

ADOPTED BUDGET

FISCAL YEAR 2020-21



CITY OF
CHULA VISTA

California



ADOPTED BUDGET FISCAL YEAR 2021

MARY CASILLAS SALAS
MAYOR

MIKE DIAZ
COUNCILMEMBER

JILL GALVEZ
COUNCILMEMBER

JOHN MCCANN
COUNCILMEMBER

STEPHEN PADILLA
COUNCILMEMBER

MARIA KACHADOORIAN
City Manager

KERRY BIGELOW
City Clerk

GLEN R. GOOGINS
City Attorney



ADMINISTRATION

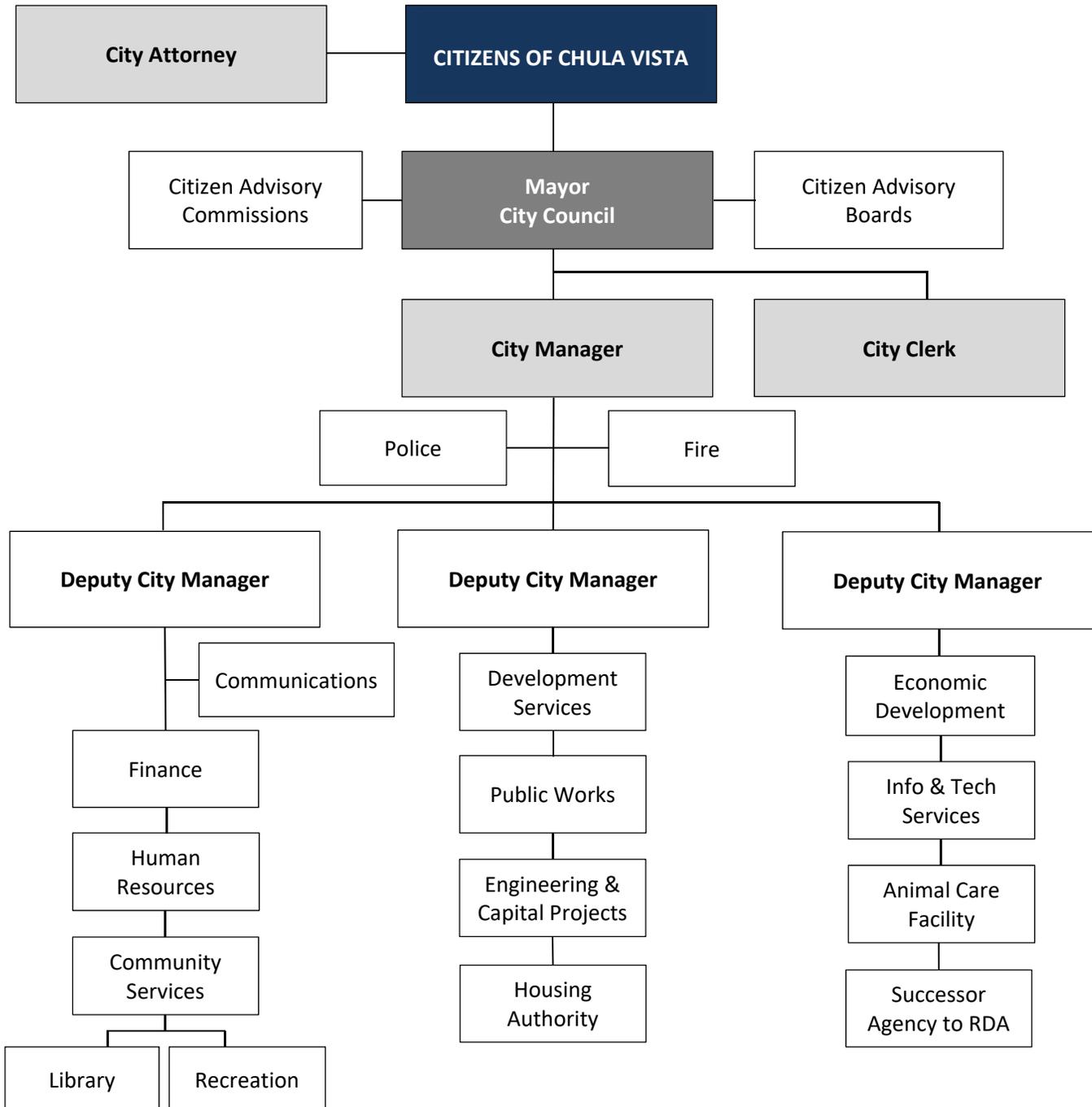
Maria Kachadoorian	City Manager
Kelley Bacon	Deputy City Manager
Kelly Broughton	Deputy City Manager
Eric Crockett	Deputy City Manager

DIRECTORS

Tracy Lamb	Director of Community Services
Tiffany Allen	Director of Development Services
William Valle	Director of Engineering and Capital Projects
David Bilby	Director of Finance
Jim Geering	Fire Chief
Courtney Chase	Director of Human Resources/Risk Management
Edward Chew	Director of Information Technology Services
Roxana Kennedy	Chief of Police
Iracsema Quilantan	Director of Public Works



Organizational Chart



Chula Vista at a Glance



About Chula Vista

Today 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 approximately 272,000. Chula Vista boasts more than 52 square miles of coastal landscape, canyons, rolling hills, mountains, quality parks, and miles of trails. Chula Vista is a leader in conservation and renewable energy, has outstanding public schools, and has been named one of the top safest cities in the country. Thus, the city serves as a base for strong education, clean technology, and advanced manufacturing to its growing and well-educated middle-class.

Chula Vista means “beautiful view” and this is shown through great year-round weather with miles of trails, coastline, and mountains. The open space beckons runners, hikers, cyclists, birders, and outdoors enthusiasts from the bay to the lakes. The bayfront, the Sweetwater Marsh National Wildlife Refuge, and the Living Coast Discovery Center showcase the unique animals and plants of Southern California. The city provides enough services to enjoy every end of its “beautiful view”. The Chula Vista Marina & Yacht Club awaits kayakers and boaters. Additionally, the Bayshore Bikeway gives a two-wheeled tour of more wonders on San Diego Bay.

Shopping, dining, and entertainment abound with two major malls and a historic downtown district. Otay Ranch Town Center is an exciting outdoor shopping, dining, and entertainment destination.

Chula Vista Center in the downtown area boasts major retailers, dining, movie theaters, and more than 100 fine specialty shops. And, Third Avenue Village, billed as the cultural center of the city, features historic buildings, unique shops, landmark restaurants, and seasonal outdoor music concerts. It’s also home to a brewery and tasting rooms.

Established neighborhoods, modern communities, start-up firms, corporations, nationally recognized entertainment venues, the Chula Vista Elite Athlete Training Center, 65 parks, an award winning nature center and a historic downtown all contribute to Chula Vista’s attraction for both families and businesses.

For more information regarding the City of Chula Vista, please visit our website at www.chulavistaca.gov.

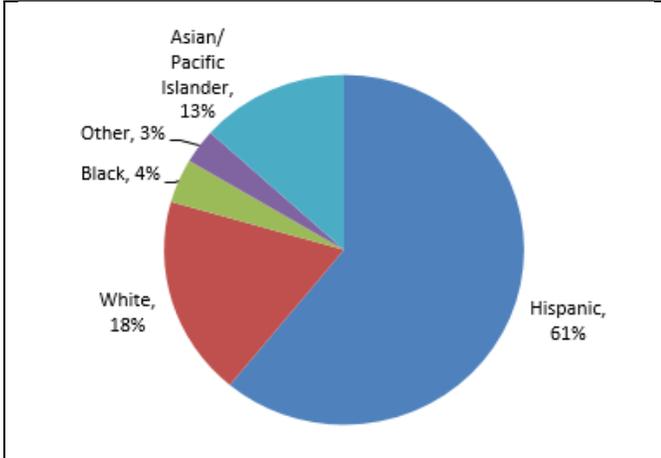
General Information

Incorporated.....1911
 Government.....Council/Manager
 Bond Rating.....AA-

Population

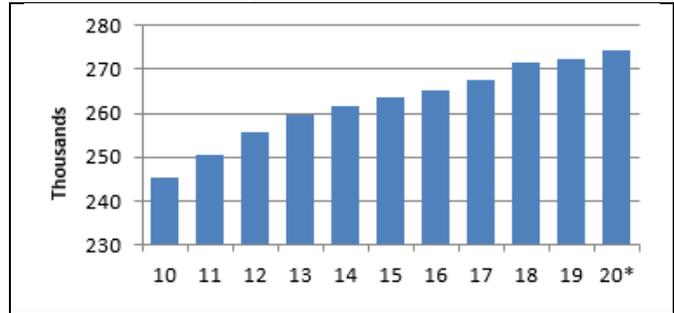
Population.....272,202
 Median Age..... 33.5
 Source: Population data, California Department of Finance.
 Median Age, San Diego Association of Governments estimates.

Population by Ethnic Group



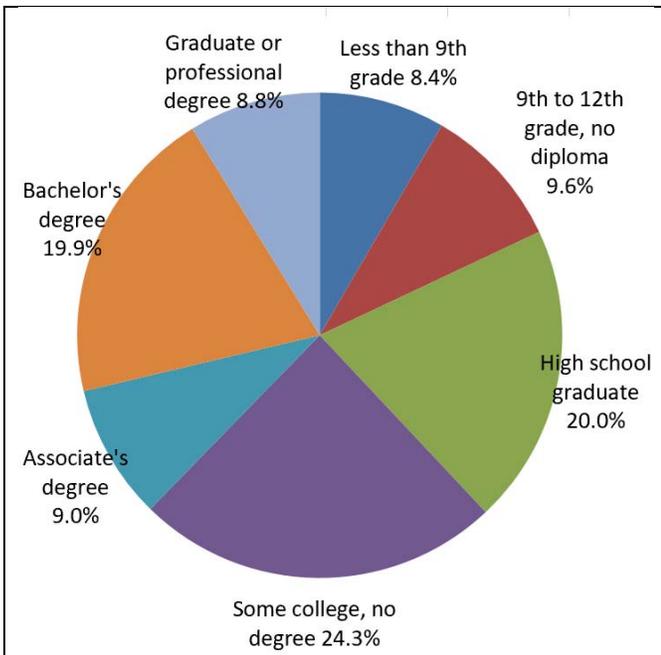
Source: San Diego Association of Governments, Current Estimates

Chula Vista Population Growth



Note: This data represents calendar year population numbers.
 *2020 population numbers are projections.
 Source: California Department of Finance and City of Chula Vista staff

Educational Attainment ¹



¹Based on population 25 years and over.
 Source: U.S. Census Bureau, 2018 American Community Survey

Elementary Schools

Chula Vista Elementary School District
www.cvesd.org
 (619) 425-9600
 Number of Schools ¹.....49
 Projected Enrollment.....29,600
¹Includes 5 dependent and 3 independent charter schools.

Secondary Schools

Sweetwater Union High School District
www.sweetwaterschools.org
 (619) 691-5500
 Number of Schools¹.....31
 Projected Enrollment.....40,364
¹Includes middle schools, high schools, adult schools, and alternative education sites.

Housing

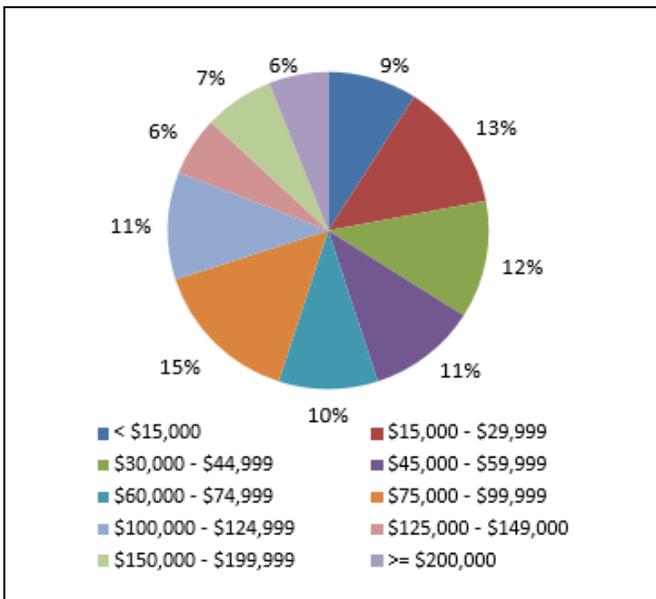
Housing Units.....	86,785
Persons per Household.....	3.25
Vacancy Rate.....	4.0%

Source: California Department of Finance

Single Family.....	54,645
Multiple Family.....	28,075
Mobile Homes.....	4,065

Source: California Department of Finance

Household Income



Source: San Diego Association of Governments, Current Estimates

Public Safety

Fire Uniform Strength.....	125
Fire Stations.....	9
Emergency Calls to Fire Department ¹	22,700
Police Uniform Strength ²	264
Citizen Initiated Calls for Service ³	65,519

¹Fire calls for service data is for calendar year 2019.
²Police uniform strength does not include 7 frozen positions.
³Police calls for service data is for fiscal year 2019.
 Source: City of Chula Vista Staff

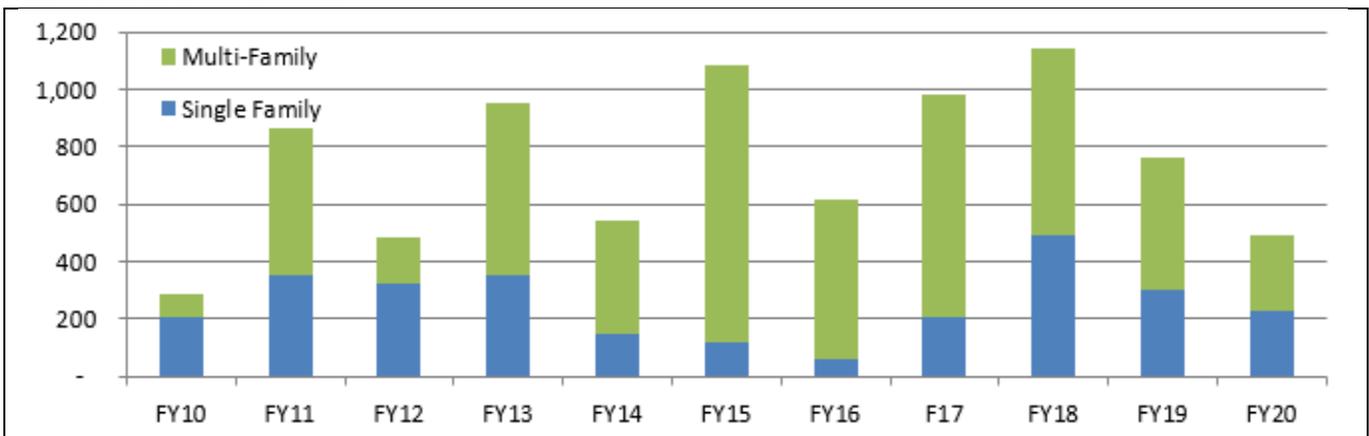
Community Facilities

Acres of Developed Parks ¹	669.41
Total Number of Parks.....	65
Libraries.....	3
Recreation Facilities.....	11

¹ Actual City Ownership Park Acreage
 Source: City of Chula Vista staff

Housing Type

Construction Permits



Source: City of Chula Vista staff

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Document Guide

The budget document is organized in a manner to facilitate a general understanding of the City's fiscal status, to present management's assessment of major issues and, finally, to present the plan for allocating resources to address those issues during the coming fiscal year. The budget document is organized as follows: Budget Message, General Fund Summary, Other Funds, Capital Improvement Program, Improvement Program, Measure A Summary, Measure P Summary, Summary Tables, and Appendix.

GENERAL FUND

The General Fund budget funds the day-to-day operations of most city services. This section of the document provides an overview of General Fund revenues and expenditures, staffing changes, and budgetary trends. This section is followed by Department Summary reports that include departmental mission statements and operating budgets for each General Fund department.

OTHER FUNDS

In order to facilitate understanding of the different funding sources, this portion of the document has been organized into the following categories: Development Services Fund, Successor Agency to the Redevelopment Agency, and Housing funds, Sewer Funds, Fleet Fund, Capital Project Funds, Debt Service Funds, and Other Funds. Detailed descriptions, funding and staffing levels are provided for each fund. Due to various legal restrictions these funds are limited in their uses and generally cannot be applied to fund day-to-day operations such as Police and Fire services.

CAPITAL IMPROVEMENT PROGRAM

This section provides an overview of the City's Capital Improvement Program for the coming fiscal year. The Capital Improvement Program accounts for the acquisition, rehabilitation, or construction of major capital facilities, infrastructure, or equipment. More detailed information about each capital project, project status, expenditures to date, current year appropriations, and future funding, can be found in the Capital Improvement Program budget document.

MEASURE A SUMMARY

The voter approved one-half cent Public Safety Sales Tax related income and expenses are budgeted in a separate fund. The Measure A Fund Summary provides the allocation summary for the coming fiscal year.

MEASURE P SUMMARY

The City established a separate fund to track and account for income and expenses related to the voter approved one-half cent Sales Tax. The Measure P Fund Summary provides a summary of the allocation for the coming fiscal year.

SUMMARY TABLES AND APPENDIX

The summary tables provide a quick way to view budget allocations by department (or fund) and expenditure category, revenues by fund and type, projected fund balances by fund, and Council authorized positions by department. The appendix contains supplementary information on a variety of topics including an overview of the budget development process along with relevant timelines and milestones, fiscal and investment policies, debt administration, and a glossary of finance and budget terms.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Chula Vista
California**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



BUDGET MESSAGE

Budget Process

Economic Overview

All Funds Summary

Summary of Staffing Changes

BUDGET PROCESS

Budget Process

The City of Chula Vista's budget is created in conjunction with City Council, City staff, and City residents. The budget process begins each year with development of the preliminary base budget and is completed with the City Council adoption of the budget in June.

The fiscal year 2021 budget cycle began with the development of a preliminary base budget by the Finance Department's Budget and Analysis staff in January 2020. The base budget accounts for the normal operating costs of the City. Through March, Finance worked with departments to refine the base budgets and incorporate departmental changes to align the budgets with anticipated department operations.

The budget process provided Departments the opportunity to recommended budget adjustments based on department operational requests and/or one-time funding requests. Requests are reviewed by City Administration and are included in the City Manager's Proposed Budget.

While Finance staff was developing the operating budget, Engineering & Capital Projects staff worked to develop and finalize the Capital Improvement Program (CIP) budget during this same time frame. On June 2nd, a public hearing was held for the City Council to consider and adopt an amendment to the TransNet Local Street Improvement Program of projects for fiscal years 2021 through 2025.

Finance presented the City Council with a balanced General Fund budget on May 26, 2020. At this meeting, the Council accepted the fiscal year 2021 City Manager's proposed operating budget as their own and set the public hearing date of June 9, 2020, prior to Council acting on the adoption of the budget.

Copies of the Proposed Budget were made available for public review on the City's website at least ten (10) days prior to the public hearing.

As set forth in the City Charter, at any meeting after the adoption of the budget, the City Council may amend or supplement the budget by motion adopted by affirmative votes of at least four (4) members. Throughout the year, the Finance Department provides the City Council with quarterly financial status reports comparing expenditure and revenue projections to budgeted amounts, highlighting any variances and recommending corrective actions as necessary.

COVID-19

The budget numbers presented in the fiscal year 2021 Adopted Budget were prepared prior to the novel coronavirus (COVID-19) pandemic. As a result, job losses, business closures, and related financial impacts will reduce revenues. The fiscal year 2021 Adopted Budget projections and assumptions will be updated during the first quarter of fiscal year 2021, and recommendations on balancing the budget will be presented to the City Council and the public at that time.

BUDGET DEVELOPMENT MILESTONES

- April 21, 2020
FY 2021 Budget Workshop
- May 11, 2020
Virtual public workshops to provide an overview of the City Manager's Proposed Budget

- May 21, 2020
Budget Document submitted to City Council

The City Manager's Proposed Budget Document was submitted to City Council as required by the City Charter, which was at least thirty-five (35) days prior to the beginning of the fiscal year. Copies of the Proposed Budget were made available for public review on the City's website.

- May 26, 2020
Presentation to City Council of the Fiscal Year 2021 City Manager's Proposed Budget and Council consideration and acceptance of the Budget as the City Council's Proposed Budget. Council unanimously accepted the proposed budget as their own.

Concurrently, a public hearing on the Budget was scheduled for the June 9, 2020 Council meeting. Leading up to this hearing, the City Council's Proposed Budget was made available for public review for at least ten (10) days.

- June 2, 2020
Public hearing to adopt an amendment to the TransNet Local Street Improvement Program.
- June 9, 2020
A public hearing was held before the City Council considered adoption of the budget. To comply with the City Charter, a notice of the public hearing was published in the local newspaper at least ten (10) days prior to the meeting. After the public hearing the City Council voted unanimously to adopt the budget for Fiscal Year 2021.

ECONOMIC OVERVIEW

Economic Overview

This section of the budget document identifies and outlines economic indicators that impact revenue forecasts at the local level. Several sources are used to forecast City revenues using national, state, and local area economic trends. These sources include: the UCLA Anderson Forecast (National and State), Federal Reserve and Federal Open Market Committee publications, United States Census Economic Indicators, State of California's Employment Development Department publications, San Diego County Regional Economic Indicator Report, Bureau of Labor Statistics San Diego Economic Summary, California Department of Finance, and Zillow Real Estate Group.

NATIONAL

In the UCLA Anderson Forecast for June 2020, UCLA Anderson economists say the COVID-19 pandemic has morphed an economic crisis that has brought depression-like declines in output and employment. Senior Economist David Shulman states calling this crisis a recession is a misnomer, and that despite the stimulus being poured into the economy, a moderate recovery is anticipated. On the topic of real GDP growth, Shulman forecasts a, "42% annual rate of decline in real GDP for the current quarter followed by a 'Nike Swoosh' recovery that won't return the level of output to prior fourth quarter of 2019 peak until early 2023. On a fourth-quarter-to-fourth-quarter basis, real GDP will decline by 8.6% and then increase by 5.3% and 4.9% in 2021 and 2022, respectively."¹ Shulman also anticipates economic and housing activity to shift from large cities to mid-sized cities and away from the urban centers to the suburbs.

During the June 2020 Federal Open Market Committee (FOMC) meeting, the FOMC decided to maintain the target range for the federal funds rate at 0.00% - 0.25%.² The FOMC will be patient in any adjustments to the target range until the economy has weathered recent events. The federal funds rate is the interest rate at which banks lend money to other banks to maintain overnight reserves. The federal funds rate is a key leading indicator for interest rates, which means that this decision signals an unlikelihood of increasing of interest rates.

At the FOMC June meeting, Chairman Powell emphasizes, the decline in real GDP in the current quarter is likely to be the most severe on record and unemployment rate has risen to 13.3 percent.³ The UCLA Anderson Forecast states that in this environment, "employment won't recover until well past 2022 and the unemployment rate will be around 10% in this year's fourth quarter and will still be above 6% in the fourth quarter of 2022."¹

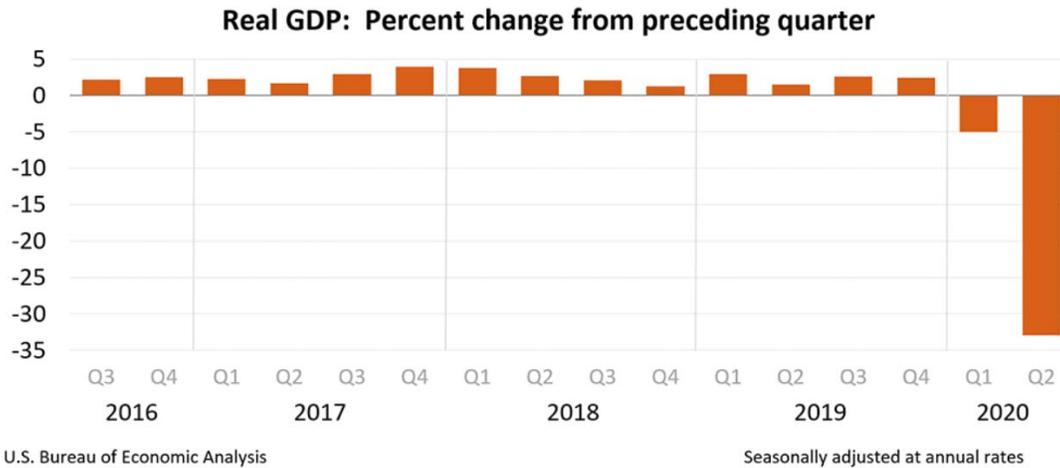
According to the US Census Economic Indicators from June 2020, the sales of new single-family houses were at a seasonally adjusted annual rate of 776,000, which was 13.8 percent above the revised May 2020 rate

¹ UCLA Anderson Forecast, June 2020 "The Post-COVID Economy"

² Federal Open Market Committee Meeting, June 2020 "Federal Reserve Press Release"

³ Federal Open Market Committee Meeting, June 2020 "Transcript of Chair Powell's Press Conference"

and 6.9 percent above the June 2019 estimate. The median sales price of new homes sold in June 2020 was \$329,000 while the average price was \$384,700.⁴



CALIFORNIA



In addition to providing a June 2020 national forecast, UCLA Anderson also prepares a California specific economic forecast. California’s recovery is likely to look much like the U.S.’s recovery. UCLA Anderson is expecting that California’s average unemployment rate for years 2020, 2021, and 2022 will be 10.5%, 8.2% and 6.8% respectively. Total employment growth for 2020, 2021 and 2022 is forecasted at -8.6%, 3.6%, and 3.0%.

The State of California's Employment Development Department (EDD) produces a "Labor Market Analysis" publication. In the June 2020 edition, the EDD stated that 9 of California's 11 major industry sectors added jobs while the other 2 sectors lost jobs. The sector that had the largest job increase was leisure and hospitality. The two sectors that had a net loss of jobs were government and mining and logging.⁵

COUNTY



The Bureau of Labor Statistics creates an economic summary for each state and their respective major cities. According to the Bureau of Labor Statistics San Diego Economic Summary, unemployment rates for the San Diego area and county are up from 3.6% in May 2019 to 14.7% in May of 2020.⁶ Although San Diego’s unemployment rate has increased year-over-year, it is still below California’s unemployment rate of 15.9%. The consumer price index for urban customers (CPI-U) shows the change in the price of a standard list of goods and services. Based on the May CPI-U, San Diego experienced a 18.1% decrease in prices paid for the standard set of goods and services which is 0.8% less of an increase than the average United States city⁶.

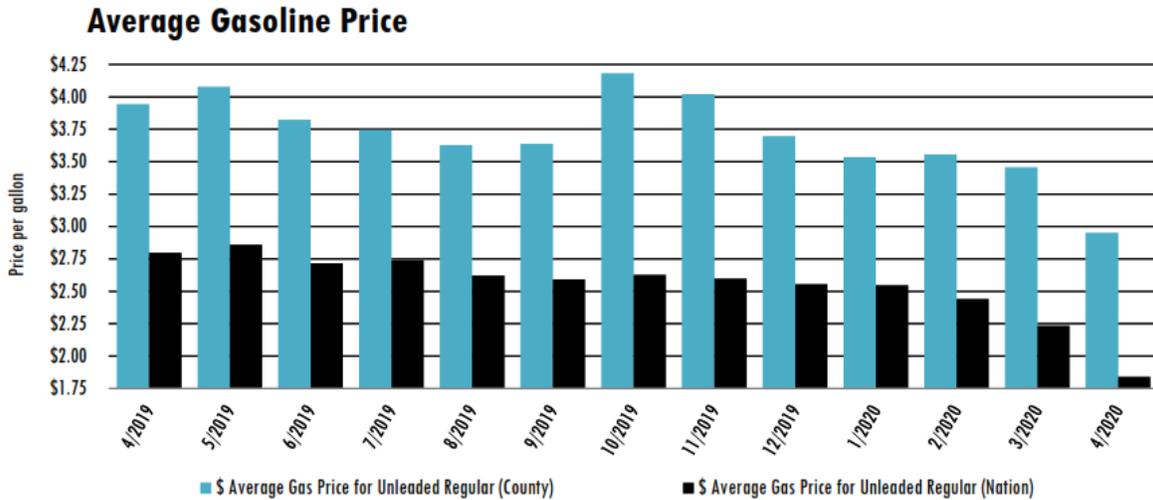
The County of San Diego Office of Financial Planning also provides a summary of the economic indicators for San Diego every month. The County both contributes their own analysis and sources information from the Bureau of Labor Statistics, San Diego Association of REALTORS, InnoVest Resource Management, and the

⁴ U.S. Census Bureau, June 2020 "Monthly New Residential Sales"

⁵ State of California’s Employment Development Department, June 2020 "Labor Market Analysis"

⁶ Bureau of Labor Statistics, July 2020 "San Diego Area Economic Summary"

American Association and U.S Energy Information Administration. The County of San Diego found that in April 2020, single-family housing was on the market for an average of 22 days, the median price was unchanged at \$680,000, and a decrease of 19.5% in homes sold in March⁷. In April, there were 16 foreclosures in San Diego County⁷. With this is being a generally low number, the foreclosures in April 2019 were 59, indicating a year-over-year decrease. Average gasoline prices in San Diego as of April 2020 dropped from March 2020 at \$3.46 to \$2.95.



CITY



The fiscal year 2021 Adopted General Fund revenue budget is \$206.7 million. This reflects an increase of \$9.7 million or 4.9 percent when compared to the fiscal year 2020 Adopted Budget revenues. General Fund revenues provide funding for essential City services including police, fire, library services, and park and recreation programs. Property taxes are the largest revenue source for the City and accounts for 18.2% of the General Fund Revenue Budget. This revenue saw an increase of \$1.2 million or 3.3 percent over the prior year adopted budget. The City’s other major revenue sources are: Sales Tax, Measure P Sales Tax, Franchise Fees, Transient Occupancy Tax (TOT), Utility User Tax, and Property Tax collected in lieu of Motor Vehicle License Fees. The other major revenues sources (excluding Measure A and Measure P Sales Tax revenue) account for 40% of the General Fund Revenue Budget and total \$83.2 million dollars of the budget. The fiscal year 2021 Adopted Budget reflects positive growth in its revenue source, albeit a slower rate than previous years. The City has identified several one-time resources to remain balanced with the adopted expenditure budget. Staff will develop and evaluate potential options to address the structural imbalance in the upcoming year.

Measure A, the half-cent sales tax to fund public safety staffing and services. This tax took effect on October 1, 2018 and brought Chula Vista’s tax rate to 8.75 percent. The fiscal year 2021 Adopted Budget includes an estimated \$20 million in sales tax revenues.

⁷ County of San Diego- Office of Financial Planning, April 2020 “Economic Indicators”

Measure P, a temporary ten-year, half-cent sales tax to fund high priority infrastructure needs. The collection of this sales tax began on April 1, 2017. The fiscal year 2021 Adopted Budget includes an estimated \$20 million in Measure P sales tax revenues.

The Bureau of Labor Statistics shows the City’s current unemployment rate for June 2020 is at 15.7% which is 12.0% higher than June 2019 which was at 3.7%. Chula Vista’s unemployment rate is higher than the state’s rate of 14.9% and slightly higher than the national unemployment rate of 13.3%.⁸

The City’s housing market increased as the City’s median home value had a gain of approximately 6% from March 2019 to March 2020. The housing market is taking a slow downturn as the median home price is projected to decrease on average by a negative 0.74% by March 2021 (based on Zillow estimate).

This table below provides a year over year summary of the median home value changes that have taken place within the City of Chula Vista’s zip codes.⁹

Chula Vista Home Prices by Zip Code
March 2019 Compared to March 2020

Zip Code	Locale	Zillow Index Price		1-Year Change	1-Year Forecast
		2019	2020		
91910	North	536,000	566,353	6.6%	-0.8%
91911	South	486,500	523,130	7.1%	-0.4%
91913	Eastlake	566,200	603,309	5.9%	-0.7%
91914	North-East	683,300	726,301	4.1%	-1.2%
91915	South-East	560,500	582,876	6.3%	-0.6%

Source: [zillow.com/home-values/](https://www.zillow.com/home-values/)

⁸ Bureau of Labor Statistics, June 2020 “Labor Force Statistics”

⁹ Zillow, Inc. “Zillow Home Prices & Values”

ALL FUNDS SUMMARY

All Funds Summary

The following section provides an overview of all City funds combined budget. The City has over 150 funds which include the General Fund, enterprise funds, housing funds, successor agency funds, special revenue funds, internal service funds, capital project funds, and debt service funds. Detailed descriptions, funding, and staffing levels are provided for each fund under the corresponding fund section in this document. This section is intended to provide a citywide overview of the adopted budget for fiscal year 2021.

COVID-19

The budget numbers presented in the fiscal year 2021 Adopted Budget was prepared prior to the novel coronavirus (COVID-19) pandemic. As a result, job losses, business closures, and related financial impacts will reduce revenues. The fiscal year 2021 Adopted Budget projections and assumptions will be updated during the first quarter of fiscal year 2021, and recommendations on balancing the budget will be presented to the City Council and the public at that time.

ALL FUNDS REVENUE SUMMARY

The combined revenue budget for all City funds totals \$405.7 million; of which \$72.2 million represents inter-fund transfers. The revenues for all funds are anticipated to increase by \$15.4 million when compared to the fiscal year 2020 Adopted Budget revenue of \$390.3 million.

The revenues have been assigned to various revenue categories and are shown on the following table. The significant changes in the fiscal year 2021 Adopted Budget from the fiscal year 2020 Adopted Budget are highlighted below.

- The approval of Measure A by the citizens of Chula Vista in June 2018 authorized the application of a one-half cent sales tax increase to address critical operational and staffing needed identified by the City's Fire and Police departments. The tax became effective October 1, 2018 and fiscal year 2020 was the first full year of collecting this revenue. The revenue is projected to generate approximately \$20.2 million in revenue for the General Fund in fiscal year 2021. As a condition of securing approval of Measure A, the City established a separate Measure A Fund to track and monitor the collection and expenditures of the funds generated from the half-cent tax. The tax revenue is collected in the General Fund and transferred into the Measure A fund to provide transparent accounting of these funds.
- The Charges for Service revenue category is estimated to increase by approximately \$1.7 million over the fiscal year 2020 Adopted Budget. The increase is due to additional revenue being collected for city services and an increase in building permit activity.

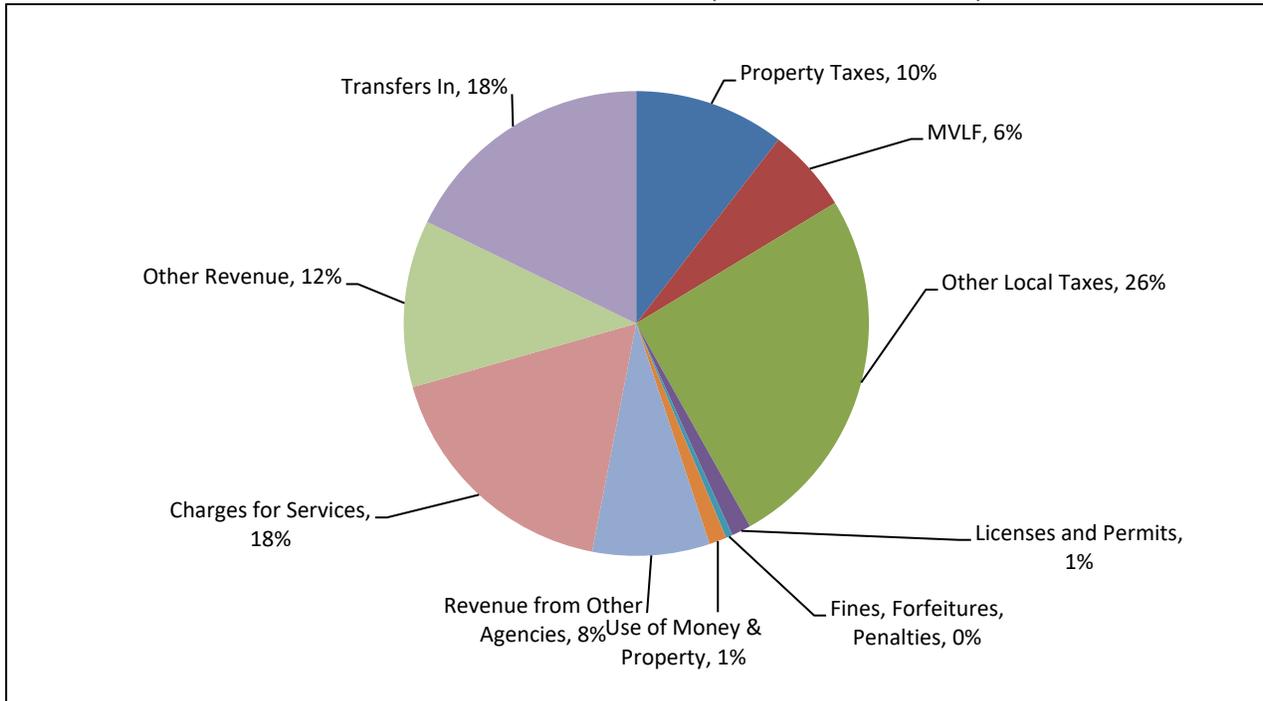
The Schedule of Revenues, included in the Summary Tables section, reflects the projected revenues for fiscal year 2021 at the fund and revenue type level. The following table reflects a summary of all City revenues by category.

Sources of Funds (All Funds Combined)

Fiscal Year 2018 – 2021 Revenues
In Thousands (000)

Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Property Taxes	\$ 38,683	\$ 39,483	\$ 41,328	\$ 42,523	\$ 1,195
MVLF	21,202	22,353	22,540	23,701	1,162
Other Local Taxes	75,135	95,505	96,175	103,662	7,488
Licenses and Permits	6,534	5,844	5,430	5,498	68
Fines, Forfeitures, Penalties	2,036	2,218	1,910	1,889	(21)
Use of Money & Property	6,832	17,400	4,170	4,906	736
Revenue from Other Agencies	38,484	42,034	34,301	33,057	(1,244)
Charges for Services	79,016	79,868	69,452	71,132	1,680
Other Revenue	138,889	46,998	47,003	47,176	173
Transfers In	58,472	60,973	67,975	72,152	4,177
Total	\$ 465,284	\$ 412,676	\$ 390,284	\$ 405,696	\$ 15,413

Total Revenues Fiscal Year 2021 (All Funds Combined)



ALL FUNDS EXPENDITURE SUMMARY

The combined expenditure budget for all City funds for fiscal year 2021 totals \$404.0 million, of which \$72.0 million represents inter-fund transfers. The combined budget amount includes a General Fund operating budget of \$206.7 million and a Capital Improvement Program (CIP) budget of \$21.9 million. When compared to the prior year budget, the fiscal year 2020 Adopted Budget reflects an increase of \$16.6 million.

The expenditures have been assigned to the appropriate expense categories and are shown on the following table. The significant changes in the fiscal year 2021 Adopted Budget from the fiscal year 2020 Adopted Budget are highlighted below.

The CIP Project Expenditure category in fiscal year 2021 reflects the largest decrease when compared to the fiscal year 2020 Adopted Budget. This category is projected to decrease by \$4.9 million from the prior year. The decrease is mainly attributed to a reduction of budgeted capital improvement projects within the following funds: Sewer Income Fund (reduction of \$1.2 million), Capital Improvement Projects Fund (reduction of \$3.0 million), and Measure P Sales Tax Fund (increase of \$0.7 million).

The Personnel Services expense category is set to grow by \$7.0 million in the fiscal year 2021 Adopted Budget. This increase reflects the following changes:

- The fiscal year 2021 budget reflects a net increase of 20.50 positions in the General Fund and 87.00 positions in other funds when compared to the fiscal year 2020 Adopted Budget. This includes 97.50 positions that were approved during fiscal year 2020, and 10.00 positions being added as part of the fiscal year 2021 budget.
- Increased costs related to retirement expenses.

The Transfers Out increase is primarily related to the General Fund receiving Measure P Sales Tax and Measure A Sales Tax revenues, and transferring those revenues to both the Measure P Sales Tax Fund (increase of \$1.8 million) and Measure A Sales Tax Fund (increase of \$1.8 million).

The total number of recommended permanent positions for fiscal year 2021 is 1161.75 for all funds. This is a net increase of 107.50 positions when compared to the fiscal year 2020 Adopted Budget. The Authorized Positions by Department report is included in the Summary Tables section of this document; it provides the new staffing by classification and department. A summary of staffing changes is also included in the budget summary section of this document.

The following table reflects the expenditures for all funds by expense category.

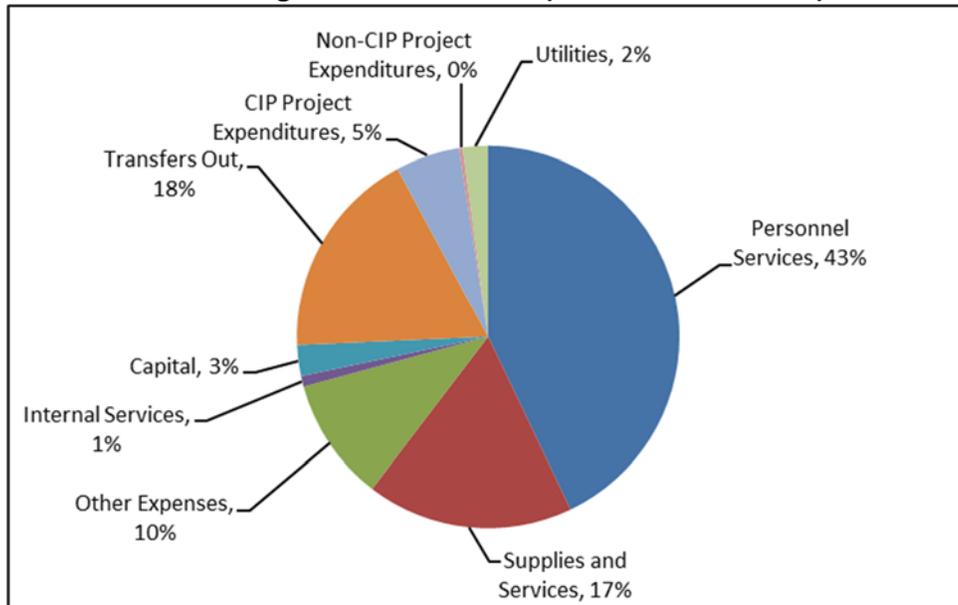
Uses of Funds (All Funds Combined)

Fiscal Years 2018 - 2021 Expenditures

In Thousands (000)

Expenditure Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Personnel Services	\$ 151,030	\$ 154,579	\$ 166,448	\$ 173,338	\$ 6,890
Supplies and Services	52,261	53,932	63,419	70,526	7,107
Other Expenses	48,441	40,116	40,758	42,001	1,243
Internal Services	0	3,464	3,379	3,650	271
Capital	10,158	7,955	9,057	10,547	1,491
Transfers Out	58,472	60,973	67,975	72,152	4,177
CIP Project Expenditures	32,505	42,135	26,798	21,875	(4,923)
Non-CIP Project Expenditures	1,560	799	1,094	1,194	100
Utilities	8,522	7,701	8,354	8,641	287
Total	\$ 362,949	\$ 371,652	\$ 387,281	\$ 403,924	\$ 16,642

Total Budget Fiscal Year 2021 (All Funds Combined)



GENERAL FUND RESERVES

In November 2009, the City Council approved a resolution updating the City’s General Fund Reserve Policy. The revised reserve policy (City of Chula Vista Council Policy 220-03):

- Provides guidelines for the use of reserves;
- Sets a long-term goal for a higher General Fund minimum Reserve level, from 8% to 15%; and
- Established two new reserve funds – the Economic Contingency Reserve and the Catastrophic Event Reserve.

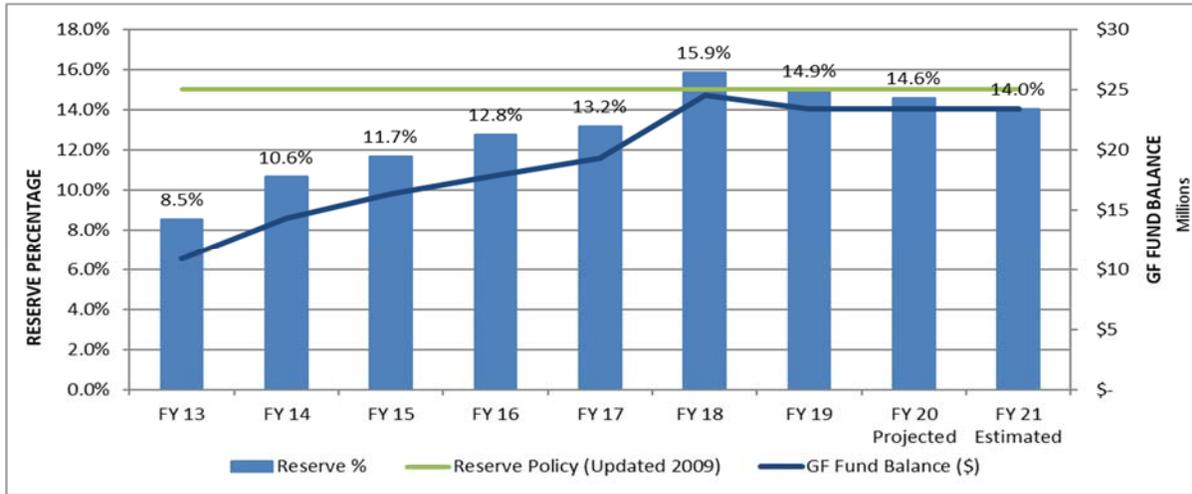
A brief summary of the uses and minimum/target level for each reserve is as follows:

- The General Fund Operating Reserve would be used to provide temporary financing for unanticipated extraordinary needs of an emergency nature, such as a major storm drain repair, litigation or settlement costs or an unexpected liability created by Federal or State legislative action. The minimum reserve level would be no less than 15% of the annual operating budget.
- The Economic Contingency Reserve would be used to mitigate service impacts during a significant downturn in the economy that impacted the City revenues such as sales tax, property tax, etc. This reserve would have a minimum level of no less than 5% of the annual operating budget.
- The Catastrophic Event Reserve would be used to address unanticipated expenses related to a major natural disaster in the City. This reserve will have a target level of 3% of the General Fund operating budget.

The General Fund Reserve Policy is established to ensure that the City’s finances are managed in a manner which will (1) continue to provide for the delivery of quality services, (2) maintain and enhance service delivery as the community grows in accordance with the General Plan, (3) minimize or eliminate the need to taxes and fees because of temporary revenue shortfalls, and (4) establish the reserves necessary to meet known and unknown future obligations and ability to respond to unexpected opportunities.

The following chart depicts the General Fund operating reserves since fiscal year 2013 as a percentage of the respective adopted budgets. As the reserve is intended to be a gauge of the General Fund, Measure P and Measure A funding are not included in the calculation of the General Fund reserve.

**General Fund Operating Reserve
Fiscal Year 2013 to Fiscal Year 2021**



Note: This chart reflects only the General Fund Operating Reserve. It does not include the Economic Contingency Reserve, which has an estimated balance of approximately \$3.5 million, or the Catastrophic Event Reserve, which has a zero balance as this reserve is yet to be funded. Combined with the operating reserve, these two reserve funds total approximately 16.1% of the fiscal year 2021 Adopted General Fund budget.

SUMMARY OF STAFFING CHANGES

Summary of Staffing Changes

The fiscal year 2021 Adopted Budget includes 1,161.75 positions for all funds. This is a net increase of 107.50 positions when compared to the fiscal year 2020 Adopted Budget that included 1,054.25 authorized positions. The summary of staffing changes is divided into two sections – the staffing changes that were approved by Council during fiscal year 2020 and changes made as part of the development of the fiscal year 2021 budget.

POSITION CHANGES AUTHORIZED DURING FISCAL YEAR 2020

During fiscal year 2020, Council approved the addition of 97.50 FTEs citywide, as well as several reclassifications to reflect changes in duties. Changes in the General Fund (GF) resulted in a net 22.50 FTE increase and changes to other funds resulted in a net increase of 75.00 FTEs. These changes included the following:

- City Attorney (GF) – Addition of 1.00 City Attorney Investigator and 1.00 Paralegal.
- CV Housing Authority Fund – Title change of 1.00 Management Analyst to Management Analyst II.
- Development Services Fund – Addition of 3.00 Building Inspector II, 1.00 Development Services Tech II, and 1.00 Facilities Financing Manager. Title change of 1.00 Management Analyst to Management Analyst II.
- Engineering and Capital Projects (GF) – Addition of 3.00 Associate Engineer, 2.00 Public Works Inspector II, 1.00 Sr. Civil Engineer, 1.00 Sr. Engineering Technician, and 1.00 Stormwater Compliance Inspector II. Title change of 1.00 Management Analyst to Management Analyst II. Transfer in of 1.00 Associate Engineer from the Sewer Fund.
- Sewer Fund (Engineering) – Transfer out of 1.00 Associate Engineer to Engineering and Capital Projects.
- Finance (GF) – Addition of 1.00 Fiscal & Management Analyst. Reduction of 1.00 Accounting Assistant.
- Sewer Fund (Finance) – Title change of 1.00 Management Analyst to Management Analyst II.
- Fire (GF) – Addition of 3.00 Fire Captain – A, 3.00 Fire Engineer – A, and 3.00 Firefighter/Paramedic – A. Reduction of 1.00 Facility and Supply specialist.
- ALS (Fire) – Addition of 1.00 Sr Management Analyst, 3.00 Fire Battalion Chief, 1.00 EMS Educator, 1.00 EMS Inventory Specialist, 1.00 Delivery Driver, 24.00 Paramedic, 24.00 Emergency Medical Technician, and 1.00 Deputy Fire Chief. Reduction of 1.00 Fire Captain – C (80 hr.)
- Measure A Fund (Fire) – Addition of 12.00 Firefighter – A. Reduction of 4.00 Fire Captain (84hr), 4.00 Firefighter/Paramedic (84hr), and 1.00 Deputy Fire Chief.
- Human Resources (GF) – Addition of 0.50 Risk Management Specialist, and 1.00 Human Resources Analyst.
- Library (GF) – Title change of 1.00 Management Analyst to Management Analyst II.
- Parks and Recreation (GF) – Addition of 1.00 Fiscal Office Specialist.
- Police (GF) – Reclassification of 1.00 Police Technology Manager to Smart Technology Manager. Transfer of 1.00 of 1.00 Peace Officer from Grant Funds.

- City Jail Fund – Addition of 1.00 Detention Facility Manager, and 2.00 Police Services Officers.
- Grant Funds (Police) – Addition of 1.00 FA Network Administrator III. Reclassification of 1.00 FA Info Security Program Manager to FA Cyber Security Program Manager. Transfer out of 1.00 Peace Officer to Police.
- Measure A Fund (Police) – Addition of 2.00 Digital Forensics Technician II, 3.00 Peace Officer, 1.00 Police Communication Systems Manager, 2.00 Police Dispatcher, 1.00 Police Sergeant.
- Public Works (GF) – Position correction from 1.00 Sr. Fiscal Office Specialist to Sr. Office Specialist. Title change of 1.00 Management Analyst to Management Analyst II.

The following table summarizes the position changes Council authorized during fiscal year 2020.

Summary of Fiscal Year 2020 Staffing Changes
Approved by City Council

Department/Fund	Program	Position	FTE
City Attorney (2.00)	Neighborhood Protection	Paralegal	1.00
		City Investigator	1.00
Development Services Fund (5.00)	Dev Srvs Counter	DevSrvs Tech II	1.00
	Building	Building Inspector II	3.00
	Neighborhood Services	Facilities Financing Manager	1.00
	Retitle	Management Analyst	(1.00)
		Management Analyst II	1.00
Dev Srvs - Housing (0.00)	Retitle	Management Analyst	(1.00)
		Management Analyst II	1.00
Engineering and Capital Projects (9.00)	Construction Inspection	Sr Civil Engineer	1.00
		Public Works Inspector II	2.00
	Traffic Engineering	Assoc Engineer	3.00
	NPDES	Stormwater Compliance Inspector II	1.00
	Construction Inspection	Sr Eng Tech	1.00
	Transfer from Sewer Fund	Assoc Engineer	1.00
	Retitle	Management Analyst	(1.00)
		Management Analyst II	1.00
Finance (0.00)	Budget	Accounting Assistant	(1.00)
		Fiscal and Management Analyst	1.00
Fire (8.00)	Operations	Fire Captain	3.00
		Fire Engineer	3.00
		Firefighter/Paramedic	3.00
		Facility Supply Specialist	(1.00)
Fire - ALS (55.00)	Ambulance Transport Services	Delivery Driver	1.00
		Deputy Fire Chief	1.00
		Emergency Medical Tech (Non-Safety)	24.00
		EMS Educator	1.00
		EMS Inventory Specialist	1.00
		Fire Battalion Chief	3.00
		Fire Captain - C (80 HR)	(1.00)
		Paramedic (Non-Safety)	24.00
SR Management Analyst	1.00		

Summary of Fiscal Year 2020 Staffing Changes - Continued
 Approved by City Council

Department/Fund	Program	Position	FTE
Human Resources (1.50)	ADR	Risk Management Specialist	0.50
	Operations	HR Analyst	1.00
Jail Fund (3.00)	Operations	Detention Facility Manager	1.00
		Police Services Officer	2.00
Library (0.00)	Retitle	Management Analyst	(1.00)
		Management Analyst II	1.00
Measure A (12.00)	Fire	Deputy Fire Chief	(1.00)
		Firefighter/EMT (112hr)	12.00
		Fire Captain (84hr)	(4.00)
		Firefighter/Paramedic (84hr)	(4.00)
	Police	Comm Center Manager	1.00
		Digital Forensics Tech II	2.00
		Peace Officer	3.00
		Police Dispatcher	2.00
Police Sergeant	1.00		
Parks and Recreation (1.00)	Administration	Fiscal Office Specialist	1.00
Police (1.00)	Reclassification	Police Technology Manager	(1.00)
		Smart Technology Officer	1.00
Police Grant Funds (1.00)	Transfer from Police Grants	Peace Officer	1.00
	Reclassification	FA Info Security Program Manager	(1.00)
		FA Cyber Security Program Manager	1.00
Police Grant Funds (1.00)	HIDTA CBAG	FA Network Administrator III	1.00
	Transfer to Police	Peace Officer	(1.00)
Police Grant Funds (1.00)	CA Tobacco Law Enforcement	Peace Officer	1.00
	Public Works (0.00)	Reclassification	Sr Fiscal Office Spec
Sr Office Spec			1.00
Management Analyst			(1.00)
Management Analyst II			1.00
Sewer Fund (-1.00)	Transfer to Eng/Cap Proj	Assoc Engineer	(1.00)
	Retitle	Management Analyst	(1.00)
		Management Analyst II	1.00
CITYWIDE TOTAL			97.50

FISCAL YEAR 2021 CHANGES

The fiscal year 2021 budget reflects specific program expansions based on the resources available. In total, the changes result in a net increase of 10.00 FTEs when compared to the fiscal year 2020 amended budget. These include the following changes summarized by department:

- Administration (GF) – Unfreezing of 1.00 Deputy City Manager.
- Economic Development (GF) – Freezing of 1.00 Director of Economic Development.
- Environmental Services Fund – Reclassification of 2.00 Recycling Specialist I to Recycling specialist II.

- Engineering and Capital Projects (GF) – Addition of 1.00 Associate Engineer. Reduction of 1.00 Public Works Inspector II.
- Fire (GF) – Reclassification of 1.00 Fire Insp/Invest I to Fire Insp/Invest II, and 1.00 Fire Prevention Aide to Fire Prevention Specialist.
- Library (GF) – Reclassification of 1.00 Librarian I to Librarian II.
- Police (GF) – Deletion of 1.00 Detention Facility Manager-Frozen/Unfunded, and 1.00 Police Comm Systems Manager-Frozen/Unfunded. Reclassification of 1.00 Fiscal Office Specialist to Management Analyst I, and 2.00 Sr. Police Records Specialist to Police Records & Support Supervisor.
- Measure A Fund – (Police) Addition of 5.00 Peace Officer, 3.00 Police Agent, and 2.00 Police Sergeant.
- Sewer Fund (Public Works) – Addition of 1.00 Maintenance Worker II and 1.00 Sr. Maintenance Worker.

The following table summarizes the changes reflected in the fiscal year 2021 budget.

Summary of Fiscal Year 2021 Staffing Changes

Department/Fund	Program	Position	FTE
Administration (0.00)	Unfreezing	Deputy City Manager - Frozen	(1.00)
		Deputy City Manager	1.00
Economic Development (0.00)	Freezing	Director of Economic Dev	(1.00)
		Director of Economic Dev - Frozen	1.00
Environmental Services (0.00)	Reclassification	Recycling Specialist I	(2.00)
		Recycling Specialist II	2.00
Engineering and Capital Projects (0.00)	Construction Inspection	Public Works Inspector II	(1.00)
		Associate Engineer	1.00
Fire (0.00)	Career Advancement	Fire Insp/Invest I	(1.00)
		Fire Insp/Invest II	1.00
	Retitle	Fire Prevention Aide	(1.00)
		Fire Prevention Specialist	1.00
Library (0.00)	Career Advancement	Librarian I	(1.00)
		Librarian II	1.00
Police (-2.00)	Deletion	Detention Facility Manager - Frozen	(1.00)
		Police Comm Systems Manager - Frozen	(1.00)
	Reclassification	Fiscal Office Specialist	(1.00)
		Management Analyst I	1.00
	Career Advancement	Sr Police Records Specialist	(2.00)
		Police Records & Support Supervisor	2.00
Measure A (10.00)	Police	Peace Officer	5.00
		Police Agent	3.00
		Police Sergeant	2.00
Sewer Fund (2.00)	Public Works	Maintenance Worker II	1.00
		Sr Maintenance Worker	1.00
TOTAL CITYWIDE			10.00

SUMMARY OF FROZEN POSITIONS

As funding becomes available the status of these positions will be reevaluated; recommended funding changes will be brought to Council for consideration mid-year or through the budget development process.

The fiscal year 2021 Adopted Budget reflects 11.00 frozen positions summarized by department on the below table.

Summary of Fiscal Year 2021 Frozen Positions

Department/Fund	Program	Position	FTE
Economic Development (1.00)	Administration	Director of Economic Development	1.00
Finance (1.00)	Budget and Analysis	Fiscal & Management Analyst	1.00
Information Technology Services (2.00)	Computer Operations	Telecommunications Specialist	1.00
	Micro-Computers	Information Technology Technician	1.00
Police (7.00)	Community Patrol	Peace Officer	6.00
	Street Crime/Gang Suppression	Peace Officer	1.00
TOTAL CITYWIDE			11.00

SUMMARY OF STAFFING CHANGES BY DEPARTMENT AND BARGAINING UNIT

The following tables summarize the staffing changes occurring between the fiscal year 2020 Adopted Budget and the fiscal year 2021 Adopted Budget, by department and bargaining unit.

Summary of Staffing Changes by Department

Department/Fund	FY 2020 Adopted Staffing	FY 2020 Mid Year Changes	FY 2021 Changes	FY 2021 Adopted Staffing	% Change
Administration	10.00	-	-	10.00	0.0%
Animal Care Facility	21.25	-	-	21.25	0.0%
City Attorney	15.00	2.00	-	17.00	13.3%
City Clerk	6.00	-	-	6.00	0.0%
City Council	14.00	-	-	14.00	0.0%
Development Services - GF	20.00	-	-	20.00	0.0%
Economic Development	14.00	-	-	14.00	0.0%
Engineering and Capital Projects	46.00	9.00	-	55.00	19.6%
Finance	28.00	-	-	28.00	0.0%
Fire	137.00	8.00	-	145.00	5.8%
Human Resources	17.00	1.50	-	18.50	8.8%
Information Technology Services	17.00	-	-	17.00	0.0%
Library	24.00	-	-	24.00	0.0%
Parks and Recreation	54.50	1.00	-	55.50	1.8%
Police	320.50	1.00	(2.00)	319.50	-0.3%
Public Works	82.00	-	-	82.00	0.0%
General Fund Total	826.25	22.50	(2.00)	846.75	2.5%
Other Funds					
Advanced Life Support Fund	2.00	55.00	-	57.00	2750.0%
City Jail	12.00	3.00	-	15.00	0.0%
CV Housing Authority Fund	4.00	-	-	4.00	0.0%
Development Services Fund	57.00	5.00	-	62.00	8.8%
Environmental Services Fund	7.00	-	-	7.00	0.0%
Federal Grants Fund	45.00	1.00	-	46.00	2.2%
Fleet Management	8.00	-	-	8.00	0.0%
Gas Tax Fund	2.00	-	-	2.00	0.0%
Measure A Fund	44.00	12.00	10.00	66.00	0.0%
Sewer Fund	47.00	(1.00)	2.00	48.00	2.1%
Other Funds Total	228.00	75.00	12.00	315.00	38.2%
CITYWIDE TOTAL	1,054.25	97.50	10.00	1,161.75	10.2%

Summary of Staffing Changes by Bargaining Unit

Bargaining Unit	FY 2020 Adopted Staffing	FY 2020 Mid Year Changes	FY 2021 Changes	FY 2021 Adopted Staffing	% Change
City Attorney (Elected)	1.00	-	-	1.00	0.0%
Unrepresented Professionals and Mid Managers	50.00	2.50	-	52.50	5.0%
Executives	16.00	-	-	16.00	0.0%
Chula Vista Mid Managers and Professionals Association	75.75	3.00	(2.00)	76.75	1.3%
Association of Chula Vista Employees	409.50	15.00	1.00	425.50	3.9%
City Council	5.00	-	-	5.00	0.0%
International Association of Firefighters	149.00	63.00	-	212.00	42.3%
Peace Officer's Association	252.00	5.00	10.00	267.00	6.0%
Western Council of Engineers	31.00	4.00	1.00	36.00	16.1%
Senior Managers	36.00	2.00	-	38.00	5.6%
Confidential	29.00	3.00	-	32.00	10.3%
TOTAL	1,054.25	97.50	10.00	1,161.75	10.2%

CITY STAFF EMPLOYEES

4-Year Position Summary

DEPARTMENT	ADOPTED FY 2018	ADOPTED FY 2019	ADOPTED FY 2020	ADOPTED FY 2021
LEGISLATIVE/ADMINISTRATIVE				
Administration	10.00	10.00	10.00	10.00
City Attorney	14.00	14.00	15.00	17.00
City Clerk/Elections	6.00	6.00	6.00	6.00
City Council	14.00	14.00	14.00	14.00
Finance	28.00	28.00	28.00	28.00
Human Resources	16.00	16.00	17.00	18.50
Information Technology Services	17.00	17.00	17.00	17.00
TOTAL	105.00	105.00	107.00	110.50
DEVELOPMENT/MAINTENANCE				
Animal Care Facility	21.75	21.25	21.25	21.25
Development Services	20.00	20.00	20.00	20.00
Economic Development	15.00	14.00	14.00	14.00
Engineering and Capital Projects	46.00	46.00	46.00	55.00
Public Works Operations	116.00	79.00	82.00	82.00
TOTAL	218.75	180.25	183.25	192.25
PUBLIC SAFETY				
Fire	136.00	148.00	137.00	145.00
Police	332.50	332.50	320.50	319.50
TOTAL	468.50	480.50	457.50	464.50
COMMUNITY SERVICES				
Library	22.50	24.00	24.00	24.00
Recreation	17.00	54.50	54.50	55.50
TOTAL	39.50	78.50	78.50	79.50
GENERAL FUND SUBTOTAL	831.75	844.25	826.25	846.75
OTHER FUNDS				
Advanced Life Support	1.00	1.00	2.00	57.00
City Jail	0.00	0.00	12.00	15.00
Development Services	50.00	55.00	57.00	62.00
Environmental Services	7.00	7.00	7.00	7.00
Grant Funds	45.00	45.00	45.00	46.00
Fleet Management	9.00	8.00	8.00	8.00
Gas Tax Fund	0.00	0.00	2.00	2.00
Housing Authority	4.00	4.00	4.00	4.00
Measure A	0.00	0.00	44.00	66.00
Sewer	46.00	46.00	47.00	48.00
TOTAL	162.00	166.00	228.00	315.00
GRAND TOTAL (does not include hourly staffing)	993.75	1010.25	1054.25	1161.75



GENERAL FUND

General Fund Expenditure Summary

General Fund Revenue Summary

General Fund Net Cost

General Fund Long-Term Financial Plan

Department Summary Reports

**GENERAL FUND EXPENDITURE
SUMMARY**

General Fund Expenditure Summary

Chula Vista General Operating Budget in thousands (000)

FY 2019 Actual Expenditures	\$193,188
FY 2020 Adopted Budget	\$196,967
FY 2021 Adopted Budget	\$206,690
% Change FY 2020 to FY 2021	5.0%

COVID-19

The budget numbers presented in the fiscal year 2021 Adopted Budget were prepared prior to the novel coronavirus (COVID-19) pandemic. As a result, job losses, business closures, and related financial impacts will reduce revenues. The fiscal year 2021 Adopted Budget projections and assumptions will be updated during the first quarter of fiscal year 2021, and recommendations on balancing the budget will be presented to the City Council and the public at that time.

The fiscal year 2021 Adopted Budget for General Fund operating expenditures total \$206.7 million. This is an increase of \$9.7 million or 4.9 percent when compared to the fiscal year 2020 Adopted Budget. Fiscal year 2021 capital improvement projects will be funded primarily by non-General Fund allocations. Specific information related to the fiscal year 2021 capital improvement budget is provided in the "Capital Improvement Program" section of this document.

The fiscal year 2021 Adopted General Fund Budget is balanced. The City defines a budget as balanced when the amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available sources. The fiscal year 2021 Adopted Budget continues positive growth in its revenue sources. However due to multiple factors within the current economic environment (described earlier), conservative growth assumptions have been incorporated into the budget projections. While the City is attempting to increase and diversify its revenue sources through such efforts as pursuing additional housing and commercial developments, increased marketing of the City, and reducing expenses through energy efficient programs, fiscal year 2021 projects to be fiscally challenged. As such, the fiscal year 2021 Adopted Budget expenditures focus on maintaining current levels of service with limited additions.

The following table provides the total General Fund expenditures by category for fiscal year 2018 to the fiscal year 2021 Adopted Budget. The last column of the table calculates the change in expenditures by category for the fiscal year 2021 Adopted Budget over the fiscal year 2020 Adopted Budget.

General Fund Expenditure Summary In Thousands (000)

Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Personnel Services	\$ 125,982	\$ 128,470	\$ 132,853	\$ 134,751	\$ 1,897
Supplies and Services	15,234	14,470	12,410	14,807	2,397
Other Expenses	962	1,001	779	781	2
Internal Service	-	2,997	2,967	3,153	187
Capital	2,742	1,367	285	237	(48)
Transfers Out	25,305	39,488	42,656	48,083	5,427
Non-CIP Project Expenditures	371	59	-	-	-
Utilities	5,862	5,337	5,017	4,879	(138)
Total Operating Budget	\$ 176,459	\$ 193,188	\$ 196,967	\$ 206,690	\$ 9,723
CIP Project Expenditures	147	26	-	-	-
Total General Fund Budget	\$ 176,606	\$ 193,215	\$ 196,967	\$ 206,690	\$ 9,723

SALES TAX MEASURES

The fiscal year 2021 Adopted Budget includes two large transfers out of the General Fund. The transfers are to support transparency and compliance with the intent of two City voter approved sales tax measures: Measure P and Measure A.

- Measure P - Approved in November 2016, Measure P is a temporary, ten-year, half-cent sales tax dedicated by the City to funding high priority deferred maintenance items such as infrastructure, fleet replacement, technology and other capital equipment. Collection of this tax began in April 2017 and is scheduled to terminate in March 2027. The fiscal year 2021 Adopted Budget projects approximately \$20.0 million in revenue from this tax and a corresponding transfer out (expense) of the General Fund to the Measure P fund for the same amount. The fiscal year 2021 adopted transfer amount is an increase of approximately \$1.8 million over the transfer amount included in the fiscal year 2020 Adopted Budget.
- Measure A - Approved in June 2018, Measure A is a half-cent sales tax dedicated to addressing public safety (police and fire departments) critical needs. Collection of this revenue began in October 2018 and will remain in place unless and until the voters repeal it. The fiscal year 2021 Adopted Budget projects approximately \$20.0 million in revenue from this tax and a matching transfer out of the General Fund to the Measure A fund for the same amount. The fiscal year 2021 adopted transfer amount is an increase of approximately \$1.8 million over the transfer amount included in the fiscal year 2020 Adopted Budget.

Although these measures were approved as “general purpose tax” (City has discretion to spend revenues generated for any lawful municipal purpose), the City has established specific uses and spending plans for each revenue stream. As such, the City has set up separate funds to monitor and track the usage and balance of these funds. The General Fund serves as a pass-through conduit for these funds. The fiscal year 2021 Adopted Budget includes transfers out of approximately \$20.0 million to each of the Measure P and Measure A funds respectively. Specific budget information related to these measures is provided in the Measure P and Measure A sections of this document.

SIGNIFICANT EXPENDITURE CHANGES

Despite the fiscal challenges present in fiscal year 2021, the Adopted Budget does include several additions from the fiscal year 2020 Adopted Budget. These include, but are not limited to:

- Operating and personnel expenditures of approximately \$2.0 million for the opening of the new Millenia Fire Station
- Increase of approximately \$1.6 million in retirement costs
- Increase of approximately \$1.6 million transfer to Chula Vista Bayfront Finance Authority Fund

MAJOR EXPENDITURE CHANGES BY CATEGORY

The following summarizes the significant changes within the expenditure categories:

- The Personnel Services category reflects an increase of \$1.9 million from the fiscal year 2020 Adopted Budget. A breakdown of the personnel services category changes include:
 - An approximately \$1.6 million increase for retirement costs which reflects the increased contribution rates based on the June 30, 2018 valuation report from CalPERS. These costs are discussed in detail later in the expenditure section.
 - A net increase of \$0.98 million in budgeted salaries - this increase reflects the annualized cost of step increases, and an increase in targeted salary savings of approximately \$1.1 million. Salary savings is the amount of salary expense that a department saves when a position is vacant or filled at a lower salary level than the budgeted level.
 - An increase of \$0.4 million in expenses for healthcare benefits. These costs are discussed in detail later in the expenditure section.
- The Transfers Out category is anticipated to increase by \$5.4 million over fiscal year 2020. The increase is due to an additional \$3.6 million in Measure P and Measure A transfers over the fiscal year 2020 Adopted Budget amounts.

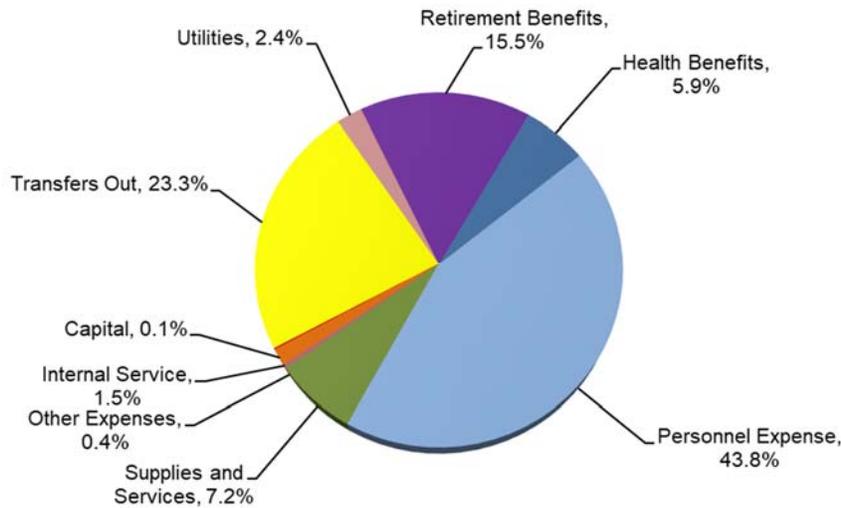
In addition, the increase of \$1.6 million to the Chula Vista Bayfront Finance Authority for the development of a destination resort hotel and convention center project on the Chula Vista Bayfront.

- The Supplies and Services expense category reflects a net increase of approximately \$2.4 million when compared to the fiscal year 2020 Adopted Budget.
- The Utilities expense category has been decreased by \$0.14 million. Departmental Utility budgets have been adjusted to reflect projected expenditures for fiscal year 2021.

The chart below illustrates the fiscal year 2021 expenditures by expense category as a percentage of the entire General Fund adopted budget, followed by a chart showing the City’s historical General Fund expenditures from fiscal year 2016 to the fiscal year 2021 Adopted Budget expenditure amounts.

General Fund Expenditures by Category

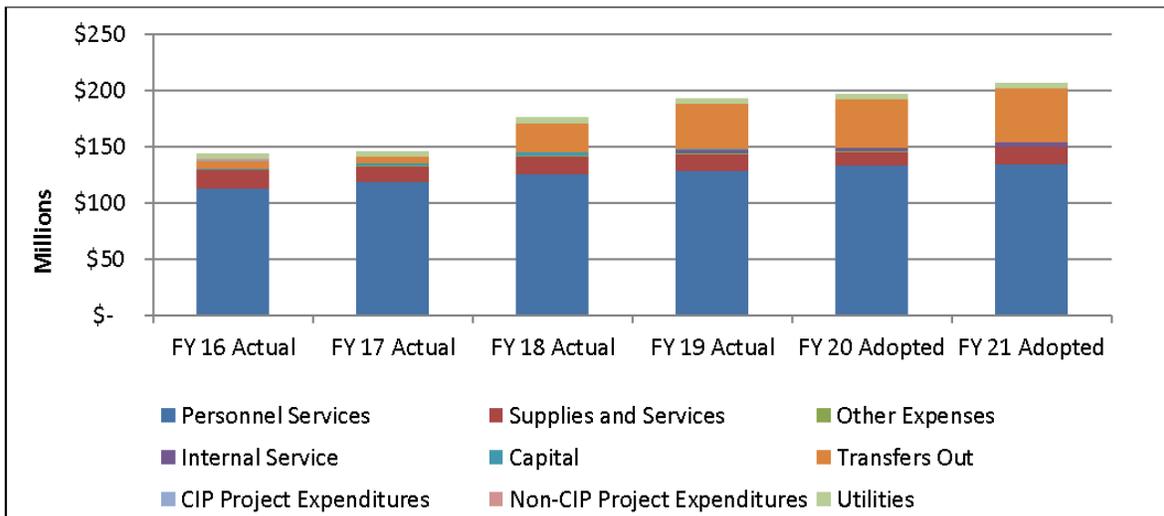
Fiscal Year 2021



Note: Personnel Services (Personnel Expense, Retirement Benefits, and Health Benefits) accounts for 65% of General Fund expenditures in the fiscal year 2021 Adopted Budget.

General Fund Expenditures History by Category

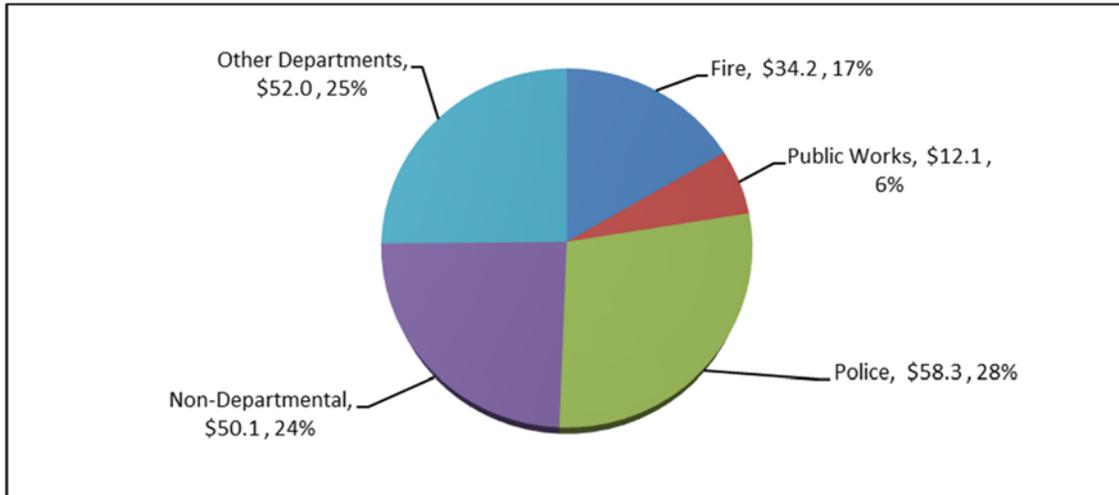
Fiscal Years 2016 – 2021



The chart below illustrates the fiscal year 2021 Adopted General Fund Expenditure budget by department. A note of significance is the public safety departments, Police and Fire, represent approximately 45 percent of the General Fund budget for fiscal year 2021.

General Fund Expenditure by Department

Fiscal Year 2021

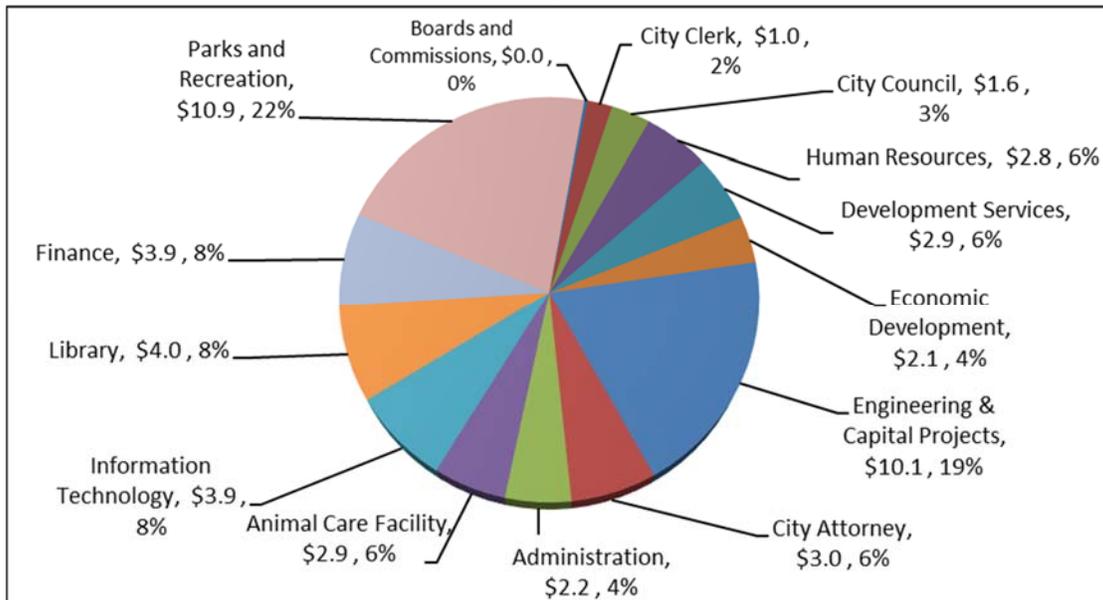


Note: The chart above does not reflect net cost of each department, only their expenditure allocations.

The following chart reflects the “Other” department costs included in the previous chart that includes the \$50.9 million of the General Fund department budgeted expenditures.

General Fund Expenditure by Department (Other Department Detail – totals \$52.0 million)

Fiscal Year 2021



Note: The chart above does not reflect net cost of each department, only their expenditure allocations.

STAFFING LEVELS

As General Fund revenue levels have improved in recent years, the City has continued the trend of slowly recovering its staffing levels previously reduced as a result of the economic recession. The fiscal year 2021 Adopted Budget includes

a net increase of 107.50 positions over the fiscal year 2020 Adopted Budget. The staffing changes are divided by those approved by Council during fiscal year 2020 and changes made as part of the development of the fiscal year 2021 budget. During fiscal year 2020, Council approved an addition of 97.50 positions citywide (22.50 General Fund positions and 75.0 positions in other funds). Fiscal year 2021 changes result in a net increase of 10.0 positions over the fiscal year 2020 Amended Budget due to specific program expansions based on available resources.

As shown on table, with the adopted General Fund staffing levels in fiscal year 2021, the City will have achieved a 1.8 percent increase in staffing since fiscal year 2018.

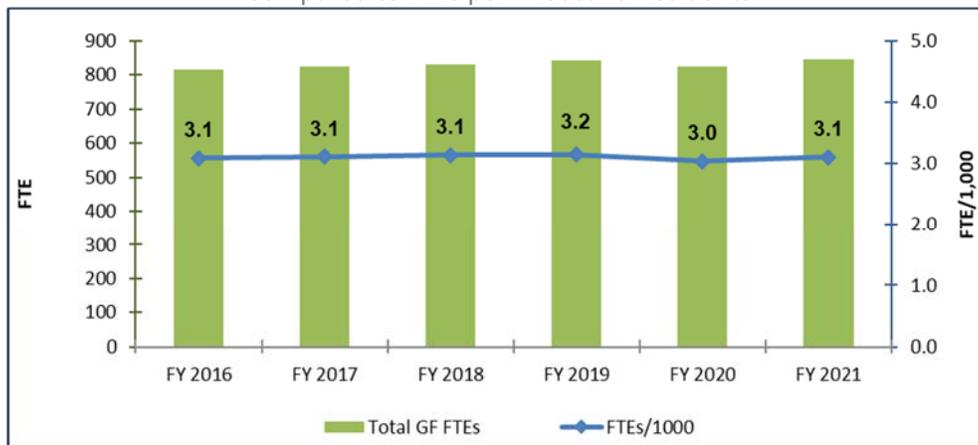
Staffing Level Fiscal Years 2018 – 2021

General Fund Budget	FY 2018	FY 2019	FY 2020	FY 2021	% Chg.
Legislative and Administrative	105.00	105.00	107.00	110.50	3.3%
Development and Maintenance	218.75	180.25	183.25	192.25	4.9%
Public Safety	468.50	480.50	457.50	464.50	1.5%
Community Services	39.50	78.50	78.50	79.50	1.3%
Total GF City Staff*	831.75	844.25	826.25	846.75	2.5%

*General Fund staffing peaked at 1,263.75 FTEs in 2007.

The City has continued efforts to increase staffing in recent years. The modest increases in staffing have slightly lagged the City’s population growth as projected by the California Department of Finance. Since 2018, staffing has increased by 1.8 percent while the City’s population has increased by 3.1 percent. These growth patterns are reflected in the following graph which provides the number of General Fund full-time employees (FTEs) per thousand residents. The FTE per capita figure has remained relatively unchanged since fiscal year 2016.

City of Chula Vista Staffing (FTEs)
Compared to FTEs per Thousand Residents



SALARY ADJUSTMENTS

During the economic recession the City’s bargaining groups worked with City management to reach agreements that reduced personnel costs in an effort to balance the budget. The adjustments to employee compensation included wage concessions and pension reform. As the economy began to gain positive momentum, the City granted salary increases to its employee bargaining groups. The fiscal year 2021 Adopted Budget for the Personnel Services expense category, which includes salaries and benefits, is \$134.8 million or 65.0 percent of the budget.

The fiscal year 2021 Adopted General Fund Budget does not include funding for the annualized costs of negotiated salary increases approved per the current Memoranda of Understanding (MOU) with each of the City’s employee

groups. Fiscal year 2020 is the last year of current MOUs with all the City's bargaining groups. New agreements are anticipated to be negotiated for the beginning of fiscal year 2021.

RISING RETIREMENT COSTS

The increase in retirement costs driven by rising CalPERS contributions is a significant budgetary challenge facing the City. The payments estimated to be made to the retirement system equal approximately \$32.1 million or 15.5 percent of the City's fiscal year 2021 Adopted Budget. This represents an increase of \$1.6 million from the fiscal year 2020 Adopted Budget.

Increases in CalPERS contributions can be attributed to several factors. In the early 2000's the City approved enhanced formula benefits for all City employees. During the economic downturn, the City approved an early retirement incentive to encourage employees to retire thereby reducing the number of layoffs, but this came at the expense of increasing the City's payment to CalPERS. The impact of retirement cost increases was partially offset through negotiations with City's bargaining groups that resulted in the implementation of pension reform. Under the negotiated pension reform, employees agreed to pay their share of pension costs and thereby provided a one-time base level of employee retirement payments. However, this action did not reduce future cost increases. During this same time period, CalPERS experienced significant investment losses.

Over the last several years, CalPERS has made a series of changes that have resulted in higher contribution rates. Prior to fiscal year 2006, the CalPERS investment pool assumed a rate of return of 8.25% and any market gains (or losses) less than that amount would significantly affect the City's overall contribution rate. In fiscal year 2006, CalPERS adjusted their investment return assumption to 7.75%. In 2012, the CalPERS Board of Administration approved a recommendation to lower the rate of investment return assumption from 7.75% to 7.50%. On December 21, 2016, the CalPERS Board of Directors decided to lower the rate of return assumption from 7.5% to 7.0% over a three-year period beginning in fiscal year 2019. The assumed rate of return would change to 7.375% in fiscal year 2019, decreasing to 7.250% in fiscal year 2020, and settling at 7.00% in fiscal year 2021. CalPERS is implementing this change for the following reasons:

- Strengthening long-term sustainability of the pension fund
- Reducing negative cash flows; additional contributions will help to offset the cost to pay pensions
- Reducing the long-term probability of funded ratios falling below undesirable levels
- Improving the likelihood of CalPERS investments earning the assumed rate of return
- Allows for reduced portfolio risk consistent with the new risk mitigation policy

In addition, as outlined in their June 15, 2015 valuation report to the City, beginning in fiscal year 2018, CalPERS began to collect employer contributions toward the plan's unfunded liability as dollar amounts instead of the prior method of a contribution rate. This change addressed potential funding issues that could arise from a declining payroll or reduction in the number of active members in the plan. Funding the unfunded liability as a percentage of payroll could lead to the underfunding of the plans. Although employers will be invoiced at the beginning of the fiscal year for their unfunded liability payment, the plan's normal cost contribution will continue to be collected as a percentage of payroll.

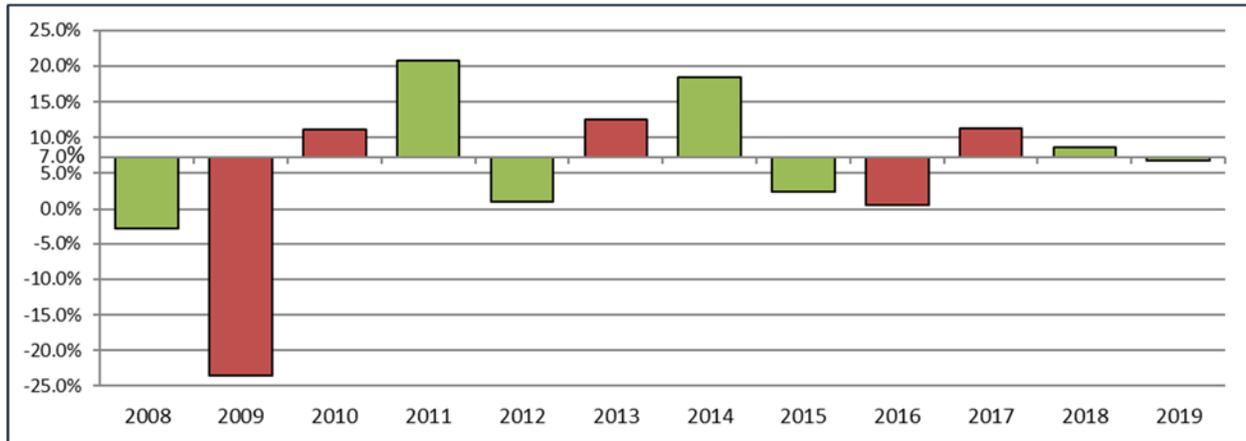
The CalPERS Board of Administration also adopted a Risk Mitigation Policy which is designed to reduce funding risk over time. The policy establishes a mechanism whereby CalPERS investment performance that significantly outperforms the discount rate triggers adjustments to the discount rate, expected investment return and strategic asset allocation targets. A minimum excess investment return of 4% above the existing discount rate is necessary to cause a risk mitigation event. The policy has no impact on the current year valuation results but may have an impact in future years.

The budgetary impacts caused by the increased employer contribution rates for retirement costs due to lower CalPERS investment returns and corrective policy changes have been significant and will continue to challenge the City in future years.

To follow is a series of charts related to pension costs. The first chart depicts the actual market rates of return for the CalPERS investment portfolio relative to the assumed 7.00% rate of return for fiscal year 2020. This chart will be

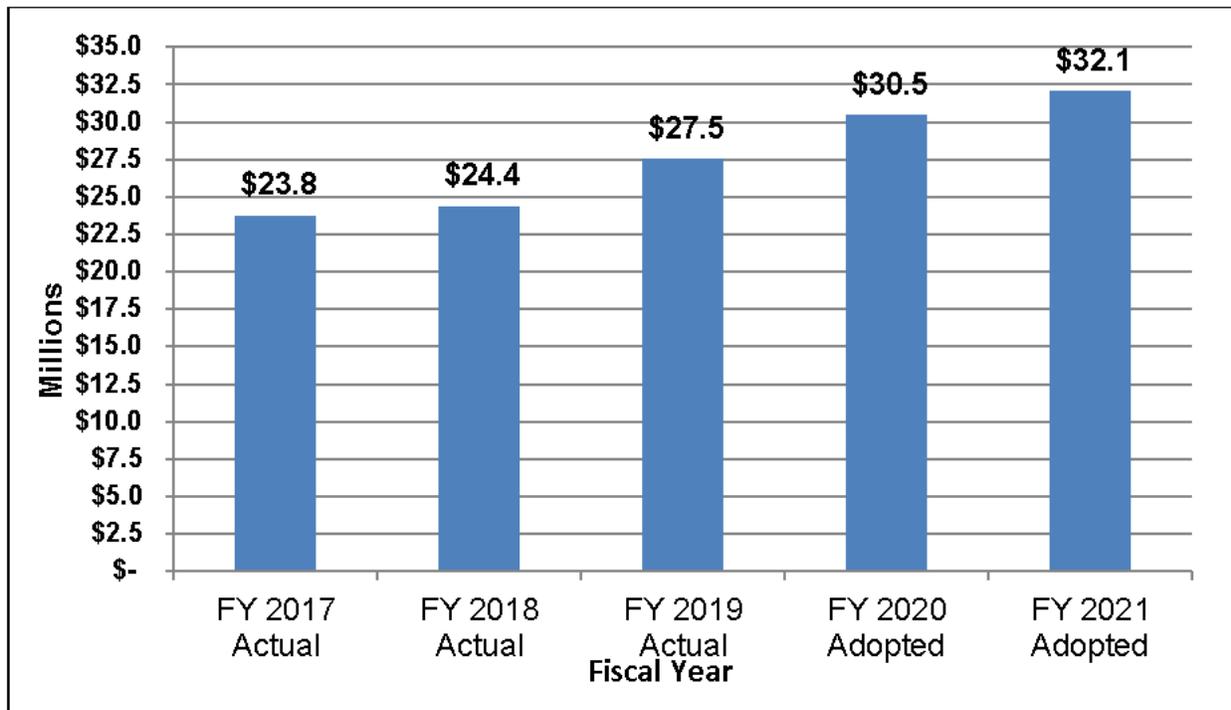
restructured in future fiscal years to display actual rates of return for the CalPERS assumed rates as they are updated.

