

**March 24, 2026**  
**City Council Meeting**

**PowerPoint Presentations**

Items 3.1 and 3.2



**BUDGET STUDY  
SESSION -  
GENERAL FUND**

Mid Year Fiscal Year 2025-2026

Proposed Fiscal Year 2026-2027

# AGENDA

1. FY26 Mid-Year Report
  - a. Revenues & Expenditures
  - b. Year End Estimates
  - c. Recommended City Council Actions
2. FY27 Proposed General Fund Budget
  - a. Annual Budget Process and Timeline
  - b. Revenues & Expenditures
  - c. Projected Fund Balance
  - d. Financial Forecast
  - e. Recommended City Council Actions
3. What's Next?

# FY26 GENERAL FUND

## MID YEAR REVENUES

FY26 REVISED BUDGET

\$149.4 M

TOTAL AT MID YEAR

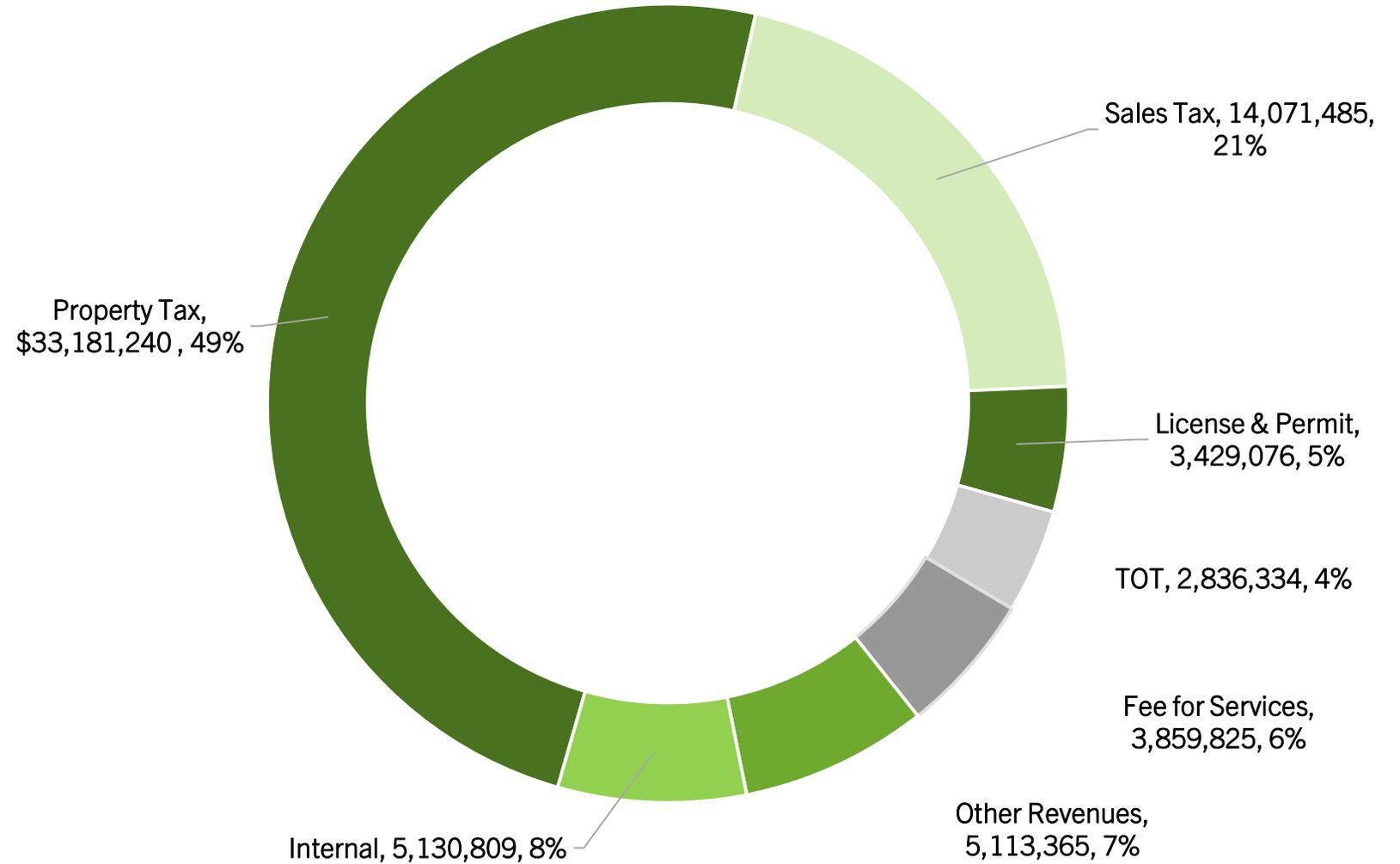
\$67.6 M

FY26 YE ESTIMATE

\$153.8 M

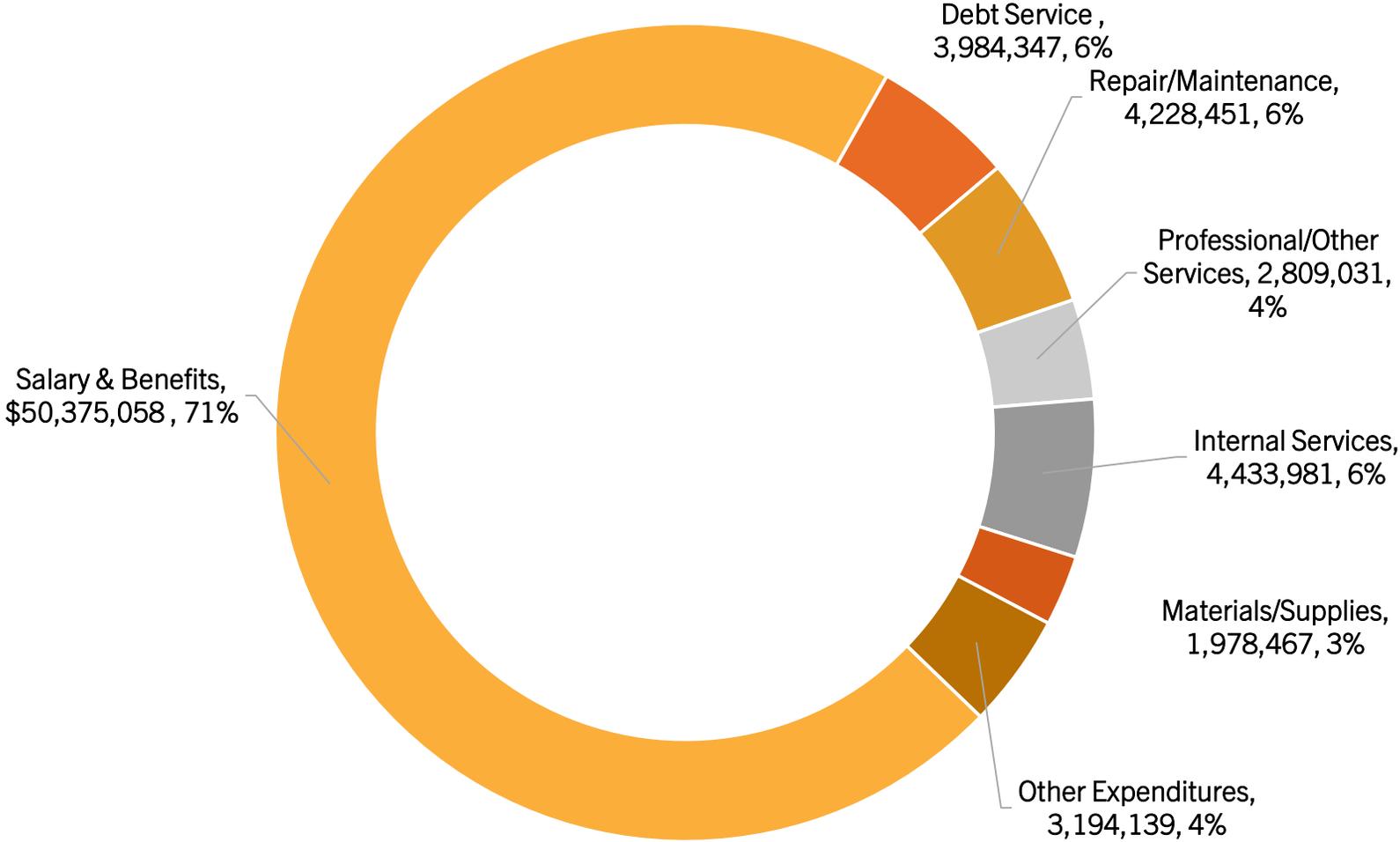
Operating Revenues

✓ Excludes Transfers



# FY26 GENERAL FUND

## MID YEAR EXPENDITURES



FY 26 REVISED BUDGET

\$159.1 M

TOTAL AT MID YEAR

\$71.0 M

FY26 YE ESTIMATE

\$158.9 M

Operating Expenditures

✓ Excludes Transfers

# FY26 GENERAL FUND

## MID YEAR REVENUES

FY26 REVISED BUDGET

\$149.4 M

TOTAL AT MID YEAR

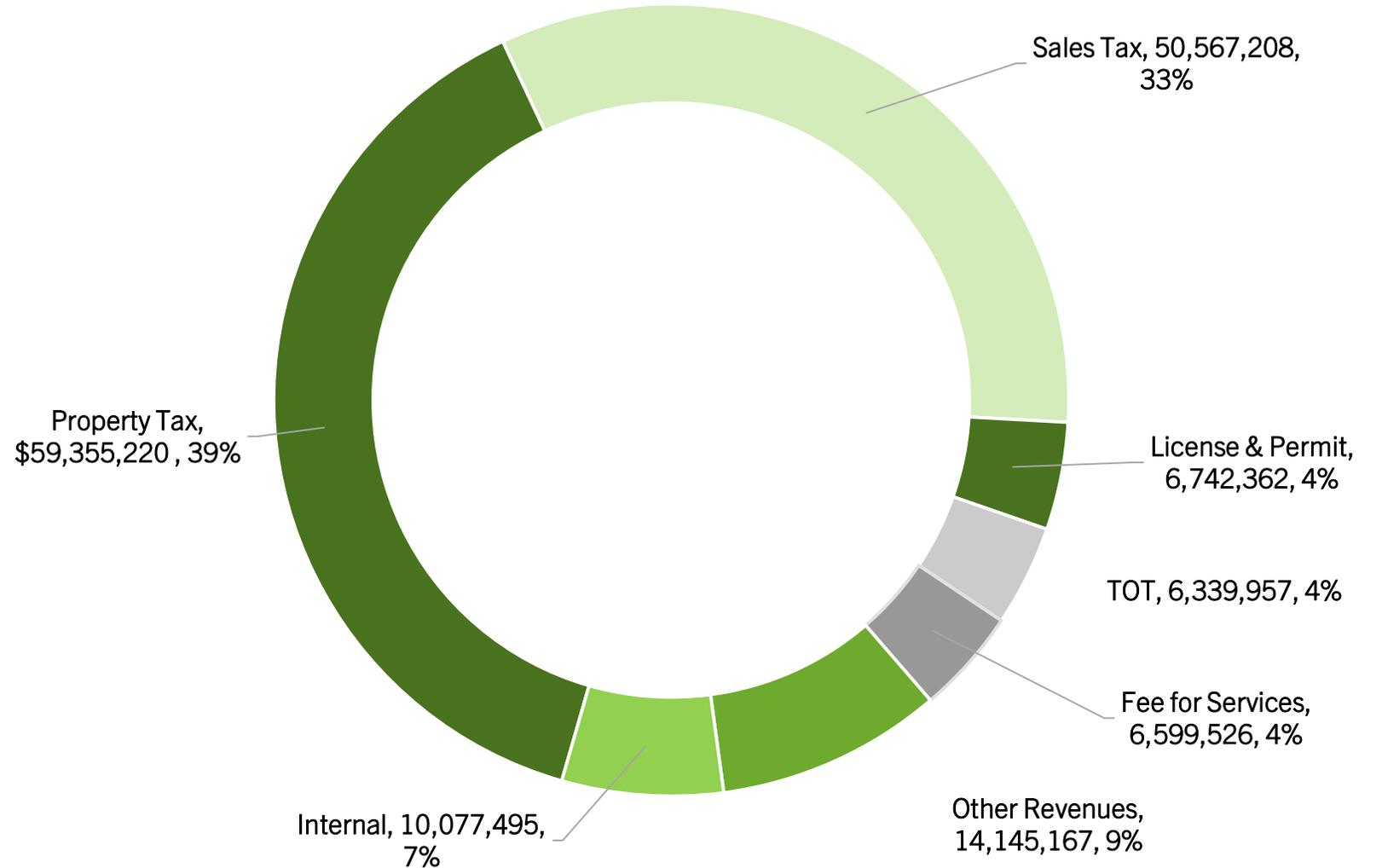
\$67.6 M

FY26 YE ESTIMATE

\$153.8 M

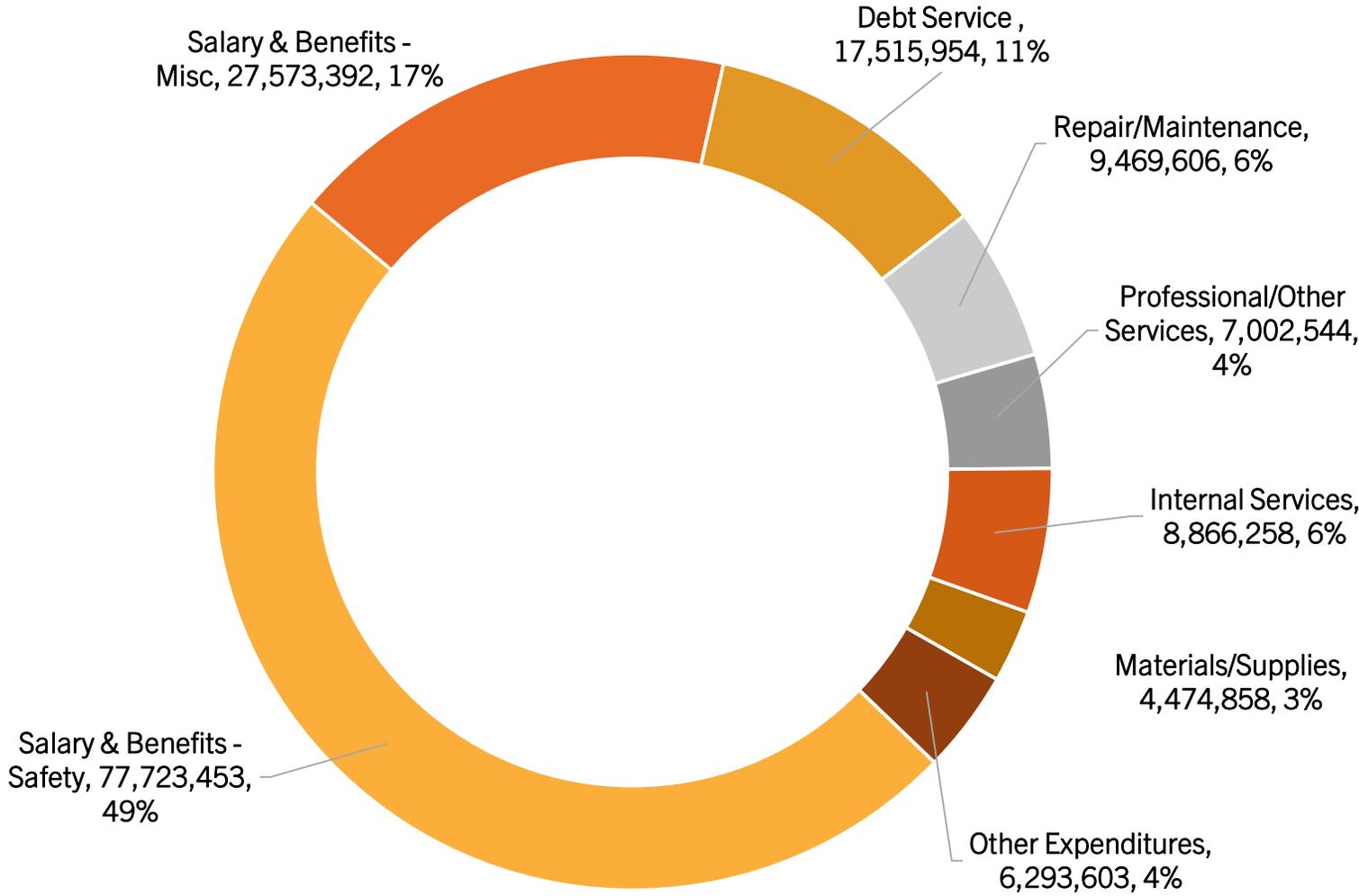
Operating Revenues

✓ Excludes Transfers



# FY26 GENERAL FUND

## MID YEAR EXPENDITURES



FY 26 REVISED BUDGET

\$159.1 M

TOTAL AT MID YEAR

\$71.0 M

FY26 YE ESTIMATE

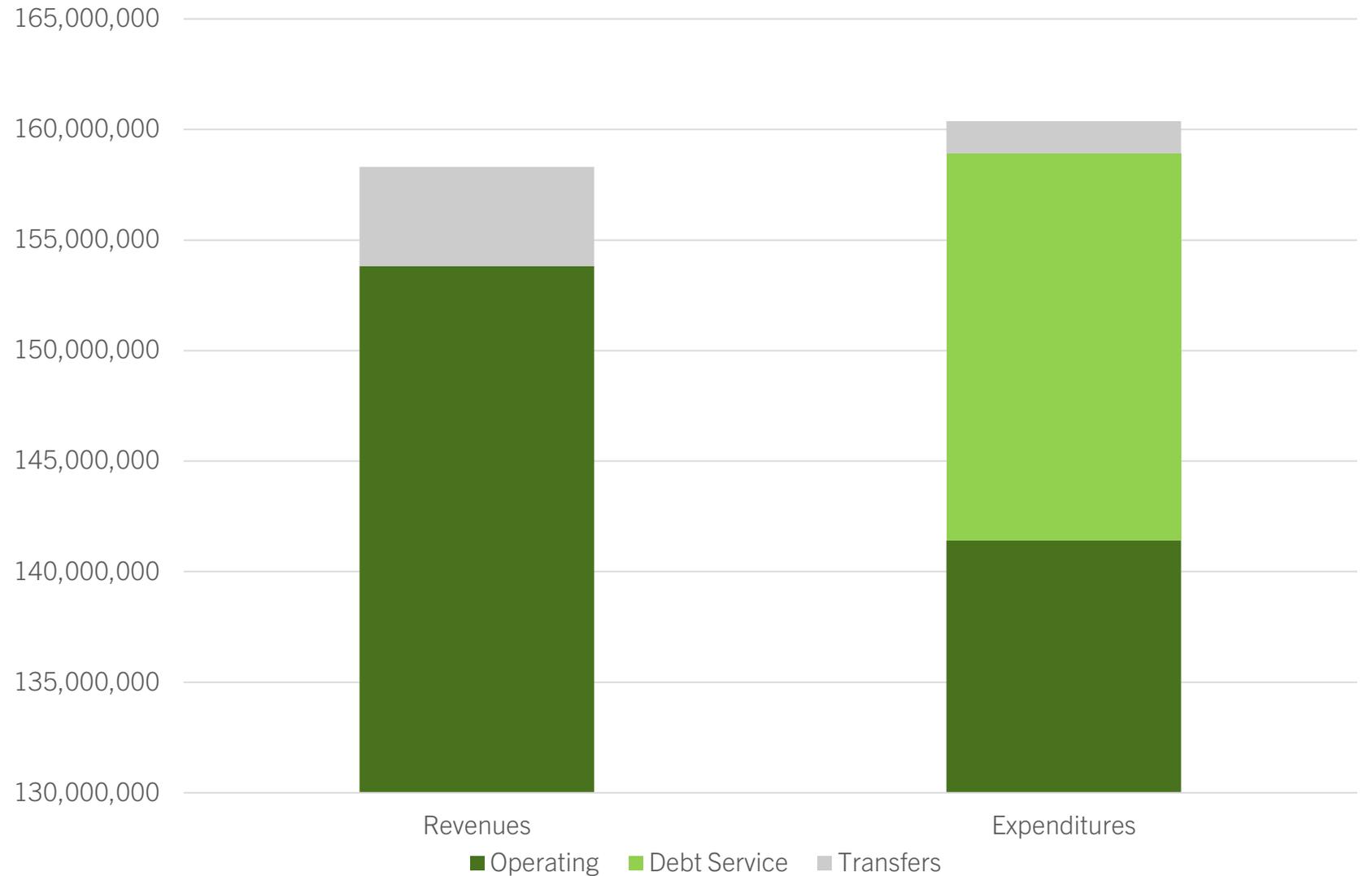
\$158.9 M

Operating Expenditures

✓ Excludes Transfers

# FY26 ESTIMATED GENERAL FUND OPERATING SURPLUS/DEFICIT

	FY26 Estimated
Operating Rev	\$153.8 M
Operating Exp	\$141.4 M
Debt Service	\$17.5 M
<b>Operating Surplus/Deficit</b>	<b>-\$5.1 M</b>
Transfers Out	\$1.5 M
Transfers In	\$4.5 M
<b>Net Surplus/Deficit</b>	<b>-\$2.1 M</b>



# FY26 ESTIMATED YE FUND BALANCE

	FY26 Revised Budget	FY26 Year End Estimate	Variance
Beginning Fund Balance	\$28,553,722	\$28,553,722	-
Net Surplus/Deficit	-6,759,492	-2,062,733	4,696,759
Ending Fund Balance	21,794,230	26,490,989	4,695,759
Catastrophic Reserve	25,493,246	25,779,780	-40,577
Undesignated Fund Balance	-\$3,699,016	\$1,038,321	\$4,737,337

# FY26 MIDYEAR CITY COUNCIL RECOMMENDED ACTIONS

1

Receive and file the report.

2

Authorize the appropriation of \$1.8 M.

