Health Department.
8. Completed a Spill Prevention Control and Countermeasure (SPCC) Plan for the Foothill WTP as required by the Regional Water Quality Control Board.
9. Completed monitoring for compliance with the Federal LT2SWT and Stage 2 DBR programs, to ensure high quality raw water supply and water quality out in the distribution system. Completed - Bin 1 classification by USEPA – No additional treatment required.

Goal

Provide public information and education on water issues.

Accomplishments

1. Provided water quality information through the Consumer Confidence Report to enhance public awareness.
2. Hosted the Demonstration House at the City Services Fair 2007 and the Energy Faire booth in 2008, with educational displays on water efficient fixtures and landscaping.
3. Distributed free CD's with water-wise landscaping information.
4. Conducted print and radio advertising for public awareness of water conservation during peak use periods.
5. Funded water efficiency related displays at Turtle Bay.
6. Funded rebates for water efficient appliance rebates through REU.

Goal

Maintain and improve the City's existing water supply and distribution facilities.

Accomplishments

1. Installed new 12" water main to serve the Civic Auditorium, and Turtle Bay area, replacing an existing 36-year old cast-iron main in coordination with CALTRANS Dana-to-Downtown construction project.
2. Obtained approval from the Bureau of Reclamation to merge the service areas for the City's two surface water supply contracts to provide maximum flexibility in the future to balance supply and demand with the water system's six pressure zones.
3. Completed the Foothill WTP Filtration System Improvements which covered the replacement of filter influent and backwash drain valves, filter under-drains, filter media and installation of a new air scour system to improve capacity and reliability for this critical facility.
4. Converted the primary communications link between the Buckeye WTP and Foothill WTP to a licensed radio system, for improved systems monitoring and control of remote facilities.
5. Began preliminary engineering for replacement of 5,000 feet of 18-inch cast iron raw water supply main, with a new 30-inch main to supply the Foothill WTP.
6. Upgraded and replaced aging equipment at the water treatment plants for improved control, energy efficiency and to meet current Federal and State water quality regulations.
7. Installed a variable speed drive (vfd) at Enterprise Well No. 8 to better optimize the ground water well production.
8. Replaced an existing Pump Plant No. 2, 150 horsepower pump with a new 200 horsepower pump at the Foothill WTP to improve capacity and reliability to the Hill 900 Pressure Zone.
9. Water Treatment personnel along with Wastewater personnel are continuing to train as HAZMAT Industry Technicians for emergency responses to hazardous chemical releases at the city's water and wastewater treatment plants and groundwater well system.
10. Replaced 28 polybutylene water services in the Polybutylene Replacement Program. We have replaced all known polybutylene services and now are replacing those that we come across in the course of daily work activities.
11. Completed construction on replacement of 8,000 feet of old 6" and 8" cast iron water main in Court Street, from Eureka Way, south to Sheridan Street.
12. Along with the South Bonnyview Road Widening Project 2,500 linear feet of 42-year-old-water main was replaced with a new 12-inch ductile iron water main.
13. The Churn Creek Road Realignment Project required the relocation and replacement of 213 linear feet of 4-inch, 248 linear feet of 6-inch and 3,048 linear feet of 12-inch water mains.
14. Continued implementation of recommended security improvement measures recommended from the Vulnerability Assessment.

Goal

Expand the water system capital facilities to accommodate new growth and development.

Accomplishments

1. Completed the expansion of the Buckeye Water Treatment Plant from 7 million gallons per day to 14 million gallons per day.
2. Completed construction of 4,463 feet of 12-inch and 1,286 feet of 16-inch water main on Airport Road to parallel water transmission mains from the Enterprise Well field to the Enterprise area water distribution system.

3. Completed the installation and startup of the new Enterprise Well No. 23 rated at 2.1 MGD.
4. Completed construction of 3,000 feet of new 16-inch water main along Knighton Road to serve new development, the future Veterans Home site and the new Enterprise Groundwater Well No. 25 site.

Wastewater Utility

Goal

Begin construction of Capital Improvement Projects (CIP) so that they will be completed within budget and on schedule.

Accomplishments

1. Completed construction of the North Market Lift Station near the Sacramento River. The lift station was replaced due to the age, reliability, and capacity of the previous lift station. This is a major lift station and failures could have resulted in prohibited waste discharges into the Sacramento River. Incorporated into the design is a self cleaning wetwell, new backup power generation, redundancy of pumping reliability, and improved SCADA technology.
2. Completed the design and construction of the Jenny Creek collection system. This system was aged and in disrepair. Two line breaks on this system resulted in sanitary sewer overflows to the Sacramento River and a Notice of Violation from the Regional Water Quality Control Board. The new system's technology and materials are more robust than the previous system. This new system will ensure that the environment in the Jenny Creek area, and downstream water users are protected from sanitary sewer overflows.
3. Completed Bid Packages 1 and 2 of the Clear Creek Wastewater Treatment Plant Facility Rehabilitation and Expansion Project. The project consists of eight bid packages. With the completion Bid Packages 1 and 2, Bid packages 3 and 4 are now in the construction phase.
4. Completed the design of the Boulder Creek Interceptor. This sanitary sewer collection system traverses approximately five miles of Boulder Creek, located in north Redding. This system is currently over wet weather flow capacity, and has experienced sanitary sewer overflows. Construction of phase one, of this project, is expected to begin in FY 2009-2010. Completion of this project will ensure that the environment in the Boulder Creek area and the down stream water users are protected from sanitary sewer overflows.
5. Completed the design of the new Mary Street Lift Station. This is a medium sized lift station, located at the end of the Jenny Creek collection system. This lift station is due for replacement due to age, reliability, and the capacity of the existing lift station. The new design incorporates reliability and redundancy with pumping capacity. This project will implement an improved SCADA system, and a new backup power system. This project is expected to begin construction in FY 2009-2010.
6. Completed the South Bonnyview sewer line capacity enhancement project. This addition has increased the reliability and capacity of the sewer collection system. Additionally, this has enabled new connections to the sewer system by properties that had previously been on aging septic systems.
7. Completed the Stillwater Wastewater Treatment Plant Facilities Plan and Solids Handling Plan. This is the pre-design work necessary for the expansion project of the Wastewater Treatment Plant. The Stillwater WWTP is reaching dry weather limits, and is currently at wet weather capacity. The construction of this project is expected to begin in FY 2009-2010.

Goal

Improve the reliability and cost-effectiveness of the Wastewater Collection System operation.

Accomplishments

1. Reduced stoppages in sewer mainlines:

A combination of an aggressive hydro cleaning schedule to prevent stoppages in sewer mains, effective use of the latest Closed Circuit Television (CCTV) and related technologies, annual inspection and maintenance of our remote manhole systems and increased effort to provide inspection of newly constructed systems should result in a continued reduction in mainline stoppages. The 25 year average is 35 stoppages per year. We reduced the number to 20 stoppages in 2008 by utilizing the methods listed above.

- a. Hydro-cleaned a minimum of 25% of all 6"-12" sewer mains.
- b. Kept the total number of annual mainline stoppages to 20.
- c. Annually inspected and performed maintenance on 1240 manholes in our remote areas.
- d. Performed CCTV inspection of any suspected sewer mains as indicated by hydro-cleaning and manhole inspection.
- e. Worked with the Engineering and Public Works Inspectors to reduce the number of defective wastewater systems that were accepted.

2. Located and eliminated sources of inflow and infiltration:

Previous flow monitoring efforts have allowed us to reduce inflow and infiltration through line repairs and sealing projects. Further and improved monitoring will provide specific targeted sewer mains, manholes and private laterals rehabilitation, repair or replacement.

Goal

Improve the reliability and cost-effectiveness of the Wastewater Treatment Plants' operations.

Accomplishments

1. Operated both the Stillwater and Clear Creek Plants to achieve and maintain good compliance records, with only four discharge permit violations in spite of the growing challenge of keeping treatment operations stable with unreliable aging equipment, and during a complex plant expansion.
2. Continued to repair and replace aging equipment at the Clear Creek and Stillwater Wastewater Treatment Plants for improved process control and energy efficiency and to meet current regulatory and safety standards.
3. Implemented the use of Key Performance Indicators (KPI's) as a data and process management tool. This enables an 'at a glance' overview and transparency in the process control of the Wastewater Treatment Plants (WWTP). Through the use of KPI's, staff and supervisors are better equipped to recognize and understand process trends, and control the WWTPs in a strategic manner that produces higher efficiency and effluent discharge compliance.

Goal

Improve industry discharge tracking and environmental compliance while maintaining a business-friendly atmosphere.

Accomplishments

1. Audited food preparation accounts to document appropriate billing categories and prepared revenue program restructuring proposal to bring the City of Redding Wastewater rates into compliance with requirements of the State Water Resources Control Board.
2. Established on-going review and auditing process for new and existing utility accounts to ensure proper classification for accurate billing. As necessary, accounts that have been identified as having been incorrectly entered into the utility system have been corrected.

3. Responded to customer billing questions regarding the proposed rate restructuring based on both sewage strength and volume.
4. Assisted with the development of the required City of Redding Stormwater Quality Improvement Plan to comply with the Federal NPDES Phase II Storm Water regulations.

ET/USA Locate

Goal

Provide system troubleshooting and repair of process control systems at all facilities.

Accomplishments

1. All trouble shooting requests have been addressed
2. All required repairs have been made.

Goal

Provide routine maintenance and repair on the City's 87 traffic signals.

Accomplishments

1. Inspect all traffic signals every 60 days.
2. All deficiencies identified during traffic signal inspection repaired.

Goal

Provide construction contract inspection for new traffic signals.

Accomplishments

Three traffic signals were inspected during construction.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Performance Measures and Workload Indicators

Solid Waste Utility

The following table summarizes activity levels for various measures in the Utility:

REPORT CATEGORY	2004-2005	2005-2006	2006-2007	2007 - 2008	% of Prior Year
Solid Waste Collection					
# Waste Wheelers	326,822	331,485	336,686	341,535	101%
# Dumpsters	34,923	34,532	34,748	34,638	100%
# Collections - Drop-boxes/Trash	3,269	3,491	3,487	2,744	79%
# Collections - Compactors/Trash	1,233	1,236	1,313	1,345	102%
# Collections - Drop-boxes/Compactors Recycling	1,691	1,952	1,939	1,792	92%
Waste at Transfer Station					
City Trucks (Tons)	69,570	71,182	68,967	66,704	97%
* City Self-haul (Tons)	17,184	19,252	17,949	8,569	48%
* Non City Self-haul (Tons)	14,810	15,600	16,977	6,810	40%
Green Waste Buried (Tons)	0	0	0	0	0%
Recycling Trash (Tons)	1,139	1,569	1,844	1,738	94%
City Sweeper (Tons)	0	1,540	1,491	1,485	100%
Total Waste Collected (Tons)	102,703	109,143	107,228	85,305	80%
Diverted Waste (Tons)	26,188	26,881	26,262	25,622	98%
Waste at Landfill					
City Waste Buried (Tons)	92,744	97,994	94,679	94,152	99%
Non City Waste Buried (Tons)	54,126	54,380	52,113	50,210	96%
Total Waste Buried (Tons)	146,870	150,750	146,792	144,362	98%
Recyclables					
Recyclables Sales (Tons)	10,424	10,936	10,054	8,581	85%
Recyclables Sales (Revenue)	1,050,573	1,342,666	1,325,837	1,585,757	120%
Compost Sales (Tons)	1,880	1,778	3,046	1,709	56%
Compost Sales (Yards)	3,133	2,974	5,077	2,850	56%
Compost Sales (Revenue)	42,774	42,612	53,147	51,243	96%
Wood Chips Sales (Tons)	12,293	10,716	5,432	8,205	151%
Wood Chips Sales (Revenue)	68,418	59,907	30,578	47,112	154%
Green Waste Sales (Tons)	0	0	4,711	2,704	57%
Green Waste Sales (Revenue)	0	0	30,621	17,577	57%
GW Land-applied to SC, LF, & CB Ranch (Tons)	122	0	313	873	279%
Number of Vehicle Trips					
Total to Transfer Facility	87,975	96,423	96,724	91,442	95%
Total Self-haul to Transfer Facility	65,229	73,038	72,914	68,516	94%
Total to Landfill	37,848	37,641	36,776	33,106	90%
Total Self-haul to Landfill	25,488	24,859	24,300	21,403	88%

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Transfer Station/Drop-Off/HHW					
# HHW Customers	3,269	3,175	4,109	6,283	153%
# HHW Tons Recycled/Destroyed	72	86	96	129	134%
Drop-off Auction (Tons)	144	108	0	0	0%
Drop-off Auction (Revenue)	29,872	11,996	0	0	0%
# Motors Removed	5,736	6,088	5,346	3,523	66%
# Non City of Redding Customers	26,332	27,499	28,376	27,235	96%
Labor (Excluding 550, 558 and Scale House)					
# Hours Drivers Available	76,960	76,960	76,960	79,960	100%
# Hours Illness/Injury/Lost Time	6,088	6,154	3,548	6,215	75%
# Hours Overtime/Comp Time	5,152	4,490	4,796	4,234	88%
Overtime Dollars	173,796	172,483	148,013	134,005	91%
# Hours Upgrade	5,698	5,033	6,162	7,994	130%

*New scale software was installed in July 2007. Previous self-hauled tonnage was overstated.

Storm Drain Utility

The Storm Drain Utility is responsible for maintenance of ditches, culverts, pipes and catch basins; and capital improvements needed to maintain / upgrade the existing facilities. The system consists of 192 miles of open ditches/channels, 241 miles of storm drain pipe, 9,411 inlets, and 113 detention basins. There are five (5) employees assigned to the maintenance of the storm drain system.

WORKLOAD AND PERFORMANCE MEASURES	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Miles of Storm Drain Pipe	227	235	241	245	250
Miles of Ditches/Channels	185	193	192	192	194
Number of Maintained Drainage Basins	3	3	3	3	3
Miles of Ditches/Channels to be Maintained	41	46	47	48	49
Percentage of Maintained Ditches/Channels to be Inspected Annually	100%	100%	100%	100%	100%
Percentage of Inspected Ditches/Channels to be Maintained Annually	13%	16.0%	10%	15%	15%
Number of Inlets	8,777	9,328	9411	9490	9570
Percentage of Inlets Inspected Annually	50%	50%	0%	50%	50%
Percentage of Inspected Inlets Requiring Maintenance/Cleaning	21.0%	20.6%	30%	25%	25%

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Number of Outfalls	1,365	1,545	1,569	1,590	1,515
Percentage of Outfalls Inspected Annually	80.0	75.0	100%	80%	80%
Percentage of Inspected Outfalls Requiring Maintenance / Cleaning	47.0%	34.4%	33%	35%	35%
Percentage of Inspected Outfalls Cleaned / Maintained Annually	5.0%	5.0%	3.0%	3.0%	3.0%
Percentage of Inlets Cleaned/Maintained Annually	3.0%	3.0%	3.0%	3.0%	3.0%

Water Utility

The Water Utility provides domestic water and fire flows to the community and parts of Shasta County outside the City limits. Water sources are the Sacramento River, Whiskeytown Lake via the Spring Creek Conduit, and groundwater wells. Performance indicators are as follows:

Performance Measure	2006-07	2007-08	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Number of customers/services	27,043	27,512	28,213	28,429	28,650
Net Annual New Services	469	701	216	221	225
Quantity of water produced (acre feet)	28,200	30,000	29,200	30,000	30,500
Percentage of days water quality met standards	100%	100%	100%	100%	100%
Number of customer service calls (including water quality)	1,551	1,450	1,500	1,550	1,550
Miles of water mains	544	550	555	560	565
Miles of substandard mains	46	45	44	43	42
Number of main and water service failures/disruptions per year	563	527	575	550	550
Number of polybutylene (PB) service breaks	10	25	28	25	25
Number of PB scheduled replacement	76	80	28	10	10
Number of PB services remaining	1,397	750	250	225	200
Total O & M expenditures (x \$1,000)	\$8,761,850	\$9,168,500	\$10,458,350	\$11,175,130	\$11,922,210
O & M cost per acre foot produced	\$311	\$306	\$358	\$372	\$390
Services per employee	901	917	940	888	868

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Wastewater Utility

The Wastewater system consists of the domestic and industrial sewage collection, treatment, and disposal facilities serving the City. This system includes over 415 miles of interceptor and trunk sewers, sixteen sewer lift stations, and two secondary wastewater and effluent filtration treatment plants. The entire Wastewater Utility staff has worked hard to meet the goals established during the last budget term as listed below. The heavy workload to maintain an aging system and the funding of system rehabilitation and expansion are the major challenges.

	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
No. of Residential HEs	29,144	29,927	30,710	31,171	31,795
No. of Commercial/Industrial HEs	12,031	11,814	11,597	11,771	12,006
Total HEs Served	41,175	41,741	42,307	42,942	43,801
% Annual Growth Rate				1.5%	2%
Clear Creek Plant MGD** Dry Flow	7.56	6.42	6.67	6.77	6.91
Stillwater Plant MGD Dry Flow	2.60	2.5	2.5	2.54	2.59
Total Peak MGD Flows ***	57	49.5	50.4	51.2	52.3
Total gpd **** Dry Flow per Total HEs	247	214	217	217	217
Miles of Sewer Main	412	413	415	416	417
Total FTE Utility Staff	35.15	33.40	33.40	32	32
Total HEs Served per Total Staff	1,171	1,250	1,2.67	1,342	1,369

Notes:

* 1 HE = household equivalent = 240 gpd.

** MGD = million gallons per day.

*** Total peak wet weather flows are limited to 45 MGD at the Clear Creek WWTP and total peak flows listed above 45 MGD are from the Stillwater WWTP.

**** gpd = gallons per day.

2009-11 Goals and Objectives

Solid Waste Utility

Goal

Provide solid waste, recyclables and green waste collection services for the City's residential customers.

Objectives

Collect solid waste, mixed recyclables and green waste from all City of Redding residential customers in a timely and efficient manner, utilizing well balanced routes and a minimum of overtime.

Goal

Provide solid waste and recyclables collection services for the City's commercial customers.

Objectives

Collect solid waste, mixed recyclables, cardboard, and office paper from all of the City's commercial and roll-off box customers in a timely and efficient manner, utilizing well-balanced routes and a minimum of overtime. Process increased amounts of solid waste and construction waste by offering additional services where practical.

Goal

Process all incoming waste from City collection trucks and from 'self-hauled' waste from the public.

Objectives

Daily process and transfer all incoming waste from City collection trucks and the public in the cleanest and most efficient manner possible with a minimum of overtime. Assume that the volume of waste will level and then begin to increase with growth in the range of 1% - 3%.

Goal

Process and market the recyclables collected through all of the City's recycling programs.

Objectives

Process, sort and market at the best available price all recyclables collected by the Utility through all of its recycling programs. Materials should be as contaminant-free as possible to achieve the best possible price. Seek to maximize revenue from the sales of recyclables. This may require shipping.

Goal

Seek alternate recycling options to avoid burying the City's green waste in the landfill.

Objectives

Look for opportunities to diversify the recycling of green waste collected and processed through the compost operation. Utilize recyclers, such as Wheelabrator Shasta Energy Company, Inc., and the land-application of green waste as an alternative daily cover at the landfill. Plan to expand the compost area to stockpile a larger quantity of raw material and install a covered area for finished product.

Goal

Continue to offer a coupon for free waste disposal, valued at the fee for a full-sized pickup, loaded above the bed level, to single-family residential customers.

Objectives

Mail coupons to the City's single-family residents to encourage cleanup at each residence and neighborhood.

Goal

Sweep curbed streets once per month in residential neighborhoods and once every two weeks in commercial areas.

Objectives

Provide regular sweeping to keep the City's curbed streets clean and clear of debris and keep debris from streets from entering the City's storm drain systems, thus complying with NPDES standards.

Goal

Process customers' transactions at the scale house in an efficient and expedient manner.

Objectives

Adequately staff the scale house to provide efficient service for transfer station customers.

Goal

Continue to provide Household Hazardous Waste (HHW) services at the transfer station.

Objectives

Serve HHW customers by accepting, lab packing, and arranging for the disposal of all collected hazardous wastes. Also accept and process, according to the rules and guidelines set for the by the State of California, all electronic waste accepted at the HHW Facility. Collect Freon, mercury switches, and used motor oil from appliances and recycle as much as possible.

Goal

Reduce the number of at-fault vehicle incidents.

Objectives

Increase safety training and awareness, especially as related to driving and operating equipment. Also address other OSHA-mandated requirements.

Goal

Develop City-owned property that was purchased for growth and expansion of the transfer station.

Objectives

Develop and finalize plans to provide access roads, paved storage areas and lighting for Phase I, and a phased-in approach for development in later years, as the facility grows.

Storm Drain Utility

Goal

Maintain the City's Storm Drain System in the most efficient manner possible and continue to improve service to the public.

Objective

1. Continue implementation of the Storm Drain Maintenance Operational Plan.
2. Implement the computerized Storm Drain Maintenance Program for better accountability.
3. Continue working with Water Quality Control on issues pertaining to N.P.D.E.S. Phase 2 requirements.
4. Work closely with the Engineering Division to determine which drainage basin should be considered for master plan update.
5. Search of additional funding opportunities for increased maintenance of the system.
6. Inventory the number of driveway culverts and street crossings to assist in the development of projected future maintenance needs.

Water Utility

Goal

Provide clean potable water to the citizens of the City.

Objectives

1. Meet all water quality standards established by the U.S.E.P.A. and the State Department of Health Services - Division of Drinking Water.
2. Complete Stage 2 Disinfectants and Disinfection Byproducts Rule water sampling and analysis.

Goal

Provide public information and education on water issues.

Objectives

1. Provide water quality information through the Consumer Confidence Report to enhance public awareness.
2. Expand the water conservation program outreach to reduce peak season demands, reduce operating costs, maximize the reliability of the City's existing water supplies, and to conserve energy during the high electrical demand periods of the summer.
3. Continue to implement the Best Management Practices from the Bureau of Reclamation Water Conservation Plan.

Goal

Improve and maintain the City's existing water facilities.

Objectives

1. Continue preventative maintenance and replacement programs for the distribution system valves, hydrants, and customer meters.
2. Continue upgrades to communications and electrical equipment to maximize operational reliability and efficiency at pump stations, groundwater wells, and treatment plants.
3. Continue annual replacement of approximately 5,000 feet per year of old cast iron and steel water mains each year.

Goal

Expand the water system capital facilities to accommodate new growth and development.

Objectives

1. Complete construction of Enterprise Wells (EW) EW-15, EW-16, EW-23, and EW-25, including well head treatment systems for iron and manganese removal as needed.
2. Complete construction of 9,000 feet of new 24-inch water main along the Shasta View Drive extension from Rancho Road to Airport Road, to serve new housing development.
3. Begin long term actions for securing up to 5,000 acre-feet of new surface water supply for the Buckeye and Foothill Water Treatment Plants.

Goal

Promote a safe working environment while maintaining and operating facilities

Objectives

1. Continue to train for hazardous chemical spills at Water and Wastewater facilities.
2. Maintain and repair equipment before premature failures.
3. Continue to provide training on equipment and employee safety.
4. Implement Vulnerability Assessment security recommendations.

Wastewater Utility

Goal

Begin construction of Capital Improvement Projects (CIP) so that they will be completed within budget and on schedule.

Objectives

1. Construct the replacement Mary Street Lift Station, and complete the design and construct the Mary Street force main.
2. Complete the design, environmental review, and construction of improvements to the Stillwater Wastewater Treatment Plant.
3. Construct the expansion of the Boulder Creek Interceptor.
4. Complete the construction of improvements to the Clear Creek Wastewater Treatment Plant, Bid Packages 5 and 6.

Goal

Improve the reliability and cost-effectiveness of the Wastewater Collection System operation.

Objectives

1. Hydroclean a minimum of 33% of the sewer collection system mainlines annually.
2. Conduct intensive flow monitoring and leak detection in the drainage basins tributary to downtown Redding and on the west side of town and then replace, repair and rehabilitate the system as needed.
3. Replace approximately 3,000 feet of old clay sewer main and portions of the sewer connections in west Redding.
4. Upgrade manholes, located in the street right of way, and the remote locations, with newer frames and covers to prevent unauthorized access and vandalism.
5. Insure compliance with State and Federal regulations:
 - a. Participated in the establishment of the electronic filing system for reporting sanitary sewer overflows on schedule.
 - b. Insure that we conform to the new Waste Discharge Requirements.
 - c. Actively and effectively participate in the creation of our Sanitary Sewer Master Plan
 - d. Establish an effective and reliable Computerized Maintenance Management System

6. Continue to increase efficiency of our operations with the effective use of new technologies:
 - a. Continue to utilize our CCTV operations with regular data acquisition, pipe profiling, and system inspections.
 - b. Improve our rainfall monitoring by providing instrumentation that will monitor the rain gauges and show rainfall amounts on our SCADA system.
 - c. Acquire and utilize a Computer Maintenance and Management System to store and control all manner of Wastewater collection system data.
 - d. Improve our root control and smoke testing capabilities.
 - e. Conduct hydro cleaning and CCTV in our remote areas with the use of new man portable or self propelled systems.
7. Retain our tradition of efficient operations and excellent customer service:
 - a. Continue to support and participate in activities that enhance the skills and knowledge of the Wastewater collection staff. This will insure that our staff is properly trained and motivated for the future.
 - b. Actively participate in the California Water Environment Association including the Voluntary Certification Program, Local Section activities, Annual and Northern Regional Conferences and specialty training.
 - c. Insure that personnel remain current with all manner of pertinent training such as safety issues, operation and maintenance, computer skills and laws and regulations.

Goal

Improve the reliability and cost-effectiveness of the Wastewater Treatment Plants' operations.

Objectives

1. Operate both the Stillwater and Clear Creek Plants to prevent discharge violations.
2. Continue to upgrade the aging equipment throughout the treatment plants for improved control and energy efficiency and to meet current safety standards.
3. Successfully host the California Water Environment Association Northern Regional Training Conference at the convention center in September 2009, to provide local access to technical training on water environment issues.

Goal

Improve industry tracking and environmental compliance while maintaining a business-friendly atmosphere.

Objectives

1. Continue to implement a restructured Wastewater rate schedule based on both sewage flow and strength that complies with requirements of the State Water Resources Control Board.
2. Continue to implement ongoing account audit procedures to ensure that businesses are classified and billed properly.
3. Implement updated local limits with all significant industrial users.

4. Assist with the implementation of the City of Redding Stormwater Quality Improvement Plan which is required by the Federal NPDES Phase II Storm Water regulations, as follows:
 - a. Implement an illicit discharge detection and elimination program including notification of un-permitted industrial sites
 - b. Perform industrial site inspections
 - c. Public education regarding illicit storm water discharges and best management practices to minimize storm water impacts
 - d. Implement a regular storm drain piping inspection program utilizing the Wastewater Collection Division remote control underground video inspection system.
 - e. Continue our public education campaign to reduce Storm Water Pollution.

ET/USA Locate

Goal

Effectively manage the Division and assist other City of Redding Divisions in meeting their goals.

Objective

Meet regularly with Division Managers to discuss progress on objectives.

Goal

Maintain internal customer service and project efficiency.

Objectives

1. Continue to provide assistance to other Departments with solutions when equipment deficiencies are identified.
2. Continue an increased level of site inspection of maintenance projects.

Goal

Maintain a high level of service to the divisions serviced

Objectives

1. Troubleshoot and make repairs to problem areas when asked.
2. Look for improvement and offer solutions in process when identified.
3. Promptly return telephone calls and written correspondence, generally within four hours and four days, respectively.
4. Increase one-on-one communication with other departments needing ETSG services.

Goal

Continue to manage and maintain current Utility infrastructure and facilities within approved funding.

Objective

Maximize efficiency of staff by identifying skill sets and aligning work assignments for best fit.

Goal

Keep current on technologies used in the industry.

Objectives

1. Identify and schedule training on new technologies.
2. Use up to date solutions and upgraded methods when making repairs or changing equipment.

Goal

Continue with the development of improved communications systems for RMU SCADA systems.

Objectives

1. Install high gain antennas on facilities that have been problematic.
2. Work with REU on shared network infrastructure to accomplish increased reliability.

Goal

Identify deficiencies in the existing control system at Stillwater Treatment Plant.

Objective

Install new PLC system.

Goal

Network the RMU SCADA systems to enable management to view data and trends.

Objective

1. Install data server and network to existing SCADA systems.
2. Provide secure connectivity for operations staff to SCADA systems.

Unmet Needs

Solid Waste Utility

Ensure that rates cover expenses. Rate increases will be needed.

Meet the State's requirements to replace or retrofit Solid Waste trucks for air emissions and be able to sell surplus vehicles for maximum return.

Expand the ability to meet the demand for drop-box/trash compactor service.

Plan ahead for the following:

1. Increased waste diversion
2. Increase the number of sorters of recyclables to decrease residual waste and increase revenues
3. Green waste storage and room to process additional material
4. Compliance with new regulations that affect the closed Benton landfill site

5. Replace aging Solid Waste collection vehicles to minimize downtime, to reduce maintenance costs, and to increase efficiency.
6. Increase public education on recycling and items banned from the landfill.
7. Monitor the disposal needs of commercial operations in the City, if they are not met by others.
8. Use opportunities to remove re-useable construction debris from the waste stream.
9. Facilitate shipment of recycling commodities as export.
10. Comply with State regulations regarding storm water pollution prevention.

Storm Drain Utility

1. Additional maintenance positions - there are currently five (5) maintenance workers authorized for the entire City of Redding. One of the current positions remains unfilled due to revenue constraints.
2. Increased maintenance funding for facility replacement and upgrade, both by contract and with utility staff.
3. Funding for the implementation of the NPDES regulations, capital projects that relate to maintenance of the existing system, and funding for emergency repair projects. There is currently no funding identified for these work tasks. NPDES implementation alone is estimated to be \$ 1 million +/- annually.

In a study of six California Cities published in January 2005, the cost of compliance with NPDES requirements was estimated to average about \$38 per household with a range of \$29 to \$46 per household. Most of these Cities have lower rainfall amounts than Redding. The costs for NPDES compliance break down into 10 categories. These are shown below along with which City department will be responsible:

Construction Site Runoff Control	DSD
Illicit Discharge Detection and Elimination	RMU
Watershed Management	DSD and SS
Industrial and Commercial Programs	RMU and DSD
Overall Stormwater Program Management	DSD and RMU
Pollution Prevention	RMU
Good Housekeeping for Municipal Operations	All Departments
Public Education Outreach, Involvement	RMU and DSD
Water Quality Monitoring	RMU
Post Construction Monitoring for new development	DSD and RMU

DSD - Development Services Department
 RMU - Redding Municipal Utilities
 SS - Support Services

The bulk of these costs will be borne by RMU, due to added field operations and maintenance obligations. These costs will need to be absorbed by the General Fund, the Storm Drain Utility, the Solid Waste Utility and the Wastewater Utility.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Assuming, the City is spending about \$1,350,000 per year on current programs within the various departments, it is spending about \$32 per year per residence assuming 42,000 residences in the City. The comparable amount for the six other cities surveyed range from \$1,218,000 to \$1,932,000. The main shortfalls are public education, monitoring, commercial and industrial programs, and construction and post construction management.

