

**Administration and Support
FY 2020-21 Annual Budget**

	<u>Charter Offices</u>	<u>Administrative Services</u>	<u>Human Resources</u>		
	City Council, Manager, Clerk, Attorney, Auditor 010 <i>See Page K-23</i>	General Fund 010 <i>See Page K-29</i>	Office Equipment Internal Service 505 <i>See Page N-15</i>	General Fund 010 <i>See Page K-34</i>	Insurance and Benefits Internal Service 541-562 <i>See Page N-17</i>
Beginning Available Balance			\$ 1,505,260		\$ 74,951,836
Revenues					
Operating Revenues	-	-	392,000	-	104,642,979
Other Revenue	17,300	145,755	-	-	18,816,200
	<u>17,300</u>	<u>145,755</u>	<u>392,000</u>	<u>-</u>	<u>123,459,179</u>
Expenditures					
Employee Services	3,918,536	4,632,545	-	1,577,709	-
Other Services	1,597,382	1,256,913	-	605,016	-
Materials and Supplies	96,060	76,605	-	27,380	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Other Expenses	127,958	59,050	535,924	271,690	126,651,898
	<u>5,739,936</u>	<u>6,025,113</u>	<u>535,924</u>	<u>2,481,795</u>	<u>126,651,898</u>
	-	-	-	-	-
Transfers					
Transfer In - General Fund	-	-	-	-	-
Transfer In - Other Funds	-	-	-	-	-
Transfer Out - Other Funds	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>(5,722,636)</u>	<u>(5,879,358)</u>	<u>(143,924)</u>	<u>(2,481,795)</u>	<u>(3,192,719)</u>
Ending Available Balance			\$ 1,361,336		\$ 71,759,117
			-		-
Summary by Department					
	<u>Charter Offices</u>		<u>Administrative Services</u>		<u>Human Resources</u>
Revenues	\$ 17,300		\$ 537,755		\$ 123,459,179
Transfers	-		-		-
Total Sources	<u>\$ 17,300</u>		<u>\$ 537,755</u>		<u>\$ 123,459,179</u>
Expenditures	\$ 5,739,936		\$ 6,561,037		\$ 129,133,693
Transfers	-		-		-
Total Appropriations	<u>\$ 5,739,936</u>		<u>\$ 6,561,037</u>		<u>\$ 129,133,693</u>

Administration and Support, Continued
FY 2020-21 Annual Budget

	Information Technology Internal Service 502-503	Non-Departmental General Fund 010	Other Special Programs 020/627/642	Administration & Support & Support Total
	<i>See Page N-11</i>	<i>See Page K-46</i>	<i>See Page K-48</i>	
Beginning Available Balance	\$ 19,459,651		\$ 1,872,258	
Revenues				
Operating Revenues	16,979,284	-	1,366,436	123,380,699
Other Revenue	240,000	-	101,500	19,320,755
	17,219,284	-	1,467,936	142,701,454
Expenditures				
Employee Services	-	1,869,152	757,969	12,755,911
Other Services	-	5,096,663	166,228	8,722,202
Materials and Supplies	-	176,905	-	376,950
Capital Outlay	9,759,907	-	100,000	9,859,907
Debt Service	-	-	-	-
Other Expenses	14,416,465	(410,253)	161,732	141,814,464
	24,176,372	6,732,467	1,185,929	173,529,434
Transfers				
Transfer In - General Fund	5,250,000	-	-	5,250,000
Transfer In - Other Funds	-	-	-	-
Transfer Out - Other Funds	(780,000)	(25,174,175)	-	(25,954,175)
	4,470,000	(25,174,175)	-	(20,704,175)
Net Annual Activity	(2,487,088)	(31,906,642)	282,007	(51,532,155)
Ending Available Balance	\$ 16,972,563		\$ 2,154,265	

Summary by Department

	Information Technology	Non-Departmental
Revenues	\$ 17,219,284	\$ 1,467,936
Transfers	5,250,000	-
Total Sources	\$ 22,469,284	\$ 1,467,936
Expenditures	\$ 24,176,372	\$ 7,918,396
Transfers	780,000	25,174,175
Total Appropriations	\$ 24,956,372	\$ 33,092,571

Administration & Support Section	
Expenditures	\$ 173,529,434
Transfers	25,954,175
Total Appropriations	\$ 199,483,609

Appropriation by Function

Administration	\$ 39,739,140
Insurance and Benefits	126,651,898
Non-Departmental	33,092,571
	\$ 199,483,609

OFFICE OF THE CITY COUNCIL

MISSION STATEMENT

To serve the community by providing innovative, courteous and responsive service; promoting economic opportunity; enhancing the quality of life for its citizens; and building a better Stockton for future generations.

Budget at a Glance:

Total Revenues	\$0
Total Expenditures	\$994,080
Total Net Cost	\$994,080
Total Staff	10

DEPARTMENT DESCRIPTION

The City Council is the policy-setting body that initiates, studies, discusses, holds public hearings on, and decides various civic issues affecting the citizens of Stockton, based on facts gathered, represented, and citizen input. The Council hires and supervises four officers: City Attorney, City Auditor, City Clerk, and City Manager.

DEPARTMENT STRATEGIC WORK PLAN

A key function of the City Council as the policy-setting body for the City is to establish strategic priorities. The City Council developed a strategic work plan, including Strategic Targets and Priority Goals as outlined in the budget document. The City Council receives regular reports from the City Manager related to progress toward implementation of the strategic work plan.

PRIOR YEAR ACCOMPLISHMENTS

Notable citywide accomplishments in support of the City Council strategic work plan include continued sound fiscal planning and the use of the Long-Range Financial Plan, resulting in the growth of financial reserves for known and unknown contingencies leading to national recognition for the positive financial condition of the City.

The City achieved important outcomes related to public safety. Non-fatal shootings and homicides remained flat compared to a low in 2018. The Neighborhood Betterment Teams continue to address blight hot spots through community clean-ups and city programs. At the same time, the combined efforts of the Police Department and Operation Ceasefire have resulted in an overall decrease in Uniform Crime Reporting. The Police Department is recognized as a national leader in reconciliation and community-trust building efforts with law enforcement. The Office of Violence Prevention continues to foster collective impact strategies to address the underlying factors impacting vulnerable populations.

The City continues to encourage economic development and job growth through efforts that include the Short-term Fee Deferral Program, Residential Neighborhood Reinvestment Program, Hire Stockton Program, and Opportunity Zone Prospectus. The City also held an Investors Luncheon for local investors to discuss upcoming opportunities in Stockton and updated the existing Community Profile publication for marketing and business attraction efforts and worked with publications on articles highlighting Stockton. The City issued nearly 7,900 building permits worth an estimated \$441 million, including over 1.2 million square feet of new industrial development and a sulfuric acid terminal at the Port of Stockton that is the first of its kind on the West Coast and issued approximately \$12 million in bonds to support the Cannery Park and Westlake Villages developments.

OFFICE OF THE CITY COUNCIL

The City received a \$6.46 million Homeless Housing, Assistance, and Prevention grant to further assist with homelessness activities and to help with the implementation of the homeless strategic plan. The City continued to conduct regular homeless encampment cleanups and managed the Homeless Employment Litter Abatement program with Caltrans and Ready to Work to employ homeless individuals to undertake cleanup activities along freeways and highways.

The City made significant investments in its infrastructure by continuing the modernization of the wastewater treatment plant, securing an \$8.5 million state grant for the McKinley Park improvements project, completing the Thornton Road and Hammer Lane widening projects, and resurfacing 28 miles of residential roadways.

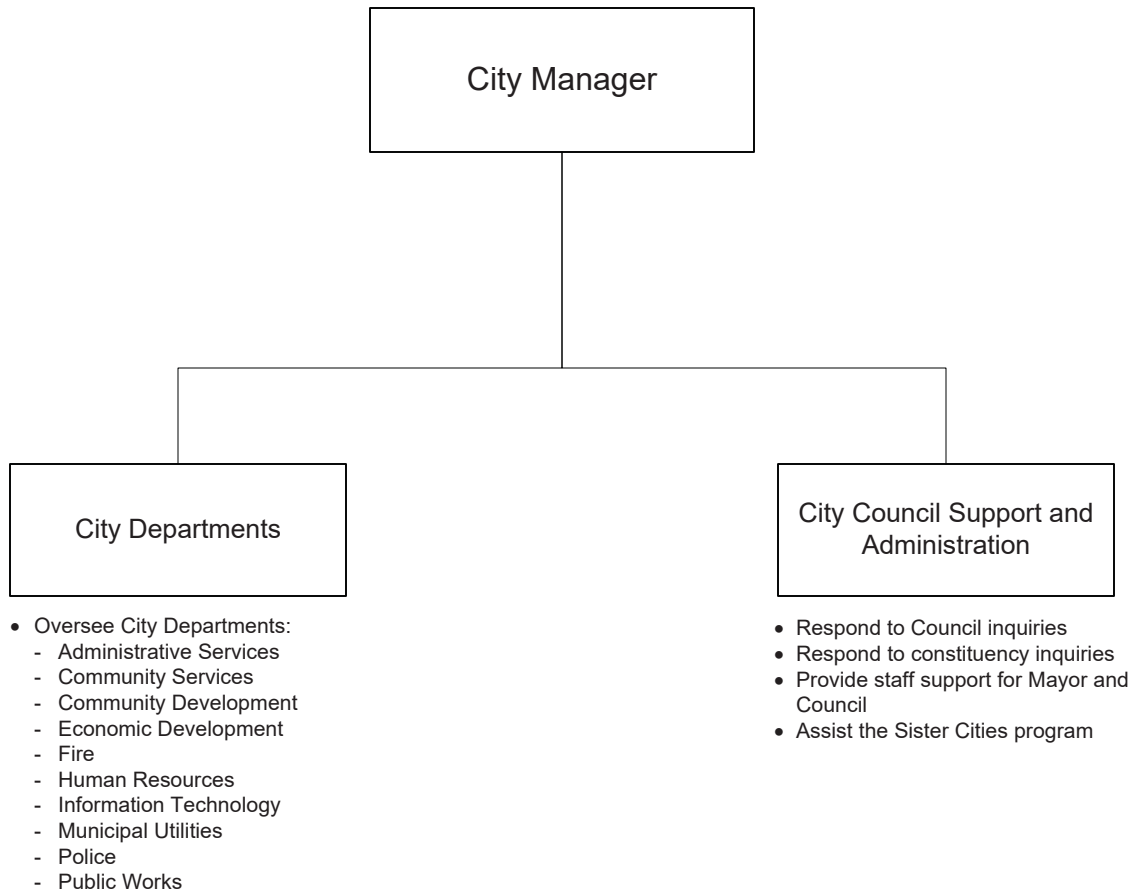
KEY CONSIDERATIONS

The City Council has responsibly managed its finances and put in place policies and practices that put the City in a position to sustainably support current service levels while making targeted investments in the community and the organization. The Council is committed to the Long-Range Financial Plan that will help the City navigate the COVID-19 induced recession. That fiscal discipline has enabled the City to devote over \$14 million in new one-time and ongoing spending in the proposed Budget that supports the Council's goals related to public safety, homelessness, affordable housing, economic development, and quality of life.

