

# FY 2024-25 Proposed Budget

City Council Meeting  
May 28, 2024

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## Topics

- Strategic Vision Overview
- Budget Update
- Budget Summary
- General Funds Overview
- Options
- Comments/Questions

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## Roadmap to Resiliency



Will require a multi action plan to achieve resiliency within the next 4 years



Will require open, transparent, and selfless conversations between staff, City Council, and the community about what can happen, what cannot happen, and what it will cost to achieve our shared objectives.



We will need ALL phases of the plan to be successful

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## Community Support

- Community support through local revenue growth will be a required part of the Resiliency Plan.
- City has not been perfect; it's time to focus on our future and not our past. We learn from our past as to not hit the same pitfalls, but we cannot allow the past to cloud our future
- Government, You and Me, not US and THEM.

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# Resiliency Roadmap



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## Update

### New Enterprise Resources Planning (ERP) System

- Finance (Live)
- Payroll (not implemented)
- General Ledger Reconciliation
- Historical Data
  - Questica

### Insurance Cost

- Increased 40%
- Cost increase is related to macro and micro increases throughout all insurance products
- Analysis has previously been done to show moving away from a pooled insurance strategy would keep or increase or premiums and force higher self-insured deductibles.

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# Budget Summary

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- General Fund = \$27.8M
- Measure S = \$3.9M
- All other Funds = \$50M
- ISF Budget = \$12M
- Total Op Budget = \$93.7M



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# Budget Summary – Revenues/Expenditures

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- Sales tax revenues, including Measure S, are expected to be flat in FY 24/25
- Property tax revenues are expected to have mild growth (3%)
- Other taxes revenue (including Cannabis) and Franchise Fees are expected to be \$1.9 M
- ARPA Funds Ending Balance is \$2.2M as of 06.30.24 (entirely committed).
- Expenditures are mostly status quo.



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## General Fund Overview

- Total Resources \$25,810,690  
(Includes Beginning Balance of \$2,104,398)
- Total Expenditures \$27,799,944
- Surplus/Deficit **\$(1,989,254)**
- Reserves (currently) \$5,157,644

- Deficit will be covered out of reserves.
- Reserves Ending Balance \$3.2M

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## Measure S Overview

- Total Resources \$3,891,000
- Total Expenditures \$3,891,000

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## Measure S Funded Positions

18  
Positions

Police Officer (5)

Public Safety Dispatcher (3)

Code Enforcement (1)

Fire Marshal (1)

Fire Division Chief (1)

Fire Captains (3)

Fire Engineers (3)

Computer Technician (1)

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## Measure S

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### Special Projects

- Public Safety Communication System  
\$225,000
- Business Management software  
\$20,000

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# American Rescue Plan Act (ARPA) – Fund 167

## Significant Projects include:

• Positions (2)	\$345K
• Excess amount T/O to GF	\$275K
• Fire Station Bathroom Remodeling	\$200K
• ERP Project	\$196K
• Hwy 12 Storm Drainpipe Line	\$151K
• Homelessness Project	\$100K
• Community Garden Project	\$79K
• GL Reconciliation Project	\$70K
• ERP Project Management	\$66K
• Council Chamber Communication System	\$44K
• IT Infrastructure (servers)	\$28K

Fund Balance  
\$1,749,300

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## ARPA Revenue Loss Recovery Fund – Fund 069

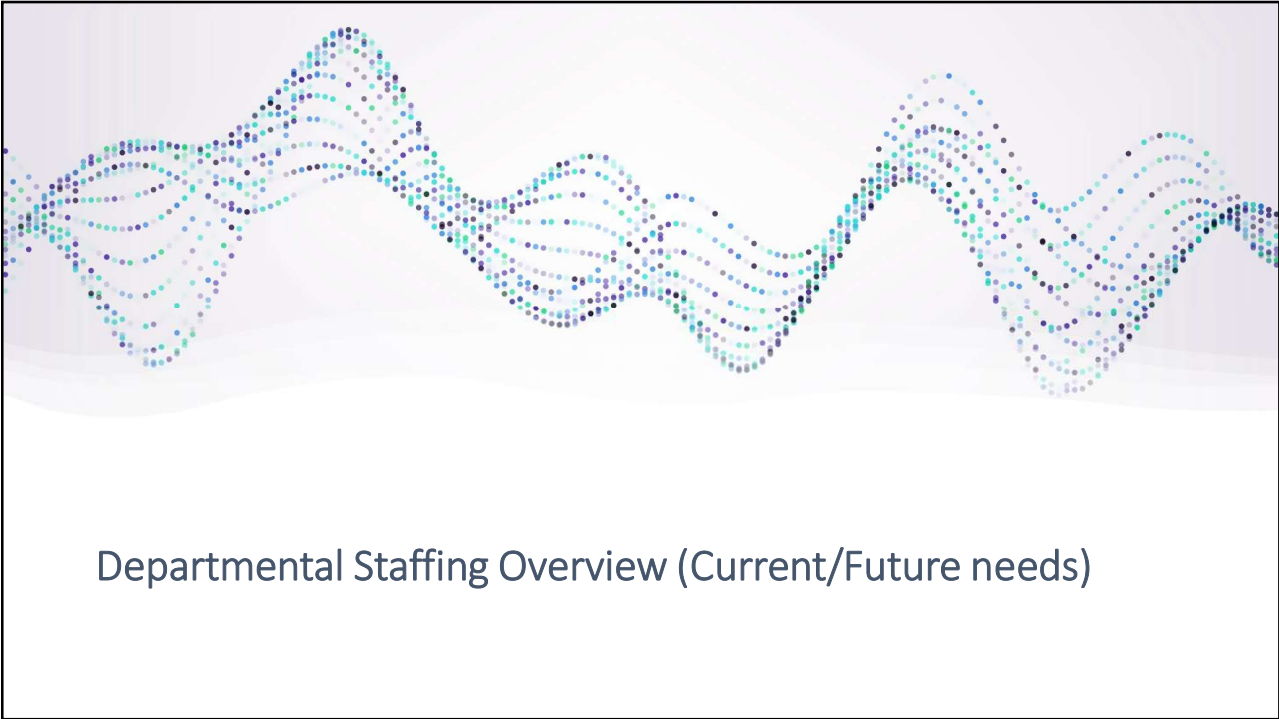
## • Significant Projects Include:

- Ballistic Panels for PD \$73K
- Excess amount T/O to GF \$353K

Fund Balance  
\$426,700

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## Elected Officials

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$8,403	\$0	\$(8,403)
Expenditures	\$401,170	\$512,252	\$111,082
Surplus/Shortfall	\$(392,767)	\$(512,252)	

