

# TOWN OF PARADISE

Fiscal Year 2014/15 Proposed Operating and Capital Budget  
June 25, 2014

# Fiscal Year 2014/15 Budget Overview



# 2014/15 Operating and Capital Budget Overview

- The Proposed General Fund Budget is Balanced, but a \$450,000 structural deficit remains across all departments
  - ▣ Meaning that mission critical items are cut that are essential for providing and maintaining emergency and other key municipal services
- The \$3.7 million general fund revenues lost in the last 7 years from property value decline has placed the Town at a crossroads
  - ▣ Next fiscal year, without additional revenues, Council will be forced to consider cuts in services
- For this budget year, other key funds have adequate reserves
  - ▣ Building Safety Waste Management
  - ▣ Gas Tax/Streets
  - ▣ Transit
- Animal Control & Shelter hours are improved but services are only sustainable for another three years through donation monies and PASH support

# FY 2013/14 Operating and Capital Budget Overview - Continued

- The following cuts/deferrals from the last 6 years cannot continue without the Town changing its expectation about the services that can be provided:
  - Frozen and unfilled positions in public safety divisions
  - CAL FIRE contract cut by \$200,000 annually
  - Fire engine and Police car replacements deferred
    - First Response Engines are 7, 12 & 20 years old, reserve engines are 25+ years old
    - Police cars are an average 9.7+ years
  - Town roads will continue to deteriorate without general fund investment

# Town of Paradise Personnel



# Town of Paradise Employees

- Town full time equivalency (FTE) employees have been reduced by 25.5% since 2008/09 a reduction of 28.07 FTE positions; 43.3% with CAL FIRE transition
- Police and Fire make up 82.6% of General Fund Staffing (Employees, Contracts & Per-Diem)
- 10.87 General Fund FTE are left for the remaining 11 municipal functions
  - This equates to less than 1 FTE per function
  - The other functions include Community Development, Engineering, Town Manager, Town Clerk, Legal, Human Resources, Finance and Fleet Maintenance

# General Fund FTE Comparison

(Includes Contract and Per-Diem Staffing)

Programs		2012/13 Budget	2013/14 Budget	2014/15 Proposed Budget
Non Safety				
	Administration	9.14	9.22	9.14
	Community Development	1.91	1.91	1.73
	Engineering/Public Works	0.44	0.00	0.00
	Subtotal	11.49	11.13	10.87
Safety				
	Fire	23.05	18.05	18.05
	Police	34.01	33.01	33.55
	Subtotal	57.06	51.06	51.60
	Totals	68.55	62.19	62.47

# All Funds FTE Comparison

(Includes Contract and Per-Diem Staffing)

Programs	2012/13 Budget	2013/14 Budget	2014/15 Proposed Budget
General Fund	68.55	62.19	62.47
Building Safety & Waste Water	5.72	5.72	6.06
Animal Control	2.70	2.70	3.00
Gas Tax/Streets	7.59	8.16	8.35
Business and Housing	2.12	1.75	1.85
Transit	0.18	0.33	0.18
Successor to RDA	0.00	0.00	0.08
Grand Total	86.86	80.85	81.99
Total Head Count	94	89	89



# General Fund



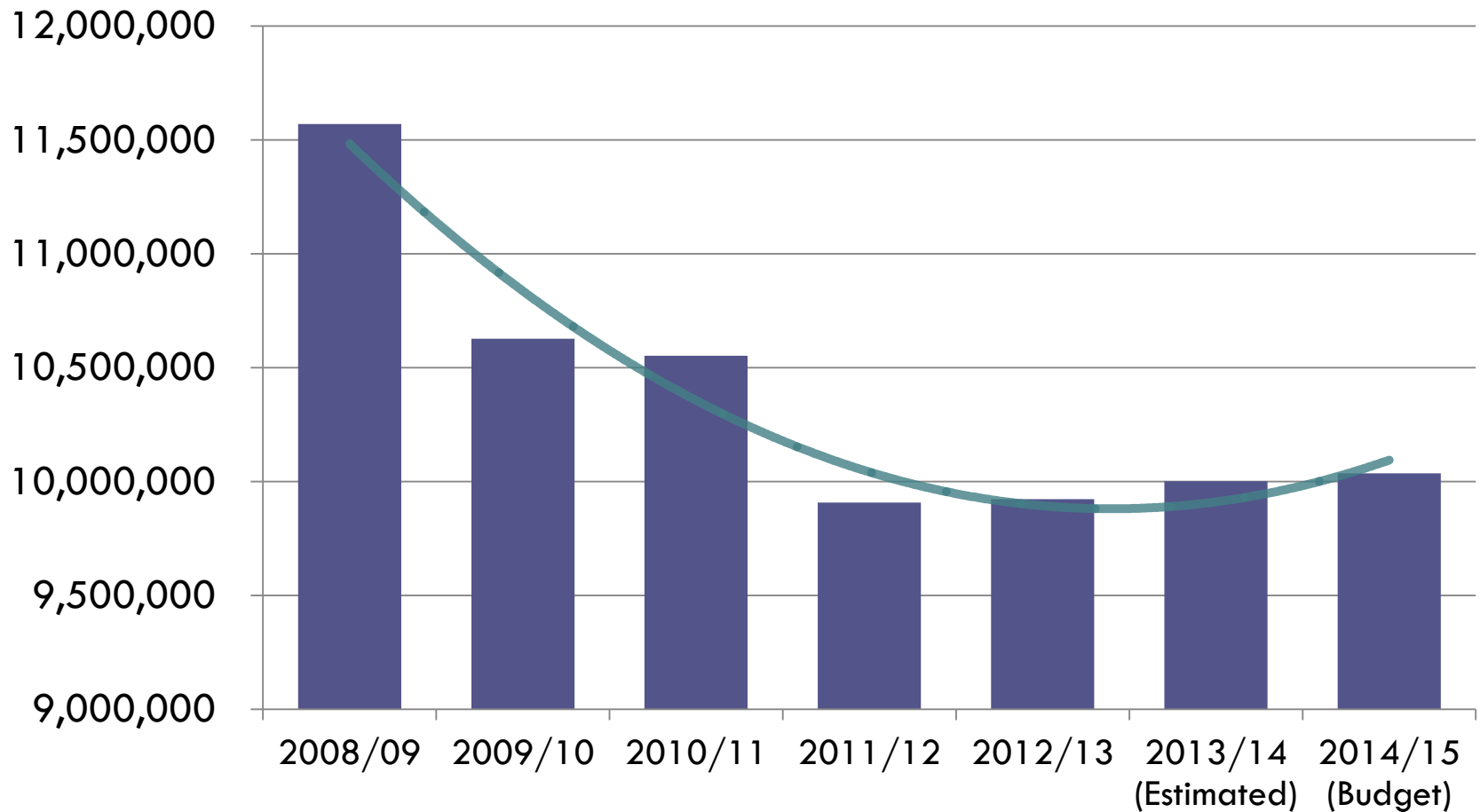
# General Fund Summary

	2011/12 Audited	2012/13 Audited	2013/14 Adopted Budget	2013/14 Amended Budget	2013/14 Estimated Actual	2014/15 Proposed Budget
Revenues (Including Transfers)	\$9,908,151	\$9,923,465	\$9,770,070	\$9,860,496	\$10,001,428	\$10,036,524
Expenses (Including Transfers)	<u>10,243,640</u>	<u>9,895,302</u>	<u>9,767,282</u>	<u>9,671,913</u>	<u>9,599,283</u>	<u>10,036,524</u>
Revenues Less Expenses (Net)	(335,489)	28,163	2,788	188,583	402,145	0
Ending Fund Balance	\$1,312,604	\$1,340,767	\$1,343,554	\$1,529,349	\$1,742,912	\$1,742,912