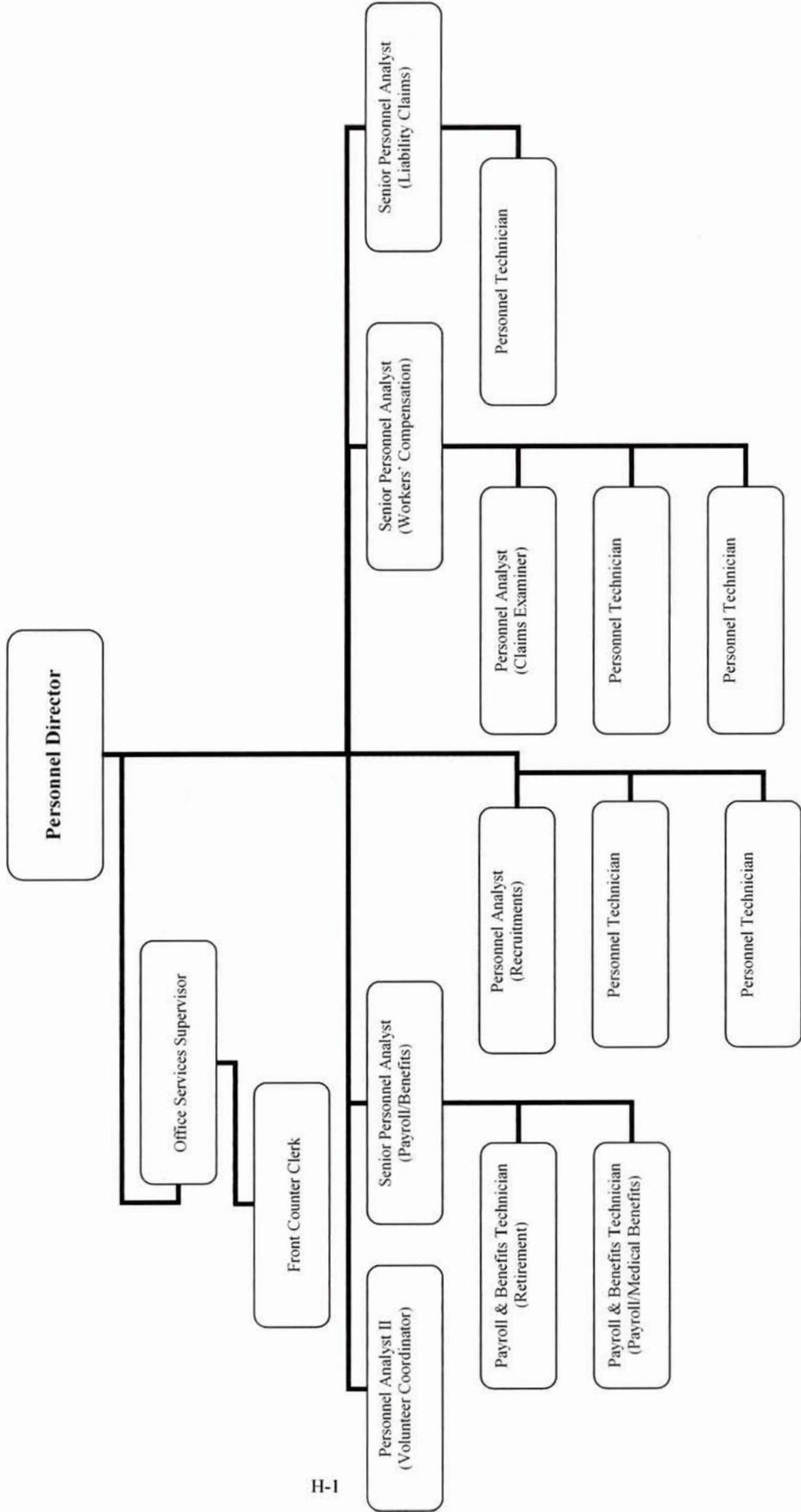
Regulatory issues will fall to Development Services and will need to be paid for with fees or monitoring deposits.

Municipal Utilities will need to add about \$300,000 in 2009-10 and \$300,000 in 2010-11 to help cover costs for increased public education, cleaning, monitoring and illicit discharge compliance. Due to lack of funds in the Storm Drain Utility, this will be done utilizing funds in the Wastewater Utility under existing line items.

Water Utility

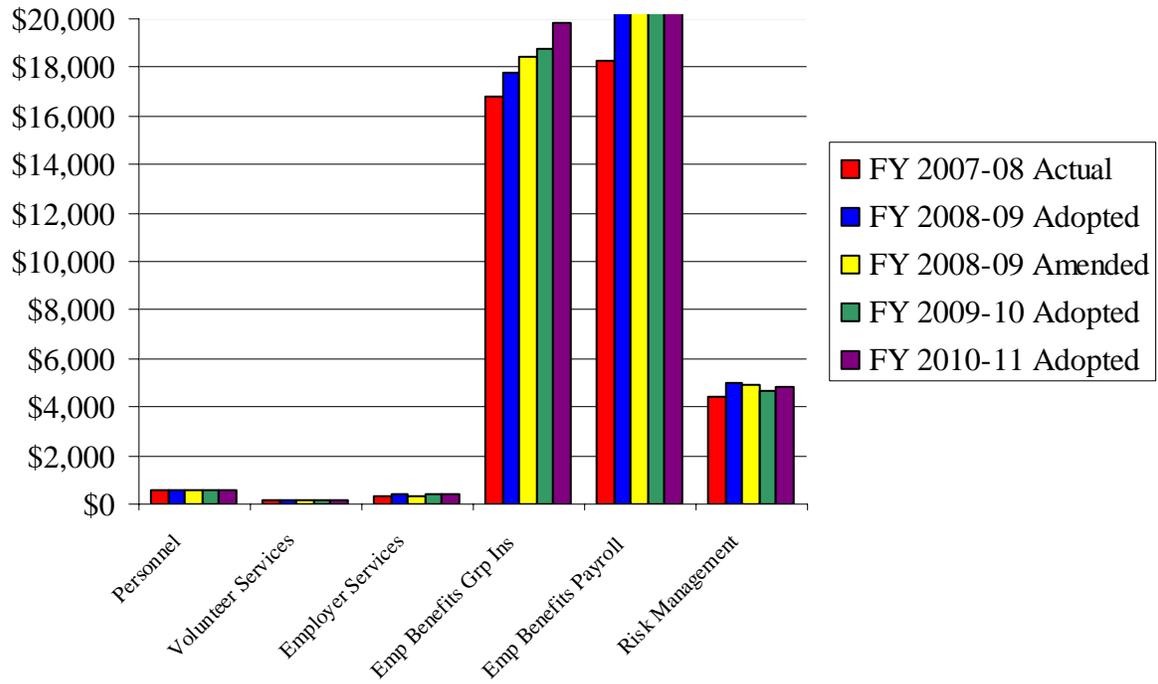
1. Funding for treatment facilities to remove arsenic and boron from Enterprise Groundwater Well No. 13 as required by U.S. Environmental Protection Agency (EPA).
2. Funding for Foothill Water Treatment Plant pre-treatment facilities to meet the Long Term Two (LT2) Enhanced Surface Water Treatment Regulations as required by EPA (dependent on the outcome of a demonstration study required by State Department of Health Services). Not Completed
3. Funding for removal of Westwood Manor surface water well system and reservoirs.
4. Additional funding to increase annual replacement of cast-iron and steel water mains within the water distribution system.

City of Redding Personnel Department Organizational Chart



PERSONNEL

Expenditure Comparisons (In Thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

PERSONNEL DEPARTMENT

Overview

The Personnel Department requested budget for fiscal year 2009-10 totals \$46,094,620, an increase of \$1,416,861 from the fiscal year 2008-09 amended budget. This increase is primarily due to increased costs in group health insurance and Public Employee Retirement System (PERS) contributions.

The adopted budget for fiscal year 2010-11 totals \$48,020,460, an increase of \$1,925,840 from the fiscal year 2009-10 adopted budget. This increase is also due primarily to increases in group health insurance and PERS costs.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Personnel	\$ 571,282	\$ 582,910	\$ 561,430	\$ 575,470	\$ 14,040	\$ 586,560	\$ 11,090
General Fund Subtotal	571,282	582,910	561,430	575,470	14,040	586,560	11,090
Volunteer Services	124,662	129,510	129,180	144,510	\$ 15,330	154,140	\$ 9,630
Employer Services	344,869	371,980	366,120	381,130	\$ 15,010	398,900	\$ 17,770
Employee Benefits Group Insurance	16,820,803	17,771,540	18,458,190	18,754,910	\$ 296,720	19,844,440	\$ 1,089,530
Employee Benefits Payroll	18,274,372	20,248,120	20,248,120	21,540,010	\$ 1,291,890	22,216,850	\$ 676,840
Risk Management	4,434,835	5,021,180	4,914,719	4,698,590	\$ (216,129)	4,819,570	\$ 120,980
Internal Service Fund Subtotal	39,999,541	43,542,330	44,116,329	45,519,150	1,402,821	47,433,900	1,914,750
TOTAL	\$ 40,570,823	\$ 44,125,240	\$ 44,677,759	\$ 46,094,620	\$ 1,416,861	\$ 48,020,460	\$ 1,925,840

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Personnel	FY 2010-11 Adopted	\$ 460,280	\$ 126,280	\$ -	\$ -	\$ 586,560
	FY 2009-10 Adopted	\$ 453,130	\$ 122,340	\$ -	\$ -	\$ 575,470
	FY 2008-09 Amended	\$ 424,270	\$ 137,160	\$ -	\$ -	\$ 561,430
	FY 2007-08 Actual	\$ 424,034	\$ 140,038	\$ 7,210	\$ -	\$ 571,282
Volunteer Services	FY 2010-11 Adopted	139,240	14,900	-	-	154,140
	FY 2009-10 Adopted	129,840	14,670	-	-	144,510
	FY 2008-09 Amended	112,300	16,880	-	-	129,180
	FY 2007-08 Actual	107,691	16,971	-	-	124,662
Employer Services	FY 2010-11 Adopted	179,110	219,790	-	-	398,900
	FY 2009-10 Adopted	167,340	213,790	-	-	381,130
	FY 2008-09 Amended	156,330	209,790	-	-	366,120
	FY 2007-08 Actual	133,052	211,817	-	-	344,869
Employee Benefits	FY 2010-11 Adopted	139,120	19,705,320	-	-	19,844,440
Group Insurance	FY 2009-10 Adopted	130,240	18,624,670	-	-	18,754,910
	FY 2008-09 Amended	118,840	18,339,350	-	-	18,458,190
	FY 2007-08 Actual	118,522	16,702,281	-	-	16,820,803
Employee Benefits	FY 2010-11 Adopted	-	22,216,850	-	-	22,216,850
Payroll	FY 2009-10 Adopted	-	21,540,010	-	-	21,540,010
	FY 2008-09 Amended	-	20,248,120	-	-	20,248,120
	FY 2007-08 Actual	-	18,274,372	-	-	18,274,372
Risk Management	FY 2010-11 Adopted	866,110	3,953,460	-	-	4,819,570
	FY 2009-10 Adopted	856,420	3,842,170	-	-	4,698,590
	FY 2008-09 Amended	796,770	4,117,949	-	-	4,914,719
	FY 2007-08 Actual	758,046	3,676,789	-	-	4,434,835
Total	FY 2010-11 Adopted	\$ 1,783,860	\$ 46,236,600	\$ -	\$ -	\$ 48,020,460
	FY 2009-10 Adopted	\$ 1,736,970	\$ 44,357,650	\$ -	\$ -	\$ 46,094,620
	FY 2008-09 Amended	\$ 1,608,510	\$ 43,069,249	\$ -	\$ -	\$ 44,677,759
	FY 2007-08 Actual	\$ 1,541,345	\$ 39,022,268	\$ 7,210	\$ -	\$ 40,570,823

Personnel

The following chart gives a breakdown of personnel in the various divisions of the Personnel Department which have employees:

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Personnel	F/T	7.00	7.00	7.00	6.00	(1.00)	6.00	0.00
	P/T	0.75	0.75	0.75	0.75	0.00	0.75	0.00
	Total	7.75	7.75	7.75	6.75	(1.00)	6.75	0.00
Volunteer Services	F/T	1.00	1.00	1.00	1.00	0.00	1.00	0.00
	P/T	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total	1.00	1.00	1.00	1.00	0.00	1.00	0.00
Risk Management	F/T	7.00	7.00	7.00	8.00	1.00	8.00	0.00
	P/T	0.75	0.75	0.75	0.00	(0.75)	0.00	0.00
	Total	7.75	7.75	7.75	8.00	0.25	8.00	0.00
Total	F/T	15.00	15.00	15.00	15.00	0.00	15.00	0.00
	P/T	1.50	1.50	1.50	0.75	(0.75)	0.75	0.00

2007-2009 Goals and Accomplishments

Personnel – Recruitment/Training/Payroll Division

Goal

Continue to improve the efficiency and responsiveness of the Personnel Department.

Accomplishments

1. Put Memorandums of Understanding, salary/benefits information, and employee applications on line for easy access by City employees and citizens.
2. Updated several City policies including “*Policy Regarding Use of Computers and Management of Electronic Record*” and “*Harassment, Discrimination & Retaliation Policy and Complaint Procedure.*”
3. Provided notice of upcoming performance evaluations to departments electronically.
4. Implemented an annual policy distribution program whereby employees will be provided key Personnel policies, sign acknowledgment forms and return them to Personnel to ensure employee awareness of important City policies and any updates that might occur.
5. Personnel payroll staff conducted training on payroll applications approximately every six months for payroll clerks and other employees involved in performing payroll tasks.
6. Personnel staff conducted personal/workplace safety training for all Library staff.
7. Personnel staff conducted approximately six fire extinguisher and emergency drills for various City departments.
8. Personnel staff conducted ADA training for various City departments.

Goal

Prepare for and successfully complete contract bargaining with applicable represented employee groups.

Accomplishments

1. Established City Council goals and strategies for contract negotiations prior to beginning the negotiations process.
2. Successfully negotiated two new contracts with the Service Employees International Union, Local 1021 and currently working on two successor contracts with IBEW, Local 1245.
3. Ensured that any new contracts are consistent with the City Councils’ direction.

Goal

Work with Departments on ongoing turnover of City staff due to retirements.

Accomplishment

1. Worked with the City Manager and department directors to determine if vacancies due to retirements could possibly be left unfilled based on a hiring freeze that has been in place for the past year and a half.
2. Continued our participation in the Liebert Cassidy Whitmore training consortium - classes included: “*Discipline: Putting It into Place,*” “*Preventing Workplace Harassment, Discrimination and Retaliation,*” “*Ethics in Public Service,*” “*Supervisory Skills for the First Line Supervisor/Manager,*” “*Managing Performance Through Evaluation,*” “*Public Sector Employment Law Update,*” “*Managing the Marginal Employee,*” and “*Privacy Issues in Our Technological World.*”

3. Facilitated National University BA and Masters Degree Program for City employees.
4. Conducted citywide Supervisory Training Academy which included Effective Communications, Writing Performance Evaluations, Selecting the Right Employee, Safety Investigations, etc.

Risk Management – Worker’s Compensation/Liability Claims Division

Goal

Continue to improve the efficiency and responsiveness of the Risk Management Division.

Accomplishments

1. The frequency of workers’ compensation claims has been successfully reduced through management and supervisor training, immediate contact with claimants, and prompt response to incidents.
2. Provided and implemented an updated Injury and Illness Prevention Program through citywide training. Safety awareness and compliance have been emphasized with three 30-hour OSHA safety courses providing training for more than sixty citywide staff as well as a ten-hour course for all department directors.
3. Improved accident investigations by utilizing staff for root cause analysis of each and every incident in an effort to reduce work place hazards and to decrease the City’s liability exposure.
4. The City contract process has been scrutinized, updated and revised and new language has been added to contracts, where necessary, for insurance requirements to meet the ever-changing insurance industry.
5. The Safety Inspection Team has been reinstated to its full function with monthly inspections and reports being generated since May 13, 2008. The inspections have resulted in identifying possible OSHA violations, liability issues, workers’ compensation issues, Fire Code violations, general safety concerns, and items that need to be addressed by the Building Maintenance staff.

Goal

Reduce the budget for Workers’ Compensation and Liability claims account funds.

Accomplishments

1. Through proactive management of workers’ compensation claims and building strong working relationships with local medical service providers, staff has minimized the adverse effects of rising medical care costs.
2. Proactive investigation of liability claims and meeting with claimants as soon as possible upon receipt of a claim has helped to resolve claims in a cost efficient manner.
3. Costs for MRI’s, CT scans and other forms of imaging have been reduced approximately fifty percent through direct contacts with two local imaging providers. Additionally, bill review fees for these services have been eliminated.
4. A detailed examination and evaluation of the City’s exposures in both the liability and workers’ compensation programs have resulted in significant premium cost savings to the City as a result of actively seeking and securing competitive insurance providers.

Volunteer Services Division

Goal

Maximize the efficiency and responsiveness of the Volunteer Division.

Accomplishments

1. Established the first Shasta County Volunteer Coordinator Network. There are currently more than 55 nonprofit organizations that meet for training and networking each month throughout the year.
2. Organized and coordinated the First Annual Volunteer Fair in 2008 which was hosted at the YMCA and matched talents of volunteers with numerous agencies including the City of Redding.
3. Provided monthly and quarterly training for volunteers in areas of communication, customer service and workplace safety.
4. Established programs for seniors and workshops to reduce the risk of fraud/identity theft for the senior community working closely with numerous agencies including Shasta College, RSVP, Women’s Refuge, YMCA, Adult Protective Services, and Golden Umbrella.
5. Created several new volunteer positions throughout the City of Redding by working closely with City staff to understand Department needs and requirements while effectively matching the qualifications and skills of our volunteers.

Goal

Recognize volunteers for their service.

Accomplishments

1. Sent thank you notes, birthday and get well cards as needed each year and coordinated informational and interesting outings for our volunteers to participate in tours of local museums, the Planetarium, and Shascom, all of which were well received.
2. Hosted the annual Volunteer Dinner adding a “game show” theme activity before recognizing volunteers for their hours of service to the City.

Performance Measures and Workload Indicators

Personnel Division

The following table displays some of the workload indicators for the past, present and projected future of the Personnel Division.

Workload Indicators	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Recruitments conducted	82	60	72	40	40	40
Employment applications processed	3,890	2,000	4,130	3,000	3,000	3,000
Employment interest cards processed	1,600	1,900	1,874	1,600	1,800	1,800
Orientations conducted	200	180	15	100	100	100
Employee training sessions conducted/facilitated by Personnel	13	12	32	24	23	23
Labor contracts negotiated	3	2	3	3	3	1
Personnel transactions	520	450	504	350	350	350
Retirements processed	46	40	34	30	35	35
Labor/management meeting outside	67	73	56	65	65	65

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Risk Management Division

The following table displays some of the workload indicators for the past, present and projected future of the Risk Management Division.

Workload Indicators	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Workers' compensation indemnity claims opened	98	67	43	69	60	57
Workers' compensation medical only claims opened	80	73	57	70	66	48
Liability claims opened	180	123	148	150	140	146
Liability claims closed without payments	60%	60%	39%	53%	50%	47%

Employer Services Division

The following table displays some of the workload indicators for the past, present and projected future of the Risk Management Division.

Workload Indicators	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Service awards	185	151	112	149	164 *	207 *
DMV physicals	115	130	122	125	135	135
Pre-employment drug tests	110	120	112	115	115	115
Physicals - Fire, Safety, Pre-employment, Mask Fits	123	160	140	150	178	178 *

The Service Awards Program was subject to budget cuts, this number represents those eligible for recognition only.

2009-11 Goals and Objectives

Personnel – Recruitment/Training/Payroll Division

Goal

Continue to improve the efficiency and responsiveness of the Personnel Department.

Objectives

1. Update Personnel Internet Web site to afford applicants the ability to complete Interest Cards for various positions and Job Applications on line.
2. Conduct recruitments in a manner that will provide departments with a list of the best qualified candidates for any given position.
3. Conduct labor negotiations in a positive and professional manner; gaining the trust and respect of the bargaining team members.
4. Handle all personnel matters in a confidential professional manner.
5. Respond to citizen and employee inquiries in an expeditious and thorough manner.

Goal

Prepare for and successfully complete contract bargaining with applicable represented employee groups.

Objectives

1. Establish City Council goals and strategies for contract negotiations prior to beginning the negotiations process.
2. Successfully negotiate new contracts with the International Brotherhood of Electrical Workers - Electric and Maintenance Employees; and the Peace Officers Association of Redding - Miscellaneous Employees.
3. Ensure that the new contracts are consistent with the City Councils' direction.

Goal

Work with Departments on the turnover of City staff due to retirements and layoffs.

Objective

The Personnel Department will continue to work creatively with departments to efficiently administer their succession planning programs, especially for key management positions. This could include reorganizing the department to meet the needs of the customers with fewer employees and to compensate for the loss of some historical knowledge.

Risk Management – Workers' Compensation/Liability Claims Division

Goal

Continue to improve the efficiency and responsiveness of the Risk Management Division.

Objectives

1. Continue to analyze the structure of the City's workers' compensation and liability programs and implement changes to streamline processes and procedures.
2. Ensure that all paperwork involving workers' compensation claims, liability claims, insurance certificates, etc. are completed accurately and processed in a timely manner.
3. Continue to stay current with new workers' compensation and liability laws.
4. Continue to encourage ongoing communication between the injured worker, the supervisor, citizens filing claims, and City staff.
5. Continue to assist City departments in maintaining compliance with Cal/OSHA regulations, safety training, and making the best use of the City's Injury and Illness Prevention Program.

Goal

Reduce the budget for Workers' Compensation and Liability claims account funds.

Objectives

1. Continue the safety training program with emphasis on working safely in a safe work environment.
2. Provide training and a system of accountability as dictated by the nature of Liability claims (i.e., improve accident investigations) and Workers' Compensation claims (i.e., reduce workplace hazards and improve accident investigations.).
3. Provide Workers' Compensation training for new supervisors and continue to update and train all supervisors regarding changes to Cal/OSHA regulations and requirements.

Volunteer Services Division

Goal

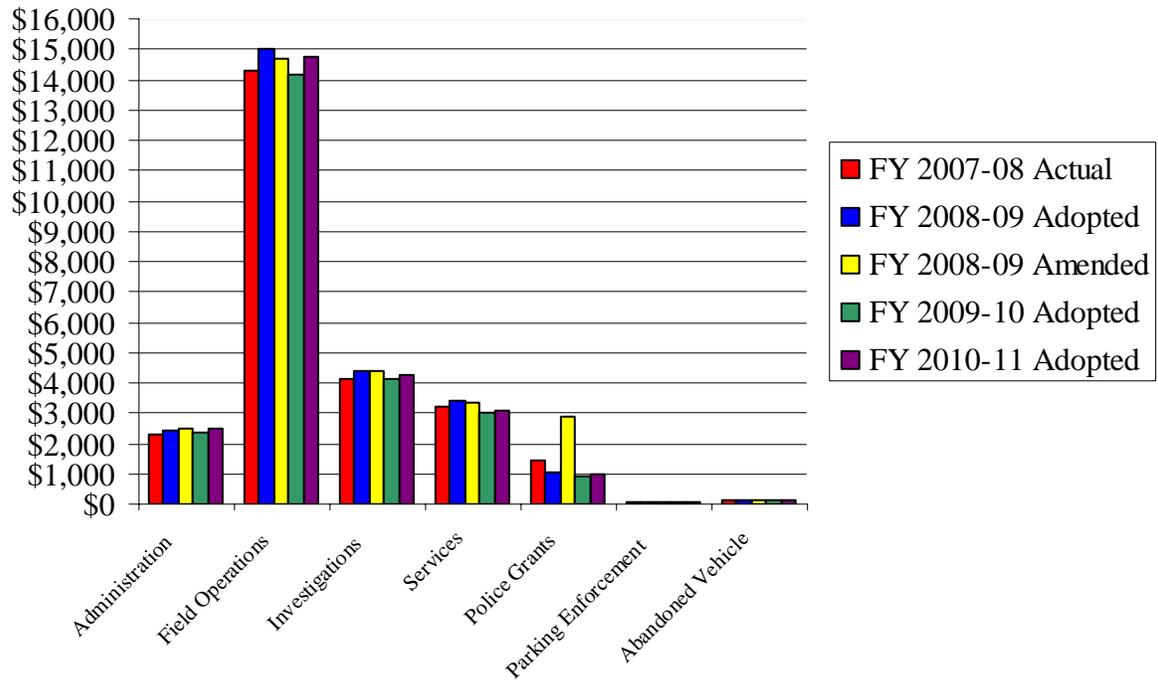
Maximize the efficiency and responsiveness of the Volunteer Division.

Objectives

1. Continue to provide enhancement to City programs and services by combining the skills and abilities of volunteering individuals with challenging municipal projects and find new roles for volunteers to better serve the citizens and departments within the City of Redding.
2. Sponsor a citywide Volunteer Fair in an effort to further develop the bond between City employees and volunteers.
3. Provide various training sessions for volunteers in areas of communication, workplace safety and professionalism.

POLICE DEPARTMENT

Expenditure Comparisons (In Thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

POLICE DEPARTMENT

Overview

The Police Department's adopted budget for FY 2009-10 totals \$24,818,880 which is \$3,128,815 less than the adopted budget for FY 2008-09 of \$27,947,695. While much of the decrease is due to a reduction in grant funding, \$1,207,010 in reductions is included in the four General Fund budget divisions. Since July 2008 through the end of fiscal year ending June 30, 2011, the Police Department will have given up 30 full-time positions: seven police officer positions, 21 non-sworn positions, and reduced two full-time positions to half-time. One part-time car washer position was also eliminated, along with 66 percent of the cadet hours. The adopted budget for FY 2009-10 is less than the amended budget for 2008-09 in personnel, materials & supplies, and capital outlay. Police has also reduced its rolling stock balance by \$300,000 for 2008-2009 and committed to an ongoing reduction of an additional \$100,000 per year, which will negatively impact our vehicle replacement schedule. For FY 2010-11, the adopted budget totals \$25,792,010, which is \$973,130 over the FY 2009-10 adopted budget due to salary and benefit increases.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Administration	\$ 2,276,851	\$ 2,453,220	\$ 2,492,320	\$ 2,354,380	\$ (137,940)	\$ 2,477,670	\$ 123,290
Field Operations	14,311,179	14,987,560	14,668,550	14,278,420	(390,130)	14,784,530	506,110
Investigations	4,104,216	4,421,050	4,379,440	4,139,650	(239,790)	4,291,470	151,820
Services	3,222,743	3,399,880	3,326,990	2,926,380	(400,610)	3,088,110	161,730
Police Grants	1,470,577	1,035,930	2,893,445	928,810	(1,964,635)	956,000	27,190
General Fund Subtotal	25,385,566	26,297,640	27,760,745	24,627,640	(3,133,105)	25,597,780	970,140
Parking Enforcement	65,536	63,810	64,210	69,560	5,350	72,450	2,890
Abandoned Vehicle	111,864	122,740	122,740	121,680	(1,060)	121,780	100
Parking Subtotal	177,400	186,550	186,950	191,240	4,290	194,230	2,990
TOTAL	\$ 25,562,966	\$ 26,484,190	\$ 27,947,695	\$ 24,818,880	\$ (3,128,815)	\$ 25,792,010	\$ 973,130

* Excluded carryover amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Administration	FY 2010-11 Adopted	\$ 1,865,430	\$ 612,240		\$ -	\$ 2,477,670
	FY 2009-10 Adopted	\$ 1,763,670	\$ 590,710		\$ -	\$ 2,354,380
	FY 2008-09 Amended	\$ 1,857,990	\$ 593,010	\$ 41,320	\$ -	\$ 2,492,320
	FY 2007-08 Actual	\$ 1,672,092	\$ 599,951	\$ 4,808	\$ -	\$ 2,276,851
Field Operations	FY 2010-11 Adopted	13,463,450	1,286,080	35,000	-	14,784,530
	FY 2009-10 Adopted	12,921,550	1,321,870	35,000	-	14,278,420
	FY 2008-09 Amended	13,107,570	1,311,650	249,330	-	14,668,550
	FY 2007-08 Actual	12,587,966	1,393,293	329,920	-	14,311,179
Investigations	FY 2010-11 Adopted	3,970,830	320,640	-	-	4,291,470
	FY 2009-10 Adopted	3,819,560	320,090	-	-	4,139,650
	FY 2008-09 Amended	3,915,900	417,390	46,150	-	4,379,440
	FY 2007-08 Actual	3,676,291	379,318	48,607	-	4,104,216
Services	FY 2010-11 Adopted	1,594,190	1,479,920	-	14,000	3,088,110
	FY 2009-10 Adopted	1,525,910	1,386,470	-	14,000	2,926,380
	FY 2008-09 Amended	1,807,280	1,507,210	-	12,500	3,326,990
	FY 2007-08 Actual	1,742,435	1,459,903	-	20,405	3,222,743
Police Grants	FY 2010-11 Adopted	711,240	8,760	236,000	-	956,000
	FY 2009-10 Adopted	682,860	9,950	236,000	-	928,810
	FY 2008-09 Amended	1,038,920	18,871	1,835,654	-	2,893,445
	FY 2007-08 Actual	348,210	10,066	1,112,301	-	1,470,577
Parking Enforcement	FY 2010-11 Adopted	50,700	21,750	-	-	72,450
	FY 2009-10 Adopted	47,930	21,630	-	-	69,560
	FY 2008-09 Amended	40,560	23,650	-	-	64,210
	FY 2007-08 Actual	47,000	18,536	-	-	65,536
Abandoned Vehicle Abatement	FY 2010-11 Adopted	110,000	11,780	-	-	121,780
	FY 2009-10 Adopted	110,000	11,680	-	-	121,680
	FY 2008-09 Amended	110,000	12,740	-	-	122,740
	FY 2007-08 Actual	76,849	14,088	20,927	-	111,864
Total	FY 2010-11 Adopted	\$ 21,765,840	\$ 3,741,170	\$ 271,000	\$ 14,000	\$ 25,792,010
	FY 2009-10 Adopted	\$ 20,871,480	\$ 3,662,400	\$ 271,000	\$ 14,000	\$ 24,818,880
	FY 2008-09 Amended	\$ 21,878,220	\$ 3,884,521	\$ 2,172,454	\$ 12,500	\$ 27,947,695
	FY 2007-08 Actual	\$ 20,150,843	\$ 3,875,155	\$ 1,516,563	\$ 20,405	\$ 25,562,966

Personnel

The Police Department made significant cuts to their 2007/2009 budget by eliminating four police officer positions and moving two additional officers to grant funding. Three additional sworn officer positions were lost due to declining grant funding, reducing the total number of sworn officers from 119 to 112. The Police Department has also eliminated a Records Supervisor position, a Network Technician, a custodian, four Police Records Technicians, 14 Community Service Officers, and reduced two full-time positions to half-time to meet the budget reductions requested. The Department also reduced cadet hours by two-thirds and eliminated a part-time car washer. In December 2009 we also anticipate the retirement of a Sergeant and a Captain.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

A reduction in grant funds has also affected the Police Department budget. In July 2008, an Elder Abuse Investigator position was lost. Additionally, two grant-funded DUI officer positions were eliminated in December 2008, due to loss of grant funding. Grant funding was also eliminated for a Computer Crimes Investigator. This position is currently being partially funded by savings from a vacant Community Services Officer position and by not promoting a Sergeant position.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Administration	F/T	13.00	13.00	13.00	11.00	(2.00)	11.00	-
	P/T	-	-	-	0.50	0.50	0.50	-
	Total	13.00	13.00	13.00	11.50	(1.50)	11.50	-
Field Operations	F/T	96.00	96.00	91.00	90.00	(1.00)	83.00	(7.00)
	P/T	9.13	9.13	9.13	4.50	(4.63)	4.50	-
	Total	105.13	105.13	100.13	94.50	(5.63)	87.50	(7.00)
Investigations	F/T	29.00	29.00	29.00	27.00	(2.00)	27.00	-
	P/T	-	-	-	-	-	-	-
	Total	29.00	29.00	29.00	27.00	(2.00)	27.00	-
Services	F/T	24.00	24.00	23.00	17.00	(6.00)	17.00	-
	P/T	-	-	0.50	1.00	0.50	1.00	-
	Total	24.00	24.00	23.50	18.00	(5.50)	18.00	-
Police Grants	F/T	10.00	10.00	10.00	4.00	(6.00)	4.00	-
	P/T	-	-	-	-	-	-	-
	Total	10.00	10.00	10.00	4.00	(6.00)	4.00	-
Parking Enforcement	F/T	1.00	1.00	1.00	1.00	-	1.00	-
	P/T	-	-	-	-	-	-	-
	Total	1.00	1.00	1.00	1.00	-	1.00	-
Total	F/T	173.00	173.00	167.00	150.00	(17.00)	143.00	(7.00)
	P/T	9.13	9.13	9.63	6.00	(3.63)	6.00	-
	Total	182.13	182.13	176.63	156.00	(20.63)	149.00	(7.00)

Significant Issues

With the loss of the positions within the adopted budget as listed below it will not be possible to maintain the current level of services. In addition to the loss of personnel, the continued reduction in the operating materials and capital outlay budgets has created a long list of unmet needs. Increases in some costs are beyond the control of the Department, requiring budget reductions in other areas. A \$100,000 ongoing reduction in rolling stock will eventually have a significant impact on the Department's fleet.

The Police Department has several areas of concern which are identified as Significant Issues.

Police Officers

Due to the current state of the economy the most significant issue faced by the Redding Police Department is manpower. A few years ago RPD developed a 15 year Staffing Plan which recommended hiring additional officers each year, based on a manpower study completed in 2002. The City Council added four new police officer positions to our Department in 2006 to help create a new police beat, giving the Department a total of 119 sworn police officers. Due to recent severe budget reductions and loss of grant-funded positions, the Department is currently down to 112 officers.

Support Staff

To meet the budget reductions directed by the City Council, the Redding Police Department has reduced its support staff by a total of 21 full-time employees and one part-time employee. In addition, two full-time employees are reduced to half-time and cadet hours have been reduced by two-thirds.

