ASD

Thursday, April 16, 2015  2:52 PM

Currently running 17% vacancy
Anticipate taking on Cal Water billing in-house
Presented estimate to council of $1.5m but eval suggests $1m and change
Procurement initiative needs to pay for itself
Curing bid advertising cost from $40k ish down to $20k ish by consolidating ad

CFD 1915 Act requirments in Spanos East and Weston Ranch - will call bond in September to retire debt
Assumptions List

Thursday, April 10, 2014  2:05 PM
Auditor

Wednesday, April 16, 2014   2:37 PM

Number has declined because they are catching up for the years of backlog
Next Spring bid for internal auditor
External auditor finishes next Spring based on deliverables
Internal control weaknesses - still high risk

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FY15
Will have increased audit expenses for GASBY and audits of Ch9 deals
Below the Line

Thursday, April 10, 2014  2:05 PM

WATER
1.8% CPI increase pre-approved by council
Connection fee refunds (3/4" vs 1/2" issue)
Admin expense decrease because of vacancy savings
Operations and maintenance budget adjusted (formerly paid solely by ww-now shared) ($1.4m change)
Water treatment lab costs increase by 200k because of 1-time purchases

400k increase from 2nd amended contract. Why???
Cap increase from chloramine and New Castle Phase II
Negative net annual activity 5m based on 7m capital
brainstorming

Friday, October 23, 2015  4:01 PM

Fair oaks
Compensation
Infrastructure
Homeless
Unfunded liabilities
Helicopter
Retiree medical program (Solana county)
Discretionary fund
Oak park ice rink
Victory pool
City hall
Shot spotter
Increase library hours
Fire company 1-nearest the Port
Animal shelter
Corp yard
calPERS paydown
Trees
CIP
Thursday, April 10, 2014  2:05 PM

PW
$1.3 GF (non bk)
$4.5m 400 E. Main move
$120k soccer complex improvements

MUD
Newcastle project will help ability to move water (bond funds) but requires easement from county at airport

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FY15
Oak Park

Animal Shelter

☐ Keep Franklin related properties?
☐ Animal shelter?

No measure K renewal available for out years - possibility of bonding

Wastewater - $6.9M large pipeline replacement (boggs tract)

☒ 2% public art

☐ Projected PFF revenues do not match bk numbers
City Attorney

Thursday, April 16, 2015   10:00 AM

Returning $45k for post Ch9 retur of litigation and prosecution of Code Enforcement actions requiring use of outside counsel
No longer using ProLaw
WestLaw cost increase
City Clerk

Thursday, April 16, 2015  9:42 AM

Added mobile encoder for off-site meetings
Increase training
Requesting $35k for electronic filings (probably $5k ongoing)
Requesting training increase x $5,500
Requesting $11k sign language increase
City Council

Wednesday, April 16, 2014  2:38 PM

Basically adding $6k to cc
Also adding mayors travel and us conf of mayors
Materials supply
Approve council policy related to spending

Mayor's Aid 90
Play money 140
City Manager's Office

Wednesday, April 16, 2014  2:43 PM

No service level increase
Increases related to benefit increases, reallocation of existing expenses, insurance

FY15
Are we maximizing RDA loan to include in ROPS rather than straight from GF
Should pet projects actually be in Community Projects Trusts
Employee Recognition Trust $5k???
Community Development

Thursday, April 17, 2014  9:36 AM

Year to date up 50/72/19% permits/valuation/revenue
Planning permits up 36% year over year
Previously budgeted at 88 PY; as low as 23
Oct 1 go live Accela
Flood plains management moved into building and life safety
Need to return with better breakdown of budget (presented as large categories)

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FY15
Slow in spending the $1m but catching up and overspending in FY15
Anticipate decreased organizational capacity for next 2 years based on implementation of Accela, etc.
Asking for additional funds but will demonstrate decreased capacity in short term
Adding permanent staff for short-term general plan work
Requests Sr. Plan check and Associate or Assistant planner other as highest priority
Transitioning to partially funded model for GP rather than full cost recovery
PFF admin 3.5% add-on (increased because of fee reduction)
Revisit
Community Services

Wednesday, April 16, 2014  3:06 PM

Focus on staff shift for youth (library)
Increase rec part time hours
Downgrade trove position from librarian to assistant; move existing librarian to tech services to replace another position; move that position to youth services (mixed funds)
Extra day for book mobile to go to county branches
Add 5 hours per county branch plus security increase (from extra $300k county prop tax)
County pays for Tax increment and materials - bump from last year was adjustment from county error on double counting MMB
Still paying $50k GF for arts awards

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FY15
New library position for Lathrop 100% funded by county
Mountain House and Lathrop moving locations
Lower than POA allocation because POA based on GF (affected by safety growth)
10% increase in tax-based property tax funding (10% below than 2008)
1.5-100 Mbs bandwidth in branches

PFF for bandwidth?? ASE vs T1 x 2
Book collection augmentation fund
Strategic plan due end of June

Recreation
Part time staff minimum wage increase
Charge PY to pixie woods instead of PW-no supervision change; just transparent finance
Moved special event staff from admin
Swimming facility increase in subsidy and chemicals
City to take on chemicals and maintenance and YMCA to operate with no subsidy
Souza contracted to HOPE; they gave it back
Can give $5k stipend to help with insurance
1k out of citywide 1800 fees belong to community services; streamlining
Simplified fee structure

Weber Point from 1800 increase to 3250-needs to explain bundled changes

Golf

33% decrease in GF allocation

Entertainment

3.150

After 14-15 arts scholarship will have low balance
Economic Development

Wednesday, April 16, 2014  4:04 PM

Transition of parking function
Addition of asset manager
Current year Added 4 positions (parking enforcement from pd)
Current year Eliminate 2 ft parking positions
$3m successor agency (17% to City) flowing from increased property values
Propose using it for continued ec dev opportunities
Still have city loans $375 out to GF
Start-up costs for transition with parking, etc. (includes 1-time bump and slow revenue
Built in full labor for no technology improvements
Outstanding issue of loans and schedule of repayment
Taken on entertainment venues
Subsidy was $215 - slight improvement $46k
RDA budgeted $450k (won't spend any this year) budgeting $250k next year
Will pay off loans this year
BEDI reimbursement?
108 loan refi
Add fee for lien forgiveness (high level of staff work)

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FY15
GF increase $33k
Property charging out less to other departments
Decrease in ED budget because of $100k for strategy

CalHOME requires good LTV but low income
Anticipate spend down of NSP1 this year - then will free up restrictions on spending program income
(CDBG eligible)

PBID for gateway? Et al???
Marina subsidy up to 215
Employee letter
Sunday, May 3, 2015  4:19 PM

Will release proposed budget today. Principles and 3 reasons for bk. Priority of stability before restoration. Frustrating to not grow but removes uncertainty

Unlike budgets of previous years, this process no longer signals the start of another takeaway. No such reductions are necessary under current conditions. The goal is to extend those conditions for years into the future.