Continuing to address public safety is essential to providing a quality of life that will encourage economic development and result in job growth. The FY 2020-21 Annual Budget supports that goal by directing nearly 75% of the General Fund budget to Police and Fire and continuing significant investment in the replacement of the public safety radio infrastructure. The Budget increases funding to support approximately 30 major homeless cleanups and for twice per week contract cleanups and includes the first year of enhancing services to the homeless population with a one-time grant of \$6.46 million through the Homeless Housing Assistance and Prevention program.

The Budget allocates considerable resources towards economic development activities and the infrastructure that supports job growth and creation and also improves residents' quality of life. These investments include funds to develop a new economic development strategic plan, approximately \$8 million for affordable housing, emergency housing, and shelters, economic development programs and other public services targeting Stockton's most vulnerable residents, over \$50 million towards the remodeled wastewater plant project, and \$8.5 million to renovate McKinley Park.

The City Council has stayed focused on its strategic targets and goals throughout the challenges faced in recent years and has pursued aggressive work plans to accomplish its priorities. The FY 2020-21 Annual Budget supports these goals and plans by allocating significant resources towards public safety, homelessness, economic development, and quality of life. A description of these activities can be found in the Introduction and departmental sections contained in the Annual Budget.



CITY MANAGER

OFFICE OF THE CITY MANAGER

MISSION STATEMENT

To provide direction and oversight of all City operations, including City departments and programs, and to ensure Council goals, policy and administrative practices are effectively carried out within the fiscal and physical abilities of the various City departments during normal operations, as well as emergency situations.

Budget at a Glance:

Total Revenues	\$0
Total Expenditures	\$1,814,924
Total Net Cost	\$1,814,924
Total Staff	13

DEPARTMENT DESCRIPTION

The Office of the City Manager provides direction and administration of City departments and general oversight of City operations under the policy direction of the City Council. Other functions within the City Manager's Office include the Office of Violence Prevention, Grants, Legislative Advocacy, Communications, Public Relations and Channel 97 Government Access Cable Channel.

DEPARTMENT STRATEGIC WORK PLAN

As a City Charter Appointed Office, the strategic work plan of the City Manager's Office is to ensure the implementation of the City Council Strategic Targets and Priority Goals as outlined earlier in the budget document. The City Manager's Office is responsible for the oversight of other City departments in developing strategic work plans in support of the City Council Priority Goals and prioritizing the work of departments based on the Council's Strategic Targets.

PRIOR YEAR ACCOMPLISHMENTS

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OFFICE OF THE CITY MANAGER

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KEY CONSIDERATIONS

The City Manager's Office has responsibly managed the City's finances and put in place policies and practices that put the City in a position to sustainably support current service levels while making targeted investments in the community and the organization. The City Manager's Office is committed to using the Long-Range Financial Plan to educate the City's decisions and to help the City navigate the COVID-19 induced recession. That fiscal discipline has enabled the City to devote over \$14 million in new one-time and ongoing spending in the proposed Budget that supports the City Council's goals related to public safety, homelessness, affordable housing, economic development, and quality of life.

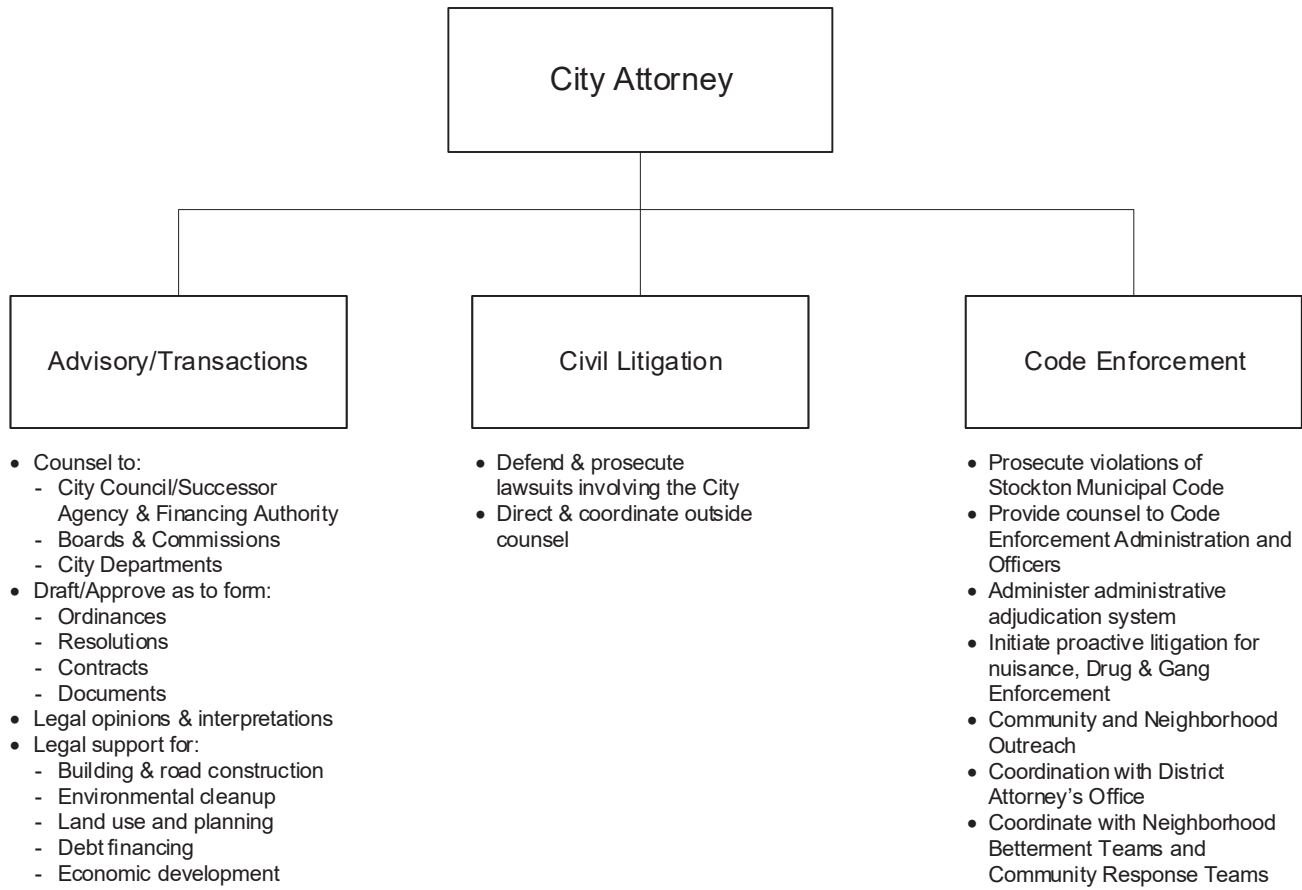
At the same time, the City Manager's Office continues to oversee the regular operations of the City as well as pursuing the City Council strategic priorities. In recent years, significant progress has been made in modernizing the organization. The City has contracted with Tyler Munis as our new Enterprise Resource Program provider and the first phase of transition is anticipated to take place in November 2020. Transitioning to Tyler will streamline processes and create operational efficiencies, expand organizational capacity and institute innovative solutions. The Budget also creates the new Office of Performance and Data Analytics within the City Manager's Office that will provide more visibility into the organization and its processes so City services can be delivered better, faster and smarter.

Continuing to address public safety is essential to providing a quality of life that will encourage economic development and result in job growth. The Budget supports that goal by directing nearly 75% of the General Fund budget to Police and Fire and continuing significant investment in the replacement of the public safety radio infrastructure. The Budget increases funding to support approximately 30 major homeless cleanups and for twice per week contract cleanups and includes the first year of enhancing services to the homeless population with a one-time grant of \$6.46 million through the Homeless Housing Assistance and Prevention program.

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OFFICE OF THE CITY MANAGER

The City Manager's Office will continue to make prudent financial decisions as it remains steadfast in its efforts to maintain long-term financial solvency while pursuing the City Council's strategic priorities and addressing the numerous challenges the City will face along the path to fiscal sustainability, reduced crime, increased economic development and improved service delivery to the community.



CITY ATTORNEY

OFFICE OF THE CITY ATTORNEY

MISSION STATEMENT

To provide professional, high-quality legal advice and services that protect the interests of the City of Stockton, its departments, the City Council, and the citizens of the community.

Budget at a Glance:

Total Revenues	\$0
Total Expenditures	\$1,336,877
Total Net Cost	\$1,336,877
Total Staff	12

DEPARTMENT DESCRIPTION

The Office of the City Attorney provides legal services and advice to the City Council, officials, boards, commissions, and departments regarding legal and regulatory matters of concern to the City and its operations, including:

- Providing advice regarding matters relating to their official duties.
- Defending lawsuits and preparing legal opinions and documents, ordinances, and resolutions.
- Reviewing and approving contracts, bonds, deeds, and other legal documents.
- Prosecuting violations of the Stockton Municipal Code.

Due to its size and complexity, the City suffers a significant amount of litigation filed against it. Cost-effectively managing this litigation without sacrificing the quality of representation is a constant challenge that the Office meets through the balancing of in-house and contract resources on a case-by-case basis.

The Office consists of eight attorneys, one paralegal, and three support staff members, and is divided into two divisions. One division is primarily focused on litigation and code enforcement. The second division is primarily focused on advisory and employment-related matters.

The Office supports a significant volume of litigation and expects this activity will continue in the next fiscal year. The Office maintain a large volume of criminal prosecution and code enforcement matters consistent with Council priorities.

DEPARTMENT STRATEGIC WORK PLAN

As a City Charter appointed office, the strategic work plan of the Attorney's Office is to ensure the implementation of the City Council Strategic Priorities as outlined earlier in the budget document. For the next fiscal year, this office will focus on competently managing its significant workload while specifically enhancing its efforts to carry forward with more robust internal litigation efforts. To support that goal, the City Attorney's Office filled one vacancy with an attorney that specializes in litigation.

PRIOR YEAR ACCOMPLISHMENTS

Community Development Department (CDD)

The City Attorney's Office assisted CDD with review, revision, and approval of the Interim Municipal Services Review/Sphere of Influence (MSRT/SOI) plan, including Local Agency

OFFICE OF THE CITY ATTORNEY

Formation Commission (LAFCO) approval and amendments to Title 16 related to Cannabis and the development of a social equity program.

Community Services Department (CSD)

The City Attorney's Office worked with CSD to draft and review the new Swenson Golf Course Lease and continues to support the Department as it works through the closure and transition of the Van Buskirk Golf Course, including addressing security and preventing nuisance behavior at the property.

Information Technology Department

The City Attorney's Office continues to support the Information Technology Department work through the implementation of the new Enterprise Resource Planning (ERP) solution.

Miscellaneous Council Directed Projects

The City Attorney's Office assisted in drafting an Urgency Ordinance for Just Cause Evictions that allowed the City to immediately implement "just cause" protections for City of Stockton tenants while the State Legislation was pending and a Flag Display Policy for the display of commemorative flags on City flagpoles that allowed display of commemorative flags and protected the City's ability to regulate which flags are displayed on City flagpoles.

Code Enforcement

The City Attorney's Office, in conjunction with the Police Department, Neighborhood Services, Fire Department, Community Development, and Public Works coordinated a joint task force for attacking the City's worst problematic properties. Referred to as Stockton's Top Offending Properties (STOP) Team, chronic problem properties were identified, triaged, and systematically addressed through a comprehensive multi-department enforcement approach.