New Police Building

The Police Department has been housed in our current facility since 1978. Due to overcrowding the Investigations Division moved to a remote site in 1988, leasing office space several blocks south of the Department. Investigations moved again in 1994 to another, larger location in the Downtown Mall. This separation causes hardships ranging from fiscal increases for rental payments to the loss of efficiency and communications between Investigations and the other divisions.

The current facility is in need of major repairs, including plumbing, electrical, air conditioning, and a new roof (at an estimated cost of \$600,000). Other issues with the current facilities are lack of space for property and evidence, essential equipment storage, DNA evidence storage, office space for employees, and lack of parking for police vehicles. We also lack proper parking facilities for the large public safety vehicles such as the prisoner transport van, community clean-up van, the reader board and SMART trailers, the SWAT van and the mobile command center. The facility does not meet the requirements of the "Essential Services Act"

Uncertain Status of Grant Funding

The Police Department relies heavily on grant funding and other outside sources to finance essential programs, special projects, technology, equipment and personnel. This includes several police officers and one information technology supervisor, as well as bulletproof vests, traffic equipment and overtime funding. Grant funding for several positions has recently been eliminated and many programs, have been severely impacted.

Operating Materials

In an effort to prevent further layoffs, the Department offered a \$300,000 one-time reduction in rolling stock, plus an ongoing reduction of \$100,000. The Department also reduced POST and Non-POST training by \$25,000 and additional operating materials by \$25,000. These reductions will have a negative impact on the operations of the Department due to previous reductions and will hinder the Department's ability to purchase basic needs, such as officer equipment, range supplies, computers and office supplies.

2007-2009 Goals and Accomplishments

Goal

Continue to maintain Department staffing levels

Accomplishment

During Fiscal Year 2007/2008 the Department remained fully staffed. Due to budget reductions starting July 1, 2008, the Department has lost approximately ten full-time positions (as of March 2009). The Police Department remains aggressive in our attempt to secure alternate funding revenue (grants, contracts, state reimbursements, etc.) during the current economic downturn.

Goal

Increase community awareness and reduce the number of crimes through community education and participation

Accomplishment

Approximately 20 press releases were sent to the media on current scams and crimes. These resulted in dozens of interviews and stories with the local newspapers, television and radio stations. As a result of this coverage, RPD received daily phone calls from residents reporting receiving these scam offers but did not fall for them because of this information. RPD provided hundreds of presentations to businesses, neighborhood groups, civic groups, schools and fraternal organizations, offering information to thousands of people on topics such as identity theft, robbery prevention, personal safety, workplace safety, Neighborhood Watch, date rape prevention, internet safety and Stranger Danger. Additional, RPD participated in a number of public events, including Take Back the Day/Night, National Night Out, Red Ribbon Week/Family Day in the Park, Latino Independence Day, and the Redding Services and Energy Fair.

Goal

Provide enhanced career development opportunities in the Investigations Division

Accomplishment

Twenty four people rotated through the Investigations Division during the 2007-2009 budget cycle. Within the division, 20 investigators changed units in order to gain exposure to more varied types of crimes. Over the course of the two year cycle, Investigations Division personnel attended seven high tech/information training courses, three sexual assault/child molest classes, four gang classes, four financial crimes classes, four classes for major crimes related issues, three drug related courses, two CVSA/interview classes, seven policy/law update courses, and seven leadership training courses all paid with non-POST funds.

Goal

Increase level of gang enforcement and education

Accomplishment

With funding from a California Emergency Management Agency grant, a gang-unit Sergeant position was created to focus on regional anti-gang activities. This sergeant has organized weekly SAGE operations and training functions as well as presentations to community groups such as Kiwanis, Rotary, Child Protective Services, Lions, and teachers' groups. He has established a communications network consisting of gang officers from 13 northern California counties and has organized training events for them featuring nationally recognized speakers. Investigators work closely with SROs to monitor teen gang activity and have created an extensive file of documented gang members. Proactive surveillance and monitoring of motorcycle gangs has led to better intelligence and more accurate information about these types of gangs and their activities in the north state.

Goal

Develop and update our current Mobile Data Computer system.

Accomplishment

We updated Data-Tac software to the latest release and purchased 23 new Panasonic Toughbooks to replace the older Motorola computers. There were no funds during this budget to purchase equipment for faster transmission speeds. RPD assisted Shascom in developing a plan for a new mobile data build-out for all public safety agencies.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Goal

Reduce alcohol-involved injury/death collision rate through directed enforcement and public awareness.

Accomplishment

Two DUI officers were funded by a grant from the California Office of Traffic Safety for a two year period. These officers concentrated on late night patrols, targeting repeat offenders and probation compliance and increasing public awareness. DUI arrests increased dramatically in 2007 and 2008, and alcohol-involved injury rates decreased by seven percent and there were no alcohol related fatalities during this period.

Goal

Complete federally mandated NIMS (National Incident Management System) training for sworn personnel.

Accomplishment

All sworn officers, including command staff and supervisory personnel attended mandated NIMS training during this budget cycle. Redding Police personnel regularly participate in City of Redding Emergency Operations Center drills and training sessions.

Goal

Staff and maintain new patrol beat.

Accomplishment

In 2005, the average police response time for priority calls for service was approximately 16:08 minutes. In an effort to reduce response times, the Redding Police Department implemented an additional beat in north Redding. As a result of this and additional efforts, the police response times dropped significantly. In 2007 response times were 11:18 minutes and in 2008 police response times were 11:59 minutes. The responsibility of the Redding Police Department is to provide an essential public safety service to the community. Even though we are faced with difficult budgetary considerations, it is the goal of the Redding Police Department to maintain the current level of service and police response times.

Workload Indicators	2004	2005	2006	2007	2008	2009 Projected	2010 Projected
Population	87300	89193	89973	90045	90491	90928	91367
Calls for service	82037	85672	82556	86100	85451	84702	85418
Average response times (Priority 0-2)	14:04	17:02	11:46	11:18	11:59	11:41	11:39
Total arrests	6863	6830	7957	8886	9574	8806	9089
Felony arrests	2253	2479	2569	2533	2435	2512	2493
Total booked	4817	4494	5374	6312	6394	6027	6244
Major crimes (Part I Crimes)	4151	4651	3757	3100	3796	3551	3482
DUI arrests	442	395	616	1010	774	800	861
Traffic Collisions	1833	1829	1760	1782	1475	1672	1643

unless otherwise stated:

2009 projections = average from 2006-2008

2010 projections = average from 2007-2009

2009 & 2010 population projection based on average increase of .48% (average 2005-2008)

2009-11 Goals and Objectives

Administrative and Services Divisions

Goal

Maintain effective customer service levels.

Objective

Continue to meet the expectations of the citizens of Redding with reduced resources by reorganizing workloads and analyzing internal processes.

Goal

Continue to replace, develop and update our Mobile Data Computer system.

Objective

Continue to replace mobile data systems in the patrol vehicles with updated and more durable computers. Look for grant funds to develop a faster primary connection broadband system to the existing mobile data application to provide more timely information to the officers in the field.

Field Operations Division

Goal

Maintain current patrol officer staffing levels.

Objective

Prioritize response times, so that citizens needing emergency service can expect reasonable service.

Goal

Prioritize and continue the successful programs the Neighborhood Police Unit was facilitating prior to being temporarily disbanded.

Objective

Ensure patrol officers are maintaining a problem solving philosophy in dealing with quality of life issues in Redding.

Goal

Continue to emphasize traffic safety by aggressively enforcing traffic laws, particularly driving under the influence.

Objective

Train patrol officers in driving under the influence enforcement, and make it an expectation of their daily activity.

Investigations Division

Goal

Complete investigations on two unsolved homicide cases with new physical evidence leads.

Objective

This year we obtained physical evidence identifying a potential suspect in a 1988 homicide case. The case was recently reopened with an active investigation ongoing. The 2000 homicide investigation, which was listed on our 2007-09 goals, continues to be an open investigation. Funding for this investigation case is an issue that we hope to resolve during this fiscal cycle.

Goal

Maintain and enhance the High Tech Crimes Unit in the Investigations Division.

Objective

The Investigations Division High Tech Crimes Unit has been grant funded at 50% during the 2007-2009 fiscal cycle. The grant was discontinued in 2009 and the position is now funded from the 442 account due to unfilled positions. The High Tech Crimes Unit is an essential element to criminal investigations relating to computer and electronic device crimes. The position not only needs to be maintained but expanded to keep pace with the growing number of crimes involving computers and electronic devices.

Goal

Establish a full time Elder Abuse position.

Objective

Establish a full time investigations position for elder abuse. This is to assist a growing number of aging citizens in our community who are becoming victims of elder abuse. The Redding Police Department Elder Abuse investigator position was lost due to loss of grant funding in 2008.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Unmet Needs (in order of priority)

PERSONNEL:

Restore Community Service Officers (14)	1,050,000
Crime Statistician (from half-time to full-time)	38,000
Network Technician	75,000
Police Records Technicians (4)	270,000
Admin Assistant (from half-time to full-time)	32,000
Police Records Supervisor	85,000
Custodian	62,500
Restore Officers (7)	840,000
Restore Cadet funding	100,000

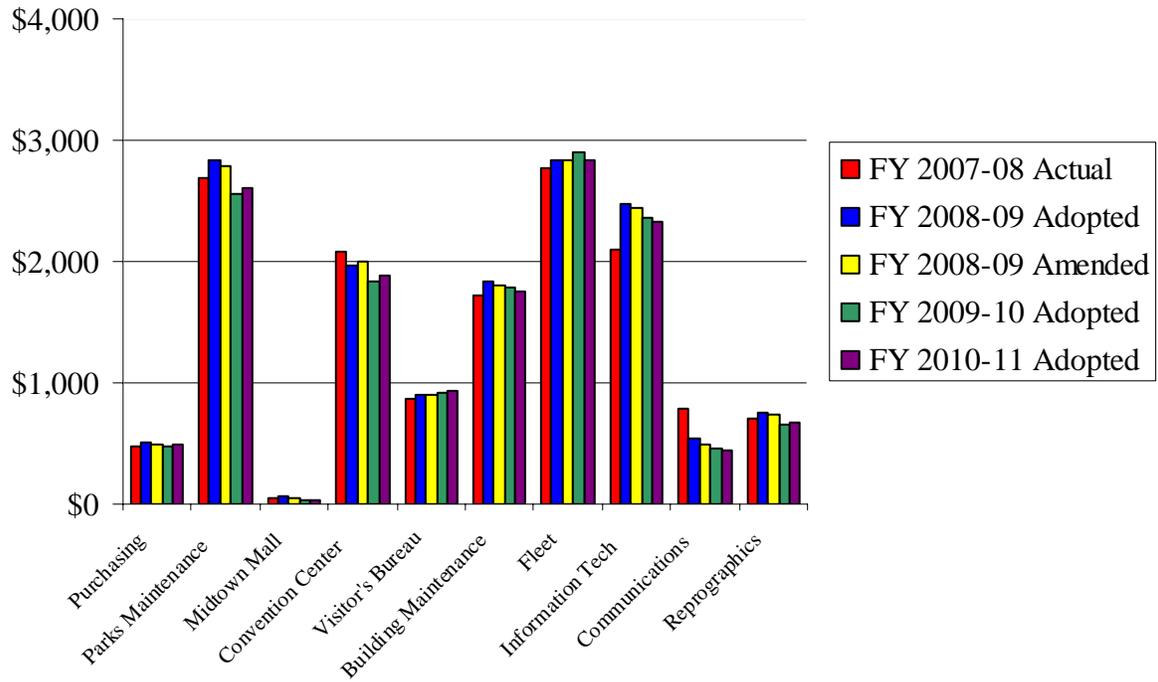
EQUIPMENT/CAPITAL OUTLAY

Reinstate rolling stock reduction	100,000
Tasers (43 additional) and associated equipment	48,300
Patrol helmets for officers	30,000
Digital Recording Solution (PUMA)	76,000
Lexipol Policy Service and training bulletins	20,000
Ballistic vests (population 100k)	50,000
Software, memory, licenses, KVM	12,700
Autocite (handheld citations) replacement (x6)	22,000
Chaplain needs	560
Peer Support vests and training	400
Honor Guard	1,500
Defensive Tactics Team (training cuffs)	650
Motor Equipment--intersection lights (set for 6 motors)	1,000
K-9 Unit (dog, bite suit, scratch pants)	14,800
Combat Application Toumiquets C.A. T. (120)	3,500
Automated External Defibrillators A. E.D. (4)	12,000
Graffiti baking soda blaster, supplies, and compressor	2,000
Sand blast and repaint Community Clean Up Dump Trailer	3,000
Firearms tools	800
Range Program (20 Glock training pistols and misc supplies)	13,600
Carpet Cleaning machine	3,500
Mobile Cop Application (email for MDCs, all officers)	3,000
Fax machine replacement (2)	2,800
Misc. Office equipment	4,500
High Tech expenses (prior grant funding)	4,900
SWAT Bushmaster XM15 M-4 Auto rifles and equipment (10)	27,700
SWAT Night Optics (19)	64,150
Hostage Negotiation Equipment	16,000
Scheduling Solution (Speedshift Upgrade or Telesuff)	75,000
Phone system/voicemail	35,000
Coplogic (online reporting system)	19,250
Traffic Unit Radar Trailer	15,150
Crash Data Retrieval (CDR) System (black box)	6,500
Force Options replacement of current system	60,200
New roof	580,000
New Building	35,000,000

Total Unmet Needs	<u>\$ 38,882,960</u>
-------------------	----------------------

SUPPORT SERVICES

Expenditure Comparisons (In Thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

SUPPORT SERVICES DEPARTMENT

Overview

The Support Services Department's adopted budget for FY 2009-10 totals \$13,989,470, which is \$575,626 less than the amended budget for FY 2008-09 of \$14,565,096. The decrease is related to two retirements in Information Technology, the elimination of positions in Reprographics, Parks Maintenance and Fleet Maintenance. For FY 2010-11, the adopted budget totals \$13,999,110, which is \$9,640 more than the FY 2009-10 adopted budget.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Purchasing	\$ 471,096	\$ 503,670	\$ 498,100	\$ 476,190	\$ (21,910)	\$ 495,780	\$ 19,590
Parks Maintenance	2,695,251	2,829,750	2,788,019	2,561,140	(226,879)	2,614,630	53,490
Midtown Mall	49,732	64,350	47,520	27,990	(19,530)	27,990	-
General Fund Subtotal	3,216,079	3,397,770	3,333,639	3,065,320	(268,319)	3,138,400	73,080
Convention Center	2,079,283	1,971,740	1,996,609	1,841,920	(154,689)	1,887,110	45,190
Visitor's Bureau	862,706	896,110	897,370	917,510	20,140	936,460	18,950
Enterprise Fund Subtotal	2,941,989	2,867,850	2,893,979	2,759,430	(134,549)	2,823,570	64,140
Building Maintenance	1,717,231	1,833,870	1,809,789	1,782,530	(27,259)	1,758,710	(23,820)
Fleet Maintenance	2,763,273	2,841,800	2,838,660	2,909,630	70,970	2,833,980	(75,650)
Information Technology	2,099,523	2,480,770	2,448,840	2,360,660	(88,180)	2,324,410	(36,250)
Communication	792,861	546,610	498,829	461,920	(36,909)	450,890	(11,030)
Reprographics	708,581	749,030	741,360	649,980	(91,380)	669,150	19,170
Internal Service Funds Subtotal	8,081,469	8,452,080	8,337,478	8,164,720	(172,758)	8,037,140	(127,580)
TOTAL	\$ 14,239,537	\$ 14,717,700	\$ 14,565,096	\$ 13,989,470	\$ (575,626)	\$ 13,999,110	\$ 9,640

* Excluded carry over amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Purchasing	FY 2010-11 Adopted	\$ 400,010	\$ 95,770	\$ -	\$ -	\$ 495,780
	FY 2009-10 Adopted	\$ 382,440	\$ 93,750	\$ -	\$ -	\$ 476,190
	FY 2008-09 Amended	\$ 393,380	\$ 104,720	\$ -	\$ -	\$ 498,100
	FY 2007-08 Actual	\$ 367,969	\$ 103,127	\$ -	\$ -	\$ 471,096
Parks Maintenance	FY 2010-11 Adopted	1,670,170	944,460	-	-	2,614,630
	FY 2009-10 Adopted	1,621,800	939,340	-	-	2,561,140
	FY 2008-09 Amended	1,719,410	1,015,629	52,980	-	2,788,019
	FY 2007-08 Actual	1,648,970	934,516	111,765	-	2,695,251
Midtown Mall	FY 2010-11 Adopted	-	17,990	10,000	-	27,990
	FY 2009-10 Adopted	-	17,990	10,000	-	27,990
	FY 2008-09 Amended	-	44,690	2,830	-	47,520
	FY 2007-08 Actual	-	38,869	10,863	-	49,732
Convention Center	FY 2010-11 Adopted	1,093,220	712,880	-	81,010	1,887,110
	FY 2009-10 Adopted	1,053,410	710,010	-	78,500	1,841,920
	FY 2008-09 Amended	1,098,410	726,420	95,729	76,050	1,996,609
	FY 2007-08 Actual	1,088,389	839,309	77,252	74,333	2,079,283
Visitors Bureau	FY 2010-11 Adopted	450,510	485,950	-	-	936,460
	FY 2009-10 Adopted	434,270	483,240	-	-	917,510
	FY 2008-09 Amended	420,890	476,480	-	-	897,370
	FY 2007-08 Actual	397,681	460,209	4,816	-	862,706
Building Maintenance	FY 2010-11 Adopted	631,390	1,127,320	-	-	1,758,710
	FY 2009-10 Adopted	610,770	1,171,760	-	-	1,782,530
	FY 2008-09 Amended	597,570	1,211,869	350	-	1,809,789
	FY 2007-08 Actual	491,146	1,194,677	31,408	-	1,717,231
Fleet Maintenance	FY 2010-11 Adopted	1,495,890	1,308,090	30,000	-	2,833,980
	FY 2009-10 Adopted	1,524,190	1,305,440	80,000	-	2,909,630
	FY 2008-09 Amended	1,528,620	1,310,040	-	-	2,838,660
	FY 2007-08 Actual	1,464,258	1,276,456	22,559	-	2,763,273
Information Technology	FY 2010-11 Adopted	1,891,790	365,400	67,220	-	2,324,410
	FY 2009-10 Adopted	1,880,080	363,360	117,220	-	2,360,660
	FY 2008-09 Amended	1,983,910	422,710	42,220	-	2,448,840
	FY 2007-08 Actual	1,649,626	333,639	116,258	-	2,099,523
Communication	FY 2010-11 Adopted	22,720	173,670	4,500	250,000	450,890
	FY 2009-10 Adopted	33,460	173,960	4,500	250,000	461,920
	FY 2008-09 Amended	63,350	180,979	4,500	250,000	498,829
	FY 2007-08 Actual	98,893	170,983	7,715	515,270	792,861
Reprographics	FY 2010-11 Adopted	397,690	140,460	131,000	-	669,150
	FY 2009-10 Adopted	379,470	139,510	131,000	-	649,980
	FY 2008-09 Amended	416,260	151,070	174,030	-	741,360
	FY 2007-08 Actual	391,984	154,644	161,953	-	708,581
Total	FY 2010-11 Adopted	\$ 8,053,390	\$ 5,371,990	\$ 242,720	\$ 331,010	\$ 13,999,110
	FY 2009-10 Adopted	\$ 7,919,890	\$ 5,398,360	\$ 342,720	\$ 328,500	\$ 13,989,470
	FY 2008-09 Amended	\$ 8,221,800	\$ 5,644,607	\$ 372,639	\$ 326,050	\$ 14,565,096
	FY 2007-08 Actual	\$ 7,598,916	\$ 5,506,429	\$ 544,589	\$ 589,603	\$ 14,239,537

Capital Outlay

Fleet Maintenance

The Fleet Maintenance Division is proposing \$80,000 in FY 2009-10 to purchase new fleet management software and \$30,000 in FY 2010-11 to purchase a new forklift. The division's current fleet management system is over 20 years old and does not track all of the data necessary to effectively manage a large and diverse fleet of vehicles. A new forklift will need to be purchased in FY 2010-11 to meet the State of California's emission standards.

Information Technology

The Information Technology Division is proposing \$117,220 in FY 2009-10 and \$67,220 in FY 2010-11 for capital outlay. This consists of \$10,000 each year for annual software upgrades for antivirus and e-mail spam filter software upgrades, \$100,000 in the first year to purchase hardware for Storage Area Networking, \$50,000 in the second year for hardware and software upgrades to the AS400 and \$7,220 each year for technical support of the Emergency Operations Center.

Communication

The Communication Division is proposing \$4,500 each fiscal year for communication support of the Emergency Operations Center.

Personnel

The table below shows a reduction of 7.44 full-time equivalents (FTE's) for the Support Services Department. The reduction consists of: Purchasing Division – full-time Account Clerk II to .5 Account Clerk II; Parks Maintenance – elimination of full-time Public Works Maintenance Worker and 1.44 FTE's Public Works Maintenance Workers; Reprographics Division – 1 full-time Clerk III; Information Technology Division – 1 full-time System Analyst/Programmer II and 1 full-time Computer Support Specialist II; and Fleet Maintenance Division – 1 full-time Account Clerk II

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Purchasing	F/T	6.00	6.00	6.00	5.00	(1.00)	5.00	-
	P/T	-	-	-	0.48	0.48	0.48	-
	Total	6.00	6.00	6.00	5.48	(0.52)	5.48	-
Parks Maintenance	F/T	19.00	19.00	18.00	18.00	-	18.00	-
	P/T	4.81	4.81	4.81	3.37	(1.44)	3.37	-
	Total	23.81	23.81	22.81	21.37	(1.44)	21.37	-
Convention Center	F/T	10.00	10.00	10.00	10.00	-	10.00	-
	P/T	7.27	7.27	5.34	5.34	-	5.34	-
	Total	17.27	17.27	15.34	15.34	-	15.34	-
Visitors Bureau	F/T	3.00	3.00	3.00	3.00	-	3.00	-
	P/T	0.75	0.75	0.75	0.75	-	0.75	-
	Total	3.75	3.75	3.75	3.75	-	3.75	-
Reprographics	F/T	5.00	5.00	5.00	4.00	(1.00)	4.00	-
	P/T	1.92	1.92	1.92	1.92	-	1.92	-
	Total	6.92	6.92	6.92	5.92	(1.00)	5.92	-
Information Technology	F/T	18.00	18.00	18.00	16.00	(2.00)	16.00	-
	P/T	0.48	0.48	0.48	-	(0.48)	-	-
	Total	18.48	18.48	18.48	16.00	(2.48)	16.00	-
Communication	F/T	1.00	1.00	-	-	-	-	-
	P/T					-		-
	Total	1.00	1.00	-	-	-	-	-
Building Maintenance	F/T	5.00	5.00	5.00	5.00	-	5.00	-
	P/T	-	-	-	-	-	-	-
	Total	5.00	5.00	5.00	5.00	-	5.00	-
Fleet Maintenance	F/T	16.00	16.00	16.00	15.00	(1.00)	15.00	-
	P/T	-	-	-	-	-	-	-
	Total	16.00	16.00	16.00	15.00	(1.00)	15.00	-
Total	F/T	83.00	83.00	81.00	76.00	(5.00)	76.00	-
	P/T	15.23	15.23	13.30	11.86	(1.44)	11.86	-
	Total	98.23	98.23	94.30	87.86	(6.44)	87.86	-

Significant Issues

Purchasing

With the reduction in staff, the Purchasing Division will be hampered in its effort to provide service to other City departments. With a full staff of four full-time employees, the current employees were already stretched very thin and this reduction of a half time employee will most likely result in a slower turn-around of work, thereby delaying other departments in completing tasks in a timely manner.

Parks Maintenance

During FY 2008-09, the Parks Maintenance Division already took a reduction in staff by one full-time Parks Maintenance Lead Worker. The additional reduction will continue to put stress on the remaining staff to maintain an ever-growing list of landscaped areas throughout the City. Not only has the staff been reduced, but due to the economic downturn, departments were asked to maintain a “status quo” budget even though expenses are increasing. One such expense for this budget is utilities. Utility rates are increasing while new areas are coming online. This budget does not propose an increase in utilities which means grass may not be watered as often and fountains or lights may not be on as often. With the need to “absorb” costs and additional landscaping while experiencing a reduction in work force, a decline in the level of care will be noticeable.

Reprographics

The Reprographics Division faces the challenge of losing one full-time Clerk. This reduction in staff will require other Support Services staff to take on extra work and will result in a slower turn-around for graphic services.

Fleet Maintenance

The Fleet Maintenance Division continues to face many challenges such as the continued increase in the number of pieces of equipment and complexity of the fleet, implementation of the State of California’s new clean air requirements, an aging fleet management system, and the loss of one of the Division’s Account Clerks, who is responsible for the account and tracking of the Division’s numerous transactions.

Information Technology/Communication

The Information Technology Division will be losing two employees through retirements during the first fiscal year of this budget. As with all divisions losing staff, this reduction will put additional strain on the division. Other departments which rely heavily on I/T services to help them perform their work more efficiently, will experience longer turn-around times for application development, maintenance and support. This Division also oversees the Communication Division and during FY 2008-09, the Communication Division lost its only employee (which at one time had two positions). Information Technology has taken on the assignments once done by Communication’s staff, thereby exacerbating the problem described above. User departments will, on occasion, experience slower response time to requests for radio, telephone and network services.

Convention and Visitors Bureau Fund Five-Year Plan

	FY 08-09 Estimated	FY 09-10 Projected	FY 10-11 Projected	FY 11-12 Projected	FY 12-13 Projected	FY 13-14 Projected
Projected Beginning Cash	\$317,560	\$136,290	\$86,790	\$71,294	\$88,304	\$139,744
Projected Revenues	\$2,469,900	\$2,709,930	\$2,808,074	\$2,916,988	\$3,029,979	\$3,147,202
Projected Expenses	(\$2,651,170)	(\$2,759,430)	(\$2,823,570)	(\$2,899,978)	(\$2,978,538)	(\$3,059,324)
Projected Ending Cash	\$136,290	\$86,790	\$71,294	\$88,304	\$139,744	\$227,622

2007-2009 Goals and Accomplishments

Convention Center

Goal

To raise awareness of the mounting capital needs of the aging facility and find resources to address those needs.

Accomplishment

This is a work-in-progress. Due to the slow economy, it is extremely difficult to find funding for needed projects. The biggest current need is to complete the building's glass front façade. The project has been designed and is ready to go. The City will seek grant opportunities to help defray project costs.

Goal

Revitalize the Convention Center landscaping.

Accomplishment

Phase 1, which includes identifying areas to be revitalized, has been completed. The next phase will begin when funding is available.

Goal

Continue to enhance the ticketing system to save expenses and create additional revenue.

Accomplishment

This is a work-in-progress. The Division continues to look for clients for whom to sell tickets, such as Turtle Bay Museum and the Rodeo Association, as well as sponsors.

Goal

Enhance the Convention Center programming to provide a variety of events that appeal to a broad audience.

Accomplishment

The Convention Center is continually searching for new programs and opportunities to provide events for the community to enjoy.

Goal

Continue to explore all possibilities to enhance revenue.

Accomplishment

During the previous budget cycle, a new food and beverage contract was awarded that increased the percentage from concession and catering sales. Other revenue enhancement opportunities continue to be explored.

Convention and Visitors Bureau

Goal

Increase City revenues generated through collection of Transient Occupancy Tax (TOT).

Accomplishment

Over the past 10 years, the City has seen a significant increase in revenue coming from overnight stays in Redding. During this period, there has been an almost 100 percent increase in revenue from hotels. Because of this, the Convention and Visitors Bureau has continued to be able to increase its marketing budget in hopes to ensure steady growth. As other markets have increased their commitment to marketing, the City suddenly finds itself at the lower end of the spectrum of marketing dollars as a percentage of our overall Convention & Visitors Bureau budget. An effort began last year in hopes of fixing this ratio with the development of a Business Improvement District (BID). Funds from the BID became available in July 2008, and, because of the economic downturn, the revenues have not met the expectations. It is hoped as the economy comes out of this recession, the BID funds will help the City to compete with other destinations and the City will again see the revenue increases experienced in the past.

Goal

Continue to develop specific marketing products to promote the City and surrounding region.

Accomplishment

Over the past several years, there have been several strategies implemented in conjunction with the Shasta Cascade Wonderland Association to increase the visibility of the City and the surrounding area. One significant accomplishment includes developing an online Waterfalls Brochure. Since having the resources to print a sufficient number of the Redding brochures is always a concern, a second Redding Adventure Guide specifically designed to meet the needs of those travelers already in the Redding area has been developed. By developing this more compact brochure, it has allowed for an increase in the total number of Redding brochures produced by 60 percent. Also, during the last year, more attention has been given to both writers and tour operators. Last year the City hosted the first ever Society of American Travel Writers Familiarization Tour to the region, as well as several Familiarization trips for tour operators from both the German and United Kingdom markets.

Goal

Continue to develop electronic marketing tools by using the latest technology available.

Accomplishment

The primary brochure used in marketing efforts is the Redding Adventure Guide and now is available online at the City's website. Other brochures available on the website include the Waterfalls Brochure and the Walk Redding guide. A Sundial Bridge brochure will soon be available. Funds have been budgeted for the development of a database-driven website that will be launched this summer.

Goal

Continue to develop good working relationships with other agencies and local businesses.

Accomplishment

The Redding Convention and Visitors Bureau, in cooperation with its regional partner the Shasta Cascade Wonderland Association, continues to fine-tune its relationship with the various agencies involved with either managing or promoting tourism and public lands in California. The manager of the CVB is actively involved in developing the marketing program for rural California with the California Travel and Tourism Commission. He also is actively involved in developing policy for several Federal public lands agencies to include the Forest Service and Bureau of Land Management. He chairs the newly created California Recreation Resource Advisory Committee and serves on the Bureau of Land Management's Resource Advisory Council. At the national level, he serves on the executive committee for the U.S. Travel Association. The Tourism Development Manager has been actively involved in conferences hosted by the Western Association of Convention and Visitors Bureaus and will continue to look for opportunities to become more involved in this association as well as being actively involved in the statewide tourism association, the California Travel Industry Association. The Convention Sales Manager also serves as the Shasta County Film Commissioner, and has been actively involved in several events, which help bring filming and commercial shoots to the area some of which have brought international exposure. As an example, she was actively involved in working with the largest clothing manufacturer in the United Kingdom, Cotswold, in the development of its summer 2009 clothing catalogue featuring region having numerous photos of the region.

Goal

Continue to enhance the Meeting Planning Marketing Development Program (Meeting and Convention Sales.)

Accomplishment

Developed an electronic database that is being periodically updated and is used by our Convention Sales Manager as a reminder of those potential customers for conference and meeting space sales programs. The major properties involved with providing meeting space for the various conferences which are considering Redding are now offered the opportunity to participate with the Redding CVB at those shows where the potential exists to include lodging properties. Both the Red Lion and Holiday Inn properties are now participating with the CVB at these sales shows on a regular basis. In the last year, an online reservation system has been added to the existing website and the possibility of adding a group meeting reservation component is being explored as well.

Goal

Increase the City's profile with Group Tour Operators.

Accomplishment

The CVB has established a policy of attending the National Tour Associations annual convention when the event is in the west, and has also made the commitment to attend the annual "Go West" Summit, which is always in the western half of the United States. This commitment significantly increases the City's opportunities to meet with tour operators that are sending motor coaches on itineraries in California. The CVB will be doing first direct mail campaign this summer to tour operators who have the potential for sending business to Northern California. Part of this campaign will include the new Group Travel Planner. This planner includes information about attractions and other services available in our region. In Redding, the most sought-after attraction for the motor coach industry is, of course, Turtle Bay. The CVB is working with Turtle Bay as well as several other regional attractions on advertising opportunities in "group tour" publications. Recently, partnered with Turtle Bay on a full-page ad/advertorial in the *Group Tour Magazine* publication.

Goal

Continue staff development and team building.

Accomplishment

The small staff of the CVB work proactively to keep each other informed of various projects and accomplishments as part of their daily activities. As the CVB staff has worked towards being more self sufficient, including producing its own ads, the opportunity to cross-pollinate our various tasks has proven effective.

Purchasing

Goal

Find additional means for the sale or disposal of City surplus goods and materials.

