

# City of National City Budget Workshop

May 26, 2009

#### AGENDA

- 1. City Manager Overview
- 2. Strategic Plan & Planning Follow up
  - March update
  - Integrate Plans
  - Specific Projects/Activities
- 3. Budget Discussion
  - Overview
  - General Fund Projections & Trends
  - Impacts of Reducing and Balancing Budget
  - Other funds Tax Increment and Low/Mod Funds
  - CIP
- 4. Community Comments
- 5. Council Comments

#### INTRODUCTION

- Building a strategic plan has occurred over the past 2 years
- Our budget considers current and future financial trends and is premised on plans the City Council has articulated as well as:
  - -Community Input
  - -Business and Non-Profit Involvement
  - -Department Strategic Plans
  - -Department's Strength Weakness Opportunity and Threat (SWOT) Analysis

# STRATEGIC OBJECTIVES AND POLICY GOALS

## STRATEGIC OBJECTIVES

- 1. Provide Quality Services with an Efficient Organization
- 2. Achieve Fiscal Sustainability
- 3. Improve Quality of Life
- 4. Utilize the Community's Natural, Financial, and Human Resources
- 5. Focus Long-Range Planning (Comprehensive General Plan Update)
- 6. Improve Housing Conditions
- 7. Show Measured Results in Health and Safety
- 8. Partner with Schools
- 9. Build On Success

# PROVIDE QUALITY SERVICES WITH AN EFFICIENT ORGANIZATION

- a. Practice the 5 Cs with Our Diverse Customer Base
- b. Respond to City Council with Thorough Analysis and Support Boards & Commissions
- c. Accurately Forecast Finances and Manage Investments Wisely
- d. Consolidate Departments and Become More Efficient with Technology
- e. Partner with Community Organizations and Regional Agencies

#### ACHIEVE FISCAL SUSTAINABILITY

- a. Work with Qualified Builders on Key Development Opportunities
- b. Pursue Our Legislative Platform, Build Grants Division and Aggressively Seek Funding from Local, State, & Federal Sources (Economic Stimulus)
- c. Establish Sustainable Compensation Agreements and Contain Costs
- d. Open Hotel & Marina Gateway and Execute Fair Share Agreement with the Port District
- e. Retain and Attract Businesses and Develop Community Financing Districts

### IMPROVE QUALITY OF LIFE

- a. Provide Community Services/Programs and Maintain Public Facilities
- b. Complete Open Space Assessment and Create Parks Improvement Plan
- c. Build Aquatic Center, Granger Park, and Improve Public Access to Our Bayfront
- d. Preserve Historic Resources and Promote Cultural Assets
- e. Create Climate Action Plan and Adopt Realistic Green/Clean Policies

# UTILIZE THE COMMUNITY'S NATURAL, FINANCIAL, AND HUMAN RESOURCES

- a. Bridge the Digital Divide and Provide Access to Information for Everyone
- b. Conserve Natural Resources and Maintain the Built Environment
- c. Recruit Volunteers and Offer Opportunities for Community Service
- d. Develop Urban Farm and Community Garden Master Plan
- e. Create Community Magnets for Information and Resources

# FOCUS LONG-RANGE PLANNING (Comprehensive General Plan Update)

- a. Use Smart Growth Principles to Update General Plan, Land Use Code, and Zoning Map.
- b. Work with SANDAG on General Plan Update and Initiate Other Regional Alliances
- c. Integrate Specific Plans and Make All Long-Range Planning Documents Consistent
- d. Complete Needs Assessment, Financial Capacity Analysis, and Establish City Priorities by Adopting 5-year Capital Improvement Program
- e. Promote Community Outreach and Encourage Citizen Participation

#### IMPROVE HOUSING CONDITIONS

- a. Update Housing Element and HUD Consolidated
   Plan as a 5-year Housing Strategy
- b. Develop and Rehabilitate Decent & Affordable Housing
- c. Work with Residents and Land Owners to Create Healthy Neighborhoods
- d. Extend Housing Inspection Programs and Eliminate Duplication
- e. Encourage Investment and Home Ownership with Programs and Competitive Fees