During this reporting period, the STOP team took on several problematic properties, the most significant of which was a 7.4 acre industrial property which contained a multitude of violations, including improper storage of hazardous materials, several unsafe electrical and structural issues, and multiple other violations ranging from the fairly routine to serious safety issues such as failure to maintain fire sprinklers and faulty ventilation. Enforcement efforts resulted in proper permitting and necessary corrections.

Additionally, compliance efforts continue for the Empire Theatre Building to correct dangerous conditions created by the existence of numerous and substantial fire and building code violations. Enforcement efforts resulted in property owner working towards compliance and reoccupation of the building.

Other significant STOP cases include:

- A residential property whose house fell off its foundation, creating an immediate safety issue for the homeowner and surrounding properties. The structure was demolished with property owner consent.
- A bar/nightclub lacked sufficient egress and fire sprinklers, creating a potentially disastrous situation with the number of people occupying the nightclub. Enforcement resulted in a Cease

OFFICE OF THE CITY ATTORNEY

and Desist Order from Fire and an “Exit Analysis” from an architect to address egress concerns.

- Several pallet yard businesses were non-compliant with a City Code requiring pallets to be stored within a certain distance of fire hydrants. Enforcement resulted in administrative actions and criminal prosecutions against the owners and ultimate compliance and/or closure.
- A property was considered dangerous due to severe fire damage and its proximity to an active rail line. Enforcement ended with permission from the courts to move forward with shoring the walls of the building to ensure the structure’s stability.
- A commercial modular structure was placed on an undeveloped lot and illegally used as a residence for over three years. The modular structure was dangerously propped up by cinder blocks on an illegal foundation and property owners were illegally connecting to utility services, including electrical, sewer, and water. Enforcement efforts resulted in a Notice and Order to Repair or Abate by Demolition which was confirmed by an Administrative Law Judge. Ultimately, the structure was demolished.

Employment

Termination: The City Attorney’s Office prevailed in two termination hearings: Fire Department (arbitration) and Municipal Utilities Department (Civil Service Commission.)

Arbitrations (Contractual/Discipline): When an employee is disciplined short of termination, per the applicable Memorandum of Understanding (MOU), the employee may appeal, usually through arbitration. The City Attorney’s Office prevailed in four suspensions: Public Works, Municipal Utilities Department, and Police Department and one contractual interpretation of MOU.

Public Employment Relations Board (PERB): PERB governs the employer-employee contractual relationship. The City Attorney’s Office has appeared before PERB and resolved five unfair labor practice charges: Fire Department and Municipal Utilities Department.

Workplace Violence Restraining Order: When an employee is threatened by a co-worker or member of the public, the City Attorney’s Office will seek a restraining order protecting the employee. The City Attorney’s Office obtained two: Public Works and Stockton Police Department.

CALPERS Industrial Disability Retirement: When a safety member applies for disability retirement and is denied by the City, the member is entitled to appeal the decision. Appeals are heard at the Office of Administrative Hearings in Sacramento. The City Attorney’s Office had one and prevailed: Stockton Police Department.

KEY CONSIDERATIONS

The primary focus of the work of the Office remains the effectuation of Council goals through support of the various activities undertaken by all City departments. However, there are areas in which there is a need to enhance the Office’s efforts:

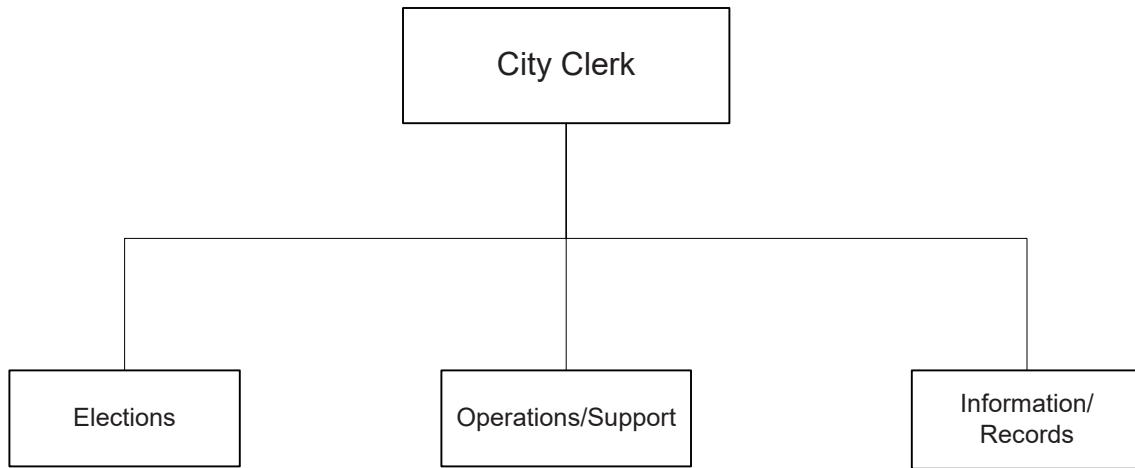
- Code Enforcement and liability litigation – The Office has largely worked through the backlog of litigation matters remaining after the bankruptcy. However, new matters continue to arise and must be properly handled. Also, the Police Department continues to enhance its Code

OFFICE OF THE CITY ATTORNEY

Enforcement activities and that ongoing work should remain steady over the next fiscal year. These activities will be closely monitored to determine if the workload exceeds capacity.

- The City has undertaken significant new efforts over the last two fiscal years, while the staffing in the City Attorney's office devoted to advisory activities has remained static. Given this situation, there is a continuing need for robust training and cross-training of staff to ensure that services can continue to be provided in a timely and effective manner.





- Review and process petitions for ballot measures and recall efforts
- Conduct elections
- Process Council candidate nomination filings
- Produce Candidate Election Guide
- Produce election calendars
- Monitor and file the following statements per State regulations for elected officials and City staff:
 - Campaign disclosure
 - Economic interests/conflicts of interests
 - Ethics training compliance
- Produce Council district maps
- Promote voter registration and awareness

- Provide meeting services including agenda preparation, meeting packet distribution, meeting attendance, and minutes preparation for the City Council, Council Committees, and City Boards & Commissions
- Maintain and update:
 - Stockton Municipal Code
 - City Charter
 - Civil Service Rules/Regulations
 - Council Policy Manual
 - Boards & Commissions Roster
 - Clerk's Web page
- Conduct recruitment and interviews for the City's Boards & Commissions
- Process official documents – resolutions, ordinances, minute orders, and contracts.
- Receive bids and conduct bid openings
- Prepare, track, and publish all legal notifications

- Manage City's official records and vital records program
- Provide records management direction & support services to Departments
- Establish policies for document naming conventions, retention, and imaging
- Maintain City's records retention schedule and arrange for document destruction
- Provide research & information services for City staff and the public
- Manage and administer City tickler system
- Establish and maintain disaster recovery & prevention plan
- Maintain City archives
- Off-site records storage & tracking Scan official City documents

CITY CLERK

OFFICE OF THE CITY CLERK

MISSION STATEMENT

To support the City Council's stated goals and objectives to build trust and confidence in the community by promoting transparency and civic engagement, guaranteeing fair and impartial elections, while ensuring open access to information and the legislative process.

Budget at a Glance:

Total Revenues	\$17,300
Total Expenditures	\$1,001,530
Total Net Cost	\$984,230
Total Staff	7

DEPARTMENT DESCRIPTION

The Office of the City Clerk administers municipal elections and promotes voter registration and participation; monitors compliance with campaign filing requirements; updates Conflict of Interest Code and receives annual filings; ensures adherence to the Open Meetings Act; administers the City's Records Management program that preserves and protects the official public record; attends all City Council meetings and assigned City meetings to record actions taken by these bodies; receives and conducts bid openings; manages the City's Board and Commission recruitment process.

DEPARTMENT STRATEGIC WORK PLAN

As a City Charter Appointed Office, the strategic work plan of the City Clerk's Office is to ensure the implementation of the City Council Strategic Targets and Priority Goals. Specific to the City Clerk's Office, the City Clerk works to ensure transparency to the public in the following areas:

Operations: Enhance preservation and access to City records in a cost-effective and environmentally smart manner while complying with legal record retention requirements. Develop Records Management Manual Training as an essential part of managing City records to maintain consistency in process, improve customer service and efficiency in supporting all aspects of city government.

Civic Engagement: Increase engagement and collaboration with local agencies to promote civic participation in boards and commissions. Through partnerships, Clerk staff will present educational material to coalition meetings that encompass the recruitment and appointment process. Additionally, the City Clerk's Office started a "Get Out the Vote" campaign focusing on awareness, education, and pre-registration of eligible 16 and 17 year old high school students.

PRIOR YEAR ACCOMPLISHMENTS

Operations

- Conducted a Strategic and Operational Review of Clerk Office duties and services.
- Supported 22 legislative meeting bodies (i.e. Council, Committee, Boards, Commissions).
- Staffed and published agendas for over 200 public meetings.
- Facilitated adoption of 235 local legislative actions in the form of 1,216 Resolutions and 19 Ordinances.

OFFICE OF THE CITY CLERK

Records Management

- Coordinated with departments to review the City's records retention schedule and finalize updates.
- Selected new records management software to replace failing off-site records management database.
- Provided training and guidance to departments for the usage of agenda creation software Legistar.
- Established e-Minutes Review procedures saving time and reducing paper usage.
- Processed 155 publications for legal notices, and 86 Bids/RFPs.

Boards and Commissions

- Conducted four recruitments that produced 125 individual applicants.
- Scheduled and conducted 22 applicant interviews, filling 47 vacancies.

Elections

- Successfully qualified 14 candidates for the March 3, 2020 primary election.
- Expanded voter education through in person presentation on site and in the field.
- Maintained ballot drop off box in the lobby of City Hall.

Staff Development

- Clerk staff attended approximately 220 hours of City provided and off-site training for staff development.
- Four newly hired staff members have begun training programs specific to their areas of interest and specification.
- One member of staff began Technical Training for Clerk's, a four-part educational series which is co-sponsored by the City Clerks Association of California, the League of California Cities and University of California, Riverside Extension.
- One staff member received their Certified Municipal Clerk designation.