Accomplishment

Purchasing has increased the efficiency of disposing of surplus materials while also increasing the revenue for the City. Typically three online Internet auctions per year are conducted using *PublicSurplus.com*. In calendar year 2008, the City netted \$212,684 by using this auction method. The commission paid to the vendor is seven percent; far less than auctioneers used in the past. The Internet has brought buyers from a broad geographical area, which has increased revenue. Of the 82 items put on auction in 2008, all but eight items were sold. Forty-five vehicles, sixteen pieces of various types of equipment, and another thirteen miscellaneous items were sold. The Internet model has surpassed expectations.

Goal

Allow for the donation of surplus goods and materials to regional non-profit organizations. Explore the possibility of donating to for-profit entity if no interest received from non-profit organizations, or no responses from a reverse bid process. This process would divert products from the landfill.

Accomplishment

In August 2008, City Council approved a change to the Municipal Code authorizing the Purchasing Officer to dispose of items at less than fair market value, or as a donation, if the items either didn't sell on the Internet or have an estimated value less than \$200. Items would be made available to other Shasta County government agencies and special districts, Shasta County schools, Shasta County volunteer fire departments, and any 501(c)(3) charitable organizations serving a public purpose in Shasta County. An introductory letter was sent to these organizations explaining how they could participate through a specific program the City set up through *Public Surplus.com*. Not only is the City helping to sustain other worthy organizations and agencies in our area, items are being diverted from the landfill.

Goal

Examine the City's current spending and signature thresholds to see if they adequately support the needs of City operations while still protecting the taxpayers' interests. This effort is for transactions that currently do not require City Council approval.

Accomplishment

Following a survey of department directors and division managers, as well as other agencies, the Purchasing Municipal Code was changed to reflect an increase from \$1,500.00 to \$2,500.00 as the threshold for purchases requiring no competitive process. Purchasing worked with Finance to increase the employee CAL-Card (VISA) limits accordingly. The increase to \$2,500.00 was done in recognition of the increase in costs of products and services, but mainly to give internal customers more flexibility to meet the demands of their jobs in a more efficient and timely manner.

Goal

Update Purchasing Manual.

Accomplishment

The Purchasing Manual needs to be re-written, not just updated. This effort will be a very substantial undertaking, one requiring significant blocks of uninterrupted time. In the meantime, Purchasing has updated the *Basic Purchasing Policies and Procedures* for the employee Intranet, and updated the Purchasing Municipal Code. In addition, Purchasing has participated in the City's *Supervisor Training Academy*, offering a detailed presentation of Purchasing procedures to 100 employees at a time.

Parks Maintenance

Goal

To ensure that the City receives quality projects that will enhance the beauty of the areas, ensure that maintenance issues are addressed, and projects comply with City landscape standards.

Accomplishment

New landscape medians were constructed on South Bonnyview, Churn Creek Road, North Market Street and Hilltop Drive. Additionally Rivercrest Park was built. The Parks Maintenance Division followed these projects closely to ensure that they comply with City standards and specifications.

Goal

Maintain current improvement levels at Mary Lake and the surrounding area.

Accomplishment

Diligent application of water treatments kept algae to an acceptable level. This accomplishment is a direct result of the Parks Maintenance Division's commitment to keep the lake and surrounding area in an aesthetically pleasing condition.

Goal

Oversee the replacement of park drinking fountains to comply with the American with Disabilities Act (ADA) standards.

Accomplishment

The Parks Maintenance Division worked closely with the Engineering Division, Water Utility and the contractor on the installation of nine ADA compliant drinking fountains.

Goal

Ensure compliance with the new California Air Resources Board (CARB) requirements for all diesel powered vehicles and equipment.

Accomplishment

The Parks Maintenance Division worked closely with the Fleet Maintenance Division to create a rolling stock replacement plan that helps bring the City into compliance with CARB's requirements. The Parks Maintenance Division has released several vehicles to surplus to ensure the goal is reached.

Goal

Ensure citizens can enjoy a safe play environment at City Parks Maintenance.

Accomplishment

The Parks Maintenance Division continues to take a proactive approach to playground inspections and maintenance. Over 500 cubic yards of engineered wood fiber surfacing material was added to the City's playgrounds in the Spring 2009. A new chain link fence was installed at Ridgeview Park along the street frontage in March 2009.

Goal

Maintain current level of service at all facilities managed by the Parks Maintenance Division.

Accomplishment

The facilities that are managed by the Parks Maintenance Division were maintained at the same level of service.

Building Maintenance

Goal

Maintain City facilities to ensure a safe, presentable, and useable work place for both employees and the public.

Accomplishment

Through the monthly safety inspection process, Building Maintenance was not only able to address the safety issues and concerns, but was also able to inspect the facilities for needed maintenance. Building Maintenance continues to respond to all requests for service in a timely manner.

Goal

Oversee the successful completion of Building Maintenance projects.

Accomplishments

Building Maintenance has provided many specifications for many projects over the last two years. These include carpeting, painting, roofing, etc. Building Maintenance is currently working closely with Public Works and other departments to plan and prepare bid specifications.

Goal

Ensure that warranty items are completed at all new City facilities.

Accomplishments

1. Building Maintenance continues to inspect and identify warranty items that need to be addressed.
2. Building Maintenance has contacted several general contractors for warranty work on several buildings.

Goal

Assist with ongoing maintenance projects at the Midtown Mall.

Accomplishment

Building Maintenance has worked closely with the Redevelopment Agency and Public Works on the Midtown Mall roof removal project.

Goal

Ensure cost containment measures are maintained.

Accomplishment

With the addition of a new employee, Building Maintenance was able to minimize the need for some contracted services. The Building Maintenance Supervisor and new employee attended 30 hours OSHA training classes.

Fleet Maintenance

Goal

Continue the City's compliance with safety requirements and mandated State, County, and City regulations.

Accomplishments

1. Performed aerial bucket truck inspections as required by OSHA.
2. Performed maintenance and safety inspections on Fire Department vehicles as required by the National Fire Protection Association.
3. Performed safety inspections all City vehicles and equipment at each oil change.
4. Maintained compliance with the State-mandated gasoline smog inspection program.
5. Maintained compliance with the State-mandated diesel smoke inspection program.
6. Performed and kept records for the State-mandated B. I. T. inspection program. Fleet's biennial inspection by the CHP was waived for the second time in 2008, due to the Division's excellent compliance record.
7. Performed and documented the OSHA-mandated 90-day crane inspections.
8. Coordinated the annual crane inspections.
9. Performed the 3,000-mile safety inspections on police pursuit vehicles.
10. Performed a trailer preventative maintenance and inspection program.
11. Maintained compliance with the California Air Resources Board rules regulating Nox and particulate emissions from Solid Waste and Utility vehicles.
12. Maintained the Hazardous Materials Business Plan mandated by Shasta County Environmental Health Division.
13. Worked with department liaisons preparing a plan to comply with California Air Resources Board rules regulating particulate emissions from diesel powered trucks and off-road equipment through 2020.

Goal

Provide department driver training.

Accomplishment

Held biennial training for the Redding Fire Department.

Goal

Continue to reduce Fleet Maintenance costs.

Accomplishments

1. Provided over 200 hours of technical training for mechanics.
2. Worked with department liaisons to eliminate surplus or underutilized pieces of equipment.
3. Worked with the Purchasing Division on annual competitive bids for parts and service contracts.
4. Continued to assist City departments in identifying and replacing those pieces of equipment with excessive maintenance and repair expenses.

Goal

Help reduce the number of vehicle accidents.

Accomplishment

By enforcing reimbursement of costs from departments that have had avoidable accidents, awareness has been raised such that the number and severity of accidents has been reduced in the last two years.

Goal

Eliminate underutilized equipment.

Accomplishments

1. Worked with department liaisons to eliminate surplus or underutilized pieces of equipment.
2. Eliminated old, high-cost vehicles by selling them as surplus equipment.
3. Worked with the Purchasing Division to receive the highest salvage value for surplus equipment.

Information Technology/Communication

Goal

Provide leadership for technology projects for all City departments.

Accomplishments

1. Provided project management and integration support for new applications.
2. Provided new application systems using modern client server and graphical user interface programming methods.
3. Continued to maintain and upgrade existing systems.
4. Continued to provide end-user support and training.

Goal

Maintain a robust citywide network infrastructure.

Accomplishments

1. Enable the device monitoring system to track availability and report outages via email and text messaging.
2. Defined maintenance schedule to track system updates and changes.
3. Installed uninterrupted power supply devices on critical infrastructure equipment.

Goal

Enhance office automation and desktop support.

Accomplishments

1. Started process to migrate files from individual local storage to centralized redundant servers.
2. Enabled roaming profile configuration for Customer Service Representatives (CSR)
3. Determined that deployment of Windows Vista should be put on hold with plans to review Windows 7 once the product is released.

Goal

Implement project plan to perform required 800MHz trunked radio system rebanding.

Accomplishments

1. Coordinated orderly migration during rebanding process.
2. Worked with departments to verify interoperability requirements were met by rebanded system.
3. Worked with SHASCOM and RABA to mitigate outages during rebanding.

Goal

Coordinate assessment for fire safety systems.

Accomplishments

1. Provided project management for system assessment.
2. Coordinated necessary improvements identified by assessment.

Goal

Investigate use of voice over internet protocol (VoIP) technologies.

Accomplishment

Pilot program is underway to evaluate performance features, stability and functionality of this technology.

Goal

Create a new cell phone usage policy.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Accomplishments

1. Formed a taskforce to evaluate user needs and created a usage policy that complies with state and federal laws
2. Waiting for final disposition of federal legislation addressing IRS reporting regulations for cell phones.

Reprographics

Goal

Provide the City of Redding with the highest quality copying and offset printing at the least cost.

Accomplishments

1. Prepared RFP, procured and installed two Canon 6095 digital photocopiers to replace the City's Xerox 5390 analog production photocopier and the Xerox 470.
2. Researched the feasibility of replacing existing offset printing presses with a digital printing press. It was determined to not be economically feasible at this time.

Goal

Expand multimedia services to the City of Redding.

Accomplishment

Enrolled the Graphic Designer into a web-design training course. The Division began receiving production copy electronically.

Goal

Optimize the use of technology and techniques to contain postage and mailing costs.

Accomplishment

In partnership with the Information Technology Division, researched and complied with the United States Postal Service requirements regarding Move/Update regulations. Continued to monitor the USPS requirements for Intelligent Mail Bar-coding.

Workload Indicators

Transient Occupancy Tax Collected

Fiscal Year	TOT Collected	Increase
2004/05	\$3,501,053	8.30%
2005/06	\$3,712,163	5.60%
2006/07	\$3,952,936	3.86%
2007/08	\$3,989,031	.9%
2008/09 (projection)	\$3,800,000	-4.7%
2009/10 (projection)	\$3,950,000	4%
2010/11 (projection)	\$4,150,000	5.1%

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Convention Attendance and Economic Impact

Workload Indicators	2007 Actual	2008 Actual	2009 Projected	2010 Projected
Number of Conventions	74	70	70	72
Number of Delegates	60,765	54,518	57,641	59,241
Delegate Days	152,636	207,791	180,213	185,013
Average Delegates	821	779	800	800
Room Nights	34,109	35,115	34,612	36,212
Economic Impact	\$19,079,500	\$25,973,875	\$22,526,625	\$23,126,625

Purchasing

Workload Indicators	2007-08 Actual	2008-09 Projected	2009-10 Projected	2010-11 Projected
Number P.O.s Issued	2554	1900	1840	1840
Number Blanket PO Transactions	15605	14900	14155	14155
Quotation Requests Distributed	201	160	152	152
Formal Bid/Proposal Projects Opened	118	80	76	76
Std P.O. Transactions Value	17,574,173.00	16,300,000.00	15,500,000.00	15,500,000.00
Blanket P.O. Transactions Value	5,997,813.00	5,390,000.00	5,200,000.00	5,200,000.00
Value of Std. & Blanket P.O.s	23,571,986.00	21,690,000.00	20,700,000.00	20,700,000.00
Value of CAL-Card Purchases	2,913,976.00	2,455,000.00	2,400,000.00	2,400,000.00
Total Value of Acquisitions	26,485,962.00	24,145,000.00	23,100,000.00	23,100,000.00

Note: In the area of quotations, 53 products or services are managed by Purchasing from initial award through entire contract period (or extension) on an annual basis, 9 have PPI price adjustments made quarterly or annually, and 2 products are competitively quoted on a monthly basis due to the commodity market. Purchasing also provides the same process of oversight for 28 formal bids (above \$30,000), with 6 products or services subject to PPI or CPI price adjustments.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Parks Maintenance

Workload Indicators	2008-09 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Improved Park Sites	40	40	40	40
Improved Acres	348.54	348.54	348.54	348.54
Unimproved Park Sites	34.00	34.00	34.00	34.00
Unimproved Acres	449.72	449.72	449.72	449.72
Tennis Courts	3.00	3.00	3.00	3.00
Miles of Trails	28.43	28.43	28.43	29.68
Aquatic Facilities	2.00	2.00	2.00	2.00
Athletic Facilities	7.00	7.00	7.00	7.00
Acres of Athletic Facilities*	17.50	17.50	17.50	17.50
Landscaped Areas (other than park sites)	45.00	45.00	45.00	45.00
Acres of Landscaped Areas (other than park sites)	18.09	18.09	18.09	18.09
Soccer Fields*	3.00	3.00	3.00	3.00
BMX Parks Maintenance	1.00	1.00	1.00	1.00
Skateboard Parks Maintenance	1.00	1.00	1.00	1.00
Disk Golf Courses	1.00	1.00	1.00	1.00
City Facilities (grounds around City buildings)	9.00	9.00	9.00	9.00
Acres of City Facilities	75.58	75.58	75.58	75.58
Boat Ramp Facilities	3.00	3.00	3.00	3.00
Ponds/Lakes	2.00	2.00	2.00	2.00
Bridges	8.00	8.00	8.00	8.00
Water Features	7.00	7.00	7.00	7.00

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Building Maintenance

Workload Indicators	2005-06 Actual	2006-07 Estimated	2007-08 Projected	2008-09 Projected
Area (sq. ft) Serviced/Maintained	454,927	517,430	525,430	525,430
Number of Buildings	35	37	38	38
Number of Contracts Administered	38	42	45	50

Fleet Maintenance

Workload Indicators	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Repair Orders (All)	10,021	9,500	9,400	9,400
Number - City Units	829	842	852	862
Special Equipment Training	4	3	3	3
Supervisory Training Classes	2	2	2	2

Information Technology

Workload Indicators	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
System Up Time	99+%	99+%	99+%	99+%
Number of E-mail Accounts	650	700	700	700
Number of Service Calls – Hardware/Office Automation	2,111	2,200	2,200	2,200
Number of Service Calls – Application Programs	300	300	300	300
Number of Wide Area Network (WAN) Connected Facilities	17	19	20	21
Number of Windows Servers	38	41	43	45
Number of AS400 Servers	4	4	4	4
Number of Other Servers (Linux, Sun, Avaya, Unix)	9	10	10	10
Number of Registered Domains	21	21	21	21
Web Applications	9	10	11	12

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Communications

Workload Indicators	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Telephone Lines	1,000	1,000	1,000	1,000
Cell phones	414	414	425	450
Data Lines	108	108	108	108
800 MHz Mobile Radios	470	470	470	470
800 MHz Portable Radios	496	496	496	496
800 MHz Repeaters	14	14	14	15
800 MHz Controllers	3	3	3	3
800 MHz Sites	2	2	2	2
Fire Alarm Systems	20	20	20	20
Burglar Alarm Systems	30	30	30	30
Phone Systems	31	31	33	35

Reprographics

Workload Indicators	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Photocopies Reproduced	2,315,950	2,362,270	2,362,270	2,362,270
Press Impressions	3,614,400	3,650,000	3,650,000	3,650,000
Mail Stops	919/ week	951/week	951/week	951/week
Inserters	54,640/week	55,000/week	58,000/week	60,000/week

Goals and Objectives for FY 2009-11

Convention Center

Goal

Begin the Front Facade Replacement project and continue to assess the capital needs of the aging facility and find resources to address those needs.

Objective

Prioritize and justify funding requests to address the facility needs.

Goal

Begin Convention Center Landscaping Revitalization.

Objective

Implement the long and short term plans for grounds, irrigation systems, beds and gardens in and around the Convention Center.

Goal

Continue to use the ticketing system to create additional revenue.

Objectives

1. Recruit new ticketing clients.
2. Develop ticket sponsors.

Goal

Implement the Convention Centers new marketing and promotion program

Objectives

1. Develop new clientele.
2. Increase number of annual events and revenue.
3. Develop additional relationships with regional promoters and agents.

Goal

Continue to explore all possibilities to enhance revenue.

Objectives

1. Explore other revenue possibilities. Example: parking, sponsorships, electronic lobby signboard.
2. Explore the establishment of event partnership with other organizations. Example: Redding Rodeo, Turtle Bay Exploration Park.

Goal

Promote the Convention Center status as a community amenity designed to enhance the “quality of life” for area residents.

Objectives

1. Continue to broaden the spectrum of events for the enjoyment of all segments of Redding’s population.
2. Continue to develop relationships and provide technical assistance to not-for-profit organizations in the production of their events.
3. Assist in the development of sponsors for teen events.

Convention and Visitor's Bureau

Goal

Increase City revenues generated through collection of Transient Occupancy Tax (TOT).

Objective

The Convention and Visitors Bureau worked with the local hotel industry to create a Business Improvement District (BID) beginning in FY 2008/09. Given the worst economic downturn in the United States since the Great Depression of the 1930s, TOT has not met the goals of either the BID or the City. The travel climate is expected to improve by the end of 2009, and the local hotel industry and the CVB plan to renew the BID for a second year. This will provide much needed promotional dollars to help restart our marketing program as the economy improves.

Goal

Fine-tune the CVB's specific marketing products to promote the City and surrounding region.

Objectives

1. Continue to develop a database of potential groups to increase new meeting business.
2. Update Channel 8 programming to include new attractions.
3. Continue to proactively work with the City's public relations consultant to develop compelling local and regional story ideas and proactively distribute on a regular basis.
4. Continue to work with billboard suppliers to enhance the location of Redding billboards.
5. Continue to use BID funds for various marketing campaigns

Goal

Continue to develop and enhance electronic marketing tools.

Objectives

1. Redesign and develop a database driven website for the CVB which will increase visitorship to the website, increase visitation to Redding, increase the searchability of the site, and provide better service to our BID partners. This new database format will also allow the CVB to better track visitor behavior and preferences and user sessions so that we can develop specific niche marketing campaigns.
2. Continue to create new electronic brochures that will enhance the overall visitor experience, i.e., waterfalls, Sundial Bridge, etc.
3. Participate regularly in online social media outlets such as Twitter and Facebook as another outlet for Redding information. These sites appeal to an additional audience who spend more time on PDAs and smart phones than at home on the computer.
4. Continue development and organization of a digital photo library for both CVB and Film Commission purposes.
5. Continue to offer all hardcopy brochures in a downloadable electronic format. Currently the Adventure Guide brochure is available interactively using NextBook technology.

Goal

Continue to develop good working relationships with other agencies and local businesses.

Objectives

1. Continue to assist Turtle Bay Exploration Park with advertising and public relations support, including cooperative participation on ads and sharing of billboard space.
2. Continue to work with the Shasta Cascade Wonderland Association on various marketing programs whenever appropriate.
3. Assist Lassen Park Foundation with smooth transition to new website layout and attend meetings as necessary to enhance partnership.
4. Continue working with the State Tourism (CTTC) department on coop marketing strategies, both domestic and international, to enhance Redding's exposure in statewide marketing programs.
5. Continue working with BLM on marketing of the Sacramento River National Recreation Trail, specifically to highlight completion of the trail to Shasta Dam. This would include revising of the existing trails brochure to include this new section of trail.

Goal

Continue to enhance the marketing development program for meetings and convention sales.

Objectives

1. Continue to update and expand the electronic database of meeting planners for all segments including sports marketing.
2. Develop a plan to regularly contact those meeting planners from our database.
3. Expand visibility in the meeting/planning arena by participating in trade shows and advertising in publications most commonly used by meeting planners.
4. Expand the opportunities for hotels to both financially and physically participate in our various marketing efforts.
5. The new CVB website has the potential to add a meetings and conventions online reservations system. Continue to consider implementation of such a program as funding allows.

Goal

Increase the CVB's exposure to Group Tour Operators and maintain existing relationships.

Objectives

1. Continue to attend the National Tour Association (NTA) annual convention during west coast years.
2. Continue membership in NTA for access to online resources and information
3. Continue to purchase space in Tour Operator Profile Form Notebook at annual NTA Convention.
4. Begin a more aggressive print advertising strategy with appropriate group tour publications, i.e., Courier and Group Tour magazines.
5. Develop a direct mail marketing effort with market and regionally specific tour operators.
6. Continue to meet with and educate local attractions and business about the special requirements of Group Tour business.
7. Develop a Group Travel Planner for distribution to new and existing clients.

Goal

Continue staff education and development.

Objective

1. Continue to train front office staff about local and regional tourism attractions, including occasional field trips when appropriate.
2. Continue to broaden CVB staff knowledge through educational programs and peer-to-peer networking opportunities.

Purchasing

Goal

Streamline the process flow associated with competitive Request for Proposals (RFP) in the effort to avoid non value-added practices.

Objectives

This program will not be rolled out Citywide. It is intended for use by those divisions that have consistently demonstrated the ability to write superior RFPs that rarely require addenda and do not result in award protests. An initial meeting with the City Attorney and City Clerk has brought about the agreement to pursue this plan. Further action required:

1. Solicit input from Directors and Division Managers whose staff will participate in this new process.
2. Create written policy for this alternate process.
3. Create desktop level instructions for use of the process.
4. Create a slightly different numbering system for easy identification of these projects versus those that will still be handled in the current process.
5. Define document retention responsibilities in order to meet legal requirements and ensure records are properly conserved and available as a public record.

Goal

Upgrade resources available at the Emergency Operations Center (EOC) for use by the Logistics Section, Support Branch - Supply Unit.

Objectives

1. Work with Finance Division to define the best way to have a "CAL-Card" VISA on hand at the EOC that could be used by more than one person (to accommodate more than one Supply Unit leader).
2. Work with the City Clerk and Information Technology to generate an updated report in a more concise format of primarily local suppliers with their business and after hours contact information.
3. Obtain an updated report of "Rental Equipment and Services" from the State Office of Emergency Services, sorted for our region.
4. Develop simple agreements with local businesses the City would likely need in an emergency, especially those that are not in the existing vendor's database (i.e., grocery stores).

Goal

Where appropriate, make greater use of contracts competed by other agencies and organizations that the City can “piggyback” off of and benefit from prices based on a larger aggregate than the City may have. This has the potential to offer the City cost savings and an increase in efficiency for the Purchasing function.

Objectives

1. Identify the many organizations stating they have such programs in place.
2. Research the process and methodology used for awards by these organizations and make sure the process meets state and local requirements.
3. Examine the specific contracts and commodities available through the organizations whose competitive process meets our standard. If possible, do a comparison to see if the contract(s) would have saved money for the City as compared to our historical purchases.
4. Advise appropriate divisions and Purchasing staff of opportunities that may be of benefit.

Parks Maintenance

Goal

Reduce maintenance and utility cost.

Objective

1. Reduce hours of operation for fountain pumps and lights.
2. Install time clocks to reduce hours of operation for park lights and water features.
3. Make significant reductions in irrigation water that is applied to Parks Maintenance.
4. Fertilize only high visibility areas.
5. Mow lawns every two weeks.

Goal

Work closely with the Engineering Division and contractor to ensure that the proposed ADA improvements at Alta Mesa Park and Martin Luther King Park meet City Standards.

Objective

The Parks Maintenance Division will make random inspection to ensure that the project is being constructed per City plans and specifications.

Goal

Work closely with the Engineering Division and Caltrans to ensure that the trail component on the Dana to Downtown Project meets City standards.

Objective

Keep lines of communication open to ensure that the Division is kept informed during the construction of the trail system.

Goal

Maintain current improvement levels at Mary Lake and the surrounding area.

Objective

The Parks Maintenance Division continues to aggressively treat Mary Lake to reduce algae.

Goal

Ensure citizens can enjoy a safe play environment at City Parks Maintenance.

Objectives

1. Inspect playground equipment regularly.
2. Repair, replace, or remove items found to be unsafe

Building Maintenance

Goal

Identify electric usage at various City buildings and make recommendations for utility savings.

Objectives

1. Work with Redding Electric Utility to identify electric utility usage at various City buildings.
2. Implement energy savings programs.

Goal

Ensure that the City continues to receive the best janitorial services at the best price.

Objectives

1. Complete the RFP for Janitorial Services.
2. Work with the successful janitorial contractor to ensure all duties are performed according to the contract.

Goal

Ensure the City facilities are well maintained.

Objectives

1. Continue to provide timely service to all city departments.
2. Continue to keep up with correcting safety issues.

Fleet Maintenance

Goal

Ensure the City maintains compliance with required federal, state and county programs.

Objectives

1. Adhere to state required smog inspection schedules for gasoline-powered vehicles.
2. Adhere to state required smog inspection schedules for diesel smoke inspection program.
3. Perform inspections and keep records for the state mandated Biennial Inspection of Terminals (BIT) program.
4. Perform and document the OSHA-mandated 90-day crane inspections.
5. Coordinate the annual crane inspections.
6. Create a plan to comply with the new emission reduction programs, as mandated by the California Air Resources Board.

Goal

Ensure safety of City employees who utilize City vehicles.

Objectives

1. Hold equipment inspection classes for all departments that utilize both medium and heavy trucks.
2. Provide driver training as necessary.
3. Perform 3,000-mile safety inspections on all police pursuit vehicles.
4. Perform trailer safety inspections.
5. Incorporate safety inspections into all preventative maintenance programs.

Goal

Maintain cost containment measures.

Objectives

1. Provide training for mechanics to stay abreast of new technology.
2. Eliminate underutilized equipment.
3. Optimize use of contract labor to complement in-house work.

Information Technology

Goal

To provide the highest quality technology-based services, in the most cost-effective manner to facilitate the success of the City of Redding, its divisions and departments in the delivery and fulfillment of their goals.

Objectives

1. Provide project management and integration support for new applications, such as the Integrated Land Management and Activity Tracking System, Online Access for Recreation Department, REU GIS System, and Municipal Utilities CarteGraph System.
2. Maintain and upgrade existing systems such as Payroll/Timekeeping and Financial System.
3. Provide end user support and training.
4. Provide website training and user group coordination.

Goal

Maintain a robust citywide network infrastructure.

Objectives

1. Ensure network availability at 99.99% or better uptime.
2. Maximize use of cable operator provided fiber optic network (I-Net).
3. Maintain deployment of best network security policies and practices.
4. Expand the use of wireless broadband technologies for field personnel.

Goal

Enhance office automation and desktop support.

Objective

1. Migrate files from individual local storage to centralized redundant servers.
2. Prepare for deployment of Windows 7.
3. Explore opportunities for deployment of thin client architecture and/or Virtual Desktop services.
4. Continue to deploy Virtual Server technology moving toward a Storage Area Network (SAN) based environment.

Communications

Goal

Provide highly reliable, full service communications technologies backed by excellent personalized service.

Objectives

1. Respond to service requests in a timely manner
2. Develop and implement viable solutions for the communication needs of the City.
3. Consult on and/or manage new communication projects, strategies and other related efforts.

Goal

Coordinate assessment of fire/safety systems.

Objectives

1. Continue to provide project management for system assessments.
2. Coordinate necessary improvements identified by assessments.
3. Negotiate system maintenance contracts for all sites.
4. Manage inspection and certification services for all sites.
5. Oversee workmanship and quality of services provided by associated vendors.

Goal

Investigate use of voice over internet protocol (VoIP) technologies.

Objective

Implement pilot program utilizing VoIP to evaluate performance features, stability and functionality of this technology.

Reprographics

Goal

Provide the City with the highest quality copying, graphic design, and offset printing at the least cost.

Objectives

1. Continue to monitor the balance of offset presses and digital production equipment by evaluating the timely, cost effective and environmentally safe production of printing needs of the City.
2. Optimize the outsourcing of printing, graphic design and mailing services to compliment in-house staff work.

Goal

Expand multimedia services to the City.

Objective

Provide staff training in the areas of digital photography, Power Point creation, digital black and white and color printing, electronic job submission by, CD/DVD creation, webpage design, etc.

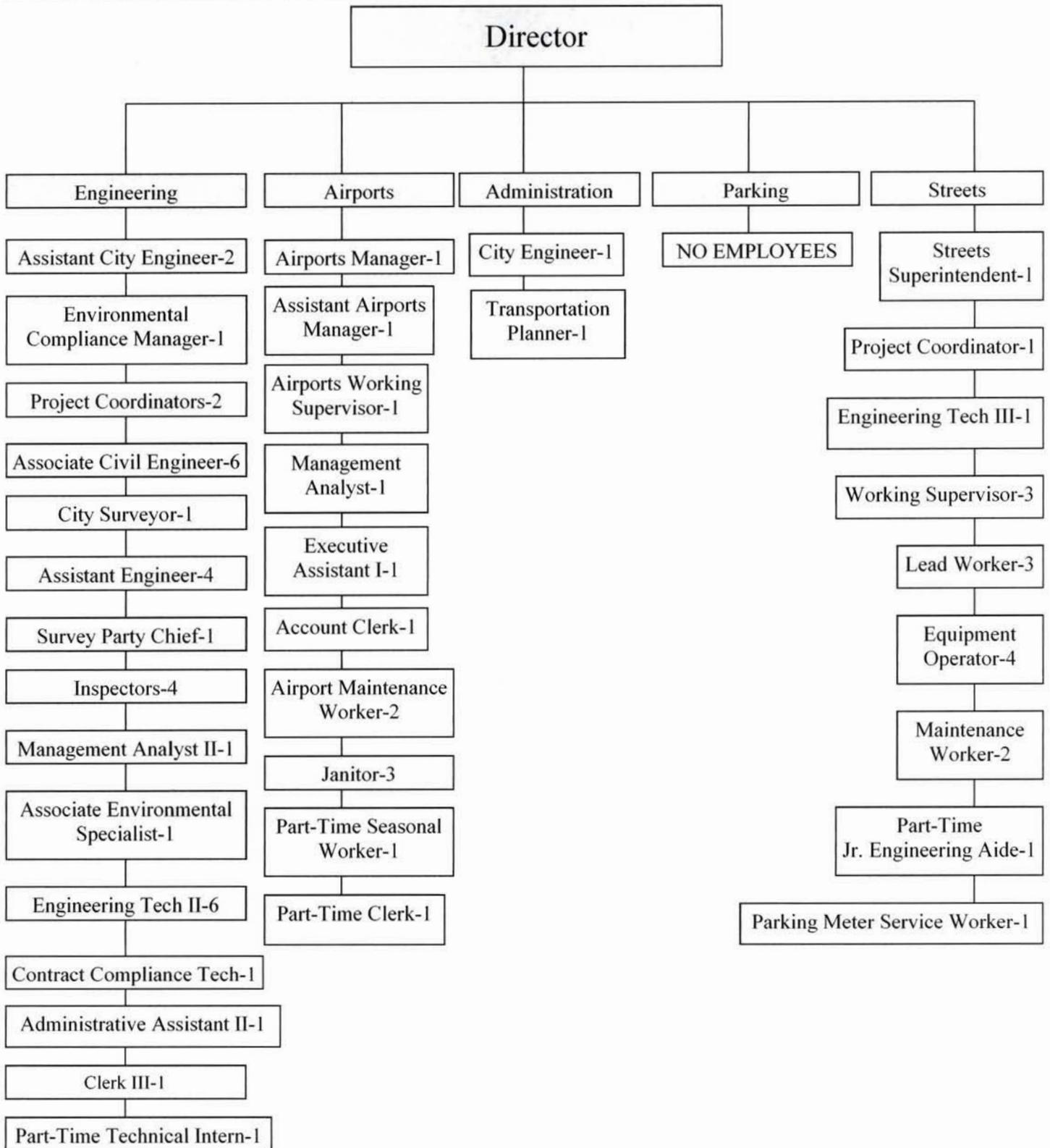
Goal

Optimize the use of technology and techniques to contain postage and mailing costs.