CalPERS Historical Market Value Rates of Return
Relative to Assumed Investment Return of 7.00%



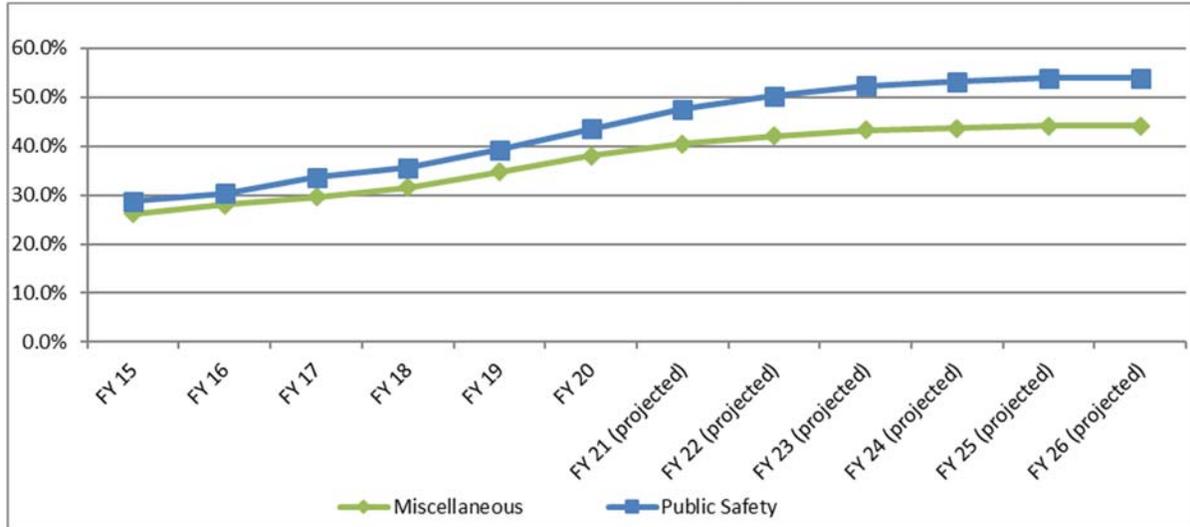
The second chart reflects actual CalPERS costs in the General Fund for fiscal years 2017 to the fiscal year 2021 Adopted Budget. In review of the information presented in the chart below, the CalPERS costs have increased by \$8.3 million from the fiscal year 2017 Adopted Budget to the fiscal year 2021 Adopted Budget. This represents a 34.8% increase over this time period.

Retirement Costs (General Fund)
Fiscal Years 2017 – 2021



The final chart reflects historical CalPERS contributions illustrating the employer (City) contribution rates from fiscal years 2015 to 2020 and projected rates for fiscal years 2021 through 2026.

CalPERS Employer Contribution Rates
Fiscal Years 2015 to 2025 Projected



Notes:

1. Reflects Employer Contribution. The actual employer contribution is higher due to Employer Paid Member Contributions (EPMC) ranging from 1.3% to 4.2%, and for applicable years an additional 8% and 9% for the Employer Paid Member Contribution (Employee Contribution).
2. Projected rates (FY 2021 - 2025), based on CalPER’s Annual Valuation Report as of June 30, 2017.

HEALTH CARE COSTS

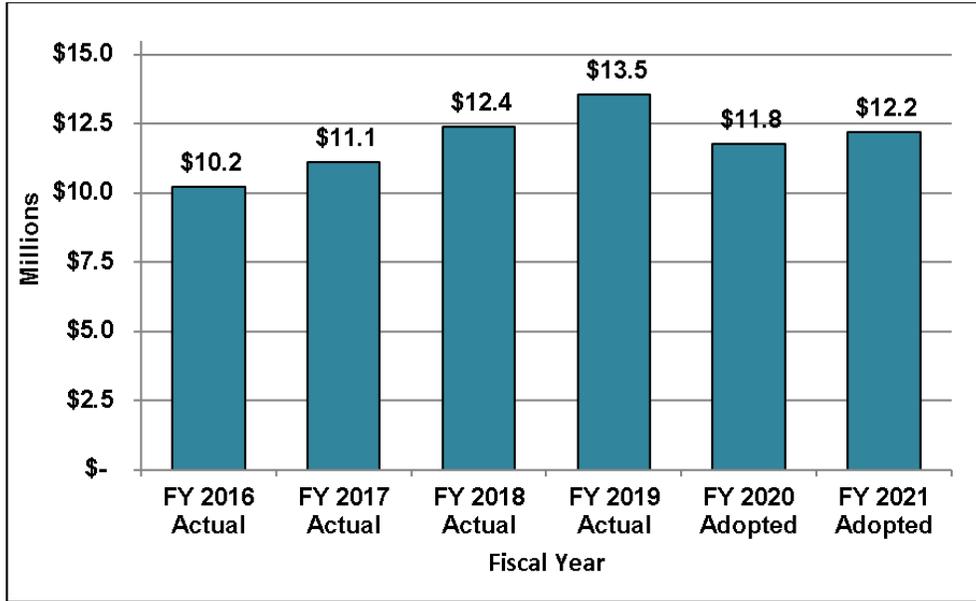
Flex/Health insurance expenses total approximately \$12.2 million or 5.9 percent of the fiscal year 2021 Adopted Budget expenditures. This represents an increase of \$0.4 million or 3.5 percent from the fiscal year 2020 Adopted Budget. The increase in cost is due to an increase to the City’s health insurance provider AETNA in calendar year 2020. Kaiser remained as an additional health insurance provider for fiscal year 2021. The transition to AETNA is anticipated to stabilize health care costs in fiscal year 2021 as well.

To follow are charts and tables reflecting the expenditures related to flex/health insurance. The first chart illustrates the actual Flex/Health insurance costs in the General Fund from fiscal year 2016 to the fiscal year 2021 Adopted Budget. Actual Flex/Health insurance costs represent an ongoing challenge that the City will continue to address in future budgets.

The subsequent table displays Flex Allotments by bargaining group from Calendar Year 2016 to Calendar Year 2020. Flex Allotments are the amounts provided by the City for employees to use towards the purchase of their health benefits. This allotment is negotiated between the City and each bargaining group. As illustrated by the table, costs to the City in the area of flex/health insurance have increased significantly since Calendar Year 2016, with no increase in allocations for Calendar Year 2020. Flex allotment costs for 2021 were not available at the time the adopted budget was developed.

**Flex/Health Insurance Costs
(General Fund)**

Fiscal Years 2016 – 2021



Flex Allotment Increases by Bargaining Group

Calendar Year 2016 to Calendar Year 2020

FLEX Allotment Increases by Bargaining Unit						
Bargaining Group	2016	2017	2018	2019	2020	2018-2019 % Change
Confidential	\$ 13,682	\$ 13,760	\$ 14,614	\$ 14,614	\$ 14,614	0.0%
Chula Vista Employees Association	\$ 13,182	\$ 13,260	\$ 14,114	\$ 14,114	\$ 14,114	0.0%
Executive	\$ 16,458	\$ 16,536	\$ 17,390	\$ 17,390	\$ 17,390	0.0%
Mid Managers and Professionals	\$ 14,058	\$ 14,136	\$ 14,990	\$ 14,990	\$ 14,990	0.0%
Senior Managers	\$ 15,058	\$ 15,136	\$ 15,990	\$ 15,990	\$ 15,990	0.0%
Western Council of Engineers	\$ 14,058	\$ 14,136	\$ 14,990	\$ 14,990	\$ 14,990	0.0%
Mayor & Council	\$ 16,458	\$ 16,536	\$ 17,390	\$ 17,390	\$ 17,390	0.0%

The public safety bargaining group is not included in the preceding table as their negotiated benefits differ from the other bargaining groups.

The City pays the full premium for Kaiser HMO Health Plan and Cigna DHMO pre-paid dental plan for the employee and any eligible dependents of the public safety bargaining group members. The current labor agreements with public safety employees stipulate that public safety employees who choose a non-Kaiser HMO coverage will be assuming the cost difference between the Kaiser premium and the non-Kaiser HMO coverage.

Previously public safety employees who chose a non-Kaiser HMO coverage assumed a share of the cost difference between the Kaiser premium and the non-Kaiser HMO coverage. This adjustment sets the maximum amount of health insurance benefits at the maximum allowable cost the Kaiser HMO coverage.

The following table presents the range of benefits the City provides in medical and dental insurance to public safety employees and their dependents.

City Provided Public Safety Flex Benefit Ranges
Calendar Year 2017 to Calendar Year 2020

Public Safety FLEX Benefit Ranges				
Benefit	2017	2018	2019	2020
Medical	\$6,408 - \$19,766	\$6,624 - \$28,526	\$6,744 - \$16,848	\$6,408 - \$16,008
Dental ⁽¹⁾	\$192 - \$456	\$192 - \$468	\$192 - \$468	\$192 - \$468

⁽¹⁾Dental insurance for public safety employees is fully compensated for at the DHMO level. Employees may choose PPO and pay the variance between DHMO and PPO.

Insurance Premiums

Kaiser and AETNA/UHC insurance premiums have increased an average of 4.5 percent and 0.8 percent per year respectively since the beginning of Calendar Year 2016. As noted in the table below, Kaiser premiums have increased a total of 12.9 percent during this time while AETNA/UHC premiums have increased 9.9 percent over the same period. Premiums increase by 2.6 percent in 2017 as the City switched its insurance provider from AETNA to UHC. The annual budget for Flex/Health Insurance has increased from \$10.2 million in fiscal year 2016 to \$12.2 million in the fiscal year 2021 Adopted Budget. Though the transition from UHC to AETNA provided a decrease in fiscal year 2020, discussions with health care professionals indicate increases in health care costs are likely to continue for the foreseeable future.

The following table reflects the changes in health care rate premiums the City has experienced from January 2016 to January 2020. The final rate premium that will be in effect for January 2021 will not be known until early fall.

Premium Increases by Health Care Provider
Calendar Year 2016 to Calendar Year 2020

Date of Increase	Kaiser	AETNA/ UHC	Average
January 2016	-3.8%	3.8%	0.0%
January 2017	15.1%	-3.8%	5.6%
January 2018	3.4%	12.0%	7.7%
January 2019	3.2%	-9.0%	-2.9%
January 2020	-5.0%	6.9%	1.0%
Annual Average Premium Increase	4.5%	0.8%	2.6%
Total Increase (Jan 2016 - Jan 2020)	12.9%	9.9%	11.4%

Total increase reflects average changes in premium costs from 2015-2019 for Kaiser and AETNA/UHC.

GENERAL FUND REVENUE SUMMARY

General Fund Revenue Summary

Chula Vista General Operating Budget in thousands (000)	
FY 2019 Actual Revenues	\$200,153
FY 2020 Adopted Budget	\$196,967
FY 2021 Adopted Budget	\$206,690
% Change FY 2020 to FY 2021	5.0%
*Excludes CIP Revenues	

COVID-19

The budget numbers presented in the fiscal year 2021 Adopted Budget were prepared prior to the novel coronavirus (COVID-19) pandemic. As a result, job losses, business closures, and related financial impacts will reduce revenues. The fiscal year 2021 Adopted Budget projections and assumptions will be updated during the first quarter of fiscal year 2021, and recommendations on balancing the budget will be presented to the City Council and the public at that time.

The fiscal year 2021 Adopted General Fund revenue budget is \$206.7 million. This reflects an increase of \$9.7 million or 4.9 percent when compared to the fiscal year 2020 Adopted Budget revenues. General Fund revenues provide funding for essential City services including police, fire, library services, and park and recreation programs. The General Fund Revenues section provides information related to the significant changes within the individual revenue categories and brief descriptions of issues impacting the City’s major revenue sources: Property Tax, Sales Tax, Measure P Sales Tax, Measure A Sales Tax, Franchise Fees, Transient Occupancy Tax (TOT), Utility User Tax, and Property Tax collected in-lieu of Motor Vehicle License Fees. The major revenue sources, listed above, account for 82.0 percent of the City’s General Fund revenue for the fiscal year 2021 Adopted Budget and are anticipated to increase by \$8.3 million over the fiscal year 2020 Adopted Budget.

The following table compares all the revenue categories for the fiscal year 2021 Adopted Budget to the fiscal year 2020 Adopted Budget revenue categories and provides the actual revenues for fiscal year 2018 and fiscal year 2019 for historical information.

General Fund Revenues

In Thousands (000)

Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Property Taxes	\$ 34,304	\$ 36,419	\$ 36,361	\$ 37,556	\$ 1,195
Sales Tax	32,824	36,954	35,128	36,932	1,804
Sales Tax - Measure P	18,161	20,016	18,266	20,020	1,754
Sales Tax - Measure A	-	14,088	18,266	20,020	1,754
Franchise Fees	11,750	12,121	11,926	12,405	479
Utility Users Taxes	5,563	4,883	5,633	5,233	(400)
Transient Occupancy Taxes	4,105	4,502	4,358	4,927	569
Motor Vehicle License Fees	21,202	22,353	22,540	23,701	1,162
Development Revenue	1,851	1,667	1,482	2,034	552
Licenses and Permits	1,353	2,185	1,451	1,467	15
Fines, Forfeitures & Penalties	1,332	1,464	1,267	1,230	(37)
Use of Money and Property	2,841	4,019	3,065	2,969	(96)
Other Local Taxes	2,732	2,941	2,598	3,125	527
Police Grants	2,038	527	820	830	11
Other Agency Revenue	1,875	1,545	1,255	1,453	198
Charges for Services	8,604	9,815	6,929	8,110	1,181
Interfund Reimbursements	9,951	10,660	10,544	9,978	(567)
Other Revenues	4,504	2,065	1,254	2,383	1,130
Transfers From Other Funds	10,595	11,928	13,823	12,315	(1,508)
TOTAL General Fund Revenues	\$ 175,586	\$ 200,153	\$ 196,967	\$ 206,689	\$ 9,723

SIGNIFICANT REVENUE CHANGES

Significant changes impacting the fiscal year 2021 Adopted Budget revenues include:

- Projected increase of approximately \$1.2 million in property taxes.
- Projected increase of approximately \$1.8 million in sales tax revenue.
- Increase of approximately \$1.2 million in Motor Vehicle License Fees over the fiscal year 2020 Adopted Budget.
- Increase of \$1.8 million in both Measure P and Measure A Sales Tax revenues over the fiscal year 2020 Adopted Budget projections.
- Collective increase of approximately \$0.6 million in projected Franchise Fees, Utility User Taxes, and TOT.

MAJOR REVENUE CHANGES BY CATEGORY

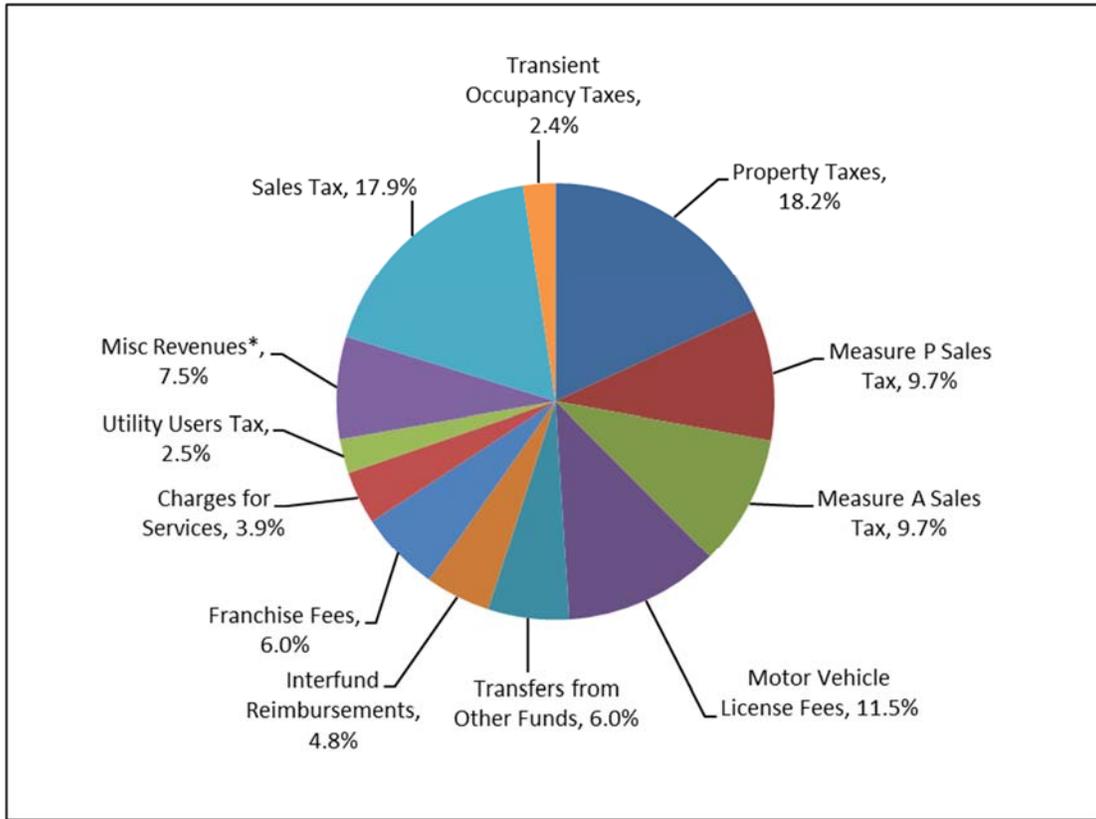
The following summarizes the significant changes within the revenue categories:

- Property Taxes – For fiscal year 2021, property taxes are anticipated to total \$37.6 million, which accounts for 18.2 percent of the General Fund revenue budget. This category reflects an increase of \$1.2 million or 3.3 percent over the prior year adopted budget.
- Sales Tax – Sales tax revenue represents the second largest revenue source for the City, falling closely behind property taxes. The fiscal year 2021 Adopted Budget projects \$36.9 million to be collected in sales tax revenue. This revenue source represents 17.9 percent of the fiscal year 2021 Adopted General Fund revenue budget. When compared to the prior fiscal year adopted budget, Sales Tax revenues for fiscal year 2021 are projected to increase by \$1.8 million or 5.1 percent. This is exclusive of the Measure P and Measure A Sales Tax revenues.

- Measure P Sales Tax – The City of Chula Vista voters approved the Measure P Sales Tax Measure in November 2016. Measure P is a temporary, ten-year, half-cent sales tax dedicated by the City to funding high priority deferred maintenance items. Collection of the revenue began in fiscal year 2017 and fiscal year 2018 was the first full year the City received Measure P revenue. The fiscal year 2021 Adopted Budget projects \$20.0 million in Measure P Sale Tax revenues, which is an increase of approximately \$1.8 million or 9.6 percent over the fiscal year 2020 Adopted Budget. The full amount of revenue collected for Measure P is transferred out from the General Fund to the Measure P fund. The General Fund only serves as a conduit for these funds and provides no net impact to the General Fund.
- Measure A Sales Tax – The City of Chula Vista voters approved the Measure A Sales Tax Measure in June 2018. Measure A is a one-half cent Sales Tax increase to address identified critical needs and enhance public safety staffing. This sales tax will remain in place until and unless the voters repeal it. The fiscal year 2021 Adopted Budget projects \$20.0 million in revenue for this revenue, which is an increase of approximately \$1.8 million or 9.6 percent over the fiscal year 2020 Adopted Budget. The full amount of revenue collected for Measure A is transferred out from the General Fund to the Measure A fund. The General Fund only serves as a conduit for these funds. Per the Measure A approved Intended Public Safety Expenditure Plan, several city departments, such as human resources and information technology, receive reimbursements from Measure A for staff time used supporting Measure A (public safety) operations. These reimbursements are counted as department generated revenues within the respective support departments.
- Property tax collected In-lieu of Motor Vehicle License Fees (MVLf) – The fiscal year 2021 Adopted Budget for the MVLf is \$23.7 million, reflecting an increase of approximately \$1.2 million over the fiscal year 2020 Adopted Budget amount. Beginning in fiscal year 2006, due to a change in revenue allocation resulting from the Budget Act of 2006, MVLf revenues are projected to grow in proportion to the change in gross assessed property valuation. As such, this revenue category reflects a 5.2 percent increase from fiscal year 2020 amounts, similar to the property tax revenue category.
- Franchise Fees – For the fiscal year 2021 Adopted Budget, Franchise Fees are anticipated to increase by \$0.5 million from the fiscal year 2020 Adopted Budget. Franchise fees are collected from three primary sources: gas & electric, trash collection, and cable receipts. Gas & electric and trash revenues are anticipated to slightly decrease slightly for fiscal year 2021.
- Transient Occupancy Taxes (TOT) – Transient occupancy tax revenues are projected to increase from \$4.4 million in fiscal year 2020 to \$4.9 million in fiscal year 2021, an increase of \$0.6 million or 13.0 percent from the fiscal year 2020 Adopted Budget. A conservative growth assumption is used for this category as the impact of the new hotels to surrounding lodging may affect the overall growth in TOT.
- Utility Users Tax (UUT) – UUT revenues are estimated at \$5.2 million for fiscal year 2021. The fiscal year 2021 Adopted Budget anticipates very moderate growth in this revenue category year over year. The Adopted Budget projects a decrease of approximately \$400,000 or 7.1 percent, over fiscal year 2020 Adopted Budget amounts.

The following chart illustrates the adopted fiscal year 2021 revenues by revenue category.

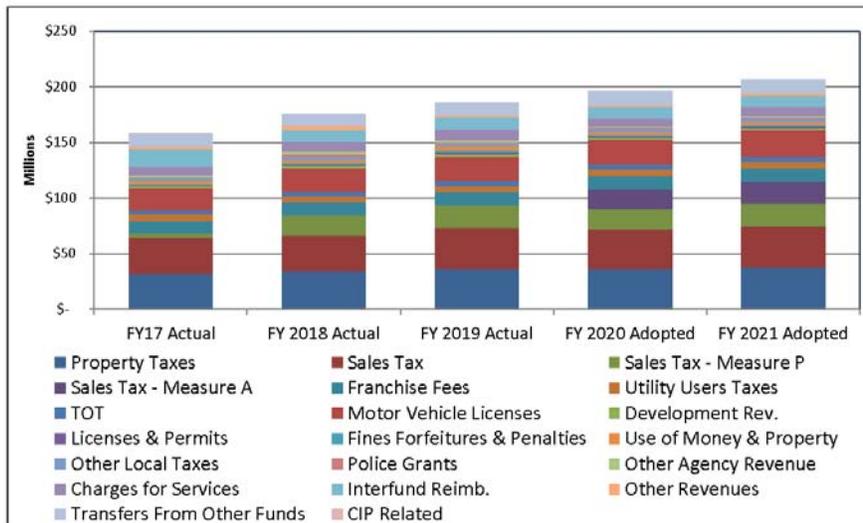
General Fund Revenues by Category
Fiscal Year 2021



*Misc. Revenues includes the following revenue categories: Development Revenue, Other Agency Revenue, Other Local Taxes, Other Revenues, Use of Money & Property, Licenses and Permits, Police Grants, Fines, Forfeitures & Penalties, and CIP.

The chart below shows the City’s historical revenue collection from fiscal year 2017 to the fiscal year 2021 adopted budget revenue amounts.

Historical and Estimated General Fund Revenue Sources
Fiscal Years 2017 – 2021



MAJOR REVENUE SOURCES

The following is a description of the City’s major revenue sources along with a brief discussion of the trends impacting these revenues for fiscal year 2021.

Sales Tax

Retailers must register with the California Department of Tax and Fee Administration and pay the state's sales tax. Sales tax revenues are collected at the point of sale and remitted to the State Board of Equalization. Sales tax provides revenue for the State, County, and City. The tax is collected at a rate of 8.75% for the City of Chula Vista. The sales tax revenues are then allocated based on the following rates:

State General Fund (includes K-12/Community Colleges)	3.94%
Public Safety (Prop 172)	0.50%
County Realignment (Mental Health/Welfare/Public Safety)	1.56%
Countywide Transportation Fund	0.25%
San Diego County Regional Transportation Commission (TransNet)	0.50%
State and County Subtotal	6.75%
Local Jurisdiction (City or County of place sale/use) (<i>City Share</i>)	1.00%
City Transaction Tax (Measure P)	0.50%
City Transaction Tax (Measure A)	0.50%
City Subtotal	2.00%
Total Sales Tax Rate – Chula Vista ¹	8.75%

¹ Total sales tax rates will vary by City due to local sales tax initiatives.

With the approval of Measure P and Measure A, the City receives 2.0% of sales tax revenue applied to all taxable retail sales occurring within the City limits. In addition, Measure P and Measure A will produce additional sales taxes on vehicles purchased outside of City limits by Chula Vista residents. Measure P began on April 1, 2017 and Measure A became effective October 1, 2018. The measures are projected to generate approximately \$40.0 million in revenue in fiscal year 2021. The General Fund will serve as a pass-through for these revenues; these funds will ultimately be recognized as a Transfer Out to the Measure P and Measure A Sales Tax Funds.

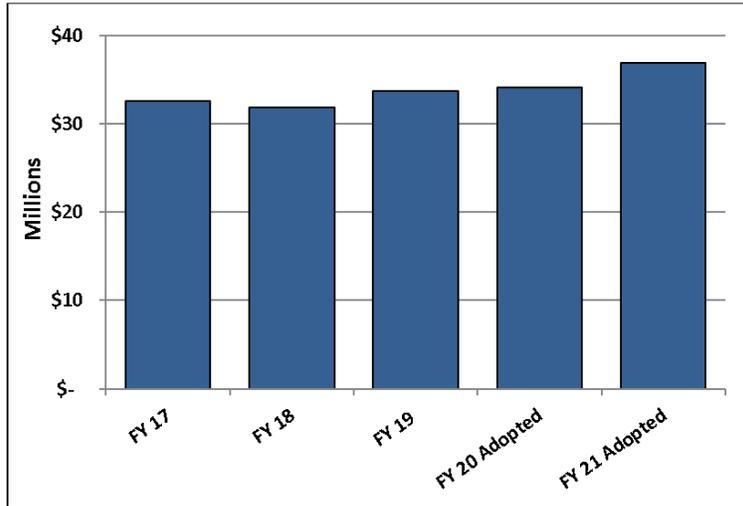
Sales tax revenue is highly sensitive to economic conditions, and reflects the factors that drive taxable sales, including levels of unemployment, consumer confidence, per-capita income, and business investment.

Sales tax revenue (exclusive of Measure P and Measure A) is the City’s second largest discretionary revenue source, accounting for 17.9 percent of total revenue for the General Fund in the fiscal year 2021 Adopted Budget.

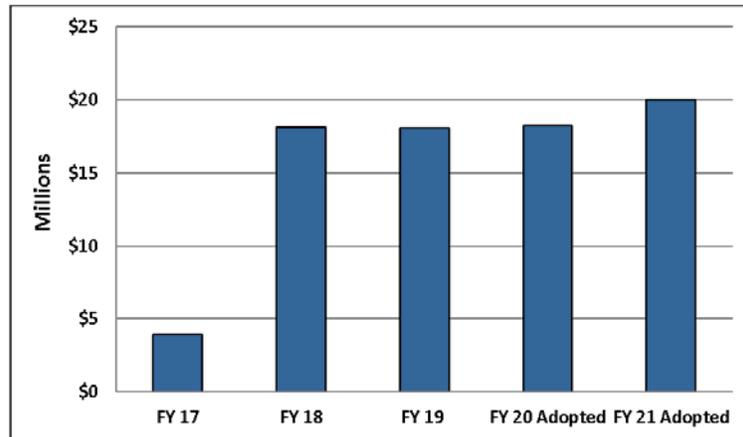
Consumer spending has slowly increased since the last economic recession. The positive trend is expected to continue in fiscal year 2021 and Sales Tax revenue is estimated at \$36.9 million (net of Measure P and Measure A revenues) in the adopted budget. This is a change of approximately 5.1 percent or \$1.8 million when compared to the fiscal year 2020 Adopted Budget. With the addition of Measure P and Measure A revenues, Sales Tax revenues for fiscal year 2021 are projected to total \$77.0 million.

The following graphs illustrate the gradually increasing trend in Sales Tax revenues (exclusive of Measure P and Measure A Sales Tax revenues) from fiscal year 2017 to the adopted amounts for fiscal year 2021; Measure P revenue collected in fiscal year 2018 to the projected amounts for fiscal year 2021; and the Measure A revenue in fiscal year 2020 Adopted Budget to the adopted amounts for fiscal year 2021.

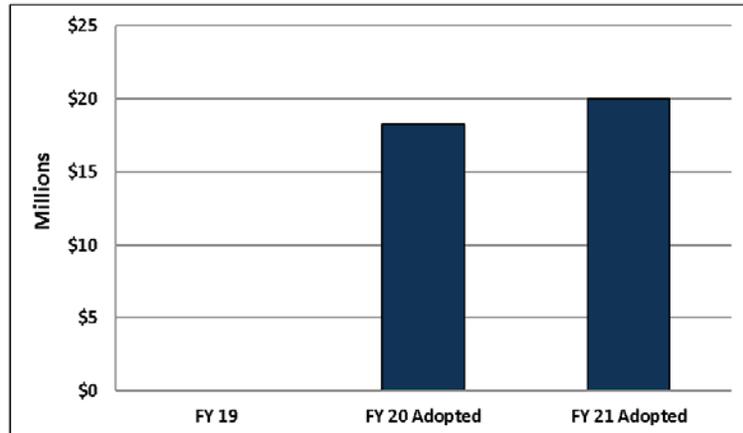
City of Chula Vista Sales Tax Revenues
Fiscal Years 2017 – 2021



City of Chula Vista Measure P Sales Tax Revenues
Fiscal Years 2018 – 2021

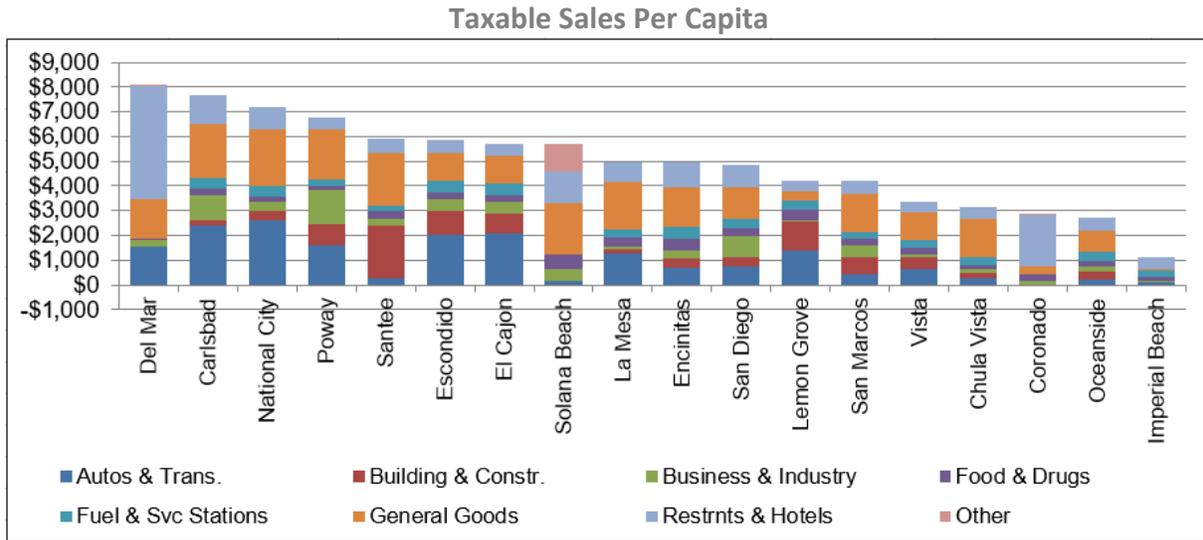


City of Chula Vista Measure A Sales Tax Revenues
Fiscal Years 2019 – 2021



The rise in social networking and growth in the use of mobile devices, the general public has become more comfortable with online purchasing. E-Commerce has substantially altered the Sales Tax base, repositioning revenues from point of sale (dedicated City revenues) to County and State Pools, which is allocated amongst jurisdictions.

The escalation of online retail shopping has been apparent since 2015; this shift has continued to occur since this time. Based on data collected by the City’s Sales Tax consultant (HdL) the table below illustrates the variance in the taxable sales per capita for the cities within San Diego County.



- Notes:
1. Based on 4th Quarter 2019 Taxable Sales
 2. Chula Vista Ranks 15th out of 18 cities in San Diego County.
 3. Prior budget documents reflected Sales Tax Per Capita information, which changes the scale of the presentation presented above but does not change the City’s standing when compared to other cities.

Chula Vista also continues to be challenged in the generation of taxable sales per capita when compared to other cities in San Diego County. As noted on the previous chart, taxable sales per capita for the City is only \$3,148 while Del Mar has the highest taxable sales per capita at a rate of \$8,079. This comparison indicates that the City may lack a diverse marketplace as residents seek goods and services outside the City boundaries.

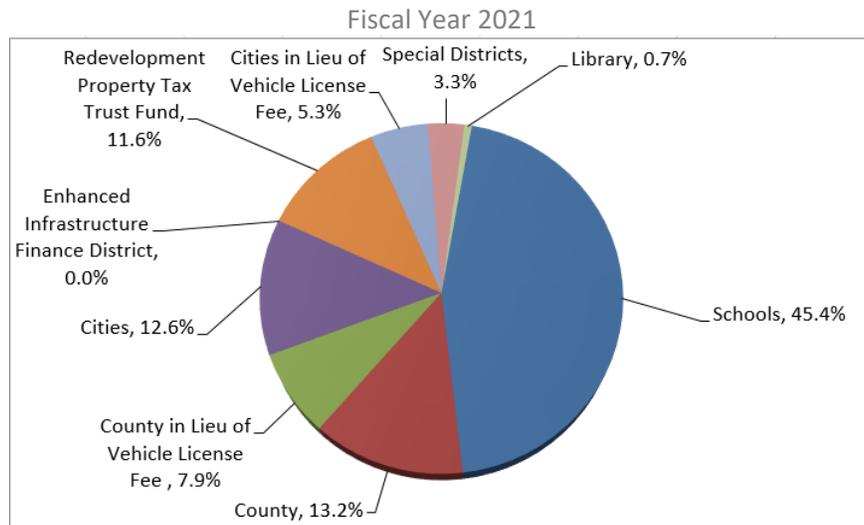
The City of Chula Vista continues to pursue development opportunities that have the potential to positively impact revenue for the City. The City has adopted a program that would increase the viability of obtaining financing for commercial, industrial and high-density residential development projects located in the Western area of the City. In Eastern Chula Vista the development of the Eastern Urban Center (Millenia) is continuing forward with the development of businesses which would increase employment opportunities in the City. While these businesses could bring more employees and residents to the City to live, shop, and dine, the projects take several years to develop and build. In the short term, the City continues to focus on new businesses looking to open in Chula Vista as well as assist existing businesses to sustain and grow their establishments.

Property Tax

Property tax revenues represent a major funding source for the City of Chula Vista as well as other local jurisdictions. The distribution of property tax funding has changed over time as the State legislature and voter approved initiatives have altered property tax allocations among local jurisdictions. As a result, the City currently receives property tax in-lieu revenues and property tax in-lieu of vehicle license fee revenues. These revenues were meant to replace the state-wide reallocation of sales tax and vehicle license fee revenues but do not increase the City’s revenue base.

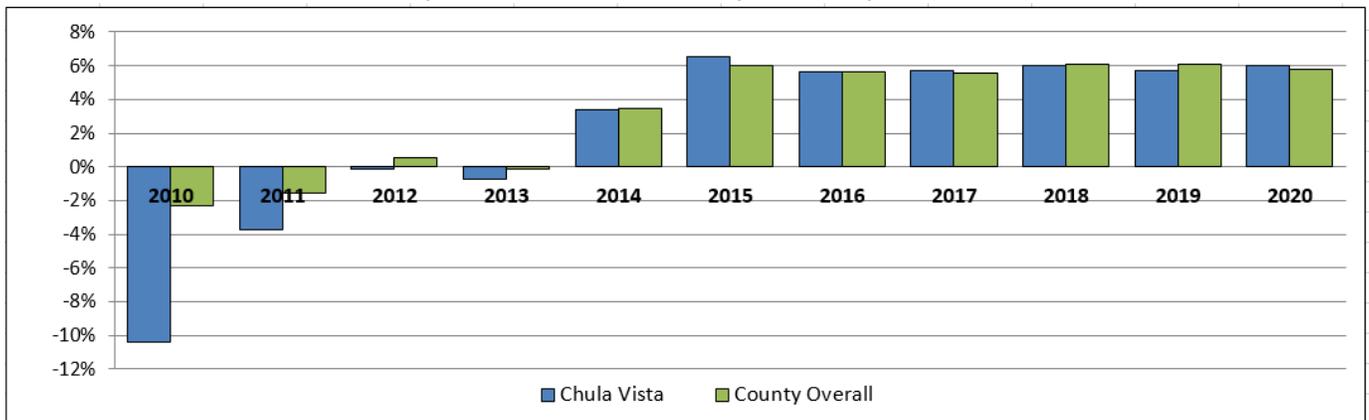
Currently, the City of Chula Vista receives approximately 12.6% of each property tax dollar. The distribution of the property tax dollar among the other local jurisdictions is depicted below.

Property Tax Dollar Distribution by Jurisdiction



Property tax revenues declined throughout the economic recession with Chula Vista being one of the hardest hit areas. During the economic recession the City’s assessed valuation dropped significantly. This history is depicted in the graph below. Since fiscal year 2014, the City’s assessed value has increased, and this positive trend is anticipated to continue into Fiscal Year 2021. This positive trend is reflected in the estimated property tax revenue.

Historical Change in Assessed Value
City of Chula Vista and Countywide Comparison

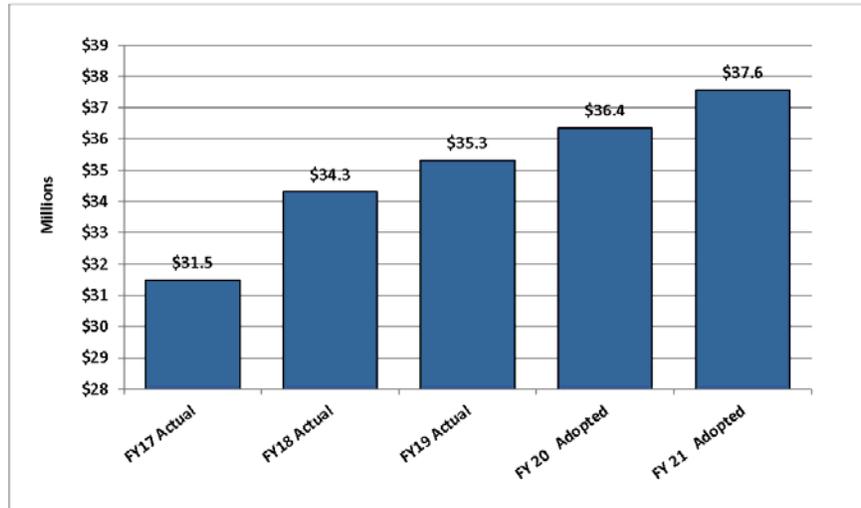


Source: County of San Diego Assessors Office.

Property tax revenues comprise the City’s largest discretionary revenue source and accounts for 18.2 percent of the total revenue for the General Fund. This revenue source is estimated at \$37.6 million in the fiscal year 2021 Adopted Budget and represents 3.3 percent or \$1.2 million increase from the fiscal year 2020 Adopted Budget. The following table illustrates the City’s property tax from fiscal year 2017 to the adopted amounts for fiscal year 2021.

Property Tax Revenues

Fiscal Year 2017 – 2021

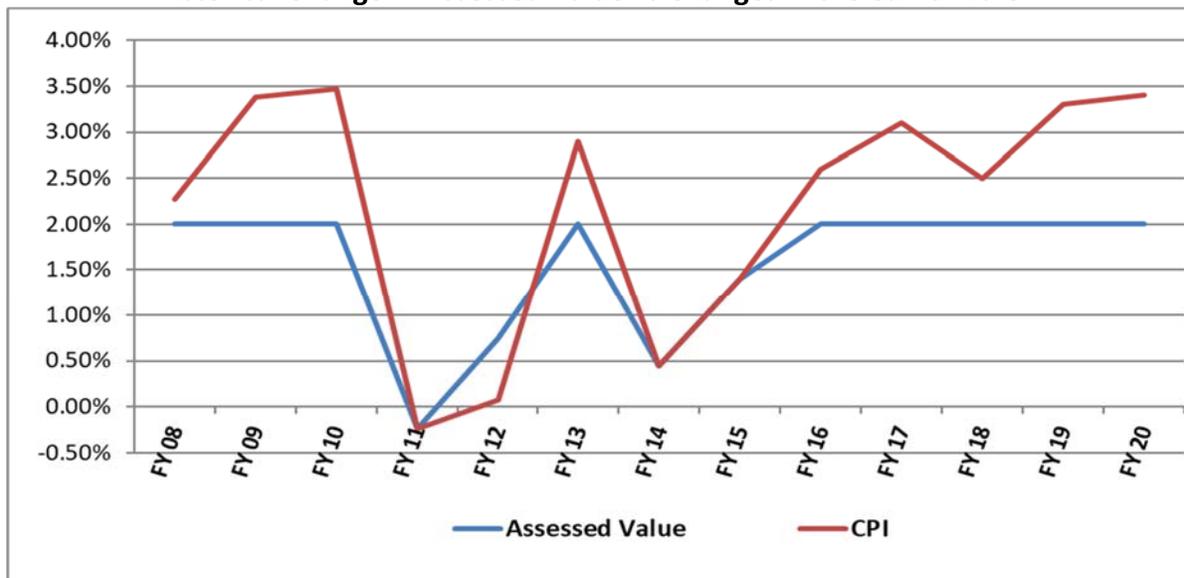


Property Tax revenues are based on a 1.0% levy on the assessed value of all real property. Under the terms of Proposition 13, which was approved in California in 1978, annual increases in the assessed value are capped at a maximum of 2% per year unless there is a change in ownership or new construction. Annual increases in assessed value are limited by either the California Consumer Price Index (CPI) or the 2% cap, whichever is less.

The past recession resulted in decreases in assessed valuations due to lower prices from home re-sales. Also, some years experienced little or negative inflation (deflation) that precluded the County Assessor from applying the normal increase of up to 2% to the assessment roll as permitted under the terms of Proposition 13.

The reductions in assessed valuations and the less than full application of the 2% growth factor to the assessment roll resulted in several years of negative or no growth in property tax revenues for the City during the recession. The following chart provides a historical comparison of the assessed valuation and the CPI from 2008 to 2020. The most recent change in the October to October CPI was 3.4 percent, which will allow for the full 2% growth rate to be applied to the assessment roll.

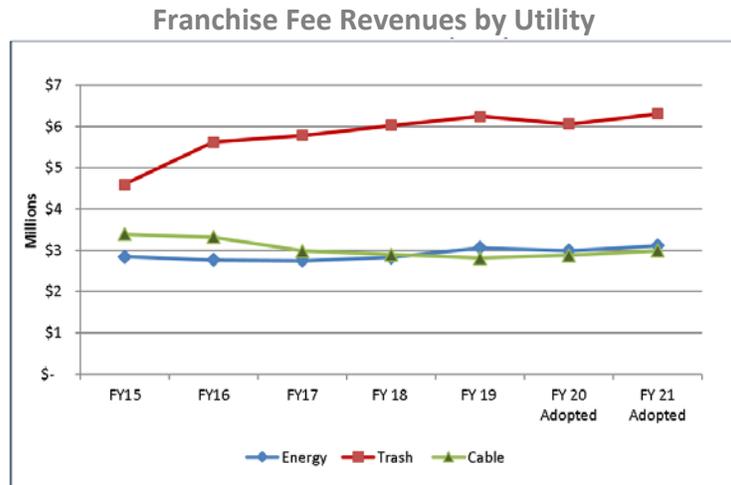
Historical Change in Assessed Value vs Changes in the California CPI



Franchise Fees

Franchise fee revenues are generated from public utility sources such as San Diego Gas & Electric (SDG&E) (2% on gas and 1.25% on electricity), trash collection franchises (20% fee), and cable franchises (5% fee) conducting business within City limits. SDG&E collects the franchise fee from Chula Vista customers which can vary due to usage trends. Trash franchise fees and SDG&E fees are more stable due to the rates charged and the consistent usage. Revenue growth is projected based on population and inflation factors.

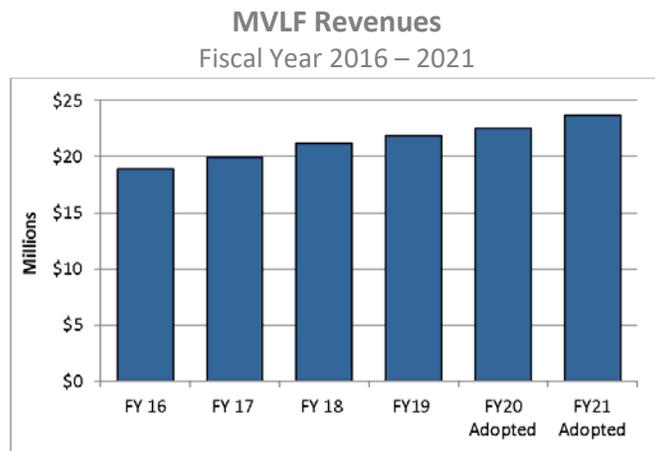
Overall, fiscal year 2021 Adopted Budget franchise fee revenues are projected to increase by \$0.5 million and represent 6.0 percent of the total fiscal year 2021 anticipated General Fund revenues. The following chart illustrates the historic and projected revenue trends for the City’s Franchise Fee revenue.



Motor Vehicle License Fees

With the State Budget Act of 2004, the allocation of MVLF revenues to cities and counties was substantially changed. Since 2006 the majority of MVLF revenues for each city grew essentially in proportion to the growth in the change in gross assessed valuation. Due to the revised formula by the State, 96% of the City’s MVLF revenues fluctuated with changes in assessed values within the City.

The other 4% of MVLF revenues received by the City were based on a per capita formula but has since been shifted per SB89. Provisions in SB89 shifted hundreds of millions of Vehicle License Fee revenues to fund the state law enforcement grants. Statewide, SB89 took \$130 million of city general revenue and shifted it to save state law enforcement grant programs. This change applied to the 4% of MVLF revenues that were based on a per capita formula.



The previous chart represents MVLFF revenues since fiscal year 2016 to the fiscal year 2021 Adopted Budget. In total, the fiscal year 2021 Adopted Budget MVLFF revenues are projected to increase by \$1.2 million or 5.2 percent when compared to the fiscal year 2020 Adopted Budget.

Utility Users Tax

The City adopted its Utility Users Tax (UUT) in 1970. The City of Chula Vista imposes a UUT on the use of telecom at a rate of 4.75% of gross receipts. For natural gas services UUT is applied at a rate of \$0.00919 per therm and \$0.00250 per kilowatt on electricity services, which equates to a tax of approximately 1% of utility charges.

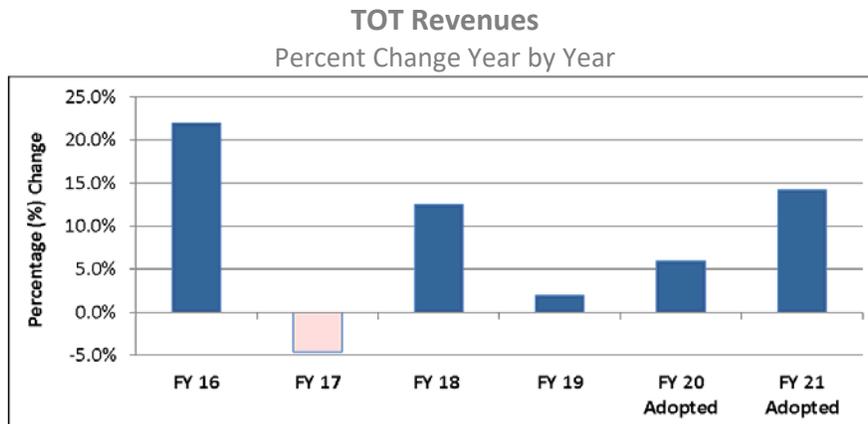
In review of current data, the UUT revenue projections are trending similar to prior year receipts and are not anticipated to achieve significant growth from fiscal year 2020 Adopted Budget projections. As such, the fiscal year 2021 Adopted Budget projections decreased approximately \$400,000 or 7.1 percent over fiscal year 2020 Adopted Budget amounts.

Transient Occupancy Tax (TOT)

The City of Chula Vista imposes a Transient Occupancy Tax (TOT) upon all hotel stays within the City boundaries. The TOT tax rate in the City is 10%. Major economic drivers for TOT revenue include room rates, average occupancy rates, and seasonal and non-seasonal tourism.

The potential for significant revenue growth is feasible provided additional hotels are built capturing the market created by the growth in the eastern section of the City. However, as the new hotels may lure some business from existing, nearby hotels, conservative growth estimates have been applied to the fiscal year 2021 TOT projections. Additionally, the City began the enforcement of TOT collection for short-term rentals beginning in fiscal year 2020. Revenue estimates will be provided during the City’s quarterly budget monitoring presentations.

As illustrated in the following graph, during the economic recession, TOT revenue dropped due to the lack of discretionary spending by consumers. However, from fiscal year 2014 to fiscal year 2016, TOT revenues experienced positive growth. Fiscal year 2017 saw a slight decrease from prior years but a return to positive growth is anticipated for fiscal year 2020 and 2021.



Estimated TOT revenues for fiscal year 2021 are \$4.9 million. This is a \$0.6 million, or 13.0%, increase from the fiscal year 2020 Adopted Budget.

Other Revenue

Revenue projections are continually reviewed and updated by City staff. As described above, major general revenues, such as property taxes, sales taxes, franchise fees, utility users tax, transient occupancy tax and motor vehicle license fees, are projected by the Finance Department based on prior history, growth and inflation projections, and economic climate. Additional assistance in the projection of revenues is provided by subject-matter experts such as the City’s sales consultant, the County Assessor and by reviewing regional and local economic forecasts provided by the UCLA Anderson Forecast and the County of San Diego, respectively.

GENERAL FUND NET COST

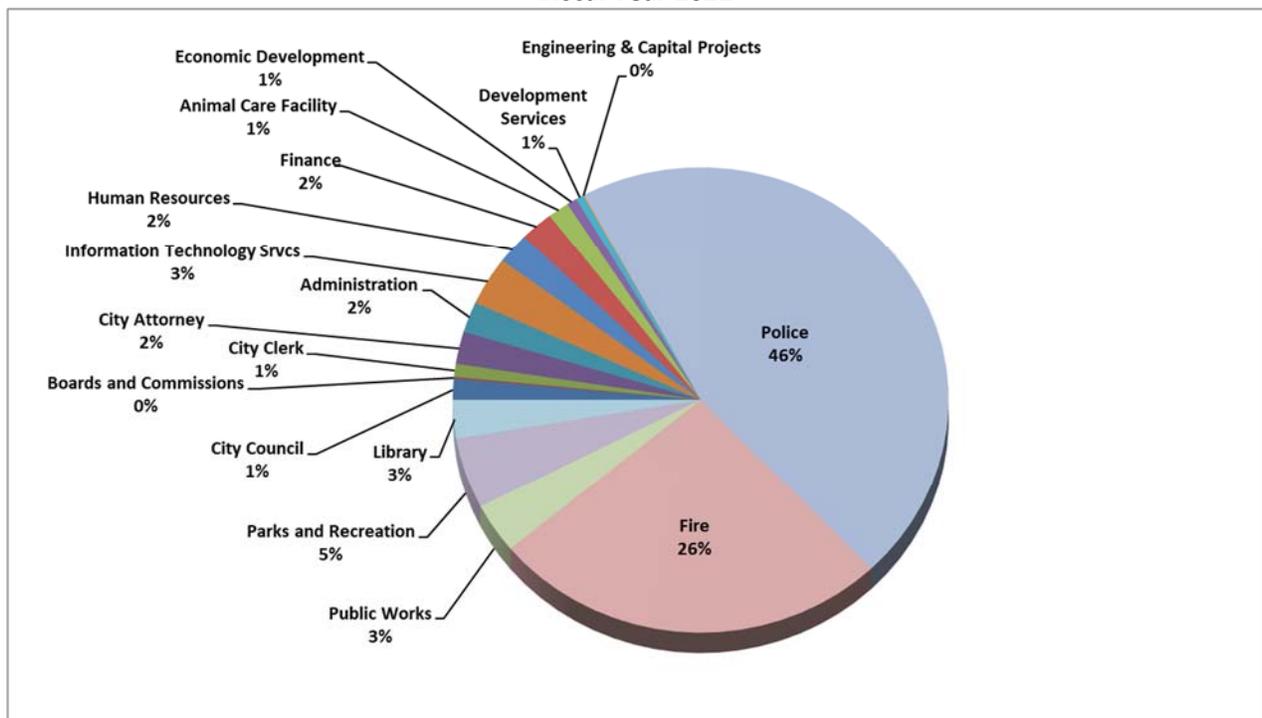
General Fund Net Cost

The fiscal year 2021 Adopted General Fund budget of \$206.7 million is based on funding from estimated department generated revenues totaling \$36.8 million and discretionary revenues totaling \$169.9 million. Department generated revenues are broadly defined as those revenues generated by a given activity (e.g. grant revenues, charges for services, licenses, permits). General revenues, or “discretionary revenues,” are broadly defined as those revenues that are generated not by any given activity, but by general or specific taxing authority such as property taxes and sales tax.

Departments that generate small amounts of revenue relative to their size generally have higher net costs, while those that generate large amounts of revenue relative to their size generally have lower net costs. The majority of discretionary revenue is allocated to public safety services, with the Police Department at 46 percent followed by the Fire Department at 26 percent. The next highest portion was allocated to the Recreation Department at 5 percent.

The following chart depicts the net cost of each department, excluding Non-Departmental, based on the fiscal year 2021 Adopted Budget.

**General Fund Net Cost by Department
Fiscal Year 2021**



Note: Revenue allocated for Measure A support departments is embedded in department generated revenue. Expense of approximately \$11.1 million added to Fire and Police Departments for Measure A expense allocations.

**GENERAL FUND LONG-TERM FINANCIAL
PLAN**

General Fund Long-Term Financial Plan

The City of Chula Vista Fiscal Year 2022 – 2031 General Fund Long-Term Financial Plan (LTFP) serves as a long-range fiscal planning tool to identify financial trends, identify projected budgetary surpluses or shortfalls, and encourage discussion to proactively address the City's long-range needs. The goal of the LTFP is to assess the City's ability over the term of the plan to: maintain current or expand service levels; preserve the City's long-term fiscal health; and, strategically increase the City's reserve funds to meet the City's reserve policies thresholds.

COVID-19

The budget numbers presented in the fiscal year 2021 Adopted Budget was prepared prior to the novel coronavirus (COVID-19) pandemic. As a result, job losses, business closures, and related financial impacts will reduce revenues. The fiscal year 2021 Adopted Budget projections and assumptions will be updated during the first quarter of fiscal year 2021, and recommendations on balancing the budget will be presented to the City Council and the public at that time. The LTFP assumptions is based on the fiscal year 2021 Adopted Budget.

The LTFP focuses on baseline revenues and expenditures that are essential for the City to achieve the City's strategic goals over the next ten years. These goals include:

- Providing the highest level of municipal services based upon available resources
- Maintaining safe and appealing neighborhoods
- Providing funding for City infrastructure
- Continuing to expand the City's economic development and financial base

It is important to stress that the LTFP is not a budget. It does not make expenditure decisions, but rather highlights the need to prioritize the allocation of City resources, to ensure the continuation of core City services. The purpose of the plan is to provide the City Council, key stakeholders, and the public an overview of the City's fiscal health based on various financial and service level assumptions over the next ten years; and allow for the discussion of necessary steps to be initiated during the development and implementation of future budgets. The LTFP is intended to look beyond the annual budget cycle and serve as a planning tool to bring a long-term perspective to the budget process. Should projected expenditures exceed projected revenues in any given year; the City Manager will need to identify steps to mitigate the shortfalls prior to presenting a balanced budget to the City Council for consideration during the annual budget development process. It should be noted that the LTFP is a snapshot in time and will change as additional information is made available and incorporated into the fiscal projections.

MAJOR REVENUES AND EXPENDITURES

The following assumptions were used in the preparation of the ten-year projections attached.

REVENUES

The City's major revenue sources include: Property Tax, Sales Tax, Measure P Sales Tax, Measure A Sales Tax, Motor Vehicle License Fees (MVLFF), Franchise Fees, Transient Occupancy Tax (TOT), and Utility Users Tax. The listed revenues account for approximately \$160.8 million, or 78 percent, of the City's General Fund revenues for FY 2021. The following are brief descriptions of the listed revenue sources.

Property Tax

For FY 2021, property tax revenue is anticipated to total \$37.6 million, which accounts for 18 percent of the overall General Fund revenue budget. The LTFP includes a three percent increase in property tax revenues throughout the term of the LTFP based on expected continued but moderate growth in property values.

Bradley-Burns Uniform Local Sales and Use Tax (Sales Tax)

The City's sales tax revenue is composed of three components: General Fund sales tax, Measure P Sales Tax, and Measure A Sales Tax. The General Fund sales tax revenue is anticipated to be approximately \$36.9 million in FY 2021, which represents the second largest revenue source for the City.

Measure P Sales Tax

The Measure P sales tax revenue is to support improving City infrastructure. Measure P sales tax revenue are anticipated to be approximately \$20 million in FY 2021.

Measure A Sales Tax

The Measure A sales tax revenue is to support public safety staffing and needs. Measure A sales tax revenue are anticipated to be approximately \$20 million in FY 2021.

The LTFP assumes a one percent growth factor in all sales tax revenues over the term of the plan.

Motor Vehicle License Fee (MVLFF)

The City's MVLFF revenue is projected to be \$23.7 million for FY 2021. This revenue category reflects a three percent increase throughout the term of the plan, similar to the property tax revenue category.

Franchise Fees

For FY 2021, total franchise fee revenue is projected to be \$12.4 million. The LTFP anticipates these revenues to grow slightly over the term of the plan.

Transient Occupancy Tax (TOT)

TOT revenues are projected to generate \$4.9 million in FY 2021. The LTFP projects an annual two percent growth rate for TOT revenues, which is a conservative estimate and will be updated as new hotels become established.

Utility User Tax (UUT)

For FY 2021, revenues are projected for a total of \$5.2 million. The LTFP assumes a slight annual decrease throughout the term of the plan.

EXPENDITURES

The City's major expenditure categories include: Personnel costs, Retirement Benefits, and Health Insurance. The listed expense categories account for approximately \$134.8 million or 65 percent of the City's General Fund expenditures for FY 2021. The following are brief descriptions of the listed expenditure categories.

Personnel

For FY 2021, personnel costs, not including retirement benefits or health insurance, are projected to be approximately \$93.9 million. The LTFP includes the annualized costs of negotiated salary increase approved per the current

Memorandum of Understanding (MOU) with each of the City's employee groups. Beyond the expiration of the current MOUs, the LTFP assumes wage inflation of 2 percent per year. It is important to note that this figure is simply an assumption for financial projections and does not represent a commitment or obligation.

Retirement Benefits

The City contracts with the California Public Employees' Retirement System (CalPERS) for retirement benefits for all full-time benefitted employees. The City has two employee retirement plans (Miscellaneous and Safety), each with three tiers of employees based upon their start date within the CalPERS system and the City of Chula Vista. The Miscellaneous plan covers all qualified City employees except those which are considered public safety employees (fire and police departments). Based on the June 30, 2017, CalPERS valuation report, the total General Fund retirement payment for FY 2021 is projected to be \$32.1 million.

Health Insurance

The City currently offers for qualified benefitted employees four medical plan options: AETNA (value and full plans); AETNA Preferred Provider Organization (PPO); and Kaiser Health Maintenance Organization (HMO). For FY 2021, health insurance expenses are projected to total approximately \$12.2 million, or 6.0 percent of the FY 2021 expenditures.

10 YEAR PROJECTIONS

The following table projects the revenue and expenditure categories for the City's General Fund for FY 2022 – 2031. It is important to understand that this is only a forecast and not indicative of what the budgets will be in future years. As previously stated, the economic and budgetary impact of COVID-19 is not reflected

Based on projections within the LTFP, the City will be facing structural deficits in every year of the LTFP. In the absence of identifying new revenues or reducing ongoing expenditures, the structural deficits will lower the City's unassigned (fund) balance. In order to preserve and maintain the valuable resources and quality of life the citizens have enjoyed over the years, the City will need to make a concerted effort to adopt budgetary and operational solutions to resolve these anticipated deficits. Proactive planning and a commitment to a fiscally sustainable service delivery model will be required.

Long-Term Financial Plan FY 2022 - 2031

Description	Adopted FY 2021	Forecast FY 2022	Forecast FY 2023	Forecast FY 2024	Forecast FY 2025	Forecast FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031
Revenue Projections (millions)											
Property Tax	\$ 37.56	\$ 38.68	\$ 39.84	\$ 41.04	\$ 42.27	\$ 43.54	\$ 44.84	\$ 46.19	\$ 47.57	\$ 49.00	\$ 50.47
Sales Tax	36.93	37.30	37.67	38.05	38.43	38.82	39.20	39.60	39.99	40.39	40.80
Measure P Sales Tax	20.02	20.22	20.42	20.63	20.83	21.04	21.25	21.46	21.68	21.90	22.11
Measure A Sales Tax	20.02	20.22	20.42	20.63	20.83	21.04	21.25	21.46	21.68	21.90	22.11
Franchise Fees	12.40	12.65	12.91	13.16	13.43	13.70	13.97	14.25	14.53	14.83	15.12
Utility User Taxes	5.23	5.18	5.13	5.08	5.03	4.98	4.93	4.88	4.83	4.78	4.73
Transient Occupancy Taxes	4.93	5.03	5.13	5.23	5.33	5.44	5.55	5.66	5.77	5.89	6.01
Motor Vehicle License Fees	23.70	24.41	25.14	25.90	26.68	27.48	28.30	29.15	30.02	30.92	31.85
MAJOR DISCRETIONARY REVENUES	\$ 160.79	\$ 163.70	\$ 166.67	\$ 169.71	\$ 172.83	\$ 176.02	\$ 179.38	\$ 182.84	\$ 186.41	\$ 190.09	\$ 193.88
Development Revenue	2.03	2.04	2.05	2.07	2.08	2.09	2.10	2.11	2.12	2.13	2.14
Licenses and Permits	1.47	1.50	1.53	1.56	1.59	1.62	1.65	1.68	1.72	1.75	1.79
Fines, Forfeitures & Penalties	1.23	1.25	1.28	1.31	1.33	1.36	1.39	1.41	1.44	1.47	1.50
Use of Money and Property	2.97	3.00	3.03	3.06	3.09	3.12	3.15	3.18	3.22	3.25	3.28
Other Local Taxes	3.13	3.16	3.19	3.22	3.25	3.28	3.32	3.35	3.38	3.42	3.45
Police Grants	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83
Other Agency Revenue	1.45	1.73	1.26	1.27	1.28	1.29	1.31	1.32	1.33	1.35	1.36
Charges for Services	8.11	8.15	8.19	8.23	8.27	8.31	8.36	8.40	8.44	8.48	8.52
Interfund Reimbursements	9.98	9.64	9.73	9.83	9.93	10.03	10.13	10.23	10.33	10.43	10.54
Other Revenue	2.38	3.40	5.41	5.44	5.47	5.49	5.52	5.55	5.58	5.60	5.63
Transfers From Other Funds	12.32	12.32	12.33	12.33	12.33	12.33	12.33	12.33	12.33	12.33	12.33
OTHER REVENUES	45.90	47.01	48.83	49.14	49.45	49.76	50.08	50.39	50.72	51.04	51.37
TOTAL REVENUES	\$ 206.69	\$ 210.70	\$ 215.50	\$ 218.85	\$ 222.28	\$ 225.78	\$ 229.46	\$ 233.23	\$ 237.13	\$ 241.13	\$ 245.25
Year-over-Year Change		1.94%	2.28%	1.55%	1.57%	1.58%	-0.76%	-5.57%	1.67%	1.69%	1.70%
Expenditures:	78%										
Expenditure Projections (millions)											
Personnel Services	\$ 93.91	\$ 95.79	\$ 97.70	\$ 99.66	\$ 101.65	\$ 103.68	\$ 105.75	\$ 107.87	\$ 110.03	\$ 112.23	\$ 114.47
Retirement - PERS	32.06	34.87	37.15	38.64	40.36	42.07	43.82	45.61	47.44	49.31	51.22
Health Insurance	12.19	13.05	13.96	14.94	15.98	17.10	18.30	19.58	20.95	22.41	23.98
Salary Savings (Ongoing)	(1.91)	(1.92)	(1.95)	(1.99)	(2.03)	(2.07)	(2.12)	(2.16)	(2.20)	(2.24)	(2.29)
Salary Savings (One-Time)	(1.49)	-	-	-	-	-	-	-	-	-	-
PERSONNEL SERVICES EXPENDITURES	\$ 134.75	\$ 141.78	\$ 146.86	\$ 151.24	\$ 155.96	\$ 159.48	\$ 163.96	\$ 168.51	\$ 173.23	\$ 178.14	\$ 181.91
Supplies and Services	14.81	15.12	15.14	15.69	15.67	15.78	16.11	16.43	16.76	17.09	17.43
Utilities	4.88	5.12	5.38	5.65	5.93	6.23	6.54	6.86	7.21	7.57	7.95
Other Expenses	0.78	0.80	0.81	0.83	0.85	0.86	0.88	0.90	0.91	0.93	0.95
Equipment (Capital not CIP)	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24
Internal Services	3.15	3.22	3.28	3.35	3.41	3.48	3.55	3.62	3.69	3.77	3.84
Transfers/Debt Service	48.08	46.42	46.89	47.28	47.66	48.05	48.43	48.81	49.19	49.57	49.95
OTHER EXPENDITURES	71.94	70.91	71.74	73.03	73.75	74.64	75.61	76.66	77.79	78.99	80.25
NEW DEVELOPMENT EXPENDITURES	-	-	-	0.69	0.72	0.74	0.77	0.79	0.80	0.80	0.80
Bayfront Fire Station	-	-	-	0.69	0.72	0.74	0.77	0.79	0.80	0.80	0.80
NEW DEVELOPMENT EXPENDITURES	-	-	-	0.69	0.72	0.74	0.77	0.79	0.80	0.80	0.80
TOTAL EXPENDITURES	\$ 206.69	\$ 212.69	\$ 218.59	\$ 224.96	\$ 230.42	\$ 234.86	\$ 239.46	\$ 244.22	\$ 249.13	\$ 254.19	\$ 259.40
Year-over-Year Change		2.90%	2.78%	2.91%	2.43%	1.92%	0.13%	-4.11%	2.58%	2.55%	2.02%
TOTAL GENERAL FUND SURPLUS/(DEFICIT)	\$ (0.00)	\$ (1.99)	\$ (3.10)	\$ (6.11)	\$ (8.15)	\$ (9.07)	\$ (11.10)	\$ (13.93)	\$ (16.20)	\$ (18.48)	\$ (19.57)
SURPLUS/(DEFICIT) AS % OF BUDGET	0.00%	-0.93%	-1.42%	-2.72%	-3.54%	-3.86%	-4.72%	-6.18%	-7.00%	-7.79%	-8.08%
HIGH PRIORITY PROGRAMS											
Peace Officer Funding	\$ -	\$ 0.53	\$ 1.06	\$ 1.68	\$ 2.34	\$ 3.03	\$ 3.76	\$ 4.54	\$ 5.36	\$ 6.23	\$ 7.12
TOTAL GENERAL FUND SURPLUS/(DEFICIT)	\$ (0.00)	\$ (2.52)	\$ (4.16)	\$ (7.79)	\$ (10.49)	\$ (12.11)	\$ (14.87)	\$ (18.47)	\$ (21.57)	\$ (24.72)	\$ (26.69)
SURPLUS/(DEFICIT) AS % OF BUDGET	0.00%	-1.18%	-1.90%	-3.46%	-4.55%	-5.15%	-6.32%	-7.81%	-9.32%	-10.42%	-11.03%

DEPARTMENT SUMMARY REPORTS

General Fund Department Summary



The General Fund budget funds the day-to-day operations of most City services. For fiscal year 2021 the adopted General Fund operating budget totals \$206.7 million. This funds the following departments:

- Mayor and City Council
- Boards and Commissions
- City Clerk
- City Attorney
- Administration
- Information and Technology Services
- Human Resources
- Finance
- Non-Departmental
- Animal Care Facility
- Economic Development
- Development Services
- Engineering and Capital Projects
- Police
- Fire
- Public Works
- Parks and Recreation
- Library

To follow is a series of summary reports that reflect the anticipated revenues, expenditures, and staffing information for each of the General Fund departments.

City Council

Title 2, Chapter 2.03 of the Chula Vista Municipal Code, (Ord. 2619 Sec. 1, 1994) consistent with Section 501 of the City Charter, established the Department of Mayor and Council. The Department is responsible for policy setting, constituent relations, inter-agency relations and intra-agency policy implementation. It is the professional support office of city government for the Mayor and City Council in the legislative branch and apart from the administrative functions of the City.

The City Council is comprised of a full-time Mayor and four part-time Council members. They are the governing and legislative body of the City. All powers of the City reside in the Council (the Mayor is considered a member of the Council) unless expressly delegated, assigned or excluded by the City Charter or controlling state or federal law. (Article II, Sec. 201 City Charter). The City Council sets policy for the City through its legislative, budget and expressly granted executive functions.

The Mayor is elected at-large and Councilmembers are elected by district. Each holds office for a four-year term. The City Manager and City Clerk, the primary executive and document support officials, are appointed by and serve at the pleasure of the Council. The City Council reviews and approves the budget, enacts ordinances, authorizes public improvements, adopts traffic regulations, approves contracts and sits as the Redevelopment Agency and Housing Authority. The City Council is also granted some expressly defined executive functions such as confirmation authority over all executive management and department head appointments. In addition, the Mayor has eight specific responsibilities defined in the City Charter, these are:

1. To report to the City Council annually and from time to time on the affairs of the City and to recommend for its consideration such matters as deemed expedient, and
2. To be the official head of the City for all political and ceremonial purposes and to be recognized by the courts for the purpose of serving civil process, for the signing of all legal instruments and documents, and by the Governor for emergency purposes, and
3. In the time of public danger or emergency, the Mayor, with the consent of the council, and for such period as the council may fix, to take command of the police, maintain order and enforce the law, and
4. To assume the primary, but not the exclusive responsibility, for interpreting to the people the policies, programs and needs of the City government and for informing the people of any major change in policy or program. The Mayor may represent the City in any and all matters involving other governmental agencies, provided that no act, promise, commitment or agreement entered into or committed by the Mayor shall be binding upon the City of Chula Vista unless duly authorized or ratified by the City Council, and
5. To represent the City in all regional public agencies which require an elected City official, unless otherwise determined by the City Council, and
6. To supervise the operation of the Mayor/Council office and personnel assigned thereto,
7. To perform such other duties consistent with the office as may be prescribed by this Charter or delegated to the Mayor or imposed on the Mayor by the City Council if not inconsistent with the provisions of this Charter, and
8. To exercise the full-time function as Mayor of the City during the usual business hours that the offices of the City are open, and such other hours and times as shall be necessary to discharge in full the duties imposed upon the Mayor.

Under Section 304 (4) of the City Charter, The Mayor is assigned the primary responsibility for interpreting to the community the policies, programs, needs of the City government and communicating any change in these policies and programs. By Charter, the Mayor is designated as the City's representative to serve on committees that review policies, programs and practices at regional, state, national and international levels. This is accomplished through work on bodies such as SANDAG, the League of California Cities, and the U.S. Conference of Mayors.

RESPONDING TO THE COMMUNITY

The Mayor and Council members respond to requests from the public. They support resident input and participation in policy-setting and review of city operations. City Boards and Commissions, and active civic, interest and community groups offer valued and diverse feedback. The flow of information between residents and City Hall is welcomed and encouraged. In addition to phone calls, letters and email, the public can learn more about Council actions by visiting the City's website at www.chulavistaca.gov.

Regular City Council meetings can be viewed via livestream at <https://chulavista.legistar.com/Calendar.aspx>, on AT&T U-verse channel 99 (throughout the County), and on Cox Cable channel 24 (only in Chula Vista). Recorded meetings are also aired on Wednesdays at 7 p.m. (both channels) and are archived on the City's website.

The Constituent Services Representative facilitates the Mayor's role established by City Charter as having the primary responsibility for communicating with the community regarding City policies and programs. While each Council member can respond to community inquiries, the Mayor is vested with this responsibility. The Constituent Services Representative facilitates coordinating incoming concerns and efficiently handles timely responses. This process means that responsive City departments get one referral not five, and constituents receive factual and consistent responses. Problems are addressed either directly or by referral to the responsible department. Responses to requests for assistance are made within as short a time frame as possible.

CITY COUNCIL

MISSION STATEMENT

The City Council is comprised of a fulltime Mayor and four part-time Councilmembers. The Mayor and City Council are elected at-large, and each holds office for a four-year term. The City Council reviews and approves the budget, enacts ordinances, authorizes public improvements, adopts traffic regulations, approves contracts and sits as the Housing Authority and the Successor Agency to the Redevelopment Agency.



(01) CITY COUNCIL

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	802,028	820,980	922,811	960,336
Hourly Wages	87,808	63,251	-	-
Health Benefits	235,047	168,938	184,827	202,308
Retirement Benefits	266,115	289,427	263,073	263,289
Other Personnel Expense	110,518	109,216	85,948	88,706
Personnel Expenses Subtotal	1,501,516	1,451,813	1,456,659	1,514,639
Non-Personnel Expenses				
Supplies and Services	38,797	48,234	105,880	105,880
Other Capital	-	-	3,190	3,190
Utilities	728	734	1,307	1,307
Non-Personnel Expenses Subtotal	39,526	48,968	110,377	110,377
TOTAL EXPENDITURES	\$ 1,541,042	\$ 1,500,781	\$ 1,567,036	\$ 1,625,016
REVENUES				
Other Revenue	-	(323)	-	-
TOTAL REVENUES	\$ -	\$ (323)	\$ -	\$ -
NET PROGRAM EXPENDITURES	\$ 1,541,042	\$ 1,500,458	\$ 1,567,036	\$ 1,625,016
REVENUE RECOVERY %	0%	0%	N/A	N/A
AUTHORIZED FULL TIME POSITIONS	14.00	14.00	14.00	14.00

Boards and Commissions

The process of establishing boards and commissions is one that began with the City Charter as a method to give citizens a greater voice in the determinations of policies at all levels of government. Four commissions were established by the Charter:

- The Planning Commission
- The Board of Library Trustees
- Civil Service Commission
- Parks & Recreation Commission

All other boards and commissions have been established through an ordinance or resolution since that time in order to meet specific needs of the City Council. The members for Chartered commissions are appointed by a majority vote of the City Council, with applications for these appointments accepted throughout the year from all interested residents.

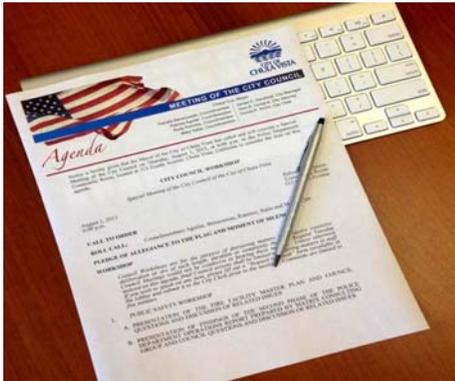
If you are interested in serving on a City board or commission, please complete an application on the City's website located at the following link: <https://www.chulavistaca.gov/departments/city-clerk/boards-commissions>

(02) BOARDS & COMMISSIONS

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Overtime	73	-	-	-
Other Personnel Expense	1	-	-	-
Personnel Expenses Subtotal	74	-	-	-
Non-Personnel Expenses				
Supplies and Services	15,953	10,453	11,841	133,911
Non-Personnel Expenses Subtotal	15,953	10,453	11,841	133,911
TOTAL EXPENDITURES	\$ 16,027	\$ 10,453	\$ 11,841	\$ 133,911
NET PROGRAM EXPENDITURES	\$ 16,027	\$ 10,453	\$ 11,841	\$ 133,911
REVENUE RECOVERY %	0%	0%	0%	0%
AUTHORIZED FULL TIME POSITIONS	0.00	0.00	0.00	0.00

City Clerk



The City Clerk is the Municipal Elections Official, Political Reform Act Filing Officer, and is responsible for legislative services, and records management. The Office of the City Clerk also manages public inquiries and Public Records Act requests, and provides support and information to the City Council, City Boards, Commissions, & Committees, City staff, and the public. The City Clerk manages City Council agendas and ensures they are published within legal timeframes and any other requirements provided by law.

As the Elections Official, it is the responsibility of the City Clerk to plan and conduct the City's elections in accordance with all applicable local, state, and federal laws. The City Clerk issues, reviews, and accepts nomination petitions; coordinates with the County Registrar of Voters to conduct the elections; processes initiative, referendum, and Charter amendment petitions for placement on the ballot; and accepts voter registration applications. Chula Vista's municipal elections are conducted biennially to elect members of the City Council, and every four years to elect the Mayor and the City Attorney.

As the Political Reform Act Filing Officer, the City Clerk is responsible for receiving, reviewing, and maintaining campaign finance disclosure statements submitted by candidates and committees that receive and spend campaign-related funds, as well as Statements of Economic Interests from approximately 300 designated filers.

As part of the legislative services program, the City Clerk handles a variety of tasks from updating and maintaining the Municipal Code to recording, certifying, and preserving the actions of the City Council.

Records management includes preserving the City's vital and permanent records, including minutes, resolutions, and ordinances. City of Chula Vista records date back to 1911, the year of the City's incorporation. Many of these records have been digitized and are available on the Internet.

MORE INFORMATION

Please see the following for more information about the Office of the City Clerk:

Website –

<http://www.chulavistaca.gov/departments/city-clerk>

Key Contacts -

Office of the City Clerk
 Kerry K. Bigelow, MMC
 City Clerk
 276 Fourth Avenue
 Chula Vista, CA 91910
 (619) 691-5041
 Email: cityclerk@chulavistaca.gov

CITY CLERK

MISSION STATEMENT

The City Clerk's Office is committed to accurately recording and preserving the actions of the City Council; safeguarding all vital, historic, and permanent records of the City; providing information and support to the City Council, City staff, and the public in a timely, courteous, and fiscally responsible manner; and administering open and free elections in accordance with statutory requirements.

STRATEGIC GOALS

OPERATIONAL EXCELLENCE

- Convert vital City records from outdated microfilm into a format that is more easily and freely accessible by the public and City staff.

Status: MET

- Evaluate options and implement measures to streamline processes related to applications, appointments, and managing membership information for City boards, commissions, and committees.

Status: IN PROGRESS

- Manage City elections, from pre-planning to certification of election results for the November 2020 election pertaining to the following seats: City Councilmember—District 3 and City Councilmember—District 4.

Status: IN PROGRESS

CONNECTED COMMUNITY

- Recruit and seat seven members for the Redistricting Commission to complete the Redistricting process.

Status: IN PROGRESS

- Successfully launch a new online Records Center to allow the public to easily track their public records request.

Status: IN PROGRESS

CITY CLERK

KEY PERFORMANCE MEASURES

	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Number of state-mandated statements (campaign and conflict of interest) received and recorded	493	416	407
Number of Public Records Act Requests	931	950	1,000
Percentage of Public Records Act Requests responded to within ten days	100%	100%	100%
Median number of days to fulfill Public Records Act Requests	7.3	6.95	7
Number of City Council Meetings	41	35	38
Number of agenda items managed for the City Council meetings	435	386	400

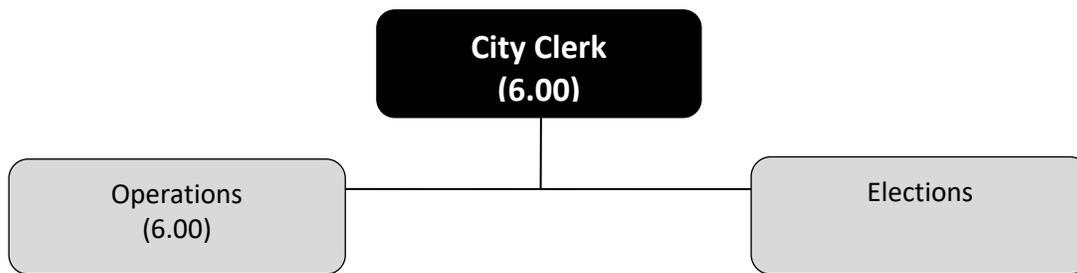
(03) CITY CLERK

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	446,646	437,539	545,911	533,898
Hourly Wages	18,742	24,403	19,380	20,126
Health Benefits	92,931	73,161	89,594	97,237
Retirement Benefits	151,275	160,521	153,843	157,221
Other Personnel Expense	54,336	64,909	49,929	58,410
Personnel Expenses Subtotal	763,930	760,533	858,657	866,892
Non-Personnel Expenses				
Supplies and Services	243,283	227,957	159,285	155,932
Utilities	425	357	688	410
Non-Personnel Expenses Subtotal	243,708	235,056	159,973	156,342
TOTAL EXPENDITURES	\$ 1,007,638	\$ 995,590	\$ 1,018,630	\$ 1,023,234
REVENUES				
Charges for Services	(8,080)	(8,118)	(5,000)	(8,085)
Other Revenue	(11,797)	(20,992)	(4,000)	(11,700)
TOTAL REVENUES	\$ (19,877)	\$ (29,110)	\$ (9,000)	\$ (19,785)
NET PROGRAM EXPENDITURES	\$ 987,761	\$ 966,480	\$ 1,009,630	\$ 1,003,449
REVENUE RECOVERY %	2%	3%	1%	2%
AUTHORIZED FULL TIME POSITIONS	6.00	6.00	6.00	6.00

CITY CLERK/ELECTIONS

ORGANIZATIONAL CHART



Total GF FTE	6.00
Total Non GF FTE	0.00
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Total Dept FTE	6.00

City Attorney

The City of Chula Vista City Attorney's Office serves as legal counsel to the City Council, all City Boards and Commissions, the City Manager, the City Clerk, and all City Departments. The Office's primary responsibility is to provide our clients with the legal services they need to conduct City operations, develop and implement City policy, and deliver City services in a lawful and efficient manner.

STAFFING

The City Attorney's Office is staffed with ten full-time attorneys, three administrative assistants, one risk manager, and one office manager. From time to time the City Attorney also engages outside counsel to assist with litigation and/or specialty law issues. Volunteer legal interns also provide valuable support.

In 2019, the City Council approved the creation of a Neighborhood Protection Unit ("NPU"), to include a prosecutor, a paralegal, and an investigator. The City Prosecutor joined the Office in March 2019. The City Attorney is in the process of filling the paralegal and investigator positions.

ELECTED CITY ATTORNEY

In accordance with a June 2008 voter-approved City Charter amendment, the City Attorney position was changed from a City Council-appointed position to an elected position. Notwithstanding this change, the City Attorney's primary function remains the same: to act as the City's general counsel on all legal matters. The current City Attorney was elected in 2010; his final term will expire at the end of 2022.

PRACTICE AREAS

The City Attorney's Office delivers legal services in the following primary practice areas:

Contracts

The City enters into numerous contracts annually including those involving public works, consulting services and public/private partnerships. The City Attorney's Office provides legal services at all stages of contract development, implementation, and enforcement, including negotiation, drafting, administration and dispute resolution. The City Attorney develops and maintains standardized City contracts, and actively participates in negotiations and structuring of complex transactions such as the finance and implementation of major capital projects, design/build agreements and energy, telecommunications and solid waste disposal franchises.

Land Use

The City Attorney's Office provides legal counsel to the City Council, Development Services Department and Planning Commission on a wide range of "land use" issues including general plans, zoning, subdivisions, growth management, special use permits, environmental impacts, hazardous materials, low-income housing, preservation of historic properties, and impact fees, exactions and assessment districts for open space, parks, and other public facilities.

Economic Development and Real Estate

The City Attorney advises the City Council, City Manager, Successor Agency and various City departments in connection with a wide range of economic development and real estate issues. Typical matters include property acquisition and disposition, leasing, development agreements, affordable housing transactions, and the winding down of redevelopment activities.

Employment/Labor

With over 1,000 full-time City employees, and five established bargaining units, the personnel and labor issues facing the City are complex and diverse. In collaboration with the City's Human Resources Department, the City Attorney's Office is responsible for advising on labor negotiations, employee policy development, federal and state labor laws,

disciplinary matters, and dispute resolution, including civil service and arbitration proceedings.

General Municipal Law

The City Attorney's Office provides legal advice in diverse areas of local government law such as municipal finance, budgeting, and taxation. The City Attorney's Office assists with the enactment of local laws by preparing City Council resolutions and ordinances and advises on conflicts of interest, open meeting laws, public records requirements, and inter/intra-governmental relations. The City Attorney's Office is frequently called upon to interpret and apply the rules contained in the City Charter and Municipal Code.

Litigation and Risk Management

The City Attorney's Office is responsible for defending the City in personal injury, property damage, and civil rights cases. These can range from minor matters to multi-million dollar lawsuits. The City Attorney's Office also includes key risk/claims management staff, who handle administrative claims against the City, and work with all City Departments to develop and improve policies and procedures that mitigate risk. They also take steps to protect the City's interests and recover costs to cover damage incurred in certain matters including, but not limited to, breach of contract and construction defect matters.

Code Enforcement

The City Attorney's Office assists with the enforcement of City Code provisions related to building standards, zoning requirements, neighborhood preservation, and other conditions or conduct affecting public health, safety or welfare. Violations are addressed by employing the various legal enforcement tools available to the City: administrative actions, civil actions and, in extreme cases, criminal prosecution. The City Attorney's Office provides further assistance by obtaining legal orders for the abatement, and/or demolition of substandard properties.

Criminal Prosecution

With the addition of the Neighborhood Protection Unit, the City Attorney's Office has begun actively prosecuting misdemeanor violations of the City's Municipal Code. Initially, those efforts have been largely focused on illegal cannabis operations. Full implementation of the NPU within FY 20/21 will allow the City Attorney to expand prosecution efforts and develop alternative programs focused on restorative justice.

Public Requests for Legal Assistance

The City Attorney's Office frequently receives requests for assistance from the public. The City Attorney's client is the City itself, not any one City resident. As a result, the City Attorney's Office cannot provide direct legal advice to anyone other than the City Council, the City's Boards and Commissions, the City Manager, and the other City employees acting on behalf of the City. However, the City Attorney and his staff use their best efforts to assist the public by directing them to other legal resources, as appropriate.

MORE INFORMATION

Please visit the City of Chula Vista website for additional information about the Office of the City Attorney:

Website

<http://www.chulavistaca.gov/departments/city-attorney>

Key Contact –

Office of the City Attorney
Glen R. Googins, City Attorney
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5037
Email: ggoogins@chulavistaca.gov

CITY ATTORNEY

MISSION STATEMENT

The mission of the City Attorney's Office is to provide high quality legal services to the City in order for the City to operate in a lawful and effective manner, safeguard taxpayer resources, and to improve quality of life for City residents.

STRATEGIC GOALS

OPERATIONAL EXCELLENCE

- Improve Risk Management Practices
 - *Implement online claim filing system for residents and businesses.*

Status:

In an effort to streamline and expedite the claim filing process the City Attorney's Office implemented an online claim filing system. This system allows claims to be easily filed online and reduces the need for the claimant to mail in the required documents. In addition, this system allows City Attorney Staff to receive the claim within minutes of it being filed.

- Enhance Office Efficiency and Accountability
 - *Design standard work and protocols for various City Attorney Office processes to improve efficiency.*

Status:

The Attorney's Office has continued to refine and develop new standard work and protocols to improve efficiency. In collaboration with other City Departments, the Attorney's Office has implemented DocuSign, which has streamlined and improved the efficiency of obtaining signatures for agreements and contracts.

CONNECTED COMMUNITY

- Improve the Flow of Information to the Public
 - *Continue to develop and publish Law Summaries on a variety of topics of general interest to the public, including landlord-tenant issues, mobile home rent control, and smoking/vaping/hookah lounges.*

Status:

The Attorney's Office continues to identify topical issues which are the most interest to the public, and to prepare summaries of relevant law in those areas, for placement on the City Attorneys' page of the City's website. The list of identified areas is continuously reviewed and updated. There are currently five summaries on the Attorney's Office website with other law summaries in process.

STRONG AND SECURE NEIGHBORHOODS

- Develop programs that assist in the creation and maintenance of safe neighborhoods
 - *Work closely with Code Enforcement Department to ensure compliance with municipal code provisions that enhance the quality of life in neighborhoods*
 - *Work with the Parks and Recreation Department to establish a park violation citation program*

CITY ATTORNEY

- *Assist multiple City Departments with work to establish the first legal and regulated cannabis businesses.*

Status:

The City Attorney’s Office worked in conjunction with Code Enforcement staff and the Police Department to pursue abatement actions against illegal cannabis businesses locations, and to obtain reimbursement from the property owners for related costs.

Status:

The City Attorney’s Office worked with the Parks and Recreation Department to establish the Park Ranger capacity to issue municipal code citations.

Status:

Working jointly with the City Manager’s Office, Finance Department, Development Services, the Police Department, and the Fire Department, the City Attorney’s Office assisted City Staff in processing a large number of cannabis applications, issuing application decisions, and working toward facilitating licensure of the first legal, regulated cannabis businesses in the City.