KEY CONSIDERATIONS

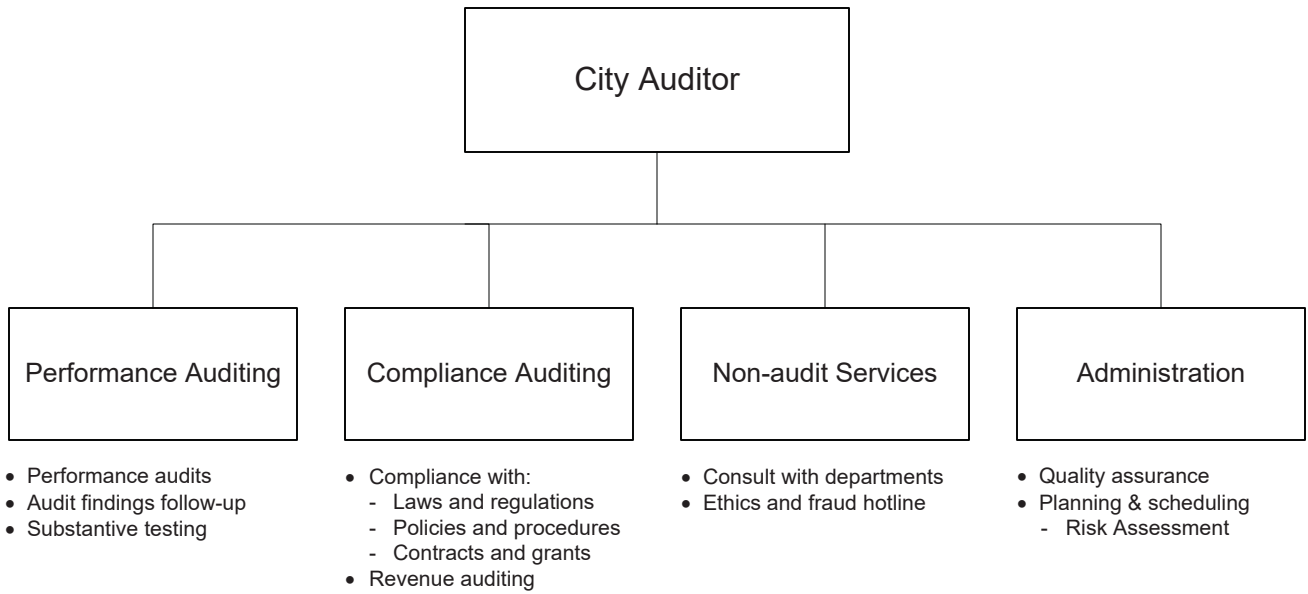
Following several vacancies, the City Clerk's Office is now fully staffed. The City Clerk's Office has done well to maintain operations and service levels despite those vacancies. As the Office became fully staffed, priority was placed on providing effective training to ensure staff was ready to perform as soon as possible to enable several initiatives to improve both Clerk and citywide processes in moving forward.

As the City implements new technology, such as the new Enterprise Resource Planning (ERP) solution, records management will continue to be a priority for maintaining the City's archival integrity. The City Clerk's Office will play a significant role in developing the policies and procedures that will preserve the City's vital records.

OFFICE OF THE CITY CLERK

The City Clerk's Office will develop a citywide training program to ensure staff is equipped to adhere to the Records Management guidelines set forth in the policy, gain an understanding of information request procedures, statements of economic filings, and the relationship between staff duties and City Council goals.

An area of concern continues to be legal compliance with the State of California Trustworthy Electronic Records Act. While the City is working to implement the new ERP solution, Clerk staff is working to implement a solution to help the City achieve mandated compliance for our electronic records.



CITY AUDITOR

CITY AUDITOR

MISSION STATEMENT

To independently promote ethical, efficient, and effective governance for Stockton's residents.

Budget at a Glance:

Total Revenues	\$0
Total Expenditures	\$592,525
Total Net Cost	\$592,525
Total Staff	0

DEPARTMENT DESCRIPTION

The Office of the City Auditor provides the City Council, management, and employees with objective analyses, appraisals, and recommendations for improvements to the City systems and activities. The primary activity of the department is to conduct performance internal audits. These audits may focus on internal controls, compliance with laws and policies, accomplishment of goals and objectives, or a combination of these areas.

This department is funded primarily through the General Fund with appropriate cost allocations made to other funds. The Office of the City Auditor conducts regular organizational risk assessments and prepares a proposed annual internal audit plan that lists potential projects. The City Council, through the Council Audit Committee, selects those audit projects to be included in the final annual audit plan.

DEPARTMENT STRATEGIC WORK PLAN

As a City Charter Appointed Office, the strategic work plan of the City Auditor is to ensure the implementation of the City Council Strategic Targets and Priority Goals as outlined earlier in the budget document. The City Auditor accomplishes this goal by completing annual risk assessments to determine the areas where the City has the greatest opportunities for strategic growth and areas where the City is exposed to risk. The City Auditor develops an annual Internal Audit Plan to test internal controls, develop necessary City policy and procedures, and carry out special projects that will facilitate the City Council's Priority Goals.

PRIOR YEAR ACCOMPLISHMENTS

The FY 2019-20 Internal Audit Plan maintained focus on improvements to citywide policies, processes and controls. The Plan included support for rolling out the City's revised internal policy framework and performance measures. The Plan also included projects to support the implementation of capital programs, evaluate contract management, and assess internal controls related to grants management and P-cards, as well as the overall control environment within MUD. Furthermore, the City Auditor continued to conduct ongoing program management, audit findings validation, and Ethics Hotline administration.

KEY CONSIDERATIONS

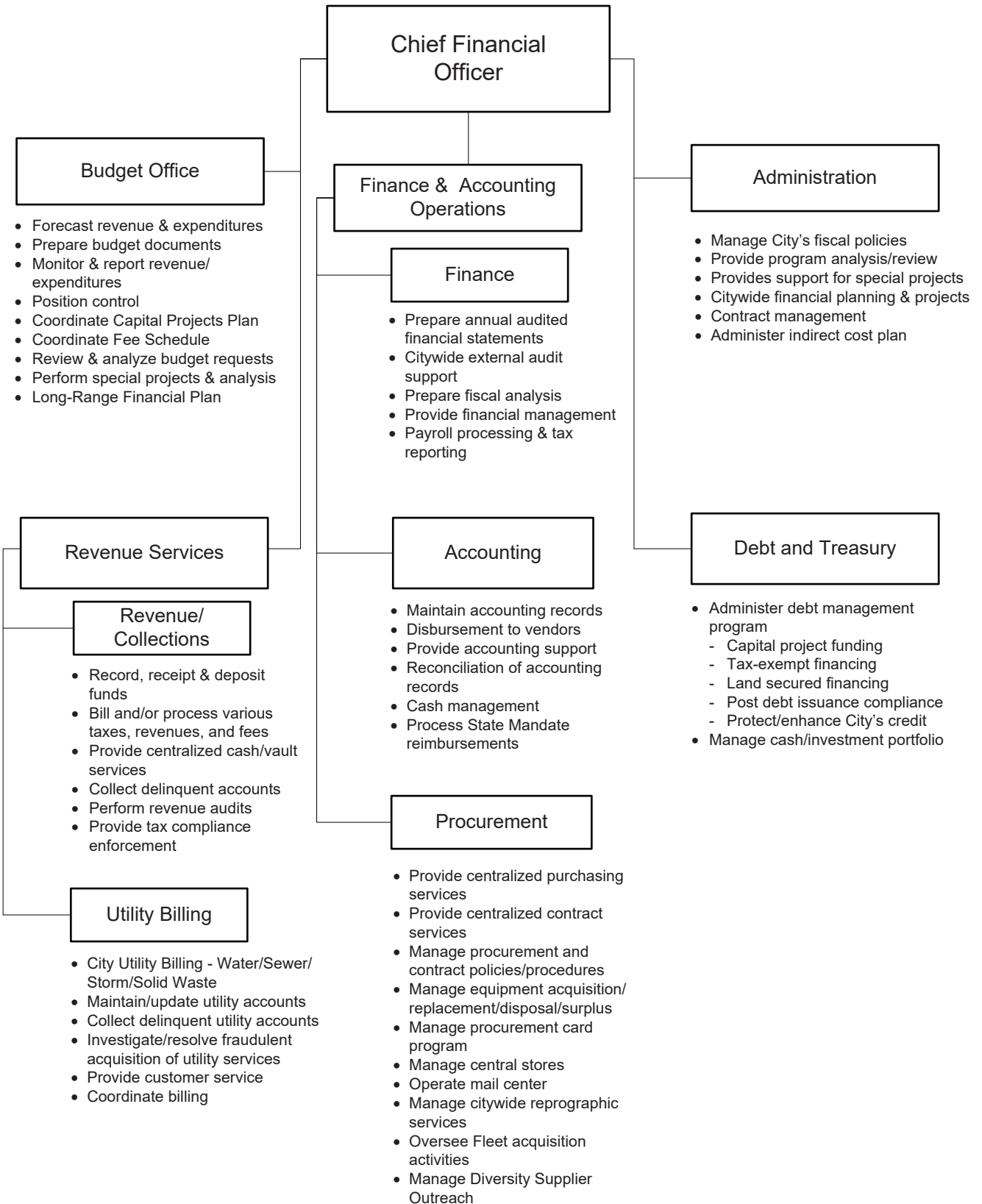
The services provided by the internal auditor will continue to focus on opportunities to reduce risks, strengthen controls, and enhance performance. The FY 2020-21 internal audit program will consist of a variety of projects to continue policy development and updates, application of meaningful performance measures to support decision making, internal controls testing, and efficiency and effectiveness studies to enhance performance.

CITY AUDITOR

The FY 2020-21 internal audit plan will be developed based on input provided by the City Council, executive leadership, and management through the 2019 enterprise risk assessment. The plan will be presented for review by the Audit Committee for approval by the City Council.

**Charter Officers
General Fund - 010
FY 2020-21 Annual Budget**

	<u>FY 2017-18 Actual</u>	<u>FY 2018-19 Actual</u>	<u>FY 2019-20 Projected</u>	<u>FY 2020-21 Budget</u>
Total Charter Officers				
Employee Services	\$ 3,458,586	\$ 3,284,077	\$ 3,390,194	\$ 3,918,536
Other Services	1,433,735	1,267,904	1,887,245	1,597,382
Materials and Supplies	76,325	78,834	80,122	96,060
Other Expenses	120,329	136,423	99,619	127,958
Total	<u>\$ 5,088,975</u>	<u>\$ 4,767,238</u>	<u>\$ 5,457,180</u>	<u>\$ 5,739,936</u>
City Council				
Employee Services	604,961	635,387	678,069	717,032
Other Services	120,939	157,324	324,153	252,048
Materials and Supplies	7,228	2,564	628	8,000
Other Expenses	21,343	27,972	18,378	17,000
Total	<u>754,471</u>	<u>823,247</u>	<u>1,021,228</u>	<u>994,080</u>
City Manager				
Employee Services	1,204,416	1,188,800	1,135,862	1,504,605
Other Services	155,176	181,280	236,011	237,961
Materials and Supplies	6,777	6,353	9,708	17,500
Other Expenses	57,461	65,151	48,450	54,858
Total	<u>1,423,830</u>	<u>1,441,584</u>	<u>1,430,031</u>	<u>1,814,924</u>
City Attorney				
Employee Services	1,043,799	922,209	865,482	901,912
Other Services	513,639	274,556	333,098	351,605
Materials and Supplies	41,050	39,507	44,684	45,060
Other Expenses	28,601	32,599	29,445	38,300
Total	<u>1,627,089</u>	<u>1,268,871</u>	<u>1,272,709</u>	<u>1,336,877</u>
City Clerk				
Employee Services	605,410	537,681	710,781	794,987
Other Services	156,665	136,937	152,302	163,243
Materials and Supplies	21,270	30,410	25,103	25,500
Other Expenses	12,924	10,701	3,345	17,800
Total	<u>796,269</u>	<u>715,729</u>	<u>891,532</u>	<u>1,001,530</u>
City Auditor				
Employee Services	-	-	-	-
Other Services	487,316	517,807	841,681	592,525
Materials and Supplies	-	-	-	-
Other Expenses	-	-	-	-
Total	<u>487,316</u>	<u>517,807</u>	<u>841,681</u>	<u>592,525</u>



ADMINISTRATIVE SERVICES DEPARTMENT

ADMINISTRATIVE SERVICES DEPARTMENT

MISSION STATEMENT

To provide financial, administrative and technical support to residents, business partners, decision-makers and other City departments; and to safeguard and facilitate the optimal use of City resources for strategic financial planning.