Objective

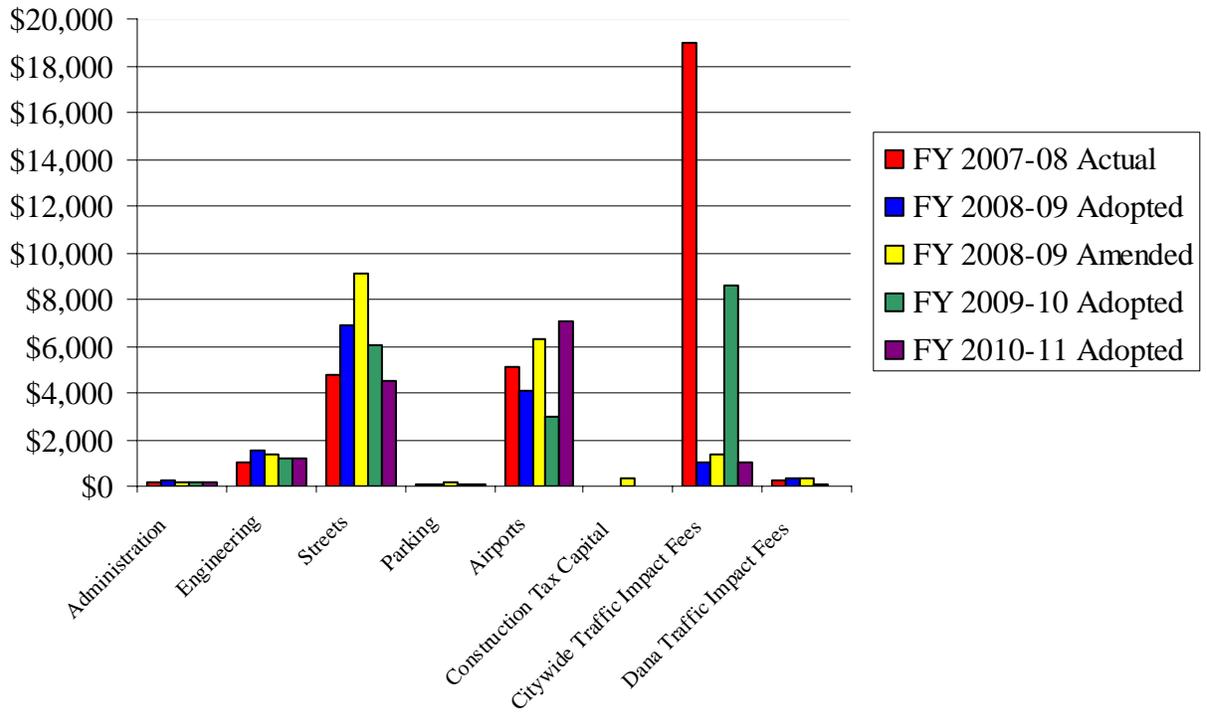
Implement methods such as electronic submission of daily postal reports to the United States Postal Service (USPS), new bar-coding formats, and 11 digit zip codes to maximize USPS discounts.

Transportation and Engineering Department



TRANSPORTATION & ENGINEERING

Expenditure Comparisons (In Thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

TRANSPORTATION AND ENGINEERING

Overview

The Transportation and Engineering Department's adopted budget for FY 2009-11 totals \$19,036,450 which is \$173,800 below the FY 2008-09 amended budget of \$19,210,250. For FY 2010-11 the adopted budget totals \$14,054,540 which is \$4,981,910 below the adopted FY 2009-10 budget.

The Transportation and Engineering Department consists of seven operating divisions: Administration, Engineering, Airports, Redding Area Bus Authority (RABA) Transit System, Streets, Parking Operations, Construction Tax Capital, Citywide Traffic Impact Fee Program and the Dana Traffic Impact Fee Program. RABA is a quasi-autonomous agency with its own governing authority and is not covered in this document.

Division	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Change	FY 2010-11 Adopted	Change
Administration	\$ 211,296	\$ 212,790	\$ 194,780	\$ 153,580	\$ (41,200)	\$ 163,690	\$ 10,110
Engineering	982,721	1,532,900	1,401,010	1,181,640	(219,370)	1,201,870	20,230
Streets	4,806,734	6,874,490	9,065,860	6,001,570	(3,064,290)	4,506,720	(1,494,850)
General Fund Subtotal	\$ 6,000,751	\$ 8,620,180	\$ 10,661,650	\$ 7,336,790	\$ (3,324,860)	\$ 5,872,280	\$ (1,464,510)
Parking	113,614	117,090	183,280	69,100	(114,180)	71,190	2,090
Airports	5,106,267	4,118,180	6,281,460	3,016,040	(3,265,420)	7,049,270	4,033,230
Construction Tax Capital	(153,116)	-	350,000	-	(350,000)	-	-
Citywide Traffic Impact Fees	18,945,056	1,018,860	1,383,860	8,564,520	7,180,660	1,061,800	(7,502,720)
Dana Traffic Impact Fees	262,747	350,000	350,000	50,000	(300,000)	-	(50,000)
Total	\$ 30,275,319	\$ 14,224,310	\$ 19,210,250	\$ 19,036,450	\$ (173,800)	\$ 14,054,540	\$ (4,981,910)

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The following table displays how the Department's budget is broken down between the major expenditure groups within each operating division.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Administration	FY 2010-11 Adopted	\$121,660	\$42,030	\$ -	\$ -	\$163,690
	FY 2009-10 Adopted	\$111,050	\$42,530	\$ -	\$ -	\$153,580
	FY 2008-09 Amended	\$63,050	\$131,730	\$ -	\$ -	\$194,780
	FY 2007-08 Actual	\$92,799	\$118,497	\$ -	\$ -	\$211,296
Engineering	FY 2010-11 Adopted	718,200	472,940	-	10,730	\$1,201,870
	FY 2009-10 Adopted	704,410	466,510	-	10,720	\$1,181,640
	FY 2008-09 Amended	900,520	488,720	1,040	10,730	\$1,401,010
	FY 2007-08 Actual	461,791	496,749	15,251	8,930	\$982,721
Streets	FY 2010-11 Adopted	1,736,220	1,713,520	1,056,980	-	\$4,506,720
	FY 2009-10 Adopted	1,690,770	1,702,800	2,608,000	-	\$6,001,570
	FY 2008-09 Amended	1,472,940	1,946,060	5,646,860	-	\$9,065,860
	FY 2007-08 Actual	1,383,246	1,427,848	1,995,640	-	\$4,806,734
General Fund Totals	FY 2010-11 Adopted	\$2,576,080	\$2,228,490	\$1,056,980	\$10,730	\$5,872,280
	FY 2009-10 Adopted	\$2,506,230	\$2,211,840	\$2,608,000	\$10,720	\$7,336,790
	FY 2008-09 Amended	\$2,436,510	\$2,566,510	\$5,647,900	\$10,730	\$10,661,650
	FY 2007-08 Actual	\$1,937,836	\$2,043,094	\$2,010,891	\$8,930	\$6,000,751
Parking	FY 2010-11 Adopted	54,900	16,290	-	-	\$71,190
	FY 2009-10 Adopted	53,230	15,870	-	-	\$69,100
	FY 2008-09 Amended	69,660	29,620	84,000	-	\$183,280
	FY 2007-08 Actual	87,315	26,299	-	-	\$113,614
Airports	FY 2010-11 Adopted	872,590	1,415,570	4,608,000	153,110	\$7,049,270
	FY 2009-10 Adopted	845,380	1,417,680	553,000	199,980	\$3,016,040
	FY 2008-09 Amended	828,400	1,351,880	3,892,780	208,400	\$6,281,460
	FY 2007-08 Actual	811,297	1,236,679	2,925,321	132,970	\$5,106,267
Construction Tax Capital	FY 2010-11 Adopted	-	-	-	-	\$0
	FY 2009-10 Adopted	-	-	-	-	\$0
	FY 2008-09 Amended	-	-	350,000	-	\$350,000
	FY 2007-08 Actual	-	410	(153,526)	-	-\$153,116
Citywide Traffic Impact Fees	FY 2010-11 Adopted	-	15,920	134,500	911,380	\$1,061,800
	FY 2009-10 Adopted	-	15,620	7,635,920	912,980	\$8,564,520
	FY 2008-09 Amended	-	16,980	453,100	913,780	\$1,383,860
	FY 2007-08 Actual	-	16,605	18,018,071	910,380	\$18,945,056
Dana Traffic Impact Fees	FY 2010-11 Adopted	-	-	-	-	\$0
	FY 2009-10 Adopted	-	-	50,000	-	\$50,000
	FY 2008-09 Amended	-	-	350,000	-	\$350,000
	FY 2007-08 Actual	-	-	262,747	-	\$262,747
Transportation and Engineering Total	FY 2010-11 Adopted	\$3,503,570	\$3,676,270	\$5,799,480	\$1,075,220	\$14,054,540
	FY 2009-10 Adopted	\$3,404,840	\$3,661,010	\$10,846,920	\$1,123,680	\$19,036,450
	FY 2008-09 Amended	\$3,334,570	\$3,964,990	\$10,777,780	\$1,132,910	\$19,210,250
	FY 2007-08 Actual	\$2,836,448	\$3,323,087	\$23,063,504	\$1,052,280	\$30,275,319

Administration Division

The Administration Division consists of the Department Director and a Transportation Planner. The Division has two main functions; general management of the Department and to serve as staff for RABA.

Engineering Division

The Engineering Division's duties include project design, utility planning, project management, transportation, survey and mapping, and construction management and inspection. The Division has a staff of 32 authorized full-time positions. Ten of the staff are licensed engineers and one is a licensed surveyor. The Division provides engineering and other related services to City departments.

Streets Division

The Streets Division provides citywide maintenance associated with streets, alleys, traffic signs, street-name signs, street striping, pavement markings, sidewalks, curbs/gutters, weed abatement, special parades/projects, and traffic signals. There are nine employees dedicated to the maintenance of the streets and sidewalks, four employees dedicated to the maintenance of the various signs and striping, one employee dedicated to the parking facilities, and two employees dedicated to traffic-related activities.

Parking Division

The Parking Division is responsible for the operation and maintenance of 483 parking meters, the collection of meter revenue and the cleaning of seven municipal parking lots and two Downtown demonstration blocks.

Airports Division

The Airports Division is tasked with the operation, maintenance, and capital improvement of the Redding Municipal and Benton Airports. Currently, there are seven full-time and four part-time employees dedicated to this operation.

Citywide Traffic Impact Fees

Citywide Traffic Impact Fees provide funding for street widening and reconstruction, traffic signals, transit facilities, bike paths, bridge widenings, and freeway interchange improvements related to new development in accordance with the development forecast under the City of Redding General Plan.

Dana Traffic Impact Fees

Dana Traffic Impact Fees provide for the costs of street widening and reconstruction, traffic signals, bridge widenings, and freeway interchange improvements related to new development within the Dana Drive traffic impact fee zone in accordance with the development forecast under the City of Redding General Plan.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Personnel

The following table depicts the personnel assigned by division within the Transportation and Engineering Department.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Administration	F/T	2.00	2.00	2.00	2.00	-	2.00	-
	P/T	-	-	-	-	-	-	-
	Total	2.00	2.00	2.00	2.00	-	2.00	-
Engineering	F/T	34.00	34.00	34.00	32.00	(2.00)	32.00	-
	P/T	0.48	0.48	0.48	0.48	-	0.48	-
	Total	34.48	34.48	34.48	32.48	(2.00)	32.48	-
Streets	F/T	16.00	16.00	17.00	16.00	(1.00)	16.00	-
	P/T	2.31	2.31	2.31	0.48	(1.83)	0.48	-
	Total	18.31	18.31	19.31	16.48	(2.83)	16.48	-
Parking	F/T	1.00	1.00	-	-	-	-	-
	P/T	-	-	-	-	-	-	-
	Total	1.00	1.00	-	-	-	-	-
Airports	F/T	7.00	7.00	7.00	7.00	-	7.00	-
	P/T	3.15	3.15	3.15	3.15	-	3.15	-
	Total	10.15	10.15	10.15	10.15	-	10.15	-
Total	F/T	60.00	60.00	60.00	57.00	(3.00)	57.00	-
	P/T	5.94	5.94	5.94	4.11	(1.83)	4.11	-
	Total	65.94	65.94	65.94	61.11	(4.83)	61.11	-

Capital Outlay

Administration Division

There are no capital improvements scheduled.

Engineering Division

There are no capital improvements scheduled.

Streets Division

The Streets Division is requesting \$2,608,000 for BY 2009-10 and \$1,056,980 in FY 2010-11 for street maintenance.

Parking Division

There are no capital improvements scheduled.

Airports Division

The Airports Division is requesting \$553,000 in FY 2009-10 and \$4,608,000 in FY 2010-11. This includes three improvement projects at the Municipal Airport totaling \$1,975,000 and nine improvement projects at the Benton Airport totaling \$3,186,000.

Citywide Traffic Impact Fee Program

A total of \$7,635,920 is requested for FY 2009-10 and \$134,500 is requested for FY 2010-11. Projects budgeted include plan line studies, and the widening of Placer Street from Airpark to Boston.

Dana Traffic Impact Fee Program

A total of \$50,000 is requested in FY 2009-10 for completion of a traffic signal.

Significant Issues

Administration Division

The focus of the Division is overall management of the Department and serving as staff for RABA. Significant issues can be found within the individual divisions.

Engineering Division

The biggest issue facing the Division continues to be the delivery and support of the capital program, while maintaining standards, master planning, and general record management have been reduced due to budget reductions.

Streets Division

The preservation of the City's streets continues to be a challenge as funding sources have declined and costs are high. This is a challenge facing most cities.

Parking Division

The Parking Division maintenance activities have been reduced by 20% due to budget cuts. Despite these cuts, a satisfactory level of maintenance has been maintained.

Airports Division

The Airports Division continues to pursue enhanced air service. The Airports Manager met with Allegiant Air and Delta Airlines regarding new passenger service opportunities for the Redding market. Although no commitment for additional service currently exists, the City of Redding has a \$500,000 Small Community Air Service Development Grant to assist in start-up costs if an airline commits in the near future.

Airport Financial Plan

Airport Fund (in thousands)	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
Beginning cash	\$ (6)	\$ 88	\$ 262	\$ 668	\$ 1,125	\$ 1,416	\$ 1,881
Revenue	3,182	7,201	5,030	4,319	8,174	6,157	3,413
Expenditures	3,088	7,027	4,624	3,862	7,883	5,692	2,816
Ending cash (non-dedicated)	175	211	385	637	928	1,231	1,573
Ending cash (dedicated PFC's)	(87)	51	283	488	488	650	905
Total ending cash	\$ 88	\$ 262	\$ 668	\$ 1,125	\$ 1,416	\$ 1,881	\$ 2,478

Status of 2007-2009 Goals and Objectives

Administration Division

Goal

Effectively manage the Department and assist the Divisions in meeting their goals.

Accomplishments

Director met regularly with Division Managers to discuss progress on objectives.

Engineering Division

Goal

Maintain internal customer service, project efficiency, and quality construction documents.

Accomplishments

1. Utilized scoping documents for nearly every project delivered.
2. Maintained low bid under the engineer's estimate on 91% of the projects. Overall, the low bids averaged 15% below the engineer's estimate.
3. Construction change orders not related to preapproved changes in scope were routinely below 5%.
4. Provided assistance to other departments attempting to manage engineering consultant contracts by providing the Capital Improvement and Maintenance Project Submittal Requirements guidebook and being available for questions.
5. Provided site inspection of capital projects. The majority of capital projects had site inspection of approximately four hours per day.

Goal

Maintain high level of service to the public through increased efficiency and prepared information.

Accomplishments

1. Completed record drawings for capital projects. This task has been 65% successful.
2. Required 'as-built's' prior to acceptance of land development improvements. This task has been 60% successful.
3. Continued to index record drawings. This task is 100% complete, and only newly completed projects are being indexed.
4. Promptly returned telephone calls and written correspondence, generally within four hours and four days, respectively. Phone calls and written correspondences were returned timely and generally within the goal.
5. Maintained cost history database for use by internal and external customers.

Goal

Deliver capital projects in the year for which they are budgeted.

Accomplishments

1. Maintained program-wide management of the Capital Improvement Plan (CIP). CIP information was incorporated into a data base to facilitate project status tracking and future CIP updates.
2. The Capital Project Status Report spreadsheet was expanded.
3. Maintained budgeted level of cross charges. Cross-charge budget levels were accomplished.
4. Increased one-on-one communication with other departments needing engineering services. Monthly meetings are held with Redding Municipal Utilities to provide project status updates. Other meetings are held as necessary with other departments to provide project updates.

Goal

Continue to increase the quality of surveys and map processing.

Accomplishments

1. Provided accurate and complete field and office surveys for design and land disposition. This objective was met.
2. Reviewed and evaluated development-related submittals. First check within three weeks and second check within two weeks. This objective was met.
3. Reviewed and evaluated development-related submittals. First check within three weeks, second check within two weeks. This objective was met.
4. Performed surveys for correction of citywide vertical datum. This is an ongoing project with work performed as time allows. The project is approximately 25% complete.

Streets Division

Goal

Continue to manage and maintain current roadways system with approved funding.

Accomplishments

1. Utilized the Street Work Calendar to monitor and improve efficiency and daily work productivity.
2. Continued to rate existing pavement conditions to meet goal of every four years on arterial roadways and every two years on collectors and residential roadways utilizing the current Pavement Management System.
3. Explored alternative paving methods such as rubberized cape seals, micro seals, and other advanced paving technologies.

Goal

Improve the pavement rating status of City roadways within the funding levels approved by the City Council.

Accomplishments

1. Slurry sealed approximately 25 miles of streets.
2. Crack sealed 30 miles of streets.
3. Completed wheel path grinding of approximately 6.9 miles utilizing in-house staff.
4. Completed wheel path grinding of approximately 17.4 miles utilizing outside contractual services.

Goal

Continue with the development of various inventories to assist future budget and maintenance plan development.

Accomplishments

1. Worked closely with Information Technology and GIS to complete the inventory of street striping, pavement markings, and signs.
2. Finalized and established a computerized inventory system that will be used for collection of all inventories associated within the Streets Division.

Parking Division

Goal

Maintain and manage parking structure and offsite parking facilities owned by the City.

Accomplishments

1. Completed an inventory program that summarizes existing striping and pavement markings, parking meters, planter boxes, and signs within the Downtown parking structure.
2. Completed an inventory of off-site parking lots, showing parking spaces, asphalt square footage, striping/pavement markings, and parking meters, if applicable.
3. Continued to work with property owners/business owners in the downtown.
4. Continued to provide a satisfactory level of maintenance in and around the Downtown parking facility despite budget cuts resulting in reduced time allocated to downtown.

Airports Division

Goal

To continue to develop and promote business at the City's Airports.

Accomplishments

1. Successfully completed Request for Proposals for Rental Car Concessions, secured a Department of Transportation Small Community Air Service Program grant to assist in air service enhancement efforts, negotiated the expansion of a helicopter operator's facility and negotiated for Redding Municipal Airport to become a major foreign flight training facility for Chinese Airlines.
2. Promoted the lease/or sale of surplus property at both airports; leased vacant land and facilities at Redding Municipal Airport and Benton Airpark.
3. Coordinated the design, bidding and construction of scheduled capital projects.

Goal

Improve the Division's financial position.

Accomplishments

1. Recommended adjustments to the Schedule of Fees and Service Charges.
2. Promoted the lease/or sale of surplus property at both airports; leased vacant land and facilities at Redding Municipal Airport and Benton Airpark.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Performance Measures and Workload Indicators

Engineering Division

Activity	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Subdivision Parcel Maps	24	14	10	10
Subdivision Final Maps	5	4	3	3
Lots Recorded	243	175	100	100
Property Line Adjustments	45	22	30	30
Encroachment Permits	642	622	625	625
Value of CIPs Advertised for Bid	\$ 82,500,000	\$ 25,000,000	\$ 47,000,000	\$ 47,000,000
Number of CIPs Advertised for Bid	37	25	42	42
Participation Agreements	2	2	2	2
Grading Permits	44	33	30	30
Easements	99	80	80	80
RFPs Prepared and Circulated	2	2	3	3

Streets Division

Activity	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Miles of Streets Maintained	462.5	464	465.5	467
Miles of Street Striping	424	434	444	454
Number of Signs	9,590	9,890	10,090	10,290
Number of Traffic Signals	85	86	87	88
Miles of Streets Resurfaced	0	8	6	5
Miles of Streets Preserved	10	26	10	10
Miles of In-house Wheel Path Grinding	0	6.9	6	6
Tons of Asphalt Material (In-house Wheel Path Grinding)	0	2,485	2,500	2,500

Parking Division

Activity	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Number of On-Street Parking Meters	424	409	404	399
Number of Off-Street Parking Meters	102	102	102	38
Number of Parking Spaces	1,399	1,384	1,374	1,364
Number of Parking Lots	6	6	6	5

Airports Division

Activity	2007-08 Actual	2008-09 Estimated	2009-10 Projected	2010-11 Projected
Enplanements/deplanements total	128,850	131,500	141,505	146,630
Aircraft ops. total	70,598	77,500	96,050	109,631
Autos parked in public lot	13,383	14,475	15,500	16,500
Acres of land leased	724	724	525	526
Acres of land sold	-	-	1	1
Aircraft (total) T-hangars/open/tie-down leases	225	230	232	234
Facility and ground leases	44	45	47	48
Ground lease amendments and renewals	16	17	17	17

2009-11 Goals and Objectives

Administration Division

Goal

Effectively manage the Department and assist the Divisions in meeting their goals.

Objective

Meet regularly with Division Managers to discuss progress on objectives.

Engineering Division

Goal

Maintain internal customer service and project efficiency.

Objectives

1. Continue to use scoping documents on all projects.
2. Maintain average contract bid within $\pm 10\%$ of engineer's estimate.
3. Keep corrective contract change orders at $\pm 5\%$ of construction cost.
4. Continue to provide assistance to other departments attempting to manage engineering consultant contracts.
5. Continue increased level of site inspection of capital projects.

Goal

Maintain high level of service to the public through increased efficiency and prepared information.

Objectives

1. Complete record drawings for capital projects within time frames.
2. Require record drawings prior to acceptance of land development improvements.
3. Continue to index record drawings for new projects and index the County drawings and microfiche drawings.
4. Promptly return telephone calls and written correspondence, generally within four hours and four days, respectively.

Goal

Deliver capital projects in the year for which they are budgeted.

Objectives

1. Provide program-wide management of the Capital Improvement Plan.
2. Continue to develop status reports for customers.
3. Maintain budgeted level of cross charges.
4. Increase one-on-one communication with other departments needing engineering services.

Goal

Continue to increase the quality of surveys and map processing.

Objectives

1. Provide accurate and complete field and office surveys for design and land disposition.
2. Review and evaluate development-related submittals. First check within three weeks and second check within two weeks.
3. Review and evaluate development-related submittals. First check within three weeks, second check within two weeks.
4. Perform surveys for correction of citywide vertical datum.

Streets Division

Goal

Continue to manage and maintain current roadways system with approved funding.

Objectives

1. Utilize the Street Work Calendar to monitor and improve efficiency and daily work productivity.
2. Continue to rate existing pavement conditions on arterial roadways every four years and collectors and residential roadways every two years utilizing new Pavement Management System.
3. Continue to utilize alternative paving methods such as rubberized cape seals, micro seals, and other advanced paving technologies.

Goal

Improve the pavement rating status of City roadways within the funding levels approved by the City Council.

Objectives

1. Apply slurry seal or other alternative paving methods to approximately 10 miles of streets.
2. Crack seal 5 to 10 miles of streets.
3. Wheel Path grind approximately 10 miles of streets.
4. Seek additional funds for street maintenance that may become available during each fiscal year.

Goal

Continue with the development of various inventories to assist future budget and maintenance plan development.

Objectives

1. Work closely with Information Technology and GIS to maintain up-to-date inventory of street stripping, pavement markings, and signs.
2. Finalize and establish a computerized inventory system that will be used for collection of all inventories associated within the Streets Division.

Goal

Enhance vehicular and pedestrian safety on public streets

Objectives

1. Develop cycle-based program to assess safety, accident, signing, delineation, speed, volume and bicycle/pedestrian facilities along major corridors.
2. Work closely with Police Traffic Unit, streets personnel, operations, signal technicians, Caltrans, and engineering through bi-weekly meetings to coordinate requests for traffic controls, parking and enforcement.
3. Maintain as appropriate, with available funding, striping, signs, and pavement markings through in-house and outside contractual services.
4. Complete annual reflectivity night survey.
5. Leverage grant opportunities through Highway Safety Improvement Program, Bicycle Transportation Account, Safe Routes to School, and Office of Traffic Safety programs.
6. Educate community members regarding traffic safety through brochures, posters, media stories and spots, website and community events.
7. Develop traffic calming program for neighborhoods.

Goal

Ensure appropriate update and maintenance of the Vehicles and Traffic Ordinance

Objectives

1. Work with GIS and traffic operations to develop and maintain a traffic control map accessible on the City's map server.
2. Develop process to accurately update the traffic control map as new devices are installed.
3. Update, as appropriate, incorrect and outdated references within the ordinance.

Parking Division

Goal

Maintain and manage parking structure and offsite parking facilities owned by the City.

Objective

1. Complete an inventory program that exhibits existing striping and pavement markings, parking meters, planter boxes, and signs within the Downtown parking structure.
2. Complete an inventory of all off-site parking lots. In detail, show parking spaces, asphalt square footage, striping/pavement markings, and parking meters, if applicable.
3. Continue to work with property owners/business owners in the downtown.
4. Continue with the current level of maintenance in and around the Downtown parking facility.

Airports Division

Goal

Continue to develop and promote business at the City's Airports.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Objectives

1. Maintain existing level of air carrier service.
2. Promote enhanced airline service at Redding Municipal Airport.
3. Coordinate the design, bidding and construction of scheduled capital projects.

Goal

Improve the Division's financial position.

Objectives

1. Review existing fee schedule and recommend appropriate modifications.
2. Promote the leasing and/or selling of surplus property at both airports.
3. Closely monitor all expenditures.

Unmet Needs

Engineering Division

Easement acquisition (per year)*	\$	100,000
Control Network Survey Project (staff time)		35,000
Survey grade GPS with fixed base station		80,000
Construction Standards (staff time)*		50,000
City Standard Specifications*		50,000
Technical Training*		50,000
		50,000
 Total Unmet Needs	 \$	 365,000

*Need per year for fiscal years 2009-10 and 2010-11

Streets Division

Street maintenance continues to be the major challenge for the Streets Division. The Pavement Management Program (PMP) classifies the condition of the various street segments and provides a rating. This rating system is then used, in part, in the determination of which street segments need to be repaved or sealed. The current dollar amounts for repair assigned by the PMP totals \$43.5 million. The current pavement condition index is 80. The rating system is based on a 0 to 100 scale. The 80 rating would place the overall pavement condition within the City at a "B-" rating.

In addition, pedestrian facilities are experiencing deterioration and need continual repair and replacement and there are many gaps in the system that need new sidewalk and other enhancements.

Overlay	\$	27,000,000
Reconstruction		7,500,000
Seal coats		7,500,000
Routine maintenance/crack sealing		1,500,000
Pedestrian Facilities		5,000,000
		5,000,000
 Total Unmet Needs	 \$	 48,500,000

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Parking Division

Parking deferred maintenance in the Downtown area* \$50,000

*Need per year for fiscal years 2009-10 and 2010-11

Airports Division

Deferred maintenance on City owned buildings	\$	390,000
Gravity feeders sewer hookup		400,000
Resurface pavement		285,000
Remove/replace external terminal buildings and access road signage		615,000
Enhance landscaping at both airports		500,000
Drainage ditch improvements		150,000
Convert overhead utilities to underground within hanger area		135,000
Drainage improvements to retention pond		120,000
Resurface automobile parking lots at Benton		<u>800,000</u>
Total Unmet Needs	\$	<u><u>3,395,000</u></u>

APPENDIX

Table of Contents

Glossary/Acronyms	L-3
Fund Descriptions	L-9
Budget Policies.....	L-13
Redding Redevelopment Agency	L-31
Redding Bus Authority.....	L-51
Redding Housing Authority	L-57
Index.....	L-63

GLOSSARY/ ACRONYMS

GLOSSARY/ACRONYMS

ACCRUAL BASIS OF ACCOUNTING

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

A/D

Assessment District

ADOPTED BUDGET

The appropriations as they were original adopted by the City Council before any amendments were made to the budget.

APPROPRIATION

A legal authorization by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation is limited in amount and the time when it may be expended.

BASE BUDGET

An estimate of the minimum resources required to maintain the current level of services, assuming no change in service demands.

BPPM

Budget Policies and Procedures Manual for the City of Redding.

BUDGET DOCUMENT

The instrument used by the City Manager to present a comprehensive financial program to the City Council.

BUDGET MESSAGE

A general discussion of the adopted budget as presented in writing by the City Manager to the City Council.

BUDGET ACCOUNTS

Accounts used to enter the adopted annual operating budget into the subsidiary ledgers as part of the management control process.

BUDGET CONTROL

The control or management of the City's resources in accordance with the adopted budget as amended by the City Council for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL BUDGET

Funds that are used to account for financial resources used for major capital improvements projects.

CAPITAL IMPROVEMENT PLAN

The document prepared on an annual basis that outlines what major capital projects and equipment will be purchased for a five year period.

CAPITAL OUTLAY

Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, plant, plant improvements, projects, infrastructure, and all other tangible or intangible assets that have initial useful lives extending beyond one year and cost more than \$5,000.

CAPITAL PROJECT

A permanent physical addition to the City's assets including the design, construction and/or purchase of lands, buildings, facilities or major renovations. Capital projects do not include the direct purchase of equipment vehicles or machinery, unless part of a larger project.

CARB

California Air Resource Board

CASH BASIS OF ACCOUNTING

Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

CDBG

Community Development Block Grant

CERTIFICATE OF PARTICIPATION

A certificate which represents a proportionate participation in a tax-exempt lease agreement in which the lessee is a public entity. Rental payments are annually appropriated by the lessee.

CHARGES FOR SERVICES

Monies the City receives as payment for services provided, such as water, sewer, solid waste, and building permits.

COSTS

The amount of money or other consideration exchanged for property or services.

COST ALLOCATION REIMBURSEMENT

Charges assessed to enterprise funds for providing them administrative services, i.e., personnel services, finance services, attorney services etc.

CVB

Convention and Visitors Bureau

DEBT SERVICE

The sum of all the interest payments in a period plus the dollar amounts of any bonds scheduled to mature in the period.

DEPARTMENT

A sub-unit of the City representing a functional grouping of services provided, such as Police, Fire, Public Works, and Development Services. In the 13-digit accounting code structure, the department is identified by the second three digit number, e.g., 000-XXX-000-0000.

DIVISION

A sub-unit of a department representing a specific grouping of activities within a department, such as Administration, Operations, or Services. In the 13-digit accounting code structure, the division is identified by the third three-digit number, e.g. 000-000-XXX-0000.

ENCUMBRANCES

An obligation of the City related to unperformed (executory) contracts for goods and services.

ENTERPRISE FUNDS

Funds established to account for operations that are operated as private business enterprises from user charges that support City services such as Water, Convention Center, Airport, Electric, Wastewater, and Solid Waste.

EXPENDITURES

Current operating expenses which require the current or future use of net current assets, debt service and capital outlays. The term "expenditures" in the BPPM is intended to mean budgetary expenditures. Expenditures are identified in the 13 digit accounting code structure as the last four digits, e.g., 000-000-000-XXXX.

FISCAL YEAR

A 12 month period to which the annual operating budget applies and at the end of which the City determines its financial position and the results of its operations. The City defines the fiscal year as 12 month period from July 1 to June 30.

FUND

A fiscal and accounting entity with a self-balancing set of accounts, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restriction, or limitation. Fund is identified in the 13 digit accounting code structure as the first three digits, e.g., XXX-000-000-0000.

GENERAL FUND

The fund used to account for all financial resources except those required to be accounted for in another fund. Primary source of monies come from local property and sales taxes that are used to pay for general City Services.

GENERAL GOVERNMENT

The administrative departments of the City, including the City Council, City Clerk, City Treasurer, City Manager, City Attorney, Administrative Services, and Personnel.

GOAL

The desired result of accomplishments within a given time frame

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)

An association of public finance professions founded in 1906 as the Municipal Finance Officer Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

HUD

Housing and Urban Development. The federal agency which oversees most community development and housing activities in which the city receives funding from the federal government.

IMPACT FEES

Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (e.g., parks, sidewalks).

IN LIEU PROPERTY TAXES

A payment that a "property owner" not subject to taxation makes to a government to compensate it for services that the "property owner" receives that normally are financed through property taxes. An example of a "property owner" would be the Electric Utility Fund.

INTERFUND TRANSFER

Monies that are transferred from one fund to another fund as an accounting procedure.

INTERNAL SERVICE FUNDS

Funds which account for goods and services provided by one City department to another City department. Information Systems, Records Management, Risk Management, and Building Maintenance represent departments which are funded this way.

LOCAL TAXES

Monies the City receives from taxes levied and/or collected locally, primarily property, sales, and transient occupancy taxes.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

Basis of accounting according to which (a) revenues are recognized in the accounting periods in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which be recognized when due.

