



BIENNIAL BUDGET
FISCAL YEARS ENDING
JUNE 30, 2020 - 2021



*Many Thanks to
Our First Responders*



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

RESOLUTION NO. 2019-050

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF REDDING
APPROVING AND ADOPTING THE BIENNIAL BUDGET FOR FISCAL
YEARS ENDING JUNE 30, 2020 AND 2021**

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 to the City Council 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 as necessary 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, 2020 and 2021 at this time.
3. That the budget appropriations referred to hereinabove are set forth in the Proposed Budget for fiscal years ending June 30, 2020 and 2021, and that said budget appropriations are hereby approved as the Biennial Budget for the City of Redding for the fiscal years ending June 30, 2020 and 2021.

I HEREBY CERTIFY that the foregoing resolution was introduced at a regular meeting of the City Council of the City of Redding on the 4th day of June, 2019, and was duly adopted at said meeting by the following vote:

AYES: COUNCIL MEMBERS: McElvain, Resner, Schreder, and Winter
NOES: COUNCIL MEMBERS: None
ABSENT: COUNCIL MEMBERS: Dacquisto
ABSTAIN: COUNCIL MEMBERS: None

THIS INSTRUMENT IS A CORRECT COPY
OF THE ORIGINAL ON FILE IN THIS OFFICE
ATTEST

JUN 17 2019

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

Julie Winter

JULIE WINTER, Mayor

FORM APPROVAL:

B.E. DeWalt

BARRY E. DeWALT, City Attorney

ATTEST:

Pamela Mize

PAMELA MIZE, City Clerk

2019-050

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

MUNICIPAL OFFICIALS

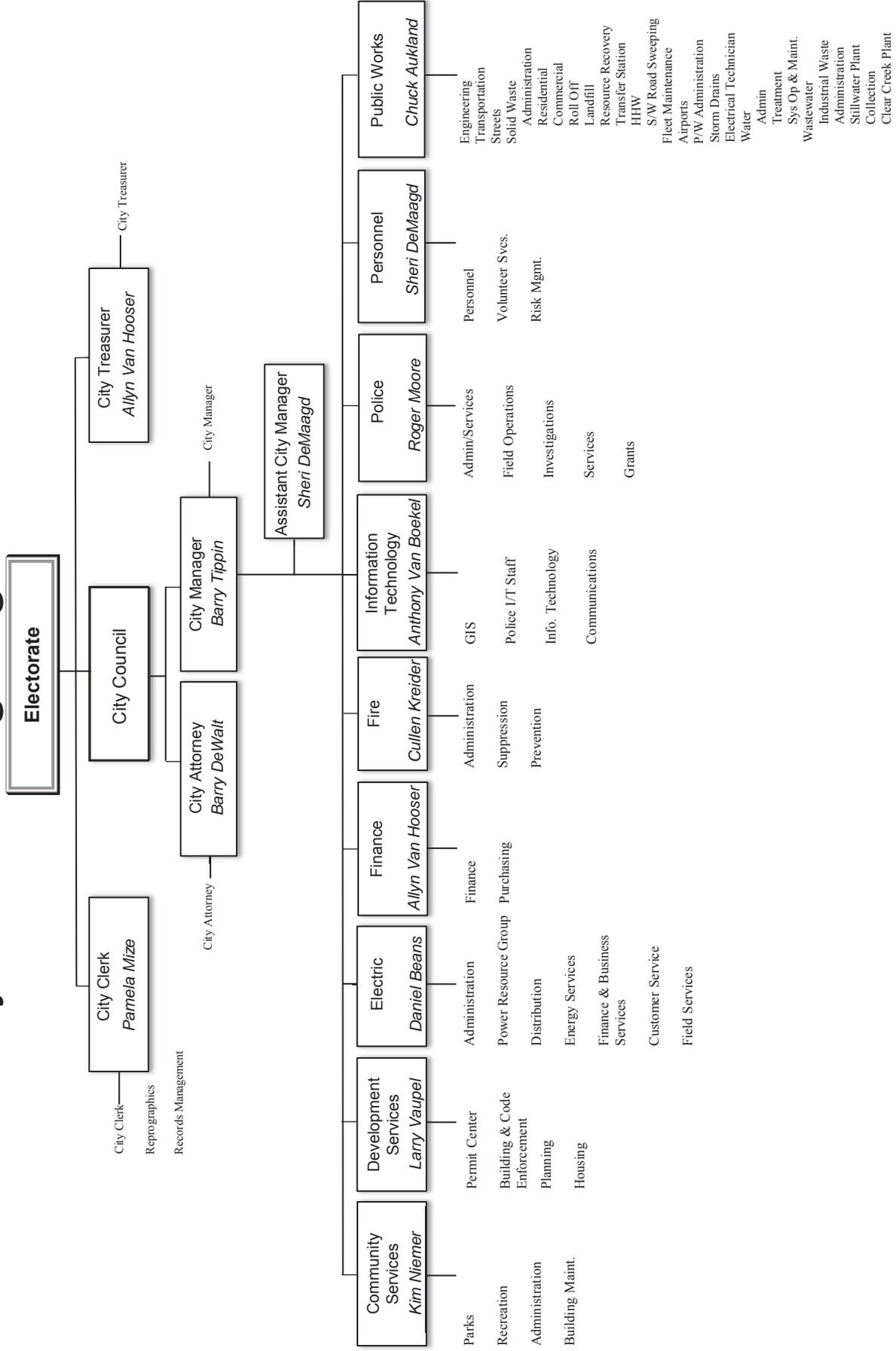
City Council

Mayor..... Julie Winter
Vice Mayor Adam McElvain
Mayor Pro Tem Erin Resner
Council Member Michael Dacquisto
Council Member Kristen Schreder

Administrative Personnel

City Manager Barry Tippin
Assistant City Manager Sheri Demaagd
City Attorney Barry DeWalt
City Clerk..... Pamela Mize
City Treasurer Allyn Van Hooser
Director of Community Services Kim Niemer
Director of Development Services Larry Vaupel
Director of Electric Dan Beans
Director of Financial Services Allyn Van Hooser
Director of Information Technology Tony Van Boekel
Director of Personnel Sheri DeMaagd
Director of Public Works Chuck Aukland
Fire Chief Cullen Kreider
Police Chief..... Roger Moore

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, 2019 and end on June 30, 2021.

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 Department.

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.

Kickoff Meeting and Budget Requests

The budget process begins in January when the Finance Department 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.

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, Assistant City Manager and others assigned by the City Manager. 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 other members 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 a date for workshop(s). 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 Department 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 12 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 9 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.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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 the fair market value adjustment required under GASB 31.
2. The City does not budget for accounts payable or intergovernmental payables.
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 and debt service payments as expenditures.
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 equals or exceeds the expenditure and appropriation carryovers)

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:

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.

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 Department with the input from all affected departments.

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 percent cash reserve will be presented to Council for their approval.

All funds should maintain a 5 percent of annual expenditures reserve, except internal service funds which should maintain a 1 percent of annual expenditures reserve.

Each requested change in budget appropriations will include a fiscal impact statement.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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.

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 allocations are made to Streets and Public Works in the General Fund and to all non General Fund divisions; however, costs allocation to internal service funds are allocated on to user divisions.

In addition to its cost allocation plan the City charges a payment in lieu of taxes (PILOT) to the Electric Utility and Airport funds. In addition, when the Civic Auditorium Fund is fully operated by the City it will be charged a PILOT. The PILOT is similar to property tax charges and is based on 1 percent of the estimated value of a funds capital and joint venture assets. Estimated value for most assets is determined based on historical cost increased by 2 percent a year for a twelve year period. For equipment, furniture and vehicles, the depreciated historical cost is used as estimated value.

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 six distinct fund types. These fund types include: **General, Special Revenue, Enterprise, Internal Services, and Trust and Agency funds, and a Private-purpose Trust fund.**

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, Civic Auditorium, 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. Private-purpose trust funds are a fiduciary fund type used to report all trust arrangements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefit individuals, private organizations, or other governments.

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.**

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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 three largest source of revenue are sales tax, property tax, and internal departments. These three sources make up over 81 percent 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.

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 four 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 2019-21

<u>DUE DATE</u>	<u>ACTION</u>
1/31/19 to 3/19/19	City Council workshops re: FY 2018-19 budgets and Department overviews.
1/28/19 to 2/13/19	All departments prepare and submit preliminary budget requests to building maintenance for projects occurring within this budget cycle.
2/7/19	Budget meeting with Department Liaisons held in the Community Room at 10:00 am. Budget reports will be distributed.
1/28/19 to 2/19/19	Internal Service Funds prepare allocations and issue papers for presentations to Department Heads. These documents are to be returned to Finance by February 19, 2019.
3/1/19 to 3/8/19	Internal Service Funds present their budgets to Department Heads.
1/28/19 to 3/5/19	Departments prepare and enter budget information for biennial budget 2019-21 based on “status-quo” (or less) budget or as directed in separate budget memo. Prepare issue papers for items not in “status-quo” budget. Final date to enter information is March 5, 2019.
1/28/19 to 3/12/19	Departments prepare issue papers.
3/12/19 to 3/25/19	Finance Department reviews budget requests and develops preliminary recommendations for the City Manager. Departments to assist Finance with any questions regarding budget requests and if requested prepare additional issue papers.
3/25/19 to 4/4/19	City Manager reviews budget and makes preliminary decisions.
1/28/19 to 4/15/19	Departments prepare department overview, which include goals and objectives and performance measures. Due by April 15, 2019. Also, prepare organizational chart for department.
4/15/19	Finance to deliver a draft 10 year plan to the City Manager based on decisions/requests to date.
4/16/19 to 4/25/19	Additional meetings with Departments regarding final budget decisions.
5/1/19	City Manager makes final budget decisions.
5/2/19 to 6/5/19	Finance Department prepares Proposed Budget for City Manager.
June 2019	City Manager presents Proposed Budget to City Council; City Council establishes date(s) for budget workshop(s).
June 2019	City Council reviews Proposed Budget and amends it as necessary. Budget is adopted.
7/29/19	Finance Department publishes and disseminates Biennial Budget.

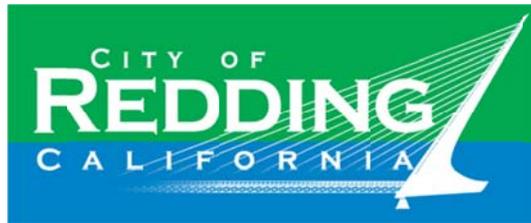
CITY OF REDDING MISSION STATEMENT

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



DATE: June 4, 2019
B-130-070

TO: Honorable Mayor and Council Members

FROM: Barry Tippin, City Manager 

SUBJECT: Biennial Budget for Fiscal Year 2019-20 and Fiscal Year 2020-21

I am pleased to submit the Biennial Budget for Fiscal Year 2019-20 and Fiscal Year 2020-21.

The past several budget cycles have been challenging as expenditures have exceeded revenues. Today, Redding continues to see strong growth and economic activity in regards to construction development and the issuance of business licenses. While this Biennial Budget and 10-Year Plan continue to be a challenge, it also contains an ample amount of optimism. I am pleased to present the Council a balanced budget and 10-Year Plan that not only includes a larger than required reserve, but the elimination of deficits that had plagued the adopted plan two years ago.

Pension costs are escalating as forecasted and are accounted for, to the best of our ability, in the 10-Year Plan. The ability to balance the plan relies heavily on several factors: the continuation of an improving economy; a more refined tool for forecasting; a change in the CalPERS personnel increase assumptions; and most importantly, the willingness of the City's employees to agree to long term contracts that require them to pay more for their benefits upfront in exchange for small raises a few years out.

While the 10-Year Plan is favorable, it is tenuous at best. This is due to many factors outside of the City's control such as future changes in the CalPERS assumptions, an uncertain post-recession economy, and deferred maintenance and capital expenditures. Over the past 10 years, necessary maintenance projects did not occur due to the financial impacts of the Great Recession, nor was any funding set aside for this work. The City focused solely on the delivery of core services. Consequently, the time to address these issues is upon us. In the presented budget, more than \$1 million is recommended to be expended on re-roofing City Hall, replacing the play structure at the Aquatic Center, and replacing other essential equipment. Due to better than expected economic performance, the City has the funds needed to address the aforementioned maintenance items, however utilizing those funds will require the City to expend more than projected General Fund revenue streams. This trend will likely continue for a few years.

Most of the cities in California are experiencing similar cost escalations in CalPERS payments. The City of Redding City Council has maintained strong fiscal discipline for many years which has kept the City on sound fiscal ground. It is advised that the City Council continue to maintain strong fiscal discipline going forward.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

BUDGET OVERVIEW

The budget for Fiscal Year 2019-20 totals approximately \$298.6 million, which represents a decrease of 34.3 percent when compared to the amended budget for Fiscal Year 2018-19. The significant decrease is due to grant projects that occurred during Fiscal Year 2018-2019 that were not budgeted for. The budget for Fiscal Year 2020-21 totals approximately \$309.9 million, which represents an increase of approximately 3.8 percent when compared to the budget for Fiscal Year 2019-20.

The table below illustrates how the City of Redding’s budget is allocated between the General Fund, the City’s Enterprise Funds, the City’s Special Revenue Funds, and the City’s Internal Service Funds.

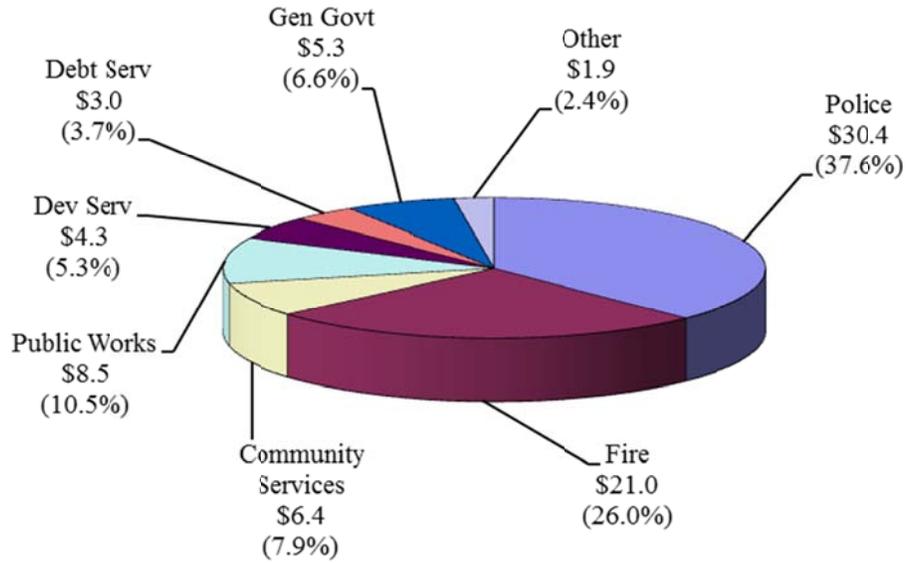
Budget Overview		
Fund	FY 2019-20	FY 2020-21
General Fund	\$ 80,983,310	\$ 83,147,490
Special Revenue Funds	7,392,890	5,911,830
Enterprise Funds	223,437,960	236,022,670
Internal Service Funds	81,868,540	85,966,620
Less Charges Between Funds	(95,059,360)	(101,184,170)
Total	\$ 298,623,340	\$ 309,864,440

General Fund

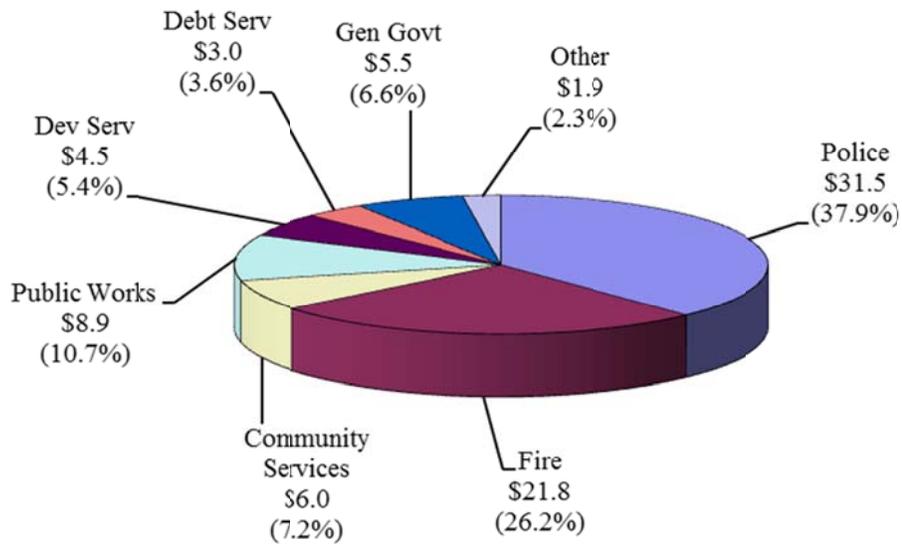
The General Fund budget for Fiscal Year 2019-20 totals approximately \$81 million, which represents a decrease of approximately 1.9 percent when compared with the amended General Fund budget for Fiscal Year 2018-19. The General Fund budget for Fiscal Year 2020-21 totals approximately \$83.1 million, which represents an increase of approximately 2.6 percent when compared with the General Fund budget for Fiscal Year 2019-20. The two “pie charts” on the following page indicate how the General Fund budget is allocated by department. As the figures below indicate, approximately 63.6 percent of the General Fund is directly 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, 2020 AND 2021

General Fund Budget FY 2019-20
Where it goes (In Millions)



General Fund Budget FY 2020-21
Where it goes (In Millions)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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. The City of Redding also contracts with Advance Redding to operate the Redding Civic Auditorium. The City of Redding utilizes “Enterprise Funds” to budget and account for these specific operations. As the table below indicates, the budget for Fiscal Year 2019-20 includes approximately \$223.4 million to operate the departments and divisions referenced above. The budget for Fiscal Year 2020-21 totals approximately \$236 million. The majority of these expenditures are associated with the Electric Utility.

Enterprise Funds		
Fund	FY 2019-20	FY 2020-21
Electric	\$139,868,390	\$139,629,260
Solid Waste	21,489,480	21,007,200
Storm Drainage	1,483,010	1,458,990
Water	24,114,930	26,845,030
Wastewater	31,543,900	42,410,990
Airport	3,261,370	3,412,670
Civic Auditorium	1,676,880	1,258,530
Total:	\$223,437,960	\$236,022,670

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).

SIGNIFICANT ISSUES

The Biennial Budget for Fiscal Year 2019-20 and Fiscal Year 2020-21 includes information for each City department. This information is outlined in some detail later in this document. However, discussed below, are some specific budget issues and important information for the City Council and the community.

Carr Fire

The Carr Fire was a tragic and devastating event for our residents. The response to the event from the community and City Staff was conversely amazing and wonderful to behold. Due to many factors, the economic impact from the Carr Fire to the City Budget will be negligible to positive. This is because the State will backfill lost property tax and other forms of tax revenue such as Transiency Occupancy Tax has increased, at least temporarily. Rebuilding has begun and many building permits have been issued, and several families have been able to move back into their newly completed homes.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

CalPERS & PARS

The City of Redding's employer contribution to CalPERS continues to increase as forecasted. It is anticipated that the CalPERS employer contribution rate for public safety employees will increase from 54.519 percent in Fiscal Year 2018-19, to approximately 59.636 percent in Fiscal Year 2019-20, to approximately 65.171 percent in Fiscal Year 2020-21.

The City of Redding's employer contribution rate for other City employees will increase from approximately 27.655 percent in Fiscal Year 2018-19, to approximately 30.501 percent in Fiscal Year 2019-20, to approximately 33.399 percent in Fiscal Year 2020-21.

The CalPERS rates provided above for Fiscal Year 2019-20 and Fiscal Year 2020-21 have been projected by City Staff to include the unfunded liability for comparative purposes. The normal or annual cost rates included in the above percentages are as follows; for public safety employees for Fiscal Year 2019-20, the normal cost rate is 21.554 percent and is projected to be 22.9 percent for Fiscal Year 2020-21. The unfunded liability for the Safety Plan is \$7,307,419 for Fiscal Year 2019-20 and is projected to be \$8,314,000 for Fiscal Year 2020-21. The normal cost rate for other City employees for Fiscal Year 2019-20 is 9.577 percent and is projected to be 10.3 percent for Fiscal Year 2020-21. The unfunded liability for the Miscellaneous Plan is \$9,674,172 for Fiscal Year 2019-20 and is projected to be \$10,947,000 for Fiscal year 2020-21.

Pursuant to the current Memoranda of Understandings (MOUs) between the City and both the Redding Peace Officers Association and Redding Police Managers Association – Police employees have agreed to pay 3 percent of the employer's share of the CalPERS normal cost rate. Additionally, the Redding Independent Employee Association has also agreed to additional payments to CalPERS.

In December of 2016, CalPERS changed its assumed discount rate (often referred to as the assumed rate of return) from 7.5 percent to 7.0 percent to be phased in over three years beginning July 1, 2018 for public agencies. In addition, beginning with Fiscal Year 2017-18, CalPERS started collecting employer contributions toward the plan's unfunded liability as dollar amounts instead of the prior method of a contribution rate. These changes caused the City's previous 10-Year Plan to be out-of-balance for several years. However, that imbalance has now been corrected.

The Public Agency Retirement Services (PARS) is a supplementary pension plan for many non-public safety employees. The plan is comprised of five Tiers determined by employee group and is now closed to all employees hired after December 31, 2012. The required employer contribution for PARS in Fiscal Year 2018-19 ranged from 20.59 percent to 30.07 percent and will increase to a range of 25.39 to 38.47 percent in Fiscal Year 2019-20 and Fiscal Year 2020-21. These percentages include both the normal cost rate and the unfunded liability. PARS will continue to collect the unfunded liability as a percentage of payroll versus collecting the unfunded liability as a dollar amount. However to be consistent with CalPERS, the City's 10 year plan has presented the unfunded liability as a dollar amount. Like the PERS plan, several employee groups have agreed to pay more for this benefit.

Other Post-Employment Benefits

Pursuant to Government Accounting Standards Board Statement 45 (GASB 45), the City of Redding is required to periodically complete an actuarial study to quantify the "unfunded actuarial accrued liability" (UAAL) associated with "other post-employment benefits" provided to its employees. The City of Redding only offers one "other post-employment benefit" to its employees – access to, and partial City funding for, group health insurance coverage. The UAAL for this benefit was approximately \$34.1 million at July 1, 2017 (the most current actuarial), which is a significant decrease from the previous figure of \$102.6 million at January 1, 2015. It is now anticipated that this figure will continue to increase in the future because the City of Redding is utilizing a "pay-as-you-go" method to fund this benefit. Work continues to reduce this liability.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

10-Year Plan

CalPERS made major changes in its assumptions causing disruption in the City's 10-Year Plan and significant budget woes across California's municipalities. As noted in the last budget, the unfunded liability (UAL) is computed and billed in 12 equal installments and the 10-Year Plan format was updated to better track this cost. To identify the future budget impact caused by the UAL, the plan summary contains a line described as "Required Revenue Increases or Expenditure Reductions to Maintain 5 percent Reserve." By adding this line, the actual ending projected cash is clearly noted as well as the needed adjustments to maintain the 5 percent reserve. At the adoption of the budget in 2017, the City had identified a \$30 million cumulative shortfall over several years, largely due to the UAL. This presented budget has no identified shortfall. The combination of labor contracts, better than expected results from the CalPERS assumptions, the hiring of more employees under the modified pension formula and better than expected revenues all contributed to the ability to erase the shortfall. The employee contracts alone account for more than \$12 million in savings over the span of 10 years when compared to the previous plan.

Neighborhood Policing Unit & Three Fire Fighters

The current budget cycle provided the ability to maintain four officers for the Neighborhood Police Unit due to generous donation from Bethel Church which provided funding through direct donations and a funding campaign. The donation totaled \$964,606. Additionally, the City was able to maintain three Firefighter positions by pre-paying the CalPERS payment which is usually paid monthly with accumulated interest. In May of 2018, the City Council Directed staff to identify alternatives to permanently add these positions into the budget. After a series of meetings, the Council provided direction to increase Building and Planning Division Fees, increase and add Recreation Facility Fees, and seek additional funding from the Transient Occupancy Tax by working with the Convention and Visitors Bureau. In total, this will provide funding estimated at \$800,000 annually which will cover the costs of the positions.

Community Service Officers

The City Council recently held several workshops to review the General Fund Budget in detail. Following that process, the Council directed staff to refinance existing bonds and to direct \$300,000 toward the hiring of four Community Service Officers in the Police Department. Two of the positions have been hired and two more will be hired after July 1, 2019.

REU Fire Prevention and Improved Response Program

Senate Bill 901 (SB 901) was signed by the Governor in September 2018. The law requires utilities to prepare wildfire mitigation measures if the utility's overhead electrical lines and equipment are located in an area that has a significant risk of wildfire resulting from those electrical lines and equipment. The law requires the wildfire mitigation measures to incorporate specified information and procedures, and requires the local publicly-owned electric utility to prepare a wildfire mitigation plan. As part of this plan, Redding Electric Utility (REU) will provide funding to the Redding Fire Department and the Community Services Department for staffing to implement a program to improve efforts on fire prevention and to improve fire response. The program will provide six Firefighter positions, 12 Apprentice Firefighter positions, one Assistant Fire Marshall and three Public Works Maintained Worker positions. The program aims to prevent the start of wildfires from utility operations as well as provide faster response in the event of a wildfire either caused by or threatening the electric utility assets located in and around the City of Redding.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Communications Team

Improved communication has been a key goal of the City Council for the past several years. This budget is requesting one full time position classified as Graphic Designer working in the Community Services Department. For years, Community Services has had a part-time position dedicated toward the creation of the Recreation Guide and other flyers and advertisements needed to fulfill the Recreation Division's mission. Seeking to combine efforts, the Redding Electric Utility, Public Works, Community Services and the City Manager's office met to identify opportunities to work together to improve overall communications for the City. Through several meetings it was determined that creating the new position and reassigning existing positions to work for, and alongside the Community Services Department staff provided that opportunity. The funding for the position is shared by the various funds with approximately \$28,000 attributed to the General Fund. Through this re-organization and shared resources, the overall quantity and quality of the City's communication should improve greatly.

Cannabis

The City Council adopted an ordinance in 2018 allowing and regulating cannabis businesses in the City of Redding. The Council provided direction that these businesses should be proactively regulated, and that license fees should be set to account for the effort to do so. The licensure fee for each business is nearly \$30,000. Over time, staff will be hired as more businesses are opened. To date, only a Code Enforcement position has been hired utilizing the fee revenue.

In November of 2018, the voters passed a ballot measure approving the taxation of these businesses. As the cannabis business is just now beginning to grow, staff is recommending a conservative approach in estimating the tax revenue. For the first year of the budget, \$200,000 is estimated and in the second year \$250,000 is estimated.

Transient Occupancy Tax and Convention and Visitors Bureau

Hotel guests in our City pay Transient Occupancy Tax. In total, the tax is 12 percent with two percent being a lodging operator's self-assessment and ten percent passing to the General Fund. Since its inception, the ten percent has been used for General Fund purposes with a large share being used for the Convention and Visitors Bureau (CVB). In the past two years, the CVB has agreed to return funding to the City for public safety purposes. In total, this amount is \$250,000 and has help support police and fire positions. For the first year of the budget, this transfer back to the City is continued, while in year two it is assumed the funding for the positions remains with the City. The CVB contract will be up for renewal in July of 2020.

Street Maintenance

Road maintenance has long been an underfunded activity for the City of Redding. In 2017, the State passed Senate Bill 1 (SB 1) which raises the State's gas tax increasing funding for maintaining and improving the State's road and highway system. The City of Redding has estimated funding from SB 1 totaling \$1.5 million in FYE 2020 and \$1.6 million in FYE 2021. The Public Works Department will be responsible for prioritizing and delivering projects to utilize this funding and improve the City's roads. While this funding will help maintain the current condition of the City's roads, it is not enough to eliminate the backlog of maintenance needs.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Payment In-Lieu of Taxes (PILOT)

The Redding Electric Utility (REU) has financially supported the funding of basic City services since its inception in 1921. Since 1988, REU has contributed to the General Fund services through a common practice in the municipal electric industry known as a "payment in-lieu of taxes," or "PILOT." The PILOT has been part of the City of Redding's electric utility rates for many years. For this Biennial Budget the estimated contribution from the PILOT is \$5,323,500 in year one and \$6,097,600 in year two. This is 6.8% and 7.4% of the General fund in each year respectively.

In 2018, the California Supreme Court ruled in the City's favor regarding the PILOT therefore the risk associated with the transfer has been diminished.

Parking Fund

The maintenance of the Downtown parking structures and lots are funded through the Parking Fund. The main revenue source for the Parking Fund is parking meter revenues. The elimination of many meters due to community requests, vandalism, and obsolescence has reduced revenues to the point that the General Fund must subsidize the Parking Fund. The amount of subsidy is \$53,830 for FYE 2020 and \$55,560 FYE 2021. With the major developments occurring downtown, parking has been a topic of significant interest. A parking study is wrapping up and plans are being developed for parking during the construction phases of the new building and beyond.

Public Safety Vehicles

Providing adequate funding for Police and Fire Department rolling stock is imperative. This budget cycle continues to fund the rolling stock funds for Public Safety but not at the level necessary to maintain the fleet at the desired levels. For the Police Department, \$195,000 is being provided in year one and \$350,000 in year two. The Police Department should have adequate red light fine money in the current fiscal year to allow for an additional supplemental appropriation. This should give the Department one time funds of \$155,000 to help offset the reduction in year one. Ultimately, the year one reduction is being used to increase the Fire Department's rolling stock funding. For the Fire Department, \$347,690 is being provided in year one and \$192,690 in year two. The intention is to purchase a new fire apparatus during this budget cycle.

Deferred Maintenance for City General Fund Facilities & Equipment

City Hall, Redding Aquatic Center (RAC), the Corporation Yard and other city facilities are aging. These facilities require regular maintenance. Due to the Great Recession and difficulties in the intervening years, much of this needed maintenance was deferred. Additionally, equipment in the Police Department, Fire Department and Community Services Department is over-due for replacement. The budget begins to address some of the more critical needs including: City Hall roof repair, flooring and door hardware replacement; RAC pool replastering and replacement of the aquatic play structure; replacement of SWAT rifles; and replacement of two dump trucks due to emissions requirements. In total, more than \$1 million is to be allocated to one-time expenses.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Developer Fees and Level of Service

The City has a Master List of Fees for Service. Generally, these fees cover the cost for the service provided. In some instances, the City has chosen to provide General Fund support because the services provide benefit the community as a whole. Two of these fees include Planning Fees and Building Fees charged by the Development Services Department. The current year support is estimated to be \$1.5 million dollars. As noted above, the support is being reduced to fund public safety positions. Development activity in the City is increasing but there is no recommendation to increase Building or Planning staff. Streamlining efforts will continue to improve the efficiency of permit processing but without new staff, it is possible that the level of service and permitting processing times could be negatively impacted.

Personnel

New positions are in this budget, some of which have been noted above. A complete list of these positions is as follows:

- Four Police Officer positions to permanently account for the NPU officers in the 10-Year Plan.
- Three Firefighter positions to permanently account for the positions in the 10-Year Plan.
- One warehouse worker position in the Water Division to better manage inventory (exact classification to be determined).
- One inventory position in the Fleet Division to provide administrative help to the Manager and improve workflow through parts inventory management (exact classification to be determined).
- One Public Works Maintenance Worker in the Parks Division in year two in preparation for additional responsibilities anticipated by the downtown development and new planned subdivision parks.

Minimum Wage Increase

The minimum wage in California will increase to \$13 per hour on January 1, 2020, and to \$14 per hour on January 1, 2021. The City of Redding is not legally required to implement this increase. As a practical matter, however, the City of Redding must offer a wage that is comparable to the private sector in order to recruit and retain part-time, seasonal employees for the City's Recreation Division. These part-time, seasonal employees are typically high school or college students. It is difficult to quantify the impact that the increase to the minimum wage may have on the Recreation Division. Some of the financial impact may be offset by an adjustment to recreation program fees. It is likely that some budget adjustment will be needed during the upcoming budget period.

Council and City Manager Goals and Objectives

The City Council directed the City Manager to develop Goals and Objectives in June of 2017. These were developed and approved by the City Council in August of 2017, and have been used to guide the City's efforts and to gauge the effectiveness of the City Manager. Updated Goals and Objectives are to be a part of the budget process and used to guide the City's efforts over the next two years. These new Goals and Objectives, which were presented to the City Council as a separate item and approved in June 2019, are incorporated into the budget document.

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 10-year planning period. 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. The City of Redding develops a 10-year budget that is in balance over the entire 10-year period of time. That is a difficult task to accomplish, but it is essential in order to avoid unanticipated financial problems in the future.

The severe recession had a significant impact on many of the City's funds. Thus, it is even more difficult to maintain a balanced budget over a five- or 10-year period of time. Some of the City's budgets, such as the Airports Fund are still struggling due to the sluggish economy. The City will need to manage and monitor these funds closely over the next several years.

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 2019-20, the City of Redding's Gann Limit is approximately \$236 million. The budget for Fiscal Year 2019-20 appropriates approximately \$60 million that is subject to the Gann Limit. Thus, the City of Redding's budget for Fiscal Year 2019-20 is well below the maximum allowed by law.

Council Policy 219

Council Policy 219, Personnel Costs, was put into effect in 2009. The purpose of Council Policy 219 is to codify the City Council's intention to continue to monitor and contain personnel costs in order to avoid potential financial problems in the future. The policy requires that the City Council strive to constrain personnel-related expenses, with a particular emphasis on containing the costs associated with benefits. The goal of the policy is that personnel costs shall not exceed 73.0 percent of the total General Fund budget in any given fiscal year. For Fiscal Year 2019-20 and Fiscal Year 2020-21, the percentage of personnel costs for the General Fund is approximately 71.1 percent and 71.9 percent, respectively.

New Positions

The City of Redding has implemented a number of significant budget reductions since 2008. These reductions included the elimination of 106 full-time positions and 20 full-time equivalent part-time positions. The City continues to be very cautious about adding new employees given the slow economy. With that said, however, the Biennial Budget does create some new positions (mostly in the City's utilities and Internal Service Fund divisions). The table below lists the newly created positions in the Biennial Budget (excluding the four NPU Police Officers, two Community Service Officers and three Firefighter positions described earlier).

CITY OF REDDING BIENNIAL BUDGET
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The table below does not include the combining the City Treasurer with the Finance Director resulting in one less position overall, elimination of a Information Technology Supervisor, and the elimination of a Project Coordinator in Redding Municipal Utilities.

New Full-Time Positions			
Department/ Division	Classification	FY 2019-20 Number of Positions	FY 2020-21 Number of Positions
Risk Management	Clerk I *	1	
Community Services	Graphic Designer	1	
Building Maintenance	Public Works Maintenance Worker*	1	
Storm Drain	Public Works Maintenance Worker	1	
Electric	Utility Services Technician	1	
Water	Warehouse Specialist	1	
Solid Waste	Workflow Coordinator	1	
Solid Waste	Account Clerk II	1	
Fleet	Parts Inventory Clerk II	1	
Streets	Public Works Maintenance Worker**	1	
Parks	Public Works Maintenance Worker		1
Water	Water Lead Worker		1
ET/USA	Building and Facility Mechanic		1
Total		10	3

*Offset, in part, by the elimination of part time position.

**Offset, in part, by the elimination of 3 temporary workers.

Capital Improvement Plan

Notwithstanding the sluggish economy, 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 \$78.1 million for capital improvements over the next two years. These projects are described in more detail within each department's budget section within this document. Most of these projects are important to accommodate growth and maintain a high quality of life for our community.

Acknowledgements

The City of Redding is a large and complex organization. The City is fortunate to have an excellent leadership team and outstanding employees. It requires a tremendous amount of time and effort to prepare the City's Biennial Budget. I would like to take this opportunity to thank and acknowledge all of the City employees that helped prepare the Biennial Budget for Fiscal Year 2019-20 and Fiscal Year 2020-21.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Summary

The Biennial Budget for Fiscal Year 2019-20 and Fiscal Year 2020-21 is an important fiscal and policy document. It enables the City Council to establish and fund its priorities for the community. I believe that the budget document addresses the priorities that have been established by the City Council. I also believe that the Biennial Budget is a sound and prudent financial plan.

Goals and Objectives for Fiscal Years 2019-2021

Introduction

In 2017, the City Council began to require the development of goals and objectives for the City Manager to forward the desires and policies of the Council. At that time, the goals and objectives document was completed after the adoption of the biennial budget. The current budget document includes the Goals and Objectives as approved by City Council in June 2019.

The focus of the FYE 2020-21 will continue to be on five core areas: Budget and Financial Management; Public Safety; Communication and Transparency; Government of the 21st Century; and Economic Development. Like the previous period, the focus will be on budgetary and public safety issues as improvement in these areas will enable opportunity to progress in the other areas while the contrary is true as well.

Budget and Financial Management

Goal

Balanced and stable 10-Year Financial Plan for all Funds.

Objectives

1. Maintain balanced 10-Year Plans.
2. Develop a new General Fund Reserve Policy focused on a transition to a minimum requirement of 10% reserve.
3. Maintain and improve City Hub to provide better and expanded opportunities for the public to access City budget information.
4. Improve and refine the new budget development process.
5. Monitor and track the FEMA and CalOES reimbursement process with a goal of maximizing reimbursement.
6. Develop a strategy for funding General Fund capital investment needs.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Public Safety

Goal

Work to improve all aspects of public safety to help people feel secure and safe where they live, work and play in the City of Redding.

Objectives

1. Hire a new Police Chief and direct him/her to continue to develop and implement strategic plans to improve public safety and address quality of life issues.
2. Maintain communication, coordination and collaboration with the County of Shasta and the Cities of Anderson and Shasta Lake with an emphasis on public safety.
3. Seek funding from grants, donations, endowments and other sources.
4. Maximize the effectiveness of the City's limited resources through use of technology, regular assessment of activity and results, ensuring adequate training, and seeing and following best public safety practices. Expand the use of self service for reporting.
5. Extend the reach of RPD through increased collaboration with neighborhood watch programs, private security, community groups and new technology.
6. Maintain strong partnerships with surrounding agencies and enter mutual-aid agreements when beneficial.
7. Proactively enforce and propose new or improved Redding Municipal Code ordinances related to public safety.
8. Analyze the need for, and possible benefits of, implementing a Community Emergency Response Team (CERT).
9. Complete and implement the proposed REU Fire Mitigation Plan including the Wildfire Prevention and Improved Response Program.
10. Develop and pursue opportunities to fund public safety improvements.
11. Complete work on the Community Planning Assistance for Wildfire grant and bring recommendations forward to City Council.

Communication & Transparency

Goal

Improve the quality and quantity of communication with the public and City employees to enhance knowledge and increase transparency to improve public trust.

Objectives

1. Establish and develop communication strategies for the new City Communications team.
2. Maintain and improve City Hub to provide better and expanded opportunities for the public to access City information.
3. Develop revised Social Media Policy.

Government of the 21st Century

Goal

Be relevant and proactive to the opportunities and challenges of today's residents and workforce. Anticipate the future to make better decisions today.

Objectives

1. Explore alternatives to traditional regular meetings to conduct business, such as town halls, interactive online forums, advisory polling etc.
2. Enlist skills of technology community to develop apps or programs to allow citizens a greater voice in decision-making.
3. Explore greater use of citizens in a review or advisory capacity for traditional government functions, such as budget creation, ratemaking, cost cutting, etc.
4. Modify policies to better align City functions for the modern workforce including but not limited to work hours, travel, cell phones, and social media.
5. Determine the feasibility of making "raw" data more available and accessible to the public for its use.
6. Complete the Implementation and Risk Assessment Study for the City Broadband proposal.
7. Develop strategies which will allow the City to progress toward being a "Smart City".
8. Provide opportunity for the City Council to consider new Mission, Vision & Ethics statements.
9. Continue efforts to provide, create and improve safe, decent and affordable housing.
10. Monitor the growth of the cannabis industry and develop regulatory changes as needed for the Council's consideration.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Economic Development

Goal

Facilitate and become a catalyst for economic development in Redding to create jobs, retain current businesses and attract new ones and encourage investment in the community.

Objectives

1. Aggressively market Stillwater Business Park.
2. Maintain strong relationship with the Shasta County Economic Development Corporation and establish procedures for monthly updates on its progress under the contract Scope of Work.
3. Analyze relationships with outside organizations involved in economic development to strengthen partnerships, improve efficiencies and enhance results.
4. Identify barriers to economic development within the City's processes and develop, implement or propose improvements.
5. Examine the permitting/planning and fee-structure practices of like and competing cities with the goal of meeting or exceeding speed, efficiency, and service.
6. Review and/or update all potential incentives offered by the City to better attract or retain economic development throughout the City.
7. Work creatively to enhance quality of life and "livability" to improve attraction of economic development and prospective employees.
8. Develop and implement an enhanced and streamlined permitting process.
9. Facilitate new investment and job creation from existing businesses by assisting them in finding locations to grow and expand operations.
10. Continue to seek and implement projects and strategies to increase the housing stock and increase affordable housing opportunities.
11. Develop and implement collaborative programming to provide direct exposure for local youth to a variety of career pathways available within the City of Redding organization, and in the community at large.

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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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BUDGET SUMMARY

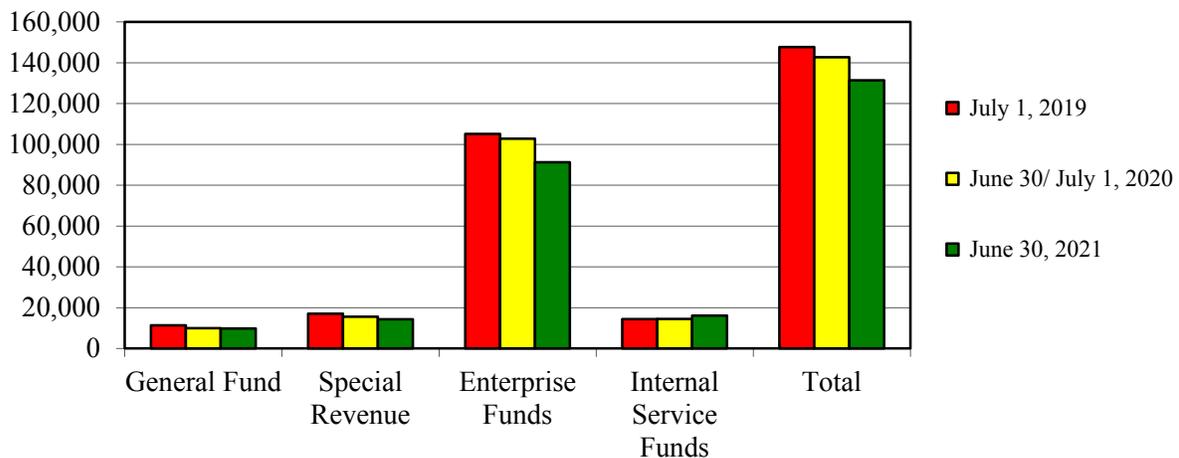
COMPARATIVE FUND SUMMARY - ALL FUNDS

The tables on the following pages provide 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 these tables is to show the change in the cash position for each fund.

The first column of each table, **Beginning Projected Cash Balance**, 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 divisions of the City. The sixth column, **Adjustments and Restricted Reserves** shows any amounts that are restricted for specific purpose and any adjustments to match each individual fund's ten year plan. **Ending Projected Cash Balance** for each fiscal year shows the estimated ending cash balance including 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, 2020 AND 2021

Comparative Fund Summary for FY 2019-2020 - ALL FUNDS

(In Thousands)

	Beginning Projected Cash Balance 7/1/2019	Projected Revenue 2019-20 [3]	Fund Transfers In	Fund Transfers Out	Expenditure Programs 2019-20 [4]	Adjustments & Restricted Reserves [1]	Ending Projected Cash Balance 6/30/2020
GENERAL FUND	\$ 11,300	\$ 74,806	\$ 5,000	\$ (1,653)	\$ 80,963	\$ 1,431	\$ 9,921
GENERAL FUND-Capital Project Fund	100	-	-	-	20	-	80
SPECIAL REVENUE FUNDS							
Parking Fund	81	54	54		108		81
Rolling Stock Replacement	10,000		5,105		5,000		10,105 [2]
Gas Tax Street Improvement Fund	1,160	5,269		(5,398)			1,031
Local Transportation Fund	5	750		(738)			17
Library	360	1,279	868	(50)	2,083		374
Branch Libraries	33	224	-	-	220		37
CD Block Grant Fund	2,156	1,706	-	-	3,339	-	523
Low and Moderate Income Housing Asset Fund	464	147	-	-	409	-	202
<i>Special Development Fund</i>							
Capital Improvement	626	-	-	(66)	-	-	560
Traffic Impact Fee	979	1,429			1,183		1,225
Dana Traffic Impact Fee		-			-	-	-
North Traffic Impact Fee	72	5			-		77
Park In-Lieu/Park Development	1,049	359	150	(201)	50		1,307
General Special Revenue	-	272		(272)			-
TOTAL SPECIAL REVENUE FUNDS	16,985	11,494	6,177	(6,725)	12,392	-	15,539
ENTERPRISE FUNDS							
Tourism/Civic Auditorium Fund	2	181	1,525	(29)	1,677		2
Storm Drain Utility Fund	3,993	1,734	-	(15)	1,483	-	4,229
Municipal Airport Fund	(1,365)	3,341	-	(5)	3,261	20	(1,270)
Electric Utility Fund	48,792	140,565	-	(2,140)	139,868	372	47,721
Water Utility Fund	22,818	24,605	-	(175)	24,115	361	23,494
Wastewater Utility Fund	20,087	30,920	-	(300)	31,544	399	19,562
Solid Waste Collection and Disposal	10,546	21,371	-	(1,600)	21,489		8,828
TOTAL ENTERPRISE FUNDS	105,098	222,717	1,525	(4,264)	223,437	1,152	102,791
INTERNAL SERVICE FUNDS							
Information Technology	868	2,912	-	-	3,050	-	730
Fleet Maintenance	282	3,616	-	-	3,662	-	236
Building Maintenance & Construction	114	3,521	-	(35)	3,392	-	208
Records Management	51	258	-	-	289	-	20
Employer & Legal Services	87	1,254	-	-	1,258	-	83
Geographic Information Services	132	601	-	-	675	-	58
Communications	253	256	-	-	330	-	179
Reprographics	140	564	-	(5)	673	-	26
Volunteer Services	20	128	-	-	136	-	12
Risk Management	10,246	5,589	-	-	5,984	-	9,851
Employee Benefits Payroll	113	33,543	-	-	33,543	-	113
Employee Benefit Group Insurance	1,359	25,893	-	-	24,639	-	2,613
Redding Municipal Utilities Admin.	652	3,900	-	(20)	4,239	-	293
TOTAL INTERNAL SERVICE FUNDS	14,317	82,035	-	(60)	81,870	-	14,422
Subtotal	147,700	391,052	12,702	(12,702)	398,682	2,583	142,673
Less: Charges Between Funds	-	(95,059)	-	-	(95,059)	-	-
NET TOTAL	\$ 147,700	\$ 295,993	\$ 12,702	\$ (12,702)	\$ 303,623	\$ 2,583	\$ 142,673

[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-9 to A-20.

[4] For detail of Expenditures see A-22 to A-23.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Comparative Fund Summary for FY 2020-2021 - ALL FUNDS
(In Thousands)

	Beginning	Projected	Fund	Fund	Expenditure	Adjustments	Ending	
	Projected						Cash	Projected
	Cash						Revenue	Cash
	Balance	2020-2021 [3]	Transfers	Transfers	Programs	&	Projected	
	7/1/2020		In	Out	2020-2021 [4]	Restricted	Cash	
						Reserves [1]	Balance	
							6/30/2021	
GENERAL FUND	\$ 9,921	77,402	\$ 5,808	\$ (1,673)	\$ 83,137	\$ 1,465	\$ 9,786	
GENERAL FUND-Capital Project Fund	80	-	\$ -	-	\$ 10	\$ -	70	
SPECIAL REVENUE FUNDS								
Parking Fund	81	55	56	-	110	-	82	
Rolling Stock Replacement	10,105		5,054	-	6,000	-	9,159 [2]	
Gas Tax Street Improvement Fund	1,031	5,357	-	(5,924)	-	-	464	
Local Transportation Fund	17	750	-	(600)	-	-	167	
Library	374	1,303	890	(50)	2,127	-	390	
Branch Libraries	37	228	-	-	225	-	40	
CD Block Grant Fund	523	1,660	-	-	1,827	-	356	
Low and Moderate Income								
Housing Asset Fund	202	146	-	-	310	-	38	
Special Development Fund								
Capital Improvement	560	-	-	(66)	-	-	494	
Traffic Impact Fee	1,225	1,480	-	-	1,312	-	1,393	
Dana Traffic Impact Fee	-	5	-	-	-	-	5	
North Traffic Impact Fee	77	-	-	-	-	-	77	
Park In-Lieu/Park Development	1,307	374	250	(301)	-	-	1,630	
General Special Revenue	-	272	-	(272)	-	-	-	
TOTAL SPECIAL REVENUE FUNDS	15,539	11,630	6,250	(7,213)	11,911	-	14,295	
ENTERPRISE FUNDS								
Tourism/Civic Auditorium Fund	2	186	1,105	(32)	1,259	-	2	
Storm Drain Utility Fund	4,229	1,719	-	(15)	1,459	-	4,474	
Municipal Airport Fund	(1,270)	3,527	-	(5)	3,413	21	(1,140)	
Electric Utility Fund	47,721	141,137	-	(2,140)	139,629	372	47,461	
Water Utility Fund	23,494	25,668	-	(175)	26,845	361	22,503	
Wastewater Utility Fund	19,562	32,273	-	(300)	42,411	399	9,523	
Solid Waste Collection and Disposal	8,828	21,948	-	(1,600)	21,007	-	8,169	
TOTAL ENTERPRISE FUNDS	102,791	226,458	1,105	(4,267)	236,023	1,153	91,217	
INTERNAL SERVICE FUNDS								
Information Technology	730	3,072	-	-	3,096	-	706	
Fleet Maintenance	236	3,690	-	-	3,667	-	259	
Building Maintenance & Construction	208	2,991	-	(5)	2,973	-	221	
Records Management	20	301	-	-	297	-	24	
Employer & Legal Services	83	1,279	-	-	1,283	-	79	
Geographic Information Services	58	717	-	-	705	-	70	
Communications	179	354	-	-	351	-	182	
Reprographics	26	691	-	(5)	680	-	32	
Volunteer Services	12	145	-	-	142	-	15	
Risk Management	9,851	6,326	-	-	5,975	-	10,202	
Employee Benefits Payroll	113	36,416	-	-	36,416	-	113	
Employee Benefit Group Insurance	2,613	27,169	-	-	25,855	-	3,927	
Redding Municipal Utilities Admin.	293	4,513	-	-	4,528	-	278	
TOTAL INTERNAL SERVICE FUNDS	14,422	87,664	-	(10)	85,968	-	16,108	
Subtotal	142,673	403,154	13,163	(13,163)	417,039	2,618	131,406	
Less: Charges Between Funds	-	(101,184)	-	-	(101,184)	-	-	
NET TOTAL	\$ 142,673	\$ 301,970	\$ 13,163	\$ (13,163)	\$ 315,855	\$ 2,618	\$ 131,406	

[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-9 to A-20

[4] For detail of Expenditures see A-22 to A-23

REVENUE ASSUMPTIONS

General Assumptions

- California's economy will continue to recover during the fiscal year 2019-20.
- Local construction activity will continue to increase during the fiscal year 2019-2020.
- The inflation rate will be approximately 2.5 percent in fiscal years 2020 and 2021.
- Interest rates associated with City investments will remain relatively constant during fiscal years 2020 and 2021 (approximately 1%).
- The City of Redding's population will grow by approximately 1 percent.
- In general, revenue will grow at approximately 3% of its historical average during fiscal year 2020 and the growth rate will start to return to its historical average in fiscal year 2021.

Specific Assumptions

General Fund

- It is assumed in fiscal year 2019-20 that property tax will increase 4 percent over the fiscal year 2018-19 revised budget estimate and by 4.5 percent in fiscal year 2020-21 over fiscal year 2019-20. Property tax revenue grew, on average, by 4.6 percent in the past four years.
- It is assumed in fiscal year 2019-20 that sales tax will increase by 2.9 percent and by 2.8 percent in fiscal year 2020-21. Sales Tax revenue grew, on average, by 2.7 percent per year over the past four years.
- Transient Occupancy Tax (TOT) revenue is assumed to increase by 4 percent in fiscal year 2019-20 and by 4 percent in fiscal year 2020-21. This is an assumed increase based on TOT from 2017-18 with a normalized growth rate of 5.5 percent as opposed to the projected 33% increase, which is increased due to impacts of various wildfires. TOT has increased, on average, by 5.6 percent over the last four years.
- Revenue from other taxes will increase by 13.4 percent per in fiscal year 2019-20 and 4.1 percent in fiscal year 2020-21.
- Revenue from licenses and permits, fines and penalties, and from service charges will increase 17.2 percent in fiscal year 2019-20 and 2.2 percent in fiscal year 2020-21. The large increases in 2019-20 is the assumed correction of building and development fees to better account for the costs associated and assuming continued growth of building activity.
- Revenue from other governmental agencies will increase by 3 percent. (Historical growth rates are erratic.)

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

- Revenue from internal departments is based on actual expected charges for fiscal year 2019-20 and 2020-21. Fiscal year 2019-20 has a 6 percent decrease and fiscal year 2020-21 has a 7.5 percent increase. This is due to a cleanup of Electric Property In-Lieu of Tax computation from the prior year expected charges compared to actual. (Historical growth rates are erratic, but have consistently been around 3 to 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

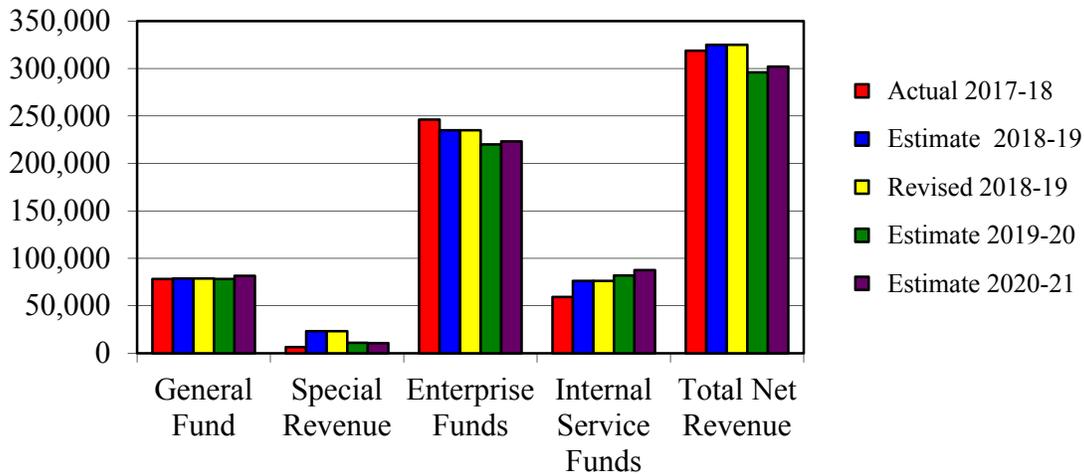
- In general, revenue will be the amounts reflected in other funds as internal service fund expenditures.

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 a subsequent schedule. The first column of this table, **Actual Revenue 2017-18**, shows the actual revenue for each fund. The second column, **Budget Estimate 2018-19**, shows the revenue estimate originally adopted in the budget for the current fiscal year, while the third column, **Revised Estimate 2018-19**, shows the most recent revenue estimate by the Finance Department. This estimate is based on nine month's of history and a three month projection. The final two columns, **Budget Estimate 2019-20** and **Budget Estimate 2020-21**, show the revenue estimates for the next two fiscal years for all funds.

Total net revenue for fiscal year 2019-20 is estimated at \$295,993,090 and for fiscal year 2020-21 is estimated at \$301,970,320. Revenue from Special Revenue Funds totals \$10,947,160 and \$10,667,520, respectively; revenue from Enterprise Funds totals \$219,978,100 and \$223,295,980, respectively; revenue from Internal Service Funds totals \$81,974,630 and \$87,655,040, respectively; and General Fund revenue totals \$78,152,560 and \$81,535,950, respectively.

**Comparative Summary of Estimated Revenues
 (in thousands)**



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

COMPARATIVE SUMMARY OF REVENUE PROGRAMS

	Actual Revenue 2017-2018	Budget Estimate 2018-2019	Revised Estimate 2018-2019	Budget Estimate 2019-2020	Budget Estimate 2020-2021
GENERAL FUND					
Taxes	\$ 50,382,753	\$ 52,395,410	\$ 52,395,410	\$ 54,270,620	\$ 56,172,440
Licenses and Permits	1,237,217	1,331,590	1,331,590	1,900,900	1,979,150
Fines, Forfeits, and Penalties	1,260,277	820,650	820,650	543,300	544,500
Revenue from Internal Departments	14,962,376	16,525,670	16,525,670	14,884,500	16,543,520
Revenue from Other Governmental Agencies	2,218,992	2,052,650	2,052,650	1,456,510	1,421,310
Other Revenues	4,676,443	3,076,140	3,076,140	2,374,230	2,120,240
Charges for Current Services	2,810,751	1,995,750	1,995,750	2,050,900	2,071,340
Revenue from the Use of Money & Property	701,255	579,680	579,680	671,600	683,450
TOTAL GENERAL FUND	78,250,064	78,777,540	78,777,540	78,152,560	81,535,950
SPECIAL REVENUE FUNDS					
Asset Seizure	23,614	-	-	-	-
Parking Fund	99,524	93,860	93,860	107,630	110,360
Rolling Stock Replacement	(4,322,518)	4,599,310	4,599,310	5,105,230	5,054,380
Gas Tax Street Improvement Fund	(1,023,289)	56,820	56,820	(128,250)	(566,150)
Local Transportation Fund	(978,678)	-	-	11,690	150,000
Library	2,413,240	2,053,880	2,053,880	2,097,280	2,142,870
Branch Library	217,609	211,390	211,390	223,770	227,920
CD Block Grant Fund	3,380,766	14,183,230	14,183,230	1,706,200	1,660,140
Low and Moderate Income Housing Asset Fund	297,694	145,420	145,420	146,870	145,870
Special Development Fund	6,353,179	1,946,800	1,946,800	1,676,740	1,742,130
General Special Revenue	-	-	-	-	-
TOTAL SPECIAL REVENUE FUNDS	6,461,141	23,290,710	23,290,710	10,947,160	10,667,520
ENTERPRISE FUNDS					
Tourism/Civic Auditorium Fund	1,437,647	1,350,720	1,350,720	1,676,880	1,258,530
Storm Drain Utility Fund	1,340,061	1,210,250	1,210,250	1,719,200	1,703,910
Municipal Airport Fund	6,675,826	17,827,230	17,827,230	3,335,750	3,522,160
Electric Utility Fund	163,616,366	140,518,470	140,518,470	138,424,660	138,997,230
Water Utility Fund	23,518,427	23,826,530	23,826,530	24,430,250	25,492,840
Wastewater Utility Fund	28,983,825	29,741,820	29,741,820	30,619,870	31,973,290
Solid Waste Collection and Disposal	20,625,815	20,525,550	20,525,550	19,771,490	20,348,020
TOTAL ENTERPRISE FUNDS	246,197,967	235,000,570	235,000,570	219,978,100	223,295,980
INTERNAL SERVICE FUNDS					
Information Technology	3,051,299	2,968,020	2,968,020	2,912,060	3,072,190
Fleet Maintenance	3,635,334	3,446,690	3,446,690	3,615,670	3,690,190
Building Maintenance & Construction	2,579,474	2,553,320	2,553,320	3,486,040	2,986,400
Records Management	264,407	273,700	273,700	257,840	301,130
Employer Services	800,238	1,134,930	1,134,930	1,253,950	1,278,850
Geographic Information Services	660,622	678,800	678,800	601,330	717,410
Communications	454,857	428,400	428,400	255,640	354,490
Reprographics	699,676	714,340	714,340	559,080	686,020
Volunteer Services	121,601	125,390	125,390	128,310	144,860
Risk Management	5,363,949	5,693,580	5,693,580	5,588,890	6,325,630
Employee Benefits Payroll	14,786,225	31,716,750	31,716,750	33,543,410	36,415,800
Employee Benefit Group Insurance	22,606,671	21,848,790	21,848,790	25,892,840	27,169,170
Redding Municipal Utilities Admin.	4,301,285	4,564,750	4,564,750	3,879,570	4,512,900
TOTAL INTERNAL SERVICE FUNDS	59,325,638	76,147,460	76,147,460	81,974,630	87,655,040
SUBTOTAL - ALL REVENUE	390,234,810	413,216,280	413,216,280	391,052,450	403,154,490
Less: Charges between funds	(71,461,757)	(88,168,510)	(88,168,510)	(95,059,360)	(101,184,170)
NET TOTAL	\$ 318,773,053	\$ 325,047,770	\$ 325,047,770	\$ 295,993,090	\$ 301,970,320

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
GENERAL FUND				
TAXES				
Property Taxes	\$ 19,191,134	\$ 20,203,460	\$ 20,457,750	\$ 21,378,340
Sales Tax-Nondedicated	23,803,036	24,560,360	25,625,000	26,275,000
Transient Occupancy Tax	5,124,072	5,371,090	5,624,320	5,849,290
Viacom Cablevision	835,738	824,000	895,240	922,100
Pacific Gas & Electric Co.	295,328	286,500	313,310	322,710
Business License Tax	808,046	830,000	815,000	825,000
Real Property Transfer Tax	325,399	320,000	340,000	350,000
Retail Cannabis Business Tax	-	-	200,000	250,000
Total Taxes	50,382,753	52,395,410	54,270,620	56,172,440
LICENSES AND PERMITS				
Animal Licenses	33,796	50,000	40,000	40,000
Building Permits	755,296	854,000	1,290,450	1,342,070
Engineering Encroachment Permit	75,800	86,520	88,450	96,140
Electical Permits	218,778	180,320	268,000	278,900
Transportation Permit	7,746	9,000	8,250	8,300
Plumbing Permits	58,727	64,890	94,500	98,280
Mechanical Permit	79,549	72,860	102,750	106,860
Engineering Grading Permits	7,525	14,000	8,500	8,600
Total Licenses and Permits	1,237,217	1,331,590	1,900,900	1,979,150
FINES, FORFEITS, AND PENALTIES				
Traffic Safety Fines	943,146	715,350	344,300	345,500
Code Enforcement Fines	177,176	46,000	146,000	146,000
Other Fines & Fees	137,402	59,300	53,000	53,000
Assessment District Delinquent Fines & Fees	2,553	-	-	-
Total Fines, Forfeits & Penalties	1,260,277	820,650	543,300	544,500
REVENUE FROM INTERNAL DEPARTMENTS				
Fixed Reimbursements	5,617,100	5,726,580	5,999,160	6,086,580
Real Estate Rentals	600	-	-	-
In-lieu Payment from 821-Muni Airport	195,000	205,000	215,000	225,000
In-Lieu Payment from Division 854-Electric	6,274,600	6,363,600	5,323,500	6,097,590
Total Revenue from Internal Departments	12,087,300	12,295,180	11,537,660	12,409,170

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
REVENUE FROM OTHER GOVERNMENTAL AGENCIES				
State Grant Operating for Public Works	1,630	-	-	-
State Grant Operating for Police	25,239	-	-	-
State Grant Capital for Public Works	3,282	-	-	-
State Grant Operating for Rec & Culture	9,363	-	-	-
Federal Grant - Capital - Police	-	94,690	-	-
Federal Grant - Operating - Police	238,276	517,340	61,660	-
Federal Grant - Capital - Public Works	5,204	-	-	-
Federal Grant - Operating - Public Works	6,520	-	-	-
Federal Grant - Operating - Rec & Culture	36,826	-	-	-
Shasta County Operating Reimbursement Police	33,044	55,000	-	-
Shasta County Grant - Operating - Police	85,935	100,550	100,550	100,550
State Reimbursement	13,308	600	-	-
State Reimbursement - Capital - Public Works	203,823	-	-	-
State Legislative Revenue Operating-Police	385,756	174,650	174,650	174,650
Reimbursement of Mandated Costs	50,758	57,000	57,000	57,000
POST Grant - Operating - Police	86,194	57,000	57,000	57,000
Home Owner Property Tax Relief	149,603	153,000	153,000	153,000
Motor Vehicle In-Lieu Tax	47,718	40,000	45,000	45,000
School District Contrib-Operating-Police	613,170	635,200	642,780	666,940
Redding Rancheria Payment	110,408	112,620	114,870	117,170
Contribution RABA - Operating - Police	25,000	25,000	25,000	25,000
Buckeye Fire Service Dist-Operating-Fire	5,000	5,000	-	-
Buckeye Fire District - Capital - Fire	50,000	-	-	-
SHASCOM - Payroll	32,935	25,000	25,000	25,000
Total Revenue - Other Government Agencies	2,218,992	2,052,650	1,456,510	1,421,310
OTHER REVENUES				
Late Fees	1,717,090	1,781,000	1,700,000	1,700,000
Contributions-Operating-Rec & Culture	85,000	80,000	85,000	85,000
Contributions - Operating - Police	752,134	837,650	145,000	145,000
Contributions - Operating - Fire	-	3,940	-	-
Contributions - Operating - Planning	263,636	2,180	2,350	2,350
Contributions-Operating-Rec & Culture	31,575	-	33,580	34,590
Contributions-Capital-Rec & Culture	8,471	-	-	-
Contributions-Operating-Rec & Culture	10,425	1,670	-	-
Developer Contributions	30,140	-	-	-
Sale of Property	1,227,835	75,000	-	-
Compensation - Loss & Property Damage	5,006	-	-	-
Misc. Charter Peg Fees	69,257	34,100	-	-
Miscellaneous Receipts	475,874	260,600	408,300	153,300
Total Other Revenues	4,676,443	3,076,140	2,374,230	2,120,240

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
CHARGES FOR CURRENT SERVICES				
Assessment District Administration Fees	-	900	-	-
Planning Permits (Subdivisions)	351,665	284,690	293,990	299,660
Building Plan - Record Fees	17,470	18,030	18,570	19,130
Building Plan - Check Fees	354,893	368,590	377,500	388,740
Fees for Outside Plan Checks	4,913	3,500	3,500	3,500
Plan Check Fees - Fire Department	24,997	43,200	35,000	35,000
Engineering Land Development Fees	148,923	100,000	100,000	100,000
Cannabis Permit Fees	18,000	82,040	100,000	100,000
Technology Surcharge	94,395	96,250	98,640	101,610
Sale of Publications	1,324	1,000	1,000	1,000
Building Permit List	-	500	-	-
Animal Shelter Fees	7,675	7,000	7,000	7,000
Inspection Fees	2,816	3,400	3,400	3,400
Fingerprint Fees	12,081	10,000	10,000	10,000
Fire Permits & Fees	68,984	56,650	74,500	74,500
DUI - Emergency Response	75,691	69,700	73,800	73,800
Swimming Pool Receipts	138,598	130,000	140,000	140,000
RAC Swim Shop / Rental	33,738	34,000	34,000	34,000
RAC Admission	102,531	110,000	110,000	110,000
RAC Swim Team	9,910	11,000	11,000	11,000
Swimming Pool Concession	51,662	61,000	55,000	55,000
Other Charges & Fees	1,049,201	83,500	120,000	120,000
Recreation Sports	47,677	72,100	55,000	55,000
Recreation Classes	74,857	96,000	85,000	85,000
Recreation Camps Trips	61,189	76,000	65,000	65,000
Recreation Fitness	61,760	65,000	65,000	65,000
Recreation Daycare Summer	199,901	198,000	200,000	200,000
Recreation Daycare After School	13,698	13,000	13,000	13,000
Rental Fees	-	-	-	-
Ticket Surcharge on Ticket Sales	29,429	-	-	-
Other Fees & Charges	-	-	-	-
Bad Debt Writeoff	(247,227)	(99,300)	(99,000)	(99,000)
Total Charges for Current Services	2,810,751	1,995,750	2,050,900	2,071,340
REVENUE FROM THE USE OF MONEY & PROPERTY				
Rental - Land or Facility	459,417	384,300	503,840	507,440
SHASCOM Base Rent - Police Portion	37,687	37,690	34,510	33,760
SHASCOM Base Rent - Fire Portion	37,687	37,690	34,510	33,760
Loan Repayment-Interest	6,462	-	-	-
Investment Income	159,792	120,000	98,440	108,190
Fiscal Agent Investment Income	210	-	300	300
Total Revenue - Use of Money & Property	701,255	579,680	671,600	683,450
General Fund Net Transfers In (Out)	3,316,176	4,360,500	3,346,840	4,134,350
General Fund - Capital Project Net Transfers In (Out)	(441,100)	(130,010)	-	-
Total Revenue - From Internal Transfers	2,875,076	4,230,490	3,346,840	4,134,350
TOTAL GENERAL FUND	\$ 78,250,064	\$ 78,777,540	\$ 78,152,560	\$ 81,535,950
ASSET SEIZURE FUND				
Miscellaneous Receipts	19,259	-	-	-
Investment Income	4,355	-	-	-
TOTAL ASSET SEIZURE FUND	\$ 23,614	\$ -	\$ -	\$ -

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
PARKING FUND				
On-Street Parking Meters	\$ 50,976	\$ 30,000	\$ 35,000	\$ 36,000
Parking Space Rental & Permit Fees	195	-	-	-
Parking Fines & Fees	22,362	16,000	18,000	18,000
Investment Income	891	800	800	800
Net Transfers in (out)	25,100	47,060	53,830	55,560
TOTAL PARKING FUND	\$ 99,524	\$ 93,860	\$ 107,630	\$ 110,360
ROLLING STOCK REPLACEMENT				
Sale of Property	\$ 174,722	\$ -	\$ -	\$ -
Miscellaneous Receipts	100,382	-	-	-
Investment Income	138,078	-	-	-
Net transfers in (out)	(4,735,700)	4,599,310	5,105,230	5,054,380
TOTAL ROLLING STOCK REPLACEMENT	\$ (4,322,518)	\$ 4,599,310	\$ 5,105,230	\$ 5,054,380
GAS TAX STREET IMPROVEMENT FUND				
Federal - ISTEPA	\$ -	\$ 1,200,000	\$ 1,255,330	\$ 1,255,330
State of California - Section 2105	491,944	524,440	508,240	508,240
Section 2106	419,586	321,540	411,620	411,620
Section 2107	640,235	677,500	667,390	667,390
Section 2107.5	7,500	7,500	7,500	7,500
Senate Bill 300 Gas Tax	353,025	397,390	779,160	779,160
2017 Road Repair & Accountability Act Loan	103,057	103,240	103,030	103,030
Road Maintenance & Rehabilitation Account	339,048	1,549,980	1,512,110	1,600,000
Investment Income	23,545	20,000	25,000	25,000
Net transfers in (out)	(3,401,229)	(4,744,770)	(5,397,630)	(5,923,420)
TOTAL GAS TAX IMPROVEMENT FUND	\$ (1,023,289)	\$ 56,820	\$ (128,250)	\$ (566,150)

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
LOCAL TRANSPORTATION FUND				
State Allocations - SB 325	\$ 118,220	\$ 700,000	\$ 750,000	\$ 750,000
Net transfers in (out)	(1,096,898)	(700,000)	(738,310)	(600,000)
TOTAL LOCAL TRANSPORTATION FUND	\$ (978,678)	\$ -	\$ 11,690	\$ 150,000
LIBRARY				
State Grant Operating for Rec & Culture	\$ 57,540	\$ 18,000	\$ -	\$ -
Contributions-Operating-Rec & Culture	16,142	1,000	-	-
Miscellaneous Receipts	600	-	2,400	2,400
Library Operations	1,129,988	1,154,850	1,194,160	1,218,040
Other Charges & Fees	76,134	80,000	80,000	80,000
Investment Income	4,264	2,500	2,500	2,500
Net transfers in (out)	1,128,572	797,530	818,220	839,930
TOTAL LIBRARY	\$ 2,413,240	\$ 2,053,880	\$ 2,097,280	\$ 2,142,870
BRANCH LIBRARIES				
Branch Library - Shasta County	\$ 162,904	\$ 166,170	\$ 172,160	\$ 175,600
Branch Library - Anderson	43,509	34,120	40,410	41,120
Other Charges & Fees	10,485	10,600	10,700	10,700
Investment Income	711	500	500	500
TOTAL BRANCH LIBRARIES	\$ 217,609	\$ 211,390	\$ 223,770	\$ 227,920
CD BLOCK GRANT FUND				
State Grant Operating for Community Development	\$ 403,800	\$ -	\$ -	\$ -
State Grant Capital for Community Development	-	4,576,900	-	-
Federal-HUD-Operating-Community Development	596,407	2,654,730	712,180	676,570
HOME Funds-Operating-Community Development	949,041	578,400	417,880	407,430
State Loan Funds	-	5,873,370	-	-
Contract Service Operating Revenue	-	-	125,000	125,000
Loan Repayment-Principal	1,057,204	369,000	369,000	369,000
Loan Repayment-Principal CALHOME	78,000	43,440	-	-
Loan Repayment-Interest	255,655	81,000	81,000	81,000
Loan Repayment-Interest-CALHOME	13,947	3,650	-	-
Late Payment Charges	2,182	-	-	-
Investment Income	19,817	1,140	1,140	1,140
Investment Income - CalHome Funds	4,713	1,600	-	-
TOTAL CD BLOCK GRANT FUND	\$ 3,380,766	\$ 14,183,230	\$ 1,706,200	\$ 1,660,140
LOW AND MODERATE INCOME HOUSING ASSET FUND				
Property Tax Increment	\$ 57,422	\$ -	\$ -	\$ -
Miscellaneous Receipts	1,000	-	-	-
Rental - Land or Facility	10	-	-	-
Loan Repayment-Principal	33,133	28,320	33,350	33,350
Loan Repayment-Interest	8,975	8,930	8,760	8,760
Late Payment Charges	128	-	-	-
Housing Loan Interest Income	2,558	2,080	1,930	1,930
Rehab Loan Principal	17,190	13,090	830	830
Down Payment Assistance Loan Interest	41,088	22,000	20,000	20,000
Down Payment Assistance Principal Collect	116,868	70,000	80,000	80,000
Investment Income	19,322	1,000	2,000	1,000
TOTAL LOW AND MODERATE INCOME HOUSING ASSET FUND	\$ 297,694	\$ 145,420	\$ 146,870	\$ 145,870

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
SPECIAL DEVELOPMENT FUND				
State Grant Capital for Public Works	(2,204)	-	-	-
State Grant Capital for Rec & Culture	88,248	256,500	-	-
Federal Grant - Capital - Public Works	4,015,698	-	-	-
Federal Grant - Operating - Public Works	102,517	-	-	-
Federal Grant- Operating - Rec & Culture	28,915	-	-	-
Contributions-Capital-Public Works	8,394	-	-	-
Contributions-Operating-Rec & Culture	42,445	43,890	-	-
Contributions-Capital-Rec & Culture	53,876	53,370	-	-
Miscellaneous Receipts	12,333	-	-	-
Traffic Impact Fee	1,351,480	1,355,640	1,434,260	1,484,690
Dana Drive Traffic Impact Fees	-	5,000	-	-
Fire Facilities	192,373	-	-	-
Parks Development	275,282	-	359,480	374,180
Storm Drainage	24,146	224,530	-	-
Electric Service	36,800	30,000	-	-
Park In-Lieu Fees	52,272	-	-	-
Investment Income	70,374	30,000	-	-
Fiscal Agent Investment Income	983	-	-	-
Net transfers in (out)	(753)	(52,130)	(117,000)	(116,740)
TOTAL SPECIAL DEVELOPMENT FUND	\$ 6,353,179	\$ 1,946,800	\$ 1,676,740	\$ 1,742,130
GENERAL SPECIAL REVENUE				
Sales Tax-Dedicated to Public Safety	\$ 272,517	\$ 272,000	\$ 272,000	\$ 272,000
Net transfers in (out)	(272,517)	(272,000)	(272,000)	(272,000)
TOTAL GENERAL SPECIAL REVENUE	\$ -	\$ -	\$ -	\$ -
TOURISM/CIVIC AUDITORIUM FUND				
Repayment of Advances	\$ (73,464)	\$ (74,260)	\$ (77,600)	\$ (79,540)
Rental Fees	244,881	247,530	258,660	265,130
Net transfers in (out)	1,266,230	1,177,450	1,495,820	1,072,940
TOTAL TOURISM/CIVIC AUDITORIUM FUND	\$ 1,437,647	\$ 1,350,720	\$ 1,676,880	\$ 1,258,530

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
STORM DRAIN UTILITY FUND				
Storm Drainage - Monthly Fee	\$ 1,214,645	\$ 1,212,860	\$ 1,214,800	\$ 1,214,800
Storm Drain Allocation	-	-	468,400	453,110
State Grant Operating for Storm Drainage	77,170	-	-	-
Miscellaneous Receipts	871	2,390	1,000	1,000
Bad Debt Writeoff	35	-	-	-
Late Payment Charges	814	-	-	-
Investment Income	67,326	25,000	50,000	50,000
Net transfers in (out)	(20,800)	(30,000)	(15,000)	(15,000)
TOTAL STORM DRAIN UTILITY FUND	\$ 1,340,061	\$ 1,210,250	\$ 1,719,200	\$ 1,703,910
MUNICIPAL AIRPORT FUND				
Hangar Rent	\$ 472,162	\$ 471,500	\$ 478,280	\$ 485,400
Tie-Down Rent	54,356	48,850	50,150	51,580
Facilities/Ground Rent	612,459	642,860	642,500	659,750
Ground Lease	251,352	259,470	256,040	260,920
Fuel Concession	142,815	127,000	133,400	140,150
Landing Fees	143,973	168,040	184,900	203,450
Car Rental Concession Fee	228,917	257,040	257,120	264,860
Restaurant & Concession	72,775	64,190	69,950	73,430
Permit Fees	44,692	44,430	45,280	46,350
Automobile Parking	136,045	207,550	173,200	178,400
Miscellaneous Operating Revenue	14,228	10,300	17,110	18,820
Airport Security Fees	600	1,000	1,000	1,000
Repayment of Advances	(70,000)	(77,300)	(76,890)	(77,000)
Federal - Transportation Security Authority	-	-	65,000	65,000
State Grant CAAP	-	-	10,000	10,000
Passenger Facility Charges	156,360	649,160	213,380	236,850
State Grant Operating for Transportation	-	-	-	-
State Grant Capital for Transportation	2,225	94,420	25,650	14,950
Federal Grant - Operating - Transportation	82,434	515,700	-	-
Federal Grant - Capital - Transportation	4,075,974	14,248,620	762,320	860,890
Loan Proceeds	190,000	-	-	-
Compensation - Loss & Property Damage	2,706	-	-	-
Miscellaneous Receipts	445	10,000	180	180
Reimbursement	-	89,400	32,180	32,180
Bad Debt Writeoff	(1,022)	-	-	-
Fiscal Agent Investment Income	-	-	-	-
Net transfers in (out)	62,330	(5,000)	(5,000)	(5,000)
TOTAL MUNICIPAL AIRPORT FUND	\$ 6,675,826	\$ 17,827,230	\$ 3,335,750	\$ 3,522,160

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
ELECTIC UTILITY FUND				
Service Reconnect Fee	\$ 52,598	\$ 115,000	\$ -	\$ -
Service Connect-Priority	24,914	45,000	25,000	25,000
Site Delivery Fees	1,850	2,000	2,000	2,000
Transfer Fees	23,650	56,000	-	-
Credit Report Fees	7,400	7,000	7,500	7,500
Bad Debt Collections	(32,618)	135,000	75,000	75,000
Power Sales Retail	125,411,527	125,154,000	121,337,000	121,827,000
Power Sales Wholesale	11,176,908	2,872,860	3,213,000	3,233,000
Solar Energy Surcharge	441,034	400,000	-	-
Natural Gas Sales - Wholesale	9,660,147	6,043,550	6,664,000	6,492,000
Prepay Gas Discount	1,428,428	1,428,000	1,428,000	1,428,000
Environmental Attributes	4,000,810	-	-	-
Accident & Damage Insurance	897,810	469,150	622,000	622,000
Misc-Temp Banners	1,250	-	-	-
Field Service Meter Reading Allocation	718,460	739,940	789,740	811,250
Customer Service Allocation from Utilities	3,688,120	3,808,200	4,300,770	4,513,830
Repayment of Advances	-	-	67,650	67,650
Contributions - Operating - Electric	9,841	-	-	-
Sale of Property	18,774	30,000	25,000	25,000
Miscellaneous Receipts	64,405	101,000	100,000	100,000
Rental Fees	138,000	138,000	138,000	138,000
Bad Debt Writeoff	75,985	(45,000)	(30,000)	(30,000)
Investment Income	1,447,783	500,000	1,800,000	1,800,000
Net transfers in (out)	4,359,290	(1,481,230)	(2,140,000)	(2,140,000)
TOTAL ELECTRIC UTILITY FUND	\$ 163,616,366	\$ 140,518,470	\$ 138,424,660	\$ 138,997,230
WATER UTILITY FUND				
Power Sales Retail	\$ 21,752,113	\$ 22,557,780	\$ 23,084,480	\$ 24,088,750
Metered Sales - In City	101,675	105,650	100,000	100,000
Fire Service Revenue	70,584	79,260	70,000	70,000
Fire Hydrant Rental	64,273	53,000	70,000	70,000
Off-Site Charges	775,752	770,370	825,660	883,980
Service & Meter Installation Fees	38,090	26,170	27,000	27,000
Paving Cut Fees	2,265	-	2,500	2,500
Front Footage Charges	-	-	-	-
Miscellaneous Operating Revenue	13,297	15,610	15,610	15,610
Real Estate Rentals	140,832	274,270	150,000	150,000
Sale of Property	465	-	-	-
Miscellaneous Receipts	693	-	-	-
Bad Debt Writeoff	(25,004)	(45,110)	(40,000)	(40,000)
Investment Income	518,782	124,530	300,000	300,000
Net transfers in (out)	64,610	(135,000)	(175,000)	(175,000)
TOTAL WATER UTILITY FUND	\$ 23,518,427	\$ 23,826,530	\$ 24,430,250	\$ 25,492,840

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
WASTEWATER UTILITY FUND				
Sewer Service Charges	\$ 27,607,477	\$ 28,961,550	\$ 29,637,790	\$ 30,927,170
Pretreatment Fees	8,423	2,100	2,100	2,100
Expansion/Improvement Fees	874,321	931,890	992,980	1,057,020
Sewer Tap Fees	8,233	2,200	5,000	5,000
Miscellaneous Operating Revenue	-	1,670	-	-
Real Estate Rentals	12,503	12,060	12,000	12,000
Repayment of Advances	45,000	45,000	45,000	45,000
Miscellaneous Receipts	1,560	-	-	-
Bad Debt Writeoff	(49,806)	(75,740)	(75,000)	(75,000)
Investment Income	616,574	141,090	300,000	300,000
Net transfers in (out)	(140,460)	(280,000)	(300,000)	(300,000)
TOTAL WASTEWATER UTILITY FUND	\$ 28,983,825	\$ 29,741,820	\$ 30,619,870	\$ 31,973,290
SOLID WASTE COLLECTION AND DISPOSAL				
Power Sales Fixed Usage	\$ 8,590,258	\$ 8,982,700	\$ 8,979,770	\$ 9,249,160
Commercial Containers	6,167,226	6,476,700	6,524,440	6,720,170
Drop Boxes	1,758,003	1,676,470	1,887,030	1,934,210
Revenue Set Aside for Monitoring Cost	181,231	186,110	187,620	189,500
Special Pickups	10,023	6,750	11,920	12,280
Transfer Charges	1,998,207	1,537,500	2,015,340	2,065,720
County Reimbursement for HHW and E-Waste	238,218	200,250	302,220	309,770
Miscellaneous Operating Revenue	24,226	14,350	30,420	31,180
Real Estate Rentals	1,880	1,880	1,880	1,880
State Grant Operating for Solid Waste	-	118,000	-	-
State Legislative Operating for Solid Waste	91,048	22,670	-	-
Contributions - Capital - Solid Waste	49,000	-	-	-
Sale of Property	1,676	-	-	-
Freon Recovery Program	106	20	-	-
Cardboard	430,501	246,000	344,500	344,500
White Paper Recycling	67,086	47,280	80,680	80,680
Glass Recycling	50,660	42,030	47,670	47,670
Curbside Recycling	420,675	410,000	488,920	488,920
Multi-Family Recycling	24,515	25,500	28,170	28,170
Commercial Recycling	4,238	7,500	3,900	3,900
Battery Recycling	10,068	8,400	12,650	12,970
Volunteer Drop Off	137,634	125,500	98,540	101,010
Special Handling Scrap Metal	47,200	20,500	44,060	44,060
Electronic Recycling Revenue	127,546	153,750	130,770	130,770
Other Recycling Revenue	29,574	21,010	34,630	34,630
Compensation - Loss & Property Damage	246	-	-	-
Miscellaneous Receipts	10,907	42,000	5,100	5,230
Street Cleaning Contract	16,680	16,680	16,680	16,680
Bad Debt Writeoff	(28,750)	-	(20,420)	(20,420)
Investment Income	235,023	112,000	115,000	115,380
Net transfers in (out)	(69,090)	24,000	(1,600,000)	(1,600,000)
TOTAL SOLID WASTE COLLECTION & DISPOSAL	\$ 20,625,815	\$ 20,525,550	\$ 19,771,490	\$ 20,348,020

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
INFORMATION TECHNOLOGY				
Data Processing Allocation	\$ 3,038,971	\$ 2,961,820	\$ 2,969,610	\$ 3,129,740
Repayment of Advances	-	-	(67,650)	(67,650)
Miscellaneous Receipts	11	200	100	100
Investment Income	12,317	6,000	10,000	10,000
TOTAL INFORMATION TECHNOLOGY	\$ 3,051,299	\$ 2,968,020	\$ 2,912,060	\$ 3,072,190
FLEET MAINTENANCE				
Equipment Rental Charges	\$ 3,624,040	\$ 3,445,690	\$ 3,614,670	\$ 3,689,190
State Reimbursement Operating - Fleet	800	-	-	-
Compensation - Vehicle Damage	6,246	-	-	-
Miscellaneous Receipts	2,764	500	500	500
Bad Debt Writeoff	(3,162)	-	-	-
Investment Income	3,846	500	500	500
Net transfers in (out)	800	-	-	-
TOTAL FLEET MAINTENANCE	\$ 3,635,334	\$ 3,446,690	\$ 3,615,670	\$ 3,690,190
BUILDING MAINTENANCE & CONSTRUCTION				
Building Maintenance Allocation	\$ 2,571,720	\$ 2,545,040	\$ 3,519,940	\$ 2,990,400
Miscellaneous Receipts	1,423	-	-	-
Investment Income	1,831	1,480	1,100	1,000
Net transfers in (out)	4,500	6,800	(35,000)	(5,000)
TOTAL BUILDING MAINTENANCE & CONSTRUCTION	\$ 2,579,474	\$ 2,553,320	\$ 3,486,040	\$ 2,986,400
RECORDS MANAGEMENT				
Records Management Allocation	\$ 263,860	\$ 273,400	\$ 257,240	\$ 300,530
Investment Income	547	300	600	600
TOTAL RECORDS MANAGEMENT	\$ 264,407	\$ 273,700	\$ 257,840	\$ 301,130
EMPLOYER SERVICES				
Employer Services Allocation	\$ 798,980	\$ 757,930	\$ 876,950	\$ 901,850
Legal Services Allocation	-	377,000	377,000	377,000
Investment Income	1,258	-	-	-
TOTAL EMPLOYER SERVICES	\$ 800,238	\$ 1,134,930	\$ 1,253,950	\$ 1,278,850
GEOGRAPHIC INFORMATION SERVICES				
Geographic Information Services Allocation	\$ 658,950	\$ 677,100	\$ 599,630	\$ 715,710
Miscellaneous Receipts	-	200	-	-
Investment Income	1,672	1,500	1,700	1,700
TOTAL GEOGRAPHIC INFORMATION SERVICES	\$ 660,622	\$ 678,800	\$ 601,330	\$ 717,410

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

STATEMENT OF ESTIMATED REVENUES - ALL FUNDS

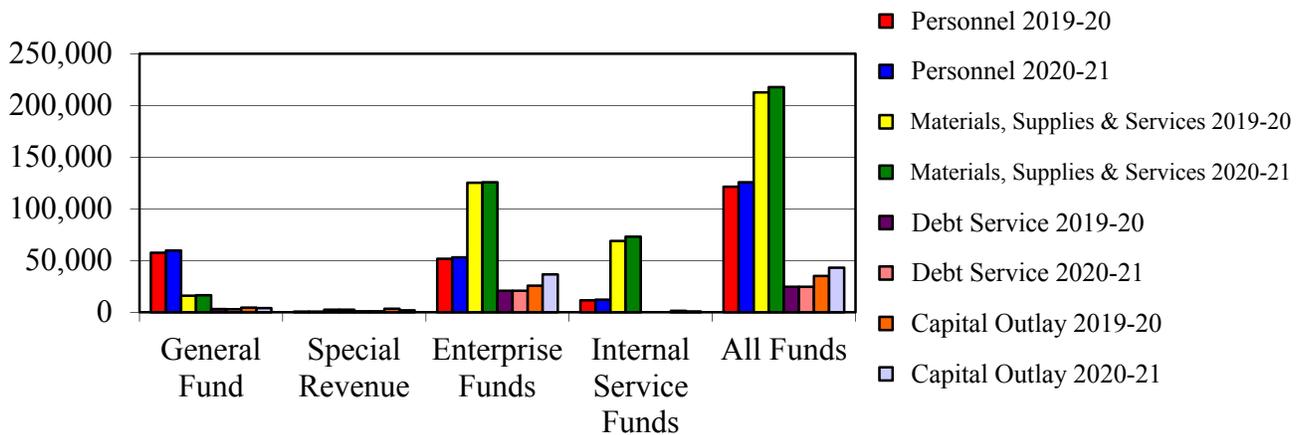
	Actual Revenue 2017-2018	Revised Estimate 2018-2019	Adopted 2019-2020	Adopted 2020-2021
COMMUNICATIONS				
Communications User Charge Allocation	\$ 452,000	\$ 426,200	\$ 253,640	\$ 352,490
Miscellaneous Receipts	-	700	-	-
Investment Income	2,857	1,500	2,000	2,000
TOTAL COMMUNICATIONS	\$ 454,857	\$ 428,400	\$ 255,640	\$ 354,490
REPROGRAPHICS				
Print Shop Allocation	\$ 625,380	\$ 703,740	\$ 550,810	\$ 677,750
Mail Room/Courier Allocation	65,870	-	-	-
Non-Recurring	20	-	-	-
Revenue-Service to Outside Accounts	12,208	14,800	12,070	12,070
Investment Income	1,198	800	1,200	1,200
Net transfers in (out)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL REPROGRAPHICS	\$ 699,676	\$ 714,340	\$ 559,080	\$ 686,020
VOLUNTEER SERVICES				
Volunteer Services Allocation	\$ 119,290	\$ 125,290	\$ 128,210	\$ 144,760
Contribution	1,000	-	-	-
Sale of Property	1,150	-	-	-
Investment Income	161	100	100	100
TOTAL VOLUNTEER SERVICES	\$ 121,601	\$ 125,390	\$ 128,310	\$ 144,860
RISK MANAGEMENT				
W/C Reimbursement	\$ 3,614,162	\$ 3,735,030	\$ 3,825,530	\$ 3,875,000
Insurance Allocation	1,294,140	1,353,110	1,523,870	2,209,090
Repayment of Advances	325,264	172,330	109,490	111,540
General Liability Reimbursemen	2,878	-	-	-
Miscellaneous Receipts	-	333,110	-	-
Bad Debt Writeoff	(129)	-	-	-
Investment Income	162,634	100,000	130,000	130,000
Net transfers in (out)	(35,000)	-	-	-
TOTAL RISK MANAGEMENT	\$ 5,363,949	\$ 5,693,580	\$ 5,588,890	\$ 6,325,630
EMPLOYEE BENEFITS PAYROLL				
Retirement Allocation	\$ 7,079,269	\$ 23,431,240	\$ 24,788,000	\$ 27,581,590
Medicare Allocation	1,011,074	955,460	965,500	981,930
Social Security Allocation	69,707	82,150	79,430	80,590
Public Agency Retirement System (PARS)	6,626,175	7,247,900	7,710,480	7,771,690
TOTAL EMPLOYEE BENEFITS PAYROLL	\$ 14,786,225	\$ 31,716,750	\$ 33,543,410	\$ 36,415,800
EMPLOYEE BENEFIT GROUP INSURANCE				
Group Health Allocation	\$ 18,662,103	\$ 18,062,150	\$ 21,931,530	\$ 23,010,220
Group Health Contribution-Retired Employee	3,933,359	3,780,640	3,955,310	4,152,950
Miscellaneous Receipts	349	-	-	-
Investment Income	10,860	6,000	6,000	6,000
TOTAL EMPLOYEE BENEFIT GROUP INSURANCE	\$ 22,606,671	\$ 21,848,790	\$ 25,892,840	\$ 27,169,170
REDDING MUNICIPAL UTILITIES ADMINISTRATION				
RMU Admin O/H Allocation	\$ 1,695,369	\$ 1,854,540	\$ 1,370,810	\$ 1,699,070
ET/USA Locate Allocation	2,611,390	2,668,210	2,524,760	2,809,830
Miscellaneous Receipts	736	-	-	-
Investment Income	10,980	4,000	4,000	4,000
Net transfers in (out)	(17,190)	38,000	(20,000)	-
REDDING MUNICIPAL UTILITIES ADMINISTRATION	\$ 4,301,285	\$ 4,564,750	\$ 3,879,570	\$ 4,512,900

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 are on Personnel while in the other funds, the majority of the expenditures are on Materials, Supplies, and Services or Capital Outlay.