Budget at a Glance:

Total Revenues	\$537,755
Total Expenditures	\$6,561,037
Total Net Cost	\$6,023,282
Total Staff	82

DEPARTMENT DESCRIPTION

The Administrative Services Department provides vital systems and services administered through five divisions: Administration, Budget, Financial and Accounting Operations, Debt and Treasury, and Revenue Services.

The Administration Division provides support to the various areas within the department and directs its overall activities. This unit also provides support to various citizen advisory committees.

The Budget Office is responsible for developing and monitoring the City's annual budget, coordinating financial planning and management, comparing budgeted amounts with actual outcomes, and tracking financial progress relative to budget during the year. This division provides long-term fiscal forecasts for the City through the City's fiscal forecasting tool (Long-Range Financial Plan) and throughout the fiscal year assists City management and departments by analyzing and evaluating financial performance and projections as it relates to budget.

The Finance and Accounting Operations Division is responsible for the following citywide operations:

- Finance is responsible for the recording and reporting of financial transactions, reporting financial positions in accordance with generally accepted accounting principles, and preparing the Comprehensive Annual Financial Report and other financial reports.
- Accounting responsibilities include payroll processing for over 1,700 employees, payroll tax compliance, benefit reporting, accounts payable, cash activity and all central accounting recording and monitoring.
- Procurement is responsible for the procurement of all supplies and services necessary for the operation of City departments. Procurement also provides centralized document services and high-volume print production and mail services to departments.

The Debt and Treasury Division manages the City's \$600 million pooled investment portfolio and debt issuances that total approximately \$621 million. Services include oversight of the cash and investment portfolio, investor relations, market disclosures, and financing/refinancing programs. The Division regularly reviews the City's debt portfolio for potential savings and closely monitors its cash flow and investments to ensure the City is managing its assets efficiently and responsibly and complies with California investment regulations.

The Revenue Services Division is responsible for the following citywide services:

- Customer Services Unit serves over 92,000 utility customers who receive water, sewer, stormwater or solid waste services, and 17,000 business license tax accounts.

ADMINISTRATIVE SERVICES DEPARTMENT

- Revenue Operations Unit manages accounts receivable for non-utility customers, centralized cash/vault services, and business licenses. It is responsible for the collection and audit of taxes, assessments, and other fees and charges owed to the City, as well as the accurate recording, reconciliation, receipting, control, and deposit of all monies received by City departments.
- Collection, Compliance, and Revenue Reporting Unit is responsible for the recovery of City revenues from delinquent accounts. It promotes compliance through audits of the business license tax and transient occupancy tax. The unit also sends uncollectible accounts to the City's outside collection agency and provides revenue reporting functions such as cash collections and deposits, quarterly receivables and write-offs.

DEPARTMENT STRATEGIC WORK PLAN

Administrative Services continues to focus on the City Council strategic goal of fiscal sustainability. Toward that goal, the department is engaged in several initiatives to improve and guide citywide fiscal practices and systems.

- Administrative Services is a key partner in the City's efforts to implement a new Enterprise Resource Planning (ERP) system to replace the current outdated financial system. Current expert resources are being utilized and will continue throughout the next few years to accomplish this goal.
- In the years prior to and during the bankruptcy, the City received many audit findings from internal and external auditors. In collaboration with the City Manager's Office, Administrative Services has led consistent progress towards the resolution of audit findings and resulting recommendations and implementation of improvements.
- The Budget Office maintains the City's Long-Range Financial Plan model and its underlying assumptions. The model provides a long-term view of the City's General Fund and demonstrates the City's ability to afford its current service levels. The Budget Office also anticipates creating Long-Range Financial Plans for the Water, Wastewater and Stormwater enterprise funds.
- With a focus on best practices in government operations, Administrative Services participates in the City's efforts to review and revise policies and procedures.

PRIOR YEAR ACCOMPLISHMENTS

During FY 2019-20, the department focused on numerous initiatives in support of the goal of fiscal sustainability, including:

- At the close of FY 2018-19, the General Fund working capital reserve was fully funded and funded reserves were 50 percent of the total reserve target, compared to 45 percent in the prior year.
- Held extensive discussions with Council regarding possible changes/updates to the General Fund reserve policy. As part of the fourth quarter update, identified \$3 million over budget estimates for Council to allocate to priorities. Council subsequently allocated those funds to COVID-19 relief, homeless cleanups and the City's Pension Trust.
- Contributed \$14.5 million in the City's Section 115 Pension Trust to set aside and invest funds specifically designated for pension costs.

ADMINISTRATIVE SERVICES DEPARTMENT

- Issued timely audits with no findings, including the Comprehensive Annual Financial Report, which was issued on November 27, 2019, approximately one month earlier than the prior year.
- Improved/updated numerous citywide financial policies and procedures.
- Implemented an online payment option for non-utility accounts.
- Refunded almost \$53 million in water bonds related to construction of the Delta Water Supply Project, saving Stockton water utility customers over \$19 million (average annual savings are over \$900,000 per year).
- Procured interim financing of \$118 million for the Regional Wastewater Control Facility Modifications project.
- Refunded a \$26 million 2015 Agreement in the Parking Authority related to the bankruptcy that created over \$6 million of savings and provided \$3 million for new elevators and parking control systems in the City's garages.
- Cleared approximately 70 audit findings.
- The non-profit Truth in Accounting evaluated the fiscal health of the largest (by population) 75 cities in the United States and ranked Stockton #6.
- Issued approximately \$9 million in bonds to support the Cannery Park residential development and \$3 million in bonds to support the Westlake Villages residential development.

KEY CONSIDERATIONS

Administrative Services continues to focus on the City Council strategic goal of fiscal sustainability, particularly considering the economic impact of the COVID-19 pandemic. The Department will continue to provide the necessary information, analysis and recommendations to help guide the City through the economic challenges created by the pandemic. The Long-Range Financial Plan is a key tool that enables the City to understand the long-term fiscal effects of its decisions and to plan for future challenges like CalPERS cost increases.

In collaboration with other City departments, Administrative Services continues to actively participate in the replacement of its 30-year old financial system with a new, modern Enterprise Resource Planning system. Administrative Services has dedicated 7 functional owners to lead areas such as Accounts Payable, General Ledger, Budget, and Procurement, while the City has connected 60 subject matter experts to support the implementation. Functional teams review the City's current state, redesign processes to incorporate industry best practices, define system configuration, and test the system. This new technology will enable the City to serve the public and its internal customers more efficiently and effectively through streamlined processes, automated workflows, and increased access to information. City staff will be able to better access data and as a result make data-driven decisions.

Administrative Services enforces and monitors the General Fund Reserve and Fund Balance Policy that reflects best practices and prudently protects the fiscal solvency of the City. At the close of last fiscal year, the working capital reserve (2 months of expenditures) was fully funded in addition to setting aside funds for known contingencies (CalPERS costs, financial system replacement, etc.) and risk-based reserves (catastrophic infrastructure failure, recession, etc.).

ADMINISTRATIVE SERVICES DEPARTMENT

Timeliness, accuracy, and transparency in financial reporting is an important City goal. The Finance and Accounting Operations Division continues to provide timely delivery of the Comprehensive Annual Financial Report, in which the independent auditor issued a clean opinion for last year. Administrative Services continues to promptly deliver budget, financial and investment updates to the City Council, various Committees and Commissions, and the public.

Administrative Services continues to proactively address delinquent accounts through its audit and collections efforts to maximize City collections and cash flow. The City Council granted the authority to collect property owner utility delinquencies via the property tax roll and to lien said properties, and also mandated that City utility accounts be converted to property-owner billing. In conjunction with the new solid waste franchise agreements, Administrative Services will be coordinating in the transition of residential waste hauler billing services to the franchisees.

**Administrative Services
General Fund - 010
FY 2020-21 Annual Budget**

	<u>FY 2017-18 Actual</u>	<u>FY 2018-19 Actual</u>	<u>FY 2019-20 Projected</u>	<u>FY 2020-21 Budget</u>
Total Administrative Services Department				
Employee Services	\$ 3,892,217	\$ 4,049,410	\$ 4,236,450	\$ 4,632,545
Other Services	1,033,083	1,008,476	1,057,504	1,256,913
Materials and Supplies	160,367	63,914	73,877	76,605
Other Expenses	34,571	44,465	69,383	59,050
Total	<u>\$ 5,120,238</u>	<u>\$ 5,166,265</u>	<u>\$ 5,437,214</u>	<u>\$ 6,025,113</u>
Administration				
Employee Services	706,081	675,667	750,932	958,381
Other Services	118,877	190,575	167,674	277,607
Materials and Supplies	64,936	21,361	10,500	22,300
Other Expenses	6,221	6,798	8,500	10,500
Total	<u>896,115</u>	<u>894,401</u>	<u>937,606</u>	<u>1,268,788</u>
Budget				
Employee Services	599,395	604,213	568,014	620,038
Other Services	148,596	102,008	140,697	140,854
Materials and Supplies	6,832	4,535	2,800	5,800
Other Expenses	7,064	8,311	7,604	10,600
Total	<u>761,887</u>	<u>719,067</u>	<u>719,115</u>	<u>777,292</u>
Financial Services				
Employee Services	1,021,694	1,227,110	1,366,340	1,439,265
Other Services	337,208	268,178	282,750	288,711
Materials and Supplies	27,546	13,582	12,800	14,348
Other Expenses	4,653	10,840	12,200	12,200
Total	<u>1,391,101</u>	<u>1,519,710</u>	<u>1,674,090</u>	<u>1,754,524</u>
Revenue Services				
Employee Services	1,005,172	1,073,490	1,039,271	1,117,137
Other Services	264,389	296,827	301,460	392,359
Materials and Supplies	27,936	15,265	10,000	13,325
Other Expenses	5,822	3,321	6,094	7,250
Total	<u>1,303,319</u>	<u>1,388,903</u>	<u>1,356,825</u>	<u>1,530,071</u>
Purchasing				
Employee Services	559,875	468,930	511,893	497,724
Other Services	164,013	150,888	164,923	157,382
Materials and Supplies	33,117	9,171	37,777	20,832
Other Expenses	10,811	15,195	34,985	18,500
Total	<u>767,816</u>	<u>644,184</u>	<u>749,578</u>	<u>694,438</u>

Director of Human Resources

- Labor negotiations
- Organizational development
- Citywide policy development

Benefits

- Health Benefits Administration
 - Medical
 - Dental
 - Vision
 - Medicare coordination
 - Consolidated Omnibus Budget Reconciliation Act
 - Healthcare Reform Compliance
- Retirement
 - California Public Employees' Retirement System
 - Deferred Compensation
 - Public Agency Retirement Services
- Ancillary Benefits
 - Life Insurance
 - Accidental Death and Dismemberment
 - Long Term Disability
 - Voluntary Insurance Product
 - State Disability Insurance
- Miscellaneous
 - Unemployment
 - Flexible Spending Accounts
 - Exit interviews
- Employee Assistance Program

Employee/Labor Relations

- Employee relations
 - Labor negotiations
 - Memorandum of Understanding administration
 - Grievance resolution
 - Disciplinary action
 - Equal Employment Opportunity / Department of Fair Employment and Housing complaints
 - Public Employment Relations Board
 - Employee investigations
- Civil Service Commission
 - Policy advice
 - Disciplinary appeals
- Employee Transportation
 - Ride-Share Program
 - Spare-the-Air Program
- Temporary Agency Contracts

Risk Services

- City property insurance program
- City workers' compensation program
- Self-insurance tort liability program
- Third party recovery program
- Safety/Occupational Safety and Health Administration Program
- Insurance contract review
- Americans with Disabilities Act Coordinator
- City Driving Program
- Conduct City onsite safety inspections
- City insurance policies
- Risk policies and procedures
- Special events advisory
- Office of Emergency Services Program Advisory
- Investigate liability claims
- Ergonomic assessments
- Leave Entitlements

Staff Development

- Citywide training
 - Citywide training catalog
 - Training Certificate programs
 - On-site training facilitator
 - Track and assign mandated training courses
 - Internal training processes
 - Soft skill training development
- City of Stockton Internship Program (COSIP)
- Education Reimbursement Program

Workforce Planning

- Civil Service Commission
 - Agenda preparation
 - Rules formulation
- Equal Employment Commission
- Salary Setting Commission
- Recruitment/promotions
 - Classification of eligible employees
 - Pre-employment processing
 - New employee orientation
 - Job Fairs
 - New Employee Onboarding
- Employee Services
 - Maintenance of classification plan
 - Classification and equity studies
 - Employee performance evaluations
 - Employee file maintenance
 - Certification of eligible lists
 - Establish and maintain seniority lists
 - Maintenance of layoff reemployment list
 - Placement assistance
- Position Control

HUMAN RESOURCES DEPARTMENT

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT

To attract, hire, and develop a qualified diverse workforce. Since our employees are our most valuable resource, Human Resources provides quality and innovative customer-driven services and programs to create a healthy and positive work environment for City employees to deliver high-quality service to the citizens of Stockton.