KEY PERFORMANCE MEASURES

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Acknowledge Constituent Requests for Information within One Business Day from Receipt of Request	95%	95%	95%	97%
Respond to Constituent Requests for Information within Three Business Days from Receipt of Request	97%	98%	98%	99%
Develop Law Summaries and provide information on City Attorney website	35%	80%	80%	85%
Assess and Review Various Analysis Models for More Efficient Risk Management of Pooled Insurance, Self-Insurance and Reserve Fund Balance Protocols	97%	98%	98%	99%

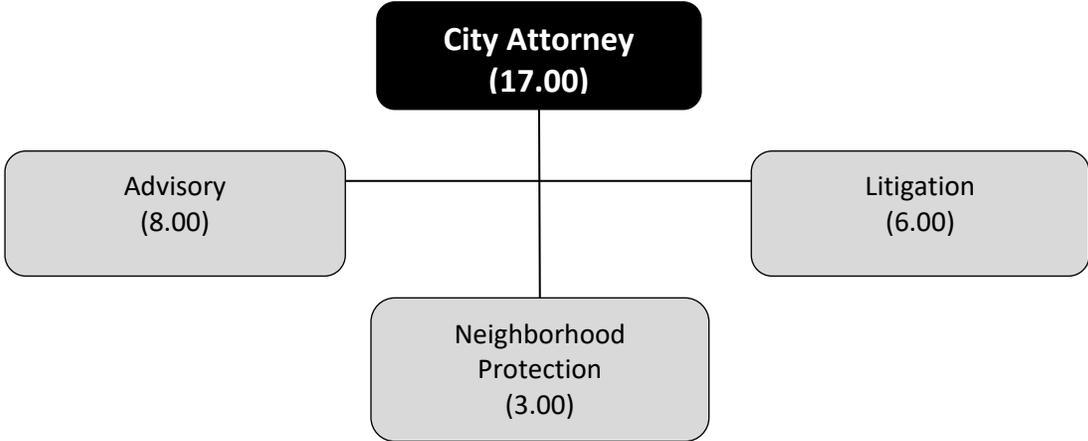
(04) CITY ATTORNEY

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,650,708	1,640,947	1,950,081	1,994,002
Hourly Wages	-	-	1,852	1,923
Overtime	441	767	-	500
Health Benefits	248,975	197,397	216,299	252,819
Retirement Benefits	531,612	589,719	566,157	562,913
Other Personnel Expense	128,493	114,048	152,198	155,572
Personnel Expenses Subtotal	2,560,229	2,542,879	2,886,587	2,967,729
Non-Personnel Expenses				
Supplies and Services	291,279	294,740	308,800	360,374
Other Capital	-	16,298	4,948	4,948
Utilities	1,061	865	1,856	1,357
Non-Personnel Expenses Subtotal	292,339	311,904	315,604	366,679
TOTAL EXPENDITURES	\$ 2,852,568	\$ 2,854,783	\$ 3,202,191	\$ 3,334,408
REVENUES				
Charges for Services	(63,667)	(259,008)	(319,192)	(567,766)
Other Revenue	(95,861)	(52,228)	(295,126)	(276,449)
TOTAL REVENUES	\$ (159,528)	\$ (311,236)	\$ (614,318)	\$ (844,215)
NET PROGRAM EXPENDITURES	\$ 2,693,040	\$ 2,543,547	\$ 2,587,873	\$ 2,490,193
REVENUE RECOVERY %	6%	11%	19%	25%
AUTHORIZED FULL TIME POSITIONS	14.00	14.00	15.00	17.00

CITY ATTORNEY

ORGANIZATIONAL CHART



Total GF FTE	17.00
Total Non GF FTE	0.00
Total Dept FTE	17.00

Administration

The Administration Department implements City Council policies, administers the organization and delivery of services to the community, and oversees the City's daily operations. Administration includes the City Manager's Office and Communications.

The City Manager's Office is responsible for the day-to-day operations of the City's government services. The City Manager, appointed by the City Council, serves as the City's chief executive officer and manages the day-to-day operations of all City departments. The City Manager supports the City Council's goals and objectives through execution of policies and procedures designed to efficiently and effectively carry out the City Council's directives, and to ensure the preparation and monitoring of a fiscally sound operating budget.

Administration also includes Communications with staff dedicated to implementing a comprehensive marketing and communications program that supports the wide-range of initiatives and activities in the City of Chula Vista. The marketing and communications program is designed to help the City of Chula Vista enhance revenues, improve business development, and attract people to live and work here. The Communications team identifies major communications initiatives; develops and implements marketing and advertising campaigns; coordinates special events; supports programs and projects managers; distributes a variety of communications messages via web, social media, newsletters, press releases, and other channels; and provide professional graphic design and media and public information services. Communications coordinates with other departments to implement proactive community engagement, outreach, and participation activities. Communications staff also manages the City's website. Visit www.chulavistaca.gov for more information.

MORE INFORMATION

Please see the following for more information about the Administration Department:

Website –

<http://www.chulavistaca.gov/departments/city-manager>

Key Contacts -

Office of the City Manager
Maria Kachadoorian
City Manager
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5002

Office of Communications
Anne Steinberger
Marketing &
Communications Manager
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5296

ADMINISTRATION

MISSION STATEMENT

The mission of the Administration Department is to provide the leadership necessary for the implementation of City Council policies, administration of the organization and delivery of services to our community.

STRATEGIC GOALS

OPERATIONAL EXCELLENCE

- Uphold a commitment to Fiscal Health
 - *Continue to support components identified in the Fiscal Recovery and Progress Plan.*

Status:

- Presented a balanced budget.

CONNECTED COMMUNITY

- Implement City of Chula Vista Marketing and Communications Program
 - *Implement a robust marketing and communications program to help the city of Chula Vista enhance revenues, improve business development, and attract people to live and work here.*

Status:

- Completed surveys to guide messaging and marketing tools.

KEY PERFORMANCE MEASURES

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 PROJECTED
Communications—Increase the number of total impressions (social media, print news coverage, web visits, event attendance, etc.)	13,798,752	16,116,099	17,101,127

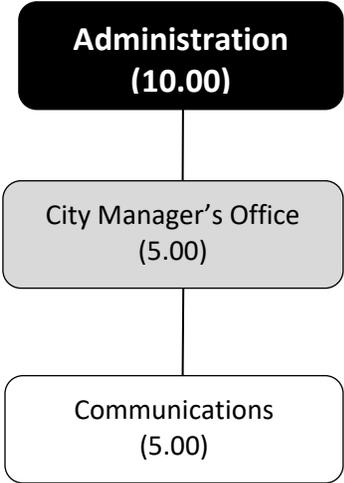
(05) ADMINISTRATION

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,281,379	1,274,148	1,244,887	1,426,013
Health Benefits	158,902	131,989	139,367	168,461
Retirement Benefits	385,152	430,039	376,918	404,606
Other Personnel Expense	176,061	201,580	187,619	214,519
Personnel Expenses Subtotal	2,001,494	2,037,756	1,948,791	2,213,599
Non-Personnel Expenses				
Supplies and Services	112,600	156,031	150,187	350,880
Other Capital	-	-	3,416	-
Utilities	812	787	832	832
Non-Personnel Expenses Subtotal	113,411	156,818	154,435	351,712
TOTAL EXPENDITURES	\$ 2,114,905	\$ 2,194,574	\$ 2,103,226	\$ 2,565,311
REVENUES				
Charges for Services	(3,350)	(161,153)	(22,706)	(27,847)
Other Revenue	(259)	(6)	-	(166,000)
TOTAL REVENUES	\$ (3,609)	\$ (161,159)	\$ (22,706)	\$ (193,847)
NET PROGRAM EXPENDITURES	\$ 2,111,296	\$ 2,033,415	\$ 2,080,520	\$ 2,371,464
REVENUE RECOVERY %	0%	7%	1%	8%
AUTHORIZED FULL TIME POSITIONS	10.00	10.00	10.00	10.00

ADMINISTRATION

ORGANIZATIONAL CHART



Total GF FTE	10.00
Total Non GF FTE	0.00
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Total Dept FTE	10.00

Information and Technology Services



The Information and Technology Services (ITS) Department provides citywide technology services, solutions, and support to all departments within the City. These services include administration, finance, public safety, and resident online services. ITS also develops, implements, operates, and maintains computer systems in order to improve the operational efficiency and effectiveness of all departments. In addition, ITS provides support to departments which provide direct services to members of the public, such as the Library, Recreation, and Public Safety and Public Works departments. ITS also partners with regional municipalities and other governmental agencies including the Living Coast Discovery Center to provide support and planning services.

The Technology and Support division provides technical planning and implementation, guidance, training and assistance to employees who work on more than 1,000 microcomputers, dozens of standard office productivity and specialized applications and over 150 servers throughout the City. The Technology and Support staff also maintains the city's Local Area Networks (LANs) and Wireless (WLANS) networks for both city guests and staff at City Hall and remote facilities. They partner with the Telecommunications staff to maintain the City's Wide Area Networks (WANs) and telecommunications lines which connects remote facilities to the primary City Hall networks. Technology and Support staff also provides planning and support services for an increasingly wide range of non-desktop computer technologies, including mobile devices such as smart phones or tablet computers, digital displays, wireless devices for public safety, and videoconferencing equipment.

The Geographic Information System (GIS) division provides mapping, data modeling and analysis, and development of custom applications used by staff on a daily basis. ITS also provides GIS services to the general public through map and data sales and web-enabled mapping applications. With over 100 unique data layers, ITS staff manages one of the most extensive, fully integrated GIS databases in San Diego County. As a multi - departmental resource, the city's GIS has developed into a critical decision-making tool used by City staff and the general public on a daily basis.

The Telecommunications division handles voice communication installations, consultation, planning, maintenance, and support services citywide. Telecommunications lines are used to connect the nine remote fire stations, eight recreation and community centers, three library branches, the Public Works facility and other smaller remote facilities to the City Hall network. Technologies used include fiber optic lines, WiFi WLANS, 3-G and 4-G networks, microwave and T-1 and T-3 lines. Voice communications technologies now include Voice over IP (VoIP), integrated communications, as well as traditional PBX methods. This function serves over 1,000 users daily and plays a critical part in providing communication citywide. As in the case of Public Safety, telecommunications provides the vital link between first responders, (law enforcement, fire fighters, medical, ambulance or other emergency services) ensuring they have access to reliable, interoperable communications to assist those in need during and after emergencies by disseminating critical information to subsequent responders and the public. It is one of the most critical resources in public safety.

The Application Support and Programming division provide support of 3rd party software used by City staff including financial systems, business licensing, and building permitting. In addition, the programming staff develops custom desktop and web applications used by City staff and the public on daily basis. This includes electronic government applications such as park reservations, recreation facility reservations, sports league registration, library features and others. These applications are the City's first point of contact and are vital in linking the City with the online world. They also allow residents and visitors alike to experience and appreciate valuable and accurate information online, all the time. The City's continued expansion of online services results not only in improved customer services but also furthers the City's green paperless initiative to reduce environmental impacts associated with printing materials.

MORE INFORMATION

Please see the following for more information about the Information and Technology Services Department:

Website –

<http://www.chulavistaca.gov/departments/information-technology-services->

Key Contacts -

Information and Technology Services

Edward Chew

Director

276 Fourth Avenue

Chula Vista, CA 91910

Email: ITSINFO@chulavistaca.gov

INFORMATION TECHNOLOGY SERVICES

MISSION STATEMENT

The mission of the Information Technology Services Department is to provide technology, planning, development support and management to City employees and departments so they can perform their jobs effectively and meet their strategic goals for the City.

STRATEGIC GOALS

TECHNOLOGY AND SUPPORT SERVICES

- Implement computer/software replacement program
- Identify IT services to possibly migrate to the cloud
- Enhance the City's technology infrastructure
- Continue to work on non-desktop computer support services (mobile devices, etc.)

Status:

Staff is currently engaged in several projects which will enhance the City's technology infrastructure:

- In FY2020, staff replaced 250 desktop PC's to continue with the PC Modernizations efforts City-wide. An additional 250 desktop PC's will be deployed in FY 2021.
- In FY2020, the ITS department continued working on implementing Office365 city-wide and nearly finished eliminating our fleet of Windows Server 2003 systems. Additionally, staff has continued deploying Windows 10 updates to all City desktop computers.
- In FY2020 ITS Staff has completed our major Network Replacement Project which was funded through Measure P. This project provided much needed network equipment replacement as well as complete network redesign to modernize our network to keep pace with the ever-changing technology requirements for the City. This is one of the most technologically advanced networks in the entire United States which will serve as a secure, robust and scalable networking platform for our Smart Cities endeavors. The City's ability to quickly mobilize our workforce during the COVID-19 crisis was largely due to our new modern network (as well as stellar work from ITS staff!)
- Two major projects are underway for much needed technology upgrades: 1) Emergency Operations Center will undergo significant upgrades to provide robust information to EOC staff during emergencies; 2) Chula Vista Elite Athlete Training Center Visitor's Center will undergo upgrades to all their Audio-visual equipment to provide state of the art audio-visual experience to visitors.
- Staff has begun several much-needed upgrades to various enterprise software systems to ensure continued productivity throughout the City.

TELECOMMUNICATIONS

- Replace telephone system and deploy informational kiosks and electronic signage.

Status:

- Work on the replacement of the City's phone system will commence in FY 2021.
- Installation of informational kiosks on the City Hall campus will be completed in early FY 2021
- Installation of electronic signboards at Recreation and Library facilities will commence in FY 2021

INFORMATION TECHNOLOGY SERVICES

NETWORK PROTECTION

- Develop and implement the City's Technology Disaster Recovery Plan

Status:

- Staff is working on identifying a "virtual Chief Security Officer" to provide network security services for the City
- Staff will be issuing an RFP to develop and implement a Disaster Recovery Plan

TECHNOLOGY PROJECTS

- 90% of new technology/GIS projects within departments are planned and developed in conjunction with Information Technology Services.

Status:

- ITS continues to work with all departments to ensure that ITS staff is included at the inception phase of any new technology projects, or when significant involvement by ITS staff will be required with current projects. Involving ITS at an early stage in these projects will ensure staff is utilizing the latest technology/software and allow ITS/GIS to coordinate the transfer and storage of data associated with these projects.

KEY PERFORMANCE MEASURES

The Information Technology Services Department has had massive upgrades to all systems throughout the City; staff is re-evaluating the key performance metrics for the Department. Several of the old metrics are no longer viable due to lack of reliable data. Therefore, the Department is taking steps to create updated metrics and implementing processes to accurately collect the data required.

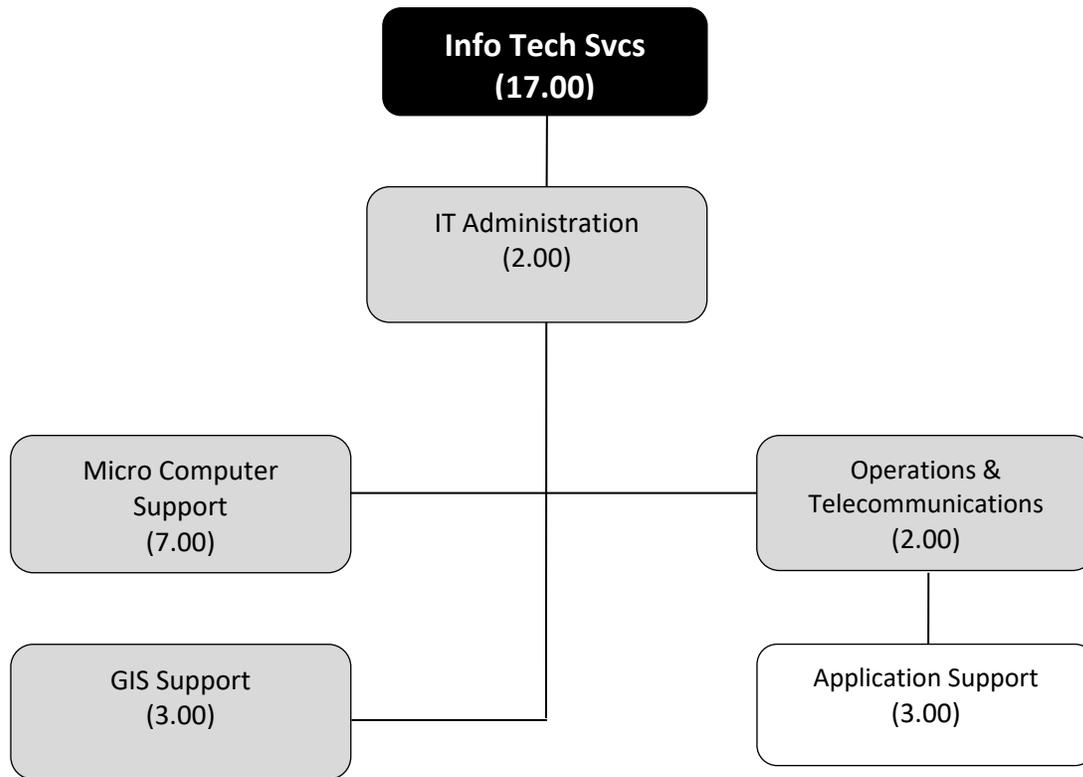
(06) INFORMATION TECHNOLOGY

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,469,438	1,452,862	1,543,986	1,551,484
Overtime	395	810	-	-
Health Benefits	255,413	203,811	206,167	234,055
Retirement Benefits	457,137	505,847	455,554	441,344
Other Personnel Expense	138,831	148,763	143,791	142,049
Personnel Expenses Subtotal	2,321,214	2,312,093	2,349,498	2,368,932
Non-Personnel Expenses				
Supplies and Services	1,286,088	1,195,163	1,335,947	1,440,980
Other Capital	5,311	10,688	87,890	87,890
Utilities	3,084	3,357	11,907	3,302
Non-Personnel Expenses Subtotal	1,294,483	1,209,371	1,435,744	1,532,172
TOTAL EXPENDITURES	\$ 3,615,698	\$ 3,521,464	\$ 3,785,242	\$ 3,901,104
REVENUES				
Charges for Services	(10,860)	(102,402)	(110,987)	(113,185)
Other Revenue	(26,732)	(212)	(20,000)	-
Transfers In	-	-	(8,900)	(8,900)
TOTAL REVENUES	\$ (37,592)	\$ (102,713)	\$ (139,887)	\$ (122,085)
NET PROGRAM EXPENDITURES	\$ 3,578,106	\$ 3,418,751	\$ 3,645,355	\$ 3,779,019
REVENUE RECOVERY %	1%	3%	4%	3%
AUTHORIZED FULL TIME POSITIONS	17.00	17.00	17.00	17.00

INFORMATION TECHNOLOGY SERVICES

ORGANIZATIONAL CHART



Total GF FTE	17.00
Total Non GF FTE	0.00
Total Dept FTE	17.00

Human Resources Department



The Human Resources Department is committed to providing superior services to employees, departments and the public to ensure an informed, quality work force and community, while treating everyone with fairness, dignity and respect.

The Human Resources Department (HR) develops and manages five major divisions including Administration, Operations, Risk Management, Benefits, and Training and Development.

Human Resources Administration provides the day-to-day oversight of 17.50 HR staff, serving approximately 1,107.75 full-time and part-time benefited employees and a range from approximately 75 to 300 temporary and seasonal employees. Human Resources Administration advises departments on the

interpretation and application of City policies and procedures that pertain to Human Resources, as well as the Civil Service Rules. Additionally, this division is responsible for training and guiding departments and individuals through the teambuilding, performance management, investigation and the discipline process as well as providing staff assistance to the Civil Service Commission and Human Relations Commission. The Department oversees the Employee Engagement and Wellness Committee to increase engagement levels throughout the City. HR Administration coordinates citywide labor management cooperation, interprets and maintains compliance with each bargaining unit's memorandum of understanding. HR Administration provides City employees with organizational and personal development resources and HR staff works with employees and departments to improve efficiency and effectiveness through the City's Continuous Improvement program.

One of the goals of the Human Resources Department is to attract the best and brightest to the City of Chula Vista to create and maintain an environment in which employees can flourish. The Human Resources Operations Division supports this goal through identifying qualified applicants to fill job vacancies at all levels, through recruiting and testing. Applicants are given the opportunity to demonstrate their employment strengths through each phase of the recruitment and selection process. The end result is an eligible list of qualified, diverse candidates. Getting new employees into vacancies in a timely manner helps departments maintain a high level of cost-effective and efficient service to city residents, which is a shared goal at the City of Chula Vista.

The City of Chula Vista employs individuals in a multitude of areas and functions. Each job is included in a classification that defines its job description and level in the organization. The classification system partners with the compensation structure to determine pay levels and ensure that the employees are working and being paid at the appropriate levels. Human Resources Operations staff is responsible for conducting studies of positions and making recommendations on proper job classification, compensation, and writing and revising job descriptions based on these studies.

The Human Resources Operations Division is also responsible for updating and maintaining the City's Classification Plan, Compensation Plan, and administrative regulations that relate to classification and compensation. In addition, staff conducts and responds to salary and benefit surveys, provides advice on Fair Labor Standards Act (FLSA) designation, and supports labor negotiations with the City's unions and employee associations.

The Risk Management Division is responsible for the development of a safe and healthy environment for City employees and the public and for controlling and reducing liability exposures in order to preserve the City's assets and service capabilities. This is accomplished via the Division's programs that include: occupational health and safety,

loss control, and disability management.

The City acknowledges the inherent risks associated with tasks performed by Police, Fire and Public Works, but will not allow this to excuse injuries and exposures as acceptable conditions. Instead, we challenge ourselves to prevent their occurrence through assessments, inspections, investigations, hazard controls, safe work practices, best available technology, communication, education and training. We are committed to providing a safe and healthful working environment for employees, volunteers and the public while strengthening the safety culture of our organization.

Risk Management's Safety program has oversight of all City safety efforts. The Safety program provides a systematic way to minimize incident frequency and severity, contribute to positive morale, effectively maintain the City's resources and increase operational efficiency.

Our robust Injury and Illness Program positioned the Division to meet the unique and unexpected COVID-19 pandemic. Work practices, procedures, training and disinfecting protocols were easily implemented to address the concern of person-to-person transmission. To date the workforce has been minimally impacted by the virus and we served as a model to other like agencies faced with providing safety measures to address COVID-19. The City has a total of 154 reported potential COVID-19 exposures and to-date not a single case of occupational transmission in the course of performing work duties.

Disability Management oversees the City's self-insured workers' compensation program and the handling of claims by our third-party administrator. It also provides comprehensive services to employees and departments. The goal of the Disability Management program is to return injured or ill employees to the work force as soon as they are able. This is accomplished via the City's hands on Return to Work Transitional Duty program where we partner with the treating doctors to focus on what the recovering employee can rather than what they can't do. In the interim, Disability Management works to ensure that employees are receiving any income and job protection to which they are entitled.

Risk Management is responsible for recovering funds when City property is damaged by outside parties. Staff aggressively seeks reimbursement from insurance companies or the uninsured party and averages between \$250k and \$350k per year in revenue from these endeavors.

The Training and Development Division is increasing the availability of training in the City and concentrating on expanding e-learning opportunities. One method is to continue to utilize our Target Solutions internet based training platform. Via this program we have created several safety and human resource trainings, both mandatory and elective, available to employees from the comfort of their workstation. We also partner with external subject matter experts including local community colleges to offer a wide variety of courses at our worksite to reduce the cost of travel times for employees.

The Benefits Division administers a variety of programs including the City's \$125 Cafeteria Benefits Plan, Human Resources Information System (HRIS) implementation and maintenance, and Professional Enrichment Program. The Division recognizes that benefits are an important component of total compensation and is committed to implementing comprehensive employee benefits by supporting and delivering personal assistance to valued employees, retirees, dependents, and service providers.

The following competitive benefit options are managed by the Division: medical, dental, and vision coverage; group life (including accidental death & dismemberment) insurance; voluntary supplemental life insurance; voluntary accident, critical illness, and hospital indemnity insurance; Employee Assistance Program; and CalPERS retirement benefits. To assist employees in making their benefits-related decisions, benefits forms, resources, and tools are made available to employees online.

The Department leads the Employee Engagement and Wellness Committee to make a solid impact on increasing

employee satisfaction and helping to foster an environment for sustained engagement in our City. The Employee Engagement Committee implements events and programs that will increase engagement levels. Merging Engagement and Wellness together in 2018 has allowed the Department to further promote and foster wellness of mind and body by providing education, opportunities and support in choosing a healthy lifestyle. By keeping our workforce healthy we increase productivity and reduce health care costs.

The Human Resources Department also leads the City's Continuous Improvement program. Continuous Improvement is a systematic way to examine processes within the organization to eliminate waste. The CITY (Continuously Improving Through You) Now Program is an organization-wide program designed to provide employees with a collection of principles, tools and methods to help improve the effectiveness, efficiency, and transparency of programs and services.

In Fiscal Year 2018, the Human Relations Commission was reestablished and is now being coordinated by the Human Resources Department. Over the last Fiscal Year, the Commission in partnership with the City was successful at gaining the status as a Certified Welcoming City. The City also scored a perfect 100 on the Municipal Equality Index (MEI), which examines how inclusive municipal laws, policies, and services are for LGBTQ people who live and work in our City

MORE INFORMATION

Please see the following for more information about the Human Resources Department:

Website –

<http://www.chulavistaca.gov/departments/human-resources>

Key Contacts -

Courtney Chase
Director of Human Resources/Risk Management
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5096
Email: humanresources@chulavistaca.gov

HUMAN RESOURCES

MISSION STATEMENT

The mission of the Human Resources Department is to provide superior services to employees, departments, and the public to ensure an informed, quality work force and community, while treating everyone with fairness, dignity, and respect.

STRATEGIC GOALS

OPERATIONAL EXCELLENCE

- Refine the employee on-boarding process
 - *Create tools to ensure new hires receive all of the information needed to be an effective member of the workforce and ensure retention of quality employees.*

Status:

Human Resources continues to create new resources and tools for employees through an online portal. The Department is also in progress of launching an online system aimed at streamlining the onboarding process and providing an engaging experience for new employees.

- Reduce Lost Time for Workplace Injuries and Illnesses
 - *Reduce lost productivity and costs associated with filed Workers' Compensation Claims.*

Status:

The City is in its' third year with our Worker's Compensation third-party administrator. Quarterly file reviews have been done to go over all open claims and we completed our second stewardship review of our program. The Disability Management Staff is working closely with the Police and Fire Departments to provide innovative ways to decrease loss time due to work-related injuries. The Division continues to assist employees with the claims process and works collaboratively with the providers and the third-party administrator to facilitate returning employees to work as soon as they are physically capable to perform modified or transitional work within their restrictions.

- Advance Continuous Improvement
 - *Increase foundation and awareness of Continuous Improvement program*

Status:

- HR utilized continuous improvement tools to improve efficiencies and increase revenue within the Cost Recovery Program.
- Continuous Improvement Overview Training is provided to all new employees during New Hire Orientation.
- HR continues to provide individualized continuous improvement project assistance to City departments and staff.

HUMAN RESOURCES

- Retain and attract quality employees
 - *Create culture of employee engagement*

Status:

- 180 employees will be recognized at the service year milestone event.
- Service Recognition Program received over 53 nominations during the fiscal year with eight employees receiving Employee of the Quarter.

KEY PERFORMANCE MEASURES

	FY 2018 ACTUAL	FY 2019 Actual	FY 2020 Estimated
% of assigned mandatory trainings completed	100%	99%	99%

	CY 2017 ACTUAL	CY 2018 ACTUAL	CY 2019 ACTUAL
# of lost workdays due to work related injury	1002	839	1337
Average Number of lost workdays per work related injury	6.22	5.48	7.95

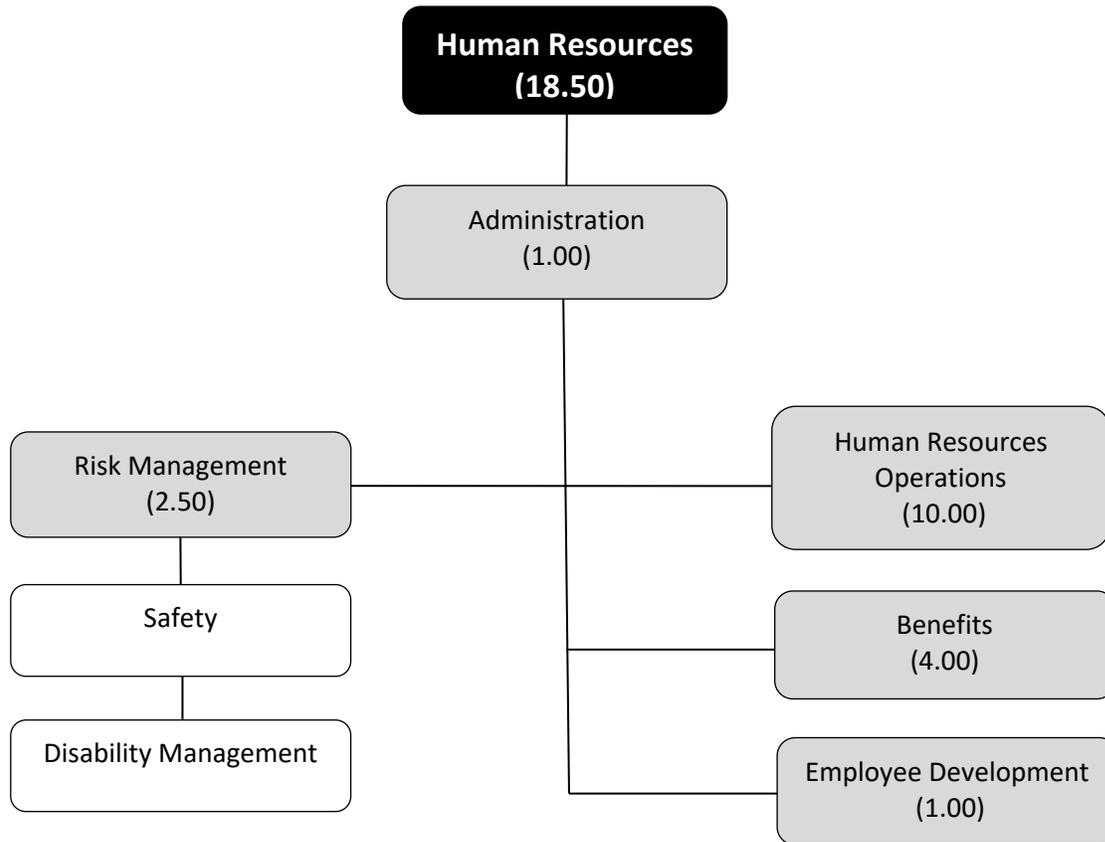
(07) HUMAN RESOURCES

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,254,299	1,333,275	1,691,120	1,536,292
Hourly Wages	84,698	37,036	28,560	12,100
Overtime	355	-	221	-
Health Benefits	248,726	205,827	244,467	243,041
Retirement Benefits	436,776	490,155	493,497	447,499
Other Personnel Expense	118,872	106,144	129,158	112,774
Personnel Expenses Subtotal	2,143,725	2,172,436	2,587,023	2,351,706
Non-Personnel Expenses				
Supplies and Services	418,211	340,504	418,970	421,786
Other Capital	2,063	2,243	8,972	2,500
Utilities	1,851	1,911	1,457	1,857
Non-Personnel Expenses Subtotal	422,125	344,657	429,399	426,143
TOTAL EXPENDITURES	\$ 2,565,850	\$ 2,517,093	\$ 3,016,422	\$ 2,777,849
REVENUES				
Charges for Services	(124,194)	(236,786)	(335,479)	(268,886)
Other Revenue	(109,808)	(54,947)	(70,000)	(72,500)
Transfers In	(40,749)	(40,749)	(35,000)	(35,000)
TOTAL REVENUES	\$ (274,750)	\$ (332,481)	\$ (440,479)	\$ (376,386)
NET PROGRAM EXPENDITURES	\$ 2,291,100	\$ 2,184,612	\$ 2,575,943	\$ 2,401,463
REVENUE RECOVERY %	11%	13%	15%	14%
AUTHORIZED FULL TIME POSITIONS	16.00	16.00	17.00	18.50

HUMAN RESOURCES

ORGANIZATIONAL CHART



Total GF FTE	18.50
Total Non GF FTE	0.00
Total Dept FTE	18.50

Finance Department



The Chula Vista Finance Department is dedicated to supporting the long-term financial stability of the City and enhancing public and organizational trust through integrity of financial reporting and sound financial practices. The Finance Department is responsible for the overall financial management of the City. The department consists of five divisions: Administration, Comptroller, Revenue & Recovery, Purchasing, and Budget & Analysis. These divisions provide support services to other City departments, including payroll, accounts payable, accounts receivable, cashiering, purchasing, and general accounting. Responsibilities include the oversight of revenues, expenditures, investments, debt, and financial reporting. The Finance Department is also responsible for the City's annual audit that includes publication of the Comprehensive Annual Financial Report and the Single Audit of Federal Expenditures. The Finance Director also serves as the City Treasurer and is responsible for managing approximately \$392 million in investments.

The Administration Division is responsible for the overall management and supervision of the Finance Department. The Division works closely with the City Manager and City Council providing guidance and financial advice as well as long-range financial planning and forecasting. Policy implementation, debt service management, cash flow management, and investment of City funds are functions performed by this division

The Comptroller Division includes general accounting, accounts payable, and payroll. The general accounting functions involve accounting for expenditures, revenues, and other transactions in accordance with Generally Accepted Accounting Principles (GAAP). The accounts payable function processes all payments and invoices in a timely manner. Staff processed 23,802 accounts payable transactions in fiscal year 2020. The payroll function is responsible for the payment of salaries and other benefits to City employees in addition to filing all State and Federal payroll tax returns and reports. Payroll staff issued 1,471 W-2's to current and former City employees in fiscal year 2020.

The Revenue & Recovery Division is responsible for the receipt and accounting of all monies received by the City. Other functions performed by this division include utility billing, oversight of parking meter operations, issuance of business licenses and coordinating the business license renewal process, special districts administration, and the documentation and accounting of staff time reimbursements through the City's Project Accounting system. Division staff issued 11,115 business licenses in fiscal year 2020. The Revenue & Recovery Division works closely with other City departments as well as outside agencies in the collection of past due amounts. Unpaid sewer and trash bills that have gone unsuccessfully through the collection process are eventually placed as liens on the County's property tax roll by Division staff.

The Purchasing Division provides acquisition and contract management services to City staff in accordance with the Standards of Purchasing Practice as defined by the California Association of Public Purchasing Officers (CAPPO). The Division ensures compliance with formal bid requirements, processes all City purchase orders, and develops and maintains purchasing policies and procedures. Additional responsibilities include administration of the City's credit card program and disposition of surplus City property. In fiscal year 2020, the Purchasing Division processed 2,342 purchase requisitions for City staff.

The Budget & Analysis Division is responsible for coordinating, preparing, and monitoring the City's operating budget. It performs and reviews numerous fiscal, policy, and programmatic analyses to accurately identify potential fiscal impacts. Budget & Analysis provides ongoing analytical support on various operational and staffing issues throughout the City and participates in a number of special projects and studies, which may include updating fees and contracts.

The Finance Department has received awards for its excellence in financial reporting as well as recognition for its sound investment policy. For its financial reporting, the department has received the "Certificate of Achievement for Excellence in Financial Reporting" award from the Government Finance Officers Association (GFOA) every year, beginning with the fiscal year 2000 financial report. The department has also received GFOA's Distinguished Budget Presentation Award annually since fiscal year 2003, with the exception of fiscal year 2010 when the City did not pursue the award due to staffing reductions and budget constraints. The Association of Public Treasurers of the U.S. and Canada certified the City's Investment Policy as a model investment policy in fiscal year 2007.

MORE INFORMATION

Please see the following for more information about the Finance Department:

Website –

<http://www.chulavistaca.gov/departments/finance>

Key Contacts -

Finance Department
276 Fourth Avenue
Chula Vista, CA 91910
Main Line: (619) 691-5250
Business Licenses: (619) 585-5624
Sewer Payments: (619) 691-5117
Purchasing: (619) 691-5250
Email: Finance@chulavistaca.gov

FINANCE

MISSION STATEMENT

The Chula Vista Finance Department is dedicated to supporting the long-term financial stability of the City and enhancing public and organizational trust through integrity of financial reporting and sound financial practices.

STRATEGIC GOALS

OPERATIONAL EXCELLENCE

- Update the Fiscal Recovery and Progress Plan (Long-Term Financial Plan)
 - *Establish a financially resilient City. This long-term goal can be reached by stabilizing the City's financial condition, then working towards financial sustainability, and finally establishing an organization that is financially resilient. This positions the City to withstand future economic downturns with minimal impacts to service levels.*

Status:

Completed: The Fiscal Recovery and Progress Plan identified the major challenges that the City faces in moving from financial stability to financial sustainability and eventually financial resiliency. Improving the long-term financial standing of the City will require a multi-faceted approach over several years. Staff presented the City's first draft Long-Term Financial Plan to Council in March 2017. An updated standalone document reflects the City's Adopted Budget, and projected revenues and expenditures through fiscal year 2020 to 2030.

- Develop and implement new budget development guidelines to follow priority-based budgeting principles.

Status:

In progress. Staff will research and develop a plan to more fully integrate priority-based budgeting principles into the fiscal year 2021 budget development process. With the City's transition to a new Enterprise Resource Planning software that will improve the budget process in future fiscal years. The transition to priority-based budgeting principles is anticipated to be facilitated by implementation of this new technology. With the projected future fiscal impacts in the Long-Term Financial Plan priority-based budgeting will become more important.

FINANCE

- Create and Implement policies to help protect/generate revenues.

Status:

Maximizing funding options is particularly critical to Chula Vista. Staff implemented an update of the Master Fee Schedule in fiscal year 2018 for the following: Recreation, Engineering, Planning, and Fire. In addition to updating the Master Fee Schedule, a Citywide Cost Recovery Policy was adopted during the fee update. The policy assists the City in meeting desired goals for future cost recovery while supporting the values and mission of the organization. Staff has also pursued other funding mechanisms available to local municipalities such as bonded and non-bonded Community Facilities Districts, Open Space Districts, and Property Related Fees in order to provide capital facilities and some maintenance within those districts. Without these funding tools additional strain would have been placed on the General Fund for capital facilities and maintenance services. Another revenue-generating effort has been established by utilizing purchasing cards within the Accounts Payable function within the department. When these cards are used to purchase the goods and services that the City uses to provide services to constituents, rebates are earned that augment the funding for additional services. In addition, Chula Vista takes capital asset protection seriously, as exemplified by recent City Council approval of a Fixed Asset/Capitalization Policy. Lastly, in an effort to protect the City's credit rating and maximize accessibility to financial markets, a Debt Disclosure Policy was also adopted by City Council.

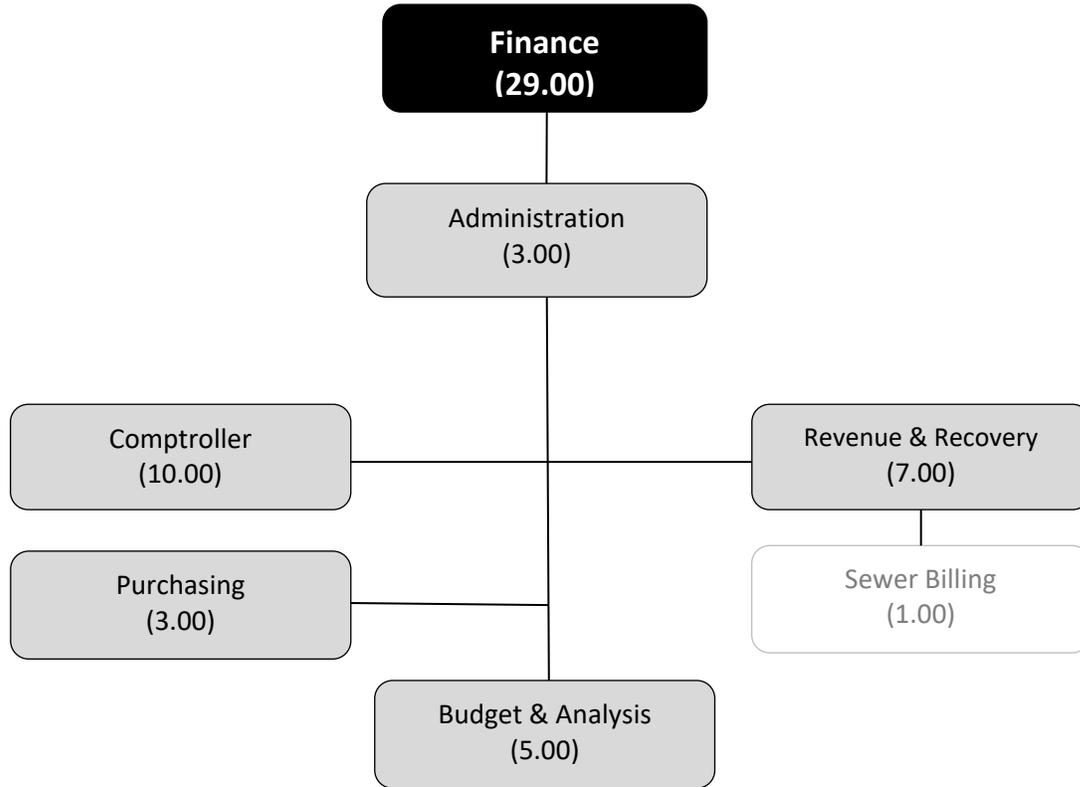
(08) FINANCE

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,994,180	2,010,169	2,235,635	2,162,378
Hourly Wages	53,381	94,098	64,380	31,766
Overtime	26,926	16,072	-	-
Health Benefits	415,116	337,841	358,833	383,208
Retirement Benefits	666,319	722,840	662,749	630,755
Other Personnel Expense	212,338	213,780	183,916	192,860
Personnel Expenses Subtotal	3,368,259	3,394,799	3,505,513	3,400,967
Non-Personnel Expenses				
Supplies and Services	378,475	341,411	434,056	474,827
Other Expenses	7,614	-	-	-
Other Capital	514	2,413	15,499	2,500
Utilities	1,914	2,663	2,212	2,700
Non-Personnel Expenses Subtotal	388,517	346,534	451,767	480,027
TOTAL EXPENDITURES	\$ 3,756,776	\$ 3,741,333	\$ 3,957,280	\$ 3,880,994
REVENUES				
Other Local Taxes	(59,644)	(76,076)	(55,000)	(70,000)
Licenses and Permits	(8,567)	(8,498)	(14,000)	(8,500)
Fines and Penalties	(1,691)	(1,780)	(30,000)	(5,000)
Use of Money and Property	(1,858)	(650)	-	-
Charges for Services	(100,727)	(420,861)	(203,194)	(392,701)
Other Revenue	(910,565)	(550,589)	(683,634)	(618,050)
Transfers In	(371,068)	(457,283)	(348,500)	(348,500)
TOTAL REVENUES	\$ (1,454,121)	\$ (1,515,736)	\$ (1,334,328)	\$ (1,442,751)
NET PROGRAM EXPENDITURES	\$ 2,302,656	\$ 2,225,597	\$ 2,622,952	\$ 2,438,243
REVENUE RECOVERY %	39%	41%	34%	37%
AUTHORIZED FULL TIME POSITIONS	28.00	28.00	28.00	28.00

FINANCE

ORGANIZATIONAL CHART



Total GF FTE	28.00
Total Non-GF FTE	1.00
Total Dept FTE	29.00

Non-Departmental

The Non-Departmental budget reflects expenses that are not directly related to any single department. The expenditure budget consists of items such as:

- Insurance
- Interest expense
- Transfers Out expenditures to liability reserves and to various Debt Service Funds for the General Fund's debt service obligations.

The Non-Departmental budget also includes all General Fund discretionary revenues including the following:

- Property taxes
- Sales and Use taxes
- Motor Vehicle license fees
- Transient occupancy tax (TOT)
- Franchise fees
- Utility users tax (UUT)
- Transfers In from various other funds.

(09) NON-DEPARTMENTAL

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	133,350	-	(539,793)	(1,491,683)
Health Benefits	-	12,638	41,010	20,000
Retirement Benefits	118,478	137,132	100,000	100,000
Other Personnel Expense	205,988	206,276	244,800	244,800
Personnel Expenses Subtotal	457,816	356,046	(153,983)	(1,126,883)
Non-Personnel Expenses				
Supplies and Services	1,877,378	3,516,568	1,668,697	2,991,916
Other Expenses	655,692	685,180	454,622	527,533
Other Capital	2,629,425	1,154,697	-	-
Utilities	49	2,626	3,984	2,600
Transfers Out	24,814,083	39,035,608	42,207,076	47,633,470
CIP Project Expenditures	146,748	26,314	-	-
Non-CIP Project Expenditures	351,408	39,939	-	-
Non-Personnel Expenses Subtotal	30,474,783	44,460,952	44,334,379	51,155,519
TOTAL EXPENDITURES	\$ 30,932,598	\$ 44,816,998	\$ 44,180,396	\$ 50,028,636
REVENUES				
Property Taxes	(55,506,742)	(58,772,142)	(58,900,588)	(61,256,996)
Other Local Taxes	(75,075,328)	(95,429,076)	(96,119,816)	(103,592,384)
Licenses and Permits	(2,178)	(769,611)	-	(2,000)
Use of Money and Property	(1,594,815)	(2,876,066)	(1,952,495)	(1,867,051)
Revenue from Other Agencies	(1,964,332)	(511,262)	(228,246)	(428,246)
Charges for Services	(49,180)	-	-	-
Other Revenue	(4,003,173)	(1,748,108)	(1,170,221)	(703,000)
Transfers In	(2,007,297)	(1,937,165)	(3,522,334)	(2,029,226)
TOTAL REVENUES	\$ (140,203,044)	\$ (162,043,829)	\$ (161,893,700)	\$ (169,878,903)
NET PROGRAM EXPENDITURES	\$ (109,270,445)	\$ (117,226,831)	\$ (117,713,304)	\$ (119,850,267)
REVENUE RECOVERY %	N/A	N/A	N/A	N/A
AUTHORIZED FULL TIME POSITIONS	0.00	0.00	0.00	0.00

Animal Care Facility



The Chula Vista Animal Care Facility (CVACF) has provided animal control services since 1923. Over the years, CVACF services have expanded to include community outreach and education programming, and comprehensive medical care. The Animal Care Facility is comprised of four divisions: Field Operations and Dispatch, Shelter Operations, Adoption/Volunteer Services, and Veterinary/Medical Services. Approximately 5,000 homeless animals come to the facility each calendar year.

Field Operations and Dispatch

Animal Control responds to a number of complaint types and investigates possible violations. Our department responds to animal disturbances, noise complaints, sanitation problems, mistreatment or abuse to animals, neglect or any other animal related problems. Appropriate action ranges from voluntary compliance through education to administrative action and/or prosecution in some instances. Additionally, our officers rescue animals from a variety of situations. The facility also provides animal control services for the City of Lemon Grove. Call (619) 476-2476 during our [business hours](#) to report any animal issues or (619) 691-5151 (PD Dispatch) after hours for animal related emergencies.

Shelter Operations

The Chula Vista Animal Care Facility provides sheltering services for the cities of Chula Vista, Lemon Grove, and National City. Every day a variety of animals are sheltered at the CVACF either because they are found, rescued, surrendered, or impounded.

Adoption

The CVACF assists interested persons adopting a pet through the application and matching process. The staff works with a number of partnering agencies/businesses to find suitable homes for animals every day. Adoptable pets can be viewed online at <http://www.petharbor.com/>.

Veterinary/Medical Services

The Chula Vista Animal Care Facility provides veterinary care to all shelter animals. Animals being adopted out are altered, vaccinated and microchipped. The CVACF offers Spay/Neuter Clinics for Low Income Chula Vista, National City, Lemon Grove and qualifying City of San Diego Residents. Rabies & Microchipping services are also available weekly.

MORE INFORMATION

Please see the following for more information about the Animal Care Facility:

Website- <http://www.cvacf.org>

Facebook- www.facebook.com/cvAnimalCare/

Instagram- <https://www.instagram.com/cvacf/>

Key Contacts –

CV Animal Care Facility
Amanda Mills, Animal Care Facility Administrator
130 Beyer Way
Chula Vista, CA 91911
(619) 691-5123
Email: animalcare@chulavistca.gov

ANIMAL CARE FACILITY

MISSION STATEMENT

The mission of the Chula Vista Animal Care Facility is to ensure the health and safety of animals and citizens in Chula Vista, National City, and Lemon Grove.

STRATEGIC GOALS

STRONG AND SECURE NEIGHBORHOODS

- Improve the cat save rate
 - *Increase cat spaying/neutering, improve healthcare for cats and expand the number of catteries.*

Status:

The City continues to conduct free public clinics for low-income residents. Cat spay/neuter is now only \$10 with the use of grant funds. The Animal Care Facility has increased rescue efforts for feral cats. Feral cats that may normally be unadoptable can now be returned as community cats with approval of the property owner. The Trap-Neuter-Return model saves cat lives and reduces future cat litters.

KEY PERFORMANCE MEASURES

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 PROJECTED	FY 2021 ESTIMATED
% Cat Save rate	69%	65%	70%	75%
% Dog Save rate	94%	95%	94%	95%
Total Animal Intake	5,426	5,085	5,000	5,200

(10) ANIMAL CARE FACILITY

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,235,890	1,257,023	1,307,848	1,252,121
Hourly Wages	230,362	213,397	176,369	228,670
Overtime	70,521	94,085	52,607	98,122
Health Benefits	313,562	283,679	304,504	309,936
Retirement Benefits	413,852	457,829	393,493	386,533
Other Personnel Expense	151,284	155,951	113,579	116,090
Personnel Expenses Subtotal	2,415,471	2,461,964	2,348,400	2,391,472
Non-Personnel Expenses				
Supplies and Services	477,747	372,378	351,950	351,950
Other Expenses	5,094	5,233	4,500	4,500
Other Capital	75	4,973	6,282	6,282
Utilities	49,798	51,993	42,296	33,609
Internal Service Charges	-	48,385	53,200	53,200
Non-Personnel Expenses Subtotal	532,714	482,962	458,228	449,541
TOTAL EXPENDITURES	\$ 2,948,185	\$ 2,944,926	\$ 2,806,628	\$ 2,841,013
REVENUES				
Licenses and Permits	(162,007)	(144,747)	(175,300)	(150,000)
Fines and Penalties	(37,381)	(31,625)	(20,000)	(20,000)
Use of Money and Property	(104)	(268)	-	-
Charges for Services	(235,983)	(333,376)	(279,800)	(287,700)
Other Revenue	(881,046)	(724,459)	(778,970)	(733,970)
TOTAL REVENUES	\$ (1,316,521)	\$ (1,252,694)	\$ (1,254,070)	\$ (1,191,670)
NET PROGRAM EXPENDITURES	\$ 1,631,664	\$ 1,692,232	\$ 1,552,558	\$ 1,649,343
REVENUE RECOVERY %	45%	43%	45%	42%
AUTHORIZED FULL TIME POSITIONS	21.75	21.75	21.25	21.25

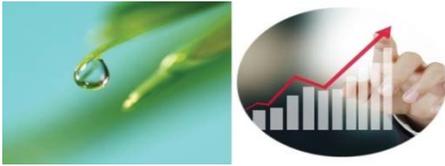
ANIMAL CARE FACILITY

ORGANIZATIONAL CHART



Total GF FTE	21.25
Total Non GF FTE	0.00
<hr/>	
Total Dept FTE	21.25

Economic Development



The Economic Development Department focuses on facilitating the achievement of economic prosperity for Chula Vista through the expansion, attraction, and retention of office, industrial, hospitality and retail-based businesses. Two key aspects of the Department's work include providing critical small business concierge services and leveraging smart city

technology to establish a sound foundation for Chula Vista's sustainable economic development. These efforts have become increasingly important to the community in the wake of the COVID-19 pandemic and as Chula Vista works to develop a path forward for economic recovery. In FY 2020-21, the Department's work will be guided by five core tenets outlined in the Economic Recovery Plan approved by City Council on May 5, 2020. In response to COVID-19, the Department is working to provide financial, technical and marketing assistance to small businesses in addition to creating more business-friendly policies and continuing work on economic catalyst projects such as the Chula Vista Bayfront and the University and Innovation District.

The Department is organized into three divisions: Economic Development, Real Property Management, and the Office of Sustainability. Together these divisions make up an Economic Development Department that strives to create quality employment, shopping, dining and entertainment opportunities for our residents while increasing City revenues for vital public infrastructure and community services. This work translates into an enhanced quality of life for all Chula Vista residents to enjoy.

ECONOMIC DEVELOPMENT

Economic Development staff work directly with businesses, trade and business organizations, stakeholders and internal City departments to facilitate new investment opportunities and create a business-friendly ecosystem that supports a stable and thriving economy.

REAL PROPERTY MANAGEMENT

The Real Property Management Division maintains and manages the City's portfolio of un-programmed real estate assets and raw land. This includes the licensing and leasing of assets held by the City and the disposal of those with diminished financial value to the City. Through these activities, Real Property Management provides the City with a return on investment of assets that offsets their departmental cost and provides revenue to the general fund.

OFFICE OF SUSTAINABILITY

At an organizational level, "sustainability" is defined as the City's ability to provide high quality infrastructure, services and programs in a manner which balances the social, economic, and environmental needs of current and future generations – also referred to as the 3Ps: People, Planet and Prosperity. The Office of Sustainability strives to uphold these priorities through the work of Chula Vista's Smart Cities Initiative, the Environmental Services Division and the Conservation Division.

Smart Cities

Smart Cities begins with sustainability and this division is responsible for leading the implementation of Chula Vista's Smart Cities Strategic Action Plan, including regional efforts, that aim to leverage innovative technology and data tools to better serve and engage Chula Vista citizens, enhance sustainability, improve public safety, promote local economic development and maximize tax payer dollars through increased efficiency of operations, and optimization of resources. The goals of the Action Plan are for the City of Chula Vista to:

- Become more responsive by working with our communities, residents and businesses to improve operations and services, including public safety and citizen engagement;

- Become more transparent by using data and analytics to improve services and operations, and ensure public access to performance indicators;
- Lay the ground work for economic development to attract new businesses and support existing businesses

Environmental Services

Within the Office of Sustainability, Environmental Services staff provide comprehensive solid waste management services by: building partnerships and implementing best management practices; increasing public awareness through educational and informational programming; and pursuing cutting edge and emerging waste management technologies.

Conservation

Also, within the Office of Sustainability, the Conservation Division leads the City's energy and water conservation, alternative transportation and climate action planning; and actively collaborates with civic groups, business organizations, environmental and health advocates, academic institutions, internal City departments and other public agencies.

MORE INFORMATION

Please see the following website resources or key contacts for more information about the Economic Development Department:

Website:

<http://www.chulavistaca.gov/businesses>

<http://www.chulavistaca.gov/clean>

Key Contacts:

Eric Crockett
Deputy City Manager
(619) 476-5341

Coleen Wisniewski
Environmental Sustainability Manager
(619) 409-5828

Kevin Pointer
Senior Economic Development
Specialist
(619) 691-5248

Rick Ryals
Real Property Manager
(619) 691-5118

Miranda Evans
Economic Development
Specialist
(619) 409-5913

Dennis Gakunga
Chief Sustainability Officer
(619) 476-5355

Manuel Medrano
Environmental Services
Manager
(619) 585-5766

ECONOMIC DEVELOPMENT

MISSION STATEMENT

The mission of the City of Chula Vista's Economic Development Department is to create a sustainable economy by providing the essential resources to businesses and the development community to promote, attract, retain and expand employment opportunities, stimulate the local economy, expand the local sales, transient occupancy and property tax base while maintaining a positive balance between the economy, the environment and the community.

STRATEGIC GOALS

Business Support

- Promote an environment for residents and businesses to prosper
 - *Provide exceptional customer service to all businesses by tracking all commercial, industrial and office projects to ensure on-time delivery of service.*

Status:

- Implementation of new economic development work program that focuses on engaging and supporting the business community through personalized service, incentive programs and training.

Innovation and Sustainability

- Provide high quality infrastructure, services and programs that balance social, economic and environmental needs of current and future generations
 - *Implement strategies to provide an environment that supports people, prosperity and the planet.*

Status:

- The development of an integrated waste management plan will assist the city to meet a 90% waste reduction goal that engages users of materials and energy both in operations and services.
- The City of Chula Vista launched the Smart City Digital Headquarters website which features in-depth background information and news updates on everything from open data to autonomous vehicles and is designed to showcase the broad range of innovative projects the City is working on as part of the Smart City Strategic Action Plan.
- The City adopted a comprehensive Smart City Strategic Action Plan that aims to leverage innovative technology and data tools to better serve the community, enhance sustainability, improve public safety, promote local economic development and maximize tax revenue through increased efficiency of operations and optimization of City resources.
- The City is implementing various Council-approved policies including the 2017 Climate Action Plan, Water Stewardship Plan and City Operations Sustainability Plan.

Economic Vitality

- Foster the economic development efforts of existing assets and key development projects
 - *These development projects will contribute to economic vitality as they expand job growth, expand workforce development, strengthen public revenues and improve the quality of life for residents and businesses.*

ECONOMIC DEVELOPMENT

Status:

Continued implementation of Millennia, Chula Vista Bayfront, and University and Innovation District development projects.

Collaboration and Outreach

- Collaboration with regional and bi-national partners is essential to strengthening the region and provides sustainable economic development
 - *Create a culture of stewardship, innovation and regional action that can lead to community prosperity and future economic gains.*

Status:

- Continue to participate in and present to various boards, commissions, community groups and other interested organizations.
- Ongoing public engagement in coordination with City staff workshops and forums on the implementation of Smart City projects and initiatives.
- Continue to play a lead role in the San Diego Smart Cities Regional Initiative together with the City of San Diego, the Port of San Diego, the City of Carlsbad, and the San Diego International Airport to advance the San Diego region's position as a global smart city leader, and test bed for smart city business solutions.

ECONOMIC DEVELOPMENT

KEY PERFORMANCE MEASURES

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 PROJECTED	FY 2021 ESTIMATED
Complete actions identified in annual economic development work program	60%	N/A	65%	75%
Number of businesses assisted through the expedite program	5	14	4*	10
Number of existing small businesses assisted (walk-in, phone call, email, appointment)	100	80	371 (total), 71 (pre-COVID-19 pandemic)	200
Conduct 500 Free Resource and Energy Business Evaluations (FREBE) annually	287	500	548	250**
Set updated goals for City Operations Sustainability Plan	N/A	50%	60%	100%
Complete installation of South Library Energy Station and facilitate annual visits from all 6 th grade students in the Chula Vista Elementary School District	N/A	N/A	70%	100%
Complete actions identified in the adopted Smart Cities Strategic Action Plan	N/A	40%	50%	60%
Complete actions identified in the adopted Digital Equity and Inclusion Plan	N/A	N/A	N/A	30%
Creation of a Chula Vista Climate Equity and Health Index	N/A	N/A	10%	100%
Develop an integrated Waste Management Plan to meet a 90% City waste reduction goal	60%	75%	90%	100%

* With the adoption of the Economic Recovery Plan, all TI's are being prioritized.

**Performance measure variance due to COVID-19 pandemic

(11) ECONOMIC DEVELOPMENT

SUMMARY OF DEPARTMENT RESOURCES

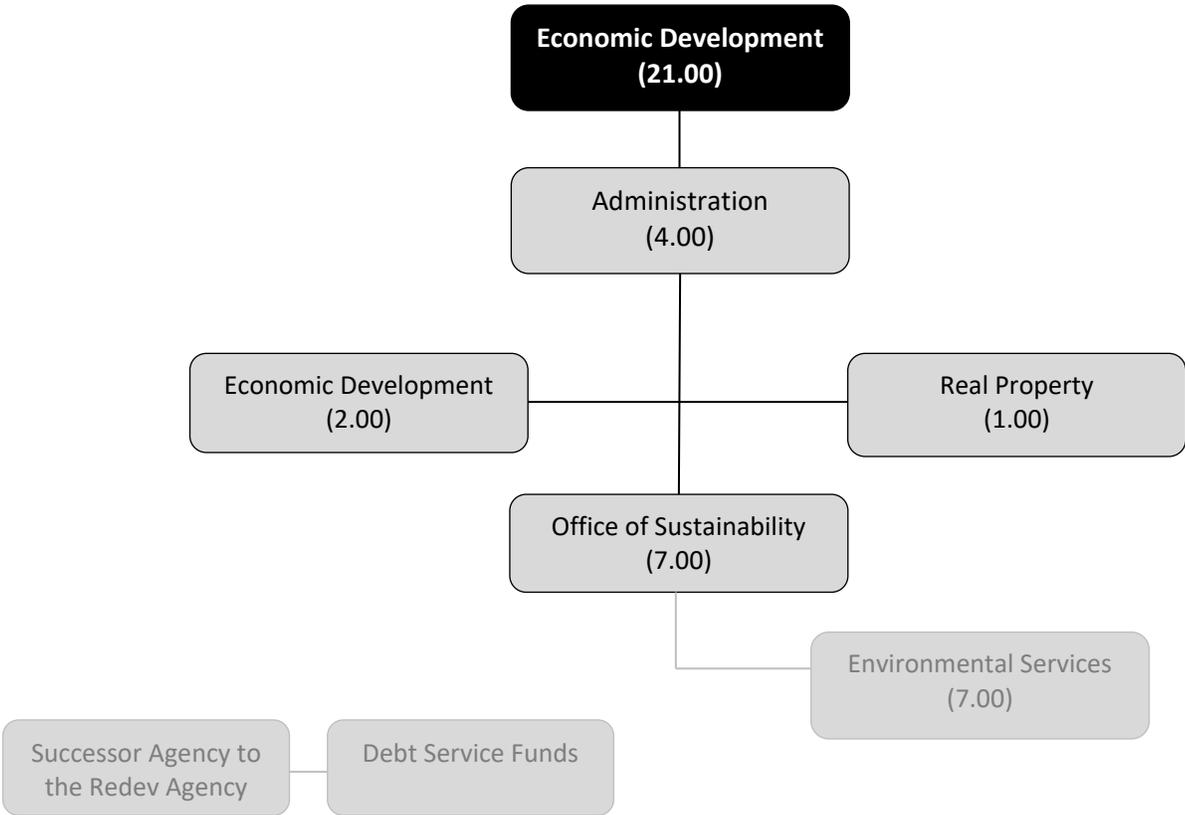
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,147,294	1,210,340	1,291,677	1,088,692
Hourly Wages	53,816	8,034	6,151	737
Overtime	2,379	2,506	-	-
Health Benefits	203,697	185,162	189,425	185,175
Retirement Benefits	379,582	414,599	380,906	353,780
Other Personnel Expense	117,275	107,419	108,985	103,005
Personnel Expenses Subtotal	1,904,043	1,928,060	1,977,144	1,731,389
Non-Personnel Expenses				
Supplies and Services	116,748	168,714	168,422	195,154
Other Capital	-	-	1,520	-
Utilities	2,751	3,484	2,497	3,250
Non-Personnel Expenses Subtotal	119,499	241,477	172,439	198,404
TOTAL EXPENDITURES	\$ 2,023,542	\$ 2,169,537	\$ 2,149,583	\$ 1,929,793
REVENUES				
Use of Money and Property	(102)	-	-	-
Charges for Services	(12,313)	(421)	-	-
Other Revenue	(1,195,633)	(1,064,790)	(1,062,970)	(1,184,098)
Transfers In	(10,334)	(10,334)	(10,334)	(10,334)
TOTAL REVENUES	\$ (1,218,382)	\$ (1,075,546)	\$ (1,073,304)	\$ (1,194,432)
NET PROGRAM EXPENDITURES	\$ 805,160	\$ 1,093,991	\$ 1,076,279	\$ 735,361
REVENUE RECOVERY %	60%	50%	50%	62%
AUTHORIZED FULL TIME POSITIONS	14.00	15.00	14.00	14.00

Budget Restructuring:

⁽¹⁾ The Cultural Arts Program was moved from the Economic Development Department to the Library Department in FY 2019.

ECONOMIC DEVELOPMENT

ORGANIZATIONAL CHART



Total GF FTE	14.00
Total Non-GF FTE	7.00
Total Dept FTE	21.00

Development Services Department



With the adoption of the fiscal year 2021 budget, the City Council approved the budget for the General Fund divisions found under the Development Services Department. The Development Services Department's General Fund Divisions include Code Enforcement, Advance Planning, and an Administration division.

CODE ENFORCEMENT

The primary function of Code Enforcement is to educate the public in code issues and to work with citizens to achieve code compliance. Code Enforcement responds to complaints from the community and proactively enforces regulations regarding inoperable vehicles on private property, graffiti on businesses, and garage sale permits. The following are issues routinely investigated by Code Enforcement:

- Home Occupations
- Auto Repair
- Garage Conversions
- Trash, junk and debris
- Excessive or unpermitted signage
- Construction without a permit
- Abandoned vehicles
- Abandoned foreclosed homes
- Illegal signage

Violations can be reported by calling the Code Enforcement Hotline at (619) 691-5280 or online at www.chulavistaca.gov in the Code Enforcement section under Development Services.

ADVANCE PLANNING

The primary purpose of Advance Planning is to manage the City's vision for growth and development. The Advance Planning section consists of three major areas of emphasis: Long-range planning and special projects (such as the Otay Valley Regional Park), Growth Management, and Sustainability. Advanced Planning is primarily responsible for the following:

- Maintaining, updating, and monitoring implementation of the City's General Plan
- Regional planning programs and coordination (such as SANDAG)
- Administering the City's Growth Management Program
- Administering environmental programs including the MSCP, historic preservation, and mitigation monitoring
- Maintaining the citywide land use database and maps
- Providing technical services including land use and demographic information and forecasts
- Reviewing proposed development projects for compliance with the City's General Plan and Sectional Plans
- Conducting public hearings on issues of community concern
- Coordinating with elected representatives, citizen groups, individuals, and other City departments and agencies on issues of local and regional significance

MORE INFORMATION

Please see the following for more information about the Development Services Department:

Website –

www.chulavistaca.gov/DevelopmentServices

Key Contacts -

Advance Planning

Scott Donaghe

Principal Planner

276 Fourth Avenue

Chula Vista, CA 91910

(619) 409-5806

Email: sdonaghe@chulavistaca.gov

Current Planning

Steve Power

Principal Planner

276 Fourth Avenue

Chula Vista, CA 91910

(619) 409-5864

Email: spower@chulavistaca.gov

Building

Lou El-Khazen

Building Official

276 Fourth Avenue

Chula Vista, CA 91910

(619) 409-1960

Email: lelkhazen@chulavistaca.gov

Land Development

Boushra Salem

Principal Civil Engineer

276 Fourth Avenue

Chula Vista, CA 91910

(619) 409-5483

Email: bsalem@chulavistaca.gov

Code Enforcement

Brian Catacutan

Senior Code Enforcement Officer

276 Fourth Avenue

Chula Vista, CA 91910

(619)-585-5776

Email: bcatacutan@chulavistaca.gov

Neighborhood Services

Leilani Hines

Housing Manager

276 Fourth Avenue

Chula Vista, CA 91910

(619) 691-5263

Email: lhines@chulavistaca.gov

DEVELOPMENT SERVICES

MISSION STATEMENT

The mission of the Development Services Department is to guide the physical development of the City through the implementation of the General Plan, development regulations and Building Codes. We are committed to enhancing the quality of life in our community by planning for sound infrastructure and public services, protection of the environment, and promotion of high quality social and economic growth.

STRATEGIC GOALS

HEALTHY COMMUNITY

- Develop and implement strategies and programs that restore and protect natural resources and promote sustainability.

Status:

Advanced Planning implements the City's Multiple Species Conservation Program Subarea Plan which preserves, protects and connects the most valuable biological habitats while allowing development to occur in less sensitive areas.

- Comprehensively manage and conduct stewardship activities within open space preserves such as treat invasive plant species, control unauthorized access, implement erosion control, and reduce fuel-load.
- Monitor biological resources including threat assessments, habitat conditions and the presence of sensitive species to allow for adaptive management.
- Actively seek partnerships and funding to restore and enhance habitats to maintain and improve the region's biological integrity.

ECONOMIC VITALITY

- Strengthen and diversify the City's economy by supporting and advancing existing businesses targeting and attracting new businesses, promoting balanced land use decisions, and engaging the community to reinvest in the City.

Status:

The Development Services Department has made great progress moving the Bayfront Master Plan forward. Permits for the planned resort hotel and convention center project and associated infrastructure are currently being reviewed. Project construction is anticipated to begin in 2021.

DEVELOPMENT SERVICES

KEY PERFORMANCE MEASURES

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 Actual	FY 2020 PROJECTED
Complete initial tenant improvement reviews within 21 calendar days, 90% of the time	N/A*	83%	90%	91%

*This is a new performance metric so data is not available for prior years.

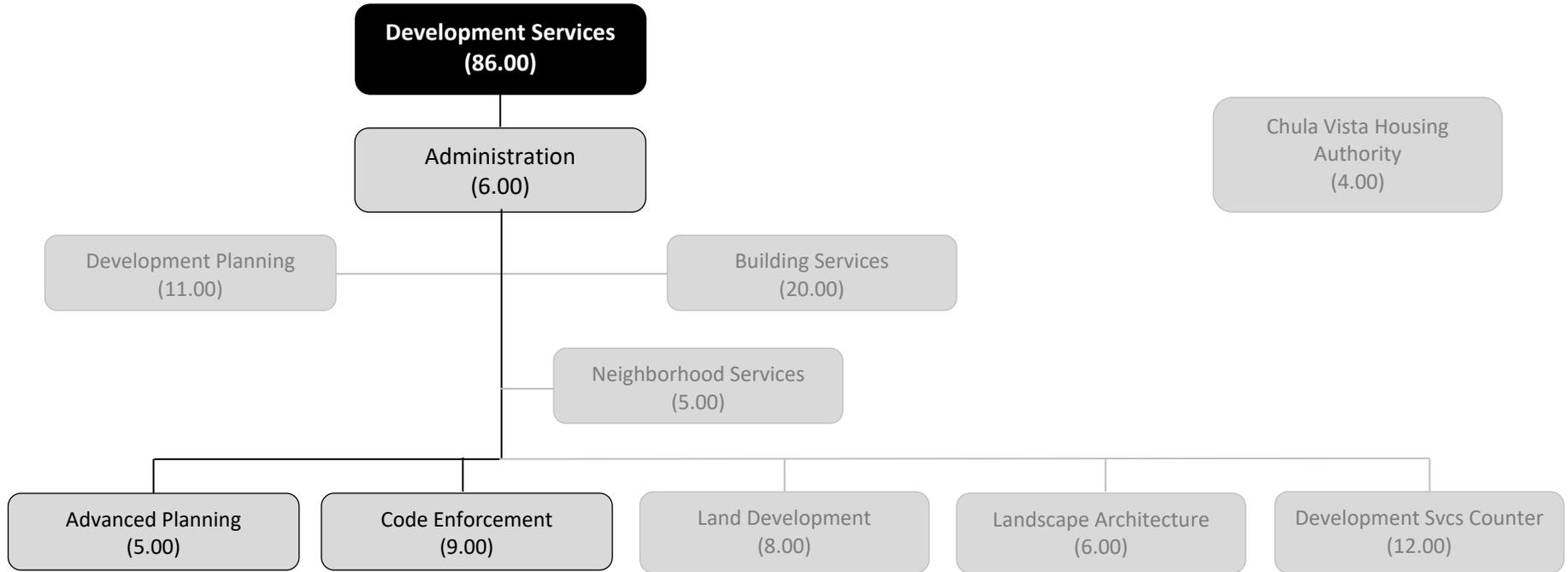
(12) DEVELOPMENT SERVICES

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,525,717	1,537,511	1,703,548	1,709,086
Hourly Wages	36,726	38,150	28,517	29,615
Overtime	116	1,469	1,632	1,000
Health Benefits	317,808	250,010	281,290	309,764
Retirement Benefits	491,599	556,672	502,716	469,987
Other Personnel Expense	141,163	135,482	126,688	124,698
Personnel Expenses Subtotal	2,513,128	2,519,294	2,644,391	2,644,150
Non-Personnel Expenses				
Supplies and Services	134,111	103,547	174,894	109,100
Other Expenses	35,596	12,950	12,000	11,000
Other Capital	-	-	500	-
Utilities	1,915	2,111	2,375	2,250
Internal Service Charges	-	21,092	23,635	23,635
Non-Personnel Expenses Subtotal	171,622	139,700	213,404	145,985
TOTAL EXPENDITURES	\$ 2,684,751	\$ 2,658,993	\$ 2,857,795	\$ 2,790,135
REVENUES				
Licenses and Permits	(492,776)	(520,807)	(395,000)	(518,000)
Fines and Penalties	(343,585)	(402,026)	(345,016)	(309,000)
Charges for Services	(195,501)	(298,755)	(195,170)	(218,300)
Other Revenue	(65,816)	(18,831)	(103,977)	(29,000)
Transfers In	(968,472)	(1,095,472)	(1,095,472)	(1,095,472)
TOTAL REVENUES	\$ (2,066,150)	\$ (2,335,891)	\$ (2,134,635)	\$ (2,169,772)
NET PROGRAM EXPENDITURES	\$ 618,601	\$ 323,103	\$ 723,160	\$ 620,363
REVENUE RECOVERY %	77%	88%	75%	78%
AUTHORIZED FULL TIME POSITIONS	20.00	20.00	20.00	20.00

DEVELOPMENT SERVICES

ORGANIZATIONAL CHART



Total GF FTE	20.00
Total Non-GF FTE	66.00
Total Dept FTE	86.00

Engineering & Capital Projects Department



On July 1, 2017, the Public Works Department, which consisted of Engineering and Operations Divisions, was split into two separate departments: Engineering & Capital Projects and Public Works Operations.

ENGINEERING & CAPITAL PROJECTS DEPARTMENT

The Engineering & Capital Projects Department provides engineering services, technical expertise and oversight for the development and operations of the City's public

infrastructure and facilities. The Department is responsible for the development of the long-range Capital Improvement Plan, the delivery of the diverse projects identified in the CIP as well as a variety of other engineering related functions. The Department strives to provide expeditious, cost-effective service while maintaining a high degree of quality optimizing mobility, public and environmental health, and safety.

The Engineering & Capital Projects Department is located in the Public Services Building B, across from the Council Chambers at 276 Fourth Avenue. The Department consists of the following programs:

Advanced Planning

Manages asset inventories, infrastructure master plans, FEMA floodplain management services, and special studies to identify current and future deficiencies in the City's sewer, pavement, storm drain, wastewater disposal, and street systems to ensure that the City's infrastructure will adequately serve the community now and in the future.

Project Delivery (Design/Survey)

Manages the delivery of Capital Improvement Projects (CIPs) through the entire life cycle to meet or exceed quality, scope, schedule, and cost commitments to ensure that the City's infrastructure will adequately serve the community now and in the future. Also provides technical support services to various divisions and other departments.

Traffic Engineering

Provides traffic management, operations and planning services to the traveling public so they can enjoy a safe and efficient transportation system by responding to inquiries regarding public safety and other related issues, monitoring the function and operation of the roadway system on a daily basis, initiating remedial measures for high accident locations and provide for timely transportation infrastructure.

Advanced Transportation Technologies & Maintenance

Implements transportation related "Smart City" strategies and technologies, supports the Autonomous Vehicles Proving Grounds (AVPG) implementation in Chula Vista through coordination with SANDAG & CALTRANS and provides the focus and expertise needed to ensure proper development and deployment. Provides safe movement of all users of the City's circulation system, including vehicle operators, bicyclists and pedestrians through maintenance of electrical traffic control devices and street lighting.

Wastewater Engineering

Manages the City's sewer system so that Chula Vista residents receive dependable and affordable wastewater treatment and disposal services.

Inspection Services

Provides inspection, enforcement, education, contract, and permit administration services to contractor's, developers

and City departments so they can comply with City construction standards and storm water regulations related to construction activities with goal of delivering to the public cleaner water and durable and safe public infrastructure.

Stormwater Management

Develops and implements comprehensive programs and activities in compliance with State and Federal Clean Water Act (CWA) standards applied locally through Municipal National Pollutant Discharge Elimination System (NPDES) permitting requirements. Local NPDES permits are issued and regulated by the San Diego Regional Water Quality Control Board (RWQCB). Core stormwater management services include: enforcement of the City's stormwater ordinance, review and implementation of development standards including training to affected city staff, inspection of commercial, industrial, municipal and construction sites, water quality monitoring and reporting, complaint response, community outreach and education, and interjurisdictional watershed management.

Building Construction

Manages the delivery of CIPs for major maintenance projects associated with City facilities as well as new building construction projects such as the Fire Stations. Ensures the construction of public buildings are cost effective, efficient and delivered with a high level of quality.

Wastewater Management

Provides wastewater infrastructure maintenance services to residents, businesses, and other City departments to sustain a reliable and environmentally safe wastewater system.

Fiscal Sustainability

Prepares the annual Capital Improvement Program, oversees funds, grants and projects. Provides financial support services to manage and accommodate growth while maintaining service levels for existing infrastructure.

This is all accomplished through the Department's commitment to provide a safe and sustainable environment for the City's residents and to keep the City beautiful. We provide the means for residents to live in the City and get safely to work, schools, shops, businesses, offices, and other communities.

MORE INFORMATION

Please see the following for more information about the Engineering & Capital Projects Department:

Website –

<https://www.chulavistaca.gov/departments/engineering>

Key Contacts -

Engineering & Capital Projects
Public Services Building
276 Fourth Ave
Chula Vista, CA 91910
(619) 691-5021

ENGINEERING & CAPITAL PROJECTS

MISSION STATEMENT

The mission of the Engineering & Capital Projects Department is to provide and manage the City's infrastructure through high quality operations, maintenance, and construction in order to optimize mobility, public and environmental health and safety.

STRATEGIC GOALS

CONNECTED COMMUNITY

- Construct Third Avenue Streetscape Improvements
 - *Construction of the first phase of the project was completed in July 2013 for the segment of the project between "H" Street and Madrona Street.*
 - *Construction of the second phase of the project was awarded in April of 2015 and completed in July 2017 for the segment between north of Madrona Street and "F" Street.*
 - *Construction of the third and final phase of the project from "F" Street to "E" Street.*

Status:

The construction of the final phase was awarded by Council on June 18, 2019. It is anticipated that construction will be completed by the end of 2020.

- Expansion of Adaptive Traffic Control Systems
 - *These smart traffic signal systems can "see" approaching vehicles from much farther away, and can automatically adjust the duration of green and red light cycles based on real-time traffic patterns.*
 - *The goal is to reduce travel times, enhance safety, and to reduce emissions attributable to vehicles idling at red lights along heavily traveled streets.*
 - *The adaptive control systems also have the capacity to interact with the vehicle-to-infrastructure technology that can support connected vehicles and autonomous vehicles, better known as self-driving cars.*

Status:

In the winter of 2018, the City upgraded 29 intersections along Telegraph Canyon Road, East H Street, and Otay Lakes Road with adaptive traffic signal controllers. The system continued to be monitored and optimized in 2019. The City is now evaluating other streets throughout the city to possibly deploy modern traffic signal technology which will enhance safety, efficiency, and support the City's smart city initiatives.

STRONG AND SECURE NEIGHBORHOODS

- Compete Pavement Rehabilitation on Residential Streets (PCI 0-25)
 - *The City utilizes the Streetsaver Pavement Management System to establish a Pavement Condition Index (PCI) score between 0 and 100 for each street segment in the city.*
 - *The PCI score represents the general condition of the pavement, with 0 being the worst "failed" condition and 100 being the "new" condition.*
 - *The PCI score was utilized to identify failed (PCI 0-25) and failing (PCI 25-34) street segments that could*

ENGINEERING & CAPITAL PROJECTS

be addressed using Measure P funding.

Status:

On January 23, 2018, City Council passed Resolution No. 2018-014 to award CIP STL0427, which was the first phase of the pavement rehabilitation project and included street segments with PCI scores ranging from 0 to 15. CIP STL0430 is the second phase and it includes street segments with PCI scores from 0 to 34. The second phase was awarded by Council on April 16, 2019. It is anticipated that the project will be completed by the summer of 2020.

■ **Replace Fire Stations 5 and 9**

- *The scope, size, and features of the proposed Fire Stations 5 and 9 were analyzed by City staff from the Fire Department, the Department of Engineering & Capital Projects, and the City Manager's office.*
- *The locations of the proposed new stations were extensively researched, and computer software technology called ADAM (Apparatus Deployment Analysis Module) was utilized to determine the optimum sites that provided the most reduction in response times.*
- *The Fire Department's present and future functional needs, technical constraints and feasibility, and budget were considered in developing the project design criteria.*
- *Both new stations will be either one (1) or two (2) stories, as suitable to the project site, with three (3) large apparatus bays, eight (8) dorms, four (4) individual offices, and other required spaces as specified in the Program Document.*
- *The stations will be between approximately 11,500 square feet and 12,500 square feet in size.*
- *Fire Stations 5 and 9 will be relocated to 341 Orange Avenue and 100 Moss Avenue, respectively.*
- *On March 26, 2019, Council approved a Design Build Agreement with EC Constructors, Inc. for design of Fire Stations 5 and 9.*

Status:

On February 4, 2020, Council awarded the Construction Phase of Fire Stations 5 and 9. It is anticipated that construction will be completed in the spring of 2021.

ENGINEERING & CAPITAL PROJECTS

KEY PERFORMANCE MEASURES

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Pavement Condition Index	74	73	77	76
Deliver Projects within 5 Year CIP Cycle	100%	100%	100%	100%
Sewer pipe flows meeting design standards	100%	100%	100%	100%
Storm water flows meeting design standards	100%	100%	100%	100%
Arterial roadways meeting service levels	97.5%	97.5%	97.5%	97.5%
Number of traffic signals retimed (40 signals/year)	100%	100%	100%	100%
Number of traffic signals with upgraded communications or newly connected (50 signals/year)	100%	100%	100%	100%

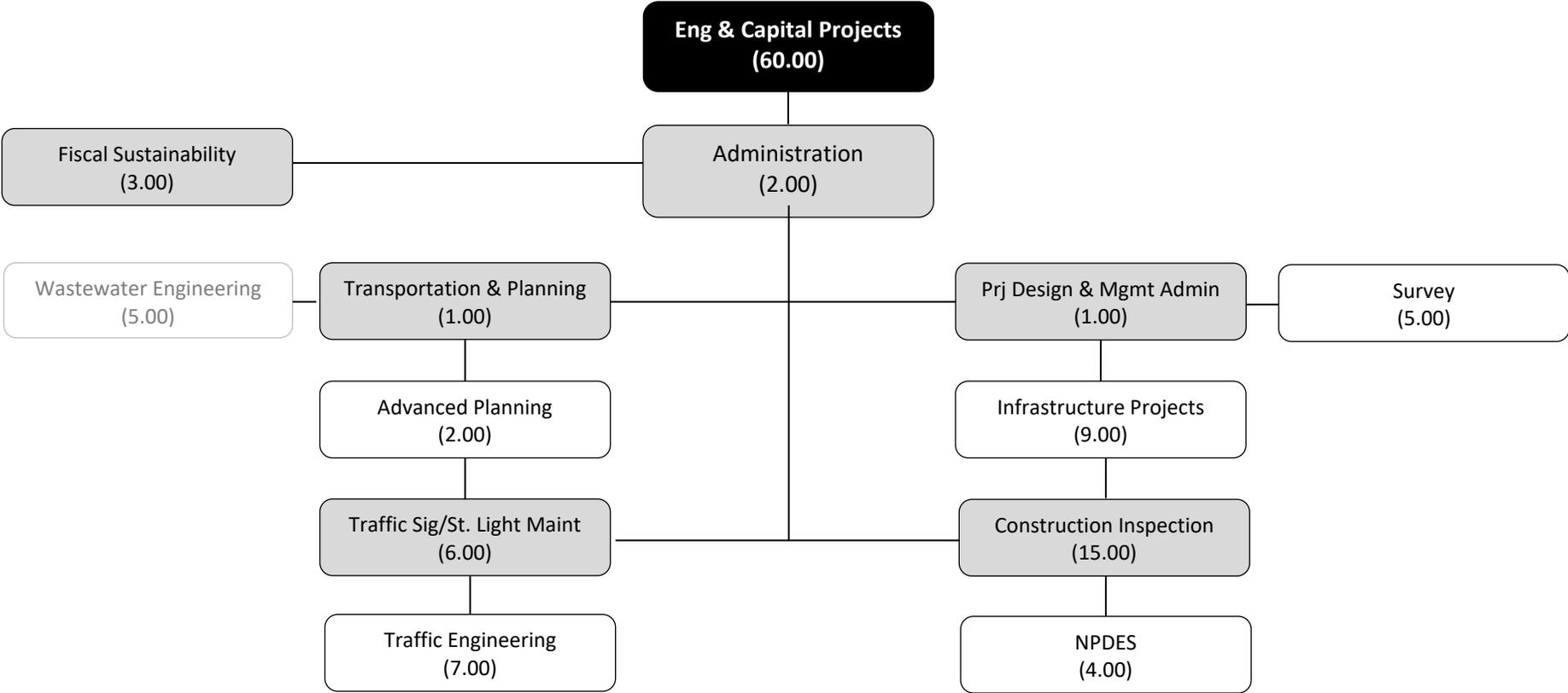
(13) ENGINEERING/CAPITAL PROJECTS

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	4,030,692	4,291,404	4,668,558	5,336,020
Hourly Wages	26,539	19,599	38,307	23,975
Overtime	79,134	79,395	125,872	79,959
Health Benefits	694,139	608,941	642,591	831,795
Retirement Benefits	1,299,800	1,483,537	1,373,667	1,527,427
Other Personnel Expense	345,652	368,185	380,667	436,634
Personnel Expenses Subtotal	6,475,957	6,851,061	7,229,662	8,235,810
Non-Personnel Expenses				
Supplies and Services	337,593	273,173	366,082	323,097
Other Expenses	60,924	93,181	108,500	95,000
Other Capital	6,414	-	10,000	5,000
Utilities	937,796	856,857	863,671	856,943
Internal Service Charges	-	124,764	144,696	185,599
Transfers Out	388,146	387,619	386,611	386,836
Non-Personnel Expenses Subtotal	1,730,874	1,735,593	1,879,560	1,852,475
TOTAL EXPENDITURES	\$ 8,206,831	\$ 8,586,654	\$ 9,109,222	\$ 10,088,285
REVENUES				
Licenses and Permits	(109,402)	(67,322)	(105,966)	(80,000)
Fines and Penalties	-	-	-	-
Charges for Services	(1,856,576)	(1,907,832)	(1,103,212)	(2,284,453)
Other Revenue	(3,991,270)	(4,360,227)	(5,137,262)	(5,174,718)
Revenue from Other Agencies	(2,000)	(1,000)	-	-
Use of Money and Property	-	(655)	-	-
Transfers In	(1,103,094)	(1,114,747)	(1,189,428)	(1,189,428)
TOTAL REVENUES	\$ (7,062,343)	\$ (7,451,782)	\$ (7,535,868)	\$ (8,728,599)
NET PROGRAM EXPENDITURES	\$ 1,144,488	\$ 1,134,872	\$ 1,573,354	\$ 1,359,686
REVENUE RECOVERY %	86%	87%	83%	87%
AUTHORIZED FULL TIME POSITIONS	0.00	46.00	46.00	55.00

ENGINEERING AND CAPITAL PROJECTS

ORGANIZATIONAL CHART



Total GF FTE	55.00
Total Non GF FTE	5.00
Total Dept FTE	60.00

Police Department



The Chula Vista Police Department's (CVPD) primary focus is community policing. Community policing focuses on crime and social disorder through the delivery of police services that includes aspects of traditional law enforcement, as well as prevention, problem solving, community engagement, and partnerships. The community policing philosophy balances reactive responses to calls for service with proactive problem solving centered on the root causes of crime and disorder. In addition to community policing, the Police Department focuses on traffic safety, criminal investigations, juvenile services, regional task forces, community partnerships, and many other services to support these operations.

The Chula Vista Police Department is led by a Command Staff, consisting of the Police Chief, three Police Captains and an Administrative Services Manager. The department is authorized 264 sworn officers and 108.5 civilian employees. The Police Department maintains an extremely lean workforce, having the lowest per capita staffing in the region according to SANDAG studies. Although limited staffing can present certain service challenges, the Police Department stays on the cutting edge of efficiency through innovation and effectiveness. The department consists of four divisions: Patrol Operations, Investigations, Support Operations and Administrative Services.

Patrol Operations

The Patrol Operations Division includes Community Patrol, K-9 Unit, Traffic Operations, Street Team/Gang Suppression, Homeless Outreach Team and Community Relations. Community Patrol represents the largest section in Patrol Operations and is responsible for providing quality law enforcement to the residents, businesses and visitors 24 hours a day, 7 days a week. In 2019, the Patrol Division of the Chula Vista Police Department responded to 65,919 citizen-initiated calls for service, made 27,191 officer-initiated contacts, and effected 5,942 arrests.

Investigations

The Investigations Division is comprised of units whose officers, detectives, and civilians work predominantly plain-clothes assignments and conduct follow-up investigations to crimes. This Division consists of traditional general crimes units including Crimes of Violence, Family Protection, and Property Crimes. School Resource Unit, Digital Evidence Unit and Police Technology are part of the Investigations Division. The Division is also staffed with members in special operations who primarily work undercover assignments including intelligence, narcotics, and participating in regional task forces including fugitive, auto theft, and organized crime.

Support Operations

The Support Operations Division consists of Professional Standards, City Jail, Police Communications Center (Dispatch), Crime Lab and Property & Evidence. The Professional Standards Unit (PSU) ensures the department supports, promotes, and adheres to the highest standards in training, ethics, and professionalism. The Police Department's Type I Jail is an 8850 square foot, state-of-the-art 48-bed facility. The Dispatch Center handles various levels of calls for police assistance, and dispatchers are trained to take emergency and routine telephone calls from community members and visitors and to communicate effectively with police officers in the field. The Crime Lab provides forensic services such as documentation, evidence collection, crime scene reconstruction, processing and latent print examinations for the department. The Property & Evidence unit stores, disposes, auctions and maintains chain of custody of all the items brought into the department.

Administrative Services

The Administrative Services Division is comprised of Fiscal Operations, Research & Analysis and Police Support Services (Records). The Fiscal Operations Unit manages the department's operational budget, monitors restricted funds, administers grants and handles payroll, purchasing and inventory for the department. Working in unison with other Police Department staff, the Research & Analysis Unit studies and identifies crime and disorder problems in the community to enable proactive community policing and the innovative deployment of limited staffing. Police Support Services provides support services to the public, Police Department staff and other law enforcement agencies through proper dissemination and maintenance of police documents and providing front counter assistance.

The Police Department operates out of a nationally recognized 148,000 square foot facility that supports upgraded police operations and enhanced services for the community. A regional law enforcement memorial is located at the Police Facility, providing a place to honor peace officers in San Diego County who lost their lives in the line of duty. The department operates a full-service jail facility, giving the department the ability to take its law enforcement capabilities and service to a new level for the community and region.

The Department prides itself in being a fiscally responsible organization. In order to minimize impacts to the General Fund, the department constantly seeks alternative funding opportunities to enhance resources. The fiscal year 2021 budget includes approximately \$7 million in grant funding. Since 1995, the Police Department has secured over \$126 million in grants, which has allowed the department to expand and meet the growing demands of the community, while maximizing alternative funding and remaining fiscally responsible.