# SHOW MEASURED RESULTS IN HEALTH AND SAFETY

- a. Implement Public Safety Long Range Strategic Plans
- b. Align Neighborhood Services and Law Enforcement
- c. Model Quality of Life Indicators and Track Performance
- d. Maintain Senior Nutrition Center and Develop Programs for Seniors
- e. Foster Safe, Clean, and Healthy Neighborhoods

#### PARTNER WITH SCHOOLS

- a. Align Neighborhood Councils with School Site Councils
- b. Link Farms/Gardens Program to Schools and Promote EBT
- c. Promote Fire Prevention and Maintain School Resource Officers
- d. Utilize New Public Library and Enhance Access for Youth with W.I.N.G.S.
- e. Work with Local School Districts on Bond Program and Coordinate SR2S

#### BUILD ON SUCCESS

- a. Communicate Important Information with Our Community in a Transparent Manner
- b. Heighten Our Image by Preserving Cultural Assets and Supporting Community Events
- c. Continue to Improve our Infrastructure and Public Facilities
- d. Update Signage to Draw Attention to Important Gateways, Corridors and Intersections
- e. Continue to Build Our Financial Stability and Provide Quality Services

## FY 2009-2010 BUDGET

#### FISCAL OVERVIEW

- Maintaining adequate fiscal condition in a challenging financial environment
  - Clean financial audits
  - Standard & Poors Rating remains = A-
  - Continuous review of operating costs & seeking revenue enhancements
  - Limited Debt
  - Reserves projected @ \$7.5 million which is 20% contingency reserve policy (25% 50%)

## GENERAL FUND FY 2009-2010 = BALANCED BUDGET

Budget exercise began with a Projected Deficit

Estimated Revenue/Transfers in \$38 M
Less:

Estimated Expenditures/Transfer Out \$ 42 M

Projected Deficit (\$ 4 M)

\*State Law requires a Balanced Budget

## COUNCIL DIRECTION @ MARCH 21, 2009 PLANNING & FINANCE WORKSHOP PER CITY MANAGER

- Maintain Service Levels/workforce
- Maintain current reserve fund @ 7.5 million
- Keep public safety as a priority
- Departments participated in proposing cuts at 5%, 10% or 15%

# RECOMMENDATIONS TO BALANCE THE BUDGET

- Reviewed balances of Internal Service Funds and transferred Funds back to the General Fund
- Unfunded Positions
- Department Budget Reductions
- Program Suspensions

## FY09/10 GENERAL FUND BALANCED BUDGET

Estimated Revenue	\$36.4 million
Add: Operating Transfers In	2.4 million
Total Revenue & Operating Transfers In	\$38.8 million

Estimated Expenditures	\$37.6 million
LESS: Operating Transfers Out	1.2 million
Total Expenditures & Operating Transfers	\$38.8 million
Out	

#### TRANSFERS FROM OTHER FUNDS

Transfer from the Civic Center Refurbishing Fund	\$480,000
Transfer from Office Equipment Depreciation Fund	400,000
Transfer from General Accounting Svcs Fund	230,000
Transfer from Liability Insurance Fund	200,000
Transfer from Telecommunications Revolving Fund	200,000

Total recommended transfers = \$1,510,000

# RECOMMENDED REDUCTION IN EXPENDITURES

Unfunded Positions	\$1,818,389
	** /
Boys & Girls Club	120,000
Pepper Park	15,000
International Parade	13,000
SANDAG Membership (Transfer to TIF)	12,000
Public Information Officer budget	53,600
Booking Fees – Police	130,000
Computer & Communications Equipment - Police	35,000
Consultant Budget – Fire	30,000
Community Services – CPRC	25,000

Total Recommended Reductions = \$2,245,989

# CITY MANAGER RECOMMENDATIONS NOT REFLECTED IN PRELIMINARY BUDGET

Description	Preliminary Budget	City Manager Recommendation
National City Community Concert Band	\$14,500	\$0
Provision for Contingency (Non-Dept)	\$193,436	\$93,436
Transfer from CDBG Fund to General Fund	\$243,124	\$201,131
Total HOME Program Admin	\$52,077	\$64,242
Police Unfunded Positions	(\$772,090)	(\$693,594)