Budget at a Glance:

Total Revenues	\$123,459,179
Total Expenditures	
General Fund	\$2,481,795
Benefits Program	\$126,651,898
Total Net Cost	\$5,674,514
Total Staff	30

DEPARTMENT DESCRIPTION

The Human Resources Department consists of five divisions: Benefits Administration, Employee/Labor Relations, Risk Management Services, Staff Development, and Workforce Planning.

Benefits Division assists employees, retirees and dependents by providing and coordinating all aspects of employee compensation and benefit packages including health, life and long-term disability insurances, retirement services, leave entitlements, employee assistance programs and flexible spending accounts.

Employee and Labor Relations develops, negotiates, implements, and administers policies, procedures and labor agreements that support and promote workplace diversity, fairness, and equality for City employees. This division advises on employee and labor relations matters, assists in the timely resolution of grievances, complaints and other personnel-related matters.

Risk Services Division works to proactively limit liability exposure and provides cost-effective risk management programs, such as employee safety, workers' compensation claims oversight, contract review, and insurance monitoring. The division also selects property and liability insurance products, manages agency relationships and recovers monies from third parties for damages.

Staff Development develops the Citywide training catalog for employees, tracks mandatory training, creates training certificate programs, administers facilitator vendor contracts, the City of Stockton Internship Program (COSIP), and the Education Reimbursement Program. The division also contributes to employee retention by providing training, tools, skills, and assistance with professional growth and development for opportunities within the City.

Workforce Planning assists in maximizing efficiency and providing equal employment opportunities by hiring, retaining and developing a skilled, diverse and efficient workforce. The division also creates, amends and maintains salaries for class specifications for both the classified and unclassified service.

HUMAN RESOURCES DEPARTMENT

DEPARTMENT STRATEGIC WORK PLAN

To meet the City Council strategic targets, the Human Resources Department focuses on the following areas:

Public Safety: The Workforce Planning Division provides ongoing recruitment efforts to attract a diverse candidate pool for both the Police and Fire Departments. Through our Risk Management Division, Human Resources will continue to provide information to safety departments regarding claims that may impact public safety and may assist in training efforts and decision-making.

Economic Development: The Workforce Planning Division will continue to assist City departments in organizational restructuring and strategic staffing placements (including positions funded through Measure A) that support organizational and departmental missions. Workforce Planning will continue its efforts to strengthen organizational capacity by recruiting and diversifying the workforce.

PRIOR YEAR ACCOMPLISHMENTS

Benefits

- Negotiated enhanced benefits for health care, dental, and vision at a savings of \$640,000 to the City. Changes will be available through open enrollment and go into effect July 1, 2020.
- Facilitated open enrollment for all employees which included multiple information sessions by health carriers.
- Procured and implemented a new benefit and eligibility system within a 60-day notice of termination by the former vendor.
- Reintroduced the City of Stockton Employee Wellness Program.
- Facilitated the annual Health and Safety fair for all employees.

Labor/Employee Relations

- Responded to 4 discrimination complaints filed with the California Department of Fair Employment Housing.
- Received 19 grievances; resolved 9 grievances and 10 grievances are pending.
- Processed 17 formal complaints; completed 10 out of the 17 investigations.
- Reached agreement with 8 of the 9 bargaining units.

Risk Services

- Due to positive claims management, total savings to the Workers' Compensation program was \$3.3 million.
- Collected \$610,273 in subrogation, revenue recovery, and insurance reimbursements.
- Received and processed 415 new Workers' Compensation claims.
- Received and processed 340 new General Liability claims.

HUMAN RESOURCES DEPARTMENT

Workforce Planning

- Expanded organizational capacity through focused efforts to attract, develop and keep talented employees to improve the City's operations and customer services.
- Filled 179 vacancies citywide, including 58 sworn positions.
- Attended 10 local job fairs and 7 community outreach events.
- Conducted 41 classified recruitments for various departments and held 2 Police Officer Trainee one-day recruitments.

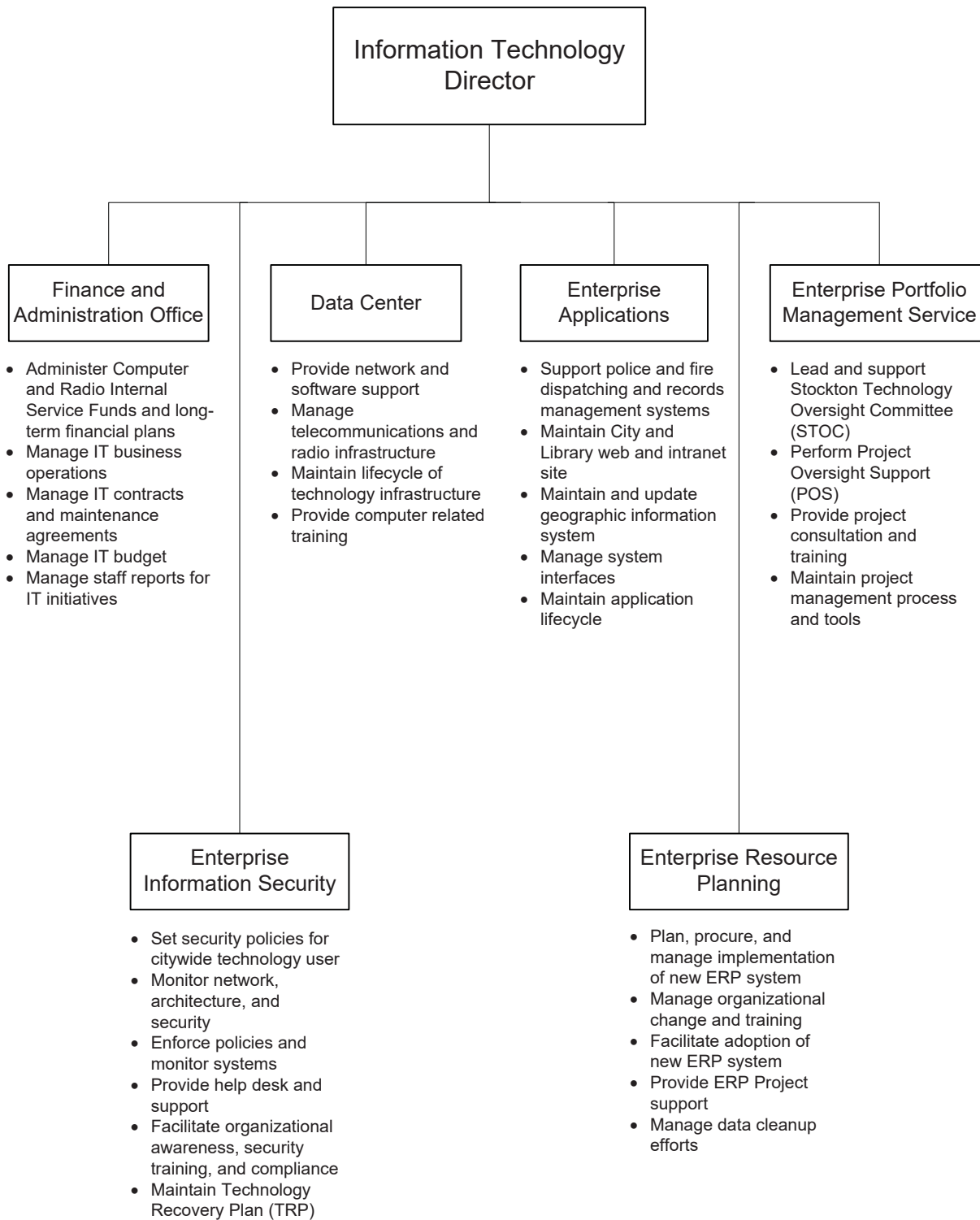
KEY CONSIDERATIONS

Human Resources is embracing the challenge of developing the City's human capital. It does this by recruiting a significant number of public safety and other citywide employees each year, providing training and development opportunities, managing and closing insurance claims to limit loss exposure, and selecting health care providers who meet employee needs. As we look forward, we are excited at the prospect of upgrading the City's financial and human resources system over the next several years. While this will require a significant effort from Department staff, we expect that having modern tools will better equip us to meet the City's needs.

**Human Resources
General Fund - 010
FY 2020-21 Annual Budget**

	<u>FY 2017-18 Actual</u>	<u>FY 2018-19 Actual</u>	<u>FY 2019-20 Projected</u>	<u>FY 2020-21 Budget</u>
Total Human Resources Department				
Employee Services	\$ 1,362,190	\$ 1,300,084	\$ 1,301,300	\$ 1,577,709
Other Services	496,759	502,270	529,357	605,016
Materials and Supplies	30,067	23,647	25,514	27,380
Other Expenses	144,698	148,197	209,378	271,690
Capital Outlay	-	-	-	-
Total	<u>\$ 2,033,714</u>	<u>\$ 1,974,198</u>	<u>\$ 2,065,549</u>	<u>\$ 2,481,795</u>
<hr/>				
Workforce Planning				
Employee Services	564,926	547,965	534,041	710,423
Other Services	293,642	257,916	294,279	319,719
Materials and Supplies	15,125	13,469	12,214	16,330
Other Expenses	7,532	3,786	25,248	14,295
Total	<u>881,225</u>	<u>823,137</u>	<u>865,782</u>	<u>1,060,767</u>
Employee Relations				
Employee Services	797,264	752,119	767,259	867,286
Other Services	203,117	244,354	235,078	285,297
Materials and Supplies	14,942	10,177	13,300	11,050
Other Expenses	137,166	144,410	184,130	257,395
Total	<u>1,152,489</u>	<u>1,151,061</u>	<u>1,199,767</u>	<u>1,421,028</u>





INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY DEPARTMENT

MISSION STATEMENT

A focus on business solutions, service reliability, security services, innovations, and customer satisfaction.