Drought revenues and Ciemp
Fire

Thursday, April 17, 2014  10:43 AM

36k calls for service last year
Dispatch 120 calls for day???
MDT's completed
Seeking 3 engines and 1 fire truck
Replaced 20 portable units
$500k grant vehicle
Lodi/Lathrop/Manteca
Working toward JPA
$22k advertising contracts
squad program
209 positions
July 6 academy
10% of revenue budget comes from fire district contracts
Why not do fire prevention with volunteers/retirees?

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FY15
4 rural fire district coverage 50k population
Combined service area 350k
209 approved
5 new PY requests (3 revenue and 2 GF)
Adding training and development budgeting
Need to budget for academy
12 sworn vacancies currently
Run own academy or use others
Caucasion transfer - non diverse
$200k for academy - budget separately

Academy
1 fire station owned by district
Arena EMS
Measure W projection up 3%
Services and supplies increase to $500k replace 1989(?) engine
Highlights

Wednesday, April 30, 2014  10:15 AM

MESSAGE
Risk averse
Methodical planning
Balance between needs and resources
Must live within means
Staying within model

Tenants of bankruptcy. Strategic planning goals. Living within our means. Long range financial plan. One time versus ongoing revenues.

PBID $50k
Council discretionary $160 (public approval? Quarterly limits?)
IT finance system
Strategic priority $200k
Pd diversity recruitment $40k
Employee Appreciation $10k
LED $1.5?
General Plan
Park water increase XXX?
PD diversity recruiting
Pys OVP, neighborhood blitz, HR, officers, MUD, CDD (self-funded), Mayor Aid
ULI

CDD eliminate moving costs
Reduce 400 GP to 250
Approve only at plan crk and contract x 1
Eliminate 400 E. Main - type costs

PW understand movement better and allocate mission critical for street light LED conversion
HR

Wednesday, April 16, 2014
4:42 PM

Requesting 2 positions (PMIII spread to ISFs (health, etc.)) PMIII 25%GF
Improved vacancy rate dramatically
Citywide vacancy rate (non-safety) and how would that change with new position?? (sc)
Decrease recruitment cost because of fire in current year

ISF
- Compensated absences (leave payout) dropped with improved payout policy
- Retirement - 10% safety increase; 11% misc (POB moves to debt fund)
- LTD/life insurance (Poa and fire don’t come through here - purchase through assn
  No rate increase
- Unemployment - aggressively fighting claims = 38% drop followed by 32% and looking at 22
- Health insurance - $8.6m fund balance (great) - still charge departments for employees who opt out; will consider changing practice; favorable claims experience
- Worker’s Comp claims up (when employee applies to CalPERS for Industrial Disability Retirement, city pays until resolved then reimbursed eventually)
  - $2m annual payment to amortize WC deficit
  - Excess insurance payment increase x 22%
  - Closing TPA claims faster allows taking off the books and reducing (full settlement/compromise and release

General liability insurance will end FY16 in black for welcome change
Contracted provider leaving CA market; we anticipate paying premium to get coverage

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FY15
- Added Measure A analyst
- Proposes Sr analyst dedicated to and funded by MUD
- Current vacancy rate 22%
- HR pays for departmental recruiting (promotional costs high because of panels

Increase in general liability fund related to Ch9 protection not paying claims
Funding on an actuarial recommended basis

What happens to claims post bk??

- ISF rate remains same but raw number changes based on payroll
- $100k loan repayment from parking - applied to general liability fund deficit
- Workers Comp $7m improvement to fund deficit - drop in claims
- WC rates increase for public safety and decrease for general employees
  Spread estimate over 7 years instead of 3

Claims fluctuation reserve fully funded 24%

Unemployment claims reducing (aggressively fighting claims) reduce 33% charge
GAAP standard change explains retirement fund change from negative 9
Compensated absence fund improves by 50% because of not paying out sick leave
10% safety/11% misc PERS increase (better than anticipated) - $5M (send 2 to Worker's Comp fund)
Still have bk costs (reduced 77%)
400 E. Main and rent cost distributions
High vacancy - will meet GFOA guidelines FY16
Prop tax up $1m? (earlier but not same as higher)
1-time sales tax $3m triple flip
Mission critical (measure a)
Accounts for 7 year 5% recessions (dark blue)
Add $8m mission critical for year 3?
Downgrade broke position from librarian to assistant; move existing librarian to tech services to replace another position; move that position to youth services (mixed funds)
Cameras $250k ongoing costs
Lots of police training - use of force shoot don't shoot simulator
Prevailing wage contract management - position
Pools chemical and contract charged to PW and CS??
Mormon slough 2-3 x per month clean-up
Cal Water utility billing cost shift
Teeter
State gas tax change potential
Draw down gas tax fund balance significantly
Stockton East paying $600k more (6% COLA) but getting less
Trucking sales tax incentive is working (diesel direct) 35% city tax share
New agreement - e-commerce bed bath and beyond facility (Cost Plus)
Successor agency cash flow 17% of $3m--use to promote ec dev
Property tax increasing faster - not the same as higher (prop tax and TI)
Build in full labor cost with no parking efficiency savings
Didn't spend any of $450k successor agency subsidy (proposing $250k)
BEDI
Refi 108 loan?
New fee for processing lien forgiveness program (heavy staff time)
BIA proposal
Mayor offset
Adding positions for procurement, for example, will ultimately self fund
Open gov
Calling debt to retire bond on Spanos East and Weston Ranch
More than $10m one-time funds requests (plus $5m ongoing)
Cumulative 1-time opportunity of $11m
$1m new ongoing (eaten up by
Local governments in the United States spend over $1.6 trillion per year—more than ten percent of national GDP.
ISF

Wednesday, April 16, 2014  2:47 PM

Inventory corrections
Redistribution to various funds

Computer, fleet, etc.
Requesting 6 PY plus one vacancy
Inherited 48 projects (new Director)
Redeploying group printers
Request equipment upgrade to Windows 7 (some existing equipment can't run OS); OS upgrade is because Windows XP couldn't handle critical software needed for day-to-day business
$4.7k (range $3-7k ish) per radio/$660k for backend replacement

$565k MUD reduction
$385k subsidy increase golf ($200k)/SMG
Being forced to break promises in bk was the difficult end result of regrettable decisions of the past. But lowing what we know now, risking a return to financial instability would be the height of irresponsibility. Yes, it's difficult to have unmet needs at the same time we have strengthening reserves but that's nothing compared to the difficulty of not learning our lesson.