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## City Manager

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$67,960	\$118,800	\$50,840
Expenditures	\$613,931	\$697,367	\$83,436
Surplus/Shortfall	\$(545,971)	\$(578,567)	

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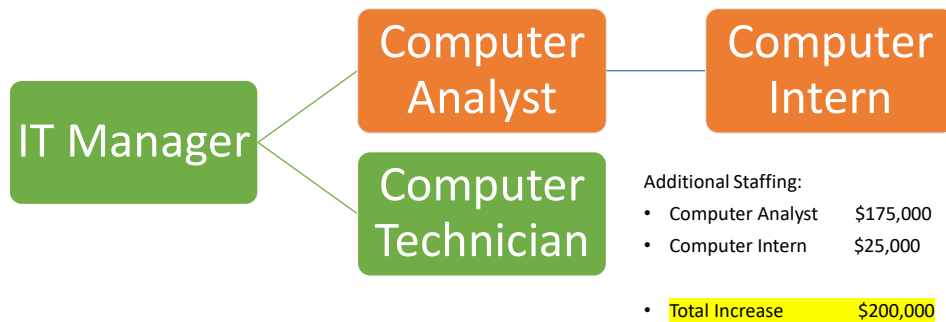
## Information Technology Department

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$707,575	\$847,347	\$139,772
Expenditures	\$731,746	\$847,347	\$115,601
Surplus/Shortfall	\$(24,171)	\$0	

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## Information Technology Department



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## Non-Departmental

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$18,995,057	\$16,580,042	\$(2,415,015)
Expenditures	\$1,670,103	\$1,286,706	\$(383,398)
Surplus/Shortfall	\$17,324,954	\$15,293,617	

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# Fire Department

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$2,130,489	\$2,042,171	\$(88,318)
Expenditures	\$5,475,886	\$5,762,340	\$286,454
Surplus/Shortfall	\$(3,345,397)	\$(3,720,169)	

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Staffing  
Needs  
Project:  
Fire  
Department



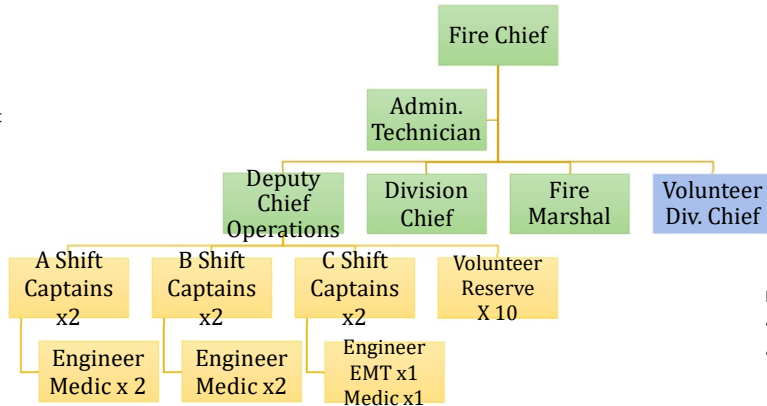
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# 2024 ORGANIZATIONAL CHART

16.5 F.T.E.

- 4 Command Staff
- .5 Admin Assistant
- 12 Suppression
- 10 Reserves



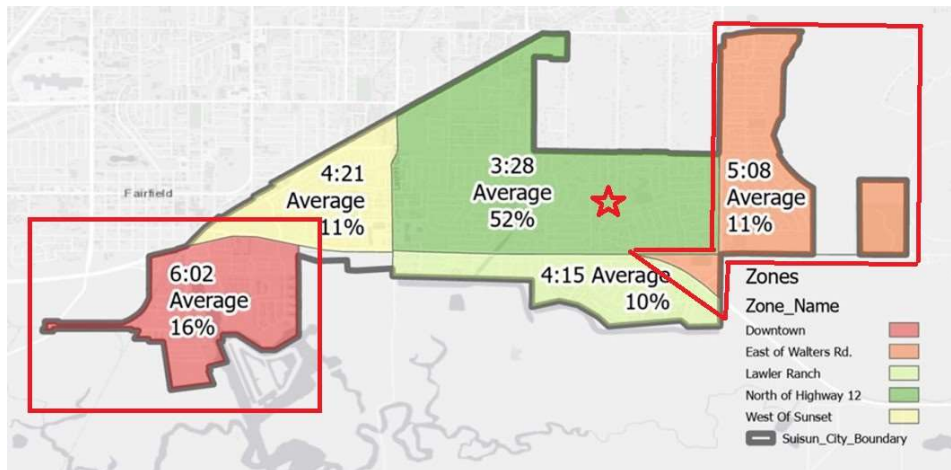
**Daily Staffing**

- 1 Duty Chief
- 2 Engine Companies Staff 2/O

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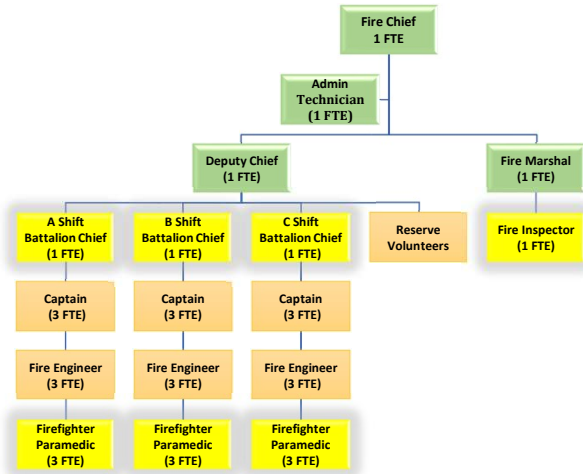
## Challenges: Services & Response Times



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# Best Practice: Three Staffed Fire Stations



## Benefits

- Align staffing with industry standards
- 3/0 Staffing per Engine
- Improved ISO Rating
- Improved Response Times
- Emergency Preparedness: EOC Facility
- **2<sup>nd</sup> & 3<sup>rd</sup> Fire Station**

## Fiscal Budget

- Annual Net Increase \$ 2,932,342

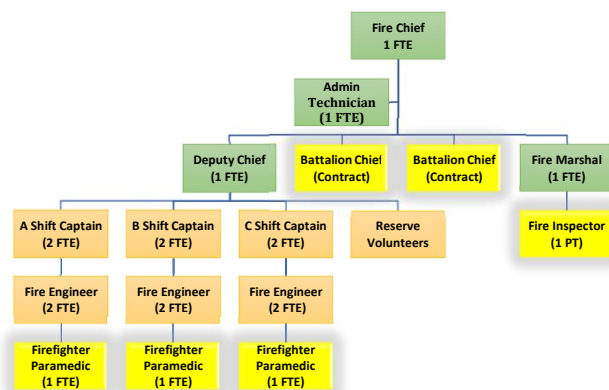
## Industry Staffing Standard

- 1 Firefighter per 1000 population

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# Bronze Option: 1 Admin Tech, PT Fire Inspector, 3 FTE Firefighter Paramedics, & Contract BC Coverage