# Q & A

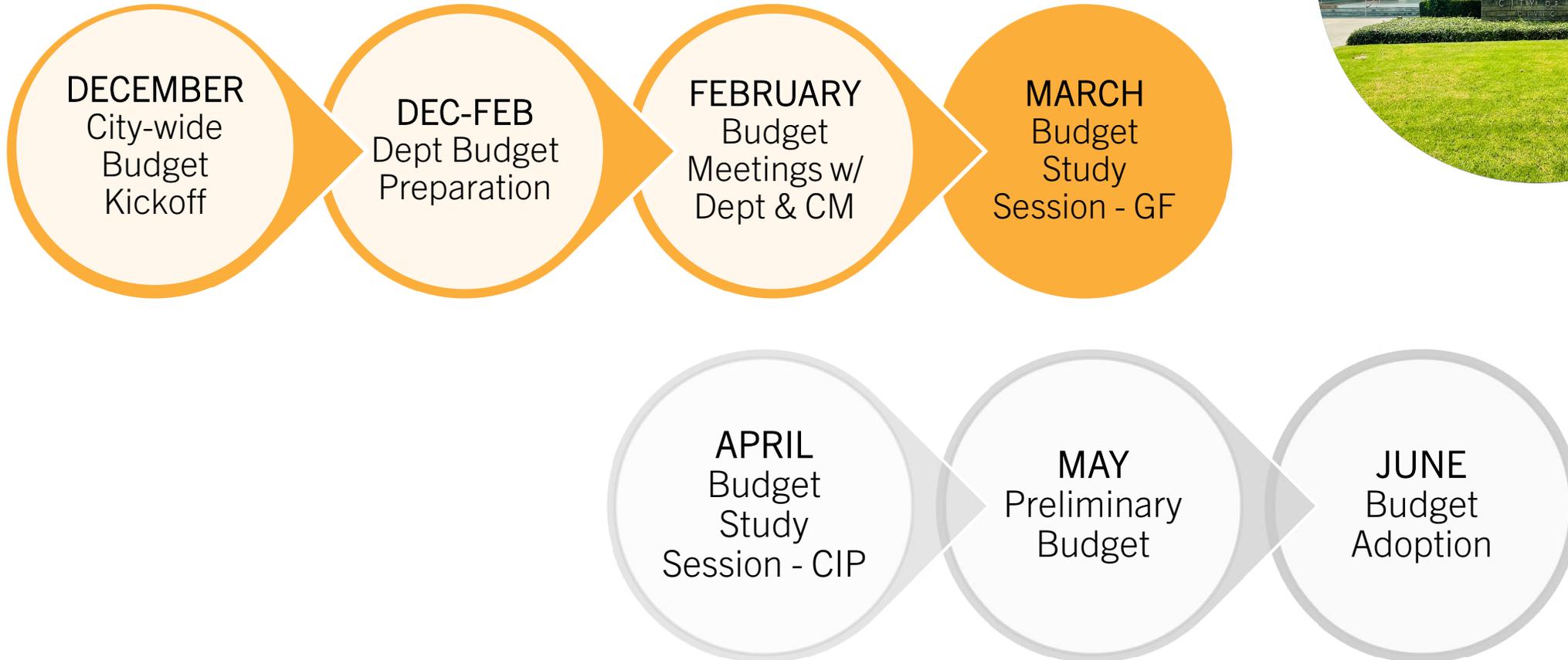
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Trang Nguyen, Finance Director

Michelle Kresan, Asst. Finance Director



# ANNUAL BUDGET PROCESS



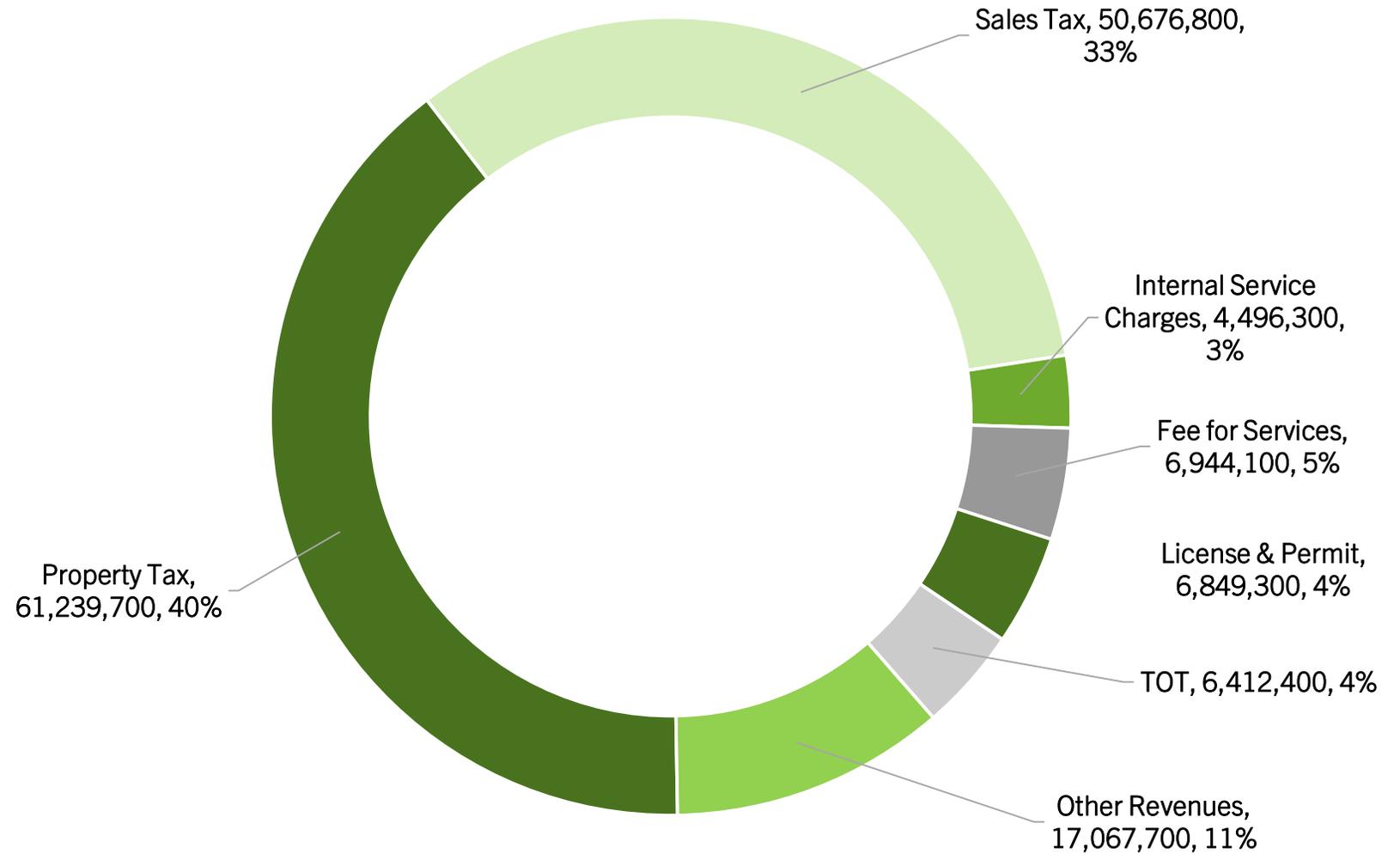
# FY27 GENERAL FUND REVENUE ASSUMPTIONS

Property Tax (+3.2%)	Sales Tax (+0.2%)	TOT (+1.1%)	Fees For Services (+5.2%)	Licenses and Permits (+1.6%)	Fines and Forfeitures (+72.2%)
<ul style="list-style-type: none"><li>• Annual growth</li><li>• Proposition 13 Limitations</li></ul>	<ul style="list-style-type: none"><li>• Cautionary Consumer Spending</li><li>• Sales Tax Sharing Agreement</li></ul>	<ul style="list-style-type: none"><li>• Stable Travel Demand</li><li>• Short Term Rental Program</li></ul>	<ul style="list-style-type: none"><li>• Fee Study Consideration</li><li>• Credit Card Fees</li></ul>	<ul style="list-style-type: none"><li>• Discovery and Compliance Audit for Business License and TOT</li></ul>	<ul style="list-style-type: none"><li>• Old Towne Paid Parking Program</li></ul>

# FY27 PROPOSED GENERAL FUND REVENUES

TOTAL \$153.7 M

- Operating Revenues
  - ✓ Excludes Transfers



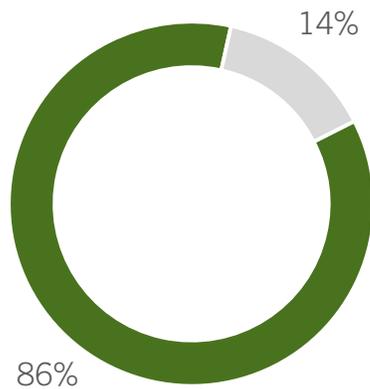
# FY27 PROPOSED GENERAL FUND REVENUES

TOTAL OPERATING REVENUES

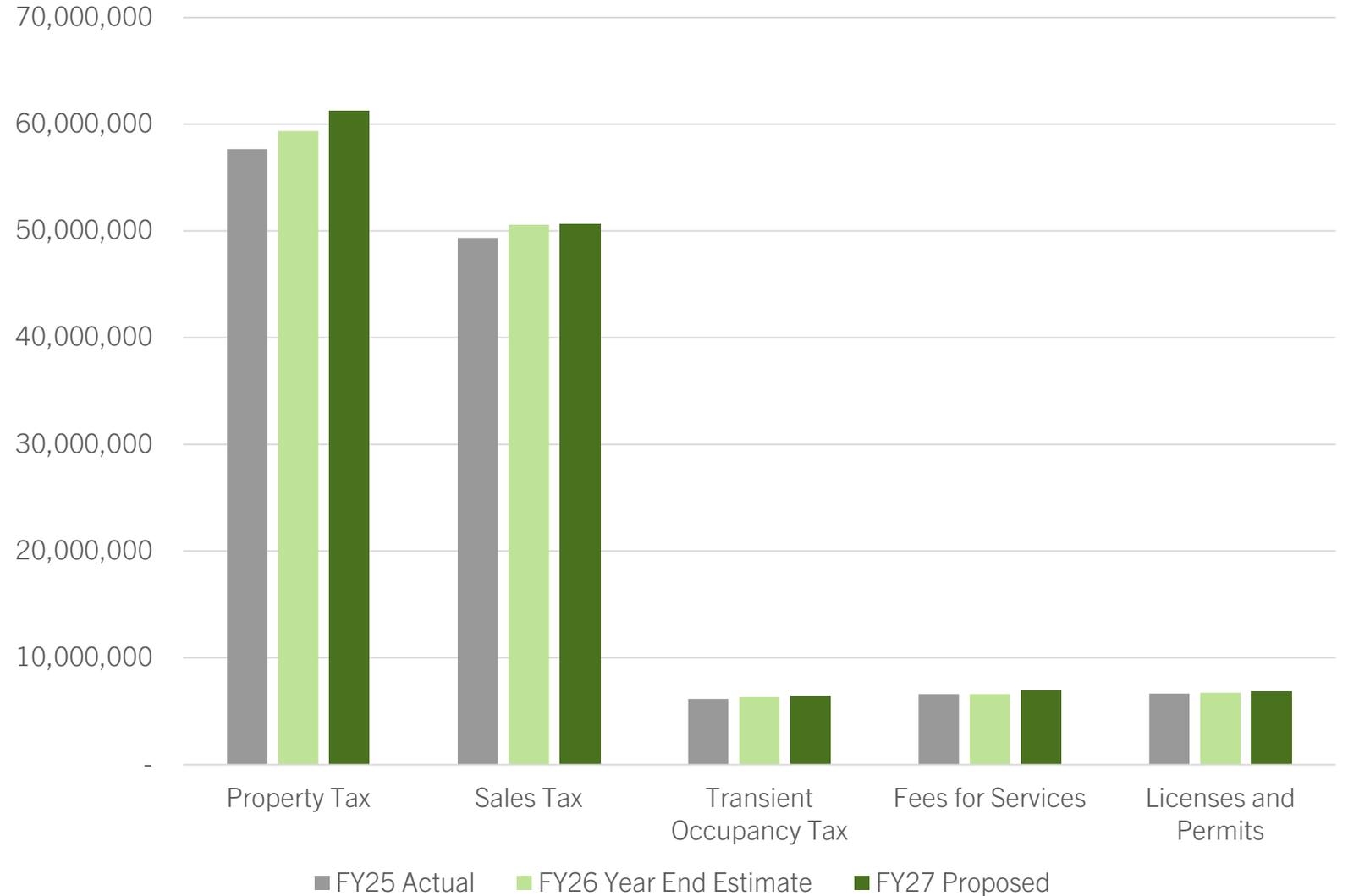
\$153.7 M

Total Major Revenues

\$132.1 M



## MAJOR REVENUE SOURCES



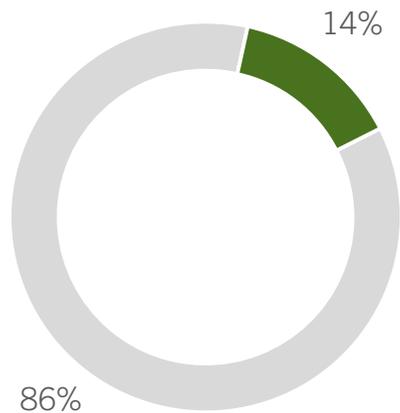
# FY27 PROPOSED GENERAL FUND REVENUES

TOTAL OPERATING REVENUES

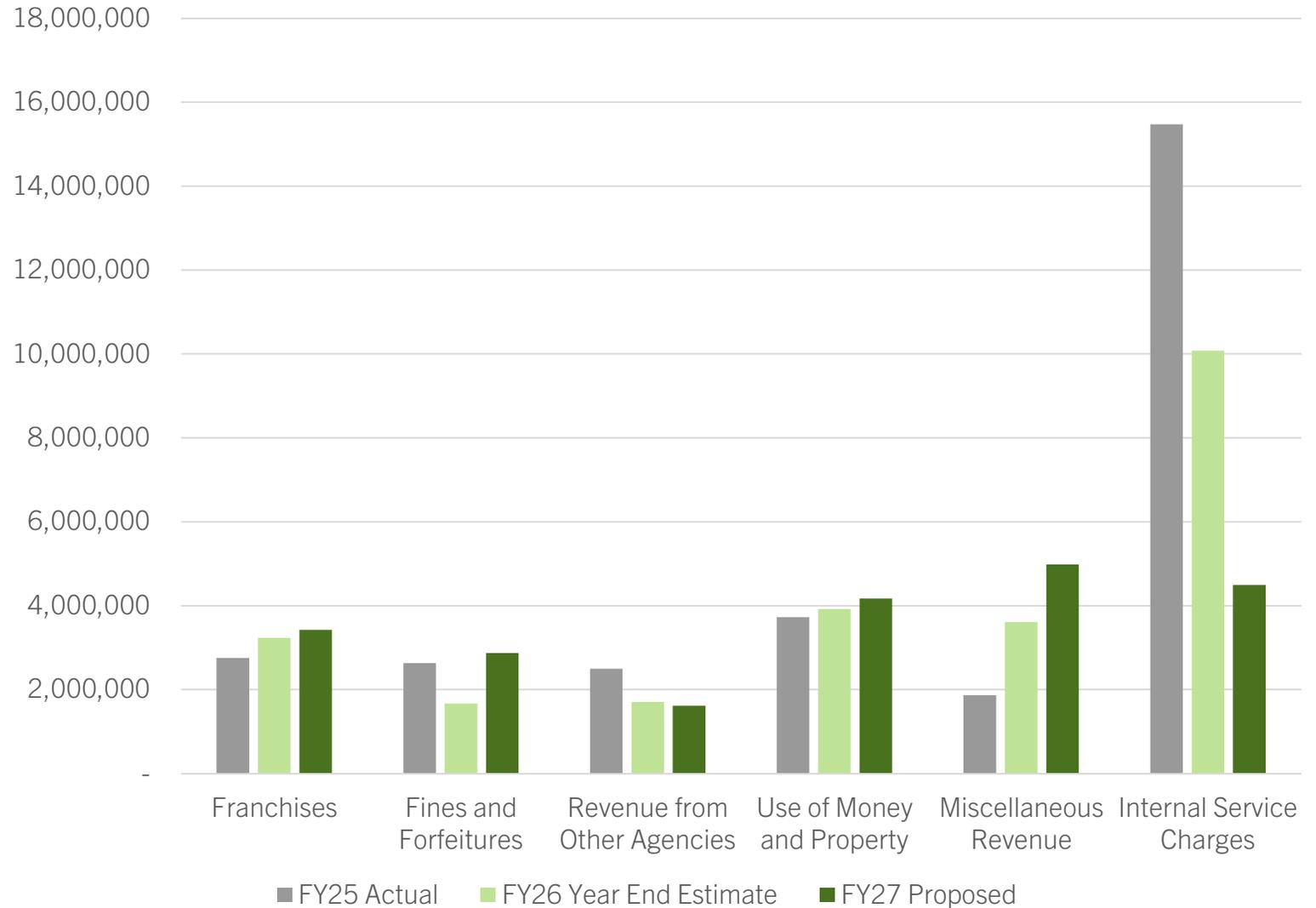
\$153.7 M

Total Other Revenues

\$21.6 M



## OTHER REVENUE SOURCES



# FY27 GENERAL FUND EXPENDITURE ASSUMPTIONS

Salaries and Benefits (+4.2%)	Professional Services (+14.1%)	Materials and Supplies (+16.1%)	Internal Service (-57.8%)	Repair/Maintenance (+4.5%)
<ul style="list-style-type: none"><li>• 3% Increase – all groups</li><li>• 55.7 FTE in Eliminated/Frozen Positions</li><li>• 10 Position Reclassifications</li><li>• Fully Funded Overtime</li></ul>	<ul style="list-style-type: none"><li>• Investment in Economic Development</li><li>• North SPA</li><li>• Paid Parking Program</li><li>• Year-Round Aquatics</li></ul>	<ul style="list-style-type: none"><li>• Mandatory Fire Equipment Replacement</li><li>• Increase in Safety Uniforms</li></ul>	<ul style="list-style-type: none"><li>• Cost Allocation Study</li><li>• Consolidation of Internal Service Funds</li></ul>	<ul style="list-style-type: none"><li>• IT Equipment Repairs</li></ul>

**FY27**  
**GENERAL FUND**  
**EXPENDITURE**  
**ASSUMPTIONS**  
**PROPOSED FTE**

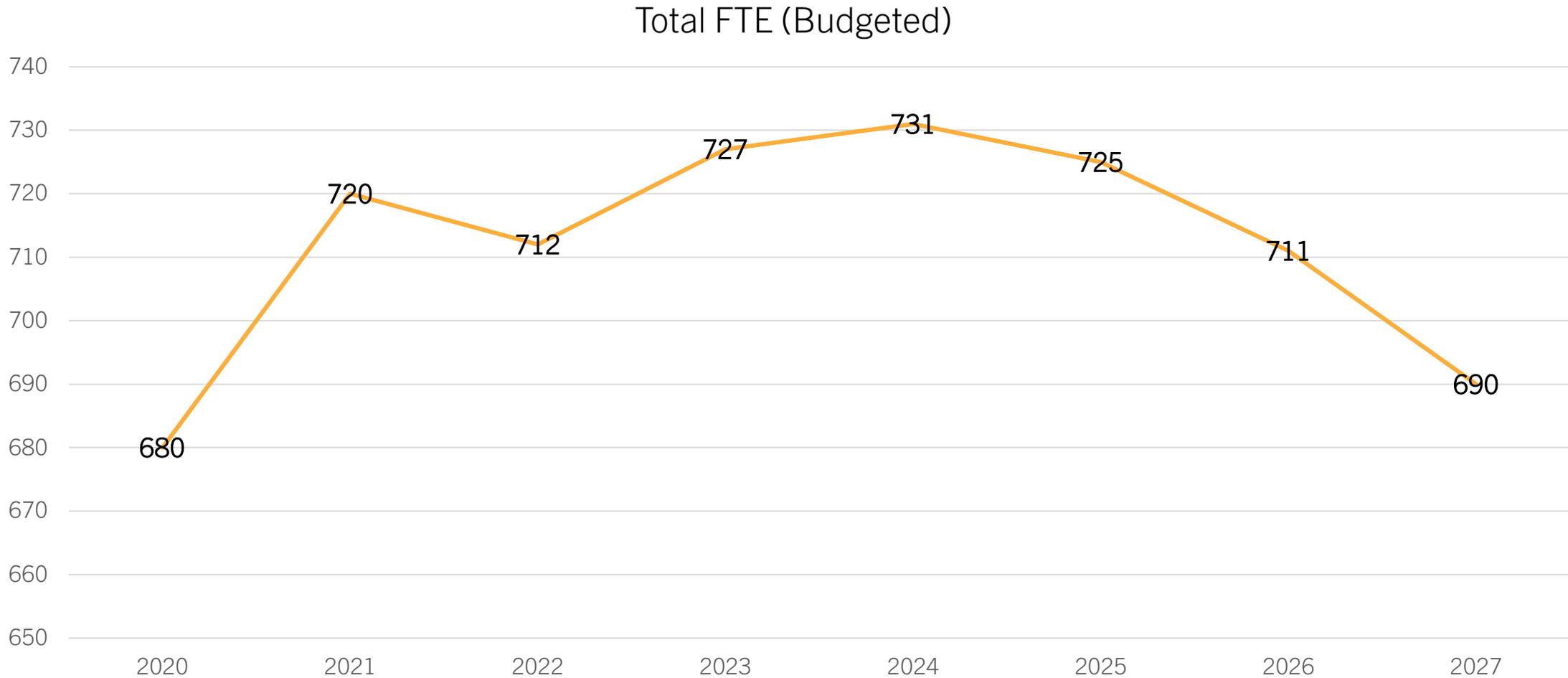
FY26 TOTAL FTE:  
711

FY27 PROPOSED FTE:  
690



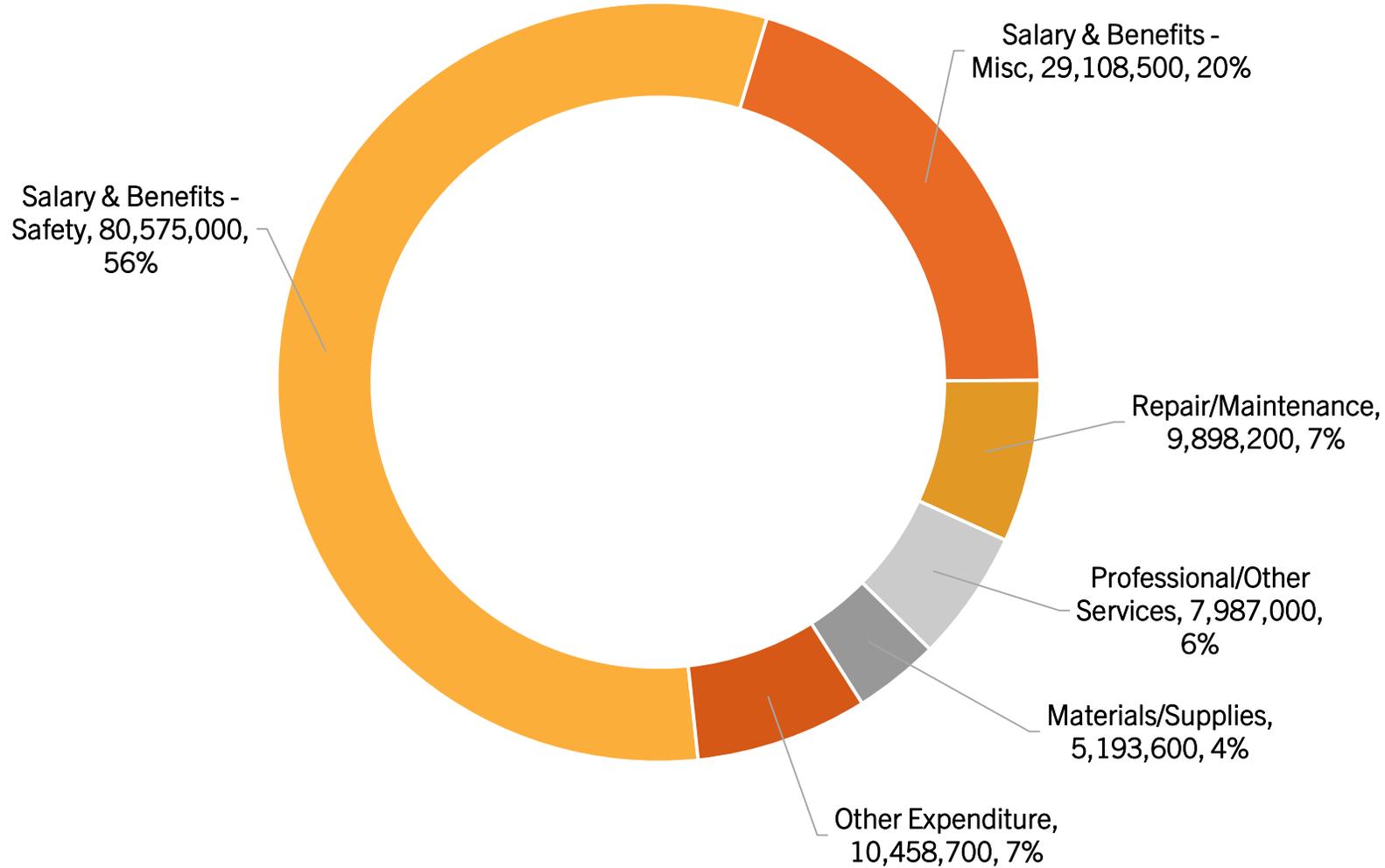
# FY27 GENERAL FUND EXPENDITURE ASSUMPTIONS

