Budget Study Session

April 28, 2010
What is needed from Council

1. Listen to presentation on proposed new and revised fees
2. Listen to presentation on Community Outreach efforts results
3. Provide feedback and direction based on Community input
Proposed Fee Schedule
FY 2010-11
Fee Adjustment

• Index Driven Adjustments
  ▪ 2.5% Cost of Living - majority of City fees
  ▪ -1.1% California Construction Cost Index - Public Facilities Fees decreased
  ▪ 5% for Central Parking District

• Fees set by outside agencies

• Departmental Recommendations

• Other Adjustments
  ▪ Council Resolution based changes
Fee Schedule Overview

• Annual review & adjustments
  ▪ Departments propose fees and rates
  ▪ Proposals reviewed by:
    • Budget Staff
    • Fee Review Team
    • City Manager
    • City Council Study Session

• Fee Schedule adopted by City Council with Annual Budget
Fees in Review

• Civic Auditorium
  ▪ Presented with full report on June 8, 2010

• Golf Courses
  ▪ Presented with full report in May

• Development Services
  ▪ Building Fees (Cost of Living increase) – to be reviewed by DOC on May 6, 2010
  ▪ All other Development Services Fees – nexus study underway – to be reviewed by DOC on July 8, 2010 (tentative)
Departmental Recommendations

New Programs/Services/Requirements

City-Wide (Pg 4)
- Delinquent payment administrative fee

Community Services – Recreation (Pg’s 5-6)
- Before school care program
- Half-day camp
- Tournaments - application & cancellation fees
- Water safety classes
Departmental Recommendations

New Programs/Services/Requirements

Community Services – Library (Pg 7)
- Library sundry items

Municipal Utilities (Pg 8)
- Wastewater Microbiological Analyses
- Water Hydrant Meter Rental

Parking (Pg 9)
- Extended parking hour rates

Police Department (Pg 10)
- Bundled rates to adopt cats & dogs
- Civil subpoena fee
Departmental Recommendations

Existing Fee Adjustments

**City Wide** (Pg 11)

- Labor Charges changed to reflect current salary rates

**Community Services- Recreation** (Pg’s 12-14)

- Children’s Museum rentals
- After School Program registration
- Pixie Woods birthday/group rentals
- Swimming Classes
- Oak Park picnic facility rental
Departmental Recommendations

Existing Fee Adjustments

**Municipal Utilities** *(Pg 15)*

- Wastewater Pretreatment/General Analysis
- Water Fee & regulations
  - Field Charge
  - Meter Removal
Departmental Recommendations

Existing Fee Adjustments

Parking (Pg 16)

• Maximum daily fee matched with hourly rate
• Parking facility rental deposit amended to reflect size of parking facilities

Police Department (Pg 17)

• Animal Redemption fees reduced to match State regulated level
• Vaccinations
• Animal Traps
2010 Budget
Citizen Outreach Efforts:
A Three Phased Approach to Citizen Input
Citizen Outreach for the 2010 Budget

Purpose: Provide objective information for budget decision making:

– UOP focus groups
– Town Hall meetings
– Community Survey
Town Hall Meetings

- Six (6) held March 18 – April 7
  - Mayor’s Budget Town Hall – May 5
    Stagg High School Theatre, 6:30p
- Community locations
- Outreach
- Presentation with Q & A
  - Discussed reductions
  - Sources of revenue/funding
- Participation
- Support & Opposition
Library - Support

• Object to proposed closures
  – Why the busiest (Troke)?
  – Recently remodeled
• Literacy
• Provides diversion for youth
• Resource
• American institution
• Concern about outsourcing
Library – Suggestions

- Taxes specific to supporting libraries
  - Troke, in particular
- Reduced hours
  - Rotating closures
- Support increase fees & fines
- Support charge for services
- Donations/Fundraisers
- Volunteers
- Change Central Library administration
  - Chavez to Troke
Recreation - Support

• Aquatics
  – Blue Dolphins, City League, City Meet
  – Diversion for youth
  – Geography
    • Central Valley heat
    • Surrounded by Delta/waterways

• Community Centers
  – After school programs/activities
  – Safe places/diversion for youth

• Basketball programs
Recreation - Suggestions

• Recreation programs
  – Increase fees to cover actual cost
  – Use more volunteers
  – Fundraisers
  – Outsource Community Centers & programs
  – Reduce rental fees to increase usage
  – Aquatics: work with homeowners associations

• Golf Courses
  – Charge fees to cover cost; self-sustaining
  – Privatize
  – Outsource
  – Close
Public Safety - Support

• Police
  – Don’t reduce
  – Community Policing
  – Concern about gangs
  – Neighborhood Watch
  – Quality, not quantity

• Fire
  – Question the need for both Fire & Ambulance response to medical calls
Public Safety - Suggestions

- Police
  - Charge for calls for service
  - Increase traffic fines
  - Revise labor contract
    - Reduce wages & benefits
    - Increase retirement age to 55
  - Eliminate overtime
- Fire
  - Eliminate Class 1
    - Too expensive to support
  - Revise labor contract
    - Reduce wages & benefits
  - Eliminate overtime
  - Cost of both Fire and Ambulance response on medical
  - Need to take cuts like Police
Other - Suggestions