NON-DEPARTMENTAL EXPENDITURES

Operating expenditures that are City-wide and/or multi-departmental in nature.

NPDES

National Pollutant Discharge Elimination System

OBJECTIVE

The necessary steps that need to be accomplished to achieve a desired goal.

OTHER REVENUE

Monies not classified elsewhere, including miscellaneous revenue.

OPERATING BUDGET

Materials, supplies, and personnel costs for City services and activities conducted yearly.

PERFORMANCE MEASURES

Commonly used term for service efforts and accomplishments reporting.

PUBLIC EMPLOYEES RETIREMENT SYSTEM – PERS

A state or local governmental entity entrusted with administering one or more pension plans.

RABA

Redding Area Bus Authority.

RCAC

Redding Community Access Corporation

REU

Redding Electric Utility

RMU

Redding Municipal Utilities includes Solid Waste, Wastewater, Water, and Storm Drainage utilities.

RRA

Redding Redevelopment Agency.

REVENUES

The total amount of funds received in the current year from taxes, fees, charges, grants, contributions, permits, licenses, etc. **SHASCOM**: Shasta Area Communication Agency. This is the county wide area dispatch agency.

SPECIAL ASSESSMENT FUNDS

Revenues generated through the formation of an assessment district for the financing of public improvements or services to benefit properties against which assessments are levied, such as assessment for street construction or flood control.

SPECIAL REVENUE FUNDS

Funds used to account for the proceeds of specific revenue sources that legally are restricted to expenditures for specific purposes like funds from Community Development Block Grants (CDBG), gas tax, and other Federal and State funds granted for specific community programs.

TMBID

Tourism Marketing Business Improvement District

TOT

Transient Occupancy Tax

TRUST AND AGENCY FUNDS

Monies which are held in trust by the City and whose use is restricted to the specific purpose for which the funds were received, such as park development funds and developer contributions.

FUND DESCRIPTIONS

Governmental Funds

General Fund

The General Fund accounts for all financial resources of a governmental unit that are not legally required to be accounted for in another fund.

Special Revenue Funds

These funds account for the proceeds derived from specific revenue sources that are legally restricted to expenditures for specified purposes.

The City has the following Special Revenue Funds

1. **Parking Fund** - This fund was established to account for the receipts of parking-related revenues and expenditures.
2. **Rolling Stock Replacement Fund** – Established to account for funds designated for rolling stock and equipment replacement.
3. **Gas Tax Street Improvement Fund** – Established to record State and Federal Funds that are restricted to the construction and maintenance of the city's street system. The Funds are transferred to the General Fund after the appropriate expenditures are made in the General Fund.
4. **Local Transportation Fund** – Established to record local transportation revenues that are restricted for maintenance of the street system of the city. The Funds are transferred to the General Fund after the appropriate expenditures are made in the General Fund.
5. **Library Fund** – Established to account for revenues and expenditures associated with the Library in Shasta County
6. **Community Development Block Grant Fund** - This fund was established to account for programs financed by Community Development Block Grant Funds.
7. **Public Safety Fund** - This fund was established to account for approximately \$272,500 annually received from the State for Public Safety.
8. **Special Development Fund** - This fund was established to account for receipts and disbursements of development funds. Financing is provided by construction fees paid by developers, and expenditures are restricted by element.

Enterprise Funds

Enterprise funds account for operation: a) financed and operated in a manner similar to a private business enterprise. The intent of a governing body is that the cost of providing goods or services be financed primarily through user charges; and b) where the governing body has decided that periodic determination of revenues earned and expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The City has the following Enterprise Funds:

1. **Airport Fund** - This fund was established to account for the operations of the City's airports.
2. **Electric Utility Fund** – This fund was established to account for the operations of the City's electric utility, a self-supporting activity which renders a service on a user-charge basis to residents and businesses.
3. **Water Utility Fund** – This fund was established to account for the operations of the City's water utility, a self-supporting activity which renders a service on a user-charge basis to residents and businesses.
4. **Wastewater Utility Fund** – This fund was established to account for the operations of the City's wastewater utility, a self-supporting activity which renders a service on a user-charge basis to residents and businesses.
5. **Storm Drainage Utility Fund**- This fund was established to account for the operations of the City's storm drainage utility, a self-supporting activity which renders a service on a user-charge basis to residents and businesses.
6. **Solid Waste Fund** - This fund was established to account for the operations of the City's solid waste collection and disposal services, a self-supporting activity which renders a service on a user-charge basis to residents and businesses.
7. **Tourism/Convention Fund** - This fund was established to account for the operations of the Convention Center and Visitors Bureau.

Internal Service Funds –

Used to finance and account for special activities and services performed by a designated department for other departments within the same governmental unit on a cost reimbursement basis.

The City has the following Internal Service Funds:

8. **Fleet Maintenance Fund** - This fund was established to account for all motorized and communications equipment utilization by City departments.
9. **Information Technology Fund** - This fund was established to account for the data processing activities utilized by all City departments.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

10. **General Support Services Fund** - This fund was established to account for general support services utilized by all City departments.
11. **Risk Management Fund** - This fund was established to account for the self-insurance activities of the City associated with general liability and workers compensation.
12. **Building Maintenance & Construction Fund** - This fund was established to account for the day-to-day maintenance of buildings, including janitorial, air conditioning, gardening and upkeep.
13. **Records Management** - This fund was established to account for the cost associated with maintaining the City's records system.
14. **Employer Services** - This fund was established to account for employment related costs such as union negotiations and hiring costs.
15. **Geographic Information Systems** - This fund was established to account for maintaining the City's geographic information system.
16. **Communications**- This fund was established to account for costs associated with maintaining the city's telephone and radio systems.
17. **Reprographics** - This fund was established to account for the costs associated with printing, mailing, sorting, and delivery of main and in-house documents.
18. **Volunteer Services** - This fund was established to account for costs associated with the City's volunteer worker program.
19. **Employee Benefits Payroll** - This fund was established to accumulate the City's various payroll taxes and benefits, and then disburses them to the appropriate vendors and agencies.
20. **Employee Benefits Group Insurance** - This fund was established to account for the self-insurance activities of the City associated with medical, dental, prescription drug and vision care of the City employees, retirees and dependents.
21. **Redding Municipal Utilities Administration** - This fund was established to account for the administration unit over the City Utilities, except Electric. It also accounts for the cost of electrical technician services and the USA/Locate services of the City.

BUDGET POLICIES

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
APPROPRIATION TRANSFER OF FUNDS	87-319	401	10/20/87	1

BACKGROUND

At the Council meeting of September 29, 1987, the City Council considered a proposal to authorize the City Manager to administratively transfer budget appropriations. This proposal was referred to staff by Council and further information was requested.

PURPOSE

The goal of the Administrative Transfer is to use the Budget document as a management plan by which to control expenditures and obligations of the City in advance.

POLICY

1. The City Council does hereby authorize the City Manager to administratively transfer appropriations
2. Appropriations shall be transferred only for purposes previously approved by the City Council
3. Appropriations shall not be transferred between Funds
4. Appropriations shall not be transferred between departments
5. Appropriations of up to \$5,000 may be transferred to effect an emergency repair or replacement of equipment (amended 12/5/89).
6. The number of positions authorized by the City Council shall not be changed administratively.

PROCEDURE

The procedure for utilizing the Appropriation Transfer Request is provided in the City of Redding Budget Policies and Procedures Manual.

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
GENERAL BUDGET GOALS	90-160	402	04/03/90	1

BACKGROUND

The City of Redding maintains a Budget for Operating, Debt Service, and Capital Improvements in accordance with the laws of the State of California.

PURPOSE

To establish purposes for utilizing a Budget, as follows:

1. Maintain the fiscal integrity of the City’s operating, debt service, and capital improvement budgets in order to provide services and to construct and maintain public facilities, streets, and utilities.
2. Maintain a responsible and prudent fiscal condition and high bond rating to minimize long-term interest expense when financing capital improvements with an ongoing, systematic bonding program.
3. Prepare and refine written goals and policies to facilitate preparation of financing, spending, and performance plans for the City.
4. Coordinate decision-making for the capital improvement budget with the operating budget to make effective use of the City’s limited resources for operating and maintaining facilities.
5. Prepare budget data for elected officials in a form that will facilitate budget decisions.
6. Prepare and evaluate activity performance plans that relate to financing and spending plans in the City budget.
7. Encourage citizen involvement in the budget decision-making process through public hearings and informal meetings.

POLICY

The City will adhere to purposes stated for utilizing a Budget.

PROCEDURE

Specific procedures to achieve the purposes stated above are provided in the City of Redding Budget Policies and Procedures Manual.

Amended April 15, 2008, by Resolution No. 2008-35

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
BUDGET FINANCING GOALS	90-160	403	04/03/90	1

BACKGROUND

To develop a Budget, several specific assumptions need to be stated to facilitate the financing of the Budget.

PURPOSE

To establish the financing assumptions for the development of the Budget.

POLICY

It is the policy of the City Council of the City of Redding:

1. To finance essential City services which have a city-wide benefit in the budget with revenue sources which are generated from a broad base (i.e., property taxes, State and Federal Aid, assessments, and franchise fees); finance responsive services with dedicated revenue and user fees which directly relate to the level of service provided; and minimize General Fund financing assistance to those responsive service activities which have a common-good community benefit but cannot totally finance expenses with user fees.
2. To minimize the need for property tax financing by controlling costs and by seeking alternative financing for City services which focus on user fees for responsive services and by the upgrading and/or enhancement of the property tax base.
3. To refine exiting assessment financing formulas and user fee rate structures to more accurately charge the costs of service provided to the benefitting property owners and customers served.
4. To support Federal and State legislation that provides property tax relief and direct aid to cities, without reliance on regressive forms of taxation, while striving to eliminate funding of regional and State responsibilities at the local level. Oppose legislation which imposes local service mandates without Federal, State, or regional funding.
5. To direct resources to finance services provided by the City and to minimize support for services primarily and appropriately financed by other levels of government.

Amended April 15, 2008, by Resolution No. 2008-35

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
BUDGET SERVICE LEVEL GOALS	90-160	404	04/03/90	17

BACKGROUND

To develop a Budget, several specific assumptions need to be stated to facilitate the budget development process.

PURPOSE

To facilitate the budget development process by establishing base-level procedures for the development of the Budget.

POLICY

It is the policy of the City Council of the City of Redding:

1. That budget decisions to increase service levels or add a new program will be financed with either a new revenue source, rate adjustment, or by a deliberate reduction in, or elimination of, existing services.
2. That decisions to reduce service levels or eliminate programs will be based on city-wide priorities and needs when revenue sources are inadequate to maintain existing services at current program levels.
3. To maintain programming flexibility to address priority user needs based on historical usage and demographic trends within service areas, if a service is provided at many facilities throughout the city and a service-level reduction is necessary.
4. To incorporate self-reliance in both day-to-day operation of the City and the development of its long-range plans. A self-reliant City makes greater use of its own resources, takes care of its own, and creates its own opportunities for a better life. More specifically, “self-reliance” should:
 - Encourage community involvement;
 - Foster economic development to enhance the tax base and retain and create employment opportunities;
 - Strengthen our neighborhoods through service delivery and cooperation with neighborhood groups; and
 - Strengthen City government as an organization dedicated to serving the people of Redding.

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
BUDGET SERVICE LEVEL GOALS	90-160	404	04/03/90	2

5. To avoid duplication of services with other units of government and seek joint-use opportunities for public facilities with both governmental units and non-profit organizations when effective service delivery can be provided at less cost or no cost to the City.
6. To recognize that City employees are City government's most valuable asset and that, as such, their concerns, participation, and morale are crucial to delivering high quality, efficient services to the residents and taxpayers of Redding.
7. To employ good management practices when planning for service delivery by including in budget requests money to pursue activities, such as:
 - o Office automation and computer applications that increase productivity;
 - o Equipment modernization;
 - o Work-hour simplification;
 - o Risk management/employee safety;
 - o Preventative maintenance;
 - o Energy conservation;
 - o Life-cycle costing and purchasing of equipment;
 - o Lease-purchase options for high-cost equipment purchases which reduce operating expenses;
 - o Performance planning, reporting, and evaluation;
 - o Employee training; and
 - o Competitive bidding for services.
8. To modernize the physical and organizational structure of the City departments and offices to facilitate better management of resources. Create an environment which encourages innovative problem-solving and pursuit of opportunities to improve service delivery within existing budgets.

Amended April 15, 2008, by Resolution No. 2008-35

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
ADOPTION OF THE BIENNIAL BUDGET	90-160	405	04/03/90	1

BACKGROUND

In accordance with State Law, the City has no legal obligation to adopt a comprehensive financial plan. However, good business practice and sound financial prudence would indicate that the City of Redding adopt a comprehensive financial plan on at least a biennial basis.

The comprehensive financial plan for the City of Redding is composed of spending, financing, and performance plans for three types of budgets: operating, debt service, and capital improvement. All budgets must be sound: the spending plan (expenditures and transfers out) must equal or be less than the financing plan (revenues, transfers in, and use of fund balance).

PURPOSE

To establish a biennial comprehensive financial plan.

POLICY

It is the policy of the City Council of the City of Redding:

That the City Manager shall propose to City Council at least every other year prior to the beginning of the fiscal year a comprehensive financial plan for the next fiscal year or two fiscal years (July 1 to June 30). After considering the City Manager's recommendations, the Mayor and City Council shall adopt the budget.

Amended April 15, 2008, by Resolution No. 2008-35

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
BUDGET AMENDMENTS POLICY	90-160	406	04/03/90	1

BACKGROUND

From time to time, the Budget may need adjustment to respond or meet changing conditions or circumstances. This is accomplished by amending the Budget, either administratively by the City Manager or by the City Council upon the recommendation of the City Manager.

PURPOSE

To amend the Budget as may be required during the fiscal year.

POLICY

It is the policy of the City Council of the City of Redding:

1. Budgeted appropriations may be increased, decreased, or have the purpose for which they are provided changed by Council resolution.
2. The City Manager may move by appropriation transfer part or all of any unencumbered appropriation balance within a department, agency, or authority. Upon the recommendation of the City Manager, Council may by resolution transfer part or all of any unencumbered appropriation balance from one department, agency, or authority to another.
3. If the City Manager reports to Council that the revenue available will be insufficient to meet the amount appropriated, the Mayor and City Council shall take such actions as they deem necessary to prevent or minimize any deficit, and for that purpose they may reduce by resolution one or more appropriations.

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
REBUDGET OF PRIOR YEAR APPROPRIATIONS	91-275	409	07/16/91	1

BACKGROUND

The City of Redding adopts a Budget at the beginning of each budget cycle. Certain items budgeted in the prior year are rebudgeted as a carryover. These items are difficult to identify for numerous reasons, and each year a certain number are overlooked in the budget process. This policy would authorize the City Manager to routinely carry over items previously approved, but not rebudgeted.

PURPOSE

This policy would authorize the City Manager to rebudget previously approved and budgeted items in accordance with Council guidelines.

POLICY

It is the policy of the City Council of the City of Redding to authorize the City Manager to rebudget certain items as follows:

1. The item(s) was previously considered and budgeted by Council Resolution.
2. The item(s) was not rebudgeted through the adoption of the Budget or by Exhibit A of the Resolution adopting the Budget.
3. The amount of the appropriation does not change, nor does the amount of the funding source change.
4. There is no impact upon fund reserves.
5. The purpose for which the item(s) was rebudgeted does not change.

In the event the item(s) does not meet these conditions, it must be approved by the City Council and may not be rebudgeted as part of this policy.

PROCEDURE

The procedure for utilizing the Rebudget of Prior Year Appropriations is provided in the City of Redding Budget Policies and Procedures Manual.

Amended April 15, 2008, by Resolution No. 2008-35

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
FISCAL IMPACT STATEMENTS	92-50	411	2/4/92	1

BACKGROUND

Many actions taken by the City government have a fiscal impact, either positive or negative, and yet these impacts have not in the past always been formally evaluated. Projects may be undertaken, commissions established, studies assigned to staff, and workload otherwise affected without an attempt to measure the effect such action may have on the City financially. While this is not atypical of cities—and governments generally—a more responsible posture, generating greater accountability to the public we serve, would be to require more measurement or estimate of financial impact of every major action we take or consider.

PURPOSE

The purpose of this policy is to ensure a higher level of responsibility, accountability, and fiscal integrity for the City government by requiring a fiscal impact statement to accompany every major proposal considered by the City Council.

POLICY

It is the policy of the Redding City Council to require the preparation of a fiscal impact statement to accompany every major proposal to be considered by the City Council. Affected by this policy would be:

1. The best available estimate of the capital outlay cost of projects;
2. The best available estimate of operating costs of capital projects, extended over ten years;
3. The operating cost (and revenues) of newly proposed programs;
4. The cost of servicing commissions;
5. Estimates of the cost of employee compensation packages being negotiated or otherwise considered, including benefits;
6. Operating costs (and realistic labor savings, if anticipated) of equipment proposed for acquisition.

PROCEDURE

No prescribed and uniform format of such statements will fit all situations, and so none is prescribed. The form of the statement should be tailored, however, to provide the City Council with the basic information necessary to reach a sound decision.

It is anticipated that during the transitional period (the first year or two this policy is in effect), the City Council will be evaluating currently-existing programs with the objective of determining areas in which program costs that have developed over the years may no longer be justified.

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
ESTABLISHMENT OF LONG-RANGE FINANCIAL PLANS AND UNRESERVED CASH BALANCE	92-110	412	03/17/92	1

BACKGROUND

Fiscal stability is an important factor to any city. The budget decisions made today will have an impact on the City's future in not only what is accomplished, but what resources are available in the future. Being concerned with only making ends meet this year, with little planning about what the future will hold is shortsighted. Many governments become too shortsighted with their budget process, which causes crisis for them down the road. The decisions made today could have a profound impact on the City's future.

PURPOSE

Just as a city must look ahead at land use needs, it must also forecast its financial needs in order to avoid serious deficiencies or over-commitments to programs and projects. Establishing a long-range financial plan and minimum reserve levels will assist in accomplishing the City's goal and objectives and provide for orderly provisions of services to the citizens of Redding.

POLICY

It is the policy of the City Council of the City of Redding:

1. To prepare long-range financial plans for each of the City's major funds and update those plans at least biennially.
2. To maintain at a minimum an estimated five percent of projected expenditures unreserved cash balance at year end throughout the long-range financial plan.
3. When approval of additional appropriations is requested of Council the effect on the long-range financial plan should be considered.
4. A requested appropriation that would cause the estimated end of year cash reserve in any year of the long-range financial plan to drop below five percent needs to be submitted with a plan to insure the fiscal stability of the major fund's financial position.
5. During the budget process, the City Council will evaluate the cash balance to determine if adequate levels of cash are maintained based on the economic conditions of the area or other circumstances.

Amended April 15, 2008, by Resolution No. 2008-35

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
ROLLING STOCK REPLACEMENT FUND	95-178	416	08-01-95	1

BACKGROUND

The City has established a Rolling Stock Replacement Fund to accumulate resources to purchase rolling stock (i.e., vehicles and related equipment). The purpose of establishing the Rolling Stock Replacement Fund was to manage rolling stock resources in the most efficient manner possible. To provide departments with the mechanism to manage their rolling stock the City needs to establish a formal policy regarding appropriation of funds for rolling stock.

PURPOSE

This policy would authorize department heads, with the City Manager’s approval, to transfer funds accumulated in the Rolling Stock Replacement Fund to the originating division’s budget where the funds could be expended for rolling stock.

POLICY

The City of Redding has established a Rolling Stock Replacement Fund to accumulate resources to purchase rolling stock. The Rolling Stock Replacement Fund shall accumulate resources from the sale of rolling stock, interest earnings and cash transfers from the various divisions of the City. All cash transfers to the Rolling Stock Replacement Fund need Council approval either in the annual budget or by amendment to the budget. A separate accounting of each division’s transfers in, sale of rolling stock, interest earnings and transfers out will be maintained for the Rolling Stock Replacement Fund.

No rolling stock will be purchased in the Rolling Stock Replacement Fund. To purchase rolling stock, cash will be transferred from the Rolling Stock Replacement Fund to the originating division’s budget. All cash transfers to the Rolling Stock Replacement Fund, along with revenue generated from the sale of rolling stock and interest earnings, may be transferred back to the originating division’s budget and expended for rolling stock in that division at the request of the department director. Council approval for the appropriation of funds is not necessary if the division’s request does not exceed the cash accumulated in the Rolling Stock Replacement Fund.

PROCEDURE

Transfers from the Rolling Stock Replacement Fund to the originating division’s budget via an appropriation transfer request (reference Council Policy 401).

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
SUPPLEMENTAL BUDGET APPROPRIATIONS	96-051	417	03-19-96	1

BACKGROUND

Departments are authorized to make expenditures up to the amount appropriated by the City Council. If expenditures are anticipated to exceed the amount appropriated, departments must seek a supplemental appropriation from the City Council. There are times, however, when additional expenditures result in an equivalent amount of additional revenues (examples include donations, grants, and mutual aid to other jurisdictions that are reimbursable). In these instances, there is no net impact to the City's budget. Under these circumstances, it would be more efficient for the City Manager to amend the budget so long as the increase in expenditures will not exceed the amount of revenue to be generated.

PURPOSE

The purpose of this policy is to authorize the City Manager to amend the budget in those instances where an increase in expenditures will be completely offset by the amount of revenue to be generated as a result of that increase.

POLICY

It is the policy of the City Council of the City of Redding to authorize the City Manager to amend the budget in those instances where an increase in expenditures will be completely offset by the amount of revenue to be generated as a result of that increase.

PROCEDURE

Budget amendments such as those described above shall be approved in the same manner as Appropriation Transfer Requests (reference Council Policy 401).

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
APPROPRIATION TRANSFERS BETWEEN YEARS	99-94	420	7/1/99	1

BACKGROUND

Departments have been authorized to make expenditures up to the amount appropriated by the City Council. If expenditures are anticipated to exceed the amount appropriated usually the department must seek a supplemental appropriation from the City Council. Now that the City has adopted a two-year budget there may be times when it would be beneficial for a department to move an appropriation from the first year to the second year or to move an appropriation from the second year to the first year of the two-year budget. In these instances, there is no net impact to the City's budget.

PURPOSE

To allow department directors to manage their budget in the most efficient and effective way, the following policy would authorize the department heads, with the City Manager's approval, to transfer appropriations between years of an adopted two-year budget.

POLICY

It is the policy of the City Council of the City of Redding to authorize the department heads, with the City Manager's approval, to administratively transfer appropriations between years of an adopted two-year budget. The following conditions shall be met for all administrative transfers between years:

1. Appropriations shall be transferred only for purposes previously approved by the City Council.
2. Appropriations shall not be transferred between funds.
3. Appropriations shall not be transferred between departments.
4. The number of positions authorized by the City Council shall not be changed administratively.

PROCEDURE

Appropriation transfers such as those described above shall be approved in the same manner as Appropriation Transfer Requests (reference Council Policy 401).

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
RESERVE BALANCES IN INTERNAL SERVICE FUNDS	99-94	421	7/1/99	1

BACKGROUND

The City of Redding has established internal service funds to provide a useful means of accounting where it is advantageous to centralize the provision of certain goods and services provided to City departments and divisions. An internal service fund should provide services to other departments and divisions on a cost-reimbursement basis.

PURPOSE

Internal service funds are used to account for services provided on a cost-reimbursement basis (i.e., without profit or loss). Thus surpluses in an internal service fund may be an indication that other departments and divisions were over charged for the goods or services they received. To insure departments and divisions are not over charged by internal service funds for goods and services received, the City has implemented the following policy:

POLICY

Internal service funds cash reserves will be reviewed by the Finance Division after the end of a fiscal year. Finance will journal voucher cash reserves in excess of 5.0% in internal service funds back to the originating division or department unless one of the following conditions applies:

1. The excess cash does not exceed \$20,000.
2. A justification for retaining the excess balance has been included in the budget issues and approved by the City Manager.
3. A justification separate from the budget process has been presented to and approved by the City Manager.
4. The fund is a self-insurance fund. Self-insurance funds have been established to account for potential risks and payments are not treated on a cash reimbursement basis. In the self insurance funds cash will be returned to the originating divisions when retained earnings is in excess of expected potential liabilities, as determined by the Finance Division and approved by the City Manager, plus a 5% reserve of current appropriations for unexpected expenditures. When funds in a self-insurance fund exceed the above criteria, cash shall be refunded to the originating divisions unless conditions 1, 2 or 3 above applies.

The adjustment to cash reserves shall not cause a deficit fund balance in any fund, unless the deficit is a result of depreciation and future assets will be replaced by contributions from other funds.

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
EQUIPMENT REPLACEMENT FUND	2001-103	422	7/1/01	1

BACKGROUND

The City has established a Replacement Fund to accumulate resources to purchase certain equipment. The purpose of establishing the Equipment Replacement Fund is to manage equipment resources in the most efficient manner possible. In order to provide departments with the mechanism to manage their equipment and accumulate resources to replace certain equipment, the City needs to establish a formal policy regarding appropriation of funds for equipment.

PURPOSE

This policy would authorize department heads, with the City Manager’s approval, to transfer funds accumulated in the Equipment Replacement Fund to the originating division’s budget where the funds could be expended for equipment.

POLICY

The City of Redding has established an Equipment Replacement Fund to accumulate resources to purchase equipment. The Equipment Replacement Fund shall accumulate resources, interest earnings and cash transfers from the various divisions of the City. All cash transfers to the Equipment Replacement Fund need Council approval either in the annual budget or by amendment to the budget. A separate accounting of each division’s transfers in, interest earnings and transfers out will be maintained for the Equipment Replacement Fund.

No equipment will be purchased directly from the Equipment Replacement Fund. In order to purchase equipment, cash will be transferred from the Equipment Replacement Fund to the originating division’s budget. All cash transfers to the Equipment Replacement Fund, along with interest earnings, may be transferred back to the originating division’s budget and expended for equipment in that division at the request of the department director. Council approval for the appropriation of funds is not necessary if the division’s request does not exceed cash accumulated in the Equipment Replacement Fund.

PROCEDURE

Transfers from the Equipment Replacement Fund to the originating division’s budget via an appropriation transfer request (reference Council Policy 401).

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
TRANSFERS BETWEEN FUNDS	2003-164	423	10-21-03	1

BACKGROUND

The City has established a Contingency Reserve Fund to segregate funds for future expenditures contained in the General Fund's Ten-Year Plan or other purposes as approved by the City Council. A key responsibility of city government is to manage resources as efficiently and effectively as possible. To assist in managing the resources of the General Fund and the Contingency Reserve Fund effectively and efficiently there may be times when it would be beneficial to make transfers between these two funds. In these instances there would be no net impact to the City's budget or Ten-Year Plan.

PURPOSE

To allow City staff to manage City resources in the most efficient and effective way, the following policy would authorize the Finance Officer, with the City Manager's approval, to make transfers between the General Fund and the Contingency Reserve Fund.

POLICY

It is the policy of the City Council of the City of Redding to authorize the Finance Officer, with the City Manager's approval, to administratively make transfers between the General Fund and the Contingency Reserve Fund. The following conditions shall be met for all administrative transfers between these funds:

9. Transfers shall only be for purposes previously approved by the City Council in the General Fund's Ten-Year Plan or other purposes as approved by the City Council.
10. There shall be no net effect on the General Fund's Ten-Year Plan or the City's overall budget.
11. There shall be no net change in appropriations.

PROCEDURE

Transfers such as those described above shall be approved in the same manner as Appropriation Transfer Requests (reference Council Policy 401).

Amended on June 1, 2004, by Resolution No. 04-87

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
DEBT POLICY	08-36	426	04/15/08	1

SHORT-TERM OPERATING DEBT POLICY

The expenses associated with the day-to-day operations of the City will be covered by current revenues. However, because the City receives the majority of its property tax revenues and a substantial portion of its sales tax revenue at two (2) times during the year and other revenues may fluctuate during the year, the City may experience temporary cash shortfalls. In order to finance these temporary cash shortfalls, the City may incur short-term operating debt [typically, tax and revenue anticipation notes (TRANS)]. The amount of the short-term operating debt will be based on cash flow projections for the fiscal year and will comply with applicable Federal and State regulations. Operating revenues will be pledged to repay the debt, which will generally be repaid within fifteen months or less. The costs of such borrowings will be minimized to the greatest extent possible.

LONG-TERM CAPITAL DEBT POLICY

The long-term capital debt policy sets the parameters for issuing debt and provides guidance in the timing and structuring of long-term debt commitments. This policy does not apply to the following types of transactions and situations: land-based financings (typically, assessment districts); debt issued by the redevelopment agency; payroll related liabilities (e.g., pension plans and other post employment benefits); landfill closure and post closure related liabilities; and risk management related liabilities. The City will consider the issuance of long-term obligations under the following conditions:

1. The City will use debt financing only for capital improvement projects and equipment purchases, and generally under the following circumstances:
 - a. When the project is or will be included in the City's budget.
 - b. When the project is not included in the City's budget but it is an emerging need whose timing was not anticipated during the budget preparation cycle, the planned financing of the project had not been completed during the budget cycle, or it is a project mandated immediately by State or Federal requirements.
 - c. When the project's useful life, or the projected service life of the equipment, will be equal to or exceed the term of the financing.
 - d. When there are revenues sufficient to service the debt, whether from project revenues or other revenues sources.

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
DEBT POLICY	08-36	426	04/15/08	2

e. When the repayment of the debt can be demonstrated by being included in a current long-range financial plan for all funds affected.

2. The following criteria will be used to evaluate pay-as-you-go versus long-term debt financing in funding capital improvements and equipment:

a. Factors which favor pay-as-you-go:

- (1) Current revenues and adequate fund balances are available.
- (2) Project phasing is feasible.
- (3) Debt levels would adversely affect the City's credit rating.
- (4) Market conditions are unstable or present difficulties in marketing.

b. Factors which favor long-term financing:

- (1) Current revenues and fund balance are not adequate to pay for the capital improvements or equipment.
- (2) Projected revenues available for debt service are considered sufficient and reliable so that long-term financing can be marketed with an appropriate credit rating.
- (3) The project for which financing is being considered is of the type that will allow the City to maintain an appropriate credit rating.
- (4) Market conditions present favorable interest rates and demand for municipal financings.
- (5) A project is mandated by State or Federal requirements and current revenues and fund balances are insufficient to pay project costs.
- (6) A project is immediately required to meet or relieve capacity needs.
- (7) The life of the project or asset financed is three years or longer.

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
DEBT POLICY	08-36	426	04/15/08	1

3. The following will be considered in evaluating appropriate debt levels:
 - a. General Fund supported debt service will generally not exceed 10% of total budgeted expenditures, without specific City Council approval to exceed the 10% limitation.
 - b. The General Fund may be used to provide back-up liquidity to improve the viability of a self-supported debt issue (excluding land-based or redevelopment agency financings), but only if the General Fund is not exposed to significant risk of loss of assets or impairment of liquidity. This evaluation of risk will consider such things as the following:
 - (1) Volatility and collectibility of the revenue source identified for repayment of the debt.
 - (2) The likelihood the General Fund would be reimbursed within one year for any payments it could need to make in its role as back-up guarantor.
4. The City will follow all State and Federal regulations and requirements regarding bond provisions, issuance, taxation and disclosure.
5. The adoption of resolutions of intent will be considered whenever a bond issuance is contemplated to increase the flexibility related to funding costs related to the project (e.g., project development costs, architectural costs, studies, etc.).
6. Typically the costs incurred by the City, such as bond counsel, underwriter fees, financial advisor fees, printing, underwriters' discount, will be charged to the bond issue to the extent allowable by law. Project design and construction costs, to the extent included in the project financing plan and allowable by law, should be reimbursed from bond proceeds.
7. The City may seek credit enhancements, such as letters of credit or insurance, when beneficial or cost-effective.
8. The City will monitor compliance with bond covenants and adhere to Federal arbitrage regulations. Any instances of noncompliance will be reported to the City Council.
9. The City will seek to maintain or improve its current bond rating and will not ordinarily consider long-term debt that, through its issuance, would cause the City's bond rating to be lowered.