MORE INFORMATION

Please see the following for more information about the Police Department:

Website –

www.chulavistapd.org

Key Contacts -

To report an emergency or a crime in-progress call: 9-1-1

For non-emergency crimes or incidents: (619) 691-5151

For general inquiries: (619) 691-5137

POLICE

MISSION STATEMENT

The Chula Vista Police Department, in partnership with the Community, is dedicated to providing community policing, with the highest level of professionalism and transparency. Chula Vista Police Department Employees will provide fair, courteous, and compassionate service to enhance the quality of life in Chula Vista.

VALUES STATEMENT

Leadership – Respect – Integrity – Accountability

STRATEGIC GOALS

STRONG AND SECURE NEIGHBORHOODS

- Develop strategies and implement solutions to reduce calls for service for the Police Department's top calls for service with the objective of increasing proactive time for officers in Patrol.
 - *Since over 98% of all alarms received by the Police Department ultimately turn out to be false, the City implemented an alarm ordinance that consequently increased proactive patrol time (freeing up officers from having to respond to false alarms).*

Status:

The City Council of the City of Chula Vista approved a Security Alarm Ordinance, along with new security alarm permit and fee schedules that became effective July 1, 2014. Recent changes to the Alarm Program have improved response times and disclosure capabilities. The department is currently working with alarm installation/monitoring companies and alarm customers (businesses/residents) to identify chronic false alarm locations and engage on solutions to permanently reduce the false alarms. In 2019, there were 3,055 false alarms. This represents a reduction of 239 false alarms reported in 2018.

- Implement the Repeat Domestic Violence Project to reduce the number of repeat domestic violence incidents.
 - *Domestic violence/domestic disturbances continue to be one of the top calls-for-service to the Police Department. To address this, the Police Department is implementing an enhanced domestic violence response protocol/focused deterrence initiative aimed at reducing the recidivism of offenders, revictimization of victims, and the prevalence of repeat domestic disturbances (no crime) in the City of Chula Vista. This project will be implemented using innovative, evidence-based repeat domestic violence and disturbance reduction practices.*

POLICE

Status:

Full implementation of the enhanced domestic violence field response protocol/focused deterrence initiative in Community Patrol and Investigations began in October 2015 and concluded in December 2016. In 2019, the Police Department earned international acclaim by receiving the Herman Goldstein Award for its Domestic Violence Program. This award recognizes innovative and effective problem-oriented policing that have achieved measurable success in resolving crime and disorder problems. The Department is currently working on deploying a modified version of the original grant funded project across the entire City.

- Restructure the information analysis and sharing processes to enhance timely and qualitative information to Police employees in order to more accurately address crime and disorder issues.
 - *Deploy appropriate technology throughout the department in order to maintain high levels of efficiency, improve customer service, and provide employees with the most accurate and timely information.*

Status:

The Police Department has received national recognition for its groundbreaking Drone As a First Responder program. CVPD is pioneering efforts in the use of drone technology to enhance both officer and community safety. Additionally, all department PC's, MDC's and smartphones are now able to access live and recorded video from our department's new CCTV system. The new system is also used to federate access to cameras throughout the city that control the traffic lights. The department has systematically deployed internal and public facing dashboards that provide users with quick access to data. The deployment of these dashboards has also allowed the department to explore data that was not previously accessible. With the improved access, the department has identified opportunities to streamline processes including the distribution of officers based on community needs, lobby work volumes, reduced redundant work processes and track new metrics.

- Achieve current authorized staffing levels in order to increase proactive time for officers in Patrol.
 - *Bolster recruitment efforts to achieve authorized staffing levels*

Status:

The Police Department continues to focus on recruiting efforts to achieve full staffing and is fortunate to receive funding from Measure A sales tax revenue to increase police staffing. As part of the Department's strategic plan, one of the goals is to create a consistent branding and recruiting campaign to hire excellent sworn and professional staff members.

- Establish most appropriate measurements of public safety standards for the City
 - *Examine appropriate response thresholds for Growth Management Oversight Commission (GMOC), as well as develop performance metrics to measure the success of Community Policing.*

POLICE

Status:

The threshold for Priority 1 emergency calls is to respond to at least 81% of Priority 1 calls within 7 minutes and 30 seconds and maintain an average response time of 6 minutes or less. The threshold for Priority 2 urgent calls is to respond to within 12 minutes or less. With the implementation of the new CAD system, the department saw an increase in Priority 2 response times. With the help of the recently developed dashboards, the department has since, revised procedures and has better utilized the capabilities integrated in the new CAD system and is seeing a noticeable drop in response times. Additionally, a dashboard was deployed and accessible to the public and GMOC members to improve transparency.

KEY PERFORMANCE MEASURES

	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL
Average Response Time for Priority 1 Calls	6:47	6:43	6:12
Average Response Time for Priority 2 Calls	13:53	*20:18	17:27

* Methodology changed in FY 2018

	CY 2017 ACTUAL	CY 2018 ACTUAL	CY 2019 ACTUAL
FBI Part I Overall Crime Rate	17.51	16.45	17.64

(14) POLICE

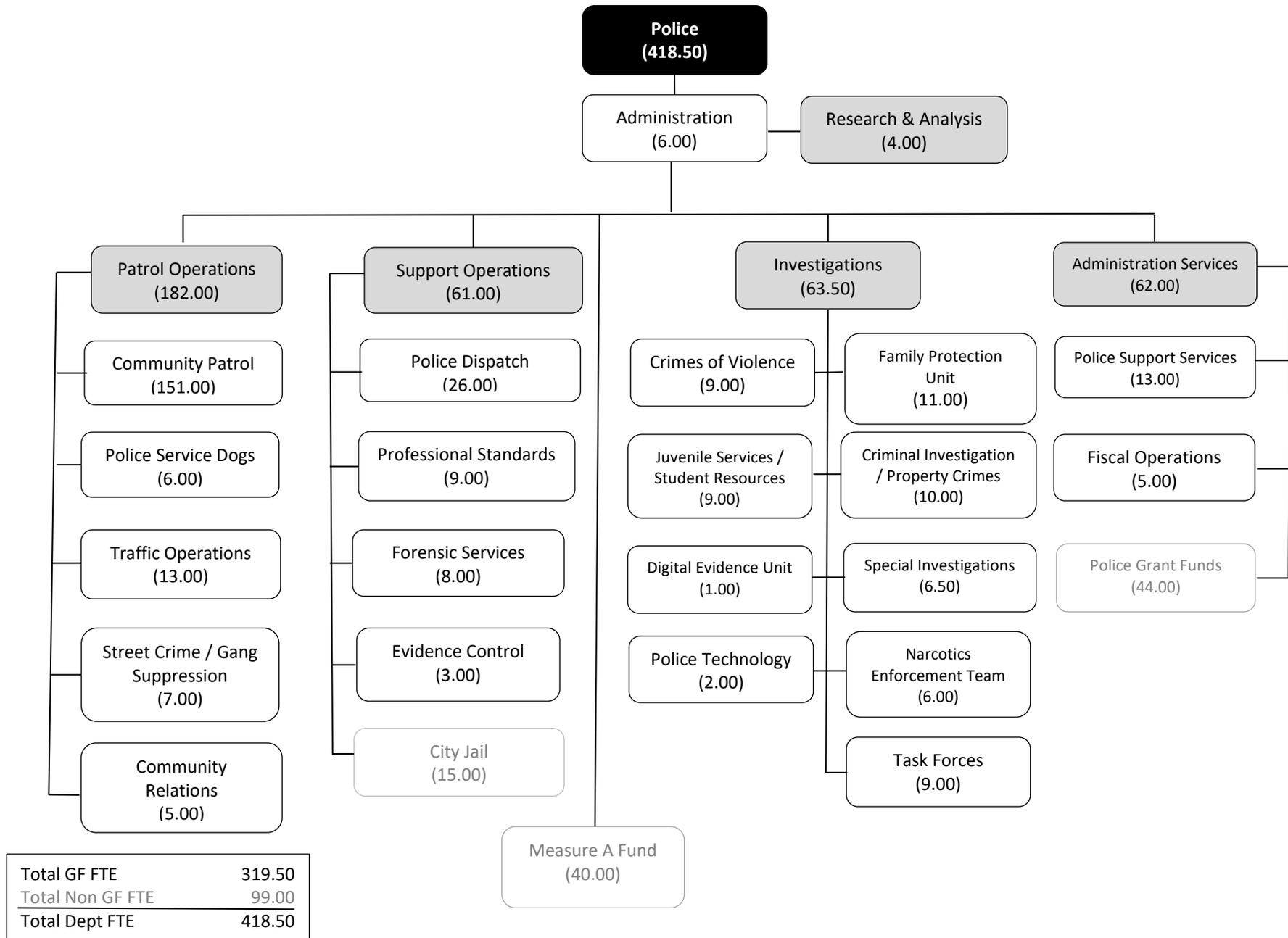
SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	28,656,033	29,451,568	30,531,068	29,737,561
Hourly Wages	211,875	223,696	218,110	242,344
Overtime	3,184,728	3,636,933	2,918,859	2,968,800
Health Benefits	4,646,337	4,341,502	4,332,044	4,343,541
Retirement Benefits	10,496,356	11,686,731	14,237,795	14,898,115
Other Personnel Expense	2,754,326	2,703,219	2,538,908	2,575,433
Personnel Expenses Subtotal	49,949,655	52,043,649	54,776,784	54,765,794
Non-Personnel Expenses				
Supplies and Services	3,260,710	2,592,405	2,010,849	2,060,470
Other Expenses	88,063	92,996	103,243	104,930
Other Capital	85,643	53,589	-	25,000
Utilities	567,390	580,789	412,372	326,256
Internal Service Charges	-	1,012,923	1,000,424	1,000,424
Non-Personnel Expenses Subtotal	4,001,807	4,332,702	3,526,888	3,517,080
TOTAL EXPENDITURES	\$ 53,951,462	\$ 56,376,351	\$ 58,303,672	\$ 58,282,874
REVENUES				
Licenses and Permits	(218,242)	(250,918)	(241,170)	(241,170)
Fines and Penalties	(859,479)	(946,135)	(754,423)	(810,423)
Use of Money and Property	(27,375)	(7,328)	(3,000)	(3,000)
Revenue from Other Agencies	(2,864,318)	(2,627,224)	(1,227,286)	(1,237,786)
Charges for Services	(2,536,453)	(2,847,059)	(2,910,667)	(2,981,734)
Other Revenue	(101,771)	(168,327)	(155,740)	(127,780)
Transfers In	(404,445)	(404,445)	(566,016)	(566,016)
TOTAL REVENUES	\$ (7,012,083)	\$ (7,251,437)	\$ (5,858,302)	\$ (5,967,909)
NET PROGRAM EXPENDITURES	\$ 46,939,379	\$ 49,124,914	\$ 52,445,370	\$ 52,314,965
REVENUE RECOVERY %	13%	13%	10%	10%
AUTHORIZED FULL TIME POSITIONS	326.50	332.50	320.50	319.50

Budget Restructuring:

⁽¹⁾ The City Jail division was moved from the General Fund into a new Enterprise Fund called City Jails (Fund 405) in FY 2020.

POLICE



Fire Department



From our beginning as a group of 17 volunteers with a hand-drawn soda and acid cart pulled to a fire by anyone available, the Chula Vista Fire Department has grown into a highly professional, trained force of over 170 men and women. In 1919, a “Model T” fire engine was purchased, and the first fire station was opened at 316 Third Avenue.

Just two years later, the station moved to City Hall, then located at 292 Third Avenue, and the first full-time paid firefighter was hired; thus, establishing the Chula Vista Fire Department on May 21, 1921. The “Model T” served for a few years and was traded for a 1923 Seagrave pumper, the “Old Goose”. This pumper is still owned by the Fire Department and is awaiting a much-needed updated restoration.

Eventually, the volunteers were disbanded and became a social club, and eleven full-time firefighters were hired to provide fire protection for the City. In 1948, the Department purchased a new fire engine and moved into a new station at 447 F Street. This is the current site of fire station 1 and serves as a Battalion Headquarters. Since that time, the Chula Vista Fire Department expanded services and grew its network of fire stations to four.

In 1986, the City of Chula Vista annexed the Montgomery Fire Protection District located in the southwest region of the City. This agency provided fire protection for 22,000 residents living in a 5 square mile portion of San Diego County. This fifth fire station stands at 391 Oxford Street.

In 1991, temporary Fire Station 6 opened for service at 975 Lane Avenue in Eastlake, and in 2005, was replaced by the current fire station located at 605 Mount Miguel Road. Station 6 now serves the communities of Rolling Hills Ranch, San Miguel Ranch, Bonita Long Canyon, Eastlake Shores, and Bella Lago. The fire station houses a brush engine and a paramedic ambulance company.

On October 6, 2001, Fire Station 4 was relocated from 1601 Elmhurst to 850 Paseo Ranchero. This location also serves as the Chula Vista Fire Department Training Facility.

Station 7, located near Otay Ranch High School, opened on September 11, 2003, with a statue and special hero memorial to the 343 FDNY firefighters who perished at 9/11. Station 7 provides service for the Otay Ranch community and is housed with a truck and engine company. Station 7 is the Battalion Headquarters for the eastern part of the City.

Station 8 opened for service in December 2006, serving the Eastlake communities of The Woods, Eastlake Vistas, Eastlake Greens, and Eastlake Trails. This station is located in The Woods at the intersection of Woods Drive and Hawthorn Creek and houses one engine company.

Fire Station 9 was opened in the spring of 2006, at 266 East Oneida Street. Station 9 provides service to the communities of Castle Park and Otay, located in the southwest part of the City. It is important to note that this station was the former Fire Station 3 and had been closed after a new Fire Station 3 was built and located at 1410 Brandywine Avenue on June 23, 2001. The former fire station building was shuttered for years until its’ reopening and re-labeling to Station 9. This station provides an additional key engine company to supplement the service provided by the busiest Fire Stations, which are Station 1 and Station 5.

In March of 2008, the Fire Department contracted fire and emergency medical dispatch services with the City of San Diego Fire Rescue Department. With this contract came upgraded response capabilities including Automatic Vehicle Location and enhanced mutual aid capabilities.

The Fire Department completed its transition to a new level of Emergency Medical Services (EMS) which provides a Paramedic or Advanced Life Support (ALS) on all responses from the department. In July of 2013, the Fire Department began providing this level of care via five engines located at stations 5, 6, 7, 8, and 9. By June of 2015, the Fire Department began providing ALS level of care via the remaining engines located at stations 1, 2, 3, and 4. In June 2016, Truck 51 and 57 were added as ALS providers making the Fire Department fully ALS capable – two years ahead of schedule.

In August of 2018, City Council adopted an addendum to the previously approved Fire Facility Master Plan. This plan provides for fire station placement throughout the City to meet Growth Management Oversight Commission response thresholds, as well as National Fire Protection Association response thresholds (NFPA 1710). NFPA 1710 standards are more stringent and ensure a higher level of safety for firefighters, and a higher survivability rate of citizens requiring medical care.

In July 2017, Engine 51 was the first engine company to be staffed with 4 firefighters known as 4.0 staffing. In May 2018, 4.0 staffing began on Engine 52, 55, and 57. Funding for 4.0 staffing was solidified after the June 5, 2018 vote to pass Measure A. In February 2019, the Fire Department established a new Strategic Quick Unit Apparatus Delivery (SQUAD) response unit. The SQUAD unit serves areas of the City with high call volume, or areas that are vacated due to another unit going out of district for fuel, mechanical repairs, or training. The SQUAD unit will also supplement areas of the City known to have poor response times as indicated by data collected by the Fire Department. In January 2020, Engine 56 was staffed with 4.0. On May 22, 2020, Fire Station 10 opened for service with a four-person crew staffing Engine 60, and 4.0 staffing was implemented on Engine 54 and 58. In June of 2020, the second SQUAD will be placed into service.

Currently, the Chula Vista Fire Department's ten fire stations respond to nearly 23,000 calls for service annually, while serving a population of 275,000, and covering an area over 52 square miles. Across the City each and every day, there are 49 firefighters on duty with an additional 2 firefighters per SQUAD unit during the day.

In addition to providing emergency medical response and firefighting services to the citizens of the community, the Fire Department also operates training and fire prevention divisions. The Training Division provides training in firefighting and rescue skills to the Department as well as personnel from other parts of the region. These training services ensure that Fire Department personnel meet the necessary training requirements in order to deliver core capabilities to the community within the proper safety standards.

The Fire Prevention Division provides comprehensive fire safety engineering plan review and inspection services so that new development and existing businesses are compliant with the latest fire regulations ensuring the safety of the community. Fire Prevention also provides 24-hour coverage for origin and cause fire investigation services.

The Chula Vista Fire Department holds a rich tradition of service since its establishment on May 21, 1921. The Department has undergone major changes over the years including the implementation of breathing apparatus and other safety equipment, to the establishment of Emergency Medical Services, to land annexations requiring Department expansion. Under each circumstance, adaptability and innovation were a key component provided by Department members with the utmost of success each and every time.

While many traditions of days past are no longer practiced, the spirit of hard work, dedication, and care, still resound through the actions of the members of the Chula Vista Fire Department.

MORE INFORMATION

Please see the following for more information about the Fire Department:

Website: <https://www.chulavistaca.gov/departments/fire-department>

Key Contacts

Jim Geering, Fire Chief
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5854
Email: JGeering@chulavistaca.gov

Harry Muns, Deputy Fire Chief/Director of Operations
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5836
Email: HMuns@chulavistaca.gov

Jeff Peter, Deputy Fire Chief/Director of Administration
276 Fourth Avenue
Chula Vista, CA 91910
(619) 585-5707
Email: JPeter@chulavistaca.gov

Justin Gipson, Fire Division Chief/Director of Fire Prevention
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5841
Email: JGipson@chulavistaca.gov

Chris Scott, Fire Division Chief/Director of EMS
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5858
Email: CScott@chulavistaca.gov

Sean Lowery, Battalion Chief/Training Division
850 Paseo Ranchero
Chula Vista, CA 91910
(619) 409-5969
Email: SLowery@chulavistaca.gov

Marlon King, Emergency Services Coordinator
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5482
Email: MKing@chulavistaca.gov

Linda D'Orsi, Fire Captain/Office of Communications
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5201
Email: LDorsi@chulavistaca.gov

Jonas Jusay, Fire Captain/Support Services
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5839
Email: JJusay@chulavistaca.gov

Timothy Mehrer, Fire Captain/EMS
850 Paseo Ranchero
Chula Vista, CA 91910
(619) 409-5850
Email: TMehrer@chulavistaca.gov

FIRE

MISSION STATEMENT

Protect life, environment, and property

VISION STATEMENT

The vision statement answers *who we are* as an organization
We are: "People who care about people."

VALUES STATEMENT

Service and protection, with pride, respect, teamwork and safety.

PURPOSE STATEMENT

The purpose statement answers why we are here as an organization.
We are here to: Put others first, make positive contacts, and build relationships.

STRATEGIC GOALS

STRONG AND SECURE NEIGHBORHOODS

Response to COVID-19

- *Communicate and inform public with COVID information*
- *Coordinate with state and local officials to implement strategies that engage and educate the community, reduce community transmission and slow the rate of infection within Chula Vista*
- *Work with local businesses to restore/reopen the business community while ensuring adherence to all state and local public health orders*
- *Coordinate with City departments and external partners to address community needs including feeding, testing, sheltering, and other services that can be provided*

Status:

- Opened EOC at level 2 for COVID-19 pandemic
- Created and implemented citywide incident action plans
- Communicated with the public and business community to provide accurate information on reopening, resources available, protective measures, etc.
- Provided call taking services for 2-1-1, supported the San Diego Food Bank with citywide food delivery program, and provided logistical support for large scale food distribution community events

Wildfire Mitigation Program

- *Continue promotion and education of "Ready, Set, Go" program information via Fire Department webpage and community outreach forums*
- *Develop a plan to identify wildfire mitigation options and solutions*
- *Expand Fire Safe Council activities*

FIRE

Status:

- Established Fire Safe Council designed to mobilize residents to protect their homes, communities and environment from wildfires.
- Revised canyon wildfire threat ranking system and general cost mitigation estimates
- Submitted Pre-disaster Mitigation and Hazard Mitigation Grant applications for wildland urban interface vegetation management

■ Pool Safety Program

- *Maintain and enhance the Pool Safety Program through social media campaign and community outreach*

Status:

- Providing ongoing program services.
- Continuing partnership with Chula Vista Recreation Department in providing drowning prevention awareness.
- Through San Diego County Fire Chiefs, \$15,000 grant acquired to distribute education and prevention materials throughout the county.

■ Enhance existing Advance Life Support (ALS) system

- *Develop video and mobile training resources to allow more time available for calls for service*
- *Develop a program of Tactical Emergency Medical Services (TEMS) to support the high-risk activities of the SWAT Team*
- *Deploy three remaining squad units capable of providing ALS care and reducing response times in the city*
- *Develop a program for Rescue Task Force (RTF) response to acts of mass violence*
- *Implement Fire Department based ambulance transportation*
- *Develop improved medical resource deployment capability for large scale community events*

Status:

- Developed department resources capable of responding to acts of mass violence, in conjunction with Chula Vista Police Department (TEMS and RTF)
- Acquired Measure A, half cent sales tax, to fund public safety staffing
- Acquired Council approval for fire department-based ambulance transportation to begin April 2021
- Deployment of second SQUAD in June 2020
- Initiated MODS response deployments to large scale community events

■ Make significant improvements to Chula Vista Fire Academy

- *Maintain and improve partnership with local community colleges to continue training firefighters to a higher-level certification.*
- *Continue to utilize open enrollment opportunities for aspiring firefighter candidates.*
- *Improve recruitment efforts to create greater diversity and increase depth of new hire candidate pool to meet future fire service needs*

FIRE

Status:

- Partnership made with Southwestern Community College for fire academy curriculum
- Successfully administered and completed Chula Vista's largest accredited fire academy of 23 fire recruits
- Administered pre-academy fitness camp to ensure success of recruits
- Created "Join CVFD" recruitment campaign

■ Improve the Emergency Management Program

- *Update the Emergency Operations Plan*
- *Conduct full scale mass casualty and active shooter exercise to test EOC, fire, and police response and coordination*
- *Provide technology upgrades to the EOC*
- *Continue to maintain adequate EOC staffing and training*
- *Provide public education on disaster preparedness through community outreach forums*
- *Implement alert, warning and evacuation training for first responders*
- *Identify and apply for grant funding opportunities to support the emergency management program and disaster preparedness and/or mitigation activities*

Status:

- Completed numerous CERT program training academies
- Upgraded the EOC radio communications through installation of bidirectional antennae
- Provided shelter worker training to CAST members
- Developed and implemented Winter Weather Response plan
- Implemented Tsunami signage and provided educational material throughout the city's Tsunami hazard zone

■ Improvements to Fire Equipment and Facilities

- *Complete construction of Millenia fire station with in-service date of May 2020*
- *Complete design and begin construction of re-located fire stations 5 and 9 with tentative completion April 2021*
- *Retrofit 24 existing fire station roll-up doors to improve emergency response times and door reliability*
- *Replace existing fire station alerting systems at 6 fire stations to improve emergency response times and mitigate software and hardware obsolescence*
- *Work with other City staff to design and begin construction improvements at fire station 1*
- *Continue to replace additional fire apparatus and staff vehicles*
- *Place new USAR apparatus in-service*
- *Type VI Squad Response Vehicles*

FIRE

Status:

- Millenia fire station opened May 22, 2020
- Took delivery of two new fire engines, one brush rig, one new US&R apparatus, two new Type VI Squad Response vehicles and several new staff vehicles
- Converted 73% of Fire Prevention Division vehicle fleet to electric vehicles
- Placed dedicated Fire Investigation Vehicle in-service to improve operational functionality
- Awarded design build contract for new fire stations 5 and 9
- Placed two new fire engines in service
- Placed new brush engine in service
- Placed two new Type VI SQUAD response units in service

■ Improved Fire Department Response Times and Operational Effectiveness

- *Develop and deploy four squad units*
- *Initiated 4-0 staffing on engines 54, 56, and 58*
- *Deployment of emergency resources at the future Millennia fire station*
- *Deployment emergency resources at the future Bayfront fire station*
- *Deployment of resources at the future Village 8 West fire station*
- *Continue to seek grant funding and revenue opportunities for hiring of additional firefighters*
- *Improvements to ALS transport system*

Status:

- Submitted grant application for Assistance to Firefighters (AFG) Grant for reimbursement of cost associated with COVID-19
- Submitted grant application for Staffing for Adequate Fire and Emergency Response (SAFER) Grant for cost associated with hiring and training to fill current firefighter vacancies
- Acquired Council approval for fire department-based ambulance transportation to begin April 2021
- Moved SQUAD costs to overtime and utilized cost savings to implement 4.0 staffing on Engine 54, 56, and 58
- The Fire Department acquired a SAFER Grant and hired 12 Firefighter/Paramedics in FY2020. These firefighters provide for the necessary staffing at Fire Station 10 in Millenia
- Completed study on requirement, need and timing for Village 8 West Fire Station
- Response time improvements in calendar year 2019:
 - ALS 1st unit arrival now 81.3% - was 79.7%
 - IAF (1st engine on scene at fire with 4 firefighters) now 76.5% - was 63.0%
 - ERF (14 firefighters arrive at structure fire within 10 mins 90% of time) now 84.5% - was 66.7%

FIRE

KEY PERFORMANCE MEASURES

SERVICE FUNCTION ¹	STANDARD	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Emergency Calls – EMS and Fire (GMOC)	7 mins @ 80%	81.4%	82%	81.7%	82%
ALS – 1st unit ²	7 mins @ 90%	79.7%	81.3%	82%	83%
IAF – (1E, 4FF) ²	7 mins @ 90%	63.0%	76.5%	77%	80%
ERF – (1E, 14FF) ²	10 mins @ 90%	66.7%	84.5%	82%	84%
Property Saved	% Saved	82%	89%	80%	84%
Mandatory Training	100% annually	100%	100%	100%	100%
Inspections – FCIP ³	100% annually	100%	100%	65% ³	100% ³
Inspections – Group E, Schools	100% annually	100%	100%	100%	100%
Inspections – Group R2, Apartments ⁴	100% annually	0%	0%	100%	100%
Inspections – Group R2, Condo ⁵	100% annually	0%	0%	0%	0%
Inspections – Group R1, Hotels	100% annually	100%	100%	100%	100%
Inspections – Group I2 & I3, Institutional	100% annually	75%	100%	100%	100%
Inspections – Fire Code Permits	100% annually	100%	100%	100%	100%
Inspections – GUC ⁶	w/in 1 month of application	70%	50%	0%	50%
Plan Reviews – Fire Safety Engineering	w/in 90% of time frame	97%	99%	95%	95%
Investigations – Origin & Cause	100% of all fires investigated by a trained Investigator	100%	100%	100%	100%

¹All inspections are completed on a calendar year basis

²Calendar year

³Unable to complete due to COVID-19 pandemic.

⁴2020 was the first year of the program

⁵Group R2 Condo inspection program has not yet started, but requires reporting

⁶Position currently vacant

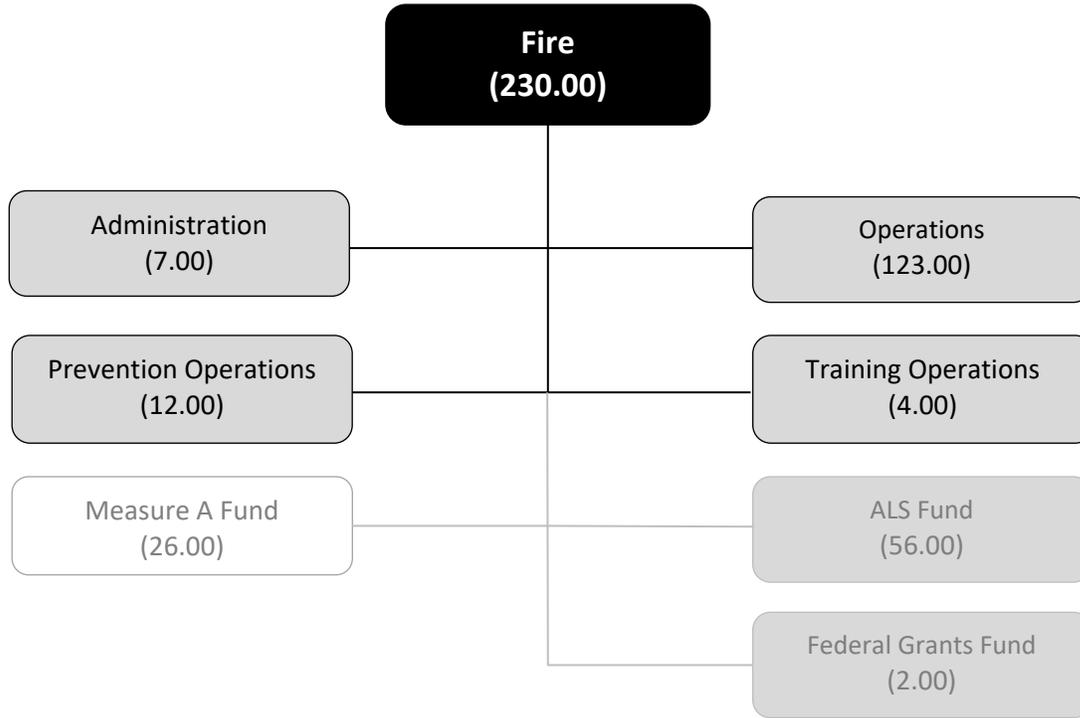
(15) FIRE

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	13,835,940	13,267,285	13,870,646	14,569,850
Hourly Wages	39,075	56,357	4,940	36,238
Overtime	6,327,124	6,181,099	4,016,113	4,176,769
Health Benefits	2,307,496	2,260,236	2,315,307	2,265,100
Retirement Benefits	5,077,814	5,532,218	7,166,229	8,306,017
Other Personnel Expense	1,184,212	1,198,495	1,117,872	1,253,805
Personnel Expenses Subtotal	28,771,661	28,495,691	28,491,107	30,607,779
Non-Personnel Expenses				
Supplies and Services	2,603,321	1,620,682	2,131,858	2,240,293
Other Capital	189	-	-	-
Utilities	205,369	201,399	193,717	219,142
Internal Service Charges	-	1,054,200	955,878	1,101,530
Transfers Out	62,326	64,498	62,326	62,326
Non-Personnel Expenses Subtotal	2,871,205	2,940,779	3,343,779	3,623,291
TOTAL EXPENDITURES	\$ 31,642,867	\$ 31,436,470	\$ 31,834,886	\$ 34,231,070
REVENUES				
Licenses and Permits	(583,225)	(575,182)	(680,489)	(680,489)
Use of Money and Property	(20,868)	6,731	-	-
Revenue from Other Agencies	(744,592)	(619,523)	(610,000)	(610,000)
Charges for Services	(931,930)	(799,452)	(574,330)	(564,830)
Other Revenue	(1,591,311)	(2,402,962)	(198,085)	(211,339)
Transfers In	(972,453)	(1,875,104)	(1,816,721)	(1,802,427)
TOTAL REVENUES	\$ (4,844,379)	\$ (6,265,493)	\$ (3,879,625)	\$ (3,869,085)
NET PROGRAM EXPENDITURES	\$ 26,798,487	\$ 25,170,977	\$ 27,955,261	\$ 30,361,985
REVENUE RECOVERY %	15%	20%	12%	11%
AUTHORIZED FULL TIME POSITIONS	136.00	136.00	137.00	145.00

FIRE

ORGANIZATIONAL CHART



Total GF FTE	146.00
Total Non GF FTE	84.00
Total Dept FTE	230.00

Public Works Department



The Public Works Department manages the City's infrastructure including, open space through high quality operations, maintenance repair and rehabilitation in order to optimize mobility, public and environmental health, and safety.

Located at the John Lippitt Public Works Center at 1800 Maxwell Road, just north of Auto Park Drive and east of I-805, the Public Works Department consists of the following lines of business:

Building Management

Provides maintenance and custodial services to the Police facility, Fire stations, and Civic Center, Public Works Center, Libraries, and Recreational facilities and maintain public safety radio equipment and the City's audiovisual equipment.

Drainage Management

Provides cleaning and maintenance services to residents for flood prevention and improved water quality and to ensure the City is in compliance with environmental standards.

Fleet Management

Provides and maintains vehicles and equipment to City departments used to perform City services such as Police and Fire response calls, sewer system maintenance, street signage and striping, open space inspections and park maintenance.

Open Space Management

Provides various landscape management and inspection services to preserve natural and landscaped open space areas within neighborhoods and to enhance City parkways and medians.

Roadway Management

Provides maintenance services to the City's roadway system to ensure the benefits of safe, clean, and dependable public streets, sidewalks, curbs & gutters, traffic striping and signage, fences, and railings.

Urban Forestry Management

Provides for the ongoing maintenance needs of trees and the liability presented by aging and dying trees throughout the City.

Wastewater Management

Provides wastewater infrastructure maintenance services to residents, businesses, and other City departments to sustain a reliable and environmentally safe wastewater system. A new crew was formed in 2021 to address added service needs to new residents as a result of new development. The new crew is necessary to support infrastructure maintenance standards for over 511 miles of sewer pipes.

MORE INFORMATION

Please see the following for more information about the Public Works Department:

Website – <http://www.chulavistaca.gov/departments/public-works>

Key Contacts -

PW Operations
John Lippitt Public Works Center
1800 Maxwell Road
Chula Vista, CA 91911
(619) 397-6000

PUBLIC WORKS

MISSION STATEMENT

The mission of the Public Works Department is to provide and manage the City's infrastructure, open space through high quality operations, maintenance, repair and rehabilitation of assets to optimize mobility, public and environmental health and safety.

STRATEGIC GOALS

STRONG AND SECURE NEIGHBORHOODS

- Determine adequate funding for maintenance and replacement
 - *Initiate study to recommend systems and methods to implement Asset Management leading to near and long-term financial planning*

Status:

From the Asset Management Systems, the Public Works Department has identified the "critical" infrastructure needs based on "risk" to prioritize replacement and repair of City's deteriorating assets. An estimated \$175 million will be generated over the next 10 years by a half cent sales tax passed by the electorate in November of 2016 (Measure P). The City has secured bonds totaling over \$70 million to advance these repairs and replacements over the next several years. The Public Works Department delivered several key Measure P projects in fiscal year 2020 and will continue to focus on replacing failed assets.

- Complete the Asset Inventory and Condition Assessment
 - *Public Works Management developed an Asset Management Program (AMP) strategy in July 2010. Implementation is ongoing.*

Status:

The City has an Asset Management Program (AMP) which consists of nine Asset Management Systems including Wastewater, Roadway, Drainage, Building, Parks, Open Space, Urban Forestry, Fleet, and General Government. The City continues to make effort to maintain an accurate asset inventory via GIS locations, and condition assessment of the various elements within each system along with development of risk assessment and potential failure modes to execute preservation and rehabilitation strategies for each asset type.

PUBLIC WORKS

KEY PERFORMANCE MEASURES

	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Storm Drain Structure Inspections	4,022	4,155	4,540
Storm Drains Cleaned	2,156	1,748	1,880
Storm Drain Channels Cleaned	554,990 SF	549,647 SF	456,170 SF
Sewer Mains Cleaned	2,345,157 LF	2,485,931 LF	2,443,187 LF
Crack Sealing	16,031 LF	73,431 LF	59,313 LF
Graffiti Removal	1,314	2,783	3,153
Traffic Sign Maintenance	432	605	726
Trees Trimmed (Right-of-Way)	3,713	2,199	3,153
Fleet Vehicles Commissioned ¹	67	76	44
ACT Chula Vista Requests	5,880	6,870	7,500

¹ Vehicles commissioned = new vehicles processed, including additions to the fleet and new vehicles for replacement purposes.

(16) PUBLIC WORKS

SUMMARY OF DEPARTMENT RESOURCES

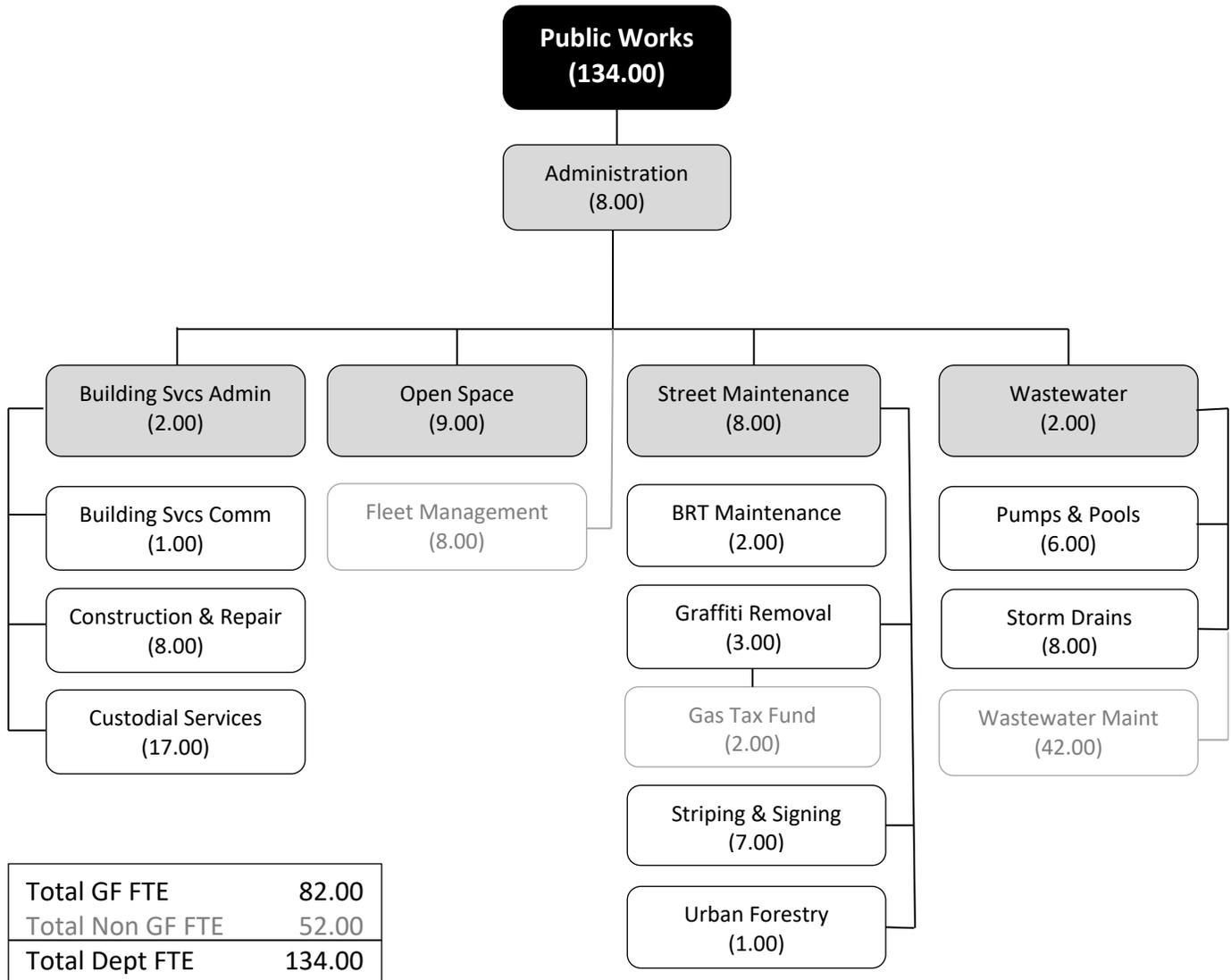
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	6,816,976	4,995,605	5,625,107	5,558,066
Hourly Wages	354,478	110,529	84,363	84,611
Overtime	296,682	227,164	107,878	117,378
Health Benefits	1,668,020	974,840	1,139,226	1,187,470
Retirement Benefits	2,233,286	1,771,408	1,667,777	1,553,220
Other Personnel Expense	850,555	599,923	507,717	517,476
Personnel Expenses Subtotal	12,219,996	8,679,469	9,132,068	9,018,221
Non-Personnel Expenses				
Supplies and Services	2,828,564	1,850,000	1,426,548	1,951,431
Other Expenses	23,429	6,433	15,000	10,000
Other Capital	12,092	66,733	140,171	73,000
Utilities	3,400,627	636,987	593,922	628,728
Internal Service Charges	-	450,254	464,747	464,747
Transfers Out	40,133	-	-	-
Non-CIP Project Expenditures	19,389	-	-	-
Non-Personnel Expenses Subtotal	6,324,234	3,010,408	2,640,388	3,127,906
TOTAL EXPENDITURES	\$ 18,544,230	\$ 11,689,876	\$ 11,772,456	\$ 12,146,127
REVENUES				
Use of Money and Property	(307,453)	(40,605)	(27,700)	-
Charges for Services	(140,773)	(113,277)	(67,655)	(92,542)
Other Revenue	(1,354,492)	(1,396,337)	(1,928,150)	(1,863,000)
Transfers In	(4,717,434)	(4,977,679)	(5,230,315)	(5,230,315)
TOTAL REVENUES	\$ (6,520,152)	\$ (6,527,899)	\$ (7,253,820)	\$ (7,185,857)
NET PROGRAM EXPENDITURES	\$ 12,024,077	\$ 5,161,978	\$ 4,518,636	\$ 4,960,270
REVENUE RECOVERY %	35%	56%	62%	59%
AUTHORIZED FULL TIME POSITIONS	162.50	116.00	82.00	82.00

Budget Restructuring:

⁽¹⁾ The Parks Division was moved from the Public Works Department to the Recreation Department in FY 2019.

PUBLIC WORKS DEPARTMENT

ORGANIZATIONAL CHART



Parks and Recreation

The Parks and Recreation Division offers a variety of recreational opportunities and services to the community. The Division's vision is a community that achieves learning, self-discovery, balance, and essential life skills through recreation. Community involvement is an important component of this process as the Division values assessment information and evaluative input from the community on new and existing programs and services. Community volunteers are an important and valuable resource to the City and the Parks and Recreation Division's offerings and with their support, additional offerings of activities are available to the community.

A multitude of programs and classes are currently offered to the community, both in-person and virtually, which include the following:

- Adult and youth aquatics and sports
- Programs for senior citizens
- Camps for children during school intersessions
- Public rental of recreation facilities
- Fee based classes such as dance, performing arts, martial arts, physical fitness, preschool, and courses that promote physical fitness enrichment, and creativity
- Free after school programs during critical hours for children and youth focusing on fitness, fun, and a healthy lifestyle
- Coordinates the use of outdoor fields for local nonprofit youth-serving sports organizations
- The Parks and Recreation Division operates 11 recreational facilities throughout the City, which includes two outdoor swimming complexes. The Division also provides maintenance of parks, sports courts and fields used by the public, sports leagues, schools, and for Recreation programs. The Park Rangers oversee the City's 63 parks to secure a safe environment throughout the park system and participate in the Homeless Outreach Team (HOT).



MORE INFORMATION

Please see the following for more information about the Parks and Recreation Division:

Website –

<https://www.chulavistaca.gov/departments/recreation>

Key Contact –

Tracy Lamb, Director of Community Services
Tim Farmer, Parks and Recreation Administrator
276 Fourth Avenue, Building C
Chula Vista, CA 91910
619-409-5979
Email: RecAdmin@ci.chula-vista.ca.us

PARKS & RECREATION

MISSION STATEMENT

The mission of the Parks & Recreation Division is to educate and engage our community through quality parks, facilities and recreational opportunities and services.

VALUES STATEMENT

Integrity – Respect – Professionalism – Accountability – Commitment – Teamwork – Fun

STRATEGIC GOALS

ECONOMIC VITALITY

- Enhance the quality, experience, and accessibility of parks and recreation opportunities and facilities for the citizens of Chula Vista.

Status:

- Partnered with County of San Diego and Chula Vista Elementary School District and hosted the Intergenerational Games at Monteville Community Center and Park.
- Maintained partnership with Chula Vista Learning Community Charter, a charter school of the Chula Vista Elementary School District, consisting of 7th through 8th graders, for school use at Parkway Community Center.
- Partnered with 2-1-1 San Diego and the San Diego Food Bank to establish a food helpline and emergency food delivery service operated by Recreation employees to homebound residents of Chula Vista due to COVID-19.
- Partnered with South Bay Community Services during COVID-19 pandemic to provide food storage at Loma Verde Community Center. Also provided staff support for community food distribution events at various locations.
- Parks and Recreation Instagram @cvrec has seen an 811% growth in followers.
- Partnered with Kaiser Foundation Hospitals to continue the Elementary Learn to Swim program, offering free swim lessons for over 1,200 students annually.
- Partnered with the Chula Vista Police Department to continue recreation programs and services to inmates at the jail facility through the Life Enrichment Coordinator position.
- Continued services for senior citizens and therapeutic recreation programs, funded by a Community Development Block Grant.
- Movies in the Park are held throughout the summer at various City of Chula Vista parks are made possible by the Local Government Partnership with SDG&E.
- Partnered with the Friends of Chula Vista Parks and Recreation Foundation to establish a scholarship program for low-income families to participate in core recreation programs and services.
- Created weekly Senior Roundtable, a virtual discussion led by Recreation Supervisor, Aaron Ruiz, with local community leaders in various sectors providing services to seniors.

CONNECTED COMMUNITY & HEALTHY COMMUNITY

- Provide safe and inclusive parks and recreational programs, services, and facilities

PARKS & RECREATION

Status:

- Planned and implemented the Starlight Parade Children’s Faire.
- Through partnerships with local nonprofit youth sports organizations, restructured the field allocation process to provide more equity in accessing Chula Vista sports fields.
- Due to COVID-19, Parks and Recreation, along with the Library, created a Virtual Community Center, providing access to online resources and services.
- Continued #shapeupchulavista health and fitness awareness campaign for a 2nd year.
- Successful camp program offerings are located at recreation centers during the fall, winter, spring and summer school breaks.
- The Mobile Recreation “Empower Hour” continues to be funded through a grant provided by SDG&E Conservation. The program has been expanded to offer mobile recreation services to senior citizens, as well as continuing afterschool youth energy efficiency education outreach mixed in the recreation programming.
- Created #shapeupchulavista health and wellness campaign designed to encourage the community to get out and move.

- Maintain a balanced and sustainable parks and recreation system.

Status:

- In May, the City celebrated the opening of Strata Park and Orion Park, the second and third park in the Millenia Development to be opened. Strata Park has a unique shade shelter, light elements, and a community garden. Orion Park has great picnic areas, a playground, and a dog park.
- Working in coordination with Councilmember McCann, the City planned and developed a dog park at Rohr Park. The Rohr Dog Park is the largest dog park in the South Bay and includes dog play structures and benches with solar charging stations.
- Parkway Community Center was awarded the “Gold Star” for Best Recreation Center in the Star News “Best Of” edition.
- Redeveloped the failed playgrounds at Rancho Del Rey Park using funding from Measure P.
- Contracted with architects DeLorenzo International to develop a citywide smart irrigation plan to improve the water efficiency and effectiveness of the city’s irrigation systems in parks and medians.

PARKS & RECREATION

KEY PERFORMANCE MEASURES

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Facility Attendance at Norman Park Senior Center	61,537	63,451	*30,000	65,000
Number of Enrolled in Recreation Classes & Activities	29,780	27,882	*18,899	28,000
Facility Attendance at Recreation Facilities	1,347,086	1,021,967	*746,170	1,100,000
Number of Enrolled Teams in Adult Sports Leagues	430	452	*364	450
Volunteers for the Parks & Recreation / Equivalent Cost Savings	113/\$85,637	247/\$10,433	250/\$7,812	216/\$33,955

*Due to closures as a result of COVID-19

(17) PARKS AND RECREATION

SUMMARY OF DEPARTMENT RESOURCES

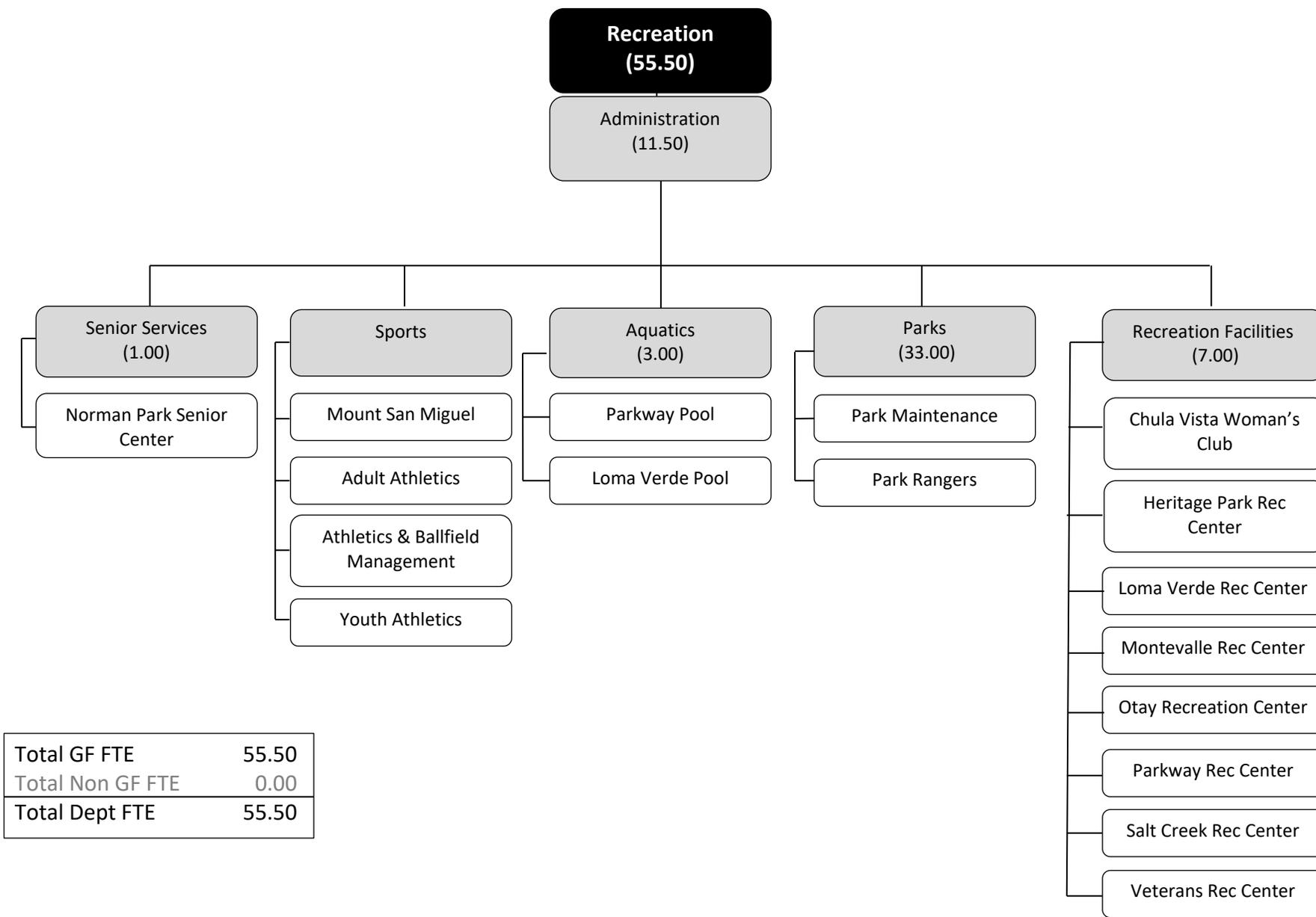
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,283,771	3,282,147	3,711,709	3,640,095
Hourly Wages	1,135,010	1,521,105	1,331,839	1,385,862
Overtime	4,702	40,336	13,230	42,415
Health Benefits	256,287	664,353	750,289	824,631
Retirement Benefits	456,254	1,243,527	1,113,895	1,022,106
Other Personnel Expense	136,571	402,615	298,090	307,507
Personnel Expenses Subtotal	3,272,595	7,154,083	7,219,052	7,222,616
Non-Personnel Expenses				
Supplies and Services	557,350	1,075,500	959,602	919,613
Other Expenses	85,219	28,312	80,900	27,500
Other Capital	639	55,317	2,523	26,423
Utilities	361,199	2,672,604	2,608,646	2,579,281
Internal Service Charges	-	283,317	320,918	320,918
Non-Personnel Expenses Subtotal	1,004,406	4,133,749	3,972,589	3,873,735
TOTAL EXPENDITURES	\$ 4,277,001	\$ 11,287,832	\$ 11,191,641	\$ 11,096,351
REVENUES				
Use of Money and Property	(853,000)	(1,072,733)	(1,029,482)	(1,071,175)
Revenue from Other Agencies	(12,144)	(11,915)	(7,233)	(7,233)
Charges for Services	(1,490,236)	(1,313,872)	(1,466,510)	(1,404,851)
Other Revenue	(110,419)	(155,528)	(189,682)	(189,582)
TOTAL REVENUES	\$ (2,465,798)	\$ (2,554,049)	\$ (2,692,907)	\$ (2,672,841)
NET PROGRAM EXPENDITURES	\$ 1,811,203	\$ 8,733,783	\$ 8,498,734	\$ 8,423,510
REVENUE RECOVERY %	58%	23%	24%	24%
AUTHORIZED FULL TIME POSITIONS	17.00	17.00	54.50	55.50

Budget Restructuring:

⁽¹⁾ The Parks Division was moved from the Public Works Department to the Recreation Department in FY 2019.

PARKS AND RECREATION

ORGANIZATIONAL CHART



Total GF FTE	55.50
Total Non GF FTE	0.00
Total Dept FTE	55.50

Library



The mission of the Chula Vista Public Library is to increase knowledge and enrich lives within the community. This is accomplished by connecting people equitably to responsive programs, services and resources that reflect the ideals of a democratic society. The Department’s vision is that the Chula Vista Public Library be the community’s family room, a welcoming and inviting place to learn, connect, explore, experience and reflect.

The Chula Vista Public Library is comprised of three dynamic state-of-the-art libraries delivering books, magazines, newspapers, information services, DVD’s, CD’s, free public access computers, free Wi-Fi, passport application services, and community programming to the City’s residents nearly every day of the year. The South Chula Vista Branch Library and the Civic Center Branch Library offer full library service in English and Spanish. The Otay Ranch storefront branch, located in the Otay Ranch Town Center Mall is an exciting community-based partnership providing a location especially suited for young families and students. From the library’s interactive and user-friendly homepage, residents can request or renew books, pay fines, browse digitized photos from Chula Vista’s past, use premium subscription databases and research materials, learn a language, practice civil service and academic tests, download e-books, music, and digital audiobooks, check out the calendar of library events, and register for programs via remote access 24 hours a day, from home, work or school. In fiscal year 19-20, 827,883 visitors borrowed 706,163 books and other materials, and made over 88,544 reservations for library computers.

The Chula Vista Public Library offers numerous programs, activities and events to the community’s children, teens and adults. These include summer reading programs for all ages, after school activities, homework help, free film festivals, art exhibits, and concerts. The library provides a variety of public spaces available for use by community groups, as well as bridging the digital divide by providing laptops and wi-fi hotspots for home use. As part of the library’s thriving volunteer program, residents may read to children and help with early literacy and youth activities, tutor students, staff the Adult Literacy and ESL center, help in the library’s bookstores, work on library projects, and assist with special events.

The library collaborates with the local school district and Qualcomm to operate the Innovation Station, a unique STEM maker space located in the Civic Center Library. This successful partnership in experiential learning brought about the opening of the Energy station another a high-tech learning space for the community that supports the STEAM based learning through workforce with a focus on Energy Science. In partnership with the school district, San Diego Gas & Electric, International Brotherhood of Electrical Workers Local 569, and the National Electrical Contractors Association, the Energy Station, located in the South Branch, expands the makerspace experience for the children in our district.

MORE INFORMATION

For more information about the Library Department:

Website – www.chulavistalibrary.com

Key Contacts

Administration
 Joy Whatley
 City Librarian
 365 F Street
 Chula Vista, CA 91910
 Phone: 619-691-5170
 Email: jwhatley@chulavistaca.gov

Civic Center Branch
 Erni Barros
 Branch Manager
 365 F Street
 Chula Vista, CA 91910
 Phone: 619-585-5160
 Email: ebarros@chulavistaca.gov

South Chula Vista Branch
 Debbie Taylor
 Branch Manager
 389 Orange Avenue
 Chula Vista, CA 91910
 Phone: 619-585-5772
 Email: dtaylor@chulavistaca.gov

Otay Ranch Branch
 Diana Ysla
 Branch Manager
 2015 Birch Road, Suite 409
 Chula Vista, CA 91915
 Phone: 619-397-5740
 Email: dysla@chulavistaca.gov

LIBRARY

MISSION STATEMENT

The mission of the Chula Vista Public Library is to increase knowledge and enrich lives within the community. We accomplish this by connecting people equitably to responsive programs, services and resources in a manner that reflect the ideals of a democratic society.

STRATEGIC GOALS

CONNECTED COMMUNITY

- Explore New Library facility
 - *Identify opportunities to open a community services hub on east side of the City. Continue planning process for library at Millenia site.*

Status:

Planning for full-service Millenia Branch continues. The library continues to focus its efforts on the East side community through the Otay Ranch Branch. The Otay Ranch Branch, located in the Otay Ranch Town Center Mall, has renewed its lease for the third time extending the branch location until 2023. As the second busiest location in the city, the Otay Ranch Library hosts a wide variety of library programming, from virtual reality to Family Game Night. One of the most notable achievements for the Otay Ranch Library is their award-winning Passport Acceptance Facility which processed over 11,779 passports in the year.

- Implement new library services strategy
 - *Expand library hours. Expand early literacy services. Open new library branch on east side of City. Create high interest events designed to spark positive media attention.*

LIBRARY

Status:

All three branches host a 7 day a week operation with a total of 170 open hours per week to the Chula Vista community. The Chula Vista Public Library continues to address the digital divide. Through weekly programming and the circulation of devices such as Chromebooks, the library continues to address the technology needs of our community. This year, the Chula Vista Public Library Foundation supported to the purchase of 12 WIFI Hotspot devices with an upgrade to unlimited service. The Chula Vista Public Library continues to be influential in bridging the digital divide through the purchase of 2,000 WIFI hotspots with 12 months of unlimited Internet access (courtesy of the Public Education grant) that will be circulated by the Chula Vista Public Library to the Chula Vista Elementary School District to serve those families that are most in need during this time of distance learning. The library continues to loan laptops for home use. The library offers an expanded collection of ebooks; digital magazines and streaming and downloadable music added, adding Hoopla Digital Media platform that was made possible through a California State Library grant. The Chula Vista Public Library continues to be the recipient of the California State Library's Library Literacy Services and Families for Literacy grant. These grants allow us to sustain literacy services to the Chula Vista community and support the extension of services to our literacy families by providing Kinder, Ready, Go! Programming and health workshops to help parents and caregivers with low literacy skills learn how to best teach their children healthy habits and enhance their literacy and nutritional skills.

- Cultivate and promote cultural and educational partnerships with the community, Cultural Arts Commission and institutions
 - *Create and use effective partnerships to leverage the Library's reach into community.*

Status:

The library continues to partner with the Chula Vista Elementary School District and Qualcomm to operate the Innovation Station and Energy Station. Since its implementation, the Innovation Station has welcomed over 9,720 students through its doors. Continued collaborative programs with Southwestern College, US Immigration and Naturalization Services, Altrusa International, Chula Vista Genealogical Society, South Bay Historical Society, and Chula Vista Adult School, among others. Developing relationship with new Visual and Performing Arts unit of Chula Vista Elementary School District to incorporate regular performances and exhibits in library space. Popular monthly "Film Forum" series continues. Museum exhibits, and cultural programming attract media attention and community interest. The Cultural Arts program successfully launched the first phase of the Bayshore Bikeway Outdoor Art Gallery, was completed in August with 12 murals from 10 Artists. The first phase of this community landmark is an homage to art through history and includes artwork that represents the art periods of Realism, Cubism, Art Nouveau, Graffiti, Pop Art, Neo-Classical, Post Impressionism, and Expressionism. The Outdoor Art Gallery has been successful in reducing a big drain on city funds by decreasing the amount of tagging that occurs along this section of the Bayshore Bikeway. To date, none of the murals have been tagged. The Cultural Arts was able to secure funding for the installation of gallery hanging systems in Building A. Gallery A, a new art gallery space in City Hall, will be host the first show in February 2020.

LIBRARY

- Provide successful library programming, services, and facilities
 - *Evaluate current programs, facilities, and services. Identify optimum candidates for affordable, effective improvement and expansion.*

Status:

In January, the Chula Vista Heritage Museum and the South Bay Historical Society launched Beginning January 12, 2020, the Chula Vista Heritage Museum will open a new exhibit entitled, RUTH: Remember Us The Holocaust, featuring Holocaust survivors who settled in the South Bay. Included in the year-long exhibit will be monthly activities with speakers, documentaries, featured books, and activities. Twelve South Bay residents will be featured in the museum including Ruth Sax, a Holocaust survivor who devoted time to the community by teaching about the Holocaust in local schools and colleges. Partnership with Southwestern College to offer courses at the Library in the “Go To College At the Library” program. The Chula Vista Public Library was the recipient of a California State Library’s ZIP Book grant. The goal of the Zip Books Project is to expand the use of an alternative model for interlibrary loan service that, over time, has proved cost effective, easy to use, and extremely popular with the public. The project allows the public to request materials through the library with the materials being fulfilled through Amazon and sent directly to the community. The Chula Vista Public Library is also the recipient of the California Center for the Book’s Book to Action grant. The Book to Action grant is a framework that takes the basic book club concept and expands it to create a dynamic series of events for adults and intergenerational groups. For Chula Vista, the focus of the program is on Florence William’s The Nature Fix: Why Nature Makes Us Happier. This program will reveal the launch of our Check Out Nature Backpacks, in partnership with Get Outside San Diego, a resource that can be checked out through the library that assists families on safely hiking the trails in our community.

KEY PERFORMANCE MEASURES

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 PROJECTED
Internet sessions per capita	0.40	0.40	0.38	0.36
Program attendance per capita	0.24	0.28	0.32	0.38
Visitor count per capita	3.39	3.45	3.58	3.40
Circulation per capita	2.29	2.23	1.99	1.85

(18) LIBRARY

SUMMARY OF DEPARTMENT RESOURCES

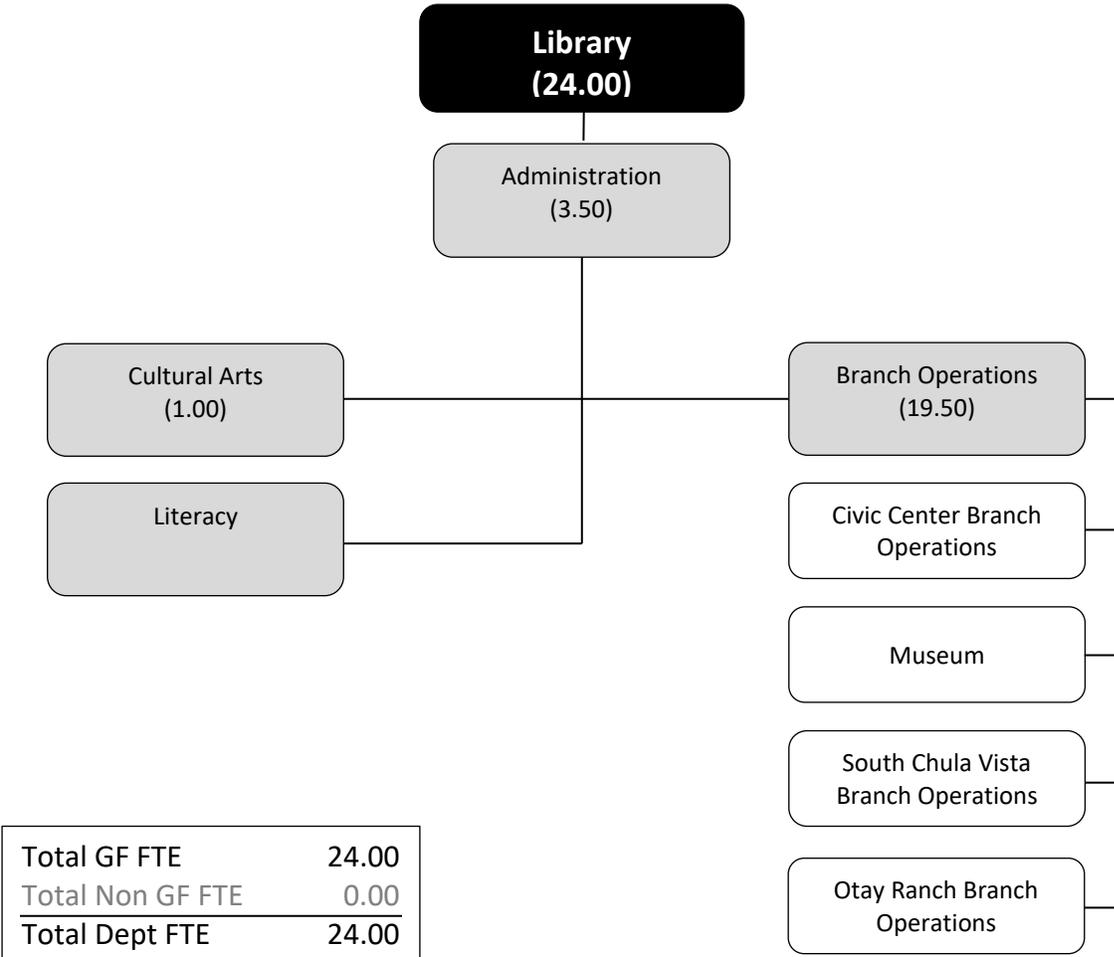
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,589,576	1,596,649	1,868,351	1,858,621
Hourly Wages	717,943	628,822	679,021	705,163
Health Benefits	325,986	289,190	330,494	333,298
Retirement Benefits	543,627	624,460	569,493	530,272
Other Personnel Expense	164,471	169,685	148,538	148,414
Personnel Expenses Subtotal	3,341,603	3,308,806	3,595,897	3,575,768
Non-Personnel Expenses				
Supplies and Services	256,159	282,576	225,994	219,343
Other Expenses	828	360	400	400
Utilities	325,101	317,142	273,066	214,730
Internal Service Charges	-	1,908	3,345	3,345
Non-Personnel Expenses Subtotal	582,088	601,986	502,805	437,818
TOTAL EXPENDITURES	\$ 3,923,691	\$ 3,910,792	\$ 4,098,702	\$ 4,013,586
REVENUES				
Fines and Penalties	(89,874)	(82,336)	(118,000)	(85,830)
Use of Money and Property	(35,317)	(27,794)	(52,550)	(27,890)
Revenue from Other Agencies	(15,015)	(15,620)	(2,000)	-
Charges for Services	(782,478)	(795,410)	(657,100)	(717,840)
Other Revenue	(4,959)	(5,664)	(250)	-
TOTAL REVENUES	\$ (927,643)	\$ (941,825)	\$ (829,900)	\$ (831,560)
NET PROGRAM EXPENDITURES	\$ 2,996,048	\$ 2,968,967	\$ 3,268,802	\$ 3,182,026
REVENUE RECOVERY %	24%	24%	20%	21%
AUTHORIZED FULL TIME POSITIONS	22.50	22.50	24.00	24.00

Budget Restructuring:

⁽¹⁾ The Cultural Arts Program was moved from the Economic Development Department to the Library Department in FY 2019.

LIBRARY

ORGANIZATIONAL CHART



DEVELOPMENT SERVICES FUND

Development Services Fund

The Development Services fund accounts for revenues and expenditures related to the processing of development plans and permits. The fund provides Planning, Building, Engineering, Landscape Architecture, and permitting services to property owners, developers, and the City as required for the entitlement and/or improvement of property. The services provided encompass most development activities, including land use entitlements; public infrastructure, open space, and landscape planning; public infrastructure construction, grading and building permits.

Historically, the staff involved in the processing of development plans and permits were reflected in the City’s General Fund. Beginning in fiscal year 2009, all the staff involved in the processing of development plans and permits were budgeted directly in the Development Services Fund. Consolidating all development service cost centers in a single fund clearly delineates development related costs and revenues from General Fund supported services; thereby making the nexus between development related activities, costs, fees, and revenues more transparent. This also allows operating expenses to be adjusted to coincide with changes in demand for development services. This adjustment of operating expenses aids in avoiding impacts to the General Fund when revenue fluctuations occur as result of changes in development activity.

In fiscal year 2012, the Development Services fund was accounted for as an enterprise fund.

REVENUES

Development related revenues consist of two categories: development processing fee revenues and deposit-based revenues. Development processing fee revenues include building permits, planning fees, other building department fees, and engineering fees. Deposit based revenues are generated through staff time reimbursements related to specific projects. The City is anticipating that the following major projects will continue to move forward in fiscal year 2021:

- Bayfront Redevelopment Project
- Millenia Project
- Freeway Commercial North
- Otay Ranch Villages
- University Land Entitlement Projects

The following table compares the fiscal year 2020 Adopted Budget revenues to the fiscal year 2021 Adopted Budget revenues.

Development Services Fund Revenues

Category	FY2020 ADOPTED	FY2021 ADOPTED	Change	% Change
Other Local Taxes	\$ 7,000	\$ 7,000	\$ -	0.0%
Licenses and Permits	\$ 3,729,495	\$ 3,729,495	\$ -	0.0%
Charges for Services	\$ 5,706,779	\$ 5,706,779	\$ -	0.0%
Other Revenue	\$ 582,985	\$ 582,985	\$ -	0.0%
Transfers In	\$ 537,991	\$ 537,991	\$ -	0.0%
Total Revenues	\$ 10,564,250	\$ 10,564,250	\$ -	0.0%

EXPENDITURES

The fiscal year 2021 Adopted Budget includes funding for 66.0 positions in the Development Services Fund.

A summary of changes between the fiscal year 2020 Adopted Budget to the fiscal year 2021 Adopted Budget by category are listed as follows:

- Personnel Services – This category reflects a net increase of \$0.5 million for additional positions added during the FY20 mid-year adjustments and salary step increases.
- Internal Service Charges – Slight increase for additional vehicle maintenance and gas costs.

The following table compares the fiscal year 2020 Adopted Budget expenditures to the fiscal year 2021 Adopted Budget expenditures.

Development Services Fund Expenditures

Category	FY 2020 ADOPTED	FY 2021 ADOPTED	Change	% Change
Personnel Services	\$ 8,241,568	\$ 8,756,190	\$ 514,622	6.2%
Supplies and Services	\$ 841,238	\$ 841,238	\$ -	0.0%
Other Expenses	\$ 371,000	\$ 371,000	\$ -	0.0%
Capital	\$ 110,500	\$ 110,500	\$ -	0.0%
Utilities	\$ 5,650	\$ 5,650	\$ -	0.0%
Internal Service Charges	\$ 38,622	\$ 46,937	\$ 8,315	21.5%
Transfers Out	\$ 1,923,648	\$ 1,923,648	\$ -	0.0%
Total Expenditures	\$ 11,532,226	\$ 12,055,163	\$ 522,937	4.5%

DEVELOPMENT SERVICES FUND (408)

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	9,819,445	9,798,691	8,241,568	8,756,190
Supplies and Services	605,112	654,418	841,238	841,238
Other Expenses	239,585	304,163	371,000	371,000
Other Capital	(254)	54,332	110,500	110,500
Utilities	4,169	4,188	5,650	5,650
Internal Service Charges	-	31,972	38,622	46,937
Transfers Out	1,796,648	1,923,648	1,923,648	1,923,648
Non-CIP Project Expenditures	21,067	2,550	-	-
TOTAL EXPENDITURES	\$ 12,485,773	\$ 12,773,962	\$ 11,532,226	\$ 12,055,163
REVENUES				
Licenses and Permits	(4,912,194)	(3,447,849)	(3,729,495)	(3,729,495)
Use of Money and Property	22,482	(36,195)	-	-
Charges for Services	(5,335,413)	(5,257,927)	(5,706,779)	(5,706,779)
Other Revenue	(387,627)	(691,558)	(589,985)	(589,985)
Transfers In	(463,714)	(461,222)	(537,991)	(537,991)
TOTAL REVENUES	\$ (11,076,466)	\$ (9,894,752)	\$ (10,564,250)	\$ (10,564,250)
NET PROGRAM EXPENDITURES	\$ 1,409,307	\$ 2,879,210	\$ 967,976	\$ 1,490,913



**SUCCESSOR AGENCY AND
HOUSING FUNDS**

Successor Agency Funds

Housing Authority Funds

SUCCESSOR AGENCY FUNDS

Successor Agency Funds

On December 29, 2011, the California Supreme Court upheld AB x1 26 dissolving California redevelopment agencies. Effective February 1, 2012, all redevelopment agencies were dissolved, and the City of Chula Vista assumed the role of Successor Agency (City Council resolution 2011-164).

The Successor Agency is responsible for the wind down of the former Redevelopment Agency activities and obligations. The act of winding down the former Redevelopment Agency is significant. The Successor Agency will continue to oversee and implement all legally obligated contracted work, projects and programs as well as dispose of the former Redevelopment Agency assets. Approximately 68% of the remaining Redevelopment Agency-owned land (24 acres of 35.24 acres) is contaminated and there is not a funding mechanism to clean up these properties and therefore will eventually become an orphan sites after expiration of the Redevelopment project areas. Significant administrative obligations will continue to exist in the preparation of budgets and documentation to be submitted to and reviewed by the Successor Agency, Oversight Board, County of San Diego and the State Department of Finance.

As required by AB x1 26, an Oversight Board, composed of affected taxing entities within the City, was created. The primary responsibility of the Oversight Board is reviewing and approving the Recognized Obligation Payment Schedule and serving in a fiduciary role to the taxing entities that the Oversight Board represents. Some historical information follows regarding the former Redevelopment Agency. It is anticipated that the Oversight Board will be transitioned to one central County Oversight Board in fiscal year 2019.

The Chula Vista Redevelopment Agency was created on October 24, 1972 by City Council Ordinance. The goals of the former Redevelopment Agency were to reduce blight and to encourage new development, reconstruction, and rehabilitation of residential, commercial, industrial, and retail uses. Since the Agency's creation, the City adopted and amended six project areas to encompass a total of approximately 3,563 acres of City territory. Land uses within these areas are mostly commercial and industrial, but also includes some residential and public uses (e.g., governmental administrative centers, corporation yards, streets, etc.).

FUND DESCRIPTIONS

The Successor Agency budget is organized into Redevelopment Obligation Retirement Fund (RORF) and debt service funds. The RORF accounts for the staffing and other expenditures required in winding down activities of the former Redevelopment Agency. The Debt Service funds are used to pay for the former Redevelopment Agency's debt service on its outstanding Tax Allocation Bonds, loans and other debt of the former Redevelopment Agency.

Several funds were eliminated as a result of the dissolution of the Redevelopment Agency. The eliminated funds are former operating funds 317, 611, 651 and pass-through funds 671-675. In addition, the debt service funds listed below replace funds 691 and 693-697.

Operating Funds

- Fund 318: Redevelopment Obligation Retirement Fund (RORF)
The RORF will serve as the primary operating funds in the winding down of the former Redevelopment Agency. This fund will be used to pay the documented enforceable obligations of the former redevelopment agency that have been approved by the Successor Agency Oversight Board and the State Department of Finance.

Debt Service Funds

The Debt Service funds are used to pay for former Redevelopment Agency debt service on its outstanding Tax Allocation Bonds, loans and other debt of the former Redevelopment Agency.

- Fund 661: 2005 Taxable Revenue Bonds Series A – CRA/ERAF Loan Program
In April 2005, the Agency entered into a Loan Agreement with the California Statewide Communities Development Authority to borrow the amount of \$765,000. This amount was used to pay the Agency's portion of the 2005 Educational Revenue Augmentation Fund (ERAF) to the County of San Diego pursuant to Section 33681.12 of the California Health and Safety Code. This loan was paid off in fiscal year 2015.
- Fund 662: 2006 Taxable Revenue Bonds Series A – CRA/ERAF Loan Program
In April 2006, the Agency entered into a Loan Agreement with the California Statewide Communities Development Authority to borrow the amount of \$930,000. This amount was used to pay the Agency's portion of the 2006 Educational Revenue Augmentation Fund (ERAF) to the County of San Diego pursuant to Section 33681.12 of the California Health and Safety Code. This loan was paid off in fiscal year 2016.
- Fund 663: 2006 Senior Tax Allocation Refunding Bonds, Series A
In July 2006, the Redevelopment Agency issued the 2006 Senior Tax Allocation Bonds, Series A in the amount of \$13,435,000 to refinance the Agency's outstanding Bayfront/Town Centre Redevelopment Project 1994 Senior Tax Allocation Refunding Bonds Series A (the "1994 A Bonds"). The original bonds were issued to finance improvements in the Bayfront/Town Centre Project Areas. The bonds have been refinanced as a part of the 2016 Tax Allocation Refunding Bonds.
- Fund 664: 2006 Subordinate Tax Allocation Refunding Bonds, Series B
In July 2006, the Redevelopment Agency issued the 2006 Subordinate Tax Allocation Bonds, Series B in the amount of \$12,325,000 to refinance the Agency's outstanding Bayfront/Town Centre Redevelopment Project 1994 Senior Tax Allocation Refunding Bonds Series D (the "1994 D Bonds") and the 1994 Subordinate Tax Allocation Refunding Bonds, Series C (the 1994 C Bonds). The original bonds were issued to finance improvements in the Bayfront/Town Centre Project Areas. The bonds have been refinanced as a part of the 2016 Tax Allocation Refunding Bonds.
- Fund 665: RDA 2008 Tax Allocation Refunding Bonds (TARBs)
This fund was established to account for the debt service payments for the refunding of the Redevelopment Agency 2000 Tax Allocation Bonds (Merged Redevelopment Project) in the amount of \$21,625,000. The Merged Redevelopment Project was created on August 22, 2000, pursuant to an amendment to the redevelopment plans for three of the Agency's four existing redevelopment projects, the Town Centre II Project Area, the Otay Valley Project Area and the Southwest Project Area. The Merged Project Area was amended in 2004 adding 494 acres. The Bonds were issued to provide funds for the repayment of certain obligations of the Merged Redevelopment Project and other interfund loans, and for general redevelopment purposes. The bonds have been refinanced as a part of the 2016 Tax Allocation Refunding Bonds.
- Fund 666: 2016 Tax Allocation Refunding Bonds
In July 2016, the Successor Agency issued the Tax Allocation Refunding Bonds in the amount of \$29,315,000 to refinance the Agency's outstanding 2006 Senior Tax Allocation Refunding Bonds, Series A, 2006 Subordinate Tax Allocation Refunding Bonds, Series B, and the 2008 Tax Allocation Refunding Bonds. The Annual Debt Service is paid from property tax increments generated in the project areas. The term of the bonds runs through 2036.
- Fund 692: Long Term Advances Debt Service Fund – Redevelopment Agency
This fund was established to account for Redevelopment Agency inter-fund loans. The current amount under litigation with the State including interest is \$7,953,793.

REVENUES

A summary of revenues by category are listed below:

- Property Taxes – The revenues in this category are received due to the dissolution of the Redevelopment Agency. Property tax increment revenues are now received by the County of San Diego and will be distributed to the Successor Agency based on documented enforceable obligations that have been approved by both the Successor Agency Oversight Board and the State Department of Finance.

The table below provides a revenue comparison of the fiscal year 2020 Adopted Budget to the fiscal year 2021 Adopted Budget. The table does not reflect the revenue budget of the debt service funds which are reflected in the debt service section of the budget document.

Redevelopment/Successor Agency Operating Fund Revenues

Category	Fund 318 FY 2020 ADOPTED	Fund 318 FY 2021 ADOPTED	Change	% Change
Property Taxes	\$ 4,967,150	\$ 4,967,150	\$ -	0.0%
Total Revenues	\$ 4,967,150	\$ 4,967,150	\$ -	0.0%

EXPENDITURES

Expenditures for fiscal year 2021 are winding down for the former Redevelopment Agency activities and documented enforceable obligations.

- Transfers Out – The transfers out expenditure category accounts for the required debt service for the Successor Agency. Bonded debt service for the 2016 TARBS is approximately \$2.8 million. The Transfers Out category has decreased slightly due to the scheduled decrease of the debt service payments related to the 2016 Tax Allocation Refunding Bonds.

The table below provides a comparison of the 2020 Adopted Budget expenditures to the fiscal year 2021 Adopted Budget expenditures.

Redevelopment/Successor Agency Operating Fund Expenditures

Category	Funds 318 FY 2020 ADOPTED	Funds 318 FY 2021 ADOPTED	Change	% Change
Supplies and Services	\$ 6,000	\$ 6,000	\$ -	0.0%
Other Expenses	\$ 629,000	\$ 629,000	\$ -	0.0%
Transfers Out	\$ 2,812,075	\$ 2,797,700	\$ (14,375)	-0.5%
Total Expenditures	\$ 3,447,075	\$ 3,432,700	\$ (14,375)	-0.4%

HOUSING AUTHORITY FUNDS

Housing Authority Funds



The Housing Authority was formed in 1993. A Housing Authority can provide tax-exempt bond financing, own and operate housing, and operate various housing programs. The Section 8 Housing Choice Voucher program, including public housing in Chula Vista, is operated by the County of San Diego Housing Authority. With the elimination of the City's Redevelopment Agency in 2012, the Housing Authority assumed the housing functions of the former Redevelopment Agency, becoming a "Successor Housing Agency". Housing Authority staff provides comprehensive housing services for the City including new affordable housing development and program administration.

The Chula Vista Housing Authority fund is the clearinghouse for all housing related staff activity. Included in this fund are personnel expenses which are reimbursed by various funding sources such as the US Department of Housing and Urban Development Grant Funds and Low/Moderate Income Housing Funds. The Housing Fund will receive \$1 million in staff time reimbursements for managing the City's Affordable Housing projects and programs, administering State and Federal Grant Programs, and for monitoring bond covenants for multifamily housing revenue bonds issued by the City's Housing Authority. The Housing Authority focuses on the development of sustainable neighborhoods through investments in and administration of programs that seek to improve, preserve, and increase the supply of affordable housing in Chula Vista and serve low income residents such as:

- Long-range planning of housing goals and annual monitoring of Housing Element goals
- Predevelopment financing
- Financing and assistance in the production of affordable rental housing through new construction and acquisition/rehabilitation
- Rehabilitation grants and loans for small owner-occupied and rental properties
- Providing rental assistance
- Expanding home ownership opportunities for first-time homebuyers
- Assistance to homeless shelter/service providers
- Overseeing contracts with social service agencies for the provision of services to low/moderate income residents
- Developing and implementing policies and programs related to affordable housing

FUND DESCRIPTIONS

Operating Funds

- Fund 313: Chula Vista Housing Authority
The Chula Vista Housing Authority Fund accounts for all housing related activities funded through the Low/Moderate Income Housing Fund and those eligible for reimbursement such as the U.S. Department of Housing and Urban Development Block Grant Funds.
- Fund 319: Successor Agency Housing Fund
The City's Housing Authority became the Successor Housing Agency. This fund accounts for all assets (except fund balance) originally held by the Low and Moderate Income Housing fund and will account for activities similar to the Low and Moderate Income Housing program. The fund revenues are not discretionary and must be used for the production of affordable housing.

REVENUES

Below is a summary of fiscal year 2021 changes by category:

The table provides a comparison of the fiscal year 2020 Adopted Budget to the fiscal year 2021 Adopted Budget revenues. The table does not reflect the revenue budget of the debt service funds which are reflected in the debt service section of the budget document.

Housing Authority Operating Fund Revenues

Category	Funds 313/319 FY 2020 ADOPTED	Funds 313/319 FY 2021 ADOPTED	Change	% Change
Use of Money & Property	\$ 215,000	\$ 215,000	\$ -	0.0%
Charges for Services	\$ 150,000	\$ 150,000	\$ -	0.0%
Other Revenue	\$ 912,407	\$ 912,407	\$ -	0.0%
Total Revenues	\$ 1,277,407	\$ 1,277,407	\$ -	0.0%

EXPENDITURES

Expenditure changes for fiscal year 2021 for the Housing Authority are summarized below:

The table below provides a comparison of the fiscal year 2020 Adopted Budget to fiscal year 2021 Adopted Budget. The table does not reflect the debt service expenditure budget which is discussed in the debt service section of this document.

Successor Housing Agency Operating Fund Expenditures

Category	Funds 313/319 FY 2020 ADOPTED	Funds 313/319 FY 2021 ADOPTED	Change	% Change
Personnel Services	\$ 633,104	\$ 626,866	\$ (6,238)	-1.0%
Supplies and Services	\$ 393,700	\$ 393,700	\$ -	0.0%
Other Expenses	\$ 2,281,000	\$ 2,281,000	\$ -	0.0%
Capital	\$ 6,000	\$ 6,000	\$ -	0.0%
Transfers Out	\$ 254,697	\$ 254,697	\$ -	0.0%
Utilities	\$ 1,155	\$ 1,155	\$ -	0.0%
Total Expenditures	\$ 3,569,656	\$ 3,563,418	\$ (6,238)	-0.2%

CHULA VISTA HOUSING AUTHORITY (313)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	632,485	653,841	633,104	626,866
Supplies and Services	66,033	89,130	335,800	335,800
Other Expenses	489,473	282,036	272,500	272,500
Utilities	-	-	1,155	1,155
Internal Service Charges	-	333	-	-
Transfers Out	254,697	254,697	254,697	254,697
TOTAL EXPENDITURES	\$ 1,442,688	\$ 1,280,037	\$ 1,497,256	\$ 1,491,018
REVENUES				
Use of Money and Property	(12,760)	(99,743)	-	-
Charges for Services	(1,448,219)	(314,438)	(150,000)	(150,000)
Other Revenue	(1,075,040)	(545,477)	(657,407)	(657,407)
TOTAL REVENUES	\$ (2,536,018)	\$ (959,657)	\$ (807,407)	\$ (807,407)
NET PROGRAM EXPENDITURES	\$ (1,093,331)	\$ 320,380	\$ 689,849	\$ 683,611

HOUSING SUCCESSOR AGENCY FUND (319)

FUND SUMMARY				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	4,333	1,241	57,900	57,900
Other Expenses	4,118,731	10,781	2,008,500	2,008,500
Other Capital	2,700	2,925	6,000	6,000
TOTAL EXPENDITURES	\$ 4,125,764	\$ 14,948	\$ 2,072,400	\$ 2,072,400
REVENUES				
Use of Money and Property	(384,938)	(834,570)	(215,000)	(215,000)
Charges for Services	(12,360)	(9,726)	-	-
Other Revenue	(4,185,012)	(1,658,912)	(255,000)	(255,000)
TOTAL REVENUES	\$ (4,582,310)	\$ (2,503,208)	\$ (470,000)	\$ (470,000)
NET PROGRAM EXPENDITURES	\$ (456,546)	\$ (2,488,260)	\$ 1,602,400	\$ 1,602,400

RDA SUCCESSOR AGENCY FUND (318)

FUND SUMMARY				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	10,386	25,370	6,000	6,000
Other Expenses	812,058	498,839	629,000	629,000
Other Capital	876,923	13,508	-	-
Transfers Out	2,563,238	2,799,686	2,812,075	2,797,700
TOTAL EXPENDITURES	\$ 4,262,604	\$ 3,337,402	\$ 3,447,075	\$ 3,432,700
REVENUES				
Property Taxes	(4,378,545)	(3,063,141)	(4,967,150)	(4,967,150)
Use of Money and Property	(17,416)	(146,684)	-	-
Other Revenue	657,627	509,763	-	-
TOTAL REVENUES	\$ (3,738,333)	\$ (2,700,062)	\$ (4,967,150)	\$ (4,967,150)
NET PROGRAM EXPENDITURES	\$ 524,271	\$ 637,340	\$ (1,520,075)	\$ (1,534,450)

DEBT SERVICE - SUCCESSOR AGENCY FUNDS (661 - 692)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	6,663	2,937	5,000	6,900
Other Expenses	1,014,033	969,736	2,807,075	2,790,800
TOTAL EXPENDITURES	\$ 1,020,696	\$ 972,673	\$ 2,812,075	\$ 2,797,700
REVENUES				
Use of Money and Property	(611)	(1,066)	-	-
Transfers In	(2,563,238)	(2,799,686)	(2,812,075)	(2,797,700)
TOTAL REVENUES	\$ (2,563,848)	\$ (2,800,752)	\$ (2,812,075)	\$ (2,797,700)
NET PROGRAM EXPENDITURES	\$ (1,543,153)	\$ (1,828,078)	\$ -	\$ -

DEBT SERVICE - SUCCESSOR AGENCY FUNDS (661 - 692)

FUND DETAIL

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
666-2016 TARBs	1,020,696	972,673	2,812,075	2,797,700
TOTAL EXPENDITURES	\$ 1,020,696	\$ 972,673	\$ 2,812,075	\$ 2,797,700
REVENUES				
666-2016 TARBs	(2,563,848)	(2,800,752)	(2,812,075)	(2,797,700)
TOTAL REVENUES	\$ (2,563,848)	\$ (2,800,752)	\$ (2,812,075)	\$ (2,797,700)
NET PROGRAM EXPENDITURES	\$ (1,543,153)	\$ (1,828,078)	\$ -	\$ -

SEWER FUNDS

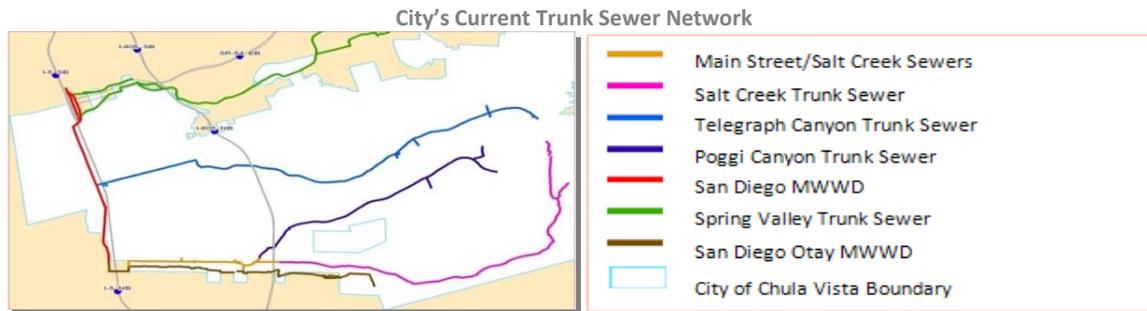
Sewer Funds

The Sewer enterprise funds account for revenues and expenditures related to the City’s Sewer programs, including maintenance and expansion of the City’s conveyance system and payment of San Diego Metro wastewater treatment costs.