## Benefits

- Administrative Support
- One Engine to 3/0 staffing
- Paramedic services at FF/Eng
- Effective Company Officer supervision
- Contract BC Coverage

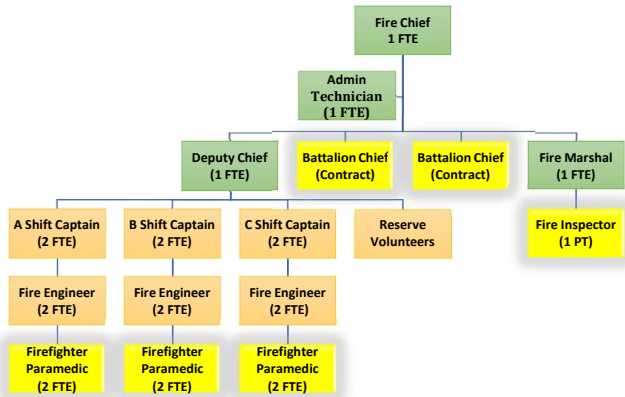
## Fiscal Budget

- Annual Net Increase \$358,917.06

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## Silver Option: 1 FTE Admin Tech, PT Fire Inspector, 3 FTE Firefighter Paramedics, & Contract BC Coverage



### Benefits

- Administrative Support
- Two Engines to 3/0 staffing
- Sustainable Paramedic services
- Effective Company Officer supervision
- Contract BC Coverage

### Fiscal Budget

- Annual Net Increase \$786,590.80

### Industry Staffing Standard

- 1 Firefighter per 1000 population

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## Finance Department

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$1,511,485	\$1,751,560	\$240,075
Expenditures	\$1,998,281	\$2,175,188	\$176,907
Surplus/Shortfall	\$(486,796)	\$(423,628)	

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# Finance Overview

**Accounting Services:** General Ledger (GL), Accounts Payable (AP), Accounts Receivable (AR), Financial Statements (FS), Business License (BL), Payroll, Fixed Asset.

**Auditing Services:** Financial Statements, Single Audit (Federal Funds), Measure S Audit, Suisun-Solano Water Authority (SSWA) Audit.

**Budgeting Services:** City Budget, SSWA, Bay Home, HUD Voucher Program.

**Utilities:** Water/Sewer billing, 8,500 accounts, shut-offs, collections, late billing, etc.

**Reporting:** Federal, State, County, Local, other agencies (NBS)

**Debt Services:** Water bonds, Successor Agency, City

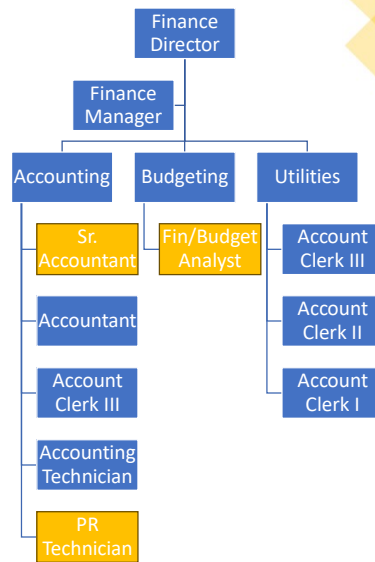
**Investment Services:** City, Investment Report, LAIF, Public Financial Management (PFM)

**New Positions:**

❖ Sr. Accountant	\$166,000
❖ Financial/Budget Analyst	\$166,000
❖ Accounting Technician (PR)	\$130,000
<b>Total Increase:</b>	<b>\$462,000</b>

**Benefits:**

- ❖ Timeliness: audit, budget, annual reports, quarterly updates, accounting records, etc.
- ❖ Additional projects: ERP, streamline, paperless, efficiency, up-to-date records, fixed assets, fleet management, update policies and procedures, accounting manual.
- ❖ Additional assistance to other departments with accounting and budgeting services.
- ❖ Grants and Contracts management.
- ❖ Succession Plan: cross-training, work-life balance.



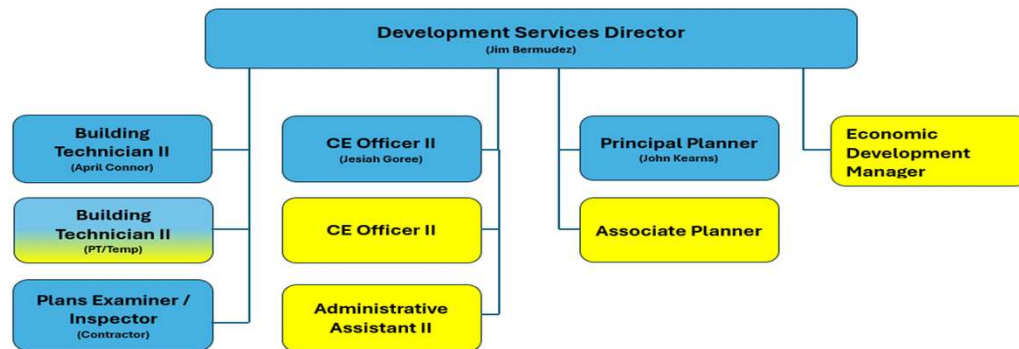
# Development Services Department

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$858,109	\$1,056,520	\$(88,318)
Expenditures	\$2,207,886	\$2,424,448	\$286,454
Surplus/Shortfall	\$(1,349,777)	\$(1,367,928)	

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## Development Services Department – Silver Option



### New Positions:

- Code Enforcement Officer II
- Administrative Assistant II
- Associate Planner
- Senior Economic Development Program Manager
- Building Technician II (Convert to FTE)

### Fiscal Budget

- Annual Net Increase \$734,000.00

### Benefits:

- Stabilize the Counter – Expand Hours/Customer Service
- PT/Temp transition to FTE – Back-up (Reliability)
- Transition to Proactive Code Enforcement
- Admin Assistant expands CE Officer field presence
- Mid-Management role for Principal Planner (oversee Planning and Building)
- Commence and activate an enhanced ED Program
- Employee Retention