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
DEBT POLICY	08-36	426	04/15/08	1
<p>10. The City will maintain good communications with bond rating agencies about its financial condition and will follow a policy of full disclosure in every financial report and bond prospectus (Official Statement).</p> <p>11. The City may obtain financing through a competitive basis or negotiated basis. If the City uses a negotiated financing, the City will perform steps necessary to ensure that the negotiated financing is competitive with similar current-long term financings.</p> <p>12. The City will select financial advisors and/or underwriters on a competitive basis; these advisors may be retained for up to seven years to provide continuity and allow them to develop an understanding of the City's needs. Trustees and/or paying agents will be selected by competitive bid.</p> <p>13. Interfund borrowing will be considered to finance projects on a case-by-case basis, only when sufficient funds are available to meet projected future expenditures in the fund making the loan. Interfund borrowing may be used when it would reduce costs of interest, debt issuance, and/or provide other benefits to the City.</p> <p>14. The term of long-term debt instruments will not exceed the legal life of the asset or thirty years, whichever is less.</p> <p>15. Bond proceeds will be invested in accordance with the provisions of the bond indenture. Funds set aside for debt service will only be used for that purpose.</p> <p>16. Refundings will be considered to reduce interest costs, principal outstanding, or to eliminate restrictive debt covenants. Pooled financings with other government agencies will be considered, as appropriate.</p>				

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

REDDING REDEVELOPMENT AGENCY

**REDDING REDEVELOPMENT AGENCY
DEBT SERVICE
BUDGET SUMMARY**

ACCOUNTS	212-10-300 CANBY/HILLTOP/CYPRESS		215-10-300 MARKET STREET		195-10-300 MIDTOWN	
	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET
		2010-11 PROPOSED BUDGET		2010-11 PROPOSED BUDGET		2010-11 PROPOSED BUDGET
Revenue and Reserves:						
Estimated Funds and Reserves Beginning of Fiscal Year	4,999,530	4,933,210	930,350	916,660	0	0
Estimated Revenue	2,318,200	2,406,720	475,460	483,180	50,350	59,150
Total Revenue and Reserves	7,317,730	7,339,930	1,405,810	1,399,840	50,350	59,150
Expenditure Appropriations:						
Materials, Supplies & Services	177,000	190,000	72,340	74,000	4,523	1,900
Debt Service	2,211,390	2,214,450	416,810	414,400	45,827	57,250
Total Expenditure Appropriations	2,388,390	2,404,450	489,150	488,400	50,350	59,150
Year End Funds and Reserves:	4,929,340	4,935,480	916,660	911,440	0	0
Bond Reserve with Fiscal Agent	2,275,870	2,275,870	419,380	418,190	0	0
Year End Restricted Funds	2,653,470	2,659,610	497,280	493,250	0	0
Year End Unrestricted Funds	0	0	0	0	0	0

⁽¹⁾Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.
Note: Items noted in red represent decrease in funds held in Bond Reserve with Fiscal Agent

**REDDING REDEVELOPMENT AGENCY
DEBT SERVICE
REVENUE**

NUMBER	ACCOUNTS	212-952 CANBY/HILLTOP/CYPRESS			215-963 MARKET STREET			195-960 MIDTOWN		
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
2-1110	Tax Increment	2,261,200	2,400,100	2,406,720	473,380	483,180	487,010	50,000	57,000	59,000
4-1400	Property Tax Penalties	0	0	0	0	0	0	100	50	50
9-9110	Investment Income	0	0	0	0	0	0	250	100	100
9-9170	Fiscal Agent Interest	57,000	0	0	2,080	0	0	0	0	0
	Total Revenue	2,318,200	2,400,100	2,406,720	475,460	483,180	487,010	50,350	57,150	59,150

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.
 Note: Items noted in blue are increased revenue projections.
 Note: Items noted in red are decreased revenue projections.

**REDDING REDEVELOPMENT AGENCY
DEBT SERVICE
EXPENDITURES**

NUMBER	ACCOUNTS	212-952 CANBY/HILLTOP/CYPRESS			215-963 MARKET STREET			195-960 MIDTOWN		
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
2001	Materials, Supplies & Services:	0	0	0	0	0	0	0	0	0
2254	Cost Allocation Reimbursement	0	0	0	0	0	0	0	0	0
2468	Specialized Services/Tech - Audit	162,000	170,000	175,000	64,340	66,000	67,000	1,530	1,700	1,900
2911	Tax Administration Fees - County	15,000	15,000	15,000	8,000	8,000	8,000	0	0	0
4850	Fiscal/Paying Agent Fees	0	0	0	0	0	0	2,993	0	0
	State Mandated Payment ERAF	0	0	0	0	0	0	0	0	0
	Total Materials, Supplies & Services	177,000	185,000	190,000	72,340	74,000	75,000	4,523	1,700	1,900
6501	Debt Service - Bond Payments									
6945	Interest Expense Parking Fund				0	0	0	24,000	21,000	20,000
6775	Loan Repayment Principal	0	0	0	0	0	0	21,827	34,450	37,250
6975	Bond Market Street 2003 Interest				221,810	214,400	206,040	0	0	0
6976	Bond Market Street 2003 Principal				195,000	200,000	205,000	0	0	0
6976	Bond CHC Series A Interest	1,076,390	1,041,230	999,450	0	0	0	0	0	0
6976	Bond CHC Series A Principal	1,135,000	1,170,000	1,215,000	0	0	0	0	0	0
6502	Electric Fund Interest Expense	0	0	0	0	0	0	0	0	0
6757	Lease Revenue Bond Interest	0	0	0	0	0	0	0	0	0
6957	Lease Revenue Bond Principal	0	0	0	0	0	0	0	0	0
	Total Debt Service	2,211,390	2,211,230	2,214,450	416,810	414,400	411,040	45,827	55,450	57,250
	TOTAL EXPENDITURES	2,388,390	2,396,230	2,404,450	489,150	488,400	486,040	50,350	57,150	59,150

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.
Note: Items noted in blue are increased expenditure projections.

**REDDING REDEVELOPMENT AGENCY
 CAPITAL PROJECTS
 BUDGET SUMMARY**

ACCOUNTS	CANBY/HILLTOP/CYPRESS			MARKET STREET		
	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
	Revenue and Reserves:					
Estimated Funds and Reserves Beginning of Fiscal Year	15,822,920	7,703,630	10,518,790	3,090,610	704,620	983,390
Estimated Revenue	7,362,960	6,969,260	7,162,750	4,747,390	3,192,870	3,305,820
Total Revenue and Reserves	23,185,880	14,672,890	17,681,540	7,838,000	3,897,490	4,289,210
Expenditure Program Appropriations:						
Materials, Supplies & Services	90,580	238,900	203,900	15,900	56,900	41,900
Loan Repayment	0	0	0	0	362,960	362,960
Contract Services	558,560	432,070	414,220	158,540	158,170	148,910
Interdepartmental Charges	156,970	140,920	144,640	24,080	23,920	24,360
Pass-Throughs	3,000,000	2,904,710	2,977,150	1,850,000	1,782,150	1,860,800
Capital Outlay Projects	12,798,480	437,500	5,437,500	4,536,040	530,000	480,000
Communication and Computer Equipment	0	0	0	0	0	0
Total Expenditure Programs	16,604,590	4,154,100	9,177,410	6,584,560	2,914,100	2,918,930
Unbudgeted Funds	6,581,290	10,518,790	8,504,130	1,253,440	983,390	1,370,280
Year End Adjustments ⁽²⁾	1,534,050			0		
Pass-Through Reserves (Previous Years)	-411,710			-548,820		
Pass-Through Interest (Current Year)						
Transfer from Debt Service						
Estimated Funds Available Year End	7,703,630	10,518,790	8,504,130	704,620	983,390	1,370,280

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.
⁽²⁾ Return of budgeted funds: \$1,400,000 Churn Creek Road Realignment; \$134,050 N. Market St. Streetscape (CHC).

**REDDING REDEVELOPMENT AGENCY
CAPITAL PROJECTS
REVENUE**

NUMBER	ACCOUNTS	194-950 CANBY/HILLTOP/CYPRESS			196-961 MARKET STREET		
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
2-1110	Property Tax Increment	6,173,020	6,230,300	6,423,790	3,012,370	3,127,870	3,240,820
4-1400	Property Tax Penalties	15,000	10,000	10,000	6,180	4,000	4,000
5-3100	Real Estate Rentals	0	0	0	1,000	0	0
5-5020	Fund Transfers	0	0	0	-29,003	0	0
7-2010-11	Contrib-Oper-Public Work	0	0	0	0	0	0
7-2010-18	Contributions - Capital Public Works (Caltrans)	0	0	0	75,033	0	0
7-2100	Contrib-Capital-HHBID	746,740	216,000	216,000	0	0	0
7-4200	Contributions - Developers	0	0	0	0	0	0
7-7230-01	Loan for Mall Removal	0	0	0	1,600,000	0	0
7-9100	Miscellaneous Revenue	0	282,540	310,260	0	0	0
9-9110	Interest on Investment	346,400	150,000	150,000	2,170	1,000	1,000
9-9145-01	Interest on Loan to Market Street	0	80,420	52,700	79,640	60,000	60,000
9-9170	Fiscal Agent Interest	81,800	0	0	0	0	0
	Total Revenue	7,362,960	6,969,260	7,162,750	4,747,390	3,192,870	3,305,820

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

Note: Items noted in blue are increased revenue projections.

Note: Items noted in red are decreased revenue projections.

**REDDING REDEVELOPMENT AGENCY
CAPITAL PROJECTS
EXPENDITURES**

NUMBER	ACCOUNTS	194-950 CANBY/HILLTOP/CYPRESS		196-961 MARKET STREET			
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
2253	Materials, Supplies & Services:						
2254	Professional Services	30,000	177,000	142,000	5,000	46,000	31,000
2256	Specialized Svcs/Tech - Audit	15,000	15,000	15,000	2,000	2,000	2,000
2281	Consulting Services	3,500	3,500	3,500	3,000	3,000	3,000
2311	Office Equipment Maintenance Repair	1,270	1,200	1,200	0	0	0
2442	Communication Expense	3,200	3,200	3,200	0	0	0
2444	Postage/Mailing Expense	500	500	500	100	100	100
2446	Operating Material/Supplies	5,110	5,000	5,000	2,000	2,000	2,000
2472	Small Equipment/Furniture	3,000	3,000	3,000	0	0	0
2473	Advertising/Promotion	4,500	4,500	4,500	1,300	1,300	1,300
2475	Books/Dues/Subscriptions	12,000	13,500	13,500	2,000	2,000	2,000
2631	Insurance Expense	0	0	0	0	0	0
2641	Property Assessments	500	500	500	500	500	500
2671	Civic Center Rent	0	0	0	0	0	0
2782	Travel Expense	7,000	7,000	7,000	0	0	0
2791	Training Expense	3,000	3,000	3,000	0	0	0
	Computer Equipment	2,000	2,000	2,000	0	0	0
	Total Materials, Supplies & Services	90,580	238,900	203,900	15,900	56,900	41,900
6845	Loan Repayment:						
6945	Interest - Loan from CHC for Roof Removal	0	0	0	0	80,420	52,700
	Principal - Loan from CHC for Roof Removal	0	0	0	0	282,540	310,260
	Total Loan Repayment	0	0	0	0	362,960	362,960
	Contract Services - Staff	558,560	432,070	414,220	158,540	158,170	148,910
	Interdepartmental Services	156,970	140,920	144,640	24,080	23,920	24,360
2249	Capital Outlay and Other Programs	12,798,480	437,500	5,437,500	4,536,040	530,000	480,000
	Pass-throughs to Taxing Entities and Schools	3,000,000	2,904,710	2,977,150	1,850,000	1,782,150	1,860,800
	TOTAL EXPENDITURES	16,604,590	4,154,100	9,177,410	6,584,560	2,914,100	2,918,930

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

**REDDING REDEVELOPMENT AGENCY
CAPITAL PROJECTS
CONTRACT SERVICES**

NUMBER	ACCOUNTS	194-950 CANBY/HILLTOP/CYPRESS			196-961 MARKET STREET		
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
1954	Contract Services	392,580	298,090	273,350	124,120	120,700	110,000
1963	Redevelopment Staff ⁽²⁾	84,000	44,000	46,000	0	0	0
1965	City Manager/Deputy City Manager	35,850	34,400	37,200	16,420	19,400	20,200
1966	City Attorney	0	0	0	0	0	0
1967	Planning	46,130	53,200	55,100	18,000	18,070	18,710
1990	Finance Staff	0	2,380	2,570	0	0	0
	Community Development						
	Total Contract Services	558,560	432,070	414,220	158,540	158,170	148,910

**REDDING REDEVELOPMENT AGENCY
INTERDEPARTMENTAL SERVICES**

NUMBER	ACCOUNTS	194-950 CANBY/HILLTOP/CYPRESS			196-961 MARKET STREET		
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
2001	Interdepartmental Charges:	90,470	81,270	83,710	10,680	11,820	12,170
2101	Cost Allocation Plan Reimbursement	11,300	10,200	10,370	0	0	0
2104	Fixed Charge - Bldg Maintenance	11,420	10,640	11,060	0	0	0
2105	Fixed Charge - Information System	13,580	10,640	10,900	0	0	0
2106	Fixed Charge - Print Shop	500	500	500	0	0	0
2107	Fixed Charge - Fleet Maintenance	9,690	7,810	7,760	4,840	3,900	3,890
2108	Fixed Charge - Risk Management	3,090	3,940	4,030	0	0	0
2109	Fixed Charge - Records Management	6,280	60	90	0	0	0
2116	Fixed Charge - Communication	740	5,210	5,490	3,560	3,200	3,300
2117	Fixed Charge - GIS	410	980	1,040	0	0	0
2118	Fixed Charge - Volunteer Services	7,500	420	440	5,000	5,000	5,000
2119	Fixed Charge - Employer Service	1,750	1,750	1,750	0	0	0
2162	Fixed Charge - Legal						
	Variable Charge - Mail						
	Total Interdepartmental Charges	156,970	140,920	144,640	24,080	23,920	24,360

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

⁽²⁾ Increased expenditure projections resulting from payment of accrued benefits associated with Redevelopment Manager's retirement.

**REDDING REDEVELOPMENT AGENCY
CAPITAL OUTLAY PROJECTS AND OTHER PROGRAMS**

NUMBER	ACCOUNTS	194-950 CANBY/HILLTOP/CYPRESS		196-961 MARKET STREET		
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
4002	Capital Outlay Projects:					
4018	Public Safety Facility	148,120	0	0	0	0
4081	Loan Disbursement to Market (Roof Removal)	1,600,000	0	0	0	0
4190	Facade Program	166,790	37,500	174,710	75,000	75,000
4316	Property Management/Sales Expense	55,690	25,000	50,320	20,000	20,000
4451	California/Placer Street Renovation	0	0	59,520	0	0
4478	Development Partnership	520,000	300,000	120,000	0	100,000
4501	Land Acquisition	0	0	50,000	250,000	0
4503	Building Improvements	2,100	0	0	0	0
4533	Open Space/River Access	670,370	0	77,430	0	0
4536	Preliminary Engineering Work - General	135,550	75,000	86,900	25,000	25,000
4539	Railroad Avenue Facade Program	0	0	37,500	0	0
4543	Parkview Facade Program	0	0	28,500	0	0
4546	Parkview Streetscape	0	0	75,000	0	0
4604	Parking Consultants	0	0	75,000	0	0
4613	North Market Corridor Improvements	371,680	0	0	0	0
4717	Entry Features	9,060	0	21,000	0	0
4735-01	Property Acquisition	0	0	0	0	0
4735-02	Downtown Mall Removal	0	0	3,177,180	0	0
4735-03	Alley Reconstruction/Lighting	0	0	0	0	200,000
4776	Buena Ventura Blvd Frontage Improvements	0	0	0	100,000	0
4784-01	Court Street/Schley Intersection Realignment	0	0	0	0	0
4784-02	Churn Creek Road Realignment	4,757,770	0	0	0	0
4786	Leila/Beverly/Ramona Improvements	300,000	0	0	0	0
4819	Hilltop Drive Improvement	3,417,840	0	0	0	0
4826	Grange Street Traffic Calming	0	0	0	0	0
4850	Downtown Mall/Shasta College Improvements	0	0	29,660	0	0
4877	State Mandated Payment ERAF	643,510	0	233,530	0	0
4889	Hilltop/Hwy 44 Overcrossing	0	0	0	0	0
	Downtown Plan/Improvements	0	0	239,790	60,000	60,000
	Total Capital Outlay Projects	12,798,480	437,500	4,536,040	530,000	480,000
5711	Capital Outlay Equipment Exceeding \$5,000	0	0	0	0	0
5699	Computers/Communication Projector Furniture & Office Equipment	0	0	0	0	0
	Total Capital Outlay Equipment Expense	0	0	0	0	0
	Total Capital Outlay and Other Programs	12,798,480	437,500	4,536,040	530,000	480,000

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

**REDDING REDEVELOPMENT AGENCY
HOUSING
BUDGET SUMMARY**

ACCOUNTS	2008-09			2009-10			2010-11		
	C/H/C AMENDED BUDGET ⁽¹⁾	MARKET ST. AMENDED BUDGET ⁽¹⁾	COMBINED AMENDED BUDGET	C/H/C PROPOSED BUDGET	MARKET ST PROPOSED BUDGET	COMBINED PROPOSED BUDGET	C/H/C PROPOSED BUDGET	MARKET ST PROPOSED BUDGET	COMBINED PROPOSED BUDGET
Revenue and Reserves									
Estimated Funds and Reserves: Beginning of Fiscal Year (2)	9,196,440	3,685,140	12,881,580	573,600	937,540	1,511,140	331,960	305,460	637,420
Estimated Revenue	2,436,500	959,890	3,396,390	2,243,650	927,760	3,171,410	2,293,680	956,960	3,250,640
Total Revenue and Reserves	11,632,940	4,645,030	16,277,970	2,817,250	1,865,300	4,682,550	2,625,640	1,262,420	3,888,060
Expenditure Program Appropriations									
Materials, Supplies & Services	104,010	36,700	140,710	103,700	36,700	140,400	103,700	36,700	140,400
Debt Service	771,700	0	771,700	769,500	0	769,500	770,950	0	770,950
Contract Services - Staff	818,600	0	818,600	768,800	0	768,800	814,650	0	814,650
Interdepartmental Charges	56,020	2,420	58,440	51,290	3,140	54,430	52,410	3,230	55,640
Capital Outlay Projects and Programs	9,409,010	3,668,370	13,077,380	892,000	1,520,000	2,412,000	712,000	570,000	1,282,000
Communication and Computer Equipment	0	0	0	0	0	0	0	0	0
Total Expenditure Program Appropriations	11,159,340	3,707,490	14,866,830	2,585,290	1,559,840	4,145,130	2,453,710	609,930	3,063,640
Unbudgeted Funds	473,600	937,540	1,411,140	231,960	305,460	537,420	171,930	652,490	824,420
Year End Adjustments (3)	100,000	0	100,000	100,000	0	100,000	100,000	0	100,000
Funds Available	573,600	937,540	1,511,140	331,960	305,460	637,420	271,930	652,490	924,420

(1) Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments
 (2) Beginning funds include bond proceeds held in Division 971, Special Projects
 (3) Year End Adjustments - CHC: Other Housing \$100,000 in each year.

**REDDING REDEVELOPMENT AGENCY
HOUSING
REVENUE**

NUMBER	ACCOUNTS	2008-09		2009-10		2010-11		
		213-953 C/H/C REVISED ESTIMATE ⁽¹⁾	216-964 MARKET ST REVISED ESTIMATE ⁽¹⁾	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	COMBINED PROPOSED BUDGET
2-1110	Tax Increment	2,108,550	874,140	2,157,600	902,760	2,207,630	931,960	3,139,590
5-5012	Return of Home Matching Funds	0	0	0	0	0	0	0
5-5020	Fund Transfers In	29,000	0	0	0	0	0	0
5-3100	Real Estate Rentals	0	0	0	0	0	0	0
6-1300	CDBG Funds	0	0	0	0	0	0	0
6-1320	HOME Funds	0	0	0	0	0	0	0
6-2650	Federal Grant for Transitional Housing	0	0	0	0	0	0	0
7-2010	Developer Fees	0	0	0	0	0	0	0
7-2010	Developer Fees - Habitat Infill	0	0	0	0	0	0	0
7-2100	Contributions-Developers	0	0	0	0	0	0	0
7-4100	Sale of Property	50,000	0	0	0	0	0	0
7-4300	Bond Proceeds	0	0	0	0	0	0	0
7-9100	Miscellaneous Revenue	2,900	1,000	2,000	0	2,000	0	2,000
9-7200	Loan Repayment Principal-Parkview	0	0	0	0	0	0	0
9-7400	Loan Repayment Interest-Parkview	0	0	0	0	0	0	0
9-7200	Loan Repayment Principal	0	0	0	0	0	0	0
9-7400	Loan Repayment Interest	0	0	0	0	0	0	0
9-7610	Late Payment Charges	20	0	50	0	50	0	50
9-7630	Interest Payments on Housing/Rehab Loans	2,400	0	3,000	0	3,000	0	3,000
9-7635	Principal Payments on Housing/Rehab Loans	8,590	0	6,000	0	6,000	0	6,000
9-7636	Forgivable Loan Principal	0	0	0	0	0	0	0
9-7640	Interest Payments on Housing/DAP Loans	18,360	0	0	0	0	0	0
9-7645	Principal Payments on Housing/DAP Loans	35,390	0	0	0	0	0	0
9-7646	Mortgage Credit Cert. Fees	0	0	0	0	0	0	0
9-9110	Interest on Investment	155,320	84,750	75,000	25,000	75,000	25,000	100,000
9-9170	Fiscal Agent Interest*	25,970	0	0	0	0	0	0
	Total Cash In	2,436,500	959,890	2,243,650	927,760	2,293,680	956,960	3,250,640

*Interest Income from bond proceeds held in Special Projects, Division 971.
 (1) Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.
 Note: Items noted in blue are increased revenue projections.
 Note: Items noted in red are decreased revenue projections.

**REDDING REDEVELOPMENT AGENCY
HOUSING
EXPENDITURES**

NUMBER	ACCOUNTS	2008-09		2009-10		2010-11		COMBINED PROPOSED BUDGET
		213-953 C/H/C AMENDED BUDGET ⁽¹⁾	216-964 MARKET ST AMENDED BUDGET ⁽¹⁾	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	
2253	Materials, Supplies & Services:	0	0	0	0	0	0	0
2254	Professional Services/Consultant	4,080	700	4,080	700	4,080	700	4,700
2281	Specialized Services/Technical	500	0	500	0	500	0	500
2311	Office Equipment Maintenance/Repair	1,200	0	1,200	0	1,200	0	1,200
2442	Communication Expense	500	0	500	0	500	0	500
2444	Postage and Mailing Expense	4,230	0	4,230	0	4,000	0	4,000
2446	Operating Material Supplies	1,000	0	1,000	0	1,000	0	1,000
2467	Small Equipment/Furniture	1,500	0	1,500	0	1,500	0	1,500
2468	Loan Fees (U.S. Escrow)	70,000	35,000	70,000	35,000	70,000	35,000	105,000
2472	Tax Administration Fees	1,500	0	1,500	0	1,500	0	1,500
2473	Advertising/Promotion	2,000	0	2,000	0	2,000	0	2,000
2631	Books/Dues/Subscriptions	500	1,000	500	1,000	500	1,000	1,500
2641	Property Assessments	0	0	0	0	0	0	0
2671	Civic Center Rent	3,000	0	3,000	0	3,000	0	3,000
2782	Travel Expense	2,000	0	2,000	0	2,000	0	2,000
2791	Employee Training	2,000	0	2,000	0	2,000	0	2,000
2911	Computer Equipment	10,000	0	10,000	0	10,000	0	10,000
	Fiscal/Paying Agent Fees							
	Total Materials, Supplies & Services	104,010	36,700	103,700	36,700	103,700	36,700	140,400
6755	Debt Service:	243,820	0	243,820	0	221,620	0	198,070
6756	RRA CHC Series A Interest	167,880	0	167,880	0	167,880	0	167,880
6955	RRA CHC Series B Interest	360,000	0	360,000	0	380,000	0	405,000
6956	RRA CHC Series A Principal							
	RRA CHC Series B Principal							
	Total Debt Service	771,700	0	771,700	0	769,500	0	770,950
	Contract Services - Staff	818,600	0	768,800	0	768,800	0	814,650
	Interdepartmental Services	56,020	2,420	51,290	3,140	52,410	3,230	55,640
	Capital Outlay and Other Programs	9,409,010	3,668,370	892,000	1,520,000	712,000	570,000	1,282,000
	TOTAL EXPENDITURES	11,159,340	3,707,490	2,585,290	1,559,840	2,453,710	609,930	3,063,640

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

**REDDING REDEVELOPMENT AGENCY
HOUSING
CONTRACT SERVICES**

NUMBER	ACCOUNTS	2008-09		2009-10		2010-11		COMBINED PROPOSED BUDGET
		213-953 C/H/C AMENDED BUDGET ⁽¹⁾	216-964 MARKET ST AMENDED BUDGET ⁽¹⁾	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	
1954	Contract Services:							
1963	Redevelopment Staff	332,170	0	333,000	0	347,000	0	347,000
1965	City Manager's Office	84,000	0	44,000	0	46,000	0	46,000
1967	City Attorney's Office	16,430	0	16,300	0	17,200	0	17,200
1990	Finance Staff	20,000	0	22,500	0	22,600	0	22,600
	Community Development Staff	366,000	0	353,000	0	381,850	0	381,850
	Total Contract Services	818,600	0	768,800	0	814,650	0	814,650

**REDDING REDEVELOPMENT AGENCY
HOUSING
INTERDEPARTMENTAL SERVICES**

NUMBER	ACCOUNTS	2008-09		2009-10		2010-11		COMBINED PROPOSED BUDGET
		213-953 C/H/C AMENDED BUDGET ⁽¹⁾	216-964 MARKET ST AMENDED BUDGET ⁽¹⁾	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	
2001	Interdepartmental Charges:							
2101	Cost Allocation Plan Reimbursement	15,910	2,420	16,210	3,140	16,700	3,230	19,930
2104	Fixed Charge - Bldg Maintenance	7,540	0	6,800	0	6,920	0	6,920
2105	Fixed Charge - Information System	3,920	0	3,290	0	3,420	0	3,420
2106	Fixed Charge - Print Shop	3,420	0	2,660	0	2,720	0	2,720
2107	Fixed Charge - Fleet Mgmt	300	0	300	0	300	0	300
2116	Fixed Charge - Risk Management	9,690	0	7,810	0	7,760	0	7,760
2118	Fixed Charge - GIS	7,050	0	6,000	0	6,260	0	6,260
2119	Fixed Charge - Employer Service	2,190	0	2,220	0	2,330	0	2,330
2162	Fixed Charge - Legal Service	4,000	0	4,000	0	4,000	0	4,000
	Variable Charge - Mail	2,000	0	2,000	0	2,000	0	2,000
	Total Interdepartmental Charges	56,020	2,420	51,290	3,140	52,410	3,230	55,640

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

**REDDING REDEVELOPMENT AGENCY
HOUSING
CAPITAL OUTLAY AND OTHER PROGRAMS**

NUMBER	ACCOUNTS	2008-09		2009-10		2010-11		COMBINED PROPOSED BUDGET
		213-953 C/H/C AMENDED BUDGET ⁽¹⁾	216-964 MARKET ST AMENDED BUDGET ⁽¹⁾	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	213-953 C/H/C PROPOSED BUDGET	216-964 MARKET ST PROPOSED BUDGET	
4050	Projects and Programs:	0	0	0	0	0	0	0
4190	Mobile Home Repair	0	0	0	0	0	0	0
4500	Property Management/Sales Expense	11,760	41,570	0	20,000	0	20,000	20,000
4512	Parkview Neighborhood	0	11,760	0	0	0	0	0
4519	Parkview Relocation Services	105,000	0	0	0	0	0	0
4522	Predevelopment	0	1,655,140	0	500,000	0	0	0
4522	Downtown 300	0	0	0	0	0	0	0
4523	Target Neighborhoods - Property Acquisition	36,440	36,440	170,000	0	0	0	0
4524	Lake Boulevard Planning	56,780	56,780	0	0	0	0	0
4529	Lake Boulevard Development	625,000	625,000	0	0	0	0	0
4538	Fern Property Acquisition	0	0	0	0	0	0	0
4545	Neighborhood Infrastructure Improvements	100,000	100,000	0	0	0	0	0
4631	First Time Homebuyer Counseling	14,000	14,000	12,000	0	12,000	0	12,000
4641	Parking Lot #4 Acquisition	0	0	0	0	0	0	0
4717	Property Acquisition	0	0	610,000	500,000	200,000	0	200,000
4756	Other RRA Housing (foreclosures)	100,000	100,000	100,000	0	100,000	0	100,000
4801	Housing Rehabilitation	946,930	946,930	0	300,000	0	300,000	300,000
4802	Downpayment Assistance Program	0	0	0	0	0	0	0
4812	Transitional Housing	0	0	0	0	0	0	0
4829	Redding Hotel	200	200	0	0	0	0	0
4885-01	Substantial Rehab/New Development	5,049,200	1,919,270	6,968,470	0	0	0	0
4885-02	Neighborhood Incentives	0	0	0	0	0	0	0
4885-03	Lake Boulevard Incentives	0	0	0	0	0	0	0
4885-04	Downtown Incentives	0	0	0	0	0	0	0
4885-06	Homebuyer Incentive Program	493,460	0	493,460	0	0	0	0
4919	Parkview Mixed Use Development	1,025,450	0	1,025,450	0	0	0	0
4922	Parkview Scattered Residential Infill	630	0	630	0	0	0	0
4923	Parkview Area Traffic Improvements	0	0	0	0	0	0	0
4931	Parkview Infrastructure Improvements	630	0	630	0	0	0	0
4933	Parkview Incentives - Homeowner Rehab	0	0	0	0	0	0	0
4935	Parkview Incentives - DAP Plus	45,000	0	45,000	0	0	0	0
4936	Parkview Other Residential Incentives	67,100	0	67,100	0	0	0	0
4940	Junior Street Residential Project	263,220	0	263,220	0	0	0	0
4943	Residential Development - The Woods	52,390	0	52,390	0	0	0	0
4945	MLK Planning	0	0	0	0	0	0	0
4946	MLK Incentives - Homeowner Rehab	0	0	0	0	0	0	0
4947	MLK Incentives - Rental Rehab	0	0	0	0	0	0	0
4948	MLK Incentives - DAP Plus	0	0	0	0	0	0	0
4949	MLK Other Residential Incentives	55,000	0	55,000	0	0	0	0
4950	MLK Infrastructure Improvements	413,840	0	413,840	0	0	0	0
4952	MLK Linden Avenue Development	0	0	0	0	0	0	0
4953	MLK Residential Infill	0	0	0	0	0	0	0
4954	MLK Land Acquisition	0	0	0	0	0	0	0
4955	Parkview Housing Development	0	0	0	0	0	0	0
4961	Residential Code Enforcement	0	0	0	0	0	0	0
	Total Projects and Programs	9,409,010	3,668,370	13,077,380	1,520,000	892,000	570,000	1,282,000
5711	Capital Outlay Equipment Exceeding \$5,000 Computer Equipment	0	0	0	0	0	0	0
	Total Communication/Computer Equipment	0	0	0	0	0	0	0
	Total Capital Outlay and Other Programs	9,409,010	3,668,370	13,077,380	1,520,000	892,000	570,000	1,282,000

⁽¹⁾ Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

**REDDING REDEVELOPMENT AGENCY
SHASTEC
BUDGET SUMMARY**

ACCOUNTS	197-965 CAPITAL			218-967 HOUSING			217-966 DEBT SERVICE		
	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
	Revenue and Reserves:								
Estimated Funds and Reserves									
Beginning of Fiscal Year	16,571,200	3,413,120	2,785,270	2,018,990	2,510,630	1,020,040	1,025,410	1,050,800	1,050,800
Estimated Revenue	1,159,330	991,260	1,037,940	532,400	522,050	533,770	1,023,750	998,930	999,130
Total Revenue and Reserves	17,730,530	4,404,380	3,823,210	2,551,390	3,032,680	1,553,810	2,049,160	2,049,730	2,049,930
Expenditure Appropriations:									
Materials, Supplies & Services	3,000	3,000	3,000	20,000	36,400	20,000	53,530	54,500	55,500
Loan Repayment - Clover Creek	0	226,800	226,800	0	0	0	0	0	0
Contract Services	40,160	40,600	41,100	0	0	0	0	0	0
Interdepartmental Charges	6,280	8,710	8,960	750	1,240	1,270	0	0	0
Pass-Throughs	310,540	340,000	350,000	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	944,830	944,430	943,630
Capital Outlay Projects	14,048,900	1,000,000	0	20,010	1,975,000	0	0	0	0
Total Expenditure Appropriations	14,408,880	1,619,110	629,860	40,760	2,012,640	21,270	998,360	998,930	999,130
Unbudgeted Funds	3,321,650	2,785,270	3,193,350	2,510,630	1,020,040	1,532,540	1,050,800	1,050,800	1,050,800
Year End Adjustments ⁽²⁾	91,470	0	0	0	0	0	1,050,800	1,050,800	1,050,800
Bond Reserve with Fiscal Agent	0	0	0	0	0	0	0	0	0
Estimated Funds Available Year End	3,413,120	2,785,270	3,193,350	2,510,630	1,020,040	1,532,540	0	0	0

(1) Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

(2) Return of budgeted funds: \$87,070 from Planning Studies; \$4,400 from Airport/Hwy44 Ramp Traffic Signal.