The City's total net expenditures for fiscal year 2019-20 are \$298,623,340, of which \$121,349,740 (40.6%) are on Personnel; \$117,569,120 (39.4%) are on Materials, Supplies and Services; \$24,682,090 (8.3%) are on Debt Service; and \$35,022,390 (11.7%) are on Capital Outlay. For fiscal year 2020-21 total net expenditures are \$309,864,440, of which \$125,666,290 (40.7%) are on Personnel; \$116,423,360 (37.6%) are on Materials, Supplies and Services; \$24,674,130 (8.0%) are on Debt Service; and \$43,100,660 (13.9%) are on Capital Outlay. General Fund expenditures total \$80,983,310 and \$83,147,490, respectively; Special Revenue Funds expenditures total \$7,392,890 and \$5,911,830, respectively; Enterprise Funds expenditures total \$223,437,960 and \$236,022,670, respectively; and Internal Service Funds expenditures total \$81,868,540 and \$85,966,620, respectively.

Summary of Expenditure Programs Major Expenditure Categories



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

**SUMMARY OF EXPENDITURE PROGRAMS
FISCAL YEAR 2019-2020**

DEPARTMENTS	Net Personnel Cost	Materials, Supplies, and Services	Debt Service	Capital Outlay	Total
GENERAL FUND					
City Council	\$ 154,660	\$ 26,220	\$ -	\$ -	\$ 180,880
City Clerk	636,730	229,700	-	-	866,430
City Manager	583,190	119,160	-	-	702,350
City Attorney	490,720	131,170	-	-	621,890
Personnel	256,020	145,930	-	-	401,950
Non-Departmental	449,240	1,281,410	3,010,740	179,020	4,920,410
Financial Services	2,063,160	471,320	-	-	2,534,480
Police	25,871,650	4,493,960	-	181,350	30,546,960
Fire	17,498,360	3,389,490	-	65,000	20,952,850
Development Services	3,449,630	664,670	-	207,350	4,321,650
Community Services	3,611,770	2,167,280	-	648,200	6,427,250
Public Works-Transportation/Engineering	2,449,620	2,871,590	-	3,185,000	8,506,210
Subtotal	<u>57,514,750</u>	<u>15,991,900</u>	<u>3,010,740</u>	<u>4,465,920</u>	<u>80,983,310</u>
SPECIAL REVENUE FUNDS					
Development Services-Housing/CDBG/HOME	489,190	164,950	1,000	3,092,520	3,747,660
General City Projects	-	1,000	-	-	1,000
Community Services-Library & Parks					
Development	70,590	2,232,550	-	50,000	2,353,140
Public Works-Transportation/Engineering	85,500	44,390	911,200	250,000	1,291,090
Subtotal	<u>645,280</u>	<u>2,442,890</u>	<u>912,200</u>	<u>3,392,520</u>	<u>7,392,890</u>
ENTERPRISE FUNDS					
Community Services-Convention Center	29,590	1,614,830	32,460	-	1,676,880
Public Works-Municipal Utilities	18,683,480	33,943,570	7,704,770	18,299,500	78,631,320
Electric Utility	32,152,790	88,357,530	12,778,070	6,580,000	139,868,390
Public Works-Transportation-Airports	824,870	1,312,450	243,850	880,200	3,261,370
Subtotal	<u>51,690,730</u>	<u>125,228,380</u>	<u>20,759,150</u>	<u>25,759,700</u>	<u>223,437,960</u>
INTERNAL SERVICE FUNDS					
City Clerk-Reprographics/Record	620,750	198,470	-	141,900	961,120
City Attorney	-	377,000	-	-	377,000
Personnel - Vol Svcs/Emp Svcs/Grp Ins/ Emp					
Bfts/Risk	1,841,000	63,342,640	-	-	65,183,640
Community Services-Building Maintenance	1,097,630	1,734,660	-	560,000	3,392,290
Public Works-RMU Admin/Fleet	5,095,330	2,499,160	-	305,850	7,900,340
Information Technology - GIS/IT/Comm	2,844,270	813,380	-	396,500	4,054,150
Subtotal	<u>11,498,980</u>	<u>68,965,310</u>	<u>-</u>	<u>1,404,250</u>	<u>81,868,540</u>
TOTAL EXPENDITURES	<u>121,349,740</u>	<u>212,628,480</u>	<u>24,682,090</u>	<u>35,022,390</u>	<u>393,682,700</u>
Less: Charges between funds	-	(95,059,360)	-	-	(95,059,360)
NET TOTAL	<u>\$ 121,349,740</u>	<u>\$ 117,569,120</u>	<u>\$ 24,682,090</u>	<u>\$ 35,022,390</u>	<u>\$ 298,623,340</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

**SUMMARY OF EXPENDITURE PROGRAMS
FISCAL YEAR 2020-2021**

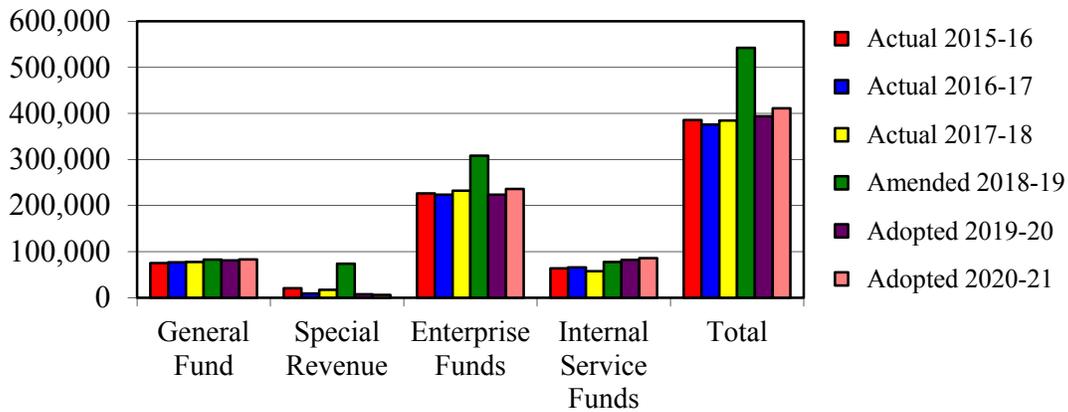
DEPARTMENTS	Net Personnel Cost	Materials, Supplies, and Services	Debt Service	Capital Outlay	Total
GENERAL FUND					
City Council	\$ 160,640	\$ 24,330	\$ -	\$ -	\$ 184,970
City Clerk	668,790	223,400	-	-	892,190
City Manager	630,600	112,960	-	-	743,560
City Attorney	527,750	126,150	-	-	653,900
Personnel	278,430	147,520	-	-	425,950
Non-Departmental	451,470	1,291,700	3,002,760	133,500	4,879,430
Financial Services	2,123,070	465,560	-	-	2,588,630
Police	26,864,560	4,608,530	-	175,050	31,648,140
Fire	18,195,120	3,566,630	-	-	21,761,750
Development Services	3,636,220	636,950	-	207,350	4,480,520
Community Services	3,797,260	2,159,300	-	58,490	6,015,050
Public Works-Transportation/Engineering	2,405,520	3,037,880	-	3,430,000	8,873,400
Subtotal	<u>59,739,430</u>	<u>16,400,910</u>	<u>3,002,760</u>	<u>4,004,390</u>	<u>83,147,490</u>
SPECIAL REVENUE FUNDS					
Development Services-Housing/CDBG/HOME	535,160	173,880	1,000	1,426,690	2,136,730
General City Projects	-	1,000	-	-	1,000
Community Services-Library & Parks					
Development	74,170	2,277,420	-	-	2,351,590
Public Works-Transportation/Engineering	87,000	46,710	913,800	375,000	1,422,510
Subtotal	<u>696,330</u>	<u>2,499,010</u>	<u>914,800</u>	<u>1,801,690</u>	<u>5,911,830</u>
ENTERPRISE FUNDS					
Community Services-Convention Center	31,060	1,195,720	31,750	-	1,258,530
Public Works-Municipal Utilities	19,035,480	35,008,240	7,704,770	29,973,720	91,722,210
Electric Utility	33,163,970	88,074,970	12,780,320	5,610,000	139,629,260
Public Works-Transportation-Airports	854,020	1,361,560	239,730	957,360	3,412,670
Subtotal	<u>53,084,530</u>	<u>125,640,490</u>	<u>20,756,570</u>	<u>36,541,080</u>	<u>236,022,670</u>
INTERNAL SERVICE FUNDS					
City Clerk-Reprographics/Record	644,190	190,820	-	141,900	976,910
City Attorney	-	377,000	-	-	377,000
Personnel - Vol Svcs/Emp Svcs/Grp Ins/ Emp					
Bfts/Risk	1,929,800	67,363,820	-	-	69,293,620
Community Services-Building Maintenance	1,141,470	1,802,020	-	30,000	2,973,490
Public Works-RMU Admin/Fleet	5,409,570	2,523,390	-	261,100	8,194,060
Information Technology - GIS/IT/Comm	3,020,970	810,070	-	320,500	4,151,540
Subtotal	<u>12,146,000</u>	<u>73,067,120</u>	<u>-</u>	<u>753,500</u>	<u>85,966,620</u>
TOTAL EXPENDITURES	<u>125,666,290</u>	<u>217,607,530</u>	<u>24,674,130</u>	<u>43,100,660</u>	<u>411,048,610</u>
Less: Charges between funds	-	(101,184,170)	-	-	(101,184,170)
NET TOTAL	<u>\$ 125,666,290</u>	<u>\$ 116,423,360</u>	<u>\$ 24,674,130</u>	<u>\$ 43,100,660</u>	<u>\$ 309,864,440</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

COMPARATIVE SUMMARY OF EXPENDITURE PROGRAMS - ALL FUNDS

This table provides a summary of all funds showing the associated expenditures and appropriations over the past four years. The table is divided into fund types and within each of the funds is the associated department. The first three columns, for 2015-16, 2016-17 and 2017-18, show actual expenditures for the fiscal years indicated. The fourth column, Amended 2018-19, shows the appropriation level as amended by the City Council during fiscal year 2018-19. The fifth and sixth columns, Adopted for 2019-20 and 2020-21, show the adopted budget for the 2019-21 biennial budget. The graph compares the data for each fund type and shows the changes that have occurred over this six year period.

Comparative Summary of Expenditure Programs
(in thousands)



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

COMPARATIVE SUMMARY OF EXPENDITURE PROGRAMS

DEPARTMENTS	Expended 2015-2016	Expended 2016-2017	Expended 2017-2018	Budget as Amended 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
GENERAL FUND						
City Council	\$ 188,069	\$ 197,173	\$ 184,080	\$ 197,090	\$ 180,880	\$ 184,970
City Clerk	742,715	832,795	762,953	874,220	866,430	892,190
City Manager	565,095	609,774	599,227	636,800	702,350	743,560
City Attorney	480,334	515,357	599,638	637,960	621,890	653,900
Personnel	436,293	451,573	394,003	494,920	401,950	425,950
Non-Departmental	4,689,034	4,923,135	4,771,303	5,177,295	4,920,410	4,879,430
Financial Services	2,133,264	2,237,809	2,374,564	2,618,710	2,534,480	2,588,630
Police	28,316,974	28,865,029	29,768,895	31,884,230	30,546,960	31,648,140
Fire	19,649,684	20,488,785	22,414,438	20,790,930	20,952,850	21,761,750
Development Services	4,270,981	4,305,553	4,231,819	4,782,240	4,321,650	4,480,520
Community Services	4,954,608	5,094,804	5,304,548	5,563,700	6,427,250	6,015,050
Public Works Transportation/Engineering	8,602,510	8,475,545	6,268,155	8,954,450	8,506,210	8,873,400
Subtotal	<u>75,029,561</u>	<u>76,997,332</u>	<u>77,673,623</u>	<u>82,612,545</u>	<u>80,983,310</u>	<u>83,147,490</u>
SPECIAL REVENUE FUNDS						
Development Services-Housing/CDBG/HOME	3,110,585	1,354,319	4,185,841	18,038,260	3,747,660	2,136,730
General City Projects	447,843	179,931	246,396	2,664,780	1,000	1,000
Police	64,915	51,517	131,321	-	-	-
Community Services	2,913,231	2,912,071	3,389,787	7,392,670	2,353,140	2,351,590
Public Works Transportation/Engineering	14,055,830	4,754,707	9,194,140	45,654,880	1,291,090	1,422,510
Subtotal	<u>20,592,404</u>	<u>9,252,545</u>	<u>17,147,485</u>	<u>73,750,590</u>	<u>7,392,890</u>	<u>5,911,830</u>
ENTERPRISE FUNDS						
Community Services - Conv Ctr	1,402,613	1,261,140	1,285,978	1,611,110	1,676,880	1,258,530
Public Works - Solid Waste Utility	17,700,727	22,628,365	21,000,651	25,392,914	21,489,480	21,007,200
Public Works - Storm Drains	1,107,732	1,181,097	1,170,954	2,080,710	1,483,010	1,458,990
Public Works - Water Utility	18,881,570	17,985,037	17,669,683	35,070,467	24,114,930	26,845,030
Public Works - Waste Water Utility	28,490,991	28,591,648	29,603,118	43,424,880	31,543,900	42,410,990
Public Works - Airports	4,101,338	4,025,938	8,107,012	20,747,477	3,261,370	3,412,670
Electric Utility	154,679,657	148,063,194	153,401,048	179,964,774	139,868,390	139,629,260
Subtotal	<u>226,364,628</u>	<u>223,736,419</u>	<u>232,238,444</u>	<u>308,292,332</u>	<u>223,437,960</u>	<u>236,022,670</u>
INTERNAL SERVICE FUNDS						
City Clerk - Records/Reprographics	959,451	907,663	900,092	1,000,290	961,120	976,910
City Attorney - Legal Services	-	-	205	377,000	377,000	377,000
Personnel - Vol Svcs/Emp Svcs/Grp Ins/ Emp Bfts/Risk	50,409,441	52,506,572	42,893,311	60,613,648	65,183,640	69,293,620
Public Works - Fleet Maintenance	3,126,274	3,204,070	3,422,447	3,528,460	3,661,660	3,666,540
Community Services - Bldg Maintenance	2,301,813	2,339,337	2,495,594	2,788,150	3,392,290	2,973,490
Public Works Municipal Utilities - ET/USA/RMU Admin	3,200,697	3,389,893	4,190,810	4,843,160	4,238,680	4,527,520
Information Technology - GIS/IT/Comr	3,680,958	3,503,630	3,633,067	4,548,600	4,054,150	4,151,540
Subtotal	<u>63,678,634</u>	<u>65,851,165</u>	<u>57,535,526</u>	<u>77,699,308</u>	<u>81,868,540</u>	<u>85,966,620</u>
TOTAL EXPENDITURES	<u>385,665,227</u>	<u>375,837,461</u>	<u>384,595,078</u>	<u>542,354,775</u>	<u>393,682,700</u>	<u>411,048,610</u>
Less: Charges between funds	(75,973,505)	(79,847,480)	(71,461,757)	(88,168,510)	(95,059,360)	(101,184,170)
NET TOTAL	<u>\$ 309,691,722</u>	<u>\$ 295,989,981</u>	<u>\$ 313,133,321</u>	<u>\$ 454,186,265</u>	<u>\$ 298,623,340</u>	<u>\$ 309,864,440</u>

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GENERAL FUND BUDGET

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

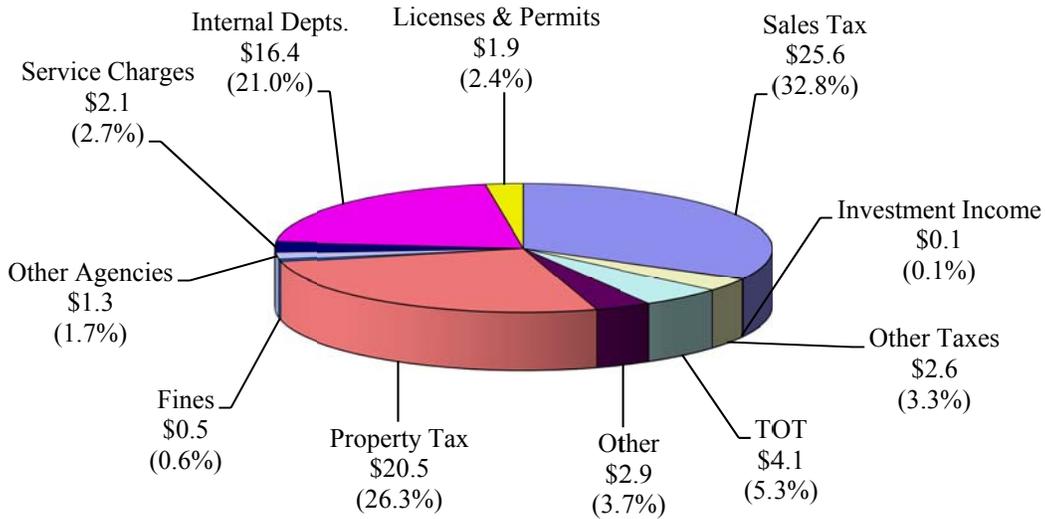
These figures clearly display that the General Fund's main source of revenue comes from sales tax (32.8% and 32.3% respectively). The next largest source of revenue is from property tax (26.3% and 26.3% respectively) followed by internal departments (21% and 21.6% respectively). These three sources of revenue make up approximately 80 percent of the City's General Fund.

Where It Goes

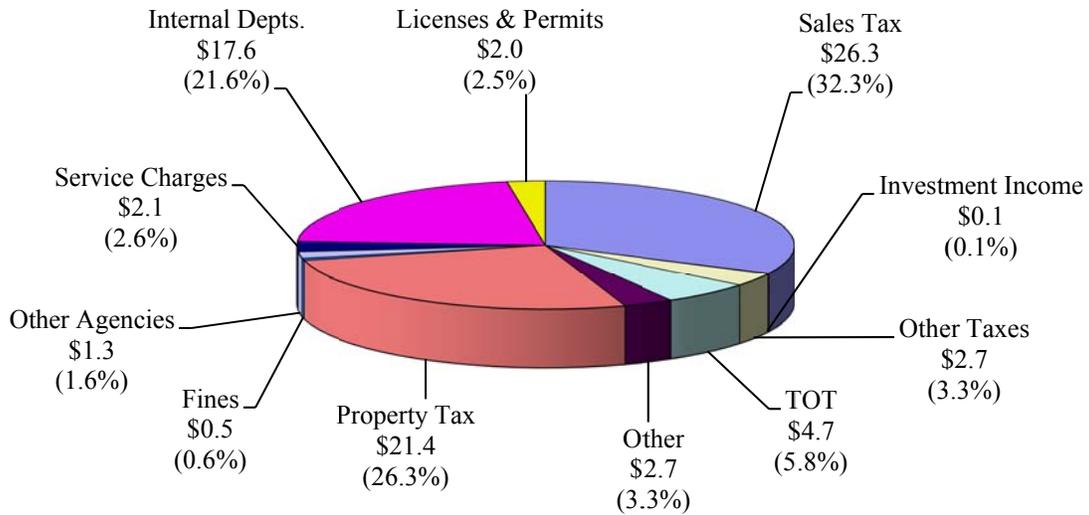
These figures clearly display that the Public Safety Programs (Police 37.6% and 37.9% respectively and Fire 26% and 26.2% respectively) are the General Fund's largest expenditure areas. Together these two areas make up almost two thirds of all General Fund expenditures. The next largest major expenditure is Public Works (primarily streets)(10.5% and 10.7% respectively), followed by Community Services (7.9% and 7.2% respectively) followed by General Government (6.6% and 6.6% respectively) and Development Services (5.3% and 5.4% respectively).

CITY OF REDDING BIENNIAL BUDGET
 FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

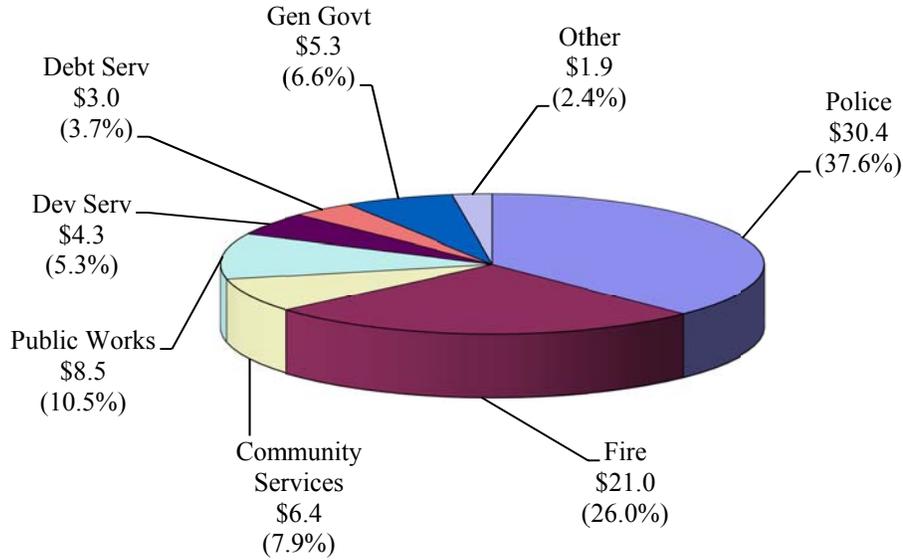
General Fund Budget FY 2019-20
 Where it comes from (In Millions)



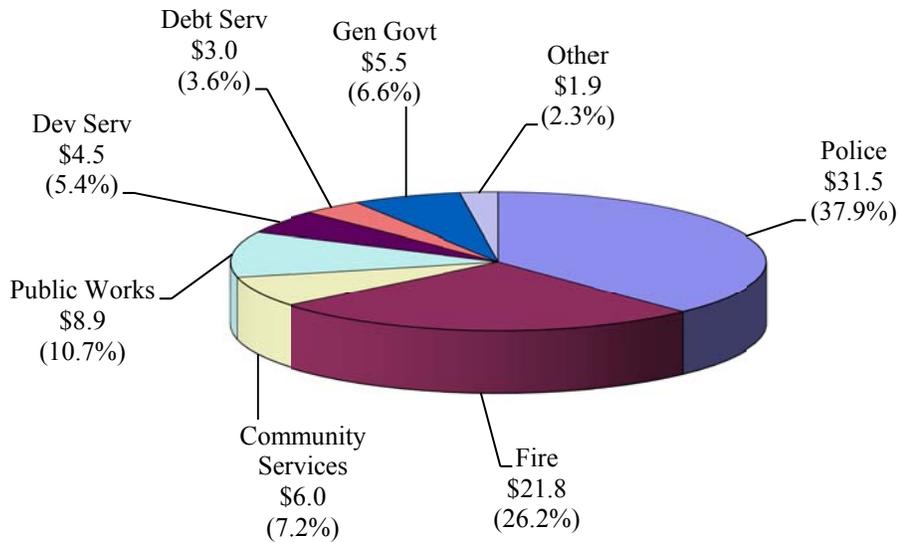
General Fund Budget FY 2020-21
 Where it comes from (In Millions)



General Fund Budget FY 2019-20 Where it goes (In Millions)



General Fund Budget FY 2020-21 Where it goes (In Millions)



EXPENDITURES AND REVENUES PER RESIDENT

The following tables display expenditures/revenue per resident for “General City Programs” for the 2019-20 and 2020-21 Adopted Budget compared to the 2018-19 Adopted Budget.

Expenditures

For “General City Programs,” the largest expenditures per resident are in Public Safety (Police \$325.78 and \$334.18, respectively, and Fire \$223.46 and \$229.78, respectively). The largest increase in expenditures per resident is in Parks for FY 2019-20. This increase is primarily due to the additional planned capital expenditures for the Redding Aquatic Center and some new vehicles for Parks in order to meet the CARB standards for FY 2019-20. Most other “General City Programs” increased due to increases in personnel related costs.

Revenue

Overall revenues per resident are expected to increase from fiscal year 2018-19 to fiscal year 2019-20 by \$21.59. Sales tax revenue is expected to increase from fiscal year 2018-19 to fiscal year 2019-20 based on the assumption that the local sales tax will continue to perform well with the strong economy. In fiscal year 2019-20 most revenue sources are expected to increase based on the assumption that the economy will continue to improve.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

EXPENDITURES PER RESIDENT*

Program	Adopted 2018-19	Adopted 2019-20	Difference	Adopted 2020-21	Difference
Police	\$ 322.35	\$ 325.78	\$ 3.43	\$ 334.18	\$ 8.40
Fire	219.28	223.46	\$ 4.18	229.78	6.32
Administration	57.83	56.61	\$ (1.22)	57.96	1.35
Street Maintenance	71.92	77.66	\$ 5.74	81.42	3.76
General Fund Debt Service	32.70	32.20	\$ (0.50)	31.80	(0.40)
Parks	27.84	36.90	\$ 9.06	31.34	(5.56)
Building & Code Enforcement/Permit Center	27.80	29.58	\$ 1.78	30.36	0.78
Planning	15.83	14.29	\$ (1.54)	14.76	0.47
Engineering	16.27	13.07	\$ (3.20)	12.29	(0.78)
Recreation	23.33	24.79	\$ 1.46	24.86	0.07
Miscellaneous	14.61	14.79	\$ 0.18	13.82	(0.97)
Animal Regulation	7.88	7.94	\$ 0.06	8.09	0.15
Community Service Administration	7.18	6.61	\$ (0.57)	7.31	0.70
Total	\$ 844.82	\$ 863.68	\$ 18.86	\$ 877.97	\$ 14.29

**Based on populations estimates of 92,475 for 2018-19, 93,767 for 2019-20 and 94,705 for 2020-21*

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

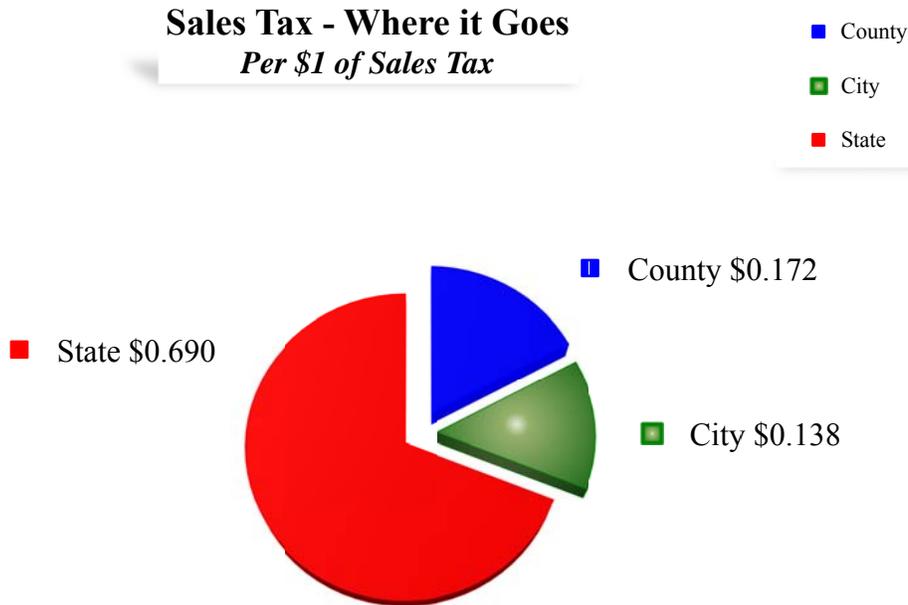
REVENUES PER RESIDENT*

	Adopted 2018-19	Adopted 2019-20	Difference	Adopted 2020-21	Difference
Sales Tax	\$ 260.45	\$ 273.28	\$ 12.83	\$ 277.44	\$ 4.16
Revenue from City-Owned Business	117.89	106.67	(11.22)	114.59	7.92
Property Tax	214.17	218.18	4.01	225.74	7.56
Street Funding	58.88	65.44	6.56	68.88	3.44
Transient Occupancy Tax (General Fund Portion Only)	43.64	43.72	0.08	50.10	6.38
Service Fees	21.02	21.87	0.85	21.87	-
Other Government Agencies	13.89	15.53	1.64	15.01	(0.52)
Licenses and Permits	13.44	20.27	6.83	20.90	0.63
Miscellaneous Revenue	34.64	31.43	(3.21)	28.46	(2.97)
Business License Tax	8.98	8.69	(0.29)	8.71	0.02
Franchise Fee	12.01	12.89	0.88	13.14	0.25
Fines and Penalties	5.17	5.79	0.62	5.75	(0.04)
Interest Income	1.30	1.05	(0.25)	1.14	0.09
Sales Tax - Public Safety	2.94	2.90	(0.04)	2.87	(0.03)
Cannabis Tax	-	2.13	2.13	2.64	0.51
Miscellaneous Taxes	3.46	3.63	0.17	3.70	0.07
Total	\$ 811.88	\$ 833.47	\$ 21.59	\$ 860.94	\$ 27.47

**Based on populations estimates of 92,475 for 2018-19, 93,767 for 2019-20 and 94,705 for 2020-21*

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.



SUMMARY OF NET EXPENDITURES

The two tables on the following pages 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 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, 2020 AND 2021

SUMMARY OF NET EXPENDITURES - GENERAL FUND

DEPARTMENTS	Adopted Budget 2019-2020	Estimated Revenue & Transfers 2019-2020	Estimated Net Expenditures 2019-2020
City Council	\$ 180,880	\$ -	\$ 180,880
City Clerk	866,430	40,800	825,630
City Manager	702,350	-	702,350
City Attorney	621,890	12,000	609,890
<i>Financial Services</i>			
Treasurer	586,270	14,700	571,570
Finance	1,301,870	25,000	1,276,870
Purchasing	646,340	-	646,340
<i>Financial Services Subtotal</i>	<u>2,534,480</u>	<u>39,700</u>	<u>2,494,780</u>
Personnel	401,950	-	401,950
<i>Non-Departmental</i>			
Non-Departmental	1,136,340	63,815,410	(62,679,070)
Capital Projects	20,000	-	20,000
Animal Regulation	744,830	8,000	736,830
General Fund Debt Service	3,019,240	119,930	2,899,310
<i>Non-Departmental Subtotal</i>	<u>4,920,410</u>	<u>63,943,340</u>	<u>(59,022,930)</u>
Police	30,546,960	1,767,740	28,779,220
Fire	20,952,850	(179,570)	21,132,420
<i>Development Services</i>			
Permit Center	673,570	106,390	567,180
Building & Code Enforcement	2,100,350	2,378,770	(278,420)
Planning	1,340,380	189,990	1,150,390
Land Development	-	96,950	(96,950)
Public Land Development	207,350	207,350	-
<i>Developmental Services Subtotal</i>	<u>4,321,650</u>	<u>2,979,450</u>	<u>1,342,200</u>
<i>Community Services</i>			
Parks	3,459,670	65,360	3,394,310
Recreation	2,324,690	954,450	1,370,240
Community Services	619,700	-	619,700
Midtown Mall	23,190	-	23,190
<i>Community Services Subtotal</i>	<u>6,427,250</u>	<u>1,019,810</u>	<u>5,407,440</u>
Public Works	<u>8,506,210</u>	<u>8,529,290</u>	<u>(23,080)</u>
Total General Fund	<u>\$ 80,983,310</u>	<u>\$ 78,152,560</u>	<u>\$ 2,830,750</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

SUMMARY OF NET EXPENDITURES - GENERAL FUND

DEPARTMENTS	Adopted Budget 2020-21	Estimated Revenue & Transfers 2020-21	Estimated Net Expenditures 2020-21
City Council	\$ 184,970	\$ -	\$ 184,970
City Clerk	892,190	40,800	851,390
City Manager	743,560	-	743,560
City Attorney	653,900	12,000	641,900
<i>Financial Services</i>			
Treasurer	613,720	14,700	599,020
Finance	1,312,540	25,000	1,287,540
Purchasing	662,370	-	662,370
<i>Financial Services Subtotal</i>	<u>2,588,630</u>	<u>39,700</u>	<u>2,548,930</u>
Personnel	425,950	-	425,950
<i>Non-Departmental</i>			
Non-Departmental	1,091,860	67,018,600	(65,926,740)
Capital Projects	10,000	-	10,000
Animal Regulation	766,310	8,000	758,310
General Fund Debt Service	3,011,260	118,420	2,892,840
<i>Non-Departmental Subtotal</i>	<u>4,879,430</u>	<u>67,145,020</u>	<u>(62,265,590)</u>
Police	31,648,140	1,321,440	30,326,700
Fire	21,761,750	(24,570)	21,786,320
<i>Development Services</i>			
Permit Center	713,970	109,410	604,560
Building & Code Enforcement	2,161,560	2,464,110	(302,550)
Planning	1,397,640	195,660	1,201,980
Land Development	-	104,740	(104,740)
Public Land Development	207,350	207,350	-
<i>Developmental Services Subtotal</i>	<u>4,480,520</u>	<u>3,081,270</u>	<u>1,399,250</u>
<i>Community Services</i>			
Parks	2,968,360	69,880	2,898,480
Recreation	2,354,510	954,450	1,400,060
Community Services	692,180	-	692,180
Midtown Mall	-	-	-
<i>Community Services Subtotal</i>	<u>6,015,050</u>	<u>1,024,330</u>	<u>4,990,720</u>
Public Works	<u>8,873,400</u>	<u>8,895,960</u>	<u>(22,560)</u>
Total General Fund	<u>\$ 83,147,490</u>	<u>\$ 81,535,950</u>	<u>\$ 1,611,540</u>

City of Redding
General Fund Ten-Year Plan

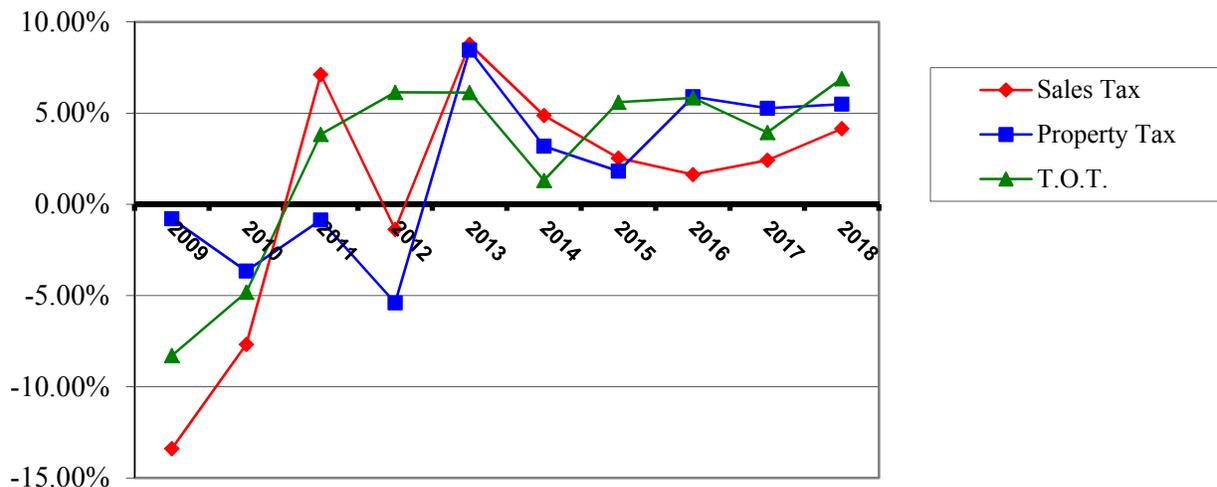
CITY OF REDDING GENERAL FUND TEN-YEAR PLAN

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

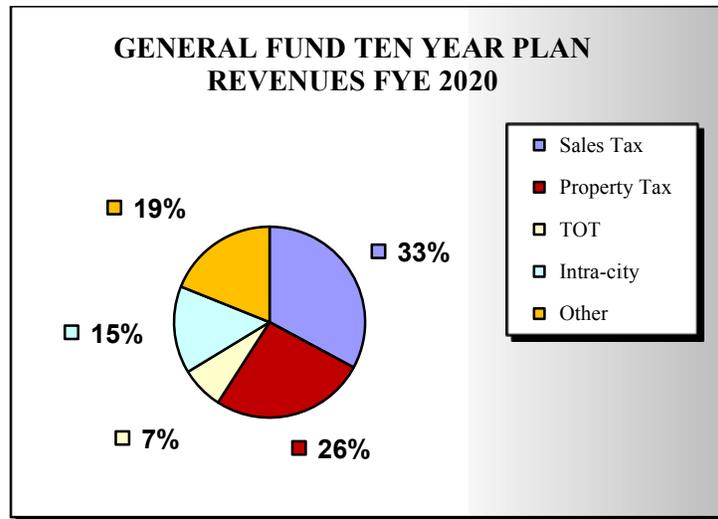


In the four years prior to FYE 2019 sales tax increased at an average rate of 2.7 percent. Staff is projecting that for fiscal year 2018-2019 sales tax will increase by 4.7 percent. For fiscal year 2019-20 staff is projecting sales tax will growth of 2.9 percent and for fiscal year 2020-21 staff is projecting sales tax will grow by 2.8. This projected sales tax growth rate is lower than the pre-recession annual growth rate of over 6 percent, but similar to the average post recession growth rate over the last seven years. For fiscal year 2021-22 and thereafter staff is projecting sales tax will decrease to 2.5 per year in the Ten-Year Plan which is much lower than the pre-recession growth rate, but more in-line with the average increase the City has seen in the last four fiscal years of 2.7 percent.

Property tax values have continued to increase since the downturn in the economy. In the last four years property tax revenues have increased over 4.6 percent. In fiscal year 2018-19 staff is assuming a 2.5 percent increase in property tax revenues from the revised revenue estimate for fiscal year 2017-18. For fiscal year 2019-20 staff is projecting a 4 percent increase and in fiscal year 2020-21 staff is projecting a 4.5 percent increase. In the Ten-Year Plan beginning with fiscal year 2021-22 staff is assuming property tax revenues will be returning to a 4 percent increase for the remaining nine years. This is in line with the most recent four year average growth of 4.6 percent.

Transient Occupancy Tax (TOT) increases have been varied over the past ten years, but growth has averaged 2.7 percent over the ten year period which includes two years of decreases. Excluding these decreases transient occupancy tax growth rate has averaged 5 percent over the past eight years. In the last four years, transient occupancy tax has grown at a 5.6 percent rate. Staff had to normalize the transient occupancy tax amount expected for 2018-19 due to the Carr and Camp Fire impacts on the TOT collected in 2018-19. Staff decided to use the 2017-18 actual and increase it by 5.5 percent as opposed to using the actual 2018-19 expected collected amount which will result in an approximate 33% increase over 2017-18. In fiscal year 2019-20 and 2020-21 staff is projecting a 4.0 percent increase in TOT revenue. Staff is recommending that a 4 percent TOT growth rate be used in the Ten-Year Plan.

Other Revenues

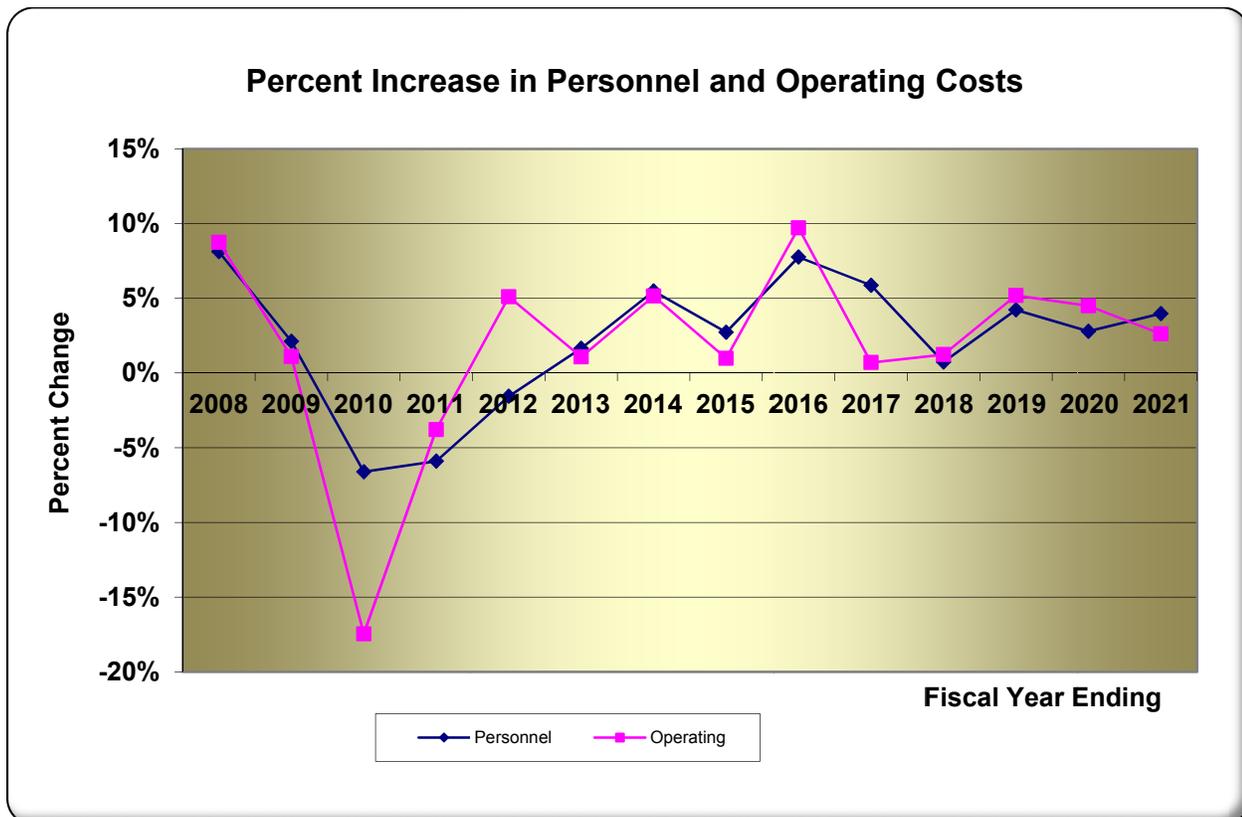


As can be seen from the graph above, sales tax, property tax, transient occupancy tax, and intra-city revenue account for 81 percent of the City’s total General Fund Revenue. Therefore, the above discussion covers the majority of the City’s General Fund revenues. Most of the other revenues that are not discussed above are assumed to increase at 3 or 4 percent per year in the General Fund Ten-Year Plan, which is in line with their historical growth rates and in line the City’s overall General Fund revenue growth rate of 3.5 percent over the past three years.

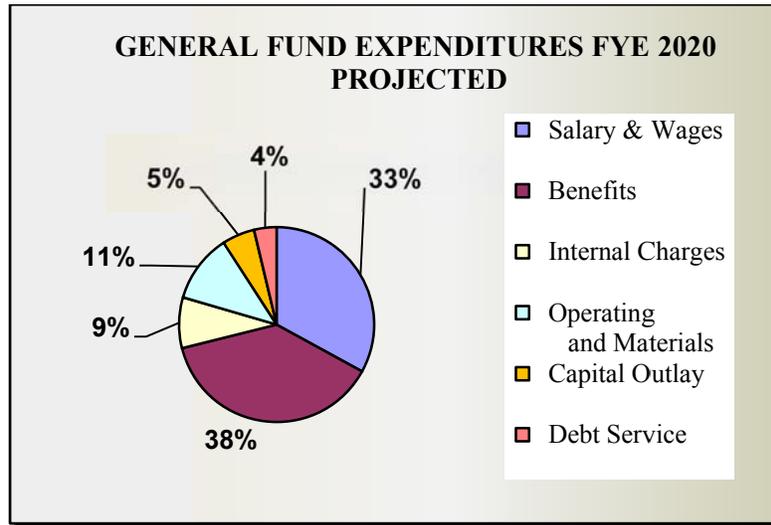
EXPENDITURES

Below is a graph showing the actual and projected percent increase in personnel costs and operating costs for fiscal years 2008 through 2021 (2019 to 2021 are budgeted amounts). As can be seen from the graph, personnel costs decreased dramatically during the great recession due to layoffs. As the economy began to recover the City was able to restore some of the lost positions. Personnel costs are projected to increase in fiscal year 2019-20 primarily due to the proposed rate increases anticipated from CalPERS and the Public Agency Retirement System (PARS). The retirement rates have steadily increased since fiscal year 2018-19 as the City adjusts to the change in the CalPERS discount rate and will continue to increase for the next four to five years. Staff has worked very hard to refine the personnel costing in the Ten-Year Plan to better reflect the expected costs of personnel. One component of this was adding three new expenditure lines on page three of the Ten-Year Plan to reflect the City's projected unfunded actuarial liability (UAL). The personnel costs reflected in fiscal year 2019-20 and fiscal year 2020-21 includes the unfunded actuarial liability as well as the normal cost rates associated with both CalPERS and PARS. Beginning with fiscal year 2019-20 the enhanced modeling as discussed above is implemented. These enhancements are evident on page three as mentioned but includes the projected impacts of each union agreement including the CalPERS cost sharing, Public Agency Retirement System cost sharing, and health insurance cost sharing. By updating the Ten-Year Plan and refining the model it allows the city to better capture the expected personnel costs.

As can be seen from the chart below the growth in operating costs has been erratic over the past twelve years. Overall the operating costs growth rate has averaged 2 percent over the last 6 years. Staff has budgeted for expected operating costs in fiscal years 2019-20 and 2020-21. Staff is expecting a 3 percent growth in operating costs for all years after 2020-21.



General Fund Expenditures by Category



Summary Ten-Year Plan Assumptions

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

1. In fiscal year 2019-2020 sales tax will increase by 2.9 percent and by 2.8 percent in fiscal year 2020-2021. Sales tax revenue grew, on average, by 2.7 percent per year in the past four years as the economy continued to improve from the recession. In the past four fiscal years sales tax has increased on average by 2.7 percent. It is anticipated that the economy will continue to improve in fiscal year 2020.
2. Property tax revenue is assumed to increase by 4 percent in fiscal year 2019-20. In fiscal year 2020-21 property tax is assumed to increase by 4.5 percent. Since 2014 property tax revenue has increased by 4.6 percent for the four year period.
3. Transient Occupancy Tax (TOT) revenue is assumed to increase by 4.0 percent in fiscal year 2019-20 and by 5 percent in fiscal year 2020-21. TOT revenue grew, on average, by 5.5 percent per year in the past four years.
4. Revenue from other taxes will increase by 13.4 percent in 2019-20 and 4.1 percent in 2020-21. The first year increase is due to the new cannabis tax that is now included.
5. Revenue from licenses and permits, fines and penalties, and from service charges will increase by 17.2 percent in fiscal year 2019-20 and increase by 2.2 percent in fiscal year 2020-21. The large increases in 2019-20 is the assumed correction of building and development fees to better account for costs associated and the assumed continued growth of building activity.
6. Revenue from other governmental agencies will increase by 3 percent. (Historical growth rates are erratic.)

7. Revenue from internal departments is based on actual charges for fiscal year 2019-20 and fiscal year 2020-21. Fiscal year 2019-20 has a 6 percent decrease and fiscal year 2020-21 has a 7.5 percent increase due to the cleanup necessary of the Property In-Lieu of Tax computation for Electric in 2019-20 causes a large drop and then corresponding increase. Overall the revenue is largely flat with slight increases in these budget years. (Historical growth rates are erratic, but have consistently been around 3 to 4 percent when adjusted for one-time changes.)
8. Revenue from the use of money and property is a function of the ending cash balance.
9. Other revenue is assumed to increase by 3 percent. (Historical growth rates are erratic.)
10. 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.

**City of Redding - General Fund Ten Year Plan (in thousands)
FYE 2020 and 2021 Adopted Budget**

	Fiscal Year Ended																													
	Adopted		Amended		Adopted		Amended		20-21		21-22		22-23		23-24		24-25		25-26		26-27		27-28		28-29		29-30			
	19-20	Adj.	19-20	Adj.	20-21	Adj.	20-21	Adj.	20-21	21-22	21-22	22-23	22-23	23-24	23-24	24-25	24-25	25-26	25-26	26-27	26-27	27-28	27-28	28-29	28-29	29-30	29-30			
Projected Balance Forward	11,300		11,300	9,921	0	9,921	0	9,921	9,786	9,786	9,128	8,369	8,369	8,683	8,683	10,528	8,894	8,894	8,894	9,307	9,307	9,307	9,307	9,307	9,307	9,307	9,307	9,656		
Projected Revenues	74,644	0	74,644	77,300	0	77,300	79,923	82,606	85,422	88,351	91,400	94,524	97,779	101,152	104,649	108,197	111,744	115,291	118,838	122,385	125,932	129,479	133,026	136,573	140,120	143,667	147,214	150,761	154,308	
Projected Transfers In	6,525	0	6,525	6,912	0	6,912	7,118	7,330	7,548	7,773	7,954	8,192	8,438	8,691	8,952	9,205	9,458	9,711	9,964	10,217	10,470	10,723	10,976	11,229	11,482	11,735	11,988	12,241	12,494	
Projected Transfers Out	(3,178)	0	(3,178)	(2,779)	0	(2,779)	(2,862)	(2,945)	(3,031)	(3,119)	(3,209)	(3,302)	(3,398)	(3,497)	(3,598)	(3,697)	(3,797)	(3,897)	(3,997)	(4,097)	(4,197)	(4,297)	(4,397)	(4,497)	(4,597)	(4,697)	(4,797)	(4,897)	(4,997)	
Net Projected Revenues and Transfers	77,991	0	77,991	81,433	0	81,433	84,179	86,990	89,940	93,005	96,145	99,414	102,819	106,347	110,002	113,744	117,491	121,238	125,000	128,767	132,539	136,316	140,098	143,880	147,662	151,444	155,226	159,008	162,790	
Projected Personnel Costs	(57,454)	0	(57,454)	(59,739)	0	(59,739)	(62,155)	(64,487)	(66,501)	(67,567)	(70,770)	(72,508)	(74,777)	(77,166)	(79,673)	(82,180)	(84,687)	(87,194)	(89,701)	(92,208)	(94,715)	(97,222)	(99,729)	(102,236)	(104,743)	(107,250)	(109,757)	(112,264)	(114,771)	
Projected Operating Costs	(15,973)	0	(15,973)	(16,392)	0	(16,392)	(16,884)	(17,390)	(17,912)	(18,449)	(18,988)	(19,528)	(20,088)	(20,648)	(21,208)	(21,768)	(22,328)	(22,888)	(23,448)	(24,008)	(24,568)	(25,128)	(25,688)	(26,248)	(26,808)	(27,368)	(27,928)	(28,488)	(29,048)	(29,608)
Projected Capital Outlay	(4,365)	0	(4,365)	(3,904)	0	(3,904)	(4,021)	(4,142)	(4,266)	(4,394)	(4,526)	(4,662)	(4,801)	(4,945)	(5,094)	(5,248)	(5,407)	(5,570)	(5,737)	(5,908)	(6,083)	(6,262)	(6,445)	(6,632)	(6,823)	(7,018)	(7,217)	(7,419)	(7,624)	(7,832)
Projected Debt Service	(3,011)	0	(3,011)	(3,003)	0	(3,003)	(3,011)	(2,997)	(2,249)	(2,090)	(2,097)	(1,384)	(1,380)	(1,379)	(1,375)	(1,370)	(1,365)	(1,360)	(1,355)	(1,350)	(1,345)	(1,340)	(1,335)	(1,330)	(1,325)	(1,320)	(1,315)	(1,310)	(1,305)	(1,300)
Projected Savings	1,433	0	1,433	1,470	0	1,470	1,233	1,267	1,303	1,340	1,492	1,523	1,576	1,633	1,693	1,754	1,815	1,876	1,937	2,000	2,063	2,126	2,189	2,252	2,315	2,378	2,441	2,504	2,567	
Net Projected Expenditures	(79,370)	0	(79,370)	(81,568)	0	(81,568)	(84,838)	(87,749)	(89,625)	(91,161)	(97,778)	(99,278)	(102,542)	(105,998)	(109,662)	(113,326)	(116,990)	(120,654)	(124,318)	(127,982)	(131,646)	(135,310)	(138,974)	(142,638)	(146,302)	(149,966)	(153,630)	(157,294)	(160,958)	
Projected Ending Cash	9,921	0	9,921	9,786	0	9,786	9,128	8,369	8,683	10,528	8,894	9,030	9,307	9,656	9,997	10,346	10,695	11,044	11,393	11,742	12,091	12,440	12,789	13,138	13,487	13,836	14,185	14,534	14,883	15,232

Required Revenue Increases or Expenditure Reductions to maintain 5% Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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Projected Ending Cash after required adjustments	9,921		9,921	9,786		9,786	9,128	8,369	8,683	10,528	8,894	9,030	9,307	9,656	9,997	10,346	10,695	11,044	11,393	11,742	12,091	12,440	12,789	13,138	13,487	13,836	14,185	14,534	14,883	15,232
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Current Projection																															
Ending Cash/Expenditures	12.5%		12.5%	12.0%		12.0%	10.8%	10.5%	10.7%	13.1%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	
Projected Personnel Percentage	71.1%		71.1%	71.9%		71.9%	72.2%	72.4%	73.1%	73.0%	71.3%	71.9%	71.8%	71.7%	71.5%	71.4%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%	71.3%

City of Redding - General Fund Ten Year Plan (in thousands)
 FYE 2020 and 2021 Adopted Budget

	Fiscal Year Ended														
	Adopted 19-20	Amended 19-20	Adopted 20-21	Amended 20-21	Adjust.	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30
Expenditures															
Safety UAL Payments						9,203	9,993	10,511	11,022	11,231	11,554	11,886	12,227	12,579	
Misc UAL Payments						3,332	3,602	3,762	3,944	3,591	3,727	3,834	3,945	4,058	
PARS UAL Payments						2,149	2,149	2,149	1,122	177	177	177	177	177	
Police															
Personnel	25,810	25,810	26,865	26,865	0	26,865	21,730	22,326	23,587	24,243	24,920	25,614	26,330	27,063	
Operating	4,494	4,494	4,609	4,609	0	4,609	4,747	4,890	5,187	5,343	5,503	5,668	5,839	6,014	
Capital Outlay/Project	81	81	75	75	0	75	77	80	82	87	90	92	95	98	
Police Subtotal	30,385	30,385	31,549	31,549	0	31,549	26,555	27,295	28,064	29,673	30,513	31,375	32,264	33,175	
Fire															
Personnel	17,498	17,498	18,195	18,195	0	18,195	15,155	15,577	16,010	16,456	17,385	17,870	18,367	18,879	
Operating	3,389	3,389	3,567	3,567	0	3,567	3,674	3,784	3,898	4,015	4,135	4,259	4,387	4,519	4,654
Capital Outlay/Project	65	65	0	0	0	0	0	0	0	0	0	0	0	0	0
Fire Subtotal	20,952	20,952	21,762	21,762	0	21,762	18,829	19,361	19,908	20,471	21,049	22,257	22,886	23,533	
Transportation & Engineering															
Personnel	2,450	2,450	2,406	2,406	0	2,406	801	809	825	850	868	895	916	944	968
Operating	2,872	2,872	3,038	3,038	0	3,038	3,129	3,223	3,320	3,419	3,522	3,628	3,736	3,848	3,964
Capital Outlay/Project	3,185	3,185	3,430	3,430	0	3,430	3,533	3,639	3,748	3,860	3,976	4,096	4,218	4,345	4,475
Subtotal	8,507	8,507	8,874	8,874	0	8,874	7,463	7,671	7,893	8,130	8,366	8,618	8,871	9,137	9,407
Recreation and Parks															
Personnel	3,612	3,612	3,797	3,797	0	3,797	3,343	3,436	3,533	3,635	3,737	3,845	3,954	4,068	4,183
Operating	2,150	2,150	2,159	2,159	0	2,159	2,224	2,290	2,359	2,430	2,503	2,578	2,655	2,735	2,817
Capital Outlay/Project	642	642	58	58	0	58	60	62	63	65	67	69	71	73	76
Subtotal	6,404	6,404	6,014	6,014	0	6,014	5,627	5,788	5,956	6,130	6,307	6,492	6,681	6,876	7,076
Development Services															
Personnel	3,450	3,450	3,636	3,636	0	3,636	2,885	2,955	3,033	3,117	3,201	3,290	3,379	3,473	3,568
Operating	665	665	637	637	0	637	656	676	696	717	738	761	783	807	831
Capital Outlay/Project	207	207	207	207	0	207	213	220	226	233	240	247	255	262	270
Subtotal	4,322	4,322	4,480	4,480	0	4,480	3,754	3,850	3,955	4,067	4,179	4,298	4,417	4,542	4,669
General Government															
Personnel	4,184	4,184	4,389	4,389	0	4,389	3,093	3,163	3,242	3,331	3,416	3,509	3,601	3,699	3,797
Operating	1,124	1,124	1,100	1,100	0	1,100	1,133	1,167	1,202	1,238	1,275	1,313	1,353	1,393	1,435
Capital Outlay/Project	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	5,308	5,308	5,489	5,489	0	5,489	4,226	4,330	4,444	4,569	4,691	4,822	4,954	5,092	5,232
Other Departments															
Personnel	450	450	451	451	0	451	464	477	490	503	517	531	546	561	576
Operating	1,279	1,279	1,282	1,282	0	1,282	1,320	1,360	1,401	1,443	1,486	1,531	1,577	1,624	1,673
Capital Outlay/Project	185	185	134	134	0	134	138	142	146	151	155	160	165	170	175
Debt Service	3,011	3,011	3,003	3,003	0	3,003	3,011	2,997	2,249	2,090	2,097	1,384	1,380	1,379	1,375
Subtotal	4,925	4,925	4,870	4,870	0	4,870	4,933	4,976	4,286	4,187	4,256	3,606	3,668	3,734	3,799
Add Back Personnel	0	0	0	0	0	0	0	0	0	0	2,875	2,675	3,000	3,375	3,825
Add Back O&M	0	0	0	0	0	0	0	0	0	0	2,875	2,675	3,000	3,375	3,825
Required Revenue Increases or															
Projected Savings	(1,433)	(1,433)	(1,470)	(1,470)	0	(1,470)	(1,233)	(1,267)	(1,303)	(1,492)	(1,523)	(1,576)	(1,633)	(1,693)	
Total Expenditures	79,370	79,370	81,568	81,568	0	81,568	84,838	87,749	89,625	91,161	97,778	99,278	102,542	105,998	109,662

City of Redding - General Fund Ten Year Plan (in thousands)
 FYE 2020 and 2021 Adopted Budget

Assumptions	Fiscal Year Ended																
	19-20 Actual	Adjust. Actual	19-20 Actual	Amended Actual	20-21 Actual	Adopted Actual	20-21 Actual	Amended Actual	21-22 1.028	22-23 1.028	23-24 1.028	24-25 1.028	25-26 1.028	26-27 1.028	27-28 1.028	28-29 1.028	29-30 1.028
Personnel General	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030
O&M & C/O	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030
Inflation	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040
4% Revenues	1.028	1.028	1.028	1.033	1.033	1.033	1.033	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
Sales Tax	1.048	1.048	1.048	1.050	1.050	1.050	1.050	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040	1.040
Property Tax	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030	1.030
3% Government	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	0.010	0.010	0.010	0.010	0.010	0.010	0.010	0.010	0.010
Internal Departments	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020
Interest Rate	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020
Assumed expend. Savings	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020	0.020

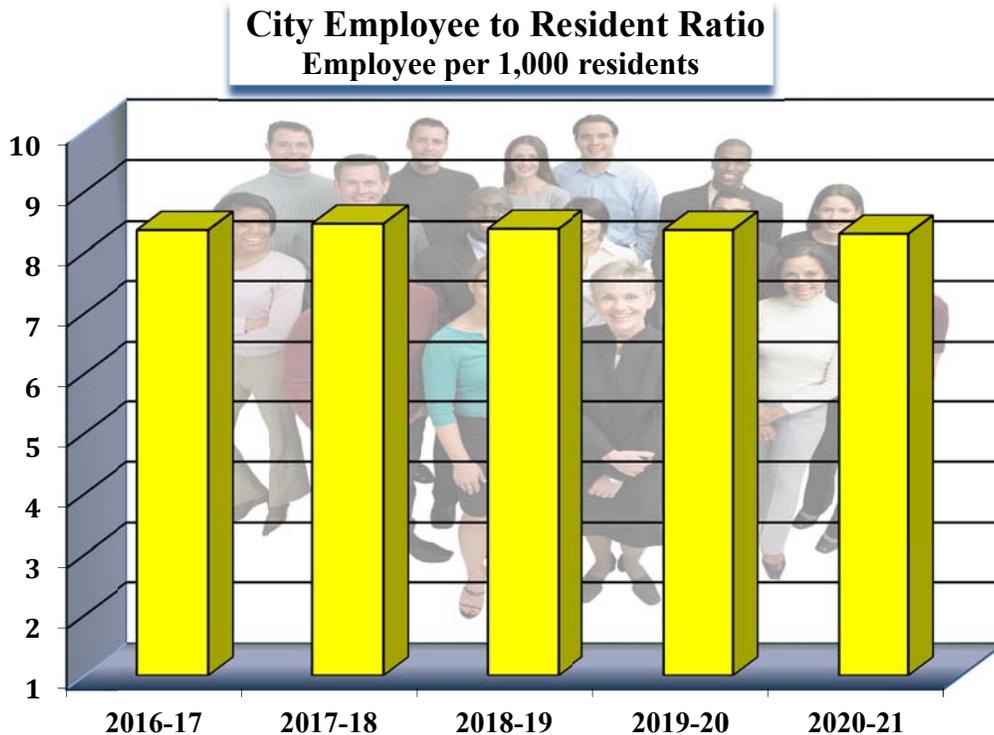
SUMMARY OF AUTHORIZED FULL-TIME POSITIONS

The table on the following page provides a four-year summary of all positions in the City by department. The column titled “Adopted 2018-2019” shows the number of positions authorized in the original budget of that year. The columns titled “Amended” show the Adopted budget as changed by the City Council. The “Adopted” columns for fiscal years 2019-20 and 2020-21 show the number of positions that the City Council has authorized for the current budget. The graph below the table on the following page shows two years of history for the number of full-time authorized positions by department.

The table depicts a net increase of seven positions from the 2018-19 amended budget to fiscal year 2019-20 authorized budget and a net increase of two positions of positions for fiscal year 2020-21 from fiscal year 2019-20.

There are ten new full-time positions being added in fiscal year 2019-20 consisting of the reclassification of a Personnel part-time Clerk to full-time; a Graphic Designer in Community Services, the reclassification of a Community Service part-time Public Works Maintenance Worker to full-time; a Utility Field Services Technician in Electric; a Public Works Maintenance Worker in Storm Drain; a Warehouse Specialist in Water; a Workflow Coordinator and Account Clerk II in Solid Waste; a parts inventory Clerk II in Fleet; the reclassification of three Streets temporary Public Works Maintenance Workers to one full-time position. These new full-time positions are offset by the elimination of three positions consisting of a Project Coordinator in RMU; an Information Tech Supervisor; and combined the City Treasurer with the Finance Director to create the Director of Finance/City Treasurer.

In fiscal year 2020-21 there are three new full-time positions consisting of a Public Works Maintenance Worker in Community Services; a Water Lead Worker D-3; and a Building and Facility Mechanic II in ET/USA. These new full-time positions are offset by the elimination of a Police Officer under a current grant program until additional funding is obtained.



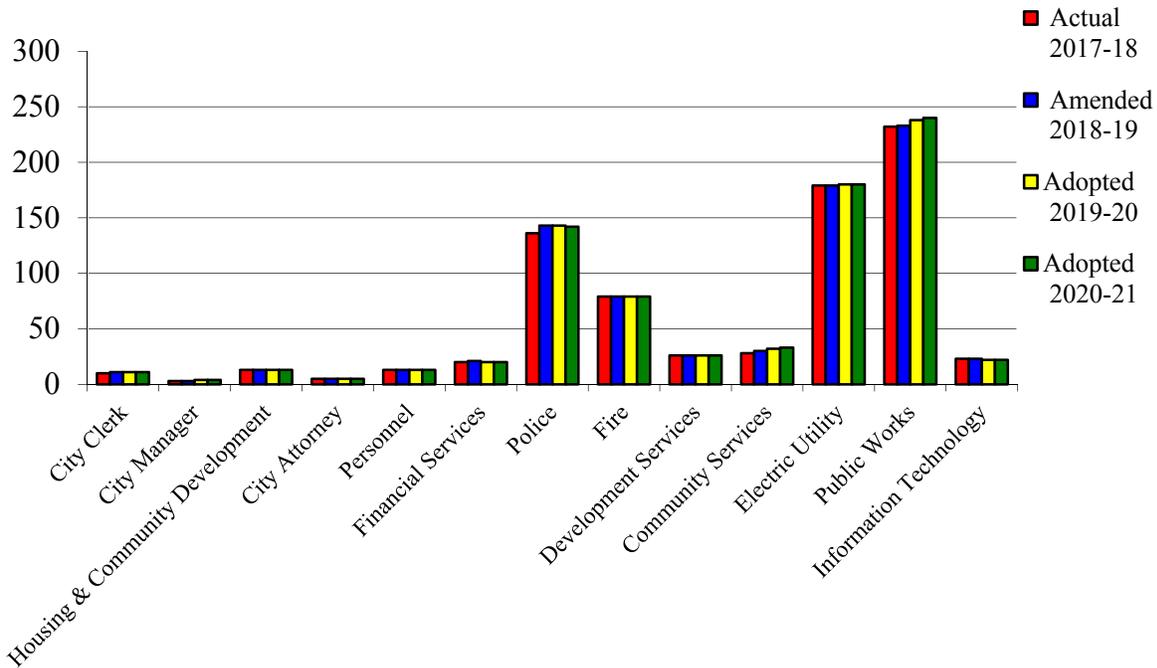
CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

SUMMARY OF AUTHORIZED FULL-TIME POSITIONS

	Actual 2017-18	Adopted 2018-19	Amended 2018-19	Adopted 2019-20	Change	Adopted 2020-21	Change
City Clerk	10	10	11	11	-	11	-
City Manager	3	3	3	4	1	4	-
Housing & Community Development	13	12	13	13	-	13	-
City Attorney	5	5	5	5	-	5	-
Personnel	13	13	13	13	-	13	-
Financial Services	20	20	21	20	(1)	20	-
Police	136	136	143	143	-	142	(1)
Fire	79	76	79	79	-	79	-
Development Services	26	26	26	26	-	26	-
Community Services	28	28	30	32	2	33	1
Electric Utility	179	181	179	180	1	180	-
Public Works *	232	232	233	238	5	240	2
Information Technology	23	23	23	22	(1)	22	-
Total	767	765	779	786	7	788	2

* Total does not include West Central Landfill which is a quasi-autonomous entity.

Summary of Authorized Positions



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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 \$6,524,940 in FY 2019-20 and \$6,912,160 in FY 2020-21 from other funds. The General Fund transfers out \$3,178,100 in FY 2019-20 and \$2,777,810 FY 2020-21 to Enterprise Funds, Rolling Stock, Equipment Replacement Fund, Parking Fund and Library Fund.

		Fiscal Year 2019-2020	Fiscal Year 2020-2021
From:	General Special Revenue	\$ 272,000	\$ 272,000
	Gas Tax Street Improvement Fund	5,397,630	5,923,420
	Local Transportation Fund	738,310	600,000
	Special Development Fund	117,000	116,740
To:	General Fund	<u>\$ 6,524,940</u>	<u>\$ 6,912,160</u>
From:	General Fund	<u>\$ 53,830</u>	<u>\$ 55,560</u>
To:	Parking Fund	<u>\$ 53,830</u>	<u>\$ 55,560</u>
From:	General Fund	<u>\$ 1,525,160</u>	<u>\$ 1,104,560</u>
To:	Tourism/Civic Auditorium Fund	<u>\$ 1,525,160</u>	<u>\$ 1,104,560</u>
From:	General Fund	\$ 613,110	\$ 609,980
	Airport	5,000	5,000
	Electric Utility Fund	940,000	940,000
	Water Utility Fund	175,000	175,000
	Wastewater Utility Fund	300,000	300,000
	Storm Drain Utility	15,000	15,000
	Solid Waste	1,600,000	1,600,000
	Building Maintenance	35,000	5,000
	Redding Municipal Utilities-ET/USA relocate	20,000	-
	Reprographics	5,000	5,000
To:	Rolling Stock Replacement Fund	<u>\$ 3,708,110</u>	<u>\$ 3,654,980</u>
From:	Electric Utility Fund	<u>\$ 1,200,000</u>	<u>\$ 1,200,000</u>
To:	Electric Maintenance Fund	<u>\$ 1,200,000</u>	<u>\$ 1,200,000</u>
From:	General Fund	\$ 117,780	\$ 117,780
	Civic Auditorium	29,340	31,620
	Library Fund	50,000	50,000
To:	Equipment Replacement Fund	<u>\$ 197,120</u>	<u>\$ 199,400</u>
From:	General Fund	<u>\$ 868,220</u>	<u>\$ 889,930</u>
To:	Library	<u>\$ 868,220</u>	<u>\$ 889,930</u>

**SUMMARY OF COST ALLOCATION CHARGES
AND
PAYMENT IN-LIEU OF PROPERTY TAXES (PILOT)**

The following table provides a summary of the cost allocation plan along with other Public Works administrative and National Pollutant Discharge Eliminations System (NPDES) charges and then displays this information along side the payment in-lieu of property taxes charged to the enterprise funds. The cost allocation plan and the Public Works administrative charge are the methods used to recover the administration cost for the City. The Public Works department facilitates NPDES related services for the City of Redding and related enterprise funds and recovers costs by charging various funds an allocated portion of the related costs. In-lieu property taxes are charged to certain City-owned enterprise funds 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 2019-20	Cost Allocation Charge FY 2020-21	PILOT FY 2019-20	PILOT FY 2020-21
General Fund Public Works	\$ 499,340	\$ 507,760	\$ -	\$ -
Special Revenue Parking	1,630	1,680	-	-
Special Revenue Library	16,730	17,230	-	-
Airport Fund	166,980	170,320	215,000	225,000
Electric Utility	1,684,320	1,729,370	5,323,500	6,097,590
Water Utility	809,910	816,960	-	-
Wastewater Utility	960,430	964,850	-	-
Storm Drainage Utility	91,680	92,130	-	-
West Central Landfill	57,410	59,130	-	-
Solid Waste Utility	1,326,470	1,332,540	-	-
Building Maintenance	3,910	4,050	-	-
Redding Municipal Utility Administration	85,610	88,200	-	-
Housing and Community Development	31,620	32,570	-	-
Housing Authority	37,840	38,980	-	-
RRA	19,740	20,340	-	-
RABA	205,540	210,470	-	-
	<u>\$ 5,999,160</u>	<u>\$ 6,086,580</u>	<u>\$ 5,538,500</u>	<u>\$ 6,322,590</u>

The Adopted Budget reflects previously approved legislative direction of the present and former City Councils to employ cost accounting formulas and methodologies carried forward from budget to budget including, but not limited to: a cost allocation plan apportioning the cost of shared resources among the various departments which benefit from those resources, internal service funds and enterprise funds, and a payment-in-lieu of property tax (PILOT) from the Redding Electric Utility (REU) to the General Fund.

The City Council first adopted the PILOT upon approving the budget for fiscal year 1988-89. Before doing so, the City surveyed 34 cities with public power utilities regarding their use of in-lieu payments or operating transfers (a transfer from a utility fund to a general fund in an amount determined without reference to the value of utility assets) and found that half used one or the other method.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The City Council has approved continuation of the PILOT in every budget since 1988-89. Upon adoption of the FY 1992-1993 budget, the City Council amended the PILOT to include the value of capital improvement projects undertaken during the budget year in the asset base to which the 1% payment in lieu of tax is applied. Upon adoption of the FY 2002-2003 budget, the City Council further revised the PILOT to adjust the value of assets for inflation in the calculation of the PILOT. Upon adoption of a two-year budget in June 2005, the City Council amended the PILOT into its current form by including the value of joint-venture assets in which REU has a share in the asset base to which the 1% payment in lieu of tax is applied. The City's practice is to estimate the value of its assets over the life of a two-year budget and to calculate the PILOT based on that estimate and to correct any variance between the PILOT calculated for the last two-year budget and the actual asset value experienced in that time. Estimates are necessary because the PILOT formula: (i) includes capital projects to be completed in the two future years covered by a budget and (ii) uses an estimate of inflation during that time. The City Council has included the PILOT pursuant to this formula in each budget since June 2005.

In light of the adoption of California's Proposition 26 on November 2, 2010, which precluded certain new fees, levies or charges but is not retroactive as to local governments, the City Council desires to maintain the existing PILOT, which utilized the accounting formula and methodology as last modified in 2005. Proposition 26 does not vitiate legislation adopted prior to November 3, 2010, such as the PILOT. On June 22, 2011, Council continued the PILOT upon approving Resolution No. 2011-11 and adopting the biennial budget for FY 2012-13. Attachment A of Resolution No. 2011-11 reflected the Electric In-Lieu computation worksheet as it was incorporated in the City's 2012-13 biennial budget. The City Council has continuously adopted the PILOT without change since that time. On June 4, 2019, City Council again continued the PILOT without change upon approving Resolution No. 2019-XXX and adopting the current biennial budget for FY 2019-20 and FY 2020-21. The following page reflects the adopted City of Redding's Electric In-Lieu Computation for the fiscal years ending 2020 and 2021.

**CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021**

City of Redding
Electric In-Lieu Computation with Two Year Reconciliation (2017 and 2018)
For FYE 2020 and 2021

Ln	Description	FYE 2018	FYE 2017	FYE 2016	FYE 2015	FYE 2014	FYE 2013	FYE 2012	FYE 2011	FYE 2010	FYE 2009	FYE 2008	FYE 2007	Pre 2007
	Total	\$ 4,807,500	\$ 11,682,241	\$ 20,932,564	\$ 12,305,716	\$ 3,155,674	\$ 3,003,433	\$ 69,100,031	\$ 14,354,192	\$ 2,534,450	\$ 2,626,809	\$ 8,377,840	\$ 6,205,389	\$ 263,954,235
1a	Appreciating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (63,626,749)	\$ 8,304,441	\$ 21,185,188	\$ 20,709,013	\$ 13,428,107	\$ -	\$ -	\$ -
1b	Adjustments	\$ 423,040,074	\$ 4,807,500	\$ 11,682,241	\$ 12,305,716	\$ 3,155,674	\$ 3,003,433	\$ 5,473,282	\$ 22,658,633	\$ 23,719,638	\$ 23,335,822	\$ 21,805,947	\$ 6,205,389	\$ 263,954,235
1c	Adjusted Appreciating	\$ 423,040,074	\$ 4,807,500	\$ 11,682,241	\$ 12,305,716	\$ 3,155,674	\$ 3,003,433	\$ 5,473,282	\$ 22,658,633	\$ 23,719,638	\$ 23,335,822	\$ 21,805,947	\$ 6,205,389	\$ 263,954,235
2	Vehicle, Equip. Furn.	\$ 19,912,247	\$ 785,743	\$ 2,535,965	\$ 2,900,784	\$ 3,626,898	\$ 985,592	\$ 870,994	\$ 914,578	\$ 188,530	\$ 609,276	\$ 1,067,219	\$ 820,550	\$ 2,033,057
3	Subtotal	\$ 442,952,321	\$ 5,593,243	\$ 14,218,206	\$ 23,833,348	\$ 14,878,777	\$ 3,989,025	\$ 6,344,276	\$ 23,573,211	\$ 23,908,168	\$ 23,945,098	\$ 22,873,166	\$ 7,025,939	\$ 265,987,292
4	Vehicle etc Accum. Dep.	\$ 10,430,708	\$ 21,829	\$ 271,720	\$ 864,996	\$ 1,114,210	\$ 1,833,105	\$ 490,831	\$ 849,751	\$ 169,709	\$ 468,404	\$ 855,217	\$ 479,752	\$ 2,361,962
5	NBV of Vehicle etc (Line 2-4)	\$ 9,481,539	\$ 763,914	\$ 2,264,245	\$ 2,035,788	\$ 1,458,851	\$ 1,793,793	\$ 21,243	\$ 265,356	\$ 18,821	\$ 140,872	\$ 212,002	\$ 340,798	\$ (328,905)
6	Tank COTP	\$ 45,209,446	\$ 45,209,446	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	SOT	\$ 637,748	\$ 637,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	MSK	\$ 0	\$ 41,698,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Total	\$ 45,847,193	\$ 87,546,143	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	In-Lieu Computation													
11	2% increase factor for 2018 True-up	\$ 1,0200	\$ 1,0404	\$ 1,0612	\$ 1,0824	\$ 1,1041	\$ 1,1262	\$ 1,1487	\$ 1,1717	\$ 1,1951	\$ 1,2190	\$ 1,2434	\$ 1,2682	\$ 1,2682
11a	2% increase factor for 2017 True-up	\$ 9,481,539	\$ 763,914	\$ 2,264,245	\$ 2,035,788	\$ 1,458,851	\$ 1,793,793	\$ 21,243	\$ 265,356	\$ 18,821	\$ 140,872	\$ 212,002	\$ 340,798	\$ (328,905)
12	Base Vehicles Equip. etc (Line 5)	\$ 8,717,625	\$ 8,717,625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12a	2015 Vehicles (Line 12 less 2018 Base Vehicles)	\$ 8,717,625	\$ 8,717,625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Joint Powers base	\$ 45,847,193	\$ 87,546,143	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	(Historical costs only) (Line 9)	\$ 45,847,193	\$ 87,546,143	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Appreciating assets													
2016	(Line 1c, X, Line 11, except "Total Column")	\$ 4,903,650	\$ 12,154,204	\$ 22,213,804	\$ 13,320,103	\$ 3,484,119	\$ 3,382,353	\$ 6,287,081	\$ 26,548,200	\$ 28,347,163	\$ 28,446,237	\$ 27,112,954	\$ 7,869,934	\$ 334,757,793
2015	(Line 1c, X, Line 11a, except "Total Column")	\$ 510,410,882	\$ 11,915,886	\$ 21,778,240	\$ 13,058,924	\$ 3,415,803	\$ 3,316,033	\$ 6,163,804	\$ 26,027,647	\$ 27,791,336	\$ 27,888,467	\$ 26,581,328	\$ 7,715,621	\$ 334,757,793
15	Add accounts payable not in download	\$ 426,032	\$ 426,032	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Total Base for FYE 2018	\$ 519,408	\$ 101,964,592	\$ 24,249,592	\$ 14,778,954	\$ 5,277,912	\$ 3,877,114	\$ 6,308,324	\$ 26,813,556	\$ 28,365,984	\$ 28,587,109	\$ 27,324,956	\$ 8,210,732	\$ 334,428,888
16a	Total Base for FYE 2017 (No 15)	\$ 606,674,651	\$ 101,726,274	\$ 23,814,028	\$ 14,517,775	\$ 5,209,596	\$ 3,810,794	\$ 6,185,047	\$ 26,293,003	\$ 27,810,157	\$ 28,029,339	\$ 26,793,330	\$ 8,056,419	\$ 334,428,888
	Actual In-lieu for FYE 2018 (Line 16 X 17 %)	\$ 5,745,824	\$ 1,019,646	\$ 242,496	\$ 147,790	\$ 52,779	\$ 38,771	\$ 63,083	\$ 268,136	\$ 283,660	\$ 285,871	\$ 273,250	\$ 82,107	\$ 3,344,289
	Actual In-lieu for FYE 2017 (Line 16a X 1 %)	\$ 6,066,747	\$ 1,017,263	\$ 238,140	\$ 145,178	\$ 52,096	\$ 38,108	\$ 61,850	\$ 262,930	\$ 278,102	\$ 280,293	\$ 267,933	\$ 80,564	\$ 3,344,289
	FYE 2018	\$ 6,238,780	\$ 6,228,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	FYE 2017	\$ 5,745,824	\$ 6,066,747	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(492,956)	\$ (161,553)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Actual charge for FYE 2018 & 2017	\$ 5,745,824	\$ 6,228,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	Calculated Charge	\$ 5,745,824	\$ 6,066,747	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20	Adjustment to actual (True-up)	\$ -	\$ (161,553)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21	Calculated Charge for 2018 (Line 17)	\$ 5,745,824	\$ 6,228,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22	True-up for FYE 2018	\$ (492,956)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22a	True-up for FYE 2017	\$ (161,553)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Estimated 2020 Amount	\$ 5,977,955	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	(Line 21 X 1.02 X 1.02 - 2% increase estimated for FYE 2017 & FYE 2018 amount)	\$ (654,510)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24	Adjustment (Line 22 + 22a)	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25	Adjustment for sale of ISWTP	\$ 5,323,445	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
26	Total PILOT 2020	\$ 5,323,445	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27	Rounded 2020 Budget	\$ 5,323,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Estimated 2021 Amount	\$ 6,097,514	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
28	(Line 23+25 X 1.02 - 2% increase)	\$ 6,097,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
29	Rounded 2021 Budget	\$ 6,097,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Div. 888 and 889 are excluded from above calculations
All assets assumed to be purchased at the beginning of the year for appreciation purposes

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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 2018-2019	Adopted 2019-2020	Adopted 2020-2021
Building			
Maintenance			
General Fund	\$ 1,278,670	\$ 2,026,790	\$ 1,560,970
All Other City Funds	1,230,530	1,429,340	1,386,340
Related entities	35,840	63,810	43,090
Subtotal	<u>2,545,040</u>	<u>3,519,940</u>	<u>2,990,400</u>
Information Systems			
General Fund	896,240	921,570	969,610
All Other City Funds	2,038,570	1,990,810	2,099,930
Related entities	27,010	57,230	60,200
Subtotal	<u>2,961,820</u>	<u>2,969,610</u>	<u>3,129,740</u>
Reprographics			
General Fund	287,020	230,950	283,700
All Other City Funds	381,350	290,800	358,190
Related entities	35,370	29,060	35,860
Subtotal	<u>703,740</u>	<u>550,810</u>	<u>677,750</u>
Fleet Maintenance			
General Fund	830,970	872,500	890,390
All Other City Funds	2,613,880	2,740,700	2,797,300
Related entities	840	1,470	1,500
Subtotal	<u>3,445,690</u>	<u>3,614,670</u>	<u>3,689,190</u>
Risk Management			
General Fund	2,667,880	2,746,760	3,158,980
All Other City Funds	2,389,560	2,609,160	2,933,640
Related entities	25,290	12,000	20,030
Subtotal	<u>5,082,730</u>	<u>5,367,920</u>	<u>6,112,650</u>
Records Management			
General Fund	127,680	118,060	137,670
All Other City Funds	136,570	129,780	152,540
Related entities	9,150	9,400	10,320
Subtotal	<u>273,400</u>	<u>257,240</u>	<u>300,530</u>
Communications			
General Fund	213,880	138,470	191,410
All Other City Funds	173,240	89,260	124,880
Related entities	39,080	25,910	36,190
Subtotal	<u>426,200</u>	<u>253,640</u>	<u>352,480</u>
Health & Dental			
General Fund	9,461,990	9,156,270	9,567,790
All Other City Funds	10,477,120	9,875,870	10,347,860
Related entities	50,360	30,560	32,090
Subtotal	<u>19,989,470</u>	<u>19,062,700</u>	<u>19,947,740</u>
GIS			
General Fund	295,790	260,910	313,180
All Other City Funds	319,150	284,560	337,520
Related entities	61,400	54,160	65,010
Subtotal	<u>676,340</u>	<u>599,630</u>	<u>715,710</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Internal Service Fund		Adopted 2018-2019	Adopted 2019-2020	Adopted 2020-2021
Volunteer Services	General Fund	70,360	73,210	80,070
	All Other City Funds	52,740	53,100	62,450
	Related entities	2,200	1,900	2,240
	Subtotal	<u>125,300</u>	<u>128,210</u>	<u>144,760</u>
Employer Services	General Fund	425,640	484,950	498,710
	All Other City Funds	322,740	381,990	392,860
	Related entities	9,560	10,010	10,280
	Subtotal	<u>757,940</u>	<u>876,950</u>	<u>901,850</u>
Legal Services	General Fund	-	-	-
	All Other City Funds	93,000	93,000	93,000
	Related entities	-	-	-
	Subtotal	<u>93,000</u>	<u>93,000</u>	<u>93,000</u>
Payroll Taxes & Benefits	General Fund	16,520,360	17,541,950	19,255,110
	All Other City Funds	15,346,120	16,147,920	17,350,170
	Related entities	-	-	-
	Subtotal	<u>31,866,480</u>	<u>33,689,870</u>	<u>36,605,280</u>
Totals	General Fund	33,076,480	34,572,390	36,907,590
	All Other City Funds	35,574,570	36,116,290	38,436,680
	Related entities	296,100	295,510	316,810
	Total	<u>\$ 68,947,150</u>	<u>\$ 70,984,190</u>	<u>\$ 75,661,080</u>

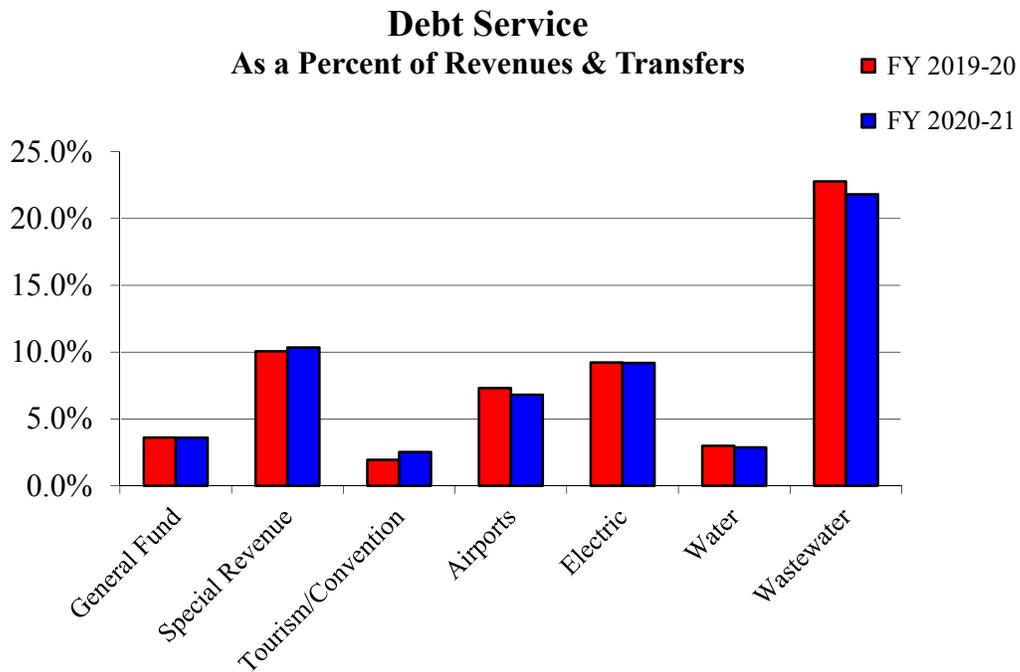
The following table outlines charges to other divisions for administrative/overhead charges:

Charging Department		Adopted 2018-2019	Adopted 2019-2020	Adopted 2020-2021
Redding Municipal Utilities				
Administration	General Fund	\$ 474,890	\$ 483,060	\$ 509,520
	All Other Funds	3,837,730	3,412,510	3,999,380
	Subtotal	<u>4,312,620</u>	<u>3,895,570</u>	<u>4,508,900</u>
Utility Customer Service				
Service	General Fund	-	-	-
	All Other Funds	3,808,200	4,300,770	4,513,830
	Subtotal	<u>3,808,200</u>	<u>4,300,770</u>	<u>4,513,830</u>
Utility Field Service				
Service	General Fund	-	-	-
	All Other Funds	739,940	789,740	811,250
	Subtotal	<u>739,940</u>	<u>789,740</u>	<u>811,250</u>
Totals	General Fund	474,890	483,060	509,520
	All Other Funds	8,385,870	8,503,020	9,324,460
	Total	<u>\$ 8,860,760</u>	<u>\$ 8,986,080</u>	<u>\$ 9,833,980</u>

SUMMARY OF LONG TERM DEBT

The table on the two following pages 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, 2019 and the principal payment that will be made in fiscal years 2019-20 and 2020-21. Long term debt for the City totals \$223,358,040 none of which is subject to the City legal debt limit of \$318,039,000, as of June 30, 2018. 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, 2020 AND 2021

SUMMARY OF LONG TERM DEBT AS OF JUNE 30, 2019

	6/30/2019	FY 19-20	FY 19-20	FY 20-21	FY 20-21
	Balance	Interest	Principal	Interest	Principal
		Payment	Payment	Payment	Payment
REVENUE BONDS					
2004 Lease Revenue Bonds, Series B:			-		
Corporation Yard Refinancing	2,220,000	104,688	520,000	78,688	540,000
Sports Park Improvements	-	-	-	-	-
Fire Station #8	470,000	22,163	110,000	16,663	115,000
Transfer Station	-	-	-	-	-
2007 Lease Revenue Bonds, Series A:					
Stillwater Park	8,255,000	346,296	320,000	333,496	330,000
Streets Projects	2,530,000	101,200	810,000	68,800	845,000
2013 Lease Revenue Bonds, Series A:					
Water	2,655,000	106,200	625,000	81,200	650,000
Wastewater	-	-	-	-	-
2013 Lease Revenue Bonds, Series B & C:					
Civic Auditorium	144,655	5,142	27,308	4,181	27,566
Capital Improvements					
Airport Capital Improvements	228,097	8,108	43,061	6,593	43,467
Total Revenue Bonds	\$ 16,502,752	\$ 693,797	\$ 2,455,369	\$ 589,621	\$ 2,551,033
 CERTIFICATE OF PARTICIPATION (COP)					
2015 Electric System Revenue Refunding	\$ 34,555,000	\$ 1,593,570	\$ 740,000	\$ 1,556,570	\$ 760,000
2017 Electric System Revenue Refunding	51,880,000	2,594,000	3,095,000	2,439,250	3,260,000
2018 Electric System Revenue Refunding	36,710,000	1,835,500	2,920,000	1,689,500	3,075,000
Total Certificates of Participation	<u>\$ 123,145,000</u>	<u>\$ 6,023,070</u>	<u>\$ 6,755,000</u>	<u>\$ 5,685,320</u>	<u>\$ 7,095,000</u>

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDED JUNE 30, 2020 AND 2021

OTHER LONG-TERM DEBT

	6/30/2019 Balance	FY 19-20 Interest Payment	FY 19-20 Principal Payment	FY 20-21 Interest Payment	FY 20-21 Principal Payment
<u>LEASE PURCHASE AGREEMENTS</u>					
<i>The following debt is serviced by the General Fund:</i>					
SHASCOM Facility	\$ 642,367	\$ 22,838	\$ 121,268	\$ 18,568	\$ 122,410
2003 Aquatic Center					
2003 Sports Park					
2004 Civic Center Refunding	4,120,000	197,225	510,000	175,550	530,000
2004 Park Projects	-	-	-	-	-
2013 Aquatic Center	1,754,880	80,926	93,362	77,494	101,557
2013 Sports Park	1,745,000	104,424	85,000	99,743	90,000
2013 Police Building	5,125,000	262,526	110,000	258,576	115,000
<i>The following debt is serviced by the Airport Fund:</i>					
2007 California Airport Loan - Municipal Airport	210,954	11,010	64,901	4,623	68,288
2013 California Airport Loan - Benton Airpark	268,169	9,802	18,203	9,136	18,869
2016 California Airport Loan - Municipal Airport	921,652	23,109	51,320	21,804	52,625
2018 California Airport Loan - Benton Airport	181,176	5,208	9,077	4,948	9,338
<i>The following debt is serviced by the Wastewater Utility Fund:</i>					
California Wastewater Loan	68,741,085	1,594,931	5,378,638	1,468,057	5,505,512
Total Revenue Bonds	<u>\$ 83,710,283</u>	<u>\$ 2,311,999</u>	<u>\$ 6,441,769</u>	<u>\$ 2,138,499</u>	<u>\$ 6,613,599</u>

SUMMARY OF CAPITAL PROJECTS

The following table lists the capital projects that have been authorized for the fiscal years 2019-20 and 2020-21 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 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.

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.

Comments on Cost of Operations – See references on pages A-59 to A-61

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. These are plant expansion projects that may 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. 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 ENDED JUNE 30, 2020 AND 2021

SUMMARY OF CAPITAL PROJECTS

	Adopted 2019-20	Adopted 2020-21	Cost of Operations Comments <i>See Page A-58</i>
GENERAL FUND			
Minor Street Projects	\$ 100,000	\$ 120,000	2
Bridge Maintenance	15,000	15,000	2
Pavement Maintenance	40,000	40,000	2
Slurry Seal	1,500,000	1,000,000	2
Overlay Projects-Recurring	1,000,000	2,000,000	2
Sidewalk Repair Program	100,000	250,000	2
Bonnyview Safe Routes to School	100,000		2
Bike Path/Lanes	25,000		2
Turtle Bay to Downtown Trail	100,000		2
Bechelli ATP (Active Transportation Program)	200,000		2
Playground Structures	45,000		2
RAC Improvements	355,000		2
Park Improvements	54,200	58,490	2
Generator and Steam Recovery System	50,000		2
Total General Fund	3,684,200	3,483,490	
SPECIAL DEVELOPMENT FUND			
Traffic Impact Fee Capital:			
Traffic Circulation Improvements	75,000	200,000	2
Parks Development Capital:			
Enterprise Park Pickleball Courts	50,000		2
Total Special Development Fund	125,000	200,000	
MUNICIPAL AIRPORT FUND			
<i>Airports Administration</i>			
Pavement Preservation Project		120,000	2
Upgrade Electric System Design		150,000	2
<i>Airports Administration Subtotal</i>	-	270,000	
<i>Benton Airports Operation</i>			
Runway Paving Pres Slurry Seal	570,000		2
NE Apron/Taxi Reconstruction		242,000	2
Underground Powerline Project		15,000	2
Deck Rebuild	30,000		2
<i>Benton Airports Operations Subtotal</i>	600,000	257,000	
Total Municipal Airport Fund	600,000	527,000	

Continued on page A-60

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDED JUNE 30, 2020 AND 2021

SUMMARY OF CAPITAL PROJECTS

	Adopted 2019-20	Adopted 2020-21	Cost of Operations Comments See Page A-58
ELECTIC UTILITY FUND			
Land and Land Rights	60,000	60,000	1
Station Equipment & Controls	500,000	500,000	2
Poles - Towers - Fixtures	800,000	800,000	2
Overhead Conductors & Devices	500,000	500,000	2
Overhead Services	50,000	50,000	2
Underground Conduits	200,000	200,000	2
Underground Conduct & Devices	900,000	900,000	2
Underground Services	50,000	50,000	2
Transformers	500,000	500,000	2
Meters	530,000	530,000	2
Street Lighting	450,000	450,000	2
Interconnections	10,000	10,000	2
New Extensions	100,000	100,000	4
Unit 5 Generator Breaker Replacement		350,000	3
Inter-Sub Fiber Communications Project	400,000	400,000	2
PP Air Compressors/Dryer Replacement	180,000		2
RPP Substation Bay 2-3-4 Relays	200,000		2
RPP Security Improvements	70,000		2
Asphalt Resurfacing		50,000	2
Unit 4 Fire Protection System	80,000	160,000	2
Corp Yard Building #2 Expansion	750,000		2
Total Electric Utility Fund	6,330,000	5,610,000	
WATER UTILITY FUND			
Recurring Capital Improvement Project	250,410	258,180	2
Services	8,000	8,000	2
Meters	100,000	100,000	2
Hydrants	6,000	6,000	2
Buckeye Hydrants	2,000	2,000	2
Water Line Replacements	4,559,460	5,143,650	2
MS4 System Maintenance and Replacement	117,800	121,470	2
Foothill Water Plant Expansion or Improvement	1,376,730	1,419,410	2
Buckeye Water Plant	115,080	118,640	2
Hill 900 Reservoir		1,605,870	2
Total Water Utility Fund	6,535,480	8,783,220	

Continued on page A-61

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDED JUNE 30, 2020 AND 2021

SUMMARY OF CAPITAL PROJECTS

	Adopted 2019-20	Adopted 2020-21	Cost of Operations Comments <i>See Page A-58</i>
WASTEWATER UTILITY FUND			
Inflow/Infiltration	1,359,240	1,403,240	2
MS4 System Maintenance and Replacement	320,740	330,690	2
Lift Station Improvement	256,590	264,550	2
Westside Interceptor III	500,000	6,500,000	2
6-8" Line Replacement	3,976,890	3,000,000	2
Lake Redding Interceptor		5,252,460	2
Clear Creek Plant - Design/Construction	600,000	600,000	2
Stillwater WWTP Improvements	600,000	400,000	2
UV Disinfection	1,000,000	1,000,000	2
Total Wastewater Utility Fund	8,613,460	18,750,940	
SOLID WASTE COLLECTION AND DISPOSAL			
SWIP - Admin Office	125,000		2
Lift Station Improvement - Transfer Station	500,000		2
Pavement Maintenance - Transfer Station		250,000	2
Building Improvements - Transfer Station	250,000		2
Total Solid Waste Collection & Disposal	875,000	250,000	
BUILDING MAINTENANCE & CONSTRUCTION			
City Hall Roof Replacement	320,000		2
LVT Flooring in City Hall Common Areas	100,000		2
City Hall Door hardware upgrade	120,000		2
Slurry Seal City Hall		30,000	2
Total Building Maintenance & Construction	540,000	30,000	
CITY TOTAL	\$ 27,303,140	\$ 37,634,650	

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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 122 years old, was incorporated in 1887. The first non-native settlers were trappers who arrived in the early 1800's. Among the first permanent non-native 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, The City of 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.

Nine bands of northern Wintu people have resided within the area of the Northern River Valley and surrounding mountains from time immemorial. The area was a hub and intersection of trade and commerce. The awarding of the Rancho Bueno Verna Mexican Land Grant in 1844 to European-American (Mexican) settler Pierson B. Reading initiated the first European-American settlement of the area. With the encroachment of Mexican and Anglo-Americans, the Indigenous Peoples of the region suffered greatly from violent displacement, epidemics of foreign diseases as well as State and Federal policies of extermination and removal. Many of the Wintu resided in the El-Pom area where Redding would later be founded. They were among several tribes that were promised sanctuary and reservation land on the east side of the river with the Treaty of Cottonwood Creek of 1851, which was never honored nor ratified by the State or Federal government. Wintu descendants still reside in the area today.

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 Civic Auditorium.

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 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. Under California State law all redevelopment agencies were dissolved as of January 31, 2012. The Redding Redevelopment Agency was dissolved on January 31, 2012 and all excess assets were transferred to a private purpose trust fund.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

City Council members in separate sessions serve as the governing board of the Redding Joint Powers Financing Authority and the Redding Capital Services Corporation. 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 four 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, library, 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 66,432 residents in 1990 from 16,659 in 1970. However, lately the City's population growth has slowed. From 2000 to 2010 the City's population grew by an average of 1.11 percent. During the last year the City's population growth was -.07 percent. The City's population of 90,230 has increased 0.4% over the 2010 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 2016:

Year	<u>City of Redding</u>		<u>Shasta County</u>	
	Population	Annualized Percent Change over Interval	Population	Annualized Percent Change over Interval
1970	16,659	---	77,640	---
1980	41,995	9.69%	119,449	4.40%
1990	66,432	4.69%	147,036	2.10%
2000	80,865	1.99%	163,256	1.05%
2010	89,878	1.11%	177,248	0.85%
2011	90,050	0.19%	177,516	0.15%
2012	90,342	0.32%	178,107	0.33%
2013	90,848	0.56%	178,953	0.47%
2014	90,950	0.11%	178,742	-0.12%
2015	* 90,293	-0.72%	179,036	0.16%
2016	90,230	-0.07%	178,592	-0.25%

Source: 1970-2010 data from U.S. Census; 2011-2016 estimates from the California State Department of Finance as of January 1 (*2015 revised estimate, May 1, 2016 report)

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The City’s population, over the next 10 years, is projected to grow by approximately 3,626 an increase of approximately 4.0%. 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 Shasta County, in which Redding is the largest city, as of June 2016:

Region	Median Home Price
Shasta County	\$ 243,670
Sacramento	\$ 332,580
Los Angeles	\$ 502,190
Orange County	\$ 759,490
San Francisco	\$1,350,000

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, 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 2016 are listed in the following table:

<u>Employer</u>	<u>Product/Services</u>	<u>Employees</u>
Mercy Medical Center	Medical Facilities/Services	1,832
Shasta County (*)	County Services	1,750
City of Redding (**)	City Services	1,129
Shasta Regional Medical Center	Medical Facilities/Services	856
CA Transportation Department	Highways, Freeways, etc.	663
Redding Rancheria	Casino/Redding Rancheria	523
Walmart	Retail	450
Shasta Union High School District	Education	406
Shasta Community College	Education	352
Blue Shield of California	Health Care Insurance	330

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

(**) Full-time budgeted positions. In 2015-16 there were 722 full-time and 398 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, 2020 AND 2021

According to the State Employment Development Department, the unemployment rate of the City’s metropolitan area was 7.2 percent on June 30, 2016. 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 2007 through June 2016:

Fiscal Year	Ending June 30	Labor Force	Unemployment Number	Rate
2007		83,000	5,800	7.0%
2008		83,000 *	7,300	* 8.9%
2009		85,200	12,000	14.1%
2010	*	78,800	12,700	16.2%
2011		77,400	12,300	15.9%
2012	*	77,100	10,900	* 14.1%
2013		76,300 *	9,000	11.7%
2014		75,500 *	6,900	* 9.2%
2015	*	75,600 *	5,600	* 7.5%
2016		75,400	5,400	7.2%

Source: State Department of Employment
(*Years 2007-2015 Revised)

Construction Activity - For the past ten calendar years ending December 2015, the City issued building permits valued at a total of \$846,933,528. New construction over the ten-year period represents 61.26% of the total construction activity. For the 2015 calendar year 3,822 building permits were issued, with a total permit valuation of \$86,828,511. After a number of years of declining permit activity, year 2012 saw an upturn in permit and related construction activity (with the exception of Multi-family dwellings). This trend is expected to continue in the current calendar 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 four calendar years:

	2012	2013***	2014***	2015
Value Single Family*	\$20,059,325	\$21,036,822	\$24,064,841	\$41,841,967
Number of Units	115	107	111	190
Value Multi-dwellings	\$2,480,077	\$0	\$0	\$4,462,681
Number of Permits(1)	6	0	0	8
Number of Units	19	0	0	54
Value Business	\$3,063,200	\$20,245,363	\$17,070,606	\$10,572,308
Number of Permits	13	9	11	26
Value Total all Permits	\$55,766,847	\$77,690,439	\$69,433,538	\$86,828,511
Total Permits**	2,947	3,295	3,132	3,822

* Value of new construction only.

** Does not include number of units for multi-dwellings.

*** Numbers Revised

(1) Includes hotel and apartment units – “R” occupancies.

Source: City of Redding Development Services Department

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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 125,000 in the primary trade area and approximately 256,000 in the secondary trade area. The primary trade area consists of the metropolitan urban area, including the cities of Redding, Shasta Lake, Anderson, and Red Bluff. The secondary trade area consists of Shasta, Trinity, and Tehama counties.

Taxable transactions in the City were approximately \$2.0 billion in calendar year 2015, a 2.5% increase over the same period for 2014.

<u>Year</u>	<u>Taxable Transactions (in Thousands)</u>	<u>Taxable Transactions Percentage Increase (Decrease)</u>
2006	\$ 2,104,055	2.8%
2007	\$ 1,983,496	-5.7%
2008	\$ 1,835,601	-7.5%
2009	\$ 1,603,079	-12.7%
2010	\$ 1,614,631	0.7%
2011	\$ 1,732,786	7.3%
2012	\$ 1,840,953	6.2%
2013	\$ 1,924,122	4.5%
2014	\$ 1,943,607	1.0%
2015	\$ 1,992,806	2.5%

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 provides air service from Redding Municipal Airport to San Francisco, California.

Redding Area Bus Authority (RABA) is the City's multi-bus transportation system and offers thirteen different fixed routes, rural service and demand response (curb-to-curb) services. RABA had an average total monthly ridership of approximately 59,872 for fiscal year 2015-16.

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.

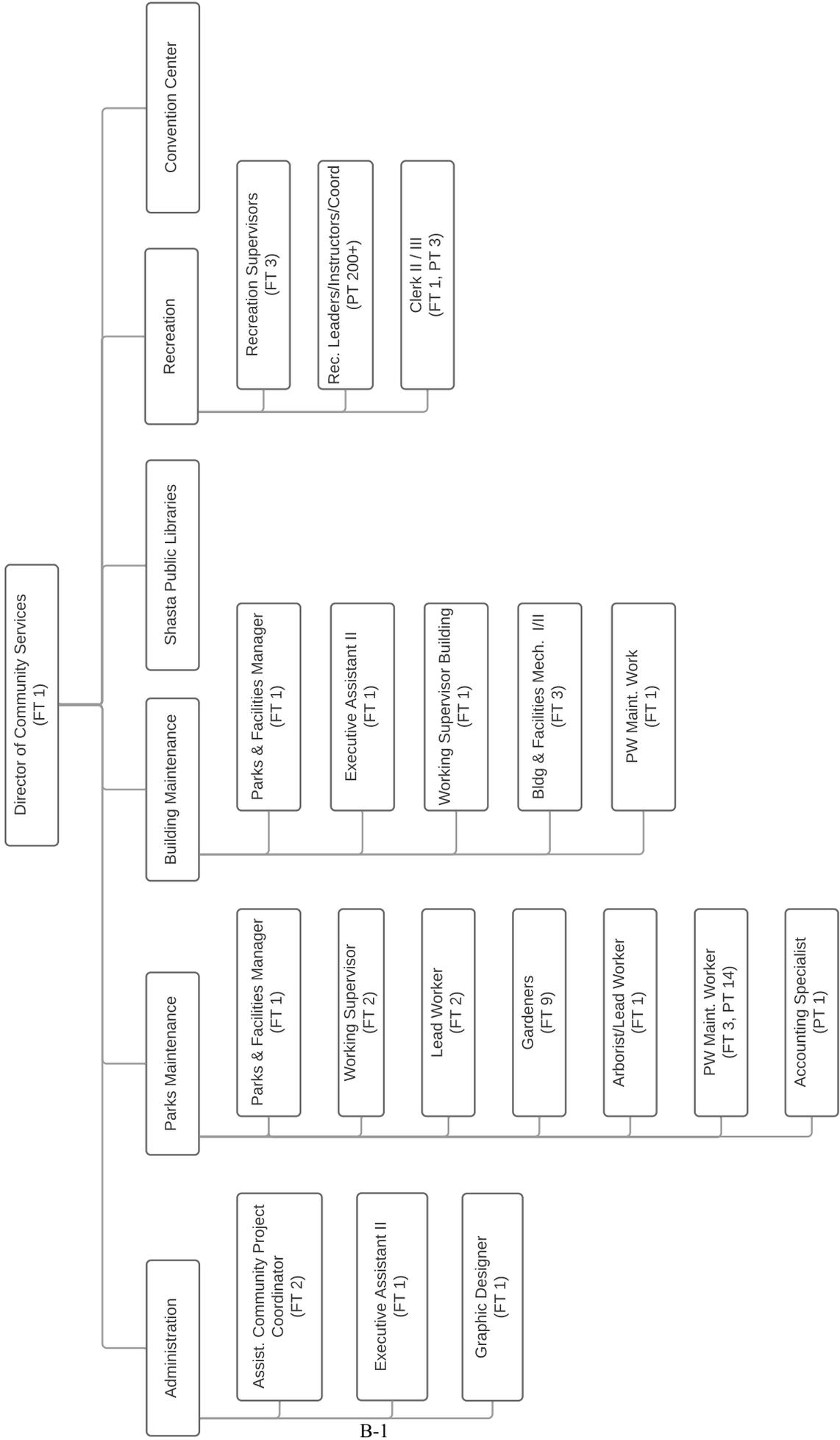
CITY OF REDDING BIENNIAL BUDGET
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Community Services - Youth in the area attend school at one of 39 elementary schools, 9 middle/junior high schools, 12 charter schools, 2 regional occupation programs and 14 high schools. There are several higher educational institutions in the immediate area offering bachelor and master's degrees: Chico State University Center for Regional and Continuing Education (located in the 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 over 13,530 students. In addition, there are several Vocational & Technical schools offering a diverse range of programs.

The City's parks system includes 67 developed parks and facilities, encompassing over 635 developed acres. Included in this total acreage are 175 acres of natural area parks (improved open space), 63.46 miles of trails, and 15 special purpose facilities. Among these special purpose facilities are the Redding Civic Auditorium, which hosts cultural/performing arts programs, conferences, and conventions; the Redding Aquatic Center; the Redding Big League Dreams Sports Park; the Redding Soccer Park; the Senior Citizens Center; the Benton Dog Park; three boat ramp facilities that provide access to the Sacramento River; and various community centers and special event venues such as the Martin Luther King, Jr. Community 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 332,000 people in Shasta, Tehama, Trinity, Siskiyou, and Lassen counties. The two largest hospitals have a total of 513 beds and employ approximately 2,688 full-time staff members. In addition, the City also has several specialized hospitals.

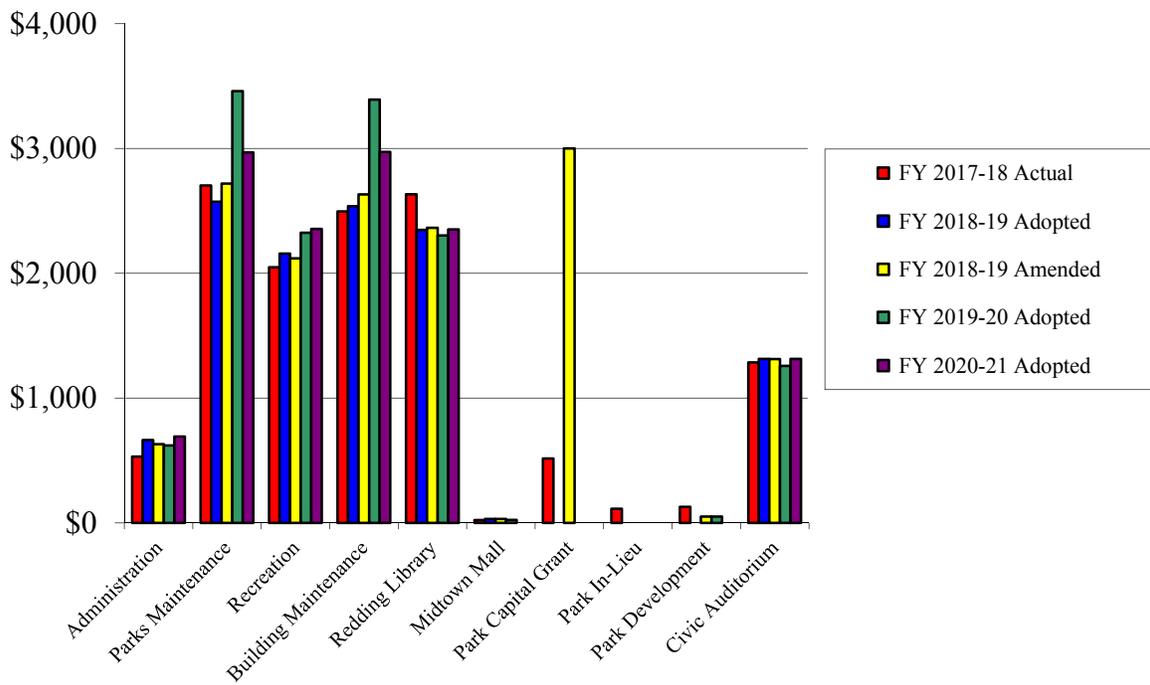
COMMUNITY SERVICES DEPARTMENT



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COMMUNITY SERVICES

Expenditure Comparisons (In Thousands)



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CITY OF REDDING BIENNIAL BUDGET
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COMMUNITY SERVICES DEPARTMENT

Overview

The Community Services Department consists of the Administration Division, the Parks Division, the Recreation Division and the Midtown Mall Division, which are General Fund Divisions; the Library Funds, which are Special Revenue Funds; the Park Capital Grants, Park In-Lieu and Park Development Divisions, which are part of the General Capital Projects Fund; the Civic Auditorium, which is an Enterprise Fund; and the Building Maintenance Division, which is an Internal Service Fund.

The adopted budget for FY 2019-20 totals \$13,849,560, which is \$1,046,430 less than the amended budget for FY 2018-19 of \$14,895,990. The decrease in FY 2019-20 is primarily related to grant-funded park projects and adjustments to the Redding Library budget to correct deficit spending. For FY 2020-21, the adopted budget totals \$12,598,660 which is \$1,250,900 less than the FY 2019-20 adopted budget. The decreases are related to the absence of budgeted funds for the Midtown Mall due to anticipated construction, fewer capital expenditures in the Parks Maintenance and Building Maintenance Divisions, and the Tourism/ Civic Auditorium and Visitors Bureau contract in the Civic Auditorium budget.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Administration	\$ 530,864	\$ 664,360	\$ 630,510	\$ 619,700	\$ (10,810)	\$ 692,180	\$ 72,480
Midtown Mall	\$ 21,632	\$ 30,720	\$ 30,720	\$ 23,190	\$ (7,530)	\$ -	\$ (23,190)
Parks	\$ 2,703,832	\$ 2,574,380	\$ 2,718,530	\$ 3,459,670	\$ 741,140	\$ 2,968,360	\$ (491,310)
Recreation	\$ 2,048,220	\$ 2,157,880	\$ 2,118,780	\$ 2,324,690	\$ 205,910	\$ 2,354,510	\$ 29,820
General Fund Subtotal	\$ 5,304,548	\$ 5,427,340	\$ 5,498,540	\$ 6,427,250	\$ 928,710	\$ 6,015,050	\$ (412,200)
Library	\$ 2,633,110	\$ 2,347,760	\$ 2,363,770	\$ 2,303,140	\$ (60,630)	\$ 2,351,590	\$ 48,450
Special Revenue Fund Subtotal	\$ 2,633,110	\$ 2,347,760	\$ 2,363,770	\$ 2,303,140	\$ (60,630)	\$ 2,351,590	\$ 48,450
Park Capital Grant Projects	\$ 515,841	\$ -	\$ 3,001,150	\$ -	\$ (3,001,150)	\$ -	\$ -
Park In-Lieu Fee Projects	\$ 113,188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Park Development Fee Capital Projects	\$ 127,648	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ (50,000)
Capital Projects Fund Subtotal	\$ 756,677	\$ -	\$ 3,051,150	\$ 50,000	\$ (3,001,150)	\$ -	\$ (50,000)
Civic Auditorium	\$ 1,285,978	\$ 1,314,260	\$ 1,350,720	\$ 1,676,880	\$ 326,160	\$ 1,258,530	\$ (418,350)
Enterprise Fund Subtotal	\$ 1,285,978	\$ 1,314,260	\$ 1,350,720	\$ 1,676,880	\$ 326,160	\$ 1,258,530	\$ (418,350)
Building Maintenance	\$ 2,495,594	\$ 2,539,710	\$ 2,631,810	\$ 3,392,290	\$ 760,480	\$ 2,973,490	\$ (418,800)
Internal Service Fund Subtotal	\$ 2,495,594	\$ 2,539,710	\$ 2,631,810	\$ 3,392,290	\$ 760,480	\$ 2,973,490	\$ (418,800)
TOTAL	\$ 12,475,907	\$ 11,629,070	\$ 14,895,990	\$ 13,849,560	\$ (1,046,430)	\$ 12,598,660	\$ (1,250,900)

*Excluded carryover amounts

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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 2020-21 Adopted	\$ 547,490	\$ 86,200	\$ 58,490	-	\$ 692,180
	FY 2019-20 Adopted	\$ 522,940	\$ 82,560	\$ 14,200	-	\$ 619,700
	FY 2018-19 Amended	\$ 491,570	\$ 119,340	\$ 19,600	-	\$ 630,510
	FY 2017-18 Actual	\$ 422,580	\$ 108,284	\$ -	-	\$ 530,864
Midtown Mall	FY 2020-21 Adopted	-	-	-	-	-
	FY 2019-20 Adopted	-	17,190	6,000	-	23,190
	FY 2018-19 Amended	-	24,720	6,000	-	30,720
	FY 2017-18 Actual	-	18,348	3,284	-	21,632
Parks	FY 2020-21 Adopted	1,614,150	1,354,210	-	-	2,968,360
	FY 2019-20 Adopted	1,486,090	1,345,580	628,000	-	3,459,670
	FY 2018-19 Amended	1,450,080	1,165,760	102,690	-	2,718,530
	FY 2017-18 Actual	1,322,555	1,234,875	146,402	-	2,703,832
Recreation	FY 2020-21 Adopted	1,635,620	718,890	-	-	2,354,510
	FY 2019-20 Adopted	1,602,740	721,950	-	-	2,324,690
	FY 2018-19 Amended	1,479,080	638,200	1,500	-	2,118,780
	FY 2017-18 Actual	1,415,444	630,276	2,500	-	2,048,220
Library	FY 2020-21 Adopted	74,170	2,277,420	-	-	2,351,590
	FY 2019-20 Adopted	70,590	2,232,550	-	-	2,303,140
	FY 2018-19 Amended	104,230	2,243,530	16,010	-	2,363,770
	FY 2017-18 Actual	101,583	2,257,598	273,929	-	2,633,110
Park Capital Grant Projects	FY 2020-21 Adopted	-	-	-	-	-
	FY 2019-20 Adopted	-	-	-	-	-
	FY 2018-19 Amended	-	-	3,001,150	-	3,001,150
	FY 2017-18 Actual	-	14,626	501,215	-	515,841
Park In-Lieu Fee Capital Projects	FY 2020-21 Adopted	-	-	-	-	-
	FY 2019-20 Adopted	-	-	-	-	-
	FY 2018-19 Amended	-	-	-	-	-
	FY 2017-18 Actual	-	38	113,150	-	113,188
Park Development Fee Capital Projects	FY 2020-21 Adopted	-	-	-	-	-
	FY 2019-20 Adopted	-	-	50,000	-	50,000
	FY 2018-19 Amended	-	-	50,000	-	50,000
	FY 2017-18 Actual	-	4,308	123,340	-	127,648
Civic Auditorium	FY 2020-21 Adopted	31,060	1,195,720	-	31,750	1,258,530
	FY 2019-20 Adopted	29,590	1,614,830	-	32,460	1,676,880
	FY 2018-19 Amended	49,300	1,269,890	-	31,530	1,350,720
	FY 2017-18 Actual	40,964	1,169,206	43,477	32,331	1,285,978
Building Maintenance	FY 2020-21 Adopted	1,141,470	1,802,020	30,000	-	2,973,490
	FY 2019-20 Adopted	1,097,630	1,734,660	560,000	-	3,392,290
	FY 2018-19 Amended	879,640	1,660,370	91,800	-	2,631,810
	FY 2017-18 Actual	859,307	1,626,787	9,500	-	2,495,594
Total	FY 2020-21 Adopted	\$ 5,043,960	\$ 7,434,460	\$ 88,490	\$ 31,750	\$ 12,598,660
	FY 2019-20 Adopted	\$ 4,809,580	\$ 7,749,320	\$ 1,258,200	\$ 32,460	\$ 13,849,560
	FY 2018-19 Amended	\$ 4,453,900	\$ 7,121,810	\$ 3,288,750	\$ 31,530	\$ 14,895,990
	FY 2017-18 Actual	\$ 4,162,433	\$ 7,064,346	\$ 1,216,797	\$ 32,331	\$ 12,475,907

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Personnel

The following table depicts the personnel assigned by division within the Community Services Department. In FY 19-20, one full-time Graphic Designer is added to the Administration Division as part of a larger communications team. The Parks Division adds one full-time Public Works Maintenance Worker in FY 20-21 to maintain additional landscape maintenance districts (LMD's), parks, and street medians. One part-time Public Works Maintenance Worker increases from half-time to full-time in FY 19-20 in the Building Maintenance Division. Current workloads exceed staffing capacity to maintain the City's buildings and facilities.

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Administration	F/T	4.00	4.00	4.00	5.00	1.00	5.00	-
	P/T	-	-	-	-	-	-	-
	Total	4.00	4.00	4.00	5.00	1.00	5.00	-
Parks Maintenance	F/T	14.00	14.00	15.00	15.00	-	16.00	1.00
	P/T	7.54	7.07	7.07	7.07	-	7.07	-
	Total	21.54	21.07	22.07	22.07	-	23.07	1.00
Recreation	F/T	4.00	4.00	4.00	4.00	-	4.00	-
	P/T	31.52	32.25	32.25	32.25	-	32.25	-
	Total	35.52	36.25	36.25	36.25	-	36.25	-
Library	F/T	-	-	-	-	-	-	-
	P/T	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
Civic Auditorium	F/T	-	-	-	-	-	-	-
	P/T	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-
Building Maintenance	F/T	6.00	6.00	7.00	8.00	1.00	8.00	-
	P/T	0.48	0.48	0.48	-	(0.48)	-	-
	Total	6.48	6.48	7.48	8.00	0.52	8.00	-
Total	F/T	28.00	28.00	30.00	32.00	2.00	33.00	1.00
	P/T	39.54	39.80	39.80	39.32	(0.48)	39.32	-
	Total	67.54	67.80	69.80	71.32	1.52	72.32	1.00

Significant Issues

Civic Auditorium Fund Five-Year Plan

	FY 2018-19 Estimated	FY 2019-20 Adopted	FY 2020-21 Adopted	FY 2021-22 Projected	FY 2022-23 Projected
Beginning cash	\$ 761,480	\$ 671,220	\$ 700,560	\$ 732,180	\$ 761,600
Revenue	1,303,570	1,676,880	1,258,530	1,297,581	1,336,511
Expenses	1,423,830	1,676,880	1,258,530	1,297,581	1,336,511
Ending cash (Non-Dedicated)	1,220	1,220	1,220	1,220	1,220
Ending cash (Dedicated)	670,000	699,340	730,960	760,380	788,790
Ending cash	\$ 671,220	\$ 700,560	\$ 732,180	\$ 761,600	\$ 790,010

*Includes Equipment Replacement Cash Balance as Dedicated Cash

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Recreation Division

The Division continues to face challenges related to increases of the State’s minimum wage. During this budget cycle, there will be two increases of \$1.00 each on January 1, 2020, and 2021. The Division will continue to review program costs and adjusts fees accordingly. It is likely that a review of the Council Policy establishing fees will be necessary.

Parks Division

In order to replace failing equipment and vehicles out of compliance with State emissions standards, the Division requested funding for capital projects and equipment totaling \$1,018,000. Due to budget constraints, \$628,000 was approved. The approved amount for capital will include two dump trucks, replacing the Redding Aquatic Center (RAC) play structure, plaster for the activity pool at the RAC, replacement of the Scantrol System regulating chemicals at the RAC, replacing neighborhood play equipment, and matching funds for the Federal Land Access Program grant.

Building Maintenance Division

The Division received approval for four capital projects at City Hall totaling \$560,000 in FYE 20. The Division will manage the projects to replace the main roof, replace flooring in the common area halls, and replace exterior doors and hardware. In FYE 21, the north parking lot will be repaired with slurry seal and re-painted to prevent further cracking and damage. Funding was not approved for exterior painting at City Hall.

2017-2019 Goals and Accomplishments

Administration Division

Goal

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

Accomplishments

1. The Highland Park neighborhood park was successfully completed in summer 2017 with almost seven acres of playing fields, playgrounds, walking trail, basketball court, picnic shelter, and restroom. The contractor’s maintenance period expired, and maintenance is now the responsibility of the Parks Division.
2. The 3,000 square foot Clover Creek Clubhouse opened in April 2018. Constructed in partnership with the Shasta Trinity Fly Fishers, the clubhouse serves as a classroom for fishing and fly tying classes, meetings, and related outreach.
3. The Land and Water Conservation Fund grant was secured for \$109,500, aiding the purchase of 170.2 acres in southwest Redding to create the Oregon Gulch Open Space. Originally slated as a landfill site, the property is now part of a larger 540-acre area that will be owned and maintained in perpetuity for public outdoor recreation use.
4. Park design is complete for the Shastina Ranch Neighborhood Park which will have nature play as its organizing theme.
5. The Energy Saving Shade Tree Program was developed with funding secured from REU and support from the Arbor Day Foundation for online registration and tree placement optimization. Trees are propagated by Turtle Bay Exploration Park and delivered to residences by the Parks Staff who also offer additional guidance on planting and tree care. The program has been very well received by residents.

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6. Magnolia Park was purchased from the Shasta County Office of Education through grant funding. The process involved a significant and coordinated effort with neighboring residents to save the park from demolition.
7. Library Park was renamed to Carnegie Park, and an agreement was executed with TF Investment Group to provide year-round food truck operations. The area was transformed into a family-friendly space with games, seating for diners, and a stage for entertainment.
8. The City's first Downtown Tree Plan was completed including site assessment, evaluation, and recommendations. Funding of \$300,000 was secured through the Cal Fire Urban Forestry grant and The McConnell Foundation to acquire plants and funds to maintain 155 trees in the Downtown area.
9. A unique park design is in early stages at Salt Creeks Heights for the neighborhood park.
10. An adjustment to increase the Park Impact Fees and In-Lieu Fees for Parks development and parkland dedication was approved in March 2019. A non-residential fee for commercial, office, and industrial development was also adopted to help offset park use by non-resident users who work in the City.
11. Efforts to raise funds by the Redding Pickleball4All group and the Redding Parks and Trails Foundations to construct six additional pickleball courts at Enterprise Park are underway. Design and cost estimates have been completed. Work will be completed in the upcoming budget cycle.

Goal

Continue the expansion of our nationally-recognized trails system, and improve/upgrade access to the Sacramento River.

Accomplishments

1. After a series of delays, the work at Henderson Open Space has resumed with anticipated completion in the upcoming budget cycle. An additional grant awarded to the CA Conservation Corps will benefit the site with approximately \$300,000 in labor and material costs. The restroom was installed in fall 2018.
2. With the award of the CA Natural Resources Agency Urban Rivers Program grant in fall 2017, work at the Redding Riffle is underway. A deteriorated road was demolished, and a new trail and road to the boat ramp was installed using TechniSoil surfacing. Removal of invasive species and planting of native vegetation and pollinator gardens are progressing. Work will be completed by fall 2020.
3. The Federal Land Access Program (FLAP) grant was secured for over \$600,000, to construct a parking lot, restroom, trail, and trailhead improvements at the 54 acre Riverland Open Space Area. The project also provides access to the 91-acre BLM parcel upstream of the project.
4. The North East Crossing Trail (NEXT) system was funded by the \$995,220 Urban Greening grant awarded by the California Natural Resources Agency in November 2018. The NEXT system will be constructed along Boulder Creek and Churn Creek. The pedestrian and bicycle trails with a bridge crossing Boulder Creek is an active transportation network that links much of the Northeast quadrant. A reduction in commute vehicles is anticipated.

Goal

Identify, develop and deliver community events and activities for the City of Redding.

Accomplishments

1. In partnership with the Enterprise Lions Club of Redding, the Sundial Splash community float is back for its third year with anticipated increased activities, entertainment, and participation.
2. The Department continues to host the annual Hogwarts Halloween event at the MLK Jr. Center, the Freedom Festival on July 4th, and the Diestelhorst Dash at the annual Turkey Trot on Thanksgiving morning, Polar Bear Plunge at the Aquatic Center on New Year's Day, and Solstice Yoga on the Sundial Bridge on the Summer Solstice in June.

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Goal

Manage the contracts with and facilitate the on-going operations of Big League Dreams Sports Park, Redding Soccer Park, Redding Library and the Civic Auditorium.

Accomplishments

1. Funding for the turf replacement at the newly named California Soccer Park was secured through City Council approval in March 2019. The project will be completed by FYE 2021 at an estimated cost of \$5,150,000.
2. The obsolete 10-year old Automated Materials Handling system at the Redding Library was replaced in 2018 for \$200,000.
3. The Children's Garden and nature-based outdoor classroom at the Redding Library was created through grant funding for \$30,000 from The McConnell Foundation, First 5 Shasta, Redding Rancheria, and others.

Goal

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

Accomplishments

1. The Community Creek Clean-up returned to the Henderson Open Space for a third time with the largest attendance at this location.
2. A partnership with Bethel School of Ministry City Projects has yielded over 15,000 hours of volunteer support annually for work in City parks, trails, and open spaces. A contribution to purchase materials and supplies used during Bethel City Project's volunteer workdays was received in 2018.
3. Adopt-A-Trail and Adopt-A-Park programs are active with dozens of spaces adopted and receiving volunteer attention.
4. Partnerships with students, service clubs and businesses for service projects occur regularly.

Goal

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

Accomplishments

1. City Hall continues as the community's largest gallery.
2. New partnerships the Faces of Redding and Artists in Residence at Whiskeytown are helping to bring new and better exhibits to City Hall.
3. New public murals were completed at the Redding Aquatic Center and the MLK Jr. Center.

Parks Maintenance Division

Goal

Continue implementation of Park Maintenance Standards and maintain City of Redding parks and facilities at these standards.

Accomplishments

1. The staff has increased the number of ISA certified arborists from one to four F/T staff, includes two ISA certified tree workers and two tree risk assessment qualified workers.
2. The Division has cared for over 2,500 City trees damaged by the Carr Fire and 2019 Snowstorm to date with thousands more requiring attention.
3. The Division has implemented weekly safety tailgate training, bi-monthly safety training, and specialized training sessions throughout the year. The Division has one staff member who is trained to conduct in-house training on forklift and aerial platform work.

Goal

Maximize the usage of City resources through technological enhancements.

Accomplishments

1. Parks staff continues to maintain and monitor 50 smart controllers within various Parks helping save water.
2. Parks tree crew is now administering work orders through Microsoft Access and email to improve efficiency and timeliness over the old paper hard copy system and inventory pictures. Each work area is tagged through the geographic information system (GIS).
3. The GIS inventory of irrigation assets is used to streamline troubleshooting and locating problems. Division staff is able to access identified locations via cell phone or iPads.

Goal

Manage service delivery and accounting of Landscape Maintenance Districts.

Accomplishments

1. A total of 43 LMDs with 64 locations are currently managed by the Division.
2. Progress has been made in either upgrading or terminating districts that could not sufficiently fund expenses. Staff will continue to evaluate LMD A and B areas.
3. Contract management efforts have been greatly enhanced with the addition of the Accounting Specialist.
4. Clean-up work and insurance/Federal Emergency Management Agency (FEMA) claims for Carr Fire damages are being managed.

Recreation Division

Goal

Improve existing Recreation Management System (RMS) for Recreation Division programs.

Accomplishments

Staff has continued working with the developer on additional features and enhancements to streamline the registration process and provide helpful reports with minimal progress. There are at least 6-10 open tickets at any one time for development or troubleshooting. Staff has worked diligently to resolve problems as they arise, but basic functions of the program necessary for customer registration often do not correctly work, and vendor support is poor. Staff is currently identifying their RMS needs and researching alternative vendors with the hope of transitioning during the upcoming budget cycle.

Goal

Continue to provide oversight of the Martin Luther King, Jr. Community Center and implementation of the *Martin Luther King Jr. Community Center Action Plan*.

Accomplishments

1. The Center celebrated its 50th Anniversary serving the community. Staff organized a three-day reunion with several hundred participants at multiple events.
2. A grant of \$8,300 was awarded through the Whale Tale license program to fund a program that included weekly curriculum on watersheds and other environmental issues. Following the coursework, students ages 10-14 were treated to a trip to San Francisco to participate in activities on the Bay as well as a campus tour of San Francisco State University.
3. The community Halloween event was moved from the Redding Aquatic Center (RAC) to the MLK Jr. Center. Activities at the event included a potions class, carnival games, face painting, a costume parade, concessions, and trick-or-treating. Over 1,000 participants attended the festive event.
4. Programs at the Center are full or nearly full daily.

Goal

Improve aging and high-use facilities, protect capital assets and identify resources to address these needs.

Accomplishments

The Redding Aquatic Center is approaching its 16th season. Several important projects were completed including re-finishing the diving boards, replacing pool pumps, upgrading the camera system, installing new shade awnings, re-painting the change house floor, completing an exterior wall-mural, adding two new Wibit water obstacle course pieces, and continuing to replace lights in the pool for safe evening swim (30% of the lights still need replacing). The next few years will bring the need for additional investment to maintain this facility.

Goal

Continue to improve marketing activities to grow recreation program participation and better serve customers.

Accomplishments

1. A new social media plan was developed to streamline and standardize marketing materials across all platforms including the Division's website.
2. The quarterly Activity Guide has been refreshed and reformatted to allow easy reading and quick reference including a special events calendar and glossy cover.

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Goal

Continue to grow and enhance current Recreation programs and introduce new programs to better meet community needs.

Accomplishments

1. Several new programs were started including the Sacramento Jr. Kings basketball program, expanded dance classes, adult and senior bocce ball, summer pickleball tournament, mosaic art classes, and many more.
2. The Carr Fire impacted Recreation programs in the FYE 2019 summer season. Fully enrolled camps, classes, swim lessons, swim parties and one swim meet were canceled or postponed, and the RAC lost revenue for approximately 22 public swim days. Schedules of part-time staff and contract instructors were disrupted while supervisors prepared alternate programs using available resources. The office staff processed refunds and the RAC staff spent several days hand-vacuuming debris and ash from the pools.

Goal

Enhance and promote the Redding Aquatic Center.

Accomplishments

Maintaining and growing attendance is a consistent effort with many variables including weather, air quality, competition, and more. The RAC's safety program and safety record are outstanding. The Pool Manager continues to bring the latest and best training to the staff where safety is the number one message. Increases to the minimum wage and competition from other employers are challenging staff to be creative about a fun and rewarding work experience and leadership opportunities.

Shasta Public Libraries – Redding Library and Branch Libraries

Goal

Continue to facilitate the on-going operations of the Redding Library and the branch libraries in Anderson and Burney.

Accomplishments

The Community Services Department continues to administer the library services contract with Library Systems and Services, LLC, oversee the library budget, and staff the Citizens Advisory Committee.

- There are currently 95,814 active registered users of the Shasta Public Library system.
- Total circulation for 2018 totaled 460,269. Of this amount, the Redding Library accounted for 87 percent.
- System-wide internet sessions totaled 89,051. Over 90 percent of these internet sessions occurred at the Redding Library.
- The total number of visitors to the three libraries was not captured for this fiscal cycle as the automated materials handler upgrade was underway, and attendance gates were not reporting accurately.
- The LS&S contract was amended to reflect available resources. The five-year plan is now balanced.

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Goal

Continue implementation of the Shasta Public Libraries Strategic 2013-16 Plan.

Accomplishments

There have been many accomplishments at the Library, some of which include: the implementation of the student library card program for school children in Shasta County, a new Create-It Center for teens and adults with high-end creative software, the addition of 3D printers, video and music production software, green screen, and a sewing machine. A new logo and public relations campaign was implemented, and the Library Advisory Committee gained three new members.

Building Maintenance

Goal

Ensure buildings are in good condition so that the City receives the most life from the asset and at the best possible cost.

Accomplishments

1. Managed the Redding Library exterior painting project.
2. Replaced the south roof on the second floor of City Hall.
3. Through warranty coverage, replaced a new roof at the Redding Police Department.
4. Replaced the main roof at the Redding Convention Center.
5. Completed the new main line plumbing project at City Hall with work performed by Division staff.
6. Replaced the storm doors at the Corporation Yard.
7. Assumed responsibility of the ICE Bear program.
8. Assumed responsibility for the fire and alarm systems at City facilities.

Goal

Evaluate energy efficiencies for all COR facilities and implement upgrades.

Accomplishments

1. Completed Phase 1 of the \$3.5 million REU Energy Services Company (ESCO) program designed to reduce City operational costs through energy efficiency upgrades.
2. Currently working on an RFP with a consulting firm.

Goal

Install electric vehicle charging infrastructure for City-wide electric fleet.

Accomplishments

1. Began working with PACE Engineering on design for the project.
2. Identified charging locations at various City facilities.
3. Purchased electric mowers and vehicles as a trial run.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Performance Measures and Workload Indicators

Parks Maintenance

Workload Indicators	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Developed Park Sites (includes Natural Area Parks)	52	52	52	54
Developed Acres (includes Natural Area Parks)	389.73	389.73	389.73	400.73
Undeveloped Park Sites	13	13	13	11
Unimproved Acres	604.25	604.25	604.25	604.25
Miles Of Trails	38.63	38.63	39.00	39.55
Aquatic Facilities (Pools)	2	2	2	2
Landscaped Areas (Other Than Park Sites)	78	78	80	80
Skateboard Parks	1	1	1	1
Ponds / Lakes	3	3	3	3
Bridges	29	29	30	31
Fountains	7	7	7	7

Building Maintenance Division

Workload Indicators	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Area (sq. ft.) Serviced/Maintained	570,347	570,347	570,347	570,347
Number of Buildings	43	43	43	43
Number of Contracts Administered	52	53	53	53

Goals and Objectives for Fiscal Years 2019-2021

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. Complete the design for the Salt Creek Heights Neighborhood Park.
3. Continue working with developers on park designs and park construction in subdivisions with park development agreements, including Bel-Air Estates, Shastina Ranch, Salt Creek Heights, and Westridge.
4. Continue working with partnering agencies on the Federal Land Access Program (FLAP) project.
5. Complete improvements at Magnolia Park; specifically the walking trail and utilities.
6. Complete the pickleball court expansion at Enterprise Park.
7. Apply for appropriate grant programs to fund priority projects

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Continue the expansion of our nationally recognized trails system, and improve/upgrade access to the Sacramento River.

Objectives

1. Complete Henderson and Parkview Open Spaces improvements funded by the \$376,940 grant from the California Natural Resources Agency; and \$350,013 grant from the California Department of Boating and Waterways.
2. Seek funding for trails and other improvements at Henderson Open Space.
3. Complete Redding Riffle improvements funded by the \$563,990 grant from the California Natural Resources Agency.
4. Complete the work on the North East Crossing Trail (NEXT) improvements funded by the \$995,220 Urban Greening grant from the California Natural Resources Agency.
5. Focus on improving trail connections.
6. Continue working with our established partners on further trail additions and seek new partnerships with other organizations and property owners.

Goal

Manage the contracts with and facilitate the ongoing operations of Big League Dreams Sports Park, California Soccer Park, and the Civic Auditorium.

Objectives

1. Administer the Big League Dreams contract and work with facility management to ensure community needs are being met, new program development is explored and to grow tournament offerings.
2. Administer the California Soccer Park contract, represent the City with the CASP Board of Directors and work with facility management to ensure community needs are being met, new program development is explored and to grow tournament offering.
3. Complete the project to replace the turf at the California Soccer Park and amend the lease agreement with the CASP.
4. Administer the Civic Auditorium lease and work with facility management to ensure that community needs are being met.

Goal

Manage the contracts for the Redding and Branch Libraries.

Objective

Administer the Redding Library contract, represent the City of the Library's Citizens Advisory Committee, and work with facility management to ensure community needs are being met and new program development is explored.

Goal

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

Objectives

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

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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. Host reception for the annual community-wide 'Cultural Cruise' held in January.
4. Advise other City departments on public art opportunities.

Parks Maintenance Division

Goal

Provide ongoing safety training for staff.

Objectives

1. Implement training calendar utilizing City experts and partnerships to maximize budget constraints.
2. Evaluate safety equipment and replace expired gear.

Goal

Implement new technology and equipment for efficiency throughout the Parks Maintenance Division.

Objectives

1. Utilize the GIS inventory program to manage the City irrigation system.
2. Evaluate maintenance routes to ensure routine maintenance is streamlined and efficient.
3. Improve efficiency by providing better tools and equipment to meet maintenance demands.

Recreation Division

Goal

Implement/improve a Recreation Management System (RMS) for Recreation Division programs.

Objectives

1. Identify key features necessary to effectively run current and improved Recreation programs, including facility management, online registration, integrated marketing, accurate reporting, and point of sale (POS) capabilities to integrate use at the RAC.
2. Utilize data collected via the RMS to improve Recreation program content, delivery and marketing.

Goal

Improve revenue in the Division.

Objectives

1. Continue to offer and develop new recreational and life-enriching programs for youth and adults.
2. Closely analyze individual program costs to ensure cost recovery and program feasibility.
3. Maintain staffing flexibility in programs affected by participant/staff ratios.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Continue to provide oversight of the Martin Luther King, Jr. Community Center and implementation of the *Martin Luther King Jr. Community Center Action Plan*.

Objectives

1. Continue to offer and develop new recreational and life-enriching programs for youth and adults.
2. Seek appropriate funding opportunities and community partnerships to enhance the facility and program offerings at the Martin Luther King Jr. Community Center.

Goal

Improve aging and high-use facilities, protect capital assets and identify resources to address these needs.

Objectives

1. Continue to implement and update the Maintenance Improvement Plan for all facilities including the Redding Aquatic Center.
2. Identify and secure funding for these needs through the City budget process and grants.
3. Ensure that Recreation Division facilities are safe and inviting for public use.

Goal

Continue to improve marketing activities to grow recreation program participation and better serve customers.

Objectives

1. Utilize leading social media platforms to best reach customers.
2. Design effective content that improves customer awareness and contributes to program growth.
3. Implement software with integrated marketing capabilities to enhance current outreach and promotions.

Goal

Enhance and promote the Redding Aquatic Center.

Objectives

1. Develop new programs to meet the needs of underserved communities and maximize facility usage.
2. Implement and seek funding opportunities for the Maintenance Improvement Plan to anticipate and fund necessary preventative maintenance and equipment replacement.
3. Continue to identify and mitigate potential hazards to patrons.
4. Continue to provide new and returning Redding Aquatic Center staff with Risk Management training, Rescue Skills training, Problem Analysis and Decision Making training, Emergency Response preparation, Policies and Procedure training, as well as providing staff with job-specific training.
5. Research, remain current with and implement industry best practices at the Redding Aquatic Center.
6. Analyze Redding Aquatic Center accident and incident data and employ risk management tools to identify risk patterns at the RAC to adapt current and/or develop new policies to mitigate these risks.
7. Maintain facility rescue equipment in good repair and regularly evaluate the need for equipment repair and/or replacement.

Shasta Public Libraries – Redding Library and Branch Libraries

Goal

Continue to facilitate the ongoing 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. Monitor the funding plan to ensure sufficient funding for the Library system.
4. Work with the contracted staff to ensure community needs are being met and new program development opportunities are explored.
5. Staff the Library's Citizens Advisory Commission.

Goal

Adopt a new Shasta Public Libraries Strategic Plan for 2019-2022.

Objectives

1. Implement and monitor the Strategic Plan goals, benchmarks, and metrics for measuring operational efficiency and the success of program delivery.
2. Work towards the realization of the goals and objectives of the Strategic Plan.

Building Maintenance

Goal

Ensure buildings are in good condition so that the City receives the most life from the asset and at the best possible cost.

Objectives

1. Replace the main roof at City Hall.
2. Slurry seal and stripe the parking lot on the north side of City Hall to prevent further cracking and damage to the property.
3. Replace the aged hardware on the exterior doors at City Hall increasing safety.
4. Install new flooring in common areas at City Hall replacing the worn and hazardous carpet.
5. Complete the REU Electric Vehicle (EV) project installing charging stations for new electric vehicles in an effort to reduce greenhouse gas emissions.

Goal

Evaluate energy efficiencies for all COR facilities and implement upgrades.

Objective

Continue implementing the REU Energy Services Company (ESCO) project evaluating energy efficient opportunities at City facilities to accrue savings to the general fund.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Unmet Needs

Parks Maintenance

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

Capital Outlay

The Division has identified the following Capital Outlay needs which must be addressed funds permitting:

Unmet Needs	
<i>Neighborhood Park Playground Replacements (9 sites, \$50,000 each, \$450,000 total)</i>	
Funding is required for the replacement of nine wooden playgrounds located at various parks across Redding. These nine playground sites have well exceeded their expected lifespans and are exhibiting visible and advanced wood rot. In early 2019, at Peppertree Park, the slide failed and along with rotting posts, necessitated the need for removal of the entire play structure. Parks continues to monitor all structures closely. In the near future, several other play structures will need to be removed. The following are at risk: Bob White Park, Creekside Park, Indian Hills Park, Ravenwood Park, Ridgeview Park, Cascade Park, Western Oaks Park, and MLK Children’s Park.	
Repair of nine wooden playgrounds (9 x \$50,000 each)	\$ 450,000
<i>Parks (\$150,000)</i>	
Caldwell Park and Buckeye Park have the following deferred maintenance needs:	
Repair sidewalks with lifted and cracked concrete by Teen Center.	\$ 10,000
Renovate K2/K3 Ballfield restrooms and upgrade to ADA-compliance.	\$ 100,000
Renovate Buckeye Park restrooms and upgrade to ADA-compliance.	\$ 70,000
<i>Redding Aquatic Center (\$700,000)</i>	
The Redding Aquatic Center has a number of critical needs:	
Replace slide and pool height check at the slide and other facility repairs	\$ 225,000
Replace pool lights that can no longer be repaired. Propose replacing these lights with longer lasting and energy efficient LED units.	\$ 10,000
Replace metal equipment room doors with fiberglass doors which will better weather the exposure to harsh chemicals	\$ 5,000
Replace tile on the Activity Pool	\$ 45,000
Replace pool plaster on pools	\$ 400,000
Replace diving boards	\$ 15,000
<i>Sacramento River Trail (\$30,000)</i>	
Paint Stress Ribbon Bridge	\$ 10,000
Repair Sacramento River Trail to correct drainage issues	\$ 10,000
Repair interior of Sacramento River Trail restrooms	\$ 10,000
<i>Parking Lots and Roadways (\$340,000)</i>	
Repair / seal parking lot at K2 & K3 ballfields	\$ 15,000
Repair / seal parking lots at Caldwell and Lake Redding Parks	\$ 250,000
Repave roadways near Sundial Bridge and the Rodeo Grounds	\$ 25,000
Repair / seal parking lot at Buckeye Park	\$ 50,000
<i>Miscellaneous Locations (\$300,000)</i>	
Re-plaster Signature Fountain at City Hall	\$ 50,000
Sundial Bridge painting	\$ 250,000

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Recreation

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

Recreation Superintendent

Due to budget reductions, the 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 Project Coordinator, 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 reduced capacity to directly supervise staff and undertake operational reviews and process improvements.

Building Maintenance

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

Unmet Needs

New software to track work orders and routine maintenance activities

Initial Software	\$ 15,000
Maintenance (Annually)	\$ 2,500

In order to maintain City facilities, it is necessary to perform preventative maintenance. Due to lack of funding the necessary maintenance is not being done.

Deferred maintenance for all City facilities:

City Hall (\$450,000)

Paint the exterior of City Hall to protect the building.	\$ 350,000
Interior painting and replace wallcovering.	\$ 100,000

Old City Hall (\$125,000)

Replace Flooring	\$ 75,000
Replace HVAC system	\$ 50,000

Redding Civic Auditorium (\$2,010,000)

Replace HVAC system	\$1,500,000
Repair/seal parking lot at Redding Civic Auditorium	\$ 400,000
Repair boat ramp restroom at the Redding Civic Auditorium	\$ 110,000

Miscellaneous Locations (\$2,435,000)

Exterior painting for various City facilities	\$ 50,000
Water heater replacements at various City facilities	\$ 20,000
Replace Change House at Redding Aquatic Center	\$ 750,000
Replace Caldwell Teen Center Roof	\$ 15,000
Install a modular Recreation Room at Enterprise Park	\$ 300,000
Replace HVAC at multiple City facilities	\$ 400,000
Replace lighting controls at multiple buildings	\$ 500,000
Replace four (4) fire station generators	\$ 250,000
Replace three (3) fire station roofs	\$ 150,000

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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

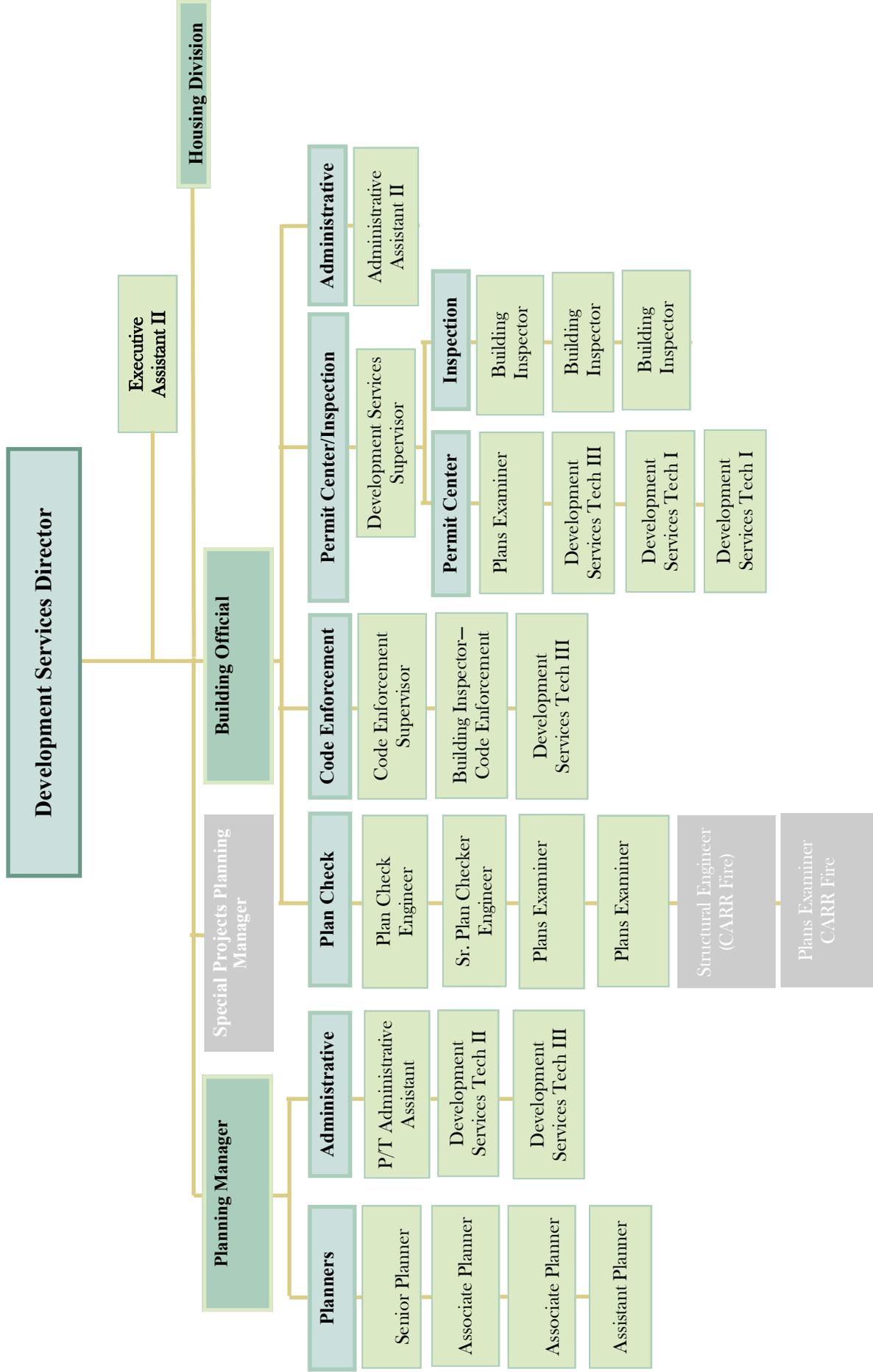
DEVELOPMENT SERVICES

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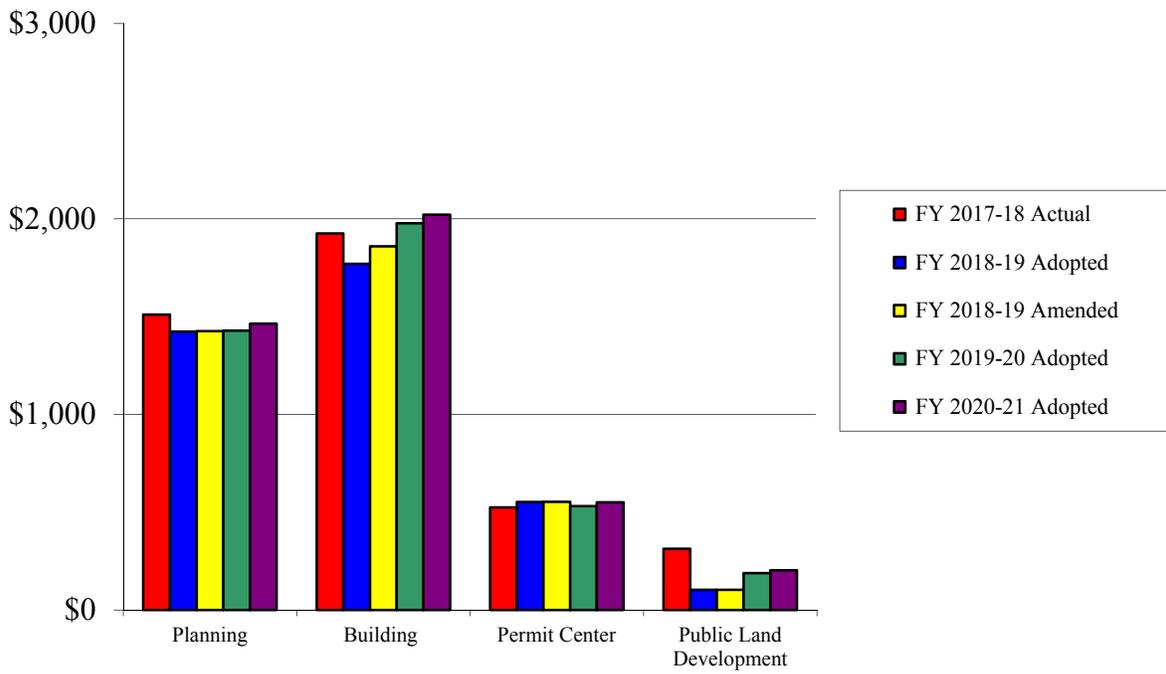
DEVELOPMENT SERVICES DEPARTMENT



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DEVELOPMENT SERVICES

Expenditure Comparisons (In Thousands)



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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

DEVELOPMENT SERVICES DEPARTMENT

Overview

The Development Services Department's adopted budget for FY 2019-20 totals \$4,321,650, which is \$96,440 less than the FY 2018-19 amended budget of \$4,418,090. For FY 2020-21, the adopted budget totals \$4,480,520, which is \$158,870 over the adopted FY 2019-20 budget.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Planning	\$ 1,467,092	\$ 1,463,720	\$ 1,452,640	\$ 1,340,380	\$ (112,260)	\$ 1,397,640	\$ 57,260
Building	1,754,613	2,020,730	2,101,620	2,100,350	(1,270)	2,161,560	61,210
Permit Center	606,645	550,220	660,450	673,570	13,120	713,970	40,400
Development	403,469	203,380	203,380	207,350	3,970	207,350	-
TOTAL	\$ 4,231,819	\$ 4,238,050	\$ 4,418,090	\$ 4,321,650	\$ (96,440)	\$ 4,480,520	\$ 158,870

*Excluded carryover amounts

The following table displays how the Department's budget is broken down between the major expenditure groups. The 2018-19 amended amounts exclude carryovers.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Planning	FY 2020-21 Adopted	\$ 1,089,690	\$ 307,950	\$ -	\$ -	\$ 1,397,640
	FY 2019-20 Adopted	\$ 1,031,460	\$ 308,920	\$ -	\$ -	\$ 1,340,380
	FY 2018-19 Amended	\$ 1,178,770	\$ 273,870	\$ -	\$ -	\$ 1,452,640
	FY 2017-18 Actual	\$ 1,033,576	\$ 278,467	\$ 155,049	\$ -	\$ 1,467,092
Building	FY 2020-21 Adopted	1,917,610	243,950	-	-	2,161,560
	FY 2019-20 Adopted	1,822,340	278,010	-	-	2,100,350
	FY 2018-19 Amended	1,844,200	231,420	26,000	-	2,101,620
	FY 2017-18 Actual	1,473,873	280,740	-	-	1,754,613
Permit Center	FY 2020-21 Adopted	628,920	85,050	-	-	713,970
	FY 2019-20 Adopted	595,830	77,740	-	-	673,570
	FY 2018-19 Amended	568,020	92,430	-	-	660,450
	FY 2017-18 Actual	520,697	85,948	-	-	606,645
Public Land Development	FY 2020-21 Adopted	-	-	207,350	-	207,350
	FY 2019-20 Adopted	-	-	207,350	-	207,350
	FY 2018-19 Amended	-	-	203,380	-	203,380
	FY 2017-18 Actual	-	-	403,469	-	403,469
Total	FY 2020-21 Adopted	\$ 3,636,220	\$ 636,950	\$ 207,350	\$ -	\$ 4,480,520
	FY 2019-20 Adopted	\$ 3,449,630	\$ 664,687	\$ 207,350	\$ -	\$ 4,114,317
	FY 2018-19 Amended	\$ 3,590,990	\$ 597,720	\$ 229,380	\$ -	\$ 4,418,090
	FY 2017-18 Actual	\$ 3,028,146	\$ 645,155	\$ 558,518	\$ -	\$ 4,231,819

Planning Division

The City of Redding's planning services are administered by a team of 10 planners, technicians, and clerical staff members. The Director of Development Services is also a member of the Planning Division. The administrative staff provides clerical support for the Division, as well as the other Divisions in the Department. 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: 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 other land use and development entitlements. 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 Public Works Department utilizes one-half of an associate planner position and funds the position accordingly.

Building/Code Enforcement Division

The Building and Code Enforcement Division consists of a staff of 12, including the Building Official, engineers, plans examiners, building inspectors, code enforcement professionals, development service technicians, and administrative staff. The Division strives to not only ensure that buildings constructed in the City of Redding are safe for people to occupy, but also to see that the building permitting process is understandable, efficient, and as complete as possible. Code Enforcement is responsible for the preservation of the built environment through enforcement of zoning, building, and other regulations.

Permit Center Division

The Permit Center Division consists of a staff of five, including development service technicians, a supervisor, and a plans examiner. The Permit Center is the first point of contact to the public and is critical to the success of the department by providing efficient and courteous service. In addition to the issuance of over-the-counter permits, the Permit Center also coordinates services between members of the public and the Planning and Building Divisions, the Public Works Department, Redding Electric Utility, the Fire Department, as well as other City departments and outside agencies, such as school districts and county government. The Permit Center's focus is to make the client's experience as efficient and convenient as possible. Ongoing efforts are made to train and broaden the knowledge base of the Division's technical staff members and to expand the array of information and services available to the public. Offering additional services online continues to be a top priority.

Public Land Development – Deposit Based Account

The Public Land Development function consists of land development engineering review of development in the City. City Engineers and Planners provide support for public land development plan review services for the Planning and Building Divisions, Public Works, Redding Electric Utility (REU), and other functions, working cooperatively with applicants and development-industry professionals to ensure that projects interface well with private and public infrastructure. The Public Land Development 502 account serves as an "in-and-out" account for deposit-based applications.

The Division budget also includes funding for the Special Projects Planning Manager, clerical and administrative support to all the divisions within the Development Services Department, including Planning, Building, and Permit Center.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Personnel

The following table displays total personnel for the Planning, Building, and Permit Center Divisions:

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Planning	F/T	10.00	10.00	9.00	9.00	-	9.00	-
	P/T*	2.00	2.00	2.00	2.00	-	2.00	-
	Total	12.00	12.00	11.00	11.00	-	11.00	-
Building	F/T	12.00	12.00	12.00	12.00	-	12.00	-
	P/T**	-	-	2.00	2.00	-	2.00	-
	Total	12.00	12.00	14.00	14.00	-	14.00	-
Permit Center	F/T	4.00	4.00	5.00	5.00	-	5.00	-
	P/T	-	-	-	-	-	-	-
	Total	4.00	4.00	5.00	5.00	-	5.00	-
Total	F/T	26.00	26.00	26.00	26.00	-	26.00	-
	P/T	2.00	2.00	4.00	4.00	-	4.00	-
	Total	28.00	28.00	30.00	30.00	-	30.00	-

* Planning includes P/T Temporary Planning Manager for special projects.

** Building includes two P/T Temporary positions (Plan Check engineer and Plans Examiner) to assist with Carr Fire workload.

Significant Issues

Building/Code Enforcement Division

A robust economy has increased workload dramatically due to an influx of building permit applications. Many applications are for large, complex projects. In addition, applications for Carr Fire rebuilds are increasing. City Council authorized two part-time temporary positions to work exclusively on the Carr Fire rebuild applications. We have had difficulty filling one of these positions. This has placed more workload on our full-time plans examiners. We are suggesting that clients utilize a consultant for their initial plan review to save time in the review process. If the part-time position is unable to be filled, staff will seek to reallocate those funds towards a professional plan review consultant.

Permit Center Division

An increase in the use of credit cards to pay for permits, and a change in the percentage charged by banks for credit card usage, could potentially create an increase in Bank Services Fees.

Public Land Development Division

The Division's Capital Outlay adopted budget is for deposit-based permits. All costs are offset by an equal amount of revenue collected from the developers at the completion of the project.

Status of 2017-2019 Goals and Accomplishments

Planning Division

The Planning Division continued to work toward ensuring that new development met or exceeded 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 developments projects, supporting high levels of public involvement in the planning process, maintaining integrity and 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.

Accomplishments

The Planning Division maintained full business-hour staffing and backup at the Permit Center counter. Timeline for permit processing objectives were satisfied and the Division completed processing of permits and environmental documents for numerous projects, including Hill Country, Highland Park 10, Live Oak Estates, Dollar General at Cedars Road, Mt. Shasta Mall Redevelopment, K2 Mixed-Use Development and the Lowden Redding Partners Mixed-Use Project.

Goal

Continue to implement the Redding General Plan and state mandates and respond to changing needs in the community by updating the Zoning Ordinance.

Accomplishments

The following amendments to the Zoning Ordinance were adopted by the City Council:

1. Modifications to Second Unit provisions pursuant to enacted state law regarding Accessory Dwelling Units.
2. Modifications to Sign Ordinance to permit freeway-oriented signage.
3. Regulation of commercial and noncommercial beekeeping.
4. Regulation of mobile medical operations.
5. Regulation of short-term rentals, namely “Hosted Homestays” and “Vacation Rentals.”
6. Modifications to landscape standards to comply with Redding Municipal Code Chapters 14.19, Storm Water Quality Management and Discharge Control, and 16.70, Water Efficient Landscape.
7. Regulation of medical marijuana cultivation at private residences in relation to the Adult Use of Marijuana Act (Proposition 64 approved in 2016).

CITY OF REDDING BIENNIAL BUDGET
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Goal

Manage a comprehensive update of the Downtown Redding Specific Plan.

Accomplishments

The Downtown Redding Transportation Plan, which will be incorporated into the comprehensive update of the Downtown Redding Specific Plan, was accepted by the Council on December 6, 2016. The City applied for and received funding from the Strategic Growth Council in the amount of \$270,000 to prepare a comprehensive update of the Downtown Redding Specific Plan. PlaceWorks was selected to prepare the updated plan and commenced work in October 2016. PlaceWorks and staff conducted four stakeholder interview group meetings in December 2016. PlaceWorks completed an Opportunities and Constraints Memorandum in January 2017, is completing market demand analysis work for the plan area, is evaluating several opportunity sites, and has formulated draft plan alternatives. An online community survey was completed by approximately 2,000 individuals in late February/early March 2017, a Council workshop was held on March 9, 2017, and a community workshop was held on March 30, 2017. The preferred plan alternative was developed, upon which the updated specific plan is based. The Downtown Specific Plan was adopted by the City Council on April 3, 2018. The Plan facilitates investment in the downtown area by eliminating permitting obstacles and clearly articulating design criteria for new projects.

Building/Code Enforcement Divisions and Permit Center

The Building and Code Enforcement Division continued to be successful in protecting the public by ensuring that buildings are 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, and cooperation. A major Division focus is adding value to projects by suggesting alternatives that save clients time, money, and resources.