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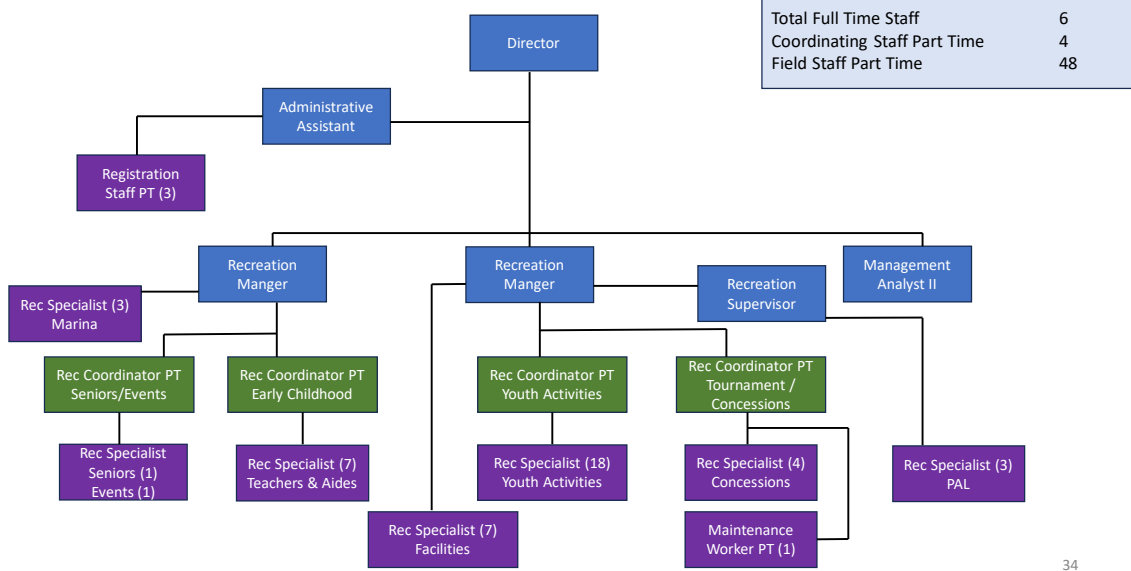
# Recreation, Parks, & Marina Department

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$805,282	\$949,000	\$143,718
Expenditures	\$1,581,572	\$1,813,622	\$232,050
Surplus/Shortfall	\$(776,290)	\$(864,622)	

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## Recreation, Parks, & Marina Organizational Chart -Current



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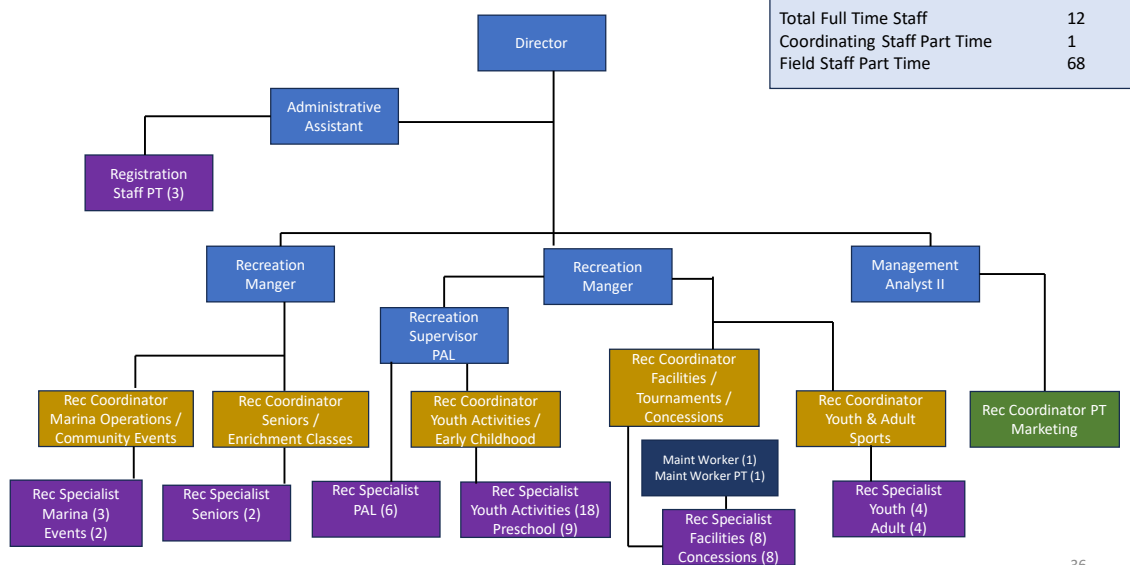
## CURRENT STRUCTURE CHALLENGES

- Part time staff are limited in the hours they can work
- Expansion of programs is limited by part time coordinators ability to work more hours
- Current Managers are directly coordinating programs and directly supervising part time staff Recreation Specialists
- We operate this structure as it is the maximum staff that funding will allow

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## Recreation, Parks, & Marina Organizational Chart –Silver Level



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## **BENEFITS OF THE SILVER MODEL**

- Expanded programs and revenue generation
- Expanded staff capacity and provides proper departmental oversight
- Recreation Managers can focus on development, projects, and long-term planning rather than day to day operations
- Adding adult and youth sports programming for the community
- Provides specific attention to sports field maintenance
- Provides a better service to the community

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## **COSTS OF THE MODEL**

➤ Transition of 4 part-time Recreation Coordinators to 5 full-time and 1 part-time	\$425,000
➤ Addition of 1 full time Maintenance Worker to address sports field needs	\$120,000
➤ Part-time staff enhancement with program growth	\$380,000
➤ Total increased cost for this model	\$925,000
➤ Revenue cost recovery goal of 65%	\$601,250
➤ Total net cost to general fund	\$323,750

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# Human Resources Department

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$0	\$0	\$0
Expenditures	\$282,455	\$317,275	\$34,820
Surplus/Shortfall	\$(282,455)	\$(317,275)	

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# Human Resources

## Benefits

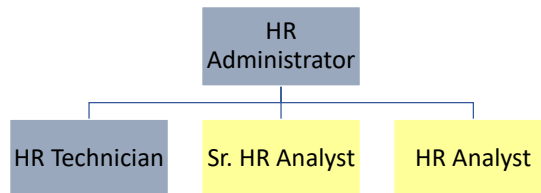
- Transition from a reactive to a proactive support role for the City and Departments in all areas of Human Resources
- Realign department staff ratio to citywide staffing levels
- Enhance recruitment efforts and HR technology
- Maintain, develop, update policies, procedures, job descriptions, facilitate implementation of changing legal requirements and new programs and initiatives
- Staff development, succession planning, employee engagement, and retention
- Proactive planning and implementation of the ADA Transition Plan, a performance management program, a diversity and inclusion program, and other initiatives to reduce risk and liability