#### UNFUNDED POSITIONS

Department	Position	
City Manager	Management Analyst III	
	Public Information Officer	
	Executive Assistant IV	
	Management Intern	
Community Services	Kitchen Aide (Nutrition Center)	
Library	Principal Librarian	
Finance	Senior Accounting Assistant	
	Senior Accountant	
Human Resources	HR Analyst	

### UNFUNDED POSITIONS

Department	Position
MIS	MIS Technician II
Public Works	Tree Trimmer
Community	Lead Hazard Housing Inspect.
Development	Senior Office Assistant
Engineering	Management Analyst II
	Associate Engineer – Civil
	Management Intern
Planning	• Senior Office Assistant – P/T
	Associate Planner

#### UNFUNDED POSITIONS

Department	Position
Fire	Battalion Chief (Admin)
Police	Animal Control Officer
	Police Dispatcher(4)
	Community Services Officer
	Parking Regulations Officer
	Crime Scene Specialist
	Police Corporal

#### STATE IMPACT

- Sales Tax Increase of 1% effective April 1, 2009
- Potential Proposition 1A takeaway = \$950k
  - Police
  - Infrastructure
  - General Fund
  - Tax Increment\*

\*\$1,067,000 overturned in court. Impact is not included in FY 09-10 budget, an appeal is expected.

## FINANCIAL OUTLOOK

## 5 LARGEST REVENUE CATEGORIES

Description	FY 08/09	FY 09/10	Inc/Dec
Sales Tax	12.3 M	10.5 M	(1.8)
District Tax	8.6 M	8.3 M	(.3)
In Lieu of VLF	5.0 M	5.0 M	0
In Lieu of Sales Tax	4.1 M	3.4 M	(.7)
Property Tax	3.3 M	3.1 M	(.2)
Total	33.2 M	30.2 M	(3.0)