## FTE REDUCTION



# FY27 PROPOSED GENERAL FUND EXPENDITURES

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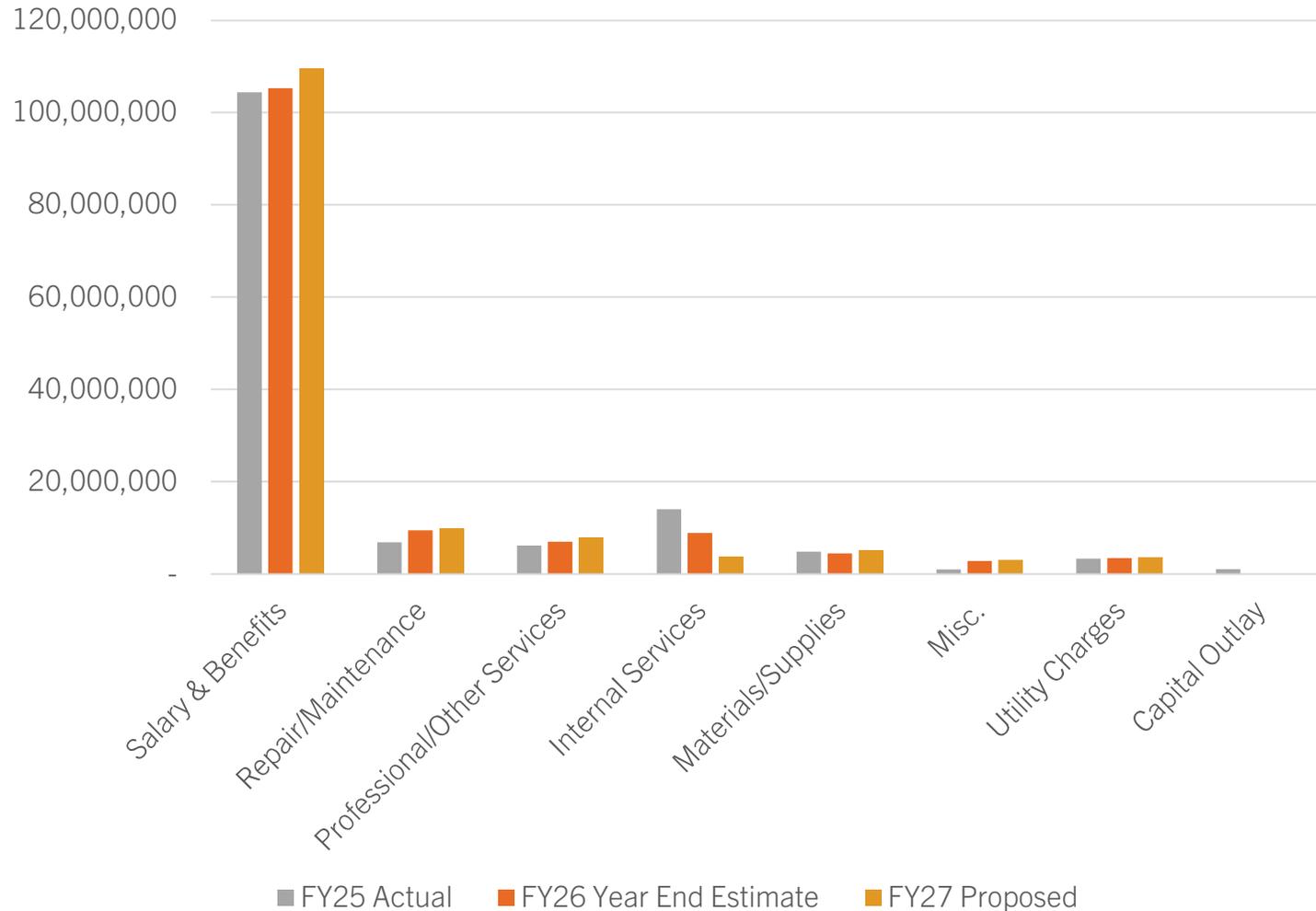


TOTAL OPERATING  
EXPENDITURE \$143.2 M

- ✓ Excludes Transfers
- ✓ Excludes Debt Service

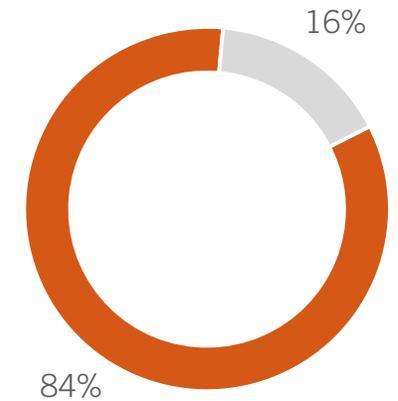
# FY27 GENERAL FUND EXPENDITURES

## OPERATING EXPENDITURES



TOTAL \$170.7 M

Operating Expenditures \$143.2 M



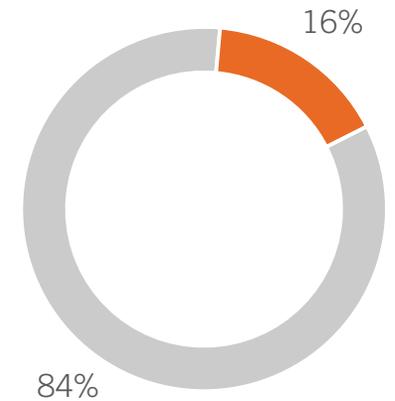
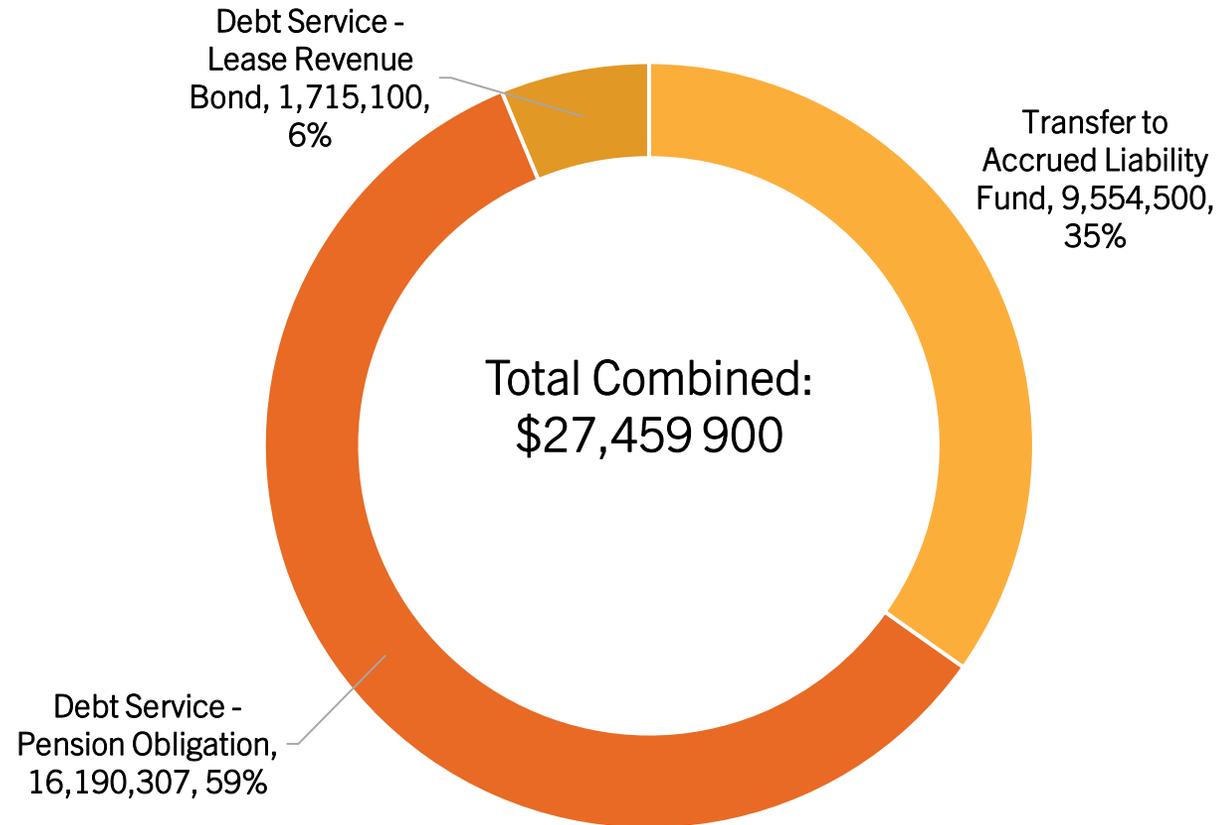
- ✓ Excludes Transfers
- ✓ Excludes Debt Service

# FY27 GENERAL FUND EXPENDITURES

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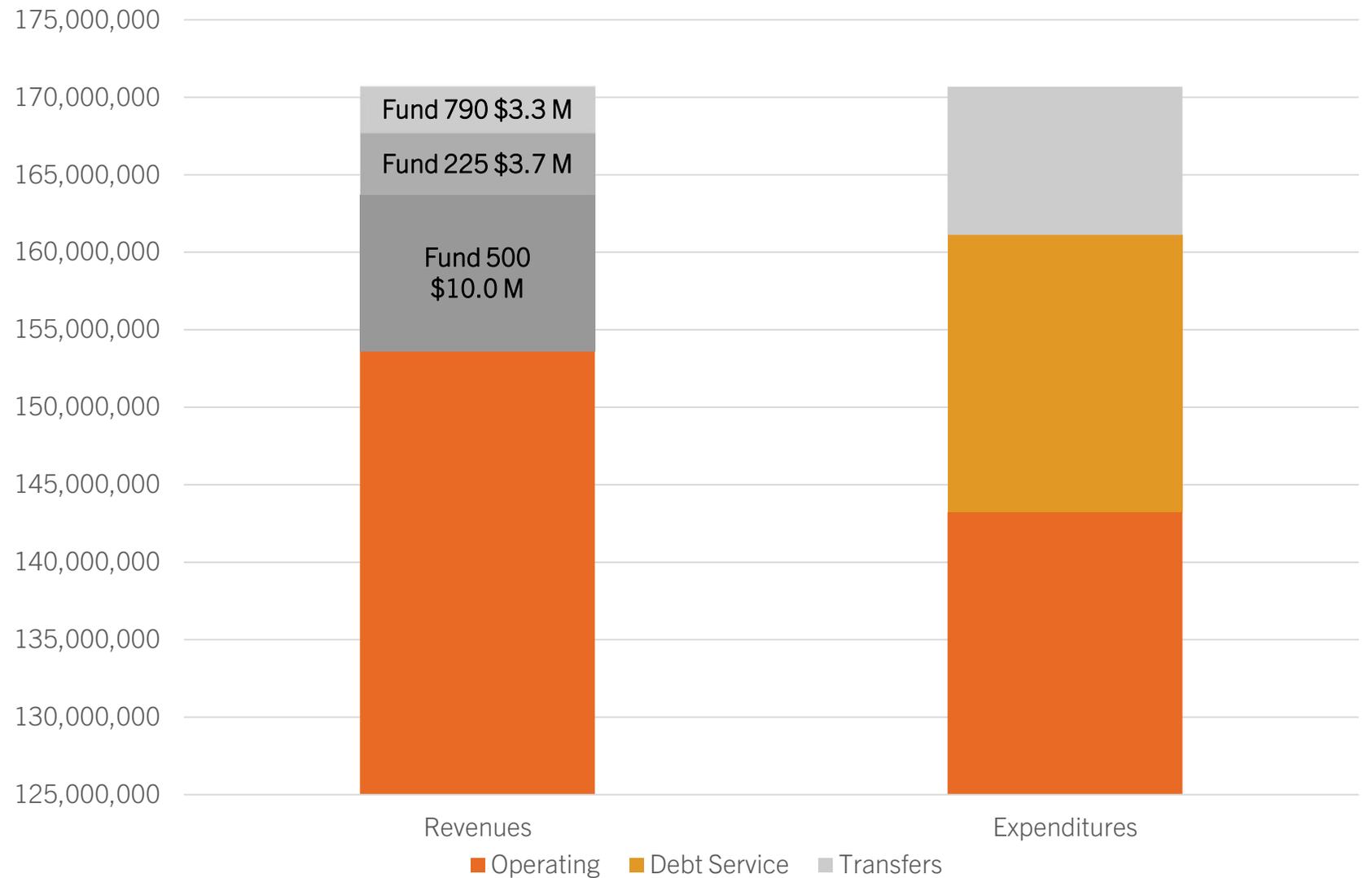
TOTAL \$170.7 M

Operating Expenditures \$143.2 M



# FY27 PROPOSED GENERAL FUND OPERATING SURPLUS/DEFICIT

	FY27 Proposed
Operating Rev	\$153.7 M
Operating Exp	\$143.2 M
Debt Service	\$17.9 M
Operating Surplus/Deficit	-\$7.4 M
Transfers Out	\$9.6 M
Transfers In	\$17.0 M
<b>Net Surplus/Deficit</b>	<b>\$5,400</b>



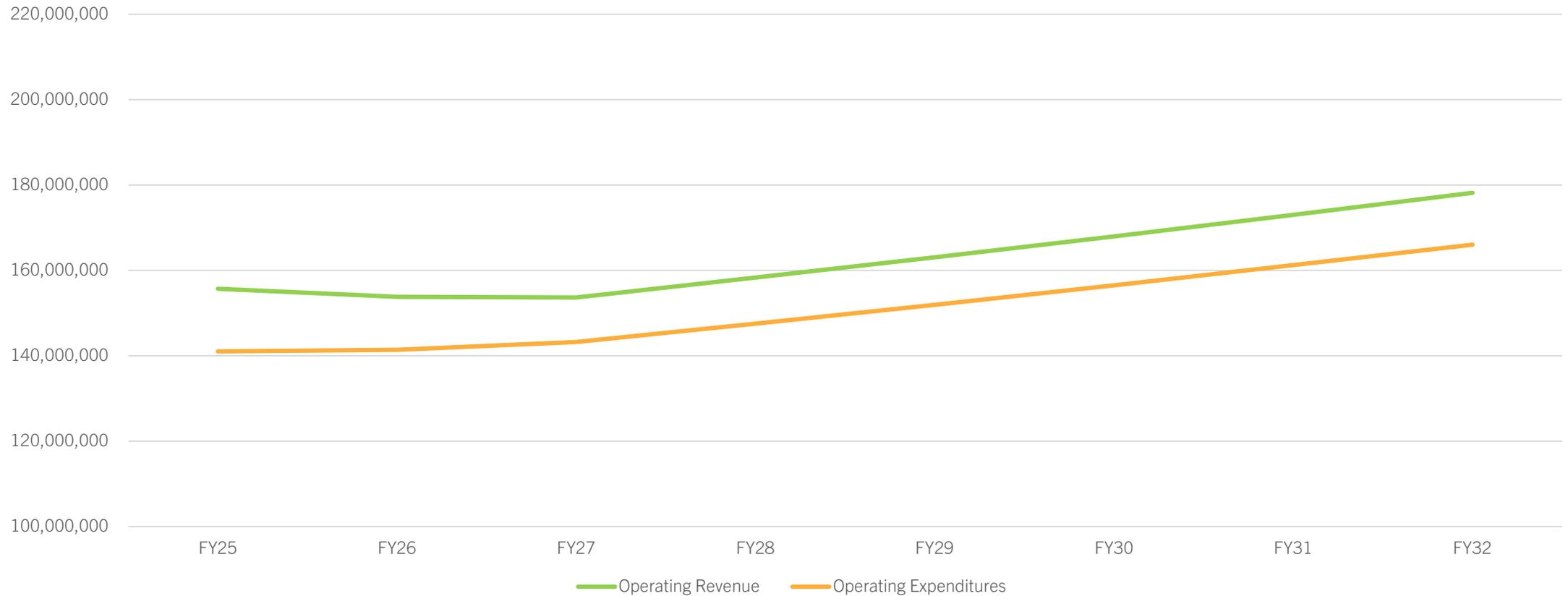
# FY 27 PROJECTED FUND BALANCE

	FY26 YE Estimate	FY27 Proposed	Variance
Beginning Fund Balance	\$28,553,721	\$26,490,989	-\$2,062,732
Net Surplus/Deficit	-2,062,732	5,400	-2,062,732
Ending Fund Balance	26,490,989	26,496,389	5,400
Catastrophic Reserve	25,452,668	25,779,780	327,112
Committed/Carryover	-	-	-
Undesignated Fund Balance	\$1,038,321	\$716,609	-\$321,712

# FY27 FINANCIAL FORECAST

\* 3% ANNUAL GROWTH

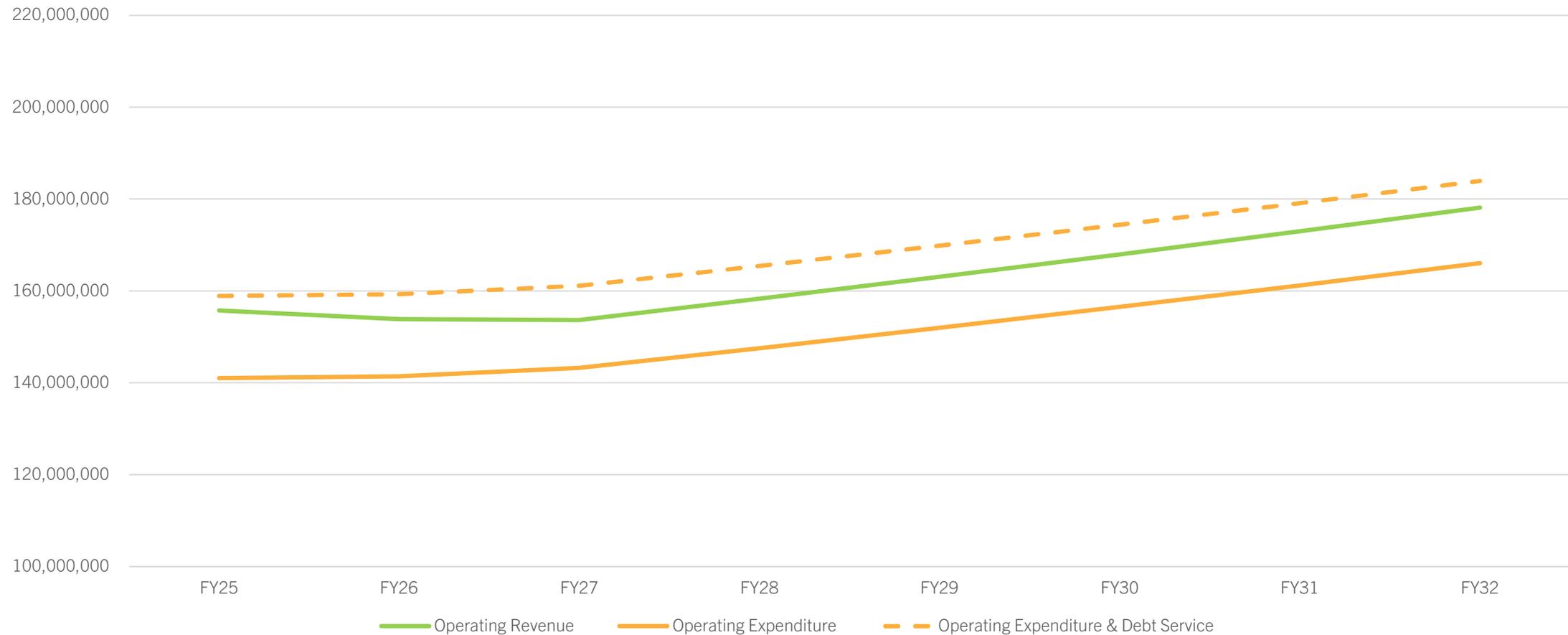
General Fund Operating Revenue & Expenditure



# FY27 FINANCIAL FORECAST – CONT

\* 3% ANNUAL GROWTH

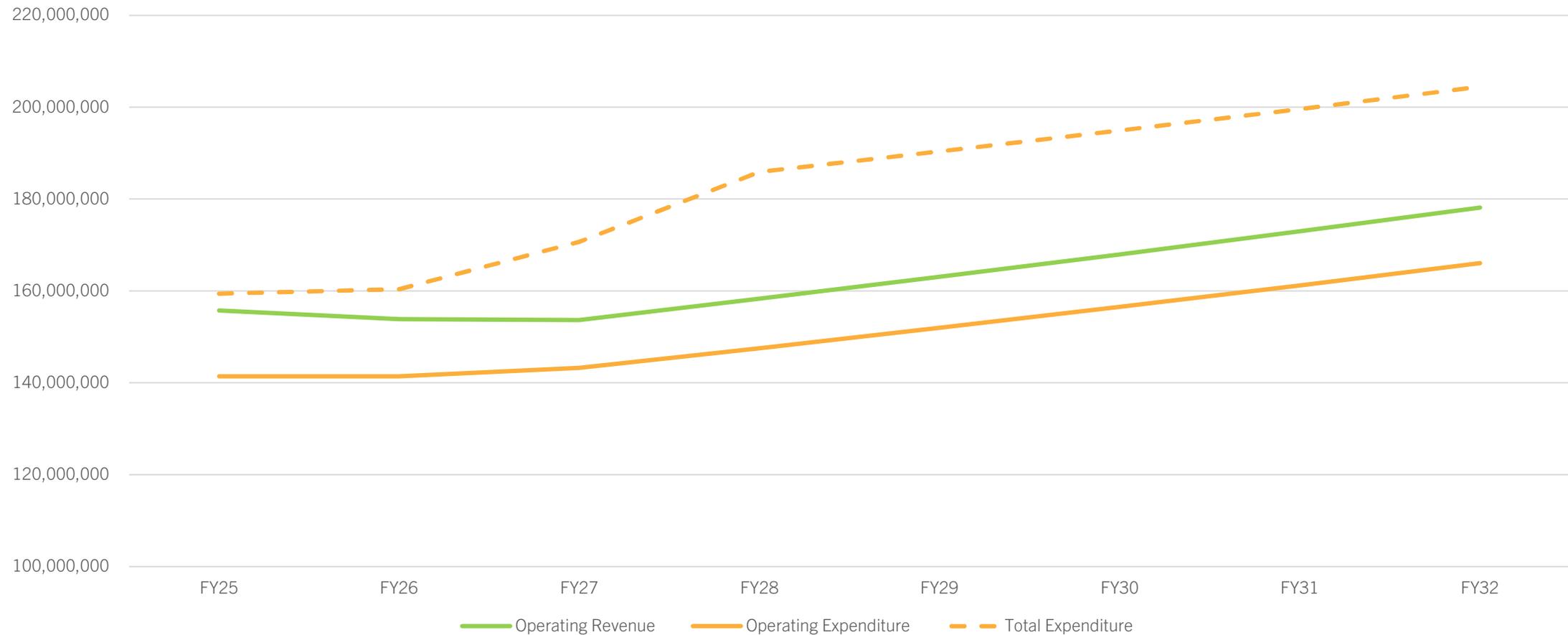
General Fund Operating Revenue & Expenditure, Including Debt Service