## New Positions

- HR Analyst and Senior HR Analyst

## Fiscal Budget

- Annual Net Increase \$358,128



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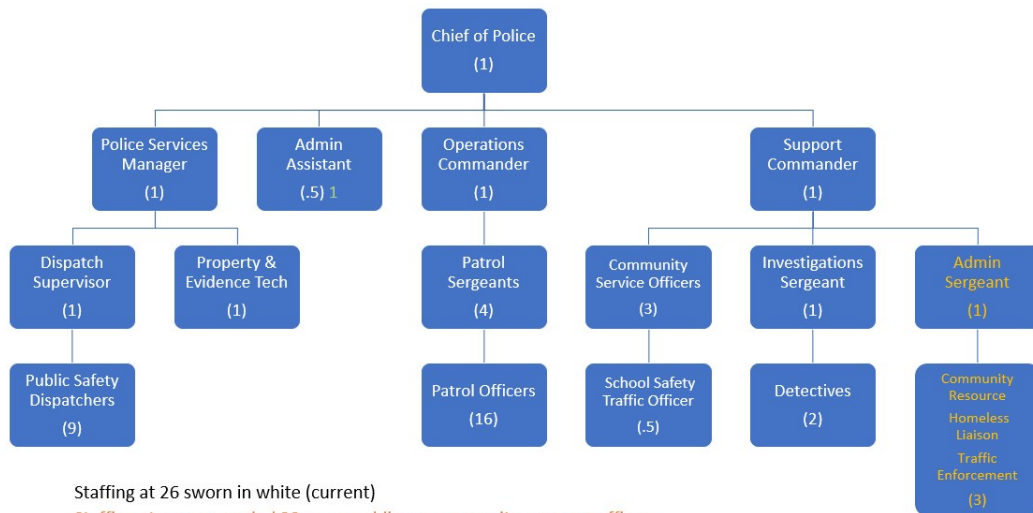
# Police Department

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$1,782,534	\$2,773,704	\$991,170
Expenditures	\$9,806,143	\$11,409,725	\$1,603,582
Surplus/Shortfall	\$(8,023,609)	\$(8,636,021)	

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## Best Practices Service Level for SCPD Staffing 2024



Staffing at 26 sworn in white (current)

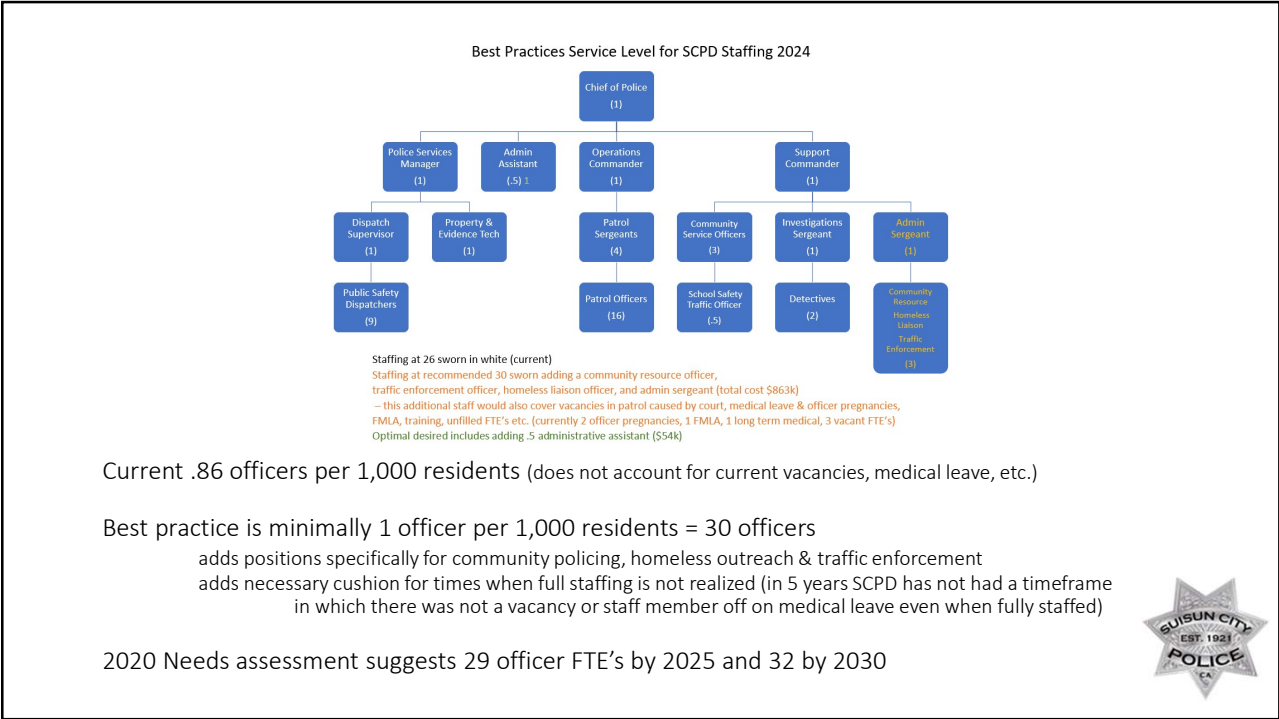
Staffing at recommended 30 sworn adding a community resource officer, traffic enforcement officer, homeless liaison officer, and admin sergeant (total cost \$863k)

– this additional staff would also cover vacancies in patrol caused by court, medical leave & officer pregnancies, FMLA, training, unfilled FTE's etc. (currently 2 officer pregnancies, 1 FMLA, 1 long term medical, 3 vacant FTE's)

Optimal desired includes adding .5 administrative assistant (\$54k)



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**Staffing at 2 and 1 Call Response Averages**

	Time to Dispatch	Dispatch to On Scene	Created to Arrived
<b>Priority 1 Incidents</b>	00:01:38	00:05:25	00:07:04
<b>Priority 2 Incidents</b>	00:09:07	00:04:43	00:13:51
<b>Priority 3 Incidents</b>	00:43:31	00:06:49	00:50:20

**Staffing at 3 and 1 Call Response Averages**

	Time to Dispatch	Dispatch to On Scene	Created to Arrived
<b>Priority 1 Incidents</b>	00:00:58	00:02:36	00:03:35
<b>Priority 2 Incidents</b>	00:05:52	00:06:36	00:12:29
<b>Priority 3 Incidents</b>	00:11:28	00:07:01	00:18:30



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Staffing at 2 and 1 Call Response Averages			
	Time to Dispatch	Dispatch to On Scene	Created to Arrived
Priority 1 Incidents	00:01:38	00:05:25	00:07:04
Priority 2 Incidents	00:09:07	00:04:43	00:13:51
Priority 3 Incidents	00:43:31	00:06:49	00:50:20

Staffing at 3 and 1 Call Response Averages			
	Time to Dispatch	Dispatch to On Scene	Created to Arrived
Priority 1 Incidents	00:00:58	00:02:36	00:03:35
Priority 2 Incidents	00:05:52	00:06:36	00:12:29
Priority 3 Incidents	00:11:28	00:07:01	00:18:30

When at a 3-officer staffing, officers get to priority 1 calls 4 minutes faster and priority 3 calls 32 minutes faster than when staffed with only 2 officers and 1 supervisor. When deploying a shift of only two officers, it is difficult to respond to priority 1 and 2 calls that often happen simultaneously.