# General Fund Revenues

# General Fund Revenue Change Seven Year Comparison

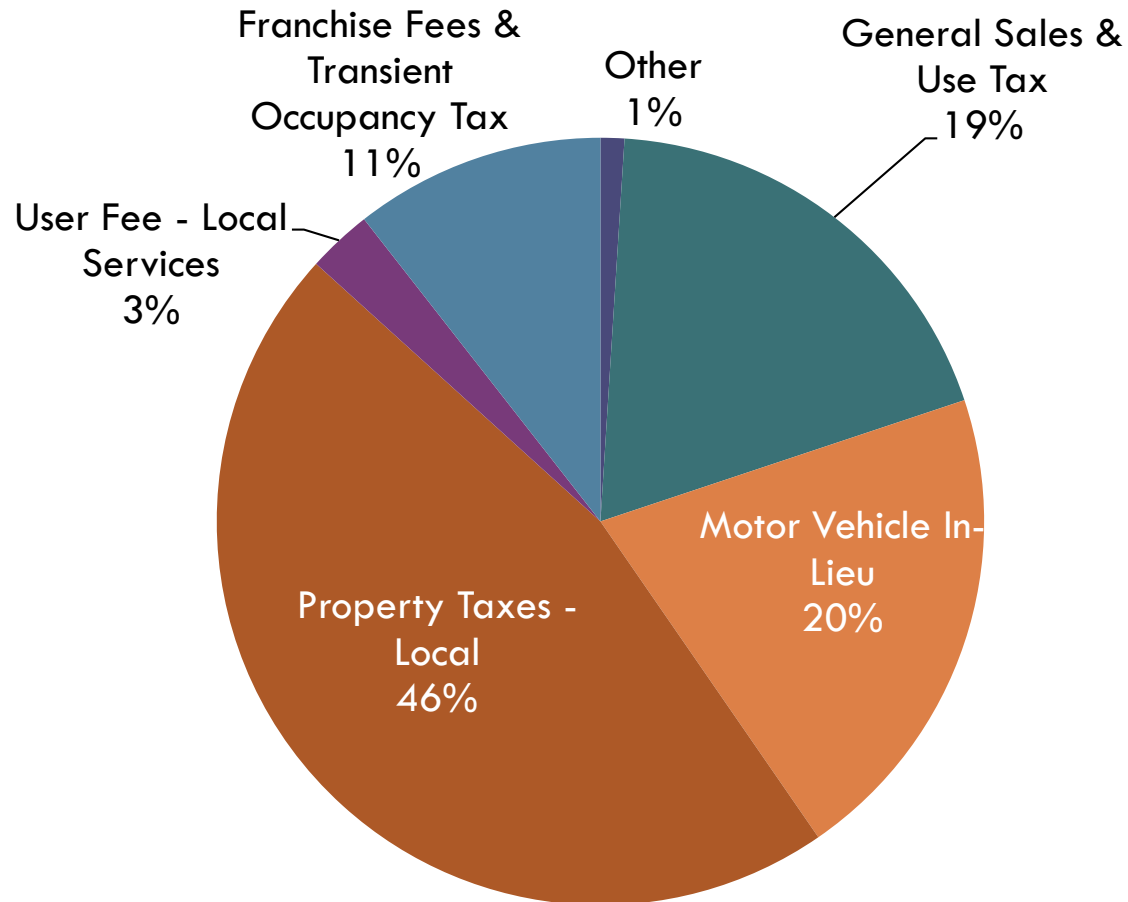


# General Fund Revenues Lost as a Result of Declining Property Values

	Lost Revenue 2008/09 through 2011/12	Lost Revenue 2012/13	Lost Revenue (Estimated Actual) 2013/14	Lost Revenue (Budget) 2014/15	Total Lost Revenue
Current Secured Property Tax	594,426	374,717	266,849	159,346	1,395,338
General Supplemental Property Tax	585,293	162,662	162,907	162,527	1,073,389
General Sales and Use Tax	146,390	36,362	(19,196)	(28,380)	135,176
State Motor Vehicle In Lieu	439,788	279,589	245,276	197,219	1,161,872
<b>Totals</b>	<b>1,765,897</b>	<b>853,330</b>	<b>655,836</b>	<b>490,712</b>	<b>3,765,775</b>