# FY27 FINANCIAL FORECAST – CONT

\* 3% ANNUAL GROWTH

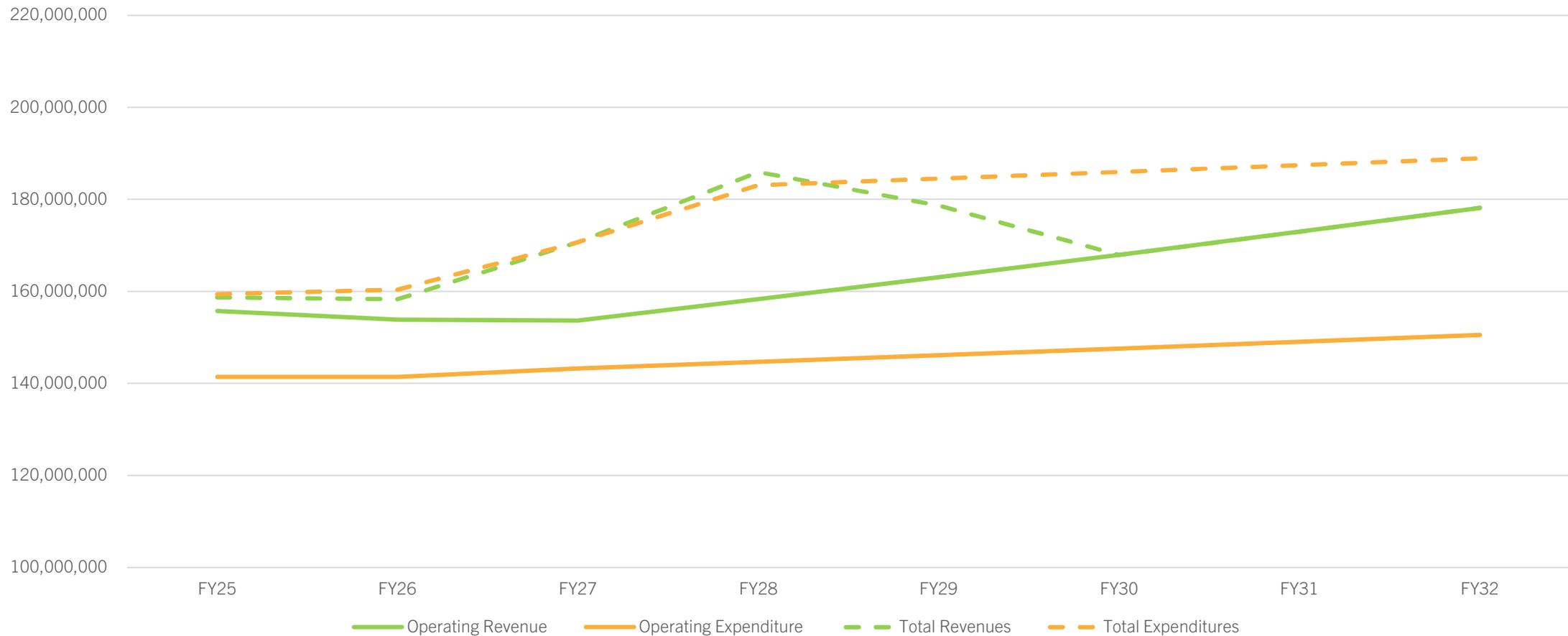
Total Expenditures, Including Debts and Transfers Out



# FY27 FINANCIAL FORECAST – CONT

## 1% ANNUAL GROWTH AND USING AVAILABLE FUND BALANCES

Total Revenues & Expenditures, Including Debts and Transfers



# FY27 CITY COUNCIL RECOMMENDED ACTIONS

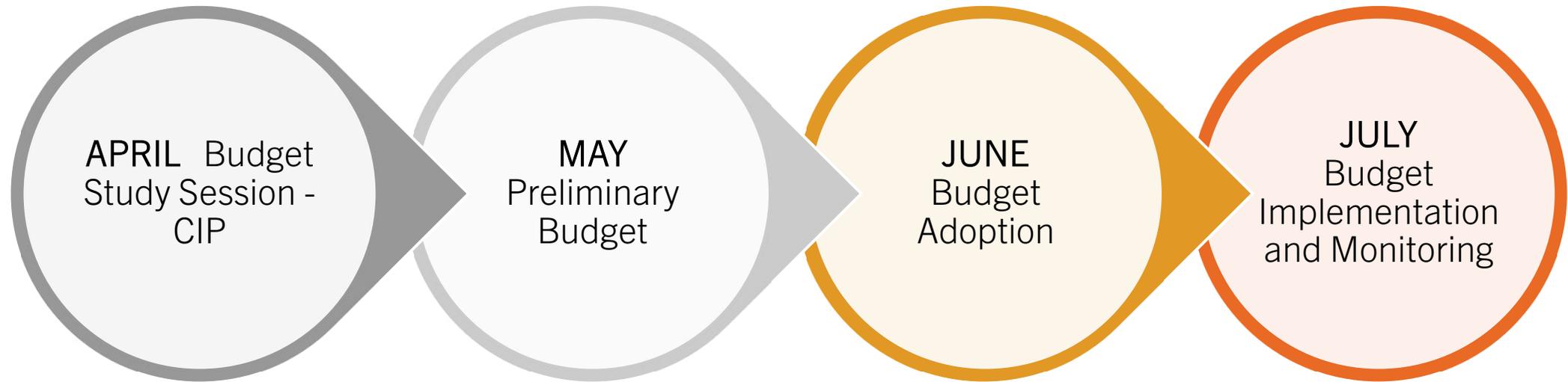
1

Provide direction to staff to prepare the Fiscal Year 2026-27 Preliminary Budget.

2

Review and discuss potential revenue measures.

# WHAT'S NEXT



# Q & A

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Trang Nguyen, Finance Director

Michelle Kresan, Asst. Finance Director

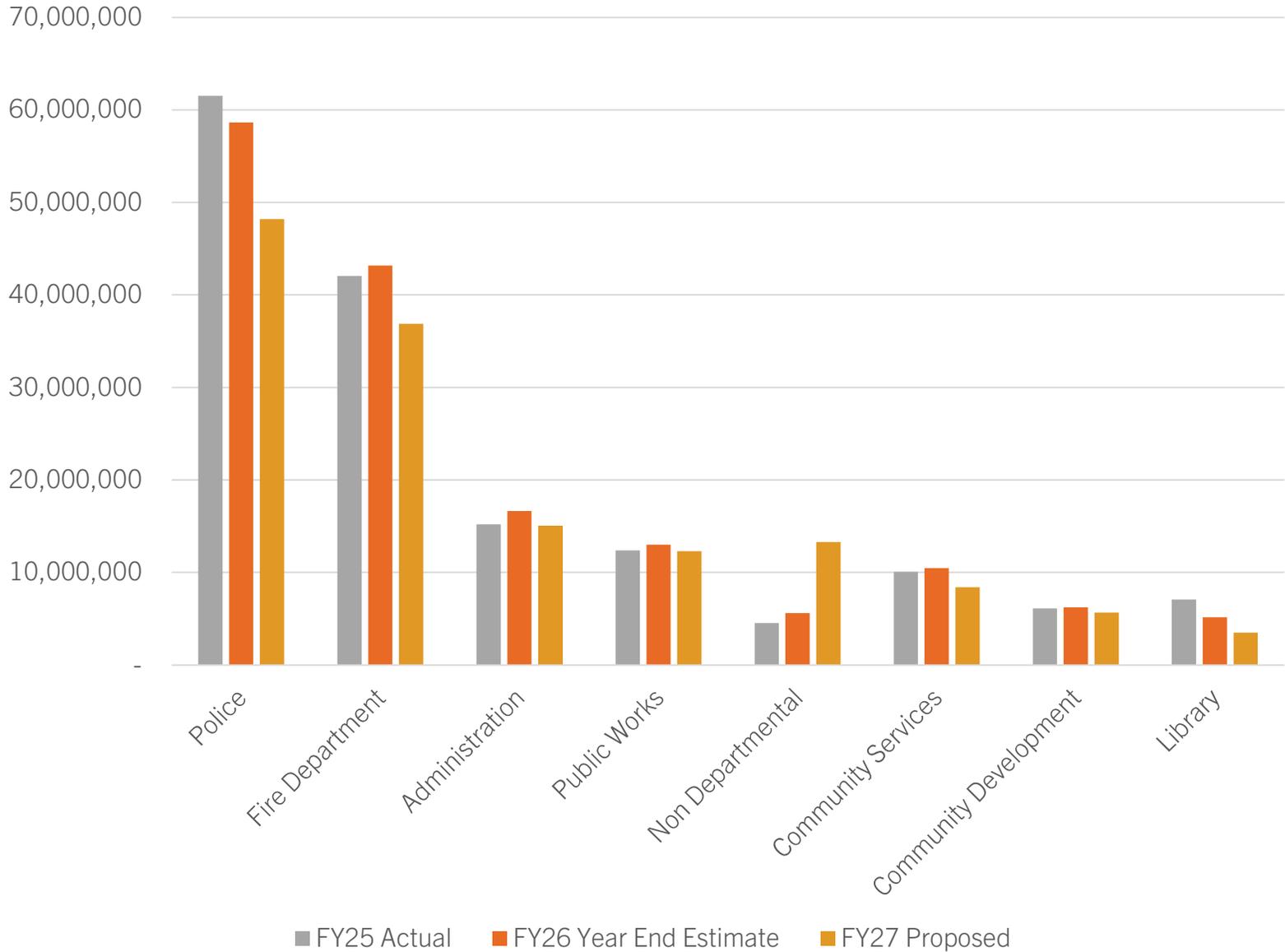




**FY27 BUDGET  
STUDY SESSION  
– GENERAL  
FUND**

- a. Annual Budget Process and Timeline
- b. Revenues & Expenditures
- c. Projected Fund Balance
- d. Financial Forecast
- e. Recommended City Council Actions

## OPERATING EXPENDITURES BY DEPARTMENT



# FY27 GENERAL FUND EXPENDITURES

TOTAL \$170.7 M

Operating Expenditures \$143.2 M

- ✓ Excludes Transfers
- ✓ Excludes Debt Service

# FY26 ESTIMATED YE FUND BALANCE

	FY26 Revised Budget	FY26 Year End Estimate	Variance
Operating Revenues	\$149,355,605	\$153,826,935	\$4,471,330
Total Revenues	149,355,605	153,826,935	4,471,330
Operating Expenditure	141,629,143	141,403,714	-225,429
Debt Services	17,515,954	17,515,954	-
Total Expenditures	159,145,097	158,919,668	225,429
Operating Surplus/Deficit	-9,789,492	-5,092,733	4,696,759
Transfers In	4,485,252	4,485,252	-
Transfers Out	-1,455,252	-1,455,252	-
Net Surplus/Deficit	-\$6,759,492	-\$2,062,733	\$4,696,759

# FY 27 PROJECTED FUND BALANCE

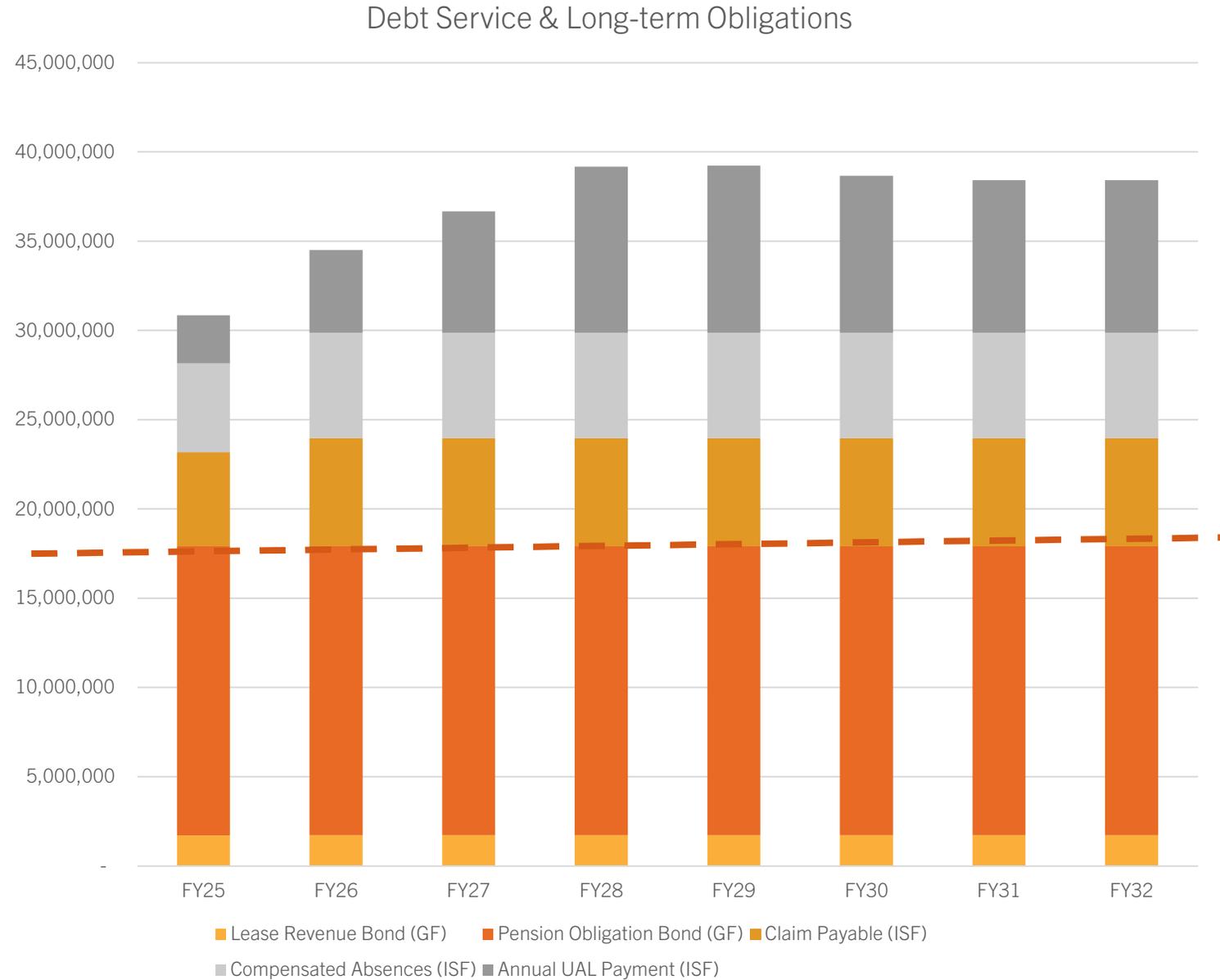
	FY26 YE Estimate	FY27 Proposed	Variance
Operating Revenues	\$153,826,935	\$153,686,300	-\$140,635
Total Operating Revenues	153,826,935	153,686,300	-140,635
Operating Expenditures	141,403,713	143,221,000	1,817,287
Debt Services	17,515,954	17,905,400	389,446
Total Operating Expenditures	158,919,667	161,126,400	2,206,733
<b>Operating Surplus/Deficit</b>	<b>-\$5,092,732</b>	<b>-\$7,440,100</b>	<b>-\$2,347,368</b>
Transfers Out	-1,455,252	-9,554,500	-8,099,248
Transfers In	4,485,252	-	-4,485,252
Transfers In – Fund 225 EMT	-	3,700,000	3,700,000
Transfers In – Fund 500 CIP	-	10,000,000	10,000,000
Transfers In – Fund 790 Comp Replacement	-	3,300,000	3,300,000
<b>Net Surplus/Deficit</b>	<b>-\$2,062,732</b>	<b>\$5,400</b>	<b>\$2,068,132</b>

# FY 27 FINANCIAL FORECAST – CONT

DEBT SERVICES:  
\$17.9 MILLION

CLAIM AND LEAVE  
PAYOUTS: \$12  
MILLION

UAL PAYMENTS:  
\$8.5 TO \$9.3  
MILLION



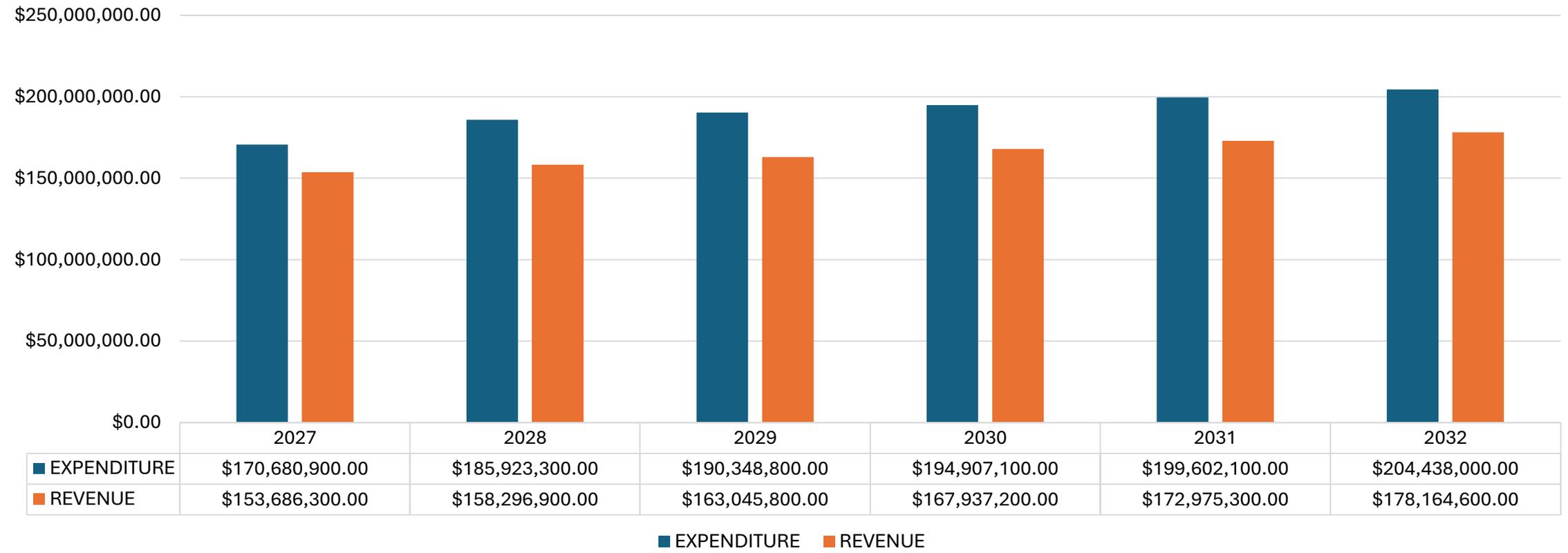
# Revenue Measures

Revenue Measure	Estimated Annual Revenue
1% Sales Tax Measure	\$38 Million
TOT Increase	\$8.8 Million <i>(increase of \$2.5 Million)</i>
Utility User Tax	\$10.7 Million
Cannabis Gross Business Tax	\$4 Million
Parking Tax	\$3.1 Million



No Measure

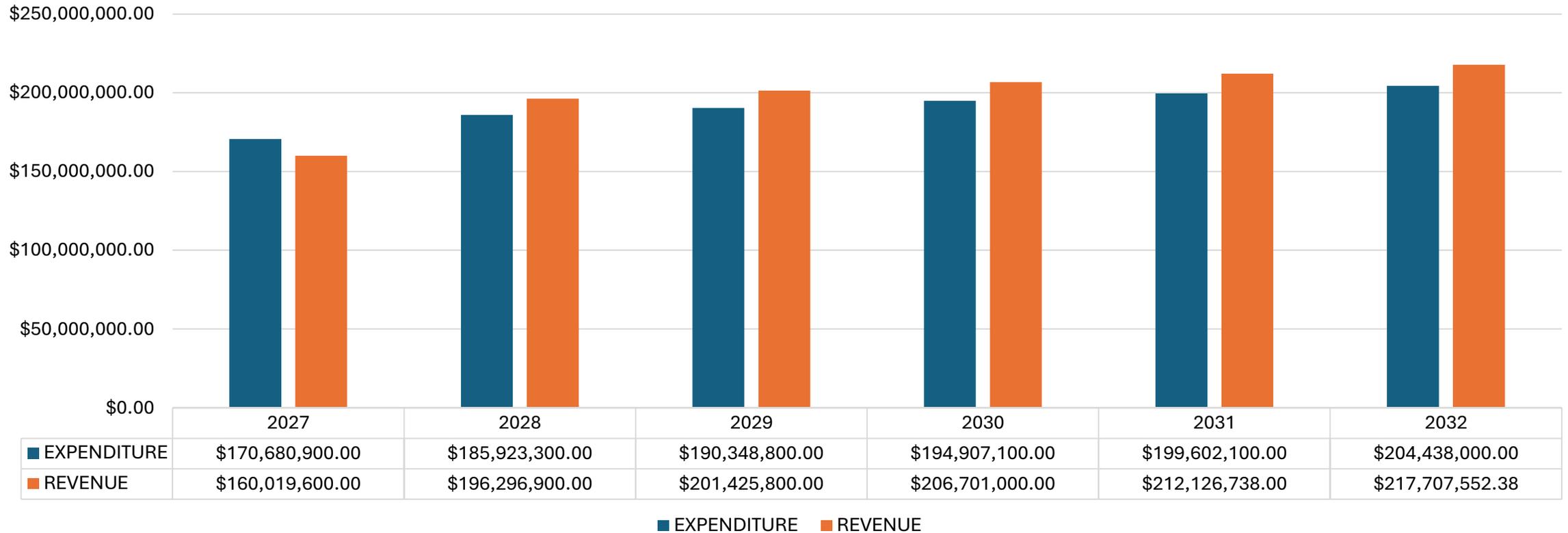
### No Measure Projected Ongoing Operational Deficit





# 1% Sales Tax Measure

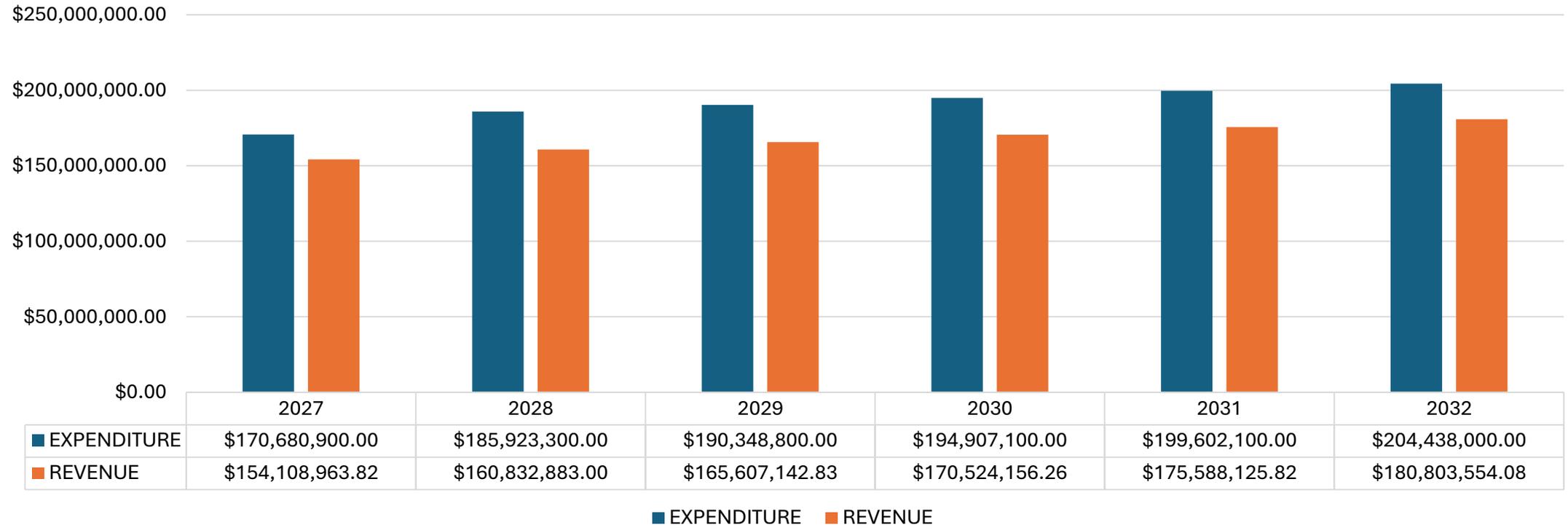
## 1% Sales Tax Ongoing Operating Surplus Beginning in FY28