• Sell or “mothball”
  – Arena, Ballpark, Bob Hope Theatre, Marina
• Change IFG contract
• Demolish City-owned buildings
• Form corporate & non-profit partnerships
• Apply for more Federal Stimulus Money
• Consider Bankruptcy
• Revise all labor contracts
  – Increase furloughs
  – Close every Friday
• Reduce traffic calming program
Other – Suggestions (cont’d)

- Place tax initiative on November ballot
  - What happened to Measure W?
- Support State Legislation that saves money
- Plan long-term for prosperity
- Increase retail
- Approve medical marijuana
- Sell excess City-owned vehicles
- Require employees
  - Live in Stockton
  - Use their own cars on City business
  - Pay for their own cell phones
Other - Comments

• No reductions of any kind
• City has historically spent irresponsibly
• Monitor employee productivity
• Reduce costs, such as PG&E
• Scrutinize the cost of new Water Treatment Plant
• Consolidate all employees into one building
• Find a compromise in reductions
• Get concessions from all employee groups
  – Allow employees to volunteer to take unpaid time off
  – Choose lower cost employee healthcare providers
• More programs for the homeless
Citizen Survey

• Pre-Survey Suggestions
  – Offer online to reduce cost
  – Mail to everyone
  – Provide in multiple languages

• Post-Survey experience
  – Mailed approximately 112 paper copies
  – Computer access or use
  – Links placed on Home page
Citizen Survey - Access

- Postcard wording: “Please visit the following web site listed below and enter the Survey Code provided on the front of this card. www.surveymonkey.com/s/COSBudget”

- Survey participants:
  - Some entered the survey web address into search tool, rather than address bar in browser.
Survey Process

**Mailer:** 10,000 randomly selected residents
- Online survey conducted April 12 thru 25th
- Paper survey available on request

**Open:** Duplicate survey available to all

**Combined:** Total results of the two surveys
Survey Responses

- Number of responses received:
  - Mailer 452
    - Submitted electronically – 408
    - Submitted on paper - 44
  - Open 799
- Statistical validity
  - 95% confidence, ± 4.6%
Survey Validation

• Survey Codes – no issues noted
• Scanned open ended question results – no issues noted
• Demographics – Included for validation purposes:
  • Age – most over 50
  • Home ownership – most owned their home
  • Children in the home – 75% had none in the home
Mailer Question 2: Rank the importance you place on the following City services.

Survey Results as an Average rating on a 100-Point Scale

- Street maintenance
- Library branches
- Graffiti removal
- Park maintenance
- Street trees
- Animal shelters
- Teen Center
- Community Centers
- Children's Museum
- Civic Auditorium
- Swimming pools
- Golf Courses
- Oak Park Ice Rink
- Bob Hope Theater
Mailer Question 3: Select your level of support for each of the listed areas.

Survey Results as an Average Rating on a 100-Point Scale

- Close golf courses: 64
- Close ice rink: 59
- Close pools: 54
- Close Civic Auditorium: 48
- Reduce tree maintenance: 42
- Close Community Centers: 38
- Reduce the number of firefighters: 34
- Close park facilities: 29
- Reduce the number of police officers: 25
- Reduce street repair and maintenance: 23
- Close library branches: 20
- Reduce gang enforcement activities: 18
Mailer Question 4: If there was an election today, would you vote to approve any of the following tax increases to avoid additional cuts to City services?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Strongly Approve</th>
<th>Approve</th>
<th>Neither Approve nor Disapprove</th>
<th>Disapprove</th>
<th>Strongly Disapprove</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax increase of 1/4%</td>
<td>84</td>
<td>103</td>
<td>37</td>
<td>71</td>
<td>141</td>
<td>436</td>
</tr>
<tr>
<td>Utility Users Tax increase of 1%</td>
<td>42</td>
<td>73</td>
<td>59</td>
<td>97</td>
<td>165</td>
<td>436</td>
</tr>
<tr>
<td>Parcel Tax increase</td>
<td>30</td>
<td>54</td>
<td>76</td>
<td>85</td>
<td>191</td>
<td>436</td>
</tr>
<tr>
<td>911 Emergency Dispatch Tax</td>
<td>55</td>
<td>82</td>
<td>74</td>
<td>75</td>
<td>151</td>
<td>437</td>
</tr>
</tbody>
</table>

answered question 438
skipped question 14
Mailer Question 4: If there was an election today, would you vote to approve any of the following tax increases to avoid additional cuts to City services?