The City of Chula Vista provides wastewater conveyance and treatment services to approximately 50,000 billing accounts, including residential and non-residential uses. The wastewater generated by Chula Vista customers is collected and sent to treatment facilities in the South Bay and Point Loma through the City’s extensive sewer collection system, which consists of 14 pump stations and over 500 miles of sewer pipe. The San Diego Metropolitan Wastewater System (San Diego Metro) provides wastewater treatment services to the City of Chula Vista and most of the region per an agreement. The latest permit for the Point Loma Treatment Plant Advanced Primary requires renewal of a waiver. The last waiver application was submitted in 2015 to the Regional Water Quality Control Board (RWQCB) and the Environmental Protection Agency (EPA) who approved it in April 2018 with special conditions. This included the requirement to implement the Pure Water Program.

The 2005 Chula Vista Wastewater Master Plan (WMP), which was updated in 2014, identifies a conservative planning level sewer generation rate of 230 gallons per EDU. The WMP estimates the City’s ultimate sewer treatment capacity required for the currently planned build out condition will be 29.89 MGD. However, the treatment capacity requirement could be as low as 18.4 MGD using a generation rate based on current metered flow data. The reduction in flow can be attributed, in part, to lowered use due to the increase in the cost of water, a switch to consumption-based rates in 2004, combined with on-going water conservation efforts. The City’s buildout capacity needs are projected to be between the WMP and the current metered flow estimate. The Wastewater Engineering Section will continue to track water usage trends, changes in land use and population projections to validate current generation rates and project the ultimate need for the City.

The following figure illustrates the City’s current trunk sewer network, which conveys flows to the San Diego Metro trunk sewer (shown in red). Some of the City’s sewer lines are used by the County of San Diego (County) and some of the County’s sewer pipelines are used by the City and coordinated through transportation agreements. The City has an existing transportation agreement with the County to use the Spring Valley Trunk sewer (shown in green). An additional transportation agreement is currently being processed that would allow County sewer to flow through the Salt Creek trunk (shown in cyan) from the County’s Villages located to the east of the City.



REVENUES

The Sewer Fund derives the majority of its revenue from various service charges that are collected from system users. This fund also derives revenues from other sources such as permit fees for new connections to the sewer system, interest earnings from investments, development impact fees, transfers from other funds designated to support Sewer fund operations. Other revenues include revenue reimbursements from other city funds and various service

charges. There were no changes to the revenue amounts for the fiscal year 2021 budget compared to the FY2020 Adopted Budget.

Sewer Fund revenues are summarized in the following table:

Sewer Fund Revenues

Category	FY2020 ADOPTED	FY2021 ADOPTED	Change	% Change
Licenses and Permits	\$ 40,000	\$ 40,000	\$ -	0.0%
Use of Money & Property	\$ 51,726	\$ 51,726	\$ -	0.0%
Charges for Services	\$ 33,925,000	\$ 33,925,000	\$ -	0.0%
Other Revenue	\$ 415,000	\$ 415,000	\$ -	0.0%
Transfers In	\$ 150,000	\$ 150,000	\$ -	0.0%
Total Revenues	\$ 34,581,726	\$ 34,581,726	\$ -	0.0%

Note: Revenue amounts include Sewer Operating Funds: 411, 413, 414, and 428. Note that Fund 430 is not included.

EXPENDITURES

Sewer fund operations and capital programming contains no General Fund contribution. Sewer fund operations and capital programming costs are offset by fees paid by residential and non-residential users. In addition, other revenue sources generated within the Sewer Fund through normal operations that fund 48.0 permanent positions that are contained in the fiscal year 2021 Adopted Budget.

The City continues to focus on its Annual Sewer Rehabilitation Program, which expends approximately \$1,000,000 to \$2,000,000 annually for the replacement and rehabilitation of sewer pipes, manholes, lift stations, access roads, and other sewer system components. The City utilizes standardized evaluation and ranking criteria to inspect and evaluate the condition of the entire system to prioritize sewer infrastructure for replacement or rehabilitation.

In order to ensure the future adequacy of the sewer funds, the City Council has adopted the sewer rate case study that set the sewer rates, which went into effect July 2014 and remains in effect until further action. One of the issues considered of significant impact to the sewer rates for the City is the Point Loma Treatment Plant (PLTP) Secondary Treatment Waiver. In 2010, the City of San Diego was successful in obtaining a five-year waiver that allowed the continued operation of the PLTP at an advance primary level of sewer treatment before discharging into the ocean. The application for the last waiver was submitted in 2015. The Waiver was approved in April 2017 by the RWQCB and the EPA. Expensive infrastructure investments are being implemented as a condition of the waiver.

In fiscal year 2008 the City transitioned its Sewer funds from ‘special revenue’ funds to ‘enterprise’ funds. Enterprise funds may be used to report any activity for which a fee is charged to external users for goods or services and are appropriate in situations wherein there is either a legal requirement or policy decision to recover costs of providing services for an activity. This change complies with the GFOA recommended accounting structure, should the City decide to issue bonds for capital improvements solely guaranteed by sewer fees and charges in the future.

City staff expenditures incurred supporting wastewater system maintenance and operations are funded by the Sewer Service fund through a combination of direct expenditures and inter-fund transfers. Positions 100% funded by Sewer funds are budgeted directly in the Sewer fund. The remaining support staff is budgeted in either the General or Development Services funds. These positions are partially offset via inter-fund transfers. All supplies, services and utilities budgets associated with supporting the wastewater system are also budgeted in the Sewer Service fund in fiscal year 2021.

CAPITAL IMPROVEMENT PROJECTS

The second highest commitment of CIP funding is for the Wastewater Management System (WMS). The appropriation for Wastewater projects is \$2.65 million which represents 12.11% of the adopted CIP budget. The capital projects are done through the use of enterprise funds coming from the Sewerage Facilities Replacement Fund.

Sewer Projects

- \$1.3 million is programmed for the J Street Sewer Junction Structure Improvements at Bay Boulevard.
- A total of \$500,000 is planned for upgrades to the Agua Vista Pump Station.
- Sewer access roads at various locations will be rehabilitated at a cost of \$350,000.
- \$300,000 is programmed to complete sewer pipe rehabilitation at various locations throughout the city.
- Funding of \$200,000 is planned for ongoing sewer manhole rehabilitation efforts citywide.

Sewer Fund expenditures are summarized in the table below.

Sewer Fund Expenditures

Category	FY2020 ADOPTED	FY2021 ADOPTED	Change	% Change
Personnel Services	\$ 4,729,599	\$ 4,859,667	\$ 130,068	2.8%
Supplies and Services	\$ 27,277,332	\$ 28,581,177	\$ 1,303,845	4.8%
Other Expenses	\$ 75,000	\$ 75,000	\$ -	0.0%
Capital	\$ 1,392,900	\$ 1,392,900	\$ -	0.0%
Utilities	\$ 331	\$ 331	\$ -	0.0%
Internal Service Charges	\$ 316,705	\$ 316,705	\$ -	100.0%
Transfers Out	\$ 3,448,234	\$ 3,448,234	\$ -	0.0%
CIP Project Expenditures	\$ 3,886,796	\$ 2,650,000	\$ (1,236,796)	-31.8%
Non-CIP Project Expenditures	\$ 64,600	\$ 64,600	\$ -	100.0%
Total Expenditures	\$ 41,191,497	\$ 41,388,614	\$ 197,117	0.5%

Note: Expenditure amounts include Sewer Operating Funds: 411, 413 414, and 428. Note that Fund 430 is not included.

FUND DESCRIPTIONS

• Fund 411: Sewer Income Fund

This fund is used to account for all revenues collected to recover the City’s costs incurred constructing the public wastewater system. The funds are collected from new properties receiving a permit to connect to the City’s wastewater collection system. The owner or person making the application for connection pays fees to the City as designated in the master fee schedule. All funds received may be used only for the acquisition, construction, reconstruction, maintenance and operation of sanitation or sewerage facilities, or to reimburse a subdivider or any person who has constructed sewer facilities benefiting other properties. The fund may also be used to reimburse the City for any expense incurred in connection with the construction and installation of any sewer facility including engineering work and acquisition of rights-of-way.

• Fund 413: Trunk Sewer Capital Reserve Fund

The Trunk Sewer Capital Reserve Fund is used to account for the revenue derived from the sewer capacity charges or sewerage facility participation charges. The funds are collected from new properties or existing facilities to account for increases in sewer flow. All funds received may be used for the planning, design, or construction of sewerage collection or treatment or water reclamation purposes.

- Fund 414: Sewer Service Revenue Fund

The Sewer Service Revenue Fund is used to account for all monies collected from the monthly sewer service charge. Monies in this fund may be used for any and all sewer related activities. The primary use of these funds is the payment of the City's annual San Diego Metropolitan Sewer Capacity and Maintenance fees and to pay the operational costs of the 'in-city' sewer collection system.

- Fund 428: Sewer Facility Replacement Fund

A portion of the revenues derived from the monthly sewer service charge is deposited into the Sewerage Facilities Replacement Fund. Monies in this fund are used solely for the purpose of paying the cost of refurbishment and/or replacement of structurally deficient sewerage facilities including related evaluation, engineering, and utility modification costs.

The City Council can appropriate the funds for another purpose provided such purpose is for the construction, maintenance, or operation of sewers or incidental thereto, including any charge for its collection.

- Funds 430: Sewer Development Impact Fee Funds

These fees are levied against new development in specific areas of the City, based upon the sewer facility their project will impact. The monies collected are used to fund construction of public improvements designed to increase the capacity of the subject facilities, allowing the City to maintain service levels with increased demand.

SEWER FUNDS (411 - 428)

FUND SUMMARY				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	4,933,555	5,301,757	4,729,599	4,859,667
Supplies and Services	23,148,480	24,518,707	27,277,332	28,581,177
Other Expenses	6,540,154	6,743,952	75,000	75,000
Other Capital	(1,550)	241,438	1,392,900	1,392,900
Utilities	175	149	331	331
Internal Service Charges	-	380,135	316,705	316,705
Transfers Out	2,915,533	3,189,809	3,448,234	3,448,234
CIP Project Expenditures	252,542	100,370	3,886,796	2,650,000
Non-CIP Project Expenditures	47,700	5,311	64,600	64,600
TOTAL EXPENDITURES	\$ 37,836,590	\$ 40,481,626	\$ 41,191,497	\$ 41,388,614
REVENUES				
Licenses and Permits	(20,206)	(29,470)	(40,000)	(40,000)
Use of Money and Property	(1,012,538)	(4,366,143)	(51,726)	(51,726)
Charges for Services	(37,756,521)	(44,197,191)	(33,925,000)	(33,925,000)
Other Revenue	(439,139)	(380,866)	(415,000)	(415,000)
Transfers In	(150,000)	(150,000)	(150,000)	(150,000)
TOTAL REVENUES	\$ (39,378,404)	\$ (49,123,670)	\$ (34,581,726)	\$ (34,581,726)
NET PROGRAM EXPENDITURES	\$ (1,541,814)	\$ (8,642,043)	\$ 6,609,771	\$ 6,806,888

SEWER FUNDS (411 - 428)

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
411-Sewer Income	1,933	1,724	-	-
413-Trunk Sewer Capital Reserve	5,791,785	5,467,793	-	-
414-Sewer Service Revenue	31,796,901	34,565,306	37,154,701	38,588,614
428-Sewer Facility Replacement	245,971	446,803	4,036,796	2,800,000
TOTAL EXPENDITURES	\$ 37,836,590	\$ 40,481,626	\$ 41,191,497	\$ 41,388,614
REVENUES				
411-Sewer Income	(20,645)	(75,800)	-	-
412-Special Sewer	(3)	(11)	-	-
413-Trunk Sewer Capital Reserve	(6,221,028)	(6,422,339)	-	-
414-Sewer Service Revenue	(31,635,589)	(40,253,177)	(33,125,000)	(33,125,000)
428-Sewer Facility Replacement	(1,501,139)	(2,372,342)	(1,456,726)	(1,456,726)
TOTAL REVENUES	\$ (39,378,404)	\$ (49,123,670)	\$ (34,581,726)	\$ (34,581,726)
NET PROGRAM EXPENDITURES	\$ (1,541,814)	\$ (8,642,043)	\$ 6,609,771	\$ 6,806,888

SEWER DIF FUNDS (430)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	1,513	-	120,000	120,000
Other Expenses	33,033	495,865	341,590	760,490
Transfers Out	-	-	200,000	200,000
CIP Project Expenditures	-	-	840,000	-
TOTAL EXPENDITURES	\$ 34,546	\$ 495,865	\$ 1,501,590	\$ 1,080,490
REVENUES				
Use of Money and Property	(25,373)	(168,483)	(228,100)	(647,000)
Charges for Services	(1,201,669)	(1,265,579)	(2,160,000)	(2,160,000)
Transfers In	-	-	(200,000)	(200,000)
TOTAL REVENUES	\$ (1,227,043)	\$ (1,434,061)	\$ (2,588,100)	\$ (3,007,000)
NET PROGRAM EXPENDITURES	\$ (1,192,497)	\$ (938,196)	\$ (1,086,510)	\$ (1,926,510)



FLEET FUND

Fleet Fund



The Fleet Fund is an internal service fund, which like other internal service funds is used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis. The Fleet Management fund consists of two functions, Central Garage Operations and Equipment Replacement. Funds are collected on an annual basis through each affected department's operating budget and deposited in the Fleet Management Fund.

The Central Garage Operations function maintains the City's fleet of vehicles, both through City equipment mechanics and through contracts with local vendors for more specialized maintenance work, such as major transmission repairs. All City vehicles

are maintained by the Central Garage, these vehicles include those associated with safety services, streets and sewers, parks and open space, building and housing and, the library. Services provided include maintenance and repair of the vehicles, vehicle fuel, and other specialized services not directly related to any single vehicle.

With the approval of Measure P, Fleet has been able to address the replacement of many older vehicles that had reached the end of their useful life. The replacement of the vehicles has generated new workload (ordering and outfitting vehicles) as vehicles had not been replaced at this rate in prior years; the new vehicles reduce maintenance costs and provide reliable vehicles for service delivery. Fleet staff is also working on an upgrade to the fleet management system software and an RFP for the replacement of the fuel management system.

As part of the City's goal to reduce greenhouse emissions, the City has a fleet of approximately 40 electric vehicles with the corresponding charging stations to support those vehicles. The electric vehicles help reduce maintenance costs while making a positive impact to the environment.

REVENUES

Revenues in the Fleet Fund come directly from affected departments within the City through vehicle maintenance charges. These charges are based on the actual vehicles that reside within a department and include costs ranging from routine (oil changes, preventive maintenance) to major (transmission repair), as well as fuel costs.

Most vehicle replacement costs will be funded by Measure P sales tax revenues. Approximately \$6.5 million is allocated in the fiscal year 2021 Adopted Budget for the replacement of public safety and non-public safety vehicles within the Measure P Fund.

For fiscal year 2021, the adopted revenue budget for the Fleet Fund is \$3.8 million. The increase of revenues over the fiscal year 2020 Adopted Budget are due to an increase in the size of the fleet.

Fleet Fund Revenues

CATEGORY	FY 2020 ADOPTED	FY 2021 ADOPTED	CHANGE	% CHANGE
Charges for Services	\$ 35,000	\$ 35,000	\$ -	0.0%
Other Revenue	\$ 3,389,835	\$ 3,549,317	\$ 159,482	4.7%
Transfers In	\$ 218,942	\$ 218,942	\$ -	0.0%
Total	\$ 3,643,777	\$ 3,803,259	\$ 159,482	4.4%

EXPENDITURES

The Fleet fund's expenditures include costs to maintain City vehicles, as well as repair and replace equipment (motor vehicles, mowers, generators, equipment trailers, etc.) throughout the City. As discussed in the revenue summary above, these costs are then allocated back to the affected departments based on several factors such as the number of vehicles/equipment, repair history, and fuel usage.

The fiscal year 2021 Adopted Budget for Fleet Management is \$3.4 million. This amount includes funding for the necessary resources that will be required to sustain operations for service, repairs, and to fuel the City's fleet in fiscal year 2021.

Fleet Fund Expenditures

CATEGORY	FY 2020 ADOPTED	FY 2021 ADOPTED	CHANGE	% CHANGE
Personnel Services	\$ 950,666	\$ 935,492	\$ (15,174)	-1.6%
Supplies and Services	\$ 2,279,100	\$ 2,279,100	\$ -	0.0%
Other Expenses	\$ 400	\$ 400	\$ -	0.0%
Utilities	\$ 131,090	\$ 131,090	\$ -	0.0%
Internal Service Charges	\$ 21,748	\$ 21,748	\$ -	0.0%
Transfers Out	\$ 41,833	\$ 41,524	\$ (309)	0.0%
Total	\$ 3,424,837	\$ 3,409,354	\$ (15,483)	-0.5%

FLEET MANAGEMENT (391)

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	1,530,901	584,562	950,666	935,492
Supplies and Services	2,146,003	2,403,469	2,279,100	2,279,100
Other Expenses	360,104	243,078	400	400
Utilities	66,743	140,978	131,090	131,090
Internal Service Charges	-	31,335	21,748	21,748
Transfers Out	-	-	41,833	41,524
TOTAL EXPENDITURES	\$ 4,103,752	\$ 3,426,816	\$ 3,424,837	\$ 3,409,354
REVENUES				
Use of Money and Property	(845)	(13,213)	-	-
Charges for Services	(86,094)	(40,484)	(35,000)	(35,000)
Other Revenue	(3,198,458)	(3,822,890)	(3,389,835)	(3,549,317)
Transfers In	(85,267)	-	(218,942)	(218,942)
TOTAL REVENUES	\$ (3,370,665)	\$ (3,876,588)	\$ (3,643,777)	\$ (3,803,259)
NET FUND ACTIVITY	\$ 733,087	\$ (449,772)	\$ (218,940)	\$ (393,905)

FLEET MANAGEMENT

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
391-Central Garage Fund	3,745,290	3,185,380	3,424,837	3,409,354
392-Equipment Vehicle Replacement	358,462	-	-	-
394-Vehicle Replacement Fund	-	241,436	-	-
TOTAL EXPENDITURES	\$ 4,103,752	\$ 3,426,816	\$ 3,424,837	\$ 3,409,354
REVENUES				
391-Central Garage Fund	-	-	-	-
391-Central Garage Fund	(3,367,183)	(3,518,288)	(3,424,835)	(3,584,317)
392-Equipment Vehicle Replacement	(3,482)	-	-	-
394-Vehicle Replacement Fund	-	(358,299)	(218,942)	(218,942)
TOTAL REVENUES	\$ (3,370,665)	\$ (3,876,588)	\$ (3,643,777)	\$ (3,803,259)
NET FUND ACTIVITY	\$ 733,087	\$ (449,772)	\$ (218,940)	\$ (393,905)

CAPITAL PROJECT FUNDS

Capital Project Funds

Capital Projects Funds account for resources used for the acquisition and construction of capital facilities by the City, with the exception of those assets financed by proprietary funds.

ASSESSMENT DISTRICT IMPROVEMENT FUNDS

These funds were established as depositories for monies received from issuance of bonds for various assessment districts. The monies are used to finance the construction of public works improvements in the related districts. Included in this group are funds 501 through 518.

DEVELOPMENT IMPACT FEES (DIF)

These funds were established as depositories for various development impact fees. The fees are levied against all new development in the City in order to pay for the construction or improvement of public facilities as a result of City growth. Included in this group are the following funds:

- Fund 542: Drainage Development Impact Fee
This fee is levied against new development in specific areas of the City, based upon the drainage facility their project will generate an impact on. The monies collected are used to fund construction of public improvements designed to increase the capacity of the subject facilities, allowing the City to maintain service levels with increased demand.
- Funds 560: Public Facilities Development Impact Fees
The Public Facilities Development Impact Fee (PFDIF) is levied against new development throughout the City to mitigate the impacts of growth on the City's public services. The monies collected are used in the construction of new, and renovation of existing, public facilities.
- Fund 580: Pedestrian Bridge DIF
The Otay Ranch Pedestrian Bridge DIF is levied against all new development in Otay Ranch Villages 1, 2, 5, 6, and 11 to fund the construction of pedestrian bridge improvements, as necessitated by growth in these villages.
- Fund 590: Transportation Development Impact Fee
The Transportation Development Impact Fee (TDIF) is levied against all new development in the City to fund the construction of transportation improvements, as necessitated by growth in the City.

OTHER TRANSPORTATION FUNDS

Included as a part of this group are the following:

- Fund 723: Bicycle Facilities
This fund is a depository for local Transportation Development Act funds, Article 3.0, received from the County for bicycle related programs.
- Fund 725: Industrial Development Authority
The Industrial Development Authority (IDA) is a conduit-issuer of bonds, formed in February 1982 (Ordinance 1970) by the City of Chula Vista City Council. The IDA enables bonds to be issued with a tax-exempt status, but does not pledge City funds to repay the bond issues. The City can issue and sell bonds to provide financial assistance that has a public benefit for the acquisition, construction and installation of facilities for industrial, commercial, business or public utility purposes.

- Fund 735: Transportation Partnership
This fund is a depository for the revenues received from the State and Local Transportation Partnership Program. Funds must be spent on street purposes.
- Fund 736: Other Transportation Programs
This fund accounts for other miscellaneous Federal and State transportation grants received by the City.
- Fund 741: Proposition 1B Highway Safety
This fund is a depository for revenues received from the State government under Proposition 1B (The Highway Safety, Traffic Reduction, Air Quality, and Port Security Act), as approved by voters in the November 2006 general election. Funds must be spent on street purposes.

MISCELLANEOUS CAPITAL IMPROVEMENT PROGRAM FUNDS

Included as part of this group are the following:

- Fund 713: Capital Improvement Fund
The Capital Improvement Fund is used to account for general purpose capital projects funded primarily from General Fund. Funds are utilized to account for resources used for the acquisition and construction of capital facilities by the City.
- Fund 715: Park Acquisition and Development (East)
This fund is a depository for fees collected from subdividers for the purpose of providing park and recreational facilities directly benefiting and serving the residents of the regulated subdivision east of the 805. These funds are collected pursuant to Chapter 17.10 of the Chula Vista Municipal Code, in accordance with authority granted by Section 66477 of the California Government Code.
- Fund 716: Park Acquisition and Development (West)
This fund is a depository for fees collected from subdividers for the purpose of providing park and recreational facilities directly benefiting and serving the residents of the regulated subdivision west of the 805. These funds are collected pursuant to Chapter 17.10 of the Chula Vista Municipal Code, in accordance with authority granted by Section 66477 of the California Government Code.
- Fund 717: Residential Construction Tax
This fund is a depository for fees levied for the construction, replacement, or conversion of all dwelling units within the City including hotels and motels, collected pursuant to Chapter 3.32 of the Chula Vista Municipal Code.
- Fund 725: Industrial Development Authority
The Industrial Development Authority (IDA) is a conduit-issuer of bonds, formed in February 1982 (Ordinance 1970) by the City of Chula Vista City Council. The IDA enables bonds to be issued with a tax-exempt status, but does not pledge City funds to repay the bond issues. The City is able to issue and sell bonds to provide financial assistance that has a public benefit for the acquisition, construction and installation of facilities for industrial, commercial, business or public utility purposes.

ASSESSMENT DISTRICTS IMPROVEMENT FUNDS (507 - 518)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Other Expenses	1,174,700	545	-	-
Transfers Out	62,749	42	-	-
TOTAL EXPENDITURES	\$ 1,237,449	\$ 587	\$ -	\$ -
REVENUES				
Use of Money and Property	(15,424)	(37,932)	-	-
Other Revenue	(1)	(2)	-	-
TOTAL REVENUES	\$ (15,425)	\$ (37,934)	\$ -	\$ -
NET FUND ACTIVITY	\$ 1,222,024	\$ (37,347)	\$ -	\$ -

ASSESSMENT DISTRICTS IMPROVEMENT FUNDS (507 - 518)

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
511-OV Rd Fee Recovery District	-	545	-	-
512-EL Greens II AD 94-1 Imprvmnt	1,174,700	-	-	-
517-AD2004-1 Dixon Drive	30,694	42	-	-
518-AD2005-1 Tobias Drive	32,055	-	-	-
TOTAL EXPENDITURES	\$ 1,237,449	\$ 587	\$ -	\$ -
REVENUES				
507-Otay Valley Rd AD 90-2 Impvt	(857)	(3,076)	-	-
508-Assessment District 97-2	(0)	(6,951)	-	-
511-OV Rd Fee Recovery District	(9,518)	(27,972)	-	-
512-EL Greens II AD 94-1 Imprvmnt	(4,885)	68	-	-
517-AD2004-1 Dixon Drive	(85)	(0)	-	-
518-AD2005-1 Tobias Drive	(79)	(3)	-	-
TOTAL REVENUES	\$ (15,425)	\$ (37,934)	\$ -	\$ -
NET FUND ACTIVITY	\$ 1,222,024	\$ (37,347)	\$ -	\$ -

DEVELOPMENT IMPACT FEES FUNDS

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	27,648	7,919	57,000	57,000
Other Expenses	270,690	894,717	1,039,500	1,250,641
Other Capital	286,835	199,149	-	-
Transfers Out	5,178,174	4,639,183	7,885,335	6,400,933
CIP Project Expenditures	2,564,513	3,349,260	910,000	611,000
Non-CIP Project Expenditures	-	-	15,000	15,000
TOTAL EXPENDITURES	\$ 8,327,860	\$ 9,090,229	\$ 9,906,835	\$ 8,334,574
REVENUES				
Use of Money and Property	(391,694)	(2,242,068)	(9,500)	(186,085)
Charges for Services	(19,547,819)	(16,089,392)	(15,546,600)	(15,546,600)
Transfers In	-	(107,415)	(1,186,045)	(1,186,045)
TOTAL REVENUES	\$ (19,939,513)	\$ (18,438,875)	\$ (16,742,145)	\$ (16,918,730)
NET FUND ACTIVITY	\$ (11,611,653)	\$ (9,348,647)	\$ (6,835,310)	\$ (8,584,156)

DEVELOPMENT IMPACT FEES FUNDS

FUND DETAIL

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
542-Drainage DIF	96,457	215,932	10,000	10,000
560-Public Facilities DIF	5,643,728	5,578,898	8,555,790	6,917,529
580-Pedestrian Bridge DIFs	12,405	24,047	95,000	95,000
590-Transportation DIFs	2,575,270	3,271,351	1,246,045	1,312,045
TOTAL EXPENDITURES	\$ 8,327,860	\$ 9,090,229	\$ 9,906,835	\$ 8,334,574
REVENUES				
542-Drainage DIF	(41,239)	(143,727)	-	-
560-Public Facilities DIF	(14,123,833)	(10,273,973)	(13,516,045)	(13,516,045)
580-Pedestrian Bridge DIFs	(414,969)	(283,256)	(700,000)	(700,000)
590-Transportation DIFs	(5,359,473)	(7,737,919)	(2,526,100)	(2,702,685)
TOTAL REVENUES	\$ (19,939,513)	\$ (18,438,875)	\$ (16,742,145)	\$ (16,918,730)
NET FUND ACTIVITY	\$ (11,611,653)	\$ (9,348,647)	\$ (6,835,310)	\$ (8,584,156)

MISCELLANEOUS CIP FUNDS

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	12,737	16,557	50,000	50,000
Other Expenses	2,697,182	561,554	72,000	286,669
Transfers Out	665,205	931,912	717,905	719,353
CIP Project Expenditures	3,877,384	6,656,731	-	202,052
TOTAL EXPENDITURES	\$ 7,252,508	\$ 8,166,754	\$ 839,905	\$ 1,258,074
REVENUES				
Use of Money and Property	(423,833)	(1,702,763)	10,000	(226,669)
Charges for Services	(3,143,699)	(780,194)	(1,500,000)	(1,500,000)
Other Revenue	(1,432,946)	(1,754,876)	(325,505)	(325,505)
Transfers In	(14,338,521)	-	(50,000)	(50,000)
TOTAL REVENUES	\$ (19,338,999)	\$ (4,237,833)	\$ (1,865,505)	\$ (2,102,174)
NET FUND ACTIVITY	\$ (12,086,490)	\$ 3,928,921	\$ (1,025,600)	\$ (844,100)

MISCELLANEOUS CIP FUNDS

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
713-Capital Improvement Projects	3,861,803	6,731,569	-	202,052
715-Parkland Acquisition & DevFees	2,713,280	338,632	85,000	85,000
716-Western-Park Acquisition & Dev	12,220	239,641	87,000	301,669
717-Residential Construction Tax	665,205	856,912	667,905	669,353
TOTAL EXPENDITURES	\$ 7,252,508	\$ 8,166,754	\$ 839,905	\$ 1,258,074
REVENUES				
713-Capital Improvement Projects	(14,870,032)	(1,726,590)	-	-
715-Parkland Acquisition & DevFees	(2,034,924)	(1,856,979)	(1,540,000)	(1,776,669)
716-Western-Park Acquisition & Dev	(1,448,637)	(423,060)	-	-
717-Residential Construction Tax	(985,406)	(231,204)	(325,505)	(325,505)
725-Industrial Development Auth.	(0)	(1)	-	-
TOTAL REVENUES	\$ (19,338,999)	\$ (4,237,834)	\$ (1,865,505)	\$ (2,102,174)
NET FUND ACTIVITY	\$ (12,086,491)	\$ 3,928,920	\$ (1,025,600)	\$ (844,100)

OTHER TRANSPORTATION FUNDS

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Transfers Out	-	107,415	-	-
CIP Project Expenditures	9,121,154	8,484,914	2,233,900	-
TOTAL EXPENDITURES	\$ 9,121,154	\$ 8,592,329	\$ 2,233,900	\$ -
REVENUES				
Use of Money and Property	(58,231)	58,084	-	-
Revenue from Other Agencies	(9,680,843)	(7,970,191)	(2,233,900)	-
TOTAL REVENUES	\$ (9,739,074)	\$ (7,912,107)	\$ (2,233,900)	\$ -
NET FUND ACTIVITY	\$ (617,919)	\$ 680,222	\$ -	\$ -

OTHER TRANSPORTATION FUNDS

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
736-Other Transportation Program	9,121,154	8,592,329	2,233,900	-
TOTAL EXPENDITURES	\$ 9,121,154	\$ 8,592,329	\$ 2,233,900	\$ -
REVENUES				
723-Bicycle Facilities Fund	(28)	28	-	-
735-Transportation Partnership	(53)	(3)	-	-
736-Other Transportation Program	(9,738,927)	(7,912,107)	(2,233,900)	-
741-Prop 1B Highway Safety	(65)	(24)	-	-
TOTAL REVENUES	\$ (9,739,073)	\$ (7,912,106)	\$ (2,233,900)	\$ -
NET FUND ACTIVITY	\$ (617,919)	\$ 680,224	\$ -	\$ -

DEBT SERVICE FUNDS

Debt Service Funds

The debt service requirement for the City, Public Financing Authority and Municipal Financing Authority is \$19.6 million for fiscal year 2021. Successor Agency to the Redevelopment Agency debt is reported in the “Debt Administration” section of the budget. The \$19.6 million are the required payments for the debt per the amortization schedules however, the amounts budgeted or actually paid are usually less due to funds available with the trustee as a result of interest earnings or excess cash in the various debt service funds that reduce the required cash outlay budgeted for the annual payment of the debt.

Debt service payments are made from various City and Funds in accordance with the legal documents governing each borrowing. Present debt is in the form of Certificates of Participation, Lease Revenue Bonds, Long Term Notes and Lease-Purchase Obligations. Debt has been issued by the City to finance a wide variety of projects, including the construction of the Public Works Center, the Police Facility, parking facilities, refurbishment of the Chula Vista Shopping Mall, property acquisitions, building remodeling, and equipment and software acquisition.

Annual debt service costs are funded by the General Fund and Public Facilities Development Impact Fee Fund.

DEBT SERVICE – CITY FUND

Debt Service for City Fund accounts for the activities of the City’s bonds (not issued by the CV Public Financing Authority or the CV Municipal Financing Authority), notes and capital leases. Debt service expenditures for the City Fund are approximately \$1.9 million offset by revenues of \$1.9 million. To follow is a brief description of the City Fund - debt service funds.

- Fund 442: CDBG Section 108 Loan

In June of 2008, the City received a loan of \$9.5 million from the U.S. Department of Housing and Urban Development (HUD), under the Section 108 program. These funds will be repaid with a portion of the City’s annual CDBG allocation, over the next 20 years. The funds will be used for the ‘Castle Park Infrastructure Project’. The Section 108 loan is an ‘advance’ of future CDBG entitlement funds, and, as such, is repaid with a portion of the City’s annual entitlement.

On November 27, 2018, the City received notice from HUD regarding the opportunity to refinance the existing loan with a lower interest rate. On December 6, 2018, the City notified HUD of its election to redeem the current note. The City signed the agreement for the refinancing on January 23, 2019. This refinancing will result in cost savings to the City from lower interest rates received during the remaining life of the loan.

- Fund 452: Capital Leases

This fund was established to account for the lease/purchase of the Fire Department’s apparatuses, the Police Department’s Mobile Data Computers, and Energy Conservation equipment.

In December 2012, the City entered into a lease purchase agreement with Bank of America to purchase certain energy conservation equipment. The agreement would bridge the financial gap between the Municipal Streetlight Retrofit Project capital costs and the available rebates for energy conservation equipment.

In October 2013, the City entered into a lease purchase agreement with OshKosh Capital to purchase one Pierce Arrow XT Triple Combination Pumper Fire Engine. In 2018, it was decided that this lease would be paid out of the revenues from the newly adopted tax increase known as Measure P.

In March 2015, the City entered into a lease purchase agreement with Marlin Leasing Corporation to purchase 99 Panasonic Toughbooks (mobile data computers) and associated software.

In November 2015, the City entered into a lease purchase agreement with PNC Equipment Finance for the acquisition of two Pierce Arrow XT Triple Combination Pumper/Fire Engines. In 2018, it was decided that this lease would be paid out of the revenues from the newly adopted tax increase known as Measure P.

In August 2016, the City entered into a lease purchase agreement with JP Morgan Chase Bank, N.A. for the acquisition of one Pierce Fire Engine. In 2018, it was decided that this lease would be paid out of the revenues from the newly adopted tax increase known as Measure P.

- Fund 453: Energy Loan Repayment

This fund accumulates payment of principal and interest on a loan obtained through the California Energy Commission to fund various energy conservation capital projects.

On July 23, 2013, the City Council authorized a 16-year lease purchase agreement with Banc of America to fund various solar energy projects for City facilities. The original amount of the loan was \$2,121,500 and will be repaid through future energy savings.

DEBT SERVICE – CHULA VISTA PUBLIC FINANCING AUTHORITY

The Chula Vista Public Financing Authority (PFA) formed in April 1995 to provide for financing of acquisition, construction and improvement of public capital improvements. The PFA has been used to issue Certificates of Participation on behalf of the City.

Debt service expenditures for the PFA are approximately \$6.8 million with offsetting revenues of \$6.8 million. To follow is a brief description of the Chula Vista PFA - debt service funds.

- Fund 472: 2004 Certificates of Participation – Civic Center Project – Phase I

In August 2004, the Public Financing Authority issued the 2004 COP in the amount of \$37,240,000 to finance the construction and equipping of certain improvements to the Civic Center complex and to provide funds for infrastructure improvements in western Chula Vista. The source of repayment of the certificates is the lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The 2004 COPs were refunded in September 2015.

- Fund 473: 2006 Certificates of Participation – Civic Center Project – Phase II

In March 2006, the Public Financing Authority issued the 2006 COP in the amount of \$20,325,000 to finance the construction and equipping of additional improvements to the Civic Center complex and for the renovation of the City's Nature Center. The 2006 COPs were refunded in July 2016.

- Fund 474: 2010 COP Refinance – Corporation Yard and Civic Center Phase III)

In February 2010, the Public Financing Authority issued the 2010 COP in the amount of \$29,355,000 to refinance the outstanding \$15,640,000 principal balance of the 2000 Certificate of Participation and to finance certain capital improvement projects. The source of repayment of the certificates is the lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The 2010 COPs were refunded in July 2016.

- Fund 475: 2014 Refunding Certificates of Participation

In March 2014, the Public Financing Authority issued the 2014 COP in the amount of \$45,920,000 to refinance the outstanding principal balance of the 2002 Certificates of Participation. The source of repayment of the certificates is the lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through calendar year 2032.

- Fund 476: 2015 Refunding Certificates of Participation
In September 2015, the Public Financing Authority issued the 2015 COP in the amount of \$34,330,000 to refinance the outstanding principal balance of the 2004 Certificates of Participation and to refinance part of the outstanding principal balance of the 2006 Certificates of Participation. The source of repayment of the certificates is the lease payments to be made by General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through calendar year 2034.
- Fund 477: 2016 Refunding Certificates of Participation
In July 2016, the Public Financing Authority issued the 2016 COP in the amount of \$8,600,000 to refinance the outstanding principal balance of the 2006 Certificates of Participation. The source of repayment of the certificates is the lease payments to be made by General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through calendar year 2036.

DEBT SERVICE – CHULA VISTA MUNICIPAL FINANCING AUTHORITY

The Chula Vista Municipal Financing Authority (PFA) formed in June 2013 to provide for financing or refinancing for the acquisition, construction and improvement of public capital improvements. The MFA has been used to issue Lease Revenue Refunding Bonds on behalf of the City.

Debt service expenditures for the MFA are approximately \$11 million with offsetting revenues of \$11 million. To follow is a brief description of the Chula Vista MFA - debt service fund.

- Fund 478: 2016 Lease Revenue Refunding Bonds
In July 2016, the Municipal Financing Authority issued the 2016 LRRB in the amount of \$25,885,000 to refinance the outstanding principal balance of the 2010 Certificates of Participation. The source of repayment of the LRRBs is the lease payments to be made by General Fund and PFDIF to the Municipal Financing Authority. The term of the lease is through calendar year 2033.
- Fund 220: 2017 Lease Revenue Bonds Series
In July 2017, the Municipal Financing Authority issued the 2017 Lease Revenue Bonds in the amount of \$61,355,000 to finance critical City infrastructure, facilities, and equipment. The source of repayment of the 2017 Lease Revenue Bonds is revenue generated from the citizen-approved Measure P Sales tax. The term of the issuance is through calendar year 2027.
- Fund 479: Lease Revenue Bonds Series 2017A & Series 2017B
In December 2017, the Municipal Financing Authority issued the 2017 LRB Series A in the amount of \$12,045,000 and the 2017 LRB Series B in the amount of \$1,085,000 to finance photovoltaic energy systems at various City facilities. The source of repayment of the LRB is the lease payments to be made by General Fund to the Municipal Financing Authority. The term of the Series 2017A lease is through calendar year 2048 and the term of the Series 2017B lease is through calendar year 2028.

DEBT SERVICE - CITY FUNDS (442 - 453)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Other Expenses	1,750,039	1,659,811	1,760,398	1,683,496
Transfers Out	-	67,448	-	-
TOTAL EXPENDITURES	\$ 1,750,039	\$ 1,727,258	\$ 1,760,398	\$ 1,683,496
REVENUES				
Use of Money and Property	(2,808)	(4,092)	-	-
Other Revenue	(40,000)	(34,786)	(288,000)	(281,930)
Transfers In	(1,487,386)	(1,702,561)	(1,485,998)	(1,415,165)
TOTAL REVENUES	\$ (1,530,194)	\$ (1,741,438)	\$ (1,773,998)	\$ (1,697,095)
NET FUND ACTIVITY	\$ 219,846	\$ (14,180)	\$ (13,600)	\$ (13,599)

DEBT SERVICE - CITY FUNDS (442 - 453)

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
442-CDBG Section 108 Loan	762,118	763,126	763,427	633,650
452-Equipment Lease Fund	349,623	343,882	502,716	552,671
453-Energy Conservation Loans	638,298	620,251	494,255	497,175
TOTAL EXPENDITURES	\$ 1,750,039	\$ 1,727,258	\$ 1,760,398	\$ 1,683,496
REVENUES				
442-CDBG Section 108 Loan	(762,118)	(763,126)	(763,427)	(633,650)
451-Long Term Debt - City of CV	-	41	-	-
452-Equipment Lease Fund	(351,663)	(329,084)	(258,316)	(308,271)
453-Energy Conservation Loans	(416,412)	(649,270)	(752,255)	(755,174)
TOTAL REVENUES	\$ (1,530,194)	\$ (1,741,438)	\$ (1,773,998)	\$ (1,697,095)
NET FUND ACTIVITY	\$ 219,846	\$ (14,180)	\$ (13,600)	\$ (13,599)

DEBT SERVICE - PUBLIC FINANCING AUTHORITY (472 - 479)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	12,200	15,613	28,302	30,705
Other Expenses	9,439,206	9,483,825	9,585,255	9,594,856
Transfers Out	12,903,918	-	-	-
TOTAL EXPENDITURES	\$ 22,355,324	\$ 9,499,438	\$ 9,613,557	\$ 9,625,561
REVENUES				
Use of Money and Property	(50,079)	(167,764)	-	-
Other Revenue	(13,405,134)	(317,154)	(314,139)	(315,485)
Transfers In	(8,940,908)	(7,930,052)	(9,299,418)	(9,310,076)
TOTAL REVENUES	\$ (22,396,121)	\$ (8,414,969)	\$ (9,613,557)	\$ (9,625,561)
NET FUND ACTIVITY	\$ (40,797)	\$ 1,084,468	\$ -	\$ -

DEBT SERVICE - PUBLIC FINANCING AUTHORITY (472 - 479)

FUND DETAIL

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
475-2014 COP Refunding	3,600,081	3,607,576	3,603,706	3,611,332
476-2015 Refunding COP	2,929,013	2,923,585	2,929,568	2,935,919
477-2016 Ref COP Civic Ctr/Nature	284,800	284,985	287,551	289,452
478-2016 LRRB PFDIF/COP	2,147,525	2,153,025	2,156,175	2,155,975
479-2017 CREBs LRBs	13,393,905	530,266	636,557	632,883
TOTAL EXPENDITURES	\$ 22,355,324	\$ 9,499,438	\$ 9,613,557	\$ 9,625,561
REVENUES				
475-2014 COP Refunding	(3,609,558)	(2,500,083)	(3,603,706)	(3,611,332)
476-2015 Refunding COP	(2,936,388)	(2,975,410)	(2,929,568)	(2,935,919)
477-2016 Ref COP Civic Ctr/Nature	(289,988)	(298,511)	(287,551)	(289,452)
478-2016 LRRB PFDIF/COP	(2,143,795)	(2,133,080)	(2,156,175)	(2,155,975)
479-2017 CREBs LRBs	(13,416,391)	(507,885)	(636,557)	(632,883)
TOTAL REVENUES	\$ (22,396,121)	\$ (8,414,969)	\$ (9,613,557)	\$ (9,625,561)
NET FUND ACTIVITY	\$ (40,797)	\$ 1,084,468	\$ -	\$ -



OTHER FUNDS

Other Funds

The funds included in this section include miscellaneous Special Revenue and Internal Service funds. Special Revenue Funds are used to account for proceeds derived from various revenue sources, which are legally restricted to expenditures for specific purposes. Internal Service Funds are used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis. Internal Service Funds account for the activities of worker's compensation, insurance, and technology replacement.

To follow is a brief description of special revenue funds.

TRANSPORTATION FUNDS

Included in this group are the following funds:

- Fund 221: Gas Tax
This fund accounts for the receipt and expenditure of all monies received from the State under Street and Highway Code Sections 2103, 2105, 2106, 2107, 2107.5, and the Road Repair and Accountability Act of 2017 (Senate Bill 1). The allocations must be spent for street maintenance or construction and a limited amount for engineering. Historically, these monies were deemed highly restrictive insofar as expenditure, but with adoption of AB1502 effective January 1, 1978 most of the money can be used for any street purpose.
- Fund 227: Transportation Sales Tax
This fund was established to account for the receipt and disbursement of all transportation sales tax (TransNet) revenues for the City. In November 1987, San Diego County voters first approved the Transportation Program (TransNet). In November of 2004, voters approved a 40-year extension of the program, which funds transportation improvements throughout the region via a half-cent local sales tax. The City's allocation of regional funds is based upon population and the number of local street and road miles maintained by the City.

PARKING FUNDS

Included as part of this group are the following funds:

- Fund 241: Parking Meter
Parking Meter Fund revenues are generated through two sources: coin deposits from parking meters located in the downtown area, and parking citation payments for expired meter violations. These funds pay for the coin collection and maintenance of the meters, the parking enforcement staff that monitors the downtown area, and general upkeep and signage of the downtown parking lots.
- Fund 243: Town Center I Parking
This fund is used to account for revenues from an in-lieu parking fee. This in-lieu parking fee applies to any developer of a new commercial building or addition to an existing commercial building within the Downtown Parking District. Use of monies in this fund is restricted to the purchase or development of parking sites.

PUBLIC SAFETY FUNDS

Included in this group are the following funds:

- Fund 245: Traffic Safety
This fund is a depository for all monies derived from vehicle code fines, excluding parking violations. The fines are collected through the County court system and remitted to the City monthly. These monies may be expended only for traffic control devices and equipment and maintenance thereof or for the maintenance, improvement or construction of public streets.

LIBRARY/CULTURAL ARTS FUNDS

Included in this group are the following funds:

- Fund 267: Permanent Endowments Fund
The Permanent Endowments Fund was established from a contribution from Gayle McCandliss in 1991 shortly after she passed away. Consistent with her wishes, it was established as a perpetual fund to recognize and provide monetary support or recognition to individuals or groups who make substantial contribution to the arts in the City of Chula Vista.

SUNDRY GRANT & MISCELLANEOUS FUNDS

Included as part of this group are the following funds:

- Fund 223: Telephone Users Tax (TUT) Common Fund
This fund is used to account for funds in accordance with a 2014 settlement agreement that resolved a class action lawsuit challenging the City's collection of Telephone Users' Taxes from wireless customers.
- Fund 269: Other Grant Fund
The Other Grants Fund was established to account for all grants other than Federal and State grants such as: San Diego Neighborhood Reinvestment Program and Be the Change grants.
- Fund 270: Mobile Home Rent Review Program Fund
This fund is a depository for monies collected for the Mobile Home Administrative Fee. This fee was established in July 2011 to ensure a consistent funding source for administration and implementation of Chula Vista Municipal Code 9.50 – Mobile Home Park Space Rent Review.
- Fund 271: Local Grants
This fund was established to account for the receipt and disbursement of local grant funds received by the City (non-Federal or State Grants).
- Fund 272: Federal Grants Fund
This fund was established to account for the receipt and disbursement of all Federal Grants received by the City.
- Fund 273: State Grants Fund
This fund was established to account for the receipt and disbursement of all State Grants received by the City (excluding Recreation related grants).

ENVIRONMENTAL SERVICES AND CONSERVATION FUNDS

Included as part of this group are the following funds:

- Fund 282: Environmental Services
The Environmental Services fund is a depository for revenue that is generated primarily by a 5% surcharge (AB 939 fees) applied to the refuse rates for residential and commercial customers. The surcharge is authorized by the State to recover the costs of developing and implementing source reduction, recycling, and composting programs that are implemented to meet the State mandate to divert 50% of all waste generated annually in the City from landfills. The fund also includes two annual flat fees paid by the franchise hauler under the franchise agreement to cover litter container costs and to support the programs public education and enforcement service costs.

STORM DRAIN FUND

Storm Drain Revenue (Fund 301) – In accordance with Chapter 14.16 of the Chula Vista Municipal Code all proceeds of the storm drain fee are deposited into the Storm Drain Revenue Fund. Monies in this fund may only be used for storm drain purposes. The monthly storm drain service charge is included on the sewer bill.

COMMUNITY DEVELOPMENT BLOCK GRANT HOUSING PROGRAM FUND

The overall CDBG entitlement funds are now budgeted in Fund 272 Federal Grants.

- 311: CDBG Housing Program

These funds are depositories of grant entitlement monies received from the Department of Housing and Urban Development for the Housing Program. The purpose of these monies is for community development projects; eligible activities include those that:

- Benefit low and moderate income people.
- Eliminate slums and blight.
- Alleviate conditions posing a serious health and/or safety hazard.

OPEN SPACE DISTRICT FUNDS

These funds are a depository for all monies received for all flat rate property tax assessments levied against benefiting property owners for all maintenance of open space areas. Included in this group are funds 342 through 389.

The total assessment amount for each Open Space District is calculated each year based upon the cost of providing services within the district. This assessment rate is limited to the prior year's amount, increased by the lesser of two local indexes. In recent years the indexed increases were not effectively keeping pace with the actual costs of providing these services to the property owners. In fiscal year 2007-08 staff went through the Proposition 218 process on seven districts/zones, in order to bring revenues in line with actual maintenance costs. Only one of the seven districts were approved for an increase in assessment. As a result, a concentrated effort has been made to reduce expenditures to within available resources.

MISCELLANEOUS SPECIAL REVENUE FUNDS

Included in this grouping are the following fund:

- Fund 316: Public Educational & Government Fee Fund

This fund accounts for funds received through State Video Franchise Fees to support Public, Education, and Governmental (PEG) access channel facilities. These funds are restricted. The funds will be used to replace presentation and broadcasting equipment.

INTERNAL SERVICE FUNDS

Included as part of this group are the following funds:

- Fund 234: Advanced Life Support (ALS) Fund

This fund accounts for the receipt of pass-through revenue from ambulance services to fund First Responder Advanced Life Support program.

- Fund 341: Public Liability Trust Fund

This fund is a depository for contributions made from the General Fund to provide an appropriate reserve level to pay for uninsured and deductibles for public liability losses. The City is self-insured for amounts up to \$250,000 per claim.

- Fund 393: Technology Replacement Fund
The Technology Replacement Fund is an internal service function that provides for the replacement of computers and related technology equipment. Funds from departments' operating budgets are transferred to the Technology Replacement Fund for future replacement of equipment included in the program. Due to economic reasons, the program has not been funded for several years. Computer replacement has been included in various funds based on available resources.
- Fund 394: Vehicle Replacement Fund
The Vehicle Replacement Fund was established to set aside funds for the purchase and/or replacement of vehicles.
- Fund 398: Workers Compensation
This fund is a depository for contributions made from all funds, which have personnel allocated to them, to pay for annual costs related to workers' compensation liabilities including the provision of an appropriate reserve to pay uninsured claims costs. The City is self-insured for amounts up to \$1.0 million per claim. The amount of the reserve and the required annual transfer is determined by the Director of Finance, based on experience and consultation with the Risk Manager.

OTHER ENTERPRISE FUNDS

Included as part of this group are the following funds:

- Fund 405: City Jail
This fund is used to account for revenues and expenditures related to the operation of the City Jail.
- Fund 406: Chula Vista Municipal Golf Course
This fund is used to account for revenues and expenditures related to the operation of the Chula Vista Municipal Golf Course.
- Fund 407: Living Coast Discovery Center
This account is to track revenues and expenses related to the Living Coast Discovery Center.
- Fund 409: Chula Vista Elite Athlete Training Center
This fund accounts for the revenues and expenditures related to the management of the Chula Vista Elite Athlete Training Center.

CV BAYFRONT FINANCE AUTHORITY

Fund 693 is a Custodial Fund to account for contractual commitments with the Port of San Diego, RIDA Chula Vista LLC, and the City of Chula Vista related to the development of a destination resort hotel and convention center project on the Chula Vista Bayfront.

OTHER FUNDS - TRANSPORTATION FUNDS (221 - 227)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	-	-	306,942	229,568
Supplies and Services	1,602	565	-	-
Other Expenses	2,192	25,194	-	-
Internal Service Charges	-	-	5,000	5,000
Transfers Out	4,259,428	4,258,671	4,343,236	4,343,236
CIP Project Expenditures	7,790,350	7,539,097	14,223,537	14,316,834
Non-CIP Project Expenditures	52,052	-	-	-
TOTAL EXPENDITURES	\$ 12,105,624	\$ 11,823,526	\$ 18,878,715	\$ 18,894,638
REVENUES				
Use of Money and Property	(13,442)	(234,969)	-	-
Other Agency Revenue	(7,297,227)	(10,414,438)	(11,444,751)	(11,940,805)
Other Revenue	(7,531,949)	(3,119,817)	(6,379,500)	(6,379,500)
TOTAL REVENUES	\$ (14,842,618)	\$ (13,769,224)	\$ (17,824,251)	\$ (18,320,305)
NET FUND ACTIVITY	\$ (2,736,994)	\$ (1,945,698)	\$ 1,054,464	\$ 574,333

OTHER FUNDS - TRANSPORTATION FUNDS (221 - 227)

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
221-Transportation Grants-Gas Tax	4,803,014	6,272,734	12,075,994	12,670,309
227-Transportation Sales Tax	7,302,610	5,550,792	6,802,721	6,224,329
TOTAL EXPENDITURES	\$ 12,105,624	\$ 11,823,526	\$ 18,878,715	\$ 18,894,638
REVENUES				
221-Transportation Grants-Gas Tax	(7,281,065)	(10,632,763)	(11,444,751)	(11,940,805)
227-Transportation Sales Tax	(7,561,553)	(3,136,461)	(6,379,500)	(6,379,500)
TOTAL REVENUES	\$ (14,842,618)	\$ (13,769,224)	\$ (17,824,251)	\$ (18,320,305)
NET FUND ACTIVITY	\$ (2,736,994)	\$ (1,945,698)	\$ 1,054,464	\$ 574,333

OTHER FUNDS - PARKING FUNDS (241 - 243)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	265,378	335,851	360,700	360,700
Other Expenses	234,445	229,825	198,500	198,500
Utilities	8,861	10,642	13,070	13,070
CIP Project Expenditures	171	128,586	-	-
TOTAL EXPENDITURES	\$ 508,855	\$ 704,904	\$ 572,270	\$ 572,270
REVENUES				
Licenses and Permits	(25,584)	(30,080)	(25,000)	(25,000)
Fines and Penalties	(248,904)	(265,241)	(200,000)	(200,000)
Use of Money and Property	(280,664)	(444,666)	(365,000)	(365,000)
Other Revenue	(7)	(2)	-	-
TOTAL REVENUES	\$ (555,158)	\$ (739,989)	\$ (590,000)	\$ (590,000)
NET FUND ACTIVITY	\$ (46,303)	\$ (35,085)	\$ (17,730)	\$ (17,730)

OTHER FUNDS - PARKING FUNDS (241 - 243)

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
241-Parking Meter	508,855	704,904	572,270	572,270
243-Town Center I Parking District	-	-	-	-
TOTAL EXPENDITURES	\$ 508,855	\$ 704,904	\$ 572,270	\$ 572,270
REVENUES				
241-Parking Meter	(554,634)	(738,095)	(590,000)	(590,000)
243-Town Center I Parking District	(524)	(1,894)	-	-
TOTAL REVENUES	\$ (555,158)	\$ (739,989)	\$ (590,000)	\$ (590,000)
NET FUND ACTIVITY	\$ (46,303)	\$ (35,085)	\$ (17,730)	\$ (17,730)

OTHER FUNDS - PUBLIC SAFETY FUNDS (245, 256)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	62,948	39,888	138,500	138,500
Other Expenses	-	321	-	-
Other Capital	-	26,683	-	-
Transfers Out	399,140	399,140	399,140	399,140
TOTAL EXPENDITURES	\$ 462,088	\$ 466,032	\$ 537,640	\$ 537,640
REVENUES				
Fines and Penalties	(454,708)	(488,492)	(437,640)	(437,640)
Use of Money and Property	(1,628)	(15,456)	-	-
TOTAL REVENUES	\$ (456,336)	\$ (503,948)	\$ (437,640)	\$ (437,640)
NET FUND ACTIVITY	\$ 5,753	\$ (37,916)	\$ 100,000	\$ 100,000

OTHER FUNDS - PUBLIC SAFETY FUNDS (245, 256)

FUND DETAIL

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
245-Traffic Safety	462,088	466,032	537,640	537,640
256-Asset Seizure	-	-	-	-
TOTAL EXPENDITURES	\$ 462,088	\$ 466,032	\$ 537,640	\$ 537,640
REVENUES				
245-Traffic Safety	(456,336)	(504,001)	(437,640)	(437,640)
256-Asset Seizure	-	53	-	-
TOTAL REVENUES	\$ (456,336)	\$ (503,948)	\$ (437,640)	\$ (437,640)
NET FUND ACTIVITY	\$ 5,753	\$ (37,916)	\$ 100,000	\$ 100,000

OTHER FUNDS - PERMANENT ENDOWMENTS FUND (267)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	-	-	400	400
Other Expenses	-	1,200	1,200	1,200
TOTAL EXPENDITURES	\$ -	\$ 1,200	\$ 1,600	\$ 1,600
REVENUES				
Use of Money and Property	(128)	(323)	-	-
Other Revenue	(1,000)	-	-	-
TOTAL REVENUES	\$ (1,128)	\$ (323)	\$ -	\$ -
NET FUND ACTIVITY	\$ (1,128)	\$ 877	\$ 1,600	\$ 1,600

OTHER FUNDS - SUNDRY GRANT & MISC FUNDS

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	7,067,281	6,642,475	6,817,240	7,003,835
Supplies and Services	1,215,772	1,467,984	4,583,745	4,583,745
Other Expenses	1,749,149	1,442,848	3,959,027	3,959,027
Other Capital	651,427	529,184	1,809,940	1,809,940
Utilities	1,808	1,393	10,660	10,660
Internal Service Charges	-	10,982	9,505	9,505
Transfers Out	855,497	1,680,777	1,436,646	1,512,216
CIP Project Expenditures	564,187	1,233,707	350,000	350,000
Non-CIP Project Expenditures	1,056,246	681,518	874,241	874,241
TOTAL EXPENDITURES	\$ 13,161,368	\$ 13,690,870	\$ 19,851,004	\$ 20,113,169
REVENUES				
Use of Money and Property	(126,532)	(105,477)	(113,000)	(113,000)
Other Agency Revenue	(13,600,495)	(18,951,930)	(14,209,693)	(14,415,040)
Charges for Services	(168,867)	(193,803)	(205,296)	(205,296)
Other Revenue	(259,840)	(126,562)	(62,333)	(62,333)
Transfers In	(222,392)	(115,730)	(115,305)	(115,305)
TOTAL REVENUES	\$ (14,378,126)	\$ (19,493,503)	\$ (14,705,627)	\$ (14,910,974)
NET FUND ACTIVITY	\$ (1,216,758)	\$ (5,802,634)	\$ 5,145,377	\$ 5,202,195

OTHER FUNDS - SUNDRY GRANT & MISC FUNDS

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
223-Utility Tax Settlement	105,809	64,400	-	-
269-Other Grants	1,173,362	1,230,192	1,711,954	1,715,099
270-Mobile Park Fee	50,474	39,227	65,000	65,000
271-Local Grants	98,173	109,044	317,592	318,722
272-Federal Grants	10,149,711	11,013,778	16,316,197	16,452,452
273-State Grants	1,583,840	1,234,228	1,440,261	1,561,896
TOTAL EXPENDITURES	\$ 13,161,368	\$ 13,690,870	\$ 19,851,004	\$ 20,113,169
REVENUES				
223-Utility Tax Settlement	(3,849)	(4,038)	-	-
269-Other Grants	(1,172,229)	(1,009,853)	(1,615,918)	(1,615,918)
270-Mobile Park Fee	(56,931)	(58,237)	(65,000)	(65,000)
271-Local Grants	(141,987)	(78,647)	(70,000)	(70,000)
272-Federal Grants	(10,900,690)	(16,763,951)	(11,725,994)	(11,931,341)
273-State Grants	(2,102,440)	(1,578,778)	(1,228,715)	(1,228,715)
TOTAL REVENUES	\$ (14,378,126)	\$ (19,493,503)	\$ (14,705,627)	\$ (14,910,974)
NET FUND ACTIVITY	\$ (1,216,758)	\$ (5,802,634)	\$ 5,145,377	\$ 5,202,195

OTHER FUNDS - ENVIRONMENTAL SERVICES (282)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	690,730	612,324	754,162	745,180
Supplies and Services	614,857	664,088	1,242,352	1,242,352
Other Expenses	152,557	125,075	210,351	210,351
Other Capital	-	7,305	4,600	4,600
Utilities	12,282	21,841	51,585	51,585
Internal Service Charges	-	7,995	7,254	7,254
Transfers Out	107,585	107,585	107,585	107,585
Non-CIP Project Expenditures	3,569	395	-	-
TOTAL EXPENDITURES	\$ 1,581,580	\$ 1,546,607	\$ 2,377,889	\$ 2,368,907
REVENUES				
Use of Money and Property	3,319	(6,891)	-	-
Charges for Services	(1,254,321)	(1,456,216)	(1,416,799)	(1,416,799)
Other Revenue	(312,855)	(117,316)	(139,726)	(139,726)
TOTAL REVENUES	\$ (1,563,857)	\$ (1,580,423)	\$ (1,556,525)	\$ (1,556,525)
NET FUND ACTIVITY	\$ 17,723	\$ (33,817)	\$ 821,364	\$ 812,382

OTHER FUNDS - STORM DRAIN FUND (301)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	236,448	309,029	348,100	348,100
Other Expenses	121	2,787	-	-
Utilities	-	-	840	840
TOTAL EXPENDITURES	\$ 236,568	\$ 311,817	\$ 348,940	\$ 348,940
REVENUES				
Licenses and Permits	-	-	(23,750)	(23,750)
Fines and Penalties	(200)	(200)	(5,000)	(5,000)
Use of Money and Property	(3,847)	(29,126)	-	-
Charges for Services	(518,905)	(665,347)	(555,500)	(555,500)
Other Revenue	(1,716)	(2,748)	-	-
TOTAL REVENUES	\$ (524,668)	\$ (697,420)	\$ (584,250)	\$ (584,250)
NET FUND ACTIVITY	\$ (288,100)	\$ (385,604)	\$ (235,310)	\$ (235,310)

OTHER FUNDS - CDBG HOUSING PROGRAM (311)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	364	190	-	-
Other Expenses	11,728	74,139	-	-
Non-CIP Project Expenditures	8,217	50,499	140,194	140,194
TOTAL EXPENDITURES	\$ 20,310	\$ 124,828	\$ 140,194	\$ 140,194
REVENUES				
Use of Money and Property	862	(862)	-	-
Revenue from Other Agencies	-	(31,520)	(140,194)	(140,194)
Other Revenue	(31,931)	(20,093)	-	-
TOTAL REVENUES	\$ (31,069)	\$ (52,475)	\$ (140,194)	\$ (140,194)
NET FUND ACTIVITY	\$ (10,760)	\$ 72,353	\$ -	\$ -

OTHER FUNDS - OPEN SPACE DISTRICT FUNDS (342 - 389)

FUND SUMMARY				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	6,535,821	6,732,362	9,887,696	11,777,895
Other Expenses	1,715,603	1,631,119	2,191,556	2,528,999
Other Capital	-	-	120,001	140,001
Utilities	2,565,876	2,184,677	3,037,838	3,477,193
Internal Service Charges	-	-	-	1,000
Transfers Out	69,163	125,854	65,042	237,773
CIP Project Expenditures	-	643	-	-
TOTAL EXPENDITURES	\$ 10,886,464	\$ 10,674,655	\$ 15,302,133	\$ 18,162,861
REVENUES				
Use of Money and Property	(140,652)	(958,748)	-	-
Other Revenue	(15,177,798)	(16,324,427)	(17,012,759)	(17,350,438)
Transfers In	(164,860)	(278,335)	(65,042)	(475,546)
TOTAL REVENUES	\$ (15,483,310)	\$ (17,561,510)	\$ (17,077,801)	\$ (17,825,984)
NET FUND ACTIVITY	\$ (4,596,846)	\$ (6,886,856)	\$ (1,775,668)	\$ 336,877

OTHER FUNDS - OPEN SPACE DISTRICT FUNDS (342 - 389)

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
342-CFD 11-M Rolling Hills McM	121,814	121,214	182,617	187,571
343-CFD 12-M Otay Ranch Village 7	282,866	292,940	533,777	584,392
344-CFD 13-M Otay Ranch Village 2	175,156	262,529	686,763	690,629
345-CFD 12M Village 7 Otay Ranch	395,666	378,140	573,532	580,989
346-CFD 14M-A-EUC Millenia	135,941	302,825	318,168	208,147
347-CFD 14M-B-EUC Millenia	80,676	107,225	116,831	411,200
348-CFD 18M Village 3 Otay Ranch	6,542	6,437	69,998	838,639
349-CFD 19M Freeway Commercial 2	5,660	25,138	58,572	213,644
351-Town Center Landscape Dist I	-	-	-	-
352-Bay Blvd Landscape District	8,637	4,826	8,247	8,257
353-Eastlake Maintenance Dist I	309,679	288,017	350,738	413,393
354-Open Space District #01	93,078	81,021	89,879	93,580
355-Open Space District #02	18,408	18,007	15,971	16,471
356-Open Space District #03	58,125	50,015	56,004	57,676
357-Open Space District #04	81,177	90,171	115,361	117,359
358-Open Space District #05	49,104	46,174	58,492	57,000
359-Open Space District #06	30,526	27,097	38,846	37,418
361-Open Space District #07	8,591	17,390	27,189	24,792
362-Open Space District #08	76,602	71,888	78,849	81,234
363-Open Space District #09	82,492	83,157	78,006	80,331
364-Open Space District #10	86,455	81,569	94,028	92,710
365-Open Space District #11	163,018	155,879	183,268	188,732
366-Open Space District #13	-	-	-	-
367-Open Space District #14	344,652	323,446	384,370	395,954
368-Open Space District #15	25,172	30,810	24,387	25,160
369-Open Space District #17	10,815	8,126	11,920	10,127
371-Open Space District #18	149,356	143,952	181,780	200,829
372-Open Space District #20	1,405,400	1,317,625	1,814,548	1,770,328
373-Open Space District #23	39,366	36,984	64,401	57,913
374-Open Space District #24	36,509	32,985	33,166	30,746
375-Open Space District #26	16,812	14,421	12,364	12,752
376-Open Space District #31	125,001	121,315	214,714	201,132
378-CFD 07M Eastlake Woods & Vista	594,106	505,911	756,745	839,360
379-CFD 08M Vlg 6 McMillin & OR	814,634	872,818	1,231,322	1,440,003
380-CFD 09M ORV II Brookfield-Shea	793,007	841,594	1,193,483	1,375,656
381-CFD 14M-2-EUC Millenia	-	644	2,500	292,295
382-CFD 99-2 Otay Ranch Vlg 1 West	679,819	650,555	928,510	962,102
383-Town Ctr Business Improv Dist	-	-	-	-
386-Otay Ranch Preserve	721,580	519,165	708,885	1,162,911
387-CFD 98-3 Sunbow 2	794,045	803,851	1,128,785	1,152,204
388-CFD 97-1 Otay Ranch	2,057,203	1,938,794	2,875,117	3,249,225
389-Otay Ranch Village 1,2,6,7,12	8,775	-	-	-
TOTAL EXPENDITURES	\$ 10,886,464	\$ 10,674,655	\$ 15,302,133	\$ 18,162,861

OTHER FUNDS - OPEN SPACE DISTRICT FUNDS (342 - 389)

FUND DETAIL				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
REVENUES				
342-CFD 11-M Rolling Hills McM	(182,371)	(198,971)	(192,189)	(196,033)
343-CFD 12-M Otay Ranch Village 7	(514,446)	(558,533)	(544,813)	(555,710)
344-CFD 13-M Otay Ranch Village 2	(521,272)	(684,573)	(647,741)	(660,696)
345-CFD 12M Village 7 Otay Ranch	(544,532)	(596,785)	(573,609)	(585,082)
346-CFD 14M-A-EUC Millenia	(227,766)	(245,376)	(229,731)	(234,326)
347-CFD 14M-B-EUC Millenia	(166,142)	(256,402)	(195,125)	(605,629)
348-CFD 18M Village 3 Otay Ranch	(32,638)	(715,307)	(767,291)	(782,637)
349-CFD 19M Freeway Commercial 2	(130,356)	(141,294)	(137,165)	(139,909)
351-Town Center Landscape Dist I	(261)	(928)	-	-
352-Bay Blvd Landscape District	(12,991)	(14,710)	(12,750)	(13,005)
353-Eastlake Maintenance Dist I	(365,463)	(382,957)	(376,362)	(383,892)
354-Open Space District #01	(86,793)	(89,790)	(90,961)	(92,781)
355-Open Space District #02	(14,999)	(15,111)	(15,971)	(16,291)
356-Open Space District #03	(53,569)	(55,136)	(56,004)	(57,125)
357-Open Space District #04	(92,033)	(99,268)	(96,878)	(98,816)
358-Open Space District #05	(52,042)	(55,503)	(55,411)	(56,520)
359-Open Space District #06	(35,692)	(36,680)	(36,388)	(37,116)
361-Open Space District #07	(16,027)	(16,161)	(15,689)	(16,003)
362-Open Space District #08	(73,436)	(79,811)	(78,849)	(80,426)
363-Open Space District #09	(73,590)	(75,723)	(78,006)	(79,567)
364-Open Space District #10	(85,454)	(89,933)	(90,029)	(91,830)
365-Open Space District #11	(173,636)	(184,423)	(183,268)	(186,934)
366-Open Space District #13	(4)	(14)	-	-
367-Open Space District #14	(359,968)	(377,110)	(384,400)	(392,088)
368-Open Space District #15	(22,623)	(23,268)	(24,387)	(24,875)
369-Open Space District #17	(8,959)	(9,230)	(9,420)	(9,609)
371-Open Space District #18	(189,539)	(198,862)	(187,480)	(191,230)
372-Open Space District #20	(1,496,038)	(1,595,868)	(1,575,486)	(1,607,000)
373-Open Space District #23	(53,731)	(57,067)	(52,891)	(53,949)
374-Open Space District #24	(30,324)	(31,177)	(33,166)	(33,830)
375-Open Space District #26	(11,633)	(11,835)	(12,364)	(12,612)
376-Open Space District #31	(198,979)	(201,940)	(199,520)	(203,511)
378-CFD 07M Eastlake Woods & Vista	(891,224)	(961,234)	(942,459)	(961,309)
379-CFD 08M Vlg 6 McMillin & OR	(1,520,854)	(1,666,429)	(1,592,568)	(1,624,420)
380-CFD 09M ORV II Brookfield-Shea	(1,332,928)	(1,440,729)	(1,399,894)	(1,427,892)
381-CFD 14M-2-EUC Millenia	-	-	(17,028)	(17,369)
382-CFD 99-2 Otay Ranch Vlg 1 West	(1,015,839)	(1,103,805)	(1,071,763)	(1,093,199)
383-Town Ctr Business Improv Dist	(473)	(1,800)	-	-
386-Otay Ranch Preserve	(797,064)	(796,319)	(791,502)	(807,333)
387-CFD 98-3 Sunbow 2	(1,006,031)	(1,085,381)	(1,062,606)	(1,083,859)
388-CFD 97-1 Otay Ranch	(3,089,897)	(3,400,448)	(3,246,637)	(3,311,571)
389-Otay Ranch Village 1,2,6,7,12	(1,692)	(5,622)	-	-
TOTAL REVENUES	\$ (15,483,310)	\$ (17,561,510)	\$ (17,077,801)	\$ (17,825,984)
NET FUND ACTIVITY	\$ (4,596,846)	\$ (6,886,856)	\$ (1,775,668)	\$ 336,877

OTHER FUNDS - PUBLIC EDUCATIONAL & GOVT. FEE (316)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	356,743	497,018	300,000	300,000
Other Expenses	896	-	-	-
Other Capital	100,575	-	300,000	300,000
TOTAL EXPENDITURES	\$ 458,214	\$ 497,018	\$ 600,000	\$ 600,000
REVENUES				
Use of Money and Property	6,652	(10,071)	-	-
Other Revenue	(578,848)	(551,940)	(600,000)	(600,000)
TOTAL REVENUES	\$ (572,196)	\$ (562,012)	\$ (600,000)	\$ (600,000)
NET FUND ACTIVITY	\$ (113,982)	\$ (64,994)	\$ -	\$ -

OTHER FUNDS - INTERNAL SERVICE FUNDS

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	372,906	376,808	474,121	458,202
Supplies and Services	1,334,628	1,249,255	1,617,241	1,657,412
Other Expenses	4,690,936	3,694,043	4,673,472	4,750,558
Other Capital	217,992	-	221,469	221,469
Internal Service Charges	-	3,732	8,000	14,952
Transfers Out	977,453	972,453	1,143,502	1,143,502
TOTAL EXPENDITURES	\$ 7,593,915	\$ 6,296,291	\$ 8,137,805	\$ 8,246,095
REVENUES				
Use of Money and Property	26,073	(26,073)	-	-
Other Agency Revenue	(2,174,096)	(697,921)	(2,158,003)	(2,158,003)
Other Revenue	(5,336,493)	(5,146,451)	(4,775,727)	(4,892,981)
Transfers In	(1,212,611)	(1,205,510)	(1,284,078)	(1,284,078)
TOTAL REVENUES	\$ (8,697,128)	\$ (7,075,955)	\$ (8,217,808)	\$ (8,335,062)
NET FUND ACTIVITY	\$ (1,103,213)	\$ (779,664)	\$ (80,003)	\$ (88,967)

OTHER FUNDS - INTERNAL SERVICE FUNDS

FUND DETAIL

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
234-Advanced Life Support Program	1,692,814	1,624,635	2,158,003	2,149,036
235-Legislative Counsel Fund	5,000	-	-	-
341-Public Liability Trust	2,172,073	933,137	1,204,078	1,204,078
398-Workers Compensation Fund	3,724,029	3,738,519	4,775,724	4,892,981
TOTAL EXPENDITURES	\$ 7,593,915	\$ 6,296,291	\$ 8,137,805	\$ 8,246,095
REVENUES				
234-Advanced Life Support Program	(2,173,178)	(699,766)	(2,158,003)	(2,158,003)
341-Public Liability Trust	(1,452,480)	(1,229,281)	(1,284,078)	(1,284,078)
393-Technology Replacement	17	(17)	-	-
398-Workers Compensation Fund	(5,071,486)	(5,146,892)	(4,775,727)	(4,892,981)
TOTAL REVENUES	\$ (8,697,128)	\$ (7,075,955)	\$ (8,217,808)	\$ (8,335,062)
NET FUND ACTIVITY	\$ (1,103,213)	\$ (779,664)	\$ (80,003)	\$ (88,967)

OTHER FUNDS - TRANSIT FUNDS (401 - 403)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Other Expenses	27	3,348	-	-
Other Capital	-	50,702	-	-
CIP Project Expenditures	13,008	135,446	-	-
TOTAL EXPENDITURES	\$ 13,035	\$ 189,496	\$ -	\$ -
REVENUES				
Use of Money and Property	(4,027)	(10,470)	-	-
Other Agency Revenue	(104,899)	(163,380)	-	-
TOTAL REVENUES	\$ (108,926)	\$ (173,850)	\$ -	\$ -
NET FUND ACTIVITY	\$ (95,891)	\$ 15,646	\$ -	\$ -

OTHER FUNDS - TRANSIT FUNDS (401 - 403)

FUND DETAIL

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
401-Bayfront Trolley Station	27	-	-	-
403-Transit Capital Projects	13,008	189,496	-	-
TOTAL EXPENDITURES	\$ 13,035	\$ 189,496	\$ -	\$ -
REVENUES				
401-Bayfront Trolley Station	(836)	(3,006)	-	-
402-Chula Vista Transit	616	2,194	-	-
403-Transit Capital Projects	(108,706)	(173,038)	-	-
TOTAL REVENUES	\$ (108,926)	\$ (173,850)	\$ -	\$ -
NET FUND ACTIVITY	\$ (95,891)	\$ 15,646	\$ -	\$ -

OTHER FUNDS - OTHER ENTERPRISE FUNDS (405 - 409)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	-	-	1,346,296	1,666,847
Supplies and Services	107,335	215,578	563,348	333,348
Other Expenses	568,858	380,001	63,200	63,200
Utilities	67	-	84,887	70,497
Internal Service Charges	-	-	5,398	5,398
Transfers Out	159,113	26,627	321,080	321,080
TOTAL EXPENDITURES	\$ 835,373	\$ 622,206	\$ 2,384,209	\$ 2,460,370
REVENUES				
Fines and Penalties	-	-	-	(16,000)
Use of Money and Property	(133,003)	4,169	(132,580)	(132,580)
Other Agency Revenue	(24,070)	-	(2,039,500)	(2,119,413)
Other Revenue	(100,311)	(14,747)	-	-
Transfers In	(86,878)	(189,586)	(214,998)	(200,608)
TOTAL REVENUES	\$ (344,263)	\$ (200,164)	\$ (2,387,078)	\$ (2,468,601)
NET FUND ACTIVITY	\$ 491,110	\$ 422,041	\$ (2,869)	\$ (8,231)

OTHER FUNDS - OTHER ENTERPRISE FUNDS (405 - 409)

FUND DETAIL

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
405-City Jail	-	-	1,968,131	2,058,682
406-Chula Vista Muni Golf Course	132,580	-	132,580	132,580
407-Living Coast Discovery Center	-	-	94,998	80,608
409-CV Elite Athlete Training Ctr	702,793	622,206	188,500	188,500
TOTAL EXPENDITURES	\$ 835,373	\$ 622,206	\$ 2,384,209	\$ 2,460,370
REVENUES				
405-City Jail	-	-	(1,971,000)	(2,066,913)
406-Chula Vista Muni Golf Course	(133,393)	(13,934)	(132,580)	(132,580)
407-Living Coast Discovery Center	-	-	(94,998)	(80,608)
409-CV Elite Athlete Training Ctr	(210,870)	(186,230)	(188,500)	(188,500)
TOTAL REVENUES	\$ (344,263)	\$ (200,164)	\$ (2,387,078)	\$ (2,468,601)
NET FUND ACTIVITY	\$ 491,110	\$ 422,041	\$ (2,869)	\$ (8,231)

OTHER FUNDS - CV BAYFRONT FINANCE AUTHORITY (693)

FUND SUMMARY				
BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	-	-	-	1,635,789
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 1,635,789
REVENUES				
Transfers In	-	-	-	(1,635,789)
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ (1,635,789)
NET FUND ACTIVITY	\$ -	\$ -	\$ -	\$ -



CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary

CIP Revenue Summary

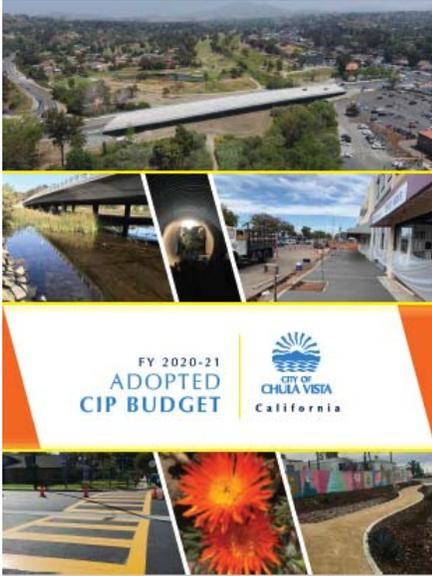
CIP Expenditure Summary

Capital Improvement Projects Summary

Five-Year CIP Project Summary Schedule

**CAPITAL IMPROVEMENT PROGRAM
SUMMARY**

Capital Improvement Program Summary



The following is an overview of the Capital Improvement Budget Program. The goal of the Capital Improvement Program (CIP) is to provide for the sustainable preservation of City-owned assets at the lowest cost and to leverage financial strategies to address infrastructure needs within a prioritized framework, which includes an assessment of the asset's condition, capacity to meet service demands, probability of failure, maintenance and preservation strategies, and funding availability. The CIP is a living document used to identify current and future requirements and the basis for determining annual capital budget expenditures. The CIP document can be found in its entirety on the City's website. To follow is a summary of the document.

Capital Improvement Projects are defined as capital investments with a value of \$50,000 or more and a minimum useful life of 5 years at a fixed location. Equipment, operating and maintenance costs are budgeted in the City's operating budget. New maintenance costs are included in the CIP budget and appropriated in future operating budget cycles.

The CIP document provides the capital project budget detail and reporting by asset management category, funding, and location. This format better aids the decision-making process as it allows the City Council to review projects recommended in each asset management system, gain an understanding of the condition of the asset in relation to the overall system and the basis for the recommendation, as well as the availability of funding sources. The proposed projects' detail sheets within each asset management system provides a description, location, project intent, type of project, link to the strategic goals, and funding requirements over the life of the project.

CIP PROCESS

The Engineering and Capital Project Department annually prepares a Capital Improvement Budget for the City Council's approval. The CIP budget includes an estimated five-year Capital Improvement Program. The City is faced with the challenge of managing a range of aging infrastructure assets that are critical to maintaining an aging City and serving new development. Making sound decisions about asset maintenance and replacement requires information about the asset's probability of failure and capacity to meet the requirements of the system.

On a continuous basis, project proposals are added to the City's capital improvement budget and project management database (CIPACE) following recommendations from guiding documents (see list below) adopted by the City Council and condition assessments performed by Engineering & Capital Projects and Public Works Operations staff. This year's CIP process includes the process of ranking projects and setting funding priorities. Funding recommendations are based on the evaluation of the proposed asset's probability of failure, capacity, and level of service requirements including efficiency improvements gained.

Another tool used in ranking and formulating the CIP recommendations are Guiding Documents approved by the City Council. The City utilizes "guiding documents" to ensure proposed CIP projects are consistent with established program priorities. The following is a partial list of guiding documents, which have included public input from multiple stakeholders in the community. Additionally, proposed CIP projects are reviewed for consistency with the City's General Plan and specific plan and City policies.

- General Plan
- Regional Transportation Program

- Bikeway Master Plan
- Street Saver Condition Index Database
- Drainage Master Plan
- Wastewater Master Plan
- Fire Master Plan
- Asset Management Plan
- Parks Master Plan
- Pedestrian Master Plan/Safe Routes to School
- Redevelopment Implementation Plan
- Southwest United in Action Survey Results
- Third Avenue Streetscape Master Plan
- Environmental Mitigation Program
- Western TDIF Program
- TDIF Program
- Redevelopment Implementation Plan
- Traffic Monitoring Program
- Growth Management Oversight Committee Annual Report
- Other Specific Plans (e.g. Urban Core Specific Plan, Palomar, Bayfront and Main Street Specific Plans)

BUDGET DEVELOPMENT

Although a component of the City Manager's overall budget, the CIP budget is developed separately by Engineering and Capital Projects staff on an annual basis. The CIP budget process runs parallel to the development process for the City's operating budget, and they are subsequently presented together for City Council approval.

On June 2, 2020, a public hearing was held for City Council to consider and adopt an amendment to the TransNet Local Street Improvement Program of projects for fiscal years 2020-21 through 2024-25.

Public comment is a vital component of the CIP process. The public had the opportunity to comment on the proposed CIP. The initial proposed capital improvement project detail sheets are posted annually in April of each year on the Public Works website for public comment and review.

<https://www.chulavistaca.gov/departments/public-works/projects>

Additionally, the Engineering and Capital Projects Department publishes an annual proposed CIP budget. The document will be made available at the City Clerk's Office, the Civic Center Library, Otay Ranch Mall Library, and the South Chula Vista Library.

The proposed program reaffirms the City's commitment to identify resources to move us toward long-term sustainability of our City's current assets as well as new improvements that accommodate growth.

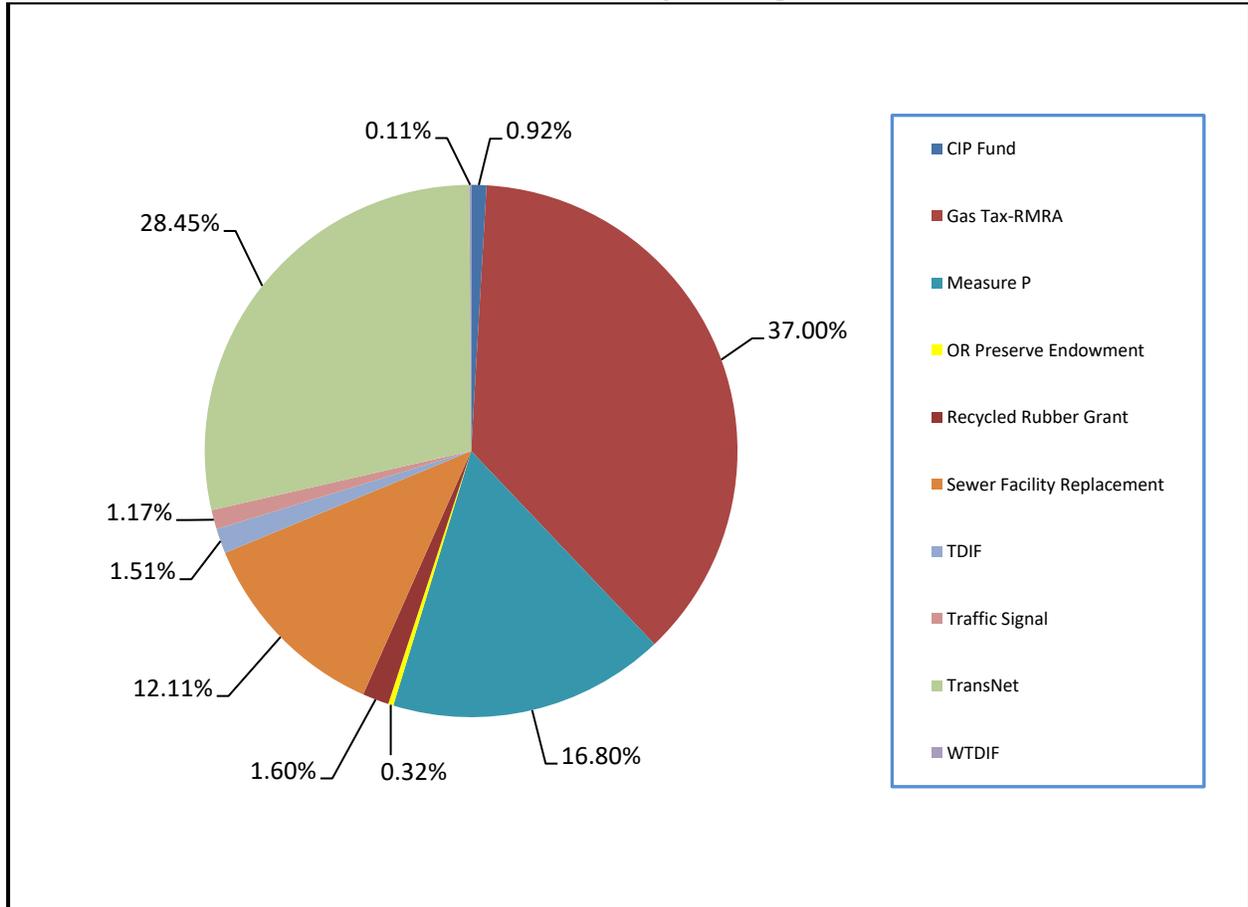
The City will continue to collaborate with regional agencies, such as the Port, SANDAG, and Caltrans, to ensure that the needs of our City residents are met, taking into account the unique characteristics of our City and recognizing our role as the County's second largest city and a leader in the South Bay.

CIP REVENUE SUMMARY

CIP Revenue Summary

The Capital Improvement Program is supported by a number of funding sources. City staff continuously explores opportunities to diversify revenue and leverage funding for infrastructure improvements. The following chart and table summarizes the funding sources for the FY 2021 CIP budget.

Fiscal Year 2021 CIP by Funding Source



Fund Source	Percentage	Amount
CIP Fund	0.92%	\$ 202,052
Gas Tax-RMRA	37.00%	\$ 8,092,505
Measure P	16.80%	\$ 3,674,630
OR Preserve Endowment	0.32%	\$ 70,000
Recycled Rubber Grant	1.60%	\$ 350,000
Sewer Facility Replacement	12.11%	\$ 2,650,000
TDIF	1.51%	\$ 330,000
Traffic Signal	1.17%	\$ 256,000
TransNet	28.45%	\$ 6,224,329
WTDIF	0.11%	\$ 25,000
Total:	100%	\$ 21,874,516

The Capital Improvement Budget is primarily supported by Transportation Sales Tax (TransNet), Gas Tax, and Measure P funds. Chula Vista voters approved Measure P – a temporary, 10-year, half-cent sales tax to fund high priority infrastructure needs. TransNet is the largest stable source of revenues for Capital Improvement projects. Along with TransNet, Gas Tax funds continue to provide a steady source of revenue for street related projects. Other major revenues in this year’s budget include Sewer Facility Replacement funds for ongoing sewer rehabilitation projects. Competitive grant revenue sources remain steady with grant revenue growth opportunities in the imminent future. Transportation grants include the Active Transportation Program and Federal Highway Safety Improvement Program.

The following is a brief description of key funding sources which support the fiscal year 2021 Capital Improvement Budget:

DEVELOPMENT IMPACT FEES

Traffic Signal Fee

The Traffic Signal Fee is a trip-based development impact fee that is charged with the issuance of building permits for new construction. The fee can be utilized for the installation and upgrade of traffic signals throughout the City. A total of \$256,000 is programmed in fiscal year 2021 for traffic signal improvements.

Transportation Development Impact Fee (TDIF)

The City’s TDIF Program was established on January 12, 1988, by Ordinance 2251 for the collection of development impact fees to be used to construct transportation facilities to accommodate increased traffic generated by new development within the City’s eastern territories. A total of \$330,000 is programmed as part of the fiscal year 2021 CIP.

Western Transportation Development Impact Fee (WTDIF)

The City’s WTDIF Program was established on March 18, 2008, by Ordinances 3106 through 3110. This program is similar to the Eastern Transportation Development Impact Fee (TDIF) Program, which was established on January 12, 1988. In 2014, it was determined that the Bayfront, previously included in the WTDIF, be removed and a new DIF area covering only the Bayfront be established. A total of \$25,000 is programmed as part of the fiscal year 2021 CIP.

Telegraph Canyon Development Impact Fee

The City’s Telegraph Canyon DIF was established on August 7, 1990, by Ordinance 2384 for collection of development impact fees to be used to construct drainage and channel improvements for the Telegraph Canyon Basin. No Telegraph Canyon DIF funds are programmed in the fiscal year 2021 CIP.

Public Facilities Development Impact Fees

The Public Facilities Development Impact Fee (PFDIF) is levied against new development throughout the City to mitigate the impacts of growth on the City’s public services. The monies collected are used in the construction of new, and renovation of existing public facilities. No PFDIF is programmed in the fiscal year 2021 CIP.

GRANTS

Active Transportation Grant Program

The Legislature created the Active Transportation Program (ATP) in 2013 to encourage increased use of active modes of transportation, such as biking and walking. The ATP consolidates existing federal and state transportation programs - including the Transportation Alternatives Program (TAP), Bicycle Transportation Account (BTA), and Safe Routes to School (SR2S) - into a single program with roughly \$123 million per year available for projects chosen through a competitive program administered by the Commission. SB 1 directs \$100 million annually from the Road Maintenance and Rehabilitation Account to the ATP, significantly augmenting the available funding for this popular program. In June 2017, the Commission adopted an amendment to the 2017 ATP Guidelines for the augmentation of the program

with funds derived from SB 1. Specifically, the ATP Augmentation Guidelines set forth the process to augment the 2017 ATP for funds made available for fiscal years 2018 and 2019. On July 21, 2017, the SANDAG Transportation Committee listed the City's STM0392 project in the Regional ATP Cycle 3 for fiscal year 2017-18 and the City received ATP grant funding in the amount of \$851,000. There are no ATP programmed as part of the fiscal year 2021 CIP.