# 14% Transient Occupancy Tax

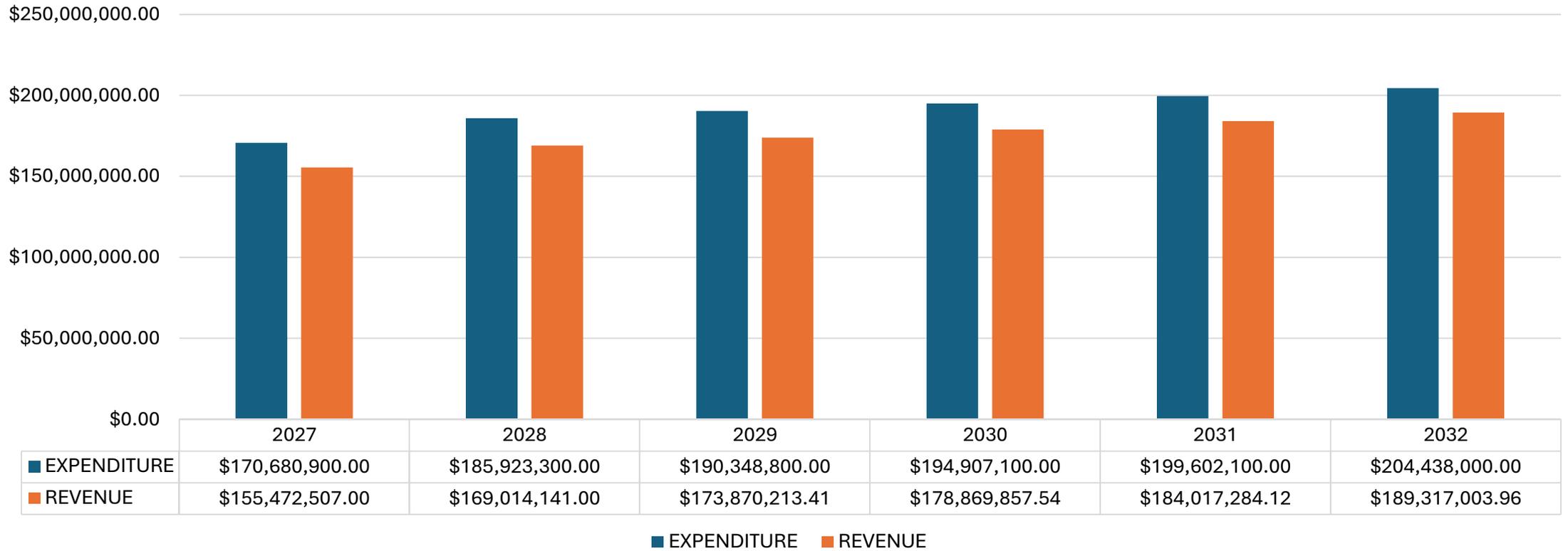
## Transient Occupancy Tax at 14% Projected Ongoing Operating Deficit





# 4% Utility User Tax

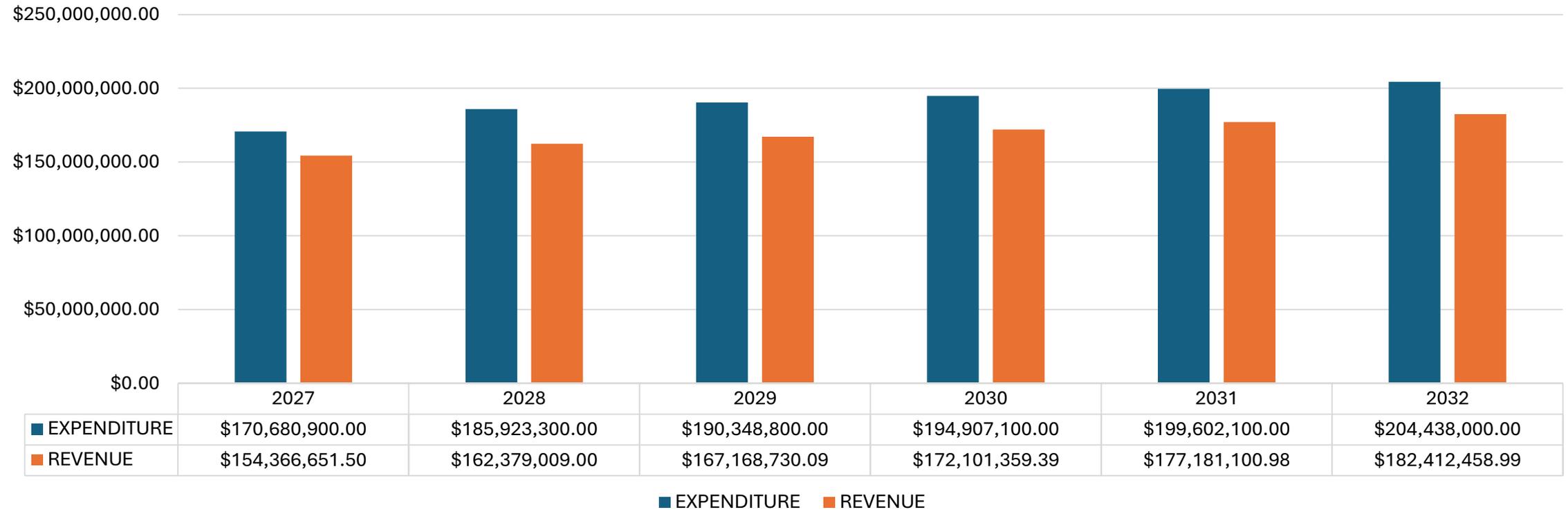
## 4% Utility User Tax Projected Ongoing Operating Deficit





# 7% Cannabis Gross Sales Tax

## 7% Cannabis Gross Sales Projected Ongoing Operating Deficit





14% Parking Tax

**Parking Tax Revenue**  
**Projected Ongoing Operating Deficit**



■ EXPENDITURE ■ REVENUE

# Questions?

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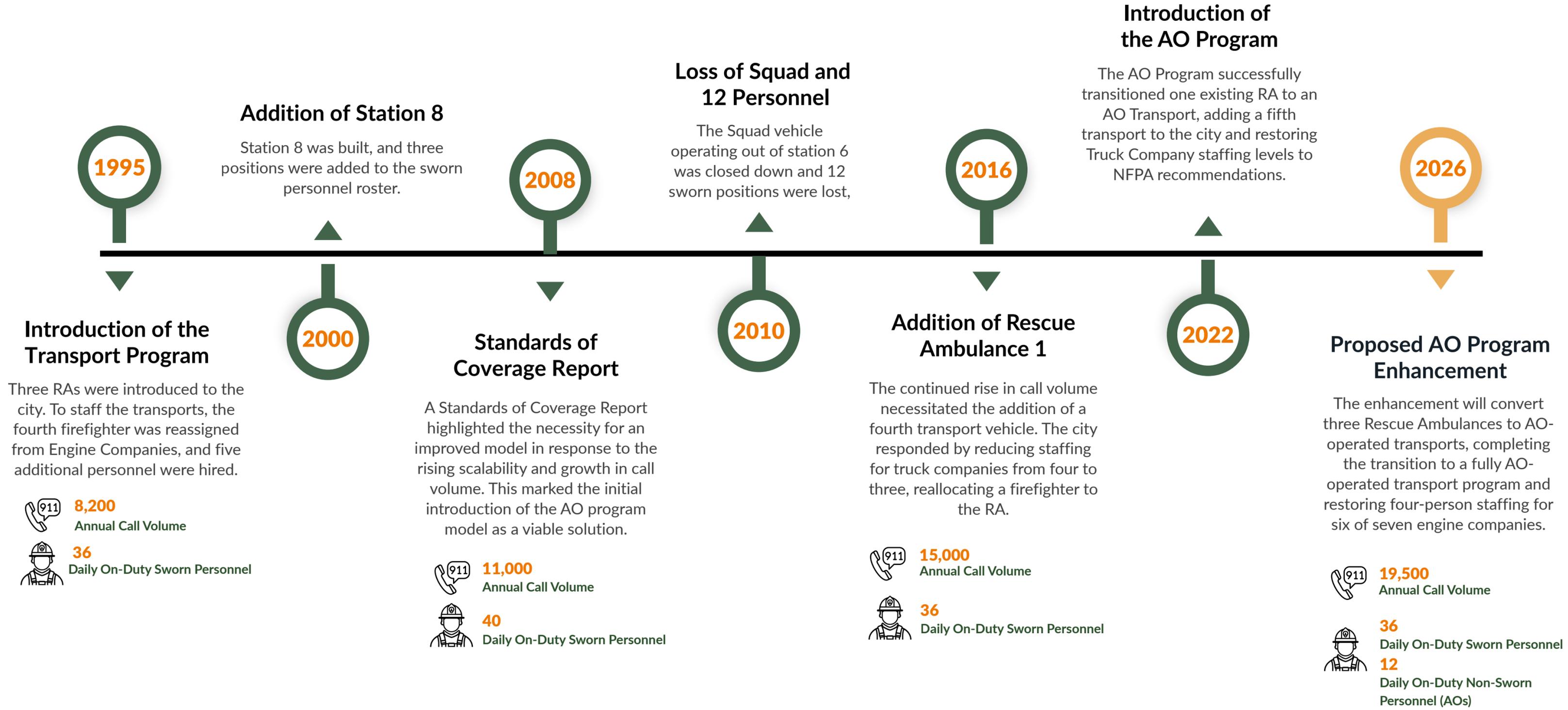




ORANGE CITY FIRE DEPARTMENT

# **Ambulance Operator Program Enhancement**

# History of the Transport Program



**1995**

## Introduction of the Transport Program

Three RAs were introduced to the city. To staff the transports, the fourth firefighter was reassigned from Engine Companies, and five additional personnel were hired.

 **8,200**  
Annual Call Volume

 **36**  
Daily On-Duty Sworn Personnel

## Addition of Station 8

Station 8 was built, and three positions were added to the sworn personnel roster.

**2000**

## Standards of Coverage Report

A Standards of Coverage Report highlighted the necessity for an improved model in response to the rising scalability and growth in call volume. This marked the initial introduction of the AO program model as a viable solution.

 **11,000**  
Annual Call Volume

 **40**  
Daily On-Duty Sworn Personnel

**2008**

## Loss of Squad and 12 Personnel

The Squad vehicle operating out of station 6 was closed down and 12 sworn positions were lost,

**2010**

## Addition of Rescue Ambulance 1

The continued rise in call volume necessitated the addition of a fourth transport vehicle. The city responded by reducing staffing for truck companies from four to three, reallocating a firefighter to the RA.

 **15,000**  
Annual Call Volume

 **36**  
Daily On-Duty Sworn Personnel

**2016**

## Introduction of the AO Program

The AO Program successfully transitioned one existing RA to an AO Transport, adding a fifth transport to the city and restoring Truck Company staffing levels to NFPA recommendations.

**2022**

## Proposed AO Program Enhancement

The enhancement will convert three Rescue Ambulances to AO-operated transports, completing the transition to a fully AO-operated transport program and restoring four-person staffing for six of seven engine companies.

 **19,500**  
Annual Call Volume

 **36**  
Daily On-Duty Sworn Personnel  
**12**  
Daily On-Duty Non-Sworn Personnel (AOs)

**2026**

# AO Program Enhancement Benefits

## Community Benefits to 4-O Staffing

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- **Enhanced Service Delivery**
  - Increases the number of personnel available for emergency response
  - Improves availability of front-line fire apparatus
  - Supports faster response times during concurrent incidents
- **Enhanced Community and Firefighter Safety**
  - Functions as a force multiplier across all responses
  - Increases safety for the community and firefighters
  - Reduces potential losses to homes and businesses
- **Lower Insurance Premiums for Homeowners and Business**
  - Advances progress toward an ISO Class 1 rating, which can lower insurance premiums
  - Supports economic development by making the City of Orange more attractive for investment and growth
  - Strengthens justification for fire department funding and expands access to grant opportunities

## Fiscal Benefits to all AO-Staffed Transports

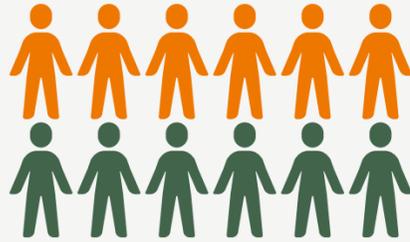
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- **Scalable, Self-Fund Growth**
  - Self-funded program growth driven by demand
  - No funding reliance on the General Fund.
- **Sustainable EMS Model with support to General Fund**
  - Reduces personnel costs through lower-wage, limited-term AO contracts (3-Years)
  - Builds a 25% annual reserve for capital replacements
  - Financially sustainable EMS model that can support the General Fund during budget shortfalls or financial need
- **Transport Program Cost Transparency**
  - Establishes a true-cost framework for the Transport Program
  - Separates transport revenues and expenses from broader Fire Department obligations
  - Improves fiscal accountability, cost recovery, and data-driven budgeting and policy decisions

# Current Transport Program Model



**\$12 MILLION**  
in Projected Net  
Revenue over 5-Years



**6 Firefighter/Paramedics,**  
**6 AOs** on duty per day

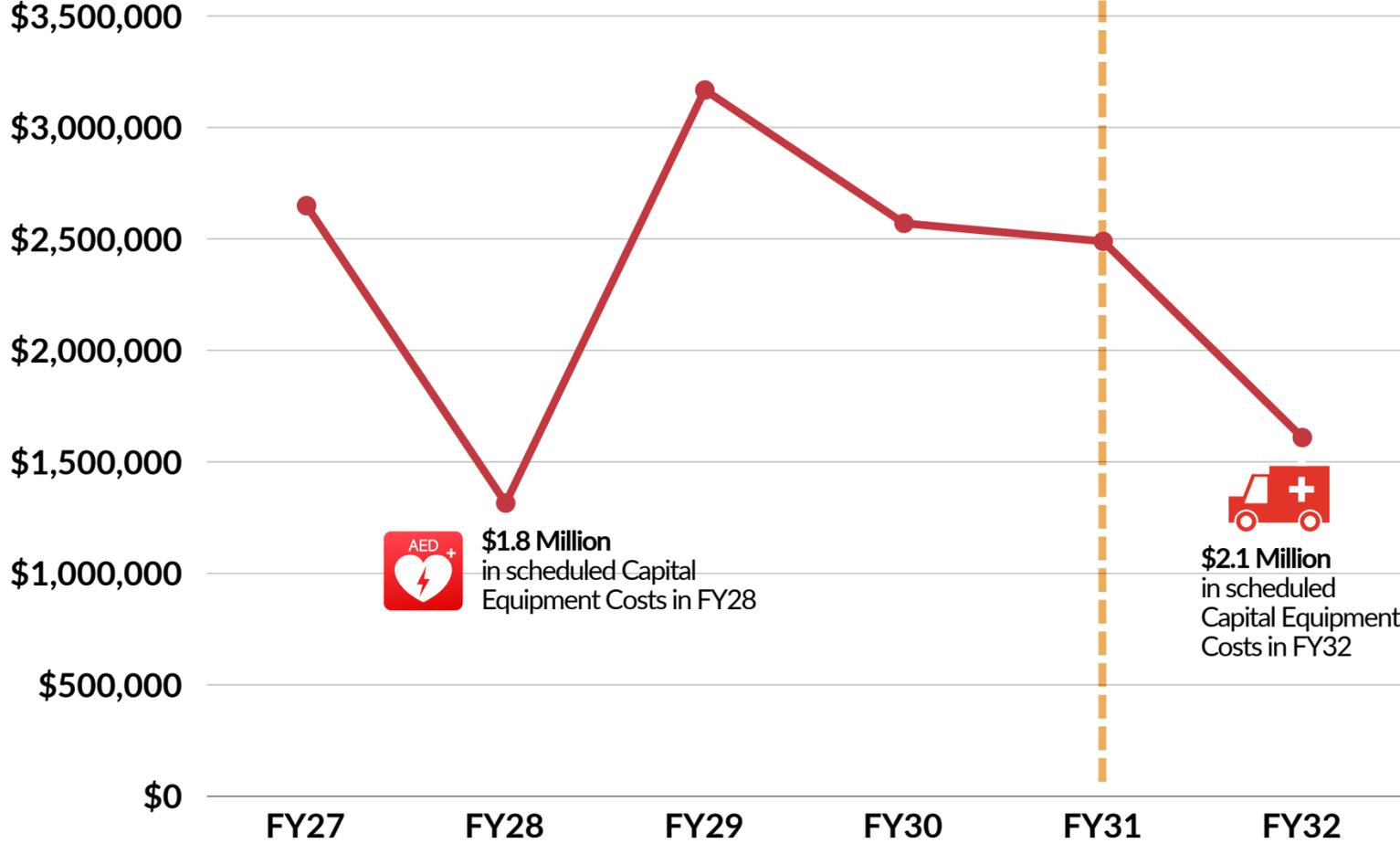
**\$16 Million** in Projected  
Personnel Costs over 5-Years



**3 Ambulance Transports,**  
**3 Rescue Ambulances**

**\$4.1 Million** in Projected Vehicle  
& Equipment Costs over 5-Years

# 5-Year Current Program Net Revenue Projections

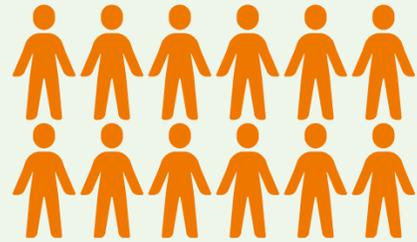


	FY27	FY28	FY29	FY30	FY31	5-Year Total
Revenue	\$9,870,000	\$10,364,000	\$10,882,000	\$11,426,000	\$11,997,000	\$54,539,000
Expenses	\$7,221,000	\$9,052,000	\$7,718,000	\$8,813,000	\$9,548,000	\$42,352,000
<b>Net Revenue</b>	<b>\$2,649,000</b>	<b>\$1,312,000</b>	<b>\$3,164,000</b>	<b>\$2,613,000</b>	<b>\$2,449,000</b>	<b>\$12,187,000</b>

# AO Program Enhancement Model



**\$15 MILLION**  
in Projected Net  
Revenue over 5-Years



12 AOs on duty per day

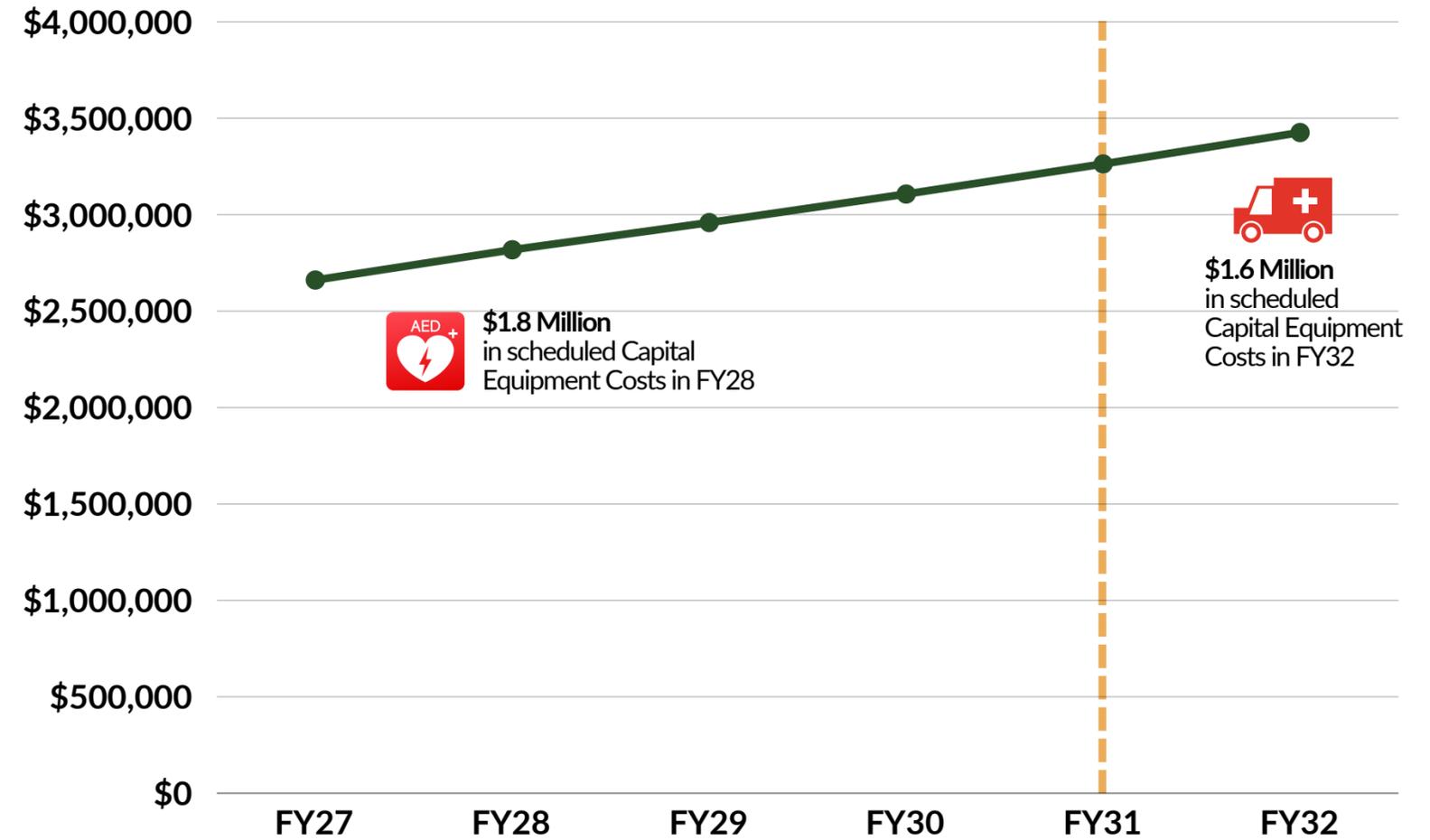
**\$13 Million** in Projected  
Personnel Costs over 5-Years



3 Ambulance Transports

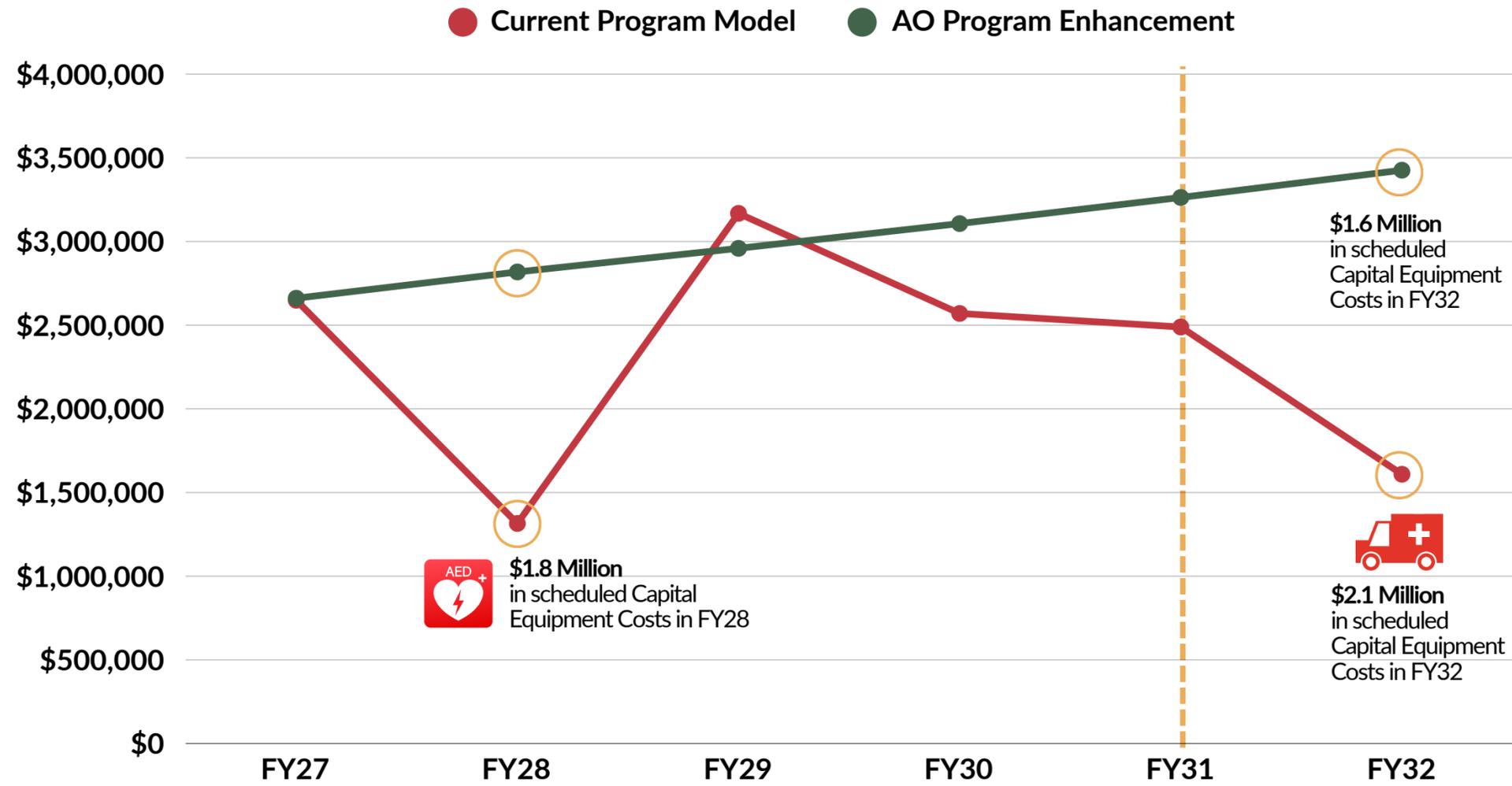
**\$3.8 Million** in Projected Vehicle  
& Equipment Costs over 5-Years