Goal

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

Accomplishments

Through FYE 2018 and through mid-April of 2019, 59 percent of single-family residence applications were reviewed within the goal business days or less. The stated goal was 75 percent. The average review time was 8.7 working days. Code enforcement continued to successfully abate nuisance and substandard properties throughout the City. In FYE 2018 to mid-April of FYE 2019 there were 841 new cases opened and 482 cases closed. Staff continues to work tirelessly with members of the construction and development community to maintain service levels and improve the quality of inspections and plan review as well as reduce plan check turnaround times. The division coordinated efforts with other cities and counties in the north state to provide greater consistency in building and code enforcement.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

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

Accomplishments

Code Enforcement staff worked with owners and tenants to gain voluntary compliance with the City's Municipal Code. In 2018, staff received 508 cases and closed 257 cases. As of mid-April 2019, staff received 333 cases and closed 225.

Code Enforcement staff issued 196 administrative citations in 2018 and, as of mid-April 2019, has issued 111 administrative citations. Code Enforcement staff also manages compliance for the Administrative Hearings Board Orders, which totals 17 cases in 2018 and 11 cases as of April 2019.

Code Enforcement staff completed noticing, posting, and assistance with clean-up of approximately 1,350 public and private property transient encampments in 2018 and 400 thus far in 2019.

Goal

Seek new plan check processes.

Accomplishments

Staff has implemented an over-the-counter back-check process to expedite items requiring final review. Staff has revised the layout and labeling of several of the plan check review reports, resulting in more precise tracking and better statistical information. New worksheets were developed that can be placed in the plan set for compliance with the newly adopted California Building Standards Code expediting plan review approvals. Staff has complied with the state-mandated expedited reviews of solar PV system reviews. Updates in software usage and understanding the overall process has increased the overall percentage of permits that are issued online and over the counter to 70 percent. A reallocation of resources to add a third plans examiner has helped to improve review times and provide clients with "No Wait Wednesdays" that allow more permits to be issued over the counter.

Goal

Meet plan review and inspection turnaround timelines.

Accomplishments

In FYE 2018, there were 15,300 building inspections performed within 24 business hours of the request. There will be an estimated 14,600 building inspections performed within 24 business hours of the request in FYE 2019.

Due to a robust local economy, and the corresponding influx of permits in general, an increased workload has had a significant impact on both field inspectors and plan review staff. Two vacant building inspector positions and the part-time temporary plans examiner authorized for the Carr Fire rebuilds have been difficult to fill. We may have to rely more heavily on consultants in these capacities.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Adopt and implement the 2016 California Building Standards Code.

Accomplishments

Training has, and will continue to be, provided for staff and members of the development industry through monthly code consistency meetings to promote uniformity and discuss code interpretations. The 2016 codes were adopted, in January 2017. Inspection and plan review staff will attend various seminars on the newly adopted building and energy codes.

Efficiency in the application and enforcement of the new standards has, and will continue to be, greatly improved by the use of weekly inspection and plan review meetings to discuss issues and problems arising in the field and in plan review. The Division developed and implemented the adoption of new municipal ordinances to amend sections of the new code to provide clarity and understanding to the building industry based on local conditions. Staff also designed new handouts for over the counter solar/photo voltaic system review, created a new policy for who may design and prepare construction plans, updated several handouts, and continues to revise all of the existing policies with revised code sections and requirements to correspond to the implementation of the new Building Code Standards.

Goal

Implement enforcement of the National Pollution Discharge Elimination System (NPDES).

Accomplishments

Both the counter staff of the Permit Center and the building inspectors received training and worked with contractors in the field to ensure the Best Management Practices (BMPs) were followed and appropriate corrective actions were taken when issues arose. Plan review staff worked with design professionals to ensure BMPs were properly addressed during the design process. Code Enforcement fielded complaints and worked with responsible parties and other City staff to ensure that proper measures were taken.

Additionally, staff spent a significant amount of time working with the Public Works Department, coordinating implementation and compliance with current storm water permit.

Goal

Improve communication with the building community.

Accomplishments

Over the past several years, department managers and supervisors have conducted open forum sessions with the different constructions trades, such as mechanical contractors, electrical contractors, architects, engineers, etc. to listen to their concerns and ideas in order to implements solutions.

Plan review and inspection staff participates in quarterly code consistency meetings held with other local jurisdictions and design professionals to promote uniformity and discuss code interpretations. Development Services Supervisors have conducted field/site visits to question contractors and installers on the quality of inspection and plan review services. Customer service surveys were handed out with every issued building permit in an effort to solicit feedback. The utilization of the Happy-or-Not kiosk provides an opportunity for clients to provide feedback on their visit to the Permit Center easily and quickly.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Implement the new upgrade for the Integrated Land Management System (ILMS).

Accomplishments

Staff worked with the ILMS team to complete the implementation of the new system upgrade for ILMS. The building inspectors, while in the field, are now able to attach digital copies of their correction notices to the permit file within the ILMS. This provides staff with real-time status of the inspection results. Staff has been in the process of software user-acceptance testing for installation of a newer version of the ILMS. This updated version is expected to provide significant upgrades with the speed of the software, as well as new features that will provide additional efficiency gains. A new online portal will be launched in 2019. This upgrade will allow more applications to be submitted online.

Goal

Maintain and improve staff awareness of customer needs.

Accomplishments

Customer service surveys were handed out with every building permit to maximize public input into the process. Regular staff meetings were conducted in which the importance of providing exceptional customer service was discussed. Staff was able to effectively translate the concept of excellent customer service into a practical and demonstrable environment that always puts the customer first.

The “Happy or Not” kiosk was installed in the lobby in FYE 2016 and has yielded a 97 percent approval rating for customer service since that time.

Goal

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

Accomplishments

Existing handouts were reviewed and updated to help ensure that the information provided was accurate and up to date.

Due to the new state mandate for expedited solar PV plan reviews for one and two-family dwellings, staff created a checklist for clients in order to give them a clear process to follow, which facilitated a more streamlined plan review process.

Goal

Improve data collection and distribution system between the Building Division and the Utilities’ for new development or change in building uses.

Accomplishments

The inspection staff and Development Services Supervisor created a process for the transition of “Net Metering” for PV systems that are installed within the City.

The Building Division created a new process to achieve compliance for the installation of needed grease interceptors for the Industrial Waste Division and, through coordinated efforts, created a sign-off sheet that must be completed by the Solid Waste Division to ensure that Solid Waste truck drivers have full access to all newly constructed trash and recycling enclosures.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Issue more than 70 percent of all building permits over the counter.

Accomplishments

Approximately 60 percent of all building permits issued were issued online or over the counter. Every effort was made to handle smaller projects either immediately at the counter or at a fraction of the standard turnaround times that are common for larger projects. The Development Services Supervisor and a Senior Building Inspector/Plans Examiner processed a significant number of permit applications, which alleviates the need for encumbering the time and services of plan review staff, enabling plan review staff to better maintain consistent plan review turnaround timelines on larger projects.

Goal

Evaluate Code Enforcement needs for the City regarding staffing and strategies to improve services for the community.

Accomplishments

A part-time temporary building inspector position was funded through FYE 2018 to assist in the noticing, posting and clean-up of public and private property transient encampments.

Code Enforcement staff was augmented by the addition of a full-time building inspector to support the new City ordinance regarding cannabis permitting and regulation. Also, assistance in processing code enforcement complaints is being provided with the sharing of a housing technician position from the Housing Division. There is still a need for additional staffing to sufficiently support the current workload demands in Code Enforcement.

Goal

Create new and improve existing community relationships to help enhance the City's neighborhoods.

Accomplishments

The Building Division has implemented several new outreach programs, including "No Wait Wednesdays" and Client Appreciation Week to improve our communication and responsiveness to our community's needs. Extra care has been taken to assist those whose homes were destroyed by the Carr Fire in prioritizing requests for archived plans and building permits, and expediting the processing of plans to rebuild homes lost during the fire.

Additionally, the Building Division is in the beginning stages of creating a reroof self-certification program that allows roofing contractors to self-certify and lessen the need to leave exposed reroof projects open to the weather while waiting for inspections. This will also allow them to work over weekends and holidays without requiring City inspections.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Workload Indicators and Performance Measures

Planning Division

Development Applications Received	FY 2017-18	FY 2018-19* Annualized	FY 2019-20 Projected	FY 2020-21 Projected
Site Development Permit	65	71	75	75
Use Permit	11	11	10	10
Parcel Map	6	10	10	10
Subdivision	4	2	2	2
Planned Development	0	2	2	2
Rezoning	5	5	5	5
General Plan Amendment	1	4	3	3
All Others	46	66	65	65
TOTAL	138	171	172	172

* Annualized Through March 2019.

Building Division

Description	FY 2017-18 Actual	FY 2018-19 Estimated	2019-20 Projected	2020-21 Projected
New Single Family (# of units)	129	144	225	164
New Single Family (valuation)	\$ 31,623,173	\$ 38,819,413	\$ 60,655,333	\$ 48,632,095
New Multiple Family (# of units)	0	20	122	300
New Multiple Family (valuation)	\$ -	\$ 2,378,355	\$ 17,507,965	\$ 35,675,322
New Commercial (# of buildings)	32	20	21	18
New Commercial (valuation)	\$ 7,777,320	\$ 24,043,562	\$ 31,403,219	\$ 33,702,413
Remodels and Repairs (valuation)	\$ 12,242,152	\$ 26,612,310	\$ 22,421,002	\$ 24,775,630
Other (valuation)	\$ 17,023,014	\$ 16,831,370	\$ 17,497,312	\$ 18,109,989
TOTAL	\$ 68,665,659	\$ 108,685,010	\$ 149,484,831	\$ 160,895,449

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Building Division (Continued)

PERMIT PROCESSING GOALS*					
Plan Type	Working Days to Review			Target % Success Rate	Maximum Review Time Days
	2018-19	2019-20	2020-21		
	Commercial/Multiple Family - New Buildings and Additions	20	20	20	75
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)	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	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.

*Actual processing times will vary with workload.

Description	FY 2017-18 Actual	FY 2018-19 Annualized*	2019-20 Projected	2020-21 Projected
Plans Submitted for Review	1,304	1,138	1,382	1,451
Over-the-Counter Permits Processed	1,875	1,300	1,968	1,933
Total Permits Issued	3,179	2,438	3,350	3,384
Average Monthly Customer Survey Responses (Online and Mailer)	9	11	10	10
Percentage of <u>Very Satisfied</u> customers as reported via <i>Happy or Not</i> Kiosk in Permit Center Lobby	97%	97%	100%	100%
Average Score for Customer Survey Responses (1 - lowest, 5 - highest)	4.8	4.9	4.9	4.9
Transportation Permits Issued	318	334	350	367
Total Number of Inspections	15,300	10,987	16,400	15,100
Average Inspections/Day	61	44	65	60

*Annualized Through March 2017.

Goals and Objectives for 2019-2021

Planning Division

The Planning Division will continue to work 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 will be accomplished by coordinating comprehensive citywide reviews of new development projects, supporting high levels of public involvement in the planning process, maintaining integrity and 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 to implement the Redding General Plan and state mandates and respond to changing needs in the community by updating the Zoning Ordinance.

Objectives

1. Prepare the 2019-2027 General Plan Housing Element Update in accordance with California Department of Housing and Community Development requirements.
2. Amend the General Plan and Zoning Ordinance as directed by the City Council or where deemed appropriate by the Development Services Director to address changing needs of the community or to comply with state mandate.

Goal

Prepare the update to the 2020 Local Hazard Mitigation Plan.

Objective

Complete an update to the City's Local Hazard Mitigation Plan. This will ensure the City remains eligible to apply for, and receive, pre- and post-disaster funding.

Goal

Update the 2019 Municipal Services Review.

Objective

Update the City's Municipal Services Review and submit to Local Agency Formation Commission (LAFCo) for approval. This will ensure the City's ability to service our Sphere of Influence, particularly when annexations are proposed.

Building/Code Enforcement Divisions and Permit Center

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 property values 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 professional 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 duties.

Goal

Refine plan check processes.

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. Develop e-review processes.
5. Move towards paperless process.

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, and as workload permits.
3. Further develop and refine the back-check process.

CITY OF REDDING BIENNIAL BUDGET
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Goal

Implement the 2019 California Building Standards Code.

Objectives

1. Provide training opportunities for staff and the construction industry on the new codes.
2. Provide training opportunities for the public.
3. Become efficient in the use, application, and enforcement of the new standards.
4. Update the Division Policy Manual to be consistent with the new state building codes.
5. Update handouts to be consistent with the new codes.

Goal

Improve communication with the building community.

Objectives

1. Invite the building community to discuss code and policy changes.
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.
4. Improve mass e-mailing capabilities to provide better and more timely information to the development community.

Goal

Implement the new upgrade for the Integrated Land Management System (ILMS).

Objectives

1. Work with the ILMS team to complete implementation of the new system upgrade.
2. Work with the team to continually improve the system.
3. Work to improve tracking and automation of the Code Enforcement processes of the ILMS.
4. Improve on the use of the ILMS in the field.
5. Move towards paperless online reviews.

Goal

Maintain and improve staff awareness of customer needs.

Objective

Invite local developers to share their perspective on Permit Center services through regular outreach efforts.

Goal

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

Objectives

1. Develop informational handouts and checklists.
2. Update existing informational handouts and checklists.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Improve data collection and distribution system between the Building Division and Utilities for new development or change in building uses.

Objective

Continue to work with Redding Electric Utility and Redding Municipal Utilities to improve the process and develop a seamless approach for customers.

Goal

Issue more than 70 percent of all building permits over the counter.

Objectives

1. Continue to seek opportunities to simplify the permit process.
2. Develop handout materials that will provide enough information to simplify the plan check process.
3. Continue to expand online services.

Goal

Evaluate Code Enforcement needs for the City regarding staffing and strategies to improve services for the community.

Objectives

1. Improve record keeping methods to be able to extract usable statistics to justify changes that may occur in the future.
2. Review the existing laws and make suggestions that may be implemented to achieve improved results.
3. Explore multi-family and motel inspection program, and vacant building registration ordinance.

Goal

Create new and improve existing community relationships to help enhance the City's neighborhoods.

Objectives

1. Cooperate with and support local groups and associations interested in promoting better neighborhoods.
2. Stimulate public involvement and participation by bringing together residents from various parts of the community.
3. Create and distribute written literature and make it available to the public.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Department Major Project Workload Items for Fiscal Year 2019-2021

During the coming two-year budget cycle, major work efforts requiring Department resources will likely include the following elements (continuation of budget and related personnel constraints will affect the level of success in achieving satisfactory outcomes):

1. Provide planning, building, and land development engineering customer services in support of an estimated \$250 million in private development activity over the two-year period.
2. Issue approximately 6,000 building permits.
3. Perform in excess of 28,000 construction inspections within 24 hours of request.
4. Process approximately 2,000 building plan reviews.
5. Provide service for an estimated 10,000 customer contacts through the Permit Center.
6. Manage in excess of 1,800 Code Enforcement cases and complaints.
7. Maintain a high level of customer satisfaction for services at the Permit Center.
8. Continue improvements to the Integrated Land Management System (ILMS), where information on development activity can be accessed by all departments and the public.
9. Prepare the required update of the General Plan Housing Element.
10. Offer more permit applications online.
11. Adopt e-review for certain permit types.
12. Allow clients to track permit reviews and inspections online.
13. Adopt paperless reviews where possible.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Unmet Needs

Code Enforcement Officer - Building Inspector (\$96,100). Code Enforcement handles 900 cases annually and is staffed by a supervisor, technician, and a building inspector assigned to cannabis compliance. Increased fines and penalties revenues would help offset the increased personnel cost. The creation of an inspection program for multi-family units and motels could fund a new full-time position.

General Plan Update (\$900,000). The *City of Redding 2000-2020 General Plan* (General Plan), adopted by the Council in 2000, was a four-year effort guided by a 30-person citizen task force which held over 70 public meetings. Since general plans affect the welfare of current and future generations, state law requires that general plans take a long-term perspective. Most jurisdictions have selected 20 years as the horizon year for their general plans. According to the *State of California General Plan Guidelines*, a general plan should be reviewed regularly, regardless of its horizon, and revised as new information becomes available and as community needs and values change. Furthermore, a general plan that is based upon outdated information and projections is not a sound basis for day-to-day decision-making and may be susceptible to successful legal challenge. As the horizon year of the General Plan approaches, and if it is surpassed, the need for a comprehensive update will become more readily apparent. A comprehensive update of the General Plan, including the preparation of an EIR, would require the allocation of substantial financial and staff resources.

Redding Riverfront Specific Plan Update (\$250,000). The *Redding Riverfront Specific Plan* (Plan), adopted by the Council in 1990, was guided by a 14-person citizen committee and an extensive public outreach effort. The Plan created a long-term vision for approximately 500 acres of public and private land and water along the Sacramento River. With the exception of Turtle Bay, little development activity has occurred within this area since the Plan's adoption. The Park Marina Drive area represents a great opportunity for private sector development activity. It is likely that the community's vision, market conditions, and regulatory constraints have changed significantly with respect to the Plan since its adoption, in which case a comprehensive update of the Plan would be necessary. In light of the age of the Plan and changes in circumstances since its adoption, it is anticipated that an update would essentially be comparable to the preparation of a new specific plan, including the preparation of a number of environmental studies and an appropriate CEQA document.

Hardware/Software (\$14,000/11,000). The Building and Permit Center Divisions are in need of upgraded software and larger computer monitors in order to provide electronic plan reviews.

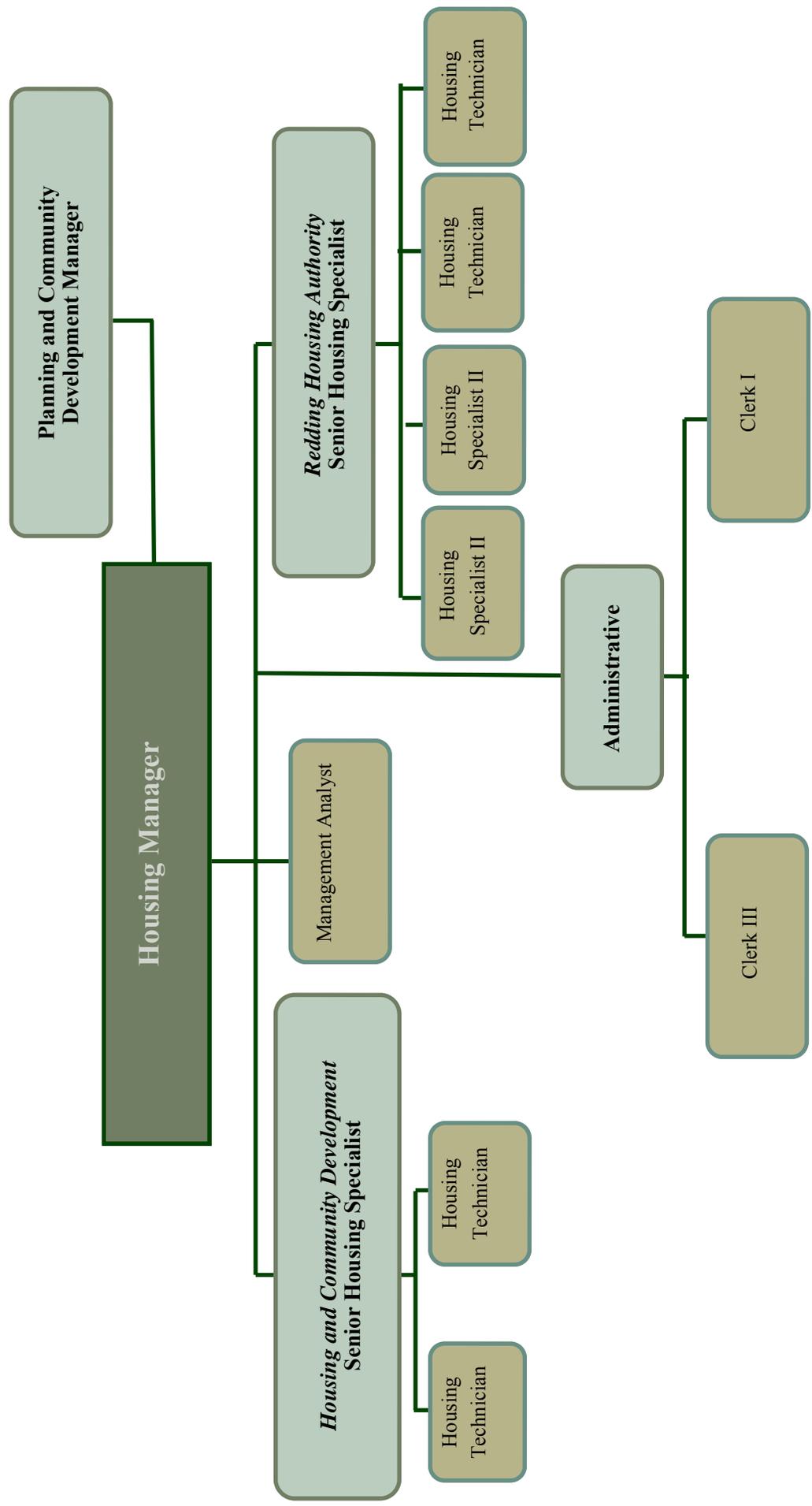
Electronic Imaging (\$300,000). The Department's aging microfilm is in need of an upgrade to electronic imaging.

(Total Unmet Needs for the Department \$1,571,100)

Unmet Needs	
Code Enforcement Officer - Building Inspector	\$ 96,100
General Plan Update	\$ 900,000
Redding Riverfront Specific Plan Update	\$ 250,000
Hardware/Software	\$ 25,000
Electronic Imaging	\$ 300,000
<i>Total Unmet Needs for the Department</i>	<u>\$ 1,571,100</u>

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HOUSING DIVISION



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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

HOUSING AND COMMUNITY DEVELOPMENT

Overview

The Housing and Community Development (HCD) budget receives revenue through federal, state and local resources. Federal funding is received from U.S. Department of Housing and Urban Development (HUD). The City of Redding is a HUD entitlement community and receives direct grant allocations from the Community Development Block Grant (CDBG) program and Home Investment Partnerships (HOME) program. The City also receives a varying amount of program income revenue generated from its HOME and CDBG loan portfolios.

State revenue includes loan repayments from the California Department of Housing and Community Development’s CalHome Program (CalHome) from 2011 and 2012 contracts; pass through funding for local projects through the housing portion of the Affordable Housing Sustainable Communities (AHSC) Grant and housing assets from the former Redding Redevelopment Agency. In 2012, the City elected to serve as the Successor Housing Agency (SHA) and established the Low- and Moderate-Income Housing Asset Fund (LMIHAF). The LMIHAF includes real property assets for low- and moderate-income housing purposes; loan receivables; encumbered funds that are secured by an enforceable obligation; rents and payments from operations; mixed-used assets; and housing bond proceeds.

Locally, the Affordable Housing Loan Fund (AHLF) has been established to further support the development and rehabilitation of affordable housing projects. This is a revolving loan fund that receives interest from short-term loans.

For FY 2019-20, the adopted budget totals \$3,747,660, which is \$11,636,130 less than the FY 2018-19 amended budget of \$15,383,790. The FY 2020-21 adopted budget totals \$2,136,730 which is \$1,610,930 below the FY 2019-20 adopted budget. The following table outlines the budget in comparison to the previous fiscal year. While the general overhead expenditures remain relatively consistent from year to year, the projects and capital expenditures for each of these budget divisions vary according to the allocation of federal and state grant funds awarded to the City.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
CDBG/AHLF	\$ 924,607	\$ 742,170	\$ 3,041,890	\$ 1,897,130	\$ (1,144,760)	\$ 816,570	\$ (1,080,560)
HOME/CalHome	\$ 3,089,677	\$ 983,590	\$ 12,041,670	\$ 1,441,400	\$ (10,600,270)	\$ 1,010,510	\$ (430,890)
LMIHAF	\$ 171,557	\$ 300,230	\$ 300,230	\$ 409,130	\$ 108,900	\$ 309,650	\$ (99,480)
Community Development Totals	\$ 4,185,841	\$ 2,025,990	\$ 15,383,790	\$ 3,747,660	\$ (11,636,130)	\$ 2,136,730	\$ (1,610,930)

* Excludes carryover amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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/AHLF	FY 2020-21 Adopted	\$ 302,440	\$ 108,870	\$ 404,260	\$ 1,000	\$ 816,570
	FY 2019-20 Adopted	\$ 280,280	\$ 98,280	\$ 1,517,570	\$ 1,000	\$ 1,897,130
	FY 2018-19 Amended	\$ 323,950	\$ 103,900	\$ 2,613,040	\$ 1,000	\$ 3,041,890
	FY 2017-18 Actual	\$ 303,325	\$ 71,234	\$ 549,148	\$ 900	\$ 924,607
HOME/CalHome	FY 2020-21 Adopted	\$ 95,030	\$ 32,050	\$ 883,430	\$ -	\$ 1,010,510
	FY 2019-20 Adopted	\$ 84,070	\$ 32,380	\$ 1,324,950	\$ -	\$ 1,441,400
	FY 2018-19 Amended	\$ 76,990	\$ 36,790	\$ 11,927,890	\$ -	\$ 12,041,670
	FY 2017-18 Actual	\$ 31,643	\$ 26,354	\$ 3,031,680	\$ -	\$ 3,089,677
LMIHAF	FY 2020-21 Adopted	\$ 137,690	\$ 32,960	\$ 139,000	\$ -	\$ 309,650
	FY 2019-20 Adopted	\$ 124,840	\$ 34,290	\$ 250,000	\$ -	\$ 409,130
	FY 2018-19 Amended	\$ 144,220	\$ 35,510	\$ 120,500	\$ -	\$ 300,230
	FY 2017-18 Actual	\$ 100,468	\$ 26,489	\$ 44,600	\$ -	\$ 171,557
Total	FY 2020-21 Adopted	\$ 535,160	\$ 173,880	\$ 1,426,690	\$ 1,000	\$ 2,136,730
	FY 2019-20 Adopted	\$ 489,190	\$ 164,950	\$ 3,092,520	\$ 1,000	\$ 3,747,660
	FY 2018-19 Amended	\$ 545,160	\$ 176,200	\$ 14,661,430	\$ 1,000	\$ 15,383,790
	FY 2017-18 Actual	\$ 435,436	\$ 124,077	\$ 3,625,428	\$ 900	\$ 4,185,841

Personnel

The Housing Division employees are shared between HCD and the Redding Housing Authority and include 13 full-time employees budgeted for FY 2019-20 and 2020-21. Personnel staffing increased slightly in the FY 2017-18 actual budget, as the Housing Division was able to add one full-time position transferred from the Planning Division, in exchange for absorbing certain job duties and budgeting the difference through personnel cross charges. Staffing levels will continue to be evaluated as actual grant and program income revenues are received throughout the 2019-20 and 2020-21 fiscal years.

As indicated earlier, the City elected to serve as the SHA in 2012 to ensure that proceeds from the LMIHAF are used to meet housing production goals and to comply with administrative obligations as prescribed in HSC Section 34176.1. Accordingly, the Housing Division acting as the SHA may expend \$200,000 annually for the purposes of monitoring and preserving the long-term affordability of units subject to affordability restrictions or covenants entered into by the former Agency or the SHA. The requested budgets for FY 2019-20 and FY 2020-21 reflect a slight decrease in administrative expenditures from the amended budget of FY 2018-19. The requested budgets are essential for staff to meet the proportionality requirements for developing housing affordable for extremely low-income households, or households earning 30 percent or less of the area median income (AMI), as required under Section 34176.1.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The following table displays the Housing Division’s staffing for full-time and part-time employees.

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Housing Division	F/T	13.00	12.00	13.00	13.00	-	13.00	-
	P/T	-	-	-	-	-	-	-
	Total	13.00	12.00	13.00	13.00	-	13.00	-

Capital Outlay

HCD capital expenditures for both fiscal years for CDBG and HOME projects and programs are dependent on the amount of entitlement funds awarded annually from HUD and program income received from its HOME and CDBG loan portfolio. Expenditures in this category include eligible affordable housing programs and projects funded through the CDBG, HOME and CalHome grants that benefit very low- and low-income participants. Capital Outlay varies from year to year depending on HUD’s allocated budget authority and the number of CalHome Reuse loans that are paid off and funded from its 2011 and 2012 contracts, as well as the potential award of additional CalHome funds. The difference between the total FY 2018-19 amended budget and the adopted budget reflects the actual amount of funds received, which typically exceeds the conservative budget amounts for subsequent fiscal years. Included in the amended FY 2018-19 is the AHSC grant funding in the amount of \$10,450,270 for the Redding Downtown Loop and Affordable Housing Project (RLAHP).

Projected amounts available for activities within the HOME and CDBG program budgets for FY 2019-20 are based on an 8 percent decrease in HOME funds from the FY 2018-19 grant award and a status quo award for the CDBG program. For FY 2020-21, the projected amount for expenditures in the Capital Outlay budget category are based on a 5 percent reduction from the projected award for FY 2019-20 for CDBG and a 2.5 percent reduction for HOME. The Capital Outlay budgets for these programs include costs associated with strategic planning, the Continuum of Care Coordinator contract, and project-related expenditures.

The revenue available for the LMIHAF fund is based on a reasonable projection of loan repayment receivables and prior year fund balances. Capital expenses associated with this fund include loan portfolio management, rental project long-term affordability monitoring, project administration and property management/maintenance. Included in the Capital Outlay request for FY 2019-20 and FY 2020-21, is \$10,000 annually to cover Continuum of Care Coordinator contract expenditures as well as funding for project-related costs that will allow the City to meet its required housing development proportionality targets for each fiscal year.

Significant Issues

HCD consists of federal, state and local funding sources, some of which are anticipated to decrease slightly during the next biennial budget cycle. The federal government recently began appropriations work for FY 2019. Staff is projecting an 8 percent reduction for the HOME grant award and a status quo CDBG grant award for FY 2019-20. FY 2020-21 projections are based on reductions of HOME by 2.5 percent from FY 2019-20 and a reduction of CDBG by 5 percent from the prior year.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The grant sources associated with HCD operations limit the amount of grant funds that may be utilized for administrative expenses. CDBG allows 20 percent of the total award allocation to be used for administration, HOME allows 10 percent, CalHome allows 5 percent and the LMIHF allows a specified dollar amount per year. No one grant fund actually covers the actual expenses associated with administering that particular grant fund. Therefore, HUD allows CDBG funds to be utilized to pay for housing project delivery costs, not only for CDBG funded programs, but for HOME as well in order to cover the actual costs associated with these housing programs. The administration portion of these grant funds are used to support all of HCD's personnel costs, operating and materials, as well as cross charges and fixed charges from the City's general funded departments, which places a strain on the CDBG budget.

2019-21 Goals and Accomplishments

Goal

Promote a wide range of quality affordable housing opportunities in the City of Redding.

Accomplishments

1. In the two-year period, HCD secured approximately \$771,154 from the federally administered HOME Program and \$1.34 million from the CDBG Program. In addition, HCD also administered the 2011 and 2012 CalHome contact and reuse funds for a combined total amount of just over \$2 million. The combination of these funding sources is used to finance the development of new rental units, rehabilitation of owner-occupied units and to provide first-time homebuyer assistance loans.
2. HCD has continued to market its affordable housing programs and partnered with property owners, both for-profit and non-profit, to create and preserve affordable housing units within the City of Redding. Over the last two years, a combination of HOME, CDBG, and CalHome funds in the amount of approximately \$2.6 million were used to develop or rehabilitate 238 affordable housing units through our Rental Rehabilitation and Owner-Occupied Rehabilitation Programs.
3. HCD provided six first-time homebuyer loans to assist income-eligible households to purchase a home.
4. The City continued its active participation in the local Continuum of Care (CoC) Executive Board and Council, the Redding Area Homeless Coalition Project, and provided CDBG funding to 12 agencies that provide emergency services and/or shelter services to those who are homeless or at risk of homelessness.
5. During the reporting period, the City and K2 Land and Investment, LLC (K2) completed demolition and began construction of a mixed-use building featuring 81 multi-family rental units for income-eligible households with the assistance of state funded Affordable Housing Sustainable Communities grant and loan funding in the amount of \$20 million for the development.
6. Provided HOME funding to Heritage Plaza Redding, LLP to assist with ADA pathway improvements and rehabilitation to most of the affordable units, including new roof, windows and kitchen upgrades.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Develop and implement strategies to preserve and enhance neighborhoods, especially those with a significant number of low- and moderate-income households.

Accomplishment

Although the Redding Redevelopment Agency was eliminated, HCD continued to build on previous years' experiences to facilitate development in the City's four target neighborhoods, Parkview, Martin Luther King Jr. (MLK), Buckeye and Downtown to strengthen and expand partnerships between local government, non-profit organizations, businesses and neighborhood committees. Our efforts focused on partnering with our local non-profit groups and our local Community Housing Development Organization, Community Revitalization and Development Corporation (CRDC), to develop affordable housing consistent with the Consolidated Plan.

In December of 2017, the City Council authorized the joint submission of an Affordable Housing Sustainable Communities (AHSC) Program application to the Strategic Growth Council (SGC) for Net Zero Affordable Housing Project located at 1407 California Street. The project was awarded funding of approximately \$20 million and continues to move forward in the contract negotiations and planning stages.

In October of 2018, the City partnered with Community Revitalization & Development Corporation (CRDC) to provide acquisition financing in the amount of \$76,000 for the purchase of an affordable single-family rental home at 3208 Veda Street.

In the MLK Neighborhood, the City has partnered with FaithWORKS and executed a \$40,000 pre-development agreement for the disposition of City-owned property and the development of eight to 12 affordable housing units. FaithWORKS is continuing to work through the predevelopment phases and hopes to secure construction and permanent financing in FY 2019-20.

In Downtown, the City and K2 partnered and were awarded AHSC Program funding in the amount of \$20 million. The award includes affordable housing development loan funds in the amount of \$5,873,372 and infrastructure grant funds in the amount of \$14,126,628. The total development cost of the Project is estimated to be \$37.5 million. In addition to the AHSC Program funding, private financing, federal and state tax credits and affordable housing financing will be combined to fund the project. At this time, the City has approved a Conditional Commitment in the amount of \$4,800,000 that would serve as gap financing to facilitate the development of the Project. To fund the \$4,800,000, a combination of federal HOME Program funding (\$2,700,000) that would consist of 2015-20 entitlement and program income funding, and \$2,100,000 through the CDBG Section 108 Loan Guarantee Program. The Project would accomplish a number of goals contained in the Downtown Redding Specific Plan including reestablishing a portion of the street system through the Market Street Promenade, provide market rate and affordable housing units, create a lively commercial center surrounded by pedestrian plazas and amenities, and stimulate additional investment in Downtown Redding.

The City actively marketed SHA property assets located in the Parkview Neighborhood and the Buckeye area to help facilitate affordable housing developments that would enhance the neighborhoods and create new affordable housing units.

In addition, HCD continued to coordinate meetings with other city/county staff and non-profit agencies to help identify community needs and consensus of affordable housing needs and priorities.

Performance Measures and Workload Indicators

1. Consistent with the Consolidated Plan and Housing Element goals, annually rehabilitate a minimum of five low-income rental units and five low-income homeowner units; construct a minimum of 12 low-income rental units and create three home ownership units; and assist a minimum of five low-income first-time homebuyers.

Measurement – Two homeowner units were rehabilitated; one single-family unit was assisted with GAP financing provided to our local Community Housing Development Corporation (CHDO), Community Revitalization and Development Corporation (CRDC) to make it affordable; and eight low-income first-time homebuyers were assisted.

2. Assist at least two applicants in their submission of applications for tax credits or related "stand alone" development programs.

Measurement – Four tax credit applicants were assisted during the prior two fiscal years (RDLAHP – Downtown Redding Investors, LP; Woodlands II – PC Redding; Lowden Lane Senior Housing – Central California Housing Corporation and Heritage Plaza – Heritage Plaza Redding, LP).

3. 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.

Measurement – Expenditure rate achieved; 15 CDBG projects were monitored for ongoing expenditure timeliness and reporting compliance. These projects included Public Service activities, as well as economic development, ADA improvements, facility rehabilitation projects, and other City projects.

4. Annually, assist a minimum of 135 low-income households through the Minor Home Repair Program for Seniors and 20 low-income households through the Emergency Repair Program.

Measurement – Over the last two years, approximately 116 Senior Minor Repair households were assisted and 19 Emergency Repair Program households were assisted.

5. All Successor Housing Agency and HOME-funded rental units, federal and state, shall be monitored for contract compliance.

Measurement – 100 percent of the City's restricted rental units were monitored.

6. All residential housing units assisted with federal funds will be assessed and mitigated for lead-based paint hazards, as applicable.

Measurement – 100 percent of all assisted units were assessed and mitigated for lead-based paint, in accordance with federal and state regulations.

7. To assist in the provision of shelter and services to the area's homeless population.

Measurement – Active participation in the NorCal Continuum of Care. In addition, the City's partnership with FaithWORKS! is in progress and approximately eight units will available further assist the homeless population.

2019-21 Goals and Objectives

Goal

Promote a wide range of quality affordable housing opportunities in the City of Redding.

Objectives

1. Utilize HOME, CDBG, CalHome, LMIHAF, Affordable Housing Fund and, to the extent possible, other program funding resources to accomplish City objectives with an emphasis on Downtown revitalization, neighborhood revitalization, and development partnerships.
2. Develop partnerships with community service agencies, housing providers, both private and non-profit, and financial institutions to ensure decent, safe, and affordable housing opportunities for special needs population groups and coordinate efforts to eliminate duplication of services.
3. Aggressively seek new funding from federal, state, and other sources which complement City housing, community development, and preservation efforts.
4. Promote and implement strategies to improve the City's target neighborhoods and those areas with a significant number of low-income households.
5. Support the goals relative to the maintenance, improvement, and development of housing that are consistent with the City's Housing Element of the General Plan.
6. Provide opportunities for energy conservation in new and existing residences.
7. Build capacity by continually developing staff through cross-training, HUD and/or funding source training, and practical application opportunities.

Goal

Develop and implement strategies to preserve and enhance neighborhoods, especially those with a significant number of low-income households.

Objectives

1. Work to empower target neighborhoods with both the skills and resources to manage quality-of-life issues within the community.
2. Expand the capacity of nonprofit housing and service organizations and respond to community needs with an emphasis on special needs projects.

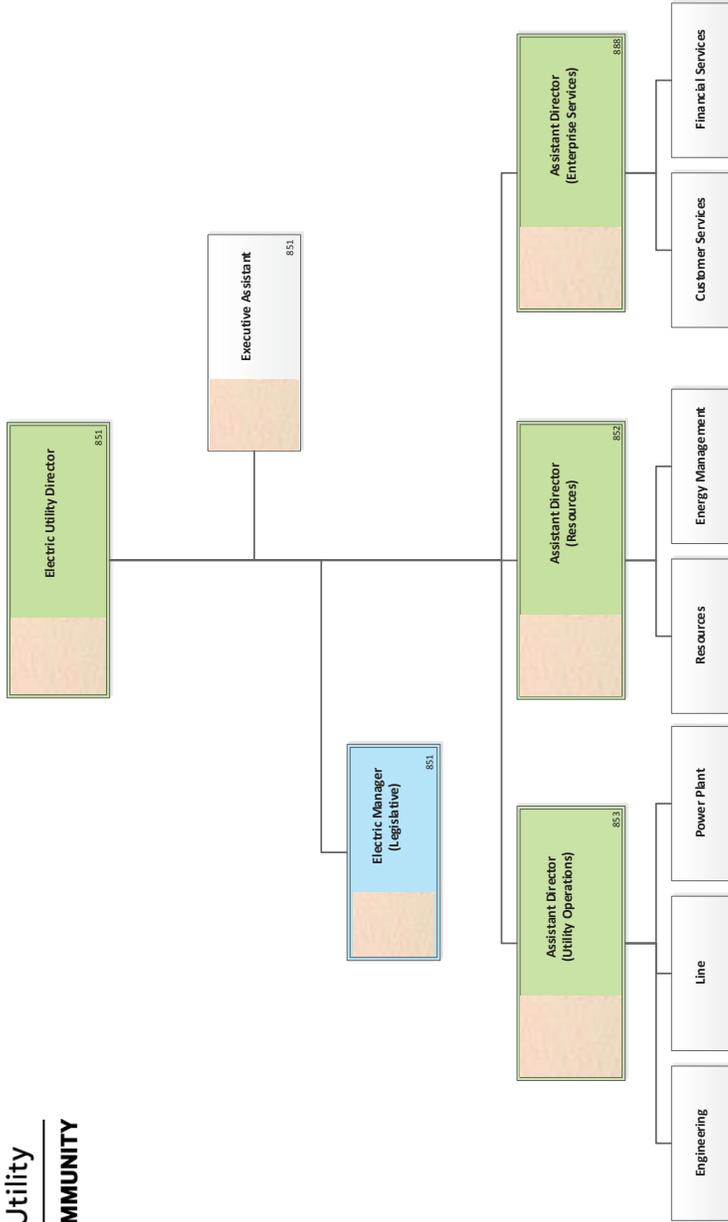
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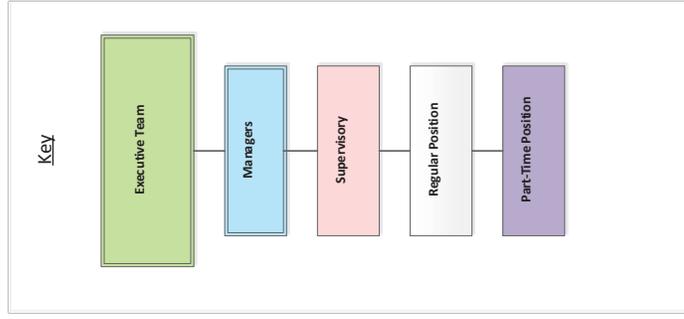
Redding Electric Utility

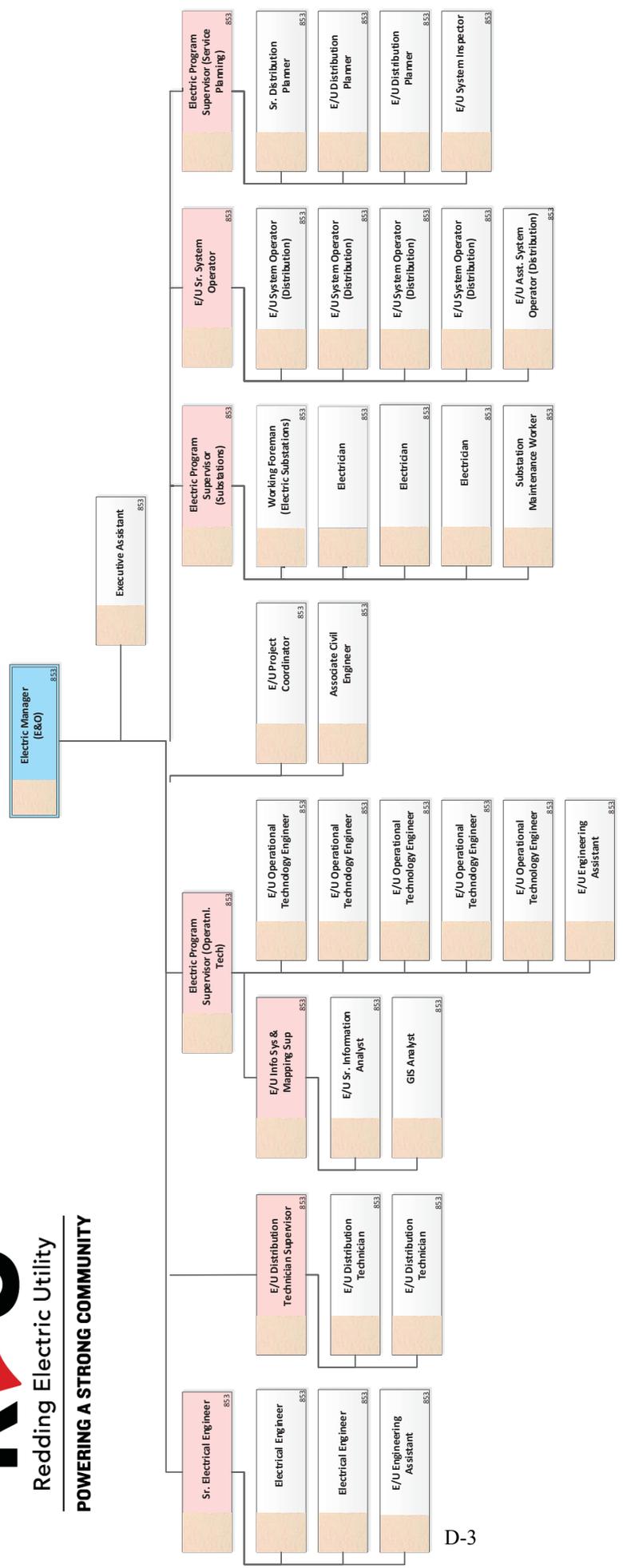
POWERING A STRONG COMMUNITY

Administration



REU Positions
Total Positions: 186
Total Full-Time Positions: 180
Total Part-Time Positions: 6
Total FTEs: 183.00



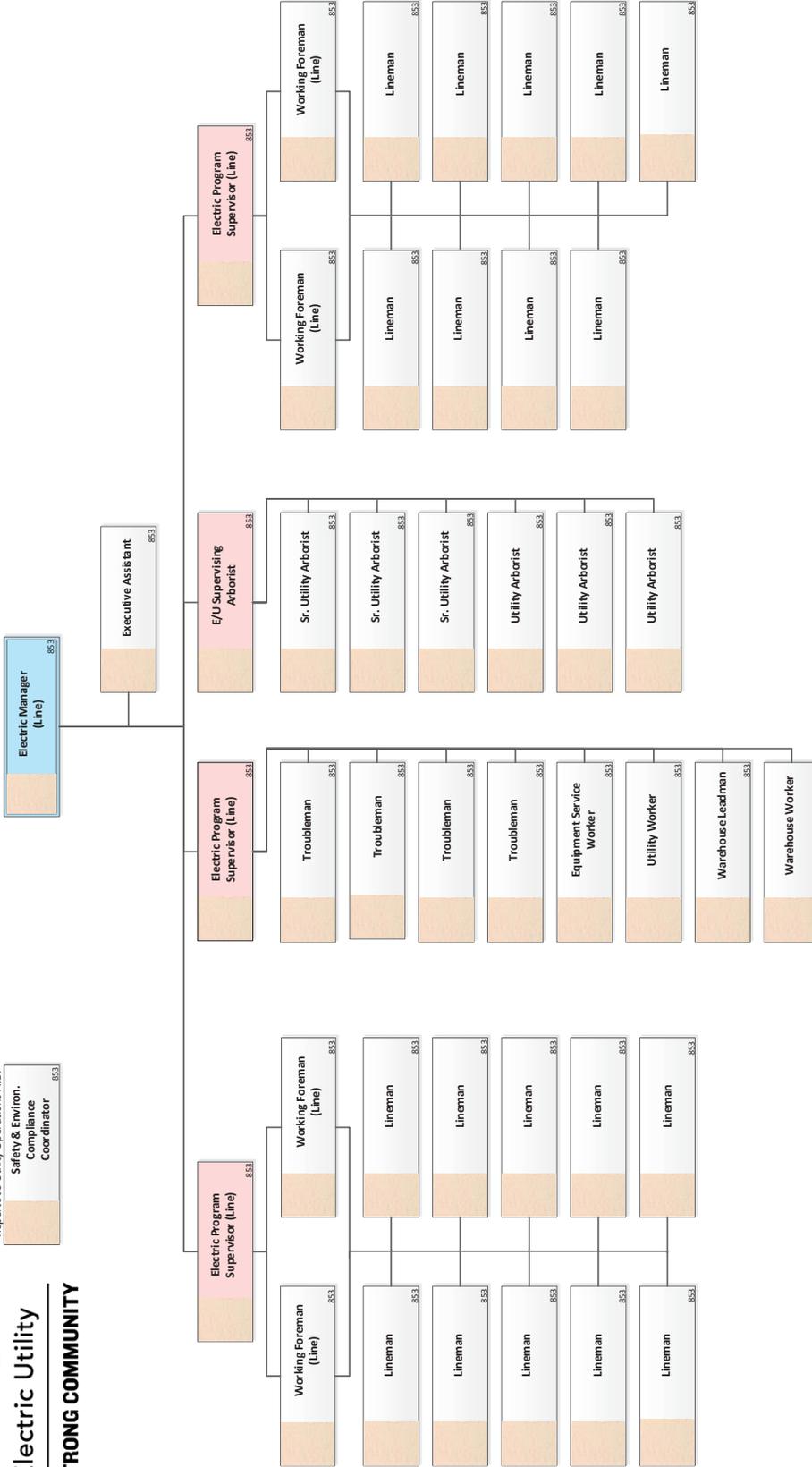




POWERING A STRONG COMMUNITY

Line

Reports to Utility Operations A.D.
Safety & Environ.
Compliance
Coordinator

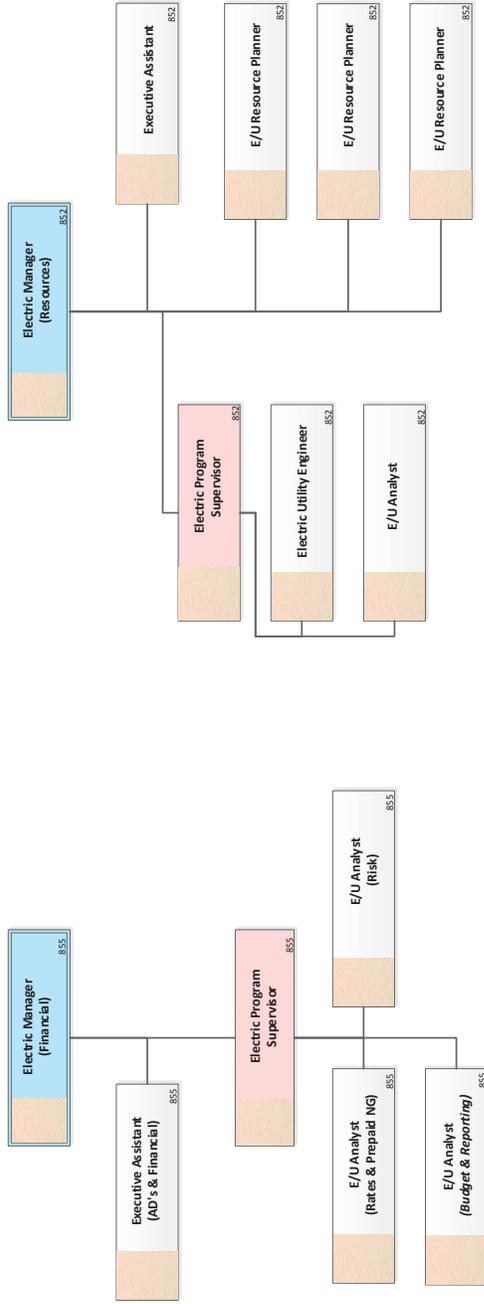




Redding Electric Utility

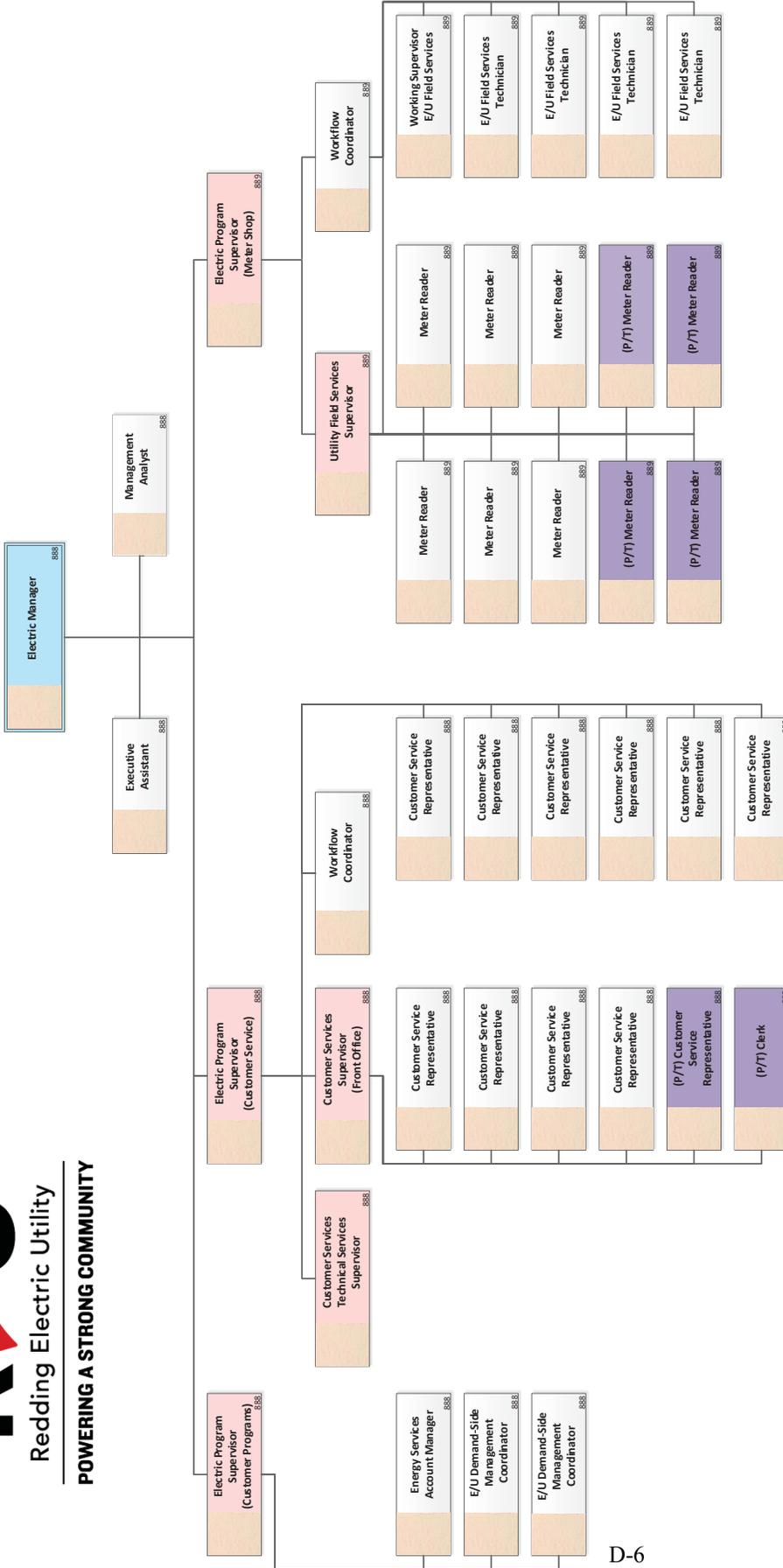
POWERING A STRONG COMMUNITY

Financial Services & Resources





POWERING A STRONG COMMUNITY



Group Totals

Administration	Total Positions: 6	Power Plant	Total Positions: 29	Energy Management	Total Positions: 14	Engineering	Total Positions: 38	Line	Total Positions: 44	Financial Services	Total Positions: 6	Resources	Total Positions: 8	Customer Services	Total Positions: 41
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REU Positions
Total Positions: 186
Total Full-Time Positions: 180
Total Part-Time Positions: 6
Total FTEs: 183.00

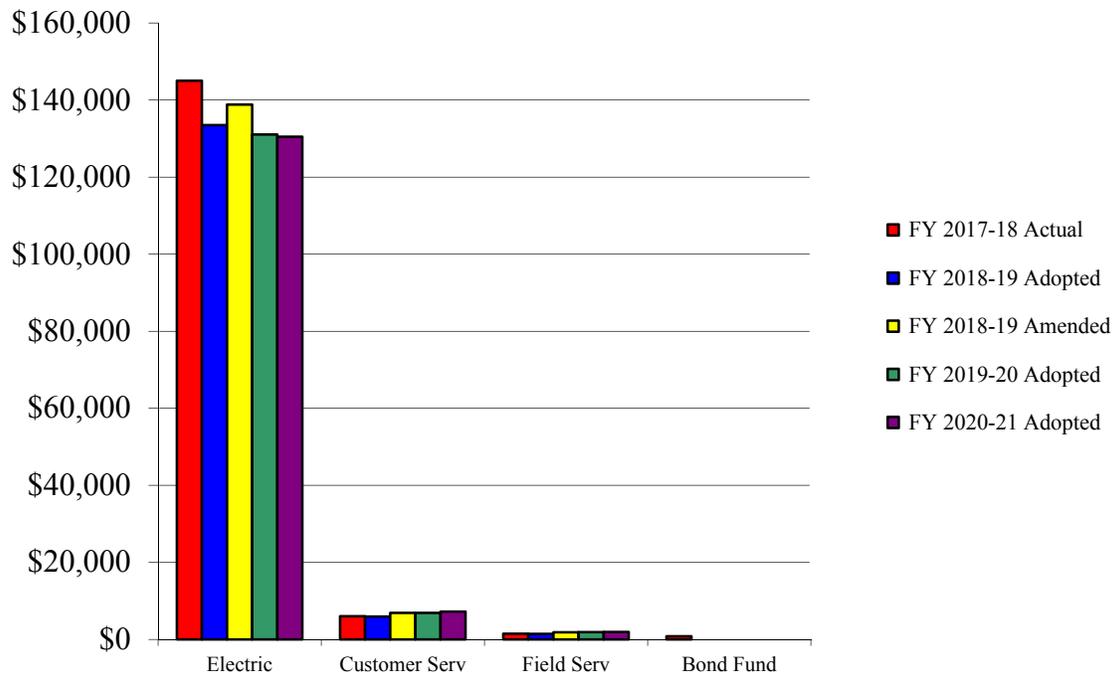
Division Totals (Ties to Budget)

Division 851	Total Positions: 3
Division 852	Total Positions: 52
Division 853	Total Positions: 83
Division 854	Total Positions: 0
Division 855	Total Positions: 6
Division 888	Total Positions: 24
Division 889	Total Positions: 18

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ELECTRIC UTILITY DEPARTMENT (REU)

Expenditure Comparisons (In Thousands)



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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

**ELECTRIC UTILITY DEPARTMENT
(REU)**

Overview

The key objectives shaping Electric’s budget development for fiscal years 2019-20 (FY20) and 2020-21 (FY21) is to limit growth of expenses, to stay within its current 5-year forecast (from the 2017-19 budget cycle), and to engage customers in developing solutions for major issues. While retail sales continues to lag behind forecasts from prior years, staff has a firm grasp on the effects of our new economy, energy efficiency, and distributed generation, which has led to forecasts that are more accurate in recent years. Leadership continues to prioritize and manage the following difficult and possibly costly issues: employee succession and retention; wildfire mitigation; legislative pressure promoting environmentally friendly resources; cyber security requirements from the Federal Energy Regulatory Commission; and increased pressure and regulations from multiple industry-related agencies. The Department remains committed to providing the safest, most reliable electric service possible, at the lowest possible price, while providing the best overall value to its customers.

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

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Electric	\$ 145,025,012	\$ 133,498,690	\$ 138,830,330	\$ 131,066,920	\$ (7,763,410)	\$ 130,479,400	\$ (587,520)
Customer Service	6,036,905	5,933,250	6,885,170	6,883,140	(2,030)	7,207,160	324,020
Field Services	1,500,186	1,435,400	1,847,010	1,918,330	71,320	1,942,700	24,370
Electric System Bond Fund	838,945	-	-	-	-	-	-
TOTAL	\$ 153,401,048	\$ 140,867,340	\$ 147,562,510	\$ 139,868,390	\$ (7,694,120)	\$ 139,629,260	\$ (239,130)

* Excluded carryover amounts

The following table illustrates the City’s commitment to affordable power for our customers:

Rate Adjustments	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Financial Plan	FY 2020-21 Financial Plan
2019 Financial Plan	0.00%	0.00%	0.00%	2.00%	2.00%
2017 Financial Plan	0.00%	1.50%	0.00%	2.00%	2.00%

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The following table displays how the Department’s budget is separated into the major expenditure groups:

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Electric	FY 2020-21 Adopted	\$ 28,432,260	\$ 83,646,820	\$ 5,610,000	\$ 12,790,320	\$ 130,479,400
	FY 2019-20 Adopted	\$ 27,602,640	\$ 84,096,210	\$ 6,580,000	\$ 12,788,070	\$ 131,066,920
	FY 2018-19 Amended	\$ 27,123,790	\$ 89,702,710	\$ 8,653,470	\$ 13,350,360	\$ 138,830,330
	FY 2017-18 Actual	\$ 24,418,690	\$ 93,525,271	\$ 12,946,405	\$ 14,134,645	\$ 145,025,012
Customer Service	FY 2020-21 Adopted	\$ 2,949,280	\$ 4,257,880	\$ -	\$ -	\$ 7,207,160
	FY 2019-20 Adopted	\$ 2,816,420	\$ 4,066,720	\$ -	\$ -	\$ 6,883,140
	FY 2018-19 Amended	\$ 2,825,960	\$ 4,059,210	\$ -	\$ -	\$ 6,885,170
	FY 2017-18 Actual	\$ 2,139,675	\$ 3,897,230	\$ -	\$ -	\$ 6,036,905
Field Services	FY 2020-21 Adopted	\$ 1,782,430	\$ 160,270	\$ -	\$ -	\$ 1,942,700
	FY 2019-20 Adopted	\$ 1,733,730	\$ 184,600	\$ -	\$ -	\$ 1,918,330
	FY 2018-19 Amended	\$ 1,618,310	\$ 159,800	\$ 68,900	\$ -	\$ 1,847,010
	FY 2017-18 Actual	\$ 1,334,022	\$ 128,757	\$ 37,407	\$ -	\$ 1,500,186
Electric System Bond Fund	FY 2020-21 Adopted	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2019-20 Adopted	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2018-19 Amended	\$ -	\$ -	\$ -	\$ -	\$ -
	FY 2017-18 Actual	\$ -	\$ -	\$ 838,945	\$ -	\$ 838,945
Total	FY 2020-21 Adopted	\$ 33,163,970	\$ 88,064,970	\$ 5,610,000	\$ 12,790,320	\$ 139,629,260
	FY 2019-20 Adopted	\$ 32,152,790	\$ 88,347,530	\$ 6,580,000	\$ 12,788,070	\$ 139,868,390
	FY 2018-19 Amended	\$ 31,568,060	\$ 93,921,720	\$ 8,722,370	\$ 13,350,360	\$ 147,562,510
	FY 2017-18 Actual	\$ 27,892,388	\$ 97,551,258	\$ 13,822,757	\$ 14,134,645	\$ 153,401,048

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

Included in the adopted budget is the request for one additional position in this two-year budget cycle after reducing Electric FTE count from 184 to 182 during the 2017-2019 cycle through the addition of direct services in the Finance Department and Records Management Division (transferred positions). Staff is proposing the addition of a Utility Field Services Technician in order to avoid overtime costs (1,700 hours annually for the prior three years).

In addition, Electric personnel are constantly contending with new regulations and more personnel or equivalent resources may be needed in the future. Leadership will continue to look for opportunities to convert unfilled positions at this time to save budget dollars, but may return to City Council to request additional staffing. Electric personnel costs are up 1.9% in FY20 and 3.1% in FY21.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Electric’s full-time, part-time, and total staffing levels for FY 2017-18 through FY 2020-21 are as follows:

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Electric	F/T	144.00	152.00	144.00	144.00	-	144.00	-
	P/T	0.50	-	-	-	-	-	-
	Total	144.50	152.00	144.00	144.00	-	144.00	-
Customer Service	F/T	22.00	18.00	22.00	22.00	-	22.00	-
	P/T	0.50	1.00	1.00	1.00	-	1.00	-
	Total	22.50	19.00	23.00	23.00	-	23.00	-
Field Services	F/T	13.00	11.00	13.00	14.00	1.00	14.00	-
	P/T	2.00	2.00	2.00	2.00	-	2.00	-
	Total	15.00	13.00	15.00	16.00	1.00	16.00	-
Totals	F/T	179.00	181.00	179.00	180.00	1.00	180.00	-
	P/T	3.00	3.00	3.00	3.00	-	3.00	-
	Total	182.00	184.00	182.00	183.00	1.00	183.00	-

Operation and Maintenance

Operation and Maintenance (O&M) Expenses are grouped into two categories: (1) Specific O&M expenses (Operating Materials), which includes the cost of power, and (2) Interdepartmental Charges. Interdepartmental Charges include fixed charges from other departments, Electric’s portion of the General Fund Cost Allocation, in-lieu fees, rent for the Corporation Yard, and property insurance. Operating Materials expenses are requested to decrease by \$4.8 million (5.8%) for FY20, followed by a decrease of \$1.5 million (1.9%) for FY21. O&M includes direct funding for existing positions in the Building Maintenance, Finance, Parks, Personnel, Police, and Records departments. O&M also includes proposed funding for positions in the Fire Department of approximately \$2.0 million, per year, for wildfire mitigation (contingent on Council approval in May 2019).

Operating Materials expense is primarily driven by power supply costs and declining retail sales leads to a reduction in power supply costs. Unlike previous cycles, the Electric Department has entered a window of a relatively stable resource portfolio without significant opportunities to divest assets or refinance indirect debt at TANC and MSR. Hydro deliveries have been budgeted as an estimate in FY20 and normal hydro deliveries in FY21. Wholesale power prices continue to be very low compared to historical levels, which reduces our opportunities to sell power on the wholesale market, but also increases our opportunities for economic dispatch.

For the most part, decreases in Interdepartmental Charges in the first year of the proposed budget – down \$804,730 (7.1%)--are due to reserve sweeps within internal service funds and an in-lieu true-up that recognized the divestiture of Electric’s ownership in San Juan through MSR. For the second year of the budget request, Interdepartmental charges are set to increase \$1,226,590 (11.6%) as cost increases cannot be offset by reserve sweeps and true-ups.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Debt Service

Electric is requesting a decrease in debt service in this two-year budget cycle. The Electric Utility Debt Service budget requests \$12.8 million per year. This is a decrease of \$0.6 million per year, to reflect the Council-approved bond issuance in 2018, which reduced interest expense. The historically low interest rates provided an opportunity to refinance some of the department's existing debt to provide present value savings to the utility and thereby its' customers (without extending term or increasing debt). Leadership is currently exploring options to maximize the benefit of reserves, which may include a Series 2015A defeasance recommendation to Council.

Capital Outlay

The table below presents the components of the revenue funded Capital Outlay requests for FY20 and FY21 compared with the actual FY18 expenditures, and the adopted and amended FY19 Budget (excluding carry-over amounts).

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
General System Improvements	\$ 3,959,025	\$ 5,000,000	\$ 4,700,000	\$ 4,650,000	\$ (50,000)	\$ 4,650,000	\$ -
Projects, Programs, & Equipment and Furnishings	9,024,787	3,017,000	4,022,370	1,930,000	(2,092,370)	960,000	(970,000)
Bond Funded	838,945	-	-		-		-
Total Capital Outlay	\$13,822,757	\$ 8,017,000	\$ 8,722,370	\$ 6,580,000	\$(2,142,370)	\$ 5,610,000	\$(970,000)

The majority of the capital outlay requests 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 Electric crews and contractors include transformers, poles, overhead/underground conductors, trenching, conduit, vaults, etc.

The remaining capital items are for projects and programs, as follows:

FY20

Power Plant Painting	\$ 50,000
Inter-substation Fiber Project	\$ 400,000
GIS Upgrade	\$ 200,000
Power Plant Air Compressor and Dryer Replacement	\$ 180,000
Power Plant Substation Bay Power Plant Substation Bay 2-3-4 Relays	\$ 20,000
Power Plant Security Improvements	\$ 70,000
Unit 4 Fire System Upgrade	\$ 80,000
Corporation Yard Building #2 Improvements	\$ 750,000

FY21

Unit 5 Breaker Replacement	\$ 350,000
Inter-substation Fiber Project	\$ 400,000
Asphalt Paving	\$ 50,000
Unit 4 Fire System Upgrade	\$ 160,000

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The reduction in Capital Outlay this budget cycle is indicative of the Department's commitment to finishing in-progress projects, hardening the system for wildfire mitigation through O&M activities, and maintaining low rates. The capital items being requested are needed to safely operate a highly reliable and progressive electric utility. There are no capital projects being funded by bond proceeds in this budget cycle.

Included in General System Improvements is a meter modernization effort of approximately \$400,000 per year for three years due to the age of the utility's mechanical meters. For residential meters, the program would include the replacement of mechanical meters, inspection of multi-unit services, and identification of substandard services. For commercial type services, the program will include replacement of the mechanical meters, testing of the existing digital meters and inspection of facilities. Additionally, it is recommended to implement a new meter seal program, inventory control program, revenue recovery program, and standardizing commercial metering equipment. This program will help to ensure the accurate and appropriate billing of electric meters as well as standardize the policies and procedures surrounding the installation, testing, and maintenance of meters. The completed assessment determined that approximately 22% of meters tested outside of industry standard and this equates to an annual revenue impact of approximately \$375,000. In order to minimize impact to the residential customers, meter replacement will only take place during non-summer months. Customers will be notified prior to work being done in their neighborhood. After meter replacement customers will be notified in writing of their meter test results and potential impact on their monthly electric charges.

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 running hour. Maintenance is budgeted in the fund and ultimately expensed during the year in which the work is completed. The budget proposal needed to maintain adequate funding is \$1.2 million for FY20 and \$1.2 million for FY21. This is an increase from the FY19 amount of \$0.9 million. A major portion of this increase is attributable to a planned rebuild of the Unit 4 Cooling Tower, which requires increased contributions to the Major Maintenance Fund.

The Rolling Stock Replacement Fund is functionally similar to the Power Plant Major Maintenance Fund. Requested FY19 funding amount for the Rolling Stock Replacement Fund was \$800,000. The budget proposal needed to maintain adequate funding is \$900,000 per year for FY 20 and FY21 and is in-line with the 10-year plan from the most recent Council approved 10-year plan. The increase is primarily attributable to higher than projected inflation in the auto and electric equipment sectors.

The Rolling Stock Replacement Fund for Field Services requests a decrease from \$46,000 in FY19 to \$40,000 per year in FY20 and FY21, which taken together totals \$14,000 less than was included in the Electric Departments previously approved five year plan.

The Major Maintenance Fund is for major expenditures of a periodic nature, based on the wear 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. Lack of adherence to preventive and periodic maintenance schedules could result in catastrophic failure of a generator, resulting in millions of additional dollars in repair costs and millions in replacement power purchases. As previously mentioned, the increase in cost is primarily due to a planned rebuild of the Unit 4 Cooling Tower.

CITY OF REDDING BIENNIAL BUDGET
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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 maintained as indicated based upon the demonstrated and projected needs of the Utility.

Electric is not requesting any new vehicles during this budget cycle.

Public Benefits Program (2019-2021)

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

- Energy efficiency improvements
- Low-income assistance
- Research, Development and Demonstration (RD&D) of emerging electric technologies
- Demand-side renewable resource development

The budget year ending June 2018 applied 43% of PBP funds to Energy Efficiency project expenses. The projects included commercial rebates to commercial and residential customers for energy efficient upgrades. Low-income assistance spending (through the CARES program and Residential Energy Discounts) was the largest area of the Public Benefits Program expenditures at 44%. This amount is projected to be nearly \$2 million in FY19 and increase through the next budget cycle. These increases are primarily driven by Council directives to increase bill payment support for income-qualified customers as part of the City’s ongoing efforts to reduce the impact and burden of utility bills and the availability of Cap and Trade revenues for energy efficiency projects.

Existing RD&D projects have most recently been focused on community outreach and education. These Public Benefits Programs will continue to provide wide-ranging benefits for the Redding community and customers.

The following provides a summary of the components of the expected FY19 expenditures and the adopted FY20 and FY21 expenditures for continuing the Public Benefits Program. The expenditures are based on 2.85 percent of forecasted retail revenue in the future fiscal years.

Public Benefits Program	Estimated FY2018-19	Adopted FY2019-20	Adopted FY2020-21
Energy Efficiency			
Project Expenses	\$ 1,666,890	\$ 658,000	\$ 672,000
Low Income Assistance			
Project Expenses	1,525,000	2,400,000	2,400,000
Research, Development & Demonstration			
Project Expenses	115,000	200,000	200,000
Renewable Resources			
Project Expenses	10,000	0	0
PBP Labor			
	250,000	200,000	200,000
TOTAL PBP Charges	\$ 3,566,890	\$ 3,458,000	\$ 3,472,000

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Five-Year Financial Plan (2019-2024)

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					
	2019	2020	2021	2022	2023	2024
Electric Utility Fund Beginning Balance (\$ Mil)	\$ 51.2	\$ 51.8	\$ 47.8	\$ 47.6	\$ 47.6	\$ 48.7
Rate Adjustments	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%
Revenues (\$ Mil)						
Retail Electric Sales	121.4	121.3	121.8	124.5	127.3	130.0
Wholesale Electric Sales	15.0	9.9	9.7	9.8	9.8	9.6
Miscellaneous Income	7.0	7.5	7.8	7.9	8.2	8.2
Total	143.4	138.7	139.3	142.2	145.3	147.8
Operating Expenses (\$ Mil)						
Power Supply	80.3	74.8	73.8	73.7	70.7	71.9
O & M	44.2	39.9	40.9	42.6	44.4	46.2
Total	124.5	114.7	114.7	116.3	115.1	118.1
Net Operating Revenue	18.9	24.0	24.6	25.9	30.2	29.7
Total Net Debt Service	12.8	12.8	12.8	12.6	14.3	14.3
Revenue Remaining after Debt Service	6.1	11.2	11.8	13.3	15.9	15.4
Other Revenues & Expenses						
Interest	1.8	1.8	1.8	1.8	1.8	1.8
Carr Fire Reimbursement Accrual	8.5	0.0	0.0	0.0	0.0	0.0
Capital Projects (including carryover)	-8.0	-9.6	-5.6	-6.5	-7.9	-7.3
In-Lieu Payment to City	-6.1	-5.3	-6.1	-6.3	-6.4	-6.6
Rolling Stock, Major Plant Maintenance	-1.7	-2.1	-2.1	-2.3	-2.3	-2.5
Total	-5.5	-15.2	-12.0	-13.3	-14.8	-14.6
Increase (Decrease) in Funds (\$ Mil)	0.6	-4.0	-0.2	0.0	1.1	0.8
Electric Utility Fund Ending Balance (\$ Mil)	\$ 51.8	\$ 47.8	\$ 47.6	\$ 47.6	\$ 48.7	\$ 49.5
Reserves (Days of Cash on Hand)	150	149	149	146	151	150
Debt Service Coverage Ratio	2.15	1.85	1.90	2.01	2.08	2.03

Electric has prepared a budget that includes a reduction of expenses from what was previously shown in the 5-year plan attached to the FY18 and FY19 approved budgets. The days of cash on hand is projected to be 149 days in FY20 and 149 days in FY21. These are above the required minimum level of 75 days and near the goal of 150 days. In addition, the debt service coverage ratio is projected to be 1.85 times in FY20 and 1.90 times in FY21. These are above the required minimum of 1.80 times. Projected rate increases are inflationary in nature.

2017-19 Goals and Accomplishments

Administration

Goal

Increase our social media footprint, grow our ability to connect directly with our customers and develop an intranet page for employee use.

Accomplishment

Social media presence has seen significant growth, and continued growth is expected during the next budget cycle with the creation of a Citywide Communications Team. Twitter and Facebook will continue to be used to disseminate outage information and other immediate news. The intranet page is operational.

Goal

Further develop REU as a strong training organization, develop, and implement strategies to improve recruitment of staff and to ensure employee retention.

Accomplishment

A leadership-training program, which began with the Executive Team, has been implemented with the Managers. The last issue from the 2020 Strategic Plan, improvement of staff recruitment and employee retention, will be presented to City Council prior to the end of the fiscal year 2019.

Goal

Create “succession” positions.

Accomplishment

The creation of an effective employee retention and succession plan will be presented to City Council prior to the end of the fiscal year 2019.

Power Supply

Goal

Manage REU’s resources to optimize their benefit to the City and customers, while maintaining a safe, reliable power supply.

Accomplishment

The Integrated Resource Plan, which included public meetings, analyses, and approval by City Council, is complete. A resource planner is now devoted to short-term planning. An updated service schedule with the City of Shasta Lake, ensuring all costs are properly recovered, was executed. An agreement with the Western Area Power Administration has been executed allowing the import of Big Horn renewable energy on the Pacific Alternating Current Intertie, freeing up capacity on the California-Oregon Transmission Project that can be offered for sale on the Open Access Same-Time Information System. The California Independent Systems Operator (CAISO) Hour Ahead Scheduling Process has been utilized to bid excess generation into their markets and offset costs.

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Goal

Enhance the viability and benefits of BANC, TANC, MSR, and NCPA.

Accomplishment

REU participated in all joint-powers agencies (JPA) activities in a continued effort to represent the City's interests and provide oversight to maximize Redding's benefits. During this period, the Transmission Agency of Northern California (TANC) successfully litigated Pacific Gas and Electric Company's eighteenth Transmission Owner rate case (PG&E TO-18) with the Federal Energy Regulatory Commission, resulting in direct transmission access charge savings with CAISO related energy purchases. The Balancing Authority of Northern California (BANC) completed a balancing authority level Integrated Resource Plan to ensure its viability over the study horizon and leveraged its talent to support the schedule coordinator project. The Modesto-Santa Clara-Redding Public Power Agency (MSR) was successful in reissuance of Series 2008 bonds resulting in \$5.2M in net present value member savings and \$4.3M in debt service reductions through original term. The termination of the San Juan Generation Station Project reduced general consulting costs that resulted in substantial savings. The Northern California Power Agency (NCPA) completed Phase 1 & Phase 2a-c of the NCPA Solar Project 1 study below budget and on schedule.

Goal

Monitor and participate in the implementation of the CAISO EIM for BANC.

Accomplishment

Electric executed a contract to become a certified scheduling coordinator with the California Independent System Operator (CAISO) in preparation for the Energy Imbalance Market (EIM). Electric will be participating in the early stages of Phase 2 of Balancing Authority of Northern California (BANC) EIM implementation, and is working with a consultant to produce a gap analysis.

Goal

Improve the REU power plant operation and maintenance flexibility and efficiency.

Accomplishment

The catalyst replacement project, which replaced the SCONOX and EMx emissions catalyst with a Selective Catalytic Reduction (SCR) emissions catalyst, is complete. This project improved the heat rate of Units 5 and 6, operating and maintenance expenses, and other efficiencies that resulted in substantial savings. The SCR catalyst does not use steam or natural gas to function, thus more steam goes to the steam turbine for increased power production, and the reduction in natural gas consumption improves the unit combined cycle heat rate. In addition, the replacement purchase of the SCR catalyst is approximately eight percent of the SCONOX and EMx emissions catalyst.

Transmission & Distribution

Goal

Deliver safe and reliable power to our customers for the benefit of the community.

Accomplishment

Electric continues to deliver safe and reliable power to utility customers, and has implemented improvement strategies along many fronts and through our core functions as a utility. Electric continues to maintain high system reliability, as measured by the System Average Interruption Duration Index, when recent natural disasters are removed from the calculation (as is industry standard). Electric has continued to provide improved customer service to the community through ongoing maintenance efforts, responsive repair work, timely installation of supply facilities, and standardized design. Electric has implemented an expanded program allowing for the trimming of trees in utility right-of-ways by utilizing a trim cycle that meets or exceeds the latest California Public Utilities Commission's clearance standards. The Engineering staff continues to review and update existing 115kV transmission, 115/12kV substation, and 12kV distribution expansion plans for the most cost effective and "fire safe" improvements.

Goal

Complete the Technology Roadmap.

Accomplishment

At this time, the some components of the draft Technology Roadmap (such as work item lists and priority assignments) are established and in use for workload management. The Technology Roadmap is slated for completion by the end of 2019, even as the needs and priorities of the various divisions change over time. The integration of the remittance processing system is complete; work to facilitate geographic information system integrated applications for underground and overhead inspections is well underway; and implementation of outage management, voice recognition customer interface, and associated engineering analysis tools are expected throughout the next budget cycle.

Goal

Integrate GIS, CIS, and workflow management processes.

Accomplishment

The development of a program in the electronic customer information system for managing "cut at pole" disconnect job orders, data fields, crews, job orders, and setup permissions is in process, and training for the relevant field staff was conducted. However, due to changes in personnel, we are in a period of transition. The plan was to add streetlight calls to the electronic customer information system after testing the "cut at pole" job orders, but that may be migrated instead to the outage management system. The outage management system is about 80 percent developed and, when deployed, will be able to manage outage and non-outage job orders. The goal is to eliminate paper tags and manually managing spreadsheets/databases. The underground inspection application is complete; all underground inspections are now managed in the geographic information system; and work is being done to migrate the historical underground inspections into the geographic information system database. After completion, all inspections will be centralized in one database.

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Goal

Complete an engineering study of the impact of distributed resources on the distribution system.

Accomplishment

This goal will remain ongoing, as the project is dependent on the deployment of the Engineering Analysis Program. The Engineering Analysis Program requisition is delayed due to staffing limitations and other goals taking precedence.

Goal

Modernize Waldon and Oregon substations.

Accomplishment

The Waldon Substation Modernization Project is complete. The Oregon Substation Modernization Project is approximately 85 percent accomplished and on schedule, with a May 2019 completion timeframe. This will complete the system-wide substation modernization plan leading to improved reliability and efficiency of the distribution system.

Goal

Upgrade portions of the 115kV transmission lines and 12kV overhead and underground lines.

Accomplishment

The Eureka/Oregon 115kV transmission line project has begun. The poles between the Eureka Substation and Sunset Drive have been replaced and are ready for new conductors. Over 140 poles showing deterioration were replaced. Poles and conductors into the Oregon Substation are being replaced as part of the substation modernization project. Unforeseen events have affected the completion timeline, including the Carr Fire, a snowstorm, and priority transmission projects using limited staffing.

Goal

Continue the LED streetlight retrofit program.

Accomplishment

Electric has replaced over 1,500 lights to LED (now at 41 percent of the total system) resulting in energy savings of over 1.5M kWh/yr. This has led to reduced system losses, improved visibility, and has helped the environment.

Goal

Implement best metering practices

Accomplishment

Phase 1 of implementing best electric metering practices is complete (gathering of present practices and status of existing metering accuracy). Phase 2 is underway and is composed of two parts: the Remote Metering Project and the Metering Modernization Project. City Council has approved the Remote Metering Project, and the Request for Proposal for installation will be completed in 2019.

Financial and Business Services

Goal

Provide exceptional support to the other divisions of the utility to carry out their primary roles.

Accomplishment

Financial and business staff continue to provide professional and responsive services including budgeting, accounting, finance, settlements, power analytics, risk management, safety, compliance, internal and external reporting, legislative and regulatory engagement, contract support, and other miscellaneous support services. In addition, staff continuously reviews and updates policies to ensure compliance with new specifications. For the current period, a plan is under review to provide dedicated support to the other divisions.

Goal

Implement a rate structure that ensures the sustainability of REU's strong financial position.

Accomplishment

Electric's Cost of Service Study was updated in 2017. In addition, the financial forecast model was updated, and the rate structures of California-based publicly owned utilities were explored to determine best practices. The information was used to overhaul the Large Commercial Rate structure to address strategic initiatives and provide simplification. The new rate went into effect January 1, 2018.

Goal

Identify and coordinate the mitigation of risks associated with power supply and delivery business decisions, general enterprise risks, and safety.

Accomplishment

Working in conjunction with a consultant, a comprehensive energy risk management program was developed and implemented that appropriately encompassed and mitigated energy risks. Risks and key indicators were continuously monitored and reported to management and appropriate staff. In addition, necessary tools and resources were made available to identify and manage the myriad of risks associated with operating a public power utility.

Customer Services

Goal

Provide courteous, professional billing and collections services, and provide the community improved value from Redding's Public Benefits Program.

Accomplishment

Customer Service staff continues to lead regular meetings with the Call Center and Public Works Utilities to discuss the clarification of policy and procedures, as well as to identify training opportunities to ensure a high level of customer service to the City's utility customers. There has been continued improvement to the training manual and training program that has reduced billing errors and improved the customer experience.

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Goal

Update Redding's Public Benefits Program to better meet regulatory and community needs.

Accomplishment

Electric completed an overhaul of the rebate and customer assistance programs to offer new rebates, eliminate outdated rebates, and increase support of low-income customers. New customer education materials and catalogs were developed. An online rebate application and processing system was implemented to eliminate paper-based applications and reduce costs. Participation with schools was increased through power plant tours and curriculum enhancements. The change to the Residential Energy Discount Program allocated additional funds to the Program, which allowed an expanded benefit and an increased subscriber count. Community Assistance from Redding Electric Services (CARES) assistance was also increased from \$250 to \$300 to assist customers experiencing a temporary hardship. Also during this time, many new programs were developed including low-income weatherization, affordable housing energy efficiency projects, a City-wide energy savings performance contract, and electric vehicle and vehicle charging station rebates.

Goal

Implement improved customer access to service offerings.

Accomplishment

Customer Services leveraged the Call Center and technology changes to eliminate the requirement for customers to come into the Walk-in Center to complete transactions. Customers are now able to complete all regular transactions, including setting up payment arrangements, over the phone. Applying for assistance is now available via an online application. The rebate processing was also transitioned to a software based automated rebate process in order to improve customer service and reduce administrative costs. This allows customers to apply for rebates using an electronic platform, and provides real-time information to both the customer and program administrators.

Goal

Implement enhanced technologies.

Accomplishment

During the 2017-19 budget cycle, Customer Services negotiated a long-term contract extension with Vertex, the current provider of the hosted billing system for all City Utilities. Extending the contract at the current terms and pricing was the least-cost solution and avoided the time and labor-intensive process of configuring and migrating to a new utility billing software. Along with geographic information system staff, the process of utilizing technology to redesign meter-reading routes continues to be a priority.