TransNet Active Transportation Grant Program

The TransNet Active Transportation Grant Program (ATGP) is also funded with Transportation Development Act (TDA) funds. The grant program encourages local jurisdictions to plan and build facilities that promote multiple travel choices and increase connectivity to transit, schools, retail centers, parks work, and other community gathering places. It also encourages agencies to provide bike parking, education, encouragement, and awareness programs that support pedestrian and bike infrastructure. SANDAG Board of Directors approved programming of \$300,000 TDA funds in February 2017 and the City received \$250,000 in TDA funds for the Multi-Modal Pedestrian/Bikeway Master Plan (STL0404) Project. There are no additional ATGP grant funds programmed as part of the FY2020-21 CIP Program.

Community Development Block Grant Funds

Each year, the City receives approximately \$1.7 million in Community Development Block Grant (CDBG) funds. Of this amount approximately \$1.3 million is available for community development activities, which include capital improvement projects. In 2006, the City of Chula Vista received a CDBG Section 108 loan in the amount of \$9.5 million for the completion of the Castle Park Infrastructure Projects. The debt service payment is paid back from the City's annual allotment of CDBG funds (approximately \$750,000 annually). This reduces the amount of CDBG funds available for other capital projects to approximately \$0.3-0.5 million annually for a total of 10 years. No CDBG has been programmed in the fiscal year 2021 CIP Program.

Highway Bridge Program

The Highway Bridge Program (HBP) provides funding to enable states to improve the condition of their highway bridges through replacement, rehabilitation, and systematic preventive maintenance of deficient bridges. Included in the fiscal year 2021 Capital Improvement Program are two major bridge replacement projects: STL-261, "Willow Street Bridge Widening," at the Sweetwater River and STM-386 "Heritage Road Bridge Replacement," at the Otay River.

The bridge at Willow Street was constructed in 1940 and, through a series of studies, was determined that it was not practical to rehabilitate the bridge and funding for full replacement was subsequently approved by the Federal Highway Administration (FHWA) and Caltrans, which administers the HBP Grant Program in California. The Willow Street Bridge Replacement Project has been completed and provides a 610 foot long bridge with four traffic lanes, 8-foot shoulders (bike lanes), and 5.5 foot sidewalks. The project consisted of two phases; \$3.5 million water transmission line relocations and \$16.7 million bridge replacement. The total project cost for design and environmental clearance, construction, and construction administration was \$23 million in HBP funds. Habitat mitigation monitoring, reporting and maintenance for the 5-Year Maintenance Period is currently underway and is set to end on July 1, 2024.

The existing bridge at Heritage Road was built using FEMA emergency funding as an interim facility in 1993 when heavy flood waters destroyed the river crossing. This interim bridge is inadequate for peak traffic volumes, does not accommodate pedestrians, and is unable to convey the 50-year storm without being overtopped. FHWA and Caltrans approved the bridge for replacement as the existing bridge is Functionally Obsolete (FO) and the cost of rehabilitation exceeded replacement.

In 2014, the Heritage Road Bridge Replacement Project was accepted into the HBP. As of January 2020, approved grant funds total \$3,164,062 for preliminary engineering and \$354,120 for right-of-way acquisition. In order to complete the design phase, an amount of \$619,710 HBP funding has been programmed in FY2019/20. Design will be completed in FY2020/21. Future construction programming has been identified in the amount of \$19.2 million.

Advertising of the construction contract is forecasted for spring of 2021 with construction beginning in the summer of 2021 and completion in FY2022/23.

Highway Safety Improvement Program

The Highway Safety Improvement Program (HSIP) was established to attain a significant reduction in traffic fatalities and serious injuries on all public roads through the implementation of infrastructure-related highway safety improvements. The City received grant funding for the Installation of Pedestrian Countdown Indications and Traffic Signal Modifications (TRF0405) project for \$1,215,900 (HSIP Cycle 8) and the Installation of Lead Pedestrian Interval Traffic Signal Operations (TRF0418) project for \$2,233,900 (HSIP Cycle 9). HSIP Cycle 10 call for projects will be in November 2020. As a result, there is no HSIP programmed as part of the fiscal year 2021 CIP.

Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program (NEP) provides grant funds to County departments, public agencies, and to non-profit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. No NEP funds are programmed in the fiscal year 2021 CIP.

Smart Growth Incentive Grant

The TransNet Smart Growth Initiative Program (SGIP) funds transportation related infrastructure improvements and planning efforts that support smart growth development. The SGIP will award two percent of the annual TransNet revenues for the next 40 years to local governments through a competitive grant program to support projects that will help better coordinate transportation and land use in the San Diego region. SANDAG released a Notice of Funding Availability during fiscal year 2019 and the City received an Active SGIP grant in the amount of \$2.5 million for the Third Avenue Streetscape Improvement Project Phase III from "F" Street to "E" Street. It is anticipated that SANDAG will have a call for projects in December 2020. The City will submit for F Street Promenade Improvements from Bay Boulevard to Broadway. Currently there is an existing SDG&E utility undergrounding district underway that will be completed by December 2021. If the SGIP grant is awarded for F Street, construction of the ultimate improvements would begin in early 2022. There is no SGIP funds programmed as part of the fiscal year 2021 CIP.

Rubberized Pavement Grant Program

The California Department of Resources Recycling and Recovery (CalRecycle) offers funding opportunities authorized by legislation to assist public and private entities in the safe and effective management of the waste stream. CalRecycle's tire grant programs are designed to encourage activities that promote reducing the number of waste tires going to landfills for disposal and eliminating the stockpile of waste tires. Revenue for the grants is generated from a tire fee on each new tire sold in California. The Rubberized Pavement (TRP) Grant Program assistance to local governments to fund rubberized asphalt (RAC) projects including hot mix and chip seal. RAC is a proven road paving material that has been used in California since the 1970s. It is made by blending ground tire rubber with asphalt binder which is then mixed with conventional aggregate materials. A total of \$350,000 in TRP Grant funds are programmed as part of the fiscal year 2021 CIP.

MISCELLANEOUS FUNDS

General Fund

The General Fund is the City's main operating fund used to pay for City services. No General Fund monies are programmed as part of the fiscal year 2021 CIP. Capital improvement projects will be funded by the Measure P commitment.

Residential Construction Tax (RCT)

The Residential Construction Tax (RCT) was established by the City Council in October 1971 to provide a more equitable distribution of the burden of financing parks, open spaces, public facilities, and other capital improvements, the need for which is created by the increasing population of the City. The RCT is applicable to all new residential units and paid by the person constructing the units. RCT funds are used to pay for debt service obligations resulting

from the issuance of Certificates of Participation (COP's) for western Chula Vista failing CMP repairs. No RCT funds are programmed as part of the fiscal year 2021 CIP.

Capital Improvement Project Fund

The Capital Improvement Fund was established to set aside monies for capital improvement projects. This fund does not generate revenues from any source except by transfer from other funds. Monies transferred to the fund are expended for budgeted capital improvement projects and monies remaining after completion of a project are transferred back to the fund from which the project was originally financed. A total of \$202,052 in CIP funds are programmed as part of the fiscal year 2021 CIP.

VOTER APPROVED FUNDS

Proposition 1B Highway Funds

In 2007, the voters of the State of California approved Proposition 1B. This proposition included funds to be provided to cities within the State for local roadway improvements. The initial allocation of \$3.6 million was spent on pavement rehabilitation projects in fiscal year 2011. The second allocation of \$3.3 million was frozen by the State of California due to the State's financial crisis and released in late April 2010 in monthly installments. As a result, the State provided an additional year of expenditure for Prop 1B funds received in fiscal year 2010. The City spent the second allocation of Prop 1B funds prior to June 2014.

Gas Tax-RMRA

The state of California imposes per-gallon excise taxes on gasoline and diesel fuel, sales taxes on gasoline and diesel fuel and registration taxes on motor vehicles with allocations dedicated to transportation purposes. These allocations flow through the Highway Users Tax Account (HUTA), the familiar gasoline tax revenues that have been in place for decades, and the Road Maintenance and Rehabilitation Account which allocates much of the revenue from the Road Repair and Accountability Act of 2017 (SB1 Beall). The SB1 Beall is a significant new investment in California's transportation systems. The Act increases per gallon fuel excise taxes, diesel fuel sales taxes and vehicle registration taxes, stabilizes the problematic price-based fuel tax rates and provides for inflationary adjustments to rates in future years. The Act will more than double local streets and road funds allocated through the Highway Users Tax Account, allocating funds from new taxes through a new "Road Maintenance and Rehabilitation Account (RMRA). In fiscal year 2021, the Gas Tax-RMRA budget is more than \$8 million for pavement rehabilitation based on the City's Pavement Management System.

Transportation Sales Tax

Transportation Sales Tax (TransNet) funds are derived from sales tax revenues levied in San Diego County that are collected by the State specifically for use on transportation related projects in San Diego County. The regional metropolitan planning agency, San Diego Association of Governments (SANDAG), programs these funds to municipalities within San Diego County. Revenues vary from year-to-year, depending on the amount of sales tax available to the region and the number and costs of projects for which municipalities, local transit, and Caltrans request funding. The revenue approved for municipalities is based on the specific cost estimates that are required to be submitted as part of the annual request for funding. The TransNet Extension Ordinance states that at least 70 percent of the funds allocated to local agencies for local road projects should be used to fund Congestion Relief (CR) projects. CR projects include the construction of new or expanded facilities, major rehabilitation and reconstruction of roadways, traffic signalization, transportation infrastructure to support smart growth, capital improvements for transit facilities, and operating support for local shuttle and circulator transit routes. No more than 30 percent of TransNet funds allocated to local agencies are expected to be used for local street and road maintenance. In the fiscal year 2021 CIP, the TransNet budget is more than \$6.2 million.

Measure P

On August 2, 2016, the City Council approved Ordinance 3371 modifying the Municipal Code to establish a temporary one-half cent General Transactions and Use Tax if approved by the voters. As part of the action to approve the

Ordinance, the City Council approved a spending plan described as the Intended Infrastructure, Facilities and Equipment Expenditure Plan, which identified how the funds were to be allocated. On November 8, 2016, Chula Vista voters approved Measure P, authorizing the one-half cent sales tax increase on retail sales within the City for a period of ten (10) years. The Finance Department created the 2016 Measure P Sales Tax Fund for the purpose of monitoring all revenues and expenditures of Measure P funds. All expenditures of Measure P funds will be tracked and accounted for by the Finance Department in accordance with Generally Accepted Accounting Principles (GAAP), and presented annually in a report to the Citizens' Oversight Committee (COC). More than \$3.6 million in Measure P funds are programmed as part of the fiscal year 2021 CIP.

SEWER FUNDS

Sewer Service Revenue

The Special Sewer fund is used to account for the sale of the City's excess Metropolitan Sewerage Capacity. No Special Service funds are programmed in the fiscal year 2021 CIP.

Trunk Sewer Capital Reserve

The Trunk Sewer Capital Reserve Fund is a permit fee based revenue source received from the owner or person applying for a permit to develop or modify the use of any residential, commercial, industrial or other property that may increase the volume of flow in the City's sewer system. The funds may be used for: (1) to repair, replace or enlarge trunk sewer facilities to enhance efficiency of utilization and/or adequacy of capacity to serve the needs of the City, or (2) to plan and/or evaluate any future proposals for area-wide sewage treatment and/or water reclamations systems and facilities. No Truck Sewer Capital Reserve funds are programmed in the fiscal year 2021 CIP.

Sewer Facility Replacement Fund

The Sewer Facility Replacement Fund is a fee based revenue source that all properties pay each month as part of their sewer bills. The funds can be utilized to replace, rehabilitate or upgrade existing sewer facilities. A total of \$2.65 million is programmed in the fiscal year 2021 CIP.

Sewer Development Impact Fee Funds

These fees are levied against new development in specific areas of the City, based upon the sewer facility their project will impact. The monies collected are used to fund construction of public improvements designed to increase the capacity of the subject facilities, allowing the City to maintain service levels with increased demand. Included DIF programs are the Telegraph Canyon Sewer Basin DIF, the Poggi Canyon Sewer Basin DIF, and the Salt Creek Sewer Basin DIF. No Sewer Development Impact Fee funds are programmed in the fiscal year 2021 CIP.

CIP EXPENDITURE SUMMARY

CIP Expenditure Summary

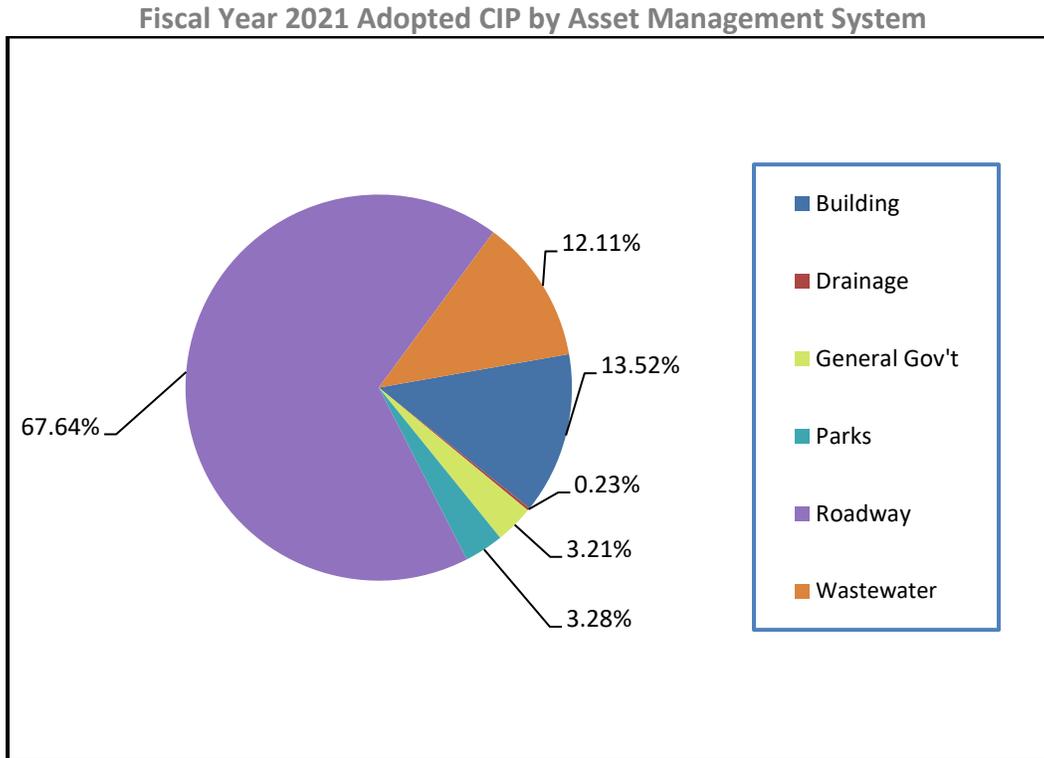


The 2021-2025 Capital Improvement Program (CIP) is a five-year expenditure plan that provides the City with a financial strategy for infrastructure improvements. The estimated five-year project summary report is included at the end of this Capital Improvement Program (CIP) section. The CIP includes funding for projects and programs in various geographic areas of the City. The adopted fiscal year 2021 capital expenditure budget is approximately \$21.9 million. The forecasted five-year program is estimated at \$77.1 million. The 2021-2025 CIP program reflects the actions taken by Council and developed in accordance with Council adopted policies and guiding documents (such as and not limited to the City's General Plan, Master Plans, Specific Plans and the Regional Transportation Plan) as well as generally accepted accounting principles. Overall, the 5-year program continues to trend favorably despite the economy and the fiscal constraints facing the City.

Projects in this year's Capital Improvement Budget have been sorted by the nine-asset management systems identified in the City's Fiscal Recovery Plan and the Infrastructure Workshop with the City Council. This provides a mechanism to track CIP allocations by Asset Management System (AMS). The nine AMS's include the following:

- The Roadway Management System (RMS) is comprised of all City-owned assets in the Public Right-of-Way. These assets include: Major and Local Streets, Sidewalks, Traffic Signals & Striping, Bicycle and Pedestrian paths, ADA Ramps and Curbs and Gutters. A majority of the CIP funding is focused on the RMS.
- The Wastewater Management System (WMS) is comprised of Sewer Pump Stations, Rehabilitation and related projects.
- The Drainage Management System (DMS) is comprised of citywide storm drain facilities.
- The Building Management System (BMS) is comprised of City-owned facilities including the Civic Center, Fire Stations, Libraries, Police Station, Recreation Centers, and community facilities such as Rohr Manor and the Woman's Club.
- The Parks Management System (PMS) is comprised of the citywide park system.
- The Open Space Management System (OMS) is comprised of the Open Space Districts and Community Facility Districts (CFDs).
- The Fleet Management System (FMS) is comprised of infrastructure associated with maintaining City-owned vehicles.
- The General Government Management System (GGMS) includes general-purpose items such as Automation, Utility Undergrounding and Parking Meters.
- The Urban Forestry Management System (UMFS) is comprised of City-owned street trees, and trees within Public Right-of-Way and parks.

The following chart provides an expenditure breakdown, by Asset Management System, totaling approximately \$26.7 million of recommended appropriations:



ROADWAY MANAGEMENT SYSTEM (RMS)

A majority of the CIP funding is focused on the Roadway Management System (RMS). The total amount programmed for Roadway projects is \$14.8 million, which represents 67.64% of the adopted CIP budget. Project types within the RMS are Major Streets, Local Streets, and Traffic. The following chart and table summarizes the funding by these project types.

Project Type	Percentage	Amount
Local Streets	18.45%	\$ 2,730,471
Major Streets	61.58%	\$ 9,111,363
Traffic	19.97%	\$ 2,955,000
Total	100%	\$ 14,796,834

Major Streets

Approximately \$9.1 million in funding includes the Pavement Major Rehabilitation Project (citywide), and the Bikeway Facilities Gap Program. The Pavement Major Rehabilitation Project includes resurfacing and pavement overlays, which may extend street life by up to 15 years. Failure to complete proactive street maintenance will lead to the accelerated deterioration of City streets, thereby, costing more to repair in the long-term.

Local Streets

Approximately \$17.4 million is programmed for the annual Pavement Minor Rehabilitation Project to extend street life by 7-10 years.

Funding of over \$500,000 is included for sidewalk and pedestrian improvements throughout the city.

A total of \$500,000 is programmed to complete left-turn improvements on Bonita Road at the corner of Bonita Glen Drive.

Traffic

Approximately \$2.4 million has been included for the Traffic Calming Program, Traffic Signal System Optimization, Traffic Signal and Streetlight Systems Upgrade and Modification Program, Neighborhood Traffic and Pedestrian Safety Program, pedestrian improvements, and other traffic related programs.

Funding of \$500,000 is programmed for traffic signal modifications and upgrades throughout the city.

WASTEWATER MANAGEMENT SYSTEM (WMS)

The appropriation for Wastewater Management System (WMS) is \$4.3 million, which represents % of the adopted CIP budget. The WMS is divided into two categories: Sewer Rehabilitation & Specific Sewer Improvements, and Sewer Pump Stations & Access Roads.

Sewer Projects

Funding of \$1.3 million is programmed to complete the J Street Sewer Junction Structure Improvements at Bay Boulevard.

A total of \$500,000 is planned for upgrades to the Agua Vista Pump Station.

Sewer access roads at various locations will be rehabilitated at a cost of \$350,000.

A total of \$300,000 is programmed to complete sewer pipe rehabilitation at various locations throughout the city.

Funding of \$200,000 is planned for ongoing sewer manhole rehabilitation efforts citywide.

DRAINAGE MANAGEMENT SYSTEM (DMS)

The appropriation for Drainage Management System (DMS) projects is \$50,000 which represents 0.19% of the adopted CIP budget.

Drainage

Based on the influx of funding, including Measure P, over the last several years, a significant amount of CMP repairs have been completed. However, a small percentage of CMP still requires rehabilitation and those projects are awaiting fund availability.

Funding of \$50,000 has been programmed for installation of Full Capture Trash Best Management Practices.

BUILDING MANAGEMENT SYSTEM (BMS)

The appropriation for Building Management System (BMS) projects is \$2.96 million, which represents 13.52% of the adopted CIP budget.

Funding of \$2.1 million in Measure P is programmed for renovation of Fire Station 1 that includes: enlarging the opening at the apparatus bay for a larger ladder truck, installing doors and windows, adding 1 office on the ground floor, and completing ADA upgrades.

Funding of \$397,202 in Measure P funds is programmed for the replacement of Fire Stations 5 and 9.

A total of \$375,000 in Measure P funds is programmed to complete repairs at public buildings (i.e. Animal Care Facility, Living Coast Discovery Center).

FLEET MANAGEMENT SYSTEM (FMS)

There are no proposed CIP projects associated with Fleet infrastructure. However, with funding from Measure P, the City has added electric charging stations at some City facilities to accommodate new electrical vehicles added to the fleet.

PARKS MANAGEMENT SYSTEM (PMS)

The appropriation for Park Management System (PMS) projects is \$717,048, which represents 3.28% of the adopted CIP budget.

Approximately \$717,048 in Measure P funds is planned for park infrastructure repairs for drinking fountains, irrigation controls, lights, picnic tables, benches, etc.

OPEN SPACE MANAGEMENT SYSTEM (OSMS)

The Open Space Districts and Community Facility Districts (CFD's) were established with new subdivisions beginning in the 1980s. These funding mechanisms were established to ensure sustainable improvements in the natural and landscaped areas in and around the new developments. These fees were structured to allow incremental adjustment with inflation and have generally kept pace with the maintenance needs of the districts.

URBAN FORESTRY MANAGEMENT SYSTEM (UFMS)

The Urban Forestry Management System is responsible for monitoring the overall health of trees throughout the City, including street trees, park trees, and trees located on City property. The City continues to maintain City street trees in order to:

- Ensure ongoing traffic safety along City streets;
- Enhance the appearance and image of the City;
- Improve the air quality and the environment for City residents; and
- Clear right-of-way obstructions.

Industry standard sets the ideal schedule for periodic tree trimming as follows: Palms need to be trimmed every 1 or 2 years. Non-palms are recommended to be trimmed every 3-5 years (eucalyptus and pine every 2-3 and broadleaf every 5-6). Based on an inventory of about 27,500 trees and using 5 years, the annual goal is to trim 5,500 trees.

GENERAL GOVERNMENT MANAGEMENT SYSTEM (GGMS)

The appropriation for General Government System (GGS) projects is \$703,052, which represents 3.21% of the adopted CIP budget.

General Government

The City has approximately 164 Miles of aboveground electric distribution wires with an estimated cost to underground of \$275 million. The Franchise Agreement with SDGE Allocation is \$2 million per year from 20A Funds. Almost \$40 million has been expended in undergrounding projects since the 1990's. The City's 20A fund allocation has a positive balance of \$6.13 million. According to Rule 20A, municipalities can incur debt up to five times the annual allocation.

On November 21, 2017, the City Council held a Public Hearing and formed the two Utility Undergrounding Districts (UUD) for the F Street corridor: F Street from Bay Blvd. to Broadway (UUD # 141) - \$3 million, and from Broadway to Fourth Avenue (UUD #142) - \$1.6 million via Resolution 2017-216. Design work has commenced with SDG&E on UUD

#141 and the undergrounding of the utilities will begin in 2020 with completion estimated in late 2021. MTS also removed the remaining railroad tracks west of Broadway in 2019.

Funding of \$321,000 will be utilized for the City's pavement management system, which requires ongoing management for cross-departmental coordination, regular data and system updates, data analysis of pavement conditions, and priority development based on maintenance strategies.

Approximately \$202,000 is programmed for the design and repair of the Chula Vista Elite Athlete Training Center (CVEATC) Pedestrian Bridge and guard house located at the Wueste Road entrance.

A total of \$110,000 is programmed for advance planning associated with the citywide CIP Program and \$50,000 is programmed for the ADA Pedestrian Connectivity Program.

A total of \$70,000 is programmed to develop and implement a Quino checkerspot butterfly (QCB) Recovery Program consistent with the City's Multiple Species Conservation Program (MSCP) Subarea Plan.

REGIONAL PROJECTS

The City of Chula Vista CIP includes funding for several studies related to regional projects. It does not include total costs of regional projects funded or led by other agencies such as Caltrans or SANDAG. However, City staff often partners or gets involved in the delivery of these projects since they provide a direct benefit to the community and sustainable infrastructure. The following is a summary of various projects:

Interstate-5 Multi-modal Corridor Study

In an effort to identify all transportation related improvements needed along, across and within the four-mile long Interstate-5 and rail corridor in Chula Vista, the City has combined efforts with Caltrans, Metropolitan Transit System (MTS) and SANDAG to undertake this planning level study. Funding is provided by a combination of TransNet and two Federal grants. The study has several phases of work and all three phases have been completed. Phase III commenced in FY 2014 and is for the environmental work and preliminary engineering of grade-separating the Palomar Street light rail crossing near the intersection with Industrial Blvd. On January 28, 2020, the City Council approved the Project Report for the Palomar Street Rail Grade Separation Project with Resolution 2020-015.

<https://www.chulavistaca.gov/departments/engineering/projects/2020-palomar-street-grade-separation>

Phase I identified and prioritized needed transportation improvements to improve mobility and goods movement within the study area bounded by SR-54 and Main Street. The results of the first phase study completed in December 2010 have already been included in the 2050 Regional Transportation Plan adopted by SANDAG in October 2011. This report is used as a technical appendix to the SANDAG 2050 Regional Transportation Plan. Rail improvements were identified as the highest near-term need.

<http://www.sandag.org/index.asp?projectid=387&fuseaction=projects.detail>

Phase II, the Chula Vista Light Rail Corridor Improvements Project Study Report, is a grade separation study for each of the three light rail trolley stations at E Street, H Street and Palomar Street. This document, completed in August 2012, has planning level work for the ultimate rail corridor improvements in Chula Vista. Final recommendations from the Light Rail Train (LRT) Improvement study are being incorporated into the Phase III environmental work for the Palomar Street location as well as future regional plans and as individual projects into the Bayfront Development Impact Fee Program, the Western Transportation Development Impact Fee (WTDIF) Program and the CIP program.

<https://www.chulavistaca.gov/departments/public-works/engineering/chula-vista-light-rail-corridor-improvements-project-study-report>

In April of 2017, the E Street, F Street & H Street rail corridor study was updated to include additional information on project limits and a program level cost estimate. The “CHULA VISTA LIGHT RAIL CORRIDOR IMPROVEMENTS FINAL SUPPLEMENTAL PROJECT STUDY REPORT” functions as a supplemental report to the 2012 Project Study Report, and whose purpose is to document the analysis of one additional alternative for grade-separating the MTS (San Diego Metropolitan Transit System) LRT tracks from the roadway crossings at E and H Streets by combining the two grade separations into one project. Since F Street is between E and H Streets, this combined project would also grade-separate the F Street crossing. The grade separated tracks are also used by the freight trains that travel through this corridor.

<https://www.chulavistaca.gov/home/showdocument?id=16349>

<https://www.chulavistaca.gov/Home/ShowDocument?id=16351>

The completed Phase I and Phase II studies serve to identify an accurate project description for Phase III, a future LRT grade-separation Environmental Impact Report (EIR) for the Palomar Street rail crossing that commenced in FY 2013-14 was completed in January 2020. This environmental and preliminary design work was the last phase of the I-5 Multi-modal Corridor Study. The Palomar Street crossing is the highest priority LRT grade-separation project out of 27 study locations evaluated within San Diego County. City staff worked with SANDAG staff to obtain the \$5 million design phase funded in FY20 for the next phase of work for Palomar Street. The construction phase is likely to get regional, State & Federal funding once the design phase nears completion in late 2022. The design phase is estimated to take 30 months while construction could be up to 36 months in duration with a project completion date by 2026.

The H Street and the E street locations rank fourth and sixth, respectively. Due to the proximity of the F Street crossing and freight rail profile design constraints between the Sweetwater River and the J Street rail crossing, F Street must be grade separated along with the E Street and H Street rail crossings. The updated April 2017 E Street & H Street Grade Separation Project Alternatives Analyses/Feasibility Study (AA/FS) Report was completed with input from the freight rail operator. This AA/FS report provides additional information on the extent of the work needed from south of the Sweetwater River to a point south of the J Street crossing for this corridor. The AA/FS report also includes a preliminary opinion of probable costs.

Ultimate improvements for this freight and LRT rail corridor are planned for in the SANDAG Regional Transportation Plan. This project titled “Blue Line/Mid-Coast Frequency Enhancements and rail grade separations at 28th St, 32nd St, E St, H St, Palomar St, at Taylor St and Ash St, and Blue/Orange Track Connection at 12th/Imperial” is included as in the “2019 Federal Regional Transportation Plan” – Appendix A, as a two phased project with a planned completion date of Year 2035 for the work within Chula Vista. No funding is yet identified for the E Street to H Street rail corridor other than the current design phase of work at Palomar Street. As indicated below, the Chula Vista locations are planned to be completed by year 2035.

<https://sdforward.com/previous-plan-dropdown/chapters-and-appendices>

Phase I - Blue Line Frequency Enhancements and rail grade separations at 28th St, 32nd St, E St, H St, Palomar St, and Blue/Orange Track Connection at 12th/Imperial (Year 2035).

Phase II - Blue Line rail grade separations at Taylor St and Ash St (Year 2050).

Main Street Extension from Heritage Road to La Media Road.

The project is in coordination with the development community to consider several roadway alignments of which one includes a bridge over Wolf Canyon and associated utilities. The initial works involves meeting with the resource agencies and ultimately issue a request for proposal to complete the environmental document and preliminary level bridge and utility design. The development community has almost completed their evaluation of various land use

alternatives that will determine the timing and alignment needs for this arterial roadway. The City's existing Capital Improvement Study (STM-357) is expected to start up again this fiscal year. Additional discussion with Caltrans also has been conducted on a future interchange with SR-125 at the easterly terminus of Main Street near Hunte Parkway/Eastlake Parkway. Continued coordination with the developers, Caltrans and SANDAG will occur during FY21.

I-805 South Express Lanes Project (from "<https://www.KeepSanDiegoMoving.com>" website):

The I-805 South Express Lanes Project area is roughly 11 miles, between East Palomar Street in Chula Vista and the I-805/SR 15 interchange in San Diego. The project includes the addition of carpool (HOV)/Express Lanes within the freeway median. Additionally, the project includes the construction of a Direct Access Ramp (DAR) at East Palomar Street in Chula Vista that connects to the carpool/Express Lanes, as well as intermediate access points, direct connectors, in-line transit stations, and park & ride locations. The I-805 South Express Lanes Project will be constructed in two major phases.

Phase I – COMPLETED

Phase I Improvements included the addition of one carpool or HOV, lane, in each direction along an eight-mile segment stretching from East Naples Street in Chula Vista to State Route 94 (SR 94) in San Diego. Phase I also included a new DAR, Transit Station and Park & Ride lots at East Palomar Street in Chula Vista, which opened on January 4, 2017, and the addition of 10 sound walls along the route to help mitigate freeway noise and enhance the quality of life for neighboring communities.

Phase II

The second phase of the I-805 South Express Lanes Project will further expand transportation choices by expanding the carpool lanes into Express Lanes, allowing for solo drivers using FasTrak®. Phase II also includes the addition of in-line transit stations and direct freeway-to-freeway HOV connectors.

- Express Lanes* – The carpool lanes will be converted into Express Lanes between East Palomar Street and the I-805/SR 15 interchange. The Express Lanes will serve the South Bay Rapid, carpools, vanpools, buses, motorcycles, permitted clean air vehicles, and solo drivers using FasTrak®.
- Transit Stations* – In-line transit stations will be constructed at East H Street in Chula Vista and East Plaza Boulevard in National City. These stops will provide convenient access to the South Bay Rapid system and reduce travel times by eliminating the need for vehicles to exit the freeway. A transit station along State Route 94 and an in-line transit station along I-805 near the 47th Street Trolley Station are planned as parts of other projects.
- Direct Connectors* – Direct freeway-to-freeway HOV connectors between I-805 and SR 15 will allow seamless transitions between the carpool lanes. The direct connectors will help maintain consistent traffic speed within the Express Lanes. A direct connector at SR 94 is planned as part of a separate project.
- Sound Walls – Phase II of the I-805 South Express Lanes Project will include the construction of five additional sound wall segments between East Naples Street and Bonita Road. Walls will abate freeway noise by at least five decibels and will improve the quality of life for nearby residents. Construction of the first stage of sound walls began in the fall 2018 and continues into FY21.

* Construction of these improvements will be scheduled as funding becomes available.

In 2018, the construction phase began for the sound walls between East Naples Street and SR-54. Future phases will widen and retrofit the I-805 Sweetwater Bridge decks and inside shoulders will commence. Caltrans has secured

construction funding for the Sweetwater Bridge project which began construction work in the spring of 2019 and expected to be completed in FY21. This work will ultimately widen the I-805 Sweetwater River Bridge south of the SR-54 interchange so that there is more left and northbound right shoulder area, complete the seismic retrofit and make other improvements for the northbound direction.

<https://www.keepsandiegomoving.com/I-805-corridor/I-805-south-segment.aspx>

The South Bay Bus Rapid Transit (SBBRT) Project

Significant construction work was completed for South Bay Rapid in FY 2017/18 and FY 2018/19. This project includes 12 stations along a 26-mile route from the Otay Mesa Port of Entry to Downtown San Diego via eastern Chula Vista, connecting to employment and activity centers in Downtown San Diego and South County. This project also will include a nearly six-mile-long transit-only guideway within the center median of East Palomar Street and along Eastlake Parkway in Chula Vista. Construction of one of the four segments (from Heritage Road to Olympic Parkway) was completed at the end of 2017. Two segments (Olympic Parkway to Birch Road & Otay Mesa Transit Center) were completed in 2018. Due to extensive utility relocation work between Oleander Avenue and Paseo Ladera, the last segment, Oleander Avenue to Heritage Road, will be completed in 2020. Rapid service began on January 27, 2019.

Construction through Chula Vista will be completed in three (3) phases by SANDAG plus one (1) phase by the developer:

1. Phase 1A - from Oleander Avenue to Heritage Road. This segment is under construction now and has provided a new traffic signal at Oleander Avenue/East Palomar Street. Construction will be completed in calendar year 2020.
2. Phase 1B - from Heritage Road to Olympic Parkway. Construction began in February 2016 and was completed in fiscal year 2018.
3. Phase 2 - from Olympic Parkway and across the SR-125 Toll Road via a new pedestrian and bus bridge overcrossing. Then around the northerly and easterly frontage of the Otay Ranch Mall to Birch Road. Construction began in September 2016. This phase was completed in fiscal year 2019.
4. Millenia Station - work by the developer south of Birch Road within the Millenia project area was generally completed in fiscal year 2019.

Updates to the regional projects can be found on the following weblink:

www.keepsandiegomoving.com

Future I-5 (Blue Line), SR 125 & I-805 (Purple Line) Corridor System Management Plans

In late 2019, the SANDAG Board of Directors took two actions that ultimately approved an amendment to the FY 2020 Program Budget, adding \$593.4 million in formula funds for numerous regionwide projects. For Chula Vista, the freeway corridors listed below have commenced and will conclude with recommendations for various transportation improvements that could be implemented in phases over many years:

- Complete Corridor: Blue Line Express/I-5 South & Palomar St Rail Xing
- Complete Corridor: High Speed Transit/SR 125
- Complete Corridor: Purple Line Corridor/I-805

https://www.sandag.org/uploads/meetingid/meetingid_5155_26613.pdf

https://www.sandag.org/uploads/meetingid/meetingid_5174_26749.pdf

CIP DOCUMENT

The initial proposed capital improvement project detail sheets are posted annually in April of each year on the Public Works website for public comment and review.

<https://www.chulavistaca.gov/departments/public-works/projects>

The proposed CIP is presented at a Council Budget Workshop and adopted in June of every year.

Additionally, the Engineering & Capital Projects Department publishes an annual adopted CIP budget. The document is made available at the City Clerk's Office, the Civic Center Library, Otay Ranch Mall Library, the South Chula Vista Library, and the City's website.

**CAPITAL IMPROVEMENT PROJECTS
SUMMARY**

CAPITAL IMPROVEMENT BUDGET

Funding Summary by Project Type

BUILDING

		FY 2020-21 ADOPTED
GGV0230	Fire Stations Repairs/Replacements (Measure P)	\$397,202
GGV0234	Public Building Repairs (Measure P)	\$375,000
GGV0252	Fire Station #1 Repair/Replace (Measure P)	\$2,185,380
BUILDING TOTAL		\$2,957,582

DRAINAGE

		FY 2020-21 ADOPTED
DRN0214	Installation of Full Capture Trash BMPs	\$50,000
DRAINAGE TOTAL		\$50,000

GENERAL GOVERNMENT

		FY 2020-21 ADOPTED
CTY0202	CIP Advanced Planning	\$110,000
CTY0219	Pavement Management System	\$321,000
CTY0233	PMEF - Quino Recovery Program	\$70,000
GGV0241	CVEATC Bridge Repair FY2018-19	\$202,052
GENERAL GOVERNMENT TOTAL		\$703,052

PARKS

		FY 2020-21 ADOPTED
PRK0326	Park Infrastructure (Measure P)	\$717,048
PARKS TOTAL		\$717,048

ROADWAY

		FY 2020-21 ADOPTED
CTY0232	ADA Pedestrian Connectivity Program	\$50,000
STL0437	Eastbound Right Turn Lane Installations along East H St	\$0
STL0445	Pavement Minor Rehabilitation FY2020/21	\$1,680,471
STL0446	Bonita Rd Left-Turn Improvements on Bonita Rd at Bonita Glen Dr	\$500,000
STL0447	ADA Pedestrian Curb Ramps Program FY2020/21	\$250,000
STL0448	Sidewalk Replacement Program FY2020/21	\$250,000
STM0369	Bikeway Facilities Gap Program (FY21)	\$300,000

CAPITAL IMPROVEMENT BUDGET

Funding Summary by Project Type

ROADWAY

		FY 2020-21 ADOPTED
STM0399	I-805 Main Street Interchange Project Initiation Document (PID)	\$25,000
STM0401	RMRA Major Pavement Rehabilitation FY2020-21	\$5,621,034
STM0402	Major Pavement Rehabilitation FY2020/21	\$3,165,329
TRF0274	Traffic Count Station Program	\$40,000
TRF0321	Citywide Traffic Data Program (FY21)	\$70,000
TRF0325	Traffic Monitoring Program	\$40,000
TRF0327	Neighborhood Road Safety Program	\$250,000
TRF0332	Signing and Striping Program	\$80,000
TRF0345	School Zone Traffic Calming Program (FY21)	\$140,000
TRF0350	Traffic Signal System Optimization Program	\$250,000
TRF0354	Traffic Congestion Relief Program	\$50,000
TRF0366	Traffic Signal and Streetlight Systems Upgrade and Modification Program	\$340,000
TRF0400	Signal Retiming of Yellow, Pedestrian Change Interval and Bicycle Timing in Eastern Chula Vista	\$200,000
TRF0403	Traffic Signal Communication Improvements East of I-805	\$250,000
TRF0411	Pedestrian Improvements at Uncontrolled Mid-block Crosswalks at Castle Park Middle School	\$150,000
TRF0414	Third Ave from Fourth Avenue to E Street Pedestrian Street Improvements	\$0
TRF0415	Telegraph Canyon Road Raised Median Improvements	\$285,000
TRF0421	Engineering & Traffic Survey Updates Program	\$50,000
TRF0422	Radar Speed Feedback Signs	\$160,000
TRF0423	Traffic Signal Communication Improvements West of I-805	\$300,000
TRF0424	Pedestrian Hybrid Beacon Upgrade - Fourth at Westby	\$300,000
ROADWAY TOTAL		\$14,796,834

WASTEWATER

		FY 2020-21 ADOPTED
SWR0286	Agua Vista Pump Station Upgrades	\$500,000
SWR0291	J Street Sewer Junction Structure Improvement	\$1,300,000
SWR0318	Sewer Pipe Rehabilitation FY2020/21	\$300,000
SWR0319	Sewer Access Road Rehabilitation Program FY2020/21	\$350,000
SWR0320	Sewer Manhole Rehabilitation FY2020/21	\$200,000
WASTEWATER TOTAL		\$2,650,000

GRAND TOTAL - ALL PROJECTS:

\$21,874,516

**FIVE-YEAR CIP PROJECT SUMMARY
SCHEDULE**



City of Chula Vista
2020/21 - 2024/25 Capital Improvement Program

CIP #	Project Name	Category	2020/21	2021/22	2022/23	2023/24	2024/25	Total
CTY0202	CIP Advanced Planning	CIP Advance Planning	\$110,000	\$60,000	\$60,000	\$60,000	\$60,000	\$350,000
CTY0219	Pavement Management System	Pavement Management	\$321,000	\$121,000	\$121,000	\$121,000	\$121,000	\$805,000
CTY0232	ADA Pedestrian Connectivity Program	Local Streets	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
CTY0233	PMEF - Quino Recovery Program	General Government	\$70,000	\$25,000	\$25,000	\$10,000	\$10,000	\$140,000
DRN0214	Installation of Full Capture Trash BMPs	Drainage	\$50,000	\$75,000	\$100,000	\$125,000	\$150,000	\$500,000
GGV0230	Fire Stations Repairs/Replacements (Measure P)	Buildings	\$397,202	\$0	\$0	\$0	\$0	\$397,202
GGV0234	Public Building Repairs (Measure P)	Buildings	\$375,000	\$0	\$0	\$0	\$0	\$375,000
GGV0241	CVEATC Bridge Repair FY2018-19	General Government	\$202,052	\$0	\$0	\$0	\$0	\$202,052
GGV0252	Fire Station #1 Repair/Replace (Measure P)	Buildings	\$2,185,380	\$0	\$0	\$0	\$0	\$2,185,380
PRK0326	Park Infrastructure (Measure P)	Parks	\$717,048	\$0	\$0	\$0	\$0	\$717,048
STL0437	Eastbound Right Turn Lane Installations along East H St	Local Streets	\$0	\$0	\$0	\$0	\$0	\$0
STL0445	Pavement Minor Rehabilitation FY2020/21	Local Streets	\$1,680,471	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$9,680,471
STL0446	Bonita Rd Left-Turn Improvements on Bonita Rd at Bonita Glen Dr	Local Streets	\$500,000	\$0	\$0	\$0	\$0	\$500,000
STL0447	ADA Pedestrian Curb Ramps Program FY2020/21	Local Streets	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
STL0448	Sidewalk Replacement Program FY2020/21	Local Streets	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
STM0369	Bikeway Facilities Gap Program (FY21)	Major Streets	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
STM0399	I-805 Main Street Interchange Project Initiation Document (PID)	Major Streets	\$25,000	\$0	\$0	\$0	\$0	\$25,000
STM0401	RMRA Major Pavement Rehabilitation FY2020-21	Major Streets	\$5,621,034	\$4,700,000	\$4,800,000	\$4,900,000	\$5,000,000	\$25,021,034
STM0402	Major Pavement Rehabilitation FY2020/21	Major Streets	\$3,165,329	\$3,750,000	\$3,850,000	\$4,000,000	\$4,250,000	\$19,015,329
SWR0286	Agua Vista Pump Station Upgrades	Sewer	\$500,000	\$0	\$0	\$0	\$0	\$500,000
SWR0291	J Street Sewer Junction Structure Improvement	Sewer	\$1,300,000	\$0	\$0	\$0	\$0	\$1,300,000
SWR0318	Sewer Pipe Rehabilitation FY2020/21	Sewer	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
SWR0319	Sewer Access Road Rehabilitation Program FY2020/21	Sewer	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
SWR0320	Sewer Manhole Rehabilitation FY2020/21	Sewer	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
TRF0274	Traffic Count Station Program	Traffic	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
TRF0321	Citywide Traffic Data Program (FY21)	Traffic	\$70,000	\$50,000	\$50,000	\$50,000	\$50,000	\$270,000
TRF0325	Traffic Monitoring Program	Traffic	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
TRF0327	Neighborhood Road Safety Program	Traffic	\$250,000	\$230,000	\$230,000	\$230,000	\$230,000	\$1,170,000
TRF0332	Signing and Striping Program	Traffic	\$80,000	\$60,000	\$60,000	\$60,000	\$60,000	\$320,000
TRF0345	School Zone Traffic Calming Program (FY21)	Traffic	\$140,000	\$50,000	\$50,000	\$50,000	\$50,000	\$340,000



City of Chula Vista
2020/21 - 2024/25 Capital Improvement Program

CIP #	Project Name	Category	2020/21	2021/22	2022/23	2023/24	2024/25	Total
TRF0350	Traffic Signal System Optimization Program	Traffic	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
TRF0354	Traffic Congestion Relief Program	Traffic	\$50,000	\$20,000	\$20,000	\$20,000	\$20,000	\$130,000
TRF0366	Traffic Signal and Streetlight Systems Upgrade and Modification Program	Traffic	\$340,000	\$200,000	\$200,000	\$200,000	\$200,000	\$954,000
TRF0400	Signal Retiming of Yellow, Pedestrian Change Interval and Bicycle Timing in Eastern Chula Vista	Traffic	\$200,000	\$0	\$0	\$0	\$0	\$200,000
TRF0403	Traffic Signal Communication Improvements East of I-805	Traffic	\$250,000	\$0	\$0	\$0	\$0	\$250,000
TRF0411	Pedestrian Improvements at Uncontrolled Mid-block Crosswalks at Castle Park Middle School	Traffic	\$150,000	\$0	\$0	\$0	\$0	\$150,000
TRF0414	Third Ave from Fourth Avenue to E Street Pedestrian Street Improvements	Local Streets	\$0	\$0	\$0	\$0	\$0	\$0
TRF0415	Telegraph Canyon Road Raised Median Improvements	Traffic	\$285,000	\$0	\$0	\$0	\$0	\$285,000
TRF0421	Engineering & Traffic Survey Updates Program	Traffic	\$50,000	\$0	\$0	\$0	\$0	\$50,000
TRF0422	Radar Speed Feedback Signs	Traffic	\$160,000	\$0	\$0	\$0	\$0	\$160,000
TRF0423	Traffic Signal Communication Improvements West of I-805	Traffic	\$300,000	\$400,000	\$0	\$0	\$0	\$700,000
TRF0424	Pedestrian Hybrid Beacon Upgrade - Fourth at Westby	Traffic	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Total: 42			\$21,874,516	\$13,771,000	\$13,596,000	\$13,856,000	\$14,231,000	\$77,142,516

MEASURE A FUND SUMMARY

Measure A Fund Summary

The Measure A fund accounts for revenues and expenditures related to the approved ballot measure adopting a one-half (½) cent Public Safety General Transactions and Use Tax (Sales Tax) in the City of Chula Vista.

In December 2017, City staff presented the Public Safety Staffing Strategies Report to the City Council. This report outlined staffing proposals for the Police and Fire Department that addressed critical needs. 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.

In February 2018, City staff presented the City Council with a ballot measure to consider for placement to address public safety staffing on the ballot in June 2018. The tax will remain in place unless and until the voters repealed it. Concurrent with the approval of placing the measure on the ballot, the City Council adopted an Intended Public Safety Expenditure Plan for the anticipated revenues generated from the measure.

On June 5, 2018 Chula Vista voters approved Measure A, authorizing the one-half cent sales tax increase. Collection of the sales tax began October 1, 2018.

The sales tax will allow the Chula Vista Fire and Police Departments to provide faster responses to 9-1-1 emergency calls, increase neighborhood police patrols, reduce gang and drug-related crimes, address homelessness, and improve firefighter, paramedic and emergency medical response times.

The City has established a separate fund to track and account for income and expenses and appointed a Citizen’s Oversight Committee (“COC”) to ensure transparency in the use of Measure A Funds.

REVENUES

The fiscal year 2021 Adopted Budget reflects the allocation of approximately \$20.0 million in Measure A sales tax revenues and approximately \$0.2 is from FEMA SAFER grant reimbursement for the Fire Department for a total of \$20.2 in revenues. Sales tax revenues are received in the City’s General Fund, and then transferred into the Measure A Fund.

The following table reflects the Measure A revenues by category.

Measure A Fund Revenues

CATEGORY	FY 2020 ADOPTED	FY 2021 ADOPTED	CHANGE	% CHANGE
Transfers In	\$ 18,266,000	\$ 20,239,641	\$ 1,973,641	10.8%
Total	\$ 18,266,000	\$ 20,239,641	\$ 1,973,641	10.8%

EXPENDITURES

The fiscal year 2021 Adopted Measure A Budget includes approximately \$15.3 million in expenditures for the Fire and Police Departments, to follow are the major categories for each department as noted within the Spending Plan:

Police Department

- Personnel Costs – The budget includes funding for the costs related to the approved Measure A positions.
- Sworn Non-Personnel Costs – Funding included for equipment and supplies to support sworn staff.
- Civilian Non-Personnel Costs – Funding included for equipment and supplies to support civilian staff.
- Computers and Other Equipment – Includes funding for computers and equipment used by staff within the fund.
- Police Vehicles, Outfitting, Maint., Fuel, etc. – Funding included for Police vehicles and the costs associated with their operation.
- Reimbursement for Support Staff (IT, Fin, HR, City Attorney) – Includes funding for the departments that provide the Measure A support to the Police Department.

Fire Department

- Personnel Costs – The budget includes funding for costs related to Measure A positions.
- Academy Costs – Funding for the Fire Academy.
- PPE Maintenance – Includes funding for the maintenance of personal protection equipment.
- Computers and Other Equipment – Includes funding for computers and equipment used by staff within the fund.
- Fire Vehicles, Outfitting, Maint., Fuel, etc. – Funding included for Fire vehicles and the associated costs of operation.
- Reimbursement for Support Staff (IT, Fin, HR, City Attorney) – Includes funding the departments that provide Measure A support to the Fire Department.

The following table provides the detailed breakdown of the Measure A expenditures by category.

Measure A Fund Expenditures

CATEGORY	FY 2020 ADOPTED	FY 2021 ADOPTED	Change
POLICE DEPARTMENT:			
Personnel Costs	\$ 3,717,657	\$ 7,089,099	\$ 3,371,442
Sworn Non-Personnel Costs	\$ -	\$ 268,841	\$ 268,841
Civilian Non-Personnel Costs	\$ 28,039	\$ 6,896	\$ (21,143)
Computers and Other Equipment	\$ 150,000	\$ 250,000	\$ 100,000
Police Vehicles, Outfitting, Maint., Fuel, etc.	\$ 165,000	\$ 220,000	\$ 55,000
Reimb for Support Staff (IT, Fin, HR, Cty Atty)	\$ 342,488	\$ 375,375	\$ 32,887
Total Police Department Expenditures	\$ 4,403,183	\$ 8,210,211	\$ 3,807,027
FIRE DEPARTMENT:			
Personnel Costs	\$ 5,273,016	\$ 6,216,712	\$ 943,696
Academy Costs	\$ 630,885	\$ -	\$ (630,885)
PPE Maintenance	\$ 117,910	\$ 133,904	\$ 15,994
Computers and Other Equipment	\$ 21,294	\$ 30,883	\$ 9,589
Fire Vehicles, Outfitting, Maint., Fuel, etc.	\$ 293,850	\$ 295,349	\$ 1,499
Reimb for Support Staff (IT, Fin, HR, Cty Atty)	\$ 342,488	\$ 375,375	\$ 32,887
Total Fire Department Expenditures	\$ 6,679,443	\$ 7,052,223	\$ 372,780
TOTAL EXPENDITURES	\$ 11,082,626	\$ 15,262,434	\$ 4,179,807

STAFFING

The fiscal year 2021 budgeted staffing totals are 66.00 FTE, of which 26.00 are in the Fire Department and 40.00 are in the Police Department. The below table summarizes the staffing changes.

Measure A Fund Staffing

MEASURE A FUND	FY 2020 Adopted Staffing	FY 2020 Mid Year Changes	FY 2021 FY 2021 Changes	FY 2021 Adopted Staffing
DEPUTY FIRE CHIEF	2.00	(1.00)	0.00	1.00
FIRE CAPTAIN (80 HR)	1.00	0.00	0.00	1.00
FIRE CAPTAIN (84 HR)	4.00	(4.00)	0.00	0.00
FIREFIGHTER (112 HR)	12.00	12.00	0.00	24.00
FIREFIGHTER/PARAMEDIC (84 HR)	4.00	(4.00)	0.00	0.00
FIRE DEPARTMENT TOTAL	23.00	3.00	0.00	26.00
CIVILIAN BACKGROUND INVESTIGATOR	1.00	0.00	0.00	1.00
COMMUNITY SERVICES OFFICER	2.00	0.00	0.00	2.00
DIGITAL FORENSICS TECH II	0.00	2.00	0.00	2.00
PEACE OFFICER	7.00	3.00	5.00	15.00
POLICE AGENT	3.00	0.00	3.00	6.00
POLICE COMM SYSTEMS MANAGER	0.00	1.00	0.00	1.00
POLICE DISPATCHER	5.00	2.00	0.00	7.00
POLICE SERGEANT	2.00	1.00	2.00	5.00
SR POLICE TECHNOLOGY SPECIALIST	1.00	0.00	0.00	1.00
POLICE DEPARTMENT TOTAL	21.00	9.00	10.00	40.00
MEASURE A FUND STAFFING TOTAL	44.00	12.00	10.00	66.00

2018 MEASURE A SALES TAX FUND (222)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Personnel Services	-	2,137,942	9,341,499	13,305,811
Supplies and Services	-	82,908	672,209	729,142
Other Expenses	-	503,626	684,976	750,750
Other Capital	-	60,420	165,000	189,233
Internal Service Charges	-	-	-	68,556
Transfers Out	-	-	218,942	218,942
TOTAL EXPENDITURES	\$ -	\$ 2,784,896	\$ 11,082,626	\$ 15,262,434
REVENUES				
Transfers In	-	(14,088,106)	(18,266,000)	(20,239,641)
TOTAL REVENUES	\$ -	\$ (14,088,106)	\$ (18,266,000)	\$ (20,239,641)
NET FUND ACTIVITY	\$ -	\$ (11,303,210)	\$ (7,183,374)	\$ (4,977,207)

MEASURE P FUND SUMMARY

Measure P Fund Summary

The Measure P fund accounts for revenues and expenditures related to the approved ballot measure adopting a one-half (½) cent General Transactions and Use Tax (Sales Tax) in the City of Chula Vista.

On August 2, 2016, the City Council approved Ordinance 3371 (“Ordinance”) modifying the Municipal Code to establish a temporary one-half cent Sales Tax if approved by the voters. As part of the action to approve the Ordinance, the City Council approved a spending plan described as the Intended Infrastructure, Facilities and Equipment Expenditure Plan (Expenditure Plan), which identified how the funds were to be allocated.

On November 8, 2016 Chula Vista voters approved Measure P, authorizing the one-half cent sales tax increase on retail sales within the City for a period of ten (10) years.

Collection of the sales tax began April 1, 2017. The sales tax is anticipated to exceed the original estimated amount of \$186 million over the ten-year collection period. The proceeds of the tax will be used to upgrade police, fire, paramedic and 9-1-1 equipment, vehicles and facilities; fund streets and sidewalks; replace storm drains to prevent sinkholes; improve parks; repair recreation facilities; and repair or replace other city infrastructure.

The City has established a separate fund to track and account for income and expenses and appointed a Citizen’s Oversight Committee (“COC”) to ensure transparency in the use of Measure P Funds.

REVENUES

The fiscal year 2021 Adopted Budget reflects the allocation of approximately \$20 million in Measure P sales tax revenues. These sales tax revenues are received in the City’s General Fund, and then transferred into the Measure P Fund.

The following table reflects the Measure P revenues by category.

Measure P Fund Revenues

CATEGORY	FY 2020 ADOPTED	FY 2021 ADOPTED	CHANGE	% CHANGE
Transfers In	\$ 18,266,000	\$ 20,020,000	\$ 1,754,000	9.6%
Total	\$ 18,266,000	\$ 20,020,000	\$ 1,754,000	9.6%

EXPENDITURES

The fiscal year 2021 Adopted Measure P Budget includes approximately \$19.2 million in expenditures for fire station repair/replacement, other public buildings, park infrastructure, other infrastructure, equipment, fleet purchases and debt service. To follow are the major categories as noted within the adopted Expenditure Plan:

- Public Safety Vehicles – This category includes police patrol vehicles, police undercover vehicles, administrative and volunteer patrol vehicles, patrol motorcycles, fire engines, fire trucks, fire prevention fleet, fire utility vehicles, urban search and rescue vehicles, and brush rigs.
- Non-Safety City Vehicles – Includes all cars, trucks, SUV’s, and specialty vehicles that are used to support general City operations.
- Fire Station Repair/Replacement – Funding for repairs to Fire Station 1 and the replacement of Fire Station 5 & 9.
- Other Public Buildings – Includes funding for various repairs to public building.
- Park Infrastructure – Funding for parks throughout the City.
- Other Infrastructure – Tree trimming and removals at various locations throughout the City.
- Police Equipment – Funding for Police Equipment needs.
- Lease Payments – for the Computer Aided Dispatch System and Regional Communication System.
- Debt Service – Includes the principal and interest payments for the repayment of the Measure P bonds.

The following table provides the detailed breakdown of the Measure P expenditures by project category.

Measure P Fund Expenditures

PROJECT	FY 2021 ADOPTED
Fire Vehicles	\$ 3,153,500
Police Vehicles	\$ 1,693,500
Non-Safety City Vehicles	\$ 1,674,000
Police Equipment	\$ 28,000
Police Communications & Dispatch System	\$ 375,697
Regional Communications System (RCS)	\$ 350,000
Fire Station Repair/Replacements	\$ 2,582,582
Other Public Buildings	\$ 375,000
Park Infrastructure	\$ 717,048
Other Infrastructure	\$ 100,000
Total Project Expenditures	\$ 11,049,327
Administrative Expenses	\$ 12,173
Annual Debt Service Payments	\$ 8,128,500
TOTAL EXPENDITURES	\$ 19,190,000

2016 MEASURE P SALES TAX FUND (220)

FUND SUMMARY

BUDGET CATEGORY	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
EXPENDITURES				
Supplies and Services	253,903	131,530	236,928	245,632
Other Expenses	9,413,106	8,852,425	9,033,988	9,033,738
Other Capital	5,281,242	5,378,591	4,641,450	6,136,000
CIP Project Expenditures	7,893,590	14,471,811	4,353,484	3,674,630
Non-CIP Project Expenditures	-	-	-	100,000
TOTAL EXPENDITURES	\$ 22,841,841	\$ 28,834,356	\$ 18,265,850	\$ 19,190,000
REVENUES				
Use of Money and Property	(936,155)	(1,711,589)	-	-
Other Revenue	(71,363,567)	(152,440)	-	-
Transfers In	(18,161,109)	(20,016,492)	(18,266,000)	(20,020,000)
TOTAL REVENUES	\$ (90,460,831)	\$ (21,880,521)	\$ (18,266,000)	\$ (20,020,000)
NET FUND ACTIVITY	\$ (67,618,990)	\$ 6,953,835	\$ (150)	\$ (830,000)



SUMMARY TABLES

Fund Appropriations by Department and
Expenditure Category

Schedule of Revenues

Fund Balance Projections

Schedule of Interfund Transfers

Authorized Positions by Department

**FUND APPROPRIATIONS BY
DEPARTMENT AND EXPENDITURE
CATEGORY**

EXPENDITURES BY DEPARTMENT/CATEGORY

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OTHER CAPITAL	INTERNAL SERVICE CHARGES	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	FY 2021 ADOPTED
100 General Fund										
01 City Council	1,514,639	105,880	1,307	-	3,190	-	-	-	-	1,625,016
02 Boards & Commissions	-	133,911	-	-	-	-	-	-	-	133,911
03 City Clerk	866,892	155,932	410	-	-	-	-	-	-	1,023,234
04 City Attorney	2,967,729	360,374	1,357	-	4,948	-	-	-	-	3,334,408
05 Administration	2,213,599	350,880	832	-	-	-	-	-	-	2,565,311
06 Information Technology	2,368,932	1,440,980	3,302	-	87,890	-	-	-	-	3,901,104
07 Human Resources	2,351,706	421,786	1,857	-	2,500	-	-	-	-	2,777,849
08 Finance	3,400,967	474,827	2,700	-	2,500	-	-	-	-	3,880,994
09 Non-Departmental	(1,126,883)	2,991,916	2,600	527,533	-	-	47,633,470	-	-	50,028,636
10 Animal Care Facility	2,391,472	351,950	33,609	4,500	6,282	53,200	-	-	-	2,841,013
11 Economic Development	1,731,389	195,154	3,250	-	-	-	-	-	-	1,929,793
12 Development Services	2,644,150	109,100	2,250	11,000	-	23,635	-	-	-	2,790,135
13 Engineering/Capital Projects	8,235,810	323,097	856,943	95,000	5,000	185,599	386,836	-	-	10,088,285
14 Police	54,765,794	2,060,470	326,256	104,930	25,000	1,000,424	-	-	-	58,282,874
15 Fire	30,607,779	2,240,293	219,142	-	-	1,101,530	62,326	-	-	34,231,070
16 Public Works	9,018,221	1,951,431	628,728	10,000	73,000	464,747	-	-	-	12,146,127
17 Parks and Recreation	7,222,616	919,613	2,579,281	27,500	26,423	320,918	-	-	-	11,096,351
18 Library	3,575,768	219,343	214,730	400	-	3,345	-	-	-	4,013,586
100 GENERAL FUND TOTAL	134,750,580	14,806,937	4,878,554	780,863	236,733	3,153,398	48,082,632	-	-	206,689,697
220 2016 Measure P Sales Tax	-	245,632	-	9,033,738	6,136,000	-	-	3,674,630	100,000	19,190,000
221 Transportation Grants-Gas Tax	229,568	-	-	-	-	5,000	4,343,236	8,092,505	-	12,670,309
222 2018 Measure A Sales Tax	13,305,811	729,142	-	750,750	189,233	68,556	218,942	-	-	15,262,434
227 Transportation Sales Tax	-	-	-	-	-	-	-	6,224,329	-	6,224,329
234 Advanced Life Support Program	458,202	310,911	-	-	221,469	14,952	1,143,502	-	-	2,149,036
241 Parking Meter	-	360,700	13,070	198,500	-	-	-	-	-	572,270
245 Traffic Safety	-	138,500	-	-	-	-	399,140	-	-	537,640
266 Special Revenue Endowments	-	-	-	-	-	-	-	70,000	-	70,000
267 Permanent Endowments	-	400	-	1,200	-	-	-	-	-	1,600
269 Other Grants	170,473	598,550	-	938,668	200	7,208	-	-	-	1,715,099
270 Mobile Park Fee	-	28,000	-	37,000	-	-	-	-	-	65,000
271 Local Grants	84,217	142,505	-	2,000	90,000	-	-	-	-	318,722
272 Federal Grants	6,053,920	3,363,591	10,660	2,918,084	1,719,740	-	1,512,216	-	874,241	16,452,452
273 State Grants	695,225	451,099	-	63,275	-	2,297	-	350,000	-	1,561,896
282 Environmental Services	745,180	1,242,352	51,585	210,351	4,600	7,254	107,585	-	-	2,368,907
301 Storm Drain	-	348,100	840	-	-	-	-	-	-	348,940
311 CDBG Housing Program	-	-	-	-	-	-	-	-	140,194	140,194
313 Chula Vista Housing Authority	626,866	335,800	1,155	272,500	-	-	254,697	-	-	1,491,018
316 Public Educational & Govt Fee	-	300,000	-	-	300,000	-	-	-	-	600,000
318 RDA Successor Agency Fund	-	6,000	-	629,000	-	-	2,797,700	-	-	3,432,700
319 Housing Successor Agency	-	57,900	-	2,008,500	6,000	-	-	-	-	2,072,400
341 Public Liability Trust	-	384,908	-	819,170	-	-	-	-	-	1,204,078
342 CFD 11-M Rolling Hills McM	-	118,270	22,836	45,000	1,465	-	-	-	-	187,571
343 CFD 12-M Otay Ranch Village 7	-	383,305	119,693	78,000	3,394	-	-	-	-	584,392

EXPENDITURES BY DEPARTMENT/CATEGORY

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OTHER CAPITAL	INTERNAL SERVICE CHARGES	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	FY 2021 ADOPTED
344	CFD 13-M Otay Ranch Village 2	-	416,023	190,143	80,724	3,739	-	-	-	690,629
345	CFD 12M Village 7 Otay Ranch	-	332,844	171,094	72,000	5,051	-	-	-	580,989
346	CFD 14M-A-EUC Millenia	-	61,274	4,360	41,552	2,653	-	98,308	-	208,147
347	CFD 14M-B-EUC Millenia	-	50,515	90,850	248,835	20,000	1,000	-	-	411,200
348	CFD 18M Village 3 Otay Ranch	-	603,649	226,191	8,799	-	-	-	-	838,639
349	CFD 19M Freeway Commercial 2	-	140,059	60,304	12,623	658	-	-	-	213,644
352	Bay Blvd Landscape District	-	278	3,803	4,176	-	-	-	-	8,257
353	Eastlake Maintenance Dist I	-	263,643	84,274	62,300	3,176	-	-	-	413,393
354	Open Space District #01	-	42,030	35,751	15,000	799	-	-	-	93,580
355	Open Space District #02	-	6,897	3,985	5,409	180	-	-	-	16,471
356	Open Space District #03	-	28,123	17,756	11,246	551	-	-	-	57,676
357	Open Space District #04	-	76,882	22,156	17,468	853	-	-	-	117,359
358	Open Space District #05	-	27,492	18,705	10,323	480	-	-	-	57,000
359	Open Space District #06	-	16,691	11,525	8,900	302	-	-	-	37,418
361	Open Space District #07	-	13,973	6,180	4,482	157	-	-	-	24,792
362	Open Space District #08	-	49,997	15,806	14,623	808	-	-	-	81,234
363	Open Space District #09	-	35,977	29,540	14,050	764	-	-	-	80,331
364	Open Space District #10	-	47,712	28,550	15,568	880	-	-	-	92,710
365	Open Space District #11	-	91,293	66,020	29,621	1,798	-	-	-	188,732
367	Open Space District #14	-	175,348	162,050	54,690	3,866	-	-	-	395,954
368	Open Space District #15	-	8,870	8,244	7,761	285	-	-	-	25,160
369	Open Space District #17	-	6,874	-	3,172	81	-	-	-	10,127
371	Open Space District #18	-	97,553	66,112	35,442	1,722	-	-	-	200,829
372	Open Space District #20	-	1,123,602	376,485	255,085	15,156	-	-	-	1,770,328
373	Open Space District #23	-	38,943	8,540	10,000	430	-	-	-	57,913
374	Open Space District #24	-	7,696	13,780	8,895	375	-	-	-	30,746
375	Open Space District #26	-	4,208	2,538	5,866	140	-	-	-	12,752
376	Open Space District #31	-	132,045	45,740	21,854	1,493	-	-	-	201,132
378	CFD 07M Eastlake Woods & Vista	-	521,270	128,207	183,900	5,983	-	-	-	839,360
379	CFD 08M Vlg 6 McMillin & OR	-	895,384	303,104	230,800	10,715	-	-	-	1,440,003
380	CFD 09M ORV II Brookfield-Shea	-	986,608	202,098	177,000	9,950	-	-	-	1,375,656
381	CFD 14M-2-EUC Millenia	-	87,699	6,183	58,948	-	-	139,465	-	292,295
382	CFD 99-2 Otay Ranch Vlg 1 West	-	627,921	206,323	120,000	7,858	-	-	-	962,102
386	Otay Ranch Preserve	-	1,078,892	-	84,019	-	-	-	-	1,162,911
387	CFD 98-3 Sunbow 2	-	828,605	195,505	118,769	9,325	-	-	-	1,152,204
388	CFD 97-1 Otay Ranch	-	2,349,450	522,762	352,099	24,914	-	-	-	3,249,225
391	Central Garage Fund	935,492	2,279,100	131,090	400	-	21,748	41,524	-	3,409,354
398	Workers Compensation Fund	-	961,593	-	3,931,388	-	-	-	-	4,892,981
405	City Jail	1,666,847	203,335	-	-	-	-	188,500	-	2,058,682
406	Chula Vista Muni Golf Course	-	-	-	-	-	-	132,580	-	132,580
407	Living Coast Discovery Center	-	4,713	70,497	-	-	5,398	-	-	80,608
408	Development Services Fund	8,756,190	841,238	5,650	371,000	110,500	46,937	1,923,648	-	12,055,163
409	CV Elite Athlete Training Ctr	-	125,300	-	63,200	-	-	-	-	188,500
414	Sewer Service Revenue	4,859,667	28,581,177	331	75,000	1,392,900	316,705	3,298,234	-	38,588,614
428	Sewer Facility Replacement	-	-	-	-	-	-	150,000	2,650,000	2,800,000
430	Sewer DIFs	-	120,000	-	760,490	-	-	200,000	-	1,080,490

EXPENDITURES BY DEPARTMENT/CATEGORY

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OTHER CAPITAL	INTERNAL SERVICE CHARGES	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	FY 2021 ADOPTED
442 CDBG Section 108 Loan	-	-	-	633,650	-	-	-	-	-	633,650
452 Equipment Lease Fund	-	-	-	552,671	-	-	-	-	-	552,671
453 Energy Conservation Loans	-	-	-	497,175	-	-	-	-	-	497,175
475 2014 COP Refunding	-	5,000	-	3,606,332	-	-	-	-	-	3,611,332
476 2015 Refunding COP	-	6,903	-	2,929,016	-	-	-	-	-	2,935,919
477 2016 Ref COP Civic Ctr/Nature	-	6,901	-	282,551	-	-	-	-	-	289,452
478 2016 LRRB PFDIF/COP	-	6,900	-	2,149,075	-	-	-	-	-	2,155,975
479 2017 CREBs LRBs	-	5,001	-	627,882	-	-	-	-	-	632,883
542 Drainage DIF	-	-	-	10,000	-	-	-	-	-	10,000
560 Public Facilities DIF	-	57,000	-	610,641	-	-	6,249,888	-	-	6,917,529
580 Pedestrian Bridge DIFs	-	-	-	95,000	-	-	-	-	-	95,000
590 Transportation DIFs	-	-	-	535,000	-	-	151,045	611,000	15,000	1,312,045
666 2016 TARBs	-	6,900	-	2,790,800	-	-	-	-	-	2,797,700
693 CV Bayfront Finance Authority	-	1,635,789	-	-	-	-	-	-	-	1,635,789
713 Capital Improvement Projects	-	-	-	-	-	-	-	202,052	-	202,052
715 Parkland Acquisition & DevFees	-	50,000	-	35,000	-	-	-	-	-	85,000
716 Western-Park Acquisition & Dev	-	-	-	251,669	-	-	50,000	-	-	301,669
717 Residential Construction Tax	-	-	-	-	-	-	669,353	-	-	669,353
GRAND TOTAL, ALL FUNDS	173,338,238	70,525,772	8,640,625	42,000,538	10,547,376	3,650,453	72,152,195	21,874,516	1,194,035	403,923,748

SCHEDULE OF REVENUES

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
100 General Fund				
Property Taxes				
4001 Current Taxes Secured	(32,330,606)	(34,457,712)	(34,547,670)	(35,584,100)
4002 State Secured Unitary	(782,322)	(819,555)	(683,582)	(800,000)
4003 Current Taxes Unsecured	(988,693)	(1,049,758)	(1,012,390)	(1,042,762)
4004 Delinquent Taxes	(187,939)	(84,107)	(117,396)	(117,396)
4005 Prop Tax in Lieu	(14,770)	(8,245)	-	(11,500)
4006 Property Tax in Lieu of VLF	(21,061,385)	(22,224,361)	(22,430,251)	(23,591,939)
4071 Real Property Transfer Tax	(1,199,059)	(1,385,614)	(1,173,550)	(1,300,000)
Property Taxes Total	(56,564,774)	(60,029,352)	(59,964,839)	(62,447,697)
Other Local Taxes				
4011 Sales and Use Taxes	(31,897,329)	(35,974,171)	(34,187,000)	(35,927,684)
4012 Sales Tax Pub Safety Augment	(926,799)	(980,142)	(940,600)	(1,004,171)
4015 Sales Tax - Measure P	(18,160,769)	(20,016,492)	(18,266,000)	(20,020,000)
4016 Sales Tax - Measure P	-	(14,088,106)	(18,266,000)	(20,020,000)
4021 Franchise Fees	(11,750,192)	(12,121,018)	(11,925,678)	(12,404,935)
4031 Utility Taxes	(5,563,291)	(4,882,704)	(5,633,423)	(5,233,423)
4041 Business License Tax	(1,473,003)	(1,478,894)	(1,369,643)	(1,755,339)
4042 Business License Tax Penalty	(59,644)	(76,076)	(55,000)	(70,000)
4051 Transient Occupancy Taxes	(4,104,886)	(4,298,261)	(4,357,922)	(4,364,922)
4052 Short-Term Rentals TOT	-	-	-	(50,000)
4053 RV Park TOT	-	(203,674)	-	(511,910)
4111 Cannabis Excise Tax	-	-	-	(1,000,000)
Other Local Taxes Total	(73,935,913)	(94,119,538)	(95,001,266)	(102,362,384)
Licenses & Permits				
4201 Animal Licenses	(162,007)	(144,747)	(175,300)	(150,000)
4211 Building Permits	(223,172)	(151,737)	(160,489)	(213,489)
4215 Utility Permits	(63,748)	(44,395)	(105,966)	(50,000)
4221 Fire Permits	(457,382)	(514,595)	(565,000)	(565,000)
4222 Security Alarm Permits	(218,242)	(250,918)	(241,170)	(241,170)
4223 Housing Permits	(441,101)	(452,585)	(350,000)	(450,000)
4224 Parking Permits	(10,745)	(10,130)	(14,000)	(10,500)
4241 Cannabis Application Fees	-	(767,979)	-	-
Licenses & Permits Total	(1,576,397)	(2,337,086)	(1,611,925)	(1,680,159)
Fines and Penalties				
4301 Negligent Veh Impound Proc Fee	(246,546)	(236,600)	(220,423)	(230,423)
4302 Code Enforcement Violations	(319,030)	(217,668)	(276,016)	(240,000)
4311 Booking Fees	(17,918)	(26,485)	(8,000)	-
4312 False Alarm Penalty	(297,492)	(323,004)	(285,000)	(300,000)
4314 Ordinance Violation Fines	(110,836)	(313,051)	(109,000)	(129,000)

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
4315 CVHF Booking Fees	(9,929)	(6,585)	(1,000)	-
4331 Parking Citation	(240,386)	(258,573)	(250,000)	(245,000)
4341 Library Fines	(89,874)	(82,336)	(118,000)	(85,830)
Fines and Penalties Total	(1,332,011)	(1,464,302)	(1,267,439)	(1,230,253)
Use of Money & Property				
4401 Investment Earnings City Pool	(302,712)	(350,150)	(800,000)	(362,000)
4402 Investment Earnings Others	(28,625)	(111,000)	(2,000)	(104,556)
4404 Change in Fair Value of Invts	103,611	(849,955)	-	-
4421 Sale of Other Personal Prop	(57,391)	(81,070)	(3,000)	(3,000)
4431 Coin Operated Machine Revenue	(33,543)	(29,755)	(18,997)	(24,637)
4432 Rentals Leases of Equipment	-	(32)	-	-
4433 Film Video Insurance Charge	(13,062)	(10,523)	(35,850)	(11,270)
4441 Pay Phones Revenue	-	(99)	-	-
4442 Rental Leases Picnic Shelters	(268,352)	(275,514)	(220,000)	(220,000)
4411 Sale of Real Property	(135,795)	(132,000)	-	-
4443 Rentals Leases Baseball Fields	(143,842)	(108,926)	(122,250)	(109,490)
4446 Rentals Leases Land Space	(12)	(12)	-	-
4447 Rental Telecom Site Lic Fee	(906,639)	(1,137,785)	(900,000)	(1,150,000)
4461 Rental Leases P R Centers	(659,592)	(654,250)	(693,935)	(712,098)
4462 Rentals Leases Buildings	(394,936)	(278,395)	(269,195)	(272,065)
Use of Money & Property Total	(2,840,890)	(4,019,466)	(3,065,227)	(2,969,116)
Revenue from Other Agencies				
4503 PD State Grant RATT	(302,600)	(308,889)	(335,000)	(335,000)
4511 State Grant	(575,740)	(461,058)	(407,346)	(407,346)
4521 State Hmowners PropTax Relief	(220,336)	(218,092)	(228,246)	(228,246)
4531 St Motor Vehicle Licenses	(141,027)	(128,403)	(109,299)	(109,299)
4551 Reimb State Mandated Costs	(304,972)	(227,992)	-	(200,000)
4552 Reimb Human Services Agen	(12,144)	(11,915)	(7,233)	(7,233)
4601 PD Fed Grant-Cops Univ Hiring	(24,569)	31,247	-	-
4602 PD Fed Grant - HIDTA (CBAG)	(107,931)	(110,902)	(117,084)	(117,084)
4603 PD Fed Grant-HIDTA Task Force	(264,420)	(81,528)	(287,000)	(287,000)
4611 Federal Grant - Other	(1,283,564)	(17,644)	(56,356)	(56,356)
4621 PD POST Reimb Prog	(46,944)	(36,675)	(17,500)	(35,000)
4622 PD STC Reimb Prog	(7,913)	(2,835)	(7,000)	-
4701 Grant - Other Agency	(15,015)	(5,310)	(2,000)	-
4711 Contributions - Other Agencies	(746,592)	(620,523)	(610,000)	(610,000)
Revenue from Other Agencies Total	(4,053,767)	(2,200,519)	(2,184,064)	(2,392,564)
Charges for Services				
4751 Planning Fees	(8,680)	(7,570)	(40,000)	(3,500)
4752 Dev Fees - Deposit Based	(1,619,577)	(1,507,737)	(1,281,991)	(1,817,377)

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
4761 Sale of Maps & Publication	(1,111)	(1,977)	(6,724)	(1,624)
4763 Passport Fees	(782,478)	(795,031)	(657,100)	(717,440)
4764 Lien Release Fees	(7,825)	(7,925)	(5,000)	(7,875)
4765 Document Certification Fees	(225)	(193)	-	(210)
4771 Plan Checking Fees	(160,357)	(143,129)	(25,000)	(15,000)
4781 Engineering Fees	(46,327)	(101,972)	(41,000)	(245,430)
4782 Fire Construction Fees	(512,524)	(454,709)	(400,000)	(400,000)
4784 State Mobilehome Park Act Fee	(6,600)	(10,880)	(12,000)	(11,000)
4785 Microfilming Fees	-	(379)	-	(400)
4901 National City - Impounds	(10,755)	(9,880)	(2,500)	(10,000)
4902 Imperial Beach - Impounds	-	-	(2,600)	-
4903 Lemon Grove - Impounds	(2,895)	(5,000)	(1,500)	(4,500)
4911 Port District Fees	(772,883)	(1,052,151)	(1,075,678)	(1,075,678)
4921 Reimb fr Other Agencies-Jail	(1,689,662)	(1,732,650)	-	-
4951 Swimming Pool Fees	(255,691)	(317,737)	(253,190)	(298,790)
4952 Recreation Program Fees	(807,162)	(552,765)	(790,181)	(701,300)
4953 Other Recreation Fees	(45,243)	(24,971)	(10,640)	(21,344)
4955 Norman Park Ctr Prog Fees	(21)	-	-	-
4961 Special Interest Class Fees	(381,102)	(392,376)	(410,875)	(381,793)
4971 Tow Referral Fee	(125,270)	(143,936)	(159,216)	(205,421)
5061 Special Police Department Serv	(418,196)	(48,946)	(53,150)	(53,150)
5062 Police Reimbursements	(1,292,669)	(1,716,586)	(1,729,593)	(1,758,955)
5064 Witness Fee	(275)	(275)	(5,000)	(500)
5065 City Staff Time & Cost Recover	(482,702)	(835,529)	(203,889)	(628,042)
5066 Live Scan Services	(29,167)	(8,158)	(30,000)	(30,000)
5201 Animal Shelter Fees	(222,333)	(318,496)	(273,200)	(273,200)
5220 Measure P Reimbursements	(518,618)	(590,934)	(50,000)	(473,000)
5222 Measure A Reimbursements	-	(503,626)	(684,975)	(754,191)
5231 Traffic Control Plan Fee	(25,535)	(39,375)	(31,200)	(33,000)
5241 Distressed Property Mgt Fee	(2,730)	(2,990)	(9,800)	(3,000)
5251 Special Event Fees	(2,350)	(1,050)	(3,000)	(3,000)
5252 Block Party Fees	(400)	(450)	(500)	(500)
5253 Professional Filming Fees	(600)	(1,050)	(1,500)	(1,500)
Charges for Services Total	(10,231,963)	(11,330,433)	(8,251,002)	(9,930,720)
Other Revenue				
5301 Reimb - DIF	(33,798)	(72,038)	(113,975)	(48,006)
5331 Reimb - RDA Housing	(1,081)	-	-	-
5332 Reimb - CHIP	-	(77)	(1,800)	-
5341 Reimb - Open Space Dist	(1,218,895)	(415,989)	(1,445,569)	(448,317)
5342 Reimb - Assessment Dist	(6,415)	(121,013)	(35,499)	(94,549)
5343 Reimb - Comm Fac Distr	(476,620)	(1,104,934)	(394,933)	(1,314,401)
5351 Reimb - CIP Projects	(3,392,533)	(3,461,514)	(5,341,549)	(4,727,250)

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
5352 Reimb - DIF CIP	(629,751)	(795,511)	-	(618,000)
5361 Reimb - CDBG Admin	(2,256)	(9,045)	(6,000)	(6,500)
5362 Reimb - HOME Prog	(21,345)	(636)	(4,000)	(1,000)
5363 Reimb - CDBG CIP	(32,480)	(136,036)	-	(57,000)
5364 Reimb - CDBG Others	(50,219)	(51,645)	(50,100)	(50,100)
5365 Reimb - ESG Program	(1,197)	(342)	-	-
5371 Reimb - Other	(2,542,122)	(3,311,786)	(1,989,064)	(1,267,500)
5372 Reimb - Other City Funds	(1,476,023)	(1,193,434)	(1,225,813)	(1,333,182)
5373 Reimb - Parking Meter	(100,925)	(57,895)	(50,000)	(60,000)
5451 Proceeds of Long Term Debt	(2,598,124)	(759,697)	-	-
5453 Loan Repayments	(5,314)	-	-	-
5462 Gain on Disposal of Property	-	-	(1,200)	-
5463 Recoveries on Damaged Property	(87,233)	(50,359)	(70,000)	(70,000)
5481 Entertainment Facility Contrib	(566,475)	(688,714)	(576,270)	(628,000)
5491 P.Y. Revenue	(203,354)	(85,066)	-	-
5492 Cash Overage	(1,722)	(1,227)	-	-
5501 Donations	(102,896)	(45,036)	(151,651)	(210,651)
5511 Rebates/Refunds	(158,554)	(53,099)	(72,214)	(85,000)
5521 Miscellaneous Revenues	(629,385)	(95,703)	(28,000)	(147,750)
5523 City Administration Fee	(52,619)	(146,777)	(127,780)	(127,780)
5524 Confiscated Funds	-	(202)	-	-
5601 District Assessments	-	-	(30,000)	-
5651 Service Charge - A/R	(54,643)	(63,064)	(75,000)	(60,000)
5656 Service Chg - Returned Cks	(6,494)	(3,691)	(5,000)	(5,000)
5702 Sales - Food/Beverage	(2,437)	-	(2,400)	(1,200)
5703 Sales - Supplies	-	-	(250)	-
Other Revenue Total	(14,454,910)	(12,724,530)	(11,798,067)	(11,361,186)
Transfers In				
5999 Transfers In	(10,595,346)	(11,927,978)	(13,823,020)	(12,315,618)
Transfers In Total	(10,595,346)	(11,927,978)	(13,823,020)	(12,315,618)
100 GENERAL FUND TOTAL	(175,585,971)	(200,153,204)	(196,966,849)	(206,689,697)
220 2016 Measure P Sales Tax				
4401 Investment Earnings City Pool	(67,377)	(328,942)	-	-
4403 Trustee Investment Earnings	(953,059)	(1,104,879)	-	-
4404 Change in Fair Value of Invts	84,281	(277,768)	-	-
5371 Reimb - Other	(58)	(152,440)	-	-
5452 Proceeds from Bond Sale	(61,355,000)	-	-	-
5454 Bond Premium	(10,008,509)	-	-	-
5999 Transfers In	(18,161,109)	(20,016,492)	(18,266,000)	(20,020,000)
220 2016 Measure P Sales Tax Total	(90,460,831)	(21,880,521)	(18,266,000)	(20,020,000)

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
221 Transportation Grants-Gas Tax				
4401 Investment Earnings City Pool	(35,387)	(120,332)	-	-
4404 Change in Fair Value of Invts	16,967	(102,800)	-	-
4522 St Gas Tax Section 2105	(1,453,898)	(1,467,688)	(1,488,179)	(1,559,989)
4523 St Gas Tax Section 2106	(979,788)	(985,318)	(981,648)	(976,162)
4524 St Gas Tax Section 2107	(1,892,158)	(1,845,779)	(1,954,193)	(1,862,410)
4525 St Gas Tax Section 2107 5	(10,000)	(10,000)	(10,000)	(10,000)
4526 St Gas Tax Section 2103	(1,043,334)	(893,658)	(2,281,455)	(2,406,147)
4527 St Gas Tax RMRA	(1,569,874)	(4,905,523)	(4,427,612)	(5,126,097)
4528 St Gas Tax SB-1 Loan Repayment	(304,575)	(301,664)	(301,664)	-
5513 Prior Year Rebates/Refunds	(9,018)	-	-	-
221 Transportation Grants-Gas Tax Total	(7,281,065)	(10,632,762)	(11,444,751)	(11,940,805)
222 2018 Measure A Sales Tax				
5999 Transfers In	-	(14,088,106)	(18,266,000)	(20,239,641)
222 2018 Measure A Sales Tax Total	-	(14,088,106)	(18,266,000)	(20,239,641)
223 Utility Tax Settlement				
4401 Investment Earnings City Pool	(2,747)	(2,148)	-	-
4404 Change in Fair Value of Invts	(1,103)	(1,890)	-	-
223 Utility Tax Settlement Total	(3,850)	(4,038)	-	-
223 Utility Tax Settlement				
4401 Investment Earnings City Pool	(4,821)	(7,101)	-	-
4404 Change in Fair Value of Invts	2,104	(6,089)	-	-
5390 Other Contributions	(148,013)	-	-	-
223 Utility Tax Settlement Total	(150,730)	(13,190)	-	-
227 Transportation Sales Tax				
4013 Sales Tax for Transportation	(7,482,945)	(3,109,011)	(6,379,500)	(6,379,500)
4401 Investment Earnings City Pool	1,638	(6,088)	-	-
4404 Change in Fair Value of Invts	3,340	(5,749)	-	-
4701 Grant - Other Agency	(43,600)	(4,807)	-	-
5371 Reimb - Other	(39,986)	(10,806)	-	-
227 Transportation Sales Tax Total	(7,561,553)	(3,136,461)	(6,379,500)	(6,379,500)
234 Advanced Life Support Program				
4711 Contributions - Other Agencies	(2,174,096)	(697,921)	(2,158,003)	(2,158,003)
5511 Rebates/Refunds	(926)	-	-	-
234 Advanced Life Support Program Total	(2,175,022)	(697,921)	(2,158,003)	(2,158,003)
241 Parking Meter				