# SALES TAX 5 YEAR HISTORY AND PROJECTION



## PROPERTY TAX REVENUE

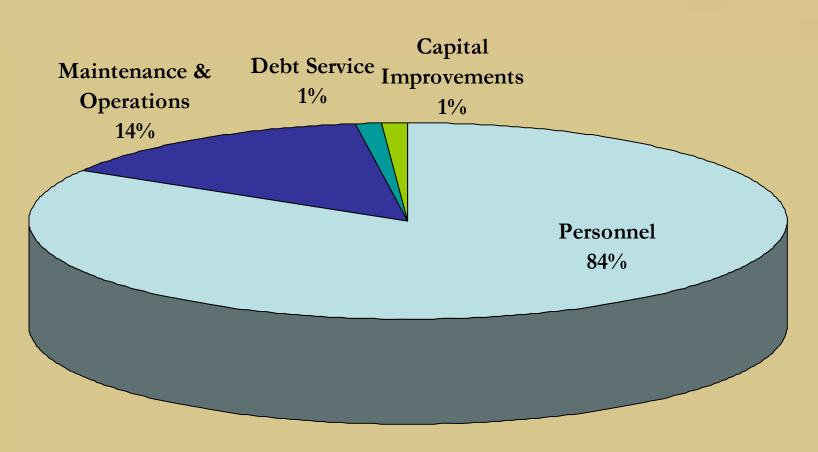
# PROPERTY TAX HISTORY & FORECAST



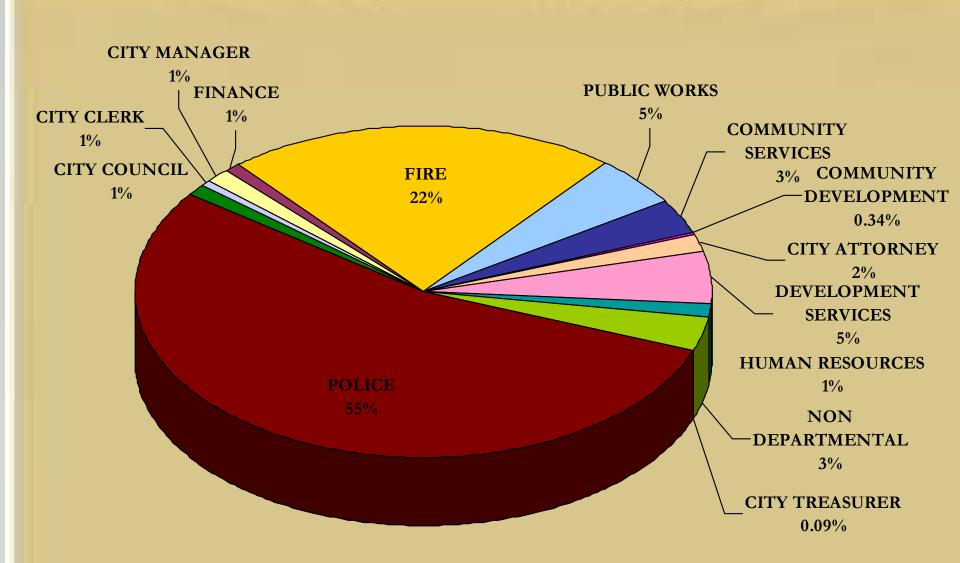
## GENERAL FUND EXPENDITURES

## GENERAL FUND EXPENDITURES BY TYPE

FY 09/10 Budget



# GENERAL FUND EXPENDITURES BY DEPARTMENT



# CALPERS RETIREMENT COSTS

#### BACKGROUND

- During FY 07/08, CalPers investment returns were -5.1%
- For FY 08/09, CalPers investment returns are 20%
- Rate increase will be reflected in FY 11/12

#### **COST TO CITY**

MINIMUM = 2% OF PAYROLL \$ 500,000 MAXIMUM = 4% OF PAYROLL \$1,000,000

#### PERS EXPENDITURES



#### LOCAL CITIES FUNDED RATIO \*

Employer Name	Misc Plan
City of Oceanside	105.3%
City of Poway	92.7 %
City of National City	91.6 %
City of Vista	88.3 %
City of La Mesa	88.0 %
City of Carlsbad	84.0 %
City of Escondido	82.8 %
City of El Cajon	82.2 %
City of Chula Vista	80.9 %
City of Encinitas	74.8 %
City of San Marcos	69.4 %

Safety Plan
99.9 %
93.2 %
90.9 %
88.6 %
86.6 %
84.8 %
83.3 %

<sup>\*</sup> Source: CalPers. Funded Ratio as of 6/30/06

## MOU's – CALPERS % EMPLOYEE PAYS

Agency	Miscellaneous Employee paid	Safety Employee Paid
Vista	8%	8%
Del Mar	8%	5%
Imperial Beach	6%	0%
Encinitas	5%	0%
Solana Beach	2%	2%
Oceanside	2%	0%
National City	2% *	0%
Carlsbad	1%	1%
Escondido	1%	0%
Lemon Grove	1%	0%
Chula Vista	0%	0%

<sup>\*</sup> Effective 1/1/09

#### HEALTH & DENTAL INCREASES

Plan Year	Kaiser	Health Net	Health Net ELECT	Delta Premiere	Delta PMI
2001	12.8%	0%	12%	5.7%	4.1%
2002	10.1%	19.3%	26.7%	3.2%	3.5%
2003	12.3%	12%	12%	8.4%	4.1%
2004	16%	13%	21%	0%	0%
2005	4.6%	6.1%	7.2%	0%	1.2%
2006	13%	6.6%	5%	0%	0%
2007	4.2%	12.8% (Created HN Silver & Gold)		6.15%	0%
2008	14.4%	10.5% (HN Silver)	10.5% (HN Gold)	-4.13%	2%
2009	0%	10.0%	13.2%	0%	0%

#### HEALTH CARE COSTS



#### COST CONTAINMENT

- Staff continue to closely monitor expenditures
  - Cost-reduction and Revenue Efficiency (CARE)
     Committee Employee Driven
  - Position Review Committee
  - Purchasing Review Committee

#### ENHANCED REVENUE

- Actively seeking Grants & Stimulus funds
- Increase in Economic Development
  - Marina Gateway Hotel
  - Plaza Bonita Shopping Center's continuous tenant recruitment
  - Paradise Village Property Tax revenue
- Key Development Sites in Strategic Plan

#### RESERVE POLICY

#### Contingency Reserve

- General Fund Reserve: 25% 50% of operating expenditures is current Policy
  - Begin FY09/10 with \$7.5, which is 20% of current policy