Priority 1 call: similar to robbery in progress, shooting or domestic violence.

Priority 2 call: similar to verbal altercation w/ no weapons, non-injury accident blocking the roadway.

Priority 3 call: similar to a report for a past theft or other report, or an ongoing neighbor dispute involving a civil issue where we are called to mediate.



Crimes & Clearances Agencies: Suisun. Years: 2013 - 2022.

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Clearance Rates</b>										
Violent Crimes	40.6	32.4	60.5	40	56.4	49.5	74.6	61.9	65.3	42.2
Homicide	100	0	0	null	33.3	100	null	100	100	0
Forcible Rape	0	22.2	40	37.5	62.5	23.1	90.9	46.7	63.2	25
Robbery	28.6	20.7	70	17.4	39.5	27.8	65.7	51.9	58.3	6.3
Aggravated Assault	60	48.3	60	53.7	69.2	60.7	76.5	67	68.5	56.9
Property Crimes	9.8	10.7	21.7	14.5	9.4	4.5	35.8	25.6	13	6.3
Burglary	13.6	15.6	22.5	10.1	12.7	3.7	40.6	40.2	15.3	9.7
Motor Vehicle Theft	4.2	3.8	5.2	3.8	4.5	2.2	44	30.3	10.7	3.1
Larceny-Theft	10.3	11.2	24	17	9.6	5	33.2	21.5	13.1	6.6
Arson	50	50	40	40	25	20	36.4	55	35.7	40

Above Shows Clearance Percentages via DOJ Website (not number of crimes)



Crimes & Clearances Agencies: Suisun. Years: 2013 - 2022.

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Clearance Rates										
Violent Crimes	40.6	32.4	60.5	40	56.4	49.5	74.6	61.9	65.3	42.2
Homicide	100	0	0	null	33.3	100	null	100	100	0
Forcible Rape	0	22.2	40	37.5	62.5	23.1	90.9	46.7	63.2	25
Robbery	28.6	20.7	70	17.4	39.5	27.8	65.7	51.9	58.3	6.3
Aggravated Assault	60	48.3	60	53.7	69.2	60.7	76.5	67	68.5	56.9
Property Crimes	9.8	10.7	21.7	14.5	9.4	4.5	35.8	25.6	13	6.3
Burglary	13.6	15.6	22.5	10.1	12.7	3.7	40.6	40.2	15.3	9.7
Motor Vehicle Theft	4.2	3.8	5.2	3.8	4.5	2.2	44	30.3	10.7	3.1
Larceny-Theft	10.3	11.2	24	17	9.6	5	33.2	21.5	13.1	6.6
Arson	50	50	40	40	25	20	36.4	55	35.7	40

Crime clearance rates are related to staffing levels, response times and officer expertise (which is tied to officer tenure). SCPD struggles to provide clearance rates on par with its neighbors in Solano County in the areas of violent crimes, burglary, robbery and aggravated assault.

*Police Departments Nationwide Are Struggling to Solve Crimes*  
 Jeff Asher, New York Times, 2023

“Having fewer officers available to respond to the scene of a crime means fewer clues, fewer witnesses and fewer tips for detectives to go on. It also means significantly longer response times, leaving clues to grow stale and witnesses to disappear before officers arrive...It may seem obvious, but it takes bodies, time and sustained effort to work a case.”



Previous SCPD crime clearance rates, longer response times and lack of directed resources toward community concerns (exacerbated by consistent staffing deficiencies) indicate a need to improve staffing to a best practice level. This will in turn assist to retain a core group of experienced officers that will provide outreach and community policing services to our community while also holding violators accountable when necessary, discouraging criminal behavior within the city limits of Suisun City.





# Public Works Department

Description	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Difference
Revenue	\$499,073	\$560,309	\$991,170
Expenditures	\$985,368	\$1,353,290	\$1,603,582
Surplus/Shortfall	\$(486,295)	\$(792,981)	

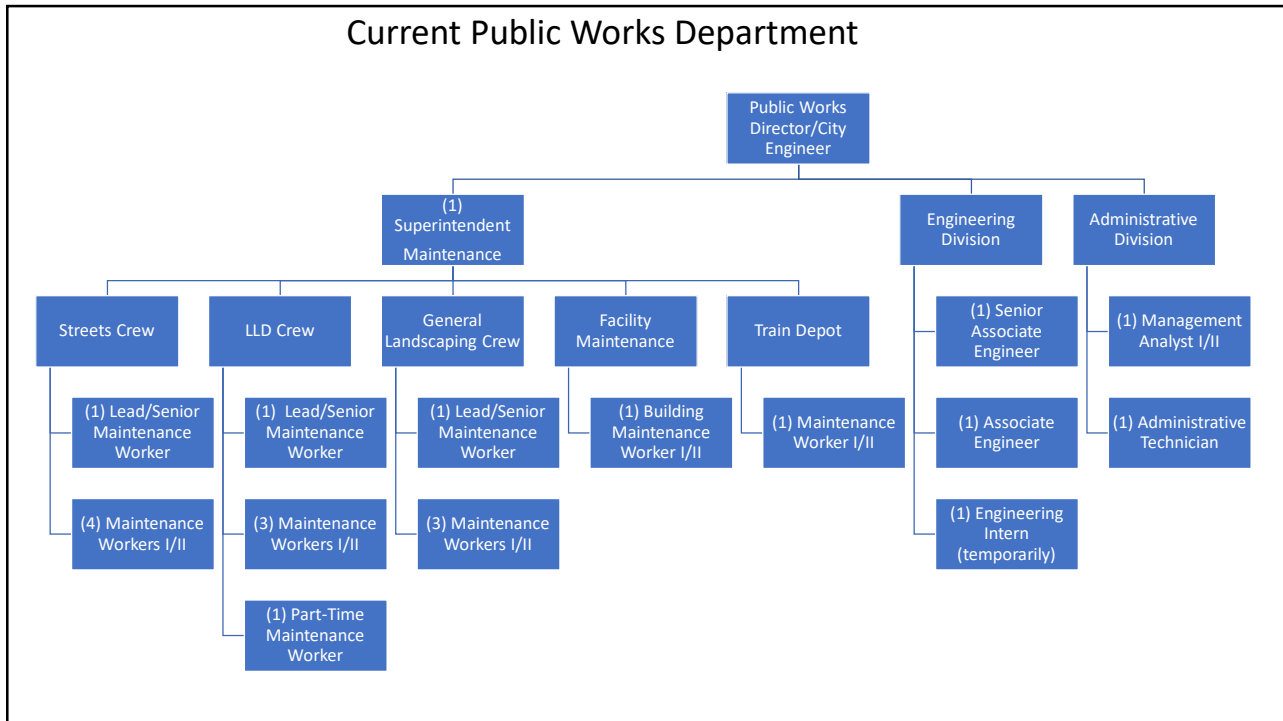
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## Current Public Works Department