# 5-Year Proposed Program Net Revenue Projections



	FY27	FY28	FY29	FY30	FY31	5-Year Total
Revenue	\$9,870,000	\$10,364,000	\$10,882,000	\$11,426,000	\$11,997,000	\$54,539,000
Expenses	\$6,322,000	\$6,607,000	\$6,937,000	\$7,283,000	\$7,646,000	\$34,795,000
25% Reserve	\$887,000	\$939,000	\$986,000	\$1,036,000	\$1,088,000	\$4,936,000
<b>Net Revenue</b>	<b>\$2,661,000</b>	<b>\$2,818,000</b>	<b>\$2,959,000</b>	<b>\$3,107,000</b>	<b>\$3,263,000</b>	<b>\$14,808,000</b>

# 5-Year Projections of Net Revenue Comparisons



	FY27	FY28	FY29	FY30	FY31	5-Year Total
Current Program Model	\$2,649,000	\$1,312,000	\$3,164,000	\$2,613,000	\$2,449,000	\$12,187,000
AO Program Enhancement	\$2,661,000	\$2,818,000	\$2,959,000	\$3,107,000	\$3,263,000	\$14,808,000
Revenue Impact	\$12,000	\$1,506,000	\$ (205,000)	\$494,000	\$814,000	\$2,621,000

# AO Program Enhancement Benefits Comparison

	Current Program Model	AO Program Enhancement
No Initial Upfront Start-Up Expenses	✓	✗
Local Control of Transport Program and Revenue	✓	✓
Net Revenue Contributor	✓	✓
Continuity of Patient Care	✓	✓
Strategic Recruitment Pipeline	✓	✓
Self-Funded Scalability	✗	✓
True Cost of Transport Program	✗	✓
Sustainable Capital Equipment Funding	✗	✓
4-O Engine Staffing (NFPA 1710 Compliance)	✗	✓
Increased Safety for Firefighters and Community	✗	✓
Increased Availability of Front-line Apparatus	✗	✓
Industry Standard AO-Staffed Transport Program	✗	✓

Information distributed  
at March 24, 2026,  
Council meeting

[PROPOSED] ORDINANCE NO. \_\_\_\_\_

**AN ORDINANCE OF THE PEOPLE OF THE CITY OF ORANGE, ADDING CHAPTER 3.23 TO TITLE 3 OF THE ORANGE MUNICIPAL CODE TO ENACT A 1% PERCENT TRANSACTIONS AND USE TAX (SALES TAX) FOR GENERAL GOVERNMENT USE TO BE ADMINISTERED BY THE CALIFORNIA DEPARTMENT OF TAX AND FEE ADMINISTRATION**

**WHEREAS**, Article XIII C, section 2(b) of the California Constitution provides that any general tax imposed, extended, or increased by the City Council shall not take effect until it is submitted to the electorate and approved by a majority of voters in a regularly scheduled general election in which members of the City Council are also up for election or reelection; and

**WHEREAS**, this Ordinance shall only take effect following its approval by a majority of City voters in the election to be held on November 3, 2026.

**NOW, THEREFORE**, the People of the City of Orange hereby ordain as follows:

**SECTION I.** Chapter 3.23 [Transactions and Use Tax] is hereby added to the Orange Municipal Code to read as follows:

**Chapter 3.23 – Transactions and Use Tax**

**3.23.010 – Title**

This ordinance shall be known as the “Orange Transactions and Use Tax Ordinance.” The City of Orange shall be hereinafter referred to as the “City.” This ordinance shall apply in the incorporated territory of the City.

**3.23.020 – Operative Date**

“Operative Date” means the first day of the first calendar quarter commencing more than 110 days after the adoption of this ordinance.

**3.23.030 – Purpose**

This ordinance is adopted to achieve the following, along other purposes, and directs that the provisions hereof be interpreted in order to accomplish those purposes:

- A. To impose a retail transactions and use tax in accordance with the provisions of Part 1.6 (commencing with Section 7251) of Division 2 of the Revenue and Taxation Code and Section 7285.9 of Part 1.7 of Division 2, which authorizes the City to adopt this tax ordinance which shall be operative if a majority of the electors voting on the measure vote to approve the imposition of the tax at an election called for that purpose.
- B. To adopt a retail transactions and use tax ordinance that incorporates provisions identical to those of the Sales and Use Tax Law of the State of California insofar as those provisions are not inconsistent with the requirements and limitations contained in Part 1.6 of Division 2 of the Revenue and Taxation Code.
- C. To adopt a retail transactions and use tax ordinance that imposes a tax and provides a measure therefore that can be administered and collected by the California Department of Tax and Fee Administration in a manner that adapts itself as fully as practicable to, and requires the least possible deviation from, the existing statutory and administrative procedures followed by the California Department of Tax and Fee Administration in administering and collecting the California State Sales and Use Taxes.
- D. To adopt a retail transactions and use tax ordinance that can be administered in a manner that will be, to the greatest degree possible, consistent with the provisions of Part 1.6 of Division 2 of the Revenue and Taxation Code, minimize the cost of collecting the transactions and use taxes, and at the same time, minimize the burden of record keeping upon persons subject to taxation under the provisions of this ordinance.

**3.23.040 – Contract with State**

Prior to the operative date, the City shall contract with the California Department of Tax and Fee Administration to perform all functions incident to the administration and operation of this transactions and use tax ordinance; provided, that if the City shall not have contracted with the California Department of Tax and Fee Administration prior to the operative date, it shall nevertheless so contract and in such a case the operative date shall be the first day of the first calendar quarter following the execution of such a contract.

**3.23.050 – Transactions Tax Rate**

For the privilege of selling tangible personal property at retail, a tax is hereby imposed upon all retailers in the incorporated territory of the City at the rate of 1% of the gross receipts of any retailer from the sale of all tangible personal property sold at retail in said territory on and after the operative date of this ordinance.

**3.23.060 – Place of Sale**

For the purposes of this ordinance, all retail sales are consummated at the place of business of the retailer unless the tangible personal property sold is delivered by the retailer or his agent to an out-of-state destination or to a common carrier for delivery to an out-of-state destination. The gross receipts from such sales shall include delivery charges, when such charges are subject to the state sales and use tax, regardless of the place to which delivery is made. In the event a retailer has no permanent place of business in the State or has more than one place of business, the place or places at which the retail sales are consummated shall be determined under rules and regulations to be prescribed and adopted by the California Department of Tax and Fee Administration.

### **3.23.070 – Use Tax Rate**

An excise tax is hereby imposed on the storage, use or other consumption in the City of tangible personal property purchased from any retailer on and after the operative date of this ordinance for storage, use or other consumption in said territory at the rate of 1% of the sales price of the property. The sales price shall include delivery charges when such charges are subject to state sales or use tax regardless of the place to which delivery is made.

### **3.23.080 – Adoption of Provisions of State Law**

Except as otherwise provided in this ordinance and except insofar as they are inconsistent with the provisions of Part 1.6 of Division 2 of the Revenue and Taxation Code, all of the provisions of Part 1 (commencing with Section 6001) of Division 2 of the Revenue and Taxation Code are hereby adopted and made a part of this ordinance as though fully set forth herein.

### **3.23.090 – Limitations on Adoption of State Law and Collection of Use Taxes**

In adopting the provisions of Part 1 of Division 2 of the Revenue and Taxation Code:

- A. Wherever the State of California is named or referred to as the taxing agency, the name of this City shall be substituted therefore. However, the substitution shall not be made when:
  - 1. The word “State” is used as a part of the title of the State Controller, State Treasurer, State Treasury, or the Constitution of the State of California.
  - 2. The result of that substitution would require action to be taken by or against this City or any agency, officer, or employee thereof rather than by or against the California Department of Tax and Fee Administration, in performing the functions incident to the administration or operation of this Ordinance.
  - 3. In those sections, including but not necessarily limited to sections referring to the exterior boundaries of the State of California, where the result of the substitution would be to:
    - (a) Provide an exemption from this tax with respect to certain sales, storage, use or other consumption of tangible personal property which would not otherwise be exempt from this tax while such sales, storage, use or other

consumption remain subject to tax by the State under the provisions of Part 1 of Division 2 of the Revenue and Taxation Code; or

- (b) Impose this tax with respect to certain sales, storage, use or other consumption of tangible personal property which would not be subject to tax by the state under the said provision of that code.
4. In Sections 6701, 6702 (except in the last sentence thereof), 6711, 6715, 6737, 6797 or 6828 of the Revenue and Taxation Code.
- B. The word "City" shall be substituted for the word "State" in the phrase "retailer engaged in business in this State" in Section 6203 and in the definition of that phrase in Section 6203.
- 1. "A retailer engaged in business in the District" shall also include any retailer that, in the preceding calendar year or the current calendar year, has total combined sales of tangible personal property in this state or for delivery in the State by the retailer and all persons related to the retailer that exceeds five hundred thousand dollars (\$500,000). For purposes of this section, a person is related to another person if both persons are related to each other pursuant to Section 267(b) of Title 26 of the United States Code and the regulations thereunder.

### **3.23.100 – Permit Not Required**

If a seller's permit has been issued to a retailer under Section 6067 of the Revenue and Taxation Code, an additional transactor's permit shall not be required by this ordinance.

### **3.23.110 – Exemptions and Exclusions**

- A. There shall be excluded from the measure of the transactions tax and the use tax the amount of any sales tax or use tax imposed by the State of California or by any city, city and county, or county pursuant to the Bradley-Burns Uniform Local Sales and Use Tax Law or the amount of any state-administered transactions or use tax.
- B. There are exempted from the computation of the amount of transactions tax the gross receipts from:
  - 1. Sales of tangible personal property, other than fuel or petroleum products, to operators of aircraft to be used or consumed principally outside the county in which the sale is made and directly and exclusively in the use of such

aircraft as common carriers of persons or property under the authority of the laws of this State, the United States, or any foreign government.

2. Sales of property to be used outside the City which is shipped to a point outside the City, pursuant to the contract of sale, by delivery to such point by the retailer or his or her agent, or by delivery by the retailer to a carrier for shipment to a consignee at such point. For the purposes of this paragraph, delivery to a point outside the City shall be satisfied:
    - (a) With respect to vehicles (other than commercial vehicles) subject to registration pursuant to Chapter 1 (commencing with Section 4000) of Division 3 of the Vehicle Code, aircraft licensed in compliance with Section 21411 of the Public Utilities Code, and undocumented vessels registered under Division 3.5 (commencing with Section 9840) of the Vehicle Code by registration to an out-of-City address and by a declaration under penalty of perjury, signed by the buyer, stating that such address is, in fact, his or her principal place of residence; and
    - (b) With respect to commercial vehicles, by registration to a place of business out-of-City and declaration under penalty of perjury, signed by the buyer, that the vehicle will be operated from that address.
  3. The sale of tangible personal property if the seller is obligated to furnish the property for a fixed price pursuant to a contract entered into prior to the operative date of this ordinance.
  4. A lease of tangible personal property which is a continuing sale of such property, for any period of time for which the lessor is obligated to lease the property for an amount fixed by the lease prior to the operative date of this ordinance.
  5. For the purposes of subparagraphs (3) and (4) of this section, the sale or lease of tangible personal property shall be deemed not to be obligated pursuant to a contract or lease for any period of time for which any party to the contract or lease has the unconditional right to terminate the contract or lease upon notice, whether or not such right is exercised.
- C. There are exempted from the use tax imposed by this ordinance, the storage, use or other consumption in this City of tangible personal property:

1. The gross receipts from the sale of which have been subject to a transactions tax under any state-administered transactions and use tax ordinance.
2. Other than fuel or petroleum products purchased by operators of aircraft and used or consumed by such operators directly and exclusively in the use of such aircraft as common carriers of persons or property for hire or compensation under a certificate of public convenience and necessity issued pursuant to the laws of this State, the United States, or any foreign government. This exemption is in addition to the exemptions provided in Sections 6366 and 6366.1 of the Revenue and Taxation Code of the State of California.
3. If the purchaser is obligated to purchase the property for a fixed price pursuant to a contract entered into prior to the operative date of this ordinance.
4. If the possession of, or the exercise of any right or power over, the tangible personal property arises under a lease which is a continuing purchase of such property for any period of time for which the lessee is obligated to lease the property for an amount fixed by a lease prior to the operative date of this ordinance.
5. For the purposes of subparagraphs (3) and (4) of this section, storage, use, or other consumption, or possession of, or exercise of any right or power over, tangible personal property shall be deemed not to be obligated pursuant to a contract or lease for any period of time for which any party to the contract or lease has the unconditional right to terminate the contract or lease upon notice, whether or not such right is exercised.
6. Except as provided in subparagraph (7), a retailer engaged in business in the City shall not be required to collect use tax from the purchaser of tangible personal property, unless the retailer ships or delivers the property into the City or participates within the City in making the sale of the property, including, but not limited to, soliciting or receiving the order, either directly or indirectly, at a place of business of the retailer in the City or through any representative, agent, canvasser, solicitor, subsidiary, or person in the City under the authority of the retailer.
7. "A retailer engaged in business in the City" shall also include any retailer of any of the following: vehicles subject to registration pursuant to Chapter 1 (commencing with Section 4000) of Division 3 of the Vehicle Code, aircraft licensed in compliance with Section 21411 of the Public Utilities Code, or undocumented vessels registered under Division 3.5 (commencing with Section 9840) of the Vehicle Code. That retailer shall be required to collect use tax from any purchaser who registers or licenses the vehicle, vessel, or aircraft at an address in the City.

- D. Any person subject to use tax under this ordinance may credit against that tax any transactions tax or reimbursement for transactions tax paid to a district imposing, or retailer liable for, a transactions tax pursuant to Part 1.6 of Division 2 of the Revenue and Taxation Code with respect to the sale to the person of the property the storage, use or other consumption of which is subject to the use tax.

**3.23.120 – Term**

The tax imposed by this ordinance shall be effective upon adoption and remain in effect until otherwise altered by a majority of the City's voters.

**3.23.130 – Amendments**

All amendments subsequent to the effective date of this ordinance to Part 1 of Division 2 of the Revenue and Taxation Code relating to sales and use taxes and which are not inconsistent with Part 1.6 and Part 1.7 of Division 2 of the Revenue and Taxation Code, and all amendments to Part 1.6 and Part 1.7 of Division 2 of the Revenue and Taxation Code, shall automatically become a part of this ordinance, provided however, that no such amendment shall operate so as to affect the rate of tax imposed by this ordinance.

**3.23.140 – Independent Oversight**

- A. An eleven-member Independent Citizens' Oversight Committee will be created to provide oversight and review of the expenditure of revenues generated by the tax imposed by this chapter and to make recommendations to the City Council regarding those expenditures. The Independent Citizens' Oversight Committee shall meet publicly on at least a quarterly basis to:
1. Review all revenues and expenditures of the transactions and use tax imposed by this chapter.
  2. Review and make recommendations regarding plans for expenditures of the transactions and use tax imposed by this chapter
  3. Review annual audit reports related to the tax
  4. Make determinations as necessary and appropriate regarding City compliance with the requirements of this chapter.

5. Work with City staff to identify and apply “best practices” for tracking and reporting on revenues and expenditures generated from the transactions and use tax imposed by this chapter relative to other Public Safety Department revenues and expenditures.
  6. Make at least one written annual report to the City Council at a public meeting summarizing the Independent Citizens’ Oversight Committee’s findings, and including any appropriate recommendations, of the
- B. The Brown Act shall apply to meetings of the Independent Citizens’ Oversight Committee. The minutes of the meetings of the Independent Citizens’ Oversight Committee shall be provided to the City Council and placed on the next available regular City Council meeting agenda for informational purposes.
- C. Members of the committee will be appointed by the City Council to four-year terms, only upon nomination by each of the following:
1. The City Council will appoint three members of the public as at-large members of the Committee.
  2. The Chief of Police.
  3. The Fire Chief.
  4. The largest association of businesses within the boundaries of the City shall nominate one member of the Committee.
  5. The association representing the largest number of City employees shall nominate one member of the Committee.
  6. The association representing the largest number of City firefighters.
  7. The association representing the largest number of City police officers.
  8. The association representing the largest number of City fire management employees shall nominate one member of the Committee.
  9. The association representing the largest number of City police management employees shall nominate one member of the Committee.

**3.23.150 – Audit and Review**

The proceeds of the tax imposed by this ordinance, as well as the expenditure thereof, shall be audited annually by an independent accounting firm. The City Council shall discuss the results of such audit at a meeting of the City Council that is open to the public. The report of such audit shall be posted on the City’s website.

**3.23.160 – Enjoining Collection Forbidden**

No injunction or writ of mandate or other legal or equitable process shall issue in any suit, action or proceeding in any court against the State or the City, or against any officer of the State or the City, to prevent or enjoin the collection under this ordinance, or Part 1.6 of Division 2 of the Revenue and Taxation Code, of any tax or any amount of tax required to be collected.

**3.23.170 – Severability**

If any provision of this chapter or the application thereof to any person or circumstance is held invalid, the remainder of the chapter and the application of such provision to other persons or circumstances shall not be affected thereby.

**SECTION II.** The adoption of this Ordinance is exempt from the California Environmental Quality Act (CEQA), Public Resources Code section 21000 *et seq.* and California Code of Regulations, title 14, section 15000 *et seq.* (CEQA Guidelines). The general transactions and use tax this Ordinance adopts is a government funding mechanism that does not “involve any commitment to any specific project which may result in a potentially significant physical impact on the environment,” and thus it is not a project under CEQA Guidelines section 15378(b)(4).

**SECTION III.** Pursuant to California Elections Code Section 9217, this ordinance shall take effect only if approved by a majority of the eligible voters of the City of Orange voting at a General Municipal Election to be held on November 3, 2026. It shall be deemed adopted when the City Council has certified the results of that election by resolution and shall take effect ten (10) days thereafter.

**SECTION IV.** The Mayor and City Clerk are hereby authorized to attest to the adoption of this Ordinance by the People voting thereon on November 3, 2026, by signing where indicated below.

The foregoing ordinance was **PASSED, APPROVED AND ADOPTED** by the People of

the City of Orange voting on November 3, 2026, which vote was certified by the City Council on this \_\_\_\_ day of \_\_\_\_ , 2026.

\_\_\_\_\_  
Daniel R. Slater, Mayor, City of Orange

**ATTEST:**

\_\_\_\_\_  
Pamela Coleman, City Clerk, City of Orange

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Nathalie Adourian, City Attorney

February 2018



# Intended Public Safety Expenditure Plan



## Introduction

The City of Chula Vista is located at the center of one of the richest cultural, economic and environmentally diverse zones in the United States. It is the second-largest city in San Diego County with a population of 270,000. Residents enjoy a multitude of quality of life amenities, including award-winning public schools, established neighborhoods, parks and trails, shopping and dining opportunities, and popular attractions. Chula Vista is one of the top ten safest cities of its size in the country.

Public Safety is a top priority in the City of Chula Vista with 67 percent of general fund discretionary revenues allocated to Police and Fire personnel and services (approximately \$71.5 million of \$109 million in revenues). In addition, staff from Administration, Finance, Human Resources, City Attorney and Public Works provide significant support to public safety. In an attempt to address public safety staffing shortages, the City added 5 new police officer positions and 12 firefighters in the current fiscal year. Unfortunately, as noted in the City's Long-Term Financial Plan, which is included in the City Council adopted budget and is available on the City website at [www.chulavistaca.gov/publicsafety](http://www.chulavistaca.gov/publicsafety), discretionary revenues are not keeping pace with the need for additional public safety personnel to support the City's current and future population.

## Process for Creation of the Plan

At the June 6, 2017 Council Meeting, the City Manager was directed to "report back to the City Council within 120 days with a plan to address the chronic understaffing of the Police and Fire Departments, with such plan considering all options, including: (i) alternative service models that may improve effectiveness and reduce costs; and (ii) potential funding sources."

Staff reported back to Council on September 26, 2017 with a Public Safety Staffing Report which is available at [www.chulavistaca.gov/publicsafety](http://www.chulavistaca.gov/publicsafety). The report assessed factors affecting public safety, including:

- Community and stakeholder feedback/input on priorities for delivery of public safety services
- Short and long-term staffing level standards for CVPD and CVFD
- Response times for Priority 1 and Priority 2 emergency calls for CVPD
- Response times with properly equipped and staffed fire and medical units for CVFD
- Consideration of alternate public safety service delivery models
- Accounting for growth – 5-year, 10-year and build-out projection models
- Fiscal forecasts and impacts

The Public Safety Staffing Report provided the foundation for developing the Public Safety Staffing Strategies report which is available at [www.chulavistaca.gov/publicsafety](http://www.chulavistaca.gov/publicsafety). The Public Safety Staffing Strategies includes:

- Recommending staffing allocations for CVPD and CVFD to provide critical public safety services
- Estimated costs for staffing and a phasing schedule
- Assessment of potential funding sources
- Overview of results of public opinion surveys

The City's Communications staff informed the Chula Vista community about public safety staffing issues in a variety of media including: the Community Connection newsletter, press releases, public and media outreach and social media. Additionally, CVFD and CVPD representatives have attended community meetings and discussed these public safety staffing issues.

At the September 26, 2017 City Council meeting, Council directed the City Manager to conduct a public opinion survey, inform the community about public safety staffing issues presented, and to come back to Council with options to address staffing issues, including revenue options.

At the December 19, 2017 City Council meeting staff presented the Public Safety Staffing Strategies report. This report outlined staffing proposals for the Police and Fire Department that addressed critical needs. The departments evaluated their operations and identified the gaps in not only service levels, but also in the customer service experience for residents and businesses.

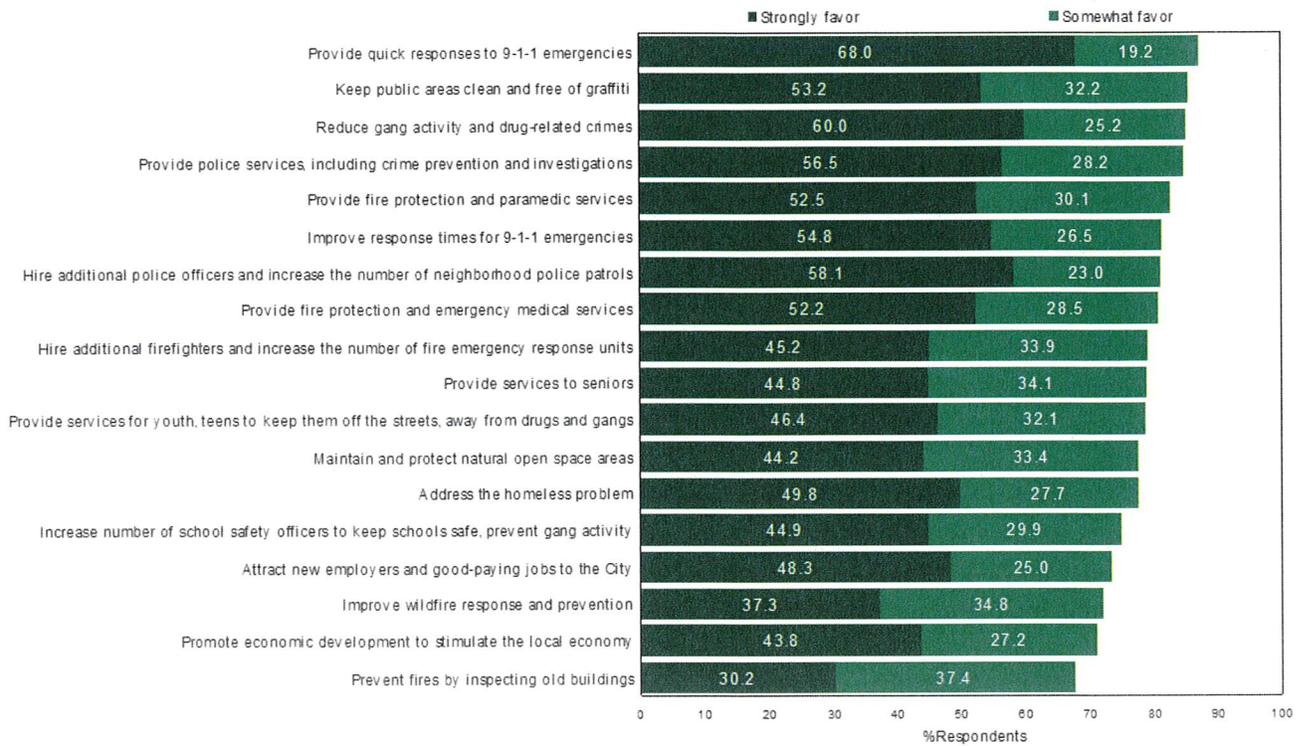
## **Public Safety Advisory Committee**

The City Manager established an internal working group with staff from Fire, Police, Administration and Finance Departments to conduct a comprehensive assessment of the Police and Fire Departments. To help identify the needs and priorities of our community and to evaluate the state of public safety, the City Manager formed the Public Safety Advisory Committee (PSAC) in July 2017. The committee includes Chula Vista residents, business owners and community leaders. The Committee continues to provide input into refining priorities for public safety in the City.