# General Fund 2014/15 Revenue Sources

## \$9,609,041

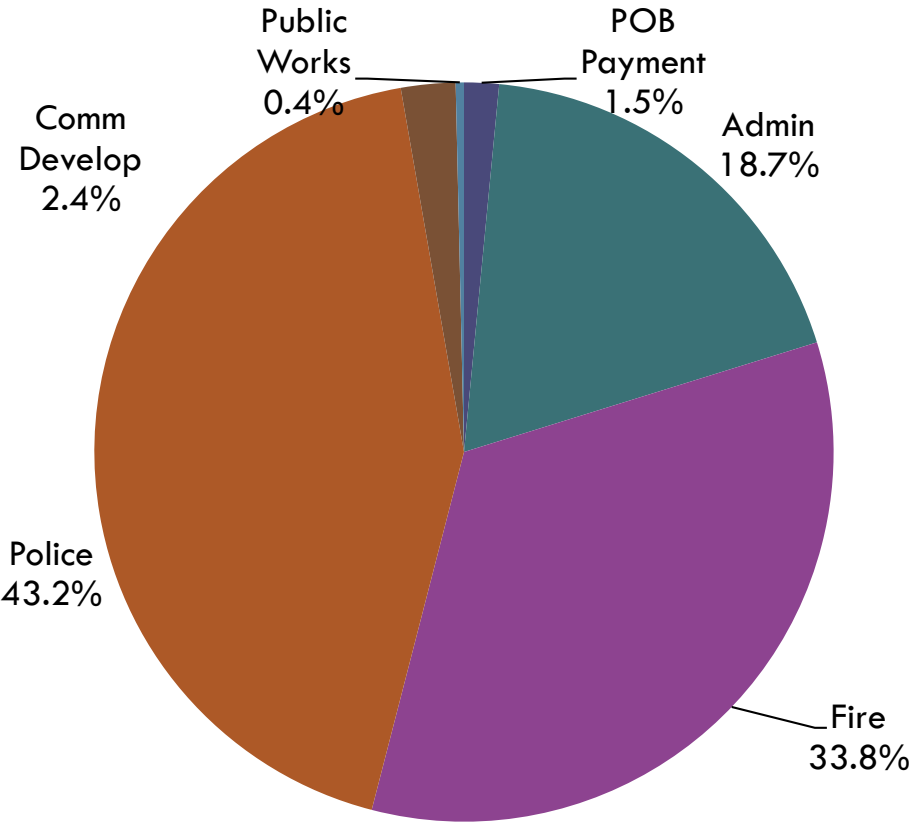




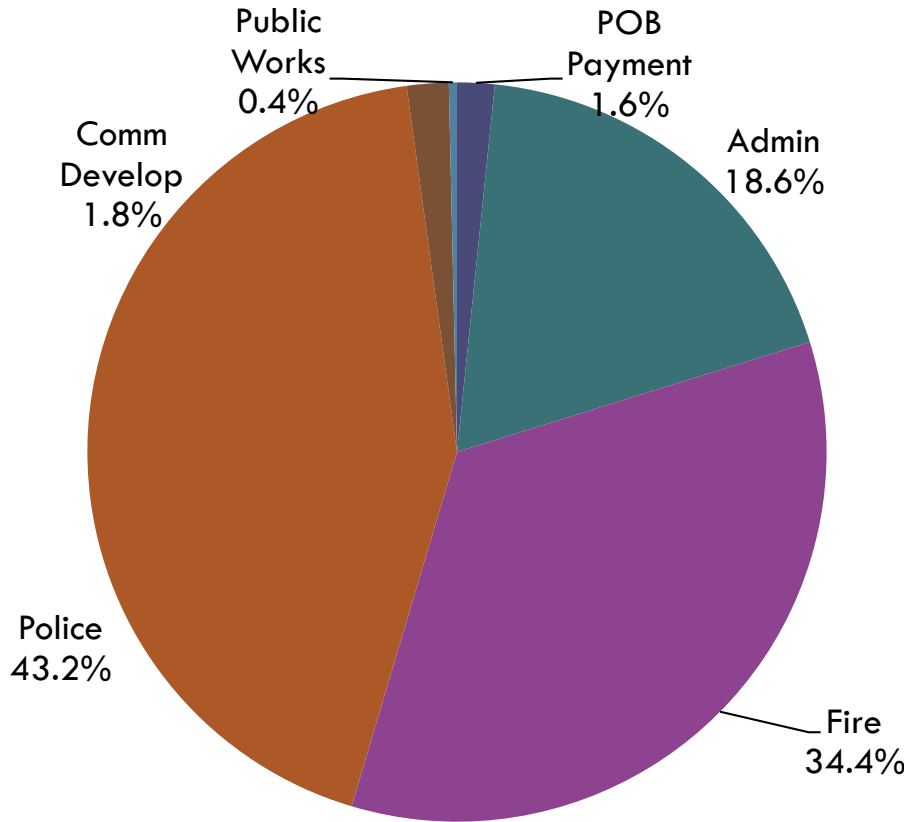
# General Fund Expenditures

# General Fund Expenditure Categories Comparison

**2013/14 Estimated Actual**  
**\$9,599,283**



**2014/15 Proposed Budget**  
**\$10,036,524**





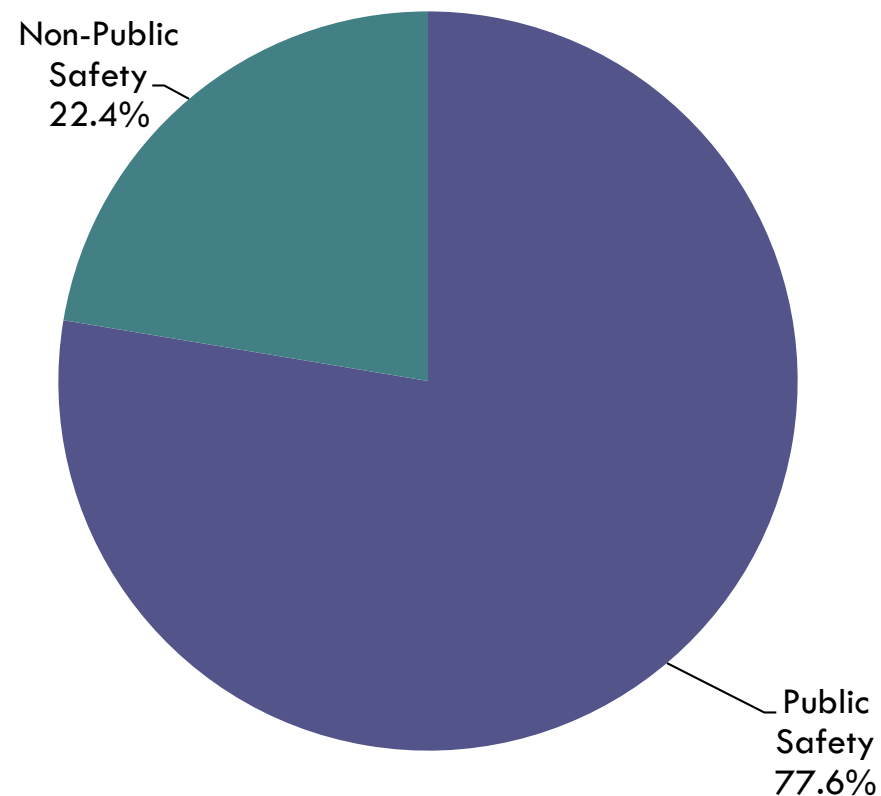
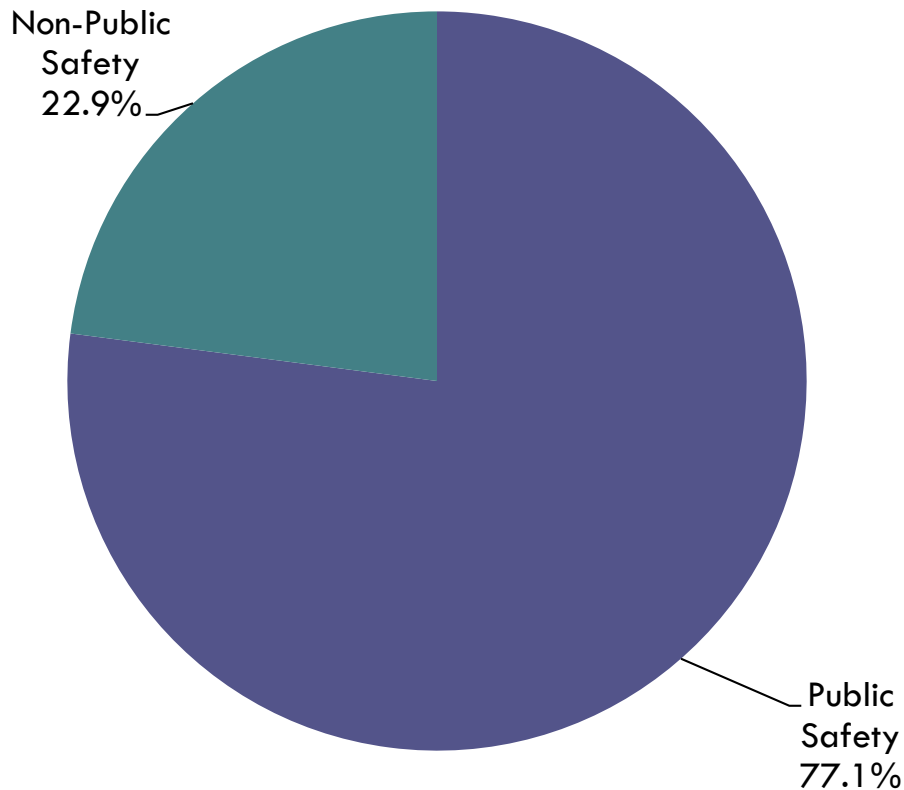
# 2014/15 General Fund Expenditure Categories

	<b>2012/13 Audited</b>	<b>2013/14 Estimated Actual</b>	<b>2014/15 Proposed Budget</b>	<b>2013/14 % of General Fund Resources</b>
Police	4,068,514	4,150,852	4,337,143	43.2%
Fire	3,672,024	3,245,665	3,454,176	34.4%
Administration	1,757,274	1,793,700	1,862,150	18.6%
Community Development	208,536	228,458	183,371	1.8%
Pension Obligation Bond Paid by Other Funds	\$109,510	\$145,982	\$164,196	1.6%
Public Works	79,443	34,626	35,488	0.4%
<b>Total</b>	<b>\$9,895,301</b>	<b>\$9,599,283</b>	<b>\$10,036,524</b>	<b>100.0%</b>

# General Fund Expenditure by Functions Comparison

**2013/14 Estimated Actual**  
**\$9,599,283**

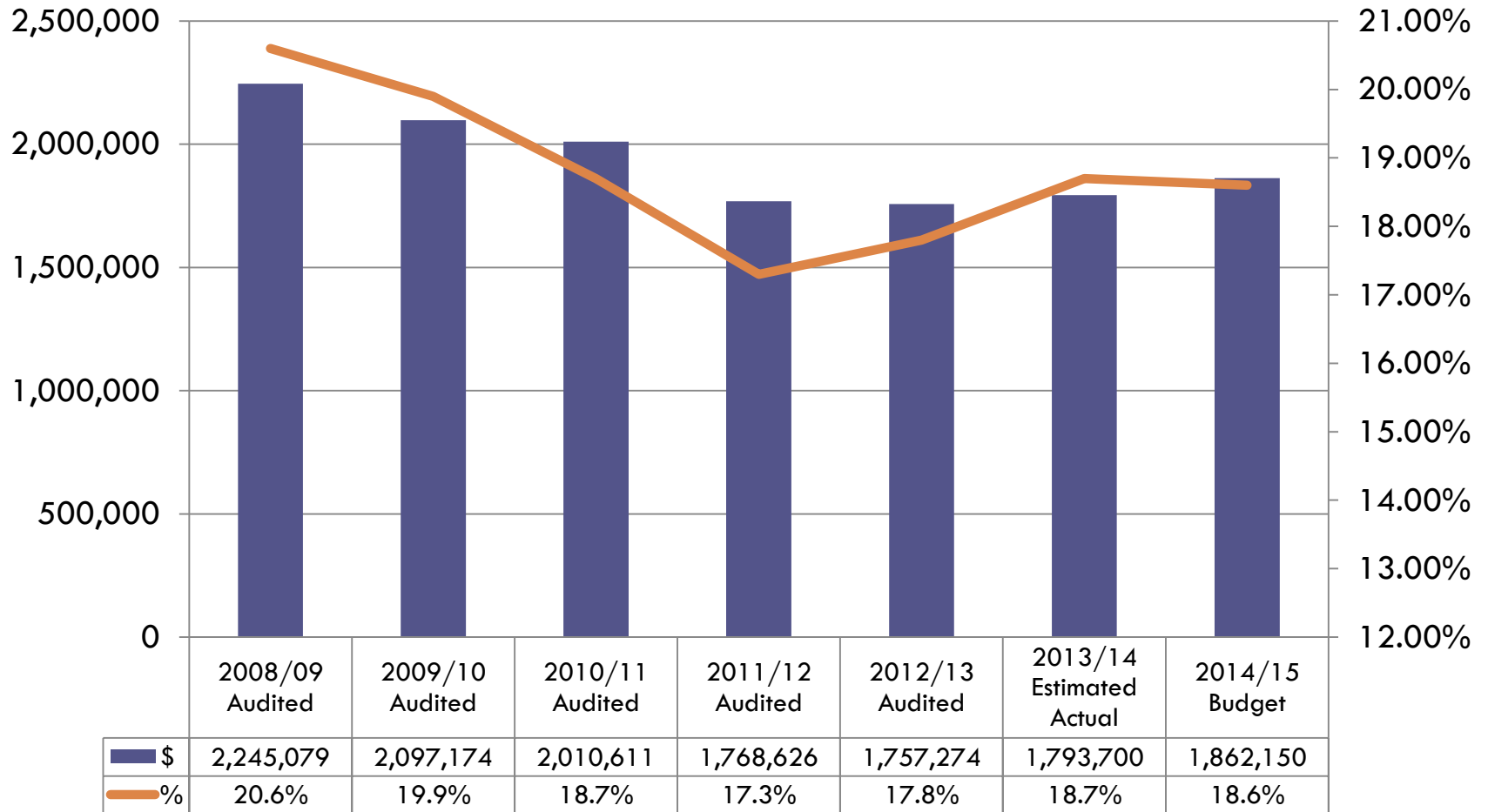
**2014/15 Proposed Budget**  
**\$10,036,524**



# 2014/15 General Fund Budget Administration

	2012/13 Audited	2013/14 Estimated Actual	2014/15 Proposed Budget
Town Council			
Town Manager			
Town Clerk			
Finance			
Human Resources			
Legal			
Fleet Management			
Central Services			
EOC			
Personnel Services	957,287	970,687	1,044,192
Supplies & Services	738,410	756,618	759,773
Capital Outlay	9,150	10,718	2,750
Debt Service	52,428	55,677	55,435
<b>Total</b>	<b>1,757,275</b>	<b>1,793,700</b>	<b>1,862,150</b>

# Seven Year Comparison Administration



# 2013/14 Administration Accomplishments

- Live-Streaming Public Meetings (through Rotary grant)
- Increased participation from Volunteers (6 at Town Hall)
- Produced and Monitored Balanced Operating Budget
- Appointed Receiver to Correct Long-Term Code Violations at Multi-Family Residence
- Solved Connectivity Issues at Animal Control/Public Works
- Implemented New Emergency Notification System which saves \$6,000 Annually (Cassidian vs. City Watch)
- Provided Greater Public Access to Data (GIC websites)
- Contracted With New Propane Provider Cutting Annual Costs Nearly in Half