3 major budgeting factors that led to our decline. 1. Over optimistic. 2. Myopia. 3. Inability to whether the storm.

There is pressure to return to the short sided budgeting of the past. In this scenario we could afford all of the things you've been lobbied for. But it's not only the practices that would return. So would the uncertainty, instability, and anxiety that comes from returning to irresponsible financial practices.


All are addressed here. For nbr 3 we have contingency and fund balance plus rate stabilization in health and utilities.

Major financial progress.
Opportunity to prove we r serious about the principles.
Must adhere to them.
Lrfp
One time vs ongoing.
Activist will tell you that particular areas of the city are underfunded for understaffed. This is true, but it is also true for every other area of the city.
Top 3% in the state by population top x national
Bk not over. Appeals continued jurisdiction.
Water find. Drought.stormwater revenues
Municipal Utilities
Thursday, April 17, 2014  9:47 AM

WATER
1.6% CPI
Revenues down from conservation
Increase rate stabilization rate to $8m for bond coverages
SEWD increase because their budget increased; paying more but getting less

WASTEWATER
1.8% CPI
Positive $10m with no capital ($21m with)
$2m rate stabilization fund

STORMWATER
Net zero without CIP (-$1.1m with)
Maintaining 50% reserve policy
Starting to talk about 218
Still no answer on franchise issue from last year
Request for new position to backfill one sent to ww
New costs of state board mandates - trash (nothing larger than cigarette butt can enter waterways).
$35m cap plus ongoing?

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FY15
WATER
1.8% CPI increase pre-approved by council
Connection fee refunds (3/4” vs 1/2” issue)
Admin expense decrease because of vacancy savings
Operations and maintenance budget adjusted (formerly paid solely by ww-now shared) ($1.4m change)
Water treatment lab costs increase by 200k because of 1-time purchases
☐ 400k increase from 2nd amended contract. Why???
Cap increase from chloramine and New Castle Phase II
Negative net annual activity 5m based on 7m capital

WASTEWATER
Last year of increase 9% then reverts to CPI like water
☐ Fair market value vs cash value interest calculation
Administration increase of 900k (400k=rental rate from city)50k 400E Main move, plant security, 100k legal
O&M increase to implement fixes to CalOSHA findings (1-time cost)
$19m CIEMP (reimbursement clause in bond sale)
$7m Sink hole fixes (RD404 issue)
Positive if not for CIP

STORMWATER
☐ Streetsweeping charge duplicated from trash franchise?? $565k
O&M increase because of reallocation of engineering
Split funds from PW
Non Departmental

Wednesday, April 16, 2014  2:13 PM

400 E. Main - who pays DSA assessment
4% non-marshall plan = $4.5
Annie Wagner scholarship for Stockton Unified - let's try to give it to SUSD

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FY15
BOE and HdL increases based on Measure A
Last year 1% vacancy savings assumption
Other Services - decreased because of David Bennet x 100k
1-time costs (vehicles, equipment, etc.)
Fits within LRFP (only new ongoing costs are fuel, ISF, etc.)
Increase of 141% over current year
7 new FTE's for new total of 13 FTE+2PTE
overfill community engagement position from part time to full time
Budgeted part time position in pd - want to keep position while transferring the duties
BHS grant $200k not available
Reducing $100k grant match down to $30k to offset grant loss
Increase case management training for peace keepers
Increased budgeting to step 3 (rather than 1 like previous year)
Police

Friday, April 11, 2014  2:52 PM

Hired 62 officers this year with net gain of 30
Budget 96 but spent 89 million
Focus on needed equip and training
Adding court liaison position (Police records assistant) decreases OT (currently part time
Animal Shelter customer service improvements - add OAII
Didn't get Violence Against Women Act grant - backfill with GF officer?
Alternate VAWA grant
Shot spotter - no foundation funding
Evidence technician for cameral storage
Ongoing camera ($100k IT, tech $79, replacement, etc.) $250k ongoing
Continue CCC graffiti removal services
Add 1-2 covert investigations
Use of force training (shoot; don't shoot) similor scenario based training
Replacing pd CAD/RMS system - end of life (currently $600k budgeted)
Parking enforcement change to EDD
Elimination of Redflex
Lag in Code revenues (followed staffing increases)
Measure W program recommends 25% reserve - anticipating 25.8%
COPS - status quo 2 CSOs and equip purchases

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FY 15
Internal balance between bureaus and named support to logistics - no fiscal impact

 Police services manager new?

 Fund police sgt from measure A?

 Currently 352 of 365 sworn - accessing grant funds now

 Measure W is patrol

 1 sgt - patrol (training sgt)
Parking enforcement
Animal services manager
September starts Stockton Academy (Delta College)-training officer

Cost savings by not sending recruits to far away places with lodging

Pulled 4 CSO's from state COPS to GF and put 2 sworn from GF into Measure W

Ammo shortage continues - increased price

Increased training because of young police force

Baseline request increases 1%
Revenue increase because new rates for Asparagus festival
85k extra revenue on animal shelter based on sharing
Medical supplies increase because of new procedures from SPCA

 Can we give animal shelter back to county?