## **Public Outreach and Public Opinion Surveys**

In November 2017, the City of Chula Vista engaged a research firm to conduct a public opinion survey to identify the services and projects that residents are most interested in funding and to obtain input on a potential half-cent general sales tax to fund the services.

**Public Opinion on Prioritizing Projects and Programs**



**Police Department Critical Needs**

The Chula Vista Police Department is composed of over 300 authorized fulltime employees, including 232 sworn officers, 91 professional staff and over 80 volunteers who work tirelessly to provide public safety services to the second largest city in San Diego County. CVPD has the lowest sworn staffing to population ratio in the County and the second lowest staffing ratio in California for comparably sized cities. Furthermore, CVPD’s current staffing ratio is significantly lower than a decade ago when the Department was authorized 259 sworn officers and 114 professional staff.

Despite such challenges, Chula Vista is fortunate to have a relatively low crime rate and it is consistently recognized as one of the safest cities of its size in the country. Unfortunately, staffing challenges, combined with Chula Vista’s growth, have strained CVPD’s ability to continue to provide the high level of public safety service to which the residents of Chula Vista have become accustomed. After extensive review, CVPD staff have recommended substantial increases in sworn and civilian staff to raise CVPD’s staffing to the appropriate level to meet the current and projected future service demands of Chula Vista. The Public Safety Staffing report presented to City Council on September 26, 2017, explored the history of CVPD’s staffing challenges and made recommendations to restore CVPD staffing to levels more in line with those of regional law enforcement agencies. The following is a summary of the immediate staffing needs as identified by the Police Department.

**Police Department Critical Needs (Phases I and II)**

Positions	Phase I	Phase II	Total
Peace Officers	16.0	11.0	27.0
Police Agents	8.0	2.0	10.0
Police Sergeants	5.0	1.0	6.0
<b>Total Sworn</b>	<b>29.0</b>	<b>14.0</b>	<b>43.0</b>
Civilian Background Investigator	2.0	-	2.0
Community Services Officer	2.0	1.0	3.0
Detention Facilities Manager	1.0	-	1.0
Police Comm Systems Manager	1.0	-	1.0
Police Dispatcher	7.0	4.0	11.0
Sr. Police Technology Specialist	1.0	-	1.0
<b>Total Non-Sworn</b>	<b>14.0</b>	<b>5.0</b>	<b>19.0</b>
<b>Total Police FTE Positions</b>	<b>43.0</b>	<b>19.0</b>	<b>62.0</b>

*Note: In addition to the positions listed above, the intended spending plan allocates resources to support staff reimbursements, vehicles and IT equipment needs.*

**Police Officers – 43 positions**

Uniformed Community Patrol Officers (24 positions) Uniformed patrol responds to calls for service, deters crime and conducts proactive policing to address traffic and quality of life issues. These are among the primary missions of any municipal police agency. It is critical to maintain adequate staffing throughout the City, 7 days a week and 365 days a year. The addition of 24 officers would provide more than a 30 percent increase in the number of officers on the street at any time, and would double the number of officers in the fast-growing/developing areas of the City.

Despite personnel transfers to Community Patrol from other CVPD divisions, first-line patrol operations are falling short of historical performance standards and outcomes. As discussed in the Public Safety Staffing Report, Community Patrol is consistently unable to meet Priority 1 and 2 GMOC response times. Priority 3 and Priority 4 call response times also have increased dramatically, further increasing wait times for citizens reporting crimes or calling for police service.

Additionally, other markers of Community Patrol effectiveness indicate a decline in operational capacity.

Notable areas of performance concern 2008-2016

- 53% decline in officer initiated calls for service
- 41% decline in felony arrests
- 26% decline in misdemeanor arrests
- 49% decline in traffic citations

- 28% increase in traffic related deaths and injuries
- 10% increase in traffic collisions
- 51% decline in parking citations

These statistics are indicative of a reactive patrol stance rather than one which is proactive and service oriented. The primary factor for such reductions likely are officer workloads and lack of proactive time to address community problems other than priority calls.

It is also worth noting that police work has changed and cases and workloads are more complex than ever. This means patrol officers must consider many more factors as they go about their work. Oftentimes this results in a substantially increased workload. For example, the District Attorney's Office has enhanced case issuance guidelines which often requires more time for initial field investigations and subsequent follow-up work by detectives.

Other factors, like Body Worn Cameras have many benefits but they extend the report writing process by requiring officers to review video footage to ensure report accuracy. Also, social media use, almost non-existent a decade ago, has exploded and adds to case complexity and investigative time. To complicate matters, the public's use of smart phones and other electronic devices requires extra time, training, sophistication and expertise to thoroughly investigate cases. For example, search warrants are often required when phones are seized and cases with multiple suspects may require extensive downloads and searches of several phones and electronic devices to build a prosecutable case.

Homeless Outreach Team (4 positions) CVPD is also challenged by increasing calls for service regarding homelessness which require more time and resources. Issues surrounding homelessness became so serious that in the Fiscal Year 2016-17 budget, the City Council approved funding to add two officers and a part-time coordinator position to form the Homeless Outreach Team (HOT). While the Department's HOT team has done great work, two officers cannot make a large enough impact on this difficult social and public safety challenge which requires constant monitoring and attention.

Patrol officers respond to the majority of calls related to homelessness. These cases are not simple and often involve interconnected social dynamics, substance abuse and mental health problems. A humanitarian policing response is complex and time consuming. Homeless outreach involves close collaboration with social service providers to provide wraparound services and enforcement to address the chronically homeless. Again, such coordination is a lengthy process. By adding four more officers to the HOT team, the police department can better address issues that impact every neighborhood in the City.

Traffic Enforcement Officers (4 positions) Traffic Enforcement Officers coordinate traffic safety campaigns, conduct specialized enforcement, follow-up on hit and run investigations, enforce DUI laws, address illegally parked cars and abandoned vehicles, and investigate serious and fatal traffic collisions. Current staffing prevents the Police Department from dedicating officers to investigate hit and run collisions, and traffic safety continues to be a growing concern in a rapidly growing city. By adding more Traffic Enforcement Officers, the Police Department can address this urgent community need.

School Resource Officers (4 positions) The safety of our schools is another crucial priority for our community. Since 2007, the number of School Resource Officers (SRO) has been cut in half. An increase in the number of SRO Officers is critical for the continued safety of our 65 schools and 57,000 students. The SRO Unit is part of the Criminal Investigations Division. Contracts with Chula Vista Elementary School District and Sweetwater Union High School District offset almost 50% of the cost of these services with the remainder covered by the City.

Investigations/Detectives (7 positions) The Police Department's Investigation Division conducts follow-up and investigations to identify and arrest criminals, locate missing persons, monitor sex offenders, locate and return stolen property, regulate police controlled businesses such as alcohol, tobacco, and illegal marijuana, and coordinate with federal agencies in areas related to drug enforcement, child abuse, human trafficking, auto theft, and terrorism. Since 2007, the number of detectives in many investigation units has been cut in half. Increasing the number of detectives is important to enhancing the police department's ability to investigate and prosecute criminal offenders.

#### **Support/Professional/Civilian Staffing (19 positions)**

9-1-1 Operators and Dispatchers (11 positions) The Police Department's 9-1-1 Center is the first point of contact for service delivery for virtually all police and fire services. All 9-1-1 calls go first to the Communications Center before being routed as emergency calls to Chula Vista Police Dispatchers or San Diego Fire Department Dispatch (contracted Dispatch for Chula Vista Fire). CVPD currently has 21 Police Dispatchers and 5 Police Dispatch Supervisors. The Association of Public Safety Communication Officials (APCO) standards indicate that CVPD should be staffed with a minimum of 30 Police Dispatchers, not including supervisors, based upon call volumes. Increasing staffing in this crucial area helps to ensure public safety by improving answer times and by meeting minimum staffing requirements as recommended by APCO standards.

Other Critical Support Staffing Needs (8 positions) Police operations require significant support from civilian and professional staff. These important members of the Police Department include customer service staff for the Department's public service counter, community service and police service officers, crime lab and evidence technicians, police report and records specialists, and technology specialists. A moderate increase in professional staff is necessary to support additional capabilities made possible through additional resources and capacity, and to meet the expectations of today's modern policing requirements.

### **Desired Police Department Safety Outcomes**

CVPD staff understand the fiscal outlook and limitations of the City and acknowledge the negative consequences of not being transparent with policymakers regarding the current state of CVPD's operational capacity. But, it is imperative that the City recognizes the challenges to providing public safety services to meet Chula Vista's needs, especially with limited funding to keep pace with growth.

The top ten desired public safety service outcomes:

1. Improve Priority 1 and Priority 2 response times to consistently meet and surpass Growth Management Oversight Commission
  - Priority 1 – Emergency Calls<sup>1</sup>. Properly equipped and staffed police units shall respond to at least 81% of Priority 1 calls within 7 minutes and 30 seconds and shall maintain an average response time of 6 minutes or less for all Priority 1 calls (measured annually).
  - Priority 2 – Urgent Calls<sup>2</sup>. Properly equipped and staffed police units shall respond to all Priority 2 calls within 12 minutes or less (measured annually).
2. Expand the Homeless Outreach Team to help address the City’s most pressing social needs
3. Improve Community Patrol staffing to provide for 40% pro-active time. This will result in an organization that is pro-active vs. reactive to crime and disorder trends
4. Improve Communications Center staffing and operations to improve first-line contact and service processing with the public
5. Improve Investigative capacity and follow-up in all major investigative units to maximize successful case resolution and provide better customer service to victims
6. Improve the Traffic Division’s operational footprint to proactively respond to traffic related problems and reduce traffic related deaths and injuries
7. Significantly expand the School Resource Officer Unit to more adequately serve the needs of growing school districts and the youth population of Chula Vista
8. Expand use of technology to streamline operations and support intelligence led policing practices
9. Expand the Department’s Community Policing Unit and community outreach efforts to foster stronger community ties
10. Provide for the expansion of services to the eastern section of the City by staffing a storefront or small substation with full-time staff during regular business hours. A similar storefront would be planned for the Bayfront tourist district to support a reconstituted bike team to patrol the tourist district

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<sup>1</sup> Priority 1 – Emergency Calls are life-threatening calls; felony in progress; probability of injury (crime or accident); robbery or panic alarms; urgent cover calls from officers. Response: Immediate response by two officers from any source or assignment, immediate response by paramedics/fire if injuries are believed to have occurred.

<sup>2</sup> Priority 2 – Urgent Calls are misdemeanor in progress; possibility of injury; serious non-routine calls (domestic violence or other disturbances with potential for violence). Response: Immediate response by one or more officers from clear units or those on interruptible activities (traffic, field interviews, etc.)

**Fire Department Critical Needs**

The mission of the Chula Vista Fire Department (CVFD) is to protect life, environment and property. Carrying out that mission is very complex and becomes more complex with each passing year. The Public Safety Staffing Report, as presented to the City Council on September 26, 2017, evaluated CVFD’s core capabilities and services and compared them against outcome based performance metrics that are supported by appropriate regulations, industry standards and best practices.

As the City’s population grows, there will be a subsequent increase in demand for fire and emergency services (call volume). Urban planning has and continues to move toward higher housing densities and it is critical for the Fire Department to support the additional population, as well as prepare for wildland fire events, natural disasters, and the present threat of active shooter incidents and terrorism. The variety of service demands will require a shift in how the Fire Department deploys and delivers services, with the outcome focused on protecting life and property.

The following includes a summary of the staffing needs as identified by the Fire Department. A more detailed discussion is available in the Public Safety Staffing report.

**Current Coverage**



**Fire Department Phase I and II - Critical Staffing Needs**

Positions	Phase I	Phase II	Total
Deputy Chief	1.0	1.0	2.0
Fire Captain	8.0	12.0	20.0
Fire Engineer	-	12.0	12.0
Firefighter/Paramedic	8.0	12.0	20.0
Firefighter	18.0	18.0	36.0
Fire Inspector/Investigator II	-	3.0	3.0
Public Education Specialist	1.0	-	1.0
<b>Total Fire Personnel</b>	<b>36.0</b>	<b>58.0</b>	<b>94.0</b>

*Note: In addition to the positions listed above, the intended spending plan allocates resources to support staff reimbursements, vehicles and IT equipment needs.*

Fire Department emergency operations performance standards are focused on outcomes of core functions and services provided. The Fire Department has found that by establishing the following three metrics, all other services are met when these are achieved. Meeting these metrics also provides the highest level of service to the residents of Chula Vista.

Fire; First Unit On-Scene

First unit on-scene within seven minutes 90% of the time, with four firefighters, is known as the Initial Attack Force. This Attack Force establishes command at the scene, initiates an attack on the fire, and performs search and rescue. The key function of this metric is to maintain distribution and reliability of resources. If a unit arrives prior to the seven-minute mark and initiates fire attack prior to flashover occurring, the survivability within the room of origin increases and fire loss is reduced.

Fire; Effective Response Force

14 firefighters on-scene within ten minutes 90% of the time is known as the Effective Response Force and capable of command and control of the scene, establishing a water supply, supporting and backing up fire attack, completing search and rescue, performing ventilation of heat and smoke, providing a Rapid Intervention Crew and a Safety Officer. Fighting a fire requires the right number of personnel and resources to meet this metric. The critical tasks required by the Effective Response Force include coordinating and allocating resources, extinguishing the fire, searching for victims, and performing ventilation. By having the correct number of firefighters on-scene in a timely manner, the fire can be extinguished and firefighters can then tend to property conservation tasks.

EMS; First Unit On-Scene

In the case of emergency medical events, having the first unit on-scene within seven minutes 90% of the time is crucial to a positive outcome for the patient. Units must establish command, provide basic life support and initiate advanced life support patient care. Arriving prior to the seven-minute mark provides

basic life support patient care to stabilize the sick and injured. Once the patient is stabilized, advanced life support skills can be initiated prior to the arrival of the transporting ambulance. With the arrival of the first on-scene unit within seven minutes, survivability increases significantly.

Fire Prevention/Investigation

Within the Fire Prevention Division, the primary outcome metric is to identify and eliminate hazards. Therefore, it is important that the Division complete all required inspections. These metrics are used to determine if the Fire Prevention Division is accomplishing its goals. The Division's current metrics are:

For Fire Code Inspection services, the following performance metrics shall be met:

- Complete 100% of permitted occupancy inspections annually
- Complete 100% of California State Fire Marshal regulated occupancy inspections annually
- New business license inspections are completed within 30 days

For Fire Safety Engineering services, the following performance metrics shall be met:

- Complete 90% of plan reviews within the established time frames

For Fire Investigation services, the following performance metrics shall be met:

- 100% of fire origin and cause investigations performed by Fire Prevention personnel

For Community Risk Reduction Education services, the following performance metrics shall be met:

- Complete 200 public education/outreach sessions/classes/events annually

Recommendation 1

In FY 2019, fund one additional firefighter on four of eight engine companies. This would provide four firefighters (1 Fire Captain, 1 Fire Engineer, 1 Firefighter/Paramedic, and 1 Firefighter/EMT) to engines 51, 52, 55 and 57; adding 12 full time employees to the Fire Department's authorized staffing. Implementation of this recommendation is forecasted to improve service delivery performance outcomes by the following:

Metric	Current City-Wide Performance	City-Wide Performance Improvement	Greatest Geographic Improvement	
			*West	**Central
EMS; First Unit	81.1%	81.3%	(+) .3%	(+) .8%
Fire; First Unit	44.7%	58.4%	(+) 18.6%	(+) 6%
Fire; EFF	49.7%	54.3%	(+) 1.7%	(+) 15%

\*West represents fire stations 1 & 5  
 \*\*Central represents fire stations 2, 3, 4, 9  
 \*\*\*East represents fire stations 6, 7, 8

**Recommendation 2**

In FY 2020, fund the Millenia fire station (fire station 10) engine company. This would provide four firefighters (1 Fire Captain, 1 Fire Engineer, 1 Firefighter/Paramedic, and 1 Firefighter/EMT) daily, adding 12 full time employees to the Fire Department’s authorized staffing. This recommendation is driven by development and new growth of the Millenia and University areas of the City. Implementation of this recommendation is forecasted to improve service delivery performance outcomes by the following:

Metric	Current City-Wide Performance	City-Wide Performance Improvement	Greatest Geographic Improvement	
			***East	FS7
EMS; First Unit	81.1%	81.5%	(+) 2.2%	(+) 3.8%
Fire; First Unit	44.7%	45.4%	(+) 3.4%	(+) 0%
Fire; EFF	49.7%	51.7%	(+) 10.2%	(+) 13.2%

\*West represents fire stations 1 & 5  
 \*\*Central represents fire stations 2, 3, 4, 9  
 \*\*\*East represents fire stations 6, 7, 8

**Recommendation 3**

In FY 2020, fund two squad response units, located at fire station 7 and 10. This would provide four firefighters (1 Fire Captain and 1 Firefighter/Paramedic on each squad) daily, adding 8 full time employees to the Fire Department’s authorized staffing. Implementation of this recommendation is forecasted to improve service delivery performance outcomes by the following:

Metric	Current City-Wide Performance	City-Wide Performance Improvement	Greatest Geographic Improvement	
			***East	FS8
EMS; First Unit	81.1%	82.3%	(+) 5.5%	(+) 8%
Fire; First Unit	44.7%	48.5%	(+) 8.2%	(+) 23.5%
Fire; EFF	49.7%	52.4%	(+) 4.3%	(+) 2.9%

\*West represents fire stations 1 & 5  
 \*\*Central represents fire stations 2, 3, 4, 9  
 \*\*\*East represents fire stations 6, 7, 8

**Recommendation 4**

In FY 2020, fund a Deputy Fire Chief responsible for Fire Administration duties including fiscal management, human resources (staffing & professional standards), reporting, public information, statistics and data management.

**Recommendation 5**

In FY 2020, fund a Public Education Specialist responsible for community risk reduction education including completing community risk assessments, community education program development and coordination.

**Recommendation 6**

In FY 2021, fund two squad response units, located at fire station 6 and 8. This would provide four firefighters (1 Fire Captain and 1 Firefighter/Paramedic on each squad) daily, adding 8 full time employees to the Fire Department’s authorized staffing. Implementation of this recommendation is forecasted to improve service delivery performance outcomes by the following:

Metric	Current City-Wide Performance	City-Wide Performance Improvement	Greatest Geographic Improvement	
			**Central	FS4
EMS; First Unit	81.1%	82.2%	(+) 2.8%	(+) 3%
Fire; First Unit	44.7%	48.2%	(+) 9.6%	(+) 22%
Fire; EFF	49.7%	53%	(+) 12.7%	(+) 11.1%

\*West represents fire stations 1 & 5  
 \*\*Central represents fire stations 2, 3, 4, 9  
 \*\*\*East represents fire stations 6, 7, 8

**Recommendation 7**

In FY 2021, fund one additional firefighter on the remaining four of eight engine companies. This would provide four firefighters (1 Fire Captain, 1 Fire Engineer, 1 Firefighter/Paramedic, and 1 Firefighter/EMT) daily to engines 53, 54, 56 and 58; adding 12 full time employees to the Fire Department’s authorized staffing. Implementation of this recommendation is forecasted to improve service delivery performance outcomes by the following:

Metric	Current City-Wide Performance	City-Wide Performance Improvement	Greatest Geographic Improvement	
			**Central	***East
EMS; First Unit	81.1%	81.1%	(+) 0%	(+) 0%
Fire; First Unit	44.7%	54.8%	(+) 24%	(+) 21.7%
Fire; EFF	49.7%	54%	(+) 15%	(+) 1.2%

\*West represents fire stations 1 & 5  
 \*\*Central represents fire stations 2, 3, 4, 9  
 \*\*\*East represents fire stations 6, 7, 8

**Recommendation 8**

In FY 2022, fund the Bayfront fire station (fire station 11) engine company. This would provide four firefighters (1 Fire Captain, 1 Fire Engineer, 1 Firefighter/Paramedic, and 1 Firefighter/EMT) daily, adding 12 full time employees to the Fire Department’s authorized staffing. This recommendation is driven by development and new growth of the Bayfront area of the City. Implementation of this recommendation is forecasted to improve service delivery performance outcomes by the following:

Intended Public Safety Expenditure Plan | **2018**

Metric	Current City-Wide Performance	City-Wide Performance Improvement	Greatest Geographic Improvement
			*West
EMS; First Unit	81.1%	82.9%	(+) 3.1%
Fire; First Unit	44.7%	51.7%	(+) 12.2%
Fire; EFF	49.7%	57.3%	(+) 14.3%

\*West represents fire stations 1 & 5  
 \*\*Central represents fire stations 2, 3, 4, 9  
 \*\*\*East represents fire stations 6, 7, 8

**Recommendation 9**

In FY 2023, fund the fire station 9 engine company. This would provide four firefighters (1 Fire Captain, 1 Fire Engineer, 1 Firefighter/Paramedic, and 1 Firefighter/EMT) daily, adding 12 full time employees to the Fire Department’s authorized staffing. This recommendation is driven by increasing call volume in southwest Chula Vista. Implementation of this recommendation is forecasted to improve service delivery performance outcomes by the following:

Metric	Current City-Wide Performance	City-Wide Performance Improvement	Greatest Geographic Improvement	
			**Central	FS9
EMS; First Unit	81.1%	82.4%	(+) 1.2%	(+) 3.6%
Fire; First Unit	44.7%	52.2%	(+) 11.8%	(+) 38.1%
Fire; EFF	49.7%	61.4%	(+) 22.4%	(+) 57.4%

**Recommendation 10**

In FY 2024, fund the Bayfront fire station (fire station 11) truck company. This would provide four firefighters (1 Fire Captain, 1 Fire Engineer, 1 Firefighter/Paramedic, and 1 Firefighter/EMT) daily, adding 12 full time employees to the Fire Department’s authorized staffing. This recommendation is driven by development and new growth of the Bayfront area of the city. Implementation of this recommendation is forecasted to improve service delivery performance outcomes by the following:

Metric	Current City-Wide Performance	City-Wide Performance Improvement	Greatest Geographic Improvement	
			*West	FS9
EMS; First Unit	81.1%	81.3%	(+) .3%	(+) .3%
Fire; First Unit	44.7%	51.2%	(+) 10.3%	(+) 1.9%
Fire; EFF	49.7%	59.2%	(+) 10.3%	(+) 55.8%

\*West represents fire stations 1 & 5

\*\*Central represents fire stations 2, 3, 4, 9

\*\*\*East represents fire stations 6, 7, 8

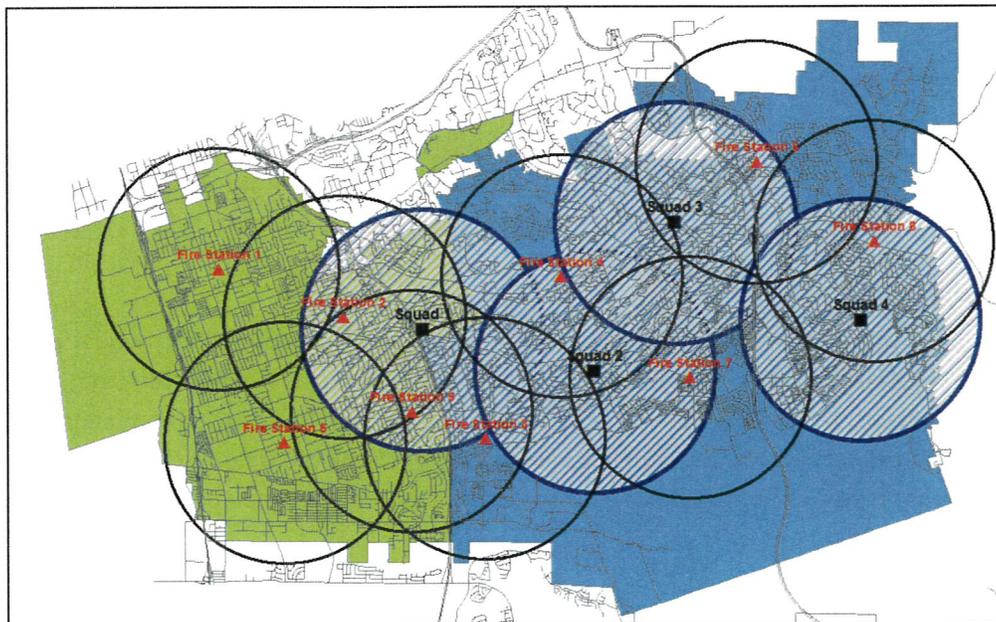
**Recommendation 11**

In FY 2025, fund one Deputy Fire Chief responsible for Support Services including information technology, facility management, fleet management, equipment management, supplies management and communication systems management.