# 2014/15 Administration Goals

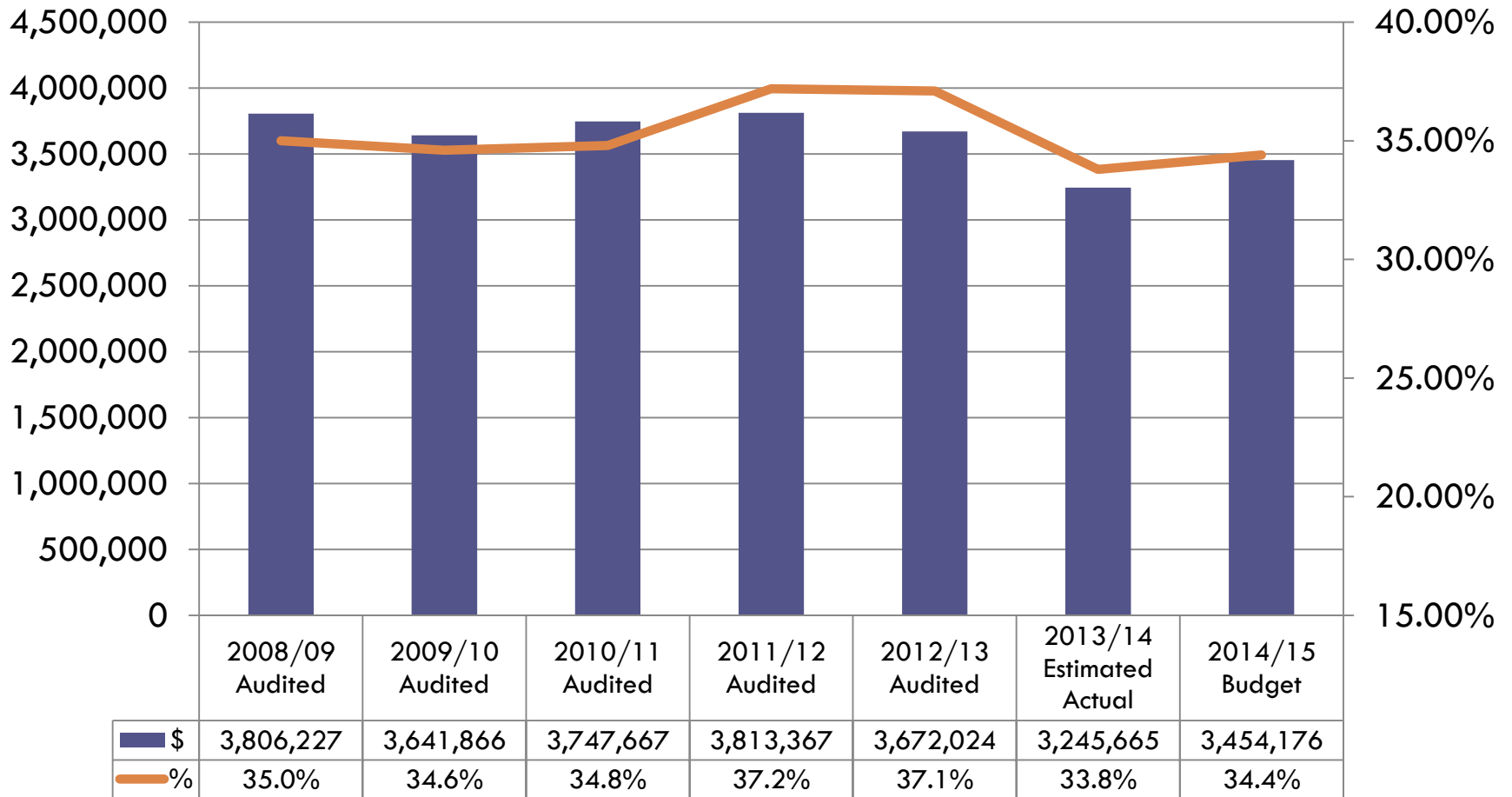
- Seek funding and cooperative efforts to solve wastewater problem in the downtown and commercial corridors.
- Attract and retain viable businesses
- Seek grant funding for necessary projects
- Solve issues surrounding lack of business database and lack of business information
- Maintain Balanced Budget while providing a high level of services to the public. Continue to find ways to address structural deficit issues.
- Implement Fire Permits in Accela and Provide Citizen Access
- Continue Downsizing and Removing Obsolete Vehicles From Fleet

# 2014/15 General Fund Budget

## Fire Services

Administration Suppression Volunteers		2012/13 Audited	2013/14 Estimated Actual	2014/15 Proposed Budget
	Personnel Services	2,173,850	335,061	318,196
	Supplies & Services	1,395,158	2,749,874	2,981,993
	Capital Outlay	19,079	26,449	38,352
	Debt Service	83,937	134,281	115,635
	<b>Total</b>	<b>3,672,024</b>	<b>3,245,665</b>	<b>3,454,176</b>

# Seven Year Comparison Fire Programs





# 2013/14 Fire Department Accomplishments

- 3,800 plus incidents mitigated
- 1800 plus hours of required training completed for transition plan to CAL FIRE
- Outfitting Truck 81
  - Hose , equipment, tools, SCBA's, generator, and radios
- Station 81 & 82 physical improvements done by station personnel
  - Extractor Installation
- Two grants completed to attain new SCBA's (waiting for approval)
  - FEMA and Firemens' Fund

# 2014/15 Fire Department Goals

- *It is the mission of the Butte County Cooperative Fire Agencies to provide professional services to protect lives, property, and environment to those residing, working or traveling with in the unincorporated areas of Butte County, the cities of Biggs and Gridley and the Town of Paradise.*
- Replace worn out/aging response apparatus
- Replace outdated, 16 year old on average, SCBA's
- Continue to bring equipment into commonality with the other Butte County Cooperative Fire Agencies
- Keep all personnel trained on current fire suppression practices
- Address critical and substandard conditions at all fire stations in the Town of Paradise.

# 2014/15 Fire Department Cuts Used to Balance the Budget

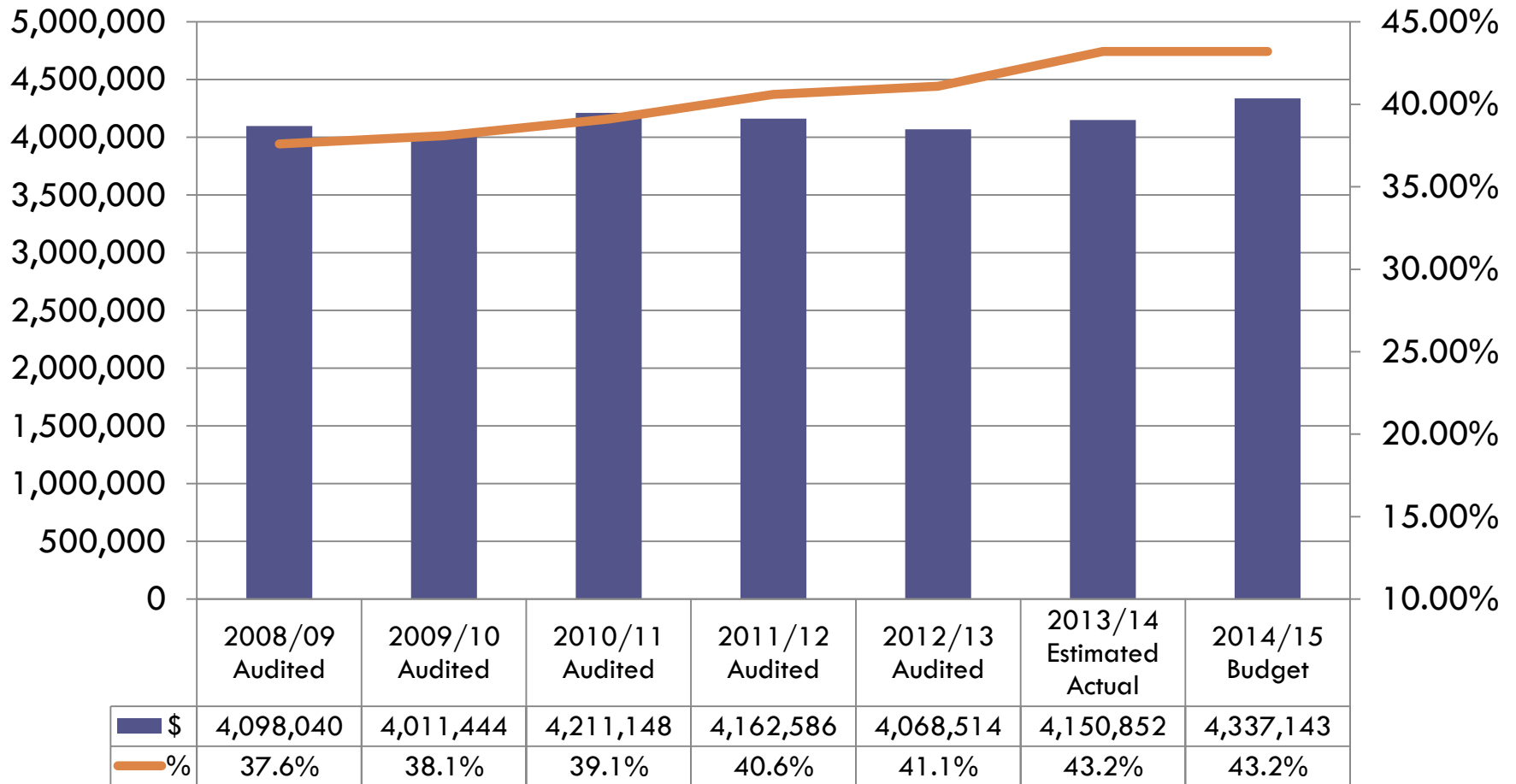
□ CAL FIRE Personnel Services Requested Savings	\$200,000
□ Station 81 roof repair/replacement	\$100,000
□ Structure Fire Engine replacement	\$60,000/yr lease purchase
□ Truck Replacement	\$105,000/yr lease purchase
□ Wildland Fire Engine Replacement	\$35,000/yr lease purchase
□ Engine Exhaust filtration systems (5 engines)	\$150,000 total
□ Air/Toxic environment monitor replacement. The technology we have is no longer supported. (2 monitors and 1 docking station)	\$5,000
□ Pearson Property asbestos removal	\$15,000
□ Station modifications to fit larger apparatus	(\$10,000-\$30,000)
□ Self-contained breathing apparatus replacement	\$200,000

# 2013/14 General Fund Budget

## Police Department

Administration Operations Public Safety Communications		2012/13 Audited	2013/14 Estimated Actual	2014/15 Proposed Budget
	Personnel Services	3,651,807	3,775,272	3,968,186
	Supplies & Services	341,941	305,811	297,716
	Capital Outlay	1,711	0	970
	Debt Service	73,056	69,769	70,271
	<b>Total</b>	<b>4,068,515</b>	<b>4,150,852</b>	<b>4,337,143</b>