Budget at a Glance:

Total Revenues	\$22,469,284
Total Expenditures	\$24,956,372
Total Net Cost	\$2,487,088
Total Staff	53

DEPARTMENT DESCRIPTION

The Information Technology (IT) Department is responsible for providing:

- leadership and vision for integrating City Council, City Manager, and departmental goals into a citywide information technology strategy;
- flexible, cost-effective enterprise business systems;
- reliable and secure data center services and support for citywide technology systems;
- network design and support, including network monitoring and security;
- support for internet and intranet services as well as desktop support services;
- protection of the confidentiality of the City's data, preserving the integrity of the City's data, and ensuring the availability of the City's data for authorized use;
- support for citywide telecommunications;
- partnering with departments to develop technology solutions and provide project management processes and tools.

The Finance and Administration Office directs and maintains efficient administrative systems and control mechanisms to ensure economical operations and compliance with administrative, human resources, procurement, and financial rules and procedures.

The Data Center provides reliable and secure enterprise computer and telecommunications infrastructure. The Center directs the delivery of computer purchases, repairs, replacements, and services to departments. It provides support for computer hardware, software, and technology solutions as well as providing computer-related training for City staff. The Center also evaluates and plans for the upgrade, consolidation, and the replacement of IT infrastructure, explores new technologies such as cloud computing, and determines how to apply new technologies to the current infrastructure.

Enterprise Applications supports custom and third-party applications, including the geographic information system, enterprise resource planning, public safety dispatch, records management system, web applications, and analytics systems. This area also supports Enterprise Architecture and the overall strategy to provide enterprise business systems. Finally, this area optimizes and transforms business processes, information application systems, and technologies into an efficient and integrated environment, and provides system interface management, integrations, and replacement planning.

INFORMATION TECHNOLOGY DEPARTMENT

Enterprise Portfolio Management Office facilitates all phases of the IT governance process; partners with departments to develop technology solutions based upon business needs, facilitates all phases of the information technology governance process; provides guidance and oversight of project management processes, tools, project consultation and training, documentation, and project archiving.

Enterprise Information Security Office establishes and enforces IT security policies for citywide technology users. The Office provides oversight of IT security policies to ensure alignment and optimization of business strategy, IT security, and strategic partnerships. The Office has established a continuous Security Awareness Training Program to educate employees on the appropriate use, protection, and security of the City's data. Finally, the Office provides oversight into the City's security architecture, performs audits of systems for security compliance, and actively shares cyber intelligence with state and local governments.

Enterprise Resource Planning (ERP) provides administrative project support for planning, organization, and control of business and technical operations for the City's ERP project while ensuring its alignment with city business objectives. The goal is to ensure project success, which entails on-time and within budget evaluation, selection, and delivery of a new ERP system that meets business users' current and emerging needs. This effort is a multi-year project that will satisfy multiple Council strategic priorities and resolve outstanding audit findings.

DEPARTMENT STRATEGIC WORK PLAN

The Department's objectives are tied to the City Council targets and goals of Fiscal Sustainability and Public Safety, by implementing solutions that provide financial transparency to the community, and on providing technology solutions to improve public safety services and response times.

Security – Security operations and response are a part of the City's security immune system. This system consists of solutions that prevent, detect, and respond to attacks, including security analytics, threat hunting, incident response, and threat intelligence with network and endpoint protection.

Cloud Services – With the rise of mobility across the enterprise, migration, and integration services have become a higher priority for IT. Migration to cloud services provides a huge swath of benefits for the City, both in mobilizing the workforce and delivering things faster and better to end-users.

Consolidation/Optimization – Ongoing consolidation and optimization have laid a foundation for success. IT and departments will continue their work on the following three priorities: (1) creating high-quality citizen and business experiences with City programs; (2) supporting City employees with common and efficient enterprise solutions; and (3) providing secure and reliable information technology solutions.

Budget and Cost Control – Knowing the initiatives business units will propose enables a head start on forecasting IT costs. Forecasting operating costs requires an accurate view of historical costs and an understanding of how business changes will affect IT costs. With the implementation of the Enterprise Portfolio Management Office, ongoing portfolio management, and governance-led project prioritizations will enable the City to provide better forecasts. Cost reductions will be tied to service reductions and deferred projects.

INFORMATION TECHNOLOGY DEPARTMENT

Talent Management (People/Culture) – Creating a culture that embraces organizational excellence, with the right people, a defined career path and education, promotes ownership and accountability.

Technology Recovery Plan/Business Continuity – A plan for recovery of applications that are critical to business operations is a key component of the business strategy.

Customer-Centric – Empower City employees with technology assistance and tools that will enable departments to integrate into the City’s technology framework and deliver solutions to meet departmental goals and business needs.

Aging Infrastructure – Technology infrastructure is critical to the City’s operations. IT equipment has an expected lifecycle and needs to be replaced at the end of its useful life. The business benefits of maintaining technology currency are many: better performance, greater efficiency, reduced cost, reduced outages attributed to failures of old equipment, new capabilities, and modernized services.

PRIOR YEAR ACCOMPLISHMENTS

- The City continues its efforts to replace the existing, antiquated financial system. In 2019, the City completed vendor selection, began implementation of Phase I (Core Finance), and initiated data clean-up for conversion to the new ERP system. This process involved significant staff hours with the onsite vendor implementation team.
- Replaced the current ERP system hardware to ensure continued operations during the new ERP implementation.
- Continued to improve the network security platform that addresses the detection of viruses, malware, and attempts to compromise the City’s network infrastructure. Installed advanced monitoring and mitigation tools for the protection of city data and continued the citywide Security Awareness Training Program.
- Redesigned network to accommodate infrastructure upgrade and completed failover internet connection for redundancy and service reliability.
- Initiated Oracle migration to Microsoft database platform for the Police Department for improved data storage and reporting.
- Implemented a new backup solution with near real-time data recovery and offsite disaster recovery features.
- Maintained the internship program that provides on-the-job training and career readiness for students at partnering institutions, which include the University of the Pacific and San Joaquin Delta College.
- Initiated replacement of dispatch workstation consoles and logging recorders at the Police and Fire Department dispatch centers, which is phase 1 of a multi-year radio infrastructure replacement project.
- Completed technology setup for two micro libraries.
- Assisted the Fire Department with the conversion from Windows Tablets to Apple Tablets in its vehicles, with estimated annual cost savings of \$100,000.

INFORMATION TECHNOLOGY DEPARTMENT

KEY CONSIDERATIONS

The IT department will continue to provide solutions to improve the City's operating systems. There is continued need to implement new technologies this fiscal year, including building out the network and security operations center, integrating security tools, enhancing modern device management practices, and continuing to deliver scheduled lifecycle replacements of network infrastructure, computers, radios, and other end-user equipment.

The City continues to put significant resources toward implementing a new ERP system that involves replacing core finance and human resources. The department will also continue to replace the Fire Department's computer-aided dispatch system and complete the first phase of the radio infrastructure replacement project, completing replacements of the Motorola core and installations of both Fire and Police dispatch consoles. The next phase of the project will begin the replacement of microwave and channel equipment, along with the enlistment of a consulting firm to verify engineering and ensure appropriate coverage is maintained. The department continues to update the multi-year purchase and prioritization plan for all hardware, software, and services for the radio system infrastructure.

Other key considerations include:

- One Sr. Systems Analyst was added to provide cybersecurity services for monitoring network and endpoint traffic to identify and resolve vulnerabilities, perform patch management, and develop more comprehensive education and planning programs around cybersecurity.
- One-time influx of funds of \$5,250,000 for radio infrastructure. This is a joint request between Information Technology, Police and Fire departments for additional funds needed for Phase 3 Channel Equipment Replacements.
- One-time influx of funds of \$360,000 for a next-generation firewall. Next-Generation Firewalls (NGFWs) work together with traditional firewalls to perform a deeper inspection of network traffic in real time to detect and prevent network threats. It integrates with other security products such as antivirus, authentication systems, intrusion detection systems and intrusion prevention systems.
- Inventory and Control of Software Assets – Implement Center for Internet Security controls to enhance applications portfolio management and upgrade Software as a Service (SaaS) environment.
- Migrate Geographic Information System to the Cloud – Reduce the City's data center footprint.
- IT Student Program – Continue to expand the IT Student Program, partnering with local colleges and universities, and providing on-the-job training and career readiness for students.
- Smart City Stockton Strategic Plan – The City is preparing for the future as a Smart City and a Smart region by adopting 5G broadband policies and preparing for both wired and wireless emerging technologies.

**Information Technology
Internal Service Funds
FY 2020-21 Annual Budget**

	<u>Computer Equipment 502</u> <i>See Page N-11</i>	<u>Radio Equipment 503</u> <i>See Page N-13</i>	<u>Internal Service Total</u>
Beginning Available Balance	\$ 15,971,752	\$ 3,487,899	\$ 19,459,651
Revenues			
Charge for Services			
Police	5,211,812	1,540,657	6,752,469
Fire	1,198,104	704,589	1,902,693
Other General Fund	1,735,793	3,268	1,739,061
Other Funds	6,453,551	131,510	6,585,061
	<u>14,599,260</u>	<u>2,380,024</u>	<u>16,979,284</u>
Refunds & Reimbursements	-	-	-
Investment Proceeds	225,000	15,000	240,000
	<u>14,824,260</u>	<u>2,395,024</u>	<u>17,219,284</u>
Expenditures			
General & Administrative	2,166,575	-	2,166,575
Operations & Maintenance	11,317,377	932,513	12,249,890
Equipment Replacements	3,277,700	6,482,207	9,759,907
Debt Service	-	-	-
	<u>16,761,652</u>	<u>7,414,720</u>	<u>24,176,372</u>
			-
Transfers			
Transfer In	-	5,250,000	5,250,000
Transfer Out	-	-	-
	<u>-</u>	<u>5,250,000</u>	<u>5,250,000</u>
Net Annual Activity	(1,937,392)	230,304	(1,707,088)
Ending Available Balance	\$ 14,034,360	\$ 3,718,203	\$ 17,752,563
			\$ 17,219,284
			5,250,000
			<u>\$ 22,469,284</u>
			\$ 24,176,372
			-
			<u>\$ 24,176,372</u>



NON-DEPARTMENTAL

MISSION STATEMENT

To provide for citywide General Fund expenses not solely related to one department. Functions include: reporting, securing and providing technical assistance for grant funding from state, local and federal agencies; violence prevention and intervention; providing timely, accurate, and complete information that is readily accessible to the public, via print, web-based and broadcast mediums, about City services, events, issues and actions; responding to public inquiries and requests for public information; and reaching out to the community to encourage public participation in local government.