 Code enforcement revenues down because 1st full year of no teeter
Collected through property lein
Parking revenues increased

 Not enough sales tax revenue to hire 40 Measure W officers
When Measure W decreased we moved officers to GF; now beginning to move back
At one point we did have 40 officers in Measure W

No major big drug busts so no asset forfeiture money

Time lag in getting money - last funds were 6 year lag

State COPS freed up with moving 4CSO's; will fund 1-time equipment needs
Still 2 CSO's funded there - will remove at some point in future

Less ongoing reliance on volatile or temporary fund sources

Stockton Police Foundation $100k funding transportation officers; seeking additional $100k for shotspotter

Increase from $175 to $450k for pet overpopulation actions (no capital) -using fund balance

2 trusts $400k authority of chief but only capital; $25k for cats
Positions

Thursday, April 10, 2014  2:05 PM

Animal shelter
Community development
Fire prevention and education
Pd sgt
Public Works
Thursday, April 10, 2014  2:04 PM

SB854 changes contract monitoring threshold for prevailing wage (adds service contracts - register with DIR within 4 days) --20% workload increase
Swap gas tax/GF (ineligible engineering benefit costs vs street trees)
Pool contract shift increases cost also in rec?
$1k per FTE + 250 travel
Mormon Slough 2-3 x monthly clean-up
$800k of $1.5m AB939 fees spent on franchise management and solid waste
Gas tax up $1.1 ($400k of it one time gas tax repayment)
Last year projected $7.4m, came in much higher, next year estimated $6.3 m
Unknown impact of pending state legislation for gas tax increases
$300k projected energy savings
Draw down fund balance

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FY 15
Water increase x $100k
$497 BR-5 request to offset gastax shortage
  Current year projected $8.6, we reduced estimate to $8.0; came in at $8.3
  Next year projection $7.4
  Proposed use of GF to backfill is consistent with pre-gas tax expenditures
    Landscape and tree maintenance
  No more MOE requirement on gas tax (essentially)
Also shift $350k to gf labor costs for street tree
Also freeze current positions $300k
Fund balance hit of $300

As proposed = declining fund balance + ongoing gf exposure

071 Oxford mannor LED conversion because fund balance is high

-072 split MUD/PW joint LMD schedule to increase accountability

Shows on paper a fund balance draw but that includes contingency that we don’t usually use

Parts outsource - on hold
Fleet - $200k/yr on $2m 10 year lease + 100k ladder truck
Questions

Tuesday, April 14, 2015  9:19 AM

Overview

A look back...

A look ahead...

History; employees/retirees/citizens

Philosophy (lessons learned x3); one time; council strategic priorities

By the numbers

Having the buffer makes all the difference when cuts need to be made.

GFOA was 2 months. This only adds '12.5' days; not even a whole citywide payroll
Compared to total funds the reserve is much smaller because GF is the backstop for

We spend $555k per day GF
$3-4 million triple flip; ERAF will go down next year
Triple flip one time is almost half of uptick
Point of sale is up because they used to take money away to give back to us later
Pd revenues down; parking + redflex 500k

Contingent payment model

Loan repayments are now level and predictable

Status of hotel insurance reimbursement $8.75
Mission critical add another $8m year
OVP - PD part time duties transfer but retain position at pd?
OVP new positions?
  Fire recruitment/Academy diversity
Stormwater public education campaign
  Fire-are we allowed to 'make money' on fire inspector?
  ---Fire staffing changes funded by marginal fee structure; why structure before fee???
  Fire training - leaving in middle of training for call even though we're paying to backfill
Training component PM?? Or lower position?
  Fire dishwashers?

Community Services - pff eligibility
  Community Services - talk to PW about $64k repairs and maintenance based on priority
Still paying $25k for Arts folks
Art - cleaning up fund defecit $125k
  CS positions X 9
Evaluation of GF subsidies
Merlo Gym
Pd backfill VAWA grant position (25% match - fully fund one officer and 90% CSO??)
Pd payroll?
PW prevailing wage monitoring - unfunded mandate?
Cal Water billing cost allocation MUD/PW?
Water last year 1-time $200k lab costs - pulled out?
  Revisit EDD budget
Parking city loan, etc.
How much to increase council travel?
Personal printers remain for most sensitive individuals (CM, CA, HR, Finance)
Number of PCs compared to number of employees?
Process for IT replacement?
   Is ASD procurement deputy just an offset for poor performing employee?
   How does procurement addition pay for itself?
Procurement contract vs in-house
   Rubina and art subsidy continue? Call out separately?
   Traffic calming
   Mobile city hall

Street resurfacing 500k
Tree trimming 500 of 1m
suggestions

Monday, February 17, 2014  9:08 PM

Community clean ups
Mayor's staff
Pd diverse recruitment ideas from Trevor
Neighborhood cleanups, etc.
Animal shelter
Budget for electeds + no freebie policy
Council dinner

- CDD
- MUD

- Gateway PBID?
- Marina subsidy in LRFM?
- What happens to post bk claims?
- WW interest calculations (fair market vs cash basis)
- Street sweeping fee duplication
- Fire academy
- Art scholarship - low balance after 14-15
- Golf subsidy down 33% - why?
- Weber point rental increase explanation 1800-3250
- Library PFF for bandwidth ASE vs T1 x2
- 2nd amended contract increase $400k why?
- Projected PFF revenues must match bk projections
- Maximizing RDA loan to include on ROPS
- Pet projects - community trusts?
- Employee recognition trust $5k?

PY requests
- Animal shelter mgr
- CDD
- MUD
- Fire prevention / education
- PD sgt
CDD

Monday, April 18, 2016  4:58 PM
ASD

Friday, April 22, 2016  9:52 AM

Office specialist request is revenue neutral for GF but $26k for other funds
CIP

Thursday, February 18, 2016  2:46 PM

Option 1 = 1 $1.1m CIP - all for PD move (measure A savings, etc.); what about 400 E. Main, CDD, etc.

Option 2 =

Option 3=3 bk for move, etc.

Use Measure A or BK? Approx $1.5 eligible out of $5,758,000===Use Measure A where realistic

Library cancelled $1.2m project - requires approval to move out of library fund; could reallocate $1.127m

CDD Permit Center $586,500 (40% staff-project management/contingency $95k)

TRUE GF
$118k leftover

??leaking underground fuel tank program???

ADA - include Mayor's task force

Use extra for fire Dept renovation

Entertainment Venues??
March 10th ish CIP to planning commission for meeting 2 weeks later
Clerk

Monday, April 18, 2016  3:25 PM

Reconsider position to address workload of cc

Not persuaded by request for EA/Deputy clerk
Community Services

Wednesday, April 20, 2016  2:37 PM

Getting out of the after school business
Seeking 2 additional Rec coordinators - ultimately seeing coordinator at each site similar to Arnold Rue and (XXXX)
Under requested for part time staff at Van Buskirk last year
$54k GF after 25% county allocation
Library aide II request is county-only
EDD

Monday, April 18, 2016  4:10 PM

No to PY request but OK to fund consultant-type

Add EIFD/Cira? Funds and broaden BID category

Yes to SNI

No to GF$438k request

Verify why SMG labor increased beyond 5% min wage
Fees

Thursday, February 18, 2016    2:40 PM

Zero change (no change except for exceptional requests)
***Could justify increase based on CPI or COLA but timing questionable
MUD - own rate change path
CDD - possible issues but undetermined as of 2.18.16
***fee reimbursement rate OK to add COLA (ex. Research fees or direct staff)
LABOR

Thursday, February 18, 2016   3:13 PM

2% city wide COLA $3.6; GF $2.35

10% below market catchup = $3.8m total; $1.5GF

Working on departmental hiring plans (including HR on vacancies in anticipation of PY requests)
Message

Tuesday, April 19, 2016   3:45 PM

Kudos to current council
Reminder of how far we’ve come
Assumption the hope is to continue the progress and fiscal discipline reflected in proposed budget

Clogged artery example. Once the damage is done the options are limited. When you are in the stage of hearing the invites from the doctor in the early stages, there are much better options. Much wider range. But failing to observe the doctors orders will still put you back in the same place. Just because The surgery was successful last time does not mean it will work again if you get back to the same place next time.