# Seven Year Comparison Police Programs



# 2013/14 Police Department Accomplishments

- Resurrected Police Trainee Program
- Updated False Alarm Ordinance & Changed Provider
- Secured AVOID Grant \$89,000 (Town & Allied Agencies)
- Refurbished 2 vehicles for price of 1
- RIMS connection with Gridley & Oroville using AB109 funds

	2012	2013
Incidents	21,300	21,235
Reports	4,693	4,920
Felony Arrest	347	390
Misdemeanor Arrests	1,171	1,290
DUI Arrests	148	196
Warrant Arrests	426	567
Narcotic Activity	324	327

# 2014/15 Police Department Goals

- Continue to provide quality and professional service to the community
- Use low cost incentives to attract/recruit qualified laterals to fill current and future vacancies
- Retain qualified employees

# 2014/15 Police Department Cuts Used to Balance the Budget

- Continued Frozen Positions (6 Sworn, 2 Dispatchers, 1 AC supervisor)
- Continued reduced training budget (Officers -30k/Dispatchers -15k)
- Continued reduced training days to save on Overtime (8 instead of 12 training days)
- Reduced patrol staffing (2 officers on duty 3-4 times a week to reduce overtime)
- Eliminate Administrative Training Budget
- No New or Refurbished Police Vehicles
- Reduced Purchase of Equipment

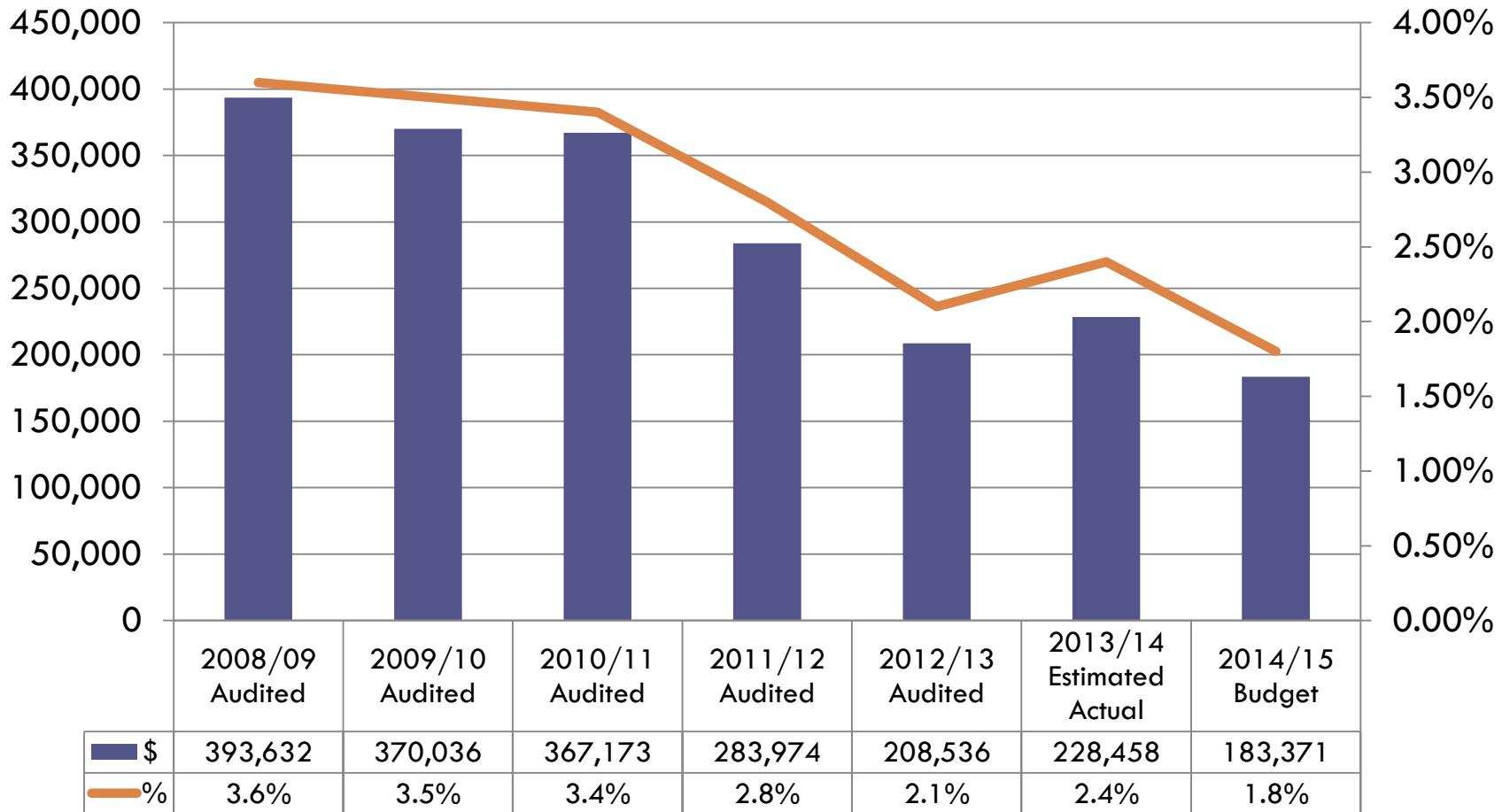


# 2014/15 General Fund Budget

## Community Development

Planning Waste Management		2012/13 Audited	2013/14 Estimated Actual	2014/15 Proposed Budget
	Personnel Services	192,869	183,633	170,846
	Supplies & Services	13,004	44,245	12,525
	Capital Outlay	0	0	0
	Debt Service	2,663	580	0
	<b>Total</b>	<b>208,536</b>	<b>228,458</b>	<b>183,371</b>

# Seven Year Comparison Community Development



# 2013/14 Community Development Accomplishments

Planning

Solid Waste

Building  
Safety and  
Waste  
Water  
Services

Code  
Enforcement

Abandoned  
Vehicle  
Abatement

- Amended and facilitated the adoption of new 2013 Building Standards Codes
- Implemented an updated master service fee schedule for the Development Services Department
- Made Town GIS data layers accessible to the public via the Town's website.
- Secured a \$225,000 grant to expand the Town's Household Hazardous Waste facility
- Increased Clearances to Record & septic system repair permit issuances by 20% and 26%
- Completed water quality sampling at 36 locations revealing no contamination from septic systems
- Building Official/Fire Marshal passed the Certified Access Specialist (CASP) exam as required by law and completed the State Fire Marshal Statutes and Regulations class.
- Facilitated adoption of 2014 Housing Element that complies with State Housing Law
- Partnered with Experience Works for much needed volunteer clerical support

# 2014/15 Community Development Goals

- Facilitate completion of new Big 5 Sporting Goods and Dollar General stores
- Facilitate expansion of NRWS Household Hazardous Waste facility
- Oversee repairs to Fire Station 81 roof
- Coordinate with Chico State GIC comprehensively update the Towns zoning map
- Aggressively pursue abatement of substantially blighted properties
- Implement programs contained within the updated 2014 General Plan Housing Element
- Expand list of work exempt from permit to include minor residential improvements to provide accessibility for disabled persons
- Update Onsite Manual for as the towns Develop Local Area Management Plan in accordance with the new state sewage code policy and submit to Regional Water Quality Control Board for approval
- Design and implement an electronic evaluation report form to be used by all septic system evaluators
- Develop and utilize a batch notice function on the Onsite Accela program to expedite sending expiration letters to septic system owners

# 2014/15 Community Development Cuts & Cost Saving Measures Used to Balance the Budget

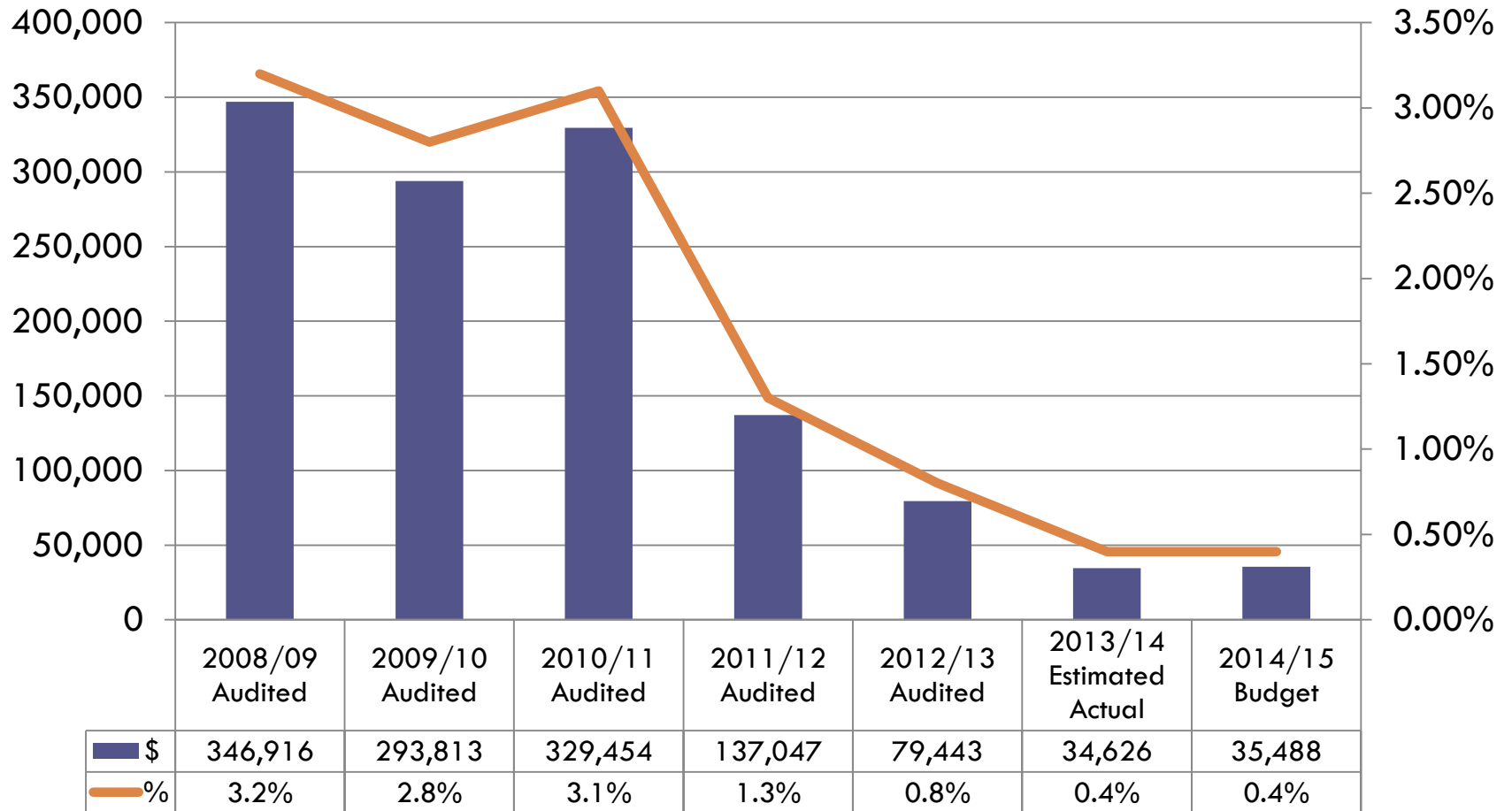
- Maintain a high level of customer service with our reduced staffing levels
- Failing Development Services counter copier will not be replaced
- Share vehicles between departments
- Use Code Enforcement Officer for building services during periods of high workload volume or Building Official absence, eliminating the need for outside contract services