**REDDING REDEVELOPMENT AGENCY
SHASTEC
REVENUE**

NUMBER	ACCOUNTS	197-965 CAPITAL			218-967 HOUSING			217-966 DEBT SERVICE		
		2008-09 AMENDED BUDGET	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
2-1110	Tax Increment	930,830	934,260	980,940	477,400	472,050	483,770	978,750	953,930	954,130
4-1400	Property Tax Penalties	3,500	2,000	2,000	0	0	0	0	0	0
6-1200-18	State Grant - Capital	0	0	0	0	0	0	0	0	0
7-4300-01	Bond Proceeds	0	0	0	0	0	0	0	0	0
9-9110	Investment Income	65,000	55,000	55,000	55,000	50,000	50,000	0	0	0
9-9170	Fiscal Agent Interest	160,000	0	0	0	0	0	45,000	45,000	45,000
	Total Revenue	1,159,330	991,260	1,037,940	532,400	522,050	533,770	1,023,750	998,930	999,130

Note: Items noted in blue are increased revenue projections.
 Note: Items noted in red are decreased revenue projections.

**REDDING REDEVELOPMENT AGENCY
SHASTEC
EXPENDITURES**

NUMBER	ACCOUNTS	197-965 CAPITAL			218-967 HOUSING			217-966 DEBT SERVICE		
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
	Materials, Supplies & Services:									
2253	Professional Services	1,000	1,000	1,000	0	16,400	0	0	0	0
2254	Specialized Services/Tech - Audit	1,000	1,000	1,000	0	0	0	0	0	0
2444	Operating Material/Supplies	1,000	1,000	1,000	0	0	0	0	0	0
2468	County Tax Administration Fees	0	0	0	20,000	20,000	20,000	48,530	49,500	50,500
2911	Fiscal/Paying Agent Fees	0	0	0	0	0	0	5,000	5,000	5,000
2912	Bond Issuance Costs	0	0	0	0	0	0	0	0	0
	Total Materials, Supplies & Services	3,000	3,000	3,000	20,000	36,400	20,000	53,530	54,500	55,500
	Contract Services									
1954	Redding Redevelopment Staff	24,160	24,600	25,100	0	0	0	0	0	0
2254	Anderson Redevelopment Staff	8,000	8,000	8,000	0	0	0	0	0	0
2254	Shasta County Redevelopment Staff	8,000	8,000	8,000	0	0	0	0	0	0
	Total Contract Services	40,160	40,600	41,100	0	0	0	0	0	0
	Interdepartmental Services									
	Cost Allocation Reimbursement	5,780	8,210	8,460	750	1240	1270	0	0	0
	Variable Charge - Mail	500	500	500	0	0	0	0	0	0
	Total Interdepartmental Charges	6,280	8,710	8,960	750	1240	1270	0	0	0
	Pass-Through to Other Taxing Entities	310,540	340,000	350,000	0	0	0	0	0	0
	Capital Outlay and Other Programs	14,048,900	1,000,000	0	20,010	1,975,000	0	0	0	0
	Loan Repayment - Clover Creek									
6845	Interest Payment - Clover Creek	0	226,800	62,980	0	0	0	0	0	0
6945	Principal Payment - Clover Creek	0	0	163,820	0	0	0	0	0	0
	Total Loan Repayment - Clover Creek	0	226,800	226,800	0	0	0	0	0	0
	Debt Service - Bond Payments									
6777	Bond Interest - SHASTEC 2006	0	0	0	0	0	0	689,830	679,430	688,630
6977	Bond Principal - SHASTEC 2006	0	0	0	0	0	0	255,000	265,000	275,000
	Total Debt Service	0	0	0	0	0	0	944,830	944,430	943,630
	TOTAL EXPENDITURES	14,408,880	1,619,110	629,860	40,760	2,012,640	21,270	998,360	998,930	999,130

(1) Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

**REDDING REDEVELOPMENT AGENCY
SHASTEC
CAPITAL OUTLAY PROJECTS AND OTHER PROGRAMS**

NUMBER	ACCOUNTS	197-965 CAPITAL			218-967 HOUSING			217-966 DEBT SERVICE		
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
4261	Capital Outlay Projects:									
4312	Sacramento River Bridge Widening	972,810	0	0	0	0	0	0	0	0
4334	Stillwater Industrial	8,722,090	0	0	0	0	0	0	0	0
4340	Old Oregon Trail Widening/Alignment	1,650,000	0	0	0	0	0	0	0	0
4341	Planning Studies	87,070	0	0	0	0	0	0	0	0
4513	Supportive Housing	0	0	0	20,010	0	0	0	0	0
4537	Fire Station No. 7	0	0	0	0	0	0	0	0	0
4652	Airport/Highway 44 Ramp Traffic Signal	4,400	0	0	0	0	0	0	0	0
4732	Widen North Street-Ravenwood/Sharon ⁽²⁾	1,659,230	0	0	0	0	0	0	0	0
4850	Riverside Ave/I-5 Interchange ⁽²⁾	200,000	0	0	0	0	0	0	0	0
4885-01	State Mandated Payment ERAF	145,170	0	0	0	0	0	0	0	0
4885-05	Substantial Rehab/New Development-Redding	0	0	0	0	1,000,000	0	0	0	0
4885-07	Substantial Rehab/New Development-County	0	0	0	0	850,000	0	0	0	0
4925	Substantial Rehab/New Development-Anderson	0	0	0	0	125,000	0	0	0	0
4927	Clover Creek Drainage	258,130	0	0	0	0	0	0	0	0
4965	Plan Amendment	0	0	0	0	0	0	0	0	0
4968	Fig Tree/Airport Road Traffic Signal	350,000	0	0	0	0	0	0	0	0
4990	Airport Road Widening	0	1,000,000	0	0	0	0	0	0	0
	North Street/Riverside TS/Drainage	0	0	0	0	0	0	0	0	0
	Total Capital Outlay Projects	14,048,900	1,000,000	0	20,010	1,975,000	0	0	0	0

(1) Current Budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

(2) Represents \$50,000 transferred from Riverside Ave/I-5 Interchange Project to Widen North Street-Ravenwood/Sharon Project.

Note: Items noted in blue are increased expenditures.
Note: Items noted in red are decreased expenditures.

**REDDING REDEVELOPMENT AGENCY
BUCKEYE
BUDGET SUMMARY**

ACCOUNTS	CAPITAL PROJECTS			HOUSING		
	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET
Revenue and Reserves:						
Estimated Funds and Reserves						
Beginning of Fiscal Year	817,760	481,740	166,500	355,640	372,050	411,930
Estimated Revenue	473,630	487,010	506,260	121,410	124,880	129,690
Total Revenue and Reserves	1,291,390	968,750	672,760	477,050	496,930	541,620
Expenditure Program Appropriations:						
Materials, Supplies & Services	19,610	20,050	20,080	5,000	5,000	5,000
Contract Services	10,920	11,200	11,500	0	0	0
Pass-Through Allocations	65,000	71,000	76,000	0	0	0
Capital Outlay Projects	727,770	700,000	325,000	100,000	80,000	0
Total Expenditure Programs	823,300	802,250	432,580	105,000	85,000	5,000
Unbudgeted Funds	468,090	166,500	240,180	372,050	411,930	536,620
Year End Adjustments ⁽²⁾	13,650					
Estimated Funds Available Year End	481,740	166,500	240,180	372,050	411,930	536,620

⁽¹⁾Current budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.

⁽²⁾Return of budgeted funds: \$13,650 Lake Boulevard Sidewalk Improvements.

**REDDING REDEVELOPMENT AGENCY
BUCKEYE
REVENUE & EXPENDITURES**

NUMBER	ACCOUNTS	198-968 CAPITAL PROJECTS				218-970 HOUSING		
		2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	2008-09 AMENDED BUDGET ⁽¹⁾	2009-10 PROPOSED BUDGET	2010-11 PROPOSED BUDGET	
		REVENUE	447,630	466,510	485,760	111,910	116,630	121,440
2-1110 Property Tax Increment	1,000	500	500	0	0	0		
4-1400 Property Tax Penalties	25,000	20,000	20,000	9,500	8,250	8,250		
9-9110 Interest on Investment	473,630	487,010	506,260	121,410	124,880	129,690		
EXPENDITURES								
Materials, Supplies & Services:								
2001 Cost Allocation Plan Reimbursement	810	1,250	1,280	0	0	0		
2253 Professional Services	300	300	300	0	0	0		
2254 Specialized Services/Tech - Audit	1,000	1,000	1,000	0	0	0		
2444 Operating Material/Supplies	200	200	200	0	0	0		
2468 County Tax Administration Fees	16,300	16,300	16,300	5,000	5,000	5,000		
2472 Advertising/Promotion	1,000	1,000	1,000	0	0	0		
Total Materials, Supplies & Services	19,610	20,050	20,080	5,000	5,000	5,000		
Contract Services								
1954 Redding Redevelopment Staff	10,920	11,200	11,500	0	0	0		
Total Contract Services	10,920	11,200	11,500	0	0	0		
Pass-Through Allocations								
2249		71,000	76,000	0	0	0		
Capital Projects								
4271-01 Water Facilities Improvements	0	0	0	0	0	0		
4271-02 Churn Creek/Twin View Bridge	95,470	550,000	0	0	0	0		
4271-03 Churn Creek/Old Oasis Bridge	50,000	100,000	0	0	0	0		
4271-04 Traffic Signal Lake Blvd/Keswick Dam	450,000	0	0	0	0	0		
4271-05 Storm Drain Improvements Oasis/Cascade	85,000	0	0	0	0	0		
4271-06 Buckeye Creek/Dean Road Bridge	0	50,000	250,000	0	0	0		
4271-07 Randolph Road Widening	0	0	75,000	0	0	0		
4279 Lake Blvd Sidewalk Improvements	13,650	0	0	0	0	0		
4717 Property Acquisition	0	0	0	0	80,000	0		
4850 State Mandated Payment ERAF	33,650	0	0	0	0	0		
4885 Substantial Rehab/New Development	0	0	0	100,000	0	0		
Total Capital Projects	727,770	700,000	325,000	100,000	80,000	0		
Total Expenditures	823,300	802,250	432,580	105,000	85,000	5,000		

⁽¹⁾Current budget includes 2007-08 carryovers, appropriation transfers, and approved amendments.
Note: Items noted in blue are increased revenue projections.
Note: Items noted in red are decreased revenue projections.

REDDING AREA BUS AUTHORITY

**REDDING AREA BUS AUTHORITY
2009-10 BUDGET**

ACCOUNTS	2008-09 As Amended	2009-10 Requested	2009-10 + (-)	EXPLANATION
Expenses				
1950 Personnel	207,850	349,290	141,440	
2252 Security Contracts	53,970	38,000	(15,970)	Transportation, Police, Streets, and Finance staff
2253 Professional Svcs/Consultants	249,940	149,900	(100,040)	Security services for Downtown Transit Center (DTC) Marketing Plan
2257 Landscape Maintenance	25,000	25,000	0	Landscape maintenance for DTC/Maintenance Facility
2274 Vehicle Fuel/Lubricant	770,000	750,000	(20,000)	Fuel costs
2276 Vehicle Repair/Maintenance	20,000	20,000	0	Accounts 2276 - 2279 represent general repair for
2277 Vehicle Tires/Tubes	72,500	74,680	2,180	transit vans/coaches; age of fleet is
2279 Vehicle Parts/Supplies	300,000	350,000	50,000	requiring more maintenance
2291 Utility Expense	92,400	70,000	(22,400)	Maintenance Facility and DTC utilities
2311 Communication Expense	38,000	38,000	0	Includes lease lines connecting the DTC and Maint Fac
2331 Purchased Transportation	3,162,140	3,219,860	57,720	Contract Operator
2332 Contract Services	11,500	15,000	3,500	Miscellaneous contracts for pest control, mats, etc.
2443 Printing Outside	28,000	28,000	0	Route maps, transit brochures, passes, punchcards, etc.
2444 Operating Materials/Supplies	20,000	20,000	0	Miscellaneous operating expenses
2447 Software Upgrades	3,700	3,700	0	Software for Transportation and Finance support staff
2472 Advertising/Promotions	24,230	21,260	(2,970)	Media advertising--newspaper, radio, and television
2473 Books/Dues/Subscriptions	10,000	13,000	3,000	Dues for transit organizations, subscriptions, etc.
2475 Insurance Expense	62,000	62,000	0	Errors/omissions for Board and public liability/property damage for
2480 Other Allowances	2,000	2,000	0	Maintenance Facility/DTC and other RABA improvements
2599 Building Repair/Maintenance	5,000	5,000	0	Allowance for Board members for monthly meetings
2641 Civic Center Rent	16,110	16,110	0	Miscellaneous building repairs--windows, minor repairs, etc.
				RABA allocated share
City Interdepartmental Charges				
2001 Cost Allocation Plan	98,610	93,230	(5,380)	Interdepartmental charges; City allocation general support
2104 Fix Charge - Infor Systems	3,920	5,070	1,150	Based on support needed to run computer equipment
2105 Fix Charge - Print Shop	1,940	2,250	310	Provides some of RABA's brochures and informational material
2106 Fix Charge - Fleet Maintenance	560	110	(450)	Service for one RABA vehicle
2107 Fix Charge - Risk Mgmt		0	0	Based on usage
2108 Fix Charge - Records Mgmt	1,660	2,090	430	Based on usage
2109 Fix Charge - Communications	19,700	14,990	(4,710)	Based on number of radios/telephones
2116 Fix Charge - GIS	59,580	59,370	(210)	Based on usage
2130 Administrative Overhead	51,960	6,370	(45,590)	Based on usage
2162 Variable Charge - Mail	1,090	1,090	0	
4047 Overall Work Program	70,000	105,020	35,020	Funded by Shasta Co. MPO; includes travel/training costs, rider-ship analyses, and implementing Marketing Plan
Total Operating Expenses	5,483,360	5,560,390	77,030	

**REDDING AREA BUS AUTHORITY
2009-10 BUDGET**

ACCOUNTS	2008-09 As Amended	2009-10 Requested	2009-10 + (-)	EXPLANATION
Expenses				
CAPITAL OUTLAY				
4103 Maintenance Facility	1,055,780		(1,055,780)	
4103.02 DTC Improvements	0	665,000	665,000	Improvements at the Downtown Transit Center
4103.02 Design of Intermodal Building	0	120,000	120,000	Design project for building at the Downtown Transit Center
4413 Vans	525,760	975,000	449,240	Acquisition of 13 Demand Response vans (2)
4413.02 Re-paint Coaches		30,000	30,000	Repaint coaches to match new fleet
4422 Administration/Office/Other	193,160	25,000	(168,160)	Furniture/graphics, dispatch computers, miscellaneous equipment
4422.02 Dispatch Software	0	150,000	150,000	Acquisition of dispatching software for Demand Response
4532 Repave Parking Lot at Maint Fac	0	250,000	250,000	Repave parking lot at Maintenance Facility
4576.02 Solar Lighting at Bus Stops		83,000	83,000	Install solar lights at bus stops
4576.02 Building Access at DTC		10,000	10,000	Install keypad access at the Downtown Transit Center
4576.02 Security Cameras at DTC and MF		60,000	60,000	Install security cameras on-site at the Downtown Transit Center
4576.02 AVL/Security Cameras Equipment		153,000	153,000	AVL and security cameras for vans and buses (3)
4662 Passenger Loading Improvements	184,610	24,000	(160,610)	Bus stop improvements (pullouts, benches, curb/sidewalk work)
5095 Bus-Transit	1,080,000	2,681,785	1,601,785	Acquisition of seven coaches (1)
Total Capital Outlay	3,039,310	5,226,785	2,187,475	
TOTAL EXPENSES	8,522,670	10,787,175	2,264,505	

- (1) 4 of the 13 vans approved by the RABA Board in 2008-09
- (2) 3 of the 7 coaches approved by the RABA Board in 2008-09
- (3) Approved by the Board in May 2009

**REDDING AREA BUS AUTHORITY
2009-10 BUDGET
REVENUES**

ACCOUNTS	2008-09		2009-10		EXPLANATION
	As Amended	Requested	2009-10 + (-)		
Passenger Fares	842,570	899,470	56,900		Based on 7-year financial plan revenues
Other Transit Revenue	30,000	45,000	15,000		Back of bus advertising
Non-transit Revenue	43,000	43,860	860		Interest income and miscellaneous revenues
Shasta County	85,000	82,300	(2,700)		Operating the Burney Express
Shasta Co. RTPA Overall					
Work Program	62,000	92,975	30,975		Federal planning funds to be used for operations
Operating					
TDA	3,659,720	3,479,686	(180,034)		Funds for operations; includes funds from the cities of Anderson, Redding, and Shasta Lake and portions of Shasta County
Federal	750,000	917,099	167,099		Federal 5307/ARRA funds to be used for operations
Capital					
TDA	11,070	9,800	(1,270)		Local 20% match for Federal and TDA funded capital acquisitions
Federal (5307/5310)	2,237,070	1,628,330	(608,740)		Funds for capital acquisitions for computers, passenger loading improvements, and miscellaneous equipment
Federal (ARRA)		1,503,888			FTA Economic Stimulus funds
Proposition 1B	648,680	1,778,767			Proposition 1B funded local share for various capital projects
Proposition 1B S/S	153,560	306,000			Proposition 1B Safety and Security funds
Total Revenues	8,522,670	10,787,175	2,264,505		

**REDDING AREA BUS AUTHORITY
2009-16 BUDGET
7-Year Plan**

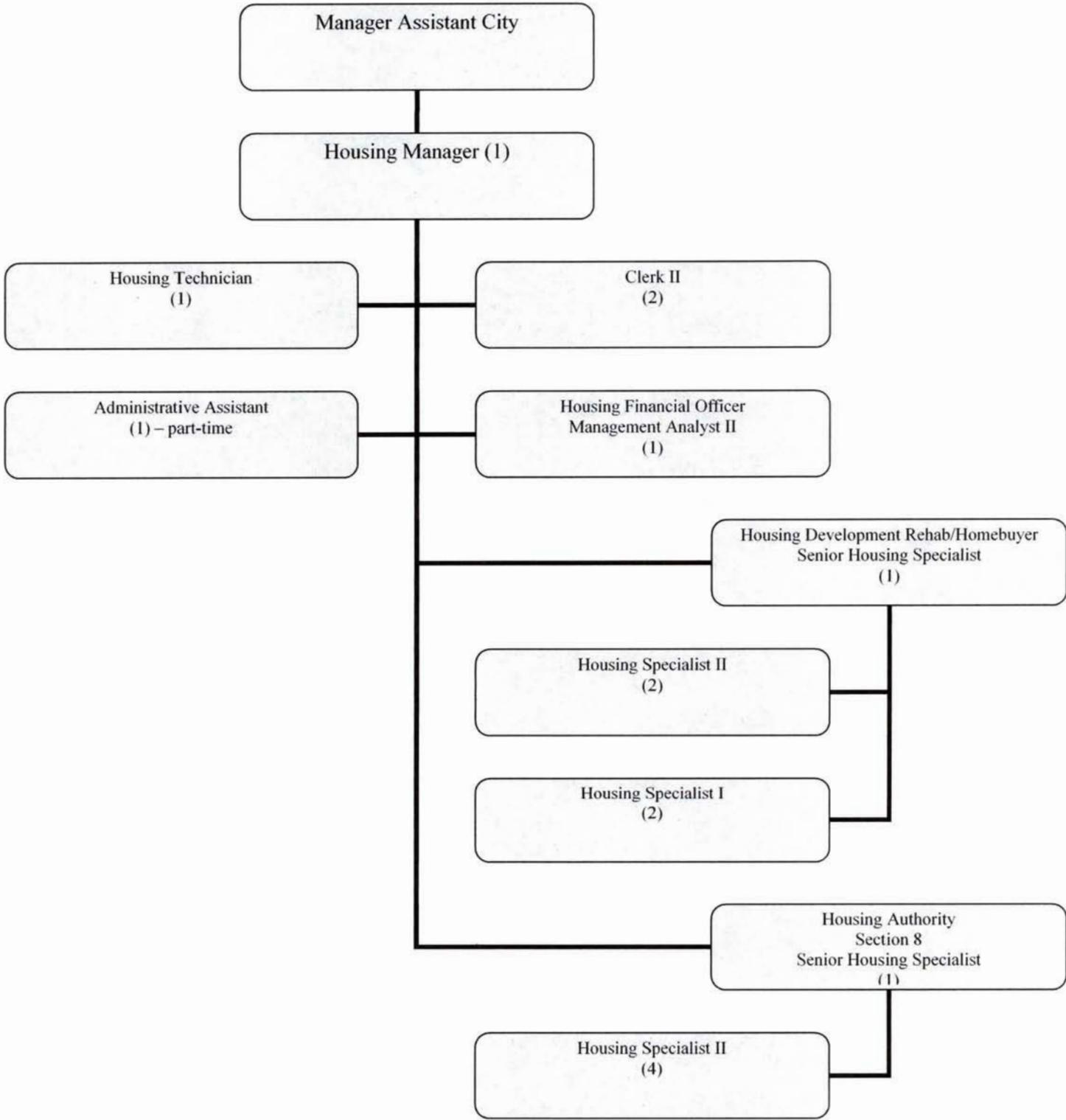
ACCOUNTS	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Budget	Projected	Projected	Projected	Projected	Projected	Projected
Revenues							
Passenger Fares-Fixed Route	638,425	689,499	744,659	804,232	868,570	938,056	1,013,100
Passenger Fares-Demand Response	246,045	255,887	266,122	276,767	287,838	299,351	311,325
Other Revenue	279,135	281,815	288,737	295,322	302,065	308,972	316,045
FTA-Operating	917,099	750,000	750,000	700,000	700,000	700,000	700,000
FTA-Capital	1,628,330	1,490,270	717,179	19,505	724,958	552,059	595,897
TDA-Operating	3,479,686	3,666,385	3,764,432	3,913,187	4,011,930	4,110,437	4,208,449
TDA-Capital	9,800	10,780	11,858	13,044	14,348	15,783	17,361
Other Capital (FTA ARRA, Prop 1B)	3,588,655	1,511,000	976,000	976,000	976,000	976,000	976,000
Total Revenues	10,787,175	8,655,636	7,518,987	6,998,057	7,885,709	7,900,657	8,138,178

ACCOUNTS	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	20015-16
	Budget	Projected	Projected	Projected	Projected	Projected	Projected
Expenses							
Personnel	349,290	285,830	294,405	303,237	312,334	321,704	331,355
Purchased Transportation	3,219,860	3,316,456	3,415,949	3,518,428	3,623,981	3,732,700	3,844,681
Other Operating Expenses	1,530,490	1,579,170	1,627,571	1,677,500	1,729,006	1,782,139	1,836,955
Marketing	171,160	169,310	174,420	179,690	185,110	190,700	196,470
City Interdepartmental Charges	184,570	187,800	193,434	199,237	205,214	211,371	217,712
Overall Work Program	105,020	105,020	108,171	111,416	114,758	118,201	121,747
Total Operating Expenses	5,560,390	5,643,586	5,813,950	5,989,508	6,170,403	6,356,815	6,548,920
CAPITAL OUTLAY							
Capital Outlay	5,226,785	3,012,050	1,705,037	1,008,549	1,715,306	1,543,842	1,589,258
TOTAL EXPENSES	10,787,175	8,655,636	7,518,987	6,998,057	7,885,709	7,900,657	8,138,178

Fare Box Ratio - Combined	16.3%	17.2%	17.8%	18.5%	19.2%	19.9%	20.7%
RTPA Required Farebox Ratio	16.2%	16.7%	17.3%	17.9%	18.6%	19.0%	19.0%

REDDING HOUSING AUTHORITY

Housing Division of the City of Redding Organizational Chart



HOUSING AUTHORITY OF THE CITY OF REDDING (RHA)

Overview

The Housing Authority of the City of Redding (RHA) provides housing assistance through the Housing Choice Voucher Program to those individuals and families in Redding who are unable to pay prevailing rents for safe and decent housing without sacrificing other basic physical and social needs. This program is subsidized by the United States Department of Housing and Urban Development (HUD). The funds are deposited monthly directly into the RHA bank account based on a budget developed by HUD.

Housing Authority revenue from HUD consists of two types: administrative fees and housing assistance payments (HAP). Administrative revenue projected for 2009-10 is \$1,080,320 (\$1,022,760 in administrative fees, plus \$57,560 pay for the Family Self-sufficiency (FSS) Coordinator). Total administrative expenditures are expected to total \$1,032,260. The revenue for the Section 8 Housing Choice Voucher program is determined by HUD. HAP revenue for rental assistance payments to landlords is expected to total \$6,758,613.

The total budget of the Housing Authority for 2009-10 totals \$7,853,680 a decrease of \$180,550 from the current year amended budget.

Preserving an adequate reserve fund for the Housing Authority remains a critical issue. Costs continue to escalate while the revenue stream decreases. The Housing Authority must maintain a reserve account to meet expected and unexpected expenditures.

Description	FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended*	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
RHA	\$ 7,256,860	\$ 6,788,650	\$ 8,034,230	\$ 7,853,680	\$ (180,550)	\$ 7,803,230	\$ (50,450)

* Excludes carryover amounts

The following table displays how the Department's budget is broken down between the major expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
RHA	FY 2010-11 Adopted	\$ 800,140	\$ 186,670	\$ 6,816,420	\$ -	\$ 7,803,230
	FY 2009-10 Adopted	\$ 848,360	\$ 183,900	\$ 6,821,420	\$ -	\$ 7,853,680
	FY 2008-09 Amended	\$ 750,950	\$ 232,730	\$ 7,050,550	\$ -	\$ 8,034,230
	FY 2007-08 Actual	\$ 667,289	\$ 201,779	\$ 6,387,792	\$ -	\$ 7,256,860

Personnel

The Housing & Community Development Fund currently has budgeted 15 full-time and 1 part-time employees for the two year budget cycle. These employees are shared between Community Development and the RHA. At this time there are no new personnel hires during the 2009-10 and 2010-2011 budget years. During the past two years two employees left (a Senior Housing Specialist and a Housing Specialist II) and a part-time employee was added; an Administrative Assistant. The Housing Specialist II position will not be filled and has been deleted from the proposed budget. The Senior Housing Specialist position is currently vacant, but remains in the budget.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

The part-time Administrative Assistant is funded by the Housing Authority. A full-time employee plans to retire in FY 2009-10. The Division also currently pays half the medical premiums for three retired employees.

Description		FY 2007-08 Actual	FY 2008-09 Adopted	FY 2008-09 Amended	FY 2009-10 Adopted	Increase (Decrease)	FY 2010-11 Adopted	Increase (Decrease)
Community Development	F/T	16.00	16.00	16.00	15.00	(1.00)	15.00	-
	P/T	-	-	0.48	0.48	-	0.48	-
	Total	16.00	16.00	16.48	15.48	(1.00)	15.48	-

Capital Outlay

Capital expenditures for fiscal years 2009-2011 include expenditures for Housing Assistance Payments (HAP) to landlords/owners on Section 8 Housing Choice Voucher participants and salary of the Family Self Sufficiency (FSS) Coordinator. In FY 2009-10, Capital Outlay also includes funds set aside to provide additional funding for the FSS emergency loan program.

Significant Issues

There are no significant issues for the RHA.

2007-2009 Goals and Accomplishments

Goal

Broaden and diversify staff capabilities through cross-training, education, and other mechanisms designed to improve staff abilities to recognize opportunities and needs that facilitate affordable housing and economic opportunities for persons of very low, low, and moderate incomes.

Accomplishments

Ongoing cross-training and education efforts for Housing Division staff over the past two years have benefited the organization in several ways:

1. Back-up resources are now available for all job duties including the Section 8 Housing Choice Voucher rental assistance program, the Section 8 Family Self-Sufficiency Program, loan servicing, program monitoring, and rental/owner-occupied activities;
2. Continuing education and training has improved staff knowledge and performance in data entry capability, and neighborhood new development projects and tracking; and
3. Team field inspections utilizing the new HAPPY software system has been implemented and has increased our efficiency.

Goal

Anticipate and prepare for changes in HUD rental assistance programs.

Accomplishments

During the past two years, the RHA has responded successfully to budget changes mandated by HUD. Those changes altered the revenue sources (Housing Assistance Payments to landlords/owners and Administrative Fees) of the RHA. The RHA has modified its processes to accommodate the reduction of resources. The RHA has maintained its performance rating of 'High' by scoring 93 percent, last year, on its yearly assessment by HUD's Section 8 Management Assessment Program.

Performance Measures and Workload Indicators

1. 100 percent of waiting list admissions will be consistent with selection criteria and order of admission policies.
2. 100 percent of all rent determinations will be both consistent with written policy and will be reasonable based on current rents for comparable units.
3. At least 98 percent of all family income and deductions files will include current written verifications, correct calculation of deductions, and use an appropriate utility allowance.
4. Housing Quality Standards (HQS) re-inspections for quality control purposes will be conducted on a number of units as described by HUD to meet its minimum sampling. The number of inspections to be completed will be approximately 25 per year.
5. 100 percent of all failed inspections will result in correction of deficiencies cited or termination of rental assistance within eight weeks.
6. 100 percent of new voucher leases will have a voucher payment standard which will be consistent with the currently adopted payment standard that is between 100 and 110 percent of the most recently published Fair Market Rents. When applicable, the approved exception payment standard will be utilized.
7. 100 percent of all assisted families will be reexamined.
8. The Housing Authority will maximize its budget authority as issued by HUD. Due to budgetary changes from HUD, the Housing Authority can no longer project a utilization rate. Expenditures based on actual costs will be monitored monthly to maximize the use of available funds.
9. At least 95 percent of the maximum number of FSS families possible for enrollment will be enrolled.

2009-11 Goals and Objectives

Goal

To administer the Section 8 Housing Choice Voucher Program in a manner consistent with HUD's mandates.

Objective

Broaden and diversify staff capabilities through cross-training, education, and other mechanisms designed to improve staff abilities to recognize opportunities and needs that facilitate affordable housing and economic opportunities for persons of very low, low, and moderate incomes.

Goal

To develop and implement strategies to provide rental assistance benefits to qualifying low- and moderate-income households.

Objective

Anticipate and prepare for changes in HUD's rental assistance program.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

INDEX

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

INDEX

Appendix.....	L-1
Budget Development Calendar	xii
Budget Message	AA-1
Budget Policies	L-13
Budget Resolution.....	iv
Budget Users Guide	viii
City Attorney’s Office.....	F-36
City Clerk’s Office	F-18
City Council.....	F-5
City Manager’s Office.....	F-6
City Treasurer’s Office.....	F-27
Community Development.....	F-13
Community Services Department	B-1
Comparative Fund Summary - All Funds	A-3
Comparative Summary of Estimated Revenues.....	A-8
Comparative Summary of Expenditure Programs - All Funds	A-24
Development Services Department.....	C-1
Electric Department	D-1
Expenditure Department Requests.....	A-26
Expenditures and Revenues per Resident	A-32
Fire Department	E-1
General Fund Ten-Year Financial Plan	A-39
General Fund Source and Use Graphs	A-29
General Government.....	F-1
GFOA Budget Award	iii
Glossary/Acronyms	L-3
History and Locale of the City of Redding	A-61
Index	L-63
Mission Statement.....	xiii
Municipal Officials	v
Municipal Utilities Department	G-1
Non-Departmental.....	F-42
Organization Chart (City of Redding)	vi
Police Department.....	I-1
Redding Area Bus Authority	L-51
Redding Housing Authority	L-57
Redding Redevelopment Agency	L-31
Revenue Assumptions.....	A-6
Sales Tax - Where it Goes	A-35
Statement of Estimated Revenues.....	A-10
Summary of Internal Service Fund Charges	A-52
Summary of Fund Transfers	A-50
Summary of Capital Projects	A-57
Summary of Long Term Debt.....	A-54
Summary of Cost Allocation Charges and In-Lieu Property Taxes	A-51

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2010 AND 2011

Summary of Net Expenditures - General Fund.....A-36
Summary of Authorized Full-Time Positions.....A-48
Summary of Expenditure Programs - All Funds.....A-21
Support Services DepartmentJ-1
Table of Contents.....i
Transportation & EngineeringK-1