## GENERAL FUND FINANCIAL TRENDS

#### SALES TAX REVENUE

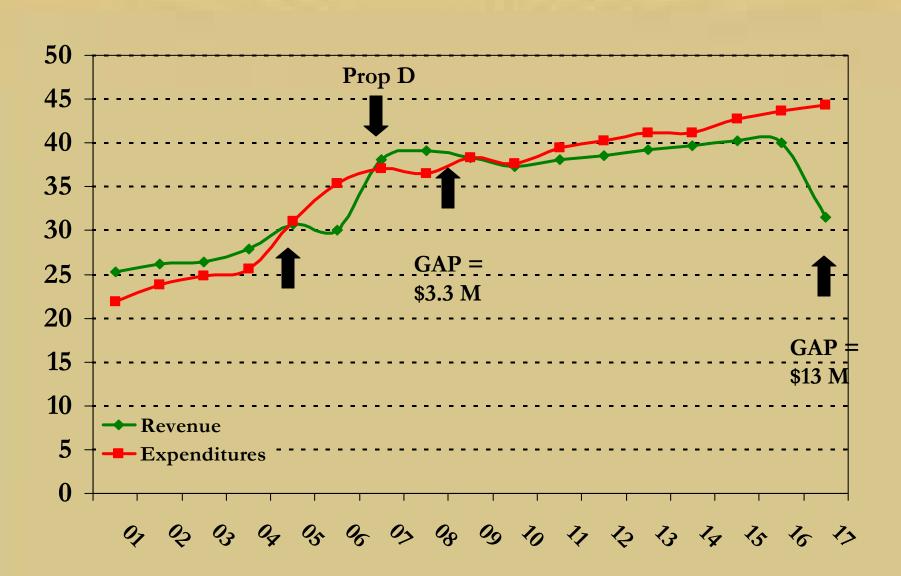
- Statewide additional 1 cent tax effective 4/1/09
  - Overall cap of 10.25
- City's Bradley Burns Tax (1%) is declining
- District Tax revenue is stable
  - \$7 to \$9 million projection is on target
  - District tax is monitored and reported separately

### GENERAL FUND REVENUE FORECAST

Revenue	Actual	Projected		Forecast	
Category	07-08	08-09	09/10	10/11	11/12
Sales Tax	\$11.8	\$10.2	\$10.4	\$10.6	\$10.8
District Tax	8.5	8.7	8.3	8.6	8.8
Property Tax	3.2	3.0	3.1	3.2	3.2
Franchise Fee	1.4	1.5	1.5	1.5	1.6
Transient Occupancy Tax	.9	.8	1.0	1.2	1.2
Other Revenue	14.0	14.1	13.0	13.0	13.0
TOTAL REVENUE	\$39.8	\$38.3	\$37.3	\$38.1	\$38.6

<sup>\*</sup> Assumes 2% increase in all revenue categories except for other revenue. Other revenue does not factor an increase

## GENERAL FUND REVENUE & EXPENDITURE FORECAST



#### LOOKING AHEAD

- Sales Tax Revenue is anticipated to continue to decrease
- State takeaways to balance State Budget
- Continue to seek grants and new revenue
- Continue to contain costs
- Upcoming fiscal years are expected to be more challenging
- 2017

Reserves should not continue to fill the Structural Gap between operating expenditures & revenues in the General Fund

## COUNCIL DIRECTION – BUDGET REDUCTIONS

- Community Impacts
  - Parade
  - Community Concert Band
  - Community and Police Relations Commission
- Minimal Public Safety Impacts
  - Unfunded Positions (1 Corporal)
- Service Impacts
  - Unfunded Positions
  - Department Budget Reductions
  - Strategic Objectives & Plans
  - Service Levels/Delivery
  - Community Facilities

# OTHER SPECIAL REVENUE FUNDS

#### SPECIAL REVENUE FUNDS

Gas Tax Fund

✓ Stable, for now

Proposition A Fund

**✓** Stable

Sewer Service Fund

**✓** Stable

Nutrition Center Fund

➤ Approximately \$ 1.4 million
General Fund obligation due to Tax
Increment Fund

Section 8 Fund

➤ Housing Assistance Shortfall of \$1.2 million recommended to be filled by Low & Mod Housing Fund