# 2014/15 General Fund Budget

## Public Works/Engineering

Engineering Community Park Public Facilities		2012/13 Audited	2013/14 Estimated Actual	2014/15 Proposed Budget
	Personnel Services	40,741	10,602	11,070
	Supplies & Services	36,426	23,831	23,518
	Capital Outlay	0	0	900
	Debt Service	2,276	193	0
	<b>Total</b>	<b>79,443</b>	<b>34,626</b>	<b>35,488</b>

# Seven Year Comparison Public Works/Engineering



# 2013/14 Engineering Accomplishments

- Completed Pearson-Recreation Signalization Project
- Micro-surfaced high-priority areas along Skyway, Clark and Pearson
- Completed Town-PID Bille Road Overlay
- Managed Fire Station 83 Repairs
- Completed Engineering & Traffic Surveys
- Designed Downtown Paradise Safety Project
- Secured 4 new HSIP Grants
- Applied for 3 new ATP Grants



# 2014/15 Engineering Goals

- Construct Downtown Paradise Safety Project
- Design and construct Paradise Signal Upgrade Project
- Begin design for
  - Cypress Curve Realignment Project
  - Clark Road Safety Enhancements
  - Pearson Road Shoulder Widening
- Explore jointly funded Town-PID Elliott Road Overlay
- Prepare grant applications for upcoming ATP and HSIP cycles

# 2014/15 Engineering Cuts Used to Balance the Budget

- Forgo annual road maintenance project
  - Digouts, re-surfacing, overlays, reconstruction
  - \$26M to bring roads to acceptable levels
  - \$300k Micro-surfacing in 2013 (one-time Prop1 B)
    - 5 of 100 Town-maintained miles addressed
  - Annual project is needed
    - 2009 Pavement Management Survey
    - \$300-800k/year needed improve Town-wide system
- Maintaining vacant engineering positions

# 2013/2014 Gas Tax/Street Maintenance Accomplishments

- Various Roadway Striping, Red Curbs & Stop Bars
- Roadside Vegetation Spraying & Fire Clearing
- Asphalt Roadway Repair
- Snow and De-icing of Town Roadways During Winter Storm Events
- Dead and Hazardous Tree Removal
- 2014 Speed Survey Signage Update
- 2012 MUTCD Signage Upgrade & Reflective Testing
- Various Locations of ADA Sidewalk Repairs
- Assisted Animal Control with 50+ Dead Deer Removals
- Traffic Control for Major Town Events such as Gold Nugget Parade, Chico Velo Wildflower Bike Event and Johnny Appleseed.
- Acquired Used Bucket Truck for Lighting & Vegetation

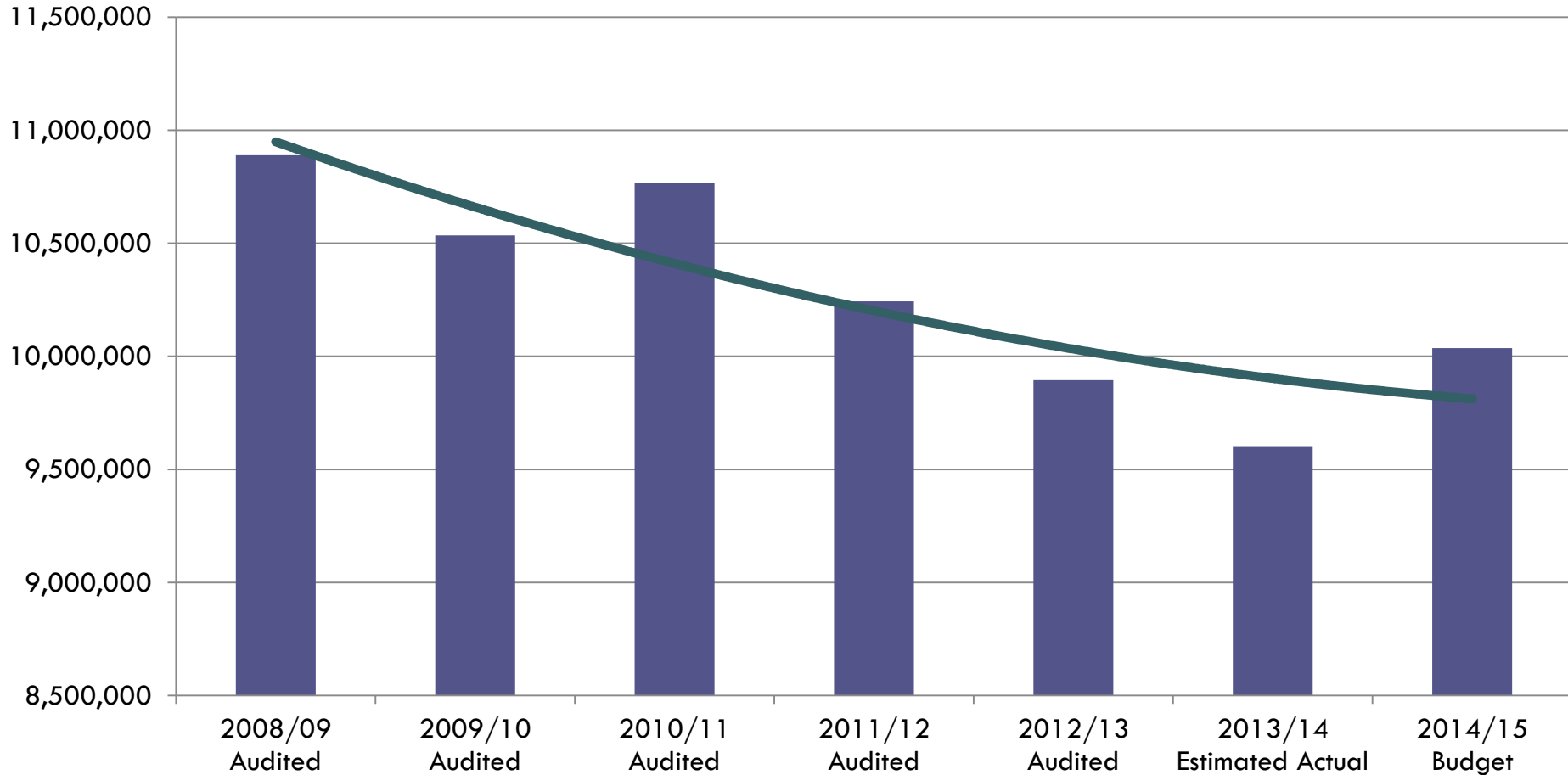
# 2014/2015 Gas Tax/Street Maintenance Goals

- 25 Miles of Various Roadway Striping
- 3 Miles of Additional Repainted Red Curb
- Dead and Hazardous Tree Removal
- White Stop Bar & Legend at Various Locations
- Roadside Vegetation Spraying
- Edgewood Lane Asphalt Roadway Repair

# 2014/15 Gas Tax/Street Maintenance Cuts Used to Balance the Budget

- Deferred Purchasing Road Way Materials to Better Patch, Repair and Maintain Roadways
- Deferred Purchase of Trucks and Equipment
- Deferred Facility Maintenance and Repair Townwide
- Deferred Safety Training for Employees

# General Fund Expenditure Change Seven Year Comparison



# Other Funds



# 2014/15 Capital Improvement Projects

- Downtown Paradise Safety Project
  - Includes signal modifications, crosswalk enhancements and road work
  - Funded by Federal HSIP, Gas Tax and Transit Fund
- Cypress Curve Realignment Project – HSIP & Gas Tax
  - Improve vertical and horizontal alignments; improve drainage and widen shoulders
- Paradise Signal Upgrades – HSIP & Gas Tax
  - Equip signals with battery backup, emergency vehicle detection and ADA pushbuttons
- Pearson Road Shoulder Widening – HSIP & Gas Tax
  - Widen shoulders, micro-surface, add bike lanes between Clark and Pentz
- Clark Road Safety Enhancements – HSIP & Gas Tax
  - Micro-surface, modify striping, add center turn lane, add ADA ramps