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Performance Measures and Workload Indicators

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 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Peak Demand (MW)	241	228	229	229	228
Gigawatt-Hour Sales	746	745	723	718	717
Subtransmission Line Miles	73.0	72.0	72.0	72.0	72.0
Distribution Line Miles	740	743	743	745	746

Customer Service

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Electric customers billed monthly	45,937	46,112	46,400	46,500	46,500
Water customers billed monthly	29,125	29,060	29,200	29,200	29,200
Total amount billed (all utilities)	\$195,617,241	\$197,979,078	\$199,000,000	\$200,000,000	\$201,000,000
Payment transactions - credit card	211,773	217,248	220,000	222,000	224,000
Electronic Funds transfer/EBox payment	134,037	140,760	145,200	147,000	150,000
Total walk-in traffic - cashiers	36,566	49,387	40,900	40,000	40,000
Payment transactions - mailed	180,727	162,775	156,700	153,000	150,000
Customer Service phone calls received	104,707	110,203	110,000	107,000	104,000
Call Center's average wait time (minutes:seconds)	:25	:40	:28	:30	:30
*Call Center's average time per call (minutes:seconds)	4:57	4:57	5:00	5:00	5:00
Call Center's calls abandoned	2.7%	4.7%	5.0%	5.0%	5.0%
Call Center's average grade of service	82%	74%	80%	80%	80%
Electric meter reads	547,560	553,404	555,700	556,000	556,000
Water meter reads	360,628	364,054	367,600	368,000	368,000
Utility service requests	43,112	41,569	41,500	41,500	41,500
Utility service miles logged	98,471	91,418	94,000	87,000	85,000
Error ratio per 1,000 meters read	0.15	0.15	0.15	0.15	0.15

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Performance Measures

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 and various ratios showing the utility's financial health.

Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected	FY 2021 Projected
Subtransmission and distribution system expense per customer ⁽¹⁾	\$428	\$460	\$505	\$592	\$596
Electric retail kWh sales/electric worker hours ⁽³⁾	1,948	1,969	1,911	1,887	1,885
Number of customers per electric employee ⁽²⁾	240	243	244	244	245
Electric service reliability ⁽⁴⁾⁽⁵⁾	99.993	99.951	99.915	99.992	99.993
SAIFI (includes major events) ⁽⁵⁾⁽⁶⁾⁽⁹⁾	0.423	0.863	1.120	0.430	0.409
SAIDI (includes major events) ⁽⁵⁾⁽⁷⁾⁽⁹⁾	38.6	255.3	446.3	40.1	38.1
CAIDI (includes major events) ⁽⁵⁾⁽⁸⁾⁽⁹⁾	91.17	295.81	398.40	94.70	89.96
Redding Power Plant availability %	92.7	83.8	93.3	95.0	95.0
Redding Power startup success %	91.3	95.3	92.7	97.0	97.0
System average retail rates (¢/kWh)	17.0	16.8	16.8	16.9	17.0
Total retail GWh available for use	788	782	752	759	756
Cost of power, cents/kWh ⁽¹⁰⁾	5.7	5.6	6.6	6.4	6.3
Debt to total assets ratio	0.43	0.39	0.36	0.35	0.34
Total operating expenses to total expense ratio	0.95	0.90	0.93	0.96	0.96
Days of cash on hand	147	155	150	149	149
Retail revenue as a percent of total revenue	77%	79%	85%	87%	87%

Notes:

1. Total O&M expenses and all General System Improvements excluding debt service; capital projects; and In-lieu payments.
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. Total customer minutes minus total customer outage minutes and the resultant divided by the total customer minutes and expressed in percent. American Public Power Association regional average for 2018 was 99.9475.
5. Based upon a calendar year summary.
6. SAIFI - System Average Interruption Frequency Index. Total number of customer interruptions divided by total number of customers served. American Public Power Association regional average for 2018 was 1.3898.
7. SAIDI – System Average Interruption Duration Index. This is the sum of all interruption durations divided by the total number of customers. American Public Power Association regional average for 2018 was 275.3225.
8. CAIDI – Customer Average Interruption Duration Index. This is the sum of all interruption durations divided by the total number of customer interruptions. American Public Power Association regional average for 2018 was 177.7918.
9. Major event/storms are defined as an event where 10 percent or more of City customers were “outaged” during a 48-hour period.
10. Based on line 67 of Production Cost Model FY19-FY24 of February 23, 2019.
11. Projected values exclude events requiring mutual aid.

2019-21 Goals and Objectives

Administration

Goal

Increased awareness of the value that Redding's Electric Department brings to the community and City.

Objective

Establish a positive relationship with local media to ensure public understanding and involvement in our mission and vision. Increase effectiveness of media spend with comprehensive marketing strategies.

Goal

Effective recruitment and staff development strategies.

Objective

Demonstrate the positive aspects of working for the utility and increase brand strength in "best places to work" type rankings. Demonstrate our ongoing commitment to professional development by increasing staff development offerings and participation. Enhance employee retention strategies.

Goal

Sufficient depth of expertise in key positions.

Objective

Create progression positions to ensure knowledge transfer and smooth and orderly succession strategies. Proactively develop a talent pipeline.

Goal

Successful completion of key initiatives.

Objective

Formalize Emergency Operations Procedures. Develop Wildfire Management Plan. Develop Long-Term Facilities Plan.

Energy Management

Goal

Maintain a reliable, cost effective power supply, from real-time to three years out.

Objective

Economically, and with minimal effect to the environment, utilize, schedule, and/or dispatch long-term resources, transacted short-term resources, and generation in order to maintain stable, reliable power for the citizens of the City, at or below the current cost of power.

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Goal

Keep pace with industry standards and changes.

Objective

Develop and implement strategies needed to operate efficiently, at low-cost, and within regulatory requirements. Participate in the CAISO market as our own Scheduling Coordinator. Complete EIM gap analysis. Limit the impact and burden of complying with the National Energy Regulatory Commission reliability standards.

Resources

Goal

Manage resources to optimize their benefit to the citizens of the City, while maintaining a safe, reliable power supply.

Objective

Utilize Integrated Resource Planning to maintain a diverse resource portfolio that achieves regulatory compliance and rate stability. Acquire Renewables Portfolio Standard compliant resources at or below current cost of power.

Goal

Maximize the effectiveness of rebate and incentive programs in providing value to individual citizens and the community.

Objective

Utilize energy efficiency, greenhouse gas reduction, and electrification programs and incentives to educate and influence decisions in ways that help achieve regulatory requirements while meeting citizens' needs and expectations.

Generation

Goal

Improve Redding Power Plant's operational reliability.

Objective

Evaluate areas of the power plant that are susceptible to causing diminished unit reliability, plan a course of action to reduce the risks of diminished unit reliability, and implement the selected solutions to increase availability and startup success rates.

Goal

Improve Redding Power Plant's operational flexibility and efficiency.

Objective

Increase cost effectiveness of providing safe, clean, and reliable energy to the citizens of the City, through operational improvements, maintenance improvements, emission production improvements, or a combination of these areas. Evaluate load range capability and automated startup. Evaluate capacitor banks at substations.

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Goal

Improve Redding Power Plant's continued serviceability.

Objective

Conduct an evaluation of equipment and facility serviceability. Power plant equipment and facilities that are nearing the serviceability limits will be addressed to determine course of action that will alleviate loss of use risks.

Line

Goal

Reduce inventory carrying costs and spoilage.

Objective

Implement an inventory management system that includes interface with work orders, automatic ordering thresholds, associated lead-times, and date tagging to ensure first-in/first-out methodology.

Goal

Reduce the response time for line and tree crews when responding to emergency callouts.

Objective

Establish standby crews and procedures to lower the utility's System Average Interruption Duration Index.

Goal

Improve data collection of the inspection and tracking efforts for Transmission and Distribution infrastructure and equipment.

Objective

Implement tighter processes for overhead and underground line inspections using remote tablets. Track cable phasing for geographic information system databases and outage management system enhancements. Explore possible use of drone cameras for vegetation or infrared inspections.

Engineering and Operations

Goal

Ensure safe and reliable power delivery to the citizens of the City.

Objective

Provide improved coordination to ensure that operation of the transmission and distribution infrastructure is planned, engineered, and operated in a safe and reliable manner. Utilize new and existing technology to advance operational efficiency with predictive outage location processes, improved crew callout systems, and automated customer information systems.

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Goal

Increased network reliability and improved efficiency of the Engineering and Operations division.

Objective

Provide separate path redundancy away from the City's routers. Implement workforce management for the Operational Technology Group to ensure efficient management of new projects and maintenance of existing software.

Goal

Empower engineering and planning staff by utilizing new and advanced technology.

Objective

Implement technological advancements and improve procedures for the tracking and analyzing of trends in outage locations, response times, durations, and ensuring operations within acceptable utility standards. Develop a prioritization process for crew work orders and streamlined standards for design improvements.

Financial Services

Goal

Maintain an equitable rate structure that ensures the sustainability of the Electric Department's strong financial position.

Objective

Propose a net energy metering successor tariff that appropriately values distributed generation utilizing industry best practices and input from stakeholders.

Goal

Continue progress on achieving cost of service-based rates.

Objective

Update the Service Policy and/or Rate Book to ensure fair recovery of capital outlay that reduces long-term risk for all ratepayers.

Goal

Increase efficiency and consistency of operations to ensure a balanced 5-year financial plan with level reserves and minimal rate increases.

Objective

Create and implement standard operating procedures related to significant financial obligations.

Customer and Field Services

Goal

Provide utility customers with timely and accurate bills.

Objective

Develop and implement a quality assurance program, including tracking key performance indications for cancel/rebills and meter re-read service orders. Develop and implement an industry standard high-bill investigation program.

Goal

Improve utility customer access to utility programs and billing information.

Objective

Enhance online options and upgrade the utility customer self-service portal. Implement new call center contract in coordination with other City utilities. Implement a comprehensive commercial and residential energy audit/advisor program. Expand the knowledge and usefulness of billing system information through the training of appropriate City staff.

Goal

Enhance and expand community outreach and education.

Objective

Develop and implement a community events calendar. Facilitate City and Departmental participation to ensure comprehensive representation of all services.

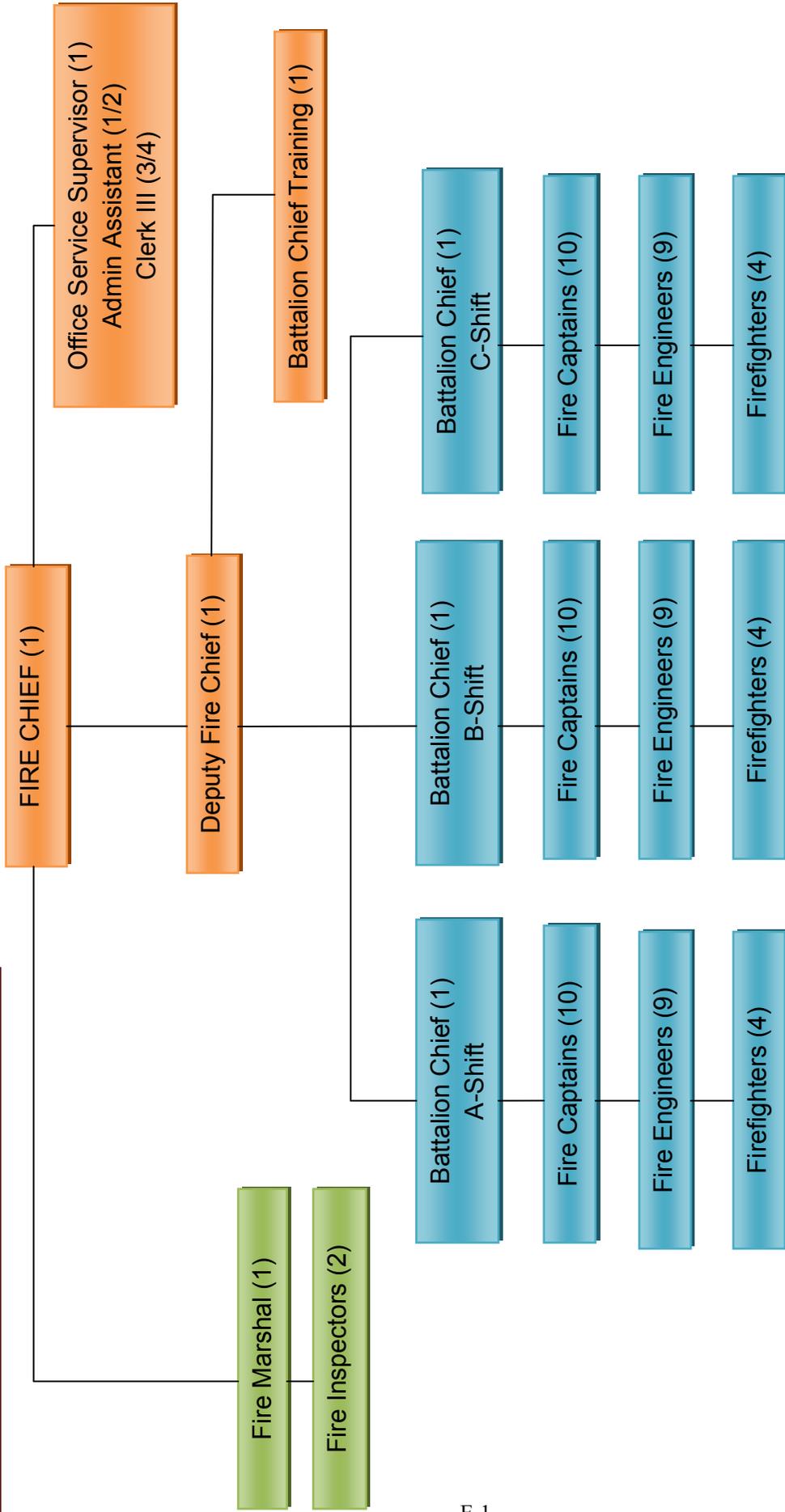
Goal

Ensure electric meters are recording utility customer consumption accurately.

Objective

Develop an industry standard meter shop to include a meter inventory program, meter seal program, meter tamper/theft program, and meter-testing program. Upgrade meter-reading handhelds to ensure accurate transfer of meter information.

Redding Fire Department Organization Chart

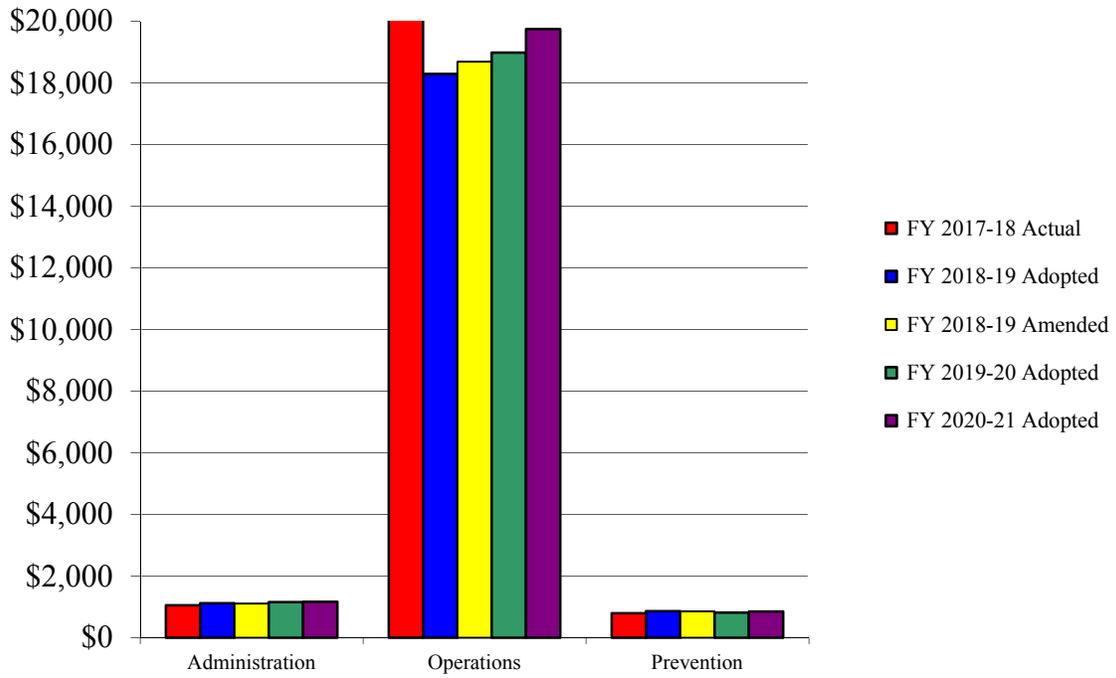


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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

FIRE DEPARTMENT

Expenditure Comparisons (In Thousands)



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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

FIRE DEPARTMENT

Overview

The Fire Department's adopted budget for FY 2019-20 totals \$20,952,850 which is \$299,100 greater than the amended budget for FY 2018-19 of \$20,653,750. For FY 2020-21, the adopted budget totals \$21,761,750 which is \$808,900 over the FY 2019-20 adopted budget of \$20,952,850.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Administration	\$ 1,052,079	\$ 1,121,900	\$ 1,111,510	\$ 1,156,010	\$ 44,500	\$ 1,164,430	\$ 8,420
Operations	20,568,263	18,293,760	18,687,090	18,980,490	293,400	19,745,070	764,580
Prevention	794,096	862,550	855,150	816,350	(38,800)	852,250	35,900
TOTAL	\$ 22,414,438	\$ 20,278,210	\$ 20,653,750	\$ 20,952,850	\$ 299,100	\$ 21,761,750	\$ 808,900

* 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
Administration	FY 2020-21 Adopted	\$ 977,930	\$ 186,500	\$ -	\$ -	\$ 1,164,430
	FY 2019-20 Adopted	\$ 950,110	\$ 205,900	\$ -	\$ -	\$ 1,156,010
	FY 2018-19 Amended	\$ 935,780	\$ 175,730	\$ -	\$ -	\$ 1,111,510
	FY 2017-18 Actual	\$ 877,552	\$ 174,527	\$ -	\$ -	\$ 1,052,079
Operations	FY 2020-21 Adopted	16,443,590	3,301,480	-	-	19,745,070
	FY 2019-20 Adopted	15,810,580	3,104,910	65,000	-	18,980,490
	FY 2018-19 Amended	15,740,090	2,771,580	55,100	120,320	18,687,090
	FY 2017-18 Actual	16,631,273	2,741,625	1,075,045	120,320	20,568,263
Prevention	FY 2020-21 Adopted	773,600	78,650	-	-	852,250
	FY 2019-20 Adopted	737,670	78,680	-	-	816,350
	FY 2018-19 Amended	769,000	86,150	-	-	855,150
	FY 2017-18 Actual	716,229	77,867	-	-	794,096
Total	FY 2020-21 Adopted	\$ 18,195,120	\$ 3,566,630	\$ -	\$ -	\$ 21,761,750
	FY 2019-20 Adopted	\$ 17,498,360	\$ 3,389,490	\$ 65,000	\$ -	\$ 20,952,850
	FY 2018-19 Amended	\$ 17,444,870	\$ 3,033,460	\$ 55,100	\$ 120,320	\$ 20,653,750
	FY 2017-18 Actual	\$ 18,225,054	\$ 2,994,019	\$ 1,075,045	\$ 120,320	\$ 22,414,438

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Personnel

The following table displays the number of positions in the Redding Fire Department.

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Administration	F/T	4.00	4.00	4.00	4.00	-	4.00	-
	P/T	1.23	1.23	1.23	1.23	-	1.23	-
	Total	5.23	5.23	5.23	5.23	-	5.23	-
Operations	F/T	72.00	69.00	72.00	72.00	-	72.00	-
	P/T	-	-	-	-	-	-	-
	Total	72.00	69.00	72.00	72.00	-	72.00	-
Prevention	F/T	3.00	3.00	3.00	3.00	-	3.00	-
	P/T	-	-	-	-	-	-	-
	Total	3.00	3.00	3.00	3.00	-	3.00	-
Total	F/T	79.00	76.00	79.00	79.00	-	79.00	-
	P/T	1.23	1.23	1.23	1.23	-	1.23	-
	Total	80.23	77.23	80.23	80.23	-	80.23	-

Significant Issues for 2019-21

The Operating Materials budget represents an increase of \$50,390 for FY 2019-20 and \$26,570 for FY 2020-21. The largest increase is the result of increases to the SHASCOM budget. The Fire Department is requesting an allocation of \$1,378,310 and \$1,405,880 for the continued support of SHASCOM. The increase is \$39,310 in FY 2019-20 and an additional \$27,570 in FY 2020-21.

The Fire Department received an increase in rolling stock for 2019-20 of \$155,000. This money will assist with the Fire Department rolling stock needs, which still is receiving inadequate funding.

Status of 2017-19 Goals and Accomplishments

Suppression Division

Goal

Seek funding to establish three-person staffing for fire engines currently staffed with only two persons.

Accomplishment

Although the 2013 SAFER grant has expired and the Apprentice Firefighter position is not currently funded, at the January 15, 2019 City Council meeting, funding was approved for three Firefighter positions. The Department currently has three of eight engines and one ladder truck staffed with the industry minimum standard of three personnel.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Continue to evaluate and monitor fleet replacement needs.

Accomplishment

The Department was able to purchase and place in service a new Type 1 engine (Engine-3) and a new Type 3 wildland engine (Engine-65). Three new Ford F-150 pickups were purchased as well for the Deputy Chief, and two Fire Investigators.

Goal

Upgrade fire radio communications to meet workload and provide improved fire ground efficiency and safety.

Accomplishment

Funding for a secondary VHF repeater will be approximately \$200,000 to fully implement this needed project as our primary VHF channel is becoming increasingly busy with radio traffic to remain effective. These funds have not been requested in this current budget as the Department is facing higher-priority staffing and equipment needs.

Goal

Implement Internet video training and conferencing technology.

Accomplishment

Thanks to City IT and Charter Communications high-speed Internet has been secured at Fire Station 8. Future plans include video conferencing capability.

Goal

Research and replace the Department's aging 2.5 inch hose inventory and nozzles.

Accomplishment

Due to the unavailable funds, this project was not completed. Cost of replacing all 2.5 inch hose is approximately \$65,000.

Goal

Enhance the Department's conference room to support a Department Operations Center (DOC) and training.

Accomplishment

A smart TV monitor has been installed in the Department conference room. Future plans include video conferencing capability.

Prevention

Goal

Establish a program to ensure review of new businesses occupying existing structures.

Accomplishment

Continue to monitor new business licensing as posted weekly by the City Clerk's Office and review to determine inspection needs and frequency.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Establish an annual business self-inspection program for low-hazard occupancies.

Accomplishment

The Department completed a long overdue program and in 2018, instituted the business self-inspection program for low-hazard occupancies. Continue to monitor the effectiveness of the program by conducting random inspections to determine code compliance.

Goal

Transition inspection tracking program from AS400 to the Department's records management system- Emergency Reporting System (ERS)

Accomplishment

New inspection data has been entered in the Department's records management system (ERS). Existing data from AS400 has been entered into the Department's records management system. Identified those occupancies not currently identified in the system.

Goal

Evaluate the conversion to electronic field inspection program.

Accomplishment

Fire is currently working with vendor to build an inspection program within ERS records management.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Performance Measures and Workload Indicators

Operations and Training Division

The following table displays workload indicators for the Fire Operations Division. Workload comparisons per 1,000 residents are based on International City/County Management Association (ICMA) performance measurements for cities under 100,000 in population.

Overlapping calls for service identifies when one or more units are committed to an incident and a subsequent call for service is received. Motor vehicle collisions and vehicle fires require a minimum of two units plus a Battalion Chief for responses due to low staffing levels. Structure and wildland fires require a minimum of four units and a Battalion Chief to provide adequate personnel resources required for the incident. As the staffing in the Department does not meet the industry minimum standard, the number of apparatus needed on a single incident often leaves the city without adequate fire protection.

Workload Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Actual
Calls for Service	12,863	13,396	14,282	13,987
Percentage of Responses Meeting General Plan On-Scene - Goal of 5 Minutes 90% of the Time	55.97	57.11	33.1	33.2
Average Response Times for First Unit Arrival (Emergency)	6:22	6:17	6:44	6:09
Civilian Injuries/Deaths (Due to Fire)	3/1	2/1	1/0	13/0
Firefighter Injuries/Deaths (Job-Related)	17/1	15/0	17/1	16/2
Total Training Hours Completed	14,511	14,596	18,000	9,681
Firefighters per 1,000 Residents vs. National (Median Cities 50,000-99,999)	.86/1.35	.86/1.35	.72/1.35	.72/1.35
Total Fires per 1,000 Residents vs. National (Cities 50,000-99,999)	5.20/2.99	4.64/2.99	5.0/2.99	5.4/2.99
% EMS Calls per Annual Call Volume	65.20%	63.40%	63.00%	62.00%
Overlapping Calls for Service	8,779/68.5%	10,617/79.47%	10,936/82%	10,474/75%
Total Number of Company Inspections	1,021	1,003	1,050	950

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The following table displays the area covered, number of structures, population and calls for service for each of the eight fire stations/districts and Fire Department Headquarters located at City Hall.

Station	Acreage Covered	Percent of Coverage	Square Miles	Number of Structures	Percent of Structures	Population per Station Boundary	Percent of Population	Density by Population Based on Sq. Mi.	Calls for Service (2018)	Percent Calls for Service
1	3,754.45	9.2	5.86	4,434	10.7	10,613	11.2	1,777	2,671	19
2	3,765.46	9.2	5.88	4,164	10.1	9,822	10.4	1,637	1,026	7.3
3	4,264.60	10.5	6.66	4,318	10.5	7,664	8.1	1,121	1,672	12
4	4,541.17	11.2	7.1	4,975	12	7,989	8.4	1,097	1,269	9
5	6,681.66	16.4	10.44	11,251	27.3	28,248	29.8	2,687	3,321	23.7
6	7,505.16	18.4	11.73	4,965	12	10,188	10.8	852	1,265	9
7	4,492.16	11	7.02	612	1.5	1,085	1.1	126	322	2.3
8	5,707.44	14.1	8.92	6,569	15.9	19,134	20.2	1,343	2,322	16.6
HQ									160	1.1
Total	40,712.10	100	63.61	41,288	100	94,743	100	1,464.37	14,028	100

Fire Prevention Division

The following table displays some of the workload indicators for the Fire Prevention Division.

Workload Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Actual
Arson Fires	88	79	80	73
Fire Investigations	166	193	195	238
Fire Inspections (Bureau)	994	878	985	1,100
Plans Reviewed	87	200	220	178
Weed Complaints	288	311	370	400
Public Information Requests	54	68	65	62
Vegetation Management Inspections	87	166	350	390

2019 – 21 Goals and Objectives

Operations

Goal

Seek funding to establish three-person staffing for remaining engines currently staffed with only two persons.

Objective

Secure three-person staffing.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Improve response capabilities and services provided.

Objective

Work with IAFF to establish new programs

Goal

Continue to evaluate & monitor fleet replacement needs.

Objective

Seek funding to assist with apparatus replacement. Current allocations to the rolling stock fund remain inadequate to replace aging fire apparatus in a timely manner.

Goal

Improve social media footprint.

Objective

Establish social media team with existing personnel, follow RPD example.

Goal

Upgrade fire radio communications to meet workload and provide improved fire ground efficiency and safety.

Objective

Establish secondary VHF radio infrastructure.

Goal

Implement Internet video training and conferencing program.

Objectives

Upgrade necessary equipment at fire stations to support video training and conferencing program.

Goal

Research and replace Department's aging 2.5-inch hose inventory and nozzles.

Objective

Seek funding for cost-effective replacement of aging inventory of 2.5-inch hose and nozzles.

Goal

Enhance Department's conference room to support Department Operations Center (DOC) and training.

Objective

Establish technology-ready DOC and training center.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Prevention

Goal

Re-establish the Assistant Fire Marshal position.

Objective

Funding for this goal was proposed again in this budget. Due to funding constraints, this position remains open and the Fire Prevention Division remains at 50 percent staffing compared to pre-2009 staffing levels.

Goal

Re-establish the Plans Examiner position.

Objective

Funding for this goal was proposed again in this budget. Due to funding constraints, this position remains open. The Fire Marshal has assumed partial fire plan-review duties and related inspections of life safety systems, once handled entirely by the Department's Plans Examiner.

Goal

Re-establish the Fire Prevention Specialist position.

Objective

Funding for this goal was proposed again in this budget. Due to funding constraints, this position remains open. The Fire Prevention Specialist handled public safety education and the weed abatement program.

Goal

Establish a program to ensure review of new businesses occupying existing structures.

Objective

Continue to work with the City Clerk to establish a procedure for notification/review of those businesses requesting a business license which involves store-front occupancy within the City.

Goal

Establish an annual business self-inspection program for low-hazard occupancies.

Objective

Produce methodology by which specified businesses may complete and submit proof of an annual fire inspection on their own, given an easy-to-follow checklist of common fire code violations.

Goal

Implement conversion of AS400 inspection system to ERS records management system.

Objectives

1. Work with vendor to build inspection program within ERS records management.
2. Purchase electronic media and hardware necessary for field inspection process.
3. Conduct beta testing and train staff to utilize new ERS records management system.
4. Create an effective and efficient inspection and records management process.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Unmet Needs: 2019-21 Budget

Personnel-Operations

The Redding Fire Department has historically been understaffed; most alarming is five (5) of eight engine companies have only two (2) personnel on each apparatus. Going back to 1987; the first City Council- appointed Public Safety Task Force Report recommended minimum staffing of three (3) personnel for each company. Four years later, in 1991, a Fire Task Force Report reiterated the same concerns. The 2005/2006, Shasta County Grand Jury Report recommended “*Fifteen additional personnel must be added to achieve the three-person engine company standard*” and in 2015 the City Council authorized the Blue Print for Public Safety that called for the same minimum standard.

The fact remains, that two-person engine companies defy all contemporary industry standards, as established by National Fire Protection Association (NFPA), Center for Public Safety Excellence (CPSE), and the Insurance Services Office (ISO).

In 2018, RFD responded to 495 fire incidents, and the majority of these required extended commitment times of multiple engines. During these periods, large areas of the City remain uncovered, with no readily- available fire protection.

Catastrophic wildland fire incidents have become the ‘new normal’ in California. The significance of these fires is taxing public safety agencies statewide. Redding is no different; last year’s Carr Fire overwhelmed the Department and resulted in more than 265 structures lost and 8 fatalities. All available personnel and equipment battled the fire and two (2) person companies proved inefficient and ineffective.

Structure fire response is also of concern to our Department. Numerous reports by National Institute of Standards and Technology (NIST) and Underwriters Laboratories (UL) have been published over the past several years which indicate that the flashover point inside a typical building has been reduced from 30 minutes in the 1970s, to only three minutes today, due to the high prevalence of highly-flammable synthetic building materials and furnishings. At the point of flashover, all parts of a room are instantly engulfed with fire and survival chances for all victims’ drops to zero. The flashover point has another negative consequence: it is when the Department summons all available on-duty engine companies to the scene of the fire incident, leaving vast areas of the City uncovered without readily-available fire protection for subsequent emergency calls. It is with increasing frequency, that we experience simultaneous fire incidents which are inadequately staffed for successful and safe operations.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Personnel- Prevention

Prior to layoffs brought about by the recession, Division 463, our Fire Prevention Division, was staffed with six (6) full-time personnel: Fire Marshal, Assistant Fire Marshal, Plans Examiner, Fire Prevention Specialist and two (2) Fire Inspectors. The Prevention Division has been reduced by 50 percent and now only comprises of the Fire Marshal and two (2) Fire Inspectors/Investigators. All other positions were defunded.

The Fire Prevention Division has five core responsibilities within the Department;

- Public education outreach and training
- Fire and life safety inspections of buildings, including code enforcement
- Fire investigation including prosecution through the DA's office
- Plan review, new construction and development
- Fuels mitigation, weed abatement

As construction and development have started to rebound, the Fire Marshal resumed partial fire plan-review duties and related inspections of life safety systems, once handled entirely by the Department's Plans Examiner and Assistant Fire Marshal positions. This task consumes nearly 80 percent of the Fire Marshal workload capacity and has pushed corresponding duties out to other Fire Department administration staff. Should construction and development continue to increase, the Prevention Division will be unable to adequately to provide timely customer service.

In 2015, without adequate staffing in Prevention, the Fire Chief and the Deputy Fire Chief assumed the weed abatement duties and related vegetation management complaints for the City. This is a time-intensive project that consumed a great deal of workload from each position. In 2016, over 300 complaints and inspections were handled during the fire season by the Fire Chief and Deputy Fire Chief; a task that was once handled entirely by the Fire Prevention Specialist. In 2017, the Prevention Division resumed weed abatement duties and fuel mitigation projects. Due to reduced staffing, the ability to adequately respond to citizen complaints in a timely manner is not possible.

As recommended in the 2015 Blue Print for Public Safety, Fire Prevention is one of the critical core services of the Fire Department.

Personnel:

- 6 Apprentice Firefighters
- 12 Paid-on-Call/Seasonal Firefighters
- 1 Assistant Fire Marshal
- 1 Plans Examiner
- 1 Fire Prevention Specialist

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Fire Facilities:

Unmet Needs	
<i>Fire Station 1, 1335 Shasta Street:</i>	
Exterior Paint	\$ 30,000
Replacement Windows	\$ 30,000
Total Fire Station 1	\$ 60,000
<i>Fire Station 2, 3491 Placer Street:</i>	
Exterior Paint	\$ 15,000
Replacement Windows	\$ 10,000
Interior Floor Covering	\$ 7,000
Total Fire Station 2	\$ 32,000
<i>Fire Station #3, 4255 Wetside Road:</i>	
Exterior Paint	\$ 15,000
Replacement Windows	\$ 10,000
Interior Floor Covering	\$ 7,000
Total Fire Station 3	\$ 32,000
<i>Fire Station 4, 2605 S. Bonnyview Road:</i>	
Exterior Paint	\$ 15,000
Replacement Windows	\$ 10,000
Interior Floor Covering	\$ 7,000
Total Fire Station 4	\$ 32,000
<i>Fire Station 5, 955 Hartnell Avenue:</i>	
Unstairs Flooring	\$ 5,000
Total Fire Station 5	\$ 5,000
<i>Fire Station 6, 1695 Beltline Road:</i>	
Exterior Paint	\$ 15,000
Replacement Windows	\$ 10,000
Interior Floor Covering	\$ 7,000
Replacement of Sewer Line	\$ 16,000
Total Fire Station 6	\$ 48,000
TOTAL UNMET NEEDS	\$ 204,000

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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

GENERAL GOVERNMENT

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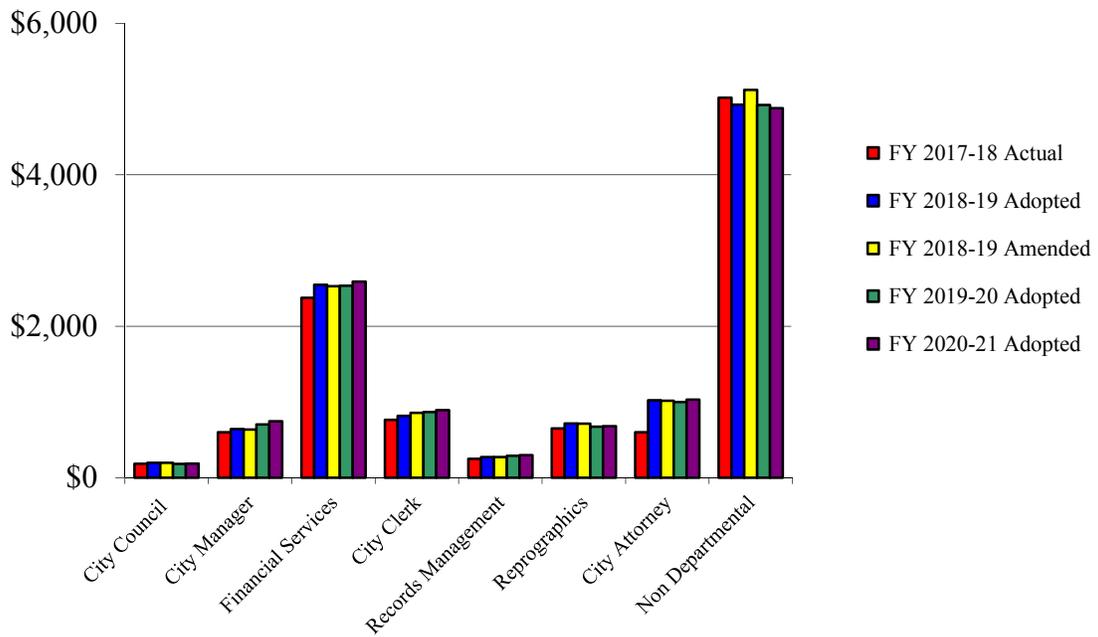
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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

GENERAL GOVERNMENT

Expenditure Comparisons (In Thousands)



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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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 2019-20 totals \$180,880 which is \$15,960 less than the amended budget for FY 2018-19 of \$196,840. The decrease is primarily the result of one less Council member participating in the group health insurance in FY 2019-20 than the prior year. For FY 2020-21, the adopted budget totals \$184,970 which is \$4,090 over the FY 2019-20 adopted budget of \$180,880. The increase pertains to increases in group health costs and retirement costs.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
City Council	\$ 184,080	\$ 197,050	\$ 196,840	\$ 180,880	\$ (15,960)	\$ 184,970	\$ 4,090

* 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 2020-21 Adopted	\$ 160,640	\$ 24,330	\$ -	\$ -	\$ 184,970
	FY 2019-20 Adopted	\$ 154,660	\$ 26,220	\$ -	\$ -	\$ 180,880
	FY 2018-19 Amended	\$ 173,990	\$ 22,850	\$ -	\$ -	\$ 196,840
	FY 2017-18 Actual	\$ 166,540	\$ 17,540	\$ -	\$ -	\$ 184,080

Significant Issues

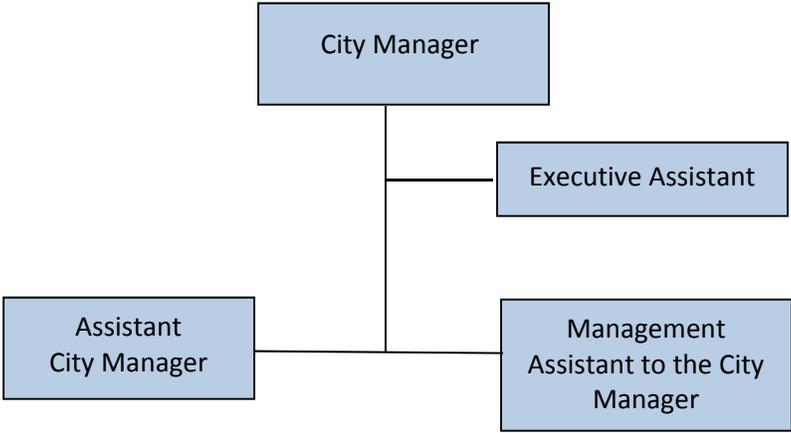
There are no significant issues.

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, 2020 AND 2021

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 2019-20 totals \$702,350 which is \$66,550 more than the amended budget for FY 2018-19 of \$635,800. The increase is primarily related to the restructuring of the City Manager's office as follows; 1) the Assistant City Manager / Personnel Director position will now be budgeted under the City Manager's Division with a significant portion of her time being cross charged out, 2) the Deputy City Manager position was replaced with the Management Assistant to the City Manager, and 3) the Executive Assistant to the Assistant City Manager position was replaced with the Executive Assistant to the City Manager. For FY 2020-21, the adopted budget totals \$743,560 which is \$41,210 over the FY 2019-20 adopted budget of \$702,350. The increase pertains to increasing salary and benefit costs.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
City Manager	\$ 599,227	\$ 641,630	\$ 635,800	\$ 702,350	\$ 66,550	\$ 743,560	\$ 41,210
Purchasing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 599,227	\$ 641,630	\$ 635,800	\$ 702,350	\$ 66,550	\$ 743,560	\$ 41,210

* 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 2020-21 Adopted	\$ 630,600	\$ 112,960	\$ -	\$ -	\$ 743,560
	FY 2019-20 Adopted	\$ 583,190	\$ 119,160	\$ -	\$ -	\$ 702,350
	FY 2019-20 Adopted	\$ 520,260	\$ 115,540	\$ -	\$ -	\$ 635,800
	FY 2019-20 Adopted	\$ 495,669	\$ 103,558	\$ -	\$ -	\$ 599,227

Personnel

The following table displays the number of positions in the City Manager's Office.

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
City Manager	F/T	3.00	3.00	3.00	4.00	1.00	4.00	-
	P/T		-			-		-
	Total	3.00	3.00	3.00	4.00	1.00	4.00	-

With the restructuring of the City Manager's office, the Assistant City Manager / Personnel Director is being budgeted in the City Manager's office starting in FY 2019-20 whereby the position was included in the Personnel Division in prior budgets.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Significant Issues

There are no significant issues.

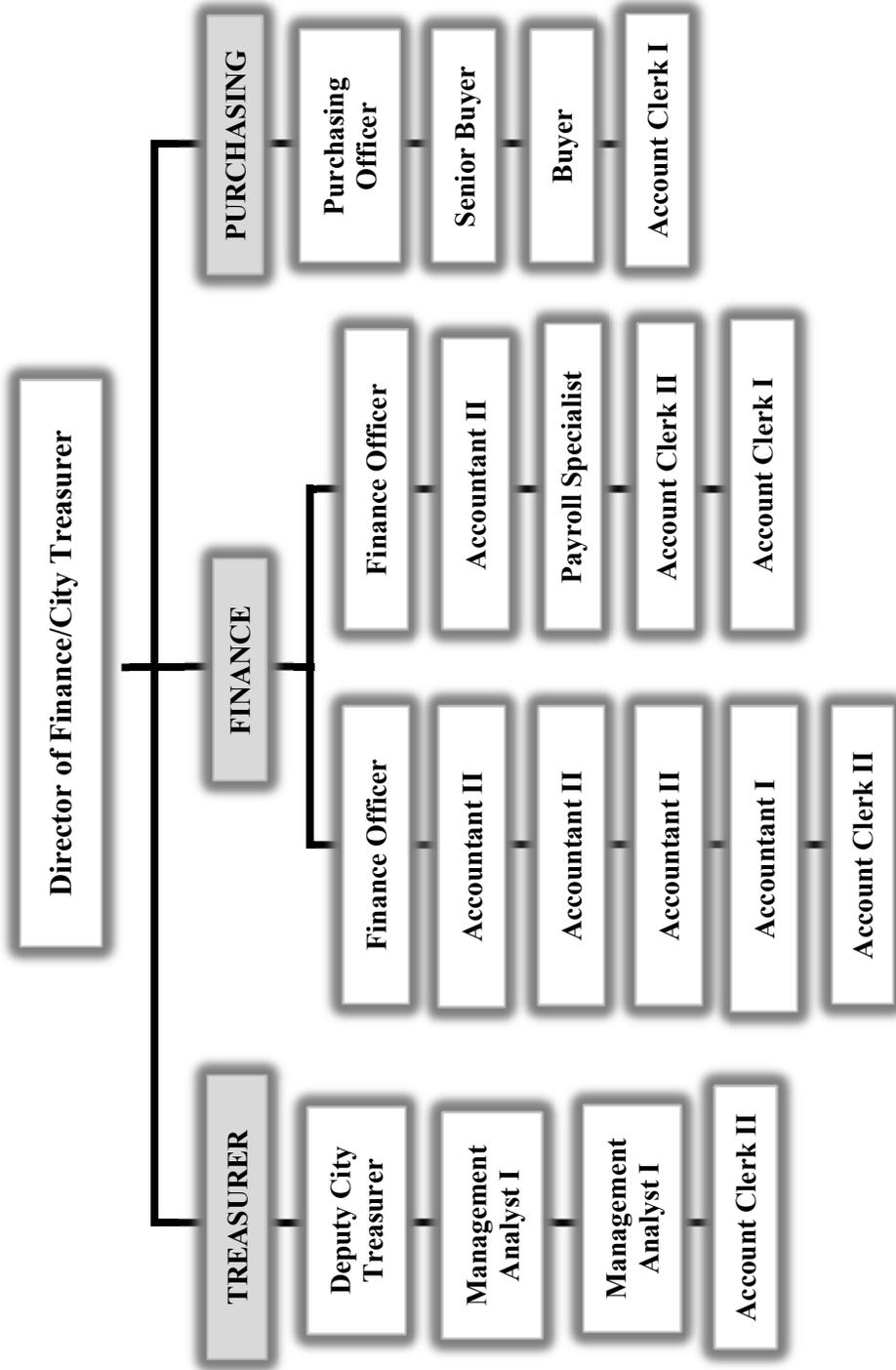
Goals and Objectives

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 Financial Services Organization Chart



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

FINANCIAL SERVICES DEPARTMENT

Overview

The Financial Services Department's adopted budget for FY 2019-20 totals \$2,534,480 which is \$5,930 over the amended budget for FY 2018-19 of \$2,528,550. For FY 2020-21, the adopted budget totals \$2,588,630 which is \$54,150 over the FY 2019-20 adopted budget of \$2,534,480.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Finance	\$ 1,172,203	\$ 1,240,330	\$ 1,229,880	\$ 1,301,870	\$ 71,990	\$ 1,312,540	\$ 10,670
Treasurer	\$ 608,499	\$ 664,480	\$ 660,100	\$ 586,270	\$ (73,830)	\$ 613,720	\$ 27,450
Purchasing	\$ 593,862	\$ 642,310	\$ 638,570	\$ 646,340	\$ 7,770	\$ 662,370	\$ 16,030
Total	\$ 2,374,564	\$ 2,547,120	\$ 2,528,550	\$ 2,534,480	\$ 5,930	\$ 2,588,630	\$ 54,150

* Excluded carryover amounts

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

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Finance	FY 2020-21 Adopted	\$ 1,035,430	\$ 277,110	\$ -	\$ -	\$ 1,312,540
	FY 2019-20 Adopted	\$ 1,024,350	\$ 277,520	\$ -	\$ -	\$ 1,301,870
	FY 2018-19 Amended	\$ 977,720	\$ 252,160	\$ -	\$ -	\$ 1,229,880
	FY 2017-18 Actual	\$ 926,689	\$ 245,514	\$ -	\$ -	\$ 1,172,203
Treasurer	FY 2020-21 Adopted	515,140	98,580	-	-	613,720
	FY 2019-20 Adopted	484,540	101,730	-	-	586,270
	FY 2018-19 Amended	571,950	88,150	-	-	660,100
	FY 2017-18 Actual	525,868	82,631	-	-	608,499
Purchasing	FY 2020-21 Adopted	572,500	89,870	-	-	662,370
	FY 2019-20 Adopted	554,270	92,070	-	-	646,340
	FY 2018-19 Amended	546,210	92,360	-	-	638,570
	FY 2017-18 Actual	507,133	86,729	-	-	593,862
TOTAL	FY 2020-21 Adopted	\$ 2,123,070	\$ 465,560	\$ -	\$ -	\$ 2,588,630
	FY 2019-20 Adopted	\$ 2,063,160	\$ 471,320	\$ -	\$ -	\$ 2,534,480
	FY 2018-19 Amended	\$ 2,095,880	\$ 432,670	\$ -	\$ -	\$ 2,528,550
	FY 2017-18 Actual	\$ 1,959,690	\$ 414,874	\$ -	\$ -	\$ 2,374,564

CITY OF REDDING BIENNIAL BUDGET
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Personnel

The following chart gives a break down of personnel in the Financial Services Department.

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Finance	F/T	11.00	11.00	12.00	12.00	-	12.00	-
	P/T	0.48	0.48	0.48	-	(0.48)	-	-
	Total	11.48	11.48	12.48	12.00	(0.48)	12.00	-
Treasurer	F/T	5.00	5.00	5.00	4.00	(1.00)	4.00	-
	P/T		-	-	-	-	-	-
	Total	5.00	5.00	5.00	4.00	(1.00)	4.00	-
Purchasing	F/T	4.00	4.00	4.00	4.00	-	4.00	-
	P/T	-	-	-	-	-	-	-
	Total	4.00	4.00	4.00	4.00	-	4.00	-
TOTAL	F/T	20.00	20.00	21.00	20.00	(1.00)	20.00	-
	P/T	0.48	0.48	0.48	-	(0.48)	-	-
	Total	20.48	20.48	21.48	20.00	(1.48)	20.00	-

Significant Issues

FINANCE DIVISION

The Finance Division is reducing FTE by one-half of one FTE in both budget years, and the Treasurer Division is requesting a one FTE decrease in both fiscal years. The Finance Division plans to utilize an account clerk in the Purchasing Division to produce the budget document and CAFR document. The existing preparer is a retired annuitant who will train with the Purchasing Division employee during the 2018-19 FY. The Treasurer's Division will reduce staffing by one Administrator FTE as a result of the reorganization City Council approved on February 5, 2019, whereby the City Treasurer's position was combined with the Director of Finance to create the Director of Finance/City Treasurer under the Financial Services Department. The cost savings associated with the reorganization are \$172,500 in FY 2019/20 and \$181,232 in FY 2020/21.

Twenty percent of the Director of Finance/City Treasurer position is cross-charged to the Treasurer Division and ten percent is cross-charged to the Purchasing Division. The elected stipend will remain in the Treasurer Division through the end of the City Treasurer's Term in November of 2020. Negotiated wage increases, group health insurance increases, and increases to both PERS and PARS explain the remaining increases in 2019-20 and 2020-21.

TREASURER DIVISION

We continue to experience a significant increase in credit card usage and charges. The City early implemented a change in merchant services processing. The City changed credit card processors from Elavon to TSYS. We are monitoring closely results of the change as it is expected to save approximately \$100,000 per year. Budgeted funds are included to deal with the increased demand. New software applications create additional demand on highly skilled staff. As an example, the Police Department's ILMS system was implemented in 2018/19 and the Transfer Station implemented a significant upgrade to its Paradym software system. The Treasurer, Deputy and Analyst positions will work as an integral team to accomplish design, integration, testing and troubleshooting of new application systems and to bring the new application online with IT and Financial Services staff.

Purchased applications are encouraged by IT, rather than internally written programming. For this reason we do not anticipate a slowdown in demand for highly skilled staff like Management Analysts.

PURCHASING DIVISION

There are no significant issues.

2017-19 Goals and Accomplishments

FINANCE DIVISION

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 requests identified and prepared recommendations on budget issues for the City Manager's Office. Prepared budget document and worked with City Manager on presenting the City's two-year budget. Prepared and updated the long-range financial plan for City Manager and City Council review.
2. Completed the creation of the OpenGov transparency web-based portal with the Information Technology Department making monthly financial information readily accessible to the public at large.
3. Completed the Comprehensive Annual Financial Report (CAFR) by December 31 of each year. The completed CAFR and management letter were accepted by the City Council in January of each year. The CAFR for FYE 2017-18 received the "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association and we anticipate that the CAFR for FYE 2018-19 will also receive the "Certificate of Achievement for Excellence in Financial Reporting."
4. Provided timely monthly financial reports to divisions, departments, City Manager and quarterly presentation to City Council.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Process all accounting transactions in a timely and accurate manner.

Accomplishments

1. Processed over 95 percent of accounts payable checks within seven days of receiving a 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 Technology by the 8th of each month. Monthly financial reports were distributed within one business day of receiving reports from Information Technology.

Goal

Continue to strive to complete high and medium priority work in the Division with less staff hours due to staff reductions. Continue to implement new procedures and technologies to improve operational efficiency in the Financial Services Department.

Accomplishment

Began training with Account Clerk in Purchasing Division to prepare Budget and CAFR Documents utilizing Microsoft Office products, and offered Microsoft Office products training and certification to all staff through our Information Technology Department.

Goal

Assist other departments with their financial needs.

Accomplishments

1. Worked with other departments and assisted them with filing grant reports and other required reports.
2. Assisted various departments with their accounting, budgeting and other financial needs.
3. Offered training to departments on the City's available financial information.
4. Successfully implemented the OpenGov portal for immediate access to financial data for all.

Goal

Ensure information is available to decision makers to assist in maintaining the City's strong financial standing.

Accomplishments

1. The Ten-Year plan has been updated to more easily run pro forma scenarios.
2. The minimum five percent reserve is maintained throughout the ten-year period.
3. Through cooperative efforts with management and our bargaining units, negotiated concessions have been made resulting in improvements to pension obligations.

CITY OF REDDING BIENNIAL BUDGET
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Goal

Establish the reporting platform for the OpenGov cloud based software on the City's website. Provide training to assist elected officials, citizens, Department directors and staff in utilizing the software to obtain immediate access to accurate financial and performance data and quick answers to internal questions, and data-driven operations across the entire organization.

Accomplishments

The City Hub Portal is up and running and actively visited by the public. Management and City Council have learned to use it to obtain current data on Revenue, Expenditures, Payroll, Fund Balances and more.

TREASURER DIVISION

The Treasurer's Division goals and objectives are broken down by activity center as noted below:

Division Support and Customer Service

Goal

To provide the citizens of Redding and the City's 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, and produce the requisite reports. The Treasurer's Division plans to accomplish these goals by implementing the following objectives:

Accomplishments

1. The Teton Drive Assessment District was successfully closed and paid property liens were released.
2. The General Accounts Receivable system was analyzed for web based payment options. It is 100% Legacy based, and therefore requires extensive programming is required to make changes. It was determined that through a new ERP system payment options could be enhanced, and that it was not cost effective to implement legacy based changes.
3. The new EVM terminals are cloud based which means there is no credit card number data storage eliminating security issues of stored data protection for credit card transactions. Testing begins in April 2019 with implementation staged to complete in 2020. Once EVM is complete, segregation can occur.
4. EDP was discussed during 2018-19, however once the Carr Fire happened, no progress was made. This objective will be repeated in the 2019-20 and 2020-21 Budget.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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 Division plans to accomplish this goal by implementing the following objectives:

Accomplishments

1. Council Policy 408 and RABA Investment Policy 111 were reviewed by the Investment Advisory Committee in July 2018.
2. The reorganization to the Financial Services Department was identified and implemented in February 2019.
3. During 2018, the City discontinued its contract with Elavon for credit card processing services. TSYS was engaged because they adjusted the tiered pricing for reward cards from 2.99% additional fees to 1.97 %.
4. During this budget cycle, the ILMS system was integrated for the Police Department cash reporting, the Paradigm System was upgraded significantly for Solid Waste.

Staff Development, Education/Training, and Supervision

Goal

To provide a supportive environment for employees who desire to expand their knowledge base and increase their skill levels. To further encourage staff cross-training so as to minimize workload issues and delays. To provide constructive guidance, feedback, and a communicative environment for a positive work experience from which our customers benefit. The Treasurer's Division plans to accomplish these goals by implementing the following objectives:

Accomplishments

1. Procedure manuals for all positions within the Treasurer's Division are updated.
2. With the reorganization the Treasurer's Division is operating with one less administrative position. There are now two Management Analyst positions which enables the shifting of job duties to accommodate workload pressure during peak demand times.
3. The succession plan was successfully completed with the reorganization.
4. The Management Analyst II was replaced with a Management Analyst I. Training continues.
5. The City Treasurer completed the CPFO program and obtained certification.

PURCHASING DIVISION

Goal

Continue preparation and rollout of updated training materials for City employees who make any type of purchases.

Accomplishment

Staff worked diligently to overhaul our approach to the standard “Purchasing Manual.” We have pared down an outdated document over 200 pages long to a new set of documents, approximately 50 pages that explain policies and procedures in multiple ways. There are easy flow charts that give a brief and concise discussion of the topic at hand. More detailed narrative is provided for those who need a deeper understanding and are perhaps new to the City. We have also provided an in-depth tutorial on using the AS400 to enter requisitions, search for vendors and research historical data, etc. by incorporating system screen shots with applicable narrative. Training materials are broken up into modules to help employees get to specific topics and processes easily and quickly. These materials are all on the City’s Intranet, available for all to see and use.

Goal

Increase awareness of Purchasing policies and procedures and the relationship to the Redding Municipal Code (RMC) and various state and federal laws.

Accomplishment

This has largely been achieved through an email blast announcing that we had new and improved training and reference material on the Intranet. We extended the opportunity for people to meet with any of us for one-on-one training. Our plan was to have had one or two group training sessions already conducted, using the I/T training room with computers and network connection so as to imprint the material with hands-on training. This did not occur during the year but will be addressed during the next budget cycle.

Purchasing developed a tool (form), primarily for the various utilities, that brings the City into compliance with state laws concerning “prevailing wage” and the “skilled and trained workforce,” even when they are dealing with an emergency out in the field and need to bring someone on board immediately. Employees have been educated as to why this is critical. Many carry this form in their truck so they can keep their recovery strategy moving forward during a critical time.

Goal

Increase the dollar threshold for which competition becomes required. If not possible, work with Financial Services and other departments to alter the CAL-Card program (VISA credit card) to give designated end-users greater flexibility in meeting their operational obligations.

Accomplishment

This issue was discussed with our previous Finance Director, and at the time, there was great concern as to how this could increase the workload of the Finance employee working the CAL-Card program. At that time, the Finance Director also declined the request to raise the dollar limit for when competition is required for other procurement and payment methods (standard purchase order or Request for Demand”). This goal will be revisited in the 2019-21 goals.

CITY OF REDDING BIENNIAL BUDGET
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Goal

Update the Purchasing section of the Municipal Code, Chapter 4.20.

Accomplishment

Although the Purchasing division's section of code was revised during the past year, changes were minimal, removing language that reflected policy or procedures no longer applicable. These changes were not in line with other related goals and objectives that would have required a more meaningful rewrite to the Municipal Code.

Performance Measures and Workload Indicators

FINANCE DIVISION

Workload Indicators	FY 2017-18 Actual	FY 2018-19 Estimated	FY 2019-20 Projected	FY 2020-21 Projected
Account Payable Transactions*	10,834	10,306	10,200	10,300
Payroll Transactions	25,604	23,960	24,400	24,500
General Accounts Receivable	21,932	22,767	23,340	23,950
Audit Report Dated	12/15/18	12/15/19	12/15/20	12/15/21
Budget Presented to Council	---	06/07/19	---	06/15/21

* Excludes Housing Checks

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TREASURER DIVISION

The following table displays some of the workload indicators for the Treasurer Division:

Workload Indicators	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Projected	FY 2019-20 Projected	FY 2020-21 Projected
INVESTMENT METRICS					
Investment Income	\$2.84	\$3,737,548	\$4,450,000	\$4,000,000	\$4,000,000
Investment Earnings Average Yield FY	1.26%	1.61%	1.70%	1.80%	1.90%
Investment Purchases/Calls/Maturities	52	37	32	40	50
Value of Investment Purchases/Calls/Maturities	\$128,235,504	\$85,889,196	\$143,008,406	\$154,358,279	\$163,438,178
OPERATIONAL METRICS					
Cash Processed and Deposited	\$5,888,844	\$5,779,772	\$5,850,000	\$6,000,000	\$6,000,000
Number of Utility Checks Deposited	156,888	147,985	142,000	140,000	140,000
Number of Treasurer Checks Deposited	21,835	21,817	21,800	21,000	21,000
Number of Returned Items	503	568	600	650	700
Number of Credit Card Transactions**	259,262	272,059	285,000	293,000	300,000
Credit Card Charges Processed***	\$66,954,672	\$69,144,627	\$70,000,000	\$75,00,000	\$80,000,000
Number of Electronic Funds Transfers	70,678	78,368	80,000	85,000	90,000
Electronic Fund Transfer Charges Processed*	\$19,108,177	\$22,451,252	\$23,900,000	\$24,500,000	\$25,000,000
Number of Wires/ACH's Processed (excludes payroll)	1,343	1,639	1,650	1,650	1,650
Number of Disbursements Processed and Authorized	40,020	36,678	40,360	40,500	40,500

* Credit card transactions continue to increase as a percentage of all transactions processed by the city

** Projected charges could be dramatically affected by the City's response to the recent commercial payment trends

*** Automatic deductions from payees bank accounts (utility and retiree insurance)

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Summary of Workload Indicator Analysis

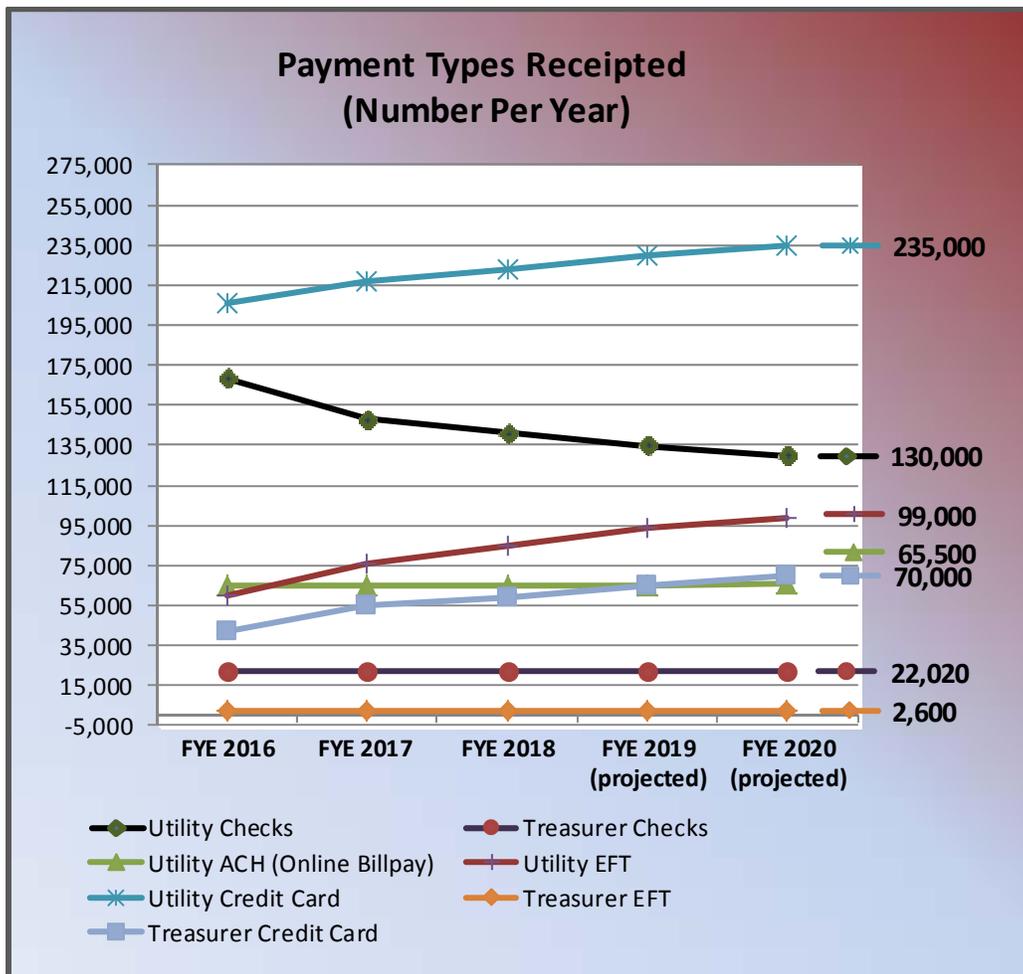
Investment

The City’s portfolio is structured so that safety is paramount, interest earnings are maximized, while still maintaining the liquidity of our capital. This allows us to meet the legal & fiduciary requirements of California Government Code, Section 53630 for investment objectives of safety, liquidity and yield. The City Treasurer accomplishes this by balancing the portfolio through consideration of credit ratings, interest yields, call sensitivity, maturity dates, broker diversity, and equitable representation of asset types. Over the past six months, the Investment Advisory Committee recommended transitioning the portfolio to a more liquid position to accommodate cash flow needs of the Carr Fire until FEMA reimbursement. The City Treasurer has been able to leverage the rising rates of the Local Agency Investment Fund (LAIF) to increase interest earnings while still improving liquidity of funds.

Operational

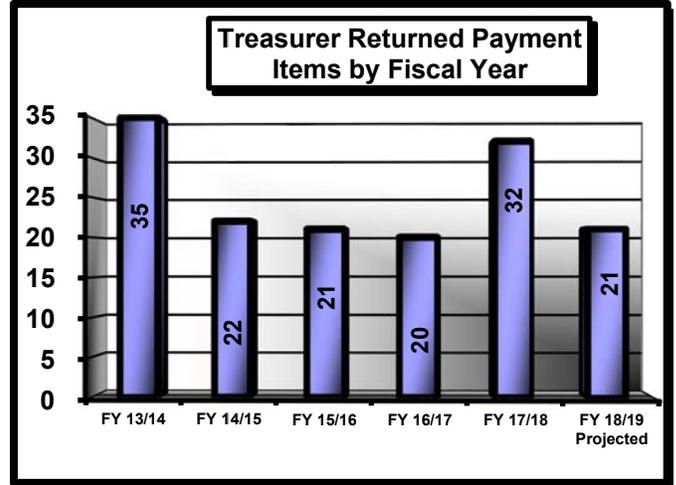
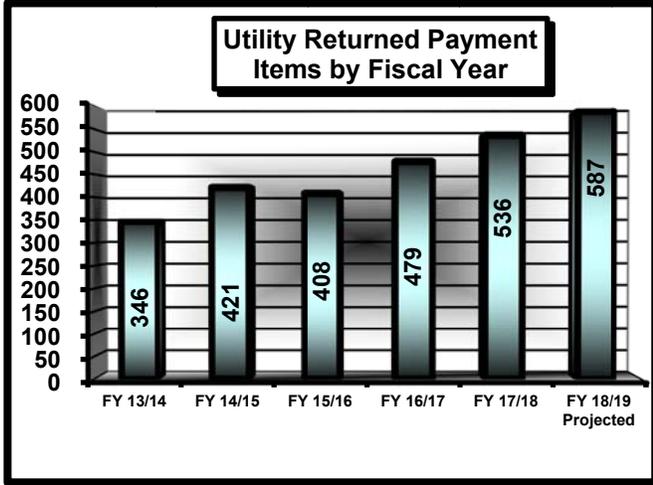
Number of Returned Checks:

The number of physical checks and money orders (paper) deposited continues to follow the national trend in its decline as more consumers transition to electronic banking.



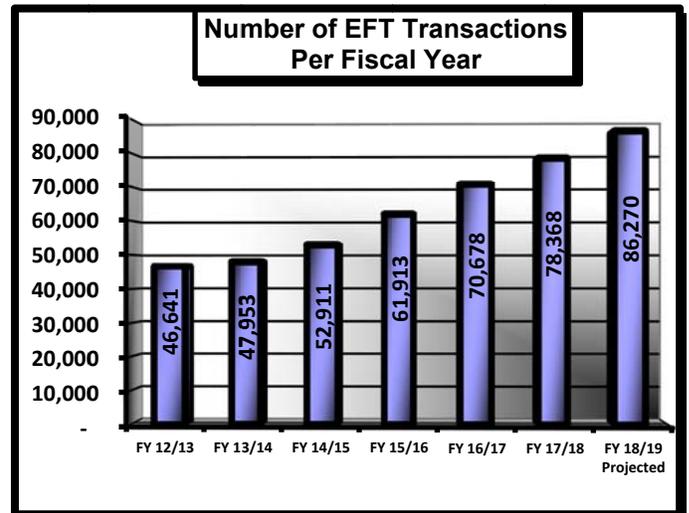
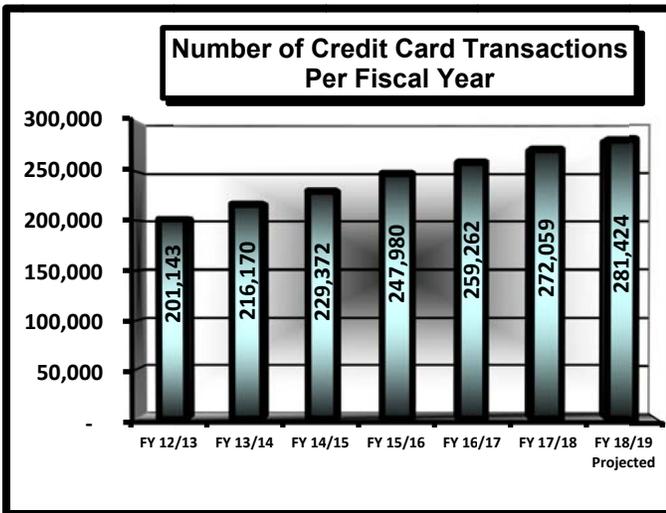
CITY OF REDDING BIENNIAL BUDGET
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Repetitive payments are increasingly paid through electronic processes such as EFT, ACH and credit card transactions. As repetitive payments lend themselves more to electronic banking, paper payments continue their downward trend.



Number of Credit Card Transactions and Electronic Fund Transfers:

As depicted in the graphs below, credit card and electronic fund transfers have continued to increase at a steady pace year-over-year. The City presently maintains twelve separate merchant identifications for use by the remitting departments. We can see, from the Workload Indicators table, that credit card dollar volume has outpaced credit card transaction volume. This is due to high dollar (commercial) accounts paying by credit card.

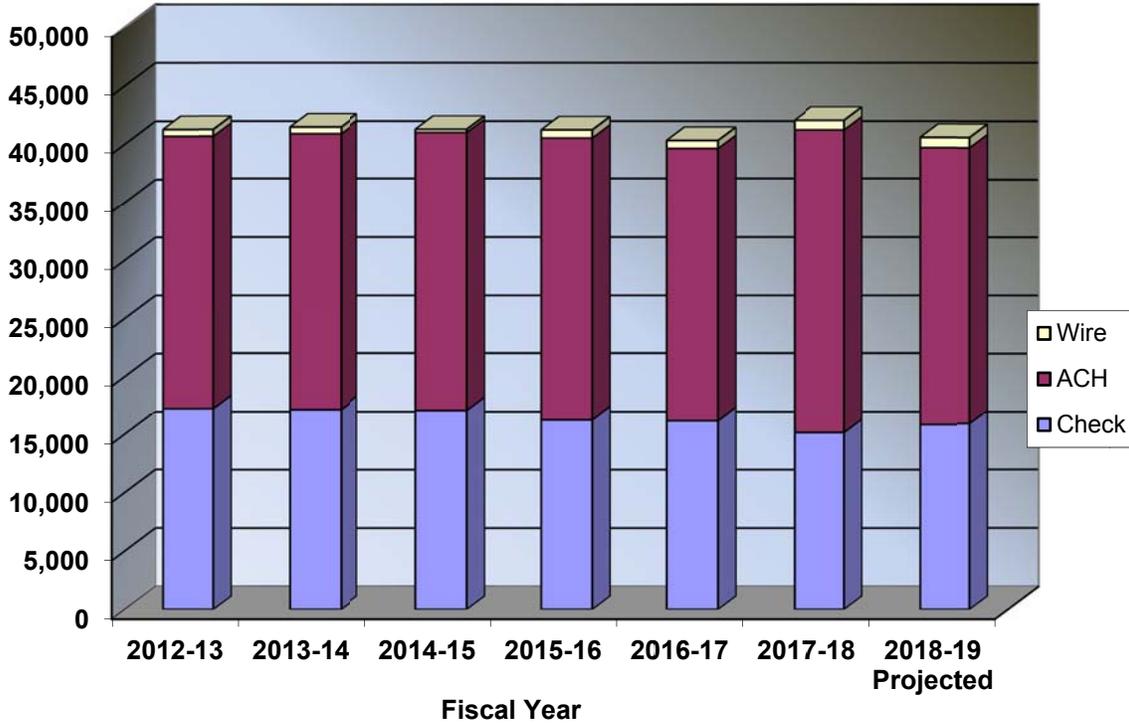


CITY OF REDDING BIENNIAL BUDGET
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Number of Disbursements Processed and Authorized:

Disbursements processed and authorized for release during fiscal year 2018-19 made a slight increase over the prior year. The percentage of disbursements by check has increased to 39.18% with the offset to ACH transactions at 58.66%.

Disbursements Processed & Authorized (By Type)



Activity Table: Percentage of Disbursements by Payment Type

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Check	41.76%	41.35%	41.86%	39.53%	40.25%	36.21%	39.18%
ACH	56.83%	57.26%	58.65%	58.78%	58.06%	61.83%	58.66%
Wire	1.41%	1.39%	0.66%	1.68%	1.69%	1.96%	2.16%

CITY OF REDDING BIENNIAL BUDGET
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PURCHASING DIVISION

Workload Indicators	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Number P.O.s Issued	1,670	1,503	1,550	1,500
Number Blanket PO Transactions	15,479	15,000	15,450	15,450
Quotation Requests Distributed	68	57	60	60
Formal Bid/Proposal Projects Opened	59	59	57	57
Std. P.O. Transactions Value	\$19,056,954	\$20,443,534	\$19,628,663	\$19,628,663
Blanket P.O. Transactions Value	\$7,596,909	\$7,570,000	\$7,721,400	\$7,721,400
Value of Std. & Blanket P.O.s	\$26,653,863	\$28,003,534	\$27,350,063	\$27,350,063
Value of CAL-Card Purchases*	\$3,684,545	\$3,729,129	\$4,000,000	\$4,000,000
Total Value of Acquisitions	\$30,338,408	\$31,732,663	\$31,350,063	\$31,350,063
Revenue from Surplus and Scrap Sales, and On-Line Auctions	\$176,518	\$2,335,595	\$186,540	\$186,540

*The CAL-card program is operated by the Finance Division. Program figures are shown here to capture the dollar value of another significant way standard purchases are made.

2019-21 Goals and Objectives

FINANCE DIVISION

Goal

Integrate the anticipated Cannabis activity into our reporting, billing, and collection processes.

Objective

To provide direction to Cannabis businesses on ordinance compliance, including the reporting and payment of tax.

Goal

Update the City's policies and procedures regarding Travel, Purchasing, and Credit Card Use.

Objectives

1. To update the City Travel Policy and make the policy more understandable, easier to comply with, and reporting more user friendly and post to Intranet.
2. To review the City's purchasing policies and make the policies more flexible regarding spending limits, and authority thresholds. Post updated policy to the intranet.
3. Widen CalCard purchase options regarding services and supply ordering. Post updated policy on the intranet.

CITY OF REDDING BIENNIAL BUDGET
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Goal

Provide greater training to City staff.

Objectives

1. Offer training on the updated Travel Policy including live option, and podcast or video options for anytime reference by staff.
2. Offer training on updated Purchasing including live option, and podcast or video options for anytime reference by staff.
3. Offer training on updated CalCard use including live option and podcast or video options for anytime reference by staff.

Goal

Evaluate in earnest the long-range plan for Financial software upgrade including Payroll, General Ledger, and Human Resource modules within an ERP package.

Objective

1. Evaluate if ERP transition should be considered and the time line necessary to implement.
2. Determine the significant team members to make recommendation to Management.
3. Visit other City's to evaluate benefits, challenges, and realities of implementing such a project.

Goal

Evaluate electronic data storage options including cloud based products and Laser Fiche.

Objective

1. Find a solution to the increasing challenges of paper storage.
2. Realize efficiencies from electronic data storage with multiple electronic data access options.

Goal

Develop long-range pension funding plan with management and council support.

Objectives

1. Provide a long-range plan to fully fund the unfunded liability.
2. Obtain commitment from Management and City Council to adopt the plan.
3. Build the plan into budgeting practices and ten-year plan.

TREASURER DIVISION

The Treasurer's Division goals and objectives are broken down by activity center as noted below:

Division Support and Customer Service

Goal

To provide the citizens of Redding and City 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, and produce the requisite reports. The Treasurer's Division plans to accomplish these goals by implementing the following objectives:

Objectives

1. Review Assessment District administration processes and close the Teton Drive Assessment District.
2. Continue to pursue a web based payment system for accounts receivable, including retiree health care and TOT (Transient Occupancy Tax), and continue the exploration of EFT/ACH (Electronic Funds Transfer/Automated Clearing House) expansion for other payment types such as hangar rentals, and for HUD (Department of Housing and Urban Development) payments for Housing;
3. Identify a system to segregate the credit card costs and fees incurred by the Treasurer's Division 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 by telephone through the City Treasurer's Office.
4. Continue to research a new financial software package for Cash Management, Human Resources, General Ledger Accounting and Financial Reporting.

Policy and Procedures

Goal

Implement tested procedures to ensure the consistent application of policy and provide adequate guidance and stability to processes. The Treasurer's Division plans to accomplish this goal by implementing the following objectives:

Objectives

1. Review and update Council Investment Policy 408 and the RABA Investment Policy 111 in Spring 2019
2. Identify potential changes to current procedures in an effort to increase efficiency within the division.
3. Continue working with REU to find a permanent solution to the higher-cost hybrid rewards cards in commercial utility accounts.
4. Assist the Departments with integration of new software applications as needed.

Staff Development, Education/Training, and Supervision

Goal

To provide a supportive environment for employees who desire to expand their knowledge base and increase their skill levels. To further encourage staff cross-training so as to minimize workload issues and delays. To provide constructive guidance, feedback, and a communicative environment for a positive work experience from which our customers benefit. The Treasurer's Division plans to accomplish these goals by implementing the following objectives:

Objectives

1. Update current office and procedure manuals for all positions within the City Treasurer's Division as duties shift between Management Analyst and Accounting Specialist positions.
2. Identify potential changes to current procedures in an effort to increase efficiency within the Division;
3. Continue the development of succession plans for each position within the Office of the City Treasurer; and
4. Continue the cross training of each position within the Office of the City Treasurer.
5. Provide further training to the Management Analyst to expand and improve investing knowledge base.

PURCHASING DIVISION

Goal

Examine and change multiple aspects of our purchasing policies and Municipal Code, as pertain to dollar thresholds and signature thresholds and payment options.

Objectives

1. Continue discussions with the "Bureaucracy Busters" team as to the feasibility of proposed changes.
2. Reach out to all Directors for feedback on proposed changes. Work to address any concerns.
3. Obtain Council's understanding and approval of requested changes.

Goal

Redline Chapter 4.20 of the Municipal Code.

Objective

1. Reshape the chapter to be more generalized and have all specific dollar thresholds and procedures maintained in the Purchasing Information section of the Intranet. This would allow future changes to Chapter 4.20 to be handled by a Resolution and result in a timelier path for change. Non code-related changes can quickly be made and posted to the Intranet.
2. Improve transparency to the public via a link on the City's website to the materials posted on the Intranet. Make sure that changes made to the documents posted on the Intranet are seamlessly pushed up to the City's website (avoid duplication of efforts)

CITY OF REDDING BIENNIAL BUDGET
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Goal

Provide training to employees on the Purchasing Policies and Procedures, including hands-on training with the AS400 in the I/T training lab. If preferred, training can be taken to outlying areas to minimize down time to customer staff.

Objective

1. First, update the current training materials to reflect any changes to RMC that the City Council has approved.
2. Reach out to supervisors and administrative assistants in the divisions to assess their training needs (how many staff members to attend, offer training how often) and their preference (attend at City Hall or at their facility; morning or afternoon time; one, or more sessions).
3. Discussions with division staff and Finance Director to set up a training plan that can be broadcast to City employees. This could be a set schedule for training that would allow people to sign up and reserve a spot, say, for two or three hours, offered once a month.

Goal

Succession Planning for the Purchasing Officer who plans to retire within this next budget cycle.

Objective

1. Continue working closely, mentoring the Senior Buyer in order to provide a smooth transition that allows re-staffing the division, with minimal impact to the customers served.
2. Continue to lift the knowledge base and confidence of other staff members for overall improvement of the division.

Unmet Needs (in order of priority)

Unmet Needs

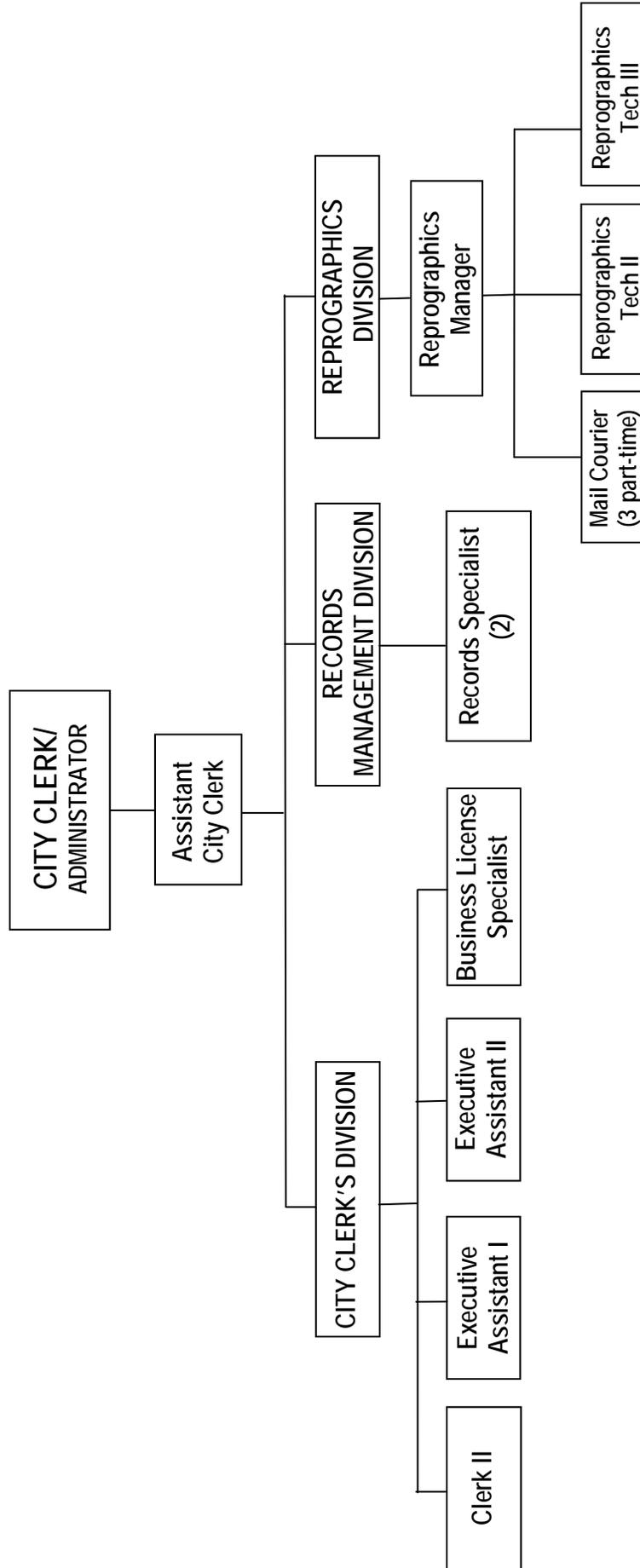
TREASURER DIVISION

Updated investment software/portfolio mangement	\$ 22,000
Total Unmet Needs	\$ 22,000

PURCHASING DIVISION

Identify and implement the technology and supplies to replace tractor-feed dot matrix printer currently used for purchase order and quotation request forms.	\$ 1,500
Total Unmet Needs	\$ 1,500

CITY OF REDDING
CITY CLERK
Organizational Chart



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

CITY CLERK'S DEPARTMENT

Overview

The City Clerk's Department is comprised of the Office of the City Clerk (Division), the Records Management Division, and the Reprographics Division. The adopted budget for FY 2019-20 totals \$1,827,550, a decrease of \$15,180 over the FY 2018-19 Amended Budget. The adopted budget for FY 2020-21 totals \$1,869,100, an increase of \$41,550 from the FY 2019-20 adopted budget.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
City Clerk	\$ 762,953	\$ 816,750	\$ 856,560	\$ 866,430	\$ 9,870	\$ 892,190	\$ 25,760
General Fund Subtotal	\$ 762,953	\$ 816,750	\$ 856,560	\$ 866,430	\$ 9,870	\$ 892,190	\$ 25,760
Records Management	250,053	273,480	272,760	288,590	\$ 15,830	297,030	\$ 8,440
Reprographics	650,039	715,480	713,410	672,530	\$ (40,880)	679,880	\$ 7,350
TOTAL	\$ 1,663,045	\$ 1,805,710	\$ 1,842,730	\$ 1,827,550	\$ (15,180)	\$ 1,869,100	\$ 41,550

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 2020-21 Adopted	\$ 668,790	\$ 223,400	\$ -	\$ -	\$ 892,190
	FY 2019-20 Adopted	\$ 636,730	\$ 229,700	\$ -	\$ -	\$ 866,430
	FY 2018-19 Amended	\$ 620,190	\$ 236,370	\$ -	\$ -	\$ 856,560
	FY 2017-18 Actual	\$ 589,477	\$ 173,476	\$ -	\$ -	\$ 762,953
Records Management	FY 2020-21 Adopted	\$ 218,410	\$ 78,620	\$ -	\$ -	\$ 297,030
	FY 2019-20 Adopted	\$ 208,490	\$ 80,100	\$ -	\$ -	\$ 288,590
	FY 2018-19 Amended	\$ 203,530	\$ 69,230	\$ -	\$ -	\$ 272,760
	FY 2017-18 Actual	\$ 183,210	\$ 62,318	\$ 4,525	\$ -	\$ 250,053
Reprographics	FY 2020-21 Adopted	\$ 425,780	\$ 112,200	\$ 141,900	\$ -	\$ 679,880
	FY 2019-20 Adopted	\$ 412,260	\$ 118,370	\$ 141,900	\$ -	\$ 672,530
	FY 2018-19 Amended	\$ 397,180	\$ 121,230	\$ 195,000	\$ -	\$ 713,410
	FY 2017-18 Actual	\$ 376,602	\$ 105,067	\$ 168,370	\$ -	\$ 650,039
Total	FY 2020-21 Adopted	\$ 1,312,980	\$ 414,220	\$ 141,900	\$ -	\$ 1,869,100
	FY 2019-20 Adopted	\$ 1,257,480	\$ 428,170	\$ 141,900	\$ -	\$ 1,827,550
	FY 2018-19 Amended	\$ 1,220,900	\$ 426,830	\$ 195,000	\$ -	\$ 1,842,730
	FY 2017-18 Actual	\$ 1,149,289	\$ 340,861	\$ 172,895	\$ -	\$ 1,663,045

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Personnel

The City Clerk’s Office continues to cross-charge Records Management for oversight of the Division and for its staff assuming some of the job responsibilities previously performed by a part-time position. In addition, the City Clerk’s Office cross-charges Reprographics for oversight of the Division’s operation.

Beginning in February 2018, a Records Specialist position was added to Records Management. This position is fully reimbursed by Redding Electric Utility.