Axiomatic
Non Departmental

Monday, April 18, 2016  2:34 PM

PY request - covered with PT conversion

Anticipate OVP grant BSCC but not supplanting
Overview

Contingency?

17% working capital reserves assumed
Thoughts

Tuesday, April 19, 2016   3:45 PM

Graffiti combine or keep separate?
Need to emphasize fee schedule accuracy - no more dropped fees
Add-ins
Friday, December 28, 2018  5:14 PM

National League of Cities memberships
Fuel costs up 13% + higher usage
Workers' comp was $37m, now $1.4 at end of 2020
Claims liability increased 26%; increase rate 15%
Salary Survey

Tuesday, December 25, 2018  11:12 PM
ASD

Thursday, April 5, 2018  9:26 AM
CDD

Wednesday, April 4, 2018  1:52 PM

Fee study $3m
CSD

Thursday, April 5, 2018  3:04 PM

85% Measure M positions filled vs projected 50%

After school programming focus city-wide free; uniform curriculum working with school partners
Emergency tree removal - increase the $50k to account for yet unknown trees
Min wage increase matters for venues

Bob Hope doing very well on decreasing subsidy
Basketball tenant could change that
Highlights

Wednesday, April 4, 2018  8:41 AM

Workers comp liability from $50 mil 13-14 negative down to 6.3m neg

Vision cost decrease
Other health increase 3-7%
Reducing ISF fund balance - extra high (aim for 50% economic reserve - too high?)

Unemployment ISF superfunded - reset rate to zero this year

31m pars pension trust

52.5 to 55.7 safety; 26.75 to 27.1% misc
Slightly overcharging vs PERS charge to cover PARS but less

Hire stockton-EDD

Min wage increase impacts entertainment venues

800 homeless capital from CDBG

CDBG increase 10%

Low/mod funds increasing because of old RDA payments

Animal shelter big deal and expensive

POST training reimbursements questionable - counter to narrative of providing training

Can’t fund $4m-8 pd basement because of lack of PFFs

Water consumption up - removing drought surcharge

MUD reconciliation from 500ish to 60 projects - $24m return to cash in fund
HR

Wednesday, April 4, 2018   8:37 AM

Gen liability rates same? Not decrease?

Planning on county returning to leadership academy

Compensated absence superfunded more than 100%
Likely Funded
Tuesday, January 13, 2015  6:05 PM

☐  Body cams
☐  Employee training
Monitoring Market flows for capacity fix next year
Principles

No ongoing negative trends
PW

Wednesday, April 4, 2018  3:57 PM
Questions

Wednesday, April 4, 2018  8:41 AM

Why do we charge departments for OE3 of others not enrolled?
Budget for non-persable (uniform, etc.)

Central parking district discontinuing funding for bike officers x 2

$3m fee study

PFF police - not negative?

Moved part time CSD rec to Measure M to offset park maintenance contract
Revenue Enhancements

Tuesday, January 13, 2015  6:02 PM
Savings

Tuesday, January 13, 2015  6:02 PM
Unfunded Opportunities

Tuesday, January 13, 2015  6:02 PM

- Mayor's task force on disabilities
- CRAC
- Conservation Core
- Rancho Cucamonga floating city hall
- Mayor travel (international)
History

Wednesday, December 26, 2018  8:43 AM

Since 1998, 23 states +DC legalized medical mj
16 more various stages of cannabidiol (non psychoactive CBD for treatments)
More than 400 ingredients
4 states + DC recreational

Why regulate?
  Safety
  Cost recovery
  philosophy

How regulate
  Land use
  Possession
  Sales
  Cultivation
  Transportation
  Enforcement
  Timing
  Cash handling

Communication
  Western city
  Police chief mag
  Building safety magazine
  Leg updates
  Webinar
  Conference sessions (attorneys, CalChiefs, fire, elected, building, ec dev,hr)
  Acknowledge in-touch cities acted before Nov 8
  Regional mtgs
  Multi-disciplinary team of experts (inside and out)
  Video
  Learning objective: awareness (1 of 17 statewide measures), fed history, terminology, what must I do?, testing and quality control, how its consumed (40% smoked - rest of edibles etc), Colorado billion dollar industry, consumption mimic alcohol, timelines, seed to sale inventory, tracking system, will enforcement priorities change with next administration?, alternatives and consequences.

  1. Philosophy is highest hurdle - individual, preempted?
  2. Communication
  3. Special considerations

Federal conflicts of law
Aiding and abetting/money laundering
Policy of non enforcement

Terminology:
Retail/recreational
Dispensary/store/center
OPC/Cultivation - grow facility   optional premise cultivation
MIP - mj infused product/edible
Decriminalization/legalization
Excise tax (special tax)

Brand names

FED
1970 controlled substances act lists MJ schedule 1, meth, H
2000 colorado legal but no commercial structure; state silent; stores popped up; 2009 doj policy of non enforcement if state law compliance
2012 colorado recreational
2013 doj says it wont challenge

Article VI 2 supremacy clause (civil war-affirmed with finality)
Illegal but unenforced

Variation of sophistication of business owners
CDD

Wednesday, April 12, 2017  4:14 PM

121m 2013 construction
Fy 16 $315m
Fy 17 $275m 28 FTEs

13k annual building permits

Fee study Phase III and IV (July 17?) time and motion study
General Plan
Acela
Infrastructure master plan
CIP

Wednesday, April 12, 2017  2:14 PM

MUD
City Attorney

Friday, April 7, 2017  9:40 AM

No notable changes

HR budget to see general liability increases ($2M)--litigation backlog, pd car accidents

Anticipate 2019 code enforcement increases to focus on downtown and south stockton--likely request code attorney position
City Clerk
Friday, April 7, 2017  9:35 AM