# 2030 – Building Safety & Waste Management

	<b>2012/13 Audited Actual</b>	<b>2013/14 Estimated Actual</b>	<b>2014/15 Budget</b>
Revenues	666,004	817,307	739,528
Expenses	(559,310)	(533,521)	(612,345)
Transfers In	0	0	0
Transfers Out	(110,950)	(132,109)	(144,351)
Net Income	(4,256)	151,677	(17,168)
Ending Fund Balance	31,948	183,625	166,457
Fund Balance %	4.8%	27.6%	22.0%

# 2070 – Animal Control

	<b>2012/13 Audited Actual</b>	<b>2013/14 Estimated Actual</b>	<b>2014/15 Budget</b>
Revenues	174,546	167,408	181,501
Expenses	(149,364)	(140,386)	(169,156)
Transfers In	14,264	0	16,381
Transfers Out	(24,605)	(25,986)	(28,726)
Net Income	14,841	1,036	0
Ending Fund Balance	2,838	3,874	3,874
Fund Balance %	1.6%	2.3%	2.0%

# 2120 – Gas Tax/Streets

	<b>2012/13 Audited Actual</b>	<b>2013/14 Estimated Actual</b>	<b>2014/15 Budget</b>
Revenues	971,971	1,134,056	1,052,768
Expenses	(972,923)	(986,917)	(1,042,179)
Transfers In	164,066	92,245	76,050
Transfers Out	(128,366)	(203,502)	(206,487)
Net Income	34,748	35,882	(119,848)
Ending Fund Balance	393,583	429,465	309,617
Fund Balance %	35.7%	36.1%	24.8%

# 5900 – Transit

	<b>2012/13 Audited Actual</b>	<b>2013/14 Estimated Actual</b>	<b>2014/15 Budget</b>
Revenues	882,199	971,507	922,289
Expenses	(863,147)	(891,347)	(983,353)
Transfers In	0	0	0
Transfers Out	(3,976)	(25,821)	(429,910)
Net Income	15,076	54,339	(490,974)
Ending Fund Balance	1,164,748	1,219,087	728,113
Fund Balance %	134%	133%	52%

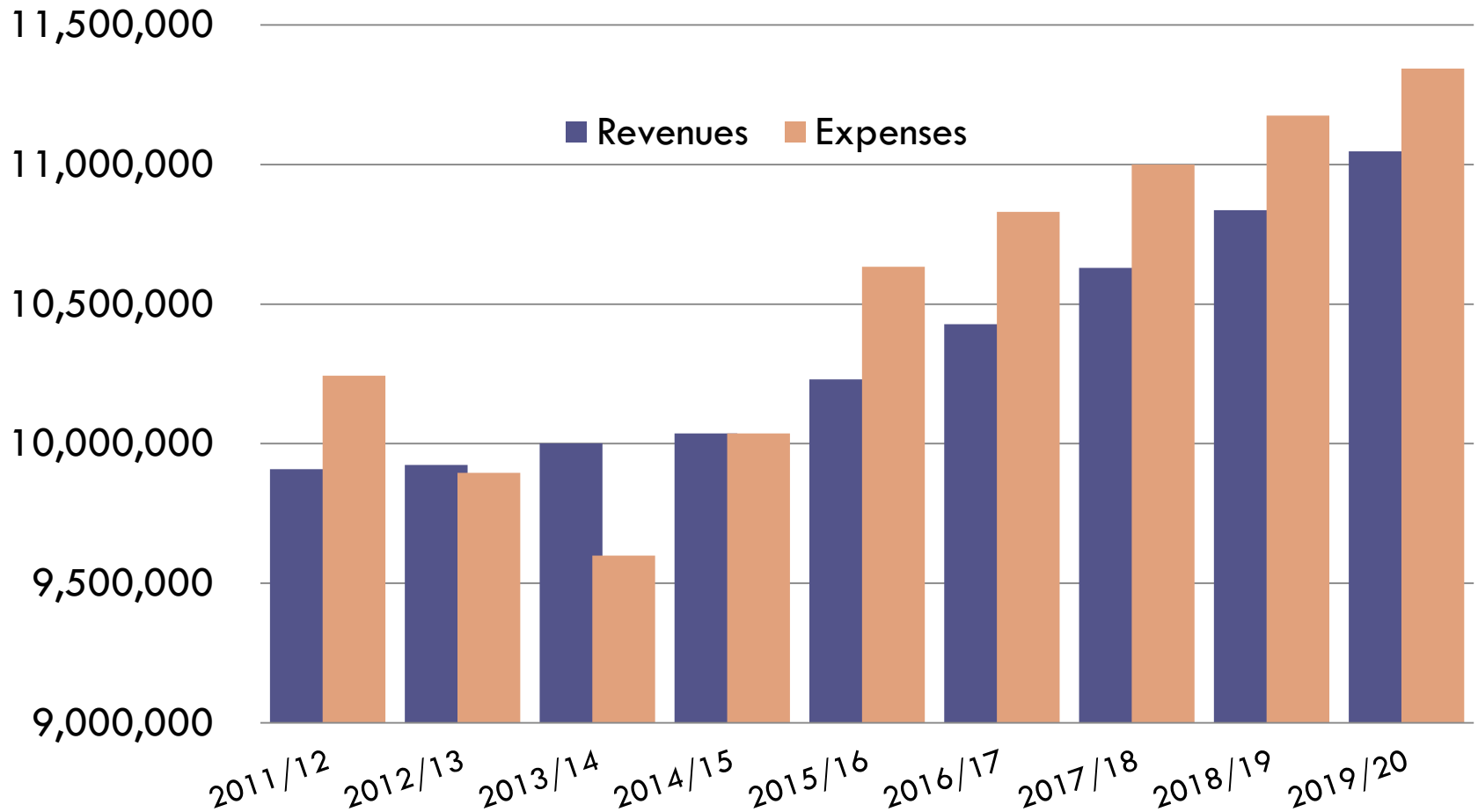
# General Fund Five Year Projection



# General Fund 5 Year Projection

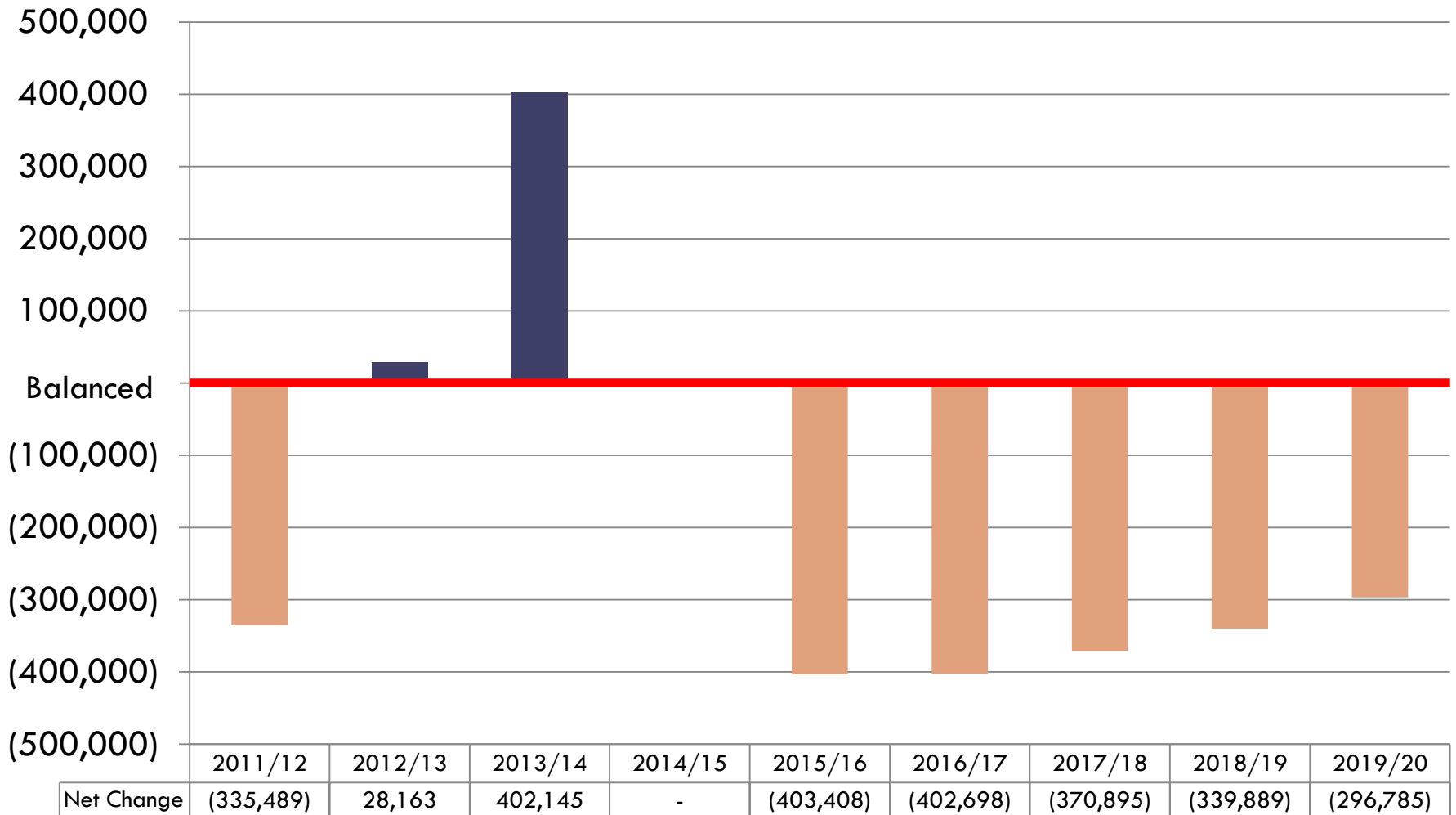
- Using Conservative Revenue and Expenditure Estimates for the next Five Years and restoring \$400,000 worth of “structural deficit” expenditures such as employee training, equipment purchases and facility maintenance
  - ▣ Revenues are projected to reach pre-recession levels by 2017/18
  - ▣ The Town would not be able to restore any frozen positions
  - ▣ The Town would be deficit spending the next 5 years