The following table displays total personnel for the City Clerk’s Office, the Records Management Division and the Reprographics Division:

Description		FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	Increase	FY 2020-21	Increase
		Actual	Adopted	Amended	Adopted	(Decrease)	Adopted	(Decrease)
City Clerk	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	-
Records Management	F/T	1.00	1.00	2.00	2.00	-	2.00	-
	P/T	-	-	-	-	-	-	-
	Total	1.00	1.00	2.00	2.00	-	2.00	-
Reprographics	F/T	3.00	3.00	3.00	3.00	-	3.00	-
	P/T	1.50	1.50	1.50	1.50	-	1.50	-
	Total	4.50	4.50	4.50	4.50	-	4.50	-
Total	F/T	10.00	10.00	11.00	11.00	-	11.00	-
	P/T	1.50	1.50	1.50	1.50	-	1.50	-
	Total	11.50	11.50	12.50	12.50	-	12.50	-

Significant Issues

The Department continues its efforts to strive to maintain the level of service necessary to meet legal requirements and maintain quality of service.

2017-19 Goals and Accomplishments

City Clerk’s Department:

Goal

Explore 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.

Accomplishments

1. Researched the following: (a) Electronic Filing: The Secretary of State/FPPC contracted with two vendors for electronic filing of campaign finance statements and Statements of Economic Interest (Form 700). Staff is not pursuing this due to financial restraints; (b) Contract Processing: In January 2018, the Records Management Laserfiche program was upgraded to the new Rio product. Rio contains a contract workflow component. City Clerk and Records Management staff have completed approximately 75% of the work necessary to implement a contract processing workflow program; (c) Public Records Requests: Rio also has a Public Records Request workflow. Prior to implementation, City Clerk, Records Management, and City Attorney staff must develop an official Public Records Request policy.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

2. Online application and payment of business licenses: (a) Due to issues related to interfacing with the AS400, this is not feasible; (b) Developed programming that can print a business license immediately when a customer with an existing business license comes into the office and requests a reprint.

Goal

Broaden and diversify staff knowledge with education opportunities and cross-training.

Accomplishments

1. Staff attended several sessions/conferences providing training as follows: Elections, Business License Law; Fair Political Practices; and City Clerk certification.
2. Staff members have been cross-trained to image agendas and staff reports for publication on the City's website.
3. Staff continues to be cross-trained to ensure adequate knowledge depth in case of illness or retirements.

Goal

Plan and perform duties related to the City Clerk's responsibility as the City's Election Official.

Accomplishments

1. Prepared and conducted the November 2018 General Municipal Election for the City.
2. Monitored legislation regarding election laws and the Fair Political Practices Commission (FPPC) and updated policies and procedures as necessary.
3. Updated the comprehensive Candidate's Guidelines booklet that includes the qualifications for office, nomination-filing procedures, Candidate's Statement of Qualifications, FPPC information and filing requirements, and Campaign Statement information.
4. Prepared policies, procedures, and informational booklets regarding initiatives, referendums, and recalls, and updated as necessary.

Records Management Division:

Goal

Develop and/or update written policies and procedures for records management as necessary.

Accomplishments

Due to the retirement of the 30+ year Records Specialist, a new person was hired just prior to this budget timeframe. That person was with the Division for a little over one year and then accepted another position within the City. As a result, the Division has been in training mode and was not able to complete the goal. This goal is being carried over.

Reprographics Division:

Goal

Provide the City with the highest quality production copying, digital printing, and scanning services.

Accomplishments

1. Staff monitors the balance of work done on department multi-function (scan, print, and copy, including color) devices versus the work generated on production devices in Reprographics. Staff consults with departments to ensure the most cost effective machines are being used.
2. Issued Request for Proposal (RFP) No. 4908 to replace digital production photocopiers in the Reprographics Center. Contract C-7422 was entered into on November 2017 with Inland Business Systems using Xerox copiers. With the new contract, production devices decreased from three to two resulting in an estimated annual savings of \$25,000. To date, there have been no negative issues as a result of the reduced number of devices.
3. Issued RFP No. 5010 to replace pool of department copiers. Contract C-8006 was entered into on May 2019 with Carrel's Office Solutions using Kyocera copiers.

Goal

Transition basic graphic design work from Information Technology to Reprographics.

Accomplishments

1. An Adobe license was purchased for the Reprographics Technician III which allows access to the entire suite of Adobe products. As a result, graphic design services such as business cards, forms, brochures, and flyers are now available to all departments.
2. With increased knowledge, staff continues to assume the role of creating various City forms, as well as basic design work, to allow Information Technology staff currently assigned to these tasks to be reassigned to other duties.

Goal

Provide efficient mail courier service to all City departments and quality USPS mail services.

Accomplishments

1. Courier routes/schedules were evaluated and modified to enhanced efficiencies and control costs while continuing to provide excellent service to the departments/divisions.
2. Monitored mail service to optimize cost savings and quality of inserting projects.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Performance Measures and Workload Indicators

City Clerk's Department

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 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Projected	FY 2020-21 Projected
Business Licenses	8,442	8,500	8,500	8,500
Business License Revenue	\$809,208	\$812,000	\$812,000	\$812,000
Proclamations, Ceremonial Certificates & Resolutions	213	200	200	200
Legislative Indexing	2,082	1,100	0 *	0 *
Bids	86	75	75	75
Contracts - (City, RABA, Housing) New/Renewed/Amended/Extended	751	700	750	770
Minutes of Meetings - City Council, RABA, RHA, Library, Oversight	56	60	60	60
Community Room/Council Chambers Reservations	344	300	325	325
Special Event Processing	52	49	40	40
Public Hearings	24	23	25	25
Easement/Deeds	12	15	15	15

* Note: With the implementation of the upgraded Laserfiche program, as of January 1, 2019, we will not longer index legislation. The indexing is replaced by the templates embedded in the Rio Laserfiche program.

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 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Projected	FY 2020-21 Projected
Conduct meetings with departments/divisions to train and educate employees on records retention policies and procedures and the retrieval of archived documents regardless of format.	14	15	14	14

Reprographics Division

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

Workload Indicators	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Projected	FY 2020-21 Projected
Photocopies Reproduced	2,651,231	2,400,000	2,500,000	2,500,000
Mail Stops (745 per week)	38,740	38,740	38,740	38,740
Inserters (60,000 to 65,000 per month)	774,000	723,000	732,000	732,000

2019-21 Goals and Objectives

City Clerk's Department:

Goal

Broaden and diversify staff knowledge with education opportunities and cross-training.

Objectives

1. Provide staff with opportunities to attend training meetings as budget restraints allow.
2. Cross-train staff internally to ensure adequate knowledge depth in case of illness or retirements.

Goal

Plan and perform duties related to the City Clerk's responsibility as the City's Election Official.

Objectives

3. Prepare and conduct the November 2020 General Municipal Election for the City.
4. Monitor legislation regarding election laws and the Fair Political Practices Commission (FPPC) and updated policies and procedures as necessary.
5. Update the comprehensive *Candidate's Guidelines* booklet that includes the qualifications for office, nomination-filing procedures, Candidate's Statement of Qualifications, FPPC information and filing requirements, and Campaign Statement information.
6. Update policies, procedures, and informational booklets regarding initiatives, referendums, and recalls.

Records Management Division:

Goal

Develop and/or update written policies and procedures for Records Management as necessary.

Objectives

7. Ensure the City has the necessary policies and procedures in place to be compliant with all mandated records management and/or retention requirements.
8. Train departments/divisions on the correct handling of records and/or retention requirements.
3. Develop a records handbook to assist in the training of employees and outlining the proper steps for the transferring of documents/records for archival purposes.

Goal

Provide training to City Departments/Divisions related to Records Management.

Objective

Training for City departments/divisions on the correct handling of records and/or retention requirements through the use of scanners and Laserfiche to allow records to be placed in a centralized depository in accordance with the City's adopted Records Retention Schedule.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Establish a records management program at Redding Electric Utility that is coordinated with the City-wide program.

Objective

9. With the assistance of the Records Management Consultant, meet with each work area at REU and develop a records retention schedule.
10. Organize back-logged records and legally destroy records that have reached their retention requirements.

Reprographics Division:

Goal

Provide the City with the highest quality production copying, digital printing, and scanning services.

Objectives

11. Continue to monitor the quality of the jobs produced by the Reprographics Production Center and City-wide pool copiers.
12. Continue to explore methods to encourage printing jobs meeting certain criteria to be sent to Reprographics for printing in the most cost-effective manner, including possible outsourcing, while still meeting designated timelines.
13. Continue to explore scanning methods which best meet the needs of departments/divisions.
14. Begin study to see if poster sized printing, scanning, and laminating will benefit City departments.

Goal

Provide all graphic design work needed by City Departments.

Objective

Continue to improve graphic design skills through online and/or other training opportunities.

Goal

Provide efficient mail courier service to all City departments and quality USPS mail services.

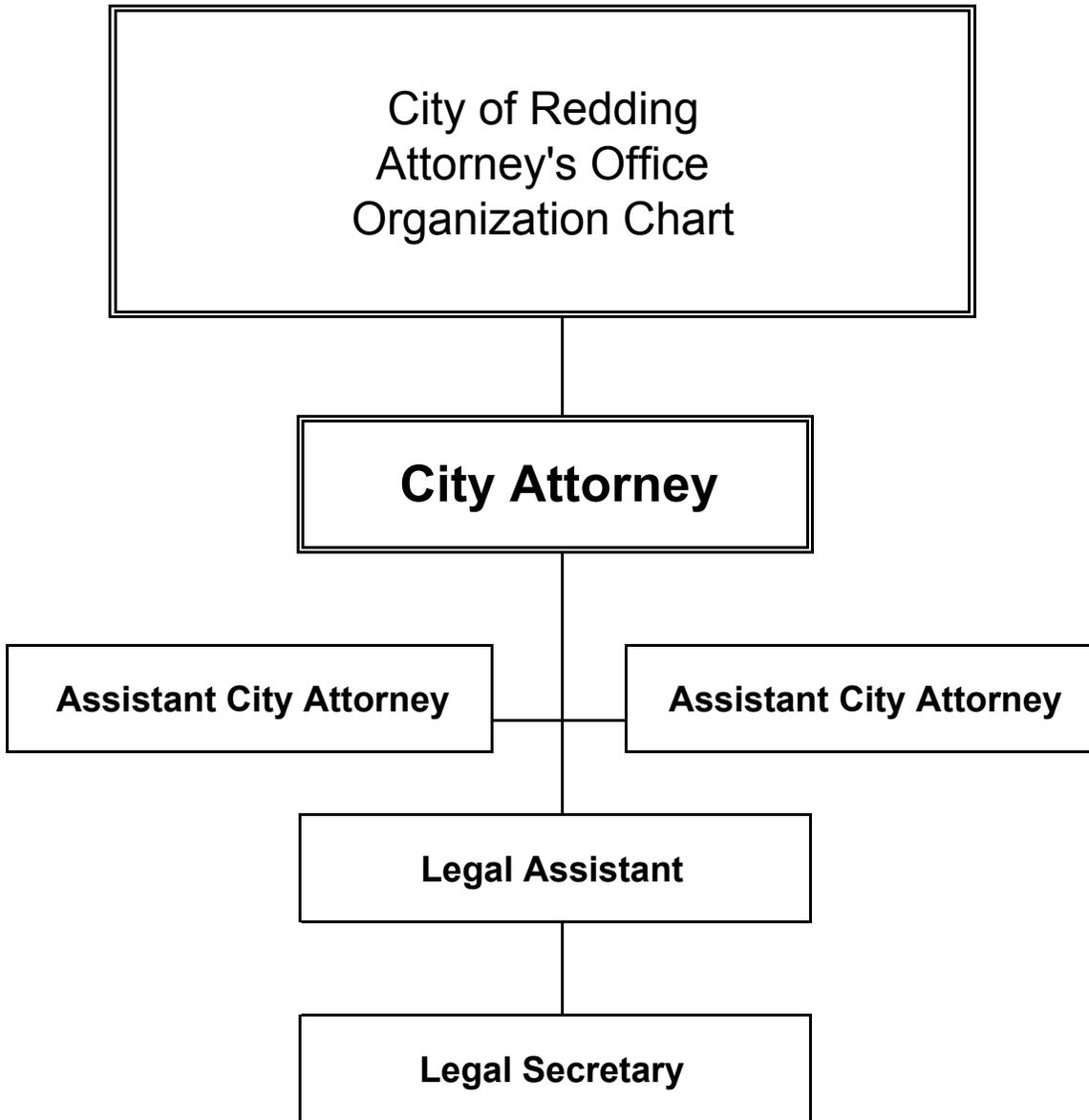
Objectives

1. Continue to evaluate courier routes to best service the departments/divisions.
2. Continue to monitor mail services for optimum ways to produce cost savings and quality inserting.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Unmet Needs-Records Management

The evolution of technology has resulted in the City having records stored in several different formats, i.e., microfilm, microfiche, aperture cards. These technologies, along with the equipment and actual records, are becoming outdated, and, in some cases, no longer available. It is vital that we begin to plan for the transfer of these records into a digital format to ensure their availability when requested. Depending on the process selected, the associated cost could range from \$200,000 to \$1,000,000. It is important that a long-range plan be developed to ensure the necessary funding is in place to accommodate this process.



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

CITY ATTORNEY

Overview

The City Attorney's adopted budget for FY 2019-20 totals \$998,890 which is \$16,070 under the amended budget for FY 2018-19 of \$1,014,960. The decrease is primarily related to an increase in cross charges to other departments thereby reducing the overall personnel costs which is partially offset by an increase in incoming interdepartmental charges. For FY 2020-21, the adopted budget totals \$1,030,900 which is \$32,010 over the FY 2019-20 adopted budget of \$998,890. The increase is primarily related to increases in payroll related costs.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
City Attorney	\$ 599,638	\$ 644,850	\$ 637,960	\$ 621,890	\$ (16,070)	\$ 653,900	\$ 32,010
Outside Legal Services	-	377,000	377,000	377,000	-	377,000	-
TOTAL	\$ 599,638	\$ 1,021,850	\$ 1,014,960	\$ 998,890	\$ (16,070)	\$ 1,030,900	\$ 32,010

* 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 2020-21 Adopted	\$ 527,750	\$ 126,150	\$ -	\$ -	\$ 653,900
	FY 2019-20 Adopted	\$ 490,720	\$ 131,170	\$ -	\$ -	\$ 621,890
	FY 2018-19 Amended	\$ 517,070	\$ 120,890	\$ -	\$ -	\$ 637,960
	FY 2017-18 Actual	\$ 491,203	\$ 108,435	\$ -	\$ -	\$ 599,638
Outside Legal Services	FY 2020-21 Adopted	\$ -	\$ 377,000	\$ -	\$ -	\$ 377,000
	FY 2019-20 Adopted	\$ -	\$ 377,000	\$ -	\$ -	\$ 377,000
	FY 2018-19 Amended	\$ -	\$ 377,000	\$ -	\$ -	\$ 377,000
	FY 2017-18 Actual	\$ -	\$ -	\$ -	\$ -	\$ -
Total	FY 2020-21 Adopted	\$ 527,750	\$ 503,150	\$ -	\$ -	\$ 1,030,900
	FY 2019-20 Adopted	\$ 490,720	\$ 508,170	\$ -	\$ -	\$ 998,890
	FY 2018-19 Amended	\$ 517,070	\$ 497,890	\$ -	\$ -	\$ 1,014,960
	FY 2017-18 Actual	\$ 491,203	\$ 108,435	\$ -	\$ -	\$ 599,638

Personnel

Description		FY 2015-16 Actual	FY 2016-17 Adopted	FY 2016-17 Amended*	FY 2017-18 Adopted	Increase (Decrease)	FY 2018-19 Adopted	Increase (Decrease)
Attorney's Office	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	-

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Significant Issues

There are no significant issues occurring in this budget cycle.

2017-2019 Status of Goals and Accomplishments

Goal

Provide continued support to the City Manager's Office and other Department Heads.

Accomplishment

A positive and constructive working relationship exists between the City Attorney's Office and the City Manager's Office, thus ensuring complete access to legal guidance whenever needed. The longevity and corporate knowledge of the City Attorney is an asset to the City Manager.

Goal

Continue to advise Council and other Departments, and to assist in the implementation of Council's direction with regard to Prop. 64, the Adult Use of Marijuana Act (AUMA), passed by voters in November of 2016.

Accomplishment

Uncertainty and vacillation in enforcement of the law by the federal government created a situation where a controversial subject (adult use marijuana) and a controversial land use (e.g. medical marijuana dispensaries) was in danger of being carried out in an unregulated environment.

The City Attorney provided information to the Council regarding the pros and cons of implementing the AUMA, taxation possibilities, and provided the most current legal information to the Council.

Goal

Assist with drafting and implementation of a contract for a new fully-integrated, multi-agency, multi-jurisdictional public safety computer system which will include computer aided dispatch, a records management system, an automated field reporting system, a jail management system, a mobile data system, a message switch system and training.

Accomplishment

In 2015 Spillman Technologies, a Motorola Solutions Company, was chosen as the vendor to supply the comprehensive new public safety computer system. The City Attorney's Office assisted the Redding Police Department in its negotiations for cost-sharing and joint use with twelve (12) partner agencies or users including but not limited to Anderson Police, SHASCOM, the Shasta County Sheriff, the Shasta County District Attorney's Office, various fire agencies, the United States Forest Service (Shasta/Trinity), the National Park Service, Shasta County DA's Office, and others.

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, litigation services in defense of the City, risk management services, enforcement of the municipal code and transactional legal services.

In addition, the City Attorney's Office has been responsible for, participated in, or provided review in the following areas:

- Risk Management-Liability

Since May 2010, the City Attorney's Office has had responsibility for the Risk Management-Liability Claims Division. The City Attorney now oversees the Risk Manager-Liability Claims and supervises the Personnel Technician assigned to Risk Management. The City Attorney and the Assistant City Attorney regularly meet with the City's third party claims administrator (George Hills, Inc.) to provide guidance regarding a number of areas which helps to facilitate prompt resolution of claims made against the City. The mission of Risk - Liability is to identify and measure exposures to loss, negotiate insurance coverage, promote safety and to reduce the City's exposure to liability and lawsuits. After the Carr Fire, this function has increased in both time commitment and complexity.

- 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. More specifically, the City Attorney continues to participate in the draft and review of legal documents necessary for the development of the "Downtown Core." This same service was provided with regard to the development of the Churn Creek Marketplace. It is anticipated that the Costco development will require similar attention.

- Contracts, Ordinances and Resolutions

Another core function of this Office is in assisting in the drafting and reviewing of the many contracts the City enters into (over 750 annually). It is expected that this area of City Attorney involvement will continue to be more active during the next budget cycle as the local economy continues to rebound from the "Great Recession."

- Ordinances & Resolutions

The City Attorney's Office now takes a very active role in assisting other departments with the preparation of staff reports, ordinances and resolutions. The City Attorney's Office actively sponsors ordinances in order to relieve its departmental clients of the burden to undertake the legal and staff work to present ordinances to the City Council. In addition, the City Attorney has undertaken a "cleanup" of the existing Redding Municipal Code.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

- **Litigation and Miscellaneous Court Appearances**

The City Attorney's Office has lead responsibility for a variety of litigation cases from inception through trial. This includes representing the City in matters such as real estate litigation, construction litigation, contract dispute litigation, eminent domain litigation, 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, trials resulting from Redding Municipal Code violations including animal control matters, and appeals of parking citations. Personal injury and constitutional tort (i.e., excessive force) cases are usually referred to outside counsel but supervised, monitored, and sometimes assisted by the City Attorney's Office.

The number of claims and lawsuits filed against the City has radically increased. This is largely due to the Carr Fire and an uptick on excessive force claims. We have also experienced an increase in land use related litigation. Litigation necessarily involves a significant administrative burden in responding to subpoenas, discovery requests, and preparation of records of proceedings. The City Attorney's Office takes an active role in supervising and assisting all departments in this area.

- **Support To Administrative Hearings Board**

The City Attorney's Office supports the Administrative Hearing Board. One of the Assistant City Attorneys supports Haven Humane Society and City staff with regard to violations of the City's Municipal Code, Title 7–Animals, while an Assistant City Attorney supports City Code Enforcement staff. The City Attorney provides direct legal support to the Administrative Hearings Board itself.

- **Public Records Act Support**

The City Attorney's Office also provides general legal support to all departments. Such support includes assisting the various departments with requests for public records. While many requests are routine in nature, some requests seek sensitive information and can vary with changes in policy and law. This office assists the City in producing responsive and non-privileged records.

- **Training to Avoid Sexual Harassment Cases**

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.

2019-2021 Goals & Objectives

Goal

Partner with the City Manager's Office, the Police Department, Development Services, and the Code Enforcement Division to create programs, policies and municipal code ordinances to address the City Council's highest priority of improved public safety.

Objective

The City Attorney's Office will evaluate the legal and constitutional issues associated with adoption and enforcement of ordinances to address crime and public nuisances. The City Attorney will continue to regularly review the municipal code with the intention of eliminating inefficiencies in order to streamline processes and make prosecution of the municipal code easier. The City Attorney's Office will prosecute violations of the municipal code through its administrative procedures and in civil litigation in order to remediate the public nuisance represented by substandard housing and blighted structures.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Maintain continuity and a high level of service under new City Council leadership.

Objective

In November 2018, the City Council added two new Council Members. The objective for the City Attorney's Office will continue to assist the City Council in paving the way for a seamless transition so that the Council's goals are realized. The City Attorney's Office will do this by regularly communicating with the Council Members on issues of law that present while, at the same time, educating the new Council Members as to the law and their responsibilities under the law.

Goal

The City Attorney's Office will work closely with other departments and agencies (Shasta County, CalFire, FEMA, etc.) to help the City and residents recover and rebuild after the Carr Fire. The City Attorney's Office will likewise monitor and control litigation of claims/lawsuits filed as a result of the Carr Fire.

Objective

The City Attorney's office will continue to monitor and manage all claims/litigation filed as a result of the Carr Fire. Even with the retention of outside legal counsel, management of the Carr Fire claims/litigation exhausts three quarters of the time of a full-time attorney. We expect this work load to ebb and flow as litigation is filed. The City Attorney's Office will remain available as both legal counsel and as part of the management team to assist in resolution of legal matters resulting from the effort to rebuild and to advise about legal, proactive measures that may be taken to prevent catastrophic wildfire.

Goal

The City Attorney's Office will work closely with its third party risk management administrator (George Hills) to normalize the claims and litigation administration process.

Objective

With the departure of George Hills' employee, Chris Carmona, the City Attorney's Office is now training its staff (including attorneys) to adjust to a more traditional model of risk liability management. Likewise, the Risk-Liability function will now be administered through a new reporting system (SIMS) as we move away from our prior reporting software (Risk Console). Over the years, City staff became accustomed to a personal and proactive system of claims management. City Attorney and Risk Management-Liability staff will continue to endeavor to provide a high level of service despite the fact that a traditional claims management system does not normally support this.

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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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 2019-20 total \$4,921,410 which is \$200,980 under the amended budgets for FY 2018-19 of \$5,122,390. For FY 2020-21, the adopted budgets total \$4,880,430 which is \$40,980 under the FY 2019-20 adopted budgets. The decrease in FY 2019-20 is primarily related to one time budget amendments in FY 2018-19 that are not being budgeted for in FY 2019-20 along with budgeted expenditures for Stillwater no longer being budgeted. The decrease in FY 2020-21 pertains primarily to the City's cost for providing public safety and other services for the Air Show which is budgeted to occur every other year and the partial offset for the CPI increase in the contract for Animal Regulation.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Animal Regulation	\$ 694,451	\$ 729,050	\$ 729,050	\$ 744,830	\$ 15,780	\$ 766,310	\$ 21,480
Non-Departmental	1,048,309	1,107,400	1,293,700	1,136,340	(157,360)	1,091,860	(44,480)
General Fund Debt Service	3,017,650	3,023,630	3,023,630	3,019,240	(4,390)	3,011,260	(7,980)
Capital Projects Division	10,893	10,000	20,000	20,000	-	10,000	(10,000)
General Fund Subtotal	\$ 4,771,303	\$ 4,870,080	\$ 5,066,380	\$ 4,920,410	\$ (145,970)	\$ 4,879,430	\$ (40,980)
General City Projects	246,396	56,010	56,010	1,000	(55,010)	1,000	-
TOTAL	\$ 5,017,699	\$ 4,926,090	\$ 5,122,390	\$ 4,921,410	\$ (200,980)	\$ 4,880,430	\$ (40,980)

* Excluded carryover amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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
Animal Regulation	FY 2020-21 Adopted	\$ 51,470	\$ 714,840	\$ -	\$ -	\$ 766,310
	FY 2019-20 Adopted	\$ 49,240	\$ 695,590	\$ -	\$ -	\$ 744,830
	FY 2018-19 Amended	\$ 52,150	\$ 676,900	\$ -	\$ -	\$ 729,050
	FY 2017-18 Actual	\$ 49,980	\$ 644,471	\$ -	\$ -	\$ 694,451
Non-Departmental	FY 2020-21 Adopted	\$ 400,000	\$ 558,360	\$ 133,500	\$ -	\$ 1,091,860
	FY 2019-20 Adopted	\$ 400,000	\$ 557,320	\$ 179,020	\$ -	\$ 1,136,340
	FY 2018-19 Amended	\$ 400,000	\$ 581,620	\$ 312,080	\$ -	\$ 1,293,700
	FY 2017-18 Actual	\$ 404,317	\$ 512,265	\$ 131,727	\$ -	\$ 1,048,309
General Fund Debt Service	FY 2020-21 Adopted	\$ -	\$ 8,500	\$ -	\$ 3,002,760	\$ 3,011,260
	FY 2019-20 Adopted	\$ -	\$ 8,500	\$ -	\$ 3,010,740	\$ 3,019,240
	FY 2018-19 Amended	\$ -	\$ 8,500	\$ -	\$ 3,015,130	\$ 3,023,630
	FY 2017-18 Actual	\$ -	\$ 6,941	\$ -	\$ 3,010,709	\$ 3,017,650
Capital Projects Division	FY 2020-21 Adopted	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
	FY 2019-20 Adopted	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
	FY 2018-19 Amended	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
	FY 2017-18 Actual	\$ -	\$ 10,893	\$ -	\$ -	\$ 10,893
General City Projects	FY 2020-21 Adopted	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	FY 2019-20 Adopted	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000
	FY 2018-19 Amended	\$ -	\$ 1,000	\$ 55,010	\$ -	\$ 56,010
	FY 2017-18 Actual	\$ -	\$ 858	\$ 245,538	\$ -	\$ 246,396
Total	FY 2020-21 Adopted	\$ 451,470	\$ 1,292,700	\$ 133,500	\$ 3,002,760	\$ 4,880,430
	FY 2019-20 Adopted	\$ 449,240	\$ 1,282,410	\$ 179,020	\$ 3,010,740	\$ 4,921,410
	FY 2018-19 Amended	\$ 452,150	\$ 1,288,020	\$ 367,090	\$ 3,015,130	\$ 5,122,390
	FY 2017-18 Actual	\$ 454,297	\$ 1,175,428	\$ 377,265	\$ 3,010,709	\$ 5,017,699

Significant Issues

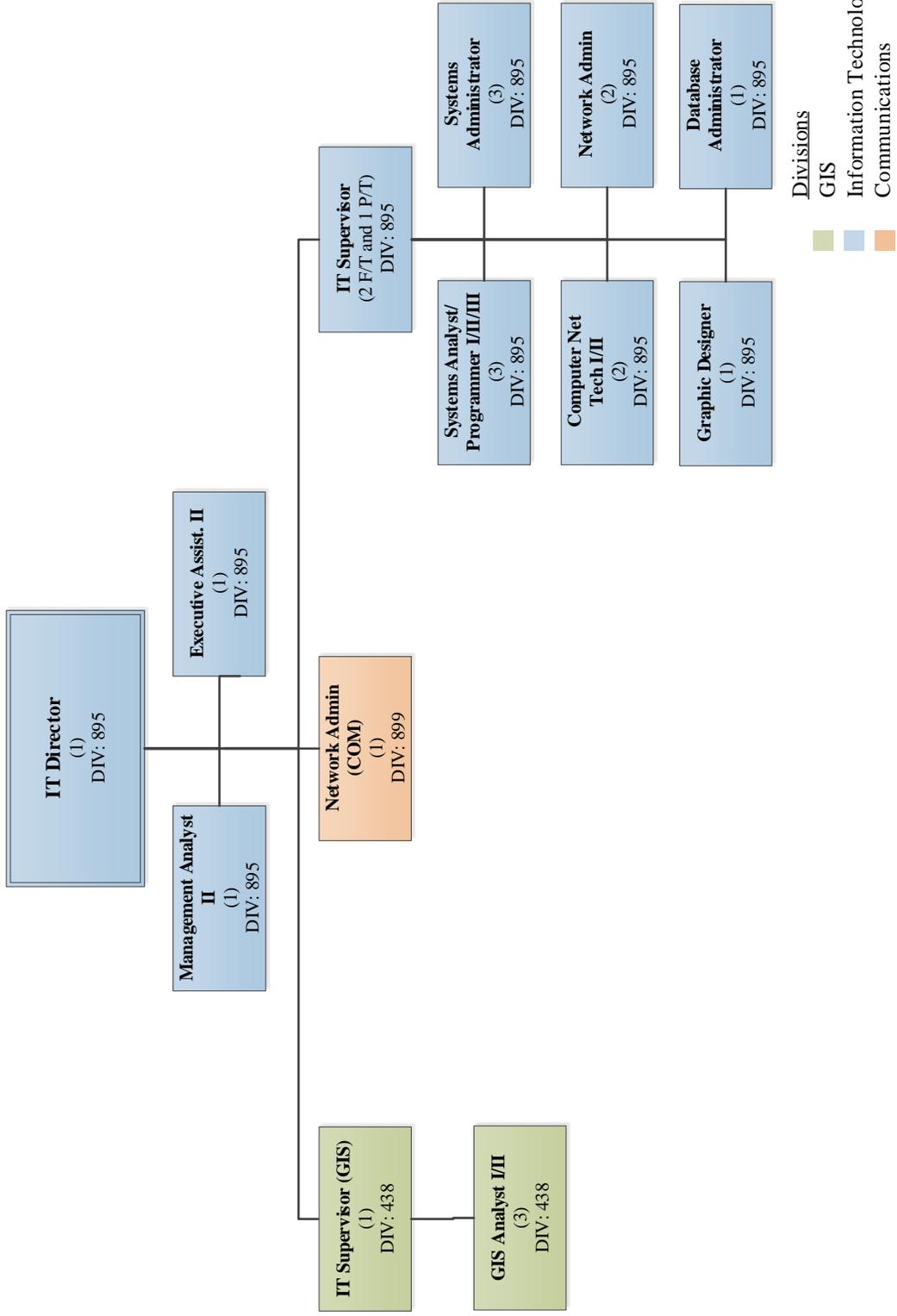
During the creation of this budget, the City was undergoing an effort to refund the 2004 Lease Revenue Bonds Series A & B and the 2007A Lease Revenue Bonds. The process was expected to be completed in May, 2019, and produce a Net Present Value Savings in the General Fund of approximately \$1.3 million over the 18 year amortization period. This budget captures the debt service currently in place and does not reflect any potential savings from the refunding for the next two years.

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 2019-20	FY 2020-21
Marketfest	\$ -	\$ -
Banner Program	-	-
Christmas Parade	13,600	13,600
Kool April Nites	32,100	32,100
Rodeo	25,350	25,350
Rodeo Parade	13,630	13,630
Air show	45,520	-
4th of July	43,470	43,470
Big Bike Weekend	3,350	3,350
Total	\$ 177,020	\$ 131,500

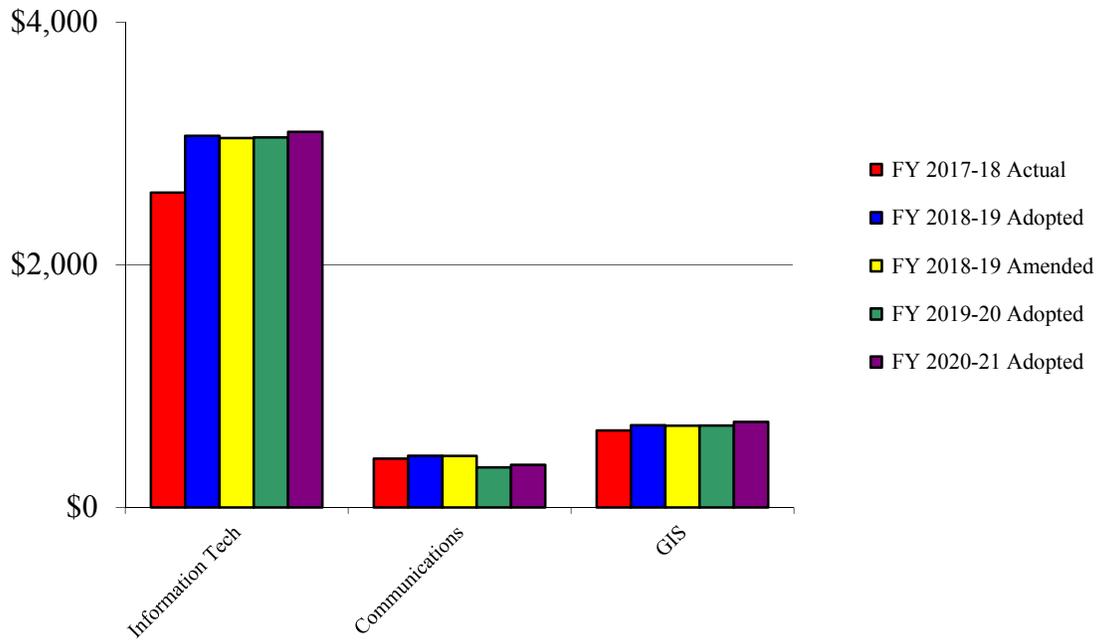
Information Technology Department Organization Chart



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INFORMATION TECHNOLOGY DEPARTMENT

Expenditure Comparisons (In Thousands)



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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

INFORMATION TECHNOLOGY DEPARTMENT

Overview

The Information Technology Department’s adopted budget for FY 2019-20 totals \$4,054,150, which is \$89,650 less than the amended budget for FY 2018-19 of \$4,143,800. For FY 2020-21, the adopted budget totals \$4,151,540, which is \$97,390 over the FY 2019-20 adopted budget. This increase is primarily due to an increase in Personnel costs in each division.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Information Technology	2,594,987	3,063,410	3,045,370	3,049,840	4,470	3,095,920	46,080
Communications	403,196	426,160	424,840	329,800	(95,040)	350,560	20,760
Geographical Information Systems	634,884	677,540	673,590	674,510	920	705,060	30,550
TOTAL	\$ 3,633,067	\$ 4,167,110	\$ 4,143,800	\$ 4,054,150	(89,650)	\$ 4,151,540	97,390

* 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
Information Technology	FY 2020-21 Adopted	\$ 2,317,090	\$ 462,830	\$ 316,000	\$ -	\$ 3,095,920
	FY 2019-20 Adopted	2,176,070	481,770	392,000	-	3,049,840
	FY 2018-19 Amended	2,282,720	445,340	317,310	-	3,045,370
	FY 2017-18 Actual	1,723,660	517,740	353,587	-	2,594,987
Communications	FY 2020-21 Adopted	130,920	215,140	4,500	-	350,560
	FY 2019-20 Adopted	121,900	203,400	4,500	-	329,800
	FY 2018-19 Amended	175,260	245,080	4,500	-	424,840
	FY 2017-18 Actual	168,913	222,963	11,320	-	403,196
Geographical Information Systems	FY 2020-21 Adopted	572,960	132,100	-	-	705,060
	FY 2019-20 Adopted	546,300	128,210	-	-	674,510
	FY 2018-19 Amended	534,240	139,350	-	-	673,590
	FY 2017-18 Actual	500,321	130,391	4,172	-	634,884
TOTAL	FY 2020-21 Adopted	\$ 3,020,970	\$ 810,070	\$ 320,500	\$ -	\$ 4,151,540
	FY 2019-20 Adopted	\$ 2,844,270	\$ 813,380	\$ 396,500	\$ -	\$ 4,054,150
	FY 2018-19 Amended	\$ 2,992,220	\$ 829,770	\$ 321,810	\$ -	\$ 4,143,800
	FY 2017-18 Actual	\$ 2,392,894	\$ 871,094	\$ 369,079	\$ -	\$ 3,633,067

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Personnel

The adopted Personnel budget for the Information Technology Department totals 22 FTEs and 1 PTEs for FY 2019-20, which reflects a decrease of 1 FTE and 1 PTEs from the FY 2018-19 amended budget; and FY 2020-21 totals 22 FTEs and 1 PTEs which is the same number as the FY 2019-20 adopted budget.

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2018-19 Adopted	Increase (Decrease)
Information Technology	F/T	18.00	18.00	18.00	17.00	(1.00)	17.00	-
	P/T	2.00	2.00	2.00	1.00	(1.00)	1.00	-
	Total	20.00	20.00	20.00	18.00	(2.00)	18.00	-
Communication	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	-
Geographical Information Systems	F/T	4.00	4.00	4.00	4.00	-	4.00	-
	P/T	-	-	-	-	-	-	-
	Total	4.00	4.00	4.00	4.00	-	4.00	-
Total	F/T	23.00	23.00	23.00	22.00	(1.00)	22.00	-
	P/T	2.00	2.00	2.00	1.00	(1.00)	1.00	-
	Total	25.00	25.00	25.00	23.00	(2.00)	23.00	-

Significant Issues

Information Technology Department

The Information Technology Department (IT) will continue to be challenged with bringing new staff up to speed in order to properly support our existing IBM infrastructure for the foreseeable future. While the IBM iSeries platform continues to be developed and supported by IBM, the long-term direction of the City's personnel, payroll, and financial systems will be a topic of research in the upcoming years.

The Integrated Public Safety System (IPSS) Task Force is working on addressing various items to further enhance the Redding Police Department's new records management software. This project started in 2017, and required the replacement of the IPSS IBM system. Doing so required the replacement of records management, mobile data, and dispatch systems.

At this time, IT is actively pursuing upgrades to several operating systems currently in use by various City departments. As government agencies become more of a target for intruders, and government regulations increase, it is imperative that all systems be running a current operating system version and that security measures be put in place to reduce the City's vulnerability to cyber-attacks and intrusions.

The Information Technology Department's adopted Capital Outlay budget for FY 2019-20 totals \$392,000 and FY 2020-21 totals \$316,000. FY 2019-20 consists of \$10,000 for ongoing support of the Emergency Operations Center; \$180,000 for Microsoft licensing; \$67,650 for City Hub/OpenGov; and \$16,000 for the City Clerk's Records Management software (Laserfiche). Additionally, FY 2019-20 consists of \$100,000 for continued security and technology refresh/upgrades; \$40,000 for the replacement of critical IBM hardware; \$16,000 for

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

additional security cameras throughout City Hall and the surrounding campus; and \$30,000 for the replacement of the City Hall access control system. FY 2020-21 consists of \$100,000 for continued security and technology refresh/upgrades; \$10,000 for ongoing support of the Emergency Operations Center; \$190,000 for Microsoft licensing; \$16,000 for the City Clerk's Records Management software (Laserfiche); and \$67,650 for City Hub/OpenGov. (While the funding for City Hub/OpenGov is allocated through IT's Capital budget, and IT will work to facilitate its citywide use, IT will be reimbursed for this cost in both FY 19-20 and FY20-21. As such, the total capital budget for IT in both fiscal years does not reflect this amount.)

Communications Division

The Communications Division will continue to be challenged in supporting the remaining legacy telephone systems and existing radio systems. Significant components of the City's radio infrastructure have exceeded their end-of-life/end-of-support timeframe, and will require replacement in the near future. The cost and plan for this replacement is still being determined; however, work is currently underway to help identify a recommended solution and possible budgeting options for the replacement of identified systems.

The Communications Division's adopted Capital Outlay budget totals \$4,500 in FY 2019-20 as well as FY 2020-21. These funds are to be used for ongoing support of the Emergency Operations Center.

Geographical Information Systems Division

The Geographical Information Systems (GIS) Division's scope of services and the critical nature for daily operations continues to grow. In addition to maintaining core datasets and responding to more than 1,300 hard-copy map requests each year, GIS continues to expand the City's datasets and web-based map services in support of City systems. Integrations into both external Cloud platforms and the City's own vendor systems such as Cartegraph, Energov, Vertex, REU Arc FM, IT Pipes, and IPSS Motorola Flex (Spillman), continue to expand in both near-term projects and ongoing maintenance. GIS will also be challenged to provide the needed resources to implement new GIS-centric Public Works operations management system (OMS) software as they work towards streamlining workflows and improved field mobility for Public Works operations.

2018-2019 Goals and Accomplishments

Information Technology

Goal

To provide cost effective and innovative information management and technological solutions to support the business strategies of the City of Redding, while also providing a secure environment for data integrity, accessibility, system availability, and delivery of information resources to City of Redding employees and the citizens they serve.

Accomplishments

1. Critical systems, including the IBMi, have been upgraded as well as significant progress made to develop a secure and scalable platform to continue support for Active Directory and specific line-of-business applications.
2. Procured and deployed a new primary NetApp SAN storage system to support current and future application expansion and new application implementations.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

3. Created and implemented cybersecurity training to ensure a continued heightened security posture and compliance. Additional measures, such as periodic password change, password complexity, and multifactor authentication, have been initiated in an effort to further enhance the City's security posture and means of safely conducting business.
4. Continued to provide the necessary technical support to maintain and improve the City of Redding's public website, and migrated the City of Redding's previous internal Intranet site to a hosted content-management system.
5. Assisted in the implementation and continued data refresh of the City's OpenGov City hub Transparency Portal.

Goal

Enhance the enterprise network infrastructure.

Accomplishments

1. Further developed real-time monitoring and notification systems.
2. Improved substandard networking throughout City Hall and various ancillary City locations; including upgrades to existing fiber optic backbone, firewalls, and routers. As part of this effort, the IT Department also implemented redundant internet service to better ensure uptime is maintained at 99.99%.
3. Implemented additional secure networks for City departments and facilitated the installation of additional fiber optic links into City Hall to allow for a more robust networking infrastructure.

Goal

Enhance office automation and desktop support.

Accomplishments

1. Successfully deployed and upgraded various RDS servers to newest OS and MS Office applications taking full advantage of the City's MS ESA licensing agreement.
2. Implemented software and group policy to allow the IT Department to deploy software upgrades and updates remotely and after normal business hours as not to disrupt City operations when open to the public.
3. Creation of virtual server solutions using Storage Area Network technology (SAN), and secure test environments, to facilitate the testing of new software applications and enhancements prior to moving into production.
4. Develop a Remote Application Server to allow employees a secure remote access to work applications and files, which will minimize the need to maintain numerous VPN connections.
5. Ongoing efforts to maintain the desktop OS environment as current as possible.

Communications

Goal

Provide highly reliable, full-service communications technology backed by excellent personalized service.

Accomplishments

1. Provided technical consultation on several Requests for Proposals and other efforts for various departments relating to communication and alarm needs.
2. Promptly diagnosed and repaired communication failures when they occurred and worked to create backup procedures to prevent future failures.
3. Facilitated the implementation of additional communication and video security systems to several ancillary City locations.

Goal

Ensure operations and compliance of the City's radio systems.

Accomplishments

1. Completed preliminary discovery of replacement options and inventory of the radios and systems that are to be replaced.
2. As failures of these systems arose, the Communications Division facilitated the necessary repairs and initiated backup procedures in order to maintain radio system operations. This included working with other City departments and outside vendors in a coordinated effort to maintain operability of the main radio site during the Carr Fire.
3. Continued to progress in addressing Federal Communications Commission (FCC) regulations for two-way radio systems and licensed data transports.

Geographical Information Systems

Goal

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

Accomplishments

1. Expanded use of scalable and secure software-as-a-service hosted by Esri, enabling GIS staff to share maps and mapping applications to City staff and the public with ease.
2. Reduced the number of individual and custom mapping requests through continued efforts to make routine map data available to City staff through web-based maps and applications.
3. Implemented the latest Esri enterprise software including both ArcGIS 10.3.1 Server and Desktop, which further leveraged new Cloud features and enhancements making multiple internal workflows more efficient.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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. Developed and implemented new mapping applications on the City's internal and external website to allow for interactive viewing and research of Carr Fire activity, Carr Fire damage assessment, status of debris removal, post-fire trail access status, approved cannabis business zones, opportunity zones, city-asset damage assessment, zoning, land use, subdivision activity and utilities within the incorporated area of the City.
2. Represented the City in regional GIS efforts with the goal of standardizing datasets and cooperation between local agencies; focusing on the Integrated Public Safety System software replacement project.
3. Developed and standardized road network, turn restrictions, and turn cost data sets to support the Integrated Public Safety System (IPSS) software.
4. Completed integration between local GIS data on a new enterprise GIS server and the IPSS Motorola Flex (Spillman) public-safety system software, making location validation more efficient for emergency response.

Goal

Provide training and education materials for all City employees.

Accomplishments

1. Conducted general training sessions for new GIS-centric field mobility apps, with a focus on end-user functionality such as offline data collection and overall improved efficiencies for City staff working in the field.
2. Developed training material for new employees and the public to assist in the efficient use of the online interactive maps and applications.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Performance Measures and Workload Indicators

Information Technology Department

Workload Indicators	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
System Up Time	99+%	99+%	99+%	99+%
Number of E-Mail Accounts	850	1,138	1,150	1,200
Number of Service Calls-Hardware/Office Automation	4,400	3,116	3,200	3,300
Number of Service Calls-Application Programs	600	617	650	700
Number of Wide Area Network (WAN) Connected Facilities	38	41	45	45
Number of Windows Servers	125	246	250	260
Number of IBMi Servers	1	1	1	1
Number of Other Servers (Linux, Sun Avaya, Unix)	26	19	19	20
Number of Registered Domains	30	27	28	28
Web Applications	16	7	10	12

Communications Division

Workload Indicators	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Telephone Lines	890	896	910	920
Cell Phones	415	402	410	415
Data Lines	46	48	50	50
800 MHz Mobile/Portable Radios	488	500	510	520
800 MHz Repeaters	15	15	15	15
800 MHz Sites	2	2	2	2
Phone Systems	3	3	3	3

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Geographical Information Systems

Workload Indicators	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Mapping/Analysis Requests	1,400	1,300	1,400	1,400
Web-Based Interactive Mapping Applications	27	45	25	28
Field Data Collection Apps	12	15	10	8
Interactive Map Visits Counts	70,000	2,300,000	75,000	80,000

Goals and Objectives for Fiscal Years Ending June 30, 2020 and 2021

Information Technology

Goal

To provide a reliable, secure, and effective information technology platform to support the business and operational strategies of the City of Redding.

Objectives

1. Upgrade existing core systems augmenting maintenance, security, support, and development of key business applications including financial, payroll, and related systems.
2. Provide technical assistance for all new or upgraded applications, such as Cartegraph, Dossier, Energov, and Recreation Management Solutions.
3. Commit to excellence in all aspects of customer service with emphasis on personalized attention to end-user needs.

Goal

Enhance the enterprise network infrastructure.

Objectives

1. Ensure network availability at 99.99 percent, or better, uptime. Further enhance the co-location facility to provide redundancy for critical systems. Establish a hardware refresh rotation to insure network equipment remain relevant.
2. Improve implementation of a highly available wide-area network leveraging multiple data paths throughout the City and its ancillary locations.
3. Continue to implement and maintain Best Practices regarding network security policies and practices by setting more stringent guidelines and scheduling routine scans.
4. Management of the IPSS secure network by partnering with RPD, SHASCOM, and Shasta County.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Enhance office automation and desktop support.

Objectives

1. Continue to deploy security updates to all City computers and users on a regularly scheduled basis, and provide training resources to the user community. Implement Remote Desktop Services where applicable throughout the City and standardize policies and procedures governing procurement and use. Deploy new and upgraded PC to eliminate the end of support Windows 7 operating system.
2. Continue to manage the City's backup system and Backup Retention Policy to decrease the risk of unrecoverable data loss.
3. Expand the City's server infrastructure as required for additional services and capacity while developing recommendations for future equipment replacement.

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. Provide consultation and/or management of new communication projects, strategies, and other related efforts.

Goal

Maximize the City's VOIP system to eliminate existing obsolete legacy phone systems.

Objectives

1. Evaluate, procure, and implement VOIP for the Corp Yard EOC.
2. Evaluate, procure, and implement VOIP for Fire Station #8.
3. Evaluate, procure, and implement VOIP for Clear Creek Waste Water Treatment Plant.

Goal

Ensure operations and compliance of the City's radio systems and assist in the coordination of identified critical infrastructure replacements.

Objectives

1. Continued coordination of professional services for the strategic master planning for replacement of end-of-life/end-of-support equipment and systems.
2. Continue the coordination of necessary improvements required at each site.
3. Continue to address FCC regulations for two-way radio systems and licensed data transports.

Geographical Information Systems

Goal

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

Objectives

1. Continue to make enhancements to the scalable software-as-a-service hosted by Esri, enabling greater access to maps and mapping applications for City staff and the public.
2. Reduce the number of individual and custom mapping requests by making routine map exhibit templates available to City staff through web-based self-service mapping.
3. Implement the latest Esri enterprise software including both ArcGIS 10.6.1 Server and ArcGIS Pro, and ArcGIS Desktop, with the goal of making additional map application functionality available to City staff and the public.

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. Continue to standardize and improve our road network, turn restrictions, and turn-cost datasets, and address locators to support the Integrated Public Safety System software.
2. Develop new mapping applications, field mobile apps, story maps, and dashboards to streamline workflows, improve efficiencies, and provide greater government transparency.
3. Update the GIS Division website to make more commonly utilized data freely available to the public for download using the Esri “open data” platform.

Goal

Provide training and education materials for all City employees and the public.

Objectives

1. Enable all City staff to effectively use GIS technology for improved City services and to allow better decisions to be made based on the best available information.
2. Provide additional training documentation online for internal and publically available maps and apps in the interest of making information more accessible.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Unmet Needs

Information Technology

Expanded Employee Training Programs	\$ 75,000
Upgrade Data Center Technology	400,000
Financial System Replacement	1,500,000
Personnel/Payroll System Replacement	<u>1,500,000</u>

Total \$ **3,475,000**

Communications

Radio System Replacement	<u>\$ 5,000,000</u>
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Total \$ **5,000,000**

Geographical Information Systems

Application Programmer for Web Mapping Services	<u>\$ 125,000</u>
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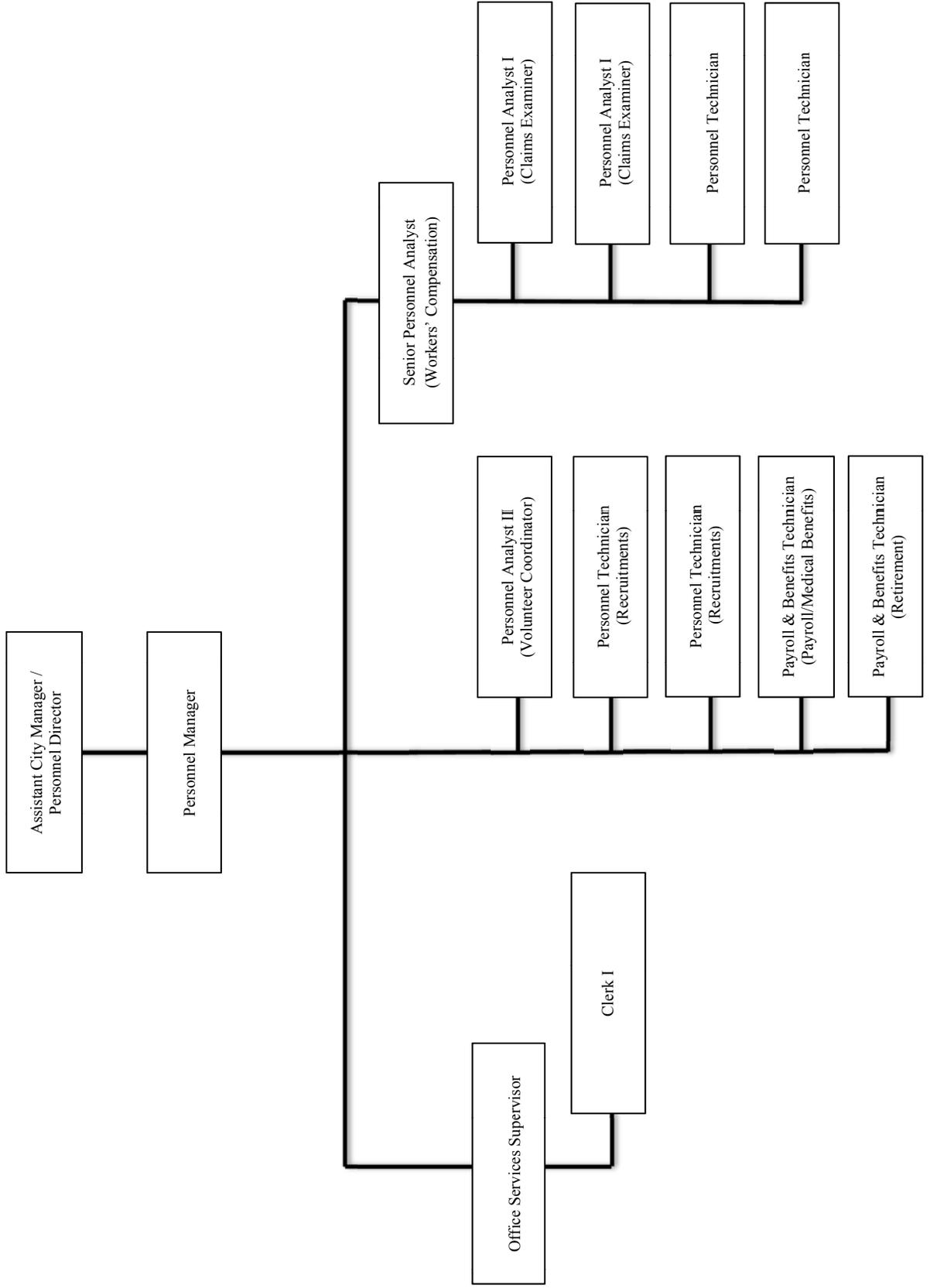
Total \$ **125,000**

Information Technology Department Total \$ 8,600,000

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City of Redding Personnel Department

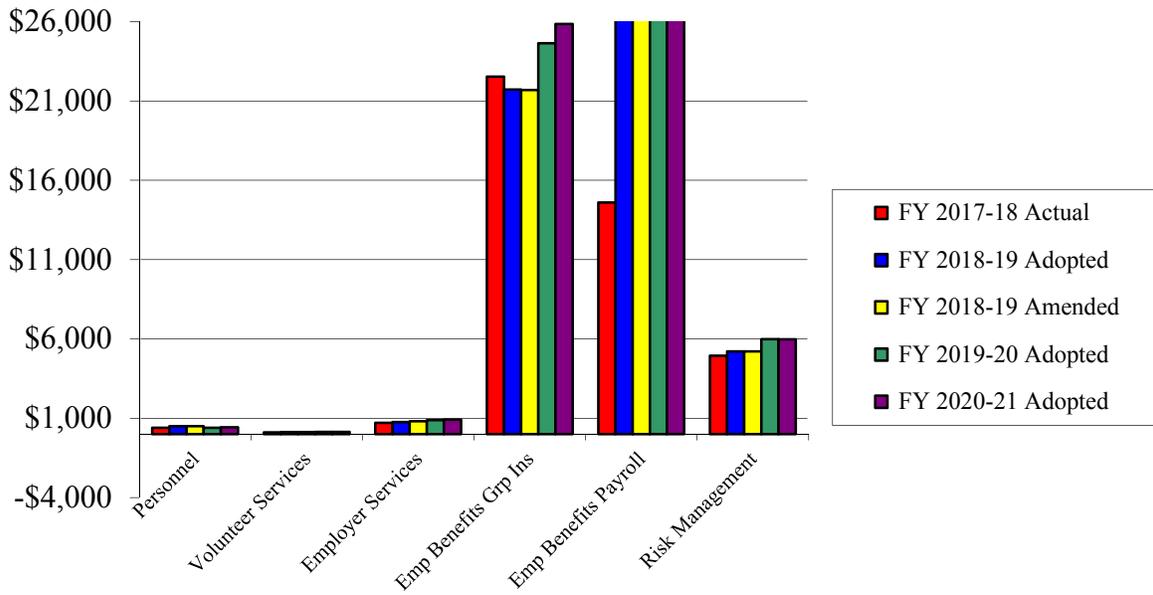
Organizational Chart



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PERSONNEL

Expenditure Comparisons (In Thousands)



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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

PERSONNEL DEPARTMENT

Overview

The Personnel Department’s adopted budget for FY 2019-20 totals \$65,585,590, an increase of \$5,538,120 from the FY 2018-19 amended budget. This overall increase is primarily due to group health insurance costs, employer contributions to the California Public Employees’ Retirement System (CalPERS), salaries and other associated benefit costs for employees.

The adopted budget for FY 2020-21 totals \$69,719,570, an increase of \$4,133,980 from the FY 2019-20 adopted budget. This increase is due primarily to increases in group health insurance costs and employer contributions to the California Public Employees’ Retirement System (CalPERS) and other associated benefit costs for employees.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Personnel	\$ 394,003	\$ 500,590	\$ 493,610	\$ 401,950	\$ (91,660)	\$ 425,950	\$ 24,000
General Fund Subtotal	394,003	500,590	493,610	401,950	(91,660)	425,950	24,000
Volunteer Services	110,697	125,380	124,460	135,800	\$ 11,340	141,560	\$ 5,760
Employer Services	710,555	757,930	814,230	880,950	\$ 66,720	905,850	\$ 24,900
Employee Benefits Group Insurance	22,528,280	21,724,870	21,688,620	24,639,220	\$ 2,950,600	25,855,410	\$ 1,216,190
Employee Benefits Payroll	14,603,965	31,716,750	31,716,750	33,543,410	\$ 1,826,660	36,415,800	\$ 2,872,390
Risk Management	4,939,814	5,214,510	5,209,800	5,984,260	\$ 774,460	5,975,000	\$ (9,260)
Internal Service Fund Subtotal	42,893,311	59,539,440	59,553,860	65,183,640	5,629,780	69,293,620	4,109,980
TOTAL	\$ 43,287,314	\$ 60,040,030	\$ 60,047,470	\$ 65,585,590	\$ 5,538,120	\$ 69,719,570	\$ 4,133,980

*Excludes carryover amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The following table displays how the Department's budget is broken down between the major expenditure groups. The 2018-19 amended amounts exclude carryovers.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Personnel	FY 2020-21 Adopted	418,250	7,700			425,950
	FY 2019-20 Adopted	394,250	7,700			401,950
	FY 2018-19 Amended	483,510	10,100			493,610
	FY 2017-18 Actual	386,744	7,259			394,003
Volunteer Services	FY 2020-21 Adopted	137,610	3,950			141,560
	FY 2019-20 Adopted	131,350	4,450			135,800
	FY 2018-19 Amended	119,610	4,850			124,460
	FY 2017-18 Actual	107,925	2,772			110,697
Employer Services	FY 2020-21 Adopted	583,550	322,300			905,850
	FY 2019-20 Adopted	554,850	326,100			880,950
	FY 2018-19 Amended	484,630	329,600			814,230
	FY 2017-18 Actual	467,773	242,782			710,555
Employee Benefits Group Insurance	FY 2020-21 Adopted	165,850	25,689,560			25,855,410
	FY 2019-20 Adopted	159,170	24,480,050			24,639,220
	FY 2018-19 Amended	172,590	21,516,030			21,688,620
	FY 2017-18 Actual	166,147	22,362,133			22,528,280
Employee Benefits Payroll	FY 2020-21 Adopted		36,415,800			36,415,800
	FY 2019-20 Adopted		33,543,410			33,543,410
	FY 2018-19 Amended		31,716,750			31,716,750
	FY 2017-18 Actual		14,603,965			14,603,965
Risk Management	FY 2020-21 Adopted	1,165,120	4,809,880			5,975,000
	FY 2019-20 Adopted	1,096,020	4,888,240			5,984,260
	FY 2018-19 Amended	1,009,760	4,200,040			5,209,800
	FY 2017-18 Actual	999,771	3,940,043			4,939,814
Total	FY 2020-21 Adopted	\$ 2,470,380	\$ 67,249,190	\$ -	\$ -	\$ 69,719,570
	FY 2019-20 Adopted	\$ 2,335,640	\$ 63,249,950	\$ -	\$ -	\$ 65,585,590
	FY 2018-19 Amended	\$ 2,270,100	\$ 57,777,370	\$ -	\$ -	\$ 60,047,470
	FY 2017-18 Actual	\$ 2,128,360	\$ 41,158,954	\$ -	\$ -	\$ 43,287,314

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Personnel

The following chart gives a breakdown of personnel in the various divisions of the Personnel Department which have employees:

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Personnel	F/T	6.00	6.00	6.00	6.00	0.00	6.00	0.00
	P/T	0.75	0.75	0.75	0.00	(0.75)	0.00	0.00
	Total	6.75	6.75	6.75	6.00	(0.75)	6.00	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	6.00	6.00	6.00	6.00	0.00	6.00	0.00
	P/T	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total	6.00	6.00	6.00	6.00	0.00	6.00	0.00
Total	F/T	13.00	13.00	13.00	13.00	0.00	13.00	0.00
	P/T	0.75	0.75	0.75	0.00	(0.75)	0.00	0.00
	Total	13.75	13.75	13.75	13.00	(0.75)	13.00	0.00

Significant Issues

The Personnel Director/Assistant City Manager moved from the Personnel Division budget into the City Manager budget.

The three quarter time Payroll and Benefits Technician within the Personnel Division was changed to a full time position and the Clerk I position within the Risk Management Division was changed to a three quarter time position during the 18/19 FY. Due to the outsourcing of the Risk Manager-Liability position the Personnel Technician within Risk Management that is assigned to assist both Liability and Workers Compensation has been unable to perform duties such as filing and miscellaneous clerical work within the Workers Compensation office. The three quarter time Clerk within the Risk Management Division will change to full-time to assume these additional Workers' Compensation clerical duties.

Status of the 2017-18 and 2018-19 Goals and Objectives

Personnel – Recruitment/Training/Payroll Division

Goal

Continue to improve the efficiency and responsiveness of the Personnel Department.

Accomplishments

1. Refined the recruitment process to address changing recruitment needs throughout the City of Redding.
2. Reviewed compensation and classification making recommendations for adjustments as needed.
3. Revised Personnel Policies to ensure compliance with changes in employment law.
4. Implemented program to digitally scan Personnel records into Laserfiche.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Prepare for and successfully complete contract bargaining with applicable represented employee groups.

Accomplishments

1. Worked collaboratively with the City Manager and City Council to identify strategies to proactively address the rising costs associated with the changes to the California Public Employees' Retirement System (CalPERS) discount rate assumption beginning FY 2018-19.
2. Assisted the City Council in establishing goals and strategies for contract negotiations prior to beginning the negotiations process and ensured new labor relations contracts were consistent with City Council direction.
3. Successfully negotiated new contracts with: International Brotherhood of Electrical Workers - Electric Employees; International Brotherhood of Electrical Workers – Maintenance Employees; Peace Officers Association of Redding - Miscellaneous Employees; Redding Peace Officers Association - Sworn Employees; Redding Independent Employees' Organization – Clerical, Technical and Professional Unit; Redding Independent Employees' Organization – Supervisory/Confidential Unit; and Redding Police Managers Association and the newly formed United Public Employees of California – Fire Management Unit.

Goal

Provide training to ensure employee success and retention.

Accomplishments

1. Promoted supervisor and manager training opportunities to help transition staff into supervisor/management positions and develop the next generation of leaders.
2. Continued to work creatively with departments to efficiently administer their succession planning programs, especially for key management positions.

Risk Management – Workers' Compensation/Liability Claims Division

Goal

Continue to improve the efficiency and responsiveness of the Risk Management Division through collaborative strategic Risk Management processes.

Accomplishments

1. Provided resources to department/division safety liaisons for safety training, updating code of safe practices and division specific issues such as blood borne pathogens, fall protection, heat illness prevention and wildfire smoke hazards.
2. Changed the City's pharmaceutical contract to provide better service and administration for the City and injured workers.
3. Procured Target Solutions software for online safety training.
4. Reviewed and processed bills electronically.
5. Provided immediate interaction with potential liability claimants and workers' compensation applicants for early intervention that reduced claim costs and frequently diverted filing of claims.
6. Worked with the City's insurance brokers to find quality programs at reduced rates.
7. Promoted and maintained a proactive return to work program to reduce the lost time cost of injuries.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Enhance the safety of the employees and the public, and minimize the financial loss to the City through risk detection, evaluation, and prevention.

Accomplishments

1. Trainings included the OSHA 30 hour training course, job hazard analysis and Oragami, the new online incident reporting software.
2. Continued the safety-training program with emphasis on working safely in a safe work environment.
3. Provided 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., reduced workplace hazards and improved accident investigations).
4. Conducted Accident Review Committee meetings and completed Safety Inspection Team inspections of City facilities and operations.
5. Provided Workers' Compensation and Liability trainings for new supervisors and continue to update and train all supervisors regarding changes to Cal/OSHA regulations and requirements.

Volunteer Services Division

Goal

Provide community engagement opportunities for citizens to participate in their local government and assist staff in enhancing public services while advancing our organization.

Accomplishments

1. Provided recognition to those volunteering within the City's Volunteer Program through volunteer appreciation events, formal City Council recognition, and a perpetual recognition plaque.
2. Advertised and recruited for volunteers on the City of Redding Personnel website.
3. Facilitated City Hall tours and mock City Council meetings to introduce and educate local area students to the City government process and services provided.

Group Insurance/Employee Benefits Division

Goal

Proactively monitor and coordinate the health and wellness benefit programs available for active employees and retirees.

Accomplishments

1. Partnered with the City's Employee Assistance Program and Workers' Compensation Program to assist employees that went through traumatic events related to the Carr Fire.
2. Established an account based health plan in multiple employee units.
3. Collaboratively worked with the City's insurance broker and CSAC EIA to request proposals in regards to prescription vendors establishing significant savings for City of Redding.
4. Developed online and telephonic reporting through City wide Teledoc Program reducing group health costs.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Continue to process and enter employee compensation and deductions in a timely and accurate manner.

Accomplishment

Enhanced communication with Risk Management on Workers' Compensation claims to ensure a more accurate and timely tracking system for hours and benefits for employees on workers compensation.

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	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Recruitments conducted	160	137	202	212	225	225
Employment applications received	4,900	4,183	5,085	4,634	4,650	4,650
Orientations conducted	220	203	256	227	230	230
Employee training sessions conducted/ facilitated by Personnel	30	30	30	30	30	30
Labor contracts negotiated	4	5	10	7	5	3
Personnel transactions	350	469	523	492	500	500
Retirements processed	45	40	49	40	40	40
Labor/management meeting outside	40	45	65	55	45	45
Exit interviews conducted	40	7	11	24	16	16

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	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Workers' compensation indemnity claims opened	40	35	42	45	45	45
Workers' compensation medical only claims opened	50	43	54	55	55	55
Liability claims opened	96	84	77	100	100	100
Liability claims closed without payment	33%	30%	38%	40%	40%	40%
Liability Certificates of Insurance processed	2,650	3,724	2,864	3,900	3,000	3,000

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Employer Services Division

The following table displays some of the workload indicators for the past, present and projected future of the Employer Services Division.

Workload Indicators	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
DMV physicals	120	120	120	130	130	130
Pre-employment drug tests	215	210	260	260	260	260
Physicals - Fire, Safety, Pre-employment, Mask Fit Tests	280	260	260	280	280	280

2019-20 and 2020-21 Goals and Objectives

Personnel – Recruitment/Training/Payroll Division

Goal

Continue to improve the efficiency and responsiveness of the Personnel Department.

Objectives

1. Refine the recruitment process to ensure efficient methods and procedures are being utilized, utilizing technology and providing a quality candidate pool to fill the various department/division needs.
2. Continue to revise Personnel Policies to ensure compliance with changes in employment law.

Goal

Provide training to ensure employee success and retention.

Objectives

1. Promote supervisor and manager training opportunities to help transition staff into supervisor/management positions and develop the next generation of leaders.
2. Create a supervisor/management leadership group that will participate in monthly trainings, networking opportunities, online courses, and special projects to continue leadership skill development.
3. Continue to work creatively with departments to efficiently administer their succession planning programs, especially for key management positions.

Risk Management – Workers’ Compensation/Liability Claims Division

Goal

Continue to improve the efficiency and responsiveness of the Risk Management Division through collaborative strategic Risk Management processes.

Objectives

1. Utilizing the Accident Review Committee, analyze incident data for relevant trends and patterns to keep City departments ahead of the issues they face.
2. Assist City departments to work together to identify and address all sources of risk and loss.
3. Work with City departments to maintain compliance with Cal/OSHA regulations, safety training and utilizing the City’s Injury and Illness Prevention Program.
4. Participate in the liability (CJPRMA) and workers’ compensation (CSAC-EIA) excess programs offered.
5. Implement online safety training with Target Solutions.
6. Integrate and train staff City wide on the online incident reporting portal.

Goal

To enhance the safety of the employees and the public and minimize the financial loss to the City through risk detection, evaluation and prevention.

Objectives

1. Serve as a resource and/or advisor, on a daily basis, with potential liability claimants and workers’ compensation applicants for early intervention to reduce claim frequency and severity.
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 comprehensive post-incident remedial actions aimed at minimizing the impact of an event, preventing future or similar occurrences.
4. Provide Workers’ Compensation and Liability training for new supervisors and continue to update and train all supervisors as needed regarding changes to Cal/OSHA regulations and requirements.

Volunteer Services Division

Goal

To provide community engagement opportunities for citizens to participate in their local government and assist staff in enhancing public services while advancing our organization.

Objectives

1. Recruit student volunteers from local colleges and universities to increase awareness of their local government, assist them in gaining job skills and exploring careers in public service.
2. Collaborate with community partners to highlight volunteer opportunities at the City which enhance the quality of life for our residents and participants in our programs.
3. Work with City wide departments to cultivate the Volunteer Program and provide opportunities for citizens to serve in local government.
4. Advertise across multiple platforms to highlight volunteer opportunities.

Group Insurance/Employee Benefits Division

Goal

Proactively monitor and coordinate the health and wellness benefit programs available for active employees and retirees.

Objectives

1. Coordinate renewal and maintenance of employee benefit programs, including but not limited to, health, dental, vision, long-term disability, life insurance, deferred compensation, flexible spending accounts and employee assistance programs.
2. Collaborate with outside third party administrators, vendors and joint power authorities to reduce overall group health benefit costs.
3. Seek efficiencies reducing healthcare cost to the City of Redding, employees and retirees.
4. Provide educational opportunities for employees to assist in retirement planning and deferred compensation programs.

Goal

Continue to process and enter employee compensation and deductions in a timely and accurate manner.

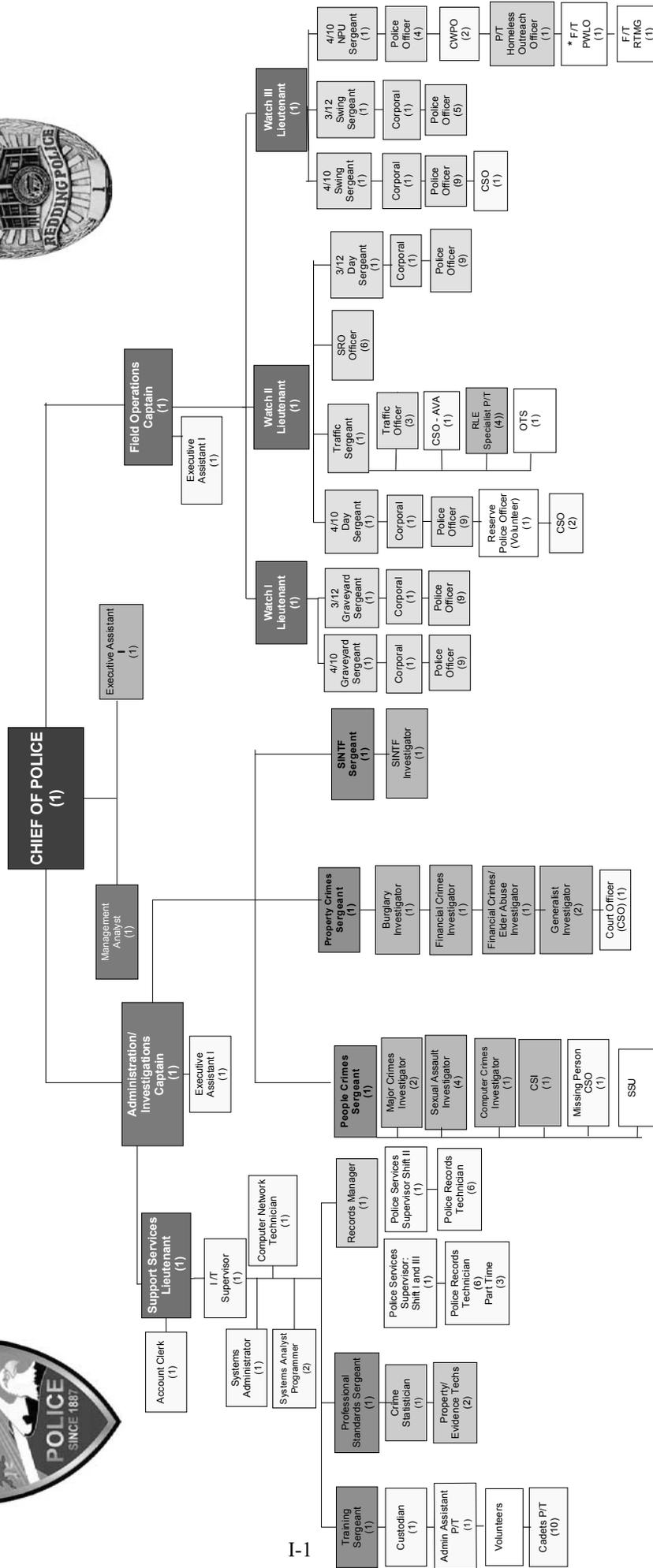
Objectives

1. Enhance communications with Risk Management on Workers' Compensation claims to ensure a more accurate and timely tracking system for hours and benefits for employees on workers compensation.
2. Collaboratively work with multiple departments on City wide timekeeping program.

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REDDING POLICE DEPARTMENT ORGANIZATIONAL CHART



* Temporarily filled by two part time retired annuitants

TOTAL RPD PERSONNEL
163

PART TIME
Total 21

FULL TIME AUTHORIZED
Sworn 106
Civilian 36
Total 142

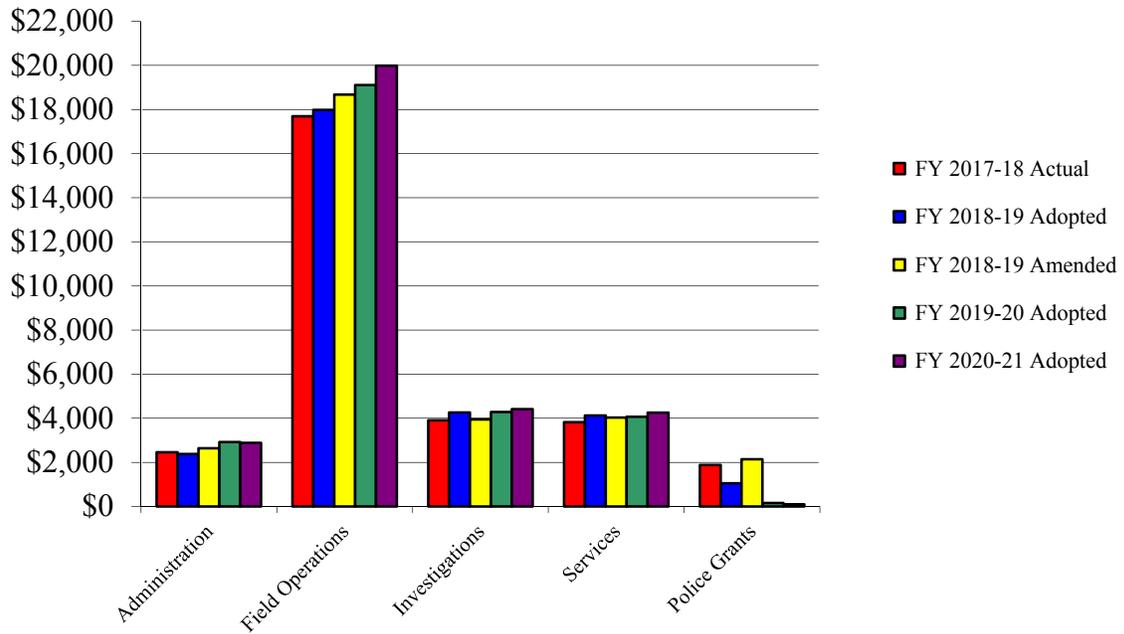
April 2019

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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

POLICE DEPARTMENT

Expenditure Comparisons (In Thousands)



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CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

POLICE DEPARTMENT

Overview

The Redding Police Department’s mission is to strive to promote a safe and secure community by enforcing the law. Redding Police Department (RPD) consists of two divisions each led by a Captain. The Field Operations Division is the fundamental service delivery team of the police department. It accounts for more than 70 percent of the Police Department’s measurable workload, providing services 24 hours a day, 365 days a year. It includes Patrol, the K-9 Unit, SWAT (Special Weapons and Tactics), the Traffic Unit, and Community Clean-up and the Neighborhood Police Unit. The Support Services Division encompasses Administration, Investigations and Records. The Investigations Section conducts follow-up criminal investigations on all felony and certain misdemeanor crimes reported to the Police Department, including major crimes, sexual assault, burglary and property crimes, high-tech crimes, financial crimes, missing persons, narcotics and crime scene processing. Police officers assigned to the Investigations Division are provided additional training in order to prepare them for a specific investigative assignment. Considerable cross training is required so investigators can be temporarily assigned to any type of case when additional resources are needed. The Administration Section organizes all training, hiring, purchasing and payroll for RPD. The Records Section provides support to the public and the other police divisions, and is the main record keeping body of the Police Department. The Chief’s Office consists of the Chief, the Executive Assistant to the Chief, the Management Analyst and the Professional Standards Sergeant. The Professional Standards Sergeant oversees all internal investigations, complaints processing, evidence storage, and policy creation and updates.

The Police Department’s adopted budget for Fiscal Year 2019-20 totals \$30,546,960 which is \$892,090 below the Fiscal Year 2018-19 amended budget of \$31,439,050; and for Fiscal Year 2020-21 the adopted budget totals \$31,648,140, which is \$1,101,180 over the FY 2019-20 adopted budget. The following is a breakdown of the adopted budget by division.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Administration	\$ 2,462,261	\$ 2,383,060	\$ 2,643,430	\$ 2,922,600	\$ 279,170	\$ 2,886,910	\$ (35,690)
Field Operations	17,694,149	17,978,570	18,673,000	19,110,450	437,450	19,987,430	876,980
Investigations	3,909,285	4,266,220	3,944,420	4,284,740	340,320	4,418,150	133,410
Records	3,825,664	4,126,150	4,033,920	4,067,310	33,390	4,255,100	187,790
Police Grants	1,884,408	1,055,200	2,144,280	161,860	(1,982,420)	100,550	(61,310)
TOTAL	\$ 29,775,767	\$ 29,809,200	\$ 31,439,050	\$ 30,546,960	\$ (892,090)	\$ 31,648,140	\$ 1,101,180

* Excluded carryover amounts

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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 2020-21 Adopted	\$ 1,983,460	\$ 903,450	\$ -	\$ -	\$ 2,886,910
	FY 2019-20 Adopted	\$ 1,925,400	\$ 997,200	\$ -	\$ -	\$ 2,922,600
	FY 2018-19 Amended	\$ 1,836,790	\$ 806,640	\$ -	\$ -	\$ 2,643,430
	FY 2017-18 Actual	\$ 1,670,790	\$ 791,471	\$ -	\$ -	\$ 2,462,261
Field Operations	FY 2020-21 Adopted	18,443,340	1,469,590	74,500	-	19,987,430
	FY 2019-20 Adopted	17,672,960	1,356,690	80,800	-	19,110,450
	FY 2018-19 Amended	16,431,840	1,329,560	911,600	-	18,673,000
	FY 2017-18 Actual	15,429,568	1,331,915	932,666	-	17,694,149
Investigations	FY 2020-21 Adopted	4,078,310	339,840	-	-	4,418,150
	FY 2019-20 Adopted	3,961,410	323,330	-	-	4,284,740
	FY 2018-19 Amended	3,617,790	326,630	-	-	3,944,420
	FY 2017-18 Actual	3,600,889	308,396	-	-	3,909,285
Records	FY 2020-21 Adopted	2,359,450	1,895,650	-	-	4,255,100
	FY 2019-20 Adopted	2,250,570	1,816,740	-	-	4,067,310
	FY 2018-19 Amended	2,258,160	1,775,760	-	-	4,033,920
	FY 2017-18 Actual	2,107,682	1,717,982	-	-	3,825,664
Police Grants	FY 2020-21 Adopted	-	-	100,550	-	100,550
	FY 2019-20 Adopted	61,310	-	100,550	-	161,860
	FY 2018-19 Amended	594,840	17,920	1,531,520	-	2,144,280
	FY 2017-18 Actual	(39,193)	20,844	1,902,757	-	1,884,408
Total	FY 2020-21 Adopted	\$ 26,864,560	\$ 4,608,530	\$ 175,050	\$ -	\$ 31,648,140
	FY 2019-20 Adopted	\$ 25,871,650	\$ 4,493,960	\$ 181,350	\$ -	\$ 30,546,960
	FY 2018-19 Amended	\$ 24,739,420	\$ 4,256,510	\$ 2,443,120	\$ -	\$ 31,439,050
	FY 2017-18 Actual	\$ 22,769,736	\$ 4,170,608	\$ 2,835,423	\$ -	\$ 29,775,767

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Personnel

RPD’s adopted budget includes two (2) additional Community Service Officers (CSO’s) that were approved during FY 2018-19. It is anticipated that two (2) more CSO’s will be added once the funding has been secured. These positions will help to respond to non-emergency calls for service which will free officers to respond to more urgent matters that require a sworn officer. This will result in a reduction in response time for calls for service. The adopted also includes an additional half time Community Work Program Officer to assist with code enforcement work that is funded by Public Works.

The following table displays the number of positions in the Redding Police Department.

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Administration	F/T	7.00	7.00	8.00	8.00	-	8.00	-
	P/T	0.50	0.48	0.48	0.48	-	0.48	-
	Total	7.50	7.48	8.48	8.48	-	8.48	-
Field Operations	F/T	79.00	79.00	82.00	90.00	8.00	90.00	-
	P/T	3.59	3.59	3.11	4.81	1.70	4.81	-
	Total	82.59	82.59	85.11	94.81	9.70	94.81	-
Investigations	F/T	19.00	19.00	19.00	19.00	-	19.00	-
	P/T	-	-	-	-	-	-	-
	Total	19.00	19.00	19.00	19.00	-	19.00	-
Services	F/T	19.00	19.00	20.00	20.00	-	20.00	-
	P/T	1.92	1.92	1.44	1.44	-	1.44	-
	Total	20.92	20.92	21.44	21.44	-	21.44	-
Police I/T	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	-
Police Grants	F/T	7.00	7.00	9.00	1.00	(8.00)	-	(1.00)
	P/T	-	-	-	-	-	-	-
	Total	7.00	7.00	9.00	1.00	(8.00)	-	(1.00)
Total	F/T	136.00	136.00	143.00	143.00	-	142.00	(1.00)
	P/T	6.01	5.99	5.03	6.73	1.70	6.73	-
	Total	142.01	141.99	148.03	149.73	1.70	148.73	(1.00)

Significant Issues

While the Redding Police Department (RPD) has been able to secure funding for several additional police officer positions over the last several years, RPD is still understaffed for a city with a population of approximately 90,000, spanning more than 60 square miles. This is complicated by the changes to the criminal justice system in the State of California that have occurred over the last several years (prison realignment (AB 109), Propositions 47 and 57). The new legislation has increased the number of calls for service. Last year the average response time to calls of Priority 0, 1 and 2 was over 13 minutes.

Without an increase to the staffing level, RPD will remain a predominately reactive department to 911 calls. RPD must balance proactive time with reactive calls for service. Increasing proactive time can only be accomplished by increasing staffing or further eliminating responses to non-emergency calls for service.

The Department will continue to research and use alternative methods to augment staffing shortages with technology and reduction of non-essential services requiring police officer response.

2017-2019 Goals and Accomplishments

Field Operations Division

Goal

Continue to use innovative ways to police the City of Redding given the rising crime rate and lean resources.

Accomplishment

- Adjusted shift coverage during peak times to provide better response times and service. Based on call volume and response times, swing shift hours were moved up by two hours (1200 – 2200) for a trial period. They were later adjusted one hour forward to assist with overlap coverage in the evening hours. Response times for 2017-18 were reduced from 15:13 to 14:14 minutes for Priority 1 (emergency) calls.
- Secured funding for Community Outreach Officer to connect homeless population with services. The funding was secured through June 30th, 2019. Renewing that funding is currently being discussed with Shasta County.
- Continued efforts with Neighborhood Police Unit and adjusted their focus as needed to combat crime. The Neighborhood Police Unit (NPU) has been highly successful combating quality of life crimes in targeted areas (parks, downtown, and business districts) and combating illegal narcotic sales/distribution in neighborhoods. Since July 1, 2017, NPU has made 278 misdemeanor arrests, and 223 felony arrests. In addition, they have seized approximately 15 lbs. of methamphetamine, 8 lbs. of heroin, and 1 pound of cocaine off the streets.
- Worked with community organizations to solicit input on how to address community problems. NPU has met with numerous community organizations on quality of life community issues. Command Staff has met with multiple agencies and community organizations to develop a plan for an alternative shelter.
- Increased patrols in our city parks to provide a safe environment. With the donation of four electric bicycles, bike patrols in city parks increased significantly using overtime shifts. NPU also patrolled parks and trails on bicycles on almost a weekly basis weather permitting. Multiple “Quality of Life – Criminal Sweeps” occurred over the course of the last year to address the issues in our parks. Community Clean-up Officers clean and remove camps that develop in parks and open spaces.
- Use the Code Enforcement Officer to identify illegal camps and address the hazardous waste and trash remaining. This program ended due to lack of funding early in the budget cycle.
- Increase Neighborhood Watch and community meetings as resources allow. The Neighborhood Watch Volunteer has grown the Neighborhood Watch program to 82 groups. Patrol Officers, Supervisors, and NPU regularly attend Neighborhood Watch Meetings. NPU has also attended and organized community meetings for our business owners and residents. On April 2nd, 2019, NPU conducted a workshop with downtown businesses on how to handle a mental health crisis in a business. It was attended by over 50 downtown business owners and employees.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Maintain our aging fleet and equipment with limited funds in order to provide safe working conditions for our officers.