## TAX INCREMENT FUND

#### BACKGROUND

- Consists of 1 project area with 7 subareas
- Tax Increment Revenue is restricted for specific purposes
  - Payment of Debt Service
  - Payment of Statutory Pass Through Payments
  - Payment of Operating Expenses
  - Funding of Capital Projects
- 20% of TI is required to be set aside for housing
- Current litigation regarding state take-away (ERAF)

### NON-HOUSING TAX INCREMENT REVENUE & EXPENDITURES

	ACTUAL	EST	FORECAST		
DESCRIPTION	07/08	08/09	09/10	10/11	11/12
TI Revenue	\$11.7	\$12.0	\$12.2	\$12.8	\$13.2
Expenditures:					
Administration	2.8	5.9	4.1	4.2	4.3
Debt Service	3.1	3.1	4.0	4.2	4.8
AB1389/1290	.2	.2	1.9	2.0	2.1
ERAF	0	1.0	0	0	0
Pass Through	1.8	1.9	1.3	0.7	0.7
Capital Expenditures			<u>3.7</u>	<u>1.7</u>	<u>1.3</u>
Total Expenditures	7.9	12.1	14.8	12.8	13.2
Difference	\$3.8	(\$.1)	(\$2.6)	\$0	\$0

## TAX INCREMENT HISTORY AND PROJECTION



#### ELIGIBLE TAXING ENTITIES

- AB1290 Pass Through Payments to following:
  - County of San Diego
  - County Office of Education
  - Southwestern Community College District
  - Sweetwater Union High School District
  - National City Elementary School District
  - City of National City
  - County Water Authority National City
  - MWD Debt Service for SD County Water Authority

#### TAX INCREMENT FUNDING

• Estimated TI Reserves @ 6/30/09 =

\$ 9.2 M

- Current and Past Projects
  - Highland Ave Street Improvements
  - Centro Infill Development
  - Marina Gateway Hotel Phase 1
  - National City Public Improvements
  - Arts Center
- Pay as you go project financing for FY 09/10
  - Marina Gateway Phase 2
  - 8<sup>th</sup> Street Public Improvements
  - Specific Plans Implementation

## HOW DO WE FUND FUTURE PROJECTS?

- Needs assessment and capital improvement program
- Prioritization of projects
- Capacity analysis
  - "Pay as you go" financing
  - Borrow to fund projects
- Awareness of Project Area Expiration dates and ability to pay debt

## LOW AND MODERATE INCOME HOUSING

#### BACKGROUND

- 20% of Tax Increment Revenue must be 'set aside' for Housing
- Purpose is for increasing and improving the community's supply of low and moderate income housing

### LOW & MODERATE INCOME HOUSING REVENUE



## HOUSING PROJECTS

- Housing Assistance Payment Recommended subsidy for the Section 8 Program is approximately \$ 1.2 M
- Recent/Current Housing Projects
  - Plaza Blvd. Senior Apartments
  - Habitat for Humanity
  - Westside Infill Transit Oriented Development
  - Senior Village Expansion
  - Housing Rehabilitation Program

# CAPITAL IMPROVEMENT PROGRAM

### Capital Improvement Program

#### Current Projects (Approximately \$15M):

- \$8.0M Paving/Resurfacing program
- \$1.4M Arts Center
- \$1.2M Parks Rehabilitation and Refurbishment
- \$2.0M Marina Gateway Project
- \$ 500K SR2S Traffic Safety Improvements
- \$ 650K Pump Station Reconstruction & Rehabilitation
- \$ 300K PD facilities Safety & Rehab improvements

### Capital Improvement Program

Of the nearly \$12M CIP, the share of General Funds is about 10% or about \$1.3 million. The remaining sources of funds are as follows:

- \$5M in regional/state/federal grants (including matching City/TIF funds)
- \$3.7M in TIF
- \$2.5M in transportation funds
- \$500K in CDBG

### Capital Improvement Program Process

- 1. Identified Funding Sources and Reconciled Project Activity
- 2. Established CIP Committee and Adopted Ranking Criteria with City Council and Planning Commission