# Five Year General Fund Projection Revenue & Expenses



# Five Year General Fund Projection

## Net Change

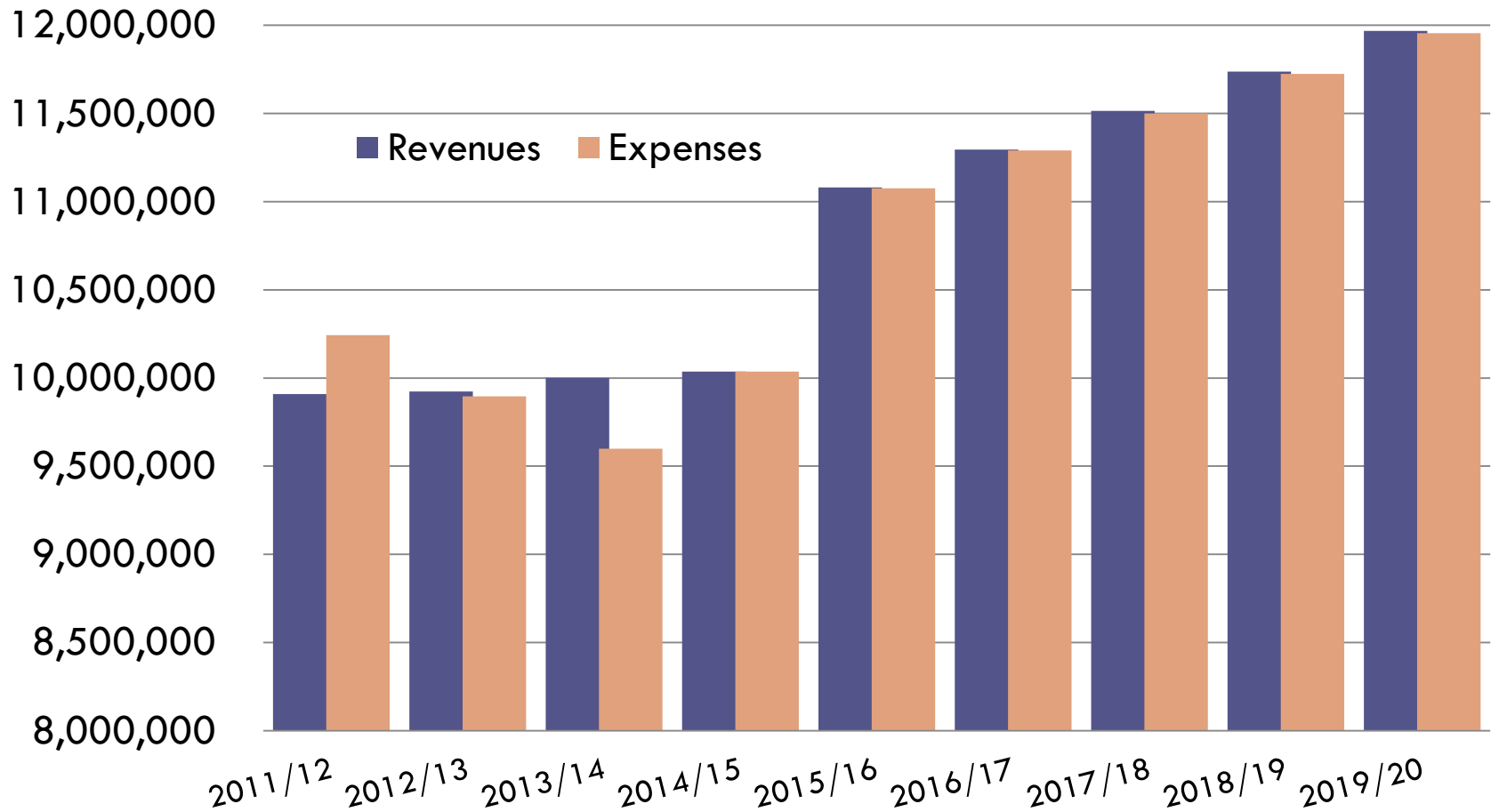




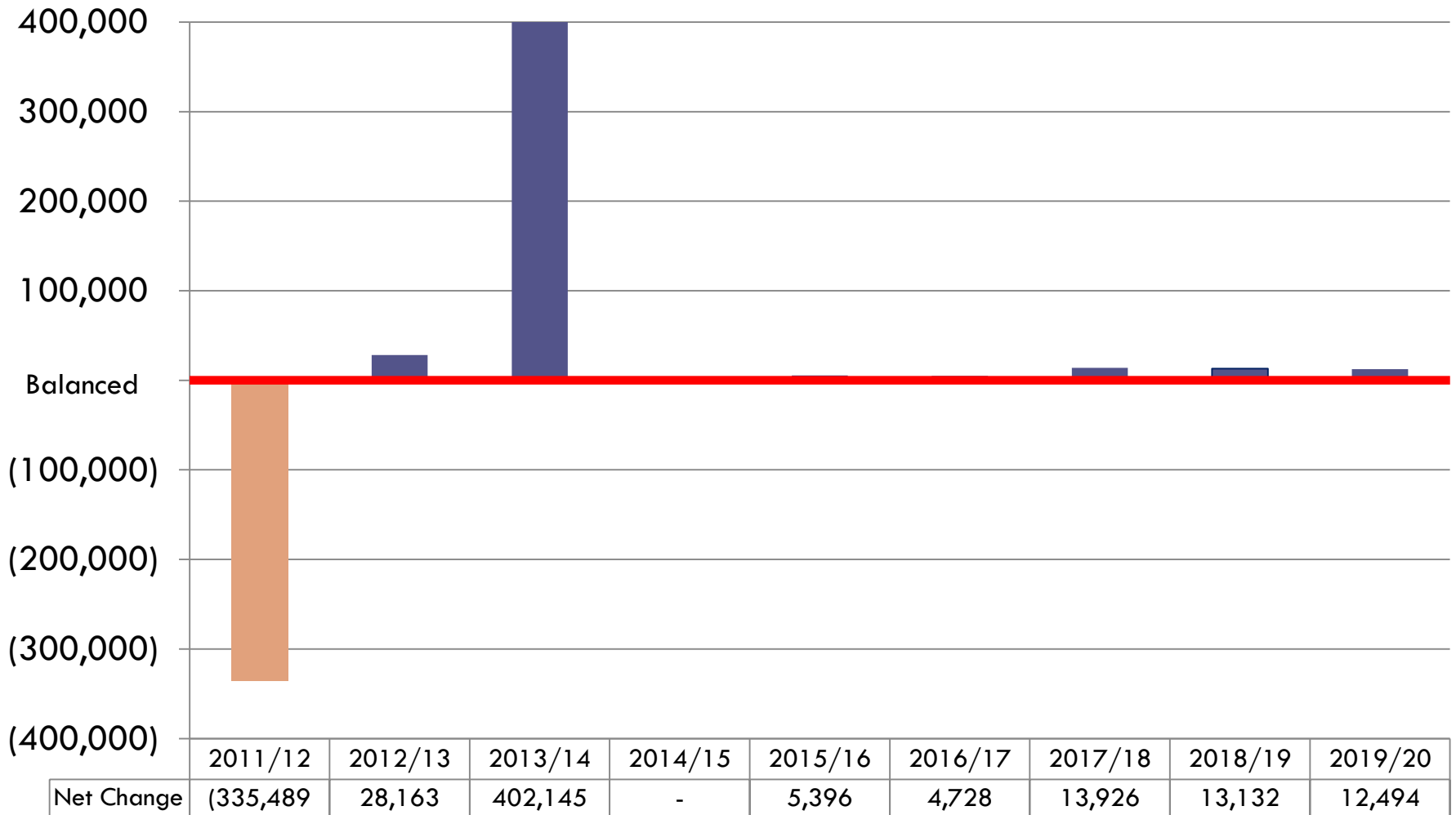
# General Fund Projection Assumptions With Passage of 0.50% Sales Tax

- With Conservative Revenue, Expenditure Estimates and \$850,000 added for the 0.50% sales tax initiative over the next Five Years
  - ▣ Some “Structural Deficit Items” could be funded
  - ▣ Some Police Officers could be restored
  - ▣ The CAL FIRE contract is sustained
  - ▣ A Fire Engine and some Police vehicles could be purchased
  - ▣ Some additional monies could be put toward streets/road maintenance
  - ▣ Monies could be put toward Animal Control, Sewer/Infrastructure investment, and Town facility maintenance
  - ▣ A small amount could be set aside for contingencies and TRANS financing elimination
- A long term projection shows the Town is better off after the 0.50% sales tax automatically terminates in 6 years
  - ▣ A small structural deficit may remain, but at least some equipment has been replaced and services maintained

# Five Year General Fund Projection With Passage of 0.50% Sales Tax



# Five Year General Fund Projection With Passage of 0.50% Sales Tax Net Change





# Questions