Accomplishment

The rolling stock deposit was \$350,000 in FY 2017-18 and \$250,000 in FY 2018-19 has helped replace an aging fleet compared to previous budget cycles. However, increased costs of new vehicles and safety equipment coupled with the sheer number of vehicles needing replaced has made it difficult to stay ahead of the vehicles reaching end of life. In this budget cycle we were able to replace:

- Six (6) Police Motorcycles
- Ten (10) 2011 Crown Victorias with Dodge Chargers
- Five (5) Investigator Vehicles (Unmarked)
- One (1) Crime Scene Investigation Vehicle
- One (1) CSO Pickup Truck

In addition, in response to City Council approving four (4) additional Community Service Officers, three Chevrolet Colorado pick-up trucks were ordered using revenue associated with the red light camera fines.

An additional patrol vehicle, truck, and trailer were purchased by Solid Waste (along with staffing) to assist with community cleanup and calls for service involving city utilities.

Despite these significant gains, six (6) 2011 Ford Crown Victoria police vehicles are approaching or exceeding 100,000 miles and remain in our fleet. Several 2014 Ford Interceptor SUV's have exceeded 80,000 miles and will require replacement during the next budget cycle.

Support Services Division

Administration Section

Goal

Continue to implement the new software systems for Records Management. This is a long-term project involving numerous entities.

Accomplishment

The new software system for Records Management went "live" in October 2018. While the system is functioning as anticipated, as with any new major system change, there have been some challenges with the transition. RPD will continue to work with the vendor to correct any problems encountered.

Goal

Continue to recruit and hire the most qualified applicants for positions within RPD.

Accomplishment

The Department continues to pursue highly qualified candidates from a limited application pool. Over the last several years, the Department has successfully hired six (6) recruits and put them through the Police Academy.

Investigations Section

Goal

Seek sources to upgrade technology for the High Tech Crimes (HTC) Unit to combat emerging crime trends.

Accomplishment

RPD Investigations has upgraded interview software rectifying the issue of lost interviews. The software for investigating electronic data has been improved making it easier to search encrypted devices. RPD has also improved their abilities for “cold network” investigations.

Goal

Work with allied agencies and local organizations to establish the Child Legacy Center. This will improve services to child sexual assault victims.

Accomplishment

RPD is currently assisting in the implementation of the Child Legacy Center after the funds have been awarded from the grant process. RPD is currently installing updated “soft” interview room video evidentiary recording software to assist in the exploitation of children cases.

Records Section

Goal

Increase training for Records personnel. Train senior Records personnel on advanced skills and knowledge in validation of entries for Sexual Assault, Arson, and Narcotic (CSAR) registrants. The Department of Justice requires that all CSAR entries are double checked for accuracy and current information.

Accomplishment

With an increase of \$2,500 in the Division’s training budget, training for all records staff has increased. The Division also participated in training for the RPD’s new records management system that went “live” in October 2018.

Goal

Continue to develop strong Cadet Program with sworn officers assigned to cadets as mentors.

Accomplishment

Cadets have been trained to assist the Field Operations personnel with non-emergency report taking which allows the officers to be more proactive. Cadets are also mentored by FTO personnel and supervised by the day watch supervisor. This allows us a better opportunity to evaluate them for officer positions.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Workload Indicators	2014	2015	2016	2017	2018	2019 Projected	2020 Projected
Calls for service	95,983	94,468	95,869	99,743	94,782	95,000	95,500
Average response times (Priority 0-2)*	0:15:58	0:14:53	0:14:24	0:14:37	0:13:58	0:13:45	0:13:30
Total arrests	7,269	8,311	7,992	9,501	8,616	8,700	8,775
Felony arrests **	2,704	1,982	2,300	2,479	2,284	2,307	2,330
Total booked	4,985	3,789	3,155	5,202	4,638	4,684	4,730
Major crimes (Part I Crimes)	4,524	4,783	4,557	4,496	4,053	4,200	4,230
DUI arrests	342	263	358	396	537	553	564
Traffic Collisions ***	1,118	614	633	590	612	637	662

* Average response time for 2018 is only for 9 months. The Department changed the way this data was collected in Oct 2018 because of new records management system.

** Felony arrests could be reduced due to changes in state law (Proposition 47 and Proposition 57).

*** RPD no longer responds to non-injury traffic collisions as of 2015.

2020-21 Goals and Objectives

Field Operations Division

Goal

Continue to maintain and replace an aging fleet of patrol vehicles, administrative and investigative vehicles, and trucks, to include our 17 year old Armored Rescue Vehicle and 20 year old Command Post.

Objective

Immediately replace six remaining 2011 Crown Victoria patrol vehicles with lower priced Dodge Chargers utilizing budgeted funds and replace seven (7) Ford Interceptor SUV's.

Goal

Look for new innovative ways to improve the safety, health and wellness of staff to reduce and prevent injuries.

Objective

Because injuries to patrol officers continue to remain high, RPD will look at advances in technology and safety equipment to reduce the risk of exposure and injury. Research and if applicable, implement fitness programs to improve the fitness of officers to reduce stress, reduce injuries, and improve overall health.

Goal

Implement technology that can improve efficiency and safety of patrol officers to allow for more time in the field addressing crime.

Objective

- Seek out advances in technology to improve and facilitate digital evidence handling and storage.
- Replace existing end of life radio system and all vehicle radios with new digital radio system.
- Reduce costs for programming and maintenance by handling these tasks in-house.
- Increase officer safety by enabling GPS technology in current (new) portable radios with the new system, which will enable officers to be located in the event of an emergency.

Support Services Division

Administration Section

Goal

Continue to implement the new software systems for Records Management. This is a long-term project involving numerous entities.

Objective

Work in partnership with the Shasta County Sheriff's Office, Anderson Police Department and SHASCOM continuing adjust to the new Records Management System (RMS). Collaboratively focus on the new RMS, Computer Aided Dispatch (CAD) and Jail Management System with the stakeholders and their respective I/T staff to improve end user functionality. Remain flexible and continue open communication for the challenges of working with the various systems.

Goal

Continue to recruit and hire the most qualified applicants for positions within the Redding Police Department.

Objective

- Continue to maintain high standards with limited candidates applying.
- Utilize social media for recruitment.
- Continue the incentive pay for lateral recruitment.
- Expand our current recruitment methods and look at other academy candidates that are currently not sponsored.

Investigations Division

Goal

Reduce the number of open cases involving the physical and sexual abuse of children.

Objective

RPD Investigations will strive to lower the number of open child abuse cases currently open. RPD Investigations will work with the various stakeholders involved in investigating these crimes.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Work with allied agencies and local organizations to establish the Child Legacy Center. This will improve services to child sexual assault victims.

Objective

Work with allied agencies and local organizations to establish the Child Legacy Center. A partnership of six Shasta County agencies will raise \$2.6 million to create a program to streamline services to child sexual assault victims.

Records Section

Goal

Continue with increased training for Records personnel. Train senior Records personnel on advanced skills and knowledge in validation of entries for Sexual Assault, Arson, and Narcotic (CSAR) registrants. The Department of Justice requires that all CSAR entries are double checked for accuracy and current information.

Objective

Cross-train Records personnel to give them more expertise in public records and Department of Justice responsibilities. Prior to the move to the City Hall complex, our sexual assault and arson registrants were registered as required by law at our Investigations Division. A designated Police Records Technician processed the paperwork. The Investigations Division and Records Division support staff have combined and cross-training is in process. With inexperienced support staff processing the registrants, personnel need to be trained in validating the CSAR entries.

Goal

Continue to develop strong Cadet Program with sworn officers assigned to cadets as mentors.

Objective

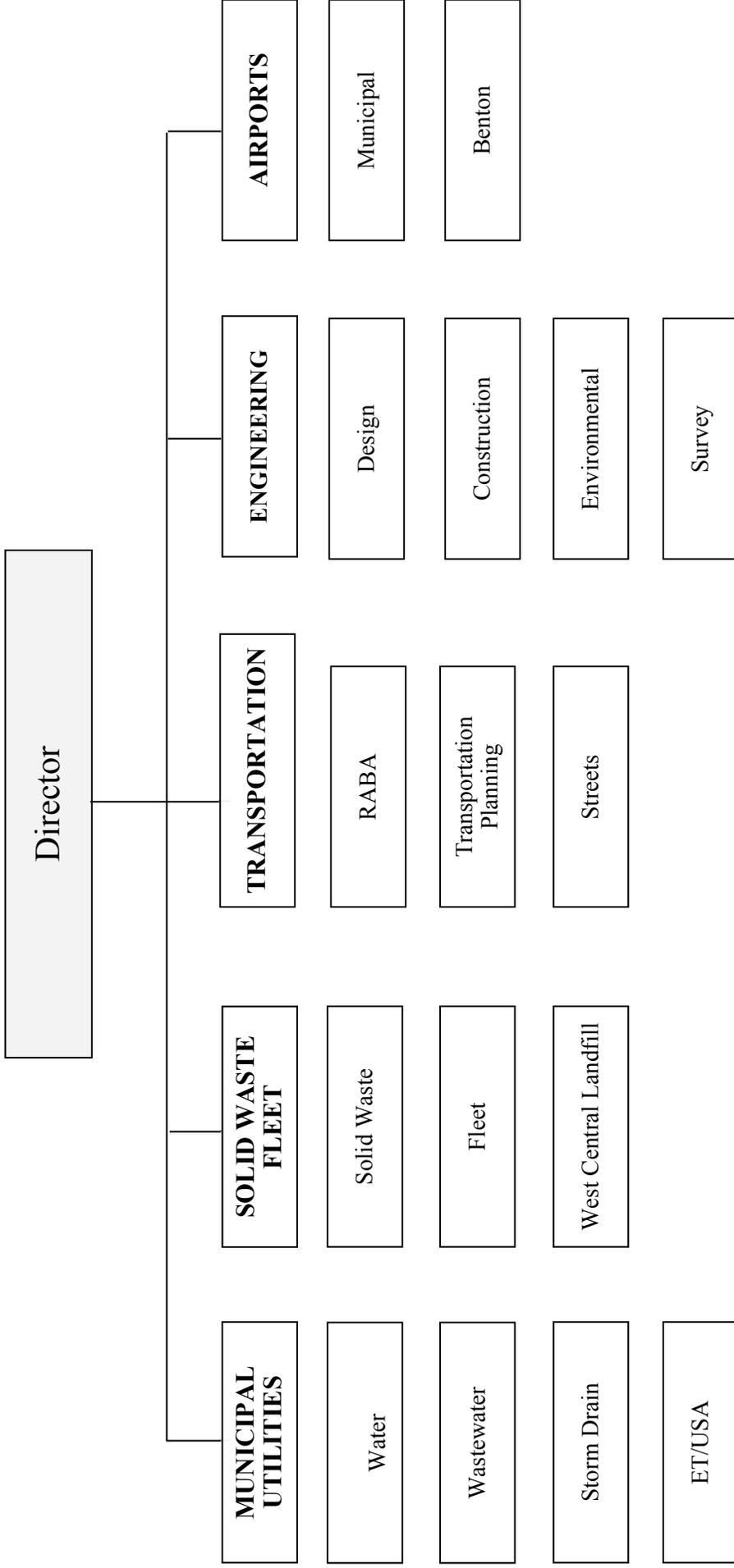
Records will continue to train and mentor cadets to prepare them for future careers in law enforcement. Cadets have numerous duties and responsibilities for which they are being held to a high standard and accountability. Provide various training days to enhance their knowledge and skills, as well as assign them to an officer who will mentor them in their career development. RPD is continuously seeking new topics for training and opportunities for development.

Unmet Needs

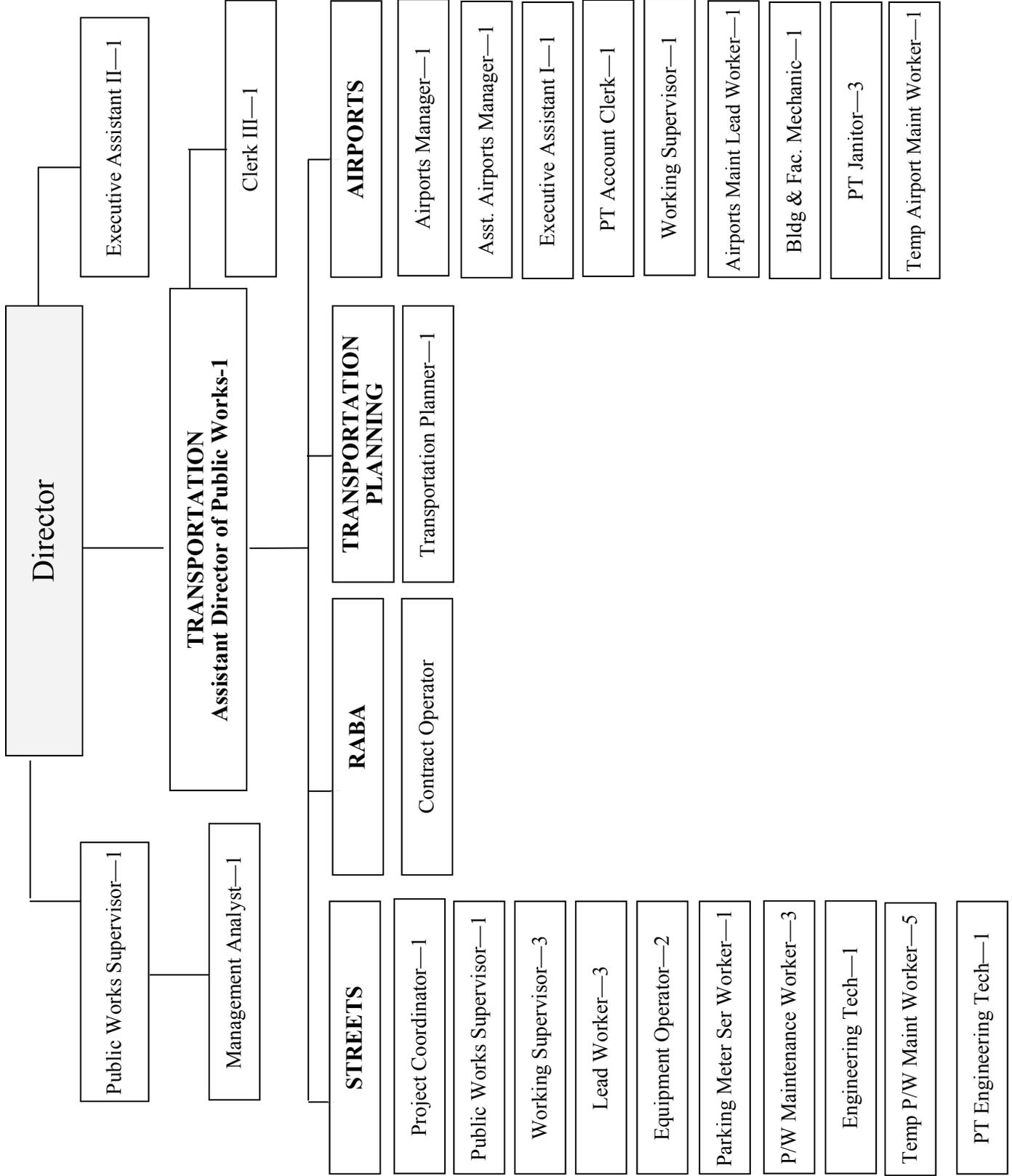
SWAT Armored Vehicle	\$ 300,000
Shotguns	\$ 24,000
Rolling Stock	\$ 500,000
Radio Replacement Project	\$ 325,000
Radio System Replacement Project	\$3-\$5 Million

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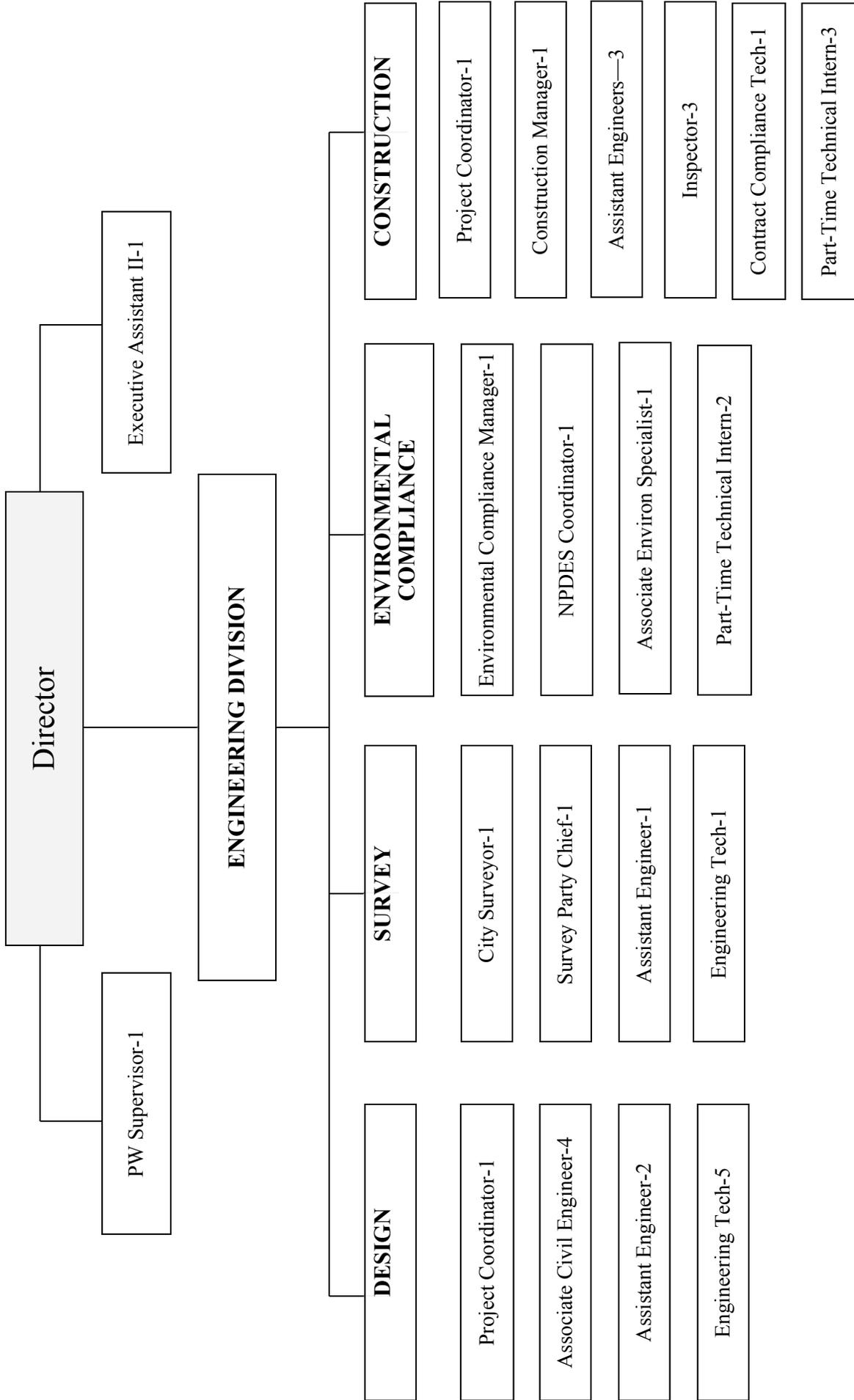
Public Works Department



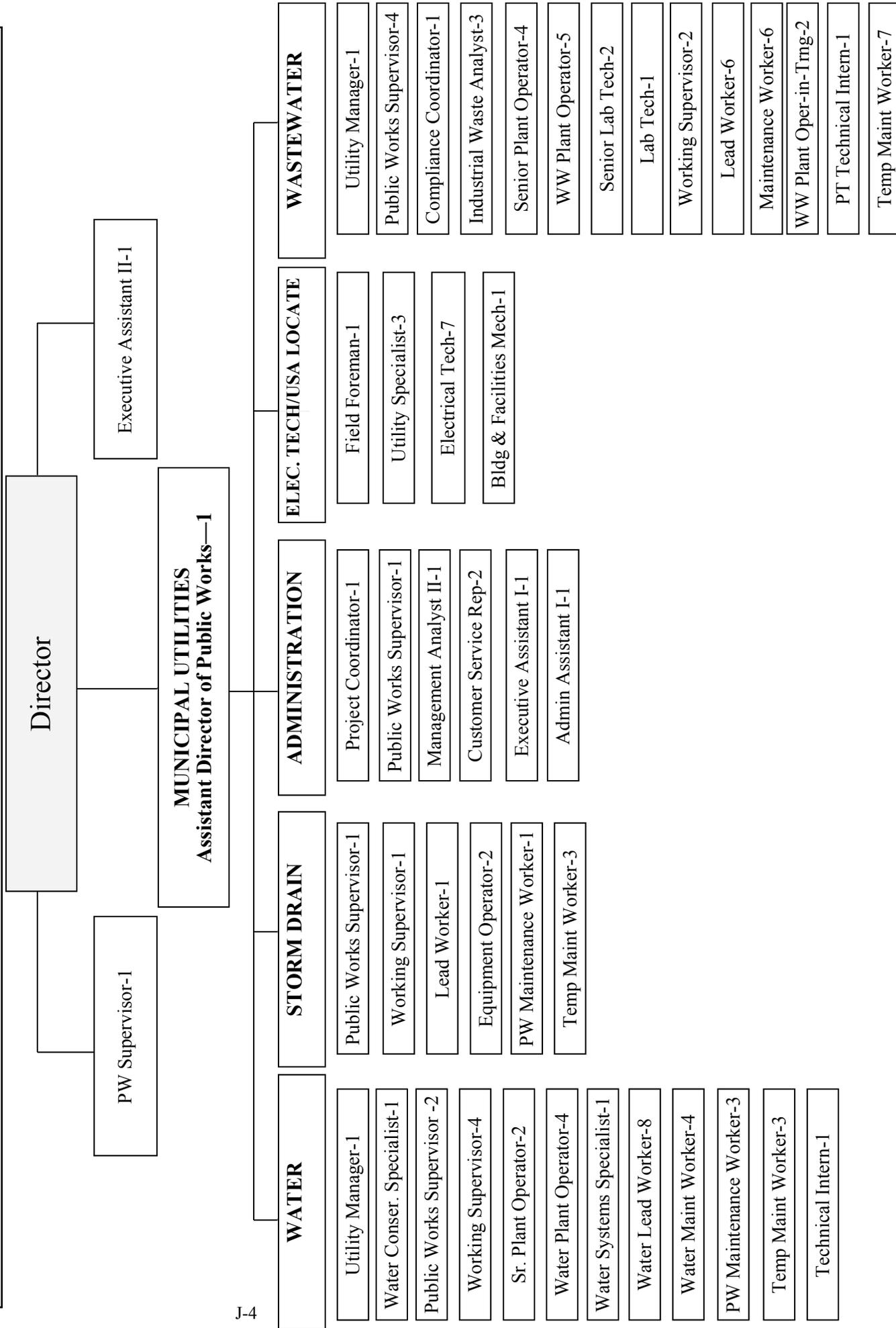
Public Works Department



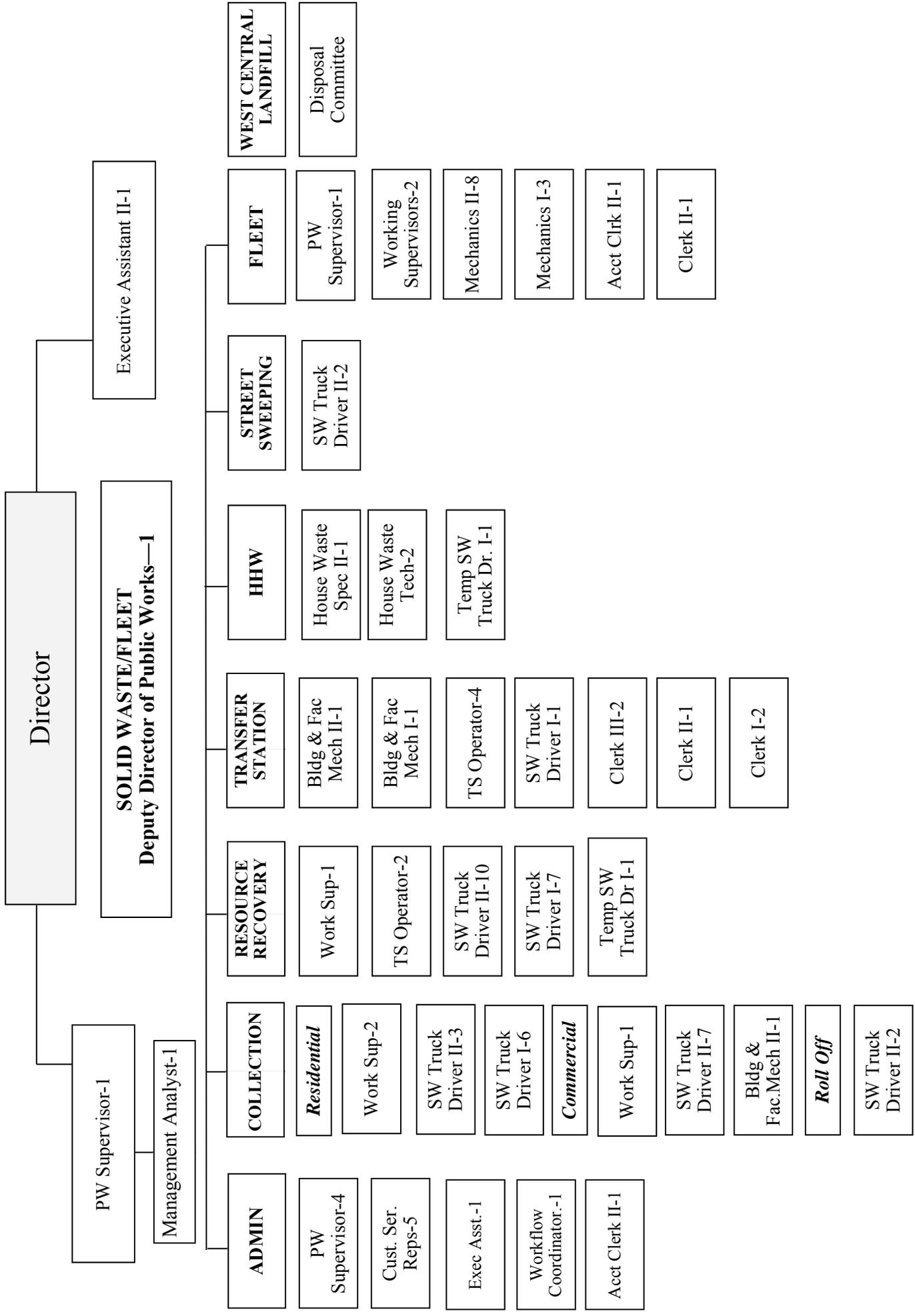
Public Works Department



Public Works Department



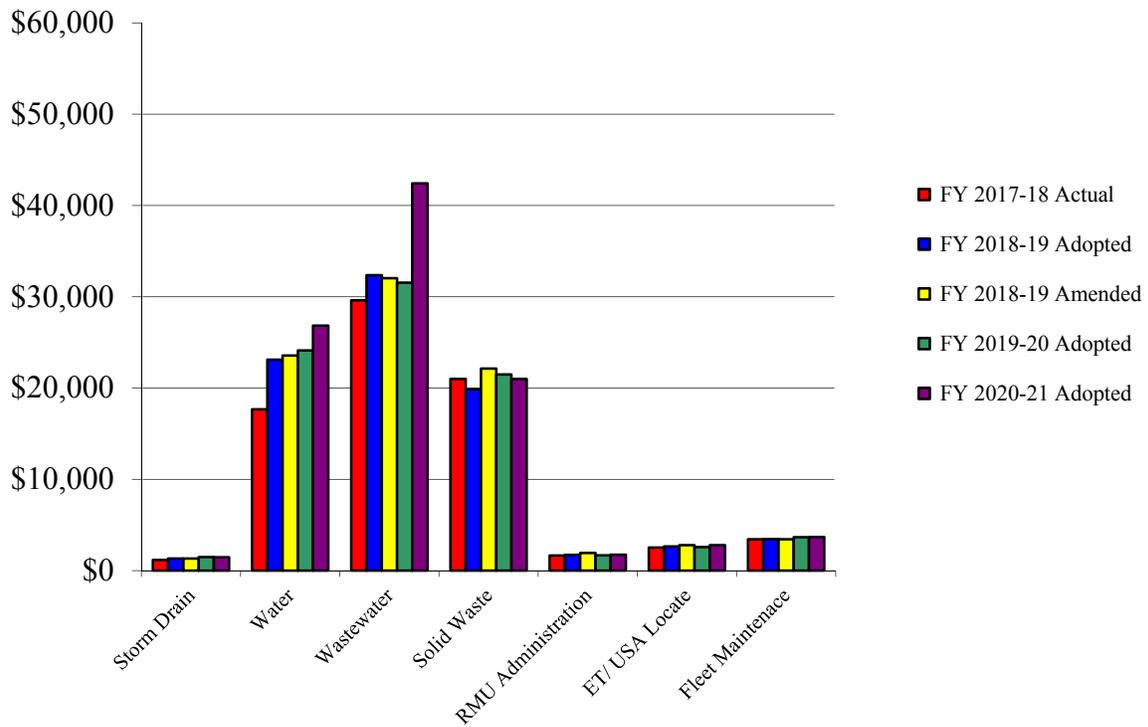
Public Works Department



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PUBLIC WORKS UTILITY

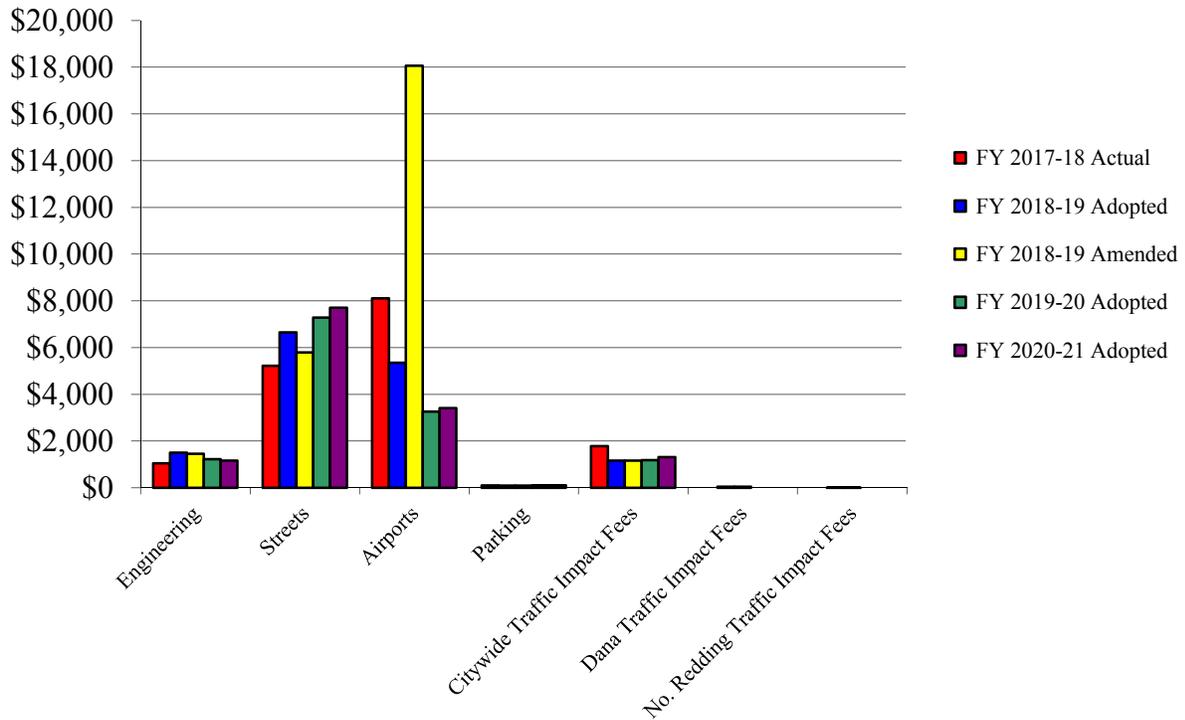
Expenditure Comparisons (In Thousands)



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PUBLIC WORKS TRANSPORTATION & ENGINEERING

Expenditure Comparisons (In Thousands)



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PUBLIC WORKS DEPARTMENT

Department Overview

The Public Works Department consists of the Municipal Utilities (including the Underground Utilities and Solid Waste), Transportation, and Engineering. The primary responsibility of the Department is to provide basic utility and transportation services to the people of Redding which includes the day to day operation and maintenance of the related infrastructure and longer range planning and construction to accommodate growth and replace aging facilities. The operating divisions, within the Underground Utilities portion of the Municipal Utilities, include Storm Drain Utility, ET/USA Locate, RMU Administration, Water Utility, and Wastewater Utility. The Solid Waste portion of the Municipal Utilities includes the Solid Waste Utility and Fleet Maintenance. - Municipal Utilities are termed “Enterprise Funded” (other than ET/USA Locate, RMU Admin, and Fleet Maintenance which are funded by Enterprise and General Funded Departments) since they operate entirely with self-supporting revenues and requires no General Fund support. Transportation, consisting of Airports, Streets, Traffic Operations and the Redding Area Bus Authority, has in recent years, become self-funded with external dedicated state and federal transportation funds and General Fund support has largely been eliminated. Engineering is responsible for the development and delivery of the City’s Capital Improvement Program and provides project delivery services to all City Departments including the Enterprise and General Funded Departments. Following is some more detail on each of the primary divisions:

Municipal Utilities (Underground Utilities):

- **Storm Drain Utility** - Storm Drain Utility is responsible for the planning, operations and maintenance of the City’s storm drain system including over 200 miles of storm drain pipe, more than 7,000 inlets, 1,300 outfalls and 200 miles of open channels.
- **Water Utility** - The Water Utility’s focus is to provide clean, reliable potable water and fire flows to meet the City’s water demand. The Water Utility operates and maintains two treatment plants (Buckeye and Foothill), 559 miles of pipeline, and 17 wells.
- **Wastewater Utility** - The Wastewater Utility’s focus is the collection and treatment of the City’s wastewater. The Utility operates and maintains two treatment plants (Clear Creek and Stillwater), over 430 miles of pipeline, and 17 lift stations.
- **ET/USA Locate** - The ET/USA Locate portion of the division is an internal service fund and provides capital planning, preventive maintenance and emergency repair of mechanical and electrical equipment for the city’s treatment plants, traffic signals and pedestrian crossings, lift stations, wells, park and bridge lighting and Underground Service Alert (USA) location and marking of City owned water, wastewater, and storm drain underground facilities.
- **RMU Administration** - The administration portion of the utilities includes budget management, comprehensive planning, customer service and overall management of the three underground utilities.

Municipal Utilities (Solid Waste):

- **Solid Waste Utility** – the Solid Waste Utility is responsible for commercial and residential refuse service for the City of Redding. The services include curbside garbage, green waste and recycling collection services; large construction and debris boxes; management of a centralized transfer and recycling facility; a Household Hazardous Waste Facility; operation of the County’s West Central Landfill; and maintenance of the closed Benton Landfill.
- **Fleet Maintenance** – the Fleet Division includes maintenance of the entire City’s 888 pieces of equipment from pickups and police cars to fire trucks and wheel loaders.

Transportation:

- **Airports** – The Airports Division oversees operation and maintenance of the City’s two Airports, Redding Municipal and Benton Airpark. Redding Municipal is a commercial service airport with scheduled passenger service, and Benton Airpark is a general aviation airport. The City is responsible for safety and security at the Airports and compliance with Federal Aviation Regulations Part 139. In addition, capital improvement projects on the City’s airports are funded by a combination of grant funding sources, including FAA Airport Improvement Program grants, State of California Division of Aeronautics grants, Redding Airport’s Passenger Facility Charge program and local match from the Airports fund.
- **Streets** – The Streets Division provides maintenance of the City’s 430 miles of streets or 950-plus lane miles of roadway and related sidewalks, signs and roadside infrastructure. The Division also manages the City-owned bridge program including maintenance, rehabilitation, and replacement of these structures. The program relies on State and Federal gas taxes to meet the growing maintenance demands. Limited maintenance funding is also available from Transportation Development Act funding and the Solid Waste, Water and Wastewater City utilities proportional to their impact on roadways.
- **Parking** – The Parking Division provides for the maintenance of the City’s parking meter system, public parking lots, and the demonstration blocks. Funding for this division is provided by parking meter and permit revenue and a portion of fine revenue from parking violations. Revenues from these sources are not sufficient to cover the expenses and the General Fund subsidizes the remaining funding gap.
- **Traffic Operations** – The Traffic Operations portion of the division has the responsibility of planning, managing and monitoring the safety, operational efficiency, congestion and growth associated with the City’s transportation network. This responsibility includes not only vehicular travel, but also the increasing demands of non-motorized transportation modes including pedestrians and bikes.
- **Transportation Planning Administration** – The Transportation Administration Division provides for the personnel required to oversee the public transportation system known as the Redding Area Bus Authority (RABA). It also provides for transit system planning as well as planning for the City’s transportation network including vehicles, bicyclists, and pedestrians. Funding for this position comes from other Divisions including RABA and Streets.
- **Redding Area Bus Authority (RABA)** – The City of Redding, through agreement with the other cities and the county, provides transit services for all of Shasta County. Working in close coordination with the Shasta Regional Transportation Agency, City of Anderson, City of Shasta Lake, and Shasta County, RABA, through its contract operator, provides over 750,000 rides per year in the greater Redding area. RABA is a quasi-autonomous agency with its own governing authority, and is not covered in this document.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

- **Traffic Impact Fees** – Transportation is also responsible for managing the City’s various traffic impact fees including the Citywide Traffic Impact Fee, Dana Traffic Impact Fee and North Redding Traffic Benefit District. These various fees assessed to new development in the community provide for related traffic infrastructure needed to support the new traffic demands resulting with the related growth.

Engineering:

- **Engineering** – The Engineering Division provides the preliminary engineering, environmental compliance, survey and mapping, design engineering, and construction contract management for the City’s Capital Improvement Program. In addition, the division provides engineering and survey support for development in the community including map review, civil plan check, and public works inspection. Further, the division provides a leadership role in the City’s response to Municipal Separate Storm Sewer (MS4) permit requirements. These responsibilities are managed by core technical staff, but rely heavily on the private sector to help plan and deliver the City’s capital improvement program.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The following table depicts the Public Works Department's net budget for the various operating divisions:

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Storm Drain Utility	\$ 1,170,970	\$ 1,313,370	\$ 1,319,520	\$ 1,483,010	\$ 163,490	\$ 1,458,990	\$ (24,020)
Water Utility	17,669,700	23,106,240	23,558,900	24,114,930	556,030	26,845,030	2,730,100
Wastewater Utility	29,603,150	32,361,910	32,025,800	31,543,900	(481,900)	42,410,990	10,867,090
Solid Waste Utility	\$21,000,670	\$19,871,910	\$ 22,130,170	\$21,489,480	\$ (640,690)	\$ 21,007,200	\$ (482,280)
Subtotal Enterprise Funds - Municipal Utilities	\$69,444,490	\$76,653,430	\$ 79,034,390	\$78,631,320	\$ (403,070)	\$ 91,722,210	\$13,090,890
RMU Administration	\$ 1,659,400	\$ 1,723,840	\$ 1,924,180	\$ 1,663,490	\$ (260,690)	\$ 1,736,300	\$ 72,810
ET/USA Locate	2,531,460	2,640,190	2,777,380	2,575,190	(202,190)	2,791,220	216,030
Fleet	3,422,460	3,445,790	3,433,470	3,661,660	228,190	3,666,540	4,880
Subtotal Internal Service Funds	\$ 7,613,320	\$ 7,809,820	\$ 8,135,030	\$ 7,900,340	\$ (234,690)	\$ 8,194,060	\$ 293,720
Airport	\$ 8,107,030	\$ 5,353,340	\$ 18,064,330	\$ 3,261,370	(14,802,960)	\$ 3,412,670	\$ 151,300
Subtotal Enterprise Fund -Transportation Engineering	\$ 8,107,030	\$ 5,353,340	\$ 18,064,330	\$ 3,261,370	\$(14,802,960)	\$ 3,412,670	\$ 151,300
Engineering	1,046,380	1,504,430	1,456,430	1,225,490	(230,940)	1,164,390	(61,100)
Streets	5,221,800	6,651,010	5,792,430	7,282,030	1,489,600	7,710,410	428,380
Subtotal General Fund	\$ 6,268,180	\$ 8,155,440	\$ 7,248,860	\$ 8,507,520	\$ 1,258,660	\$ 8,874,800	\$ 367,280
Parking	99,210	93,860	93,860	107,630	13,770	110,360	2,730
Citywide TIF	1,786,880	1,163,130	1,163,130	1,183,460	20,330	1,312,150	128,690
Dana TIF	-	45,000	45,000	-	(45,000)	-	-
NRTBD TIF	-	1,000	1,000	-	(1,000)	-	-
Subtotal Special Revenue	\$ 1,886,090	\$ 1,302,990	\$ 1,302,990	\$ 1,291,090	\$ (11,900)	\$ 1,422,510	\$ 131,420
Totals	\$93,319,110	\$99,275,020	\$113,785,600	\$99,591,640	\$(14,193,960)	\$113,626,250	\$14,034,610

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

The table below displays how the Department’s budget is broken down between the major expenditure groups within each operating division.

Public Works Overview Budget

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Airports	FY 2020-21 Adopted	854,020	1,361,560	957,360	239,730	3,412,670
	FY 2019-20 Adopted	824,870	1,312,450	880,200	243,850	3,261,370
	FY 2018-19 Amended	855,430	1,278,740	15,682,410	247,750	18,064,330
	FY 2017-18 Actual	671,320	1,287,380	5,919,870	228,460	8,107,030
Solid Waste Utility*	FY 2020-21 Adopted	7,904,560	11,948,990	1,153,650	-	21,007,200
	FY 2019-20 Adopted	7,940,220	11,626,470	1,922,790	-	21,489,480
	FY 2018-19 Amended	7,714,300	11,854,860	2,561,010	-	22,130,170
	FY 2017-18 Actual	7,066,440	10,571,700	3,362,530	-	21,000,670
Storm Drain Utility	FY 2020-21 Adopted	870,260	573,730	15,000	-	1,458,990
	FY 2019-20 Adopted	919,220	548,790	15,000	-	1,483,010
	FY 2018-19 Amended	731,180	578,340	10,000	-	1,319,520
	FY 2017-18 Actual	574,120	525,480	71,370	-	1,170,970
Water Utility	FY 2020-21 Adopted	4,717,040	12,029,660	9,367,130	731,200	26,845,030
	FY 2019-20 Adopted	4,490,120	11,819,490	7,074,120	731,200	24,114,930
	FY 2018-19 Amended	4,322,810	11,741,780	6,789,610	704,700	23,558,900
	FY 2017-18 Actual	4,190,680	10,121,230	2,645,890	711,900	17,669,700
Wastewater Utility	FY 2020-21 Adopted	5,543,620	10,455,860	19,437,940	6,973,570	42,410,990
	FY 2019-20 Adopted	5,333,920	9,948,820	9,287,590	6,973,570	31,543,900
	FY 2018-19 Amended	5,391,260	9,752,220	8,307,490	8,574,830	32,025,800
	FY 2017-18 Actual	4,849,130	8,741,280	7,439,320	8,573,420	29,603,150
RMU Administration	FY 2020-21 Adopted	1,204,600	270,600	261,100	-	1,736,300
	FY 2019-20 Adopted	1,161,330	253,310	248,850	-	1,663,490
	FY 2018-19 Amended	1,468,040	246,010	210,130	-	1,924,180
	FY 2017-18 Actual	1,233,950	244,340	181,110	-	1,659,400
ET/USA Locate	FY 2020-21 Adopted	2,236,330	554,890	-	-	2,791,220
	FY 2019-20 Adopted	2,040,390	534,800	-	-	2,575,190
	FY 2018-19 Amended	2,071,810	554,120	151,450	-	2,777,380
	FY 2017-18 Actual	1,876,860	519,130	135,470	-	2,531,460
Fleet Maintenance	FY 2020-21 Adopted	1,968,640	1,697,900	-	-	3,666,540
	FY 2019-20 Adopted	1,893,610	1,711,050	57,000	-	3,661,660
	FY 2018-19 Amended	1,784,590	1,648,880	-	-	3,433,470
	FY 2017-18 Actual	1,701,230	1,640,470	80,760	-	3,422,460

*Does not include West Central Landfill, a quasi-autonomous entity.

(Continued on next page.)

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Public Works Overview Budget (Continued)

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
Engineering	FY 2020-21 Adopted	251,480	907,910	5,000	-	1,164,390
	FY 2019-20 Adopted	248,990	971,500	5,000	-	1,225,490
	FY 2018-19 Amended	523,170	928,260	5,000	-	1,456,430
	FY 2017-18 Actual	129,660	862,330	54,390	-	1,046,380
Streets	FY 2020-21 Adopted	2,155,440	2,129,970	3,425,000	-	7,710,410
	FY 2019-20 Adopted	2,201,940	1,900,090	3,180,000	-	7,282,030
	FY 2018-19 Amended	2,080,430	2,070,360	1,641,640	-	5,792,430
	FY 2017-18 Actual	1,899,290	1,749,940	1,572,570	-	5,221,800
Parking	FY 2020-21 Adopted	87,000	23,360	-	-	110,360
	FY 2019-20 Adopted	85,500	22,130	-	-	107,630
	FY 2018-19 Amended	65,000	28,860	-	-	93,860
	FY 2017-18 Actual	78,950	20,260	-	-	99,210
Citywide TIF	FY 2020-21 Adopted	-	23,350	375,000	913,800	1,312,150
	FY 2019-20 Adopted	-	22,260	250,000	911,200	1,183,460
	FY 2018-19 Amended	-	45,730	205,000	912,400	1,163,130
	FY 2017-18 Actual	-	71,400	804,950	910,530	1,786,880
Dana TIF	FY 2020-21 Adopted	-	-	-	-	-
	FY 2019-20 Adopted	-	-	-	-	-
	FY 2018-19 Amended	-	-	45,000	-	45,000
	FY 2017-18 Actual	-	-	-	-	-
NRTBD TIF	FY 2020-21 Adopted	-	-	-	-	-
	FY 2019-20 Adopted	-	-	-	-	-
	FY 2018-19 Amended	-	-	1,000	-	1,000
	FY 2017-18 Actual	-	-	-	-	-
Total	FY 2020-21 Adopted	\$ 27,792,990	\$ 41,977,780	\$ 34,997,180	\$ 8,858,300	\$ 113,626,250
	FY 2019-20 Adopted	\$ 27,140,110	\$ 40,671,160	\$ 22,920,550	\$ 8,859,820	\$ 99,591,640
	FY 2018-19 Amended	\$ 27,008,020	\$ 40,728,160	\$ 35,609,740	\$ 10,439,680	\$ 113,785,600
	FY 2017-18 Actual	\$ 24,271,630	\$ 36,354,940	\$ 22,268,230	\$ 10,424,310	\$ 93,319,110

CITY OF REDDING BIENNIAL BUDGET
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Personnel

The following table depicts the personnel assigned by division within the Municipal Utilities Department:

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Storm Drain Utility	F/T	5.00	5.00	5.00	6.00	1.00	6.00	-
	P/T	1.44	1.44	1.44	1.44	-	1.44	-
	Total	6.44	6.44	6.44	7.44	1.00	7.44	-
Water Utility	F/T	29.00	29.00	29.00	30.00	1.00	31.00	1.00
	P/T	1.92	1.92	1.92	1.92	-	1.92	-
	Total	30.92	30.92	30.92	31.92	1.00	32.92	1.00
Wastewater Utility	F/T	36.00	36.00	37.00	37.00	-	37.00	-
	P/T	3.84	3.84	3.84	3.84	-	3.84	-
	Total	39.84	39.84	40.84	40.84	-	40.84	-
Solid Waste Utility*	F/T	71.00	71.00	71.00	73.00	2.00	73.00	-
	P/T	0.48	0.48	0.96	0.96	-	0.96	-
	Total	71.48	71.48	71.96	73.96	2.00	73.96	-
RMU Administration	F/T	9.00	9.00	9.00	8.00	(1.00)	8.00	-
	P/T	0.48	-	0.48	-	(0.48)	-	-
	Total	9.48	9.00	9.48	8.00	(1.48)	8.00	-
ET/USA Locate	F/T	12.00	12.00	12.00	12.00	-	13.00	1.00
	P/T	-	-	-	-	-	-	-
	Total	12.00	12.00	12.00	12.00	-	13.00	1.00
Fleet Maintenance	F/T	15.00	15.00	15.00	16.00	1.00	16.00	-
	P/T	-	-	-	-	-	-	-
	Total	15.00	15.00	15.00	16.00	1.00	16.00	-
Airports	F/T	6.00	6.00	6.00	6.00	-	6.00	-
	P/T	2.67	2.67	3.15	2.67	(0.48)	2.67	-
	Total	8.67	8.67	9.15	8.67	(0.48)	8.67	-
Transportation Planning 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	33.00	33.00	33.00	33.00	-	33.00	-
	P/T	1.92	1.92	3.36	2.40	(0.96)	2.40	-
	Total	34.92	34.92	36.36	35.40	(0.96)	35.40	-
Streets	F/T	14.00	14.00	14.00	15.00	1.00	15.00	-
	P/T	4.32	4.32	4.32	2.88	(1.44)	2.88	-
	Total	18.32	18.32	18.32	17.88	(0.44)	17.88	-
Total	F/T	232.00	232.00	233.00	238.00	5.00	240.00	2.00
	P/T	17.07	16.59	19.47	16.11	(3.36)	16.11	-
	Total	249.07	248.59	252.47	254.11	1.64	256.11	2.00

* Does not include West Central Landfill, a quasi-autonomous entity.

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Storm Drain Utility

One new Public Works Maintenance Worker was added to Division 801 in FY 2019-20 to reduce staffing gaps and allow more channel and outfall cleaning work to be accomplished with two fully functional crews.

Water

One new Warehouse Specialist is added in Division 864, Water Distribution, in FY 2019-20 to track the delivery and use of parts and materials in the Water warehouse, and enter that information into new inventory software. This position will also maintain miscellaneous tools and equipment as well as deliver parts to job sites. One new Water Lead Worker-D3 is added in Division 864, Water Distribution, in FY 2020-21 to allow City staff to test all backflow assemblies in-house instead of contracting that work out annually.

Wastewater

The utility is not requesting any new positions for the FY 2019-20 or FY 2020-21 budget cycle.

Solid Waste Utility

A Workflow Coordinator position was added in order to relieve a Public Works Supervisor of some duties related to day to day activities to allow the Supervisor to work on necessary projects related to Standard Operating Procedures and quality control. The position will also assist with software upgrades to both the billing software and the scale house software on an annual or semi-annual basis. An Account Clerk II position was added to assist with auditing scale house transactions, prepare statistical data, and assist with the increased reporting requirements that are a direct result of the implementation of Assembly Bill 901 (AB901). Four Truck Driver II positions were exchanged for four Working Supervisor positions to assist the Public Works Supervisor with oversight of 38 truck drivers. Adding the Working Supervisors will provide an additional line of support. The Working Supervisors will serve as the first point of contact for assigned drivers, ensure route collection efficiency, and have the ability to give direction and assist drivers with minor issues.

Fleet

A dedicated parts person was added to control parts entering and exiting the parts room, maintain inventory, order supplies and parts, and perform safety documentation. This position will be involved in ordering parts for every day needs as well as stocking the part room as needed and will work directly with supervisors to ensure parts are available for upcoming jobs. This will increase efficiency by allowing the supervisors to review closed work orders to ensuring all parts and hours are accurate.

Airports

The Assistant Airports Manager position, which has been vacant for several years, has been filled. This position now filled, will help alleviate the workload on the Airport Manager and support staff. The Assistant Airport Manager will help play a key role in airline recruitment and capital project management. No new positions were added.

Streets

Three full-time temporary Public Works Maintenance Worker positions were eliminated and one full-time permanent Public Works Maintenance Worker position was added. This exchange will help the Division attract and retain qualified individuals. The additional help can assist current work crews in an effort to reduce a backlog of deferred maintenance issues on the City's failing street network.

Significant Issues

Storm Drain Utility

The Storm Drain utility continues to realize an increasing deterioration to the storm drain system with insufficient resources to maintain and replace the system as necessary. Unlike the other utilities, the Storm Drain utility is not exempt from Proposition 218 requirements and therefore any proposed increase in rates is designated a special tax and subject to two thirds voter approval. Consequently the rate has not changed since inception in 1994. In addition, unfunded State-mandated storm water quality related requirements are increasing, adding to demands that are a struggle to meet with current resources. A Maintenance and Improvement Plan is being prepared to identify and prioritize day-to-day maintenance and capital demands, and associated costs. This proposed budget includes additional funding contributions from the other municipal utilities in proportion to their impact on the storm drain system.

Water

Recent State regulations regarding ground water management and water conservation will require additional resources and affect the Utility's revenues and expenditures in this budget cycle and into the future. The Bureau of Reclamation has determined that the 2019 Water Year is not a Critical Year, and that the City will receive its full Water Service Contract allocations. However, 2018 legislation (SB 606 and AB 1668) may result in reduced water sales to some degree throughout the 2019-21 budget years as Californians "make water conservation a way of life." The State Water Board is developing efficient water use targets and will eventually require the City to set an annual water budget.

Wastewater

The Wastewater utility is facing significant infiltration and inflow of ground water (I&I) into the City's sewer system, future biosolids disposal regulations, and increased need for preventative equipment maintenance at the treatment facilities. These issues increase operation, maintenance and treatment costs due to significant repairs and increase the City's exposure to regulatory penalties and third-party lawsuits.

Solid Waste Utility

The Solid Waste utility is facing significant challenges relating to the increasing cost of equipment replacement, capital outlay, rising personnel costs, rising disposal costs associated with household hazardous waste, increased tonnage and the increase of diversion requirements that are a result of adopted legislation. It is noted that during the next two years, staff will be faced with implementing the mandated diversion of organic waste (AB 1826), additional reporting requirements (AB901), Mandatory Commercial and Multi-Family Residential Recycling (AB341) and the State Water Board's Trash Amendment with resource implications unknown at this time

Fleet Maintenance

The significant issues for Fleet Maintenance include: the increasing number of vehicles requiring maintenance, low staffing level, increasing costs related to parts, accounting software issues which make it difficult to accurately monitor the budget.

CITY OF REDDING BIENNIAL BUDGET
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Airports

The Airports Division has continued to improve its cash flow in Fiscal Years 2016-17 and 2017-18 with revenues increasing in all areas related to passenger traffic, but continues to face challenges presenting a positive 5-year cash flow. The Transportation Security Administration's (TSA's) security staffing requirement for Airports poses a financial challenge for the operations budget at Redding Municipal Airport. However, Airports has secured a new flight to Los Angeles in Fiscal Year 2018-19 which will help increase passenger traffic and secure additional Passenger Facilities Charges (PFC) which helps to reduce the negative PFC balance more quickly and fund much needed capital improvements. Airports will continue to recruit additional air service for our community.

Streets Division

The preservation of City streets continues to be the biggest challenge as funding sources have declined and the City's pavement condition has reached a modern-day low. This is a challenge facing most cities as the State and Federal governments debate existing infrastructure maintenance needs. With the passage of SB1, additional funding will be available that should allow us to maintain, and possibly marginally improve upon, current pavement conditions. The City continues to aggressively pursue and leverage grant funding to provide street infrastructure improvements.

Parking Division

The Parking Division continues to rely upon the General Fund to ensure minimum maintenance and enforcement. Capital projects continue to be deferred. Parking enforcement has increased slightly, however revenues received still do not exceed expenses. With the revenue concerns, the loss of mechanical meters, and the significant redevelopment of downtown, the City has retained a consultant to study the parking supply, demand, enforcement and maintenance issues moving forward. Upon conclusion of the study expected in May 2019, the Council will consider strategies to manage parking moving forward and provide staff with direction.

Citywide Traffic Impact Fee (TIF) Program

Debt service for the 2007 bond issue continues to burden the TIF fund. Although development has improved in the last few years, the revenue in some years is barely enough to cover the debt service and no new projects are able to move forward. New development in the South Bonnyview Interchange area will put increased pressure on the TIF for its share of improvements needed to support these developments. The Council approved refunding of the 2007 debt and issuance of a new bond sale to provide the resources needed to construct these improvements. This will reduce debt service and allow some funding to be allocated to other projects in the TIF program.

Dana Traffic Impact Fee Program

The majority of this service area is built out with very few parcels left to develop. Staff will work to monitor traffic service levels and develop projects to mitigate any deficiencies. No significant issues exist for this fund.

North Redding Traffic Benefit District (NRTBD)

Significant transportation infrastructure challenges remain in this project area. Consequently, very little large development has occurred. The City will need to re-address the infrastructure financing plan with the dissolution of the redevelopment agencies in California as tax increment revenues, in addition to NRTBD funds, were expected to fund the infrastructure needs.

Engineering

The most significant issue facing the Division is an increase in workload associated with programmed large utility, impact fee, and grant funded infrastructure projects and meeting growing regulatory mandates (NPDES Construction Permit, MS4 Permit, DIR labor compliance, and more). This division is also facing increased difficulty recruiting and retaining professional engineers to deliver the Capital Improvement Program.

Capital Improvement Program Overview (2 Year)

Storm Drain Utility

Capital Projects - 2019-2020

The completion of the Maintenance and Improvement Plan will inventory the system, identify preservation and capacity demands of the storm drain system and prioritize the replacement of storm drain pipes. In addition, the utility will continue to work with other divisions in meeting system preservation demands with shared projects. A project is planned in 2019-20 to eliminate three small problem systems and hotspots.

Capital Projects - 2020-2021

The Hollow Lane project is planned to replace failing pipes in the Churn Creek area.

Water Utility

Capital Projects - 2019-2020

Major capital expenditures include programmatic water line replacements in the amount of \$4,559,460, ongoing improvements to the aging Foothill Water Treatment Plant budgeted at \$1,376,730.

Capital Projects - 2020-2021

Major capital expenditures include programmatic water line replacements in the amount of \$5,143,650, and further work at the Foothill Water Treatment Plant in the amount of \$1,419,410, and possibly constructing a new Hill 900 reservoir.

Wastewater Utility

Capital Projects - 2019-2020

The major capital system improvements in FY 2019-20 include continuing efforts to reduce I&I (flow monitoring, condition assessment and pipe repairs - \$1.4 million), programmatic replacement of aging six and eight inch pipe and various capacity improvements (\$4.5 million), and begin the programmatic replacement of the disinfection system at the Stillwater Treatment Plant (\$800,000), along with other maintenance at the plant (\$200,000).

Wastewater Utility (Continued)

Capital Projects - 2020-2021

The major capital expenditures in FY 2020-21 include continuing efforts to reduce I&I (flow monitoring, condition assessment, and pipe repairs - \$1.5 million), and programmatic replacement of aging six and eight inch pipe and various capacity improvements (\$14.8 million).

Solid Waste Utility

Capital Projects - 2019-2020

FY 2019-20 consists of \$384,300 to replace worn out waste wheelers (carts), containers, and drop boxes; \$125,000 to perform maintenance and updating of the Administration Office; \$80,000 to add the necessary module to Paradigm to optimize the use of the remote scale; \$500,000 to update the lift station to prevent overflows or accidental discharges; \$250,000 to perform modifications to the welding shop to prevent rain water from entering the building and accumulating standing water on the work floor; \$80,000 for crane repairs; \$498,290 for Litter Abatement Program; and \$5,200 for community special events.

Capital Projects - 2020-2021

FY 202-21 consists of \$389,910 to replace worn out waste wheelers, containers, and drop boxes; \$508,540 for Litter Abatement; \$5,200 for community special events; \$250,000 for asphalt repair and maintenance.

Fleet

Capital Projects - 2019-2020

Capital projects for the Fleet Maintenance Division include: \$50,000 for the purchase of four (4) post type vehicle lifts to replace a lift that is obsolete and in need of repair; and \$7,000 for the purchase of an AC recovery and recycling machine to accommodate new requirements in the handling and disposal of Freon.

Airports

Capital Projects - 2019-2020

Capital projects for the Airports Division include: \$150,000 for video cameras and remote vehicle gates; \$125,000 for an Airport Drainage Study; \$570,000 for a runway pavement preservation project and purchase of a new MAGVAR; and \$30,000 for the deck rebuild of the Airport's Café at the Benton Airport.

Capital Projects - 2020-2021

Capital projects for the Airports Division include: \$350,000 for the purchase of a high speed runway sweeper; \$120,000 for a pavement preservation design project; \$150,000 for the upgrade of the airfield electrical system design project; \$242,000 for the design of the Benton northeast apron and taxilanes reconstruction project; \$15,000 for the design of the underground powerlines project; and \$75,000 for an airport drainage study at the Benton Airport.

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Streets

Capital Projects - 2019-2020

The major Streets capital improvements include: \$2,500,000 for slurry and cape seal projects; \$40,000 for general pavement maintenance; \$15,000 for engineering staff time related to pavement and bridge capital management; \$100,000 for sidewalk repair and ADA improvements; and \$525,000 in streets related projects including the Bechelli Active Transportation Project.

Capital Projects - 2020-2021

The major Streets capital improvements include: \$3,000,000 for slurry and cape seal projects; \$40,000 for general pavement maintenance; \$15,000 for engineering staff time related to pavement and bridge capital management; \$250,000 for sidewalk repair and ADA improvements; and \$120,000 in streets related projects.

Parking Division

None.

Citywide Traffic Impact Fee (TIF) Program

Capital Projects - 2019-2020

Citywide Traffic Impact fees will be used to continue prior appropriated design and construction efforts on priority projects. No other new projects are contemplated, however, \$250,000 will be appropriated for developing priority traffic control devices and other minor projects as well as program administration. It is noted that the TIF will be responsible for improvements in and around the South Bonnyview Interchange with Interstate 5 should proposed developments move forward.

Capital Projects - 2020-2021

No new projects are contemplated, however, \$375,000 will be appropriated for developing priority traffic control devices and other minor projects as well as program administration.

Dana Traffic Impact Fee Program

No new projects are contemplated in either fiscal year of this budget cycle.

North Redding Traffic Impact Fee Program

No new projects are contemplated in either fiscal year of this budget cycle.

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Five-Year Financial Plans

Storm Drain

The following tables illustrate the projected operating and capital fund balances:

Storm Drain Utility Rate Fund	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Beginning Balance	\$ 1,470,736	\$ 1,748,383	\$ 2,024,482	\$ 2,234,122	\$ 2,411,246
Revenues	1,743,930	1,719,130	1,710,131	1,721,338	1,732,779
Expenses*	(1,451,283)	(1,428,031)	(1,470,491)	(1,514,214)	(1,559,237)
Transfers to Rolling Stock	(15,000)	(15,000)	(30,000)	(30,000)	(30,000)
Net Income	277,647	276,099	209,640	177,124	143,542
Ending Balance	\$ 1,748,383	\$ 2,024,482	\$ 2,234,122	\$ 2,411,246	\$ 2,554,788

Storm Drain Utility Connection Fee Fund	FY 2019-20	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Beginning Balance	\$ 2,521,716	\$ 2,536,716	\$ 2,551,716	\$ 2,266,716	\$ 2,281,715
Interest Revenue	30,000	30,000	30,000	30,000	30,000
Expenses	(15,000)	(15,000)	(315,000)	(15,000)	(315,000)
Net Income	15,000	15,000	(285,000)	15,000	(285,000)
Ending Balance	\$ 2,536,716	\$ 2,551,716	\$ 2,266,716	\$ 2,281,715	\$ 1,996,715

* Includes Anticipated Savings
(Cash Balance Excludes Rolling Stock Balance)

Water Utility

The following tables illustrate the projected operating and capital fund balances:

Water Utility Unrestricted Rate Cash	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Beginning Balance*	\$ 20,791,587	\$ 21,707,767	\$ 21,106,380	\$ 19,370,424	\$ 14,086,305
Revenues	23,779,590	24,783,860	26,218,631	27,858,880	29,882,950
Expenses**	(22,688,409)	(25,210,248)	(27,779,588)	(32,967,997)	(36,051,265)
Transfers to Rolling Stock	(175,000)	(175,000)	(175,000)	(175,000)	(175,000)
Net Income	916,181	(601,388)	(1,735,957)	(5,284,117)	(6,343,315)
Ending Balance	\$ 21,707,767	\$ 21,106,380	\$ 19,370,424	\$ 14,086,305	\$ 7,742,989

Water Utility Connection Fee Fund	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Beginning Balance	\$ 2,089,051	\$ 1,869,123	\$ 1,568,568	\$ 1,524,665	\$ 1,739,459
Revenues	825,660	883,980	1,148,083	1,212,154	1,282,636
Expenses**	(1,045,588)	(1,184,535)	(1,191,985)	(997,360)	(154,726)
Net Income	(219,928)	(300,555)	(43,902)	214,794	1,127,910
Ending Balance	\$ 1,869,123	\$ 1,568,568	\$ 1,524,665	\$ 1,739,459	\$ 2,867,369

* Includes Pump House 1
**Includes Anticipated Savings
(Cash Balance Excludes Rolling Stock Balance)

CITY OF REDDING BIENNIAL BUDGET
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Wastewater Utility

The following tables illustrate the projected operating and capital fund balances:

Wastewater Utility Rate Fund	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Beginning Balance	\$ 19,658,132	\$ 19,946,987	\$ 12,956,587	\$ 12,761,506	\$ 11,306,729
Revenues	29,854,465	31,169,621	32,729,400	34,477,361	36,308,513
Expenses*	(27,765,611)	(36,360,020)	(31,124,481)	(34,132,139)	(33,859,541)
Transfers to Rolling Stock	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Transfer to UV Holding	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Net Income	288,854	(6,990,399)	(195,081)	(1,454,778)	648,972
Ending Balance	\$ 19,946,987	\$ 12,956,587	\$ 12,761,506	\$ 11,306,729	\$ 11,955,701

Wastewater Utility Connection Fee Fund	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Beginning Balance	\$ 6,429,201	\$ 4,140,942	\$ -	\$ -	\$ -
Revenues	1,065,404	1,103,669	1,115,530	1,185,498	1,258,698
Expenses	(3,353,663)	(5,244,611)	(1,115,530)	(1,185,498)	(1,258,698)
Net Income	(2,288,259)	(4,140,942)	-	-	-
Ending Balance	\$ 4,140,942	\$ -	\$ -	\$ -	\$ -

* Includes Anticipated Savings
(Cash Balance Excludes Rolling Stock and UV Holding Cash)

Solid Waste Utility

The following table illustrates the projected operating and capital fund balance.

Solid Waste Fund	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Beginning Balance	\$ 10,546,260	\$ 8,828,270	\$ 8,169,090	\$ 7,442,200	\$ 6,353,750
Revenues	21,371,490	21,948,020	22,471,310	23,110,250	23,767,630
Expenses	(21,489,480)	(21,007,200)	(21,598,200)	(22,698,700)	(22,862,320)
Transfers	(1,600,000)	(1,600,000)	(1,600,000)	(1,500,000)	(1,800,000)
Net Income	(1,717,990)	(659,180)	(726,890)	(1,088,450)	(894,690)
Ending Balance	\$ 8,828,270	\$ 8,169,090	\$ 7,442,200	\$ 6,353,750	\$ 5,459,060

(Cash Balance Excludes Rolling Stock Balance)

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Airports

The Airports Division is in recovery, but continues to face cashflow constraints. The Airport was successful in Fiscal Year 2018-19 with securing air service to Los Angeles, and will continue efforts to recruit additional air service to the Redding area. Passenger traffic has increased since the last budget cycle, as have operating revenues and Passenger Facility Charge (PFC) revenues. The Airports Division is projecting a positive 5-year cash flow in the operating budget, but faces an overall shortfall as Airports has several large capital improvement projects underway. The local match for grant funded capital improvement projects at Redding Municipal Airport comes from the PFC program. The PFC collection rate fluctuates with passenger traffic, and a lag in collections has been typical for Airport capital improvement projects at Redding Municipal.

The following table illustrates the projected operating and capital fund balance.

Airports Fund	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Beginning Balance*	\$ (1,377,270)	\$ (1,282,830)	\$ (1,152,800)	\$ (1,024,740)	\$ (809,800)
Revenues	3,340,760	3,527,160	2,661,630	2,762,700	2,875,150
Expenditures	(3,241,320)	(3,392,130)	(2,528,570)	(2,542,760)	(2,619,820)
Transfers to Rolling Stock	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Net Income	94,440	130,030	128,060	214,940	250,330
Ending Cash (non-dedicated/RS)	290,770	247,220	143,430	126,520	145,000
Ending Cash (dedicated PFCs)	(1,573,600)	(1,400,020)	(1,168,170)	(936,320)	(704,470)
Ending Balance*	\$ (1,282,830)	\$ (1,152,800)	\$ (1,024,740)	\$ (809,800)	\$ (559,470)

*Excludes Rolling Stock

2017-2019 Goals and Accomplishments

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. Continued use of Cartegraph computerized maintenance management system to increase the efficiency of the storm drain maintenance management program.
3. Coordinated with Engineering staff and Regional Water Quality Control Board on annual requirements of the Statewide MS4 permit.
4. Ongoing inspection, inventory and maintenance of channels, inlets and outfalls within the MS4.
5. Received new Streambed Alteration/Maintenance permit for channels through the Department of Fish and Wildlife.
6. Constructed new West Street and Placer Street storm drain system improvements to replace failing systems.
7. Continued development of the Storm Drain Maintenance and Improvement Plan.

Water Utility

Goal

Provide safe and reliable water service to the citizens of the City.

Accomplishments

1. Met all water quality standards established by the U.S.E.P.A. and the State Water Resources Control Board - Division of Drinking Water.
2. Met Citywide water demands during very challenging Carr Fire emergency.
3. Continued to implement the uni-directional water main flushing program in areas of the distribution system impacted by accumulated mineral sediments.
4. Continued to lead the Enterprise-Anderson Groundwater Sustainability Agency, a basin wide planning exercise over the Redding Groundwater Basin. Received a Prop. 1 grant to develop our Groundwater Sustainability Plan and selected a consultant (CH2M) to lead that effort.
5. Renewed Foothill Water Treatment Plan (FWTP) Wastewater Discharge Permit.

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Goal

Provide public information and education on water issues with emphasis on water conservation. Enhance customer service for all our customers.

Accomplishments

1. Provided water quality information through the Consumer Confidence Report to enhance public awareness.
2. Continued modification of business processes to accompany eCIS+ billing software (Vertex).
3. Updated the Water Utility's internet web page.
4. Completed electronic Annual Report (EAR) for the State Water Resources Control Board (SWRCB).
5. Completed annual Water Loss Audit for SWRCB.

Goal

Maintain and improve the City's existing water production facilities.

Accomplishments

1. Completed the replacement of four (4) out of the eight (8) filter underdrains at the Buckeye Water Treatment Plant (BWTP).
2. Completed annual overhaul of chlorinators and ejectors at FWTP, BWTP and groundwater well system.
3. 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.
4. Maintenance projects at BWTP include overhaul of continuous process monitoring instruments, and annual overhaul of chlorination equipment.
5. Rehabilitated Well #'s 8, 14, & 23.

Goal

Expand and maintain the water system capital facilities to improve longevity and accommodate new growth and development.

Accomplishments

1. Construction of the Cypress Pump Station.
2. Completed the Buckeye Water Treatment Plant Filter Repair project.
3. Completed the Railroad Avenue Water Main Replacement project.
4. Completed the Victor Avenue Water Main Replacement project.

Wastewater Utility

Goal

Expand and maintain the wastewater system capital facilities to improve longevity and accommodate new growth and development.

Accomplishments

1. Completed the Clear Creek Wastewater Treatment Plant Sludge Hauling contract.
2. More than 60,000 feet of 6-18" diameter pipes were replaced or lined as part of the annual pipe repair/replacement program.
3. Rehabilitated pumps at Sunnyhill and Hartnell Lift Stations.
4. Redesigned and eliminated the Arroyo Manor Syphons. This project included eliminating two Syphons and redesign of 1040 linear ft. of 8 inch PVC sewer line.
5. Lined pipe from 6 to 18 inches in the Garden Tract. Rehabilitating approximately 24,000 lineal feet of sewer mains and rehabilitating 84 manholes.
6. Lined pipe from 6 to 15 inches in the Benton Tract. Rehabilitating approximately 21,600 lineal feet of sewer mains and rehabilitating 64 manholes.
7. Lined pipe from 6 to 8 inches in Sunset Terrace area of Hallmark and Red Bud. Rehabilitating approximately 4,200 lineal feet of sewer mains.
8. Replaced and upsized approximately 11,000 ft. of pipe 6 to 8 inches in the Enterprise Area. Rehabilitating 28 manholes.
9. Completed the Wastewater Disinfection Facilities Plan in 2018.

Goal

Improve the reliability and cost-effectiveness of the Wastewater Collection System operation.

Accomplishments

1. 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 has resulted in a continued reduction in mainline stoppages.
2. Contracted for chemical root treating of over 60,000 feet of sewer line annually.
3. Replaced approximately 11,000 feet of deteriorating, small-diameter sewer line.
4. Lined approximately 45,966 lineal feet of deteriorated, small-diameter sewer pipe.
5. Maintained an effective computerized maintenance management tracking system in order to maintain records on the system. Individual manhole inspections, cleaning data, lift station maintenance and television inspection logs and videos are all entered into the database and systematically evaluated. In addition, the City utilized a GIS system to input and track the location of all city utilities, which is updated continually to reflect the accurate depiction of what is in the ground and where.
6. Increase of approximately 200 percent productivity in CCTV inspections.
7. Approximately 117 Manholes rehabilitated.
8. Effectively tracking, prioritizing, and completing in house point repairs. Largely related to the acquisition of new excavator, dump truck, and trailer.

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Goal

Improve industry discharge tracking and environmental compliance while maintaining a business-friendly atmosphere.

Accomplishments

1. Continued to track industrial user compliance with pretreatment requirements.
2. Completed successful audit by United States Environmental Protection Agency (USEPA) and State Regional Water Quality Control Board (RWQCB).
3. Completed installation of updated flow monitoring equipment to accurately measure leachate drainage from inactive landfill facility.
4. Continued to track industrial user compliance with pretreatment requirements by performing inspections and wastewater sampling.
5. Continued restaurant, vehicle service, and dental facility inspections to ensure proper maintenance of wastewater pretreatment devices.
6. Continued tracking industrial and commercial facility inspections in the the City's asset management software (Cartegraph) database.
7. Continued tracking new or changed business activity in the building plan check process and through new business license reviews.
8. Assist with the implementation of the City of Redding's Storm Water Quality Improvement Plan which is required by the Federal NPDES Phase II Storm Water regulations, as follows:
 - a. Implemented an illicit discharge detection and elimination program including notification of un-permitted industrial sites.
 - b. Performed commercial and industrial site inspections to educate businesses regarding illicit storm water discharges and best management practices to minimize storm water impacts.
9. Continued public education campaign to reduce Storm Water Pollution.
10. Issued permit to new Significant Industrial Users of the wastewater system in Redding.
11. Perform annual wastewater, river, and Biosolids priority pollutant testing at both wastewater treatment plants.
12. Issue and monitor temporary wastewater discharge permit for short-term wastewater projects in Redding.

Goal

Audit commercial accounts to accurately assess sewer billing and assist with rate and fee studies.

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.

RMU Administration

Goal

Manage the Department and assist the Divisions in meeting goals and objectives.

Accomplishment

Coordinate regularly with staff to manage progress on objectives.

ET/USA Locate

Goal

Provide system troubleshooting and repair of electrical and process control systems for all water facilities including treatment plants, wells and booster pump stations.

Accomplishments

1. All troubleshooting requests are addressed and required repairs are performed.
2. Provided compliance report modifications required for water regulatory boards.
3. We have accomplished a partial electrical systems upgrade to the Foothill Water Treatment Plant with plans to complete the remainder within the next two years as time allows.
4. Completed construction inspection and programming/testing of Filter-to-Waste system at the Foothill Water Treatment Plant.
5. Completed installation of all new filter level sensors at the Buckeye Treatment Plant to replace older units that were installed when the plant was built. This should allow for much greater accuracy than the existing units for our annual water loss audit.
6. Replaced Buckeye WTP tank level conduit and wiring that was damaged by the Carr Fire.

Goal

Provide system troubleshooting and repair of mechanical, electrical and process control systems for all wastewater facilities including both treatment plants and all sewage collections lift stations.

Accomplishments

1. All troubleshooting requests are addressed and required repairs are performed.
2. Develop and deploy new SCADA system software at Clear Creek and replace the existing computer servers with new solid state long life computers.
3. Provided compliance report modifications required for wastewater regulatory boards.
4. Completely deployed and configured the Cradlepoint Cellular Modem communications system to replace older ADN type lines that AT&T is moving away from at all collections lift stations.
5. Completed construction and inspection of the new Layton Road Lift Station.

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6. Provide engineering support for design on Seven Bridges as well as Salt Creek Phase 4 Lift Stations and site inspection for electrical work that are currently in construction.
7. Completed installation of Antero MMS maintenance software at Clear Creek and Stillwater.
8. Installed security cameras at the front and back gates at the Stillwater WWTP to monitor for any afterhours activities.
9. Completed all required electrical ArcFlash studies on both Plants.
10. Provided mechanical maintenance support to the Clear Creek WWTP.

Goal

Provide routine maintenance and repair on the City's 89 traffic signals & 18 safety flashers (total of 4,556 lights).

Accomplishments

1. Inspected all traffic signals every 60 days and performed required preventative maintenance as needed.
2. All troubleshooting requests are addressed and required repairs are performed.
3. Replaced failed detection cameras as needed.
4. Replaced collision-damaged traffic signal controller cabinets.
5. Maintain and repair all bridge and park lighting as needed.
6. Maintain and repair electrical issues for the park department.
7. Tested, documented & deployed traffic conflict monitor cards at each signal location.
8. Replaced 20 percent of signal red & Green LEDS's (19 signals in 2018, 18 signals in 2019).

Solid Waste Utility

Goal

Evaluate the feasibility of recycling asphalt shingles.

Accomplishment

Staff has determined that recycling of asphalt shingles as a marketable commodity is not a viable option at this time. Current Caltrans specifications do not allow for the use of asphalt shingles in their blend, which is key to opening up a market in California for this product. Staff will continue to monitor this market for future consideration.

Goal

Decrease computer downtime resulting from connectivity issues with the server and WeighStation.

Accomplishment

On August 29, 2018, the Utility upgraded the current WeighStation and CompuWeigh scale software systems to the newest version including the installation of new dedicated servers.

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Goal

Improve efficiency of processing vehicles through the Transfer Station.

Accomplishment

The Utility increased clerical staff levels by converting a part-time position to full-time. A quote was obtained for the unattended scale project which when complete will include a self-serve kiosk.

Goal

Moderate fuel expenses, wear and tear on vehicles while running routes in a more efficient manner potentially decreasing overtime.

Accomplishment

A committee was formed to help with the initial phases of the route adjusting process. Garbage, Recycling and Green Waste routes were all adjusted to run in a more efficient manner. During this process, staff evaluated new and developing areas and designed routes to incorporate those areas. Eventually another route will be needed to address these new areas and growth. In addition, each truck now has a laminated map of every route in order for drivers to refer to, whether it is because they are filling in or helping another driver.

Goal

Obtain funding through grants offered by CalRecycle and other sources for projects to expand or improve existing facilities, and to add new programs.

Accomplishment

This goal was not met due to time constraints and deadlines relative to the Grant application process.

Goal

Improve the education and outreach program including the promotion of the ReCollect App.

Accomplishment

A Television ad to promote the ReCollect App was created and aired. In addition, there was some digital advertising that ran from June through August of 2018. This effort was additional to the promotion of the app via the website and the Waste Stream Newsletter and sign boards posted on the sides of collection trucks.

Fleet Maintenance

Goal

Continue to manage the City's fleet in an efficient and effective manner.

Accomplishment

Fleet was able to purchase a set of lifts to allow to repair more than one 26,000 pound or heavier vehicle at one time. This increased efficiency and allowed repair of vehicles to occur in a more timelier manner.

Goal

Replace Fleet Maintenance software.

Accomplishment

Currently in the process of replacing Faster with Dossier, which will allow better reporting the ability to forecast department needs moving forward. The completion of implementation is scheduled for July 15, 2019.

Airports

Goal

To continue to develop and promote business at the City's Airports.

Accomplishments

1. In Fiscal Year 2018-19, Redding Municipal Airport increased the level of air carrier service from three flights a day to four, as well as added a destination. Enplanements and deplanements totals increased by 33 percent in FY 2016-17 and fell by 12 percent in FY 2017-18. FY 2018-19 is projected to see a 15 percent increase over last years' numbers.
2. Staff continues to promote enhanced airline service at the Redding Municipal Airport. Through these efforts, the Airport secured direct service to LAX with United in March 2019. Staff will continue to attend annual Air Service Development conferences to connect with additional airlines.
3. Capital projects at both Redding Municipal Airport and the Benton Airport are being completed in a timely fashion and future capital project planning continues.
4. The Transportation Security Administration Improvement Project was completed in FY 2018-19.

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Goal

Improve the Division's financial position by establishing the Airports Fund reserves.

Accomplishments

1. The Airports Division has posted a positive cashflow for its ten-year plan.
2. Increased operational revenues by 3.9 percent from FYE 2016 to FYE 2017 and 4.4 percent from FYE 2017 to FYE 2018.
3. Purchased vending machines in FY 2018-19 in order to generate additional revenue. Airports also reestablished an agreement with the Parking Lot Vendor and should see additional revenue coming in over the next budget cycle.

Transportation Planning Division

Goal

Ensure adequate planning and consideration for alternate modes of transportation.

Accomplishments

1. Completed the Victor Avenue Phasing Study to identify short-term improvements for all transportation modes.
2. Completed an Active Transportation Plan in order to develop goals and objectives to prioritize alternative modes of transportation projects.
3. Submitted two California Transportation Commission Active Transportation Program applications, as well as two Highway Safety Improvement Program applications. Awarded Pedestrian Enhancement HSIP grant and West Street ATP grant.
4. Continued implementation of the City's Americans with Disabilities Act Transition Plan for Streets. Includes a plan to modify curb ramps and traffic facilities to ensure compliance with the Act.

Engineering

Goal

Maintain internal customer service, project efficiency, and quality construction documents.

Accomplishments

1. Utilized scoping documents for nearly every project delivered.
2. Held monthly or quarterly project status meetings with various capital improvement program customers.
3. Managed a Capital Project Status Report to report on and track, internally and externally, Engineering's portion of the City's Capital Improvement Program.
4. Maintained low bid under the engineer's estimate on over 90% of the projects.
5. Construction change orders not related to preapproved changes in scope were routinely below 5%.
6. Provided site inspection of capital projects. The majority of capital projects had site inspection of approximately four hours per day.
7. Updated the City's Construction Standards.

Goal

Maintain high level of service to the public through increased efficiency and prepared information.

Accomplishments

1. Maintained Record Drawing Manager program including scanning and indexing all past and current record drawings for capital projects and made the program online for internal and external use.
2. Maintained cost history database for use by internal and external customers.
3. Provided project information to public including (but not limited to) periodic information meetings with the media, presentations to local service groups and project updates in City Council reports.
4. Implemented an environmental compliance program education series including six different "brown bag" lunch presentations on various topics and attended by staff and local private and public partners.

Goal

Deliver capital projects in the year for which they are budgeted.

Accomplishments

1. Maintained program-wide management of the Capital Improvement Plan (CIP).
2. 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.

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Goal

Continue to maintain the quality of surveys and map processing.

Accomplishments

1. Provided accurate and complete field and office surveys for design and land disposition.
2. Reviewed and evaluated development-related submittals. First check within three weeks and second check within two weeks.
3. Reviewed and evaluated development-related submittals. First check within three weeks, second check within two weeks.
4. Performed surveys for correction of citywide vertical datum. This is an ongoing project with work performed as time allows.

Goal

Meet State and Federal mandates related to environmental planning.

Accomplishments

1. Coordinated with the Solid Waste and Storm Drain Utilities in conducting the Citywide baseline trash assessment.
2. Developed the Storm Water Operations and Maintenance Plan for City owned LID, and updated the City's Industrial SWPPPs.
3. Implemented AB52 on the appropriate CEQA projects, and performing ongoing coordination with the three local Native American tribes.

Streets

Goal

Effectively 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 the goal of every two years on arterial roadways and every four years on collectors and residential roadways utilizing the current Pavement Management System.
3. Explored alternative paving methods such as rubberized and fiber cape seals, micro seals, and other advanced paving technologies.
4. Maintained as appropriate, with available funding, striping, signs, and pavement markings through in-house and outside contractual services. Made and installed 1,608 regulatory, warning, and guide signs. Installed 51 miles of striping and 13,547 square feet of pavement markings using in-house and contractual services.
5. Completed annual reflectivity night survey. Completed 576 work orders from the night survey.
6. Improved efficiency on core maintenance activities including programs such as shoulder backing, alleyway maintenance, crack seal, and sidewalk and asphalt removal and replacement.

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Goal

Improve the pavement rating status of City roadways within the funding levels approved by City Council.

Accomplishments

1. Crack sealed 31 lane miles of streets.
2. Completed asphalt dig-out and thin asphalt replacement at various locations of failure, repairing approximately 350,000 square feet utilizing in-house personnel and outside contractual grinding services.
3. Cape/slurry sealed 18 lane miles of pavement.
4. Used over 2,300 tons of hot mix asphalt for dig-outs, in-house paving and pothole patching.