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
4231 Parking Permits Space Rental	(25,584)	(30,080)	(25,000)	(25,000)
4331 Parking Citation	(248,904)	(265,241)	(200,000)	(200,000)
4401 Investment Earnings City Pool	(21,369)	(30,778)	-	-
4404 Change in Fair Value of Invts	5,613	(25,562)	-	-
4444 Parking Meters On Street	(119,170)	(236,189)	(220,000)	(220,000)
4445 Parking Meters Off Street	(145,213)	(150,243)	(145,000)	(145,000)
5492 Cash Overage	(7)	(2)	-	-
241 Parking Meter Total	(554,634)	(738,095)	(590,000)	(590,000)
243 Town Center I Parking District				
4401 Investment Earnings City Pool	(722)	(1,044)	-	-
4404 Change in Fair Value of Invts	198	(851)	-	-
243 Town Center I Parking District Total	(524)	(1,895)	-	-
245 Traffic Safety				
4313 Vehicle Code Fines	(454,708)	(488,492)	(437,640)	(437,640)
4401 Investment Earnings City Pool	(2,721)	(8,262)	-	-
4404 Change in Fair Value of Invts	1,093	(7,246)	-	-
245 Traffic Safety Total	(456,336)	(504,000)	(437,640)	(437,640)
256 Asset Seizure				
4401 Investment Earnings City Pool	-	53	-	-
256 Asset Seizure Total	-	53	-	-
266 Special Revenue Endowments				
4401 Investment Earnings City Pool	(20,321)	(29,360)	-	-
4404 Change in Fair Value of Invts	9,430	(24,885)	-	-
266 Special Revenue Endowments Total	(10,891)	(54,245)	-	-
267 Permanent Endowments				
4401 Investment Earnings City Pool	(179)	(240)	-	-
4404 Change in Fair Value of Invts	50	(83)	-	-
5501 Donations	(1,000)	-	-	-
267 Permanent Endowments Total	(1,129)	(323)	-	-
269 Other Grants				
4401 Investment Earnings City Pool	292	350	-	-
4701 Grant - Other Agency	(1,070,221)	(796,229)	(1,563,585)	(1,563,585)
4711 Contributions - Other Agencies	(67,753)	(65,637)	(30,000)	(30,000)
5065 City Staff Time & Cost Recover	-	(134,400)	-	-
5371 Reimb - Other	(5,000)	(1,500)	-	-
5453 Loan Repayments	(26,955)	(14,979)	(22,333)	(22,333)
5521 Miscellaneous Revenues	-	(49)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
269 Other Grants Total	(1,169,637)	(1,012,444)	(1,615,918)	(1,615,918)
270 Mobile Park Fee				
4404 Change in Fair Value of Invts	806	(1,387)	-	-
5065 City Staff Time & Cost Recover	(57,738)	(56,850)	(65,000)	(65,000)
270 Mobile Park Fee Total	(56,932)	(58,237)	(65,000)	(65,000)
271 Local Grants				
4401 Investment Earnings City Pool	(290)	-	-	-
4404 Change in Fair Value of Invts	1,317	(1,611)	-	-
4441 Pay Phones Revenue	(16,605)	(29,420)	(20,000)	(20,000)
4711 Contributions - Other Agencies	(73,282)	(2,483)	(10,000)	(10,000)
5524 Confiscated Funds	(17,648)	(7,403)	(20,000)	(20,000)
5701 Sales - Sundries	(35,479)	(37,730)	(20,000)	(20,000)
271 Local Grants Total	(141,987)	(78,647)	(70,000)	(70,000)
272 Federal Grants				
4401 Investment Earnings City Pool	(1,268)	5,213	-	-
4402 Investment Earnings Others	(23,830)	(8,888)	-	-
4403 Trustee Investment Earnings	(52)	(52)	-	-
4404 Change in Fair Value of Invts	(13,771)	(1,039)	-	-
4446 Rentals Leases Land Space	(63,244)	(57,370)	(93,000)	(93,000)
4602 PD Fed Grant - HIDTA (CBAG)	(2,459,911)	(2,392,918)	(2,443,859)	(2,443,859)
4604 PD Fed Grant - OTS	(724,941)	(307,268)	(75,168)	(75,168)
4611 Federal Grant - Other	(7,014,987)	(7,714,376)	(9,038,366)	(9,243,713)
4612 PD DOJ	(55,391)	(150,728)	170,000	170,000
4613 PD Treasury	(36,334)	(5,953,340)	10,000	10,000
5062 Police Reimbursements	(111,130)	(2,553)	(140,296)	(140,296)
5453 Loan Repayments	(173,440)	(64,902)	-	-
5999 Transfers In	(222,392)	(115,730)	(115,305)	(115,305)
272 Federal Grants Total	(10,900,691)	(16,763,951)	(11,725,994)	(11,931,341)
273 State Grants				
4401 Investment Earnings City Pool	(1,591)	(4,081)	-	-
4404 Change in Fair Value of Invts	(1,856)	(5,746)	-	-
4501 State Grant SLESF	(575,005)	(606,378)	(401,014)	(401,014)
4511 State Grant	(1,432,671)	(962,573)	(753,426)	(753,426)
4701 Grant - Other Agency	(90,000)	-	(74,275)	(74,275)
5511 Rebates/Refunds	(1,318)	-	-	-
273 State Grants Total	(2,102,441)	(1,578,778)	(1,228,715)	(1,228,715)
282 Environmental Services				
4404 Change in Fair Value of Invts	3,319	(6,891)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
4752 Dev Fees - Deposit Based	(9,693)	(11,396)	-	-
5065 City Staff Time & Cost Recover	(2,435)	(1,885)	-	-
5221 Trash/Recyc AB939 Admin Fee	(1,242,193)	(1,442,935)	(1,416,799)	(1,416,799)
5371 Reimb - Other	(273,435)	(113,842)	(110,000)	(110,000)
5372 Reimb - Other City Funds	(39,420)	(3,474)	(29,726)	(29,726)
282 Environmental Services Total	(1,563,857)	(1,580,423)	(1,556,525)	(1,556,525)
301 Storm Drain				
4211 Building Permits	-	-	(23,750)	(23,750)
4321 Storm Drain Ord Violation Fee	(200)	(200)	(5,000)	(5,000)
4401 Investment Earnings City Pool	(7,034)	(15,295)	-	-
4404 Change in Fair Value of Invt	3,187	(13,831)	-	-
5011 Storm Drain Fees	(518,905)	(665,347)	(555,500)	(555,500)
5491 P.Y. Revenue	(867)	(1,673)	-	-
5651 Service Charge - A/R	(850)	(1,075)	-	-
301 Storm Drain Total	(524,669)	(697,421)	(584,250)	(584,250)
311 CDBG Housing Program				
4611 Federal Grant - Other	-	(31,520)	(140,194)	(140,194)
5453 Loan Repayments	(31,931)	(20,048)	-	-
5521 Miscellaneous Revenues	-	(45)	-	-
311 CDBG Housing Program Total	(31,931)	(51,613)	(140,194)	(140,194)
313 Chula Vista Housing Authority				
4401 Investment Earnings City Pool	(29,265)	(49,057)	-	-
4402 Investment Earnings Others	-	(5,177)	-	-
4404 Change in Fair Value of Invt	16,506	(45,508)	-	-
4752 Dev Fees - Deposit Based	(20,823)	(44,895)	-	-
4801 Dev Fees - Others	(1,242,200)	-	-	-
5065 City Staff Time & Cost Recover	-	(3,005)	-	-
5242 Bond Administrative Fees	(185,196)	(266,537)	(150,000)	(150,000)
5301 Reimb - DIF	(4,581)	(4,873)	-	-
5331 Reimb - RDA Housing	(270,666)	-	-	-
5332 Reimb - CHIP	(11,694)	(10,326)	(35,000)	(35,000)
5343 Reimb - Comm Fac Distr	-	(875)	-	-
5361 Reimb - CDBG Admin	(362,113)	(384,173)	(407,823)	(407,823)
5362 Reimb - HOME Prog	(49,436)	(73,017)	(85,016)	(85,016)
5364 Reimb - CDBG Others	(29,729)	(12,090)	(50,000)	(50,000)
5365 Reimb - ESG Program	(11,771)	(12,329)	(14,568)	(14,568)
5371 Reimb - Other	-	(15,083)	(20,000)	(20,000)
5372 Reimb - Other City Funds	(105,208)	(31,930)	(45,000)	(45,000)
5453 Loan Repayments	(225,746)	-	-	-
5511 Rebates/Refunds	(4,097)	(781)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
313 Chula Vista Housing Authority Total	(2,536,019)	(959,656)	(807,407)	(807,407)
316 Public Educational & Govt Fee				
4022 Public Educational & Govt. Fee	(578,848)	(551,940)	(600,000)	(600,000)
4404 Change in Fair Value of Invt	6,652	(10,071)	-	-
316 Public Educational & Govt Fee Total	(572,196)	(562,011)	(600,000)	(600,000)
318 RDA Successor Agency Fund				
4005 Prop Tax in Lieu	(286,257)	(288,339)	-	-
4081 Property Tax Increment TCI	(827,361)	(511,684)	(1,206,866)	(1,206,866)
4082 Property Tax Increment Bayfron	(512,545)	(509,469)	(1,343,080)	(1,343,080)
4083 Prop Tax Increment Southwest	(841,431)	(600,587)	(666,328)	(666,328)
4084 Property Tax Increment TC II	(418,053)	(243,119)	(480,043)	(480,043)
4085 Property Tax Increment Otay VI	(732,990)	(416,417)	(697,538)	(697,538)
4086 Prop Tax Increment Merged Proj	(759,908)	(493,526)	(573,295)	(573,295)
4401 Investment Earnings City Pool	(43,558)	(70,607)	-	-
4404 Change in Fair Value of Invt	26,142	(76,078)	-	-
5462 Gain on Disposal of Property	657,627	509,763	-	-
318 RDA Successor Agency Fund Total	(3,738,334)	(2,700,063)	(4,967,150)	(4,967,150)
319 Housing Successor Agency				
4401 Investment Earnings City Pool	(94,029)	(166,218)	-	-
4402 Investment Earnings Others	(310,099)	(507,718)	(200,000)	(200,000)
4404 Change in Fair Value of Invt	33,423	(145,215)	-	-
4446 Rentals Leases Land Space	(14,233)	(15,419)	(15,000)	(15,000)
5065 City Staff Time & Cost Recover	(12,360)	(9,726)	-	-
5453 Loan Repayments	(4,185,012)	(1,658,912)	(255,000)	(255,000)
319 Housing Successor Agency Total	(4,582,310)	(2,503,208)	(470,000)	(470,000)
341 Public Liability Trust				
5371 Reimb - Other	(242,222)	(21,418)	-	-
5999 Transfers In	(1,212,611)	(1,205,510)	(1,284,078)	(1,284,078)
341 Public Liability Trust Total	(1,454,833)	(1,226,928)	(1,284,078)	(1,284,078)
342 CFD 11-M Rolling Hills McM				
4401 Investment Earnings City Pool	(3,765)	(6,957)	-	-
4404 Change in Fair Value of Invt	1,498	(6,367)	-	-
5601 District Assessments	(180,104)	(185,647)	(192,189)	(196,033)
342 CFD 11-M Rolling Hills McM Total	(182,371)	(198,971)	(192,189)	(196,033)
343 CFD 12-M Otay Ranch Village 7				
4401 Investment Earnings City Pool	(6,747)	(15,695)	-	-
4404 Change in Fair Value of Invt	3,410	(14,743)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
5601 District Assessments	(511,109)	(528,095)	(544,813)	(555,710)
343 CFD 12-M Otay Ranch Village 7 Total	(514,446)	(558,533)	(544,813)	(555,710)
344 CFD 13-M Otay Ranch Village 2				
4401 Investment Earnings City Pool	(9,562)	(22,077)	-	-
4404 Change in Fair Value of Invts	4,826	(20,652)	-	-
5601 District Assessments	(516,536)	(641,844)	(647,741)	(660,696)
344 CFD 13-M Otay Ranch Village 2 Total	(521,272)	(684,573)	(647,741)	(660,696)
345 CFD 12M Village 7 Otay Ranch				
4401 Investment Earnings City Pool	(10,658)	(20,344)	-	-
4404 Change in Fair Value of Invts	4,296	(18,705)	-	-
5601 District Assessments	(538,170)	(557,735)	(573,609)	(585,082)
345 CFD 12M Village 7 Otay Ranch Total	(544,532)	(596,784)	(573,609)	(585,082)
346 CFD 14M-A-EUC Millenia				
4401 Investment Earnings City Pool	(7,459)	(11,911)	-	-
4404 Change in Fair Value of Invts	2,730	(10,217)	-	-
5601 District Assessments	(223,037)	(223,248)	(229,731)	(234,326)
346 CFD 14M-A-EUC Millenia Total	(227,766)	(245,376)	(229,731)	(234,326)
347 CFD 14M-B-EUC Millenia				
4401 Investment Earnings City Pool	(89)	(2,302)	-	-
4404 Change in Fair Value of Invts	574	(2,391)	-	-
5601 District Assessments	(28,301)	-	(130,083)	(130,083)
5999 Transfers In	(138,327)	(251,709)	(65,042)	(475,546)
347 CFD 14M-B-EUC Millenia Total	(27,816)	(4,693)	(130,083)	(130,083)
348 CFD 18M Village 3 Otay Ranch				
4401 Investment Earnings City Pool	(135)	(5,885)	-	-
4404 Change in Fair Value of Invts	166	(7,470)	-	-
5601 District Assessments	(32,669)	(701,952)	(767,291)	(782,637)
348 CFD 18M Village 3 Otay Ranch Total	(32,638)	(715,307)	(767,291)	(782,637)
349 CFD 19M Freeway Commercial 2				
4401 Investment Earnings City Pool	(491)	(3,537)	-	-
4404 Change in Fair Value of Invts	788	(3,096)	-	-
5601 District Assessments	(130,652)	(134,661)	(137,165)	(139,909)
349 CFD 19M Freeway Commercial 2 Total	(130,355)	(141,294)	(137,165)	(139,909)
351 Town Center Landscape Dist I				
4401 Investment Earnings City Pool	(354)	(511)	-	-
4404 Change in Fair Value of Invts	92	(417)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
351 Town Center Landscape Dist I Total	(262)	(928)	-	-
352 Bay Blvd Landscape District				
4401 Investment Earnings City Pool	(688)	(1,056)	-	-
4404 Change in Fair Value of Invts	207	(887)	-	-
5601 District Assessments	(12,510)	(12,767)	(12,750)	(13,005)
352 Bay Blvd Landscape District Total	(12,991)	(14,710)	(12,750)	(13,005)
353 Eastlake Maintenance Dist I				
4401 Investment Earnings City Pool	(5,130)	(9,434)	-	-
4404 Change in Fair Value of Invts	1,933	(8,390)	-	-
5601 District Assessments	(335,733)	(338,506)	(376,362)	(383,892)
5999 Transfers In	(26,533)	(26,627)	-	-
353 Eastlake Maintenance Dist I Total	(365,463)	(382,957)	(376,362)	(383,892)
354 Open Space District #01				
4401 Investment Earnings City Pool	(737)	(1,138)	-	-
4404 Change in Fair Value of Invts	235	(1,091)	-	-
5601 District Assessments	(86,292)	(87,561)	(90,961)	(92,781)
354 Open Space District #01 Total	(86,794)	(89,790)	(90,961)	(92,781)
355 Open Space District #02				
4401 Investment Earnings City Pool	70	164	-	-
5601 District Assessments	(15,020)	(15,323)	(15,971)	(16,291)
355 Open Space District #02 Total	(14,950)	(15,159)	(15,971)	(16,291)
356 Open Space District #03				
4401 Investment Earnings City Pool	(192)	(450)	-	-
4404 Change in Fair Value of Invts	29	(407)	-	-
5601 District Assessments	(53,407)	(54,279)	(56,004)	(57,125)
356 Open Space District #03 Total	(53,570)	(55,136)	(56,004)	(57,125)
357 Open Space District #04				
4401 Investment Earnings City Pool	(1,351)	(2,547)	-	-
4404 Change in Fair Value of Invts	470	(2,140)	-	-
5371 Reimb - Other	-	(2,448)	-	-
5601 District Assessments	(91,152)	(92,133)	(96,878)	(98,816)
357 Open Space District #04 Total	(92,033)	(99,268)	(96,878)	(98,816)
358 Open Space District #05				
4401 Investment Earnings City Pool	(607)	(1,056)	-	-
4404 Change in Fair Value of Invts	212	(952)	-	-
5601 District Assessments	(51,646)	(53,495)	(55,411)	(56,520)

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
358 Open Space District #05 Total	(52,041)	(55,503)	(55,411)	(56,520)
359 Open Space District #06				
4401 Investment Earnings City Pool	(594)	(994)	-	-
4404 Change in Fair Value of Invt	201	(883)	-	-
5601 District Assessments	(35,299)	(34,804)	(36,388)	(37,116)
359 Open Space District #06 Total	(35,692)	(36,681)	(36,388)	(37,116)
361 Open Space District #07				
4401 Investment Earnings City Pool	(452)	(688)	-	-
4404 Change in Fair Value of Invt	171	(587)	-	-
5601 District Assessments	(15,746)	(14,885)	(15,689)	(16,003)
361 Open Space District #07 Total	(16,027)	(16,160)	(15,689)	(16,003)
362 Open Space District #08				
4401 Investment Earnings City Pool	(518)	(1,119)	-	-
4404 Change in Fair Value of Invt	178	(963)	-	-
5601 District Assessments	(73,096)	(77,729)	(78,849)	(80,426)
362 Open Space District #08 Total	(73,436)	(79,811)	(78,849)	(80,426)
363 Open Space District #09				
4401 Investment Earnings City Pool	(139)	(182)	-	-
4404 Change in Fair Value of Invt	40	(86)	-	-
5601 District Assessments	(73,491)	(75,455)	(78,006)	(79,567)
363 Open Space District #09 Total	(73,590)	(75,723)	(78,006)	(79,567)
364 Open Space District #10				
4401 Investment Earnings City Pool	(962)	(1,566)	-	-
4404 Change in Fair Value of Invt	320	(1,456)	-	-
5601 District Assessments	(84,812)	(86,910)	(90,029)	(91,830)
364 Open Space District #10 Total	(85,454)	(89,932)	(90,029)	(91,830)
365 Open Space District #11				
4401 Investment Earnings City Pool	(2,215)	(3,807)	-	-
4404 Change in Fair Value of Invt	749	(3,483)	-	-
5601 District Assessments	(172,170)	(177,132)	(183,268)	(186,934)
365 Open Space District #11 Total	(173,636)	(184,422)	(183,268)	(186,934)
366 Open Space District #13				
4401 Investment Earnings City Pool	(7)	(11)	-	-
366 Open Space District #13 Total	(7)	(11)	-	-
367 Open Space District #14				

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
4401 Investment Earnings City Pool	(352)	(2,008)	-	-
4404 Change in Fair Value of Invts	554	(2,214)	-	-
5371 Reimb - Other	-	(2,465)	-	-
5601 District Assessments	(360,169)	(370,424)	(384,400)	(392,088)
367 Open Space District #14 Total	(359,967)	(377,111)	(384,400)	(392,088)
368 Open Space District #15				
4401 Investment Earnings City Pool	213	297	-	-
5601 District Assessments	(22,739)	(23,661)	(24,387)	(24,875)
368 Open Space District #15 Total	(22,622)	(23,268)	(24,387)	(24,875)
369 Open Space District #17				
4401 Investment Earnings City Pool	(139)	(159)	-	-
4404 Change in Fair Value of Invts	30	(49)	-	-
5601 District Assessments	(8,850)	(9,023)	(9,420)	(9,609)
369 Open Space District #17 Total	(8,959)	(9,231)	(9,420)	(9,609)
371 Open Space District #18				
4401 Investment Earnings City Pool	(3,368)	(5,949)	-	-
4404 Change in Fair Value of Invts	1,233	(5,504)	-	-
5601 District Assessments	(187,404)	(187,409)	(187,480)	(191,230)
371 Open Space District #18 Total	(189,539)	(198,862)	(187,480)	(191,230)
372 Open Space District #20				
4401 Investment Earnings City Pool	(21,029)	(37,881)	-	-
4404 Change in Fair Value of Invts	7,525	(35,123)	-	-
5511 Rebates/Refunds	-	(2,640)	-	-
5601 District Assessments	(1,482,533)	(1,520,224)	(1,575,486)	(1,607,000)
372 Open Space District #20 Total	(1,496,037)	(1,595,868)	(1,575,486)	(1,607,000)
373 Open Space District #23				
4401 Investment Earnings City Pool	(1,251)	(2,194)	-	-
4404 Change in Fair Value of Invts	453	(1,911)	-	-
5601 District Assessments	(52,933)	(52,963)	(52,891)	(53,949)
373 Open Space District #23 Total	(53,731)	(57,068)	(52,891)	(53,949)
374 Open Space District #24				
4401 Investment Earnings City Pool	120	175	-	-
5601 District Assessments	(30,392)	(31,404)	(33,166)	(33,830)
374 Open Space District #24 Total	(30,324)	(31,177)	(33,166)	(33,830)
375 Open Space District #26				
4401 Investment Earnings City Pool	16	113	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
5601 District Assessments	(11,620)	(11,977)	(12,364)	(12,612)
375 Open Space District #26 Total	(11,633)	(11,835)	(12,364)	(12,612)
376 Open Space District #31				
4404 Change in Fair Value of Invts	1,597	(2,178)	-	-
5601 District Assessments	(200,576)	(199,762)	(199,520)	(203,511)
376 Open Space District #31 Total	(198,979)	(201,940)	(199,520)	(203,511)
378 CFD 07M Eastlake Woods & Vista				
4401 Investment Earnings City Pool	(9,468)	(22,595)	-	-
4404 Change in Fair Value of Invts	4,666	(21,101)	-	-
5601 District Assessments	(886,423)	(917,539)	(942,459)	(961,309)
378 CFD 07M Eastlake Woods & Vista Total	(891,225)	(961,235)	(942,459)	(961,309)
379 CFD 08M Vlg 6 McMillin & OR				
4401 Investment Earnings City Pool	(32,565)	(65,450)	-	-
4404 Change in Fair Value of Invts	13,866	(59,334)	-	-
5601 District Assessments	(1,502,155)	(1,541,645)	(1,592,568)	(1,624,420)
379 CFD 08M Vlg 6 McMillin & OR Total	(1,520,854)	(1,666,429)	(1,592,568)	(1,624,420)
380 CFD 09M ORV II Brookfield-Shea				
4401 Investment Earnings City Pool	(20,333)	(44,896)	-	-
4404 Change in Fair Value of Invts	9,560	(41,256)	-	-
5601 District Assessments	(1,322,155)	(1,354,577)	(1,399,894)	(1,427,892)
380 CFD 09M ORV II Brookfield-Shea Total	(1,332,928)	(1,440,729)	(1,399,894)	(1,427,892)
381 CFD 14M-2-EUC Millenia				
5601 District Assessments	-	-	(17,028)	(17,369)
381 CFD 14M-2-EUC Millenia Total	-	-	(17,028)	(17,369)
382 CFD 99-2 Otay Ranch Vlg 1 West				
4401 Investment Earnings City Pool	(15,777)	(32,891)	-	-
4404 Change in Fair Value of Invts	6,879	(30,365)	-	-
5601 District Assessments	(1,006,941)	(1,040,549)	(1,071,763)	(1,093,199)
382 CFD 99-2 Otay Ranch Vlg 1 West Total	(1,015,839)	(1,103,805)	(1,071,763)	(1,093,199)
383 Town Ctr Business Improv Dist				
4401 Investment Earnings City Pool	(822)	(889)	-	-
4404 Change in Fair Value of Invts	349	(911)	-	-
383 Town Ctr Business Improv Dist Total	(473)	(1,800)	-	-
386 Otay Ranch Preserve				
4401 Investment Earnings City Pool	(9,448)	(16,560)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
4404 Change in Fair Value of Invts	4,074	(16,297)	-	-
5601 District Assessments	(791,690)	(763,462)	(791,502)	(807,333)
386 Otay Ranch Preserve Total	(797,064)	(796,319)	(791,502)	(807,333)
387 CFD 98-3 Sunbow 2				
4401 Investment Earnings City Pool	(13,311)	(27,672)	-	-
4404 Change in Fair Value of Invts	5,895	(25,837)	-	-
5601 District Assessments	-	(2,390)	-	-
5601 District Assessments	(998,615)	(1,029,482)	(1,062,606)	(1,083,859)
387 CFD 98-3 Sunbow 2 Total	(1,006,031)	(1,085,381)	(1,062,606)	(1,083,859)
388 CFD 97-1 Otay Ranch				
4401 Investment Earnings City Pool	(64,238)	(122,362)	-	-
4404 Change in Fair Value of Invts	25,991	(111,862)	-	-
5371 Reimb - Other	(526)	(5,633)	-	-
5601 District Assessments	(3,051,124)	(3,160,591)	(3,246,637)	(3,311,571)
388 CFD 97-1 Otay Ranch Total	(3,089,897)	(3,400,448)	(3,246,637)	(3,311,571)
389 Otay Ranch Village 1,2,6,7,12				
4401 Investment Earnings City Pool	(2,250)	(3,097)	-	-
4404 Change in Fair Value of Invts	558	(2,525)	-	-
389 Otay Ranch Village 1,2,6,7,12 Total	(1,692)	(5,622)	-	-
391 Central Garage Fund				
4404 Change in Fair Value of Invts	8,406	(7,259)	-	-
4421 Sale of Other Personal Prop	(5,769)	(1,784)	-	-
5065 City Staff Time & Cost Recover	(86,094)	(40,484)	(35,000)	(35,000)
5371 Reimb - Other	(465)	-	-	-
5463 Recoveries on Damaged Property	(13,517)	(3,108)	(20,168)	(20,168)
5471 Billings to Other Departments	(3,183,564)	(3,463,606)	(3,369,667)	(3,529,149)
5511 Rebates/Refunds	(913)	(2,047)	-	-
5999 Transfers In	(85,267)	-	-	-
391 Central Garage Fund Total	(3,367,183)	(3,518,288)	(3,424,835)	(3,584,317)
392 Equipment Vehicle Replacement				
4404 Change in Fair Value of Invts	(833)	-	-	-
4421 Sale of Other Personal Prop	(2,649)	-	-	-
392 Equipment Vehicle Replacement Total	(3,482)	-	-	-
394 Vehicle Replacement Fund				
4404 Change in Fair Value of Invts	-	(2,360)	-	-
4421 Sale of Other Personal Prop	-	(1,811)	-	-
5371 Reimb - Other	-	(251,846)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
5462 Gain on Disposal of Property	-	(102,283)	-	-
5999 Transfers In	-	-	(218,942)	(218,942)
394 Vehicle Replacement Fund Total	-	(358,300)	(218,942)	(218,942)
398 Workers Compensation Fund				
5371 Reimb - Other	(170,938)	(88,173)	(25,000)	(25,000)
5461 Recoveries on Lien & W/C Overp	(18,225)	(28,356)	(50,000)	(50,000)
5471 Billings to Other Departments	(4,904,182)	(4,987,299)	(4,700,727)	(4,817,981)
5511 Rebates/Refunds	-	(21,205)	-	-
398 Workers Compensation Fund Total	(5,093,345)	(5,125,033)	(4,775,727)	(4,892,981)
401 Bayfront Trolley Station				
4401 Investment Earnings City Pool	(1,146)	(1,656)	-	-
4404 Change in Fair Value of Invts	310	(1,350)	-	-
401 Bayfront Trolley Station Total	(836)	(3,006)	-	-
402 Chula Vista Transit				
4401 Investment Earnings City Pool	1,149	1,660	-	-
402 Chula Vista Transit Total	1,149	1,660	-	-
403 Transit Capital Projects				
4401 Investment Earnings City Pool	(5,019)	(5,403)	-	-
4404 Change in Fair Value of Invts	1,213	(4,254)	-	-
4502 State Grant TDA	(104,899)	(163,380)	-	-
403 Transit Capital Projects Total	(108,705)	(173,037)	-	-
405 City Jail				
4311 Booking Fees	-	-	-	(9,000)
4315 CVHF Booking Fees	-	-	-	(7,000)
4622 PD STC Reimb Prog	-	-	-	(6,000)
4921 Reimb fr Other Agencies-Jail	-	-	(1,971,000)	(2,044,913)
405 City Jail Total	-	-	(1,971,000)	(2,066,913)
407 Living Coast Discovery Center				
5999 Transfers In	-	-	(94,998)	(80,608)
407 Living Coast Discovery Center Total	-	-	(94,998)	(80,608)
406 Chula Vista Muni Golf Course				
4462 Rentals Leases Buildings	(132,580)	-	(132,580)	(132,580)
5371 Reimb - Other	-	(14,747)	-	-
406 Chula Vista Muni Golf Course Total	(132,580)	(14,747)	(132,580)	(132,580)
408 Development Services Fund				

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
4101 State Fee SB1186	(33,528)	(39,587)	(7,000)	(7,000)
4211 Building Permits	(4,442,803)	(2,977,696)	(3,255,895)	(3,255,895)
4212 Plumbing Permits	(321,216)	(334,445)	(333,785)	(333,785)
4213 Electrical Permits	(83,474)	(101,949)	(82,115)	(82,115)
4214 Sewer Connection Permits	(59,470)	(30,160)	(30,000)	(30,000)
4215 Utility Permits	(5,231)	(3,600)	(27,700)	(27,700)
4401 Investment Earnings City Pool	17,648	(16,464)	-	-
4404 Change in Fair Value of Invt	4,835	(19,731)	-	-
4751 Planning Fees	(294,435)	(331,243)	(248,384)	(248,384)
4752 Dev Fees - Deposit Based	(2,528,521)	(2,838,524)	(3,185,345)	(3,185,345)
4761 Sale of Maps & Publication	(5,550)	(5,704)	(500)	(500)
4771 Plan Checking Fees	(2,319,198)	(1,843,438)	(2,082,510)	(2,082,510)
4781 Engineering Fees	(82,723)	(128,315)	(93,040)	(93,040)
4783 Strong Motion Instrument Prog	(99,565)	(70,255)	(95,000)	(95,000)
4813 Certificate of Occupancy Fee	-	-	(2,000)	(2,000)
5065 City Staff Time & Cost Recover	(5,000)	(40,449)	-	-
5220 Measure P Reimbursements	(421)	-	-	-
5301 Reimb - DIF	(168,630)	(464,420)	(295,000)	(295,000)
5341 Reimb - Open Space Dist	(688)	(2,102)	-	-
5343 Reimb - Comm Fac Distr	(51,066)	(85,780)	(145,000)	(145,000)
5351 Reimb - CIP Projects	(85,753)	(34,448)	(87,000)	(87,000)
5352 Reimb - DIF CIP	(11,677)	(33,336)	(32,500)	(32,500)
5371 Reimb - Other	(29)	-	-	-
5372 Reimb - Other City Funds	(36,231)	(31,885)	(23,485)	(23,485)
5463 Recoveries on Damaged Property	(25)	-	-	-
5999 Transfers In	(463,714)	(461,222)	(537,991)	(537,991)
408 Development Services Fund Total	(11,076,465)	(9,894,753)	(10,564,250)	(10,564,250)
409 CV Elite Athlete Training Ctr				
4401 Investment Earnings City Pool	909	2,837	-	-
4711 Contributions - Other Agencies	(24,070)	-	(68,500)	(68,500)
5491 P.Y. Revenue	(100,311)	-	-	-
5999 Transfers In	(86,878)	(189,586)	(120,000)	(120,000)
409 CV Elite Athlete Training Ctr Total	(211,259)	(189,586)	(188,500)	(188,500)
411 Sewer Income				
4401 Investment Earnings City Pool	(28,252)	(40,782)	-	-
4404 Change in Fair Value of Invt	7,613	(35,019)	-	-
5005 Sewer Income Assessments	(6)	-	-	-
411 Sewer Income Total	(20,645)	(75,801)	-	-
412 Special Sewer				
4401 Investment Earnings City Pool	(6)	(8)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
412 Special Sewer Total	(6)	(8)	-	-
413 Trunk Sewer Capital Reserve				
4401 Investment Earnings City Pool	(652,780)	(1,053,705)	-	-
4402 Investment Earnings Others	(25,737)	(476,233)	-	-
4404 Change in Fair Value of Invt	205,370	(903,699)	-	-
5002 Sewerage Facility Participatn	(5,747,881)	(3,988,702)	-	-
413 Trunk Sewer Capital Reserve Total	(6,221,028)	(6,422,339)	-	-
414 Sewer Service Revenue				
4214 Sewer Connection Permits	(20,206)	(29,470)	(40,000)	(40,000)
4401 Investment Earnings City Pool	(522,300)	(763,907)	-	-
4404 Change in Fair Value of Invt	134,068	(668,818)	-	-
4421 Sale of Other Personal Prop	(6,056)	(1,443)	-	-
4752 Dev Fees - Deposit Based	(22,079)	(39,091)	(20,000)	(20,000)
5001 Sewer Service Charges	(27,070,103)	(34,504,171)	(29,000,000)	(29,000,000)
5006 Montgomery Sewer Charges	(3,449,823)	(3,581,958)	(3,500,000)	(3,500,000)
5051 Pump Sta Maintenance	-	(3,026)	-	-
5065 City Staff Time & Cost Recover	(33)	(10,877)	-	-
5220 Measure P Reimbursements	(94,155)	(125,597)	-	-
5301 Reimb - DIF	-	(496)	-	-
5341 Reimb - Open Space Dist	(307)	-	-	-
5343 Reimb - Comm Fac Distr	(56,558)	-	-	-
5351 Reimb - CIP Projects	(129,263)	(72,783)	(15,000)	(15,000)
5352 Reimb - DIF CIP	(18,021)	(51,184)	-	-
5363 Reimb - CDBG CIP	(155)	(36,844)	-	-
5462 Gain on Disposal of Property	-	(60,770)	-	-
5491 P.Y. Revenue	(53,580)	(84,793)	-	-
5601 District Assessments	(127)	-	-	-
5651 Service Charge - A/R	(65,160)	(35,846)	(100,000)	(100,000)
5652 Past Due A/R - General	(111,731)	(32,103)	(300,000)	(300,000)
5999 Transfers In	(150,000)	(150,000)	(150,000)	(150,000)
414 Sewer Service Revenue Total	(31,635,589)	(40,253,177)	(33,125,000)	(33,125,000)
428 Sewer Facility Replacement				
4401 Investment Earnings City Pool	(162,835)	(225,217)	-	-
4402 Investment Earnings Others	(121)	(2,254)	(51,726)	(51,726)
4404 Change in Fair Value of Invt	38,494	(195,057)	-	-
5003 Sewer Facility Replacement Fee	(1,372,441)	(1,943,768)	(1,405,000)	(1,405,000)
5491 P.Y. Revenue	(850)	(4,811)	-	-
5651 Service Charge - A/R	(3,387)	(1,235)	-	-
428 Sewer Facility Replacement Total	(1,501,140)	(2,372,342)	(1,456,726)	(1,456,726)

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
430 Sewer DIFs				
4401 Investment Earnings City Pool	(43,220)	(90,057)	-	-
4402 Investment Earnings Others	-	-	(228,100)	(647,000)
4404 Change in Fair Value of Invts	17,846	(78,426)	-	-
5002 Sewerage Facility Participatn	-	-	(1,000,000)	(1,000,000)
5792 DIF - Swr Basin Salt Creek	(1,105,564)	(1,202,506)	(1,000,000)	(1,000,000)
5793 DIF - Swr Basin Poggi Cyn	(96,105)	(63,073)	(160,000)	(160,000)
5999 Transfers In	-	-	(200,000)	(200,000)
430 Sewer DIFs Total	(1,227,043)	(1,434,062)	(2,588,100)	(3,007,000)
442 CDBG Section 108 Loan				
5999 Transfers In	(762,118)	(763,126)	(763,427)	(633,650)
442 CDBG Section 108 Loan Total	(762,118)	(763,126)	(763,427)	(633,650)
451 Long Term Debt - City of CV				
4404 Change in Fair Value of Invts	-	41	-	-
451 Long Term Debt - City of CV Total	-	41	-	-
452 Equipment Lease Fund				
4401 Investment Earnings City Pool	(2,240)	(2,266)	-	-
4404 Change in Fair Value of Invts	199	(1,622)	-	-
5371 Reimb - Other	(40,000)	(34,786)	(30,000)	(23,930)
5999 Transfers In	(309,623)	(290,410)	(228,316)	(284,341)
452 Equipment Lease Fund Total	(351,664)	(329,084)	(258,316)	(308,271)
453 Energy Conservation Loans				
4404 Change in Fair Value of Invts	(768)	(244)	-	-
5371 Reimb - Other	-	-	(258,000)	(258,000)
5999 Transfers In	(415,644)	(649,025)	(494,255)	(497,174)
453 Energy Conservation Loans Total	(416,412)	(649,269)	(752,255)	(755,174)
475 2014 COP Refunding				
4401 Investment Earnings City Pool	(15,751)	(3,472)	-	-
4403 Trustee Investment Earnings	(13,269)	(57,206)	-	-
5999 Transfers In	(3,587,814)	(2,432,129)	(3,603,706)	(3,611,332)
475 2014 COP Refunding Total	(3,601,083)	(2,489,335)	(3,603,706)	(3,611,332)
476 2015 Refunding COP				
4401 Investment Earnings City Pool	(11)	23	-	-
4403 Trustee Investment Earnings	(15,640)	(68,556)	-	-
4404 Change in Fair Value of Invts	(3,011)	8	-	-
5999 Transfers In	(2,917,726)	(2,906,885)	(2,929,568)	(2,935,919)
476 2015 Refunding COP Total	(2,936,388)	(2,975,410)	(2,929,568)	(2,935,919)

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
477 2016 Ref COP Civic Ctr/Nature				
4401 Investment Earnings City Pool	(1,072)	(187)	-	-
4403 Trustee Investment Earnings	(6,997)	(30,356)	-	-
5999 Transfers In	(281,979)	(267,907)	(287,551)	(289,452)
477 2016 Ref COP Civic Ctr/Nature Total	(288,976)	(298,263)	(287,551)	(289,452)
478 2016 LRRB PFDIF/COP				
4401 Investment Earnings City Pool	(314)	(411)	-	-
4403 Trustee Investment Earnings	(111)	(808)	-	-
5999 Transfers In	(2,143,503)	(2,131,728)	(2,156,175)	(2,155,975)
478 2016 LRRB PFDIF/COP Total	(2,143,928)	(2,132,947)	(2,156,175)	(2,155,975)
479 2017 CREBs LRBs				
4403 Trustee Investment Earnings	(498)	(203)	-	-
5371 Reimb - Other	(139,617)	(317,154)	(314,139)	(315,485)
5452 Proceeds from Bond Sale	(13,130,000)	-	-	-
5454 Bond Premium	(135,516)	-	-	-
5999 Transfers In	(9,885)	(191,402)	(322,418)	(317,398)
479 2017 CREBs LRBs Total	(13,415,018)	(508,556)	(636,557)	(632,883)
501 Otay Lakes Rd AD 88-2 Improv				
5372 Reimb - Other City Funds	(48,005)	-	-	-
501 Otay Lakes Rd AD 88-2 Improv Total	(48,005)	-	-	-
503 East H St. AD 87-1 Improvement				
5372 Reimb - Other City Funds	(36,183)	-	-	-
503 East H St. AD 87-1 Improvement Total	(36,183)	-	-	-
507 Otay Valley Rd AD 90-2 Impvt				
4401 Investment Earnings City Pool	(1,173)	(1,694)	-	-
4404 Change in Fair Value of Invts	316	(1,381)	-	-
507 Otay Valley Rd AD 90-2 Impvt Total	(857)	(3,075)	-	-
508 Assessment District 97-2				
4401 Investment Earnings City Pool	-	(133)	-	-
4404 Change in Fair Value of Invts	-	(6,818)	-	-
508 Assessment District 97-2 Total	-	(6,951)	-	-
511 OV Rd Fee Recovery District				
4401 Investment Earnings City Pool	(13,033)	(18,697)	-	-
4404 Change in Fair Value of Invts	3,515	(9,275)	-	-
511 OV Rd Fee Recovery District Total	(9,518)	(27,972)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
512 EL Greens II AD 94-1 Imprvmnt				
4401 Investment Earnings City Pool	(1,754)	51	-	-
4404 Change in Fair Value of Invts	(3,131)	16	-	-
512 EL Greens II AD 94-1 Imprvmnt Total	(4,885)	67	-	-
517 AD2004-1 Dixon Drive				
4401 Investment Earnings City Pool	(1)	-	-	-
4404 Change in Fair Value of Invts	(85)	-	-	-
517 AD2004-1 Dixon Drive Total	(86)	-	-	-
518 AD2005-1 Tobias Drive				
4401 Investment Earnings City Pool	(1)	(1)	-	-
4404 Change in Fair Value of Invts	(78)	-	-	-
5602 Special Assessment Receipts	(1)	(2)	-	-
518 AD2005-1 Tobias Drive Total	(80)	(3)	-	-
542 Drainage DIF				
4401 Investment Earnings City Pool	(55,778)	(77,390)	-	-
4404 Change in Fair Value of Invts	14,539	(66,337)	-	-
542 Drainage DIF Total	(41,239)	(143,727)	-	-
560 Public Facilities DIF				
4401 Investment Earnings City Pool	(146,243)	(394,011)	-	-
4404 Change in Fair Value of Invts	41,408	(436,355)	-	-
5751 DIF PF - Admin	(867,111)	(583,624)	(825,000)	(825,000)
5752 DIF PF - Civic Ctr Expansion	(4,060,281)	(2,705,181)	(3,840,000)	(3,840,000)
5753 DIF PF - Police Fac Remodel	(2,658,287)	(1,733,664)	(2,540,000)	(2,540,000)
5754 DIF PF - Corp Yard Relocation	(571,377)	(457,488)	(540,000)	(540,000)
5755 DIF PF - Libraries-East Terr	(2,384,574)	(1,549,957)	(2,300,000)	(2,300,000)
5756 DIF PF - Fire Supp Sys Exp	(1,643,194)	(1,228,773)	(1,580,000)	(1,580,000)
5771 DIF PF - Recreation Facilities	(1,834,175)	(1,184,920)	(1,740,000)	(1,740,000)
5999 Transfers In	-	-	(151,045)	(151,045)
560 Public Facilities DIF Total	(14,123,834)	(10,273,973)	(13,516,045)	(13,516,045)
580 Pedestrian Bridge DIFs				
4401 Investment Earnings City Pool	(69,945)	(105,195)	-	-
4404 Change in Fair Value of Invts	20,766	(90,144)	-	-
5811 DIF - Ped Bridge - Otay Ranch	(365,789)	(87,918)	(700,000)	(700,000)
580 Pedestrian Bridge DIFs Total	(414,968)	(283,257)	(700,000)	(700,000)
590 Transportation DIFs				
4401 Investment Earnings City Pool	(271,256)	(469,820)	-	-

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
4402 Investment Earnings Others	(10,817)	(201,734)	(9,500)	(186,085)
4404 Change in Fair Value of Invts	85,632	(401,083)	-	-
4812 Traffic Signal Fee	(804,858)	(309,106)	(390,000)	(390,000)
5781 DIF - Transportation	(4,358,174)	(6,248,761)	(1,091,600)	(1,091,600)
5999 Transfers In	-	(107,415)	(1,035,000)	(1,035,000)
590 Transportation DIFs Total	(5,359,473)	(7,737,919)	(2,526,100)	(2,702,685)
666 2016 TARBs				
4403 Trustee Investment Earnings	(588)	(1,088)	-	-
5999 Transfers In	(2,563,238)	(2,799,686)	(2,812,075)	(2,797,700)
666 2016 TARBs Total	(2,563,826)	(2,800,774)	(2,812,075)	(2,797,700)
693 CV Bayfront Finance Authority				
5999 Transfers In	-	-	-	(1,635,789)
693 CV Bayfront Finance Authority Total	-	-	-	(1,635,789)
713 Capital Improvement Projects				
4401 Investment Earnings City Pool	1,070	(26,097)	-	-
4403 Trustee Investment Earnings	(89,748)	(138,212)	-	-
4404 Change in Fair Value of Invts	6,631	(27,305)	-	-
5371 Reimb - Other	(481,519)	(1,534,976)	-	-
5999 Transfers In	(14,306,466)	-	-	-
713 Capital Improvement Projects Total	(14,870,032)	(1,726,590)	-	-
715 Parkland Acquisition & DevFees				
4401 Investment Earnings City Pool	(453,287)	(650,117)	-	-
4402 Investment Earnings Others	(12,220)	(228,176)	10,000	(226,669)
4404 Change in Fair Value of Invts	118,900	(558,934)	-	-
5801 Park Dedication Fee	(1,688,317)	(419,752)	(1,500,000)	(1,500,000)
5999 Transfers In	-	-	(50,000)	(50,000)
715 Parkland Acquisition & DevFees Total	(2,034,924)	(1,856,979)	(1,540,000)	(1,776,669)
716 Western-Park Acquisition & Dev				
4401 Investment Earnings City Pool	(2,278)	(34,213)	-	-
4404 Change in Fair Value of Invts	9,022	(28,405)	-	-
5801 Park Dedication Fee	(1,455,381)	(360,442)	-	-
716 Western-Park Acquisition & Dev Total	(1,448,637)	(423,060)	-	-
717 Residential Construction Tax				
4061 Residential Construction Tax	(951,427)	(219,900)	(325,505)	(325,505)
4401 Investment Earnings City Pool	(5,983)	(6,898)	-	-
4404 Change in Fair Value of Invts	4,060	(4,406)	-	-
5999 Transfers In	(32,055)	-	-	-
717 Residential Construction Tax Total	(985,405)	(231,204)	(325,505)	(325,505)

SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 ADOPTED
725 Industrial Development Auth.				
4401 Investment Earnings City Pool	(1)	(1)	-	-
725 Industrial Development Auth. Total	(1)	(1)	-	-
735 Transportation Partnership				
4401 Investment Earnings City Pool	(1)	(2)	-	-
4404 Change in Fair Value of Invts	(52)	(1)	-	-
735 Transportation Partnership Total	(53)	(3)	-	-
736 Other Transportation Program				
4611 Federal Grant - Other	(9,611,500)	(7,671,134)	(2,233,900)	-
4701 Grant - Other Agency	(69,343)	(299,057)	-	-
736 Other Transportation Program Total	(9,680,843)	(7,970,191)	(2,233,900)	-
741 Prop 1B Highway Safety				
4401 Investment Earnings City Pool	(12)	(18)	-	-
4404 Change in Fair Value of Invts	(53)	(6)	-	-
741 Prop 1B Highway Safety Total	(65)	(24)	-	-
GRAND TOTAL, ALL FUNDS	(465,255,225)	(412,704,557)	(390,283,613)	(405,696,714)

FUND BALANCE PROJECTIONS

FUND BALANCE PROJECTIONS

FUND DESCRIPTION	EST. AVAIL 06/30/2020 FUND BAL	ESTIMATED REVENUE/ TRANSFERS IN	ESTIMATED EXPENSE TRANSFERS OUT	EST AVAIL 06/30/2021 FUND BAL
100 General Fund	(23,378,859)	(206,689,697)	206,689,697	(23,378,859)
100 GENERAL FUND TOTAL	(23,378,859)	(206,689,697)	206,689,697	(23,378,859)
220 2016 Measure P Sales Tax	(62,128,851)	(20,020,000)	19,190,000	(62,958,851)
221 Transportation Grants-Gas Tax	(8,014,151)	(11,940,805)	12,670,309	(7,284,647)
222 2018 Measure A Sales Tax	(11,303,210)	(20,239,641)	15,262,434	(16,280,417)
223 Utility Tax Settlement	(99,898)	-	-	(99,898)
227 Transportation Sales Tax	2,332,143	(6,379,500)	6,224,329	2,176,972
234 Advanced Life Support Program	178,326	(2,158,003)	2,149,036	169,360
241 Parking Meter	(1,513,004)	(590,000)	572,270	(1,530,734)
243 Town Center I Parking District	(55,044)	-	-	(55,044)
245 Traffic Safety	(133,948)	(437,640)	537,640	(33,948)
266 Special Revenue Endowments	-	-	70,000	70,000
267 Permanent Endowments	(10,679)	-	1,600	(9,079)
269 Other Grants	534,377	(1,615,918)	1,715,099	633,558
270 Mobile Park Fee	(212,685)	(65,000)	65,000	(212,685)
271 Local Grants	28,046	(70,000)	318,722	276,768
272 Federal Grants	(3,272,151)	(11,931,341)	16,452,452	1,248,960
273 State Grants	(785,817)	(1,228,715)	1,561,896	(452,636)
282 Environmental Services	(475,474)	(1,556,525)	2,368,907	336,908
301 Storm Drain	(1,220,729)	(584,250)	348,940	(1,456,039)
311 CDBG Housing Program	(569,482)	(140,194)	140,194	(569,482)
313 Chula Vista Housing Authority	(2,084,839)	(807,407)	1,491,018	(1,401,228)
316 Public Educational & Govt Fee	(1,767,811)	(600,000)	600,000	(1,767,811)
318 RDA Successor Agency Fund	(1,002,781)	(4,967,150)	3,432,700	(2,537,231)
319 Housing Successor Agency	(11,207,136)	(470,000)	2,072,400	(9,604,736)
341 Public Liability Trust	(653,157)	(1,284,078)	1,204,078	(733,157)
342 CFD 11-M Rolling Hills McM	(393,682)	(196,033)	187,571	(402,144)
343 CFD 12-M Otay Ranch Village 7	(944,788)	(555,710)	584,392	(916,106)
344 CFD 13-M Otay Ranch Village 2	(1,333,754)	(660,696)	690,629	(1,303,821)
345 CFD 12M Village 7 Otay Ranch	(1,136,528)	(585,082)	580,989	(1,140,621)
346 CFD 14M-A-EUC Millenia	(437,007)	(234,326)	208,147	(463,186)
347 CFD 14M-B-EUC Millenia	(312,937)	(605,629)	411,200	(507,366)
348 CFD 18M Village 3 Otay Ranch	(1,432,259)	(782,637)	838,639	(1,376,257)
349 CFD 19M Freeway Commercial 2	(319,446)	(139,909)	213,644	(245,711)
352 Bay Blvd Landscape District	(64,233)	(13,005)	8,257	(68,981)
353 Eastlake Maintenance Dist I	(552,609)	(383,892)	413,393	(523,108)
354 Open Space District #01	(65,669)	(92,781)	93,580	(64,870)
355 Open Space District #02	10,774	(16,291)	16,471	10,954
356 Open Space District #03	(17,506)	(57,125)	57,676	(16,955)
357 Open Space District #04	(97,651)	(98,816)	117,359	(79,108)

FUND BALANCE PROJECTIONS

FUND DESCRIPTION	EST. AVAIL 06/30/2020 FUND BAL	ESTIMATED REVENUE/ TRANSFERS IN	ESTIMATED EXPENSE TRANSFERS OUT	EST AVAIL 06/30/2021 FUND BAL
358 Open Space District #05	(54,020)	(56,520)	57,000	(53,540)
359 Open Space District #06	(54,919)	(37,116)	37,418	(54,617)
361 Open Space District #07	(23,194)	(16,003)	24,792	(14,405)
362 Open Space District #08	(47,249)	(80,426)	81,234	(46,441)
363 Open Space District #09	(538)	(79,567)	80,331	226
364 Open Space District #10	(75,973)	(91,830)	92,710	(75,093)
365 Open Space District #11	(208,490)	(186,934)	188,732	(206,692)
367 Open Space District #14	(115,862)	(392,088)	395,954	(111,996)
368 Open Space District #15	23,619	(24,875)	25,160	23,904
369 Open Space District #17	(6,114)	(9,609)	10,127	(5,596)
371 Open Space District #18	(338,148)	(191,230)	200,829	(328,549)
372 Open Space District #20	(1,753,220)	(1,607,000)	1,770,328	(1,589,892)
373 Open Space District #23	(111,194)	(53,949)	57,913	(107,230)
374 Open Space District #24	12,063	(33,830)	30,746	8,979
375 Open Space District #26	9,129	(12,612)	12,752	9,269
376 Open Space District #31	(402,820)	(203,511)	201,132	(405,199)
378 CFD 07M Eastlake Woods & Vista	(1,550,272)	(961,309)	839,360	(1,672,221)
379 CFD 08M Vlg 6 McMillin & OR	(4,082,201)	(1,624,420)	1,440,003	(4,266,618)
380 CFD 09M ORV II Brookfield-Shea	(2,734,442)	(1,427,892)	1,375,656	(2,786,678)
381 CFD 14M-2-EUC Millenia	644	(17,369)	292,295	275,570
382 CFD 99-2 Otay Ranch Vlg 1 West	(2,042,296)	(1,093,199)	962,102	(2,173,393)
386 Otay Ranch Preserve	(1,100,978)	(807,333)	1,162,911	(745,400)
387 CFD 98-3 Sunbow 2	(1,418,381)	(1,083,859)	1,152,204	(1,350,036)
388 CFD 97-1 Otay Ranch	(7,365,061)	(3,311,571)	3,249,225	(7,427,407)
391 Central Garage Fund	1,782,886	(3,584,317)	3,409,354	1,607,923
394 Vehicle Replacement Fund	(116,864)	(218,942)	-	(335,806)
398 Workers Compensation Fund	(5,052,421)	(4,892,981)	4,892,981	(5,052,421)
405 City Jail	-	(2,066,913)	2,058,682	(8,231)
406 Chula Vista Muni Golf Course	(17,655)	(132,580)	132,580	(17,655)
407 Living Coast Discovery Center	-	(80,608)	80,608	-
408 Development Services Fund	22,496,078	(10,564,250)	12,055,163	23,986,991
409 CV Elite Athlete Training Ctr	(196,482,176)	(188,500)	188,500	(196,482,176)
414 Sewer Service Revenue	(33,541,591)	(33,125,000)	38,588,614	(28,077,977)
428 Sewer Facility Replacement	(19,797,398)	(1,456,726)	2,800,000	(18,454,124)
430 Sewer DIFs	13,262,672	(3,007,000)	1,080,490	11,336,162
442 CDBG Section 108 Loan	-	(633,650)	633,650	-
452 Equipment Lease Fund	144,744	(308,271)	552,671	389,144
453 Energy Conservation Loans	(297,518)	(755,174)	497,175	(555,517)
475 2014 COP Refunding	(1,918,795)	(3,611,332)	3,611,332	(1,918,795)
476 2015 Refunding COP	(2,270,959)	(2,935,919)	2,935,919	(2,270,959)
477 2016 Ref COP Civic Ctr/Nature	(1,028,653)	(289,452)	289,452	(1,028,653)
478 2016 LRRB PFDIF/COP	(1,218)	(2,155,975)	2,155,975	(1,218)

FUND BALANCE PROJECTIONS

FUND DESCRIPTION	EST. AVAIL 06/30/2020 FUND BAL	ESTIMATED REVENUE/ TRANSFERS IN	ESTIMATED EXPENSE TRANSFERS OUT	EST AVAIL 06/30/2021 FUND BAL
479 2017 CREBs LRBs	(105)	(632,883)	632,883	(105)
542 Drainage DIF	(3,976,151)	-	10,000	(3,966,151)
560 Public Facilities DIF	(16,408,626)	(13,516,045)	6,917,529	(23,007,142)
580 Pedestrian Bridge DIFs	(6,168,316)	(700,000)	95,000	(6,773,316)
590 Transportation DIFs	(35,304,846)	(2,702,685)	1,312,045	(36,695,486)
666 2016 TARBs	29,101,523	(2,797,700)	2,797,700	29,101,523
693 CV Bayfront Finance Authority	-	(1,635,789)	1,635,789	-
713 Capital Improvement Projects	(5,757,329)	-	202,052	(5,555,277)
715 Parkland Acquisition & DevFees	(45,285,367)	(1,776,669)	85,000	(46,977,036)
716 Western-Park Acquisition & Dev	7,662,642	-	301,669	7,964,311
717 Residential Construction Tax	324,356	(325,505)	669,353	668,204
GRAND TOTAL, ALL FUNDS	(456,005,114)	(405,696,714)	403,923,750	(457,778,079)

SCHEDULE OF INTERFUND TRANSFERS

SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2021 ADOPTED
100 GENERAL FUND		
221 Gas Tax	Reimbursement for street related staff time, materials, and utilities	\$ 4,336,237
234 Advanced Life Support Fund	Staff time reimbursement	\$ 1,143,502
245 Traffic Safety	Reimbursement for Police fleet maintenance costs	\$ 399,140
272 Federal Grants Fund	Staff time reimbursement	\$ 658,925
282 Environmental Services	Reimbursement for allocated overhead costs	\$ 107,585
313 CV Housing Authority Fund	Reimbursement for allocated overhead costs	\$ 181,572
391 Central Garage	Staff time reimbursement	\$ 41,524
405 City Jail	Reimbursement for allocated overhead costs	\$ 188,500
406 Chula Vista Municipal Golf Course	City's share of golf course operational revenues	\$ 132,580
408 Development Services	Reimbursement for allocated overhead costs	\$ 1,923,648
414 Sewer Service Revenue	Reimbursement for Sewer related staff time and materials	\$ 3,202,097
TOTAL TRANSFERS IN - 100 GENERAL FUND		\$ 12,315,310
220 MEASURE P SALES TAX FUND		
100 General Fund	Transfer Measure P Sales Tax from General Fund	\$ 20,020,000
TOTAL TRANSFERS IN - 201		\$ 20,020,000
222 MEASURE A SALES TAX FUND		
100 General Fund	Transfer Measure A Sales Tax from General Fund	\$ 20,020,000
272 Federal Grants Fund	Staff time reimbursement	\$ 219,641
TOTAL TRANSFERS IN - 222		\$ 20,239,641
272 FEDERAL GRANTS FUND		
100 General Fund	General Fund match for grant	\$ 115,305
TOTAL TRANSFERS IN - 272		\$ 115,305
341 PUBLIC LIABILITY TRUST		
100 General Fund	General Fund transfer for public liability expenses	\$ 1,204,078
414 Sewer Service Revenue	Sewer Fund transfer for public liability expenses	\$ 80,000
TOTAL TRANSFERS IN - 341		\$ 1,284,078
347 CFD 14M-B-EUC Millenia		
100 General Fund	Reimbursement for operational costs	\$ 237,773
346 CFD 14M- A - EUC Millenia	Reimbursement for operational costs	\$ 98,308
381 CFD 14M-2-EUC Millenia	Reimbursement for operational costs	\$ 139,465
TOTAL TRANSFERS IN - 347		\$ 475,546
394 Vehicle Replacement Fund		
222 Measure A Sales Tax	Funding for Fire Department vehicles	\$ 218,942
TOTAL TRANSFERS IN - 394		\$ 218,942
407 LIVING COAST DISCOVERY CTR FUND		
100 General Fund	Utility and fuel costs for the Living Coast Discovery Center	\$ 80,608
TOTAL TRANSFERS IN - 407		\$ 80,608
408 DEVELOPMENT SERVICES FUND		
100 General Fund	Staff time and Accela reimbursement	\$ 448,729
313 CV Housing Authority Fund	Reimbursement for allocated overhead costs	\$ 73,125
414 Sewer Service Revenue	Staff time reimbursement	\$ 16,137
TOTAL TRANSFERS IN - 408		\$ 537,991
409 CV Elite Athlete Center		
100 General Fund	Transfer cell site tower lease revenue	\$ 120,000

SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2021 ADOPTED
TOTAL TRANSFERS IN - 409		\$ 120,000
430 SEWER DIF		
430 Sewer DIF	Interfund loan payment	\$ 200,000
TOTAL TRANSFERS IN - 413		\$ 200,000
414 SEWER SERVICE REVENUE		
428 Sewer Facility Replacement	Staff time reimbursement	\$ 150,000
TOTAL TRANSFERS IN - 414		\$ 150,000
442 CDBG SECTION 108 LOAN		
272 Federal Grants Fund	Debt service payment - Section 108 loan	\$ 633,650
TOTAL TRANSFERS IN - 442		\$ 633,650
452 EQUIPMENT LEASE FUND		
100 General Fund	Debt service payment - Mobile data computers & QECB	\$ 221,022
TOTAL TRANSFERS IN - 452		\$ 221,022
453 ENERGY LOAN REPAYMENTS		
100 General Fund	Debt service payment - California Energy Commission loan	\$ 560,493
TOTAL TRANSFERS IN - 453		\$ 560,493
475 2014 REFUNDING COP		
100 General Fund	Debt Service Payment - 2002 COP Refunding - Police Facility	\$ 2,007,852
560 PFDIF - CIVIC CENTER EXPANSION	Debt Service Payment - 2002 COP Refunding - Police Facility	\$ 3,332
573 Police Facilities Remodel	Debt Service Payment - 2002 COP Refunding - Police Facility	\$ 1,600,148
TOTAL TRANSFERS IN - 475		\$ 3,611,332
476 2015 REFUNDING COP		
100 General Fund	Debt Service Payment	\$ 426,789
560 PFDIF - CIVIC CENTER EXPANSION	Debt Service Payment	\$ 3,981
572 PFDIF - Civic Center Expansion	Debt Service Payment	\$ 1,835,796
717 Resid. Construction/Conversion	Debt Service Payment - 2015 Refunding COP	\$ 669,351
TOTAL TRANSFERS IN - 476		\$ 2,935,917
477 2016 REF COP CIVIC CENTER/NATURE CNTR		
100 General Fund	Debt service payment	\$ 58,279
560 Public Facilities DIF	Debt service payment	\$ 1,486
572 PFDIF - Civic Center Expansion	Debt service payment	\$ 229,687
TOTAL TRANSFERS IN - 477		\$ 289,452
478 2016 LRRB PFDIF/COP		
100 General Fund	Debt service payment	\$ 613,628
560 Public Facilities DIF	Debt service payment	\$ (1,305)
572 PFDIF - Civic Center Expansion	Debt service payment	\$ 814,686
574 Corporation Yard Relocation	Debt service payment	\$ 728,966
TOTAL TRANSFERS IN - 478		\$ 2,155,975
479 2017 CREBs LRBs		
100 General Fund	Debt service payment	\$ 317,398
TOTAL TRANSFERS IN - 479		\$ 317,398
560 PUBLIC FACILITIES DIF		
590 Transportation DIF	Interfund loan payment	\$ 151,045
TOTAL TRANSFERS IN - 560		\$ 151,045

SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2021 ADOPTED
591 TRANSPORTATION DIF		
451 Long-term Advances DSF - City	Interfund loan payment	\$ 1,035,000
TOTAL TRANSFERS IN - 591		\$ 1,035,000
666 2016 TARBS		
318 Redevelopment Obligation Retirement Fund	Debt service payments	\$ 2,797,700
TOTAL TRANSFERS IN - 666		\$ 2,797,700
693 CHULA VISTA BAYFRONT FINAN AUTHORITY		
318 Redevelopment Obligation Retirement Fund	Debt service payments	\$ 1,635,789
TOTAL TRANSFERS IN - 666		\$ 1,635,789
715 PARK ACQUISITION & DEVELOPMENT		
451 Long-term Advances DSF - City	Interfund loan payment	\$ 50,000
TOTAL TRANSFERS IN - 715		\$ 50,000
GRAND TOTAL ALL FUNDS		\$ 72,152,194

SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2021 ADOPTED
100 GENERAL FUND		
201 Measure P Sales Tax	Transfer Measure P Sales Tax from General Fund	\$ 20,020,000
222 Measure A Sales Tax	Transfer Measure A Sales Tax from General Fund	\$ 20,020,000
272 Federal Grants Fund	General Fund match for grant	\$ 115,305
341 Public Liability Trust	General Fund transfer for public liability expenses	\$ 1,204,078
347 CFD 14M-B-EUC Millenia	Project cost reimbursement to Open Space District	\$ 237,773
407 Living Coast Discovery Center	Utility and fuel costs to the Living Coast Discovery Center	\$ 80,608
408 Development Services	Staff time reimbursement	\$ 448,729
409 CV Elite Athlete Center	Transfer cell site tower lease revenue	\$ 120,000
452 Equipment Lease Fund	Debt service payment - Mobile data computers & QECCB	\$ 284,341
453 Energy Loan Repayments	Debt service payment - California Energy Commission loan	\$ 490,174
475 2014 Refunding COP	Debt Service Payment - 2002 COP Refunding - Police Facility	\$ 2,009,705
476 2015 Refunding COP	Debt Service Payment - 2015 Refunding COP	\$ 426,421
477 2016 Refunding COP	Debt Service	\$ 58,539
478 2016 Refunding COP	Debt Service	\$ 613,828
479 2017 CREBs LRBs	Debt Service	\$ 317,341
693 Chula Vista Bayfront Financing Authority	City's Bayfront Project Commitment	\$ 1,635,789
TOTAL TRANSFERS OUT - 100		\$ 48,082,631
221 GAS TAX FUND		
100 General Fund	Reimbursement for street related staff time, materials, and utilities	\$ 4,343,236
TOTAL TRANSFERS OUT - 221		\$ 4,343,236
222 MEASURE A SALES TAX FUND		
394 Vehicle Replacement Fund	Funding for Fire Department vehicles	\$ 218,942
TOTAL TRANSFERS OUT - 222		\$ 218,942
234 ADVANCED LIFE SUPPORT FUND		
100 General Fund	Staff time reimbursement	\$ 1,143,502
TOTAL TRANSFERS OUT - 234		\$ 1,143,502
245 TRAFFIC SAFETY		
100 General Fund	Reimbursement for Police fleet maintenance costs	\$ 399,140
TOTAL TRANSFERS OUT - 245		\$ 399,140
272 FEDERAL GRANTS FUND		
272 Federal Grants Fund	Funding for personnel costs	\$ 880,366
442 CDBG Section 108 Loan	Project cost reimbursement from AD	\$ 631,850
TOTAL TRANSFERS OUT - 272		\$ 1,512,216
282 ENVIRONMENTAL SERVICES		
100 General Fund	Reimbursement for allocated overhead costs	\$ 107,585
TOTAL TRANSFERS OUT - 282		\$ 107,585
313 CV HOUSING AUTHORITY		
100 General Fund	Reimbursement for allocated overhead costs	\$ 181,572
408 Development Services	Reimbursement for allocated overhead costs	\$ 73,125
TOTAL TRANSFERS OUT - 313		\$ 254,697
318 Redevelopment Obligation Retirement Fund		
666 2016 TARBs	Debt service payment	\$ 2,797,700
TOTAL TRANSFERS OUT - 318		\$ 2,797,700

SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2021 ADOPTED
346 CFD 14M-A-EUC Millenia		
347 CFD 14M-B-EUC Millenia	Project cost reimbursement from AD	\$ 98,308
TOTAL TRANSFERS OUT - 346		\$ 98,308
381 CFD 14M-2-EUC Millenia		
347 CFD 14M-B-EUC Millenia	Project cost reimbursement to Open Space District	\$ 139,465
TOTAL TRANSFERS OUT - 346		\$ 139,465
391 Central Garage Fund		
100 General Fund	Reimbursement for allocated overhead costs	\$ 41,524
TOTAL TRANSFERS OUT - 405		\$ 41,524
405 CITY JAIL		
100 General Fund	Reimbursement for allocated overhead costs	\$ 188,500
TOTAL TRANSFERS OUT - 405		\$ 188,500
406 CV MUNICIPAL GOLF COURSE		
100 General Fund	City's share of golf course operational revenues	\$ 132,580
TOTAL TRANSFERS OUT - 406		\$ 132,580
408 DEVELOPMENT SERVICES		
100 General Fund	Reimbursement for allocated overhead costs	\$ 1,923,648
TOTAL TRANSFERS OUT - 408		\$ 1,923,648
414 SEWER SERVICE REVENUE		
100 General Fund	Reimbursement for Sewer related staff time and materials	\$ 3,202,097
341 Public Liability Trust	Sewer Fund transfer for public liability expenses	\$ 80,000
408 Development Services	Staff time reimbursement	\$ 16,137
TOTAL TRANSFERS OUT - 414		\$ 3,298,234
428 SEWER FACILITY REPLACEMENT		
414 Sewer Service Revenue	Staff time reimbursement	\$ 150,000
TOTAL TRANSFERS OUT - 428		\$ 150,000
430 SEWER DIF		
413 Trunk Sewer Capital Reserve	Interfund loan payment - Trunk Sewer Capl Res-FY00-01 Budget Reso	\$ 200,000
TOTAL TRANSFERS OUT - 430		\$ 200,000
560 PFDIF - CIVIC CENTER EXPANSION		
475 2014 Refunding COP	Debt Service Payment - 2015 Refunding COP	\$ 3,382
476 2015 Refunding COP	Debt Service Payment - 2015 Refunding COP	\$ 1,838,228
477 2016 Ref COP Civic Center/Nature Center	Debt Service Payment	\$ 230,926
478 2016 LRRB PFDIF/COP	Debt Service Payment	\$ 813,238
TOTAL TRANSFERS OUT - 560		\$ 2,885,774
573 POLICE FACILITIES REMODEL		
475 2014 Refunding COP	Debt Service Payment - 2002 COP Refunding - Police Facility	\$ 1,600,148
TOTAL TRANSFERS OUT - 573		\$ 1,600,148
574 CORP YARD RELOCATION		
478 2016 LRRB PFDIF/COP	Debt Service Payment	\$ 728,966

SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2021 ADOPTED
TOTAL TRANSFERS OUT - 574		\$ 728,966
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576 FIRE SUPPRESSION SYS EXPANSION		
451 Long-term Advances DSF - City	Interfund loan payment	\$ 1,035,000
TOTAL TRANSFERS OUT - 576		\$ 1,035,000
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590 TRANSPORTATION DIFs		
560 Public Facilities DIF	Interfund loan payment	\$ 151,045
TOTAL TRANSFERS OUT - 590		\$ 151,045
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716 WESTERN - PARK ACQUISITION & DEV		
451 Long-term Advances DSF - City	Interfund loan payment	\$ 49,498
TOTAL TRANSFERS OUT - 716		\$ 49,498
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717 RESID. CONSTRUCTION/CONVERSION		
476 2015 Refunding COP	Debt Service Payment - 2015 Refunding COP	\$ 669,855
TOTAL TRANSFERS OUT - 717		\$ 669,855
GRAND TOTAL ALL FUNDS		\$ 72,152,194

**AUTHORIZED POSITIONS BY
DEPARTMENT**

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET
ADMINISTRATION - GENERAL FUND				
ASST CITY MANAGER/ADMIN	1.00	0.00	0.00	1.00
CITY MANAGER	1.00	0.00	0.00	1.00
DEPUTY CITY MANAGER	1.00	0.00	1.00	2.00
DEPUTY CITY MANAGER - FROZEN/UNFUNDED	1.00	0.00	(1.00)	0.00
EXECUTIVE SECRETARY	1.00	0.00	0.00	1.00
MARKETING & COMMUNICATIONS MGR	1.00	0.00	0.00	1.00
PUBLIC INFORMATION SPECIALIST	1.00	0.00	0.00	1.00
SPECIAL EVENTS COORDINATOR	1.00	0.00	0.00	1.00
SR GRAPHIC DESIGNER	1.00	0.00	0.00	1.00
SR WEBMASTER	1.00	0.00	0.00	1.00
ADMINISTRATION - GENERAL FUND	TOTAL	10.00	0.00	10.00
ANIMAL CARE FACILITY - GENERAL FUND				
ANIMAL ADOPTION COUNSELOR	1.00	0.00	0.00	1.00
ANIMAL CARE FAC ADMINISTRATOR	1.00	0.00	0.00	1.00
ANIMAL CARE SPECIALIST	5.00	0.00	0.00	5.00
ANIMAL CARE SUPERVISOR	1.00	0.00	0.00	1.00
ANIMAL CONTROL OFFICER	2.50	0.00	0.00	2.50
ANIMAL CTRL OFFICER SUPERVISOR	1.00	0.00	0.00	1.00
OFFICE SPECIALIST	0.50	0.00	0.00	0.50
REGISTERED VETERINARY TECH	3.50	0.00	0.00	3.50
SR ANIMAL CARE SPECIALIST	2.00	0.00	0.00	2.00
SR FISCAL OFFICE SPECIALIST	1.00	0.00	0.00	1.00
SR OFFICE SPECIALIST	1.00	0.00	0.00	1.00
VETERINARIAN (PERMITTED)	1.75	0.00	0.00	1.75
ANIMAL CARE FACILITY - GENERAL FUND	TOTAL	21.25	0.00	21.25
CITY ATTORNEY - GENERAL FUND				
ASST CITY ATTORNEY	1.00	0.00	0.00	1.00
CITY ATTORNEY (ELECTED)	1.00	0.00	0.00	1.00
CITY ATTORNEY INVESTIGATOR	0.00	1.00	0.00	1.00
DEPUTY CITY ATTORNEY II	3.00	0.00	0.00	3.00
DEPUTY CITY ATTORNEY III	4.00	0.00	0.00	4.00
LAW OFFICE MANAGER	1.00	0.00	0.00	1.00
LEGAL ASSISTANT	2.00	0.00	0.00	2.00
PARALEGAL	0.00	1.00	0.00	1.00
SR ASST CITY ATTORNEY	1.00	0.00	0.00	1.00
SR LEGAL ASSISTANT	1.00	0.00	0.00	1.00
SR RISK MANAGEMENT SPECIALIST	1.00	0.00	0.00	1.00
CITY ATTORNEY - GENERAL FUND	TOTAL	15.00	2.00	17.00
CITY CLERK - GENERAL FUND				
ASSISTANT CITY CLERK	1.00	0.00	0.00	1.00
CITY CLERK	1.00	0.00	0.00	1.00
CITY CLERK ANALYST	1.00	0.00	0.00	1.00
DEPUTY CITY CLERK II	2.00	0.00	0.00	2.00
SR RECORDS SPECIALIST	1.00	0.00	0.00	1.00
CITY CLERK - GENERAL FUND	TOTAL	6.00	0.00	6.00
CITY COUNCIL - GENERAL FUND				

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET
ADMIN SECRETARY (MAYOR, AT WILL)	1.00	0.00	0.00	1.00
CHIEF OF STAFF	1.00	0.00	0.00	1.00
COUNCILPERSON	4.00	0.00	0.00	4.00
EXECUTIVE SECRETARY	1.00	0.00	0.00	1.00
MAYOR	1.00	0.00	0.00	1.00
POLICY AIDE	1.00	0.00	0.00	1.00
SR COUNCIL ASST	5.00	0.00	0.00	5.00
CITY COUNCIL - GENERAL FUND	TOTAL	14.00	0.00	14.00

DEVELOPMENT SERVICES GENERAL FUND

ASSISTANT DIR DEVELOPMENT SRVCS	1.00	0.00	0.00	1.00
ASSOCIATE PLANNER	2.00	0.00	0.00	2.00
CODE ENFORCEMENT OFFICER II	6.00	0.00	0.00	6.00
DEVELOPMENT SRVCS DEPT DIRECTOR	1.00	0.00	0.00	1.00
DEVELOPMENT SRVCS TECH II	1.00	0.00	0.00	1.00
OFFICE SPECIALIST	1.00	0.00	0.00	1.00
PLANNING TECHNICIAN	1.00	0.00	0.00	1.00
PRINCIPAL PLANNER	1.00	0.00	0.00	1.00
SR ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	1.00
SR CODE ENFORCEMENT OFFICER	2.00	0.00	0.00	2.00
SR MANAGEMENT ANALYST	1.00	0.00	0.00	1.00
SR OFFICE SPECIALIST	1.00	0.00	0.00	1.00
SR PLANNING TECHICIAN	1.00	0.00	0.00	1.00
DEVELOPMENT SERVICES - GENERAL FUND	TOTAL	20.00	0.00	20.00

CV HOUSING AUTHORITY FUND

HOUSING MANAGER	1.00	0.00	0.00	1.00
MANAGEMENT ANALYST	1.00	(1.00)	0.00	0.00
MANAGEMENT ANALYST II	0.00	1.00	0.00	1.00
SR MANAGEMENT ANALYST	2.00	0.00	0.00	2.00
CV HOUSING AUTHORITY FUND	TOTAL	4.00	0.00	4.00

DEVELOPMENT SERVICES FUND

ASSOC ENGINEER	4.00	0.00	0.00	4.00
ASSOC PLAN CHECK ENGINEER	4.00	0.00	0.00	4.00
ASSOCIATE PLANNER	5.00	0.00	0.00	5.00
BUILDING INSPECTION MGR	1.00	0.00	0.00	1.00
BUILDING INSPECTOR II	4.00	3.00	0.00	7.00
BUILDING INSPECTOR III	2.00	0.00	0.00	2.00
BUILDING OFF/CODE ENF MGR	1.00	0.00	0.00	1.00
DEVELOPMENT AUTOMATION SPEC	1.00	0.00	0.00	1.00
DEVELOPMENT SERVICES COUNTER MGR	1.00	0.00	0.00	1.00
DEVELOPMENT SERVICES TECH I	1.00	0.00	0.00	1.00
DEVELOPMENT SERVICES TECH II	4.00	1.00	0.00	5.00
DEVELOPMENT SERVICES TECH III	3.00	0.00	0.00	3.00
FACILITIES FINANCING MANAGER	0.00	1.00	0.00	1.00
LANDSCAPE ARCHITECT	4.00	0.00	0.00	4.00
MANAGEMENT ANALYST	1.00	(1.00)	0.00	0.00
MANAGEMENT ANALYST II	0.00	1.00	0.00	1.00

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET	
PLAN CHECK SUPERVISOR	1.00	0.00	0.00	1.00	
PLANNING MANAGER	1.00	0.00	0.00	1.00	
PRINCIPAL CIVIL ENGINEER	1.00	0.00	0.00	1.00	
PRINCIPAL LANDSCAPE ARCHITECT	1.00	0.00	0.00	1.00	
PRINCIPAL PLANNER	1.00	0.00	0.00	1.00	
SECRETARY	1.00	0.00	0.00	1.00	
SR BUILDING INSPECTOR	1.00	0.00	0.00	1.00	
SR CIVIL ENGINEER	2.00	0.00	0.00	2.00	
SR ENGINEERING TECHNICIAN	1.00	0.00	0.00	1.00	
SR LANDSCAPE INSPECTOR	1.00	0.00	0.00	1.00	
SR PLAN CHECK TECHNICIAN	1.00	0.00	0.00	1.00	
SR PLANNER	5.00	0.00	0.00	5.00	
SR PROJECT COORDINATOR	2.00	0.00	0.00	2.00	
SR SECRETARY	1.00	0.00	0.00	1.00	
TRANSPORTATION ENGINEER W/CERT	1.00	0.00	0.00	1.00	
DEVELOPMENT SERVICES FUND	TOTAL	57.00	5.00	0.00	62.00
DEVELOPMENT SERVICES - GENERAL FUND TOTAL		20.00	0.00	0.00	20.00
DEVELOPMENT SERVICES - NON-GENERAL FUND TOTAL		61.00	5.00	0.00	66.00
ECONOMIC DEVELOPMENT GENERAL FUND					
ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	1.00	
CHIEF SUSTAINABILITY OFFICER	1.00	0.00	0.00	1.00	
CONSERVATION SPECIALIST II	5.00	0.00	0.00	5.00	
DIR OF ECON DEVELOPMENT	1.00	0.00	(1.00)	0.00	
DIR OF ECON DEVELOPMENT - FROZEN/UNFUNDED	0.00	0.00	1.00	1.00	
ECONOMIC DEVELOPMENT SPEC I	1.00	0.00	0.00	1.00	
ENVIRONMENTAL SERVICES MGR	1.00	0.00	0.00	1.00	
ENVIRONMENTAL SUSTAINABILITY MGR	1.00	0.00	0.00	1.00	
REAL PROPERTY MANAGER	1.00	0.00	0.00	1.00	
SR ECONOMIC DEV SPECIALIST	1.00	0.00	0.00	1.00	
SR FISCAL OFFICE SPECIALIST	1.00	0.00	0.00	1.00	
ECONOMIC DEVELOPMENT - GENERAL FUND	TOTAL	14.00	0.00	0.00	14.00
ENVIRONMENTAL SERVICES FUND					
RECYCLING SPECIALIST I	3.00	0.00	(2.00)	1.00	
RECYCLING SPECIALIST II	3.00	0.00	2.00	5.00	
SR RECYCLING SPECIALIST	1.00	0.00	0.00	1.00	
ENVIRONMENTAL SERVICES FUND	TOTAL	7.00	0.00	0.00	7.00
ECONOMIC DEVELOPMENT GENERAL FUND TOTAL		14.00	0.00	0.00	14.00
ECONOMIC DEVELOPMENT NON-GENERAL FUND TOTAL		7.00	0.00	0.00	7.00

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET	
ENGINEERING AND CAPITAL PROJECTS GENERAL FUND					
ADMINISTRATIVE SERVICES MANAGER	1.00	0.00	0.00	1.00	
ASSOC ENGINEER	11.00	4.00	1.00	16.00	
ASSOC LAND SURVEYOR	1.00	0.00	0.00	1.00	
DIR OF ENGINEERING	1.00	0.00	0.00	1.00	
ENGINEERING TECH II	2.00	0.00	0.00	2.00	
MANAGEMENT ANALYST	1.00	(1.00)	0.00	0.00	
MANAGEMENT ANALYST II	0.00	1.00	0.00	1.00	
PRINCIPAL CIVIL ENGINEER	3.00	0.00	0.00	3.00	
PRINCIPAL TRAFFIC ENGINEER	1.00	0.00	0.00	1.00	
PUBLIC WORKS INSP II	6.00	2.00	(1.00)	7.00	
SR ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	1.00	
SR CIVIL ENGINEER	5.00	1.00	0.00	6.00	
SR ENGINEERING TECHNICIAN	2.00	1.00	0.00	3.00	
SR PUBLIC WORKS INSP	2.00	0.00	0.00	2.00	
STORMWATER ENVIRONMENTAL SPECIALIST II	2.00	0.00	0.00	2.00	
STORMWATER COMPLIANCE INSPECTOR II	0.00	1.00	0.00	1.00	
STORMWATER PROGRAM MANAGER	1.00	0.00	0.00	1.00	
SURVEY TECHNICIAN II	1.00	0.00	0.00	1.00	
TRAFFIC SIGNAL & LIGHTING SUPERVISOR	1.00	0.00	0.00	1.00	
TRAFFIC SIGNAL & LIGHTING TECHNICIAN II	4.00	0.00	0.00	4.00	
ENGINEERING AND CAPITAL PROJECTS - GENERAL FUND	TOTAL	46.00	9.00	0.00	55.00
SEWER FUNDS					
ASSOC ENGINEER	2.00	(1.00)	0.00	1.00	
ENGINEERING TECH II	2.00	0.00	0.00	2.00	
SR CIVIL ENGINEER	1.00	0.00	0.00	1.00	
SR FISCAL OFFICE SPECIALIST	1.00	0.00	0.00	1.00	
SEWER FUNDS	TOTAL	6.00	(1.00)	0.00	5.00
ENGINEERING AND CAPITAL PROJECTS GENERAL FUND TOTAL					
	46.00	9.00	0.00	55.00	
ENGINEERING AND CAPITAL PROJECTS NON-GENERAL FUND TOTAL					
	6.00	(1.00)	0.00	5.00	
FINANCE GENERAL FUND					
ACCOUNTANT	1.00	0.00	0.00	1.00	
ACCOUNTING ASSISTANT	6.00	(1.00)	0.00	5.00	
ACCOUNTING TECHNICIAN	4.00	0.00	0.00	4.00	
ACCOUNTS PAYABLE SUPERVISOR	1.00	0.00	0.00	1.00	
ASSOCIATE ACCOUNTANT	1.00	0.00	0.00	1.00	
ASST DIR OF FINANCE	1.00	0.00	0.00	1.00	
BUDGET & ANALYSIS MANAGER	1.00	0.00	0.00	1.00	
BUSINESS LICENSE REP	1.00	0.00	0.00	1.00	
DIRECTOR OF FINANCE	1.00	0.00	0.00	1.00	
FINANCE MANAGER	1.00	0.00	0.00	1.00	
FISCAL & MANAGEMENT ANALYST	2.00	1.00	0.00	3.00	
FISCAL & MANAGEMENT ANALYST - FROZEN/UNFUNDED	1.00	0.00	0.00	1.00	
FISCAL DEBT MGMT ANALYST	1.00	0.00	0.00	1.00	
FISCAL OFFIC SPECIALIST	1.00	0.00	0.00	1.00	

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET
PROCUREMENT SERVICES ANALYST	1.00	0.00	0.00	1.00
PROCUREMENT SPECIALIST	1.00	0.00	0.00	1.00
SR ACCOUNTANT	2.00	0.00	0.00	2.00
SR MANAGEMENT ANALYST	1.00	0.00	0.00	1.00
FINANCE - GENERAL FUND	TOTAL	28.00	0.00	28.00
SEWER FUNDS				
MANAGEMENT ANALYST	1.00	(1.00)	0.00	0.00
MANAGEMENT ANALYST II	0.00	1.00	0.00	1.00
SEWER FUNDS	TOTAL	1.00	0.00	1.00
FINANCE GENERAL FUND TOTAL				
28.00				
FINANCE NON-GENERAL FUND TOTAL				
1.00				
FINANCE GENERAL FUND TOTAL				
29.00				
FINANCE NON-GENERAL FUND TOTAL				
1.00				
FINANCE TOTAL				
30.00				
FINANCE GENERAL FUND				
DEPUTY FIRE CHIEF	1.00	0.00	0.00	1.00
FACILITY & SUPPLY SPECIALIST	1.00	(1.00)	0.00	0.00
FIRE BATTALION CHIEF - A (112 HR)	6.00	0.00	0.00	6.00
FIRE BATTALION CHIEF - C (80 HR)	1.00	0.00	0.00	1.00
FIRE CAPTAIN - A (112 HR)	33.00	3.00	0.00	36.00
FIRE CAPTAIN - C (80 HR)	2.00	0.00	0.00	2.00
FIRE CHIEF	1.00	0.00	0.00	1.00
FIRE DIVISION CHIEF	1.00	0.00	0.00	1.00
FIRE ENGINEER - A (112HR)	33.00	3.00	0.00	36.00
FIRE ENGINEER - C (80 HR)	1.00	0.00	0.00	1.00
FIRE INSP/INVEST I	2.00	0.00	(1.00)	1.00
FIRE INSP/INVEST II	5.00	0.00	1.00	6.00
FIRE PREV ENG/INVEST	1.00	0.00	0.00	1.00
FIRE PREVENTION AIDE	1.00	0.00	(1.00)	0.00
FIRE PREVENTION SPECIALIST	0.00	0.00	1.00	1.00
FIREFIGHTER - A (112 HR)	9.00	0.00	0.00	9.00
FIREFIGHTER/PARAMEDIC -A (112 HR)	33.00	3.00	0.00	36.00
PRINICIPAL MANAGEMENT ANALYST	1.00	0.00	0.00	1.00
PUBLIC SAFETY ANALYST	1.00	0.00	0.00	1.00
SR ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	1.00
SR FIRE INSP/INVEST	1.00	0.00	0.00	1.00
SR OFFICE SPECIALIST	1.00	0.00	0.00	1.00
TRAINING PROGRAMS SPEC	1.00	0.00	0.00	1.00
FIRE - GENERAL FUND	TOTAL	137.00	8.00	145.00
ADVANCED LIFE SUPPORT FUND				
DELIVERY DRIVER	0.00	1.00	0.00	1.00
DEPUTY FIRE CHIEF	0.00	1.00	0.00	1.00
EMERGENCY MEDICAL TECH (NON-SAFETY)	0.00	24.00	0.00	24.00
EMS EDUCATOR	0.00	1.00	0.00	1.00
EMS INVENTORY SPECIALIST	0.00	1.00	0.00	1.00
FIRE BATTALION CHIEF	0.00	3.00	0.00	3.00
FIRE CAPTAIN - C (80 HR)	1.00	(1.00)	0.00	0.00

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET	
MULTIMEDIA PRODUCTION SPECIALIST	1.00	0.00	0.00	1.00	
PARAMEDIC (NON-SAFETY)	0.00	24.00	0.00	24.00	
SR MANAGEMENT ANALYST	0.00	1.00	0.00	1.00	
ADVANCED LIFE SUPPORT FUND	TOTAL	2.00	55.00	0.00	57.00
GRANT FUNDS					
EMERGENCY SVCS COORDINATOR	1.00	0.00	0.00	1.00	
GIS SPECIALIST	1.00	0.00	0.00	1.00	
GRANT FUNDS	TOTAL	2.00	0.00	0.00	2.00
MEASURE A FUND					
DEPUTY FIRE CHIEF	2.00	(1.00)	0.00	1.00	
FIRE CAPTAIN - C (80 HR)	1.00	0.00	0.00	1.00	
FIRE CAPTAIN (84 HR)	4.00	(4.00)	0.00	0.00	
FIREFIGHTER - A (112 HR)	12.00	12.00	0.00	24.00	
FIREFIGHTER/PARAMEDIC (84 HR)	4.00	(4.00)	0.00	0.00	
MEASURE A FUND	TOTAL	23.00	3.00	0.00	26.00
FIRE GENERAL FUND TOTAL	137.00	8.00	0.00	145.00	
FIRE NON-GENERAL FUND TOTAL	27.00	58.00	0.00	85.00	
HUMAN RESOURCES - GENERAL FUND					
BENEFITS MANAGER	1.00	0.00	0.00	1.00	
DIR OF HUMAN RESOURCES/RISK MANAGEMENT	1.00	0.00	0.00	1.00	
HR ANALYST	1.00	1.00	0.00	2.00	
HR TECHNICIAN	3.00	0.00	0.00	3.00	
HUMAN RESOURCES OPS MANAGER	1.00	0.00	0.00	1.00	
PERFORMANCE & ORG DEV MGR	1.00	0.00	0.00	1.00	
RISK MANAGEMENT SPECIALIST	0.00	0.50	0.00	0.50	
SR FISCAL OFFICE SPECIALIST	2.00	0.00	0.00	2.00	
SR HR ANALYST	5.00	0.00	0.00	5.00	
SR RISK MANAGEMENT SPECIALIST	2.00	0.00	0.00	2.00	
HUMAN RESOURCES - GENERAL FUND	TOTAL	17.00	1.50	0.00	18.50
INFORMATION TECHNOLOGY SRVCS - GENERAL FUND					
DIR OF INFO TECH SRVCS	1.00	0.00	0.00	1.00	
GIS MANAGER	1.00	0.00	0.00	1.00	
GIS SPECIALIST	2.00	0.00	0.00	2.00	
INFO TECH SUPPORT SPECIALIST	1.00	0.00	0.00	1.00	
INFO TECHNOLOGY TECHNICIAN	1.00	0.00	0.00	1.00	
INFO TECHNOLOGY TECHNICIAN - FROZEN/UNFUNDED	1.00	0.00	0.00	1.00	
INFORMATION TECHNOLOGY MANAGER	1.00	0.00	0.00	1.00	
OPS & TELECOM MGR	1.00	0.00	0.00	1.00	
SR APPLICATION SUPPORT SPEC	1.00	0.00	0.00	1.00	
SR INFO TECH SUPPORT SPEC	4.00	0.00	0.00	4.00	
SR PROGRAMMER ANALYST	2.00	0.00	0.00	2.00	
TELECOMMUNICATIONS SPECIALIST - FROZEN/UNFUNDED	1.00	0.00	0.00	1.00	
INFORMATION TECHNOLOGY SRVCS - GENERAL FUND	TOTAL	17.00	0.00	0.00	17.00
LIBRARY - GENERAL FUND					

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET
CITY LIBRARIAN	1.00	0.00	0.00	1.00
CULTURAL ARTS PROGRAM MGR	1.00	0.00	0.00	1.00
DIRECTOR OF COMMUNITY SERVICES	0.50	0.00	0.00	0.50
LIBRARIAN I	1.00	0.00	(1.00)	0.00
LIBRARIAN II	5.00	0.00	1.00	6.00
LIBRARIAN III	2.00	0.00	0.00	2.00
LIBRARY ASSOCIATE	7.50	0.00	0.00	7.50
MANAGEMENT ANALYST	1.00	(1.00)	0.00	0.00
MANAGEMENT ANALYST II	0.00	1.00	0.00	1.00
PRINCIPAL LIBRARIAN	2.00	0.00	0.00	2.00
SR LIBRARIAN	3.00	0.00	0.00	3.00
LIBRARY - GENERAL FUND	TOTAL	24.00	0.00	0.00

PARKS AND RECREATION - GENERAL FUND

DIRECTOR OF COMMUNITY SERVICES	0.50	0.00	0.00	0.50
ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	1.00
ADMINISTRATIVE TECHNICIAN	1.00	0.00	0.00	1.00
AQUATIC SUPV II	2.00	0.00	0.00	2.00
AQUATIC SUPV III	1.00	0.00	0.00	1.00
FISCAL OFFICE SPECIALIST	0.00	1.00	0.00	1.00
GARDENER II	22.00	0.00	0.00	22.00
PARK RANGER PROGRAM MANAGER	1.00	0.00	0.00	1.00
PARK RANGER SUPERVISOR	1.00	0.00	0.00	1.00
PARKS & RECREATION ADMINISTRATOR	1.00	0.00	0.00	1.00
PARKS MANAGER	1.00	0.00	0.00	1.00
PARKS SUPERVISOR	4.00	0.00	0.00	4.00
PRINCIPAL RECREATION MANAGER	2.00	0.00	0.00	2.00
RECREATION SUPERVISOR III	8.00	0.00	0.00	8.00
SR GARDENER	9.00	0.00	0.00	9.00
PARKS AND RECREATION - GENERAL FUND	TOTAL	54.50	1.00	0.00

POLICE GENERAL FUND

AUTOMATED FINGERPRINT TECH	2.00	0.00	0.00	2.00
CHIEF OF POLICE	1.00	0.00	0.00	1.00
CIVILIAN BACKGROUND INVESTIGTR	1.00	0.00	0.00	1.00
COMMUNITY SERVICE OFFICER	8.00	0.00	0.00	8.00
CRIME LABORATORY MANAGER	1.00	0.00	0.00	1.00
DETENTION FACILITY MANAGER -FROZEN/UNFUNDED	1.00	0.00	(1.00)	0.00
FACILITY & SUPPLY SPECIALIST	1.00	0.00	0.00	1.00
FISCAL OFFICE SPECIALIST	1.00	0.00	(1.00)	0.00
FORENSICS SPECIALIST	2.00	0.00	0.00	2.00
LATENT PRINT EXAMINER	2.00	0.00	0.00	2.00
MANAGEMENT ANALYST I	0.00	0.00	1.00	1.00
PARKING ENFORCEMENT OFFICER	1.00	0.00	0.00	1.00
PEACE OFFICER	146.00	1.00	0.00	147.00
PEACE OFFICER - FROZEN/UNFUNDED	7.00	0.00	0.00	7.00
POLICE ADMIN SVCS ADMINISTRATOR	1.00	0.00	0.00	1.00
POLICE AGENT	48.00	0.00	0.00	48.00
POLICE CAPTAIN	3.00	0.00	0.00	3.00

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET	
POLICE COMM SYSTEMS MANAGER - FROZEN/UNFUNDED	1.00	0.00	(1.00)	0.00	
POLICE DISPATCHER	21.00	0.00	0.00	21.00	
POLICE DISPATCHER SUPERVISOR	5.00	0.00	0.00	5.00	
POLICE LIEUTENANT	10.00	0.00	0.00	10.00	
POLICE RECORDS SPECIALIST	10.50	0.00	0.00	10.50	
POLICE RECORDS & SUPPORT SUPERVISOR	0.00	0.00	2.00	2.00	
POLICE SERGEANT	25.00	0.00	0.00	25.00	
POLICE SUPPORT SERVICES MGR	1.00	0.00	0.00	1.00	
POLICE TECHNOLOGY MANAGER	1.00	(1.00)	0.00	0.00	
POLICE TECHNOLOGY SPECIALIST	1.00	0.00	0.00	1.00	
PRINCIPAL MANAGEMENT ANALYST	1.00	0.00	0.00	1.00	
PUBLIC SAFETY ANALYST	1.00	0.00	0.00	1.00	
SECRETARY	2.00	0.00	0.00	2.00	
SMART TECHNOLOGY OFFICER	0.00	1.00	0.00	1.00	
SR ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	1.00	
SR FISCAL OFFICE SPECIALIST	1.00	0.00	0.00	1.00	
SR LATENT PRINT EXAMINER	1.00	0.00	0.00	1.00	
SR OFFICE SPECIALIST	3.00	0.00	0.00	3.00	
SR PARKING ENFORCEMENT OFFICER	1.00	0.00	0.00	1.00	
SR POLICE RECORDS SPECIALIST	2.00	0.00	(2.00)	0.00	
SR PROP & EVIDENCE SPECIALIST	2.00	0.00	0.00	2.00	
SR PUBLIC SAFETY ANALYST	2.00	0.00	0.00	2.00	
SUPV PUBLIC SAFETY ANALYST	1.00	0.00	0.00	1.00	
TRAINING PROGRAMS SPEC	1.00	0.00	0.00	1.00	
POLICE - GENERAL FUND	TOTAL	320.50	1.00	(2.00)	319.50
CITY JAIL FUND					
DETENTION FACILITY MANAGER	0.00	1.00	0.00	1.00	
POLICE SERVICES OFFICERS	10.00	2.00	0.00	12.00	
POLICE SERVICES OFFICERS SUPERVISOR	2.00	0.00	0.00	2.00	
CITY JAIL FUND	TOTAL	12.00	3.00	0.00	15.00
GRANT FUNDS					
FA ANALYST	2.00	0.00	0.00	2.00	
FA CYBER SECURITY PROGRAM MANAGER	0.00	1.00	0.00	1.00	
FA DEPUTY DIRECTOR SDLECC	2.00	0.00	0.00	2.00	
FA DEPUTY EXECUTIVE DIRECTOR	1.00	0.00	0.00	1.00	
FA DIRECTOR OF SD LECC	1.00	0.00	0.00	1.00	
FA FINANCE MANAGER	1.00	0.00	0.00	1.00	
FA GEOSPATIAL INTEL ANALYST	1.00	0.00	0.00	1.00	
FA GRAPHIC DESIGNER/WEBMASTER	1.00	0.00	0.00	1.00	
FA INFO SECURITY PROGRAM MGR	1.00	(1.00)	0.00	0.00	
FA INTELLIGENCE ANALYST	2.00	0.00	0.00	2.00	
FA IVDC-LECC EXEC DIRECTOR	1.00	0.00	0.00	1.00	
FA LECC IT MANAGER	1.00	0.00	0.00	1.00	
FA NETWORK ADMINISTRATOR II	4.00	0.00	0.00	4.00	
FA NETWORK ADMINISTRATOR III	0.00	1.00	0.00	1.00	
FA PROG ASST SUPERVISOR	1.00	0.00	0.00	1.00	
FA PUB PRVT PART EXER PRG MGR	1.00	0.00	0.00	1.00	
FA RCFL NETWORK ENGINEER	2.00	0.00	0.00	2.00	
FA SR FINANCIAL ANALYST	1.00	0.00	0.00	1.00	

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET	
FA SR INTELLIGENCE ANALYST	8.00	0.00	0.00	8.00	
FA SR PROGRAM ASSISTANT	2.00	0.00	0.00	2.00	
FA SR SECRETARY	1.00	0.00	0.00	1.00	
FA SUPV INTELLIGENCE ANALYST	4.00	0.00	0.00	4.00	
PEACE OFFICER	3.00	0.00	0.00	3.00	
POLICE COMM RELATIONS SPEC	1.00	0.00	0.00	1.00	
POLICE SERGEANT	1.00	0.00	0.00	1.00	
GRANT FUNDS	TOTAL	43.00	1.00	0.00	44.00
MEASURE A FUND					
CIVILIAN BACKGROUND INVESTIGATOR	1.00	0.00	0.00	1.00	
COMMUNITY SERVICES OFFICER	2.00	0.00	0.00	2.00	
DIGITAL FORENSICS TECH II	0.00	2.00	0.00	2.00	
PEACE OFFICER	7.00	3.00	5.00	15.00	
POLICE AGENT	3.00	0.00	3.00	6.00	
POLICE COMM SYSTEMS MANAGER	0.00	1.00	0.00	1.00	
POLICE DISPATCHER	5.00	2.00	0.00	7.00	
POLICE SERGEANT	2.00	1.00	2.00	5.00	
SR POLICE TECHNOLOGY SPECIALIST	1.00	0.00	0.00	1.00	
MEASURE A FUND	TOTAL	21.00	9.00	10.00	40.00
POLICE GENERAL FUND TOTAL					
	320.50	1.00	(2.00)	319.50	
POLICE NON-GENERAL FUND TOTAL					
	76.00	13.00	10.00	99.00	
PUBLIC WORKS GENERAL FUND					
ADMINISTRATIVE SECRETARY	1.00	0.00	0.00	1.00	
ASST DIR OF PUBLIC WORKS	1.00	0.00	0.00	1.00	
BUILDING SERVICES SUPERVISOR	1.00	0.00	0.00	1.00	
CARPENTER	1.00	0.00	0.00	1.00	
CONSTRUCTION & REPAIR SUPVSR	1.00	0.00	0.00	1.00	
CUSTODIAL SUPERVISOR	1.00	0.00	0.00	1.00	
CUSTODIAN	11.00	0.00	0.00	11.00	
DIR OF PUBLIC WORKS	1.00	0.00	0.00	1.00	
ELECTRICIAN	2.00	0.00	0.00	2.00	
EQUIPMENT OPERATOR	3.00	0.00	0.00	3.00	
FACILITIES MANAGER	1.00	0.00	0.00	1.00	
HVAC TECHNICIAN	2.00	0.00	0.00	2.00	
LEAD CUSTODIAN	4.00	0.00	0.00	4.00	
LOCKSMITH	1.00	0.00	0.00	1.00	
MAINTENANCE WORKER II	10.00	0.00	0.00	10.00	
MANAGEMENT ANALYST	1.00	(1.00)	0.00	0.00	
MANAGEMENT ANALYST II	0.00	1.00	0.00	1.00	
OPEN SPACE INSPECTOR	5.00	0.00	0.00	5.00	
OPEN SPACE MANAGER	1.00	0.00	0.00	1.00	
PLUMBER	1.00	0.00	0.00	1.00	
PRINCIPAL MANAGEMENT ANALYST	1.00	0.00	0.00	1.00	
PUBLIC WORKS MANAGER	2.00	0.00	0.00	2.00	
PUBLIC WORKS SPECIALIST	1.00	0.00	0.00	1.00	

CLASSIFICATION	FY 2020 ADOPTED BUDGET	FY 2020 MIDYEAR CHANGES	FY 2021 PROPOSED CHANGES	FY 2021 ADOPTED BUDGET
PUBLIC WORKS SUPERINTENDENT	1.00	0.00	0.00	1.00
PUBLIC WORKS SUPERVISOR	4.00	0.00	0.00	4.00
PUMP MAINTENANCE SUPERVISOR	1.00	0.00	0.00	1.00
PUMP MAINTENANCE TECHNICIAN	5.00	0.00	0.00	5.00
SECRETARY	1.00	0.00	0.00	1.00
SR ELECTRONICS TECH	1.00	0.00	0.00	1.00
SR FISCAL OFFICE SPECIALIST	3.00	(1.00)	0.00	2.00
SR HVAC TECHNICIAN	1.00	0.00	0.00	1.00
SR MAINTENANCE WORKER	9.00	0.00	0.00	9.00
SR MANAGEMENT ANALYST	1.00	0.00	0.00	1.00
SR OFFICE SPECIALIST	0.00	1.00	0.00	1.00
SR OPEN SPACE INSPECTOR	1.00	0.00	0.00	1.00
TREE TRIMMER SUPERVISOR	1.00	0.00	0.00	1.00
PUBLIC WORKS - GENERAL FUND	TOTAL	82.00	0.00	82.00
FLEET MANAGEMENT FUND				
EQUIPMENT MECHANIC	3.00	0.00	0.00	3.00
FIRE APPARATUS MECH	2.00	0.00	0.00	2.00
FLEET INVENTORY CONTROL SPEC	1.00	0.00	0.00	1.00
FLEET MANAGER	1.00	0.00	0.00	1.00
SR EQUIPMENT MECHANIC	1.00	0.00	0.00	1.00
FLEET MANAGEMENT FUND	TOTAL	8.00	0.00	8.00
GAS TAX FUND				
MAINTENANCE WORKER II	1.00	0.00	0.00	1.00
SR MAINTENANCE WORKER	1.00	0.00	0.00	1.00
GAS TAX FUND	TOTAL	2.00	0.00	2.00
SEWER FUNDS				
EQUIPMENT OPERATOR	3.00	0.00	0.00	3.00
MAINTENANCE WORKER II	18.00	0.00	1.00	19.00
PUBLIC WORKS SPECIALIST	1.00	0.00	0.00	1.00
PUBLIC WORKS SUPERVISOR	4.00	0.00	0.00	4.00
SR MAINTENANCE WORKER	14.00	0.00	1.00	15.00
SEWER FUNDS	TOTAL	40.00	0.00	42.00
PUBLIC WORKS GENERAL FUND TOTAL	82.00	0.00	0.00	82.00
PUBLIC WORKS NON-GENERAL FUND TOTAL	50.00	0.00	2.00	52.00
GENERAL FUND SUBTOTAL	826.25	22.50	(2.00)	846.75
NON-GENERAL FUND SUBTOTAL	228.00	75.00	12.00	315.00
TOTAL AUTHORIZED POSITIONS	1,054.25	97.50	10.00	1,161.75

APPENDIX

Fiscal Policies

Investment Policies

Debt Administration

GANN Appropriations Limit

Legal Debt Margin

Accounting Systems and Budgetary Control

List of Acronyms

Glossary

FISCAL POLICIES

Fiscal Policies

This section of the budget document reiterates the fiscal policies that were reviewed, acknowledged, or approved/adopted by the City Council. These policies form the overall framework within which the operating budget was formulated. The fiscal policies, most of which are already codified in one form or another, are not considered new or controversial, but are summarized here to assist you to better understand the basis for the resource allocation decisions that were made.