**Recommendation 12**

In FY 2025, fund three Fire Inspector/Investigators assigned to conduct life safety inspections in multi-family apartment/condominium buildings, mobile home parks and assist in completing a higher percentage of fire investigations.

**Coverage with Four Response Squads**



## Phase I – Critical Needs Funding

The City Council was provided an overview of various revenue options for consideration. In addition, the City Council heard the findings from the public opinion survey conducted in November 2017. After discussions regarding the critical needs and funding options, the City Council directed the City Manager to return with a proposal for Council consideration to place a half-cent sales tax measure before the voters to fund public safety critical needs.

After reviewing the critical needs for each department, as well as the costing information to address the needs, staff has identified two phases to address the staffing shortage in public safety. Phase I outlines the most critical needs identified by the Police and Fire Departments for the next 10 years. Although addressing these needs does not fully address critical staffing needs entirely, it does allow the departments to significantly improve the service level provided to residents and businesses throughout the City. Phase I public safety critical needs could be funded by a half-cent sales tax measure which would generate approximately \$17 million per year as demonstrated on page 21. Sales taxes, also referred to as transaction and use taxes, are an option for cities to consider when looking for significant additional funding. Sales taxes must be approved by registered voters to take effect. If the funds are intended to be used for a specific purpose a 2/3 voter approval is required. For general use sales taxes, a 50 percent plus one vote is required for approval. The combined local sales taxes are capped at two percent, with some exceptions allowed by state law. This means that cities are only able to add a 1 percent additional sales taxes when proposing a new measure. This is typically proposed in one-quarter cent, half-cent or one cent increments.

The measure provides that any proposed expenditures of new sales tax revenues in the initial year will be presented in a form consistent with this Plan to the Citizen Oversight Committee prior to City Council consideration. For each subsequent year, the spending plan, after review by a Citizen Oversight Committee, will be included in the City Manager's proposed budget for Council consideration as part of the annual budget process.

The measure requires that expenditure of new sales tax revenues be tracked in a variety of ways. First, all new revenues will be accounted for in the General Fund as a separate line item. Any and all expenditures of Measure "Y"<sup>3</sup> will be tracked and accounted for by City Finance Department staff in accordance with Generally Accepted Accounting Principles (GAAP). Second, an independent audit of Measure "Y" will be included as part of the City's annual audit. Finally, a Citizen's Oversight Committee will be formed to review and report compliance with the sales tax ordinance and spending guidelines contained in the Intended Public Safety Expenditure Plan.

*Note: This Plan is intended to guide City expenditures consistent with its terms. It does not, however, constitute a binding legal commitment on the City Council to approve any of the expenditures proposed herein. Provided that all proposed expenditures continue to be for public safety critical needs including support staff and equipment needs as outlined in the spending plan, this Plan may also be updated or*

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<sup>3</sup> The initiative letter will be assigned by the County Registrar of Voters.

*amended from time to time by City staff, or by action of the City Council, in order to address changed priorities, standards and/or funding availability. There shall be no third party beneficiaries to the terms of this Plan. This Plan does not modify the terms of the sales tax measure. To the extent of any conflict between the terms of this Plan and the sales tax measure, the terms of the sales tax measure shall govern.*

**Police Department – Summary of Phase I Critical Needs**

This report will focus on addressing Phase I critical needs and the anticipated fiscal impact of a half-cent sales tax measure. The following are the highest priority items for funding during Phase I:

**Police Department Phase I  
Implementation By Fiscal Year**

Positions	FY 19	FY 20	FY 21	FY 22	Total
Peace Officers	4.0	3.0	5.0	4.0	16.0
Police Agents	1.0	2.0	3.0	2.0	8.0
Police Sergeants	-	2.0	2.0	1.0	5.0
<b>Total Sworn</b>	<b>5.0</b>	<b>7.0</b>	<b>10.0</b>	<b>7.0</b>	<b>29.0</b>
Civilian Background Investigator	2.0	-	-	-	2.0
Community Services Officer	-	-	1.0	1.0	2.0
Detention Facilities Manager	-	-	-	1.0	1.0
Police Comm Systems Manager	-	-	-	1.0	1.0
Police Dispatcher	2.0	3.0	2.0	-	7.0
Sr. Police Technology Specialist	1.0	-	-	-	1.0
<b>Total Non-Sworn</b>	<b>5.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>14.0</b>
<b>Total Police FTE Positions</b>	<b>10.0</b>	<b>10.0</b>	<b>13.0</b>	<b>10.0</b>	<b>43.0</b>

Adding 43 positions (29 police officers and 14 civilian positions)

These positions would result in:

- Enhanced community patrols by adding 16 sworn positions
- 50% increase in School Resource Officers by adding 5 sworn positions
- 55% increase in Traffic Safety staffing by adding 5 sworn positions
- 26% increase in Dispatch/9-1-1 staffing by adding 7 dispatchers
- Increase staffing in the Professional Standards Unit to conduct background investigations as part of the hiring process
- Two additional Community Service Officers will allow officers to respond to higher priority calls for service

## Fire Department – Summary of Phase I Critical Needs

### Fire Department Phase I Implementation By Fiscal Year

Positions	FY 19	FY 20	FY 21	Total
Deputy Chief	-	1.0	-	1.0
Fire Captain	-	4.0	4.0	8.0
Firefighter/Paramedic	-	4.0	4.0	8.0
Firefighter	12.0	3.0	3.0	18.0
Public Education Specialist	-	1.0	-	1.0
<b>Total Fire Personnel</b>	<b>12.0</b>	<b>13.0</b>	<b>11.0</b>	<b>36.0</b>

Adding 36 positions (35 uniformed personnel and 1 civilian position)

These positions would result in:

- Staff four Squad Units in the eastern areas of the City to improve response times where the largest performance gaps exist
- Create a Public Education Specialist position to conduct community risk assessments for the development and delivery of fire safety education programs
- Staffing the future Millenia & Bayfront Fire Station Engine Companies with a 4<sup>th</sup> firefighter increasing emergency scene productivity by 25%, reducing property damage and increasing safety to firefighters.
- Staffing four current engine companies with a 4<sup>th</sup> firefighter increasing emergency scene productivity by 25%, reducing property damage and increasing safety to firefighters
- Add one Deputy Fire Chief to support Fire Department growth with planning, directing and coordinating activities

### Citywide Support Staff

Public Safety is a top priority in the City of Chula Vista. The City allocates approximately 67% of discretionary revenues to the Police and Fire Departments combined. This doesn't include the citywide support staff in Finance, Human Resources, Information Technology, Administration, City Attorney and Public Works that spend a significant amount of time supporting public safety services. If the sales tax measure is approved, the spending plan does take into account an annual estimated reimbursement to the support departments. Some of the services provided by the support departments to public safety include payroll processing, deferred compensation, financial analysis, procurement, budgetary support, recruitment, employee benefits, workers compensation, employee performance, labor negotiations, public safety IT systems support, legal services, contractual oversight, risk management and facilities and equipment maintenance. The annual allocations to these departments may vary based on the time spent supporting public safety. The initial years may require additional funding due to recruitment costs and other support services.

## Temporary Multi-Purpose Storefront and Public Safety Training Center

A portion of the sales tax funds could also be allocated for a temporary public safety training facility in central Chula Vista. The facility would not be a permanent structure but could provide for joint training opportunities for Police and Fire personnel. The Fire Department currently utilizes the four-acre site in Rancho Del Rey located at 850 Paseo Ranchero for training purposes. The location provides both classrooms and training props designed for hands-on training experience. The funding would add an additional facility on the property to be used on a temporary basis.

The Police Department would use portions of the temporary facility to enhance training and to provide a secure area from which officers patrolling the eastern sector of the City could work. At this time, CVPD does not have the personnel to staff a storefront facility, however, an appropriately designed temporary facility could enhance police service to central and eastern Chula Vista by allowing officers a secure area to work when they are not engaged in patrol activities. Depending on the design, there could also be public access to meet officers for reports or hold community meetings. It would also provide a training venue within the City limits for police officers. Many training venues are outside of the City limits, thus requiring additional travel time. Having a facility near the center of the City will reduce travel time, allow more time for training related activities and get officers back in service faster to serve the operational needs of the Police Department. An appropriately designed and staffed facility would also give the public an alternative to driving to the main police station for service. This would serve to support the Police Department personnel as it seeks to improve response times in the eastern area of the City.

## Phase II Critical Needs Funding

Phase II public safety critical needs could move forward as the City's economic base improves and major transformational projects begin moving forward such as the Bayfront and University development projects. Other funding options may also be considered in the future as part of the annual budget process.

### Phase II Funding Options

Local governments receive revenues from a variety of sources. The detailed listing of all the City's funding sources is included in both the Annual Adopted Budget and the Comprehensive Annual Financial Report. Following is a summary of other revenue sources which could be considered in the future to address Phase II if the City's economic base does not grow sufficiently to fund additional critical needs.

Parcel Taxes – Parcel taxes are another method for cities to raise new revenues. Like sales taxes, parcel taxes require registered voter approval. The key difference is that all parcel tax measures require 2/3 voter approval to pass. There is no specific cap on the level of parcel taxes that can be proposed for voter consideration. For example, with an additional \$100 parcel tax, the City would generate approximately \$10 million in new revenue annually.

Special District Taxes – Special Districts come in a variety of forms. Some are used to build new infrastructure, while others are maintenance related to help preserve assets that were previously built.

As it relates to public safety, the most common special district is a public safety community facilities district (CFD). Depending on the number of parcels and registered voters within the proposed taxing area, the approval of the tax may come from the property owner or registered voters. A 2/3 vote is typically required for approval of a new CFD. The most common application of a public safety CFD is to identify new development areas within a City and propose a new special tax in that area to maintain or enhance service levels for future residents. Special tax rates may vary depending on the type of residential and commercial development within the CFD boundaries. The main restriction of special district safety taxes is that the funds are earmarked and must be spent in the area in which the voters approved the measure (district boundaries).

Fees – Fees are discussed in greater detail within the City’s Long Term Financial Plan. In general, fees can be established or increased with the vote of City Council. It is a best practice to set fees at full cost recovery, or the total cost of providing the services to the individual or company, when the services are provided to an individual and are not a general benefit to the community. For public safety purposes, fees may come in the form of administrative fees, permits or other activities provided to individuals. An example may be a fire response fee when responding to negligent behavior when a fire is started because of conditions not within code or a police false alarm fee to recover cost of non-incident alarms.

Transient Occupancy Taxes – Transient Occupancy Taxes, also referred to as TOT, are taxes paid by hotel/motel guests when the duration of the stay is less than 30 consecutive days. A majority vote of the electorate is required to approve an increase in the TOT rate within a City. Currently, the City’s TOT rate is 10 percent. Each 2 percent increase in TOT would bring in an estimated \$800,000 annually based on the existing hotels in the City.

Also, recent projections by the City’s actuary does assume that the escalating pension costs will level off in approximately 10 years which may provide for additional opportunities to fund Phase II critical needs as part of the regular budget process. These assumptions are very preliminary as CalPERS continues to recommend changes which may prolong the pension cost impacts to all participating agencies.

## Conclusion

The longer-term projections for the City’s General Fund continue to pose serious challenges because revenues are not expected to be sufficient to cover current costs or new costs that are on the horizon. Because the City has limited abilities to impact near-term revenue, staff will continue to identify cost saving measures and address economic development opportunities throughout the City. It is unlikely that the City will be able to address public safety’s critical staffing needs discussed in this report without a new revenue source. This report identified the Phase I public safety critical needs that could be funded through a half-cent sales tax measure. Phase II could be addressed as the City continues to grow and new economic development projects become a reality. The additional critical needs could be considered as part of the annual budget process as the City works through its fiscal challenges.

# Intended Public Safety Expenditure Plan 2018

## Intended Public Safety Spending Plan (Estimated Costs) Estimated One-half Cent Sales Tax Revenues

### Phase I - Critical Needs

*The spending plan are estimates and actuals will vary depending on positions hired as well as actual salaries and benefits.*

	Phase I - Critical Needs Funding											
	Fiscal Year 2018-19	Fiscal Year 2019-20	Fiscal Year 2020-21	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Total To Date
<b>Police Department Spending Plan</b>												
Beginning Police Department Funds Available	\$ -	\$ 1,778,073	\$ 5,980,069	\$ 7,388,597	\$ 6,818,276	\$ 6,278,744	\$ 5,529,139	\$ 4,531,274	\$ 3,444,878	\$ 2,122,363	\$ 570,947	\$ 38,097,083
Estimated 1/2 cent Sales Tax Revenues	\$ 4,000,000	\$ 8,500,000	\$ 8,670,000	\$ 8,843,400	\$ 9,020,268	\$ 9,200,673	\$ 9,384,687	\$ 9,572,381	\$ 9,763,828	\$ 9,959,105	\$ 10,158,287	\$ 97,072,628
<b>Estimated Funds Available - Police Department</b>	\$ 4,000,000	\$ 10,278,073	\$ 14,650,069	\$ 16,231,997	\$ 15,838,544	\$ 15,479,417	\$ 14,913,826	\$ 14,103,655	\$ 13,208,706	\$ 12,081,468	\$ 10,729,234	\$ 97,072,628
<b>FTE Proposed Expenditures</b>												
16 Peace Officers	\$ 764,822	\$ 1,416,705	\$ 2,554,454	\$ 3,579,030	\$ 3,749,848	\$ 3,910,196	\$ 4,088,270	\$ 4,249,531	\$ 4,427,238	\$ 4,602,848	\$ 4,754,141	\$ 38,097,083
8 Police Agents	195,146	619,508	1,302,879	1,825,033	1,911,637	1,992,900	2,083,147	2,164,786	2,254,750	2,343,594	2,420,002	19,113,352
5 Police Sergeants	89,360	464,517	976,003	1,280,476	1,339,919	1,395,327	1,456,960	1,512,205	1,573,162	1,633,046	1,683,726	13,315,341
Sworn - non-personnel costs	206,068	214,918	224,109	233,455	242,658	251,846	262,028	269,296	278,944	288,628	301,087	2,772,997
2 Civilian Background Investigator	-	-	200,706	208,724	216,783	225,688	232,229	240,787	249,427	258,516	260,420	1,931,074
2 Community Services Officer	-	-	202,006	209,695	217,293	225,712	231,240	238,906	246,467	254,516	262,834	1,827,834
1 Detention Facilities Manager	-	-	191,226	198,525	205,744	213,743	219,031	226,339	233,555	243,122	243,122	1,731,284
1 Police Comm Systems Manager	241,531	628,797	916,556	953,254	989,377	1,025,426	1,065,238	1,093,384	1,130,849	1,168,322	1,216,643	10,429,376
7 Police Dispatchers	-	172,969	180,768	187,618	194,786	201,879	209,736	214,945	222,132	229,234	238,639	2,052,205
1 Sr. Police Technology Specialist	15,000	15,055	17,357	10,229	-	-	-	-	-	-	-	61,641
Civilian Non-Personnel Costs (Supplies, furniture etc)	100,000	150,000	250,000	100,000	100,000	100,000	100,000	100,000	50,000	50,000	50,000	900,000
Computers and other equipment	100,000	150,000	250,000	100,000	100,000	100,000	100,000	100,000	50,000	50,000	50,000	1,010,000
Police Vehicles, Outfitting, Maint., Fuel etc.	200,000	110,000	165,000	165,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	200,000
Temporary Public Safety Training Facility	300,000	315,000	330,750	347,288	364,652	382,884	402,029	422,130	443,237	465,338	488,668	4,262,036
Reimbursement for Support Staff (IT, Fin, HR, PW, Attorney)	\$ 2,221,927	\$ 4,298,004	\$ 7,261,472	\$ 9,413,721	\$ 9,559,800	\$ 9,950,278	\$ 10,382,552	\$ 10,658,777	\$ 11,086,344	\$ 11,510,520	\$ 11,912,964	\$ 98,256,359
<b>43 Total Police Department Proposed Expenditures</b>	\$ 1,778,073	\$ 5,980,069	\$ 7,388,597	\$ 6,818,276	\$ 6,278,744	\$ 5,529,139	\$ 4,531,274	\$ 3,444,878	\$ 2,122,363	\$ 570,947	\$ 1,183,790	\$ 1,183,790

### Ending Police Department Available Funds

	Phase I - Critical Needs Funding											
	Fiscal Year 2018-19	Fiscal Year 2019-20	Fiscal Year 2020-21	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Total to Date
<b>Fire Department Spending Plan</b>												
Beginning Fire Department Funds Available	\$ -	\$ 745,141	\$ 3,267,048	\$ 3,133,136	\$ 3,271,918	\$ 3,411,610	\$ 3,565,855	\$ 3,704,245	\$ 3,752,309	\$ 3,624,683	\$ 3,289,518	\$ 2,749,933
Estimated 1/2 cent Sales Tax Revenues	\$ 4,000,000	\$ 8,500,000	\$ 8,670,000	\$ 8,843,400	\$ 9,020,268	\$ 9,200,673	\$ 9,384,687	\$ 9,572,381	\$ 9,763,828	\$ 9,959,105	\$ 10,158,287	\$ 97,072,628
<b>Estimated Funds Available for Fire Department Spending Plan</b>	\$ 4,000,000	\$ 9,245,141	\$ 11,937,048	\$ 12,855,044	\$ 12,292,420	\$ 12,748,905	\$ 13,088,932	\$ 13,324,690	\$ 13,386,511	\$ 13,248,623	\$ 12,908,220	\$ 97,072,628
<b>FTE Proposed Expenditures</b>												
1 Deputy Chief	\$ -	\$ 283,370	\$ 298,046	\$ 313,136	\$ 327,918	\$ 341,610	\$ 356,855	\$ 370,392	\$ 385,337	\$ 399,933	\$ 412,071	\$ 3,488,667
8 Fire Captains	-	909,273	1,906,960	1,998,272	2,088,751	2,174,377	2,260,086	2,355,866	2,451,158	2,545,849	2,629,013	21,328,606
18 Firefighters	2,009,627	2,650,235	3,338,204	3,501,925	3,665,303	3,821,732	3,994,627	4,155,689	4,334,537	4,510,101	4,670,317	40,650,296
8 Firefighter/Paramedic	-	776,977	1,630,704	1,710,146	1,789,180	1,864,467	1,947,722	2,024,724	2,109,293	2,193,835	2,269,248	18,316,296
1 Public Education Specialist	-	118,851	123,885	128,932	133,828	138,641	143,938	147,390	152,141	156,778	161,515	1,405,897
Academy Costs	673,200	629,442	-	-	70,948	72,367	73,815	75,291	76,797	78,333	79,134	1,302,642
Personal Protective Equipment Maintenance	22,032	44,945	66,856	68,193	69,557	70,948	72,367	73,815	75,291	76,797	78,333	719,134
Computers and other equipment/furniture	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
Fire Vehicles, Outfitting, Maint., Fuel etc.	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	100,000	100,000	100,000	2,800,000
Temporary Public Safety Training Facility	200,000	315,000	330,750	347,288	364,652	382,884	402,029	422,130	443,237	465,338	488,668	4,262,036
Reimbursement for Support Staff (IT, Fin, HR, PW, Attorney)	\$ 3,254,859	\$ 5,978,093	\$ 9,745,404	\$ 9,617,892	\$ 8,689,189	\$ 9,044,660	\$ 9,336,623	\$ 9,700,006	\$ 10,098,993	\$ 10,498,690	\$ 10,859,165	\$ 95,023,574
<b>36 Total Fire Department Proposed Expenditures</b>	\$ 745,141	\$ 3,267,048	\$ 3,991,644	\$ 3,217,152	\$ 3,548,231	\$ 3,704,245	\$ 3,752,309	\$ 3,624,683	\$ 3,289,518	\$ 2,749,933	\$ 2,049,055	\$ 2,049,055

### Ending Fire Department Available Funds

	Total Phase I - Critical Needs Funding											
	Fiscal Year 2018-19	Fiscal Year 2019-20	Fiscal Year 2020-21	Fiscal Year 2021-2022	Fiscal Year 2022-2023	Fiscal Year 2023-2024	Fiscal Year 2024-2025	Fiscal Year 2025-2026	Fiscal Year 2026-2027	Fiscal Year 2027-2028	Fiscal Year 2028-2029	Total to Date
<b>Combined Police and Fire</b>												
Beginning Available Funds	\$ -	\$ 2,523,214	\$ 9,247,117	\$ 11,380,241	\$ 10,035,428	\$ 9,826,975	\$ 9,235,384	\$ 8,285,583	\$ 7,069,561	\$ 5,411,881	\$ 3,320,880	\$ 194,145,257
Total Combined Revenues	\$ 8,000,000	\$ 17,000,000	\$ 17,340,000	\$ 17,686,800	\$ 18,040,536	\$ 18,401,347	\$ 18,769,374	\$ 19,144,761	\$ 19,527,656	\$ 19,918,209	\$ 20,316,574	\$ 199,279,933
Total Combined Expenditures	\$ 5,476,786	\$ 10,276,098	\$ 15,206,876	\$ 19,031,613	\$ 18,248,989	\$ 18,994,938	\$ 19,719,174	\$ 20,358,783	\$ 21,185,337	\$ 22,009,210	\$ 22,772,129	\$ 199,279,933
<b>Ending Available Funds</b>	\$ 2,523,214	\$ 9,247,117	\$ 11,380,241	\$ 10,035,428	\$ 9,826,975	\$ 9,235,384	\$ 8,285,583	\$ 7,069,561	\$ 5,411,881	\$ 3,320,880	\$ 865,324	\$ 865,324

**Notes:**  
 FTE - Full Time Equivalent Position  
 Actual items approved for spending will be considered as part of the annual budget.  
 Actual hiring will vary depending on recruitments.  
 Actual expenditures per year will vary based on actual activity and revenues.

Reimbursement for Support Staff include a 5% escalator per year.  
 Fire Vehicles includes portion of Bayfront not paid by new development.  
 Sales Tax Revenue projections include a 2% escalator per year.