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 maintain up-to-date inventory of street barricades, alleyways, street striping, pavement markings, and signs using such methods as mobile GPS units and laptop computers.
2. Used work order management system to effectively manage work products including maintenance activities and traffic operations requests.

Goal

Enhance vehicular, bicyclist, and pedestrian safety on public streets.

Accomplishments

1. Assessed certain safety, collision, signing, delineation, speed, volume, and bicycle/pedestrian facilities along major corridors and used the information for grant applications and minor operational improvements.
2. Worked closely with Redding Police, Streets personnel, traffic operations, signal technicians, Caltrans, and City engineering through monthly meetings to assess current traffic operation issues. Coordinated requests for engineering analysis, changes in traffic control devices, striping and signing changes, and targeted law enforcement.
3. Used available City funds to leverage grant opportunities available through the Highway Safety Improvement Program, Active Transportation Account, and Office of Traffic Safety Program as well as new programs identified through other state and federal resources.
4. Educated, in coordination with other agency partners, the community regarding vehicle, bicycle, and pedestrian safety through safety brochures, media stories, the City's website and community events.
5. Implemented traffic-calming projects through an engineering-based prioritization process to help neighborhoods deal with excessive speeds on neighborhood streets.
6. Optimized signal timing and phasing plans to provide for efficient operation and maximize safety.
7. Used Crossroads software to compile and analyze collision history and trends within the City.
8. Completed required traffic studies, traffic counts, and turning movement studies, and ensure state compliance with state management systems.
9. Completed the Hilltop Drive Signal Optimization study and implemented new timing plans.

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Goal

Ensure timely update and maintenance of the Redding Municipal Code as it pertains to traffic laws, encroachments, network planning, impact fees, and established Speed Zones.

Accomplishments

1. Worked with GIS and traffic operations to improve and maintain the traffic control map and allow accessibility on the City's map server.
2. Updated incorrect and outdated references within the Redding Municipal Code.
3. Updated Speed Zones as required by the California Manual on Uniform Traffic Control Devices.
4. Reviewed developments for traffic related operational issues, parking, alternative transportation modes, network planning, and impact fee assessments.
5. Ensured timely review and issuance of encroachment, special event, and transportation permits that adhere to recognized standards.

Parking

Goal

Maintain and manage parking structure and offsite parking facilities owned by the City.

Accomplishments

1. Maintained inventory of existing striping and pavement markings, parking meters and signs within the downtown parking structure.
2. Continued to work in close relationship with property owners and business owners in the downtown area to address any parking capacity and operational concerns.
3. Completed the Downtown Specific Plan.
4. Began work on a comprehensive Downtown Parking Strategy for future Council consideration.

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Performance Measures and Workload Indicators

Storm Drain Utility

The Storm Drain Utility is responsible for the maintenance of ditches, culverts, pipes, catch basins, and outfalls, and capital improvements needed to maintain or upgrade the existing facilities. The overall conveyance system is comprised of both public and private segments. The Storm Drain Utility responds to the needs of the public component of the overall conveyance system. The miles of channels shown are for both public and private segments. The miles of Storm Drain Pipe and number of Inlets and Outfalls show only the public facilities. There are six full-time employees assigned to the maintenance of the storm drain system.

WORKLOAD AND PERFORMANCE MEASURES	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Miles of Storm Drain Pipe	197	198	198	199
Miles of Ditches/Channels	200	200	200	200
Miles of Ditches/Channels Cleaned	3	3	3	3
Percentage of Maintained Ditches/Channels to be Inspected Annually	100%	100%	100%	100%
Percentage of Inspected Ditches/Channels to be Maintained Annually	3%	3%	3%	3%
Number of Inlets	6646	6660	6680	6700
Percentage of Inlets Inspected Annually	38%	25%	25%	25%
Percentage of Inspected Inlets Requiring Maintenance/Cleaning	5%	5%	5%	5%
Percentage of Inlets Cleaned/Maintained Annually	2%	2%	2%	2%
Number of Outfalls	1346	1360	1370	1380
Percentage of Outfalls Inspected Annually	38%	25%	25%	25%
Percentage of Inspected Outfalls Requiring Maintenance/Cleaning	17%	20%	20%	20%
Percentage of Inspected Outfalls Cleaned/Maintained Annually	3%	3%	3%	3%
Number of Storm Drain Markers Installed	45	50	50	50

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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, Trinity/Whiskeytown Lake via the Spring Creek Conduit, and groundwater wells. Performance indicators are as follows:

WORKLOAD AND PERFORMANCE MEASURES	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Number of customers/services	29,467	29,581	29,670	29,759
Net Annual New Services	114	114	100	100
% Annual Growth Rate	0.4%	0.4%	0.3%	0.3%
Quantity of water produced (acre feet)	25,186	25,000	25000	25000
Percentage of days water quality met standards	100%	100%	100%	100%
No. of service orders completed and recorded via Vertex	1,519	1,700	1,800	1,800
No. of work orders completed and recorded via Cartegraph	1,116	1,000	1,000	1,000
Miles of water mains	559	559	560	560
Miles of substandard mains	40	40	40	40
Number of main & water service failures/disruptions per year	124	140	150	150
Miles of water mains receiving uni-directional flushing	25	25	25	25
Number of isolation valves exercised	278	250	250	250
Number of customer meters/boxes repaired or replaced	126	150	250	150
Services per employee	1,016	1,020	989	960

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Wastewater Utility

The Wastewater system consists of the domestic and industrial sewage collection, treatment, and disposal facilities serving the City. This system includes over 430 miles of interceptor and trunk sewers, 17 sewer lift stations, and two advanced secondary wastewater treatment plants with effluent filtration.

WORKLOAD AND PERFORMANCE MEASURES	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
No. of Residential HEs	32,417	32,500	32,565	32,630
No. of Commercial/Industrial HEs	10,581	10,600	10,621	10,642
No. of Other HEs *	527	530	531	532
Total HEs Served	43,525	43,630	43,717	43,804
% Annual Growth Rate	1.0%	0.2%	0.2%	0.2%
Clear Creek Plant MGD** Dry Flow	5.9	6.1	6.1	6.1
Stillwater Plant MGD Dry Flow	2.1	2.1	2.1	2.1
Total Peak Flows (MG) ***	53	53	53	53
Total GPD **** Dry Flow per Total HEs	183	188	188	188
Miles of Sewer Main	433	434	435	435
Total FTE Utility Staff	39.84	39.84	39.84	39.84
Total HEs Served per Total Staff	1,092	1,095	1,097	1,099

* 1 HE = household equivalent = 240 gpd

** MGD = million gallons per day.

*** Total Peak flows are calculated by the largest peak hour influent flow (MG=million gallons) into the CCWWTP and SWWTP. Dry Flow is calculated for months of July, August, and September.

**** GDP = gallons per day

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Solid Waste Utility

The Solid Waste Utility includes residential, commercial, industrial, and construction waste collection for the entire City of Redding including general trash (gray cart), recycling (blue cart), and green waste (green cart) services. This service includes management of refuse truck routes, Redding Transfer Station and Material Recovery Center, and the West Central Landfill.

WORKLOAD AND PERFORMANCE MEASURES	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Solid Waste Collection				
# Waste Wheelers	423,433	429,632	431,780	433,940
# Dumpsters	38,481	37,074	37,260	37,450
# Collections - Drop Boxes/Trash	2,442	2,432	2,440	2,450
# Collections - Compactors/Trash	1,145	1,074	1,080	1,090
# Collections - Drop Boxes/Compactors/Recycling	1,631	1,667	1,670	1,680
Waste @ Transfer Station				
City Truck (Tons)	62,175	62,130	63,060	64,010
* City Self-Haul (Tons)	12,356	11,560	11,730	11,910
* Non-City Self-Haul (Tons)	9,205	9,110	9,250	9,390
Recycling Trash (Tons)	1,923	2,550	2,590	2,630
City Sweeper (Tons)	1,079	1,250	1,270	1,290
Compost Trash (Tons)	197	140	140	140
Mattress Trash (Tons)	13	10	10	10
Total Waste Collected (Tons)	86,948	86,750	88,050	89,380
Diverted Waste (Tons)	28,153	30,650	31,110	31,580
Waste @ Landfill				
City Waste Buried (Tons)	88,213	91,274	92,250	94,560
Non City Waste Buried (Tons)	50,568	71,381	48,000	49,200
Total Waste Buried (Tons)	138,781	243,983	210,375	143,760
Recyclables				
Recyclables Sales (Tons)	9,969	8,470	8,500	8,500
Recyclables Sales (Revenue)	\$997,674	\$1,032,690	\$1,123,840	\$1,123,840
Compost Sales (Tons)	556	600	610	620
Compost Sales (Yards)	1,050	1,130	1,150	1,170
Compost Sales (Revenue)	\$25,591	\$27,500	\$27,910	\$28,330
Green Waste Sales (Tons)	13,093	12,860	13,050	13,250
Mattress Recycling (Tons)	313	280	280	280
Land Applied (Tons)	771	-	-	-
# Vehicle Trips				
Total to Transfer Facility	106,303	114,070	105,810	107,400
Total Self-Haul to Transfer Facility	85,445	93,610	85,150	86,430
Total To Landfill	34,560	40,740	39,700	40,300
Total Self-Haul to Landfill	23,795	29,260	28,110	28,530

* 9,305 snow debris customers included in FY 18-19 TS total trips & TS Self Haul-backed out of projection for FYE 20 & 21.

**1,433 snow debris customers included in FY 18-19 LF total trips & LF Self Haul-backed out of projection for FYE 20 & 21.

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Fleet Maintenance

The Fleet Division provides fleet maintenance for the entire City’s rolling stock, including over 853 pieces of equipment (cars, pick-ups, heavy-duty trucks, wheel loaders, paving equipment, and fire equipment).

WORKLOAD AND PERFORMANCE MEASURES	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Repair Orders (All)	6705	6,898	6,910	6,980
Number - City Units	858	900	905	910
Special Equipment Training	4	6	8	8
Supervisory Training Classes	5	5	5	5

Airports

The Airports Division operates the Redding Municipal Airport and Benton Airpark.

WORKLOAD AND PERFORMANCE MEASURES	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Enplanements/deplanments Total	82,166	94,491	99,216	104,176
Aircraft ops. total	83,069	84,730	86,425	88,153
Acres of land sold	0	0.00	1.00	1.00
Aircraft (total) T-hangars/open/tie-down leases	223	223	229	229
Facility and ground leases	46	46	47	48
Ground lease amendments and renewals	22	24	25	25

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Streets Division

The Streets Division provides day-to-day maintenance of the City’s roadway transportation network.

WORKLOAD AND PERFORMANCE MEASURES	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Miles of Streets Maintained	430	430	435	437
Miles of Street Striping	470	475	480	485
Number of Signs	11,441	11,480	11,520	11,560
Number of City Traffic Signals	80	80	80	81
Lane Miles of Streets Resurfaced	3	2	6	2
Lane Miles of Streets Preserved	0	18	2	35
Tons of Asphalt Material Placed	5,707	2,500	15,000	2,500
Lane Miles of Crack Sealing	31	33	35	35
Number of Barricades Maintained	350	350	355	355
Miles of Alleys Maintained	14	14	14	14

Parking Division

The Parking Division manages parking in the Downtown area of Redding.

WORKLOAD AND PERFORMANCE MEASURES	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Number of On-Street Parking Meters	131	131	131	131
Number of Off-Street Parking Spaces	1,100	960	760	900
Number of Parking Lots	6	6	6	6
Linear Feet of Painted Curb	81,361	81,561	81,761	81,961

CITY OF REDDING BIENNIAL BUDGET
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Engineering Division

The Engineering Division provides engineering, survey, and environmental planning support for the City’s capital improvement program and private development program.

WORKLOAD AND PERFORMANCE MEASURES	2017-18 Actual	2018-19 Estimated	2019-20 Projected	2020-21 Projected
Subdivision Parcel Maps	10	5	5	5
Subdivision Final Maps	7	3	3	3
Lots Recorded	252	86	100	100
Property Line Adjustments	25	15	15	15
Encroachment Permits	309	325	325	325
Value of Projects Advertised for Bid	\$15,600,000	\$20,000,000	\$25,000,000	\$2,500,000
Number of Projects Advertised for Bid	20	20	25	25
Grading Permits	22	22	20	20
Easements	26	20	20	20

2019-21 Goals and Objectives

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.

Objectives

1. Continue implementation of the Storm Drain Maintenance Operational Plan.
2. Continue working with Engineering staff and Regional Water Quality Control Board on annual requirements of the Statewide MS4 permit.
3. Implement capital projects for programmatic replacement and improvements to existing failed storm drain infrastructure.
4. Hollow Lane pipe replacement project.
5. Complete Storm Drain Maintenance and Improvement Plan.

Water Utility

Goal

Provide a safe and adequate supply of clean potable water to the citizens of the City.

Objectives

1. Meet all water quality standards established by the USEPA and the State Water Resources Control Board - Division of Drinking Water.
2. Meet City-wide water demands (including peak demand periods).
3. Reduce the number of customer complaints regarding water quality.
4. Provide water quality information through the Consumer Confidence Report to enhance public awareness.
5. Complete the USEPA Unregulated Contaminant Monitoring Program (UCMR4).

Goal

Complete Groundwater Sustainability Plan by January 2021.

Objective

Work collaboratively with the City of Anderson, Anderson Cottonwood Irrigation District, Bella Vista Water District, Centerville CSD, and Shasta County to prepare a Groundwater Management Plan for the Redding Groundwater basin.

Goal

Protect and improve the Safe Operating Capacity of the water system.

Objectives

1. Continue to pursue funding opportunities for well-head treatment for iron, manganese, and arsenic removal as needed to increase the safe operating capacity of the system through blending of water from the several Enterprise wells.
2. Construct a permanent Cypress Booster Pump Station to provide more operation flexibility to increase surface water utilization in the Enterprise Pressure Zone and provide additional emergency water capacity to the Foothill pressure Zone.
3. Continue participating as a member of the Sacramento River Settlement Contractors in protecting the CVP settlement contract rights through activities including but not limited to the joint defense of the Natural Resources Defense Council litigation, implementation of Sacramento River salmon habitat improvement projects, and research on temperature and predation impacts on salmon spawning and rearing.
4. Continue advocating for the City's water interests in coordination with the Association of California Water Agencies, Northern California Water Association, and other associations.

Goal

Improve staff level succession planning.

Objectives

1. Continue the Operator-in-Training program for entry-level water treatment operators.
2. Encourage and offer education and training opportunities to water treatment and distribution operators to enhance knowledge and certification levels throughout the utility.

Goal

Improve Water Utility warehouse inventory control.

Objectives

1. Reorganize and reassign responsibilities pertaining to physical counts and data entry of warehouse supplies.
2. Modify procedures to track items added to and removed from the inventory.
3. Use new inventory control software (Dossier) to track the delivery of parts and materials used for field repairs of the distribution system.

Wastewater Utility

Goal

Reduce the number and severity of overflows and reduce the infiltration and inflow of storm water into the wastewater collection system.

Objectives

1. Replace approximately 20,000 feet of aging 6-12” diameter sewer pipe.
2. Complete the Westside Interceptor parallel sewer project and other areas as identified in the Wastewater Utility Master Plan 2016.
3. Replace, line, and upgrade the Benton Tract sewer system.
4. Hydro-clean a minimum of 33 percent of the sewer collection system main lines annually.
5. Continue with flow monitoring and leak detection in the drainage basins tributary to both treatment plants and then replace, repair and rehabilitate the system as needed.
6. Continue to identify capital improvement projects to repair and replace deteriorating infrastructure.
7. Continue root control operations in order to minimize root-related mainline stoppages.
8. Continue and improve CCTV operations with regular data acquisition, pipe profiling, and system inspections.

Goal

Satisfy the requirements of the California River Watch Settlement Agreement.

Objectives

1. Reduce SSO's through increased maintenance and pipe replacement projects.
2. Complete a full condition assessment of all 6 to 8-inch lines in the system within five years.
3. Complete a full condition assessment of all 10 to 12-inch lines that have not been viewed in the last 10 years within 5 years.

Goal

Investigate alternative biosolids reuse and/or disposal alternatives through a master plan.

Objectives

1. Review opportunities for biosolids land application within the City.
2. Research private land ownership for potential disposal sites.
3. Research available consultants for handling and disposal of biosolids.
4. Review alternative uses for biosolids (fuel, fertilizer, etc.).

Solid Waste Utility

Goal

Retrofit existing MRF with a new recyclable baler.

Objective

Efficiently coordinate the removal and installation of a new recyclable baler, limiting MRF downtime during the process, and maximize efficiency gained from the new technology once installed.

Goal

Improve efficiency of processing vehicles through the Transfer Station.

Objective

Implement further use of the unattended scale to divert City traffic from the public scale. Evaluate all existing signage and determine changes that need to be made, or additional signs added, to help customers and truck drivers navigate through the site.

CITY OF REDDING BIENNIAL BUDGET
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Goal

Implement the use of Working Supervisor positions for residential and commercial routes.

Objective

Utilizing the Working Supervisors will add a layer of supervision, improve efficiency of route collection activities, improve response and dispatch operations, and allow the Public Works Supervisor to perform duties more effectively.

Goal

Increase the amount of beverage containers that are recycled from bars and restaurants to assist with compliance of Mandatory Commercial Recycling.

Objective

Identify businesses that generate beverage containers, and deliver carts specifically for recycling and set up an additional weekly mixed recycling route for retriever truck collection.

Airports

Goal

To continue to develop and promote business at the City's Airports.

Objectives

1. Increase the level of air carrier enplanements year over year for FY 2019-20 and FY 2020-21.
2. Continue to promote enhanced airline service at Redding Municipal Airport including flights to Denver, Colorado and Phoenix, Arizona.
3. Complete scheduled capital projects and carryover projects by June 30, 2020, and June 30, 2021, respectively.
4. Complete a review and update of all existing Redding Municipal Airport lease contracts and agreements.

Goal

Improve the Division's financial position by establishing the Airports Fund reserves.

Objectives

1. Continue to evaluate 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.
4. Prepare and submit Passenger Facility Charge Application #6 to reimburse the City for Capital Projects.
5. Investigate the possible use of a Concessions Agreement Charge (CAC) to help generate additional revenue for the Airport.

RMU Administration

Goal

Manage the Department and assist the Divisions in meeting goals and objectives.

Objective

Meet regularly with staff to discuss progress on objectives.

ET/USA Locate

Goal

Provide system troubleshooting and repair of electrical systems and perform the required updates to our process control systems for all water facilities including treatment plants, wells and booster pump stations.

Objectives

1. Working on updating the current electrical services to Well #3, 7, 4, 6 to bring them up to the current electrical code.
2. Update SCADA software systems at Foothill, Buckeye Water Treatment Plants.
3. Update the electrical controls system at the Buckeye Water Treatment Plant next winter (we were planning to do that this year but needed to be postponed because of the Carr Fire). This includes replacing existing controllers and documenting all of the changes that we are planning on making.
4. Complete the electrical control systems update at Foothill as time allows. This includes design, wiring and writing the new programming code to replace a much updated system,
5. Provide engineering support for possible standby generator additions at the Foothill Water Treatment Plant and Pump House #1 locations depending on the status of the grant requests the City is submitting.
6. Complete the deployment and configuration of the Cradlepoint cellular modem system for the water side.
7. Installation of a 90' tower at Well #3 so we can make the existing radio telemetry communications system more reliable.
8. Integrate more of our remote locations like Wells and Pump Houses into REU's existing fiber optics network so they are more reliable.

CITY OF REDDING BIENNIAL BUDGET
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Goal

Provide system troubleshooting and repair of mechanical, electrical and updating of the process control systems for all wastewater facilities including treatment plants and all sewage collections lift stations.

Objectives

1. Provide engineering and construction inspection support for electrical switchgear upgrades at the Stillwater WWTP.
2. Complete the development of the new Inductive Automations SCADA software as well as replacing the existing server computers that Dell is no longer going to support with newer solid state long life computers.
3. Provide Engineering and construction inspection for the new Seven Bridges and Salt Creek Heights Phase 4 Lift Stations (ongoing projects). Design and build new control cabinet for the existing Denton Lift Station since it is ageing and oversee installation by the City of Redding Collection department.
4. Complete preventative maintenance contract and work for the main power circuits at the Stillwater WWTP.
5. Provide mechanical maintenance and repair support at the Clear Creek and Stillwater WWTP's.

Goal

Provide routine maintenance and repair on the City's traffic signals, pedestrian safety flashers, and park and bridge lighting.

Objectives

1. Continue our current preventative maintenance schedule for all of the Cities and contracted traffic signals, which includes lamp replacement, repainting, tightening and adjusting at least 20% of signal heads per year.
2. Work on standardizing our pedestrian crossing lights for spare parts and to have a construction standard for future additions.
3. Provide engineering support for all new pedestrian crossing projects that are currently being looked at.
4. Continue to supply electrical support for all new special events the City sponsors.

Goal

Respond to Utility Service Alert (USA) requests.

Objective

Provide two-working-day response for all utility locating requests.

Fleet Maintenance

Goal

Continue to manage the City's fleet in an efficient and effective manner.

Objective

To help facilitate this goal, Fleet will need to purchase a new A/C recovery system that will be compatible with the new state-mandated Freon. Fleet will also need to purchase four, 4-post lift systems that are an effective and ergonomic alternative to jacks and jack-stands.

Transportation Planning Division

Goal

Ensure adequate planning and consideration for alternate modes of transportation.

Objectives

1. Implement the Complete Streets Council policy for all development and capital projects.
2. Develop and implement various pedestrian safety improvements as operational data analysis dictates.
3. Work with the City of Redding Active Transportation Advisory Group to address active transportation challenges and opportunities.
4. Implement the City of Redding Active Transportation Plan, including the planned active transportation network/facilities and programs.
5. Submit active transportation and safety grant applications. For targeted applications, complete planning-level studies, gather data (e.g., surveys for increased users and reduced collisions), and provide community outreach.

Citywide TIF Program

Goal

Review and update Citywide Traffic Impact Fees.

Objectives

1. Identify and implement a citizens advisory group to provide input into the impact fee update.
2. Update the growth rate forecasts for the City through ultimate buildout.
3. Identify growth related transportation projects to support the forecasted growth.
4. Project the timing of the growth related capital improvement projects necessary to meet the forecasted growth.
5. Determine the cost of growth related capital projects on a per-household equivalent basis and make recommendations to the City Council.

Engineering

Goal

Maintain internal and external customer service and project efficiency.

Objectives

1. Continue to use scoping documents on all projects.
2. Maintain average contract bid within ± 10 percent of engineer's estimate.
3. Keep corrective contract change orders at ± 5 percent of construction cost.
4. Continue to identify and implement means to improve communication with customers, internal and external.
5. Maintain increased level of site inspection of capital projects.
6. Continue to move towards a "paperless" system by the following: (1) Revisit the City's popular Record Drawing Manager for areas of improvement, (2) and look to improve related City standard mylar drawing submittal standard, (3) and look to better implement ILMS with private project plan review.

Goal

Maintain high level of service to the public through increased efficiency and prepared information.

Objectives

1. Improve on-line project information including more comprehensive and timely project information.
2. Continue to provide high standards on direct public contact including timely return of phone calls, letters and emails and working towards always resolving various public issues brought to the attention of staff.
3. Maintain program providing high quality project updates to Council, service clubs and other interested groups.
4. Continue external/internal Environmental "Brown Bag" Series of presentations on relevant environmental planning related subjects.
5. Deliver Carr Fire Public Assistance Permanent Restoration projects.

Goal

Deliver 90 percent plus of the projects in the year the project is identified in the Capital Improvement Program.

Objectives

1. Work with customers to accurately develop the City's five-year Capital Improvement Program.
2. Develop project scoping documents before starting on every capital improvement project and include customer buy-in the process.
3. Continue to develop and look to improve status reports for customers.
4. Maintain budgeted level of cross charges.
5. Hold regular project status meetings with the various engineering customers.

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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.
5. Complete establishment/documentation of Citywide vertical benchmarks and easement input into City's GIS system.
6. Refine and implement program to survey and catalog key monuments and related horizontal control network in the City.
7. Develop a work plan for possible implementation/installation of a continuously operation GPS system in the City.

Goal

Meet State and Federal mandates related to environmental planning.

Objectives

1. Initiate planning process to develop cost effective and flexible strategies/programs for mandated Trash Amendment implementation and compliance.
2. Coordinate with the Planning Division to combine the landscape and storm water treatment (LID) requirements, with the goal of reducing development costs.
3. Identify and pursue grant funding for implementation of environmental and storm water projects.

Parking Division

Goal

Maintain, manage, and transition the parking structure and offsite parking facilities owned by the City.

Objective

1. Maintain inventory of striping and pavement markings, parking meters and signs within the City's parking facilities.
2. Continue to work in close relationship with property owners and business owners in the downtown area to address any parking capacity and operational concerns.
3. Implement a new parking management system that provides a self-sufficient funding model for community agreed upon levels of service for enforcement, operation and capital planning.

Streets/Traffic Operations Division

Goal

Effectively manage and maintain the City's current roadway system with approved funding.

Objectives

1. Continue cost-effective maintenance programs such as: cape seals; shoulder backing; alleyway maintenance; crack seal; and sidewalk and asphalt removal and replacement to maximize the life of the existing system.
2. Maintain existing roadway pavement striping, markings, and signing by using City staff and contractual services.
3. Ensure traffic signal preventative maintenance schedules are performed. Complete annual reflectivity night survey.
4. Rate existing pavement conditions on Arterial roadways every two years and on Collectors and Residential roadways every four years, utilizing the current pavement management system.
5. Explore and utilize advanced paving technologies and alternative paving methods as they become available.
6. Assist other departments relative to safe traffic control during planned work and emergency response.

Goal

Improve the pavement condition of City roadways with approved funding.

Objectives

1. Apply slurry seal or other alternative paving methods to approximately 10 centerline miles of streets.
2. Asphalt overlay 10 centerline miles of arterial and collector streets.
3. Crack seal 35 lane miles of streets each year.
4. Utilize in-house forces along with contracted grinding to complete approximately five miles of asphalt dig out repairs and thin asphalt replacement projects.
5. Utilize in-house forces for targeted asphalt repair and replacement in areas of base failures prior to seal applications.
6. Maintain Pavement Condition Survey utilizing Streetsaver software, by inspecting and rating the City's paving inventory.

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 barricades, alleyways, street striping, pavement markings, and signs using such methods as mobile GPS units and laptop computers.
2. Use work order management system to effectively manage work products including maintenance activities and traffic operations requests.

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Goal

Enhance vehicular, bicyclist, and pedestrian safety on public streets.

Objectives

1. Assess safety, collision, signing, delineation, speed, volume, and bicycle/pedestrian facilities along major corridors and use the information in preparation of grant applications and minor operational improvements.
2. Work closely with Redding Police, Streets personnel, traffic operations, signal technicians, Caltrans, and City engineering through monthly meetings to assess current traffic operation issues. Coordinate requests for engineering analysis, changes in traffic control devices, striping and signing changes, and targeted law enforcement.
3. Use available City funds to leverage grant opportunities available through the Highway Safety Improvement Program, Active Transportation Account, and Office of Traffic Safety Program as well as new programs identified through other state and federal resources.
4. Educate, in coordination with other agency partners, the community regarding vehicle, bicycle, and pedestrian safety through safety brochures, media stories, the City's website and community events.
5. Implement traffic-calming projects through an engineering-based prioritization process to help neighborhoods deal with excessive speeds and volumes on neighborhood streets.
6. Optimize signal timing and phasing plans to provide for efficient operation and maximize safety.
7. Use the Transportation Injury Mapping System and collision reports to compile and analyze collision history and trends within the City.
8. Complete required traffic studies, traffic counts, and turning movement studies, and ensure state compliance with state management systems.

Goal

Ensure timely update and maintenance of the Redding Municipal Code as it pertains to traffic laws, encroachments, network planning, impact fees, and established Speed Zones.

Objectives

1. Work with GIS and traffic operations to improve and maintain the traffic control map and allow accessibility on the City's map server.
2. Update, as appropriate, incorrect and outdated references within the Redding Municipal Code.
3. Update Speed Zones as required by the California Manual on Uniform Traffic Control Devices.
4. Review developments for traffic related operational issues, parking, alternative transportation modes, network planning, and impact fee assessments.
5. Ensure timely review and issuance of encroachment, special event, and transportation permits that adhere to recognized standards.

Unmet Needs

Storm Drain Utility

1. The new Public Works Maintenance Worker will reduce staffing gaps and allow more maintenance work to be accomplished with two fully functional crews. Additional positions are needed but not requested due to revenue constraints.
2. Increased maintenance funding for rolling stock, facility replacements, upgrades and transient issues.
3. Funding for capital projects that relate to maintenance of the existing system, emergency repairs, and major flood events. There is currently minimal funding identified for these work tasks.
4. Funding to construct and maintain trash capture projects to satisfy MS4 permit requirements.

Water Utility

1. Recent curtailments to surface water rights and purchases have exposed long-term source water weaknesses in the system. Construction of well-head treatment facilities at selected Enterprise wells to remove iron, manganese, and arsenic from water will result in significantly improved water quality in the Enterprise Pressure Zone and increased production capacity throughout the City with the construction of the Cypress Booster Pump Station. Treated well water is to be blended with water from untreated wells to reduce the concentration of contaminants to acceptable levels. Unlike surface water supplies, any additional groundwater source capacity is sheltered from drought or State of California induced curtailments.
2. Staffing levels within the water department have not increased on a level appropriate to the growth of the system. Several routine maintenance programs were established years ago to help assure the longevity and serviceability of the distribution system. The valve exercise program, hydrant maintenance program, and the meter replacement program are behind schedule due to workforce limitations. Additional staff are needed in order to address some of these deferred maintenance issues.

Solid Waste Utility

1. Since the construction of the Solid Waste Transfer and Recycling Facility in 1995, the City has expanded its recycling programs. Increased focus on recycling and mandatory diversion requirements has resulted in better participation. This has created an issue regarding available space for receiving, storing and processing recyclables. By expanding the Southwest portion of the processing building, sufficient space would be added to expand the sorting lines of the Materials Recovery Facility (MRF) and have an area for the staging of material to be processed. The estimated cost of this expansion project is \$3,346,800.
2. The State has adopted legislation that requires the recycling of organics. Currently, there are very limited options available for the recycling of food waste. The City and County have partnered to put out a Request for Proposals to have a consultant evaluate the viability of a regional recycling program that would include the recycling and processing of food waste. Should an option be deemed as viable for a local or regional solution or should the City determine to move forward on its own then a Food Waste to Energy project or Food Waste Composting project would be the next step. The estimated cost for such a project is \$9,273,600.

CITY OF REDDING BIENNIAL BUDGET
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3. Due to space constraints at the Solid Waste Transfer and Recycling Facility, staff proposed and City Council adopted a Facility Master Plan that identified options for expanding the current facility. One of the options to provide needed space for continued growth and expansion was to move the Marshalling Room, employee parking for drivers, and truck parking to the City owned property on the West side of Abernathy Lane, directly across from the current location. The estimated cost of this expansion is \$9,812,400.
4. Increased requirements for reporting, diversion, outreach and education, and new residential developments have created additional workloads that have pushed the limits of what can be accomplished with the current staffing level. The Utility has reached the point where additional staff is needed on both collection and administration sides of the operation.

Airports

1. Deferred maintenance on airport buildings owned by the City totals nearly \$700,000. In addition, airport's parking lots and surface roads are in bad shape. The total estimated need to repave and resurface the Benton Airport parking lot, the Redding Municipal Lot, and repave the road to Civil Air Patrol and FedEx facilities, is estimated to be \$2.35 million dollars.
2. The rental car lot at the Redding Municipal Airport needs to be expanded along with the replacement of the rental car wash facility. The estimated cost of repair is \$1.4 million dollars.
3. Landscaping is in poor condition at both Airports and needs to be remodified. Also, drainage ditch improvements at the Redding Municipal are necessary. Total cost of modifications is \$770,000.
4. Reconstruction of Woodrum Circle, Municipal Blvd, Flight Ave, and replacement of terminal building and access road signage at the Redding Municipal Airport are badly needed. The estimated cost of reconstruction is \$4.81 million dollars.
5. Overhead utilities at the Benton Airpark located within hangar areas need to be converted underground. Estimated cost of the project is \$135,000.

Fleet Maintenance

1. Since the time the Fleet Shop was designed and built, the size of some of the equipment the City has acquired is larger in size and barely fits under the roll-up doors for entry in to the Shop. Raising the height of the Shop doors would allow easier access and limit the chance of accidentally striking the doors and causing damage. The estimated cost of the project is \$ 30,960.

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Streets Division

1. 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. The current backlog of pavement needs totals over \$30.9 million in order to bring the entire system to a “very good” rating of 80 out of a 100 scale. That backlog is expected to grow to over \$54.3 million by 2022 if no other resources are allocated. The current pavement condition index system wide is rated a 48 with residential and collector streets falling in the “poor” category. To maintain the current rating, an investment of \$3.1 million annually is needed. The adopted budget allocates less than \$2 million per year investment in overlay. It is estimated that over \$7.5 million per year is needed to bring the entire system to an ideal rating that would only require minor maintenance to preserve.
2. Pedestrian facilities are experiencing deterioration and need continual repair and replacement. There are many gaps in the system that need new sidewalk and other enhancements. Americans with Disabilities Act compliance for curb ramps and connectivity with no additional revenue adds significant costs to all street work capital projects. This diminishes the funds available for pavement maintenance.

Parking Division

1. An investment of \$210,000 is needed to replace vandalized and stolen parking meters with programmable electronic meters. In order for the City Council to consider meter rate changes, an additional investment of \$40,000 is needed to convert existing mechanical meters to programmable electronic meters.
2. The public parking lots are in need of pavement overlay and preservation applications.

APPENDIX

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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.

CITY OF REDDING BIENNIAL BUDGET
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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.

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DIVISION

A sub-unit of a department representing a specific grouping of activities within a department, such as Administration, Operations, or Services. In the 14-digit accounting code structure, the division is identified by the second three-digit number, e.g. 000-XXX-00-0000-00.

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 14 digit accounting code structure as the last six digits, e.g., 000-000-00-XXXX-XX.

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 14 digit accounting code structure as the first three digits, e.g., XXX-000-00-0000-00.

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.

CITY OF REDDING BIENNIAL BUDGET
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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 on 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.

LOW AND MODERATE INCOME HOUSING ASSET FUND (LMIHAF)

A fund created pursuant to California Assembly Bill No. 1484 (Community Redevelopment) to be used in accordance with applicable housing-related provisions of the Community Redevelopment Law.

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.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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.

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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.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

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:

1. **Fleet Maintenance Fund** - This fund was established to account for all motorized and communications equipment utilization by City departments.
2. **Information Technology and Geographic Information Fund** - This fund was established to account for 1.) the data processing activities utilized by all City departments, and 2.) maintaining the City's geographic information system.
3. **General Support Services Fund** - This fund was established to account for general support services utilized by all City departments.
4. **Risk Management Fund** - This fund was established to account for the self-insurance activities of the City associated with general liability and workers compensation.
5. **Building Maintenance Fund** - This fund was established to account for the day-to-day maintenance of buildings, including janitorial, air conditioning, gardening and upkeep.
6. **Records Management** - This fund was established to account for the cost associated with maintaining the City's records system.
7. **Employer Services** - This fund was established to account for employment related costs such as union negotiations and hiring costs.
8. **Communications**- This fund was established to account for costs associated with maintaining the city's telephone and radio systems.
9. **Reprographics** - This fund was established to account for the costs associated with printing, mailing, sorting, and delivery of main and in-house documents.
10. **Volunteer Services** - This fund was established to account for costs associated with the City's volunteer worker program.
11. **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.
12. **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.
13. **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 BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

**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	1

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:
 - o Encourage community involvement;
 - o Foster economic development to enhance the tax base and retain and create employment opportunities;
 - o Strengthen our neighborhoods through service delivery and cooperation with neighborhood groups; and
 - o Strengthen City government as an organization dedicated to serving the people of Redding.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
BUDGET SERVICE LEVEL GOALS	90-160	403	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:
 - Office automation and computer applications that increase productivity;
 - Equipment modernization;
 - Work-hour simplification;
 - Risk management/employee safety;
 - Preventative maintenance;
 - Energy conservation;
 - Life-cycle costing and purchasing of equipment;
 - Lease-purchase options for high-cost equipment purchases which reduce operating expenses;
 - Performance planning, reporting, and evaluation;
 - Employee training; and
 - 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 BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

**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 BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

**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.

Amended April 15, 2008, by Resolution No. 2008-35

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

**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 BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

CITY OF REDDING, CALIFORNIA COUNCIL POLICY				
SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
SUPPLEMENTAL BUDGET APPROPRIATIONS	96-051	417	03-19-96	1
<p><u>BACKGROUND</u></p> <p>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.</p> <p><u>PURPOSE</u></p> <p>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.</p> <p><u>POLICY</u></p> <p>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.</p> <p><u>PROCEDURE</u></p> <p>Budget amendments such as those described above shall be approved in the same manner as Appropriation Transfer Requests (reference Council Policy 401).</p>				

**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:

1. 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.
2. There shall be no net effect on the General Fund’s Ten-Year Plan or the City’s overall budget.
3. 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 postclosure 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	3

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 BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

**CITY OF REDDING, CALIFORNIA
COUNCIL POLICY**

SUBJECT	RESOLUTION NUMBER	POLICY NUMBER	EFFECTIVE DATE	PAGE
DEBT POLICY	08-36	426	04/15/08	4

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).
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.
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.
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.
14. The term of long-term debt instruments will not exceed the legal life of the asset or thirty years, whichever is less.
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.
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.

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REDDING AREA BUS AUTHORITY

**REDDING AREA BUS AUTHORITY
FY 2019-20 ADOPTED BUDGET
REVENUES**

ACCOUNTS	2018-19 Budgeted	2019-20 Projected	2019-20 +/-	2020-21 Projected	2020-21 +/-	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-26 Projected	Inflation Factor	EXPLANATION
Expenses												
4010 Fixed Route Fares	\$ 700,000	\$ 690,000	\$ (10,000)	\$ 710,000	\$ 20,000	\$ 717,000	\$ 724,271	\$ 731,514	\$ 738,829	\$ 746,217	1.00%	With no proposed rate increases - 1.0% ridership increase
4020 Demand Response Fares	\$ 170,000	\$ 175,000	\$ 5,000	\$ 178,000	\$ 3,000	\$ 179,780	\$ 181,578	\$ 183,394	\$ 185,228	\$ 187,080	1.00%	With no proposed rate increases - 2.0% ridership increase
4030 Rural Service (Burney Express)	\$ 29,000	\$ 25,000	\$ (4,000)	\$ 25,000	\$ -	\$ 25,250	\$ 25,503	\$ 25,758	\$ 26,015	\$ 26,275	1.00%	Burney Express Farebox Revenue - 0.0% ridership increase
4050 Charter Service	\$ 1,000	\$ -	\$ (1,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	Charter Service - Requested
4060 Aux Transit Revenue	\$ 60,000	\$ 75,000	\$ 15,000	\$ 78,000	\$ 3,000	\$ 79,950	\$ 81,949	\$ 83,997	\$ 86,097	\$ 88,250	2.50%	Outside of bus & shelter advertising
3100 Real Estate/Lease Rentals	\$ 18,000	\$ 20,000	\$ 2,000	\$ 21,000	\$ 1,000	\$ 21,420	\$ 21,848	\$ 22,285	\$ 22,731	\$ 23,186	2.00%	Greyhound DTC Lease Rental
9110 Investment Income	\$ 1,715	\$ 1,500	\$ (215)	\$ 1,700	\$ 200	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	2.00%	Interest from cash accounts
9100 Miscellaneous Revenue	\$ 7,000	\$ 7,000	\$ -	\$ 7,000	\$ -	\$ 7,140	\$ 7,283	\$ 7,428	\$ 7,577	\$ 7,729	2.00%	Vending Machines & Miscellaneous Revenue
6501 Shasta County - Burney Express	\$ 217,000	\$ 225,000	\$ 8,000	\$ 231,000	\$ 6,000	\$ 236,775	\$ 242,694	\$ 248,762	\$ 254,981	\$ 261,355	2.50%	Burney Express Operations Contract
6502 Shasta County Operating (5311-JPA)	\$ 247,200	\$ 328,300	\$ 81,100	\$ 339,000	\$ 10,700	\$ 347,475	\$ 356,162	\$ 365,066	\$ 374,193	\$ 383,547	2.50%	Shasta County Contracted Service (JPA)
2650/63 5307 - Federal Operating	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 1,000,000	\$ (500,000)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		Federal funds for operations. Yearly allocation.
1200/63 TDA Operating	\$ 3,297,270	\$ 3,546,700	\$ 249,430	\$ 4,089,217	\$ 542,517	\$ 4,209,660	\$ 4,332,894	\$ 4,458,985	\$ 4,587,998	\$ 4,720,003		State funds for operations. Includes funds from JPA Members
TOTAL OPERATING REVENUE	\$ 6,248,185	\$ 6,593,500	\$ 345,315	\$ 6,679,917	\$ 86,417	\$ 6,826,284	\$ 6,975,950	\$ 7,128,993	\$ 7,285,489	\$ 7,445,519		
Capital Outlay												
2650/70 5307 Federal-Capital	\$ 200,000	\$ 43,000	\$ (157,000)	\$ 388,800	\$ 345,800	\$ 1,200,000	\$ 600,000	\$ 300,000	\$ 399,000	\$ 238,400		Federal funds for capital purchases inc.; Vehicles, IT, Facility, Etc. Requires 20% local Match
2650/70 5339 Federal-Capital	\$ 310,400	\$ 300,000	\$ (10,400)	\$ 300,000	\$ -	\$ 100,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 200,000		Federal funds for buses and bus facilities. Requires 20% Local Match
2650/70 5399C Federal Lo-No	\$ 746,460	\$ -	\$ (746,460)	\$ -	\$ -	\$ -	\$ 900,000	\$ 800,000	\$ 800,000	\$ 1,000,000		Federal funds - Competitive grant program for lo-no vehicles and equipment
1200 TDA Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 188,400	\$ -	\$ 126,000	\$ 188,000	\$ 14,600		
2650/70 ARRA Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
1200 PTMISEA/CalIOES - Prop1B CA	\$ 149,290	\$ 85,000	\$ (64,290)	\$ 172,200	\$ 87,200	\$ 97,600	\$ 290,000	\$ -	\$ -	\$ -		Shasta Prop1B funding for capital projects. 2008-2017. Carry-forward funds
TOTAL CAPITAL REVENUE	\$ 1,406,150	\$ 428,000	\$ (978,150)	\$ 861,000	\$ 433,000	\$ 1,586,000	\$ 1,990,000	\$ 1,426,000	\$ 1,487,000	\$ 1,453,000		
TOTAL REVENUES	\$ 7,654,335	\$ 7,021,500	\$ (632,835)	\$ 7,540,917	\$ 519,417	\$ 8,412,284	\$ 8,965,950	\$ 8,554,993	\$ 8,772,489	\$ 8,898,519		

**REDDING AREA BUS AUTHORITY
FY 2019-20 ADOPTED BUDGET
EXPENSES**

ACCOUNTS	2018-19	2019-20	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Inflation	EXPLANATION
Expenses	Budgeted	Adopted	+ (-)	Projected	+ (-)	Projected	Projected	Projected	Projected	Projected	Factor	
1950 Personnel	\$ 359,120	\$ 391,540	\$ 32,420	\$ 405,110	\$ 13,570	\$ 417,263	\$ 429,781	\$ 442,675	\$ 455,955	\$ 469,634	3.00%	EO, Manager, Planner, Finance, Admin and Police
2252 Security Contracts	\$ 134,540	\$ 139,050	\$ 4,510	\$ 143,200	\$ 4,150	\$ 147,496	\$ 151,921	\$ 156,479	\$ 161,173	\$ 166,008	3.00%	Security Contract - DTC, other
2253 Professional Services/Consult	\$ 32,700	\$ 70,000	\$ 37,300	\$ 25,000	\$ (45,000)	\$ 25,500	\$ 26,010	\$ 26,530	\$ 27,061	\$ 27,602	2.00%	Consultant Support/Short Range Transit Plans
2257 Landscape Maintenance	\$ 28,700	\$ 10,000	\$ (18,700)	\$ 10,000	\$ -	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	3.00%	Landscape materials for facilities
2274 Vehicle Fuel/Lubricant	\$ 665,000	\$ 700,000	\$ 35,000	\$ 700,000	\$ -	\$ 717,500	\$ 735,438	\$ 753,823	\$ 772,669	\$ 791,986	2.50%	
2276 Vehicle Repair/Maintenance	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,250	\$ 10,506	\$ 10,769	\$ 11,038	\$ 11,314	2.50%	Accounts 2274 - 2279 represent general repair for transit vans/coaches
2277 Vehicle Tires/Tubes	\$ 56,650	\$ 70,000	\$ 13,350	\$ 70,000	\$ -	\$ 71,400	\$ 72,828	\$ 74,285	\$ 75,770	\$ 77,286	2.00%	
2279 Vehicle Parts/Supplies	\$ 350,000	\$ 350,000	\$ -	\$ 350,000	\$ -	\$ 357,000	\$ 364,140	\$ 371,423	\$ 378,851	\$ 386,428	2.00%	Vehicle parts and supplies for buses and vans
2291 Utility Expense	\$ 124,900	\$ 100,000	\$ (24,900)	\$ 103,000	\$ 3,000	\$ 105,575	\$ 108,214	\$ 110,920	\$ 113,693	\$ 116,535	2.50%	Maintenance Facility and DTC utilities
2311 Communication Expense	\$ 77,500	\$ 75,000	\$ (2,500)	\$ 75,000	\$ -	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413	\$ 86,946	3.00%	RABA Phones/Radios/Internet & Equipment
2331 Purchased Transportation	\$ 3,860,650	\$ 4,013,330	\$ 152,680	\$ 4,093,597	\$ 80,267	\$ 4,175,469	\$ 4,258,978	\$ 4,344,157	\$ 4,431,041	\$ 4,519,661	2.00%	Contract Operator
2332 Contract Services	\$ 27,730	\$ 60,000	\$ 32,270	\$ 60,000	\$ -	\$ 61,200	\$ 62,424	\$ 63,672	\$ 64,946	\$ 66,245	2.00%	Misc. contracts for Pest Control, HVAC, Electric, etc.
2443 Printing Outside	\$ 30,000	\$ 45,000	\$ 15,000	\$ 45,000	\$ -	\$ 45,900	\$ 46,818	\$ 47,754	\$ 48,709	\$ 49,684	2.00%	Route maps, transit brochures, passes, etc.
2444 Operating Materials/Supplies	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,250	\$ 10,506	\$ 10,769	\$ 11,038	\$ 11,314	2.50%	General operating materials and supplies
2447 Software	\$ 3,000	\$ 60,000	\$ 57,000	\$ 60,000	\$ -	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531	\$ 69,556	3.00%	Real-Time application and vehicle location
2451 Permit Fees	\$ 5,200	\$ 5,000	\$ (200)	\$ 5,000	\$ -	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	3.00%	NPDES fees for permits and monitoring
2472 Advertising/Promotions	\$ 45,000	\$ 45,000	\$ -	\$ 45,000	\$ -	\$ 45,900	\$ 46,818	\$ 47,754	\$ 48,709	\$ 49,684	2.00%	Marketing/media advertising-newspaper/radio/TV
2473 Books/Dues/Subscriptions	\$ 17,200	\$ 17,500	\$ 300	\$ 17,500	\$ -	\$ 17,850	\$ 18,207	\$ 18,571	\$ 18,943	\$ 19,321	2.00%	Dues for transit organizations, subscriptions, etc.
2475 Insurance Expense	\$ 40,000	\$ 50,000	\$ 10,000	\$ 50,000	\$ -	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275	\$ 57,964	3.00%	E/O for Board, Liability, Facilities
2480 Other Allowances	\$ 3,000	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	2.00%	Allowance for board member monthly meetings
2599 Building Repair/Maintenance	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,250	\$ 10,506	\$ 10,769	\$ 11,038	\$ 11,314	2.50%	Building repairs-windows, minor repairs, etc.
2641 Civic Center Rent	\$ 16,110	\$ 16,110	\$ -	\$ 16,110	\$ -	\$ 16,110	\$ 16,110	\$ 16,110	\$ 16,110	\$ 16,110	0.00%	RABA allocated share (no change)
2671 Travel Expenses	\$ 7,000	\$ 8,000	\$ 1,000	\$ 8,000	\$ -	\$ 8,080	\$ 8,161	\$ 8,242	\$ 8,325	\$ 8,408	1.00%	Travel for conferences/seminars
City Interdepartmental Charges												
2001 Cost Allocation Plan	\$ 77,210	\$ 55,160	\$ (22,050)	\$ 56,810	\$ 1,650	\$ 58,230	\$ 59,686	\$ 61,178	\$ 62,708	\$ 64,275	2.50%	Interdepartmental charges/City allocation support
2104 Fix Charge - Information Systems	\$ 12,410	\$ 38,100	\$ 25,690	\$ 40,080	\$ 1,980	\$ 41,082	\$ 42,109	\$ 43,162	\$ 44,241	\$ 45,347	2.50%	Support needed to run computer equipment
2105 Fix Charge - Reprographics	\$ 4,510	\$ 3,290	\$ (1,220)	\$ 4,060	\$ 770	\$ 4,162	\$ 4,266	\$ 4,372	\$ 4,481	\$ 4,594	2.50%	Provides some brochures/informational material
2106 Fix Charge - Fleet	\$ 165	\$ 160	\$ (5)	\$ 160	\$ -	\$ 164	\$ 168	\$ 172	\$ 177	\$ 181	2.50%	Based on usage
2107 Fix Charge - Risk Mgmt.	\$ 4,735	\$ 2,270	\$ (2,465)	\$ 3,790	\$ 1,520	\$ 3,885	\$ 3,982	\$ 4,081	\$ 4,183	\$ 4,288	2.50%	Claims/Insurance
2108 Fix Charge - Records Mgmt.	\$ 1,980	\$ 2,790	\$ 810	\$ 2,940	\$ 150	\$ 3,014	\$ 3,089	\$ 3,166	\$ 3,245	\$ 3,326	2.50%	Based on usage
2109 Fix Charge - Communications	\$ 39,770	\$ 25,520	\$ (14,250)	\$ 35,650	\$ 10,130	\$ 36,541	\$ 37,455	\$ 38,391	\$ 39,351	\$ 40,335	2.50%	Based on number of radios/telephones
2112 Fix Charge - Public Works	\$ 118,225	\$ 136,840	\$ 18,615	\$ 141,500	\$ 4,660	\$ 145,038	\$ 148,663	\$ 152,380	\$ 156,190	\$ 160,094	2.50%	RABA Oversight (Dir, Asst Dir)
2113 Fix Charge - NPDES	\$ 11,890	\$ 13,540	\$ 1,650	\$ 12,160	\$ (1,380)	\$ 12,160	\$ 12,160	\$ 12,160	\$ 12,160	\$ 12,160	0.00%	Municipal/Industrial Permit Compliance
2116 Fix Charge - GIS	\$ 61,195	\$ 54,160	\$ (7,035)	\$ 65,010	\$ 10,850	\$ 66,635	\$ 68,301	\$ 70,009	\$ 71,759	\$ 73,553	2.50%	Based on usage
2117 Fix Charge - Volunteer	\$ 125	\$ 250	\$ 125	\$ 300	\$ 50	\$ 308	\$ 315	\$ 323	\$ 331	\$ 339	2.50%	Overhead charge for other divisions
2118 Fix Charge - Personnel	\$ 850	\$ 1,800	\$ 950	\$ 1,850	\$ 50	\$ 1,896	\$ 1,944	\$ 1,992	\$ 2,042	\$ 2,093	2.50%	Based on usage
2162 Variable Charge - Mail	\$ 1,120	\$ 1,090	\$ (30)	\$ 1,090	\$ -	\$ 1,117	\$ 1,145	\$ 1,174	\$ 1,203	\$ 1,233	2.50%	Postage, interoffice
Total Operating Expenses	\$ 6,248,185	\$ 6,593,500	\$ 345,315	\$ 6,679,917	\$ 86,417	\$ 6,826,384	\$ 6,975,950	\$ 7,128,993	\$ 7,285,489	\$ 7,445,519		
Capital Outlay	\$ 1,406,150	\$ 428,000	\$ (978,150)	\$ 861,000	\$ 433,000	\$ 1,586,000	\$ 1,985,000	\$ 1,426,000	\$ 1,487,000	\$ 1,453,000		See Long-Range Capital Plan
TOTAL EXPENSES	\$ 7,654,335	\$ 7,021,500	\$ (632,835)	\$ 7,540,917	\$ 519,417	\$ 8,412,384	\$ 8,960,950	\$ 8,554,993	\$ 8,772,489	\$ 8,898,519		

REDDING AREA BUS AUTHORITY
FY 2019-26 Adopted 7-Year Plan
REVENUES

ACCOUNTS	2018-19 Budgeted	2019-20 Projected	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-26 Projected	Projected Increase	EXPLANATION
4010 Fixed Route Fares	\$ 700,000	\$ 690,000	\$ 710,000	\$ 717,100	\$ 724,271	\$ 731,514	\$ 738,829	\$ 746,217	1.0%	With no proposed rate increases - 1.0% ridership increase
4020 Demand Response Fares	\$ 170,000	\$ 175,000	\$ 178,000	\$ 179,780	\$ 181,578	\$ 183,384	\$ 185,228	\$ 187,080	1.0%	With no proposed rate increases - 2.0% ridership increase
4030 Rural Service (Burney Express)	\$ 29,000	\$ 25,000	\$ 25,000	\$ 25,250	\$ 25,503	\$ 25,758	\$ 26,015	\$ 26,275	1.0%	Burney Express Farebox Revenue - 0.0% ridership increase
4050 Charter Service	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	Charter Service - Requested
4060 Aux Transit Revenue	\$ 60,000	\$ 75,000	\$ 78,000	\$ 79,950	\$ 81,949	\$ 83,997	\$ 86,097	\$ 88,250	2.5%	Outside of bus & shelter advertising
3100 Real Estate/Lease Rentals	\$ 18,000	\$ 20,000	\$ 21,000	\$ 21,420	\$ 21,848	\$ 22,285	\$ 22,731	\$ 23,186	2.0%	Greyhound DTC Lease Rental
9110 Investment Income	\$ 1,715	\$ 1,500	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877	2.0%	Interest from cash accounts
9100 Miscellaneous Revenue	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,140	\$ 7,283	\$ 7,428	\$ 7,577	\$ 7,729	2.0%	Vending Machines & Miscellaneous Revenue
6501 Shasta County - Burney Express	\$ 217,000	\$ 225,000	\$ 231,000	\$ 236,775	\$ 242,694	\$ 248,762	\$ 254,981	\$ 261,355	2.5%	Burney Express Operations Contract
6502 Shasta County Operating (5311-IPA)	\$ 247,200	\$ 328,300	\$ 339,000	\$ 347,475	\$ 356,162	\$ 365,066	\$ 374,193	\$ 383,547	2.5%	Shasta County Contracted Service (IPA)
Total	\$ 1,450,915	\$ 1,546,800	\$ 1,590,700	\$ 1,616,624	\$ 1,643,056	\$ 1,670,008	\$ 1,697,490	\$ 1,725,516		
Operating Revenue										
2650/63 Federal (5307)	\$ 1,500,000	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		Federal funds for operations. Yearly allocation.
1200/63 TDA	\$ 3,297,270	\$ 3,546,700	\$ 4,089,217	\$ 4,209,660	\$ 4,332,894	\$ 4,458,985	\$ 4,587,998	\$ 4,720,003		State funds for operations. Includes funds from JPA Members
Total	\$ 4,797,270	\$ 5,046,700	\$ 5,089,217	\$ 5,209,660	\$ 5,332,894	\$ 5,458,985	\$ 5,587,998	\$ 5,720,003		
Capital Revenue										
2650/70 5307 Federal-Capital	\$ 200,000	\$ 43,000	\$ 388,800	\$ 1,200,000	\$ 600,000	\$ 300,000	\$ 399,000	\$ 238,400		Federal funds for capital purchases inc.: Vehicles, IT, Facility, Etc. Requires 20% local Match
2650/70 5339 Federal-Capital	\$ 310,400	\$ 300,000	\$ 300,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 200,000		Federal funds for buses and bus facilities. Requires 20% Local Match
2650/70 5339c Federal-Lo-No	\$ 746,460	\$ -	\$ -	\$ -	\$ 900,000	\$ 800,000	\$ 800,000	\$ 1,000,000		Federal funds - Competitive grant program for lo-no vehicles and equipment
1200 TDA Capital	\$ -	\$ -	\$ -	\$ 188,400	\$ -	\$ 126,000	\$ 188,000	\$ 14,600		TDA funds to cover match portion of FTA grants
2650/70 ARRA Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
1200 PTMISEA/ChIOES - Prop1B CA	\$ 149,290	\$ 85,000	\$ 172,200	\$ 97,600	\$ 290,000	\$ -	\$ -	\$ -		Stata Prop1B funding for capital projects. 2008-2017. Carry-forward funds
Total	\$ 1,406,150	\$ 428,000	\$ 861,000	\$ 1,586,000	\$ 1,990,000	\$ 1,426,000	\$ 1,487,000	\$ 1,453,000		
TOTAL REVENUES	\$ 7,654,335	\$ 7,021,500	\$ 7,540,917	\$ 8,412,284	\$ 8,965,950	\$ 8,554,993	\$ 8,772,489	\$ 8,898,519		

REDDING AREA BUS AUTHORITY
FY 2019-26 Adopted 7-Year Plan
EXPENSES

ACCOUNT'S Expenses	2018-19 Budgeted	2019-20 Adopted	2020-21 Projected	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-26 Projected	Inflation Factor	EXPLANATION
Personnel										
1950 Personnel	\$ 359,120	\$ 391,540	\$ 405,110	\$ 417,263	\$ 429,781	\$ 442,675	\$ 455,955	\$ 469,634	3.0%	EO, Manager, Planner, Finance, Admin and Police
Operating/Materials										
2252 Security Contracts	\$ 134,540	\$ 139,050	\$ 143,200	\$ 147,496	\$ 151,921	\$ 156,479	\$ 161,173	\$ 166,008	3.0%	Security Contract - DTC, other
2253 Professional Services/Consult	\$ 32,700	\$ 70,000	\$ 25,000	\$ 25,500	\$ 26,010	\$ 26,530	\$ 27,061	\$ 27,602	2.0%	Consultant Support/Short Range Transit Plans
2257 Landscape Maintenance	\$ 28,700	\$ 10,000	\$ 10,000	\$ 10,300	\$ 10,600	\$ 10,927	\$ 11,255	\$ 11,593	3.0%	Landscape materials for facilities
2274 Vehicle Fuel/Lubricant	\$ 665,000	\$ 700,000	\$ 700,000	\$ 717,500	\$ 735,438	\$ 753,823	\$ 772,669	\$ 791,986	2.5%	Accounts 2274 - 2279 represent general repair abd tires for transit vans/buses
2276 Vehicle Repair/Maintenance	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,250	\$ 10,500	\$ 10,769	\$ 11,038	\$ 11,314	2.5%	
2277 Vehicle Tires/Tubes	\$ 56,650	\$ 70,000	\$ 70,000	\$ 71,400	\$ 72,828	\$ 74,285	\$ 75,770	\$ 77,286	2.0%	
2279 Vehicle Parts/Supplies	\$ 350,000	\$ 350,000	\$ 350,000	\$ 357,000	\$ 364,140	\$ 371,423	\$ 378,851	\$ 386,428	2.0%	Vehicle parts and supplies for buses and vans
2291 Utility Expense	\$ 124,900	\$ 100,000	\$ 103,000	\$ 105,575	\$ 108,214	\$ 110,920	\$ 113,693	\$ 116,535	2.5%	Maintenance Facility and DTC utilities
2311 Communication Expense	\$ 77,500	\$ 75,000	\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413	\$ 86,946	2.0%	RABA Phones/Radios/Internet & Equipment
2331 Purchased Transportation	\$ 3,860,650	\$ 4,013,330	\$ 4,093,597	\$ 4,175,469	\$ 4,258,978	\$ 4,344,157	\$ 4,431,041	\$ 4,519,661	3.0%	Contract Operator
2332 Contract Services	\$ 27,730	\$ 60,000	\$ 60,000	\$ 61,200	\$ 62,424	\$ 63,672	\$ 64,946	\$ 66,245	2.0%	Misc. contracts for Pest Control, HVAC, Electric, etc.
2443 Printing Outside	\$ 30,000	\$ 45,000	\$ 45,000	\$ 45,900	\$ 46,818	\$ 47,754	\$ 48,709	\$ 49,684	2.0%	Route maps, transit brochures, passes, etc.
2444 Operating Materials/Supplies	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,250	\$ 10,500	\$ 10,769	\$ 11,038	\$ 11,314	2.5%	General operating materials and supplies
2447 Software	\$ 3,000	\$ 6,000	\$ 6,000	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531	\$ 69,556	3.0%	Real-Time application and vehicle location
2451 Permit Fees	\$ 5,200	\$ 5,000	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	3.0%	NPDES fees for permits and monitoring
2472 Advertising/Promotions	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,900	\$ 46,818	\$ 47,754	\$ 48,709	\$ 49,684	2.0%	Marketing/media advertising-newspaper/radio/TV
2473 Books/Dues/Subscriptions	\$ 17,200	\$ 17,500	\$ 17,500	\$ 17,850	\$ 18,207	\$ 18,571	\$ 18,943	\$ 19,321	2.0%	Dues for transit organizations, subscriptions, etc.
2485 Insurance Expense	\$ 40,000	\$ 50,000	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 56,275	\$ 57,964	3.0%	E/O for Board, Liability, Facilities
2486 Other Allowances	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,060	\$ 3,121	\$ 3,184	\$ 3,247	\$ 3,312	2.0%	Allowance for Board member monthly meetings
2599 Building Repair/Maintenance	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,250	\$ 10,500	\$ 10,769	\$ 11,038	\$ 11,314	2.5%	Building repairs--windows, minor repairs, etc.
2641 Civic Center Rent	\$ 16,110	\$ 16,110	\$ 16,110	\$ 16,110	\$ 16,110	\$ 16,110	\$ 16,110	\$ 16,110	0.0%	RABA allocated share (no change)
2671 Travel Expenses	\$ 7,000	\$ 8,000	\$ 8,000	\$ 8,080	\$ 8,161	\$ 8,242	\$ 8,325	\$ 8,408	1.0%	Travel for conferences/seminars
Total Operating/Materials	\$ 5,914,000	\$ 6,258,530	\$ 6,314,517	\$ 6,452,053	\$ 6,592,668	\$ 6,736,432	\$ 6,883,418	\$ 7,033,701		
City Interdepartmental Charges										
2001 Cost Allocation Plan	\$ 77,210	\$ 55,160	\$ 56,810	\$ 58,230	\$ 59,686	\$ 61,178	\$ 62,708	\$ 64,275	2.5%	Interdepartmental charges/City allocation support
2104 Fix Charge - Information Systems	\$ 12,410	\$ 38,100	\$ 40,980	\$ 41,082	\$ 42,109	\$ 43,162	\$ 44,241	\$ 45,347	2.5%	Support needed to run computer equipment
2105 Fix Charge - Reprographics	\$ 4,510	\$ 3,290	\$ 4,060	\$ 4,162	\$ 4,266	\$ 4,372	\$ 4,481	\$ 4,594	2.5%	Provides some brochures/informational material
2106 Fix Charge - Fleet	\$ 165	\$ 160	\$ 160	\$ 164	\$ 168	\$ 172	\$ 177	\$ 181	2.5%	Based on usage
2107 Fix Charge - Risk Mgmt	\$ 4,735	\$ 2,270	\$ 3,790	\$ 3,885	\$ 3,982	\$ 4,081	\$ 4,183	\$ 4,288	2.5%	Claims/insurance
2108 Fix Charge - Records Mgmt	\$ 1,980	\$ 2,790	\$ 2,940	\$ 3,014	\$ 3,089	\$ 3,166	\$ 3,245	\$ 3,326	2.5%	Based on usage
2109 Fix Charge - Communications	\$ 39,770	\$ 25,520	\$ 35,650	\$ 36,541	\$ 37,455	\$ 38,391	\$ 39,351	\$ 40,335	2.5%	Based on number of radios/telephones
2112 Fix Charge - Public Works	\$ 118,225	\$ 136,840	\$ 141,500	\$ 145,038	\$ 148,663	\$ 152,380	\$ 156,190	\$ 160,094	2.5%	RABA Oversight (Dir, Asst Dir)
2113 Fix Charge - NPDES	\$ 11,890	\$ 13,540	\$ 12,160	\$ 12,160	\$ 12,160	\$ 12,160	\$ 12,160	\$ 12,160	0.0%	Municipal/Industrial Permit Compliance
2116 Fix Charge - GIS	\$ 61,195	\$ 54,160	\$ 65,010	\$ 66,635	\$ 68,301	\$ 70,009	\$ 71,759	\$ 73,553	2.5%	Based on usage
2117 Fix Charge - Volunteer	\$ 125	\$ 250	\$ 300	\$ 308	\$ 315	\$ 323	\$ 331	\$ 339	2.5%	Overhead charge for other divisions
2118 Fix Charge - Personnel	\$ 850	\$ 1,800	\$ 1,850	\$ 1,896	\$ 1,944	\$ 1,992	\$ 2,042	\$ 2,093	2.5%	Based on usage
2162 Variable Charge - Mail	\$ 1,120	\$ 1,090	\$ 1,090	\$ 1,117	\$ 1,145	\$ 1,174	\$ 1,203	\$ 1,233	2.5%	Postage, interoffice
Total Interdepartmental	\$ 334,185	\$ 334,970	\$ 365,400	\$ 374,231	\$ 383,283	\$ 392,561	\$ 402,071	\$ 411,819		
Total Operating Expenses	\$ 6,248,185	\$ 6,593,500	\$ 6,679,917	\$ 6,826,284	\$ 6,975,950	\$ 7,128,993	\$ 7,285,489	\$ 7,445,519		
Capital Outlay	\$ 1,406,150	\$ 428,000	\$ 861,000	\$ 1,586,000	\$ 1,985,000	\$ 1,426,000	\$ 1,487,000	\$ 1,453,000		See Long-Range Capital Plan
TOTAL EXPENSES	\$ 7,654,335	\$ 7,021,500	\$ 7,540,917	\$ 8,412,284	\$ 8,960,950	\$ 8,554,993	\$ 8,772,489	\$ 8,898,519		

REDDING AREA BUS AUTHORITY
FY 2019-2026 Adopted 7-Year Plan
SUMMARY

ACCOUNTS	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Budgeted	Projected						
REVENUES								
Passenger Fares - Fixed Route	\$ 700,000	\$ 690,000	\$ 710,000	\$ 717,100	\$ 724,271	\$ 731,514	\$ 738,829	\$ 746,217
Passenger Fares - Demand Response	\$ 170,000	\$ 175,000	\$ 178,000	\$ 179,780	\$ 181,578	\$ 183,394	\$ 185,228	\$ 187,080
Passenger Fares - Burney Express	\$ 29,000	\$ 25,000	\$ 25,000	\$ 25,250	\$ 25,503	\$ 25,758	\$ 26,015	\$ 26,275
Other Fare Revenue (Charter/Adv./Lease/Vend./Misc.)	\$ 86,000	\$ 102,000	\$ 106,000	\$ 108,510	\$ 111,080	\$ 113,711	\$ 116,406	\$ 119,164
Other Revenue (Interest)	\$ 1,715	\$ 1,500	\$ 1,700	\$ 1,734	\$ 1,769	\$ 1,804	\$ 1,840	\$ 1,877
Shasta County (Burney Express/5311 JPA)	\$ 464,200	\$ 553,300	\$ 570,000	\$ 584,250	\$ 598,856	\$ 613,828	\$ 629,173	\$ 644,903
FTA - 5307 Operating	\$ 1,500,000	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
TDA - Operating	\$ 3,297,270	\$ 3,546,700	\$ 4,089,217	\$ 4,209,660	\$ 4,332,894	\$ 4,458,985	\$ 4,587,998	\$ 4,720,003
FTA - Capital (5307/5339/5339c)	\$ 1,256,860	\$ 343,000	\$ 688,800	\$ 1,300,000	\$ 1,700,000	\$ 1,300,000	\$ 1,299,000	\$ 1,438,400
TDA - Capital	\$ -	\$ -	\$ -	\$ 188,400	\$ -	\$ 126,000	\$ 188,000	\$ 14,600
Other - Capital (Prop 18) Carry-Forward Funds	\$ 149,290	\$ 85,000	\$ 172,200	\$ 97,600	\$ 290,000	\$ -	\$ -	\$ -
Other - FTAARRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	\$ 7,654,335	\$ 7,021,500	\$ 7,540,917	\$ 8,412,284	\$ 8,965,950	\$ 8,554,993	\$ 8,772,489	\$ 8,898,519

EXPENSES	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Budgeted	Projected						
Operating								
Personnel	\$ 359,120	\$ 391,540	\$ 405,110	\$ 417,263	\$ 429,781	\$ 442,675	\$ 455,955	\$ 469,634
Purchased Transportation (Transdev Contract)	\$ 3,860,650	\$ 4,013,330	\$ 4,093,597	\$ 4,175,469	\$ 4,258,978	\$ 4,344,157	\$ 4,431,041	\$ 4,519,661
Vehicle Expenses	\$ 1,081,650	\$ 1,130,000	\$ 1,130,000	\$ 1,156,150	\$ 1,182,912	\$ 1,210,300	\$ 1,238,329	\$ 1,267,014
Marketing/Advertising/Promotions	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,900	\$ 46,818	\$ 47,754	\$ 48,709	\$ 49,684
Other Operating Expenses	\$ 567,580	\$ 678,660	\$ 640,810	\$ 657,271	\$ 674,179	\$ 691,546	\$ 709,384	\$ 727,708
City Interdepartmental Charges	\$ 334,185	\$ 334,970	\$ 365,400	\$ 374,231	\$ 383,283	\$ 392,561	\$ 402,071	\$ 411,819
Total Operating	\$ 6,248,185	\$ 6,593,500	\$ 6,679,917	\$ 6,826,284	\$ 6,975,950	\$ 7,128,993	\$ 7,285,489	\$ 7,445,519
CAPITAL OUTLAY	\$ 1,406,150	\$ 428,000	\$ 861,000	\$ 1,586,000	\$ 1,985,000	\$ 1,426,000	\$ 1,487,000	\$ 1,453,000
TOTAL EXPENSES	\$ 7,654,335	\$ 7,021,500	\$ 7,540,917	\$ 8,412,284	\$ 8,960,950	\$ 8,554,993	\$ 8,772,489	\$ 8,898,519

Combined Fare Box Ratio - As Proposed 16.0%
SRTA Required Farebox Ratio 15.0%

15.3%	15.0%	15.5%	15.3%	15.2%	15.0%	15.0%	14.8%	14.7%
15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%

**Redding Area Bus Authority
Long-Term Capital Plan
2019 - 2026**

Capital Expense Item		Current Yr 2018-19	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Year 4 2022-23	Year 5 2023-24	Year 6 2024-25	Year 7 2025-26
Replacement Buses (35ft)	Number Cost	\$ 895,750 F	\$ - F	\$ - F	\$ - F	\$ 1,042,000 F	\$ 1,064,000 F	\$ 1,086,000 F	\$ 1,108,000 F
Replacement Vans	Number Cost	\$ 310,400 F	\$ 388,000 F	\$ 396,000 F	\$ 306,000 F	\$ 318,000 F	\$ 327,000 F	\$ 336,000 F	\$ 345,000 F
Replacement Vans (Burney)	Number Cost	\$ 200,000 F	\$ - F	\$ - F	\$ - F	\$ - F	\$ - F	\$ - F	\$ - F
Passenger Loading Improvements	Cost	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -
Downtown Transit Center	Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance Facility/Equipment	Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Radio/Communication Equipment	Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -
Property Acquisition	Cost	\$ -	\$ -	\$ 400,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -
Fare Equipment	Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Computer Equipment	Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -
Security Upgrades	Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer Facilities	Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Support Vehicles	Cost	\$ -	\$ 40,000	\$ 40,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Grant Administration	Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Capital Projects	Cost	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
Total Capital Costs		\$1,406,150	\$428,000	\$861,000	\$1,586,000	\$1,985,000	\$1,426,000	\$1,487,000	\$1,453,000

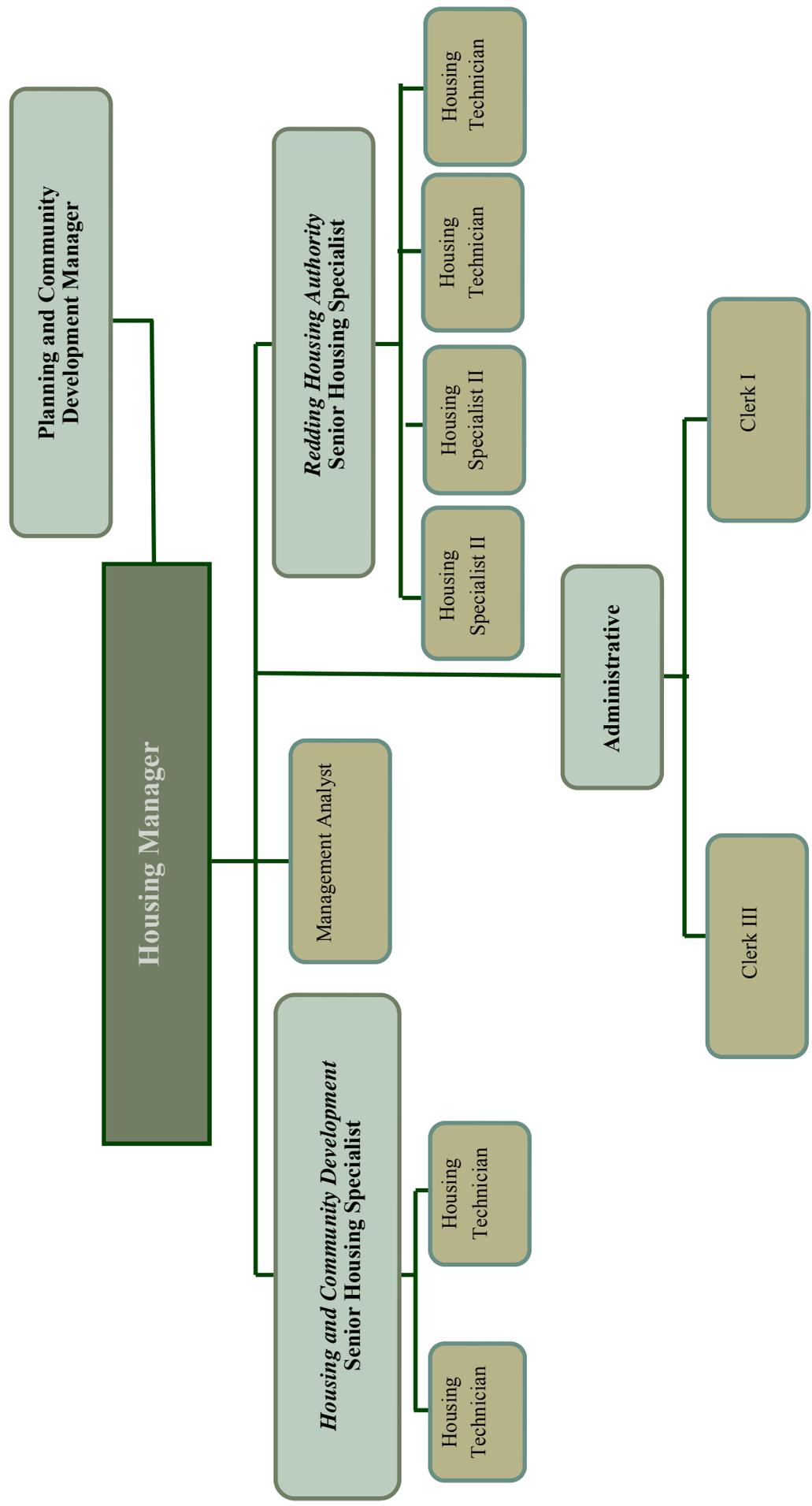
Fund Source

5307 Federal (Capital Asst.)	\$ 200,000	\$ 43,000	\$ 388,800	\$ 1,200,000	\$ 600,000	\$ 300,000	\$ 399,000	\$ 238,400
5339 Federal (Bus & Fac.)	\$ 310,400	\$ 300,000	\$ 300,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 200,000
5339c Federal (Lo/No)	\$ 746,460	\$ -	\$ -	\$ -	\$ 900,000	\$ 800,000	\$ 800,000	\$ 1,000,000
TDA - Capital Funds	\$ -	\$ -	\$ -	\$ 188,400	\$ -	\$ 126,000	\$ 188,000	\$ 14,600
Proposition 1B (Cal.OES S&S)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proposition 1B Funds (PTMISEA) Carry-Forward	\$ 149,290	\$ 85,000	\$ 172,200	\$ 97,600	\$ 285,000	\$ -	\$ -	\$ -

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REDDING HOUSING AUTHORITY

HOUSING DIVISION



CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

HOUSING AUTHORITY OF THE CITY OF REDDING

Overview

The Housing Authority of the City of Redding (RHA) administers the Section 8 Housing Choice Voucher (HCV) Program, a federal grant program funded through and administered by the United States Department of Housing and Urban Development (HUD). The HCV program is the federal government’s major program for assisting very low-income families, the elderly, and persons with disabilities to afford decent, safe and sanitary housing in the private market.

The RHA’s grant revenue from HUD consists of the following: HCV administrative fees, Housing Assistance Payments (HAP), and Family Self-Sufficiency (FSS) Coordinator funding. These funds are directly deposited each month into the RHA’s bank account based on a budget developed by HUD. In addition to the direct revenue received from HUD, RHA also receives HCV program fraud recovery revenue from current and previous program participants that are repaying assistance for which they were not entitled.

Projected funding for 2019-20 and 2020-21 budget years are conservatively forecasted based on projected HAP costs and the number of annual months leased. Program rules do not allow Housing Authorities to over-lease or overspend their allocated budget. Over-leasing occurs when actual annual unit months leased exceeds the total number of allocated baseline units. For RHA, our maximum annual unit months leased is 19,596 (18,816 for standard vouchers and 780 for Veteran’s Affairs Supportive Housing vouchers).

The RHA’s requested HCV and administrative budget for FY 2019-20 totals \$8,595,050, which represents an increase of \$25,520 from the FY 2018-19 amended budget of \$8,569,530. The FY 2020-21 requested budget totals \$9,228,780, which is \$633,730 more than the FY 2019-20 requested budget.

Description	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended*	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
RHA	\$ 8,389,461	\$ 8,558,820	\$ 8,569,530	\$ 8,595,050	\$ 25,520	\$ 9,228,780	\$ 633,730

*Excludes carryover amounts

The following table displays the Division’s budget divided into four main expenditure groups.

Division		Personnel	Materials, Supplies & Services	Capital Outlay	Debt Service	Total
RHA	FY 2020-21 Adopted	\$ 984,460	\$ 316,270	\$ 7,928,050	\$ -	\$ 9,228,780
	FY 2019-20 Adopted	\$ 865,780	\$ 312,660	\$ 7,416,610	\$ -	\$ 8,595,050
	FY 2018-19 Amended	\$ 929,540	\$ 310,580	\$ 7,329,410	\$ -	\$ 8,569,530
	FY 2017-18 Actual	\$ 780,312	\$ 298,358	\$ 7,310,791	\$ -	\$ 8,389,461

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Personnel

The Housing Division employees are shared between HCD and the Redding Housing Authority and include 13 full-time employees budgeted for FY 2019-20 and 2020-21. In the FY 2017-18 actual budget, the Housing Division was able to add one full-time position transferred from the Planning Division, in exchange for absorbing certain job duties and budgeting the difference through personnel cross charges. Staffing levels are projected to be constant throughout the 2019-20 and 2020-21 fiscal years.

The following table displays the Housing Division’s staffing for full-time and part-time employees.

Description		FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Adopted	Increase (Decrease)	FY 2020-21 Adopted	Increase (Decrease)
Housing Division	F/T	13.00	12.00	13.00	13.00	-	13.00	-
	P/T	-	-	-	-	-	-	-
	Total	13.00	12.00	13.00	13.00	-	13.00	-

Capital Outlay

Capital expenditures for RHA primarily consist of HAP assistance payments to households on the HCV program. The number of households to which the RHA may provide assistance is determined by HUD, and the HAP expenditures are reimbursed accordingly. Given the projection of available funding, expected program activity (based on full staffing to increase and maintain lease-up) and the average cost per unit, it is anticipated that 17,754 unit lease months will be realized during the 2019-20 fiscal year and 19,056 unit lease months will be realized in the 2020-2021 fiscal year. The HAP costs in the second year will be partially funded by HUD-held reserves. The requested Capital Outlay Budget for FY 2020-21 reflects an increase of \$511,440 from the adopted FY 2019-20 budget to account for the additional unit lease months.

Significant Issues

The administrative revenue projections for FY 2019-20 and FY 2020-21 are based on a per-voucher administrative reimbursement rate (pro-ratio) of 0.80, which is a slight increase from the FY 2018-19 factor of 0.78. It is anticipated that RHA will earn enough revenue to cover its administrative expenses over the next budget cycle. However, with regard to Capital Expenditures, it is anticipated that in FY 2020-21, the RHA will request funds from the HUD-held reserve account to cover increased leasing costs.

2017-19 Goals and Accomplishments

Goal

To administer the HCV Program in a manner consistent with HUD’s regulatory requirements.

Accomplishment

RHA maintained a “High Performing” agency status and met lease-up goals by leasing 98% of baseline units.

CITY OF REDDING BIENNIAL BUDGET
FISCAL YEARS ENDING JUNE 30, 2020 AND 2021

Goal

Continue to develop and implement strategies to efficiently administer, at the lowest per-unit cost possible, rental assistance benefits to qualifying extremely-low- to moderate-income households. The RHA will continue to connect participants with community resources. In addition, the RHA will administer the FSS Program to promote self-reliance and homeownership.

Accomplishment

The average per-household subsidy is about \$417 per unit. RHA sees this as the best avenue to lease the maximum number of units.

Goal

Preserve and expand the supply of assisted housing.

Accomplishment

The RHA was awarded 65 Veterans Affairs Supportive Housing (VASH) vouchers. Presently 20 veterans have been leased-up with more veterans having received a voucher. Presently, RHA is seeking to partner with local developers to project base vouchers.

Goal

Address the housing needs of special population groups within our jurisdiction.

Accomplishment

Through Qualified Referral Agencies (QRA), the RHA provides waiting list preferences to special needs populations including victims of domestic violence, aged-out foster youth, resident families affected by condemnation and families that are housing deficient.

Goal

Promote equal housing opportunities.

Accomplishment

By funding the annual Fair Housing Workshop, RHA assists in educating participants in current Fair Housing laws. The RHA also provided Fair Housing packets to income eligible citizens in our community.

Performance Measures and Workload Indicators

1. Waiting list administration will be consistent with selection criteria and sorted properly in regard to admission policies.
Measurement – Quality control samples show that 100 percent of families were selected for admission in accordance with RHA policies.
2. Rent determinations will be both consistent with written policy and will be reasonable based on current rents for comparable units.
Measurement – Quality control samples show that 100 percent of files provide for accurate rent determinations.
3. At least 98 percent of all family income and deductions will include current written verifications, correct calculation of deductions, and use an appropriate utility allowance.
Measurement – Quality control samples show that 90 percent of files were correct.
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 40 per year.
Measurement – Forty-one were conducted by RHA staff.
5. Failed HQS inspections will result in correction of deficiencies cited or a proposed termination of rental assistance action taken within eight weeks.
Measurement – Quality control samples show that 100 percent of inspections were cited or assistance terminated.
6. A total of 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 90 and 110 percent of the most recently published Fair Market Rents. When applicable, the approved exception payment standard will be utilized.
Measurement – Quality control samples indicated that 100 percent of cases utilized the correct payment standard.
7. All assisted families will be reexamined on a yearly basis.
Measurement – Quality control samples show that 100 percent of all families were reexamined on an annual basis.
8. The Housing Authority will maximize its lease-up to 1,568, the maximum number of baseline units or annual budget authority.
Measurement – The average lease-up rate for FYE 2018 is 96 percent.
9. Maximize enrollment of FSS families to ensure FSS Coordinator funding.
Measurement – The mandatory number of FSS slots is zero; however, on average, 45 families participated in the program per year.

2019-21 Goals and Objectives

Goal

To administer the HCV Program in a manner consistent with HUD's regulatory requirements.

Objective

The RHA will maintain a "High Performing" agency status. The strategy to meet this objective will include training new/existing employees, meeting lease-up goals and Section Eight Management Assessment Program requirements.

Goal

Preserve and expand the program by maximizing the number of families assisted through the rental assistance program by comprehensive monitoring of voucher utilization.

Objective

The RHA will meet lease-up and/or capital outlay budget goals. The strategy to meet this objective will include utilizing conservative bedroom allocations, payment standard amounts, improved client outreach on the waiting list and improved participant program education and communication. The RHA will utilize the HUD determined administrative funds in a manner that maximizes the number of families assisted by the program.

Goal

Address the housing needs of special population groups within our jurisdiction based on our community needs and the goals of the HCV program.

Objective

Provide waiting list preferences to special needs populations. The strategy to meet this objective will include increasing referrals through Qualified Referral Agencies and participating in the Consolidated Plan process.

Goal

Provide greater and equal access to housing for very low-and extremely low-income families.

Objective

Expand the number of landlords participating in the HCV program. The strategy to meet this objective is to engage new landlords by increased marketing efforts in mobile home parks and the open market. The RHA will continue to participate and help fund the City of Redding's annual Fair Housing Workshop and provide referral service for Fair Housing complaints.

Goal

Increase the supply of housing in the community.

Objective

Expand the project based voucher program as a leveraging tool for developers. The strategy to meet this objective is to maximize the number of project based vouchers in the RHA's portfolio.

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