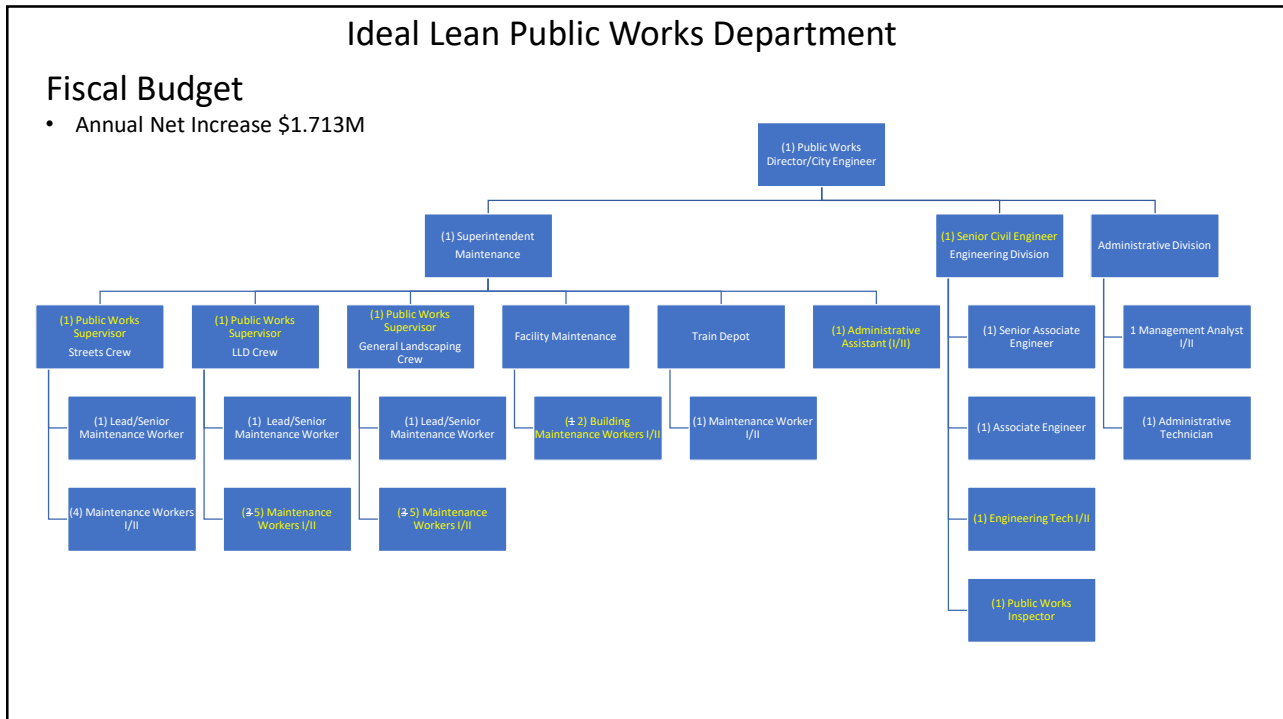


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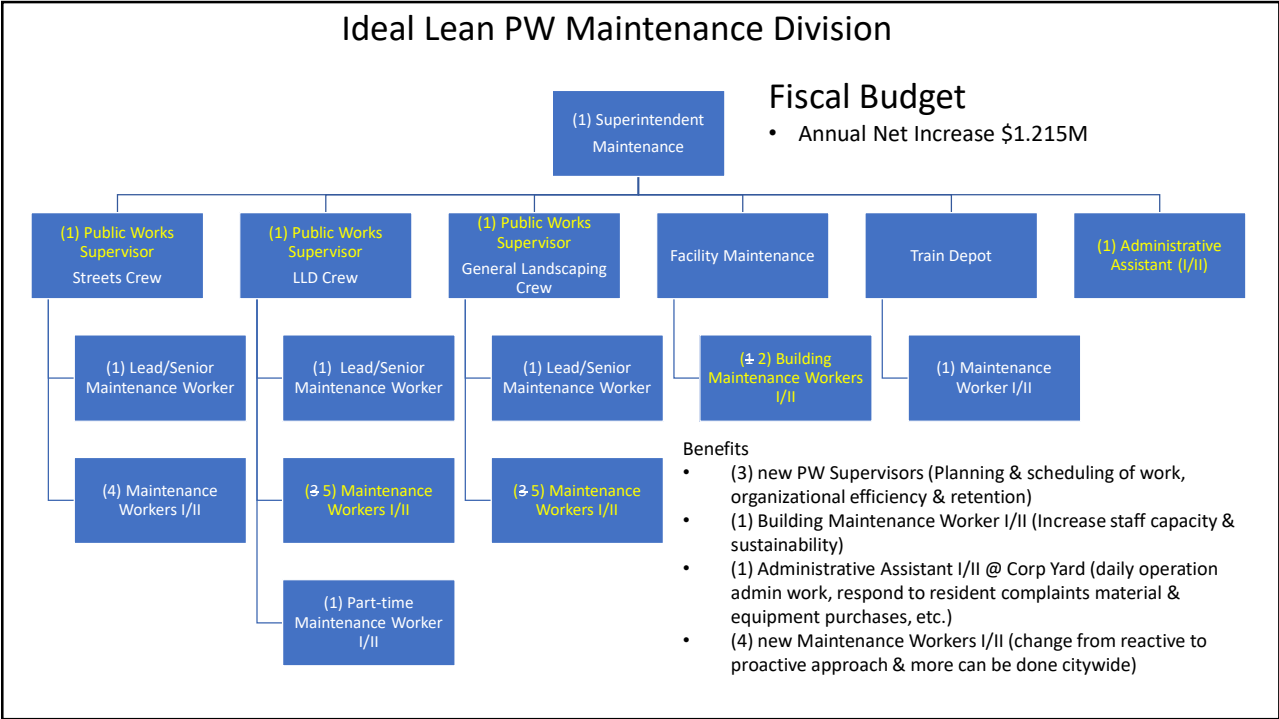
## Ideal Lean Public Works Department