Budget at a Glance:

Total Revenues	\$1,467,936
Total Expenditures	\$33,092,571
Total Net Cost	\$31,624,635
Total Staff	17

DEPARTMENT DESCRIPTION

Non-Departmental is a funding category for functions within the City Manager's Office that have citywide impact and are not directly attributable to any single department. The programs funded, in whole or part, through Non-Departmental, include: Channel 97, Office of Violence Prevention, Labor Litigation, Communications and Public Relations. Non-Departmental funds are also used to pay for expenses and costs related to receipt of tax revenues from other agencies, general elections costs, advertising and outreach for the City, contracts for legislative advocacy, certain Council initiatives and dues to the California League of Cities. Also contained in the Non-Departmental section are three other categories of funding that are citywide in nature:

- Debt service payments, which under the Plan of Adjustment are limited to payments on the Stewart Eberhardt Building, Assured Guaranty Contingent Payment and Settlement Agreement, and a small amount of staff time.
- Transfers for Program Support for Other Funds (e.g. Capital Improvement Fund, Development Services, Golf, Entertainment Venues, Library, Recreation, etc.)
- Contingency Reserve of \$2 million to cover unexpected expenditures or emergencies

DEPARTMENT STRATEGIC WORK PLAN

Because the Non-Departmental budget is the funding source for functions within the City Manager's Office that have a citywide impact, the strategic work plan of these functions is to support the implementation of the City Council Strategic Targets and Priority Goals as outlined earlier in the budget document. Key strategic initiatives of the Office of Violence Prevention (OVP) include the development of a program model and strategic plan, developing more robust life-skills curriculum for successful Operation Ceasefire clients, leveraging City funds to expand Operation Ceasefire client services, and building additional partnerships in support of Operation Ceasefire and violence prevention efforts.

PRIOR YEAR ACCOMPLISHMENTS

The OVP continued its efforts to combat violence in Stockton by mentoring youth and young adults with the highest risk of gang involvement, particularly serious gun-related violence, and providing positive alternatives for a healthier, non-violent lifestyle. Its outreach workers

NON-DEPARTMENTAL

("Peacekeepers") collaborate with government, community-based, and faith-based organizations to further its mission. The Peacekeepers put in nearly 4,300 hours building relationships with high-risk individuals while offering support, opportunities, and services. The OVP's clients also experienced a recidivism rate of less than 10% for violent crimes.

The Non-Departmental budget also supported the City's costs associated with the March primary election, and its expenses related to successfully negotiating new labor contracts with its nine bargaining units.

KEY CONSIDERATIONS

The OVP has restructured its staffing and resources and is anticipating being fully staffed in FY 2020-21. The Budget adds \$20,000 for additional overtime in anticipation of additional efforts related to conflict mediation and keeping its clients healthy. Also, as the OVP's strategies are implemented, funding for client services delivered by the City or community partners will be critical to success.

In broader consideration of the Non-Departmental budget, legislative advocacy, community outreach, and strategic media relations will play a pivotal role in moving forward with the City's goals and objectives. The City needs to work with government delegations, employees, citizens, visitors, and ultimately employers that may wish to locate their businesses here to continue the progress that this organization and community have made. The City is poised to build on its past accomplishments and leverage these successes to enhance Stockton's public image.



**Non-Departmental
General Fund - 010
FY 2020-21 Annual Budget**

	<u>FY 2017-18 Actual</u>	<u>FY 2018-19 Actual</u>	<u>FY 2019-20 Projected</u>	<u>FY 2020-21 Budget</u>
Total Non-Departmental				
Employee Services	\$ 1,584,714	\$ 1,691,123	\$ 1,759,646	\$ 1,869,152
Other Services	4,606,494	9,147,494	5,531,844	5,096,663
Materials and Supplies	31,587	27,086	50,673	176,905
Other Expenses	(2,510,731)	(2,524,680)	(322,850)	(410,253)
Capital Outlay	86,480	-	-	-
Transfers Out	47,029,461	25,870,884	35,706,726	25,174,175
Total	<u>\$ 50,828,005</u>	<u>\$ 34,211,907</u>	<u>\$ 42,726,039</u>	<u>\$ 31,906,642</u>
Office of Violence Prevention				
Employee Services	559,461	541,310	552,713	651,119
Other Services	208,654	79,588	163,820	106,800
Materials and Supplies	7,994	4,692	11,513	8,370
Other Expenses	6,997	2,056	3,312	3,000
Total	<u>783,106</u>	<u>627,646</u>	<u>731,358</u>	<u>769,289</u>
Marshall Plan - Office of Violence Prevention				
Employee Services	564,609	621,195	665,487	863,143
Other Services	275,911	220,279	350,471	269,353
Materials and Supplies	22,727	14,147	31,741	45,210
Other Expenses	10,363	19,741	20,158	20,250
Capital Outlay	-	-	-	-
Total	<u>873,610</u>	<u>875,362</u>	<u>1,067,857</u>	<u>1,197,956</u>
Tax Collection & Election				
Other Services	1,980,525	2,378,309	2,524,567	2,721,600
Other Expenses	478,770	487,764	500,000	515,000
Total	<u>2,459,295</u>	<u>2,866,073</u>	<u>3,024,567</u>	<u>3,236,600</u>
Labor and Litigation/Fiscal Sustainability*				
Other Services	338,334	443,215	700,000	500,000
Total	<u>338,334</u>	<u>443,215</u>	<u>700,000</u>	<u>500,000</u>
Other Administration				
Employee Services	397,889	468,166	479,618	235,952
Other Services	1,416,430	5,243,159	722,739	688,348
Materials and Supplies	866	2,983	2,419	113,325
Other Expenses	(3,006,861)	(3,034,633)	(2,951,820)	(2,966,003)
Capital Outlay	86,480	-	-	-
Total	<u>(1,105,196)</u>	<u>2,679,675</u>	<u>(1,747,044)</u>	<u>(1,928,378)</u>

**Non-Departmental
General Fund - 010
FY 2020-21 Annual Budget**

	<u>FY 2017-18 Actual</u>	<u>FY 2018-19 Actual</u>	<u>FY 2019-20 Projected</u>	<u>FY 2020-21 Budget</u>
Homeless Program/COVID-19 Response				
Employee Services	62,755	60,452	61,828	118,938
Other Services	143,006	104,016	495,483	227,062
Other Expenses	-	-	1,235,000	-
Total	<u>205,761</u>	<u>164,468</u>	<u>1,792,311</u>	<u>346,000</u>
Waterfront Office Towers				
Other Services	243,634	678,928	574,764	583,500
Materials and Supplies	-	5,264	5,000	10,000
Other Expenses	-	392	500	17,500
Total	<u>243,634</u>	<u>684,584</u>	<u>580,264</u>	<u>611,000</u>
Debt Service				
Assured Guaranty Contingent Payment	2,106,000	2,173,000	2,271,000	500,000
Assured Guaranty Settlement	1,337,175	1,337,175	1,337,175	1,337,175
Parking Bond (SEB)	914,894	714,547	-	-
Civic Aud. HVAC Lease	248,779	479,307	-	-
Debt Administration	266,821	349,902	230,000	-
Total	<u>4,873,669</u>	<u>5,053,931</u>	<u>3,838,175</u>	<u>1,837,175</u>
Program Support for Other Funds				
Transfers				
Library - 041	3,984,500	3,984,500	3,984,500	3,984,500
Recreation - 044	3,407,000	3,395,500	3,395,500	3,565,500
Entertainment Venues - 086	3,445,000	4,345,000	3,835,000	4,785,000
Development Services - 048	925,000	925,000	825,000	800,000
Golf - 481	700,000	700,000	1,050,000	550,000
Downtown Marina - 460	212,000	262,000	262,000	297,000
Grant Match - 025	117,601	(2,092)	205,400	100,000
Capital Improvement - 301	10,091,423	156,298	580,000	4,005,000
Low & Mod. Income Housing - 329	10,648	29,584	101,151	-
Information Technology ISF - 502	-	2,256,149	-	-
Radio ISF - 503	700,000	-	3,130,000	5,250,000
Retirement ISF - 561	18,562,620	4,765,014	14,500,000	-
Total	<u>42,155,792</u>	<u>20,816,953</u>	<u>31,868,551</u>	<u>23,337,000</u>
Contingency				
Other Expenses	-	-	870,000	2,000,000
Total	<u>-</u>	<u>-</u>	<u>870,000</u>	<u>2,000,000</u>

**Administration and Support
Special Purpose Grant Funds - 020
FY 2020-21 Annual Budget**

	<u>FY 2017-18 Actual</u>	<u>FY 2018-19 Actual</u>	<u>FY 2019-20 Projected</u>	<u>FY 2020-21 Budget</u>
Beginning Available Balance	\$ 870,098	\$ 1,437,934	\$ 1,189,396	\$ 1,627,176
Revenues				
Flood Agency Reimbursement	1,111,220	191,929	559,415	924,197
Public Education Gov. Access Fee	567,835	444,829	437,860	442,239
	<u>1,679,055</u>	<u>636,758</u>	<u>997,275</u>	<u>1,366,436</u>
Expenditures				
San Joaquin Area Flood Control Agency				
Employee Services	606,497	408,487	432,378	757,969
Other Services	148,495	139,670	127,037	166,228
	<u>754,992</u>	<u>548,157</u>	<u>559,415</u>	<u>924,197</u>
Public Education Gov. Access Fee				
Equipment Purchases	23,227	4,139	80	100,000
	<u>23,227</u>	<u>4,139</u>	<u>80</u>	<u>100,000</u>
	<u>778,219</u>	<u>552,296</u>	<u>559,495</u>	<u>1,024,197</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	(333,000)	(333,000)	-	-
	<u>(333,000)</u>	<u>(333,000)</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>567,836</u>	<u>(248,538)</u>	<u>437,780</u>	<u>342,239</u>
Ending Available Balance	\$ 1,437,934	\$ 1,189,396	\$ 1,627,176	\$ 1,969,415

Other Special Programs
Wagner - General Special Revenue - 627 *
FY 2020-21 Annual Budget

	<u>FY 2017-18 Actual</u>	<u>FY 2018-19 Actual</u>	<u>FY 2019-20 Proposed</u>	<u>FY 2020-21 Budget</u>
Beginning Available Balance	\$ 61,509	\$ 61,579	\$ -	\$ -
Revenues				
Other Revenue	70	500	-	-
	<u>70</u>	<u>500</u>	<u>-</u>	<u>-</u>
Expenditures				
Program Expenses	-	62,079	-	-
	<u>-</u>	<u>62,079</u>	<u>-</u>	<u>-</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>70</u>	<u>(61,579)</u>	<u>-</u>	<u>-</u>
Ending Available Balance	<u>\$ 61,579</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Available Balance Calculation				
Current assets		\$ -		
Principal endowment		-		
Ending Available Balance		<u>\$ -</u>		

* Annie Wagner endowment balance transferred to Stockton Unified School District for continued administration of scholarship funds.

**Other Special Programs
General Special Revenue - 642
FY 2020-21 Annual Budget**

	<u>FY 2017-18 Actual</u>	<u>FY 2018-19 Actual</u>	<u>FY 2019-20 Projected</u>	<u>FY 2020-21 Budget</u>
Beginning Available Balance	\$ 131,036	\$ 206,327	\$ 242,209	\$ 245,082
Revenues				
Program Revenue	8,498	2,738	2,125	1,500
Other Revenue	134,868	115,797	115,304	100,000
	<u>143,366</u>	<u>118,535</u>	<u>117,429</u>	<u>101,500</u>
Expenditures				
Program Expenses	68,075	82,653	114,556	161,732
	<u>68,075</u>	<u>82,653</u>	<u>114,556</u>	<u>161,732</u>
Transfers				
Transfer In	-	-	-	-
Transfer Out	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Annual Activity	<u>75,291</u>	<u>35,882</u>	<u>2,873</u>	<u>(60,232)</u>
Ending Available Balance	<u>\$ 206,327</u>	<u>\$ 242,209</u>	<u>\$ 245,082</u>	<u>\$ 184,850</u>
Available Balance Calculation				
Current assets		\$ 245,150		
Current liabilities		(2,941)		
Ending Available Balance		<u>\$ 242,209</u>		