Requesting to reclassify 1 Senior Deputy City Clerk to Supervising Deputy City Clerk
5%  (approx) increase

10% increase - market adjustment, year 2

?Does supervisor market adjustment have compaction issues with dep city clerk 3-year market adjustments

Withdrawing passport proposal
EDD

Friday, April 7, 2017  2:03 PM

8 total citywide FTE at risk with HUD
2 downgrade s proposed; 6 reclass proposals
★ Risk of losing partial funding for more than 8 and absorbing by GF? Program income? Etc.? 
Bed bath and beyond tax sharing revenues $400k for quarter (share 65%)
Urban garden ordinance - burden on CDD
★ Residential lien forgiveness focus on hot spots
Incentivize residents to attract companies to Stockton

Pass through tourism and bid increase
Entertainment venues - increased attention and events/business relations (arena/bob hope)
Consistent subsidy for venues despite min wage increase
$2.50 ticket surcharge increasing to $3.00
Increased concession pricing
Ballpark scoreboard failing - requesting replacement-requesting $700k increase BR-5

Parking software outdated
★ Meter theft continues-double piping and filling with cement/rebar
Utility grates banging heads off

Marina 24/7 private security
Placeholder of $100k for management; Westrec was $3k/month; next offer was $10k/month
2/3 full
Subsidy same by spending down fund balance
By next year, need to evaluate long-term keep or sell options

NSP generic homeless project; pending HUD direction
Low mod fund will continue to grow from 20% set aside from loan repayments

Successor agency
★ Bond refunding last November saving $2m annually; frees up funds to repay city loans
$737k GF Loan repayment net of 20%; $50k parking authority
No longer require GF subsidy because TI is up

Fees
Decreasing morello fee by $.25 to avoid coin and parity with other
Reinstated Buckley park fee
Wireless fee is starting point
Fire

Wednesday, April 12, 2017    9:23 AM

Currently paying 66% of JPA costs

Requesting fire communicator - based on:
3202 Alfa and Bravo call load increases (temporary related to CAD)
Increased JPA activity (should be offset by member agency fees)

Request for Fire Prevention Inspector - pays for self

Request for Office Assistant - combining 3 PT into 1 FT

Unprepared
Loose numbers
Questionable fee basis for CO2
HR

Friday, April 7, 2017  9:56 AM

Requesting HR specialist for recruiting
  Measure A, Measure M, animal shelter, etc.
  All temp issues with proposal to solve with permanent staffing

Leadership academy spent $75k but is budgeted at $85—too high

Requesting $60k for fire oral boards' Ed's (oral board portion $34k)

- Employee recognition plaques
- $30k tuition reimbursement - yes

  Charging at 7.25 rate (even though we have time)

  8% safety impact; 12% misc- PERS increases

  General Liability ISF - +7m (ramp up continues in anticipation of post-bk claims)

  Workers comp fund ISF - $14m (previously -37 in 14-15)

  General liability fund ISF +7m (was recently negative); over collecting in anticipation of ramp up

- Anticipate lowering workers comp rate to accommodate non-GF PERS impacts; continues -$14m balance in perpetuity

  Health ISF reserve of $13.9m; need is only $10m; 16-17 13% under budget because of opt outs and unfolded PY
  Sutter rate lock 17-18 then 3% increase 18-19

  Unemployment ISF flat rate .1% of payroll

  Life/LTD no significant changes -- $570k; some ppl get it from their unions

  Compensated absence ISF (separation of employee) increasing fro .5 to .7% of payroll to use for vacation
  sell back (lower than anticipated at $300k 17-18; used to direct charge to depts
IT

Thursday, April 13, 2017  8:28 AM

17% ISF rate increase because of $1.6m added to fund ERP
Moved phones to computers fund 504 to computer equipment fund 502

Phone isf down slightly because of the elimination of replacement component
Anticipate May cc action to replace VOIP. Saving 40%.
Reflect rate change in FY19 if tracked accurately - reduced ISF
Radio ISF rates not high enough for replacement cost planning
92% GF for radio fund 503
MUD

Wednesday, April 12, 2017  1:42 PM

Water fund with 11% increase and continued drought surcharge $-1,273,031
Drought surcharge is roughly $1.5

☐ Are we getting properly credited for connection charges?

Stockton East cost up $1.4m

☐ Seeking return of PY from Mel

☐ Wastewater project management -- concerned with new permanent staff but OK with contract
☐ Maintenance manager PM III; procurement--management gap between supervisors & Deputy
☐ How does this fit with ASD centralized procurement?
☐ Focus is budget and inventory tracking

S
Overview

Thursday, April 6, 2017  3:57 PM

GF vacancy projections 5% vs. 4.3 for fire
CalPERS won't allow prepay of normal costs
Marshall plan vacancy 11% ($2.3)
? Lease Ask payment $1.3 to assured
? Code enforcement $240k GF hit because they weren't meeting criteria
Assume CDBG/HOME will continue
Sales tax 2.4% vs 3% Measure W and A - misapplied Costco, fuel, tax sharing
Police

Friday, April 7, 2017  3:03 PM

1 mid year position
22 new PY requests
>100 pursuits annually
SFSPCA leaving
7 code vacancies
High vacancy rate common?
   Haven’t audit self certification of multi-family rental
   POST reimbursements frozen
Unfounded mandate with POST?
   June 2018
   National Initiative pays 20% of Lt. Chief of Staff
   Decentralized training
   Marshall Plan switch from buying equipment to replacement planning
Animal Shelter staffing to offset SFSPCA
Have to purge arrest records for non-conviction-new state law
Reimbursement for purged records

83% live release rate (used to be 34%)
25-33% county offset
Utility and ISF increase FY17 budgeted vs. projected?