General

1. The City's financial assets will be managed in a sound and prudent manner in order to ensure the continued viability of the organization.
2. A comprehensive operating and capital budget for all City funds will be developed annually and presented to the City Council for approval. The purpose of the annual budget will be to:
 - a. Identify community needs for essential services.
 - b. Identify the programs and specific activities required to provide these essential services.
 - c. Establish program policies and goals that define the nature and level of program services required.
 - d. Identify alternatives for improving the delivery of program services.
 - e. Identify the resources required to fund identified programs and activities, and enable accomplishment of program objectives.
 - f. Set standards to facilitate the measurement and evaluation of program performance.
3. The City's annual operating budget will be balanced whereby planned expenditures do not exceed anticipated revenues.
4. Recurring revenues will fund recurring expenditures. One-time revenues will be used for capital, reserve augmentation, or other non-recurring expenditures.
5. Accounting systems will be maintained in accordance with Generally Accepted Accounting Principles.
6. Investment policy and practice will be in accordance with State statutes that emphasize safety and liquidity over yield, including quarterly status reports to the City Council. *(Council Policy)*
7. City operations will be managed and budgets prepared with the goal of maintaining an available fund balance in the General Fund of no less than fifteen percent of the General Fund operating budget. *(Council Policy)*
8. General Fund fiscal status reports reflecting comparisons of actual and projected performance with budget allocations for both revenue and expenditures will be presented to the City Council on a quarterly basis. *(City Charter)*

Revenue

1. The City will endeavor to maintain a diversified and stable revenue base in order to minimize the impact to programs from short-term economic fluctuations.
2. Revenue projections will be maintained for the current year and four future fiscal years, and estimates will be based on a conservative, analytical, and objective process.

3. In order to maintain flexibility, except as required by law or funding source, the City will avoid earmarking any restricted revenues for specific purpose or program.
4. The City has established user fees to best ensure that those who use a proprietary service pay for that service in proportion to the benefits received. With few exceptions, such as those services provided for low-income residents, fees have been set to enable the City to recover the full cost of providing those services. *(Citywide Cost Recovery Policy, Council Policy Number 159-03)*
5. User fees will be reviewed and updated on an ongoing basis to ensure that program costs continue to be recovered and that the fees reflect changes in levels of service delivery. *(Master Fee Schedule)*
6. The City will recover the cost of new facilities and infrastructure necessitated by new development consistent with State law and the City's Growth Management Program. Development Impact Fees will be closely monitored and updated to ensure that they are maintained at a level adequate to recover costs. *(GMOC Ordinance)*
7. When considering new development alternatives, the City will attempt to determine the fiscal impact of proposed projects, annexations, etc. and ensure that mechanisms are put in place to provide funding for any projected negative impacts on City operations. *(GMOC Ordinance)*

Expenditures

1. Budgetary control will be exercised at the Department/category level, meaning that each department is authorized to spend up to the total amount appropriated for that department within the expenditure categories of Personnel Costs, Supplies & Services, Other Charges, Utilities, and Capital. Transfers of appropriations between expenditure categories of up to \$15,000 may be approved by the City Manager. Transfers of appropriations between expenditure categories in excess of \$15,000, between departments, and transfers from CIP projects require City Council approval. *(City Charter & Council Policy)*
2. Appropriations, other than for capital projects, remaining unspent at the end of any fiscal year will be cancelled and returned to Available Fund Balance with the exception of any appropriations encumbered as the result of a valid purchase order or as approved for a specific project or purpose by the City Council or the City Manager. Appropriations for capital projects will necessarily be carried over from year to year until the project is deemed to be complete. *(Council Policy)*
3. The City will establish and maintain equipment replacement and facility maintenance funds as deemed necessary to ensure that monies are set aside and available to fund ongoing replacement needs.
4. The City will attempt to compensate non-safety employees at rates above the middle of the labor market as measured by the median rate for similar jurisdictions. *(Council Policy)*

Capital Improvement Program (CIP)

1. Major capital projects will be included in a CIP Budget reflecting a five-year period. The CIP budget will be updated annually and presented to City Council for approval. Resources will be formally appropriated (budgeted) for the various projects on an annual basis in accordance with the five-year plan.

City Debt Policy & Debt Management

1. The City will consider the use of debt financing primarily for capital improvement projects (CIP) when the

project's useful life will exceed the term of the financing and when resources are identified sufficient to fund the debt service requirements. Some exceptions to this CIP driven focus are the issuance of debt such as Pension Obligation Bonds, where the financial benefits are significantly greater than the costs and where the benefits are determined to be a financially prudent option; and short-term instruments such as tax and revenue anticipation notes, which are to be used for prudent cash management purposes. Bonded debt should not be issued for projects with minimal public benefit or support, or to finance normal operating expenses. *(Council Policy)*

If a department has any project which is expected to use debt financing, the department director is responsible for expeditiously providing the Finance Department with reasonable cost estimates, including specific revenue accounts that will provide payment for the debt service. This will allow the Finance Department to do an analysis of the project's potential impact on the City's debt capacity and limitations. *(Council Policy)*

2. Debt capacity and affordability will be determined by conducting various analyses prior to the issuance of bonds. The analysis of debt capacity should cover a broad range of factors including but limited to the following:
 - Statutory or constitutional limitations affecting the amount that can be issued, such as legally authorized debt limits and tax or expenditure ceilings
 - Other legal limitations, such as coverage requirements or additional bonds tests imposed by bond covenants
 - Evaluation of trends relating to the government's financial performance, such as revenues and expenditures, net revenues available after meeting operating requirements, reliability of revenues expected to pay debt service and unreserved fund balance levels
 - Debt service as a percentage of total General Fund Revenues

The City will attempt to limit the total amount of annual debt service payments payable by the General Fund to no more than 10% of estimated total General Fund revenues. Under State Law, general obligation bonds shall not exceed 15% of total assessed valuation within the City.

An analysis using current market rates and conservative projections showing compliance with the debt affordability limitations included in this Debt Policy shall be conducted before the issuance of any debt with a maturity longer than two years from date of issue.

Data showing direct and overlapping debt levels for the City of Chula Vista and surrounding agencies that affect the residents of the City shall be compiled for inclusion in the Comprehensive Annual Financial Report (CAFR) of the City. *(Council Policy)*

3. In order to maximize the financial options available to benefit the public, it is the policy of the City of Chula Vista to allow for the consideration of issuing all generally accepted types of debt, including, but not exclusive to the following:
 - General Obligation (GO) Bonds: General Obligation Bonds are suitable for use in the construction or acquisition of improvements to real property that benefit the public at large. Examples of projects include libraries, parks, and public safety facilities. All GO bonds require a 2/3 vote in order to pass.
 - Revenue Bonds: Revenue Bonds are limited-liability obligations tied to a specific enterprise revenue stream where the projects financed clearly benefit or relate to the enterprise. An example of projects that would be financed by a Revenue Bond would be improvements to the sewer system, which would

be paid back with money raised from the property owner's sewer bills. Generally, no voter approval is required to issue this type of obligation but must comply with proposition 218 regarding rate adjustments.

- Lease-Backed Debt/Certificates of Participation (COP): Issuance of COP debt is a commonly used form of debt that allows a City to finance projects where the debt service is secured via a lease or installment agreement and where the payments are budgeted in the annual budget appropriation by the City from the general fund. Lease-Backed debt does not constitute indebtedness under the state or the City's constitutional debt limit and does not require voter approval.
- Special Assessment/Special District Debt: the City will consider requests from developers for the use of debt financing secured by property based assessments or special taxes in order to provide for necessary infrastructure for new development only under strict guidelines adopted by City Council, which may include minimum value-to-lien ratios and maximum tax burdens. Examples of this type of debt are Assessment Districts (AD) and Community Facilities Districts (CFD) or more commonly known as Mello-Roos Districts. In order to protect bondholders as well as the City's credit rating, all Rate and Method of Apportionment (RMA) documents must include the provision that the maximum projected annual special tax revenues must equal 110% of the projected annual gross debt service on any bonds of the community facilities district. The City will also comply with all State guidelines regarding the issuance of special district or special assessment debt. For further information, refer to the City of Chula Vista Statement of Goals and Policies Regarding the Establishment of Community Facility Districts.
- Industrial Development Bonds – Industrial Development Bonds (IDBs) are tax-exempt securities which can fund manufacturing businesses or energy development projects which provides a public benefit. While the authorization to issue IDBs is provided by a state statute, the tax-exempt status of these bonds is derived from federal law (IRS Code Section 103(b) (2)).
- Tax Allocation Bonds – Tax Allocation Bonds are special obligations that are secured by the allocation of tax increment revenues that were generated by increased property taxes in the designated redevelopment area. Tax Allocation Bonds are not debt of the City. Due to changes in the law affecting California Redevelopment agencies with the passage of ABX1 26 as codified in the California Health and Safety Code, the City of Chula Vista Redevelopment Agency (RDA) was dissolved as of February 1, 2012, and its operations substantially eliminated but for the continuation of certain enforceable RDA obligations to be administered by the City of Chula Vista Successor Agency. The terms of ABX 1 26 requires successor agencies perform all obligations with respect to enforceable debt obligations, which include Tax Allocation Bonds.
- Multi-Family Mortgage Revenue Bonds – The City Housing Authority is authorized to issue mortgage revenue bonds to finance the development, acquisition and rehabilitation of multi-family rental projects. The interest on the bonds can be exempt from Federal and State taxation. As a result, bonds provide below market financing for qualified rental projects. In addition, the bonds issued can qualify projects for allocations of Federal low-income housing tax credits, which can provide a significant portion of the funding necessary to develop affordable housing. For further information, refer to the Chula Vista Housing Authority – Multi-Family Administrative Bond Policies.
- HUD Section 108 Loan Guarantee Program – The U.S. Department of Housing and Urban Development (HUD) Section 108 Loan Guarantee Program allows cities to use their annual Community Development Block Grant (CDBG) entitlement grants to obtain federally guaranteed funds large enough to stimulate or pay for major community development and economic development projects. The program does not require a pledge of the City's General Fund, only of future CDBG entitlements. By pledging future CDBG entitlement grants as security, the City can borrow at favorable interest rates because of HUD's guarantee of repayment to investors. *(Council Policy)*

4. The City will strive to minimize borrowing costs by:
 - Seeking the highest credit rating possible;
 - Maintaining transparency and excellent communications with credit rating agencies regarding the City's fiscal condition;
 - Purchasing bond insurance or taking action to upgrade the City's current credit rating (*Council Policy*)
5. The City will comply with Rule 15(c) 2-12 of the Securities Exchange Commission (SEC) and provide timely disclosure of relevant information on an annual basis as well as any material event notices as required. (*Council Policy*)
6. In addition to externally financed debt, the City utilizes inter-fund loans whenever possible to reduce borrowing costs or provide for shorter term loans. When interest is charged on internal loans, it is done at the same rate the City earns from its pooled investments.

Sewer Service Revenue Fund Reserve Policy

1. Working Capital and Rate Stabilization Reserve

Working Capital and Rate Stabilization reserves in the Sewer Service Revenue Fund will be restricted to maintaining operating the wastewater collection system and paying treatment charges to City of San Diego Metropolitan Wastewater ("Metro"). The reserve will be funded from revenues accumulated in the Sewer Service Revenue Fund. IT is intended to accommodate any natural variability in revenues and expenditures, including potential disruptions of cash flows due to varied billing methodology, short term fluctuations and annual cycles. The reserve will also assist in addressing shortfalls which may occur due to unanticipated cost increases in labor or energy and other consumption based goods and services, such as wastewater treatment services provided by Metro. The reserves represent unrestricted resources available for appropriation by the City Council addressing unforeseen needs for sewer services.

The Working Capital and Rate Stabilization Reserves will assist the City in addressing the following items:

- Rate Stabilization – the reserves will allow the City the flexibility to "smooth" rates and phase increases in over multiple years, which is prudent given the potential variability in the City's payments to Metro.
- Revenue Collection Fluctuations – the reserves will be used to protect the City from natural fluctuations in revenue and expenditure cycles which is prudent given that the City bills customers at different points in time but incurs expenses continuously throughout the year.
- Rates of delinquencies – delays in collection of outstanding revenues.
- Payroll cycles – the timing of fixed cash requirement for payroll, as related to the timing of revenue cycles.
- Unanticipated expenses – expenses whose characteristics make accurate estimation difficult, such as increases in wastewater treatment services provided by the City of San Diego, energy costs, labor benefits and other consumption based goods and services.

The City shall maintain a Sewer Revenue reserve equivalent to 90 days of operating expenditures and a Rate Stabilization reserve equivalent to 90 days of operating expenditures for a minimum combined total of 180 days and a maximum reserve balance of 125% of the minimum balance.

If funds are appropriated from the Sewer Revenue Working Capital and Rate Stabilization Reserves, the funds should be replenished in the budget process during subsequent fiscal years to the minimum reserve balance. If the magnitude of the event caused the Sewer Revenue Working Capital and a Stabilization Reserves to be less than 30 days of operating and maintenance budget, the Finance Director shall provide

the City Council with a plan to incrementally replenish the reserves to the 180 days minimum reserve balance. *(Council Policy)*

2. Emergency Reserve

The Sewer Service Revenue Fund Emergency Reserve is necessary to secure funding for insurance deductibles, unforeseen liabilities/litigation and settlement costs related to the City's wastewater system.

The City shall maintain a minimum Sewer Service Revenue Fund Emergency Reserve target level of 5% of the operating and maintenance budget and a maximum reserve balance of 125% of the minimum balance. If the funds are appropriated from the Sewer Revenue Emergency Reserves due to unanticipated needs, the Finance Director shall provide the City Council with a plan to incrementally replenish the reserves to the minimum reserve balance. *(Council Policy)*

3. Vehicle Replacement Reserve

The Sewer Service Revenue Fund Vehicle Replacement Reserves represents monies set aside to fund the replacement of aging vehicles. The allocation is funded from revenues accumulated in the Sewer Service Revenue Fund.

The City shall maintain a minimum Sewer Services Fund Vehicle Replacement Reserve target of 2% of the operating and maintenance budget. This reserve will ensure that vehicles utilized for sewer operations are replaced as scheduled and available to deploy as needed.

To achieve a minimum impact to cost of services and rates, funds will be included in the proposed budget on an annual basis as identified in the City's Vehicle Replacement schedule. The cost of replacing all vehicles will be averaged over the lifespan of the existing fleet. This will generate a more normalized cost of services by evenly distributing revenue requirements on a year-to-year-basis offsetting temporary cash flow deficiencies and avoid significant increases in rate charges to customers in the years the replacement cost are incurred. *(Council Policy)*

4. USEPA Permit Renewal Liability Reserve

The Sewer Service Revenue Fund USEPA Permit Renewal Liability Reserve will account for monies set aside to fund the City of San Diego Metropolitan Wastewater costs related to the potential upgrade of the Point Loma Wastewater Treatment Plant (PLWTP) or other alternative for secondary treatment. The reserve will be funded from revenues accumulated in the Sewer Service Revenue Fund.

Metro's USEPA waiver expires in FY 2015 and may not be renewed. If denied, Metro would need to develop and implement improvements to achieve secondary treatment level at PLWTP. Current cost estimates to establish full secondary treatment at PLWTP as well as possible alternatives are all significant (>\$1 Billion). As a contributing member to the regional treatment plant, the City of Chula Vista's share in the cost of any upgrade would be approximately 10 percent for the capital improvements and any increase in the overall treatment cost. It is expected that Metro will have 10 years after the expiration of the USEPA waiver to institute secondary treatment or alternative. This reserve establishes a dedicated fund that will offset a portion of the City's share of any obligation related to the PLWTP USEPA waiver. By actively planning for the PLWTP upgrade or alternative the City will be in a stronger financial position to afford such costs while mitigating impacts to ratepayers.

The Permit Renewal Liability Reserve will be funded through annual contributions with the intent to reach a target balance of 20% of Chula Vista's share of the upgrade cost by FY 2024/25 (10 years after the expiration

of the waiver). If substantial increases in Metro-related costs occur sooner than expected, the City may draw down reserve levels prior to FY 2024/25 to manage impacts to ratepayers. To be consistent with the City's policy for managing balances for its other utility reserves, if funds are appropriated from the reserve before its intended use, the funds should be replenished in subsequent fiscal years. If the magnitude of withdrawal is material, the Finance Director shall provide the City Council with a plan to incrementally replenish the reserves.

If the actual costs for the PLWTP upgrade or alternative are less than anticipated, any unspent reserves will be rolled into the Working Capital and Rate Stabilization Reserve and utilized to fund City sewer programs, including maintenance and expansion of the City's conveyance system and payment of San Diego Metro wastewater treatment costs. *(Council Policy)*

INVESTMENT POLICIES

Investment Policies

1.0 Purpose

This “Investment Policy and Guidelines” (the “Investment Policy”) Policy is intended to provide guidelines for the prudent investment of the City of Chula Vista’s (the “City”) cash balances, and outline policies to assist in maximizing the efficiency of the City’s cash management system, while meeting the daily cash flow demands of the City.

2.0 Policy

The investment practices and policies of the City of Chula Vista are based upon state law and prudent money management.

3.0 Scope

This Investment Policy applies to all financial assets of the City of Chula Vista, as indicated in 3.1 below. These funds are accounted for in the City’s Comprehensive Annual Financial Report.

3.1 Funds

The Director of Finance/Treasurer is responsible for investing the unexpended cash in the City Treasury for all funds, except for the employee’s retirement funds, which are administered separately, and those funds which are managed separately by trustees appointed under indenture agreements. The Director of Finance/Treasurer will strive to maintain the level of investment of this cash as close as possible to 100%. These funds are described in the City’s annual financial report and include:

- General Fund
- Special Revenue Funds
- Capital Project Funds
- Enterprise Funds
- Trust and Agency Funds
- Any new fund created by the legislative body, unless specifically exempted

This Investment Policy applies to all transactions involving the financial assets and related activity of the foregoing funds.

Bond proceeds shall be invested in the investments permitted by the applicable bond documents. If the bond documents are silent as to the permitted investments, the bond proceeds will be invested in the securities permitted by this Policy. Notwithstanding the other provisions of this Policy, the percentage limitations listed elsewhere in this Policy do not apply to bond proceeds.

4.0 Prudence

The standard of prudence to be used by the Director of Finance/Treasurer shall be the “prudent investor standard”. This shall be applied in the context of managing an overall portfolio. The “prudent investor standard” is applied to local agencies, pursuant to California Government Code Section 53600.3 which provides, in pertinent part:

“... all governing bodies of local agencies or persons authorized to make investment decisions on behalf of those local agencies investing public funds pursuant to this chapter are trustees and therefore fiduciaries subject to the prudent investor standard. When investing, reinvesting, purchasing, acquiring, exchanging, selling, or

managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency..."

4.1 Personal Responsibility

The Director of Finance/Treasurer, Assistant Director of Finance, Treasury Manager and Finance Manager as investment officers acting in accordance with written procedures and the Investment Policy and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported to the City Council in a timely fashion and appropriate action is taken to control adverse developments.

5.0 Objective

Consistent with this aim, investments are made under the terms and conditions of California Government Code Section 53600, et seq. Criteria for selecting investments and the absolute order of priority are:

5.1 Safety

Safety of principal is the foremost objective of the investment program. Investments of the City of Chula Vista shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

5.2 Liquidity

The City of Chula Vista's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated and to maintain compliance with any indenture agreement, as applicable. Liquidity is essential to the safety of principal.

5.3 Return on Investments

The City of Chula Vista's investment portfolio shall be designed with the objective of attaining a market-average rate of return throughout budgetary and economic cycles (market interest rates), within the City's Investment Policy's risk parameters and the City's cash flow needs. See also Section 16.0.

6.0 Delegation of Authority

The City Council delegates responsibility for the investment program to the Director of Finance/Treasurer for a period of one year. Subject to review, the City Council may renew the delegation of authority each year. The Director of Finance/Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls and written procedures to regulate the activities of subordinate officials. The responsibility for the day-to-day investment of City funds will be delegated to the Assistant Director of Finance or their designee. The Director of Finance/Treasurer may delegate day-to-day investment decision making and execution authority to an investment advisor. The advisor shall follow the Investment Policy and such other written instructions as are provided.

7.0 Ethics and Conflicts of Interest

In addition to state and local statutes relating to conflicts of interest, all persons involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment

officers, including investment advisors, are required to file annual disclosure statements as required for “public officials who manage public investments” [as defined and required by the Political Reform Act and related regulations, including Government Code Sections 81000, et seq., and the rules, regulations and guidelines promulgated by California’s Fair Political Practices Commission (FPPC)].

8.0 Authorized Financial Dealers and Institutions

For any transactions executed by the City, the City’s Director of Finance/Treasurer will maintain a list of the financial institutions and brokers/dealers authorized to provide investment and depository services and will perform an annual review of their financial condition. The City will utilize Moody’s Securities or other such services to determine financially sound institutions with which to do business. The City shall annually send a copy of the current Investment Policy to all financial institutions and brokers/dealers approved to do business with the City.

As far as possible, all money belonging to, or in the custody of, a local agency, including money paid to the City’s Director of Finance/Treasurer or other official to pay the principal, interest, or penalties of bonds, shall be deposited for safekeeping in state or national banks, savings associations, federal associations, credit unions, or federally insured industrial loan companies in this state selected by the City’s Director of Finance/Treasurer; or may be invested in the investments set forth in Section 9.0. To be eligible to receive local agency money, a bank, savings association, federal association, or federally insured industrial loan company shall have received an overall rating of not less than “satisfactory” in its most recent evaluation by the appropriate federal financial supervisory agency of its record of meeting the credit needs of California’s communities, including low- and moderate-income neighborhoods.

To provide for the optimum yield in the investment of City funds, the City’s investment procedures shall encourage competitive bidding on transactions. Any transactions not executed directly with the issuer shall be made with approved brokers/dealers. In order to be approved by the City, the broker/dealer must meet the following criteria: (i) the broker/dealer must be a “primary” dealer or regional broker/dealer that qualifies under Securities and Exchange Commission Rule 15C3-1 (Uniform Net Capital Rule); (ii) the broker/dealer must be experienced in institutional trading practices and familiar with the California Government Code as related to investments appropriate for the City; and (iii) all other applicable criteria, as may be established in the investment procedures. All brokers/dealers and financial institutions who desire to become qualified bidders for investment transactions must submit documents relative to eligibility including U4 form for the broker, proof of Financial Industry Regulatory Authority (FINRA) certification and a certification of having read and understood the City’s Investment Policy and agreeing to comply with the Investment Policy. The City’s Director of Finance/Treasurer shall determine if they are adequately capitalized (i.e. minimum capital requirements of \$10,000,000 and five years of operation).

If the City has an investment advisor, the investment advisor may use its own list of authorized issuers and broker/dealers to conduct transactions on behalf of the City.

9.0 Authorized & Suitable Investments

The City is authorized by California Government Code Section 53600, et. seq., to invest in specific types of securities. Where this section specifies a percentage limitation for a particular security type, that percentage is applicable only on the date of purchase. Credit criteria listed in this section refers to the credit rating at the time the security is purchased. If an investment’s credit rating falls below the minimum rating required at the time of purchase, the Director of Finance/Treasurer will perform a timely review and decide whether to sell or hold the investment.

Investments not specifically listed below are deemed inappropriate and prohibited:

- A. **BANKERS' ACCEPTANCES.** A maximum of 40% of the portfolio may be invested in bankers' acceptances. The maximum maturity is 180 days. No more than 30% of the agency's moneys may be invested in the bankers' acceptances of any one commercial bank. See Government Code Section 53601(g).
- B. **NEGOTIABLE CERTIFICATES OF DEPOSIT.** A maximum of 30% of the portfolio may be invested in negotiable certificates of deposit (NCD's). The maximum maturity of a NCD issue shall be 5 years. These are issued by commercial banks and thrift institutions against funds deposited for specified periods of time and earn specified or variable rates of interest. Negotiable certificates of deposit (NCD's) differ from other certificates of deposit by their liquidity. NCD's are traded actively in secondary markets. See Government Code Section 53601(i).
- C. **COMMERCIAL PAPER.** Per Government Code Section 53601(h), a maximum of 25% of the portfolio may be invested in commercial paper. The maximum maturity is 270 days. Commercial paper of prime quality of the highest ranking or of the highest letter and number rating as provided for by a NRSRO. The entity that issues the commercial paper shall meet all of the following conditions in either paragraph (1) or paragraph (2):
 - 1) The entity meets the following criteria:
 - a. Is organized and operating in the United States as a general corporation.
 - b. Has total assets in excess of five hundred million dollars (\$500,000,000).
 - c. Has debt other than commercial paper, if any, that is rated in a rating category of "A" or higher, or the equivalent, by a NRSRO.
 - 2) The entity meets the following criteria:
 - a. Is organized within the United States as a special purpose corporation, trust, or limited liability company.
 - b. Has program wide credit enhancements including, but not limited to, over collateralization, letters of credit, or surety bond.
 - c. Has commercial paper that is rated in a rating category of "A-1" or higher, or the equivalent, by a NRSRO.
- D. **BONDS ISSUED BY THE CITY OR ANY LOCAL AGENCY WITHIN THE STATE OF CALIFORNIA.** There is no limit on the percentage of the portfolio that can be invested in this category. See Government Code Section 53601(a) and 53601(e).
- E. **OBLIGATIONS OF THE UNITED STATES TREASURY.** United States Treasury Notes, bonds, bills or certificates of indebtedness, or those for which the faith and credit of the United States are pledged for the payment of principal and interest. There is no limit on the percentage of the portfolio that can be invested in this category. See Government Code Section 53601(b).
- F. **FEDERAL AGENCIES.** Federal agency or United States government-sponsored enterprise obligations, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises. There is no limit on the percentage of the portfolio that can be invested in this category. See Government Code Section 53601(f).
- G. **REPURCHASE AGREEMENT,** maximum term 1 year. Investments in repurchase agreements may be made, on any investment authorized in this section, when the term of the agreement does not exceed 1

year. A Master Repurchase Agreement must be signed with the bank or broker/dealer who is selling the securities to the City. There is no limit on the percentage of the portfolio that can be invested in this category. See Government Code Section 53601(j).

- H. REVERSE-REPURCHASE AGREEMENTS (Requires Council approval for each transaction). Per Government Code Section 53601(j), reverse repurchase agreements or securities lending agreements may be utilized only when all of the following conditions are met:
- a) The security to be sold on reverse repurchase agreement or securities lending agreement has been owned and fully paid for by the local agency for a minimum of 30 days prior to sale.
 - b) The total of all reverse repurchase agreements and securities lending agreements on investments owned by the local agency does not exceed 20% of the base value of the portfolio.
 - c) The agreement does not exceed a term of 92 days, unless the agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of a security using a reverse repurchase agreement or securities lending agreement and the final maturity date of the same security.
 - d) Funds obtained or funds within the pool of an equivalent amount to that obtained from selling a security to a counter party by way of a reverse repurchase agreement or securities lending agreement, shall not be used to purchase another security with a maturity longer than 92 days from the initial settlement date of the reverse repurchase agreement or securities lending agreement, unless the reverse repurchase agreement or securities lending agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of a security using a reverse repurchase agreement or securities lending agreement and the final maturity date of the same security.
 - e) Investments in reverse repurchase agreements, securities lending agreements, or similar investments in which the local agency sells securities prior to purchase with a simultaneous agreement to repurchase the security shall only be made with primary dealers of the Federal Reserve Bank of New York or with a nationally or state-chartered bank that has or has had a significant banking relationship with a local agency.
 - f) For purposes of this policy, "significant banking relationship" means any of the following activities of a bank:
 - i. Involvement in the creation, sale, purchase, or retirement of a local agency's bonds, warrants, notes, or other evidence of indebtedness.
 - ii. Financing of a local agency's activities.
 - iii. Acceptance of a local agency's securities or funds as deposits.
- I. MEDIUM-TERM CORPORATE NOTES. A maximum of 30% of the portfolio may be invested in medium-term corporate notes, with a maximum remaining maturity of five years or less. Notes eligible for investment shall be rated in a rating category of "A," its equivalent or better by a NRSRO. See Government Code Section 53601(k).
- J. NON-NEGOTIABLE CERTIFICATES OF DEPOSIT. The maximum maturity is 5 years. Certificates of deposit are required to be collateralized as specified under Government Code Section 53630 et seq. The City, at its discretion, may waive the collateralization requirements for any portion that is covered by Federal Deposit Insurance Corporation (FDIC) insurance. There is no limit on the percentage of the portfolio that can be invested in this category.

- K. OBLIGATIONS OF THE STATE OF CALIFORNIA. Including bonds payable solely out of revenues from a revenue producing property owned, controlled or operated by the state, or by a department, board, agency or authority of the state. The maximum maturity is 5 years. There is no limit on the percentage of the portfolio that can be invested in this category. See Government Code Section 53601(d).
- L. OBLIGATIONS OF THE OTHER 49 STATES. Including bonds payable solely out of revenues from a revenue producing property owned, controlled or operated by any of these states, or by a department, board, agency or authority of the state. The maximum maturity is 5 years. There is no limit on the percentage of the portfolio that can be invested in this category. See Government Code Section 53601(d).
- M. MONEY MARKET FUNDS. A maximum of 20% of the portfolio may be invested in money market funds. Local agencies may invest in “shares of beneficial interest” issued by diversified management companies which invest in the securities and obligations as authorized by California Government Code Section 53601, subdivisions (a) to (k), inclusive, and subdivisions (m) to (q), inclusive. They must have the highest rating from two NRSRO’s or have retained an investment advisor registered or exempt from registration with the Securities and Exchange Commission with not less than five years of experience managing money market mutual funds and with assets under management in excess of \$500,000,000. The purchase price of the shares may not include commission. See Government Code Section 53601(l).
- N. SAN DIEGO COUNTY TREASURER’S POOLED MONEY FUND. Also known as the San Diego County Investment Pool, the pool is a local government money fund created to invest the assets of the County of San Diego and other public agencies located within the County. The three primary objectives of the County Pool are to safeguard principal; to meet liquidity needs of Pool participants; and to achieve an investment return on the funds within the guidelines of prudent risk management. Investment in the County Pool is highly liquid, and the City may invest with no portfolio percentage limit. See Government Code Section 27133.
- O. THE LOCAL AGENCY INVESTMENT FUND (LAIF). LAIF is a special fund of the California State Treasury through which any local government may pool investments. The City may invest up to \$75 million in this fund. Investments in LAIF are highly liquid and may be converted to cash within 24 hours. See Government Code Section 16429.1.
- P. SHARES OF BENEFICIAL INTEREST ISSUED BY A JOINT POWERS AUTHORITY (Local Government Investment Pools [LGIP]). Per Government Code Section 53601(p), there is no limit on the percentage of the portfolio that can be invested in this category. LGIP’s organized pursuant to Government Code Section 6509.7 that invests in the securities and obligations authorized in subdivisions (a) to (q) of California Government Code Section 53601, inclusive. Each share will represent an equal proportional interest in the underlying pool of securities owned by the joint powers authority. To be eligible under this section the joint powers authority issuing the shares will have retained an investment adviser that meets all of the following criteria:
- The adviser is registered or exempt from registration with the Securities and Exchange Commission.
 - The adviser has not less than five years of experience investing in the securities and obligations authorized in subdivisions (a) to (q) Government Code Section 53601, inclusive.
 - The adviser has assets under management in excess of five hundred million dollars (\$500,000,000).
- Q. ASSET BACKED SECURITIES (ABS). A maximum of 20% of the portfolio may be invested in ABS. The maximum maturity is five years. Securities eligible for investment under this subdivision shall be rated in

a rating category of “AA” or its equivalent or better by an NRSRO. ABS constitutes a mortgage pass-through security, collateralized mortgage obligation, mortgage-backed or other pay-through bond, equipment lease-backed certificate, consumer receivable pass-through certificate, or consumer receivable-backed bond. See Government Code Section 53601(o).

- R. SUPRANATIONALS. A maximum of 30% of the portfolio may be invested in supranationals. The maximum maturity is five years. Securities eligible for purchase under this subdivision shall be United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank that are eligible for purchase and sale within the United States. Investments under this subdivision shall be rated in a rating category of “AA,” its equivalent or better by an NRSRO. See Government Code Section 53601(q).
- S. PLACEMENT SERVICE DEPOSITS. A maximum of 30% of the portfolio may be invested in placement service deposits. The maximum maturity is 5 years. Deposits placed through a deposit placement service shall meet the requirements under Government Code Section 53601.8 and 53635.8. The full amount of the principal and the interest that may be accrued during the maximum term of each certificate of deposit shall at all times be insured by federal deposit insurance.
- T. COLLATERALIZED BANK DEPOSITS. Notes, bonds, or other obligations that are at all times secured by a valid first priority security interest in securities of the types listed by California Government Code Section 53651 as eligible securities for the purpose of securing local agency deposits having a market value at least equal to that required by California Government Code Section 53652 for the purpose of securing local agency deposits. The securities serving as collateral shall be placed by delivery or book entry into the custody of a trust company or the trust department of a bank that is not affiliated with the issuer of the secured obligation. The maximum maturity is 5 years. There is no limit on the percentage of the portfolio that can be invested in this category. See Government Code Section 53601(n) and 53630 et seq.

9.1 Investment Pools

The City’s Director of Finance/Treasurer or designee shall be required to investigate all local government investment pools and money market mutual funds prior to investing and performing at least a quarterly review thereafter while the City is invested in the pool or the money market fund. LAIF is authorized under provisions in Section 16429.1 of the California Government Code as an allowable investment for local agencies even though some of the individual investments of the pool are not allowed as a direct investment by a local agency.

10.0 Portfolio Adjustments

Should any investment listed in section 9.0 exceed a percentage-of-portfolio limitation due to an incident such as fluctuation in portfolio size, the affected securities may be held to maturity to avoid losses. When no loss is indicated, the Director of Finance/Treasurer shall consider reconstructing the portfolio basing his or her decision on the expected length of time the portfolio will be unbalanced. If this occurs, the City Council shall be notified.

11.0 Collateralization

Under provisions of the California Government Code, California banks, and savings and loan associations are required to secure the City’s deposits by pledging letters of credit issued by the Federal Home Loan Bank of San Francisco with a value of 105% of the principal and accrued interest, government securities with a value of 110% of principal and accrued interest or first trust deed mortgage notes having a value of 150% of the City’s total deposits. Collateral will be handled as required by the California Government Code. The Director of

Finance/Treasurer, at his or her discretion, may waive the collateral requirement for deposits that are fully insured up to \$250,000 by the Federal Deposit Insurance Corporation.

The market value of securities that underlay a repurchase agreement shall be valued at 102% or greater of the funds borrowed against those securities and the value shall be adjusted no less than quarterly. Since the market value of the underlying securities is subject to daily market fluctuations, the investments in repurchase agreements shall be in compliance if the value of the underlying securities is brought back up to 102% no later than the next business day. Collateral will always be held by an independent third party. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. The right of collateral substitution is granted.

12.0 Safekeeping and Custody

All City investments shall identify the City of Chula Vista as the registered owner, and all interest and principal payments and withdrawals shall indicate the City of Chula Vista as the payee. All securities shall be safe kept with the City itself or with a qualified financial institution, contracted by the City as a third party. All agreements and statements will be subject to review annually by external auditors in conjunction with their audit. In the event that the City has a financial institution hold the securities, a separate custodial agreement shall be required. All deliverable securities shall be acquired by the safekeeping institution on a "Delivery-Vs-Payment" (DVP) basis. For Repurchase Agreements, the purchase may be delivered by book entry, physical delivery or by third-party custodial agreement consistent with the Government Code. The transfer of securities to the counter party bank's customer book entry account may be used for book entry delivery.

13.0 Diversification

The City's investment portfolio will be diversified to avoid incurring unreasonable and avoidable risks associated with concentrating investments in specific security types, maturity segment, or in individual financial institutions. No more than 5% of the investment portfolio shall be in securities of any one issuer except for U.S. Treasuries, U.S. Government Agency issues, and investment pools such as LAIF, the San Diego County Pool, money market funds, and local government investment pools (LGIP's).

- A. Credit risk, defined as the risk of loss due to failure of the insurer of a security, shall be mitigated by investing in those securities with an "A" or above rating and approved in the Investment Policy and by diversifying the investment portfolio so that the failure of any one issuer would not unduly harm the City's cash flow.
- B. Market risk, defined as the risk of market value fluctuations due to overall changes in the general level of interest rates, shall be mitigated by implementing a long-term investment strategy. It is explicitly recognized herein, however, that in a diversified portfolio, occasional measured losses are inevitable and must be considered within the context of overall investment return. The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated.

14.0 Maximum Maturities

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. The City will not directly invest in securities maturing more than five (5) years from the date of purchase, unless, the legislative body has granted express authority to make that investment either specifically, or as a part of an investment program approved by the City Council at least three (3) months prior to the investment.

15.0 Internal Control

The Director of Finance/Treasurer shall establish a system of internal controls designed to prevent loss of public funds due to fraud, employee error, or misrepresentation by third parties. No investment personnel, including an investment advisor, may engage in an investment transaction except as provided for under the terms of this Investment Policy and the procedure established by the Director of Finance/Treasurer.

The external auditors shall annually review the investments with respect to the Investment Policy. This review will provide internal control by assuring compliance with policies and procedures for the investments that are selected for testing. Additionally, account reconciliation and verification of general ledger balances relating to the purchasing or maturing of investments and allocation of investments to fund balances shall be performed by the Finance Department and approved by the Director of Finance/Treasurer. To provide further protection of City funds, written procedures prohibit the wiring of any City funds without the authorization of at least two of the following six designated City staff:

1. Director of Finance/Treasurer
2. Assistant Director of Finance
3. Treasury Manager
4. Finance Manager
5. Revenue Manager
6. Budget and Analysis Manager

16.0 Performance Standards

The investment portfolio shall be managed to attain a market-average rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and cash flow. Investment return becomes a consideration only after the basic requirements of investment safety and liquidity have been met. In evaluating the performance of the City's portfolio in complying with this policy, the City shall establish an appropriate performance benchmark and compare the return of its portfolio to the return of the benchmark.

17.0 Reporting

The Director of Finance/Treasurer shall submit a quarterly investment report to the City Council and City Manager following the end of each quarter. This report will include the following elements:

- Type of investment
- Institutional issuer
- Purchase date
- Date of maturity
- Amount of deposit or cost of the investment
- Face value of the investment
- Current market value of securities and source of valuation
- Rate of interest
- Interest earnings
- Statement relating the report to its compliance with the Statement of Investment Policy or the manner in which the portfolio is not in compliance
- Statement on availability of funds to meet the next six month's obligations
- Monthly and year-to-date budget amounts for interest income
- Percentage of portfolio by investment type
- Days to maturity for all investments

- Comparative report on interest yields
- Monthly transactions
- Compare portfolio total return to market benchmark total return

In addition, a commentary on capital markets and economic conditions may be included with the report.

18.0 Investment Policy Review and Adoption

This Investment Policy shall be reviewed at least annually by the Director of Finance/Treasurer to ensure its consistency with the overall objective of preservation of principal, liquidity, and return, and its relevance to current law and financial and economic trends. Each fiscal year, the Finance Director shall provide a copy of the City's current Investment Policy and Guidelines to the City Council. By virtue of a resolution of the City Council of the City of Chula Vista, the Council shall acknowledge the receipt of the Policy for the respective fiscal year.

Council Policy 220-01, Last updated February 18, 2020 via *Council Resolution 2020-024*

DEBT ADMINISTRATION

Debt Administration

Based on the estimated balances for the year ending June 30, 2020, the City and the former Redevelopment Agency (Agency) borrowed funds through several long-term debt issues and held other obligations which are to be funded over a period of time longer than one year, are categorized as follows:

Description	Principal Outstanding	Interest Outstanding	Total Debt Outstanding
Tax Allocation Bonds	\$ 24,540,000	\$ 8,043,550	\$ 32,583,550
Certificates of Participation / Lease Revenue Bonds	\$ 149,435,000	\$ 46,465,811	\$ 195,900,811
Bond Premium	\$ 17,031,749	\$ -	\$ 17,031,749
Capital Leases	\$ 4,023,445	\$ 605,008	\$ 4,628,453
Notes/Loans Payable	\$ 2,221,716	\$ 189,235	\$ 2,410,951
CDBG Section 108 Loan	\$ 5,418,000	\$ 1,556,342	\$ 6,974,342
Miscellaneous Claims Payable	\$ 24,237,293	\$ -	\$ 24,237,293
Compensated Absences (Employee Leave)	\$ 7,994,831	\$ -	\$ 7,994,831
Subtotal	\$ 234,902,033	\$ 56,859,946	\$ 291,761,980
Advances from Other Funds	\$ 47,560,871	\$ -	\$ 47,560,871
TOTAL LONG TERM DEBT	\$ 282,462,904	\$ 56,859,946	\$ 339,322,851

This section discusses the various types of long-term debt that the City has incurred. Bond financings, notes payable, capital leases and advances from other funds are the traditional forms of long-term debt that the City has incurred. However, also captured in this section are professional estimates derived from actuarial studies for workers compensation and general liability claims. In addition, the Finance Department provides an estimate of the City's liability for compensated absences as of the end of each fiscal year. The following sections discuss the details of the City's long-term debt.

Tax Allocation Bonds (\$24.5 million)

Tax Allocation Bonds (TABs) are issued by the Agency and utilize tax increment revenue for debt service. The 2016 Tax Allocation Refunding Bonds were issued to refund the 2006 Senior Tax Allocation Refunding Bonds, Series A, the 2006 Subordinate Tax Allocation Refunding Bonds, Series B and the 2008 Tax Allocation Refunding Bonds.

Certificates of Participation / Lease Revenue Bonds (\$149.4 million)

As of June 30, 2019, the City currently has three outstanding Certificates of Participation and four outstanding Lease Revenue Bonds. In February 2014, the Chula Vista Public Financing Authority (CVPFA) issued the 2014 COP to refund the 2002 COP (Police Facility Project), fund a reserve fund, and pay the costs incurred in connection with the execution and delivery of the Certificates. In September 2015, the CVPFA issued the 2015 COP to refund the 2004 COP (Civic Center Project Phase I) and partially refund the 2006 COP (Civic Center Project Phase II), fund a reserve fund, and pay the costs incurred in connection with the execution and delivery of the Certificates. In July 2016, the CVPFA issued the 2016 COP to refund the remaining 2006 COP (Civic Center Project Phase II), fund a reserve fund and to pay the costs incurred in connection with the execution and delivery of the Certificates. In July 2016, the Chula Vista Municipal Financing Authority (CVMFA) issued the 2016 Lease Revenue Refunding Bonds (LRRB) to refund the 2010 COP (Capital Facilities Refunding Projects) and to fund a reserve fund. In July 2017, the CVMFA issued the 2017 Lease Revenue Bonds (LRB) to finance infrastructure, facilities and equipment and pay the costs incurred in connection with the issuance of the Bonds using Measure P Sales Tax as the dedicated revenue source for the debt service payments.

In December 2017, the CVMFA issued the Lease Revenue Bonds Series 2017A and the Lease Revenue Bonds Series 2017B to finance photovoltaic energy systems at various City facilities, capitalize interest on the Bonds and pay the costs incurred in connection with the issuance of the Bonds.

Bond Premium (\$17 million)

The premium is composed of seven bond issuances. One premium is in connection with the 2014 COP refunding bonds. The original amount of the premium is \$3,537,111 and will be amortized over the life of the bonds. The second premium is related to the 2015 COP refunding bonds. The original amount of the premium is \$2,262,493 and will be amortized over the life of the bonds. The third premium is related to the 2016 COP refunding bonds. The original amount of the premium is \$319,652 and will be amortized over the life of the bonds. The fourth premium is related to the 2016 LRRB. The original amount of the premium is \$2,516,621 and will be amortized over the life of the bonds. The fifth premium is related to the 2016 TARBs. The original amount of the premium is \$4,687,799 and will be amortized over the life of the bonds. The sixth premium is related to the 2017 LRB. The original amount of the premium is \$10,008,509 and will be amortized over the life of the bonds. The seventh premium is related to the Lease Revenue Bonds Series 2017B. The original amount of the premium is \$135,516 and will be amortized over the life of the bonds.

Capital Leases (\$4 million)

In July 2013, the City Council authorized a 16 year lease purchase agreement with Banc of America to fund various solar energy projects for City facilities. The original amount of the loan was \$2,121,500 and will be repaid through future energy savings.

In September 2013, the City entered into a lease purchase agreement with Osh Kosh Capital for the acquisition of a Pierce Arrow XT Triple Combination Pumper Fire Engine. The original amount of the loan was \$578,224.

In November 2015, the City entered into a capital lease agreement with PNC Equipment Finance for the acquisition of two Pierce Arrow XT Triple Combination Pumper / Fire Engines. The original amount of the lease is \$1,285,053.

In August 2016, the City entered into a capital lease agreement with JPMorgan Chase Bank for the acquisition of one Pierce Aerial Ladder Truck. The original amount of the lease is \$1,229,470.

In June 2017, the City entered into a Capital Lease Agreement with Motorola Solutions, Inc. for the acquisition of a PSA System. The original amount of the lease is \$1,351,409.

In January 2018, the City entered into a Capital Lease Agreement with Mail Finance, Inc. for the acquisition of a mail folding machine. The original amount of the loan was \$17,245.

Notes/Loans Payable (\$2.2 million)

In September 2007, the City Council authorized the City's participation in the California Energy Commission and San Diego Gas and Electric On-Bill Financing program. The loans were to bridge the financial gap between energy conservation project capital costs and available rebates for energy conservation equipment. The original loan amount was \$665,884 for the On-Bill Financing program. In fiscal year 2012 additional loans were entered into with the California Energy Commission (\$3.7 million) and San Diego Gas & Electric On-Bill Financing Program (\$256,302).

In December 2012, the City entered into a lease purchase agreement with Bank of America to purchase certain energy conservation equipment. The agreement would bridge the financial gap between the Municipal Streetlight Retrofit Project capital costs and the available rebates for energy conservation equipment. The June 30, 2019 outstanding balance is \$1,072,940.

CDBG Section 108 Loan (\$5.4 million)

The City entered into a contract for Loan Guarantee Assistance with the U.S. Department of Housing and Urban Development (HUD) as part of the Section 108 Loan Program in the amount of \$9,500,000 in June 2008. The Section 108 Loan is an "advance" of future CDBG entitlement funds and as such is repaid with a portion of the City's annual entitlement. Proceeds of the loan will be used to fund multiple capital improvement projects. Debt service payments will be made with future CDBG entitlements for 20 years.

On November 27, 2018, the City received notice from HUD regarding the opportunity to refinance the existing loan with a lower interest rate. On December 6, 2018, the City notified HUD of its election to redeem the current note. The City signed the agreement for the refinancing on January 23, 2019. This refinancing will result in cost savings to the City from lower interest rates received during the remaining life of the loan.

Miscellaneous Claims Payable (\$24.2 million)

The Miscellaneous Claims Payable represents the probable amount of loss as estimated by legal counsel and risk management staff due to worker's compensation and general liability claims filed against the City.

Compensated Absences (\$7.9 million)

The obligation for Compensated Absences represents the estimated dollar value of accumulated leave balances, primarily vacation leave, for employees that would have to be paid off if all permanent employees were terminated as of June 30, 2019.

Advances From Other Funds (\$47.6 million)

The Successor Agency has entered into reimbursement agreements with the City to reimburse the City for certain lease payments made by the City under various lease agreements. The balance as of June 30, 2019, is \$9.6 million.

City Council authorized loans to the Public Facilities DIF in the amount of \$1,528,969 to help fund the Civic Center expansion. The loan will be repaid as funds become available, through the payment of DIF fees by developers. The balance was \$1,528,748 at June 30, 2019. In accordance with Council Policy No. 220-06, approved via Resolution 2015-028, the financing costs shall be calculated using the City's pooled investment earning rate on a quarterly basis.

Per Resolution 2015-035 of the City Council, interfund loans from the Transportation Development Impact Fee to the Fire Suppression System expansion component of the Public Development Impact Fee were consolidated into one loan totaling \$10,500,000. The balance for the loan was \$8,372,874 at June 30, 2019. In accordance with Council Policy No. 220-06, approved via Resolution 2015-028, the financing costs shall be calculated using the City's pooled investment earning rate on a quarterly basis.

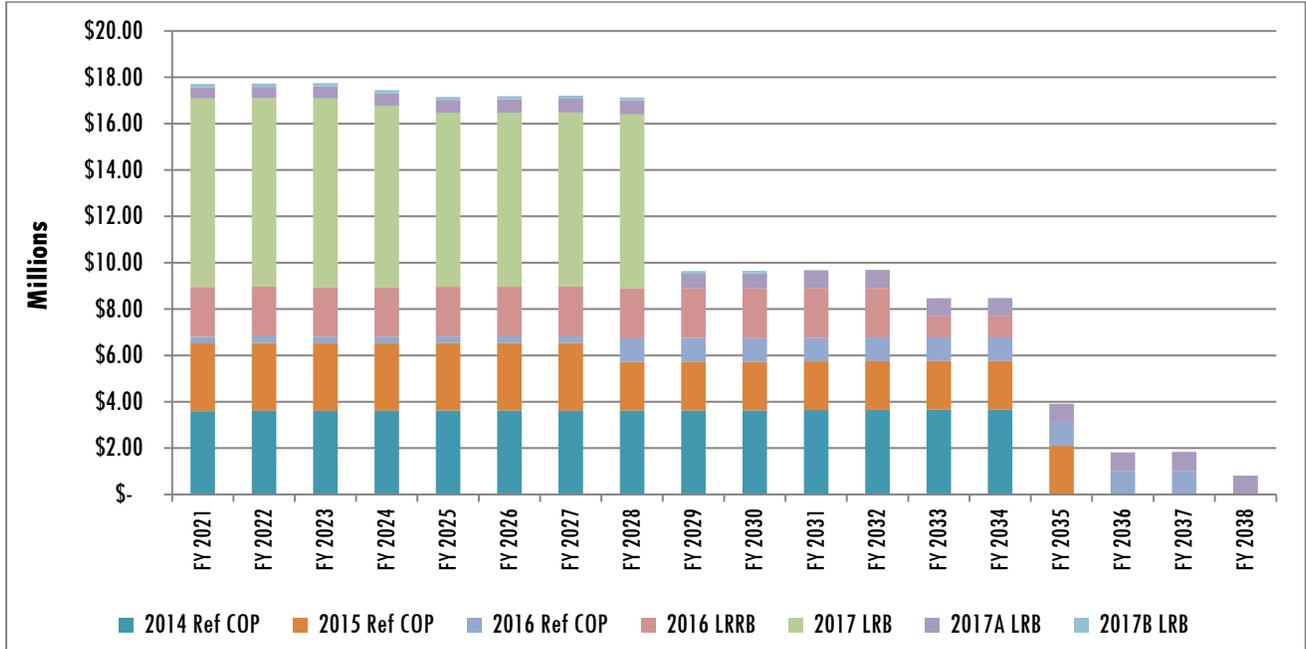
City Council authorized a loan to Western PAD from Eastern PAD in the amount of \$9,630,000 to acquire the 14.41 acre site located in the lower Sweetwater Valley owned by the Redevelopment Agency and \$310,000 to acquire the 1.89 acre site located at Auto Park Place, Chula Vista. Per Resolution 2015-035 of the City Council, these loans were consolidated. The loan will be repaid as funds become available, either as a result of credit acquisitions by the Agency or the payment of PAD fees by developers in western Chula Vista; in conjunction with Council Policy No 200-06, approved via Resolution 2015-028, the financing costs shall be calculated using the City's pooled investment earning rate on a quarterly basis. The balance was \$9,459,635 at June 30, 2019. The Agency will ensure that PAD funds are repaid to fully fund the development of the park for which they were originally collected.

The City Council authorized and set terms for loans from the Trunk Sewer fund to Salt Creek for \$16,848,381, to the Storm Drain fund for \$744,612, and \$803,331 from the Sewer Facility fund for capital improvement projects, via Resolution 2015-035. In accordance with Council Policy No. 220-06, approved via Resolution 2015-028, the financing costs shall be calculated using the City's pooled investment earning rate on a quarterly basis. The balance was \$18,607,952 at June 30, 2019, of which all \$18,607,952 is outstanding from the Sewer Fund to the Sewer Development Impact Fees Fund and the portion due from the Sewer Fund to the Storm Drain Fund has been paid in full.

General Fund Long-Term Debt for Fiscal Year 2020-21

The General Fund's annual debt service "commitment" for the Certificates of Participation and the Lease Revenue Refunding Bond in fiscal year 2021 is approximately \$17.7 million, or 8.6% of the General Fund operating budget. However, it must be noted that although this amount is truly a General Fund commitment, only \$11.9 million will actually be paid from General Fund resources, with the remaining amount paid from available development impact fees and residential construction tax. The \$11.9 million represents approximately 5.8% of the General Fund operating budget. The \$17.7 million represents ongoing level debt service payments as depicted in the following chart.

Annual Debt Service Obligation of the General Fund
Fiscal Years 2021 through 2038



Note:

- 1) Actual payments are funded by the General Fund, Development Impact Fee Funds and residential construction tax however all debt service obligations are backed by the General Fund.
- 2) The 2002 COP was refunded in FY2013 and became the 2014 Refunding COP. The 2004 COP was refunded and the 2006 was partially refunded and became the 2015 Refunding COP. The 2006 COP was refunded and became the 2016 Refunding COP. The 2010 COP was refunded and became the 2016 Lease Revenue Refunding Bonds.

GANN APPROPRIATIONS LIMIT

GANN Appropriations Limit

Article XIII B of the California Constitution, approved by the voters in 1979, imposed the concept of spending limits on local governments. This Constitutional provision and related implementing legislation specifies that annual increases in appropriations financed from "Proceeds of Taxes" are limited to a base year (1978-79) amount increased annually by an inflation factor comprised of the change in population of the City combined with the greater of the change in new non-residential construction or the change in the California per capita personal income. By definition, "Proceeds of Taxes" includes such revenues as property taxes, sales and use taxes, utility users taxes, transient occupancy taxes, and state subventions. Revenues from other sources like fees/charges and federal grants are considered "Non-Proceeds of Taxes" and are not subject to the annual spending limit. This calculation has always been perfunctory for the City of Chula Vista, since the proceeds of taxes for the City are far less than the statutory appropriations limit.

The State Department of Finance and the San Diego County Assessor's Office are charged with providing the data necessary for local jurisdictions to establish their appropriations limit. According to these sources, for purposes of the fiscal year 2020 calculation, the population increased 1.25%. California per capita personal income increased by 3.85% and new non-residential construction increased by 5.36%. Consequently, the California per capita personal income was used in the formula to compute the limit since this increase is the greater of the two amounts.

Fiscal Year 2021 Appropriations Limit

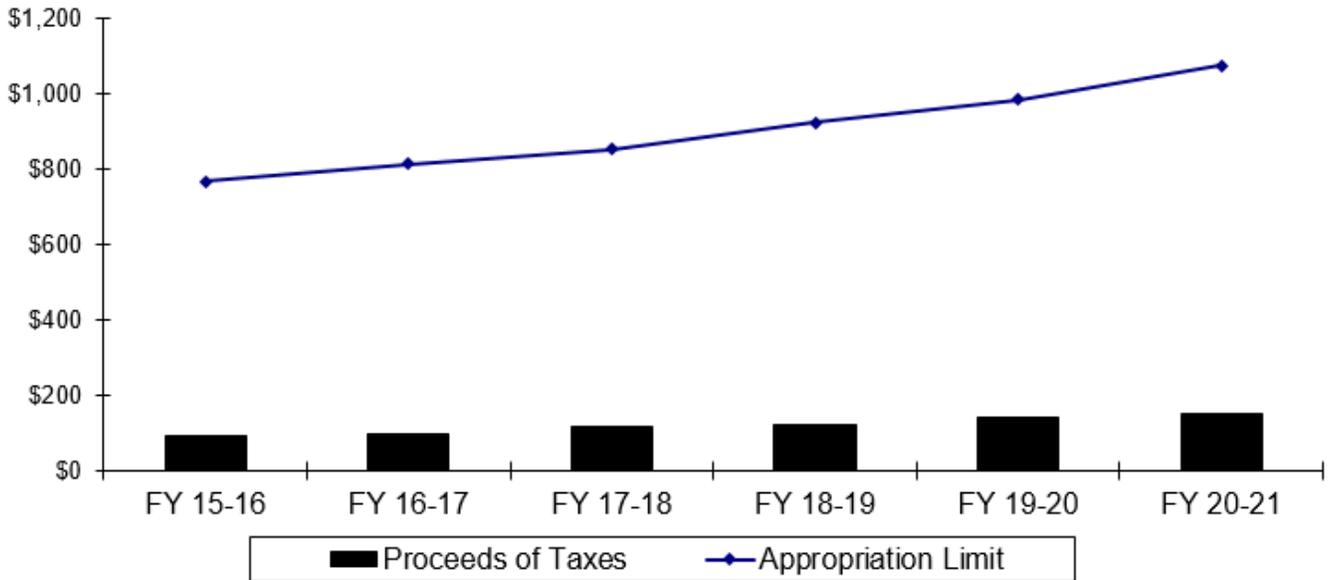
The fiscal year 2021 Appropriations Limit has been calculated as follows:

Fiscal Year 2021 Appropriation Limit	
Fiscal Year 2020 Appropriations Limit	\$ 984,553,094
Increased by an inflation factor composed of the increases in population and per capita income change	x 1.0907219
FISCAL YEAR 2021 APPROPRIATIONS LIMIT	\$ 1,073,873,608

Proceeds of Taxes

The "Proceeds of Taxes" as included in the fiscal year 2021 Adopted Budget that are subject to the appropriations limit are estimated to be \$151,169,281. Therefore, the City has what is referred to as an appropriation "gap" of \$922,704,327 (\$1,073,873,608 - \$151,169,281). Simply stated, this means that the City could collect and spend up to \$922,704,327 more in taxes during Fiscal Year 2021 without exceeding the Constitutional limit.

Proceeds of Taxes Compared to Legal Spending Limit



LEGAL DEBT MARGIN

Legal Debt Margin

Under State law, the City has a legal debt limitation not to exceed 15% of the total assessed valuation of taxable property within City boundaries. As of June 30, 2020, the City's legal debt limit is \$1,147,353,205. In accordance with California Government Code Section 43605, only the City's general obligation bonds are subject to this limit. The City of Chula Vista has no outstanding General Obligation Bonds. The table below summarizes the City's debt limit margin.

Computation of Debt Limit Margin

Fiscal Years Ended 2018 through 2020

	June 30, 2018	June 30, 2019	June 30, 2020
Total Assessed Valuation	\$ 27,351,591,591	\$ 28,863,884,798	\$ 30,596,085,455
Conversion Percentage	25%	25%	25%
Adjusted Assessed Valuation	\$ 6,837,897,898	\$ 7,215,971,200	\$ 7,649,021,364
Debt Limitation Percentage	15%	15%	15%
<i>Debt Limit</i>	\$ 1,025,684,685	\$ 1,082,395,680	\$ 1,147,353,205
Total Debt Applicable to Limit:			
Pension Obligation Bonds	\$ -	\$ -	\$ -
Legal Debt Margin	\$ 1,025,684,685	\$ 1,082,395,680	\$ 1,147,353,205

The Government Code of the State of California provides for a legal debt limit of 15% of gross assessed valuation. However, this provision was enacted when assessed valuation was based upon 25% of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100% of market value (as of the most recent change in ownership for that parcel). The computations shown above reflect a conversion of assessed valuation data for each fiscal year from the current full valuation perspective to the 25% level that was in effect at the time that the legal debt margin was enacted by the State of California for local governments located within the State.

**ACCOUNTING SYSTEMS AND BUDGETARY
CONTROL**

Accounting Systems and Budgetary Control

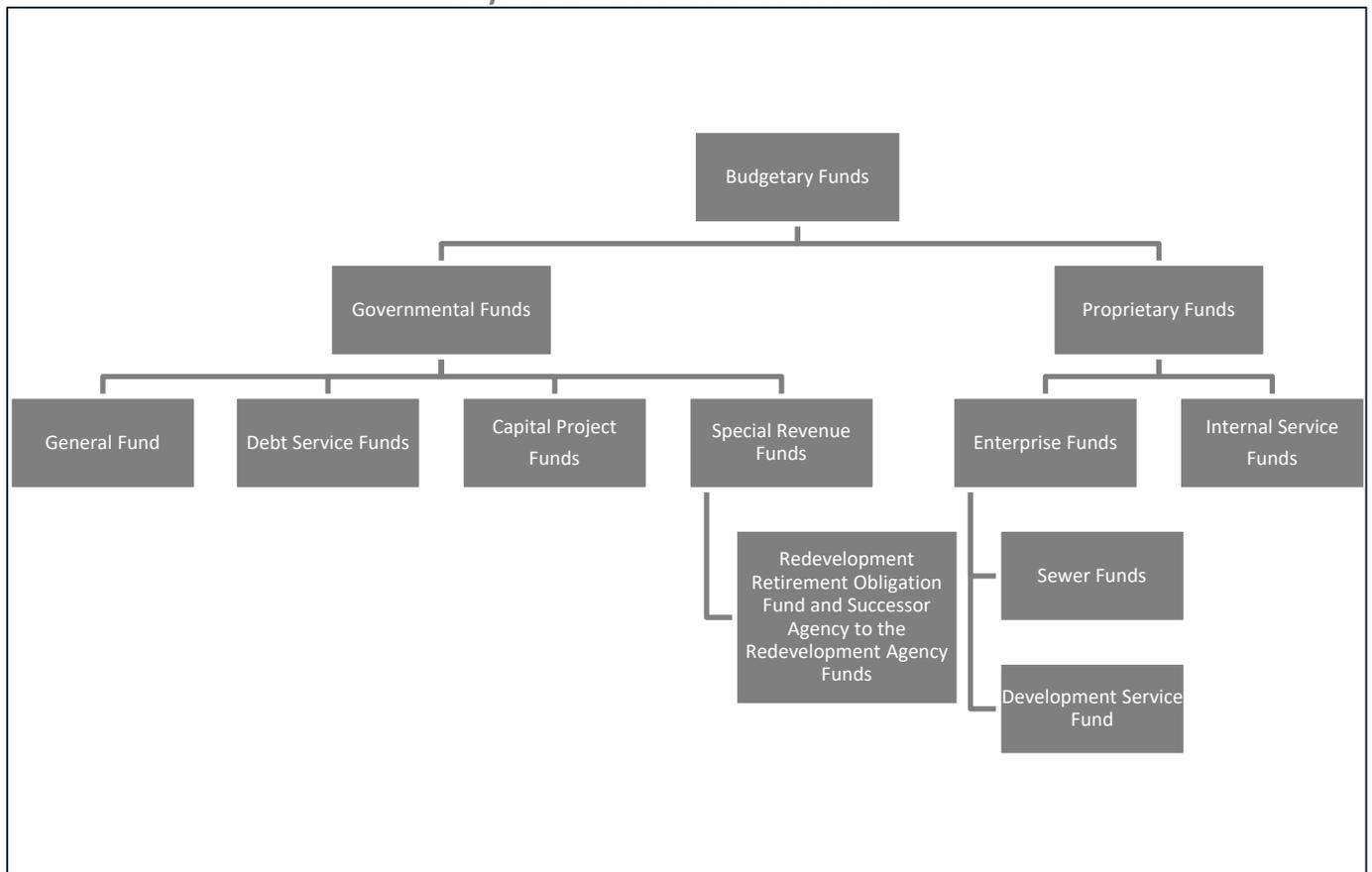
The City of Chula Vista’s budget provides an overview of the fiscal and operational status of the City; highlighting policy issues, decisions, and proposed changes in service levels. The budget is comprised of a series of funds used to account for revenues and expenditures. These funds are generally categorized as governmental or proprietary funds.

Governmental funds include activities associated with the operations of the City such as the provision of library, recreation, and public safety services. Special revenue funds, capital project funds, debt service funds, and the City’s general fund are different types of governmental funds.

Proprietary funds are used to account for activities often found in the private sector including two fund types: enterprise funds and internal service funds. Operations of the development service and sewer systems are accounted for as enterprise funds. Examples of functions accounted for by internal service funds include fleet management and worker’s compensation.

The budget document is organized around the following major funds – General Fund, Redevelopment Retirement Obligation Fund and Successor Agency to the Redevelopment Agency Funds, Sewer Funds, Fleet Service Funds, Capital Projects Funds, Debt Service Funds, and Other Funds. Details about each of these funds can be found in the corresponding sections of the document.

City of Chula Vista Fund Structure



Each fund is considered an autonomous accounting entity. Funds are used to separate the various financial activities of the City and to demonstrate compliance with specific regulations, restrictions, or limitations. This may include demonstrating that restricted revenues are spent only for allowed purposes.

The City's accounting records and budget are prepared and maintained using a modified accrual basis of accounting, which follows the accounting practices for governmental units as recommended by the Governmental Accounting Standards Board. Basic City operations are accounted for in the City's General Fund, with other activities accounted for in separate funds as required by law or determined by management discretion. Generally, revenues are recorded when measurable and available, and liabilities are recorded when incurred.

In administering the City's accounting systems, primary consideration is given to the adequacy of internal accounting controls, which include an array of administrative procedures. These controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition, as well as the reliability of financial records for accurate and fair presentation of financial reports. The concept of reasonable assurance recognizes that the cost of specific controls should not exceed the benefits likely to be derived from exercising the controls, and that this evaluation necessarily involves estimates and judgments by management. It is believed that the City's internal accounting controls adequately safeguard City assets and provide reasonable assurance of proper recording of financial transactions.

The City Charter charges the Director of Finance with the responsibility to supervise and be responsible for the disbursement of all monies and have control over all expenditures to ensure that budget appropriations are not exceeded. The level of budgetary control, that is the level at which expenditures are not to exceed Council approved appropriations, is established at the department and expenditure category level (e.g., personnel services, supplies and services, capital).

Any budget modification that would result in an appropriation increase requires City Council approval. The City Manager and Finance Director are jointly authorized to transfer up to \$15,000 of appropriations between expenditure categories within a departmental budget. Any appropriations transfers between departments, in excess of \$15,000, and transfers from CIP projects, require City Council approval.

An encumbrance (commitment) accounting system is utilized as a technique to enhance budgetary control during the fiscal year. Appropriations encumbered (committed) at year-end may be carried forward with City Manager approval and are available to be used for those commitments during the subsequent fiscal year. Unspent and unencumbered appropriations lapse at year-end and become generally available for re-appropriation the following fiscal year.

LIST OF ACRONYMS

List of Acronyms

A

ADA: Americans with Disabilities Act
ALS: Advanced Life Support
AMP: Asset Management Plan
AMS: Asset Management System
ARRA: American Recovery and Reinvestment Act
ATP: Active Transportation Program

B

BIG: Business Improvement Grant
BFDIF: Bayfront Development Impact Fee
BMS: Building Management System
BRT: Bus Rapid Transit
BTA: Bicycle Transportation Account

C

CAD: Computer Aided Dispatch
CalPERS: California Public Employees Retirement System
CALTRUST: Investment Trust of California
CAPPO: California Association of Public Purchasing Officers
CBAG: California Border Alliance Group
CDBG: Community Development Block Grant
CEC: California Energy Commission
CES: Conservation Environmental Services
CFD: Community Facility District
CIP: Capital Improvement Plan/Project/Program
CLSA: California Library Services Act
CMP: Corrugated Metal Pipe
CMT: Constant Maturity Treasury
CONF: Confidential
COP: Certificate of Participation
CPI: Consumer Price Index
CREBS: Clean Renewable Energy Bonds

CTC: California Transportation Commission

CVBMP: Chula Vista Bayfront Master Plan

CVACF: Chula Vista Animal Care Facility

CVEA: Chula Vista Employee's Association

CVPD: Chula Vista Police Department

CVT: Chula Vista Transit

D

DAR: Direct Access Ramp

DASH: Dynamic After School Hours

DIF: Development Impact Fee

DMS: Drainage Management System

DVP: Delivery Versus Payment

E

EEBG: Energy Efficiency Block Grant

EOC: Emergency Operation Center

ERAF: Educational Revenue Augmentation Fund

EUC: Eastern Urban Center

F

FCIP: Fire Company Inspection Program

FDIC: Federal Deposit Insurance Corporation

FF: Firefighters

FHLB: Federal Home Loan Bank

FHLMC: Federal Home Loan Mortgage Corporation

FHWA: Federal Highway Administration

FICB: Federal Intermediate Credit Bank

FLB: Federal Land Bank

FLSA: Fair Labor Standards Act

FMS: Fleet Management System

FNMA: Federal National Mortgage Association

FPPC: Fair Political Practices Commission

FREBE: Free Resource Energy Business Evaluation

FSE: Fire Safety Engineering

FTA: Federal Transit Administration

FTE: Full-Time Equivalent

FY: Fiscal Year

G

GAAP: Generally Accepted Accounting Principles

GDP: Gross Domestic Product

GFOA: Government Finance Officers of America

GGMS: General Government Management System

GIS: Geographic Information System

GMOC: Growth Management Oversight Committee

GNMA: Government National Mortgage Association

GUC: General Use Certificates

H

HBP: Highway Bridge Program

HOV: High Occupancy Vehicle

HR: Human Resources

HSIP: Highway Safety Improvement Program

HUD: Housing and Urban Development

HVAC: Heating\Ventilation\Air Conditioning

I

IAFF: International Association of Firefighters

ITS: Information and Technology Services

L

LAIF: Local Agency Investment Fund

LAN: Local Area Network

LRT: Light Rail Trolley

M

MGD: Million Gallons per Day

MHZ: Megahertz

MIS: Management and Information Systems\Services

MLA: Master Lease Agreement

MOU: Memorandum of Understanding

MSCP: Multiple Species Conservation Plan

MTDB: Metropolitan Transit Development Board

MTS: Metropolitan Transit System

N

NCD: Negotiable Certificate of Deposit

NEP: Neighborhood Reinvestment Program

NFPA: National Fire Protection Association

O

OSMS: Open Space Management System

P

PACE: Parcel Assessed Clean Energy

PAD: Park Acquisition and Development

PCI: Pavement Condition Index

PFDF: Public Facilities Development Impact Fees

PLF: Public Library Foundation Act

PLTP: Point Loma Treatment Plant

PMS: Parks Management System

POA: Police Officer's Association

PUC: Public Utilities Commission

R

RCS: Regional Communications System

RCT: Residential Construction Tax

RDA: Redevelopment Agency

RFP: Request for Proposals

RMS: Roadway Management System

RTIP: Regional Transportation Improvement Program

RWQCB: Regional Water Quality Control Board

S

SANDAG: San Diego Association of Governments

SANDPIPA: San Diego Pooled Insurance Policy Association

SBA: Small Business Association

SBBRT: South Bay Bus Rapid Transit

SGIP: Smart Growth Initiative Program

SHOPP: State Highway Operations and Protection Program

SLMA: Student Loan Marketing Association

SR2s: Safe Routes to School

SRO: School Resource Officer

STRETCH: Safe Time For Recreation, Enrichment And Tutoring

SWBAMLA: Southwest Border Anti-Money Laundering Alliance

T

TABS: Tax Allocation Bonds

TARBS: Tax Allocation Refunding Bonds

TDA: Transportation Development Act

TDIF: Transportation Development Impact Fee

TOT: Transient Occupancy Tax

TUT: Telephone Users' Tax

TVA: Tennessee Valley Authorities

U

UUT: Utility Users Tax

V

VLF: Vehicle License Fee

W

WCE: Western Council of Engineers

WMP: Wastewater Master Plan

WMS: Wastewater Management System

W-TDIF: Western Transportation Development Impact Fee

GLOSSARY

Glossary

A

Accrual Basis of Accounting – A method of accounting by which transactions are recognized when they occur, regardless of the timing of cash receipts and disbursements.

Accounting System – The collective set of records and procedures used to record, classify, and report information on the financial status and operations of the City.

Accounts Payable – Amounts owed by the City to external entities for goods and services received.

Accounts Receivable – Amounts due to the City from external entities for goods and services furnished.

Adopted Budget – The title of the budget following its formal adoption by resolution of the City Council.

Ad Valorem – In proportion to value, a basis for levy of taxes on property.

Amended Budget – The title of the budget version that includes all amendments to the Adopted Budget approved by Council throughout the fiscal year.

Appropriation – A legislative act by the City Council authorizing the expenditure of a designated amount of public funds for a specific purpose.

Audit – An examination of City records and accounts by an external source to check their validity and accuracy.

B

Balanced Budget – The amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available sources. For budgeting purposes, the use of contingency reserves or use of fund balance will be considered revenue in defining a balanced budget.

Bond – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

Budget – A spending plan and policy guide comprised of an itemized summary of the City's probable expenditures and revenues for a given fiscal year.

C

Calendar Year (CY) – The 12-month period from January through December.

Capital Expenditures – A specific undertaking involving procurement, construction or installation of facilities or related equipment which improves, preserves, enhances or modernizes the City's provision of municipal services, has a useful life of at least five years, and costs in excess of \$10,000.

Capital Improvement Program – An ongoing five-year plan of single and multiple-year capital expenditures which is updated annually.

Capital Improvement Project (CIP) – Any major capital investment with a value of \$50,000 or more and a minimum useful life of five years at a fixed location. CIPs may include construction or major repair of City buildings and facilities such as streets, roads, storm drains, traffic signals, parks, community centers, etc.

Capital Project Funds – Funds that are utilized to account for resources used for the acquisition and construction of capital facilities by the City, with the exception of those assets financed by proprietary funds.

Clean Renewable Energy Bonds (CREBs) – A certificate of debt issued by a government to finance renewable energy projects.

Community Development Block Grant (CDBG) Funds – Funds received from the federal government and expenditures as prescribed under the Community Development Grant Program.

D

Debt Service Funds – Funds used for payment of interest and principal to holders of the City's various debt instruments.

Deferred Maintenance – A backlog of needed repairs to City facilities including facility maintenance, painting and structural repairs.

Depreciation – The expense incurred with the expiration of a capital asset.

Direct Costs – Operational expenditures exclusive to a specific service or program.

Discretionary Revenue – Revenues that are generated by general or specific taxing authority such as Property or Sales Taxes.

E

Encumbrance – The designation or reserving of funds to buy an item or service.

Enterprise Funds – Funds established to account for specific services funded directly by fees and charges to users such as sewer services. These funds are intended to be self-supporting.

Expenditure – The actual outlay of monies set aside by appropriation for identified goods and services.

F

Fiscal Year (FY) – The twelve-month period beginning July 1st and ending June 30th of the subsequent calendar year.

Fixed Assets – An asset with a useful life greater than three years.

Fringe Benefits – This consists of the costs to provide employee benefits that include the flexible benefit program, insurance, and retirement.

Full-time Equivalent Positions (FTE) – The conversion of part-time, temporary, or volunteer positions to a decimal equivalent of a full-time position based on an annual amount of 2,080 hours worked.

Fund – A set of interrelated accounts to record revenues and expenditures.

Fund Balance – The excess of an entity’s assets over its liabilities. A negative fund balance is sometimes referred to as a deficit.

G

Generally Accepted Accounting Principles – A uniform set of minimum standards for external financial accounting and reporting.

Gann Appropriation Limit – A State of California mandated appropriation limit imposed on local jurisdictions.

General Fund – The City’s main operating fund that is used to pay for City services.

General Plan – The fundamental policy document that guides the City’s future growth and development.

General Revenue – See Discretionary Revenues.

Governmental Funds – Funds that are typically used to account for tax-supported activities. These include the general fund, special revenue funds, debt service funds, and capital project funds.

Grants – A contribution by a government or other organization to provide funding for a specific project. Grants can either be classified as capital projects or programmatic, depending on the grant.

I

Indirect Cost – Costs that are essential to the operation of the City but not exclusive to any specific service or program. Indirect costs are primarily associated with support departments such as City Clerk, City Attorney, Administration, Management Information Systems (MIS), Human Resources, and Finance.

Infrastructure – Basic physical assets such as buildings, streets, sewers, and parks.

Interest Expense – Interest costs paid by Chula Vista on loans and bonds.

Internal Service Funds – Funds that are used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis.

L

Levy – To impose or collect a tax, special assessments, or charges for the support of City services.

Liability – Debt or other legal obligations arising out of past transactions that will be liquidated, renewed, or refunded at some future date.

M

Memorandum of Understanding – A document detailing the outcomes of labor negotiations between the City and its various bargaining units.

Modified Accrual Basis of Accounting – A method of accounting in which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Municipal Code – A collection of ordinances approved by City Council.

N

Non-Capital Improvement Project Expenditures – Expenditures in this category are for large maintenance costs, studies and various community outreach programs. By their nature these maintenance upkeeps and programs are expended beyond a one year period. Recording these types of expenditures in an operating type budget would skew the comparison of budgets from year to year, because of this, the City finds it more efficient to record these types of expenditures in the Non-Capital Improvement Project category.

O

Operating Budget – Costs associated with the on-going municipal services.

Ordinance – A formal legislative enactment by the City Council.

Other Expenditures – All budgeted expenditures that do not fall into one of the following primary expenditure categories: Personnel, Supplies and Services, Utilities, Transfers Out, CIP and Non-CIP Projects, and Capital.

P

Personnel Services Expenditures – Expenses related to employee compensation including salaries, wages, and benefits.

Program Revenue – Revenues generated by a given activity.

Proposed Budget – The title of the budget prior to its formal adoption by resolution of the City Council.

Proprietary Funds – Funds used to account for a government’s business-type activities, which are supported, at least in part, by fees or charges.

R

Reserves – The portion of the General Fund balance set aside for contingencies.

Resolution – A special order of the City Council that requires less legal formality than an Ordinance.

Revenue – Funds received from various sources to finance expenditures.

S

Sewer Funds– Funds that account for revenues and expenditures related to the City’s sewer programs, including maintenance and expansion of the City’s conveyance system and payment of Metro Sewer treatment costs.

Special Revenue Funds – Funds that are used to account for proceeds derived from specific revenues sources, which are legally restricted to expenditures for special purposes. (e.g. Transportation Funds, parking Funds, Public Safety Funds)

Spending Plan – A preliminary budget approved by Council contingent upon subsequent adoption of appropriations.

Supplies and Services Expenditures – Expenditures for supplies required for the daily operation of the City and for contractual and professional services.

T

Transfers Out Expenditures – Expenditures in this category are the authorized exchanges of cash, positions, or other resources between organizational units.

U

Utilities Expenditures – Expenses related to the consumption of services including electricity, natural gas, water, and telephone services.

Y

Yield – The rate of return earned on an investment based on the price paid.