Health, Safety, & Regulatory Requirements	40%
Cost and Funding Opportunities	20%
Community Support	10%
Multiple Category Benefit	10%
Maintenance Needs	10%
Readiness and Deliverability	10%

- 3. Proposed \$12M CIP Budget is one year budget for FY 2009-2010 (Planning Commission to review for consistency with General Plan)
- 4. Five-year CIP will be established through General Plan Update

## Capital Improvement Project Fiscal Year 2009-2010

<u>001 – Genera</u>	al Fund	
1.	8th Street Imp.—Traffic Calming K Ave to Palm Ave	
		\$ 230,000
2.	Coolidge Ave – Safe Routes to School	<u>100,000</u>
		\$ 330,000
<u> 103 – Genera</u>	al Capital Outlay	ŕ
1.	Library Flooring/guests counter at main door	\$ 10,000
<u> 109 – Gas Ta</u>	<u>ıx Fund</u>	
1.	Annual Curb, Gutter & Sidewalk Replacements	\$ 50,000
2.	Traffic Monitoring and System Improvements	<u>\$ 100,000</u>
		\$ 150,000
115 – Park &	Recreation Capital Outlay Fund	
1.	Kimball Bowl Improvements (Sod)	\$ 73,000
2.	Las Palmas Pool Electrical Room (upgrade to code)	\$ 50,000
		\$ 123,000

|--|

1.	Civic Center Electrical (upgrade to code)	\$ 9,000
<u>301 – C</u>	CDBG Funds	
1.	ADA Master Plan Grant	\$ 138,878
2.	Curb, Gutter and Sidewalk - CDBG	\$ 99,198
3.	Granger Hall Preservation & Heritage Tourism	\$ 24,800
4.	Soccer Arena	\$ 78,829
5.	Storm Drain Improvements – CDBG	<u>\$ 124,494</u>
		\$ 466,199
<u>303 – 0</u>	Capital Facilities Fund	
1.	Casa de Salud Roof (replace westside of building)	\$ 15,000
2.	Kimball Recreation Center Roof	\$ 20,000
		\$ 35,000

304 – Park Develop Fund	
1. El Toyon (replace electrical monument & transformer)	\$ 24,000
2. Kimball Park (replace transformer box & wire feeds)	\$ 40,000
3. Las Palmas Pool Drains	\$ 30,000
	\$ 94,000
307-Prop A, 346-Prop 1B & 345-Traffic Congest. Relief Funds	
1. Street Resurfacing (Prop A & Prop 1B)	\$1,832,556
2. Annual Slurry Seal & Street Maintenance Program	\$ 500,000
	\$2,332,556
321 – Smart Growth	
1. Smart Growth Grant 8th Street Streetscape	\$2,000,000
323 – Safe Routes to School	
1. Coolidge Avenue – Safe Routes to Schools (Federal) Grants	\$ 730,000
Federal Highway Safety Improvement Program Grant	
1. 8th Street Traffic Calming K Avenue to Palm Avenue	\$ 900,000

511 – Tax Increment Fund	
1. 8th Street Streetscape Smart Growth Grant	\$ 500,000
2. Complete Art Center	\$ 250,000
3. Freeway Sign Refurbishment	\$ 250,000
4. Harbor Drive Implementation	\$ 250,000
5. Kimball House	\$ 10,000
6. Marina Gateway Streetscape	\$2,000,000
7. Westside Implementation	\$ 250,000
8. Westside Specific Plan	\$ 200,000
	\$3,710,000
629 – Information System Maintenance Fund	
1. Civic Center Data Center – provide redundant AC	\$ 130,000
2. Fire Station #31 Fiber Optics Connection	\$ 30,000
	\$ 160,000
630 – Office Equipment Depreciation Fund	
1. Integrated Customer Service System – GIS	\$ 400,000
2. Upgrade Servers	<u>\$ 150,000</u>
	\$ 550,000
631 – Telecom. Revolving Fund	
1. Unified Messaging System	\$ 200,000
Grand Total \$11,799,755	

#### NEXT STEPS

• May 26, 2009: Hear Public Comment and provide direction on Preliminary Budget

• June 16, 2009 Adopt FY 2009-10 Budget



## City of National City Budget Workshop

May 26, 2009