AB109 state funding has ended - last check received in September
County funding still available; awarded $700k competitively

Geraldine Schmidt trust - $400k; probate tied up

Piston - lower start-up cost—cheaper to operate
Turbo shaft
Jet engine - power dense

Payload vs. speed vs. cost of operation

Robinson piston driven helicopters (Torrance) as safe as jet; $230/hr (maybe closer to $400) operating cost
Derate 300hp engine to 250 to run at low power all the time and as safe as jet helicopters

Jet higher per hour cost; lower barrier to entry; safety

Placer county, sac pd OH-58;
alternatives Bell 206/TH 67--Bell 206 from law enforcement support office
MD500 another option
Add-ins

Friday, December 28, 2018  5:18 PM

- 9-hour vacation days
- Ability to give citywide days off for some units
- [ ] Weather and safety leave in MOU
- Binding arbitration
Ground Rules

Friday, December 28, 2018  5:17 PM
Fire 456

Friday, December 28, 2018  5:19 PM
SPMA
Friday, December 28, 2018  5:19 PM
Salary
Benefits
AV sell back

Loss of mid career people leaving for benefits

Initial pay bump from sgt to lt used to start at step 4 based on long tenure but now requires long time to get there
Pay
HRA
H S A
FLSA inhibiting call backs
Pay cycle - reduce from 24 days based on FLSA
Argument is that no optional person = mandatory backfill which may be time and a half basis

??status of hazmat

456
Tuesday, January 26, 2016  1:59 PM
2016 Summary

Wednesday, June 1, 2016   5:37 PM

6-0-0
Medical 90% then 2%
Vacation cash out year 2 and 3 40hours SCEA, OE3 x3 (in offer for agreement by July 1)

OE3 x 3 = 3 SDI = 1% for gap coverage

O&M gets 5.5% HRA - remnant of OMI Thames (also fire gets 1%)
Water Sups will now get it based on compaction (fact finder brought it up last year) 13 or 18 affected people

Unrep - longevity pay that SPMA today - revisit soon (only affects Chief and Deputies - retro)

B&C - no agreement (3 positions)

POA - communicated health insurance

SPMA - 3% PERS for 2% POST - uniform increase 950-1200 holiday I lieu for Captains (will impact unrep)

Fire - e-board going to council with misinformation' believe holiday and EMT pay should be rolled out of base pay and comp survey based on new base pay-results in market adjustments' considering 90-10 health (confidential)
B & C
Friday, January 15, 2016  10:31 AM

All tenured employees
Seeking restoration
Succession plan/increased career ladder/appreciation
Internal hire
Longevity steps - 25 years for example

Medical
FLSA inhibits overtime
Equity among groups
Concern over SPOA add-ons
Fire Management

Thursday, January 14, 2016  4:15 PM

Communications between table and cm office

**FLSA - penalized for jury duty, recuperating time and a half from state for Wildlands deployments but paying straight time if they take a sick days not seeking to in pay cycle where they have taken a day off o avoid straight time--work week

Negotiation tone

HR personnel negative attitude and comments like 'we wish we had your retire,met' in response to comment of HR staff being in or above market compared to fire management being under' for education - 'we pay you for your Braun, not your brain'

Loss of employees

Lack of respect

Arson - overlap

Restoration of 3.68 furlough

Length of work cycle
OE3

Thursday, January 14, 2016   10:04 AM

Henry Torres
James Clark
Richard Stiffler
Michael Eggner
Darren Semore

Wages

Authority to bargain

5.5

Compaction - water sups (lose the 5.5 + for total 7%)

One time spending reduction to libraries etc.

Standby pay increase from $3

FLSA_emergency call

HRA HSA
POA

Thursday, January 14, 2016   9:06 AM

Kathryn Nance
Mark Salvo

Medical

Pay

Benefits

FLSA minimums - have to actually work the 40 hours. Comp time not counting toward time worked. Argument is that it really was hours worked but not counted that way.

Officer/sgt pay discrepancy. Training officer who promotes gets decrease. Or k9 for example

Wellness programs. Fitness. Time to workout?

Sensitivity of labels (retention)
Proposals

Wednesday, March 9, 2016  2:08 PM

FLSA
Married couples
HRS/HSA
2-2-2
Medical
Lodi model
Standby pay
Super longevity
SCEA

Tuesday, January 19, 2016  1:29 PM

Sabine Verelst, President
Andrea Spurlin, VP
Elaine Kluve, IT Rep

Medical insurance
Appreciation

*Holiday leave bank for holidays that fall on closed Friday, etc. - works well for 9/80 but not for those
who work every Friday. No holiday pay for closed Friday - example, recent Christmas; happens again for
Veterans Day this year.

Employee parking - safety of people and vehicles - Winter security?

Helping members become more productive - grievances from similar people; related to employees
unhappy with their supervisors; lots of complaints from ASD - seeking HR helping to foster environment
of helpful, courteous, supportive supervisors

Praise for Gordon’s leadership in PW

On-call FLSA (especially dispatchers); $3/HR on call pay

In past - Given 4 hours of compensation for every 24 hours on call (either pay or compensatory time)

More opt outs for on-call - 'not worth their time or now FLSA exempt)

'Little bones thrown at us every once in a while'

Restoring leave benefits; longevity pay
Advance Peace public comments

Tuesday, January 9, 2018  5:44 PM

Diana Buetner - “felons provided with guns”
Mr. Nelson “program proven in about 35 cities”
—felons carrying guns
No longer connected to Rescue Mission - Amazon Flex
Lacking - community-based/faith-based component/engagement
Public anxiety and concerns about media reports - public doesn’t feel engaged in process
Role of committee members?
Committee members unaware and unable to communicate when asked
Agenda - feedback and questions/time allotments
Role of committee?
Committee members have lots to contribute but not enough time at meeting
Frequent communication with members
Role between advising and oversight
Wants advance notice for press releases etc on safety and OVP
Bob Gutierrez

Friday, January 12, 2018  9:30 AM
Doug Wilhoit
Thursday, January 4, 2018  10:34 AM

Don’t force quarterly meeting
Meet as needed even if longer

Up to date statistics to committee
Ger Vang

Wednesday, January 3, 2018  9:33 AM

Info about ceasefire and peacekeepers
More 1:1 about city/police and how community can contribute
How can we bring in community to be part of this process
Messaging to community in different languages
Keep community connected to law enforcement
Language and culture barriers
Receive data in format that can be shared with community
Add link to Lao family website
3-year ceasefire workplan to know what is coming next
Learn structure of program/updates
Jose Rodriguez

Wednesday, January 17, 2018 10:38 AM

Views it as accountability piece
Reports on progress of OVP and Ceasefire
Dialogue about how things are going
Perceptions of us vs. community
More reporting from OVP
More data/stats
Call-in status
Perception vs. reality
Sovanna Koeurt

Thursday, January 11, 2018  10:35 AM

Semi retired
Hasn’t been involved in Marshall Plan
Park Village apartments
230 apartments, 500 families, 11-15 people per unit; 500+ children
Refugees
Southeast Asian: 85% Cambodian; also Vietnamese, Hmong, Laos,
No issues anymore following comprehensive management plan

Request community meeting to update on what’s been done (PD and OVP)