Survey Results as an Average Rating on a 100-Point Scale

- Sales Tax increase of 1/4%
- Utility Users Tax increase of 1%
- Parcel Tax increase
- 911 Emergency Dispatch Tax

[Diagram showing survey results with ratings for each tax increase]
Mailer Question 5: Would you vote to approve a tax increase if the funds were only used to maintain City services at the current level in any of the following areas?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Department</td>
<td>128</td>
<td>110</td>
<td>38</td>
<td>60</td>
<td>100</td>
<td>436</td>
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<tr>
<td>Fire Department</td>
<td>117</td>
<td>103</td>
<td>39</td>
<td>71</td>
<td>104</td>
<td>434</td>
</tr>
<tr>
<td>Library Services</td>
<td>87</td>
<td>110</td>
<td>71</td>
<td>66</td>
<td>100</td>
<td>434</td>
</tr>
<tr>
<td>Recreation Services</td>
<td>44</td>
<td>95</td>
<td>91</td>
<td>89</td>
<td>113</td>
<td>432</td>
</tr>
<tr>
<td>Street Repair &amp; Maintenance</td>
<td>87</td>
<td>146</td>
<td>60</td>
<td>61</td>
<td>79</td>
<td>433</td>
</tr>
</tbody>
</table>

answered question 438
skipped question 14
Mailer Question 5: Would you vote to approve a tax increase if the funds were only used to maintain City services at the current level in any of the following areas?

Survey Results as an Average Rating on a 100-Point Scale
Mailer Question 6: Select which option you feel is the best for dealing with the current budget crisis.

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with employees to get pay and benefit cuts</td>
<td>161</td>
<td>124</td>
<td>45</td>
<td>40</td>
<td>26</td>
<td>396</td>
</tr>
<tr>
<td>Reduce City services</td>
<td>46</td>
<td>127</td>
<td>82</td>
<td>95</td>
<td>44</td>
<td>394</td>
</tr>
<tr>
<td>Raise revenue through tax and fee increases</td>
<td>40</td>
<td>82</td>
<td>61</td>
<td>79</td>
<td>133</td>
<td>395</td>
</tr>
<tr>
<td>A combination of all of the above</td>
<td>88</td>
<td>93</td>
<td>91</td>
<td>65</td>
<td>67</td>
<td>404</td>
</tr>
</tbody>
</table>

answered question 436
skipped question 16
Mailer Question 6: Select which option you feel is the best for dealing with the current budget crisis.

Survey Results as an Average Rating on a 100-Point Scale

- Work with employees to get pay and benefit cuts: 73
- Reduce City services: 68
- Raise revenue through tax and fee increases: 60
- A combination of all of the above: 63
Mailer Question 7: If City employees agreed to pay and benefit cuts, would you be more likely to vote in favor of tax increases?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>14.4%</td>
<td>63</td>
</tr>
<tr>
<td>Agree</td>
<td>25.5%</td>
<td>111</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>21.1%</td>
<td>92</td>
</tr>
<tr>
<td>Disagree</td>
<td>15.6%</td>
<td>68</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>23.4%</td>
<td>102</td>
</tr>
</tbody>
</table>

answered question 436

skipped question 16
Mailer Question 7: If City employees agreed to pay and benefit cuts, would you be more likely to vote in favor of tax increases?

Survey Results as an Average Rating on a 100-Point Scale

- Mailer: 46
- Open: 51
- Combined: 49
Question 8: Any final thoughts? General topics from open ended question/comments:

- Improve efficiency and eliminate waste
  - Hold department heads responsible for budget overruns
  - Eliminate unnecessary employee overtime
  - Hold employees accountable for performance
  - Stop spending on downtown projects
Question 8: Any final thoughts? General topics from open ended question/comments: Cont.

• Public Safety is critical!
  – “Police and fire should be the last considered for cuts.”
  – “We need to be safe, clean, and well maintained, inviting to new business and residents, focused on redevelopment and quality of life.”
  – “The condition of City streets and trees is poor. Don’t cut all City services just to maintain Police and Fire.”
Question 8: Any final thoughts? General topics from open ended question/comments: Cont.

• Reduce employee pay and benefits, including Public Safety employees
  – “It is ridiculous that administrators agreed to such generous pay and benefits packages. Existing contracts need to be re-negotiated.”

• Make cuts at the top first - not to those doing the work

• Save the libraries
  – “Our libraries are very important and serve to further literacy in our community.”
Summary

• Employee pay and benefits are viewed as the major cause of the City’s economic problems

• City services, both those related to public safety and quality of life are valued – citizens want balance

• Citizens have expressed some level of acceptance for services cuts & new taxes
Next Steps
## Budget Study Sessions Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 12</td>
<td>Department Revised Reductions &amp; Impacts State Budget Revised Update (ERAF, Prop 42)</td>
</tr>
<tr>
<td>May 19</td>
<td>Policy Decisions Resource Allocations Entertainment Venues (IFG Contract)</td>
</tr>
<tr>
<td>June 9</td>
<td>Department Presentations</td>
</tr>
<tr>
<td>June 22</td>
<td>Budget Public Hearing (Continued to Council Meeting June 29 if needed)</td>
</tr>
</tbody>
</table>

* No meeting required
What is needed from Council

1. Listen to presentation on proposed new and revised fees
2. Listen to presentation on Community Outreach efforts results
3. Provide feedback and direction based on Community input