### Fiscal Budget

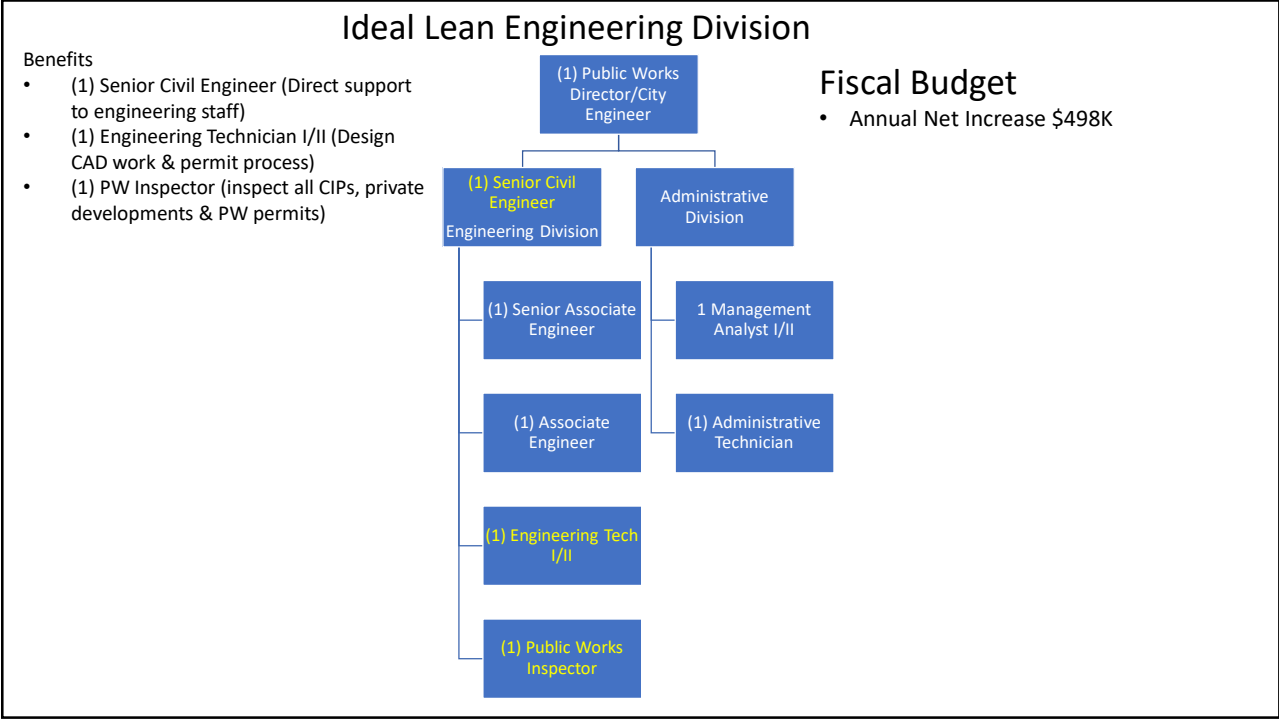
- Annual Net Increase \$1.713M



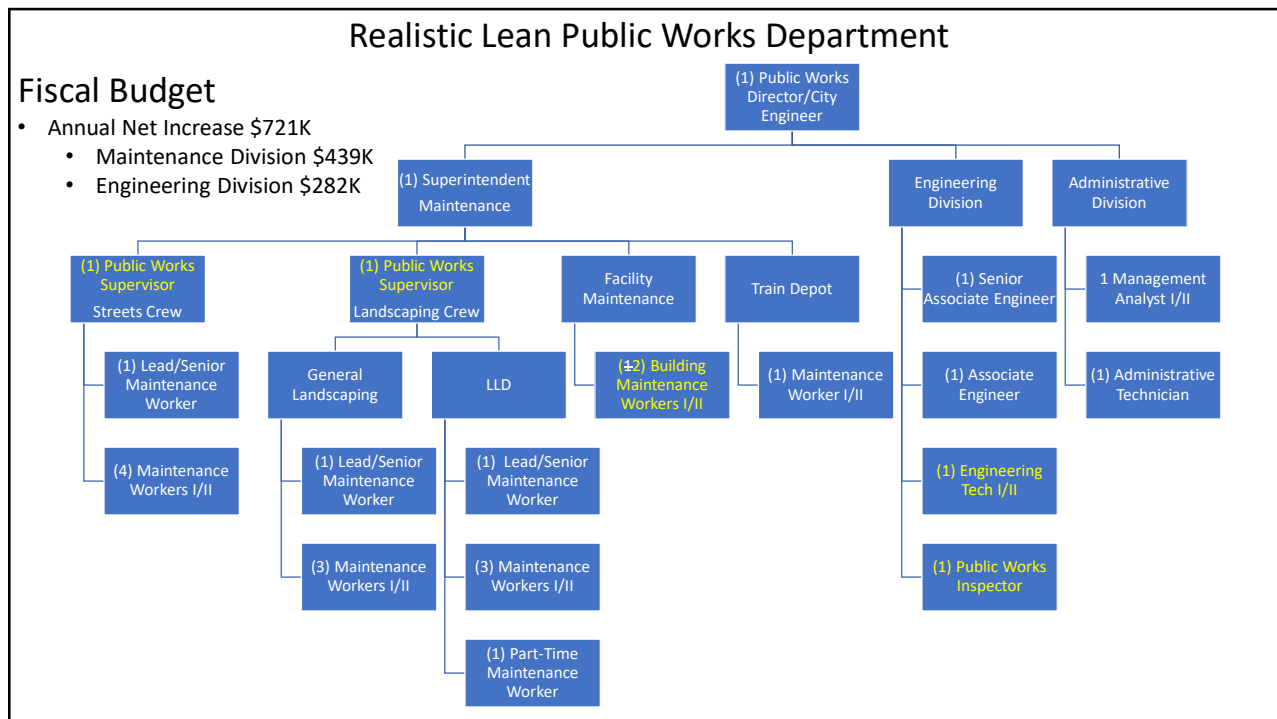
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## Options

- Possible decision on FY 24/25 major expenditures:
 

✓ Economic Development Strategy & Implementation Plan	\$125K
✓ Homelessness Project	\$100K
✓ Development Impact Fees study	\$100K
✓ Strategic Planning Retreat with Council	\$75K
✓ Economic Development Marketing	\$45K
<b>✓ Total Savings</b>	<b>\$445,000</b>

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# Comments/Questions