209 944 1701 Sothea Ung - can schedule community meeting
Monday meeting with residents - 60-70 residents in attendance
Difference between spd, feds, school police, etc.
Language = Cambodian
Takeaways

Wednesday, January 3, 2018  9:42 AM

- Shareable information - message to constituencies
- Explanation of 3-year ceasefire plan with timelines
- Meeting - semi confidential sharing
- Takeaway of where we were (and apply statewide trends to where we would be)
- Bring real life OVP client
- Role of committee
- Membership
- Frequency of mtg
- Format of mtg
- Assignments for members, committees
Tony Vartan, MSW, LCSW

Thursday, February 15, 2018   8:58 AM

SJ County Behavioral Health Director
Wayne Bibelheimer

Wednesday, January 17, 2018  10:03 AM

Role of committee member - undefined
Didn’t feel as if they were asked to make city accountable for funds
Listeners
Attempt to report
Went to first call in
Didn’t even hear about additional Call-ins - report out of success, etc.
Stephanie James Brough good data
Silva brought Bratton
Felt more like learner than person who could bring plan to accountability
Art - project manager
   Jeff Pelz - assistant project manager
2024 permit requirements take effect
  65%
March 26 EIR prep
Phase 2A $6m based on funding
Phase 2B $184m

WAG - waiting on 2 of 7 new members (Sol/Canepea)
CWC -

Could have done mitigated neg dec but opted for full EIR
Solid Waste

Tuesday, June 25, 2019  4:01 PM

Need RFP decision by October
   August study session

Existing companies and framework
December package; companies didn’t like it; went through in detail with issues and conceded many things
End of May proposals received

218
Sb 1383 new programs and services
Billing
Adjusted compensation agreement to match CPI

Performance reviews and billing audits
Additional sweeping, etc. based on MUD requirements
Itemized responses with the addons

40% increase in rates (includes minor NPDES)

SB 1383 organics - starts Jan 1 2022; enforcement in 2024
They say it’s a change in law and want to negotiate it separate

22-24% is related to recycling or compost changes in the market

2.2% additional diversion
2.9% taking over billing

Republic uncollectable $900k/yr - assumes bad debt scenario will continue—assuming 4.5% bad debt ratio (total Republic portfolio is 0.5%)

We were below less than 1% uncollectable, now as much as 18% on non-owner occupied

Waste
Not agreed on cumulative uncollected accounts - allegedly agree to forgive with 2020/1 start

Uncollectables
Recycling issue weird

New RFP impacts?
Franchise fee? 20% + 3.5 939

Puzzle pieces - here’s just the frame
Wednesday, January 2, 2019  5:50 PM

Fee Stimulus Plan

Worthwhile discussion - it involves finances and philosophy and RISK

General concept of reducing fees is good
Interest groups ADVOCATING for their own interest is appropriate
What's unusual is for the people paying the fees to DICTATE how much they pay

The policy questions:
1. Should we base PFF number on competition or on obligations
2. To what extent should we expose GF in hopes of achieving broader economic rewards;
   ○ GF obligations directly compete with other GF expenditures like public safety, libraries, market-rate employee compensation, etc.

Underlying theme here is that new residential housing growth will provide substantial economic benefits.
1. How much weight should we give to residential vs industrial or commercial?
   ○ Residential = construction jobs; temporary and new service obligation is permanent
   ○ Industrial/Commercial = permanent jobs and revenues

UOP report
1. Very well written
2. Touts economic benefits of 1,000 homes and considers that a reasonable nbr
   ○ Countywide benefits that approximate City impact (p.3 exec summary)
   ○ Doesn't address cost of providing services (p.3 executive summary)
3. Acknowledges majority of the fees are used to pay for public infrastructure like water systems and roads. (p.8)
4. 1,000 homes; ignores baseline data--permit center activity is up; and makes no assertion that this particular reduction will result in 1k homes

BIA Proposal
1. Home permits based on political boundary serves no legitimate purpose
1. Local hire - new definition - within 50 miles of downtown
1. Penalty for not achieving 60% local hire after 30 day cure period is disallowing further participation - no practical impact
1. Submit reports to staff - creates new staff burden with less money to support it and includes data like Certificates of Occupancy which we already know
1. City staff will use bs discretion to determine which PFF fees will be reduced and by how much - not a staff-level decision; the obligations funded by those PFFs don't go away

Current fee reduction justification was to increase SFR activity
Narrow focus of SFR vs total permit center valuation
making up for it with volume is like shopping and taking the discount

Permit Fees

SUMMARY
A group of local residential home builders has requested a reduction in the permit fees associated with new construction. With the working title of Stockton Economic Stimulus Plan, the builders tout a range of global economic benefits to the City as a result of the increased building activity. The Council has discussed the item on three occasions and expressed a desire to have the item return for finalization.

As drafted, the concept will reduce the fees by $17,000 for 1,300 units (1,000 citywide and 50 additional units within each City Council District) with adjustments made for additional high density units. The Council also directed staff to provide a recommendation as to which fees should be reduced to reach the $17,000 objective. In addition, the Council has requested a recommendation to specifically target the southern portion of the City for additional economic benefits.

The requested information has been provided but that information does not represent a staff endorsement of this concept. As discussed at the October 13, 2015 meeting, this proposal represents a level of risk to the General Fund that is a departure from the fiscally prudent philosophies that guided the City's financial recovery in recent years and resulting in an exit from bankruptcy less than nine months ago. The City Council retains sole authority to make this policy and spending decision and can do so in whichever manner and timeframe as it chooses.
BACKGROUND

[USING GRAPHS, BULLET POINTS, AND NARRATIVE TEXT, IDENTIFY 1) WHEN FEES ARE PAID, 2) WHO PAYS THEM, AND 3) WHY. INCLUDE MITIGATION FEE ACT LANGUAGE. THEN PROVIDE A BREAKDOWN OF EACH CATEGORY OF FEES (PFF, ETC.). THEN BREAKDOWN THE PFF'S SIMILAR TO THE CHART FROM LAST NIGHT TO PROVIDE ADDITIONAL DETAIL. THEN PROVIDE A LISTING OF EACH FEE WITH A FEW WORD DESCRIPTION INCLUDING ADVERSE IMPACTS OF REDUCTION. THEN PROVIDE A HISTORY OF FEE REDUCTIONS ALREADY IN PLACE INCLUDING RECENT COUNCIL ACTION.]

PRESENT SITUATION

[LET'S TOUCH BASE TOMORROW OR WHEN THE 3 OF US ARE AVAILABLE TO BRAINSTORM OPTIONS]